

COMMITTEE AGENDA



TO **Community & Social Services Committee**

DATE March 12, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES- February 12, 2013 open meeting minutes

PRESENTATIONS (Items with no accompanying report)

None

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Community & Social Services Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CSS-2013.4 Guelph Wellington Immigration Portal Status Update and Launch Details	<ul style="list-style-type: none"> Sonia Worotynech, Project Coordinator Immigration Portal 		√
CSS-2013.5 2013-2018 Guelph Youth Strategy	<ul style="list-style-type: none"> Adam Rutherford, Youth Services Coordinator 		√
CSS-2013.6 Guelph Wellington Local Immigration Partnership Contribution Agreement Extension			

CSS-2013.7 Community Investment Strategy Implementation - Community Wellbeing Grant Program			
CSS-2013.8 County Proposed Infant Program at Willowdale Child Care and Learning Centre			
CSS-2013.9 2012 Delegation of Authority Report			

Resolution to adopt the balance of the Community & Social Services Committee Consent Agenda.

ITEMS EXTRACTED FROM THE CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

CLOSED MEETING

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

1. Citizen Appointments to Various Committees

S. 239 (2) (b) of the *Municipal Act* – personal matters about identifiable individuals

NEXT MEETING: April 9, 2013

**The Corporation of the City of Guelph
Community & Social Services Committee
Tuesday February 12, 2013, 5:00 p.m.**

A meeting of the Community & Social Services Committee was held on Tuesday February 12, 2013 in the Council Chambers at 5:00 p.m.

Present: Councillors Dennis, Van Hellemond and Mayor Farbridge

Absent: Councillors Burcher and Laidlaw

Also Present: Councillors Bell, Findlay, Furfaro, Guthrie, Hofland, Kovach and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Ms. C. Bell, Executive Director, Community & Social Services; Mr. A. Horsman, Executive Director, Finance & Enterprise; Ms. T. Agnello, Deputy Clerk; Ms. J. Sweeney, Council Committee Coordinator

Disclosure of Pecuniary Interest and General Nature Thereof

There was no disclosure of pecuniary interest.

Minutes

1. Moved by Councillor Van Hellemond
Seconded by Mayor Farbridge
THAT the minutes of the Community & Social Services Committee meeting held on December 11, 2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Dennis, Van Hellemond and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

Consent Agenda

The following items were extracted from the Consent Agenda to be dealt with separately:

- CSS-2013.1 Child Friendly Designation for Guelph Wellington
- CSS-2013.2 Annual Report of Guelph Museums Advisory Committee
- CSS-2013.3 Guelph Tourism Services Update

Child Friendly Designation for Guelph Wellington

Ms. Colleen Bell, Executive Director of Community & Social Services introduced the report contained in the meeting agenda and the delegations.

Mr. Daniel Moore, Executive Director, Family & Children's Services, provided information on the Child Friendly Cities Global Initiative and outlined the four key principles and the building blocks.

Jim Bonk, Executive Director, YMCA, highlighted the building block status in Guelph Wellington and provided information on the current work being done and future opportunities.

They asked Council to endorse their application to UNICEF for Guelph- Wellington to receive the Child Friendly Designation.

REPORT

2. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond
 1. That Council acknowledge and publicize the Child Friendly recognition when it is received;
 2. That staff provide regular updates on the work of the Council for Opportunities for Children to Council;
 3. That Council direct staff to identify ways that children and youth voices can be encouraged in the planning and development of programs, services and policy through the upcoming Community Engagement Framework and the Youth Strategy;
 4. That Council approve staff's continued involvement in the Council for Opportunities for Children, the Report Card Coalition and the Children's Planning Council; and
 5. That staff consider the importance of access to culture and recreation opportunities and other services offered by the City for children and youth in the development of discount mechanisms of the Community Investment Strategy.

VOTING IN FAVOUR: Councillors Dennis, Van Hellemond and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

Annual Report of Guelph Museums Advisory Committee

Ms. Colleen Clack, General Manager of Culture & Tourism, provided an update on the Museums management team and introduced Tammy Adkin the new Guelph Museums Manager.

Ms. Ann Holman, Chair, Guelph Museums Advisory Committee outlined the Museums annual report as contained in the meeting

agenda. She highlighted the Committee's composition, the number of volunteer hours contributed and the variety of activities and events undertaken.

3. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

That the February 12, 2013 report entitled "Annual Report of Guelph Museums Advisory Committee be received for information.

VOTING IN FAVOUR: Councillors Dennis, Van Hellemond and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

Guelph Tourism Services Update

Ms. Colleen Clack, General Manager of Culture & Tourism, advised that the purpose of the report contained in the meeting agenda was to provide Committee with a status update. She advised that a meeting with the stakeholders and public is scheduled for March 20th.

Ms. Colleen Bell, Executive Director, Community & Social Services, advised that for the RFP to be successful, strong community input is needed along with a clear governance model to ensure robust tourism services.

Ms. Sonya Poweska, Executive Director, Guelph Arts Council, expressed concern with how the decision was made and the effect it will have on the arts community. She further expressed concern that the third party providing tourism services will not have a vested interest in the community. She requested that the City restore all actions to tourism and consider reversing their decision to issue an RFP for providing tourism services.

4. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

That the February 12, 2013 report entitled "Guelph Tourism Services Update" be received for information.

VOTING IN FAVOUR: Councillors Dennis, Van Hellemond and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

5. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond
That the meeting of the Community & Social Services Committee of
February 12, 2013 be adjourned.

Carried

The meeting adjourned at 6:00 p.m.

.....
Chairperson

**COMMUNITY & SOCIAL SERVICES COMMITTEE
CONSENT AGENDA**

March 12, 2013

Members of the Community & Social Services Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Community & Social Services Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

REPORT	DIRECTION
<p>CSS-2013.4 GUELPH WELLINGTON IMMIGRATION PORTAL STATUS UPDATE AND LAUNCH DETAILS</p> <p>1. That the March 12, 2013 report entitled “Guelph Wellington Immigration Portal Status Update and Launch Details” be received for information.</p>	Receive
<p>CSS-2013.5 2013 – 2018 GUELPH YOUTH STRATEGY</p> <p>1. That Council approve the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy;</p> <p>2. That Council endorse the 10 Foundational and 30 Youth Driven Goals of the 2013 – 2018 Guelph Youth Strategy;</p> <p>3. That staff be directed to report back annually on the implementation, progress and achievements of the 2013 – 2018 Guelph Youth Strategy.</p>	Receive
<p>CSS-2013.6 GUELPH WELLINGTON LOCAL IMMIGRATION PARTNERSHIP CONTRIBUTION AGREEMENT EXTENSION</p> <p>1. That the March 12, 2013 report entitled “Guelph Wellington Local Immigration Partnership Contribution Agreement Extension” be received for information.</p>	Receive

**CSS-2013.7 COMMUNITY INVESTMENT STRATEGY
IMPLEMENTATION - COMMUNITY WELLBEING
GRANT PROGRAM**

Approve

1. That Committee approve the establishment of the Wellbeing Grant Allocation Panel;
2. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved;
3. That Committee Repeal and replace Schedule "U" of the Delegation of Authority By-law with the updated version attached hereto as Attachment 1;
4. That staff be directed to begin the process of recruiting members to the Wellbeing Grant Allocation Panel;
5. That Committee approve the Wellbeing Grant Program model outlined in Table 1 of this report.

**CSS-2013.8 COUNTY PROPOSED INFANT PROGRAM AT
WILLOWDALE CHILD CARE AND LEARNING CENTRE**

Approve

1. That Council approve implementation of 10 infant child care spaces at Willowdale Child Care and Learning Centre with the following requirements:
 - a) Wellington County agrees to notify the City of any financial adjustments which differ from the County's reported financial implications;
 - b) Wellington County enters into a service agreement with the City for the operation of Willowdale Child Care and Learning Centre.

CSS-2013.9 2012 DELEGATION OF AUTHORITY REPORT

Receive

1. That the report dated March 12, 2013 entitled "2012 Delegation of Authority Report" with respect to delegated authority under the purview of Community and Social Services be received.

attach.

The Guelph Wellington Immigration Portal

Guelph Wellington Immigration Portal

Background

- * 700 immigrants a year settle in Guelph and Wellington.
- * Demographic and economic trends suggest increased immigration will be key to future growth in Guelph and Wellington.
- * Attracting and retaining newcomers and immigrants that bring skills, experience, and investment is important.

Guelph Wellington Immigration Portal

Development of the Immigration Portal

- * The LIP worked with 5 key stakeholders in a proposal to the Ontario Ministry of Citizenship and Immigration (MCI) to develop an Immigration Portal.
- * A Community Advisory Group led the development of the Portal.
- * The Portal will be a 'one-stop shop' of information for newcomers to the Guelph Wellington area.
- * The Portal has been designed following best practices.

Guelph Wellington Immigration Portal

Features of the Immigration Portal

- * Information for employers on how and why to hire immigrants
- * Economic development section
- * Translated into Chinese, Punjabi, Spanish and Vietnamese languages (+ possibly French)
- * Video of local newcomers and established immigrants, as well as employers who hire, and champion the hiring of immigrants

Guelph Wellington Immigration Portal

Funding and Sustainability

- * MCI funding will end March 31, 2013
- * The Community Advisory Group sustainability plan in development

Guelph Wellington Immigration Portal

* guelphwellingtonimmigration.ca

* Development site:

<http://immigration.roberian.ggprojects.com:8018/>

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE March 12, 2013

SUBJECT Guelph Wellington Immigration Portal Status Update and Launch Details

REPORT NUMBER CSS-CESS-1310

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To inform Council of the development, progress and launch of the Guelph Wellington Immigration Portal on March 20, 2013.

KEY FINDINGS

Approximately 700 immigrants settle in Guelph and Wellington County each year. Recent demographic and economic trends suggest increased immigration will be a key aspect to future growth in Guelph and Wellington County.

It is critical that all avenues are explored to attract and retain immigrants to Guelph and Wellington County and the Immigration Portal is anticipated to be a key factor in those attempts to attract and retain.

The Guelph Wellington Local Immigration Partnership (LIP) worked with several key stakeholders in developing a proposal to the Ontario Ministry of Citizenship and Immigration to obtain the grant funds to develop an Immigration Portal.

A Community Advisory Group led the development of the Guelph Wellington Immigration Portal.

The final Guelph Wellington Immigration Portal will serve as an online one-stop 'shop' of information for immigrants to the Guelph Wellington area.

The Ontario Ministry of Citizenship and Immigration has funded the City of Guelph to develop the Guelph Wellington Immigration Portal. Funding will end March 31, 2013. The Community Advisory Group is focused on developing sustainability plans to ensure the continuation and growth of the Immigration Portal beyond March 31, 2013.

FINANCIAL IMPLICATIONS

STAFF REPORT



None. The Guelph Wellington Immigration Portal has zero impact on the City of Guelph's budget.

ACTION REQUIRED

Receive the staff report.

RECOMMENDATION

1. That the March 12, 2013 report entitled "Guelph Wellington Immigration Portal Status Update and Launch Details" be received for information.

BACKGROUND

The Guelph Wellington Immigration Portal is a program hosted by the City of Guelph (Community and Social Services), and funded by the Municipal Immigration Information Online (MIIO) branch of the Ontario Ministry of Citizenship and Immigration (MCI). The funding is specifically for municipalities to develop online web-portals for local communities. The program is a zero-impact budget for the City of Guelph, and is funded to the amount of \$119,350 between September 2012 and March 31, 2013.

This report highlights the scope, objectives, structure, and expected outcomes of the Guelph Wellington Immigration Portal, and provides a status update from the Information Report to Council, dated September 12, 2012.

The need for an online Immigration Portal serving Guelph and Wellington County was first identified in consultation by the Guelph Wellington Local Immigration Partnership (another City of Guelph-hosted program) in 2010. In spring 2012, Community and Social Services, with the support of the LIP and five community partners, developed the proposal to the province for the City of Guelph to host an Immigration Portal.

The City of Guelph has a history of recognition of immigrants and immigration as important to ensuring the continued social, economic and cultural wellbeing of the city. This has been demonstrated in the City's Strategic Plan, its planning in areas such as recreation, parks and culture, its planning for future economic development (Prosperity 2020), its own internal human resources policies (Diversity Strategy), and its commitment to active partnerships in immigrant-focused initiatives such as the Guelph-Wellington Local Immigration Partnership (GWLIP).

STAFF REPORT



The Guelph Wellington Immigration Portal is another program to ensure that Guelph and Wellington County are welcoming communities where everyone thrives and that promotes Guelph and Wellington County as a destination for immigrants to settle, work and invest. The Immigration Portal will also support service providers in ensuring they have accurate, timely information and resources to share with clients. In addition, the Guelph Wellington Immigration Portal will provide employers and the business community with tools to support their recruitment and retention of global talent, benefiting the local economy.

REPORT

Project Objectives

The overall objective of the proposed project was to develop, implement, and maintain an Immigration Portal website for Guelph and Wellington County that will:

1. Contribute to Guelph and Wellington County's growing economies by supporting the attraction, settlement, integration, and retention of immigrants in the region;
2. Provide timely, accurate, realistic and relevant local information for immigrants both pre- and post-arrival in Canada, and in Guelph and Wellington County.

Governance Structure of Guelph Wellington Immigration Portal

The portal was developed by the City of Guelph Community and Social Services (CSS) under the direction of a Community Advisory Group (CAG), made up of many stakeholders, including front-line service providers, individuals representing various ethno-cultural communities, and other economic development initiatives and organizations (See Attachment 1 for a list of the members of the CAG).

The CAG met regularly from September 2012 to January 2013, and worked with the project coordinator to conduct research, develop and update content, and to identify necessary structural and functional aspects of the Immigration Portal. An online work space, provided courtesy of the Guelph Wellington Local Immigration Partnership (LIP), was developed to facilitate CAG members sharing of their research findings, and served as a depository for portal content before transfer to the Giant Goat web design team.

The Immigration Portal will be translated into four languages: Chinese (simplified), Vietnamese, Punjabi, and Spanish. These reflect the findings of census data capturing the languages (other than English) most spoken in the home in Guelph and Wellington County (Source: Statistics Canada, 2010). Funding may be forthcoming from the Ministry of Citizenship and Immigration for French translation.

Building on Best Practices

STAFF REPORT



There are about 25 immigration portals in Ontario developed with funding from the Ontario Ministry of Citizenship and Immigration (MCI) and there are four portals, such as the Guelph Wellington Immigration Portal, in development.

The Guelph Wellington Immigration Portal has been built on the lessons learned from existing funded municipal immigration portal projects as well as other local portal experiences. The City of Guelph also has experience developing portals with community input including the City of Guelph's VisitGuelphWellington.ca portal.

The Guelph Wellington Immigration Portal will feature a short video of immigrants sharing their immigration stories, and will highlight the economic development perspective and importance of hiring immigrants.

Project Timeline

Work on the Immigration Portal began in early September 2012 with the hiring of a Project Coordinator housed within Community and Social Services to provide leadership to the project.

The Immigration Portal content and functionality was developed with the support of the CAG during the remainder of 2012 with a soft-launch of the Immigration Portal expected in mid February 2013.

The soft-launch will be followed by a survey of CAG members, key informant interviews of key City staff and focus groups of: newcomers, settlement workers, and employers, conducted by external evaluators to ensure that the Immigration Portal is meeting the needs of those whom it is serving. The Immigration Portal will then be adapted based on feedback with a final official launch occurring on March 20, 2013 during the GW-LIP event called "The Immigration Connection". Relevant communication vehicles will be developed to promote the launch.

Sustainability Planning

Among its duties, the CAG is also responsible for developing a sustainability plan to keep the Guelph Wellington Immigration Portal updated, accurate, and relevant to the community beyond MCI funding. (There may be the opportunity for further MCI funding beyond March 2013 to support the continued evolution and marketing of the Immigration Portal.)

Sustainability for the project will address various associated responsibilities including: online hosting, content updates, and user support.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.2 Deliver public services better

City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

STAFF REPORT



3.2 Be economically viable, resilient, diverse and attractive for business

FINANCIAL IMPLICATIONS

None. As the Guelph Wellington Immigration Portal is funded entirely by the Ontario Ministry of Citizenship and Immigration, there are no financial implications for the City of Guelph.

DEPARTMENTAL CONSULTATION/CONCURRENCE

Community and Social Services – Culture and Tourism; Community Engagement and Social Services; Youth Services
Finance and Enterprise Services – Economic Development
Corporate and Human Resources – Information Technology

COMMUNICATIONS

Corporate Communication was consulted to develop a communications plan around the launch of the Guelph Wellington Immigration Portal.

ATTACHMENTS

- ATT-1 Guelph Wellington Immigration Portal Community Advisory Group Terms of Reference
- ATT-2 Community Advisory Group Members

Prepared By:

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Guelph Wellington Immigration Portal Community Advisory Group Terms of Reference

1. Background

Immigration is changing the face of Guelph and Wellington County as approximately 700 newcomers choose to settle in the area immediately upon arrival to Canada. Given recent demographic and economic trends, continued and increased immigration will be a key aspect of future growth in Guelph-Wellington. Achieving these goals will depend on the community's and municipality's ability to attract and retain immigrants that bring skills, experience, and investment.

In August 2012, the City of Guelph received funding through the Ontario Ministry of Citizenship and Immigration and the Municipal Immigration Information Online to develop an online immigration portal. MIIO has funded over 20 other communities in Ontario to develop similar portals. The proposed immigration portal will play a key role in attracting newcomers to our communities by showcasing the features that make the City of Guelph and Wellington County welcoming communities. It will also provide information to immigrants already living here about how to access needed employment, supports, and services.

The need for a Guelph-Wellington Immigration Portal is founded largely on the need for economic development. Supporting the economic inclusion of immigrants, given their crucial contribution to development, has been identified as a challenge in Guelph and Wellington County. However, attraction and economic inclusion are not enough on their own. If our community does not welcome newcomers sufficiently, or provide the supports and services they need, it will be a challenge to obtain the lasting economic benefits that our community needs to thrive.

Immigration is important to the future demographic and economic growth of Guelph and Wellington County. While the City of Guelph is the destination for nearly 90% of the immigrants coming to the area, there is a need across Guelph-Wellington to:

- Provide accurate and realistic pre-immigration information that supports the attraction of immigrants to both Guelph and Wellington County.
- Improve access to information about settlement and support services to increase the retention of immigrants in our communities.
- Increase access to information about social and cultural activities to support the social inclusion of immigrants and newcomers.

2. Project Goal

The proposed municipal immigration portal will be a centralized source of information for new immigrants, established residents, and local service providers. It will feature local services and activities that support immigrant attraction, settlement and retention in this region. The overall goal of the proposed project is to develop, implement, and maintain an immigration portal website for Guelph and Wellington County that will support the economic and social inclusion of newcomers both pre- and post-arrival.

Attachment 1

3. **Project Objective**

The immigration portal will achieve this goal by:

- a) Improving newcomers' access to local information and services.
- b) Promoting Guelph Wellington as a destination for newcomers to Canada.
- c) Providing an improved focus on immigrant or newcomer needs regarding settlement and employment opportunities at the local level.
- d) Providing a tangible benefit to both newcomers and the municipality.

4. **Governance Model**

4.1. **Selection of Community Advisory Group Members**

During the writing of the proposal, five organizations committed to sit as Community Advisory Group (CAG) members. These include Wellington County Settlement Services, Immigrant Services Guelph-Wellington, Volunteer Centre of Guelph-Wellington, Guelph-Wellington Inclusiveness Alliance, and Guelph Public Library. These stakeholders were identified by the Local Immigration Partnership and the Action Team dedicated to support the development of the immigration portal. Up until the 2nd meeting, we will be seeking additional members.

While the size of the CAG will be large in order to accommodate interest and to ensure broad representation, it is hoped that the group will be no larger than 25 individual members and will represent:

- Newcomers with lived experience of immigration
- Settlement services
- Businesses or business networks
- Education sector
- Employment services
- Health sector
- Faith groups or ethno-cultural associations
- Economic development
- Municipalities
- Child and family sector
- Youth
- Seniors
- Culture and recreation sector.

Potential CAG members have been invited by project staff to participate as a member of the group.

CAG members may also suggest others in the community that could be invited to participate as a member of the group, with the understanding that no new members will be admitted beyond the 2nd CAG meeting.

Attachment 1

4.2 Tasks and Responsibilities

The following diagram lays out the general tasks of the CAG and others involved in the immigration portal project:

Guelph Wellington Immigration Portal	
Community Advisory Group (CAG)	Representatives from relevant local communities and service organizations CAG conducts research, develops and updates content, and develops structural elements
City of Guelph	Project coordination, manages project Supports the work of the CAG Acts as liaison between the CAG and web design/developer & City of Guelph IT Seeks and manages partnerships

The Community Advisory Group is expected to:

- a) Identify best practices in the development of immigration and other portals in various jurisdictions.
- b) Identify portal accessibility issues and solutions to overcome barriers.
- c) Decide on structural design of portal and its capabilities.
- d) Conduct research on different information needs of newcomers and what is currently available.
- e) Support development and drafting of new content for different topic areas of portal (e.g., employment, education, health).
- f) Provide feedback and input into the project documents and piloted version of the portal and its content.
- g) Develop a sustainability plan to manage and update content beyond March 2013.
- h) Facilitate connections as necessary to assist the consultants to undertake interviews and focus groups during the evaluation of the portal.
- i) Promote the “launch” of the portal within own organization and/or networks.
- j) Conduct work to support the development of the portal in between meetings

4.3 Decision-Making Authority

Decisions by the CAG will be made through consensus whenever possible. Consensus is a process through which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, the group is not only working to achieve better solutions, but each member’s input is valued as part of the solution. All members will have an equal say in decision making. If consensus is not able to be reached around an issue that is related to the City of Guelph’s contractual obligation to the province, the project coordinator will make the final decision.

4.4 Code of Conduct/Accountability

Members must declare any actual, potential or perceived conflict of interest. All members have a duty to make decisions solely in the best interest of the immigration portal project. It is expected that members will not engage in any behaviour or conduct that may be seen to be an attempt to gain, through their position as a member, any advantage, advancement, favour, influence, benefit, or other interest, for the organization for which they work or represent.

Attachment 1

4.5 **Communications**

To support consistency of messaging around the portal project, CAG members will be equipped with key messages that can be shared publicly and that are in compliance with the funder's request for recognition. CAG members should raise questions about sharing news and information with the project coordinator. If the media contacts you regarding the portal, please connect with the project coordinator before responding.

4.6 **Meeting Schedule/Attendance**

The CAG is expected to meet 4-5 times over the course of the project. CAG members may also be called upon from time to time throughout the project for specific advice, to provide feedback, or to carry out specific tasks relating to content development.

The CAG's role shall be complete by mid March, allowing enough lead time for the City of Guelph to deliver a final report to the project funder by the end of March 2013.

ATTACHMENT 2

The Guelph Wellington Immigration Portal Community Advisory Group:

Organizations

- *2nd Chance Employment
- *City of Guelph Community and Social Services
- City of Guelph Human Resources
- City of Guelph Youth Programs
- *Conestoga College
- *County of Wellington Settlement Services
- Economic Development for Centre Wellington
- *Ethnocultural Council of Guelph Wellington
- Guelph Chamber of Commerce
- Guelph Public Library
- *Guelph Wellington Local Immigration Partnership
- Immigrant Services Guelph Wellington
- *Innovation Guelph
- *Lutherwood Employment Services
- *Northern Lights Employment
- *Upper Grand Valley District School Board
- Volunteer Centre of Guelph Wellington

Community Members

- Member of the Iranian-Canadian Community
- Member of the Sikh-Canadian Community

THINK

YOUTH

2013 – 2018 Guelph Youth Strategy



Setting the Stage

**Involving youth builds
a strong community
now and into the
future.**

Setting the Stage

Youth is a
quality,
not a matter of
circumstance...

Frank Lloyd Wright

Setting the Stage

10,000 Guelph Youth 13 - 18



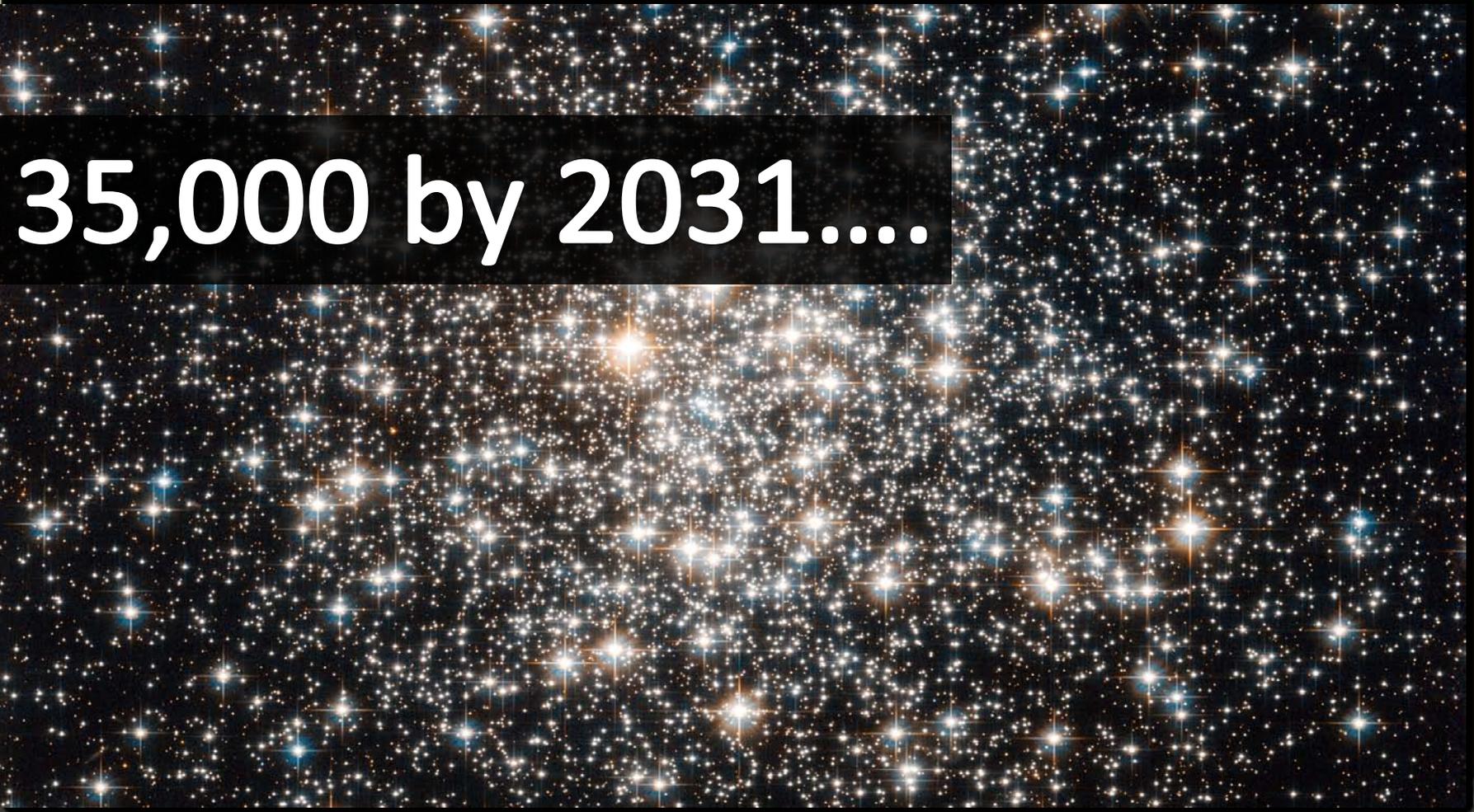
Setting the Stage



25,000 Guelph Youth 10 - 24

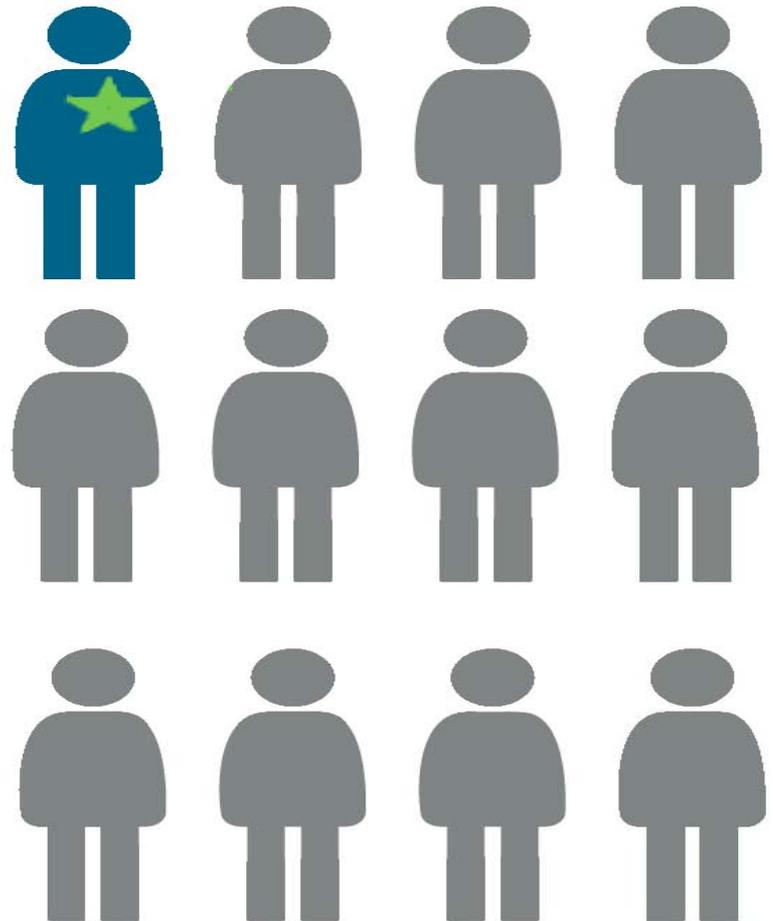
Setting the Stage

35,000 by 2031....

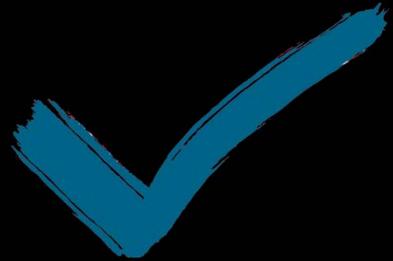


Contributions

More than 700
young people
contributed to
the 2013 -
2018 Youth
Strategy



Contributions



Youth Surveys



Youth Interviews



Youth Focus Groups

Feedback



The Results

Feedback

The Good News

Youth feel safe in Guelph

Youth appreciate specific programs that target their needs

Youth want to be asked their opinions and be part of solutions

Youth appreciate green space

Youth enjoy meaningful volunteering

Free programming is a great place to hang out and be active

Youth care about those outside their immediate peer group including marginalized youth, newcomer populations & LGBTQ youth

Feedback

The Challenges

Youth need more programming, youth space and activities

Youth feel their voices are not heard or respected

Bullying is a problem and the number one factor affecting youth safety

Marginalized and under-served youth should be a focus area

Youth want more outlets to practice, express and display their talents

Transportation is a key issue/area for change

Youth want to be more connected to their city and want to be involved in City of Guelph processes.

THINK

YOUTH

2013 – 2018 Guelph Youth Strategy



VISION

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.

MISSION

The City of Guelph and Community Stakeholders provide opportunities and resources for youth to become healthy, productive, supported and engaged community members.

The 2013 – 2018 Youth Strategy achieves this by creating policy, building capacity and ensuring accountability in municipal youth services. Guelph's Youth Strategy is guided by community collaboration, a proactive response to current and emerging youth needs and sustained consultation and leadership from Guelph's Youth.

VALUES

Social & Economic Equity

Youth Development

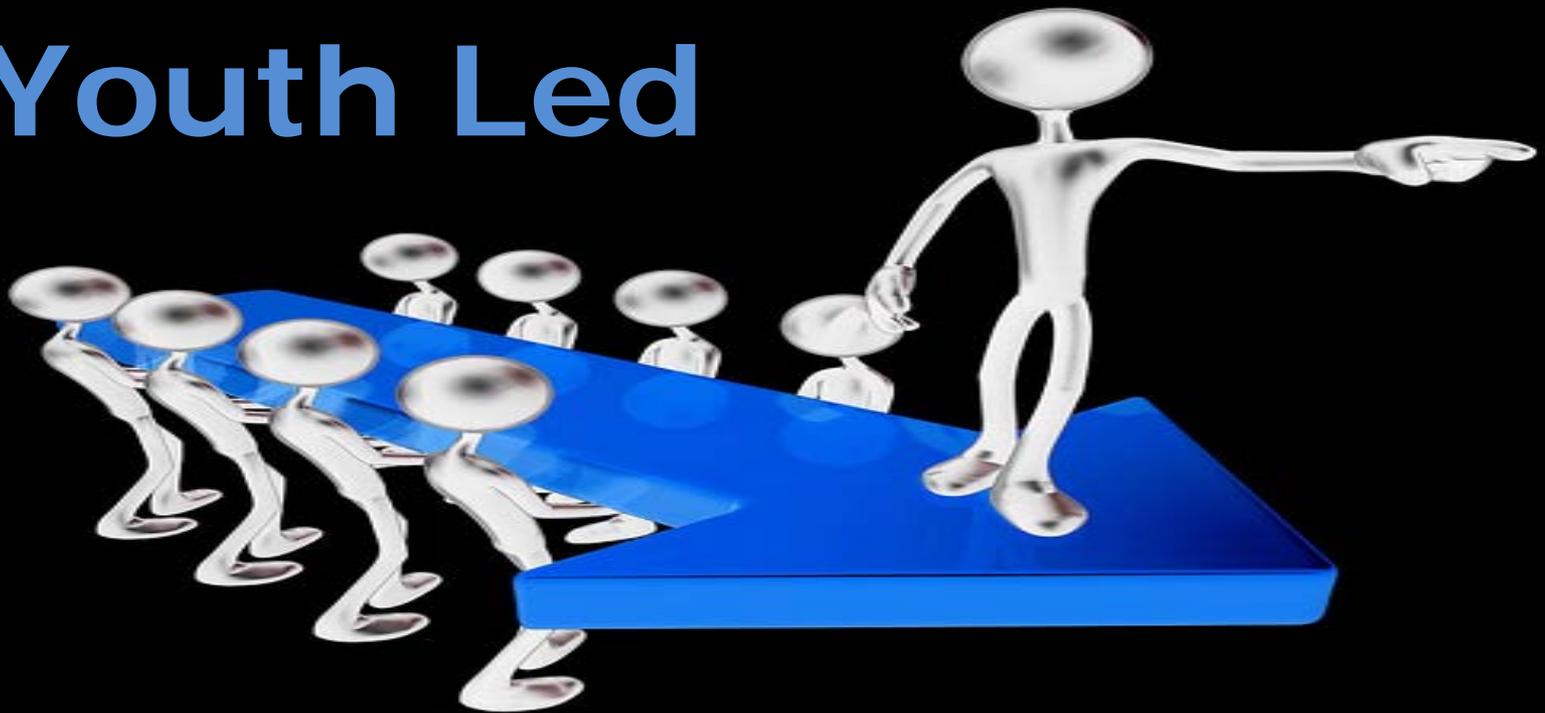
Youth Engagement

Recommendations

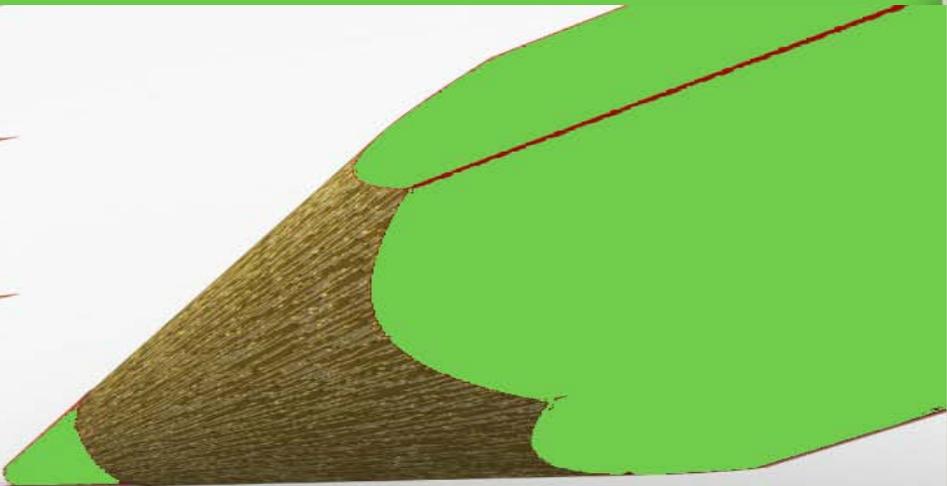


Youth Strategy Recommendations

Youth Led



Youth Strategy Recommendations



**Best
Practices
Supported**

Youth Strategy Recommendations

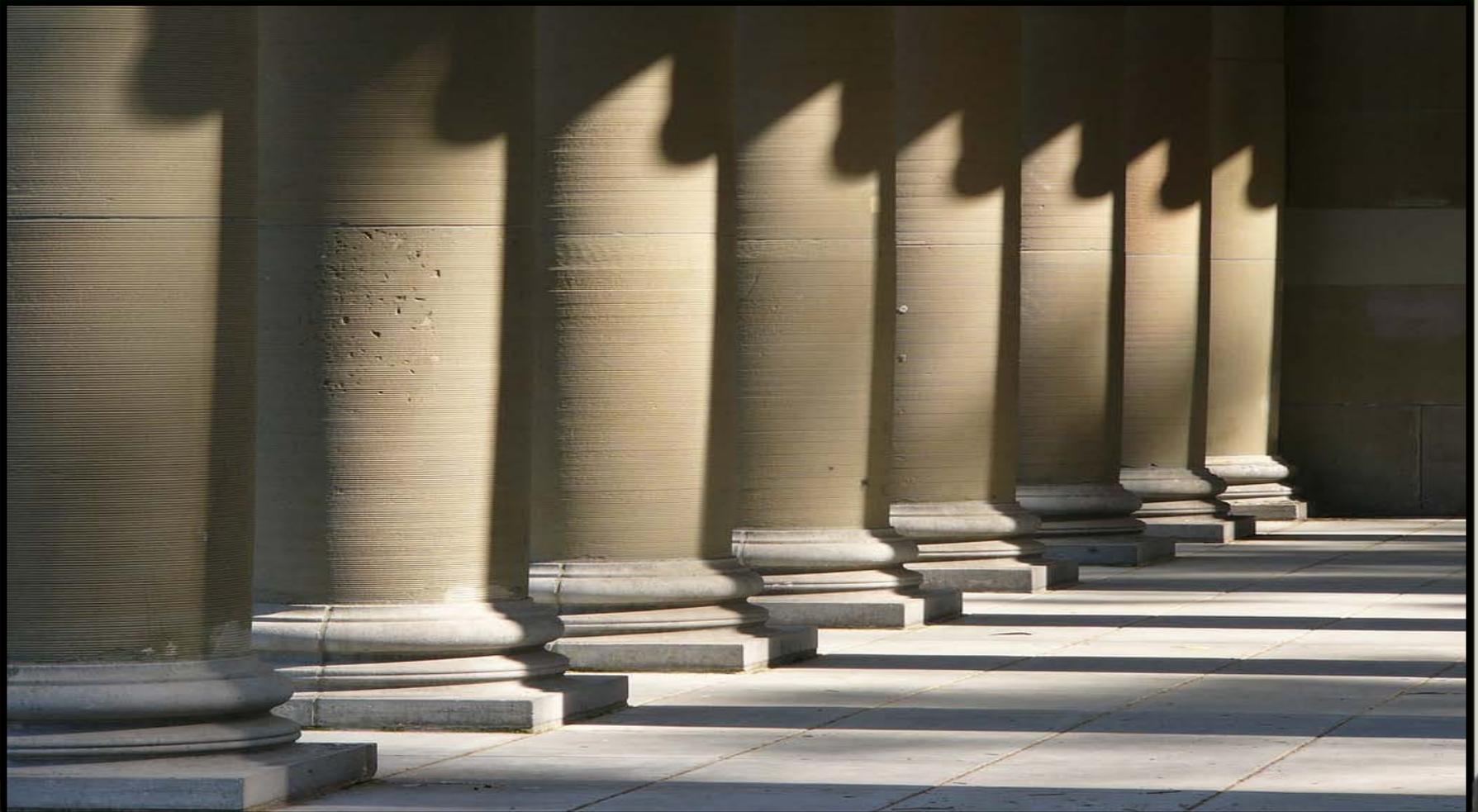
Connects to Existing Strategies, Initiatives and Goals



Wellington-Dufferin-Guelph
Children's Charter of Rights



Foundational Recommendations



Foundational Recommendations

1. That the City of Guelph commits to 5 Year Youth Strategy ensuring that the City of Guelph is youth-friendly and can be designated a youth-friendly community.
2. The City of Guelph promotes and supports youth-driven groups as a key resource to ensure that community youth voices are heard.
3. The City of Guelph commits to being a 'youth friendly' organization.
4. The City of Guelph commits to bringing a youth voice to City policy development and planning.
5. The City of Guelph commits to promote and recognise the achievements of young people within the community.

Foundational Recommendations

6. The City of Guelph recognises that positive youth development is critical for community wellbeing.
7. The City of Guelph recognizes and celebrates the diversity of all young people.
8. Pending Budget approval The City of Guelph supports the expansion of the Youth Services Division to include a Youth Services staff position (1 FTE) with overall responsibility to the 2013 –2018 Youth Strategy.
9. The City of Guelph commit to attaining Playworks Gold/Platinum designation by 2015.
10. The City of Guelph achieves UNICEF Child Friendly City designation by 2015.

Youth Driven Recommendations



Youth Voice - Youth Priority #1

1. Facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together.
2. Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth.
3. Have youth representation on the Guelph City Council.



Marginalized Youth – Youth Priority #2



1. Prioritize marginalized youth in programming and youth planning.
2. Facilitate Youth Engagement training for all City employees.
3. Develop a comprehensive marketing plan so all youth are aware of programming and supports for youth in crisis.

Transportation - Youth Priority #3

1. Sell bus tickets at all high schools.
2. Provide CAN-Bike courses for all students.
3. Implement a universal bus pass for all high school students.



Employment & Volunteer Opportunities - Youth Priority #4

1. Support and advertise already existing employment programs
2. Develop a City of Guelph volunteer program for high school students.
3. Create a recognition program for businesses that train and employ young people.



Youth Safety – Youth Priority #5

1. Endorse City of Guelph anti-bullying policy.
2. Develop Safe Spaces for youth policy and program.
3. Incorporate youth safety into all municipal planning.



The Arts - Youth Priority # 6

1. Advertise and support permanent youth art displays.
2. Collaborate with Guelph Arts Council on an annual youth artists awards/recognition program.
3. Provide youth space for practicing the arts.



Culture, Identity & Belonging – Youth Priority #7

1. Continue supporting and promoting community endeavours that engage youth.
2. Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth.
3. Implement youth Community Gardening project.



Youth Space – Youth Priority #8

1. Provide free, accessible space for merging and existing youth groups/committees.
2. Build permanent public skate park.
3. Create positive youth space in all publicly accessible City of Guelph facilities.



The Environment – Youth Priority #9

1. Maintain and expand City of Guelph environmental programs to include youth audiences.
2. Promote a City-wide car free day at Guelph schools.
3. Work towards a City of Guelph sustainable transportation model.



Health & Wellness – Youth Priority #10

1. Facilitate a City-led health and wellness campaign to support youth wellness.
2. Develop and promote the City of Guelph online Youth Services Hub.
3. Expand the Wyndham House STEPS program throughout the City.



Timelines



Timelines

Year 1

Years 2-4

Years 5+

Recommendations to Council

RECOMMENDATIONS

1. That Council approve the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy;
2. That Council endorse the 10 Foundational and 30 Youth Driven Goals of the 2013 - 2018 Guelph Youth Strategy;
3. That staff be directed to report back annually on the implementation, progress and achievements of the 2013 - 2018 Guelph Youth Strategy.

Questions



STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE March 12, 2013

SUBJECT 2013 – 2018 Guelph Youth Strategy

REPORT NUMBER CSS-CESS-1312

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide Council with the report of the 2013 – 2018 Guelph Youth Strategy which provides a planning framework and action plan that ensures the City of Guelph is a youth-friendly community that continues to meet current and developing youth needs.

KEY FINDINGS

In 2003, the City of Guelph created the first Guelph Community Youth Strategy which gathered community input and evaluated Guelph's Youth Services. Through Guelph's 2003 Community Youth Strategy, some gains in the delivery and implementation of Youth Services were realized; however the Strategy had become dated and did not adequately address the changing needs of Guelph's youth population, or reflect current best practices in delivering Youth Services.

The United Nations states that young people in all countries are both a "major human resource for development and key agents for social change, economic development and technological innovation." Involving and supporting youth is a key foundation for building a strong community now and into the future.

The 2013 – 2018 Youth Strategy provides a planning framework and action plan to ensure that the City of Guelph is a youth-friendly community. It ensures that the 'youth voice' is heard in the creation and maintenance of a community for all ages. The 2013 – 2018 Youth Strategy is fully informed by the voices, feelings and stated needs of our community's youth demographic. The Strategy incorporates the input of more than 600 young people and was further refined through youth service provider and stakeholder guidance. Evidence shows that policies and programmes designed after consultation with users are more likely to be effective.

FINANCIAL IMPLICATIONS

Immediate work on the 2013 – 2018 Youth Strategy can begin without any

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impact to the 2012 – 2013 operating budget. A foundational recommendation for expansion of the Youth Services team by 1 FTE (Full Time Equivalent) is required to complete the recommendations within the 2013 - 2018 Youth Strategy; this is expected to come forward in 2014's budget process. Additionally, some recommendations will have budget impacts over the longer term. These implications will be determined through the planning process, and will be brought forward to Council for approval as required.

ACTION REQUIRED

That Council approve the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy and endorse the 10 Foundational and 30 Youth Driven Goals of the Strategy.

RECOMMENDATION

1. That Council approve the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy;
2. That Council endorse the 10 Foundational and 30 Youth Driven Goals of the 2013 – 2018 Guelph Youth Strategy;
3. That staff be directed to report back annually on the implementation, progress and achievements of the 2013 – 2018 Guelph Youth Strategy.

BACKGROUND

The 2012 population of the City of Guelph is 121,688 and 7.65% of this population is made up of youth between the ages of 13 to 18 years old (9,309). Additionally, 20% of Guelph's population is made up of youth between the ages of 10 to 24 (24,380). The population of the City of Guelph is expected to increase by 34.3% to 175,000 residents by 2031 (City of Guelph Planning Services Projection, 2010). Of these residents 30,174 will be between 10 to 24 years old. As these numbers increase, the City of Guelph needs to be prepared to meet the needs and demands of youth moving forward.

In the summer of 2012, Community and Social Services undertook the development of a youth strategy for the City of Guelph. The concept of a youth strategy is not a new idea. In 2003, the City of Guelph created the first Guelph Community Youth Strategy which gathered community input and evaluated the City's Youth Services. The purpose of the original strategy was designed to enhance existing initiatives directed towards youth and to create an implementation plan for further youth services and programming in Guelph. By 2012, the 2003 Youth Strategy had become outdated and did not adequately address the growing needs of Guelph's youth population, or reflect current best practices for the delivery of youth services. The 2013 – 2018 Youth Strategy will ensure that the City of Guelph

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is a community that values its youth and is a great place for youth to grow and thrive.

The 2013 – 2018 Youth Strategy provides a planning framework and action plan to ensure that the City of Guelph is a youth-friendly community (see Attachment 1 for full report). The Strategy is guided by local (Wellington-Dufferin-Guelph Youth Charter of Rights), provincial (Playworks-Youth Friendly Cities) and international (UNICEF Child Friendly Cities) recommendations, and incorporates the voice and vision of more than 600 members of Guelph’s youth community. The Strategy also utilizes the internationally recognized 40 Developmental Assets for Positive Adolescent Development as rationale for all recommendations contained within the 2013 – 2018 Guelph Youth Strategy.

Finally, the 2013 – 2018 Youth Strategy utilizes the work and findings of the City of Guelph’s Community Wellbeing Initiative and The Canadian Index of Wellbeing’s Eight Domains of Wellbeing in the development of youth specific goals. Each recommendation in the strategy directly connects with one or more of the Eight Domains of Wellbeing.

REPORT

In response to the developing needs and existing gaps in the delivery of Youth Services in the City of Guelph, the Youth Services Division of Community and Social Services has developed the 2013 – 2018 Guelph Youth Strategy. The Strategy is a five year action plan that ensures Guelph is a leader in the delivery and implementation of effective and meaningful youth services, and is recognized as a youth-friendly community for years to come.

Project Methodology

A literature review of documents and materials pertaining to current best practices and delivery of youth services was conducted to inform this work. Resources came from the City of Guelph, comparator municipalities, national and international jurisdictions, as well as a series of recognized best practice documents that speak directly to the provision of effective youth services and enhancement of youth supports.

The development of the Strategy included a series of community engagement opportunities and methodologies including:

- A community-wide youth survey with more than 500 responses (online and hard copies)
- 8 youth focus groups engaging more than 120 youth
- 50 one-to-one youth interviews conducted at community locations
- 4 school based workshops
- 22 City of Guelph staff and community service provider interviews
- Ongoing guidance and support from Guelph Youth Council

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- Guidance and support from the 8 member Youth Strategy Steering Committee

Summary of Consultation and Feedback

Many of the contributors to the 2013 – 2018 Guelph Youth Strategy highlighted that Guelph is considered a great place to live and grow, and that existing services and programming are moving in the right direction. Most youth report feeling reasonably comfortable in their community and believe that efforts are being made to improve the quality of life and services for all young people.

Some notable comments and highlights included:

- Youth generally feel safe in Guelph
- Youth appreciate specific programs that target their needs
- Youth want to be asked their opinions and want to be part of solutions
- Youth appreciate Guelph's green space and environmental programs
- Youth enjoy volunteering but want it to always be meaningful
- Free drop-in programming is a great place to hang out and be active
- Youth are aware of the needs of those outside their peer group (i.e. marginalized youth, newcomer populations)

Youth did identify challenges and barriers as well including:

- They need more programming, youth space and activities
- They feel that their voices are not heard or respected
- Bullying is a problem and the number one factor affecting youth safety
- Marginalized and underserved youth should be a focus area
- Youth want more outlets to practice, express and display their talents
- Youth want more employment supports/resources
- Transportation is a key issue/area for change
- They want to be more connected to their city and want to be involved in City of Guelph processes.

Development of Vision, Mission and Values

As part of the focus group and interview process young people were asked for their opinions on youth specific Vision, Mission and Values statements for the City of Guelph. Through the engagement process and the support of Guelph Youth Council and the Youth Strategy Steering Committee the following Vision, Mission and Values statements were created:

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Vision	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.
Mission	The City of Guelph and community stakeholders provide opportunities and resources for youth to become healthy, productive, supported and engaged community members. The 2013 – 2018 Youth Strategy achieves this by creating policy, building capacity and ensuring accountability in municipal youth services. Guelph’s Youth Strategy is guided by community collaboration, a proactive response to current and emerging youth needs and sustained consultation and leadership from Guelph’s Youth.
Values	<p><u>Social & Economic Equity</u>: The 2013 – 2018 Guelph Youth Strategy is founded on the fundamental right of youth to participate fully in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, accessibility and accountability, and the concerted application of our resources toward those youth in greatest need.</p> <p><u>Youth Development</u>: The 2013 – 2018 Guelph Youth Strategy endorses all efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of youth to cultivate pride in themselves and their community.</p> <p><u>Youth Engagement</u>: The 2013 – 2018 Guelph Youth Strategy is founded on the principles of authentic youth engagement as a means of promoting creativity and innovation, a sense of responsibility, respect for others, and connection to community. A community that involves youth with sincerity, guidance, and support today adds value to the community in perpetuity.</p>

Outcomes

The 2013 – 2018 Guelph Youth Strategy outlines a series of Foundational and Youth Driven Recommendations. The recommendations are planned on 1 year, 2 – 4 year, and 5 year timelines.

The ten themes of the 2013 – 2018 Youth Strategy are: Youth Voice; Marginalized Youth; Transportation; Employment and Volunteer Opportunities; Youth Safety; The Arts; Culture, Identity and Belonging; Youth Space; Environment; and Health and Wellness.

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The ten themes were prioritized in order of importance to youth and three recommendations were developed for each theme based on the results of the survey, focus groups and research on best practices.

The ten themes, accompanying recommendations and proposed timelines are as follows:

Year 1 Goals

1. City staff will facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together
2. Prioritize marginalized youth so that they are always taken into consideration in program and youth planning
3. Sell bus tickets at all high schools
4. Support and advertise already existing employment programs
5. City of Guelph endorsed anti-bullying policy
6. Advertise and support permanent youth art space displays
7. Continue supporting and promoting community endeavours that engage youth
8. Provide free, accessible space for emerging and existing youth groups/committees
9. Maintain and expand City environmental programs to include a youth audience
10. Facilitate a City-led health and wellness campaign to support youth wellness

Year 2 – 4 Goals

1. Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth
2. Facilitate Youth Engagement training for all City employees
3. CAN-Bike courses for students
4. Develop a City of Guelph volunteer program for high school students
5. Safe spaces for youth policy and program
6. Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program
7. Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth
8. Development of a skate park
9. Promote a City-wide car free day at Guelph schools
10. Develop and promote the City of Guelph online Youth Services Hub

Year 5 + Goals

1. Youth representation on the Guelph City Council
2. Develop a comprehensive marketing plan so all youth are aware of programming and supports for youth in crisis

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3. Implement a universal bus pass plan for all high school students
4. Create a recognition program for businesses that train and employ young people
5. Incorporate youth safety into municipal planning
6. Youth space for practicing the arts
7. Community gardening youth project
8. Create positive youth space in all publicly accessible City of Guelph facilities
9. City of Guelph will work towards a sustainable transportation model
10. Expand the Wyndham House STEPS Program throughout the City

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

Community and Social Services – Parks and Recreation; Community Development; Business Services

Operations, Transit and Emergency Services

Planning, Building, Engineering and Environment

Corporate and Human Resources – Communications

COMMUNICATIONS

Guelph's youth population was engaged through an online and available hard copy survey that was advertised through social media networks and an outreach strategy to schools, drop-in programs and youth serving agencies. The survey was open for three months and received 521 submissions.

With the information gathered through the youth survey, focus and consultation groups were facilitated by Youth Services staff with youth groups, school classes, recreation programs, and youth stakeholders. These groups generated further community input information, engaged an additional 200 individuals and formed the base of the 2013 – 2018 Guelph Youth Strategy's recommendations. Participation in

STAFF REPORT



these focus groups was arranged through outreach, stakeholder engagement and direct contact with individuals whom expressed interest.

ATTACHMENTS

ATT-1 2013 – 2018 Guelph Youth Strategy (Report prepared by Community and Social Services, Youth Services Team)

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THINK

YOUTH

2013-2018 Guelph Youth Strategy



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EXECUTIVE SUMMARY

In 2012, the City of Guelph Community and Social Services department undertook the process of developing a Youth Strategy for the City of Guelph and community. The attached strategy is intended to provide a framework for future initiatives that will be taken on by the City of Guelph and community organizations in order to meet the needs of today's youth.

Involving youth in the community builds a strong community now and into the future. A successful city must welcome its youth and invest in action plans that attract youth to the community. The current demographic projections demonstrate that our population is aging and that the youth cohort will decline unless strategic actions are taken and Guelph commits to ensuring that youth will thrive here. This strategy recognizes the importance of youth in the community and in involving youth in the process of developing a youth strategy for the City. Creating a youth-friendly city is beneficial to all community members.

Throughout the strategy, a number of findings have been articulated based upon research of best practices and literature reviews, existing City of Guelph documents, demographic trends, and consultations with youth services providers and youth. The Youth Strategy is to ensure that the City of Guelph is a youth-friendly community now and into the future.

The ten themes of the 2013-2018 Youth Strategy are;

- **Youth Voice**
- **Marginalized Youth**
- **Transportation**
- **Employment and Volunteer Opportunities**
- **Youth Safety**
- **The Arts**
- **Culture, Identity and Belonging**
- **Youth Space**
- **Environment**
- **Health and Wellness.**

EXECUTIVE SUMMARY

From there, the Youth Services team developed a focus group agenda based on the top five priorities from the Youth Survey where youth discussed in detail what it meant to them and suggestions for improvement.

From the results of the youth survey, the ten themes developed for the Youth Strategy, were prioritized in order of importance to youth and three recommendations over a span of five years were developed based on the results of the survey, focus groups and research on best practices.

A Steering Committee made up of youth, City employees, service providers, and community members helped guide and support the youth strategy. This committee has been engaged throughout the planning process and helped review the recommendations that came out of the survey, focus groups, and best practices. The Strategy was developed with some knowledge of the upcoming City well-being initiative, and efforts have been made to ensure consistency and alignment of the two initiatives.

The Youth Strategy also includes implementation guidelines and anticipated outcomes of the recommendations along with an evaluation process to review these 40 recommendations over the next five years. This is a multi-year strategy, which will involve all City departments as well as community and provincial partners. Because of the wide range of services, programs and policy that affect the lives of youth, many of which are not the direct responsibility of the City, the City's role in this Strategy includes that of direct service delivery, partner, advocate, and leader.

VISION

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 a energetic and thriving community life and a safe, fair, sustainable, and culturally rich city.

MISSION

The City of Guelph and Community Stakeholders provide opportunities and resources for youth to become healthy, productive, supported and engaged community members. The 2013-18 Youth Strategy achieves this by creating policy, building capacity and ensuring accountability in municipal youth services. Guelph's Youth Strategy is guided by community collaboration, a proactive response to current and emerging youth needs and sustained consultation and leadership from Guelph's Youth.

VALUES

Social & Economic Equity: The 2013-18 Guelph Youth Strategy is founded on the fundamental right of youth to participate fully in the life of our community, to benefit from the fair distribution of community resources, and to enjoy both opportunity and security. We value the vigorous promotion of equality, accessibility and accountability, and the concerted application of our resources toward those youth in greatest need.

Youth Development: The 2013-18 Guelph Youth Strategy endorses all efforts to promote the social, emotional, physical, moral, cognitive and spiritual development of youth to cultivate pride in themselves and their community.

Youth Engagement: The 2013-18 Guelph Youth Strategy is founded on the principles of authentic youth engagement as a means of promoting creativity and innovation, a sense of responsibility, respect for others and connection to community. A community that involves youth with sincerity, guidance and support today adds value to the community in perpetuity.

RECOMMENDATIONS

The 2013-2018 Youth Strategy has developed 40 recommendations for the City of Guelph and community, which strives towards a youth-friendly community. Of these recommendations, there are 10 foundational recommendations that create an environment for the successful implementation of the 30 recommendations based on the ten youth driven themes.



FOUNDATIONAL RECOMMENDATIONS

1. That the City of Guelph commits to a comprehensive Youth Strategy over the course of the next five years to ensure that the City of Guelph is youth-friendly and can be designated a youth-friendly community.
2. The City of Guelph promotes and supports youth-driven groups as a key resource to ensure that community youth voices are heard.
3. The City of Guelph commits to being a 'youth friendly' organization.
4. The City of Guelph commits to bringing youth voice to City policy development and planning.
5. The City of Guelph commits to promote and recognise the achievements of young people within the community.
6. The City of Guelph recognises that positive youth development is critical for community well-being and is necessary in achieving an environment where young people thrive.
7. The City of Guelph recognises the diversity of young people. All young people will be treated fairly regardless of their social, economic, cultural and ethnic characteristics that shape who they are.
8. Pending Budget approval The City of Guelph supports the expansion of the Youth Services Division to include a Youth Services staff position (1 FTE) with overall responsibility to the 2013 –2018 Youth Strategy.
9. The City of Guelph commit to attaining Playworks Gold/Platinum designation by 2015.
10. The City of Guelph achieves UNICEF Child Friendly City recognition by 2015.

YOUTH DRIVEN RECOMMENDATIONS

Youth Voice:

1. Facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together.
2. Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth.
3. Have youth representation on the Guelph City Council.

Marginalized Youth:

1. Prioritize marginalized youth so that they are always taken into consideration in program and youth planning.
2. Facilitate Youth Engagement training for all City employees.
3. Develop a comprehensive marketing plan so all youth are aware of programming and supports for youth in crisis.

Transportation:

1. Sell bus tickets at all high schools.
2. Provide CAN-Bike courses for all students.
3. Implement a universal bus pass plan for all high school students.

Employment and Volunteer Opportunities:

1. Support and advertise already existing employment programs
2. Develop a City of Guelph volunteer program for high school students.
3. Create a recognition program for businesses that train and employ young people.

Youth Safety:

1. Endorse City of Guelph anti-bullying policy.
2. Develop Safe Spaces for youth policy and program
3. Incorporate youth safety into municipal planning.

Youth-Driven requires young people to be the primary movers within an adult-led movement. Youth driven processes empower youth to voice their opinions and compel their peers to join and become active in the activity, initiative or movement.

The Arts:

1. Advertise and support permanent youth art space displays.
2. Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program.
3. Provide youth space for practicing the arts.

Culture, Identity and Belonging:

1. Continue supporting and promoting community endeavours that engage youth.
2. Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth.
3. Implement youth community gardening project.

Youth Space:

1. Provide free, accessible space for emerging and existing youth groups/committees.
2. Build permanent public skate park.
3. Create positive youth space in all publicly accessible City of Guelph facilities .

Environment:

1. Maintain and expand City environmental programs to include a youth audience.
2. Promote a City-wide car free day at Guelph schools.
3. Work towards a City of Guelph a sustainable transportation model.

Health and Wellness:

1. Facilitate a City-led health and wellness campaign to support youth wellness.
2. Develop and promote the City of Guelph online Youth Service's Hub.
3. Expand the Wyndham House STEPS program throughout the City

Implementation Timelines

Year 1 Goals

1. City staff will facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together.
2. Prioritize marginalized youth so that they are always taken into consideration in program and youth planning.
3. Sell bus tickets at all high schools.
4. Support and advertise already existing employment programs
5. City of Guelph endorsed anti-bullying policy.
6. Advertise and support permanent youth art space displays.
7. Continue supporting and promoting community endeavours that engage youth.
8. Provide free, accessible space for emerging and existing youth groups/committees.
9. Maintain and expand City environmental programs to include a youth audience.
10. Facilitate a City-led health and wellness campaign to support youth wellness.

Year 2-4 Goals

1. Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth.
2. Facilitate Youth Engagement training for all City employees.
3. CAN-Bike courses for students.
4. Develop a City of Guelph volunteer program for high school students.
5. Safe spaces for youth policy and program
6. Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program.
7. Provide Anti-Racism/ Anti Oppression training for all City of Guelph staff that engage with youth.
8. Development of a skate park.
9. Promote a City-wide car free day at Guelph schools.
10. Develop and promote the City of Guelph online Youth Service's Hub

Year 5 + Goals

1. Youth representation on the Guelph City Council.
2. Develop a comprehensive marketing plan so all youth are aware of programming and supports for you in crisis.
3. Implement a universal bus pass plan for all high school students.
4. Create a recognition program for businesses that train and employ young people.
5. Incorporate youth safety into municipal planning.
6. Youth space for practicing the arts.
7. Community gardening youth project.
8. Create positive youth space in all publicly accessible City of Guelph facilities .
9. City of Guelph will work towards a sustainable transportation model.
10. Expand the Wyndham House STEPS Program throughout the City

INTRODUCTION & PURPOSE

The Community and Social Services Department at the City of Guelph has undertaken the process of developing a youth strategy for the City of Guelph. The concept of a youth strategy is not a new idea for the City of Guelph. In 2003, the City of Guelph created the first Guelph Community Youth Strategy which gathered community input and evaluated the City's youth services. The purpose of the original strategy was to build on existing initiatives and to develop a plan that would map out an effective path and implementation plan for the enhancement of the City of Guelph's Youth Services. Ten years after the endorsement of the initial Community Youth Strategy, the Youth Services Division of the Community and Social Services Department recommended a review of the 2003 Youth Strategy. From this review it was determined that an updated plan for the coordination of youth services in Guelph was required. The 2013-2018 Youth Strategy meets these requirements and will ensure that the City of Guelph is a community that continues to value youth and is a great place for young people to grow.

The purpose of the 2013-2018 Youth Strategy is to provide a planning framework and action plan to ensure that the City of Guelph is a youth-friendly community. It also reviews and updates what the City of Guelph and community has accomplished for youth and maps out the future direction for youth programming within the city. The 2013-18 Youth Strategy will ensure that the 'youth voice' is heard with the intention of creating and maintaining a youth-friendly community. A community that meets the needs of young people creates benefit for all residents.

Research provides evidence for the need to pay attention to a youth strategy. Involving and supporting youth is a key foundation for building a strong community now and into the future. Involving youth also builds better relationships and strives towards the 40 developmental assets which make for positive youth development. Studies show that young people who experience a greater number of developmental assets are less likely to be involved with risky behaviours and more likely to adopt positive behaviours (<http://www.search-institute.org/developmental-assets>). According to the United Nations, young people in all countries are both a major human resource for development and key agents for social change, economic development and technological innovation.

REQUIRED READING

Definitions

Youth

The term “youth” has many different connotations and the definition of youth is open to interpretation. Depending on the organization or group, it can refer to various age groups. For the purpose of the 2013-2018 Youth Strategy, youth is defined as secondary school aged residents, aged 13-18. However, the Youth Services team recognizes that this is a small sampling of our youth population and has included the opinions of youth between the ages of 10-12 and 19-24 as well. Guelph’s 10-12 year olds will be experiencing many of the changes and opportunities that evolve out of the 2013-18 Youth Strategy. Guelph’s 19-24 year old cohort have recently gone through adolescence and provide valuable insight into the benefits and drawbacks of the services provided to youth by the City of Guelph and provide recommendations for improvement. As well, many marginalized youth are between the ages of 19-24 and still attending secondary school, many of them are participating and accessing many services and activities that are directed towards youth.

Youth-friendly

A youth-friendly organization and/or environment is one that is comfortable and non-threatening to youth. A youth-friendly environment should be in a location that youth can easily access and has convenient hours for youth, such as after-school hours and late nights. If there are fees associated with a program, they should be reasonable and affordable for youth, taking into consideration that youth may not have a steady income. A youth-friendly organization should have community involvement and support and have knowledge of youth issues. Youth participation is a key indicator that an organization or environment is youth-friendly.

Youth engagement

Youth engagement is a leading-edge, broad-based approach and best practice to meet the needs of youth, including marginalized youth. It is about young people being actively involved in addressing issues that affect them personally and/or that they believe are important. Youth engagement means amplifying young people’s voices and leadership, creating safe spaces where they can discuss issues that affect their lives, and taking action. It is a process that offers meaningful participation for youth and opportunities for youth to take responsibility and leadership while working in partnership with caring adults who value, respect, and share power with them.

REQUIRED READING

Definitions

Youth with a disability

The Convention on the Rights of Persons with Disabilities (CRPD, UN) identifies people with disabilities as those who have long-term physical, mental, intellectual or sensory impairments, which when combined with negative attitudes or environmental barriers, prevent them from taking a full and active role in society. All of the issues that affect youth, such as employment, access to education, transportation, also affect youth with disabilities but in a more complex way. Attitudes and discrimination linked to disability can make it more difficult for them to go to school, to find work or to participate in local activities. The data that does exist shows that young people with disabilities face more challenges than their peers without a disability (United Nations). When developing programs and arranging spaces for youth, it is recommended that potential barriers be taken into consideration.

Marginalized youth

The United Nations defines marginalized youth as young people whose backgrounds place them “at risk” of future offending or victimization due to environmental, social and family conditions. These multiple deprivations prevent individuals or groups from fully participating in the social, economic, and political life of the society in which they live in. It also hinders their personal development and successful integration into society.

Community Wellbeing

Wellbeing, also known as quality of life, involves an array of social, economic and environmental factors.

Quality of life starts with the essentials - food, shelter, and healthcare. But it also involves how we spend our time, how we care for each other, and how we respect the planet. Wellbeing means being safe, healthy, and feeling connected to the people and places around you. It’s about the quality of our neighbourhoods, parks and the natural environment. It means being able to express ourselves fully and participate in the activities that we love. It’s also about the health of our communities and relationships. In essence, wellbeing boils down to what matters in life.

REQUIRED READING

Foundational Documents

1) Positive Youth Development (PYD)

Is a comprehensive framework outlining the supports young people need in order to be successful. Positive Youth Development emphasizes the importance of focusing on youths' strengths instead of the risk factors to ensure that all youth grow up to become contributing adults to society. Positive youth development focuses on building the positive attributes young people need in order to be successful. It emphasizes the supports and services necessary to help youth transition through various stages of their development. States and policymakers are beginning to use this framework to develop policies and programs that will ensure that all youth are ready for college, work and life.

<http://www.ncsl.org/issues-research/human-services/positive-youth-development-pyd.aspx>

2) The 40 Developmental Assets

The Developmental Assets are 40 common sense, positive experiences and qualities that help influence choices young people make and help them become caring, responsible, successful adults. Because of its basis in youth development, resiliency, and prevention research and its proven effectiveness, the Developmental Assets framework has become one of the most widely used approaches to positive youth development. Research has proven that youth with the most assets are least likely to engage in four different patterns of high-risk behaviour, including problem alcohol use, violence, illicit drug use, and sexual activity. The positivity around the 40 Developmental Assets are evident across all cultural and socioeconomic groups of youth.

<http://www.search-institute.org/developmental-assets>

3) Wellington-Dufferin-Guelph Youth's Charter of Rights

All youth deserve basic rights and freedoms, a fair share of society's resources must be devoted to ensuring this. While families are responsible for raising their children, all levels of government, in partnership with communities, have a duty to support families by putting the health and well-being of youth first. The Youth's Charter of Rights state that all youth in Wellington-Dufferin-Guelph have a right to a list of basic rights and freedoms, it is the City's responsibility when making recommendations and decisions that the Youth's Charter of Rights is used to ensure the well-being of youth. The Wellington-Dufferin-Guelph Youth's Charter of Rights can be found in Appendix A.

REQUIRED READING

Foundational Documents

4) Corporate Strategic Plan

Through the new strategic plan, the City of Guelph is re-engineering itself – building new capacity to deliver the outstanding services and value citizens expect. Together, the City of Guelph is committed to working with Council, employees and community members to implement the framework’s strategic directions through numerous strategic initiatives. The strategic focus areas are Organizational Excellence, Innovation in Local Government, and City Building. The City of Guelph will work with government, community and business partners to discover innovative ways to deliver City programs and services. <http://guelph.ca/cityhall.cfm?subCatID=2263&smocid=2834>

5) UNICEF’s Child Friendly Cities Initiative

The concept of the Child Friendly City has emerged from the United Nation’s CFC Initiative. The UN Conference declared that “the well-being of children is the ultimate indicator of a healthy habitat, a democratic society and of good governance.” A Child Friendly City is a system of local governance where children’s rights are reflected in policies, laws, programs, and budgets. Children are defined as anyone under the age of 18, they are active agents in their local government and community. Child Friendly Cities are committed to fulfilling children’s rights including:

- Influence decisions about their city
- Express their opinion on the city they want
- Participate in family, community and social life
- Be protected from exploitation, violence, and abuse
- Walk safely in the streets on their own

<http://childfriendlycities.org/documents/view/id/65/lang/en>

6) Play Works

The Ontario Partnership for Active and Engaged Youth— Play works is a group of organizations concerned about the future of Ontario’s youth. Play represents the areas of sport, physical activity, civic engagement, arts and culture, rural youth, and recreation. Play Works is dedicated to advancing play for 13 to 19 year olds on local and provincial public and political agendas. Play is crucial for the social, physical, intellectual, emotional, and civic development of youth. Play Works has noticed that places of play are becoming less accessible to youth, there are fewer activities and yet unsupervised activities for youth appear to be “too risky.” Play Works is working towards a Youth Friendly Province by having every municipality apply to be part of the Youth Friendly Community Recognition Program. The program works to acknowledge the work that some communities are doing in ensure that their youth have access to a diversity of activities and ‘play’ and that there is an investment in their local youth. <http://playworkspartnership.ca/play-works>

REQUIRED READING

Foundational Documents

Community Wellbeing Initiative

The 2013-18 Youth Strategy utilizes the work of Guelph's Community Wellbeing Initiative in the development of youth centred goals.

The Community Wellbeing Initiative (CWI) is a community project that has the goal of giving each person in Guelph the best possible quality of life. The initiative will define a vision for the future and include a set of approaches to improve quality of life.

The CWI will be a resource for the entire community. It will provide direction to leaders, decision makers, and community groups for how we can make wellbeing a key consideration when making decisions and planning for the future. It will also be a source for inspiring new projects, actions, and partnerships in the community to improve quality of life in Guelph. The City of Guelph is taking an innovative, community-based approach to the project, meaning that the active participation of the community will play a very important role in the development of the plan and how the community can undertake improving wellbeing.

The Community Wellbeing Initiative is based on the Canadian Index of Wellbeing's 8 Domains of Wellbeing which are:

- **Community Vitality**
- **Democratic Engagement**
- **Education**
- **Environment**
- **Healthy Populations**
- **Leisure and Culture**
- **Living Standards**
- **Time Use**

<http://guelphwellbeing.ca/>

BACKGROUND

Profile of Guelph Youth

Stats Canada 2011 Census Data

The population of the City of Guelph is 121,688.

- 7.65% of this population is made up of youth between the ages of 13 to 18 years old. Due to the Statistics Canada, 2011 Census data, it is difficult to break down youth 13-18 year olds, however as the Youth Strategy has received feedback from youth 10-24, it has been decided to include this whole age cohort into the statistics. Therefore, 20% of Guelph's population is made up of youth between the ages of 10-24 (24380). There is an equal ratio of male to female as 50% of youth are male (12205) and 50% of youth are female (12190).
- In 2031, the projected population of the City of Guelph is expected to reach 169,000, which is a 34.3% increase over 2011 (City of Guelph Planning Services Projection, 2010). Guelph is officially designated as a "Place to Grow" as it is one of the province's faster growing cities. As these numbers increase, the City of Guelph needs to be prepared to address and meet the needs and demands of youth over the years.

WDG Public Health Youth Survey Data

- 13% of Grade 10 students were not born in Canada
- the most common non-English languages spoken in the City of Guelph include Vietnamese, Chinese, Panjabi (Punjabi), and Italian, which reflects the diversity of immigrant origin.
- 35% of Grade 10 students surveyed indicated that they had been bullied at school.
- Canadian wide studies indicate that LGBTQ identifying students are 7 times more likely to be bullied than heterosexual identifying students.
- 38% of Guelph's Grade 10 students believe that they can make a difference in their community.

BACKGROUND

Guelph Youth Services

Youth Services:

The Youth Services team works within the Community Engagement and Social Services Liaison Department at the City of Guelph. There is one full-time Youth Services Coordinator that oversees all youth-related issues and activities within the City of Guelph and one part-time Youth Program Coordinator. There are also part-time staff 2 staff that oversee the youth drop-in program at the West End Community Centre and other frontline duties as required. The total budget for the Youth Services Division is \$85,000.

Youth Initiative:

The City of Guelph is completing the 2013-2018 Youth Strategy. The purpose of this strategy is to provide a planning framework and action plan to ensure that the City of Guelph is a youth-friendly community and will review and provide information of what the City of Guelph and community has accomplished for youth and map out the future direction for youth programs.

Guelph Youth Council (GYC):

The City of Guelph's Youth Council consists of approximately 15 youth volunteers between the ages of 13 and 18 that strive to preserve and enhance the youth culture within the community. To accomplish this, GYC liaises with City Council, plans and implements various special events and activities, engages in leadership training and development, and advocates on behalf of youth in Guelph.

Programming:

4620 young people participated in Youth Services programs, events, or trainings

3220 youth engaged in Youth Services supported Drop-In recreation programming.

1400 youth participated/attended Youth Services events promoting youth culture, arts and community.

32 Youth Services/Youth Council volunteers dedicated more than 2700 hours of service to the City of Guelph.

BACKGROUND

Other City Youth Initiatives

Municipal Departments

- **Recreation is a municipal service provided by municipality and the City of Guelph provides a range of youth recreation services through its Recreational Programming Department. These programs are offered on a fee for service basis at the Victoria Road Recreation Centre and the West End Community Centre.**
- **Other civic departments focus on youth within their overall programming: the Guelph Public Library serves many youth functions, while the Parks and Recreation Department provides a variety of park amenities where youth are client group, as well as providing playfields and other green areas which are used on a drop-in basis.**
- **Guelph Transit offers a reduced youth rate on single ticket and monthly bus passes.**
- **Guelph's Culture and Tourism Department offer the eyeGO to the Arts Program, inviting high school students to make their own choices and experiment by taking in performances for a flat fee of \$5.**
- **Guelph's Business Services Department offers a subsidized facility rate for all organizations supporting youth Recreation, Culture and Sport.**
- **Additionally, the City of Guelph is a supporter and funder of the Children's Foundation of Guelph Wellington Grants Programs which provide financial assistance for youth so that they can participate in sports, cultural and recreational activities.**

BACKGROUND

Review of 2003 Youth Strategy

Review of 2003 Guelph Community Youth Strategy

Guelph's Youth Strategy was approved by Council in 2003 and has seen many successes as well as several unfulfilled recommendations. An update to the Strategy was recommended in the Parks, Recreation and Culture Master Plan (July 2009) with the aim of looking towards the future needs of the Guelph's youth population and continuing to work toward youth empowerment through addressing their barriers to participation.

Key Findings

- City of Guelph should be the lead agency to coordinate Youth Services in Guelph
- Political Commitment is essential in improving youth services in Guelph and meeting youth needs.
- There is a need for a stronger voice for youth advocacy in Guelph
- There is a need to remove barriers to youth participation
- There is a need for greater empowerment of youth in Guelph
- There is a need to develop youth centres
- There is a need to develop skateparks
- There is a need for a municipal youth council
- There is a need to develop a youth website
- 2003 Youth Strategy needs dedicated funding
- 2003 Youth Strategy needs to be evaluated and accessed annually

Key Successes of the 2003 Guelph Youth Strategy

- City Council endorses the strategy and supports its implementation.....2003
- Guelph Youth Council...recruitment, training, business planning/priority setting....2004
- Create a youth services division for City of Guelph....2004
- Create a minimum of one youth centre to act as a model for centres throughout the City....2005
- Hire Full-Time Youth Services Coordinator....2006

Key unrealized recommendations of 2003 Youth Strategy

- Develop long term financial plan...expansion package for youth services positions....2004/2005
- Increase number of youth services division staff from 1 to 2 or more fulltime position ...2006
- Develop collaborative partnerships for the delivery of programs at the local level through the neighbourhood groups....2005/2006
- Conduct a formal needs assessment of youth services (2007)
- Complete a formal review and assessment of 2003 Youth Strategy (2007)
- Formation of Youth Advisory Committee (to provide leadership, address funding issue, advocacy, partnership development)....2007

METHODOLOGY

The approach for the 2013-2018 Youth Strategy was to not only gather as much information as possible but also to reach out to as many youth as possible through various techniques. It was also intended to encourage public discussion, participation and engagement in the development of a Youth Strategy.

The work was guided by a Steering Committee of 14 members, involving community members, youth and City staff. A list of the organizations and departments is contained in Appendix # along with the invitation that was sent out to staff and volunteers to be members of the Steering Committee. We would like to acknowledge the instrumental role the Steering Committee played in contributing to the focus groups and thoughtfully discussing the recommendations and plan for the City of Guelph to consider. The time, expertise and support of all of the Committee members were much appreciated.



METHODOLOGY

1. Information Collection and Analysis

The Youth Services team reviewed numerous documents and materials to inform the work of the 2013-2018 Youth Strategy. Resources came from already existing documents within the City, as well as from a number of jurisdictions across North America that have developed youth strategies or youth engagement plans.

2. Youth Survey

In order to collect information and opinions from youth in the community, an online survey was posted and invited individuals to provide their input electronically. The survey consisted of 52 questions developed to collect a broad range of opinions and recommendations from Guelph's youth population. The question themes were developed through an amalgamation of best practices, well-being domains, and developmental assets requirements. The survey tool was advertised on the City's web site, the City's youth blog, by word of mouth, and through the network of youth service providers in the community. Outreach to high schools, career fairs, youth drop-in programs, and youth leadership programs were also sought after with a hard copy of the survey for youth to fill out by hand. We received 523 completed surveys.

The survey asked respondents specific questions relating to the 10 topic areas that are important to youth. Youth Voice; At-Risk Youth; Transportation; Employment and Volunteer Opportunities; Youth Safety; The Arts; Culture, Identity, and Belonging; Youth Space; The Environment; and Health and Wellness were up for discussion. The survey also asked for feedback and recommendations on how to make each of these topic areas more youth-friendly.

The survey is attached as Appendix A.

METHODOLOGY

3. Focus Groups

There were five focus groups conducted to gather further information regarding the top five priorities that came out of the youth survey.

The intention was to speak with a wide variety of groups and individuals who would have insight into and interest in a youth strategy. The Youth Services team facilitated focus groups with the West Willow Woods leadership program, West End Community Centre's drop in program, a collection of youth from Wyndham House, Guelph Youth Council, and a youth service provider's focus group.

Across the board there was asked three specific questions to each focus group. One question relating to the definition of the topic area, a second question regarding the City of Guelph's success in the area, and finally recommendations for this topic area. Following the information collection, a review group responses and suggested recommendations took place. A summary of the information we received from the focus groups can be found under Summary of Focus Groups and Feedback of this strategy. Questions for the focus groups can be found in Appendix C.

4. City Employee Consultations

After developing the recommendations, the Youth Services team met with a various city departments and 16 city staff to review the strategy's ten themes and 30 recommendations. These employees were asked to provide feedback and suggestions regarding recommendations and highlight significant barriers or concerns moving forward. The three questions asked were: (1) Do you have any concerns with these recommendations? (2) Do you have any suggestions regarding these recommendations? and (3) Do you know of any City initiatives that relate to these recommendations? Or are you already doing anything within your own position at the City that relate to these recommendations?

After reviewing the feedback provided by City staff, the Youth Services team edited the recommendations and made any necessary changes.

METHODOLOGY

5. Municipal Comparisons

Many other jurisdictions around the world have established, or are in the process of establishing, formal plans and strategies to ensure that youth can live prosperously in their communities. We reviewed a number of these plans, as a way to confirm that the City of Guelph would benefit from work in other parts of North America.

We undertook a more thorough review of 2 Ontario municipalities and their youth strategies or plans. The criteria for selecting the municipalities of Whitby and Ajax included;

- Listed on Schedule 2 of the City's Governance Committee List of Comparator Municipalities
- Roughly comparable size
- Single-tier
- With an existing youth strategy or in the process of developing a municipal youth strategy

Additionally the cities of Kingston, Chatham-Kent and Barrie were contacted for research purposes but information was not received in time for inclusion in the 2013-18 Youth Strategy.

For a summary of the progress each of these municipalities is making in developing a youth-friendly city is found in Appendix D.

YOUTH SURVEY

Summary of Guelph Youth Survey

Development:

The City of Guelph's Youth Services team²⁶ created the Guelph Youth Survey to collect the opinions of members of the community; specifically youth ages 13-18, regarding ten important aspects of everyday life to youth. The ten target areas are: The Arts; Environment; Youth Voice; Youth Space; Health and Well-Being; Youth Safety; Employment and Volunteer Opportunities; Culture, Identity, and Belonging; Transportation; and Marginalized Youth. The topic areas of the 2013-2018 Youth Strategy and questions for the youth survey were based on a compilation of best practices and successful youth surveys completed in other cities nationally and provincially. The goal was to gather youths' opinions on how important those topic areas are to them and how they think the City of Guelph rates in regards to those topic areas. The responses helped shape the 2013-2018 Youth Strategy and set the direction for the planning and delivery of all civic services involving youth.

Distribution:

The link to the survey was made available through the City of Guelph's website and the City of Guelph's youth blog. The link was also provided to youth service providers and agencies along with individuals in the community to enable the public to offer thoughts and opinions on the ten priorities that relate to youth and suggestions for improving these areas within Guelph. Hard copies of the survey were made available for distribution amongst classrooms, drop-in programs, leadership groups and other outreach work which is where most response was gathered from.

Response:

A total of 523 surveys were collected. 493 (94%) of these surveys came from youth between the ages of 10-24. 415 (79%) of these surveys were from youth between the ages of 13-18. For the purpose of the 2013-2018 Youth Strategy, collection of the survey data was from youth between the ages of 10-24 because by not only including the 13-18 year olds but the 10-12 year olds opinions as well, we will have an understanding of what they believe is important to them and they will be experiencing much of the changes and opportunities that will be taking place regarding the 2013-2018 Youth Strategy. The 19-24 year olds have recently gone through adolescence and will have good insight into the benefits of the services provided to youth already by the City of Guelph and what the City of Guelph can improve upon. As well, many marginalized youth are between the ages of 19-24 and still attending secondary school, many of them are participating and accessing many services and activities that are directed towards youth.

Complete survey results can be found in Appendix B.

FOCUS GROUPS

SUMMARY OF FOCUS GROUPS AND FEEDBACK

Following is a summary of the information collected from the focus groups on the top five topic areas that youth found to be of most importance: Youth Voice, Marginalized Youth, Transportation, Employment and Volunteer Opportunities, and Youth Safety. The topic five topic areas were generated through submitted responses to Youth Survey i.e. 86% of respondents identified Youth Voice as important/very important.

It is important to note that the discussions were not intended to be a random sampling. Focus group participants self-identified and/or were identified based on broad target groups for inclusion in the process (e.g., providers). Accordingly, what is presented here represents information and evidence based on people's personal experience and knowledge. We have not made an effort to validate or respond to what we heard; what are presented are opinions and perceptions.

It is also important to note that the focus groups were not restricted to people's comments about City services and programs only. It was in the interest of the Youth Services team, to know in general what Guelph provides and needs for the youth in the community.



FOCUS GROUPS

Feedback

Youth Priority #1: Youth Voice

Do you feel your voice is heard?

There is a mixed review on whether or not youth feel that their voice is heard. The majority of youth feel that there is an opportunity for their voice to be heard however there is rarely any follow up or their opinions are not really considered when it comes time to actually listen to youth and make decisions affecting youth. Guelph Youth Council is a great outlet for youth to be heard but they are looking for more ways to be heard in the community.

Recommendations:

Youth from the focus groups have asked for more opportunities and more outlets to be heard. They want to be able to have a say on planning committees, working groups & Boards, Committees & Commissions and be able to have a say on decisions that affect youth. They feel that they are not always reached out to and that adults need to be flexible regarding how they acquire the youth voice. Suggestions were made to reach out and go to where the youth are, to have the high schools and the City of Guelph partner together to allow more opportunities for youth to speak out and talk to people that are capable of making a difference.

Youth Priority #2: Marginalized Youth

Do you feel Guelph provides for marginalized youth?

Youth feel that there are many opportunities in the community for youth that are at-risk such as the Big Brothers Big Sisters program, breakfast clubs in schools, Wyndham House and Wyndham House STEPS, Shake True Hoops basketball program, the Friday night drop-in program at the West End Community Centre, etc. However, they also feel that while there have been great strides in providing for marginalized youth, we can always improve and do more for these youth. We need to make sure that we keep at-risk youth a priority and that the age of defining “marginalized youth” should be examined.

Recommendations:

One of the most common comments that came out of the focus groups was that youth were not aware of programming and services for youth that are at-risk, or for youth that may need some extra help. Youth suggest championing why it is important to provide for marginalized youth and explain and advertise programs and services that are already out there to help at-risk youth. Other suggestions included extending the definition (age) of youth, have service providers reach out and engage with youth to find out what they want/need and to make sure to always welcome everyone.

FOCUS GROUPS

Feedback

Youth Priority #3: Transportation

Do you feel Guelph provides transportation options for youth?

Youth feel that there are lots of options in terms of bike trails and walking paths around Guelph and that they feel safe when walking around in their own community however when it comes to the City of Guelph and School Board bus systems, they do have a lot to say. In order to ride the school bus you have to be a specified distance away and if you're on the border than you are not eligible to ride the bus to school and then youth feel "stuck." More youth would ride public transit however they have found that it is still not affordable for them and it is not very time-efficient. While most youth agree that Guelph does provide transportation options there is room for improvement.

Recommendations:

Youth had a lot of suggestions when it came time to discuss transportation options in Guelph. For the most part, conversations were around public transit though some other recommendations were to provide safe, well-lit sidewalks and bike lanes as well as courses on how to ride your bike safely. When it came to the school bus and public transit recommendations, youth asked the school board to look at their distances for taking the school bus and suggested selling bus tickets in the high schools. Creating accessible and affordable bus passes, like the university bus pass, was also suggested for students that are attending high school.

Youth Priority #4: Employment and Volunteer Opportunities

Do you feel Guelph provides employment and volunteer opportunities to youth?

Youth have described an abundant amount of places that they have volunteered at such as the City of Guelph's and Neighbourhood Groups' summer camps, Habitat for Humanity Restore, the food bank, and the Humane Society. They feel that there is "enough" volunteer opportunities for them and are very impressed with the Volunteer Centre of Guelph and Wellington along with the youth volunteer website. However, youth feel that there could be an employment data base like the volunteer data base strictly for youth to advertise the jobs that they are actually able to apply for. Youth want adults to trust them and believe that they will do a good job in the roles and tasks that they are given.

Recommendations:

Find out where youth would like to volunteer and approach those places to see if they will take volunteers. Creating an evaluation for places where youth volunteer and identifying that a volunteer opportunities are just as important as having a job makes youth feel more valued in their positions. Co-op opportunities also came up in discussion. Youth suggested making co-op opportunities available in places that youth actually want to acquire a job afterwards and promote co-op opportunities within the City of Guelph. Other recommendations included that the orientation process should be consistent for volunteers and employers so everyone feels equal in their positions and that it might be useful to have positive youth development training for places that hire young people.

FOCUS GROUPS

Feedback

Youth Priority #5: Youth Safety

Do you feel Guelph is a safe city for youth?

There were mixed emotions when youth were asked this question in the focus groups. The majority of youth feel that the City of Guelph is a safe place to live. They feel safe while waiting for the bus as areas tend to be well-lit, there are plenty of police around, and there are more presentations in schools providing information on bullying and feeling safe. However, the City of Guelph is not at a place where all youth feel safe, specifically in their schools. Youth feel there is still work to be done in this area but on the whole, they feel that the City of Guelph is a safe place to live.

Recommendations:

One of the most common recommendations that came out of the focus groups revolved around the topic of bullying. Youth suggested having initiatives that promote respect, before the bullying actually takes place and to support existing anti-bullying campaign's such as the "Speak Out" campaign, to work with other anti-bullying initiatives but take it one step further. Youth also felt that there needs to be an increase in awareness of the support systems out there; they wonder who to turn to when faced with bullying. Supporting and increasing the education piece around bullying and safety and providing insight and awareness to youth on what "safe" feels like at school, home, and in the community. Cyber-bullying was also brought up for discussion and that online surveillance needs to be controlled more, however they were unable to come up with any recommendations for this piece. Youth feel the need to figure out a way to "get rid" of cyber-bullying.

Street safety was also considered and suggestions included well-lit emergency poles placed around the City of Guelph, provide sidewalks in all neighbourhoods and busy streets and well-lit walking paths as well. Police patrol was also an area of conversation. Youth suggested having police patrol specific neighbourhoods that might appear more dangerous and to have more police in elementary and high schools.



RECOMMENDATIONS



FOUNDATIONAL RECOMMENDATIONS

1. That the City of Guelph commits to a comprehensive Youth Strategy over the course of the next five years to ensure that the City of Guelph is youth-friendly and can be designated a youth-friendly community.
2. The City of Guelph promotes and supports youth-driven groups as a key resource to ensure that community youth voices are heard.
3. The City of Guelph commits to being a ‘youth friendly’ organization.
4. The City of Guelph commits to bringing youth voice to City policy development and planning.
5. The City of Guelph commits to promote and recognise the achievements of young people within the community.
6. The City of Guelph recognises that positive youth development is critical for community well-being and is necessary in achieving an environment where young people thrive.
7. The City of Guelph recognises the diversity of young people. All young people will be treated fairly regardless of their social, economic, cultural and ethnic characteristics that shape who they are.
8. Pending Budget approval The City of Guelph supports the expansion of the Youth Services Division to include a Youth Services staff position (1 FTE) with overall responsibility to the 2013 –2018 Youth Strategy.
9. The City of Guelph commit to attaining Playworks Gold/Platinum designation by 2015.
10. The City of Guelph achieves UNICEF Child Friendly City designation by 2015.

YOUTH DRIVEN RECOMMENDATIONS



YOUTH DRIVEN RECOMMENDATIONS



YOUTH VOICE

Youth Priority #1

Percentage of Importance: 86%

(as determined through the Guelph Youth Survey)

Facts:

- U.N. Convention on the Rights of the Child states “children (0-18 years) have a right to express their views freely and fully participate in matters that affect them.”
- Youth with opportunities for meaningful participation have higher self-esteem, are more physically active, less depressed, and are more likely to reach their full potential.
- Youth AND adults, communities, schools and corporations benefit from youth voice and decision making.

Our opinions:

- 71% of Guelph Youth feel Guelph rates average or below in giving youth a voice.
- “We want monthly forums to speak about youth issues.”
- “I wish they would listen to us in choosing programs we want to see in our community.”

Community Benefits:

- Increased skills and community involvement for youth
- New partnerships amongst youth serving agencies and stakeholders.
- Increased mechanisms for young people to be involved in the decisions that affect them
- Improved knowledge of community development principles and practices for service providers, city staff and Council to support community youth engagement.

Guelph Youth in Action:

Guelph Youth Council provides a voice for those young Guelphites with ideas, leadership skills and those interested in their community. In 2011, I, Patrick Black (15), joined Youth Council to have my voice heard, and to find out more about Guelph's youth involvement. Here at Guelph Youth Council, mine along with my new found friend's voices can be heard by anyone willing to listen and that is just what we are, a group willing to listen to those who care. Not only has Guelph Youth Council helped youth project their voice within their own community but as well as others. We have been trained to advocate and have been presented with many volunteer opportunities as well as fundraising ideas by our very own members. These are just a few of the many good reasons why any aged youth should get involved with Guelph Youth Council. Guelph Youth Council: Think. Dream. Do.

Patrick Black, Member of Guelph Youth Council (2nd year)

YOUTH VOICE

1. Connect new and existing youth groups together.

Rationale:

Sharing responsibility of community building lifts the weight of working alone. By having youth groups collaborate, they are able to share ideas, exchange resources, and spread the word of the existing projects that they are already working on. Connecting new and existing youth groups together builds relationships between youth, adults, organizations and the municipality.

Contributions:

40 Developmental Assets

- Youth as resources
- Youth programs

Youth Charter of Rights

- A voice in the issues that affect our lives

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes

Community Wellbeing

- Community Vitality
- Democratic Engagement
- Healthy Populations
- Leisure and Culture

Timeline: Year 1

Lead Responsibility:

Guelph Youth Council,
Youth Services Department

Budget Impact: No

Implementation Considerations:

- Mutually agreeable meeting times, dates and venues.
- Inclusion of all relevant and interested youth groups.

Anticipated Outcomes:

- Increased skills and community involvement for youth
- Increased awareness for all youth groups on the variety of other youth groups
- Increase their abilities and services they provide
- New partnerships and collaborative programming
- Increase community impact through collaborative efforts

Priority #1: Youth Voice— Youth voice refers to the distinct ideas, opinions, attitudes, knowledge, and actions of young people as a collective body. It's about the ability of youth to be included in decisions and to be heard regarding matters that affect the lives and communities of youth. The term youth voice often groups together a diversity of perspectives and experiences, regardless of backgrounds, identities, and cultural differences.

2. Twice annual youth town hall meetings.

Rationale: One crucial principle in engaging youth is creating a diversity of strategies on how the youth voice is acquired. To build the capacity of all youth to engage in governance, a framework which incorporates multiple levels for youth participation is the best strategy which includes opportunities to engage youth at the neighbourhood and community level. The more opportunities a young person has for meaningful participation, the more experienced and competent he or she becomes. When young people help make decision and share their opinions, programs are more likely to meet their needs. By being flexible in how organizations and the City obtain youths' voices, they are better able to build positive relationships and it allows for more effective participation, which in turn enhances the youths' development.

Many of the recommendations out of the survey and focus groups included having schools and the City join together for better communication and to "go to the youth." Hosting youth town hall meetings within the high schools, meets the many requirements asked for by youth. By allowing youth to speak and share their opinions and concerns, this unites all people to work for improved communities and schools.

Contributions:

- 40 Developmental Assets

community values youth
youth as resources
youth programs

- Youth Charter of Rights

A voice in the issues that affect our lives

- Corporate Strategic Plan

Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
Ensure accountability, transparency and engagement.
Strengthen citizen and stakeholder engagement and communications.

- UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes

Timeline: 2-4 Years

Lead Responsibility:

Youth Services Department, Guelph Youth Council, Mayor, City Council

Budget Impact: No

Implementation Considerations:

- school board participation
- Mayor and Council participation

Anticipated Outcomes:

Increased connection between youth and elected officials
Informed youth population
Increased mechanisms for young people to be involved in the decisions that affect them

Community Wellbeing

- Community Vitality
- Democratic Engagement

YOUTH VOICE

3. Youth representation on Guelph City Council.

Rationale: The United Nations Convention on the Rights of The Child (UNCRC), the most universally supported human rights treaty in history, states that children (0 to 18 years) have a right to express their views freely and fully participate in matters that affect them. Municipalities have an obligation to engage youth in governance. Youth want a chance to talk to people that are able to make a difference and have asked to be allowed to speak at Council. Youth participation not only benefits youth but governments as well. Municipal leaders regularly make decisions, shape policies, and take action on issues that directly affect and influence youth. Youth are the experts on their experiences, needs, and interactions with their community. By engaging youth in the decision-making process, this helps governments make decisions that are responsive and appropriate to youth needs and interests. In return, research states that, youth that have opportunities for meaningful participation in governance will have high self-esteem, show a greater commitment to friends, family and communities, be less depressed, and will more likely have a positive and healthy

Contributions:

40 Developmental Assets

- A that community values youth
- Youth as resources
- Adults as role models

Youth Charter of Rights

- A voice in the issues that affect our lives
- Education, training and opportunities that prepare us for our future lives
- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- Ensure accountability, transparency and engagement.
- Strengthen citizen and stakeholder engagement and communications.

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes
- A Children's rights unit or coordinating mechanism: developing permanent structures in local government to ensure priority consideration of children's perspective

Community Wellbeing

- Community Vitality
- Democratic Engagement

Timeline:

5 + years

Lead Responsibility:

Youth Services Department, Guelph Youth Council, Mayor, City Council

Budget Impact: Yes

- Compensation for Youth Representatives
- Training for Youth Representatives and Council members

Implementation Considerations:

- Council readiness for change
- Term limits for youth representation
- Selection process for Youth Representatives
- Remuneration for Youth Representatives

Anticipated Outcomes:

- Improved knowledge of community development
- principles and practices for service providers and Council
- Direct link between Guelph's youth and Guelph City Council
- Inclusion of Youth Voice in all municipal affairs
- Strong, vibrant and respected youth community.

MARGINALIZED YOUTH

Youth Priority #2

Percentage of Importance: 83%

Facts:

- It is estimated that roughly 65,000 young people are homeless or living in homeless shelters throughout Canada at some time during the year.
- In 2011, 481 youth utilized Guelph's emergency housing networks.
- Communities play an important role through protective factors such as neighbourhood safety, police presence, and what relationships a youth has with other people in the community.

Our opinions:

- "We could always do more. I think if we do a better job of taking care of those in need, we do a better job of taking care of our community."
- "Don't shove them (marginalized youth) on the back-burner. Make them a priority."
- 72% of Guelph Youth feel Guelph rates average or above in providing for youth that are at risk.

Community Benefits:

- A proactive youth sector that is able to meet the emerging needs of youth
- Increased community awareness
- An increase in cultural understanding and different lifestyles
- An awareness of marginalized youth and issues of marginalization

Guelph Youth in Action:

When I first began my position at the AIDS Committee of Guelph and Wellington County working with youth, I could never have imagined the amazing people that I would meet, and get to work with. The youth I get to work with are smart, ambitious, funny and most of all... the most compassionate people I have ever met. These kids have been through so much, yet all they want is give back to the community. I am fortunate enough to supervise some of these amazing youth as peer outreach workers for the Hep-tonic program at ACG. For them to be able to volunteer with ACG as peer outreach workers, they had to go through quite a bit of training, some of which includes: HIV 101, Hepatitis C 101, Harm Reduction 101 and of course, the entire peer training course. They not only played a very active role in all of the training provided, but they brought so much valuable information to the table. Since meeting these youth, I have seen them grow and change in so many ways. I am the lucky one to have the opportunity to spend time with Guelph's youth. They have taught me so much and I, as well, am growing and changing because of them.

Cassandra Sheppard, Hepatitis C Outreach Coordinator

Priority #2: Marginalized Youth—Many factors contribute to youth becoming at risk such as poverty, family violence, inadequate housing, unsupportive parents/caregivers, etc. These youth have fewer opportunities to learn, play, and earn than their peers and will need extra support services. Youth may feel they have no options and disconnected from their family, friends, and/or community. Communities need to recognize these barriers faced by marginalized youth and find ways to support and empower them. By helping youth that are at risk, this can directly improve the welfare of the community.

1. Reduce socio-economic barriers that prevent marginalized youth from participating in City of Guelph programming and services.

Rationale: It is important to include youth that are at risk into all programming and ask the question “Have we considered marginalized youth?” when promoting or implementing programming because these youth might not be reached the same way as other youth. Programs designed to address youth need to recognize that marginalized youth have multiple problems and needs, making sure that these are taken into consideration and sometimes requiring services from more than one source. The City of Guelph needs to ensure that youth services are accessible financially and inclusively to all youth in the community, especially those that may have a harder time accessing resources.

Contributions:

40 Developmental Assets

- A community values youth
- Adults as role models

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Ensure accountability, transparency and engagement.

UNICEF’s Child Friendly Cities

- A Child Friendly Legal Framework: ensuring legislation, regulatory frameworks and procedures which consistently promote and protect the rights of all children.

Community Wellbeing

- Community Vitality
- Healthy Populations

Timeline:

1 year

Lead Responsibility:

Youth service providers, Youth Services Department, City of Guelph

Budget Impact: TBD

Impact to be determined following identification of issues and systemic needs.

Implementation Considerations:

- Study required to determine significant gaps and barriers to service
- Alignment with existing community and City of Guelph subsidy programs.

Anticipated Outcomes:

- a proactive youth sector that is able to meet the emerging needs of youth
- increased community awareness
- youth engagement in planning and

MARGINALIZED YOUTH

2. Youth Engagement training for all City employees that have direct contact with Guelph's Youth.

Rationale: Both youth and adults need to be able to look past stereotypical images of each other and youth engagement training reduces these stereotypes about youth, adults, and youth engagement. Youth engagement improves intergenerational relationships and provides employees with the skills of working with youth and youth at risk and helps to eliminate the barriers. By providing youth engagement training, a tone will be set for municipal planning incorporating a youth perspective into daily decisions and setting an important example for other municipalities and organizations as well.

Contributions:

40 Developmental Assets

- A community values youth
- Safety
- Adults as role models

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Ensure accountability, transparency and engagement.

UNICEF's Child Friendly Cities

- Making Children's Rights Known: ensuring awareness of children's rights among adults and children

Community Wellbeing

- Community Vitality
- Education
- Living Standards

Timeline: 2-4 years

Lead Responsibility:

Community and Social Services department, Youth Services team

Budget Impact: Yes

Implementation Considerations:

- Organizational readiness
- Ability to include Youth Engagement within existing training schedules.

Anticipated Outcomes:

- Respected youth residents
- Reduction in staff/community conflict
- Recognition as a Youth Positive organization and city
- Increased youth participation in city programs and services

Priority #2: *Marginalized Youth*—Many factors contribute to youth becoming at risk such as poverty, family violence, inadequate housing, unsupportive parents/caregivers, etc. These youth have fewer opportunities to learn, play, and earn than their peers and will need extra support services. Youth may feel they have no options and disconnected from their family, friends, and/or community. Communities need to recognize these barriers faced by marginalized youth and find ways to support and empower them. By helping youth that are at risk, this can directly improve the welfare of the community.

3. Support a community marketing plan to inform all youth of existing crisis and support services and programming for youth.

Rationale: It was mentioned throughout the youth survey and focus groups that youth were not aware of programming and services for marginalized youth or for youth that may need some extra help. Creating a marketing plan that promotes programs and services and actually reaches youth, will help all youth understand and be aware of programming and services out there for

Contributions:

40 Developmental Assets

- A community that values youth
- Safety
- Adults as role models

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives

Corporate Strategic Plan

- Deliver public services better

UNICEF's Child Friendly Cities

- Making Children's Rights Known: ensuring awareness of children's rights among adults and children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Leisure and Culture
- Education

Timeline: 5 + years

Lead Responsibility:

City of Guelph Youth Services

Budget Impact: Yes

Implementation Considerations:

- Delivery Model
- Resource Coordination
- Updates and Maintenance of Service

Anticipated Outcomes:

- Greater access to crisis, counselling and housing services for all youth
- Improved peer support network for youth in need
- Increased community awareness regarding the needs of marginalized youth and causes of marginalization

TRANSPORTATION

Youth Priority #3

Percentage of Importance: 82%

Facts:

- 67% of 16 to 18 year olds cycle for utilitarian (non-recreational) purposes.
- As of November 2012, 50.5 KM of bike lanes have been created by the City of Guelph.
- Transportation gives youth more freedom and independence which builds/enhances self-esteem.

Community Benefits:

- Access to youth-friendly transportation
- Positive relationships with youth
- Increased availability of public transportation
- A healthier city
- Safer environment for all citizens

Our opinions:

- “Lower bus fares or better deals at least”
- “I don't feel welcomed on the bus”
- “I wish it was easier to get around the city”

Guelph Youth in Action:

Next to driving, cycling is the fastest and most efficient mode of transportation for trips under 3 km in Guelph. City of Guelph staff recently completed the draft Cycling Master Plan to make cycling safer and easier in Guelph over the next 10 years. One of the hopes of this plan is to facilitate the mobility of those who do not or cannot drive, either by choice or because of personal circumstances. Among the plan's recommendations is the goal of expanding the CAN-Bike educational program to all schools. The CAN-Bike course offers youth practical skills and safety practices for cycling in urban environments. The Cycling Master Plan includes recommendations for programs, educational campaigns, infrastructure projects, and policies to make cycling and sharing the road safer and more enjoyable in Guelph for residents of all ages.

- Jennifer McDowell

(Transportation Demand Management Coordinator)

Priority #3: Transportation—Transportation is all about travelling from one place to another, hopefully in an affordable, comfortable, and time-efficient manner—though that may not always be the case. For youth, getting around Guelph plays an important role in a number of the other themes: taking care of the environment, attending council meetings, getting to a job, etc. Youth typically do not have the same freedom to transportation that adults may have due to limited access to vehicles, therefore youth need to rely on other safe, accessible transportation options to get around such as public transit, bike lanes, and lit walking

1. Sell bus tickets at all high schools.

Rationale: Access to purchasing bus passes is paramount for students who rely on this form of transportation to get around the city. Making bus ticket sales available at the school office ensures that all students have access to buying tickets when they need them at a central, easily-accessible location. It also allows students that are unable to ride the school buses yet still have a far distance to walk, an easier, more reliant way home.

Contributions:

40 Developmental Assets

- Caring school climate
- A Community that values youth.

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- A community that values youth

Corporate Strategic Plan

- Deliver public services better
- Ensure accountability, transparency and engagement.

Community Wellbeing

- Community Vitality
- Democratic Engagement
- Healthy Populations
- Living Standards

Timeline: 1 year

Lead Responsibility:

Transit, School boards

Budget Impact: Yes

Implementation Considerations:

- Coordination inventory and revenue transmission to Guelph Transit.
- High School buy-in and resources.

Anticipated Outcomes:

- Higher transit ridership among youth
- Accessible Transit Services
- Reduction of barriers to youth ridership

TRANSPORTATION

2. CAN-Bike courses for students.

Rationale: Safe cycling refers to the rules of the road, understanding driver and cyclist behaviour and being prepared. Guelph youth have asked for courses on how to ride their bikes and the rules of the road when it comes to cycling. The CAN-Bike program is a nationally recognized training program tailored for various age groups, including children and youth. This program would expand on the current success of the CAN-Bike course offered through the Community Environmental Leadership Program, to equip youth with the confidence, skills and safe practices to bike to and from school.

Contributions:

40 Developmental Assets

- A community that values youth
- Safety
- Adults as role models

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives
- Good health.
- Having our social, emotional, mental, physical, and spiritual needs met
- Be and feel safe in our homes, school, and communities

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Education
- Leisure and Culture

Timeline:

2-4 Years

Lead Responsibility:

Partnership between WDG Active and Safe Routes to School, City of Guelph (TDM Program) and school boards

Budget Impact: Yes

Implementation Considerations:

- Would require directive policy on helmet use, liability considerations for the school boards/teachers, ensure that students have equal access (all have bicycles, for example)

Anticipated outcomes:

- Increased bicycle use to get to and from school
- Safer cycling practices among youth
- Decrease in injuries caused by unsafe cycling practices

Priority #3: Transportation—Transportation is all about travelling from one place to another, hopefully in an affordable, comfortable, and time-efficient manner—though that may not always be the case. For youth, getting around Guelph plays an important role in a number of the other themes: taking care of the environment, attending council meetings, getting to a job, etc. Youth typically do not have the same freedom to transportation that adults may have due to limited access to vehicles, therefore youth need to rely on other safe, accessible transportation options to get around such as public transit, bike lanes, and lit walking paths.

3. Implement a universal bus pass plan for all secondary school students.

Rationale: Transit ridership can be negatively affected by an increase in fares. Youth with limited or no personal income are particularly affected by fare increases. On the other hand, new riders can be persuaded to try public transit using fare incentives, lower fares for children and youth can also increase ridership which benefits the community and environment. The main point that came out of the survey and focus groups was that the bus pass was too expensive for high school students and that they are looking for a means of transportation that is cost *and* time-efficient to get to and from school, meetings, youth groups, and events. Currently the City of Guelph offers a youth rate for bus passes of \$64 per month. Comparatively, University students pay \$93.46 per 4 month semester.

Contributions:

40 Developmental Assets

- A community that values youth
- Safety

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out

Corporate Strategic Plan

- Deliver public services better

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards

Timeline:

5 + years

Lead Responsibility:

Guelph Transit, School Boards

Budget Impact: Yes

Cost recovery through increased ridership/universal program implementation.

Implementation Considerations:

This recommendation could start as a pilot program similar to the Corporate Bus Pass Program at the Co-Operators and University of Guelph. An initial market survey should be conducted to evaluate existing and potential ridership, price sensitivity and transit user preferences.

Anticipated Outcomes:

- Increased transit ridership among youth population
- Accessible Transit Services
- Reduction of barriers to youth ridership

Employment & Volunteering

Youth Priority #4

Percentage of Importance: 81.2%

Facts:

- During the 2012 Change the World campaign, youth volunteered for an outstanding 124,000 hours across Ontario. 697 high school students in Guelph and Wellington contributed 3020 hours to this campaign.
- 67% of Guelph residents' volunteer- the highest rate in Canada!
- Summer student jobs (between the ages of 15 and 24), average employment rate was 47.9% down from last summer 49.1%.

Community Benefits:

- Improve resources and supports for youth who are disengaged from education and/or employment
- Build a relationship between youth and working at the City of Guelph
- New partnerships with business networks to build youth employment opportunities

Our opinions:

- "Have sessions where a speaker comes in and helps kids with resume applications."
- "Support more employers in creating youth jobs."
- 77% of Guelph Youth feel Guelph rates average or above in providing volunteer opportunities but rates only 67% in providing employment opportunities for youth.

Guelph Youth in Action:

As I was packing my car after our (excellent) Youth Challenge wrap-up concert, I ran into a student I had liaised with earlier in the campaign that had created his own volunteer project as part of the Change the World campaign- painting a mural on the side of a building in downtown Guelph. I was able to see the mural almost completed and talk to Jamie about what it meant to him, and how artistic impression allows him to express his creativity.

- **Allison Bridgman, Youth Engagement Coordinator ,
Volunteer Centre of Guelph-Wellington**

Priority #4: *Employment and Volunteer Opportunities*— Employment and volunteer opportunities allow youth to gain experience and build independence. Creating meaningful volunteer opportunities for youth and providing worthwhile jobs and training help to develop skills for the future. Youth want to feel valued for the work that they do. Youth who volunteer also gain important job skills and experience, while being able to explore career options.

1. Support and advertise existing community employment programs

Rationale: A key point that came out of the youth survey and focus groups was that there were not enough jobs for youth or that they were not aware of the jobs available to them. Guelph currently has two youth employment programs that actively find and identify jobs that youth can apply for. The City of Guelph should advertise and support existing employment data bases in the community and enhance their profile with community youth.

Contributions:

40 Developmental Assets

- service to others

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives

Corporate Strategic Plan

- Strengthen citizen and stakeholder engagement and communications.
- Deliver public services better

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Education

Timeline:

1 year

Lead Responsibility:

Youth Employment Centres, Volunteer Centre of Guelph-Wellington, Youth Services Department, Economic Development

Budget Impact:

Minimal

Implementation Considerations:

- Concerted marketing plan required
- Development of Delivery/Communication Model

Anticipated Outcomes:

- Youth are aware of the pathways that lead to employment, training, and education
- Greater utilization of youth employment programming

Employment & Volunteering

2. Develop a City of Guelph volunteer program for high school students.

Rationale: Youth volunteers reap personal benefits that will positively impact them throughout their lives. Volunteering teaches youth about respect for both themselves and their community. This carries forward towards increased respectfulness at work and in all settings. Volunteerism supports personal growth and teaches the values of kindness and altruism. Through volunteerism, youth also develop leadership skills and patience which benefits them in their adult lives.

Youth who volunteer are 50% less likely to abuse alcohol, cigarettes, become pregnant, or engage in destructive behaviors. It is a benefit to their self-esteem. Youth who volunteer are also more likely to do well in school and graduate.

Contributions:

40 Developmental Assets

- community values youth
- youth as resources
- services to others
- high expectations

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

Community Wellbeing

- Community Vitality
- Education

Timeline: 2-4 years

Lead Responsibility:

City of Guelph Youth Services

Budget Impact:

Minimal/moderate

Implementation Considerations:

- Organizational readiness
- Promotion and Coordination within City Departments
- Evaluation and Monitoring

Anticipated Outcomes:

- Improve resources and supports for youth who are disengaged from education and/or employment
- Build a relationship between youth and working at the City of Guelph
- Delivery of meaningful volunteer activities
- Enhances the delivery of City services
- Enhances workplace planning activities within the City of Guelph.

Priority #4: *Employment and Volunteer Opportunities*— While working and volunteering may be necessary steps in a person's life, employment and volunteer opportunities allow youth to gain experience and build independence. Creating meaningful volunteer opportunities for youth and providing worthwhile jobs and training help to develop skills for the future. Youth want to feel valued for the work that they do. Youth who volunteer also gain important job skills and experience, while being able to explore career options.

3. Create a recognition program for businesses that train and employ young people.

Rationale: Right now, many young people are looking for employment. The average unemployment rate over the summer for students aged 17 to 19 was 18.4% and 30.2% for students aged 15-16. However, over the next five to ten years, an estimated 1.1 million people are expected to retire from the labour force in Canada and employers will not be prepared to hire young people if they don't start training youth now. The City of Guelph needs to support employers and businesses that hire youth because hiring youth can be very beneficial. They offer a diverse array of abilities and unique talents, as well as knowledge of the latest trends. They are often willing to work flexible hours, or explore alternatives to full-time, on-site employment. Offering work to youth who may need more training and on-the-job supports is also a visible investment in your community. Youth have more respect for diversity and how diversity of groups often results in better decision-making. Creating a recognition program for businesses helps support the hiring of youth.

Contributions:

40 Developmental Assets

- community values youth
- youth as resources
- service to others
- adult role models

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives

Corporate Strategic Plan

- Deliver public services better
- Strengthen citizen and stakeholder engagement and communications.

Community Wellbeing

- Community Vitality
- Healthy Populations

Timeline:

5+ years

Lead Responsibility:

Youth Services, Economic Development, Volunteer Centre of Guelph-Wellington, Career Education Council

Budget Impact:

Minimal

Implementation Considerations:

- Program Coordination and Delivery
- Community Buy-In
- *Program Promotion*

Anticipated Outcomes:

- New partnerships with business networks to build youth employment opportunities
- Positive, flexible and well supported career pathways for youth

YOUTH SAFETY

Youth Priority #5

Percentage of Importance: 80.95%

Facts:

- In 2010, Guelph recorded the Nation's lowest "crime severity index" for the 4th year in a row.
- Canada ranked 27th out of 35 countries on 13 year old students' reports of bullying and victimization. (The Higher the ranking correlates with lower reporting of bullying and victimization)

Community Benefits:

- Adults and youth working together to decrease bullying, conflict, and violence
- Increased community awareness of ways to combat bullying
- Positive relationships between the schools and the City of Guelph
- Greater awareness of youth safety concerns and development of strategies' to address concerns.

Our opinions:

- 72% of Guelph Youth feel Guelph rates average or above in keeping youth safe.
- "Sometimes people assume that I'm gay and I feel afraid to walk around my school on my own because of it."
- "Check schools. That's where kids feel unsafe the most."

Guelph Youth in Action:

Bullying and Safety, it's something we are all concerned about but what is actually being done about it... especially within schools? As a grade 12 student of Guelph C.V.I our safe schools initiatives have grown especially since the SO WHAT SPEAK OUT movement started by Alix Vander Vlught a former student and the smaller campaigns regarding mental health in and around our school. As students in any school we need to know that there are resources out there and people that we can talk to. At GCVI we have really worked towards a community environment where clubs or cliques are linked and students aren't subjected to one group. Our Link Crew is a really great way for our younger students to be introduced to the school and develop that safe feeling, a feeling that I know has stuck with me. Our safe schools committee is comprised of staff, students and parents who run activities within our schools such as having the 3rd Friday of every month be pink shirt day or selling the rubber silicone bracelets. As a school and community we still have things we need to do, improvements to make but we have made significant progress and are continuing to move forward. I am so proud of everything that we have done and I know that my two younger siblings have a great school to go to and be themselves in an accepting and positive environment.

– **Emileigh Sampson, G.C.V.I student**

Priority #5: Youth Safety— Young people want to feel safe and youth should be able to feel safe in their own community. Youth safety is not just about crime rates and street safety, but also about bullying, internet safety, and emergency preparedness. What makes some youth feel comfortable and secure may make others feel threatened and uncomfortable. The City of Guelph should be a place where youth can feel relaxed in any neighbourhood; Where youth feel comfortable riding public transit at night, interacting with the police, feeling safe in schools and knowing that there's a place to go if youth are not feeling safe.

1. City of Guelph endorsed anti-bullying policy.

Rationale: Bullying occurs everywhere. If settings do not have policies that are regularly reviewed and implemented to challenge bullying then a significant number of children and young people remain vulnerable. Creating a policy supports programs that are already in place which helps communicate behavioural expectations for everyone involved. By increasing awareness and supporting anti-bullying initiatives, the anti-bullying policy can take it a step further and have long-term, positive effects. It is also important to include youth in the development of an anti-bullying policy and having them contribute to it, youth will feel empowered to respect and implement it.

Contributions:

40 Developmental Assets

- A community values youth
- Safety

Youth Charter of Rights

- A voice in the issues that affect our lives
- Good health by having our social, emotional, mental, physical needs are met
- Be and feel safe in our homes, schools and communities
- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- Youth Participation: promoting youth's active involvement in issues that affect them; listening to their views and taking them into consideration in decision making
- Making Children's Rights Known: ensuring awareness of children's rights among adults and children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards

Timeline:

1 year

Lead Responsibility:

Guelph Youth Services, Guelph Anti-bullying Coalition, Guelph Police Services

Budget Impact:

Minimal

Implementation Considerations:

- School Board support
- Amalgamation of existing Anti-Bullying initiatives

Anticipated Outcomes:

- adults and youth working together to decrease bullying, conflict, and violence
- increased community awareness regarding ways to combat bullying
- Positive/collaborative relationships between the school boards and the City of Guelph

YOUTH SAFETY

2. Safe spaces for youth policy and program

Rationale: Youth come from a multitude of backgrounds and identities and all youth have the right to feel safe and have positive environments that encourage their success. Creating a safe spaces policy and program for youth encourages the community to be inclusive and respectful to all youth and for young people to respect each other. By providing safe spaces for youth to be, this means youth are accepted, included, and empowered; this is a safe environment, both emotionally and physically.

Contributions:

40 Developmental Assets

- A community that values youth
- Safety

Youth Charter of Rights

- A voice in the issues that affect our lives
- Good health by having our social, emotional, mental, physical, and spiritual needs met
- Be and feel safe in our homes, schools and communities

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes
- Making Children's Rights Known: ensuring awareness of children's rights among adults and children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards

Timeline: 2-4 years

Lead Responsibility:

City of Guelph Youth Services, Guelph Police Services, Community Partners

Budget Impact:

Minimal/Moderate

Implementation Considerations:

- Community Partnership
- Program Development
- Program Implementation

Anticipated Outcomes:

- Adults and youth working together to decrease negative connotations about youth
- Increased community awareness regarding youth issues
- Increased youth safety

Priority #5: Youth Safety— Young people want to feel safe and youth should be able to feel safe in their own community. Youth safety is not just about crime rates and street safety, but also about bullying, internet safety, and emergency preparedness. What makes some youth feel comfortable and secure may make others feel threatened and uncomfortable. The City of Guelph should be a place where youth can feel relaxed in any neighbourhood; Where youth feel comfortable riding public transit at night, interacting with the police, feeling safe in schools and knowing that there's a place to go if youth are not feeling safe.

3. Incorporate youth safety into municipal planning.

Rationale: Recommendations that came out of the youth survey and focus groups included a lot of safety around outdoor spaces. Youth have asked for well lit streets and walkways, wider sidewalks, police patrolling specific areas of Guelph specifically downtown, etc. Improving the safety of youth also improves the safety of all community members. The Guelph Trail Master Plan is already working towards some of these recommendations and it is important to include the youth voice into municipal planning as they know what would be most beneficial to them and what barriers they face most.

Contributions:

40 Developmental Assets

- A community values youth
- Safety

Youth Charter of Rights

- A voice in the issues that affect our lives
- Be and feel safe in our homes, schools and communities.

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes

Community Wellbeing

- Community Vitality
- Democratic Engagement
- Healthy Populations
- Living Standards

Timeline: 5 + years

Lead Responsibility:

Youth Services, All City Departments

Budget Impact:

TBD

Implementation Considerations:

- Include youth presence on the Active Transportation Advisory Committee, to be adopted in 2013-14.
- Staff training to support and incorporate youth input

Anticipated Outcomes:

- An increase in awareness of what youth safety issues.
- Safer community for all residents
- Enhanced comfort, sense of wellbeing in community

THE ARTS

Youth Priority #6

Percentage of Importance: 80.6%

Facts:

- Participation in the arts helps young people develop self-confidence and achieve higher academic performance and is especially important for at-risk youth.
- Out of 5 million arts education participants from the Ontario Arts Council, 2.5 million of them are children and youth.

Community Benefits:

- Enhanced community arts scene in Guelph
- Increased skills and community involvement in youth
- Strengthen support for young artists
- Safe space for youth to hangout after school hours

Our opinions:

- 75% of Guelph Youth rates average or below in regards to the arts for youth.
- “Host more art and photography contests.”
- “Organize events where these arts can be displayed/presented/shared.”

Guelph Youth in Action:

My interaction with the Guelph Arts Council Youth Arts Committee began this summer, and it has been a very fulfilling experience thus far. GAC's Youth Arts Committee has been an engaging platform, especially because it is a community of like-minded, driven and ambitious people. This resourceful community has allowed me to investigate and hone my aesthetic skill, and more importantly appreciate not only mine but others' creative prowess. It is through the Youth Arts Committee that I was able to participate in the recently held art on the street, where I was fortunate to meet artisans from around Canada and appreciate a variety of craft. As both a new resident to Guelph and Canada, GAC's Youth Arts Committee has offered me the opportunity to explore the arts and the community at large.

- **Aisha Masood, GAC Youth Arts Committee member**

Priority #6: *The Arts*— The term “the arts” implies a broader range of disciplines than just “art” which usually refers to the visual arts. The Arts covers other topics such as creative writing, music, dance, theatre, and film. These divisions are not the only art forms and many people define being an “artist” in different ways. The City of Guelph has a vibrant arts scene that is growing even larger with the help of projects such as the Cultural Mapping project. While the youth arts scene is still developing, programs are trying to encourage more youth to participate in a variety of arts activities as it provides youth with important skills such as building self-confidence, strengthening problem-solving skills, and appreciating different cultures.

1. Advertise and support permanent youth art space displays.

Rationale: With so many arts programs being cut back in high schools, youth need a space where they can display their art freely and to the public. There are many benefits to youth participating in the arts and there have been numerous studies done that have shown that exposure to the arts improves young people’s academic performance and develops self-confidence. One of the 40 Developmental Assets is “Creative Activities” and allowing a space for youth to display their creative works is not only beneficial to the development of a youth’s well-being but also helps the community promote local Guelph artists.

Contributions:

40 Developmental Assets

- A community values youth
- Creative activities for youth
- Affordable activities and programs, and safe places to hang out
- Youth Programs

Corporate Strategic Plan

- Deliver public services better

Community Wellbeing

- Community Vitality
- Leisure and Culture
- Healthy Populations

Timeline: 1 year

Lead Responsibility:

*Guelph Youth Services
City of Guelph Culture and Tourism
Guelph Arts Council*

Budget Impact: Yes

Implementation Considerations:

- Available public space
- Coordinated marketing program
- Active recruitment of young/emerging artists

Anticipated Outcomes:

- Enhanced youth arts scene in Guelph
- Increase skills and community involvement in youth
- Celebration of Youth and Arts

THE ARTS

2. Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program.

Rationale: Recognition programs for youth displays to the community that the City of Guelph is committed to the advancement of youth. It gives youth a chance to be recognized for their skills and talents which has a long term positive impact on their lives. Recognition programs for outstanding youth serve to advance and stimulate a greater commitment to youth services in the community and broaden young people's involvement in community activities. Recognition programs for youth help to enhance their self-image and give them a strong sense of self-worth relative to their innate skills and abilities.

Contributions:

40 Developmental Assets

- A community values youth
- Creative activities for youth

Youth Charter of Rights

- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Strengthen citizen and stakeholder engagement and communications.

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Culture and Leisure

Timeline: 2-4 years

Lead Responsibility:

Guelph Arts Council
Guelph Youth Services
City of Guelph Culture and Tourism

Budget Impact:

Minimal

Implementation Considerations:

- Collaborative Model with community partners
- Program Development
- Coordinated Marketing Strategy

Anticipated Outcomes:

- Strengthen support for young artists
- Enhanced youth arts scene in Guelph
- Acknowledgement and Celebration of emerging artists

Priority #6: *The Arts*— The term “the arts” implies a broader range of disciplines than just “art” which usually refers to the visual arts. The Arts covers other topics such as creative writing, music, dance, theatre, and film. These divisions are not the only art forms and many people define being an “artist” in different ways. The City of Guelph has a vibrant arts scene that is growing even larger with the help of projects such as the Cultural Mapping project. While the youth arts scene is still developing, programs are trying to encourage more youth to participate in a variety of arts activities as it provides youth with important skills such as building self-confidence, strengthening problem-solving skills, and appreciating different cultures.

3. Youth space for practicing the arts.

Rationale: Combining the benefits of youth participating in the arts with youth-friendly spaces will ultimately reduce the chance of participating in negative and/or risky behaviour. Providing a place for youth to participate in the arts after school hours reduces negative outcomes and promotes positive youth development in areas such as social development, interpersonal skills, and self-esteem. According to survey comments, youth are looking for a place to practice their art whether it is music, dance, literary arts, media arts, performance, and/or creative art. Providing a safe space for youth to practice and share their talents with others provides positive opportunities for youth.

Contributions:

40 Developmental Assets

- A community values youth
- Safety
- Creative activities for youth

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Be and feel safe in our homes, schools, and communities

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF’s Child Friendly Cities

- A Children’s Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Leisure and Culture

Timeline: 5 + years

Lead Responsibility:

City of Guelph,
Guelph Arts Committee

Budget Impact: Yes

Implementation Considerations:

- Budget implications
- Availability of appropriate space
- Staffing, programming, maintenance considerations
- Cost recovery options

Anticipated Outcomes:

- Improved access to community space and resources
- Safe space for youth to hangout after school hours
- Increased Youth Engagement
- Enhanced and diversified recreation opportunities for youth

Culture, Identity & Belonging

Youth Priority #7

Percentage of Importance: 80.56%

Facts:

- 2.4% of Guelph and Wellington's population are recent immigrants and rising.
- About 1.5 million Ontarians have disabilities- about 13.5% of the population.
- People who feel included, who have rich and diverse social networks, tend to be healthier, happier and longer-lived than people who are isolated.

Community Benefits:

- Adults and youth working together to decrease bullying, conflict, and violence
- Increased community awareness of ways to combat bullying
- Positive relationships between the schools and the City of Guelph
- Positive relationships between other community organizations
- Greater awareness and understanding of cultural differences

Our opinions:

- "I think that Guelph needs to work with the LGBTQ community to make aware of the issues that the LGBTQ youth are facing."
- 73% of Guelph Youth rates average or above in welcoming and including all youth.

Guelph Youth in Action:

Working with youth and being involved in your community is the best! I started out by participating in the first program at Immigrant Services for youth called Youthopia, creating a video called "Roots in Stone." I found out more about the program later on and just continued to participate in the program. The Youthopia program provided events and meetings where youth, mostly newcomers, come and meet other youth and have fun by doing great activities, like creating an art piece or participate in a leadership program. We also had the MPP, Liz Sandals, come in to talk to the youth group about how she got to be an MPP and what her responsibilities were. What the Youthopia program is really about is it gets youth to be outgoing, meet other youth from their community, city, and also share their talents. I am now at a stage where I have to concentrate on my school work and I don't have the chance to really go out often to the weekly events the Youthopia program has to offer but I still try to get involved in any way I can! My experience with the youth group was amazing, I got to learn how to be a good team leader and I had the chance to learn about Spoken Word which was also amazing and a great experience! Overall, the Youthopia program is really amazing and to anyone who would like to participate in it, you won't regret it since I haven't. It basically changed my life after I came to Canada, it got me to be more outgoing and talk to people, which also helped me get over my fear of public speaking!

- Hewan Wossene, John F. Ross student.

Priority #7: Culture, Identity and Belonging— Trying to balance between youth's need to belong and the diversity of individual identities can be a challenge. Youth are a mix of their own experiences that form who they are. While it may be easy to group youth together by gender, sexuality, ethnicity, socio-economic status, etc. - within each of these groups, life experiences are very different. The cultural values of a community give it an identity of its own, yet youth's identity is changing as they discover and learn more about themselves and the world

1. Continue supporting and promoting community events that engage youth and promote youth culture.

Rationale: It is important for the City of Guelph to support and promote these already existing programs and opportunities for youth in the community because not only does it provide experiences for youth to get involved in but it also lets other community organizations know that the City of Guelph believes in their endeavours which fosters positive relationships with community organizations, service providers, and local citizens.

Contributions:

40 Developmental Assets

- community values youth
- youth as resources
- adult role models
- creative activities
- youth programs

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out

Corporate Strategic Plan

- Deliver public services better
- Strengthen citizen and stakeholder engagement and communications.

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Leisure and Culture

Timeline: 1 year

Lead Responsibility:

Youth Services Department,
Guelph Youth Council

Budget Impact: No

Implementation Considerations:

- Maintenance of existing partnerships and development of new opportunities

Anticipated Outcomes:

- Positive relationships between other community organizations
- Awareness of cultural differences

Culture, Identity & Belonging

2. Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth.

Rationale:

AR/AO (Anti-Racism / Anti-Oppression) training enhances the capacity of the City of Guelph to respond to the needs of their diverse youth communities. Anti-Racism / Anti-Oppression training is a critical step towards developing an inclusive organization that truly embraces diversity.

Contributions:

40 Developmental Assets

- A Community values youth
- Safety
- Youth serving programming

Youth Charter of Rights

- Be accepted for who we are and what we believe without being discriminated against
- Be and feel safe in our homes, schools and communities

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

Community Wellbeing

- Community Vitality
- Education
- Healthy Populations

Timeline: 2-4 years

Lead Responsibility:

Human Resources through City Implemented
Diversity Strategy
Youth Services

Budget Impact: Yes

Implementation Considerations:

- Organizational Capacity
- Provision of training to part-time staff

Anticipated Outcomes:

- Improved capacity to serve community
- Greater awareness of community need
- Improved engagement with marginalized and underserved members of the community

Priority #7: Culture, Identity and Belonging— Trying to balance between youth's need to belong and the diversity of individual identities can be a challenge. Youth are a mix of their own experiences that form who they are. While it may be easy to group youth together by gender, sexuality, ethnicity, socio-economic status, etc. - within each of these groups, life experiences are very different. The cultural values of a community give it an identity of its own, yet youth's identity is changing as they discover and learn more about themselves and the world around them. In the end, inclusion leads to belonging and people want a place to belong. Inclusion plays a big role in the health and resilience of both individuals and communities.

3. Community gardening youth project.

Rationale: Community gardens bring many people together that might otherwise not come together. There are many benefits to young individuals and whole neighbourhoods when creating a community garden. A community garden project offers lots of cultural opportunities and gives community members the opportunity to work together, regardless of cultural background or the language they speak. For youth, community gardening is a healthy and inexpensive activity that teaches youth how to interact with others in a socially meaningful and productive way as well as to appreciate the natural world. A community gardening youth project can bring together youth from different backgrounds and get to know people they might not otherwise socialize with. By working together, youth gardeners learn to make communal decisions, solve problems, and negotiate with each other.

Contributions:

40 Developmental Assets

- Community values youth
- Youth as resources
- Adult role models
- Creative activities
- Caring neighbourhood

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Good health by having our social, emotional, mental, physical and spiritual needs met
- Quality time with our friends, family, and/or other positive role models in our community.

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

Community Wellbeing

- Community Vitality
- Healthy Populations
- Leisure and Culture

Timeline: 5+ years

Lead Responsibility:

CSSL Community Engagement Team

Budget Impact:

Minimal

Implementation Considerations:

- Locating appropriate space for community gardens
- Effective youth engagement programming

Anticipated Outcomes

- Youth engagement in community activities
- Brighten up communities
- Crime prevention
- Youth wellness
- Youth skills development

YOUTH SPACE

Youth Priority #8

Percentage of Importance: 79.92%

Facts:

- Traditional youth spaces have been created by government, organizations, and adults to give youth a place to hang out and participate in activities: In Guelph there are 20 public places to play basketball, 28 soccer fields, 4 arenas, and 3 community centres.
- Young people who are not supervised during after school hours are more likely to use alcohol, drugs, and tobacco; engage in criminal and other risky behaviour; do poorly in school; and drop out of school than those who participate in after-school programs.

Community Benefits:

- Safe space for youth to meet and share ideas
- Improved service planning and use of resources for youth entertainment, recreation, and public space
- Increased access to safe and appealing entertainment and recreation options for youth

Our opinions:

- “Build spaces that we’re actually interested in so we’ll actually go to them, most of us don’t go to parks and when we do there’s more than enough of them, there should be a youth cafe or an outdoor skate park.”
- “There’s nowhere to hang out except the mall - which sucks. We should have a place to practice music, hang with friends, play pool or whatever that is somewhere safe and friendly.”
- 70% of Guelph Youth rates average or above in giving youth their own space to hang out.

Guelph Youth in Action:

The drop in provides fun during a Friday when we have nothing to do. Good things about the program is that everyone is included from all ages, races, and genders, no one is left out! Another good thing about the program is that it is free and that way every one is able to participate no matter what!

- Friday Night Drop In participant, age 13.

I feel that the drop in center helps kids and teenagers become more active. It also brings the community together in playing games and sports. It also keeps somebody, like myself, out of trouble and gives me something to do on my weekends.

- Friday Night Drop In participant, age 17.

Priority #8: Youth Space— Hanging out for youth is an important way of forming friendships and helps youth stay connected to the community. Youth-friendly spaces provide a broad range of useful facilities and services for youth. Youth need to have places to hang out with friends; places to be alone; places that reflect who they are; and accessible and safe places that they can call their own. Having a youth space that is their own, helps build relationships between peers, service providers, and the community and makes youth aware of what is going on in their community.

1. Provide free, accessible space for emerging and existing youth groups/committees.

Rationale: Finding a place for youth groups to meet can be a challenge and also costly. By providing a free meeting space for youth, adults will know that youth are meeting in a safe and controlled environment. By allowing free meeting space for youth groups/committees, the City of Guelph is supporting youth and the group/committee that they stand for. Allowing youth to meet up with peers with similar interests builds positive relationships and development.

Contributions:

40 Developmental Assets

- Community values youth
- Safety
- Youth programs

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out

Corporate Strategic Plan

- Deliver public services better

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Leisure and Culture

Timeline: 1 year

Lead Responsibility:

Youth Services

Budget Impact: No

Implementation Considerations:

- Available youth space
- Applicable subsidies

Anticipated Outcomes:

- Improved access to community resources for youth
- Safe space for youth to meet and share ideas

YOUTH SPACE

2. Development of a community wide free public skate park.

Rationale:

Skateboarding, and freestyle BMX biking are some of the fastest growing sports in Canada and the demand for skate parks is high. Skate parks appeal to older teens – an age group that has traditionally been challenging to serve. Skateboarding needs must be prioritized within the City's parks and recreation planning as recommended in 2009's Parks, Recreation and Culture Master plan.

Recent studies show that skate parks dramatically increase park use over time, with a 6 fold increase in the number of park users compared to baseline numbers. Compared to other park enhancements, no other park intervention showed an increase in patronage or physical activity near that of a skateboard facility.

Contributions:

40 Developmental Assets

- Community values youth
- Safety

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Be accepted for who we are and what we believe without being discriminated against
- Good health by having our social, emotional, mental, physical, and spiritual needs met

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes

Community Wellbeing

- Community Vitality
- Healthy Populations
- Leisure and Culture

Timeline: 2-4 years

Lead Responsibility:

Youth Services
Parks and Recreation
Planning

Budget Impact: Yes

Implementation Considerations:

N/A—Process underway.

Anticipated Outcomes:

- Improved access to recreation
- Enhanced Recreation and Parks System
- Meeting the needs of underserved youth demographic.

Priority #8: Youth Space— Hanging out for youth is an important way of forming friendships and helps youth stay connected to the community. Youth-friendly spaces provide a broad range of useful facilities and services for youth. Youth need to have places to hang out with friends; places to be alone; places that reflect who they are; and accessible and safe places that they can call their own. Having a youth space that is their own, helps build relationships between peers, service providers, and the community and makes youth aware of what is going on in their community.

3. Create positive youth space in all publicly accessible City of Guelph facilities.

Rationale: By supporting and dedicating youth space in all City buildings, it would provide youth with a place that is their own. It would allow them to get involved in running something for themselves and it would allow them to feel a sense of belonging in the community. It also allows the community to offer information and support to youth in order to reduce the impact of risk factors and provide them with an alternative place to hang out with friends. The purpose of having youth space is to provide space within which young people can meet friends, spend time, and express themselves. The goal would be to provide a fun, safe, affordable, and welcoming environment

Contributions:

40 Developmental Assets

- community values youth
- safety
- youth programs

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Be and feel safe in our homes, schools, and communities

Corporate Strategic Plan

- Deliver public services better
- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- Children's Participation: promoting children's active involvement in issues that affect them; listening to their views and taking them into consideration in decision-making processes
- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Leisure and Culture

Timeline: 5 + years

Lead Responsibility:

Youth Services (Lead)
All City Departments

Budget Impact: Yes

Implementation Considerations:

- Creating a space that youth want to hang out in
- Inclusion of youth in the process of developing youth space
- Creating youth friendly space in a existing environments

Anticipated Outcomes:

- improved service planning and use of resources for youth entertainment, recreation, and public space
- increased access to safe and appealing entertainment and recreation options for youth

THE ENVIRONMENT

Youth Priority #9

Percentage of Importance: 78%

Facts:

- The average Guelph resident uses 210 litres of water per day (2009)—145 litres less than the national daily average of 355 litres.
- Council approved an updated tree by-law that offers increased protection for trees on private properties in the city.
- Since October 2009, more than 270,000 kilograms of electronic waste have been recycled in Guelph.

Community Benefits:

- A healthier City of Guelph
- Greater utilization of other modes of transportation (non-polluting/pollution reduction)

Our opinions:

- “Provide more days in which taking the bus is free to promote using this as regular transportation.”
- “More trees!”
- 72% of Guelph Youth feel that the City of Guelph is taking care of the environment.

Guelph Youth in Action:

I feel that the C.E.L.P program has and will continue to have a strong impact on me, not only in regards to the environment but also to myself. One thing that we do in the program is teach Grade fives from local schools a program called Earthkeepers. In this program we basically explain concepts like food chains, food webs, atoms and molecules and the history of the Earth to the kids in a way that is easily understood. This experience-teaching the students about the natural environment-really allows me to learn about myself more as a person and how I can make a difference just by educating and learning with the students. Frankly, I couldn't ask for a better program to be a part of. It's such an unconventional way of learning- being outside for most of the day while still being taught mandatory classes such as English and Civics and Careers. I have definitely been learning so much, and I will probably continue to apply this knowledge to future activities and programs I take on.

– **Markus King, John F. Ross student.**

Priority #9: Environment— Youth are the future in sustaining the environment and making it a healthy, liveable, breathable place to be. They want to be involved in the process of developing environmentally sustainable solutions for the City of Guelph as this is their home. Taking care of the environment is important to do now so that future generations are able to live in a healthy, green world. Youth have a strong awareness of the issues surrounding the environment and have a greater stake in long-term sustainability. The City of Guelph is proud of the long, distinguished history of environmental responsibility and need to continuously develop solutions to address issues such as the depletion of natural resources, climate change, and pollution.

1. Maintain and expand City environmental programs to include a youth audience.

Rationale: In 2012, the Planning and Building, Engineering and Environment department (PBEE) delivered several programs aimed at an age level of approximately 7 to 12 year olds. Guelph youth feel that the City of Guelph does a great job at taking care of and maintaining the environment but that there can always be more done. Youth want to take care of the environment and expanding the City of Guelph's environmental programs to target a larger audience and reach the youth sector will help educate youth on what they can do to preserve the environment.

Contributions:

40 Developmental Assets

- community values youth
- Adults as role models

Youth Charter of Rights

- Good health by having our social, emotional, mental, physical, and spiritual needs met
- Education, training and opportunities that prepare us for our future lives

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.
- Deliver public services better

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Education
- Environment

Timeline: 1 year

Lead Responsibility:

PBEE
Youth Services

Budget Impact: Yes

Implementation Considerations:

- Expansion of current programming to include a youth audience
- Creation of new programs that engage youth
- Expanded program promotion to include secondary school audiences

Anticipated Outcomes:

- Increased environmental awareness and responsibility amongst Guelph youth
- Skills and education enhancement
- Greater and maintained interest in environmentally responsible programming.

THE ENVIRONMENT

2. Lead annual City of Guelph participation in International Car Free Day.

Rationale: A Car Free Day encourages motorists to give up their car for a day. The event can be organized in partnership with youth to promote alternatives to car travel and the development of communities where jobs are closer to home and where shopping is within walking distance. Youth can help engage staff and other students to participate.

Car Free Days aim to be fun, free events encouraging people to get out of their cars and run, walk, cycle or take public transit. The central vision of Car Free Day is urban mobility that is not dependent on the private automobile. International Car Free Day (CFD), celebrated every Sept. 22.

Contributions:

40 Developmental Assets

- Adults as role models
- Youth as resources
- Sense of Purpose
- Planning and decision making

Youth Charter of Rights

- Education, training and opportunities that prepare us for our future lives
- Good health

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.
- Strengthen citizen and stakeholder engagement and communications.

Community Wellbeing

- Community Vitality
- Democratic Engagement
- Healthy Populations
- Living Standards
- Education
- Environment

Timeline: 2-4 years

Lead Responsibility:

Community and Social Services
Youth Services

Budget Impact: Yes

Implementation Considerations:

- City wide advertising
- Promotional Campaign
- Partnerships and Planning

Anticipated Outcomes:

- A Healthier City
- Greater understanding of alternate modes of transportation
- A more engaged community
- City as leaders in Environmental Responsibility

Priority #9: Environment— Youth are the future in sustaining the environment and making it a healthy, liveable, breathable place to be. They want to be involved in the process of developing environmentally sustainable solutions for the City of Guelph as this is their home. Taking care of the environment is important to do now so that future generations are able to live in a healthy, green world. Youth have a strong awareness of the issues surrounding the environment and have a greater stake in long-term sustainability.

3. City of Guelph will work towards a sustainable transportation model.

Rationale: Sustainable transportation systems are those which, for example, aim to reduce emissions, fossil fuel consumption, the consumption of agricultural land, park land and wildlife habitat. Most fundamentally, this means an emphasis on reducing the role of the private automobile as the prime mode of transportation and shifting travel toward other sustainable modes such as public transit cycling and walking.

Enhancing cycling and pedestrian amenities, such as bicycle lanes, signage, and wider sidewalks, not only increase safety for children and youth, but also has positive impacts on other demographic groups, including seniors and the disabled. Creating a community that is non-reliant on cars and engaged with other means of transportation improves the environment, the health and wellness of the individual & community, and improves youth safety. When planning sustainable transportation models, youth must be involved bringing a perspective that is able to highlight barriers or unsafe conditions throughout the community.

Contributions:

40 Developmental Assets

- A community that values youth
- Safety

Youth Charter of Rights

- Good health by having our social, emotional, mental, physical and spiritual needs met
- Be and feel safe in our homes, schools, and communities

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Environment

Timeline: 5 + years

Lead Responsibility: PBEE

Budget Impact: Yes

Implementation Considerations:

- Best practices
- Proven Sustainable Transportation models
- Organizational readiness
- Community Education/Benefit Tools

Anticipated Outcomes:

- A healthier city
- A safer environment for all citizens
- Greater understanding of alternate modes of transportation
- City as leaders in Environmental Responsibility

HEALTH & WELLNESS

Youth Priority #10

Percentage of Importance: 74%

Facts:

- Poor health can reduce young people's social integration, harm their education and reduce their employment prospects.
- Youth are particularly vulnerable of experiencing a mental health problem as half of all mental disorders begin by age 14 and 75% begin by age 24.
- There is a downward trend in daily smoking for boys and girls in Grades 6, 8 and 10.

Community Benefits:

- Build relationships between the City of Guelph and youth
- Enhance youth wellness (all wellness)
- Identify gaps in services for youth
- A healthier more engaged youth population

Our opinions:

- "I think there should be posters or painted murals saying that everyone is beautiful because billions of teens suffer from low self esteem and that's not Guelph's fault but I think the City can really help with that by having simple posters saying that someone is beautiful which can really make someone's day."
- "Providing more activities in which youth can get involved in having an active lifestyle. Like having sessions where a speaker comes in (dietician) to talk about healthy food choices and possibly sessions at different clubs or places around Guelph for youth to partake in activities to become fit."
- 53% of Guelph Youth feel that Guelph rates average or below in providing health and wellness programs and services for youth.

Guelph Youth in Action:

I personally really enjoy the Wyndham House STEPS program. STEPS has introduced me to Zumba and after doing it once, I love it! It makes me feel good about myself and it also is a fun way to be active. I never would have thought of trying any of the different things. Also, volleyball is really fun. I like how no one judges how bad I play. Everyone is encouraging and very supportive.

- **Rebecca, Wyndham House STEPS participant**

STEPS has opened my eyes to new activities that I have never had the opportunity to partake in before. Yoga is really relaxing, it helps me to distress. Muay Thai is helping me to work out and stay fit.

- **Amber, Wyndham House STEPS participant**

Priority #10: Health and Wellness— The subject area 'health and wellness' is a very broad topic that ranges from mental health and addiction, activities that promote healthy lifestyles, youth clinics and family health services, healthy relationships, sexual health and more. Youth is an important period for establishing positive health and social behaviours. It is at this time, that a healthy lifestyle is essential for the development of their emotional, physical, and intellectual well-being. Healthy lifestyles are of great importance if youth are to fulfill their potentials and play an active role in society.

1. Facilitate a City of Guelph led health and wellness campaign to support youth wellness.

Rationale: Youth development and the arts combine to create a productive and positive environment in which a lot of growth can take place for youth. The 40 developmental assets-based approach on positive youth development states that people who work with youth need to find ways to encourage youth to find ways to contribute to their community. Arts programs have long been used to help people communicate, share beliefs and cultures, and learn skills. Street art is very popular in the youth culture and can help brighten up communities as well. Creating a project that gets youth involved with their community and promotes youth wellness and development through public posters and/or murals increases feelings of self-worth and encourages youth's abilities and strengths, all while building self-esteem.

Contributions:

40 Developmental Assets

- A community that values youth
- Youth as resources
- Adults as role models
- Positive peer influence
- creative activities

Youth Charter of Rights

- Good health by having our social, emotional, mental, physical needs met
- Be accepted for who we are and what we believe without being discriminated against

Corporate Strategic Plan

- Ensure a well designed, safe, inclusive, appealing and sustainable City.

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Living Standards
- Leisure and Culture

Timeline: 1 year

Lead Responsibility:

Youth Service
Parks and Recreation

Budget Impact: Yes

Implementation Considerations:

- approved space for wellness projects and activities
- Enhanced programming to meet the diverse needs of Guelph's youth population.
- Initiative Promotion and Coordination

Anticipated Outcomes:

- A healthier youth population
- Stronger relationships between the City of Guelph and youth
- Enhanced youth and community wellness

HEALTH & WELLNESS

2. Develop and promote the City of Guelph online Youth Service's Hub.

Rationale: Creating a “one stop shop” for youth where they can find all the information they need relating to youth services helps youth know and access available services in the community. It also serves to connect service providers and organizations together program coordination and delivery. Including participation from parents, community leaders, police, sports and recreation staff, and other groups connects the community and brings them together to help provide services to youth. The goal would be to advertise this service to youth so that they know where to look when locating support for themselves or peers.

Contributions:

40 Developmental Assets

- A community that values youth
- Safety

Corporate Strategic Plan

- Deliver public services better
- Strengthen citizen and stakeholder engagement and communications.

Community Wellbeing

- Community Vitality
- Healthy Populations
- Education
- Living Standards

Timeline: 2-4 years

Lead Responsibility:

Youth Services

Budget Impact: Yes

Implementation Considerations:

- Design, Layout, hosting
- Creation of a youth-friendly platform
- Ongoing Maintenance

Anticipated Outcomes:

- Improved access to information and support systems
- Improved community connectivity
- Improved linkages between youth, youth supports and stakeholders

Priority #10: Health and Wellness— The subject area 'health and wellness' is a very broad topic that ranges from mental health and addiction, activities that promote healthy lifestyles, youth clinics and family health services, healthy relationships, sexual health and more. Youth is an important period for establishing positive health and social behaviours. It is at this time, that a healthy lifestyle is essential for the development of their emotional, physical, and intellectual well-being. Healthy lifestyles are of great importance if youth are to fulfill their potentials and play an active role in society.

3. The support the expansion of the STEPS Program throughout the City of Guelph.

Rationale: Good health is of great importance if young people are to fulfil their potentials and play an active part in society. Poor health can also reduce young people's social integration, harm their education and reduce their employment prospects. Creating programs where youth can actively participate in free physical activities or educational discussions on healthy living benefits youth in all aspects of positive development. The transition to adulthood is a crucial period in which to address health determinants which is why wellness programs and activities, like the Wyndham House STEPS Program, are so important to this age group.

Contributions:

40 Developmental Assets

- community values youth
- youth programs

Youth Charter of Rights

- Affordable activities and programs, and safe places to hang out
- Good health by having our social, emotional, mental, physical, and spiritual needs met
- Education, training and opportunities that prepare us for our future lives
- Quality time with our friends, family and/or other positive role models in our community

Corporate Strategic Plan

- Deliver public services better
- Strengthen citizen and stakeholder engagement and communications.

UNICEF's Child Friendly Cities

- A Children's Budget: ensuring adequate resource commitment and budget analysis for children

Community Wellbeing

- Community Vitality
- Healthy Populations
- Culture and Leisure

Timeline: 5 + years

Lead Responsibility:

Community and Social Services
Youth Services
External Partners

Budget Impact: Yes

Implementation Considerations:

- Funding models
- Evaluation of Community Need
- Program Support

Anticipated Outcomes:

- Healthier youth population
- Improved support network for youth
- Improved Access to recreation for all youth
- An engaged youth population

Implementation Timelines

Year 1 Goals

1. City staff will facilitate quarterly youth meetings for the purpose of connecting new and existing youth groups together.
2. Prioritize marginalized youth so that they are always taken into consideration in program and youth planning.
3. Sell bus tickets at all high schools.
4. Support and advertise already existing employment programs
5. City of Guelph endorsed anti-bullying policy.
6. Advertise and support permanent youth art space displays.
7. Continue supporting and promoting community endeavours that engage youth.
8. Provide free, accessible space for emerging and existing youth groups/committees.
9. Maintain and expand City environmental programs to include a youth audience.
10. Facilitate a City-led health and wellness campaign to support youth wellness.

Year 2-4 Goals

1. Youth Services will coordinate twice annual youth town hall meetings between Mayor, Council and local youth.
2. Facilitate Youth Engagement training for all City employees.
3. CAN-Bike courses for students.
4. Develop a City of Guelph volunteer program for high school students.
5. Safe spaces for youth policy and program
6. Collaborate with Guelph Arts Council to bring the annual youth artists awards/recognition program.
7. Provide Anti-Racism/Anti Oppression training for all City of Guelph staff that engage with youth.
8. Development of a skate park.
9. Promote a City-wide car free day at Guelph schools.
10. Develop and promote the City of Guelph online Youth Service's Hub

Year 5 + Goals

1. Youth representation on the Guelph City Council.
2. Develop a comprehensive marketing plan so all youth are aware of programming and supports for you in crisis.
3. Implement a universal bus pass plan for all high school students.
4. Create a recognition program for businesses that train and employ young people.
5. Incorporate youth safety into municipal planning.
6. Youth space for practicing the arts.
7. Community gardening youth project.
8. Create positive youth space in all publicly accessible City of Guelph facilities .
9. City of Guelph will work towards a sustainable transportation model.
10. Expand the Wyndham House STEPS Program throughout the City

Appendices



Appendices - Youth Survey

GUELPH YOUTH

Tell us what you like... what you don't like... and what you think we should do about it!

Community and Social Services, The Corporation of the City of Guelph ("City of Guelph")

This survey is being conducted by the City of Guelph for the purposes of developing a youth strategy to improve the quality of life for Guelph's youth.

The strategy will target ten areas: Youth Voice; Youth Space; Youth Safety; Health and Wellness; At-Risk Youth; Employment and Volunteer Opportunities; The Arts; Culture, Identity and Belonging; Environment; and Transportation. The survey results will shape the 2013-2018 Youth Strategy and set the direction for the planning and delivery of all civic services involving youth.

Your participation is entirely voluntary and individual responses will be anonymous. There are no known or anticipated risks with your participation in the survey. At no point during the study will the City be collecting any personal information as defined in section 28(2) of the Municipal Freedom of Information Act. You may skip questions that you do not wish to answer, but we believe that you will see the value of this information in order for us to understand the perspectives of youth. The survey is designed for youth between the ages of 13 and 18; however we appreciate feedback from all members living in the City of Guelph.

All information collected will be kept in a secure manner in accordance with the Municipal Act 2001, and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Appendices - Youth Survey

GUELPH YOUTH

Guelph Youth Survey 2012

We are asking you to give your opinion on the City of Guelph in regards to ten topic areas. Please circle the number that you find most agrees with your opinion.

The first question asks you how important each topic is to you. Each number represents a scale of importance:

1. Very important
2. Important
3. Somewhat important
4. Not important

To rate the City of Guelph, we have chosen a scale from 'Excellent' to 'Fail.' Below we have explained what each word means:

1. Excellent- Keep up the great work!
2. Good- Satisfactory but room for improvement.
3. Average- Okay, not great and not horrible.
4. Poor- A lot of work needs to be done.
5. Fail- Things need to change right away!

1. YOUTH VOICE

Think about things like: youth being included in City decisions, voting, being a part of youth committees (e.g. Guelph Youth Council), etc.

How important is it for you to have a voice in decision-making for the City of Guelph?

1 2 3 4

How do you feel the City of Guelph rates in giving youth a voice?

1 2 3 4 5

2. YOUTH SPACE

Think about things like: community centres, parks, libraries, skate parks, all ages events, youth's own space, late night spaces for youth, and other places to hangout, etc.

How important is it for you to have youth spaces in Guelph?

1 2 3 4

How do you feel Guelph rates in giving youth their own space?

1 2 3 4 5

3. YOUTH SAFETY

Think about things like: bullying, crime rates, relationships between youth and police, internet safety, emergency preparedness, sexual exploitation, etc.

How safe do you feel in Guelph?

1 2 3 4

How do you feel Guelph rates in keeping youth safe?

1 2 3 4 5

4. HEALTH AND WELLNESS

Think about things like: mental health and addiction, activities promoting healthy lifestyles, family health services, youth clinics, body image and self-esteem, healthy relationships, sexual health, etc.

How important is health and wellness to you?

1 2 3 4

How do you feel Guelph rates in providing health and wellness programs and services to youth?

1 2 3 4 5

5. AT-RISK YOUTH

Think about things like: homelessness, living independently, cost of living, renting, Ontario Works (OW) services, etc.

How important is it to you that Guelph takes care of at-risk youth?

1 2 3 4

How do you feel Guelph rates in providing for at-risk youth?

1 2 3 4 5

6. VOLUNTEER AND EMPLOYMENT OPPORTUNITIES

Think about things like: finding a job, wages, training, finding volunteer experiences, etc.

How important are **employment** opportunities to you?

1 2 3 4

How do you feel Guelph rates in providing **employment** opportunities to youth?

1 2 3 4 5

Appendices - Youth Survey

GUELPH YOUTH

How important are **volunteer** opportunities to you?

1 2 3 4

How do you feel Guelph rates in providing **volunteer** opportunities to youth?

1 2 3 4 5

7. THE ARTS

Think about things like: cost of events, diversity of shows and performances, live music, ability to participate in art-making programs such as drama, art, music, dance, etc.

How important are the local arts to you?

1 2 3 4

How do you feel Guelph rates in regards to arts for youth?

1 2 3 4 5

8. CULTURE, IDENTITY AND BELONGING

Think about things like: discrimination, homophobia, class and gender issues, education programs about diversity, immigrant, Aboriginal and LGBTQ youth issues, etc.

How important is it for you to express your culture/identity, celebrate diversity, and be yourself?

1 2 3 4

How do you feel Guelph rates in welcoming and including all youth?

1 2 3 4 5

9. THE ENVIRONMENT

Think about things like: environmental awareness, conservation programs, reducing our carbon footprint, recycling, climate change, green spaces, etc.

How important is the environment to you?

1 2 3 4

How do you feel Guelph rates in taking care of the environment?

1 2 3 4 5

10. TRANSPORTATION

Think about things like: public transit, bike routes/lanes, walking paths, accessibility for people with disabilities, reliance on cars, etc.

How important is it for you to have several transportation options?

1 2 3 4

How do you feel Guelph rates in providing transportation options?

1 2 3 4 5

The areas that need the **MOST ATTENTION** are...
Choose *only four (4)* topics.

- Youth Voice
- Youth Space
- Youth Safety
- Health and Wellness
- At-Risk Youth
- Volunteer and Employment Opportunities
- The Arts
- Culture, Identity and Belonging
- The Environment
- Transportation

The City of Guelph should dedicate **MORE RESOURCES** to...
Choose *only four (4)* topics.

- Youth Voice
- Youth Space
- Youth Safety
- Health and Wellness
- At-Risk Youth
- Volunteer and Employment Opportunities
- The Arts
- Culture, Identity and Belonging
- The Environment
- Transportation

Appendices - Youth Survey

GUELPH YOUTH

DEMOGRAPHICS

How old are you?

- Under 10
- 10-12 years
- 13-18 years
- 19-24 years
- Over 25

What language do you speak at home?

How would you describe your cultural or ethnic heritage?
(European, East Asian, Latin American, etc.)

How long have you lived in Canada?

- 1 year or less
- 2-5 years
- 5-10 years
- All your life

Do you currently go to school?

- Yes
- No

What type of volunteer work do you do?

Do you identify as a youth with a disability?

- Yes
- No

Do you live in Guelph?

- Yes
- No

What language do you speak with your friends?

Where were you born?

- Canada
- Other:

Who do you live with?

- Parents
- Siblings
- Other relatives
- Roommates
- Friends
- Partner/spouse/boyfriend/girlfriend
- Your children
- By yourself
- Other:

What is the last grade you completed?

Do you work?

- No
- Full time
- Part time
- Seasonal
- Training
- Other:

What is your gender?

- Female
- Male
- Transgender
- Other:

Appendices - Youth Survey

GUELPH YOUTH

What is your sexual identity/orientation?

- Straight
 - Gay/lesbian
 - Bi-sexual
 - Questioning/curious
 - Other:
-

What is your primary mode of transportation?

- Walking
 - Biking
 - Bus
 - Driven by adult
 - Self-driven
 - Other:
-

How connected do you feel to your community?

- Very connected
- Connected
- Somewhat connected
- Not connected

Is there anything else you would like us to know regarding these ten topics?

Thank you for participating in the Guelph Youth Survey! If you would like to know more about the 2013-2018 Youth Strategy or would like to be a part of our focus groups please contact the Youth Services department at 519-822-1260 ext. 2703 or email us at adam.rutherford@guelph.ca!

Appendices - Survey Results

GUELPH YOUTH

Guelph Youth Survey Results

523 Responses

- 484 responses were between the ages of 10-24 years old
- 415 of those responses were between the ages of 13-18 years old
- 208 responses were male (43%)
- 267 responses were female (56%)
- 5 responses were transgender and other (1%)
- 386 responses were born in Canada (84%)
- 74 responses were born outside of Canada (16%)
- 39 out of 472 stated they had a disability (8%)
- 470 responses currently go to school (97%)
- 16 responses are currently not in school (3%)

In regards to Importance:

Theme	Count (10-24 year olds)	Percentage (10-24 year olds)
Youth Voice	415/484	85.74%
At-Risk Youth	399/480	83.13%
Transportation	390/478	81.59%
Employment and Volunteer Opportunities	743/915	81.2%
Youth Safety	391/483	80.95%
Arts	382/474	80.6%
Culture, Identity, and Belonging	377/468	80.56%
Youth Space	386/483	79.92%
Environment	374/479	78.08%
Health and Wellness	355/481	73.8%

Appendices - Survey Results

GUELPH YOUTH

Question 33

The areas that need the MOST ATTENTION are...		
Theme	Count	Percentage
Youth Voice	229	13.12%
Youth Safety	214	12.26%
Employment and Volunteer Opportunities	203	11.63%
Health and Wellness	184	10.54%
Youth Space	181	10.37%
Transportation	165	9.46%
The Environment	164	9.4%
At-Risk Youth	155	8.88%
The Arts	130	7.45%
Culture, Identity, and Belonging	120	6.88%

Appendices - Survey Results

GUELPH YOUTH

Question 34

The City of Guelph should dedicate MORE RESOURCES to...		
Theme	Count	Percentage
Employment and Volunteer Opportunities	197	11.47%
Transportation	196	11.41%
Youth Space	193	11.23%
Youth Safety	182	10.59%
Youth Voice	179	10.42%
Health and Wellness	176	10.24%
The Environment	171	9.95%
At-Risk Youth	170	9.9%
The Arts	141	8.21%
Culture, Identity, and Belonging	113	6.58%

Appendices - Survey Results

GUELPH YOUTH

How does the City of Guelph rate...?						
Theme	Average		Below Average (Poor, Fail)		Above Average (Good, Excellent)	
	Count	Percentage	Count	Percentage	Count	Percentage
Youth Voice	192	40.08%	144	30.06%	143	29.85%
Youth Space	158	32.99%	142	29.65%	179	37.37%
Youth Safety	113	23.35%	137	28.31%	234	48.35%
Health and Wellness	118	24.63%	134	27.97%	227	47.39%
At-Risk Youth	159	33.83%	132	28.09%	179	38.09%
Employment and Volunteer Opportunities	262/913	28.7%	252/913	27.6%	399/913	43.7%
Arts	178	37.95%	175	37.31%	116	24.73%
Culture, Identity, and Belonging	122	25.9%	128	27.18%	221	46.92%
Environment	104	21.89%	134	28.21%	237	49.89%
Transportation	116	24.12%	161	33.47%	204	42.41%

Appendices - Focus Group Feedback

FOCUS GROUP RESPONSES

1. YOUTH VOICE

Definitions:

- have a say what programming is around the city
- not tokenism
- making sure what they say is what we respond to
- affect youth have on the rest of the City and if their opinions matter or not
- opinions of youth
- voice of all youth—what we like and don't like
- my opinion
- young people speaking
- young people getting a say in the City

Do you feel your voice is heard?

- I don't think so—we don't ask enough
- yes because I'm on youth council
- sometimes, I'm on YC but doesn't mean my voice is heard by everyone
- not heard wide enough
- not included in decisions that affect us (ex. Transportation)
- no, in the field of education—not asked how the school system could be improved—opinions aren't considered
- not heard
- I think we do, just no one really cares to use it (our voice)
- no, I don't feel heard because I don't talk
- grown-ups don't care what we have to say, we don't care what they say
- get to share opinions in school
- never any follow up

Recommendations:

- more opportunities
- we need to go to the youth
- reach out to youth not just to the adults' opinions
- reach through Facebook—learning our names
- have them on planning committees
- engagement piece needs to be ongoing and consistent
- relationship building
- don't let the momentum die
- ask for input on what they are interested in
- being flexible with how you acquire the youth voice

Appendices - Focus Group Feedback

- more outlets to be heard
- being allowed to speak at council
- talk to people that actually make a difference
- school and City join together for better communication in regards to what youth have to say
- needs to be follow up and proof of the follow up

2. AT-RISK YOUTH

Definitions:

- inability to access services
- inability to have needs met
- road blocks
- disconnected
- need support
- affects their health (physical and mental) in a negative way
- youth at-risk of being homeless, have their rights taken from them
- youth that don't have a safe environment
- in a position of insecurity by factors such as money, peer pressure, etc.
- people that lack the opportunities that others have
- somebody that wants to hurt themselves
- youth that are kicked out of their house
- youth that need help
- youth that got abandoned by their parents
- youth that have no options
- alcoholic parents (they are at-risk) so puts youth at risk

Do you feel Guelph provides for at-risk youth?

- great strides in providing for at-risk youth
- keep it a priority
- more coordinated effort
- STEPS (is a positive program)
- divide at 18 "suddenly an adult"
- defining "youth," at what age?
- yes, (Wyndham house) but there could be more—make it wider known
- needs to improve—have providers go to youth not the other way around
- Big Brothers Big Sisters
- Breakfast clubs at school
- STEPS
- No, youth that need help mentally get sent to a different city (they have Homewood)
- yes, Wyndham house but can't stay there forever. Has an age limit
- social services and children's aid are positive

Appendices - Focus Group Feedback

- rec centre (positive)—place to go, be active, free sports, get off the sidelines (if parents can't afford sports)
- children's foundation (positive)
- Shaker's true hoops program (positive)

Recommendations:

- extend the definition (age) of youth
- have a consistency
- champion why it's important
- service providers need to engage with youth to find out what they want/need
- consider equity
- more programs like STEPS
- presentations, pamphlets, websites to schools of youth in these programs and how it helps them—could help others too
- extra help—places to stay, places to work so they can keep a place to stay
- need place to sleep waiting for bus
- where can you go if you are ten years old?
- explain where you can go to get help (advertise posters, billboards, etc.)
- talk to someone you know to find help
- welcome everyone

3. TRANSPORTATION

Definitions:

- getting somewhere
- ease of access
- how to get from one place to another
- moving
- a comfortable means of getting where you want to go
- cheap, time-efficient travelling
- helping us get around because not everyone can drive

Do you feel Guelph provides transportation options for youth?

- not affordable ones
- room for improvement (cost wise)
- affordable bus passes still not affordable
- university bus pass
- they do but not very well
- "free cycle"—like kijiji but free
- besides walking, transportation is not time-efficient
- the number to call/website to see when the bus is coming (is positive)

Appendices - Focus Group Feedback

- yes school buses, cabs
- not very well—the school buses you are not always eligible and if you're not then you're stuck
- lots of bike trails and paths
- a lot of transportation options but expensive
- not creepy to walk around (it's safe in Guelph)

Recommendations:

- well-lit pathways
- sidewalks safe
- school board should look at their distances for school buses
- universal bus pass for high school students
- bike paths
- courses on how to ride your bike
- every youth should get a scooter
- buses need to be cheaper (for students)
- if you go to school, it should be less
- more accessible bus passes
- redo the bus routes
- should sell bus tickets at school
- enforce safer drivers (the police)
- need safer bus drivers (the way they drive)
- school buses aren't very good
- more bike lanes
- wider walking paths
- don't feel safe biking on the road
- Toronto's bike rental system
- cheaper transportation fee
- make bikes cheaper—provide everyone with a bike
- bus drivers need to be nicer
- bus system changes too frequently
- anyone should be able to take the school bus
- should be on time (the bus)
- free/cheap bus

4. EMPLOYMENT AND VOLUNTEER OPPORTUNITIES

Definitions:

- volunteer opportunities need to be meaningful
- no connection between meaningful volunteer opportunities and getting your hours (forced to do 40 hrs)
- matching what they want to do for a positive volunteer experience

Appendices - Focus Group Feedback

- disconnect between volunteer and employment
- a chance to get a job
- helping other people/the community (for free)
- volunteering making it relatively easy to get into the workforce
- jobs
- a way of getting/spending money
- teenagers like money
- ways to reach out in the community
- want to help people without getting paid

Do you feel Guelph provides employment and volunteer opportunities to youth?

- volunteer centre (positive)
- school requirements (40 community hrs)
- City volunteers
- job fairs like Sleeman centre are good
- City of Guelph should hire more youth
- youth volunteer website is good—need that for jobs
- no, because you have to be 16 to get a job
- hand out resumes and they just get thrown out
- Have faith in older people, they don't think youth are good enough to complete the tasks
- Ya, summer camp, habitat, food bank, humane society, Christmas parade – a lot of volunteer opportunities
- lot of employment/volunteer opportunities
- more volunteer opportunities for high school students
- there is enough volunteer opportunities—not enough employment
- “get rid of the old, and bring in the new”

Recommendations:

- ask what would you like to learn about, approach those places to see if they can volunteer at
- an evaluation for the places that have volunteers
- orientation process
- being a volunteer is the same as having a job
- consistency for orientation for volunteer and employment
- program that highlights the benefits of the volunteer place
- need to feel valued
- useful to have positive youth development training for places that take young people
- recognition for volunteering—for businesses
- having an employment data base for just youth (not university students)
- take advantage of co-op opportunities
- make co-op opportunities more available in places youth want to try
- make more opportunities more noticeable
- should be able to get a job at 13

Appendices - Focus Group Feedback

- create more places and have it easier to get in
- a lot of volunteer opportunities but less in west willow woods area
- get rid of the old and bring in the new (retire)

5. YOUTH SAFETY

Definitions:

- safe environments
- healthy relationships
- never thinking twice about attending something
- support systems
- being comfortable all over the community
- sense of inclusion (geography, age, gender, ethnicity, etc.)
- feeling that if there was an emergency, you could get help
- feeling comfortable in our own community
- not being afraid
- protection
- being relaxed anywhere/throughout Guelph
- not being afraid to go out at night
- knowing there's a place to go if you are not feeling safe
- feeling safe when you leave the house
- being comfortable
- not doing any bodily harm to yourself
- feeling safe at school
- taking precaution
- kids being able to do what they want, say what they want and not being afraid of bullies

Do you feel Guelph is a safe city for youth?

- both yes and no, generally yes
- waiting for the bus—depending on time, who is around, well-lit
- (the City of Guelph) is not at a place where all youth feel safe in their schools
- yes, compared to other cities
- yes—lots of police
- no, I was mugged
- there are a lot of bullying presentations now, so there is more info on feeling safe
- "I don't believe safety exists"
- there are no gun shots in Guelph
- I feel safest in my room
- safest city in the country
- downtown is only filled with drunks at night not the day

Appendices - Focus Group Feedback

- a lot of police around
- lots of signs on the road

Recommendations:

- street safety: might not have access to cell phones—emergency poles, well lit—place them around the city
- awareness of what “safe” feels like
- increasing awareness of support systems—who do you turn to?
- education piece
- support anti-bullying initiatives but take it further
- initiatives that promote respect (before bullying)
- combine/coordinate community programs—one stop shop
- block parents—where are they now?
- more street lights
- make sure there are sidewalks everywhere
- have police patrol in specific areas
- need police in elementary schools too
- campaigns/repetition for “speak out” – anti-bullying campaign
- promotional piece on FB to prevent cyber bullying
- road safety—more stop lights
- too many cops
- need to put lights in catwalk
- more street lights
- school buses need better safety when people cross the road (cars go by even though they could get ticketed)
- more signs on the road
- more police in schools—schools sharing cops, more cops need to do their job and be attentive
- more online surveillance
- need to come up with a way to take away cyber bullying—there’s a lot

Appendices - Comparable Municipalities

The purpose of this section is to provide insight and an overview into comparable municipalities and the work that they are doing to create a youth-friendly community.

A variety of youth-friendly initiatives are being carried out by a number of municipalities in Ontario. Some initiatives have been in the works for the past couple of years, while others are quite recent and still ongoing. It is informative and helpful to examine the overall approaches in other comparable cities to consider what might be appropriate for the City of Guelph to undertake.

Two municipalities were chosen based on the Schedule 2 of the City's Governance Committee List of Comparator Municipalities, on approximate size compared to Guelph and on the understanding that each city is known to have a team working with and for youth.

The two municipalities are the town of Whitby and the town of Ajax. The following table shows the population of the municipality, the number of youth between the ages of 10-24 and percentage of youth in each area based on the Statistics Canada, 2011 Census.

Name of Area	Population	Population of Youth	Percentage of Youth
City of Guelph	121,688	24380	20.03%
Town of Whitby	122,022	26220	21.49%
Town of Ajax	109,600	24390	22.25%

Appendices - Comparable Municipalities

Town of Ajax:

Youth Services: The Youth Services team works within the Recreation Department in the Town of Ajax. There is one full-time Community Recreation Coordinator that oversees all youth-related activities. One part-time staff who oversees approximately 35 other staff that work on a part time, rotating schedule within the youth rooms, drop in programs, and registered programs. The Town of Ajax is a gold level youth-friendly community recognized by Play Works.

Youth Initiative: The Town of Ajax completed a Recreational Youth Spaces Study—Final Report in January of 2010. The purpose of this study was to provide the Town of Ajax with a framework for the delivery of youth services and establish whether the development of a stand-alone youth leisure space would be beneficial, effective, and a viable project to be undertaken by the community.

Youth Engagement Advisory Committee (YEAC): The Town of Ajax's YEAC consists of approximately 15 youth between the ages of 13 and 22 that volunteer and contribute their time to the committee. The aim of YEAC is to increase the skills and leadership of youth, provide them with opportunities for growth and provide input on local youth issues. The Town of Ajax's YEAC has been recognized by the Terry James Foundation and Ontario Ministry of Citizenship and Immigration.

Budget: The Town of Ajax's Youth Services costs consist of \$100,000 for staff wages and \$77,300 for youth spaces. The general operating supplies is \$9000.00 for art, sports, gaming, food supplies and prizes. There is \$43,500 designated for contracted services (bussing cost, special guests, trips, special event items, etc.). Another \$50,000 in flexible funds and the Recreational Youth Spaces Study strategy cost was \$15,000.

Programming: The Town of Ajax has a variety of youth programming and activities. In the community, there are three youth rooms and one more currently being developed where youth can go to hang out, play video games, play ping pong, etc. There are a multitude of drop in programs offered to youth such as multi-sport, basketball,

Appendices - Comparable Municipalities

Town of Whitby:

Youth Services: The Youth Services team works within the Recreation Department in the Town of Whitby. There is two full-time Recreation Program Coordinator—Youth Programming, who oversees 11 staff that work part time in the youth rooms, drop in programs, and after school programs. The Town of Whitby is a platinum level youth-friendly community recognized by Play Works.

Youth Initiative: The Whitby Youth Strategy has been a year long process in 2012 and is currently pending approval by the mayor and council for the release of 2013. The strategy will summarize key trends affecting Whitby's youth and engage youth and their opinions and provide goals, recommendations and outcomes for the delivery of youth leisure and recreation services for 2013-2017.

Youth Council: Whitby Youth Council consists of 20 youth between the ages of 13 and 17 that volunteer and contribute their time with adults to address the needs of youth in the community. The four main priorities of the Youth Council are: Youth Events, Promotion of Youth Council and Events, Outreach Programming for Youth, and Recruitment of new volunteers for the Youth Council.

Budget: Whitby's Youth Services team is housed within the Recreation team with an estimated staffing budget of \$150,000 dispersed between 2 full-time staff and 11 part-time staff. The Town of Whitby's Youth Strategy was provided \$8000.00 for the process of carrying out and completing the strategy. For Youth Services, the operating budget for programs and activities for youth is approximately \$12,000.00/year and another \$5000.00 for special events.

Programming: The Town of Whitby has a variety of youth programming. In the community, there are two youth rooms (one in a community centre and one in an arena facility) where youth can go to hang out, watch movies, play pool, etc. The youth rooms are open Monday to Friday from 4-8 PM and Saturdays from 1-8 PM. There are also a variety of after school programs, youth events, and youth dances that are carried out by the youth services team.

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TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE March 12, 2013

**SUBJECT Guelph Wellington Local Immigration Partnership
Contribution Agreement Extension**

REPORT NUMBER CSS-CESS-1309

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update on the Guelph Wellington Local Immigration Partnership Contribution Agreement Extension from Citizenship and Immigration Canada

KEY FINDINGS

The Guelph Wellington Local Immigration Partnership is a community-led, collaborative project that is hosted by the City of Guelph and aims to create a caring, equitable community where everyone thrives.

Citizenship and Immigration Canada (CIC) has announced that the Guelph Wellington Local Immigration Partnership (GW-LIP) will receive an additional year of funding to continue with the implementation plan, extending the City of Guelph's contribution agreement until March 2014.

The announcement provides an excellent opportunity to share some of the accomplishments of the GW-LIP and the next steps for the near future.

From getting funding for an Immigration Portal for Guelph Wellington, to developing a mentorship program for Guelph Wellington newcomers to make the final step into a highly skilled workforce, the GW-LIP has made significant achievements in its first one and a half years of implementation.

However there is still a great deal of work to do in the community to ensure that Guelph Wellington is more welcoming to immigrants, and therefore creating a stronger region economically and socially.

The extended contribution agreement will allow for the GW-LIP to continue the work it began in addressing key immigration issues around employment, language training, access to supports and services, and community inclusion. However, with funding set to end in March 2014, the GW-LIP Leadership Council

STAFF REPORT

is focused on developing sustainability and business plans to ensure that the work of the GW-LIP will continue strong into the future.

FINANCIAL IMPLICATIONS

The Guelph Wellington Local Immigration Partnership has no impact on the City of Guelph's budget.

ACTION REQUIRED

Receive the staff report.

RECOMMENDATION

1. That the March 12, 2013 report entitled "Guelph Wellington Local Immigration Partnership Contribution Agreement Extension" be received for information.

BACKGROUND

The Guelph Wellington Local Immigration Partnership (GW-LIP) is presently one of the 40 LIP initiatives throughout Ontario that has received funding through Citizenship and Immigration Canada (CIC). The total value of the Contribution Agreement is \$475,845 for the period April 2011 to March 2013. The GW-LIP is funded by Citizenship and Immigration Canada, and will receive a one-year funding extension to March 2014. The financial amount of the agreement is expected to be similar to previous contribution agreements but will not be confirmed until February 2013.

The following report provides an update on the Implementation Phase of the GW-LIP which is hosted by the City of Guelph (Community and Social Services) and funded by Citizenship and Immigration Canada.

Guelph and Wellington County are becoming increasingly multicultural and are changing quickly. Immigration is a significant part of that change as immigrants bring economic and social benefits to Guelph and Wellington County. However, immigrants also face a unique set of barriers to being able to realize their full potential and contribute back to the community. The GW-LIP creates a more welcoming and inclusive community that better supports immigrants in overcoming local barriers to settlement.

The GW-LIP does this by working to ensure immigrants are more able to find employment that matches skills and experience, will gain the English language skills needed, can access needed programs and services, and are included and integrated in their communities.

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The GW-LIP began in 2009 with the vision of creating "a caring, equitable community where everyone thrives". In the initial phase, the GW-LIP established a Local Immigration Partnership Council to provide overall direction to the project and develop a Guelph Wellington Settlement Strategy.

By March 2011, the GW-LIP had finalized the Guelph Wellington Settlement Strategy based on research and consultation with over 400 people. The Strategy outlined actions for the GW-LIP to take with the support of community partners to improve the economic and social inclusion of immigrants in Guelph and Wellington County in four priority areas: employment, English language training, community services and programs, and community inclusion and integration.

These are complex issues and one organization cannot achieve these goals alone. That is why the GW-LIP relies on the engagement and collaborative support of stakeholders and community partners. The GW-LIP has expanded its membership to over 90 active community partners and volunteers. Community partners are representatives from service providers, businesses, newcomers, cultural associations, the public sector, and other communities.

REPORT

Contribution Agreement Extension

Citizenship and Immigration Canada (CIC) has announced that the GW-LIP will receive an additional year of funding to continue with the implementation plan, extending the City of Guelph's contribution agreement until March 2014. The announcement provides a great opportunity to share some of the accomplishments of the GW-LIP and the next steps for the upcoming fiscal year.

GW-LIP Accomplishments

Since 2011, the LIP has made a number of changes in the community and has several accomplishments. The following is a list of those accomplishments and some detail as to what was involved:

GW-LIP Achievements

Immigration Portal for Guelph Wellington

GW-LIP supported the first Immigration Portal for Guelph Wellington through staff and action team members. The GW-LIP supported the development of a proposal for funding from the Province of Ontario Municipal Immigration Information Online program. The City of Guelph was the successful recipient of funds, and an immigration portal is expected to be launched with support of the GW-LIP in March 2013. The portal will be an excellent resource for newcomers, service providers, entrepreneurs, and employers to learn more about local supports.

Mentorship Program for Guelph Wellington

GW-LIP members worked together across multiple stakeholders, employment

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agencies, employer networks, and newcomers, to develop a mentorship program for Guelph Wellington. The GW-LIP also hosted a meeting to determine the lead for the mentorship program (Lutherwood Employment Services). The collaborative nature of program development is reflected in the structure of the proposed program.

Employer Resources and Marketing

With the support of one of our action teams, local businesses, and our partner the Letter M Marketing, the GW-LIP has developed a strategy to market the benefits of hiring immigrants. Initial fact sheets, a case study, and employer tools have been developed and distributed to over 1,400 local employers with the support of the Guelph Chamber of Commerce. An employer toolkit, event series, and award are currently in development.

Networking Opportunities for Employers and Newcomers

GW-LIP hosted and/or supported the development of three networking events in 2012 (February 21, November 7, & November 14) to bring employers and newcomers together around specific sectors to build professional networks and gain a better understanding of how to transition, or enter into, the workforce. Attendance has been strong with a minimum of 50 immigrants in attendance at each event.

Improved Service Coordination

In November 2011, the GW-LIP implemented a Survey of Service Providers to understand how to better coordinate information and services. Over 200 service providers gave their input. In June 2012, the GW-LIP hosted four workshops in the City and County on immigrant-serving agencies to improve coordination of services and referrals in Guelph Wellington. Over 60 service providers were in attendance. GW-LIP staff hosted a meeting of senior managers and directors from local immigrant-serving agencies to discuss ways to better improve coordination locally. Participants have agreed to meet again in 2013.

LIP Annual Events

In March 2012, the GW-LIP hosted our annual event entitled "Sharing the Journey" that focused on sharing journeys of success. This involved speakers that shared their own experiences of immigration and how they found success, as well as employer's perspectives on immigration. The event was also the opportunity to showcase the work of our action teams and solicit feedback and new participation in the work of the GW-LIP. Over 100 people were in attendance, and 20 new partners joined the GW-LIP. The next event is planned for March 20, 2013 and will focus on success through partnership.

Immigrant Survey

The GW-LIP, in partnership with the University of Guelph, implemented an immigrant survey in spring 2012 that was distributed broadly to develop baseline indicators on conditions for immigrants locally in the areas of employment, housing,

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income, social services, community involvement, participation in schools, community welcome-ness, and happiness. Over 180 immigrants completed the survey.

Ongoing Collection and Promotion of Immigrant Success Stories

Again with the support of the University of Guelph and GW-LIP staff, we continue to collect immigrant success stories that can be promoted on the GW-LIP website: www.guelphwellingtonlip.ca, or the monthly public newsletter. Over 15 success stories have been gathered to date.

Support for New Initiatives that Align with the Settlement Strategy

The GW-LIP has also supported the development of other community initiatives that fit with the needs and gaps identified in the Settlement Strategy. These include: development of the County of Wellington's first Economic Development Strategy, Economic Summit; language training within the workplace with the St. George's School for Adult ESL; access to primary healthcare through interpretation and translation with regional Community Health Centres; and the County of Wellington's Housing and Homelessness Plan.

The GW-LIP carried out an internal evaluation in the fall 2012 that showed 95% satisfaction with the GW-LIP. The evaluation also offered some insights into the perceived value of the GW-LIP as providing an opportunity for diverse stakeholders to work together on key immigration issues, and providing hope to newcomers and service providers that change is happening to create a more inclusive community in Guelph and Wellington.

Next Steps for GW-LIP Initiatives

While the GW-LIP has accomplished a lot in its first two years of implementation, there is more work to be done. Work progresses on the initiatives described above to continue to create new opportunities for networking and marketing the benefits of diversity, for example. This work is being conducted by the following seven working groups (Action Teams):

- English Language Training
- Newcomer/Employer Networking
- Promoting Diversity
- Employment Support Programs
- Community Information and Referral
- Supporting Language Interpretation
- Friendship Programs

There are also potential new initiatives that are important to Guelph and local immigrants that are in progress or forthcoming. These include:

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- Workshop series on immigration and mental health
- Development of a friendship program to create a more easily navigated system of services
- Improved inclusiveness of sport and recreation for immigrants and diverse populations
- New supports for newcomer entrepreneurs looking to start or bring their business to the region

The GW-LIP annual event is taking place on Wednesday March 20, 2013. The event will celebrate some of the successes of the GW-LIP and our partners, and explore next steps for the project. The annual event will also include the launch of the Immigration Portal, new employer resources, and a community progress report on immigration. The event is open to the public and all members of Council are welcome to attend.

Please go to www.guelphwellingtonlip.ca for registration information or contact Alex Goss, Program Manager, at alex.goss@guelph.ca for more information.

Sustainability

While the work of the GW-LIP continues to be important for the economic and social success of Guelph and Wellington County, the funding situation beyond March 2014 is not clear. For this reason, members of the GW-LIP Leadership Council are now focusing much of their efforts on developing sustainability and business plans for the GW-LIP.

The sustainability plan will identify the level of work the GW-LIP plans to continue beyond March 2014, potential funding sources to support this work, and a host organization or institution that will continue the hosting, contractual, and staffing responsibilities for the GW-LIP. The business plan will focus on the specific work of the GW-LIP beyond March 2014. This will involve consultation with Action Team members to identify what is achievable by the end of the contribution agreement, and what work will need to continue. As part of the sustainability plan, the GW-LIP is exploring options to diversify its funding sources including social enterprise.

Once the sustainability plan and business plan are in place, the GW-LIP will begin to transition to the new model while ensuring that all contractual obligations for the current CIC contribution agreement are upheld by the City of Guelph.

CORPORATE STRATEGIC PLAN

City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

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DEPARTMENTAL CONSULTATION

Finance and Enterprise – Economic Development
Corporate and Human Resources

COMMUNICATIONS

Consulted with Communications Department to develop a communications plan around upcoming events and initiatives

ATTACHMENTS

N/A

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STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE March 12, 2013

**SUBJECT Community Investment Strategy Implementation –
Community Wellbeing Grant Program**

REPORT NUMBER CSS-CESS-1311

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Staff is seeking Council approval for two key recommendations associated with the implementation of the Community Investment Strategy (CIS) Wellbeing Grant Program. These areas are:

- The establishment of a Wellbeing Grant Allocation Panel and its Terms of Reference; and
- The Wellbeing Grant Program model

KEY FINDINGS

The City is now implementing different phases of the Community Investment Strategy, which was approved by Council in September 2012 (Report #CSS-CESS-1221). One of the phases is the Community Wellbeing Grant Program. This program is an important way in which the City supports community benefit organizations. The 2013 granting process was considered transitional for this program. Some of the CIS recommendations were already successfully implemented as part of this process. Staff will continue implementation for 2014 and seek Council approval for two key recommendations:

- The creation of a citizen community grant allocation panel is a critical next step in implementing the Wellbeing Grant Program. It will support the City's goal to increase community participation in municipal decision making. It will also help ensure that the grant program is supporting areas of importance to Guelph residents. Council is asked to approve the establishment of this Panel, its powers of authority and Terms of Reference.
- The Wellbeing Grant Program model was also approved by Council in September 2012 (Report #CSS-CESS 1221). The model was designed to administer a funding pot consolidating two existing budgets. These two budgets consisted of the original grant program budget and the health

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capital spending budget. During 2013 budget deliberations, the health capital budget was eliminated. In 2014 the budget for the new Wellbeing Grant Program is projected to remain at approximately the same level as 2013, subject to Council approval. In response to this, staff is presenting a refined program model for 2014 to ensure the process reflects the amount of funding available.

FINANCIAL IMPLICATIONS

There are no financial implications for the establishment of the Wellbeing Panel and granting process.

ACTION REQUIRED

Staff is seeking Council approval to establish an Allocation Panel.

RECOMMENDATION

1. THAT Committee approve the establishment of the Wellbeing Grant Allocation Panel;
2. THAT the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved;
3. THAT Committee repeal and replace Schedule "U" of the Delegation of Authority By-law with the updated version attached hereto as attachment 1
4. THAT staff be directed to begin the process of recruiting members to the Wellbeing Grant Allocation Panel; and
5. THAT Committee approve the Wellbeing Grant Program model outlined in Table 1 of this report

BACKGROUND

Council approved the Community Investment Strategy and the implementation of five new community investment mechanisms in September 2012 as part of the Community Investment Strategy Phase 2 (Report #CSS-CESS 1221).

The Community Wellbeing Grant Program was one of these mechanisms, and Council approved a program model for implementation. An important feature of the new grant program was the creation of a new Wellbeing Grant Allocation Panel made up of Guelph residents who would review applications to the program and make allocation decisions on behalf of Council.

At the September meeting, Council asked that staff report back on the Terms of Reference for the new citizen Community Wellbeing Grant Allocation Panel for

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Council approval. These Terms of Reference are presented in this report for Council approval.

- Since the September meeting, Council has approved the City's 2013 budget. This process led to the elimination of the health capital spending budget line. The CIS Phase 2 report had outlined that this budget line be consolidated into the existing grant budget and the new Wellbeing Grant Program model had been designed to reflect this increased fund. As part of the implementation process, staff have reviewed the proposed program model in light of this change. This report proposes a refined program model for 2014 to ensure the process reflects the amount of funding available.

REPORT

This staff report is divided into two sections. Each section addresses one area associated with the implementation of the Wellbeing Grant Program in 2014 and beyond. Section One (1) proposes Terms of Reference for a new Wellbeing Grant Allocation Panel for Council approval. Section Two (2) proposes a Wellbeing Grant Program model for 2014 and beyond which Council is also asked to approve.

1. The Wellbeing Grant Allocation Panel

The CIS Phase 2 Report outlined a new approach for the City to review and allocate its grants. This new approach was based upon research, review and consultation feedback received as part of Phase 1 of the CIS project. The new program was to be an integrated program, reducing the number of grant allocation panels from three to one using the community's wellbeing goals to make funding decisions and measure impact. This new program also proposed improved transparency and accountability measures.

During the Phase 1 consultation, feedback was received that Council was no longer required to be involved in individual granting decisions. Instead it was recommended that Council maintain a strategic role in grant allocations by approving the overall CIS and budget allocation, including the amount of money available to be disbursed in the coming budget year. Council would receive an annual report outlining the City's contributions to the community benefit sector, the impact and effectiveness of invested activities, and have the ability to shape future strategic investments.

A new Wellbeing Grant Allocation Panel, made up entirely of Guelph residents with the appropriate skills, knowledge and expertise was proposed. This new Panel would carry out the grant review process and make individual granting decisions on behalf of Council within the agreed parameters and budget set.

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The following Terms of Reference for this Panel have now been developed and are presented as follows for Council approval:

Panel Name

Wellbeing Grant Allocation Panel

Standing Committee to which it reports

Community and Social Services Committee

Mandate

To allocate City funding to eligible community benefit organizations through the Wellbeing Grant Program to improve the wellbeing of Guelph residents

Goals/Objectives

- To provide objective assessment of applications submitted to the City's Wellbeing Grant Program
- To allocate the Wellbeing Grant Program annual budget to organizations that satisfy the eligibility criteria and demonstrate that their activities will have a positive impact on the wellbeing of Guelph residents
- To prepare an annual report to Council detailing all allocation decisions
- To support the goals of the City of Guelph's Corporate Strategic Plan

Qualifications/Specific Skills required for members

Knowledge, skills and expertise in the areas of:

- Municipal granting to community benefit organizations
- The community benefit sector in Guelph
- The local community, its needs and aspirations
- Social services, arts and culture, special events, community recreation and sports
- The eight domains of community wellbeing
- Financial expertise
- Community programming and evaluation techniques

Members must have no real or perceived conflicts of interest.

Total Number of Members

14

Staff Support for the Panel

Community and Social Services Program and Policy Liaison

Additional staff from Community and Social Services will be available to participate in meetings to provide general contextual information about:

- Community needs and aspiration
- Sector specific knowledge (social services, arts and culture, special events, community recreation and sports)
- The eight domains of wellbeing

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– Local services, programs and activities

Meeting Frequency

A minimum of four times per year. The majority of these meetings will take place between July and January. Additional meetings may be called from time to time, as part of the grant allocation process.

Budget

The Panel will allocate the Council approved budget to community benefit organizations.

Grant Limits

Maximum single grant allocation of up to \$15,000

2. The 2014 Wellbeing Grant Program Model

This section of the report outlines staff recommendations for a revised Wellbeing Grant Program Model for 2014. It is recommended that this model operate until the funding amount significantly increases. This model will incorporate many of the key characteristics approved by Council in 2012, but with some modifications. Table 1 outlines the changes recommended.

In summary the areas that will be implemented in 2014 are:

- A new citizen Wellbeing Grant Allocation Panel to make allocation decisions on behalf of Council (see Section One of this report for details).
- A reporting and evaluation component. This will enable the City and residents to understand and assess the impact of its community investments.
- Funding decisions will be aligned to the community's wellbeing priorities, as defined in the Community Wellbeing Initiative.
- Organizations will be able to submit capital requests for funding.
- There will be clearer eligibility criteria for applicants and improved application forms.
- Guidance materials will be made available and information workshops will be held for prospective applicants to support them in their applications. This will help organizations navigate the system and ensure that they include all the important information that the reviewers will require to make informed decisions.

There are a number of areas of the new program which staff recommend be deferred for future implementation.

- Three categories for funding requests: Originally these categories were developed to ensure that the process for funding was proportionate to the amount of money requested/awarded. This meant that larger funding

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requests or multi-year funding requests were subject to a more extensive application process than smaller one-time requests. Larger funding amounts were also to undergo more intensive evaluation than smaller amounts.

It is not recommended that larger grant/multi-year requests be considered at this time. This program is already oversubscribed and unable to meet current demand. Based upon the funding available for the program and experience of past funding awards, staff recommend that one single category be implemented for 2014. This will enable organizations to apply once per year for funding amounts up to \$15,000. All applicants will apply through a single process, and all successful applicants will be subject to the same reporting and evaluation expectations.

- Staff also recommend that an appeals process not be implemented. This approach would be consistent with that of other granting bodies and practice. Although the City has included an appeals process within its granting program in the past, this process has not been utilized. Organizations who contact the City after failing to receive funding are largely seeking information about how they can improve their application in the future. This process of providing feedback to grant applicants can be developed outside of an appeals process. Staff believe that robust policies, processes, staff support, Panel orientation and Council oversight will ensure that granting is carried out in a transparent and consistent way.

Table 1 – Wellbeing Grant Program Proposed Changes

	Community Wellbeing Grants Originally Approved September 2012			Proposed Implementation for 2014 and beyond
Maximum request (\$ and duration)	1-year grant of \$100 - \$5,000 in value	1-year grant of \$5,000-\$50,000 in value; OR 2-year grants of \$100 - \$50,000 per year	An average of over \$50,000 per year, up to 4 years in duration	Recommendation – <ul style="list-style-type: none"> • Do not implement the three granting categories for 2014. • Implement one single category of a 1-year grant of up to \$15,000.
Purpose "To foster community wellbeing by...."	Supporting events, programs, operating costs and capital needs of community organizations, with a focus on multi-faceted community impacts			No Change
Application process	Simple application form	Funding proposal and interview (site visit) if	Business case and interview (site visit)	Recommendation – <ul style="list-style-type: none"> • Do not implement three different application processes for 2014.

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	Community Wellbeing Grants Originally Approved September 2012			Proposed Implementation for 2014 and beyond
		requested by review panel		<ul style="list-style-type: none"> • Implement one single process for all applications. This process will consist of an application form asking for key information including: <ul style="list-style-type: none"> — Information about the organization — Nature of the funding request and details of the program/activity/event/capital item — Anticipated community outcomes/impacts — Performance Measures — Financial information about the organizations and the project/activity — Details of other support/funding leveraged through the request
Multiple requests (“double dipping”)	One grant per program/project per year. May also be eligible for discount rates. New requests may also be eligible for mid-year grant.	Agency may apply for more than one program/project grant, if total request is under \$50,000. May also be eligible for discount rates.	Agency may apply for more than one program/project grant. Business case required for each individual program/project request exceeding \$50,000.	Recommendation – <ul style="list-style-type: none"> • Do not implement three categories for 2014. • Enable agencies to apply once per year. Grant recipients may also be eligible for discount rates.
Reviewers	Grants Allocation Panel appointed by Council			No Change

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	Community Wellbeing Grants Originally Approved September 2012			Proposed Implementation for 2014 and beyond
	(B4 amends-committee of council)			
Intake (funding period)	Twice per year: <ul style="list-style-type: none"> Fall (funded Jan-Dec) Spring (funded Jul-Dec) 	Fall (funded Jan-Dec) <ul style="list-style-type: none"> Multi-year are conditional on financial availability and budget approval 	Fall (funded Jan-Dec) <ul style="list-style-type: none"> Multi-year are conditional on financial availability and budget approval 	Recommendation – <ul style="list-style-type: none"> Do not implement twice yearly intake periods for 2014. Maintain the single Fall intake period (funded Jan-Dec)
Eligibility overview	<ul style="list-style-type: none"> Benefits residents of Guelph Incorporated non-profit (with or without charitable status) Volunteer board of directors Releases annual audited financial statements In operation for at least one year In good standing with City and its own governing bodies 			Minimal change. It is recommended that the applicant will supply an audited financial statement for the most recent fiscal year, or where audited financial statements are not available, the applicant will supply financial statements that have been verified as correct by two signing officers from the organization. Those organizations that are in the process of applying for incorporation that can provide proof of this will be eligible to apply in 2014.
Exclusions	<ul style="list-style-type: none"> Individuals For-profit organizations Political organizations Other levels of government Programs that other levels of government have legislated responsibility for funding Debt retirement, deficit reduction, depreciation or financing charges Retroactive payments Organizations whose activities could be deemed discriminatory as defined by the Ontario Human Rights Code 100% of the budget of an activity Secondary allocations 			No Change

STAFF REPORT

	Community Wellbeing Grants Originally Approved September 2012			Proposed Implementation for 2014 and beyond
Assessment (decision-making) criteria	<ul style="list-style-type: none"> • Anticipated community impact • Evidence of community support • Evidence of financial need • Evidence that request is appropriate for municipal funding • Sound organizational track record • Leverages additional resources • No duplication • Sustainability plan • Held on City-owned or managed facilities, if applicable • Funding availability 			No Change
Accountability expectations	Some acknowledgement expectations; brief evaluation report	Conversation midway; agreed-upon acknowledgement expectations; annual evaluation report	Ongoing conversation (site visit); agreed-upon acknowledgement expectations; comprehensive annual evaluation report	Recommendation – <ul style="list-style-type: none"> • Do not create three different accountability expectations for 2014. • Ensure that one robust post-funding evaluation report is completed and submitted to the City by all grant recipients. • Terms and Conditions will be developed for the program.
Appeal process	In writing within 30 days to the Chair of the CIS Management Group, if a legitimate basis for appeal exists			Recommendation – <ul style="list-style-type: none"> • Do not implement an appeals process for 2014.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

STAFF REPORT



Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

Community and Social Services – Community Engagement and Social Services;
Culture and Tourism; Parks and Recreation
Finance and Enterprise Services – Budget and Financial Services
Operations, Transit and Emergency Services – Public Works
Corporate and Human Resources – Legal Services; Clerks Services

COMMUNICATIONS

Following Council approval of the report, staff will provide information updates to impacted stakeholders via a variety of media.

ATTACHMENTS

ATT-1 Schedule of Delegation

Report Author

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Recommended By

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**Implementing the Community Wellbeing Grant Program – Staff Report
March 2013
Attachment 1: Schedule of Delegation**

Schedule "U" to By-law Number (2013)-xxxx

**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF
COMMUNITY WELLBEING GRANT ALLOCATIONS**

Power to be Delegated	Authority to approve the execution of Community Wellbeing Grant allocations.
Reasons in Support of Delegation	<ul style="list-style-type: none">○ Contributes to the efficient management of the City of Guelph○ Increases the participation of residents in municipal decision making.○ Meets the need to respond to issues in a timely fashion.○ Supports the City's Corporate Strategic Plan
Delegate(s)	<ul style="list-style-type: none">○ The Wellbeing grants Allocation Panel○
Council to Retain Power	No
Conditions and Limitations	<ul style="list-style-type: none">• Supporting events, programs, operating costs and capital needs of eligible community organizations, with a focus on multi-faceted community wellbeing impacts○○ Grants must be funded through a current year's operating or capital budget which has been approved by Council○
Review or Appeal	Not applicable.
Reporting Requirements	Annual information report on agreements executed during the year pursuant to this delegation of authority.

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE March 12, 2013

SUBJECT County Proposed Infant Program at Willowdale Child Care and Learning Centre

REPORT NUMBER CSS-CESS-1313

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council approval for the addition of an infant child care program at Willowdale Child Care and Learning Centre as requested by Wellington County in a letter dated January 31, 2013 (Attachment 1).

KEY FINDINGS

Wellington County is the Consolidated Municipal Service Manager (CMSM) for Children's Services. As CMSM, the County is responsible for the management of children's services within the City of Guelph. In this role, the County has identified a critical lack of licensed infant child care spaces within the city.

The County is proposing the creation of an infant child care program within the Willowdale Child Care and Learning Centre. The proposed infant program would create ten infant child care spaces within the centre and supplement the short supply of centre-based infant care spaces within the city.

Willowdale operates in a City-owned facility located at 95 Willow Road. Currently, the only agreement in place between the City and County regarding Willowdale is a lease agreement. The lease speaks solely to the terms of use for the building. A broader service agreement between the City and County on the provision of social services, or Willowdale specifically, does not currently exist. Community and Social Services has been meeting regularly with the County to discuss service provision with the ultimate goal of negotiating a service agreement.

FINANCIAL IMPLICATIONS

The estimated cost for minor capital and start-up of the infant program at Willowdale is \$60,000. These costs will be covered 100% by provincial Transition and Minor Capital funding, available to the County of Wellington as Consolidated Municipal Service Manager for Children's Services.

STAFF REPORT

Staffing requirements for the addition of an infant program are 2 Full Time Equivalent (FTE) Teacher positions and a .6 FTE Teacher Assistant position beginning August 2013. Provincial subsidy available to the CMSM funds 80% of the cost for these positions. The staffing cost to the City is \$12,100 for 2013 which has been included in the 2013 social services budget. The City's annualized cost for staffing is \$16,800. These staffing requirements were provided in Report #CSS-CESS-1232 - County Staffing Increases as Consolidated Municipal Service Manager for Social Services.

Since Willowdale operates in a City-owned building, in accordance with the lease agreement signed in the fall of 2012, any maintenance and/or renovation costs exceeding \$5,000 must be approved by Corporate Building Maintenance.

ACTION REQUIRED

Provide Council approval to Wellington County for the implementation of an infant child care program within Willowdale Child Care and Learning Centre.

RECOMMENDATION

1. That Council approve implementation of 10 infant child care spaces at Willowdale Child Care and Learning Centre with the following requirements:
 - a) Wellington County agrees to notify the City of any financial adjustments which differ from the County's reported financial implications;
 - b) Wellington County enters into a service agreement with the City for the operation of Willowdale Child Care and Learning Centre.

BACKGROUND

Willowdale Child Care and Learning Centre (Willowdale) is the City's municipal day nursery located at 95 Willow Road which is operated by the County of Wellington on behalf of the City. The centre has been in operation since 1975. As a licensed day nursery, the centre must comply with all requirements as defined in the Day Nurseries Act. Currently, Willowdale has a license capacity for 46 children – ranging in age from 18 months to 5 years – which is composed of 10 toddler spaces (age 18 to 30 months), 16 preschooler spaces (age 30 months to 5 years) and 20 JK/SK spaces (age 44 to 67 months). According to the County's Director of Child Care Services, Willowdale provides services to a higher percentage of children with special needs than other centres in the city.

STAFF REPORT



The City is responsible for the operating costs of Willowdale. According to the County's 2013 social services budget, the total operating costs for Willowdale is \$969,000. The net cost to the City is \$164,000. This net amount accounts for provincial funding (\$725,000) and program fee revenues (\$80,000) received.

REPORT

On January 31, 2013, correspondence from Wellington County was received which informed the City of resolutions passed at the January 31, 2013 County Council meeting. At the January 9, 2013 Wellington County Social Services Committee, Report #CC-13-03: *Willowdale Child Care and Learning Centre- Infant Programme* was presented. This report was subsequently approved by County Council on January 31, 2013 with the following recommendations:

2. THAT staff be directed to forward report CC-13-03, Willowdale Child Care and Learning Centre – Infant Programme to the City of Guelph for approval to be received no later than March 29, 2013; and

Subject to the City's approval of the Infant Programme:

3. That staff be directed to implement ten full time infant spaces at the Willowdale Child Care and Learning Centre effective September 3, 2013; and
4. That the 2013 user fees for the Willowdale Child Care and Learning Centre as of September 3, 2013 be approved as set out in Report #CC-13-03; and
5. That staff be directed to prepare the necessary user fee by-law.

The County report provided the following rationale to implement an infant program at Willowdale:

1. A critical lack of licensed infant child care spaces has been identified in every County of Wellington Child Care Service Plan since 2000.
2. There has been a 9% reduction in the total number of infant child care spaces since 2008 within the city.
3. The current 62 centre-based infant child care spaces represent approximately 2% of the city's birth to 18 months population of children.
4. Of the total number of infant child care spaces, only 36 are potentially available to families in receipt of child care subsidy.
5. Currently, 48% of Willowdale's capacity provides care to children who may be eligible for full day kindergarten (FDK) and enrollment is projected to decline significantly for September 2013.

STAFF REPORT

6. An infant program expands the continuum of supports for children and families within the Onward Willow neighbourhood.
7. 20% of all persons living in the Onward Willow neighbourhood are living below the Low Income Cut-Off (LICO), while the city-wide average is 11%.
8. Findings from the 2009 Early Development Instrument show that 30 % of senior kindergarten (SK) children living in the Onward Willow neighbourhood were vulnerable on two or more domains of healthy development, which is more than twice the Ontario average.
9. 46% of SK children in the Onward Willow neighbourhood were vulnerable on one or more domains, which is 1.5 times the Ontario average.

The County report recommended that with City approval, effective September 3, 2013, the licensed capacity for Willowdale will change as follows:

AGE GROUP	CURRENT LICENSE CAPACITY	LICENSED CAPACITY EFFECTIVE SEPTEMBER 2013
Infants (birth to 18 months)	0	10
Toddlers (18 months to 30 months)	10	10
Preschool (31 months to 5 years)	16	16
JK/SK (3.5 years to 6 years)	20	0

STAFF REPORT

The County report provided the following user fees for Willowdale effective September 3, 2013:

PROGRAM	2013 RATES
Infants	
Full day 5 days/week	\$55.00
Full day < 5 days/week	\$65.00
½ day with lunch	\$35.75
½ day without lunch	\$33.00
Toddlers	
Full day 5 days/week	\$42.90
Full day < 5 days/week	\$47.00
½ day with lunch	\$29.25
½ day without lunch	\$25.15
Preschoolers	
Full day 5 days/week	\$37.70
Full day < 5 days/week	\$41.65
½ day with lunch	\$24.20
½ day without lunch	\$20.30

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

STAFF REPORT



DEPARTMENTAL CONSULTATION

The following departments were consulted and reviewed in preparation of this report:

Community and Social Services: Corporate Building Maintenance
Corporate and Human Resources: Legal Services; Realty Services

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 County of Wellington Letter dated January 31, 2013

Report Author

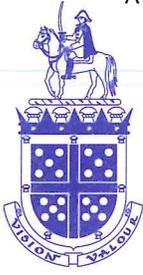
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COUNTY OF WELLINGTON

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

RECEIVED
FEB - 4 2013
CITY CLERK'S OFFICE

January 31, 2013

Mr. Blair Labelle, City Clerk
City of Guelph
1 Carden Street
Guelph, ON
N1H 3A1

Dear Blair,

At its meeting held on Thursday January 31, 2013, Wellington County Council approved the following recommendation:

That staff be directed to forward report CC-13-03, Willowdale Child Care and Learning Centre – Infant Programme to the City of Guelph for approval to be received no later than March 29, 2013; and

Subject to the City's approval of the Infant Programme:

That staff be directed to implement ten full time infant spaces at the Willowdale Child Care and Learning Centre effective September 3, 2013; and

That the 2013 user fees for the Willowdale Child Care and Learning Centre as of September 3, 2013 be approved as set out in report CC-13-03; and

That staff be directed to prepare the necessary user fee by-law.

Please reference the attached report.

Sincerely,

Donna Bryce
County Clerk



COUNTY OF WELLINGTON

COMMITTEE REPORT

CC-13-03

To: Chairman and Members of the Social Services Committee
From: Luisa Artuso, Director of Child Care Services
Date: January 9, 2013
Subject: Willowdale Child Care and Learning Centre- Infant Programme

Background:

The critical lack of licensed infant child care spaces has been identified in every County of Wellington Child Care Service Plan since 2000.

In the City of Guelph, there has been a 9% reduction in the total number of infant child care spaces since 2008. The existing licensed infant spaces (62 as of December, 2012) in centre-based child care programmes represent approximately 2% of Guelph's birth to 18 months population of children.¹ Of these spaces, only 36 are possibly available to families who are in receipt of child care subsidy.

Despite provincial funding grants, child care programmes located in Guelph that have shared their transition plans towards the modernization of child care, have included changes to their toddler, preschool, and school age spaces; not to infant spaces.

Update:

System Delivery

Communication from the Ministry of Education includes statements regarding the impact of Full Day Kindergarten on the child care system and specifies that Consolidated Municipal Service Managers and District Social Services Administration Boards need to plan and allocate resources for the reconfiguration of child care to focus on children between the ages of birth to 3.8 years of age.

As 48% of Willowdale Child Care and Learning Centre's (Willowdale) current licensed capacity delivers care to children who may be eligible for FDK, staff has been monitoring enrolment since the implementation of FDK and project a significant decline in enrolment for September 2013. This potential drop in enrolment, and provincial transition minor capital funds being available provides an opportunity to meet this critical need for infant spaces in Guelph while fully utilizing the centre's capacity.

The development of this infant programme will also demonstrate continued leadership and commitment to the principles of system modernization as well as a willingness to address service issues through directly operated programmes consistent with the Mount Forest Child Care and Learning Centre.

Further, the infant programme would expand the continuum of supports for children and families (as is recommended in Pascal's Report *With Our Best Future in Mind*²) in the Onward Willow neighbourhood as it is in close proximity to Willow Road Public School and the Shelldale Community Centre. Improved coordination of services for young children and their families is continuously demonstrated through research to help improve child and family outcomes as well as promote quality of life.³ Data that have been collected for Child Care Services' preliminary planning for potential Best Start Child and Family Centres show that the Onward Willow neighbourhood would be a priority area.

Onward Willow

Despite being a neighbourhood where there is a documented higher proportion of families who are facing economic and social challenges,⁴ Willowdale is the only licensed child care programme in the Onward Willow Neighbourhood.

- 20% of all persons are living under the Low Income Cut Off in the Onward Willow neighbourhood (the Guelph average is 11% of all persons are living under the LICO).
- The rate of subsidized families who use Willowdale is among the highest of all programmes in Guelph and Wellington.⁵
- Findings from the 2009 Early Development Instrument (EDI) show that 30% of Senior Kindergarten (SK) children living in the Onward Willow area were vulnerable on 2 or more domains of their healthy development (this is more than twice the Ontario average).
- 46% of SK children living in the Onward Willow area were vulnerable on 1 or more domains (this is more than 1.5 times the Ontario average).
- the percent of the population who are newcomers to Canada (in the past 5 years) in the Onward Willow neighbourhood is more than twice the Guelph rate (10% - the Guelph rate is 3%).⁶

Early childhood development and care research shows that the most effective mechanisms for supporting children and families who are vulnerable due to social and economic circumstances are well planned early learning and care environments that engage a social and economic mix of children.

The latest evidence in infant brain development demonstrates the importance of nurturing high quality care environments. The developmental period between birth and three years provides an important foundation for children's cognitive, language and social emotional development.⁷ There are recognized advantages of providing early intervention supports to infants with special needs, sometimes eliminating the need for later interventions all together.

An infant programme can also help to nurture the close relationship that parents have with child care staff – particularly with those caring for their infants, which can facilitate newcomers' sense of belonging to the community and increasing their family well-being.⁸

It is important to recognize the role that directly operated programmes have in providing accessible child care services for families – and supporting families experiencing economic barriers. Willowdale provides a high quality child care environment and has demonstrated high competence levels in supporting a relatively greater proportion of children with special needs. An infant programme will enable the centre to be fully utilized to continue to provide quality services to this neighbourhood and the community at large.

Staff therefore recommend that the Willowdale Child Care and Learning Centre change the licensed capacity as follows commencing September 3, 2013:

Age Group	Current License Capacity	Licensed Capacity as of September 2013
Infants (birth to 18 months)	0	10
Toddlers (18 months to 30 months)	10	10
Preschool (31 months to 5 years)	16	16
JK/SK (3.5 years to 6 years) *20% mixed ratio for 6-12 years	20	0

The daily user fees for the Willowdale Child Care and Learning Centre as of September 3, 2013 will be as follows:

Programme	2013 Rates
Infants	
Full day, 5 days/week	\$55.00
Full day < 5 days/week	\$65.00
½ day with lunch	\$35.75
½ day without lunch	\$33.00
Toddlers	
Full day, 5 days/week	\$42.90
Full day < 5 days/week	\$47.00
½ day with lunch	\$29.25
½ day without lunch	\$25.15

Preschoolers	2013 Rates
Full day, 5 days/week	\$37.70
Full day < 5 days/week	\$41.65
½ day with lunch	\$24.20
½ day without lunch	\$20.30

Financial Implications:

The two main reasons for the high cost of infant care in comparison to care delivered to other age groups are the cost of unique materials (such as high chairs, cribs and strollers) and the higher staff to child ratios.

It is estimated that the total cost for minor capital and start up of an infant programme at the Willowdale Child Care and Learning Centre will be approximately \$60,000. These costs will be covered by 100% provincial Transition and Minor Capital funding.

The 2013 budget includes the addition of 2 FTE Teacher positions and one .60 FTE Teacher Assistant position to begin in August 2013. These positions will be used to accommodate the creation of ten infant spaces and it is not expected that any additional staffing changes will result from this programme change.

Recommendations:

“THAT staff be directed to forward report CC-13-03, Willowdale Child Care and Learning Centre- Infant Programme to the City of Guelph for approval to be received no later than March 29, 2013” and

Subject to the City’s approval of the Infant Programme:

“THAT staff be directed to implement ten full time infant spaces at the Willowdale Child Care and Learning Centre effective September 3, 2013” and

“THAT the 2013 user fees for the Willowdale Child Care and Learning Centre as of September 3, 2013 be approved as set out in report CC-13-03” and

“THAT staff be directed to prepare the necessary user fee by-law.”

Respectfully submitted,



Luisa Artuso
Director of Child Care Services

¹ Statistics Canada. 2012. *Guelph, Ontario (Code 3523008) and Wellington, Ontario (Code 3523) (table). Census Profile. 2011 Census.* Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released September 19, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed September 25, 2012).

² Pascal, C. (2009). *With Our Best Future in Mind: Implementing Early Learning in Ontario.* Report to the Premier by the Special Advisor on Early Learning. Available for download: www.ontario.ca/earlylearning.

³ Pelletier, J. & Corter, C. (2010). Schools as integrated service hubs for young children and families: Policy implications of the Toronto First Duty Project. *International Journal of Child Care and Education Policy*, 4(2): 45-54.

⁴ Certain population indicators have been strongly associated with child health outcomes at the family, neighbourhood and community level. A higher percentage on each indicator indicates higher risk and the greater the number of indicators with elevated percentages, the greater the impact on children's health and well-being. Nine indicators have been chosen based on current literature on the social determinants of health. In order to establish a comparable measure of "risk" one point is given to each indicator in which the score is higher than the average for the City of Guelph and the County. Points are then tabulated to show a final score. The higher the score, the more social risk there is in that neighbourhood, nine being the highest social risk score. In the Onward Willow neighbourhood, there is a high degree of social risk with all of the indicators higher than the City of Guelph's and the national averages. (More information and the details regarding these population indicators are available: Onward Willow Neighbourhood profiles based on 2006, 2009 EDI - Information Sheets, L. Bestari Early Years Data Analysis Coordinator)

⁵ Child Care Services developed a report on the potential vulnerability of programmes to closure based on formulae included in an October 2011, Children's Services of Toronto Region report that recommended to their Council that additional provincial funding is needed to maintain a high quality accessible system in Toronto during the transitions in services taking place. Child care programmes in Toronto were identified as "at risk" of closure based on the following: The centre has the potential to lose 25% or more of its revenue as kindergarten age children transition from child care into the school system; and, The centre generates 50% or more of its revenue from subsidized children.

⁶ Wellington-Dufferin-Guelph Coalition for Report Cards on the Well-Being of Children (September 2009). Onward Willow Neighbourhood Profile. *The Well-Being of Children ages birth to six: A Report Card for Wellington-Dufferin-Guelph.* Pages 114-115. – these data are the most reliable source of neighbourhood based census data available as of Sept. 26, 2012.

⁷ McCain, M.N., Mustard, J.F., McCuaig, K. (2011). *Early Years Study 3: Making Decisions, Taking Action.* Toronto: Margaret & Wallace McCain Family Foundation.

⁸ McCain, M.N., Mustard, J.F., McCuaig, K. (2011). *Early Years Study 3: Making Decisions, Taking Action.* Toronto: Margaret & Wallace McCain Family Foundation. Page 51.

COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Corporate & Human Resources

DATE March 12, 2013

SUBJECT 2012 Delegation of Authority Report

REPORT NUMBER CHR-2013-07

SUMMARY

PURPOSE OF REPORT:

To advise of staff action with respect to Council's delegated authority in 2012 relating to those services under the jurisdiction of this standing committee.

KEY FINDINGS

This report is an annual report back to Committee and Council on how authority which has been delegated to staff has been exercised.

FINANCIAL IMPLICATIONS

As this is an annual reporting mechanism, there are no financial implications.

ACTION REQUIRED

To recommend that Committee receive the information contained in the report.

RECOMMENDATION

1. That the report dated March 12, 2013 entitled "2012 Delegation of Authority Report", with respect to delegated authority under the purview of the Community and Social Services Committee be received.

BACKGROUND

The *Municipal Act* provides Council with the authority to delegate its powers to a person or body subject to some noted restrictions. Over the years, Council has delegated their authority on various matters either by way of a resolution of Council or through a specific by-law. The following are the principal references related to Council's existing delegations of authority under the purview of the Community and Social Services Committee:

- By-law (2013)-19529 delegated authority with respect to a variety of routine administrative functions which are considered to be minor in nature.

REPORT

The delegation of authority from Council contributes to the efficient management of the City while still adhering to the principles of accountability and transparency. The following is a summary of the actions taken in 2012 with respect to authority delegated by Council.

By-law (2013)-19528		
Schedule "A" Grant Agreements	Item	Purpose
<u>Delegate:</u> <i>Executive Director, Community & Social Services</i>	Ministry of Health & Long Term Care :Elderly Persons Centre Grant	2 Base & Special Project Grants :West End Community Centre :Evergreen Seniors Centre
	Ontario Ministry of Training, Colleges and Universities 2012 Summer Jobs Service application and agreement –	Application/Agreement -top up Grant for Neighbourhood Group summer camp positions
	HRSDC 2012 Summer Jobs Application	Funding Application - Summer Jobs Service Funding for Neighborhood Group Camp Positions
	2012 Summer Jobs Service Program	Funding application to offset summer staffing costs of Recreation's camp program. Received \$4140.00 for 2012.
	2012 Summer Jobs Activity Report	HRSDC Summer Jobs Activity Report for Summer Camps – 6 Neighbourhood Group Sites
	2012 Summer Jobs Service – Employment Ontario Employer claim forms	Reporting for Summer Jobs Service funding for Neighbourhood Groups
	2012 Guelph Community Foundation – Guelph Mercury /Kids to Camp Fund applicatio	Grant Application for Neighbourhood Groups Summer Camp Subsidies
	2012 Guelph Community Foundation – Kids to Camp Grant Agreement	Grant Agreement for Neighbourhood Groups Summer Camp Subsidies
	United Way Program Information Report	Reporting requirement for United Way Funding Agreement for Neighbourhood Groups funds for 2011
	Local Immigration	Agreement for Immigration

	Partnership Contribution Agreement	Settlement Programs \$240,048
	Ontario Ministry of Citizenship and Immigration, Municipal Info Online	Grant Application for municipality to develop online immigration web portal: \$119,500
	Conestoga College Coop Work Term Agreements	Coop work term agreements to allow Conestoga College's students to complete 4 month work terms with the City of Guelph. Typically there are 6 placements available each calendar year and 2 students are with the City at a particular time.
	Union Gas Rebate	Grant application for gas equipment upgrades at various facilities.
Schedule "K" Special Events in City Parks <i>Delegate: Executive Director, Community & Social Services</i>	Event Category	No. of Permits Issued
	Private events (i.e. Family reunions, anniversaries and birthday parties)	109
	Organization or company events (i.e. Company picnics, daycare outings)	82
	Sporting events	81
	Community events and festivals (i.e. Multicultural Festival, Neighbourhood Group events, etc.)	173
	Road Race/Track & Field/Cross Country	16
	Public Service and environmental (i.e. Park clean ups, tree plantings)	6
	Private Weddings/Wedding Photos	18
	Total	485
	Schedule "L" Special Events in City Recreational And Cultural Facilities <i>Delegate:</i>	Event Category/purpose
Ice Events		59
Dry Pad Events		9
Aquatic Events		6
Events at City Hall		28
Other facilities Recreation Room/Gym/ Auditorium		19

<i>Executive Director, Community & Social Services</i>	Total Events	121
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CORPORATE STRATEGIC PLAN

- Organizational Excellence: 1.3 Build robust systems, structures and frameworks aligned to strategy
- Innovation in Local Government: 2.3 Ensure accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

All service area staff taking action with respect to a delegated authority in 2012 were canvassed in the preparation of the report. The Clerk's Department continues to work with staff to capture and document this ongoing action as well as to pursue further opportunities for delegated authority.

COMMUNICATIONS

Information regarding the Delegation of Authority policy is available from the City's ["Accountability and Transparency"](#) webpage.

"original signed by Tina Agnello"

Prepared By:

Tina Agnello
Deputy City Clerk

"original signed by Blair Labelle"

Reviewed By:

Blair Labelle
City Clerk

"original signed by Mark Amorosi"

Recommended By:

Mark Amorosi
Executive Director of Corporate & Human Resources