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Apr 25 · 49 tweets · [adamadonaldson/status/1650951633524649987](https://twitter.com/adamadonaldson/status/1650951633524649987)

Coming up at 4 pm, we're getting back to work on the Strategic Plan.



This meeting is mostly by remote. (Didn't realise that till I got down to City Hall). I'm tweeting from the council chambers while council and staff meeting in Room B.



Mayor Guthrie calls the meeting to order. Notes that this is the third meeting on this topic.

No Disclosure of Pecuniary Interest and General Nature Thereof.

First word goes to CAO Scott Stewart. He says that staff have been busy responding to a lot of feedback since the last meeting in February, and that as we reach (maybe?) the end of this process, he reminds that this is a living document.

The draft plan: <https://pub-guelph.escrimemeetings.com/filestream.ashx?DocumentId=36020>



Stewart adds that this is not a budget discussion day, all they have are high level estimates and much of the work they've done on costing has been available to council already. Keep comments a governance level, staff will do business plans.

Jodie Sales, GM of Strategy, Innovation and Intergovernmental Services takes over. This is a meeting in two parts: 1) changes in the SP since last time, and 2) review before work on final draft starts.

Sales says that there are gaps that have yet to be filled, one of those is direction on homelessness and mental health. Tara Baker, GM of Finance/City Treasurer notes that the multiyear budget legend:

\$ > 150k

\$\$\$\$ 15 million+

On the budget process:

Multi-year budget planning

- Staff developed high-level estimates for initiatives, reflecting a mix of funding sources
- Through the multi-year budget, Council has final approval of the strategic plan's budget
- Council's decisions and policies will continue to inform both the strategic plan and budget

The budget will be the gas peddle for the SP, and council will be able to reflect on process with each year's review. The budget will still have to be confirmed each year like it was back in January.

How to build a strategic plan:



Cllr Busuttil asks about her concerns about lack of equity in the document, is it "caboose"? Sales says it was integrated into the work and not a separate piece. Busuttil says she didn't get that comprehensive feeling.

Cllr O'Rourke asks about addressing City initiatives that aren't strictly the City's to control like more LTC beds. Sales there are a lot of things that the City does not in the plan, but those investments will be highlighted in the budget process.

DCAO Clack-Bush notes that each of the local boards and services have their own strategic planning initiative. Also, the LTC work is set to be completed this year, so it's a little out of scope.


Sabine Matheson, Principal from StrategyCorp Inc, takes over to take council through the plan.

Matheson notes that the tricky part is making something high level but detailed; "the porridge that is just right."

Biggest change in the structure was fewer levels. They took out the pillar about transportation and combined it with building to make a new city building subhead:



Cllr Downer says that the city building pillar lacks inclusiveness. "Cranes in the sky" denotes one specific type of housing and Guelph wants it all.



City Building

Cranes in the sky.
Shovels in the ground.

Improve housing supply

Grow and care for our
community spaces and places

Make it easier to get around

Cllr Allt says we tend to ebb and flow between concrete objectives and abstract language. Cllr Caron plays grammar police noting that it should say "We car for our people."



The Foundations 1/2:

Advocate for our city

1.1 Develop an advocacy strategy aligned to the strategic plan's priorities

The strategy will help to communicate and advance key objectives under each theme of the City's strategic plan which require partnerships with other levels of governments.

Measured by:

- Intergovernmental/Advocacy Index

Budget: \$ (up to \$500,000)

1.2 Advance reconciliation through an Indigenous Relations Framework

To improve Guelph's cultural agility and to support respectful engagement and relationship building with Indigenous individuals, communities and Nations.

Measured by:

- Indigenous collaboration events beyond duty to consult
- Indigenous relations resources and tools accessed

Budget: \$ (up to \$500,000)

Lead with accountability

3.1 Increase trust and transparency through strategic plan reporting

Present a balanced, transparent view of how we're achieving our strategic goals. Advance the organization's performance culture by collecting and reporting on the strategic plan's key performance indicators.

Measured by:

- Strategic Plan Progress Report annually published

Budget: \$ (up to \$500,000)

3.2 Review continued effectiveness of Council processes and its Advisory Committees

In partnership with the Governance Committee, and through ongoing quarterly meetings with Chairs/Vice Chairs, review and address governance matters to improve the overall effectiveness of City Council.

Supported by:

- Updating the Advisory Committees of Council Governance Framework

Measured by:

- Per cent of tasks assigned to staff by Council implemented

Budget: \$ (up to \$500,000)

3.3 Manage organizational risks and identify opportunities by developing an Enterprise Risk Management program

This program will identify and manage risks and opportunities across the organization. Managing risks and seizing opportunities will help us achieve our strategic plan goals.

Measured by:

- Enterprise Risk Management program being completed

Budget: \$ (up to \$500,000)

3.4 Improve processes with a culture of continuous improvement

Develop and deploy training and support for our staff to improve the performance of their processes and provide better service to customers both inside and outside the organization.

Measured by:

- Continuous improvements implemented

Budget: \$ (up to \$500,000)

Be an employer of choice

2.1 Develop a human resources strategy to ensure we have the right people with the right skills

This strategy will allow us to continue to deliver excellent service and implement our strategic plan—it will also reflect key workforce trends, such as a hybrid workforce and workplace planning.

Measured by:

- Employee retention
- Employment engagement score

Budget: \$ (up to \$500,000)

2.2 Enhance our organizational culture of inclusion and belonging to attract and retain talent

Build and implement a People and Culture Plan which embeds inclusion, diversity, equity and accessibility (DEIA) in the workplace with initiatives that support all parts of the employee lifecycle (attract, engage and retain).

Measured by:

- Hours of DEIA learning activities offered
- Employees participating in DEIA learning activities

Budget: \$ (up to \$500,000)

Maintain the City's healthy financial position

4.1 Maintain our financial health by implementing the Long-term Financial Planning Framework

Strengthen financial policies and practices to support a sustainable, long-term financial position.

Supported by:

- Implementing the multi-year budget planning process, aligned to our strategic planning process
- Implementing the Enterprise Resource Planning program

Measured by:

- City's credit rating
- Total tax and rate impact (as a percentage of household income)

Budget: nil

4.2 Protect and enhance the quality of life in Guelph by updating the Corporate Asset Management Plan

The plan outlines the condition and assessments of all City-owned assets. The plan helps forecast and schedule rehabilitation and reconstruction activities. We're also mandated to develop City of Guelph-specific levels of services to identify the level the city manages its assets.

Measured by:

- Per cent of the Asset Management Investment Plan in capital budget funded
- City of Guelph-specific levels of services developed

Budget: \$5 (\$500,000 to \$5 million)

4.3 Maximize Guelph's real estate opportunities to support growth

Leading a cross-departmental committee to strategically review and challenge the status quo of current land assets, and to oversee complex corporate property decisions to maximize value.

Measured by:

- Value of City-owned and/or City-operated real estate holdings maximized

Budget: \$ (up to \$500,000)

The Foundations 2/2:

Placeholder, photo to come

Provide excellent service

5.1 Improve customer service through the Service Simplified Strategy

Improve service design and delivery through implementing the Service Simplified Strategy. This will see a central customer contact centre and integrated digital customer service platform to build a more customer focused, performance driven and digitally enabled workplace culture.

Supported by:

1. Developing a customer focused service design framework and/or team to govern changes to public-facing City services
2. Key services being made available through a central customer contact centre
3. Implementing an integrated digital customer service platform knowledge base and Customer Relationship Management system (CRM) to modernize services

Measured by:

- Customer satisfaction rate
- Per cent of public-facing services offered by ServiceGuelph

Budget: \$5 (\$500,000 to \$5 million)



5.2 Deepen engagement with the community by implementing One City, One Voice, Shared Purpose five-year plan

Implement the City's multi-year communications and engagement plan to improve access to and satisfaction with local government.

Supported by:

1. Animating the Community Engagement Framework to strengthen diverse participation in local democracy (leading to better decision-making)
2. Developing a digital communications strategy to align digital communications with communications best practices in government services
3. Developing an internal communications strategy that fosters a culture of collaboration across the organization to improve coordination of policies, programs, projects, and services
4. Reviewing and refreshing the City's brand to unify all City businesses under one brand and reflect the community's evolving expectations
5. Creating a more streamlined, accessible, and navigable website to deliver best-in-class digital government services

Measured by:

- Engagement rate
- Internal client satisfaction rate

Budget: \$5 (\$0 to \$500,000)



5.3 Remove barriers by integrating Guelph's Equity Lens into everything we do

Used in advance of service, policy or program changes or reviews, the equity lens is the first step in helping us broaden our view and understanding of how and where racism, inequities and barriers may exist.

Measured by:

- Equity Lens used
- Qualitative stories shared

Budget: \$5 (\$0 to \$500,000)

5.4 Protect our information and records by investing in our digital infrastructure

Align corporate technology initiatives to support the strategic plan including improving foundational IT systems, evolving business intelligence, establishing data and content governance, and managing information of all types.

Supported by:

1. Developing the Digital and Technology Master Plan to modernize IT systems and services for the organization
2. Implementing the Records and Information Management Strategy, including managing the storage physical and digital assets, to safeguard information

Measured by:

- Digital and Technology Master Plan being completed
- Records and Information Management Strategy actions implemented

Budget: \$5 (\$0 to \$500,000)

Allt says that it feels like in there are things in the plan that seem Guelph centric and that we're using our own experience to guide things. Maybe we have to look beyond to see what's worked in other places that we can adapt.

Stewart says if there's stuff that council really needs staff to put attention on they need to know it today. If this doesn't get approved a lot of other things are going to be ground to a halt. He also encourages staff to comment too.

Sales says that there are a lot of work about KPIs that need to be done, because they're about a year away from being completed. If council has comments that way, maybe they can share them another time.

Cllr Goller asks if the next iteration of the report will come back with timelines. Sales says that some of that will come through the budget and program decisions, but some of them will be ongoing.

O'Rourke says there's room for consolidation, particularly in 5.2. And 4.3 it was noted that this seems like a new thing to bring into the SP.

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Measured by:

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Budget: \$ (Up to \$500,000)

Caron says that "implement provincial direction" doesn't feel right in terms of wording, and having it at 1.1 she worries about how it will be taken by the community. The City doesn't build homes.

Queens Park, Toronto

Advocate for our city

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Goller says that he was happy to see increasing housing supply as the first priority b/c that's important to him. How will the SP change when a report comes back with new info? Sales says that a housing report is coming in Sept. and they're already taken that into account.

Goller adds that he would like to see less language about Bill 23 specifically, and more about the general commitment to build more houses. Sales says that they can take that as a general direction.

O'Rourke says that there could be repercussions for not building 18,000 homes, so perhaps that should be the #1 priority, even if they lose the language about provincial mandates.

Goller says that he likes the mention of the older adult strategy, but doesn't like it limited to the one mention under city building.

2.3 **Attract more people to our parks and programs by making them easier to access and enjoy**

Establish and implement park, recreation and culture service level targets to ensure that public places are distributed equitably and that programs and services grow with our city.

Supported by:

1. Implementing the Parks and Recreation Master Plan including the creation of an Outdoor Sport Field Strategy and Recreation Service Delivery Strategy along with leveraging actions from the Older Adult Strategy and Youth Strategy
2. Implementing the Culture Plan 2030 including cultivating space and funding opportunities through partnerships
3. Reducing barriers to all parks and facilities by improving amenity levels and access
4. Implementing the Park Plan to expand our park systems and accommodate outdoor recreation
5. Implementing the Guelph Trail Master Plan to develop an inclusive, connected and sustainable trail network

Measured by:

- Community use of recreation services
- Park amenity improvement projects

Budget: \$\$\$\$ (\$15 million and up)

On the housing language, Stewart says whatever it ends up being all of council has to agree with it. They have to decide how the City has to roll with the Affordable Housing Strategy and how they will work with the County of Wellington.

Clack-Bush notes that there are a couple of considerations when talking about housing goals. 1) affordable housing as social housing, and 2) affordable housing as attainable housing.

Cllr Klassen says that 2.1 needs to reflect the mutual community conversation. It needs to be clear that this is one agenda item that's kind of community driven and make room for that.

Empower Guelph's people to help create a sustainable community

2.1 Encourage community participation in Race To Zero

We've committed to the United Nations Race To Zero campaign and have set targets for the whole community to reduce greenhouse gas emissions. Through these commitments, we can enable the community to enact environmental stewardship and reduce community greenhouse gas emissions.

Measured by:

- Kilometres of protected cycling infrastructure built
- Total water use by the community
- Total energy use per collected and treated wastewater

Budget: \$ (Up to \$500,000)



Allt talks about the communication piece because the information here is kind of presented in a vacuum. The community will need to know what each goal is and why it's there.

Caron notes that there's nothing in the environment pillar about reducing solid waste. Apparently, this is something that has been going in and out of the plan as its been developed.

On people & the economy, O'Rourke wants to see a KPI about how Guelph is a good place to do business, this will probably involve the involvement of Guelph business community and accessing them in some way.

Guthrie endorses Caron's idea about putting the bicentennial into the document as a goal. Also credits Downer's proposed language about homes for everyone.

Stewart says he wants to know if we've exhausted all the notes. Have council raised all the things that they want to do? Theoretically, council should be able to check this off in 15 minutes when this comes back in July.

Goller asks about police response times, why not include that here? Stewart says that the Police Board, being it's own thing, has its own strategic plan. Different board, different hierarchy.

Downer suggests enhancing the mention of heritage (along with the bicentennial talk). The City is presently working on two heritage conservation districts.

Guthrie asks if June, when the KPI report comes back, should be the good time/place to pass a motion asking local boards and services to bring report to council in June 2024. Stewart says that's right. Guthrie suggests that they can bring wording on motion in advance.

Guthrie asks if the finished SP could be brought back sooner than July. Stewart says that depends on council, if they bring this back in May, are they read to rubber stamp?

Guthrie says he's not trying to pressure anyone, but he would rather get it done early if possible, get council to cheer lead it, and give staff more time to implement. Sales says that staff will take it under advisement.

Goller says that he would like to have some formal commitment to revisit the SP once the affordable housing strategy comes back in the fall. Stewart says that there's a stream of info coming back on this topic in the next several months, so it's top of mind.

Guthrie asks Caton about how she views an equity plan. Caton says she wants to see all the different pieces to look at how accessibility and equity is being approved, then tallying them up so that improvements can be quantified.

Guthrie asks staff how they envision that happening. Stewart says that a report will come back in June about equity initiatives, but he's not sure that the SP is the place to consider that kind of granular reporting. May need further conversations offline.

That's a wrap for this meeting. The next meeting will be starting at 6:30 pm. The regular meeting.



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