



Guelph. Future Ready.

City's Strategic Plan 2019-2023

Special City Council Workshop

January 10, 2023

Guelph. Future Ready.

Our Strategic Plan 2019 to 2023



Powering
our future



Sustaining
our future



Navigating
our future



**Working
together**
for our future



Building
our future



Powering our future

an economy that empowers us

Goal: Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for us all.

Objectives

- Accelerate our innovation economy through partnerships
- Support businesses to succeed and add value to our community
- Support businesses as they build capacity to adapt to changing workforce needs

Key Performance Indicators

- Number of new businesses and collaborations with priority innovative sectors
- Percentage of businesses reporting Guelph as a good place to do business



Sustaining our future

an environment that sustains us

Goal: Care for our environment, respond to climate change and prepare our community for a net-zero-carbon future.

Objectives

- Create and execute an ambitious and achievable climate adaptation plan
- Mitigate climate change by reducing Guelph's carbon footprint
- Plan and design an increasingly sustainable city as Guelph grows

Key Performance Indicators

- Percentage reduction of climate risk exposure for the city's built and natural assets
- Percentage increase in renewable energy resources to achieve corporate 100 percent renewable energy target
- Percentage reduction in greenhouse gas emissions to achieve community net zero carbon target



Navigating our future

a transportation network that connects us

Goal: Foster easy, accessible movement through trails, paths, roads and corridors to tie our community together and connect our economy with other regions.

Objectives

- Build our capacity to adopt clean and efficient technology
- Provide attractive, affordable and reasonable transportation options for everyone
- Improve local transportation and regional transit connectivity

Key Performance Indicators

- Percentage of existing municipal fleet/infrastructure converted to clean and efficient technology
- Percentage change in non-auto mode share
- Percentage reduction in collision severity
- Connectivity index



Working together for our future

a modern government that work with us

Goal: Run an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

Objectives

- Attract and develop accountable employees who work collaboratively and creatively to deliver services
- Improve how the City communicates and delivers services to residents
- Develop a long-term financial and resource strategy that is achievable and affordable

Key Performance Indicators

- Employee engagement index
- City's credit rating
- Percentage increase in citizen satisfaction
- Percentage of digital transactions
- Total tax and rate burden as a percentage of average household income



Building our future

a community that supports us

Goal: Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.

Objectives

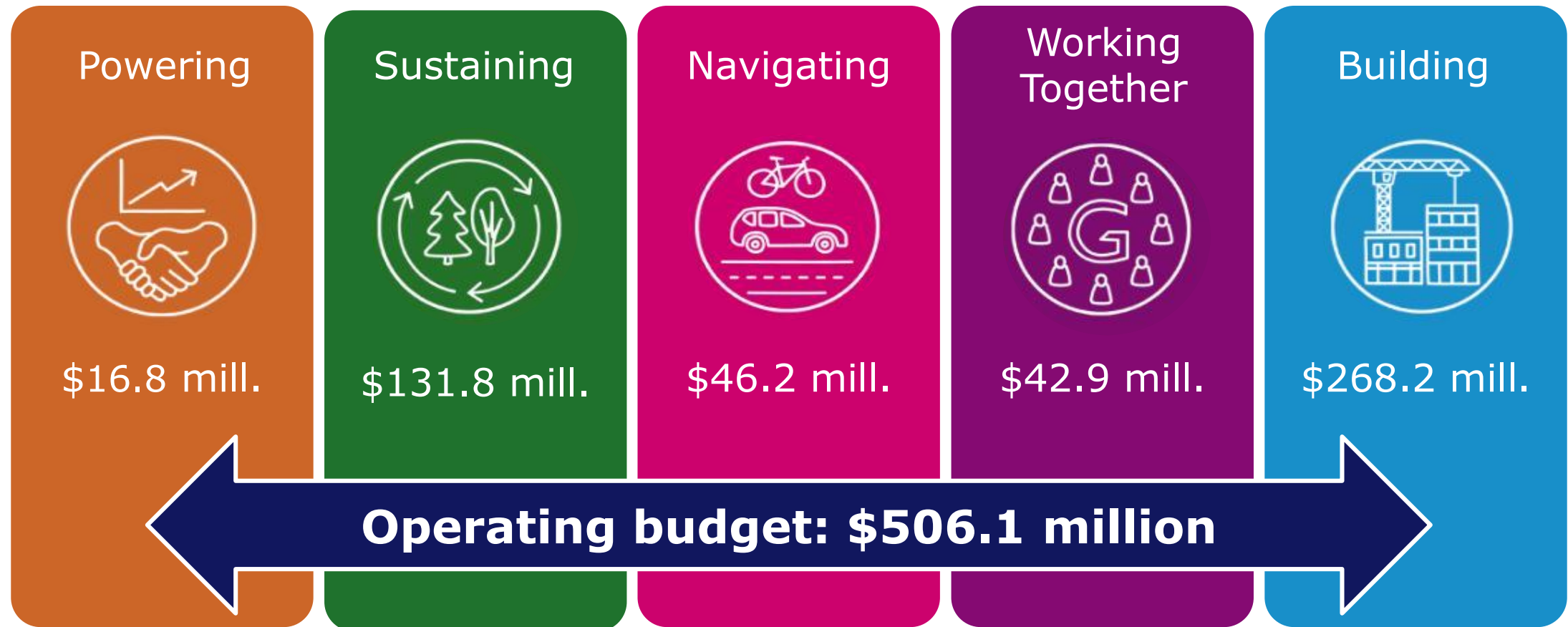
- Maintain existing and secure new community assets
- Take action to help increase the availability of housing that meets community needs
- Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here

Key Performance Indicators

- Percentage of current assets that provide satisfactory levels of service
- Percentage of affordable residential units
- Improvement in response time for emergency services
- Percentage of residents who receive themselves to be safe in the city
- A sense of belonging to Guelph

2023 approved operating budget

Gross operating budget



Key themes in the 2023 approved operating budget

Working Together



Baker district
phase-in



Investment in
digital and
customer
service



South end
community
centre phase-
in

Building



Community
benefit
agreement
expansion



Paramedics
master plan

Navigating



Transit route
review



Emerging
transportation
technology

Multiple Pillars



Capital
program
resourcing



Maintain
service level to
our growing
community

Key themes in 2023 approved capital budget



**Keeping our
assets in a
state of
good repair**

All Pillars



**Investment in
transit and
active
transportation**

Navigating



**Water and
wastewater
treatment**

Sustaining



**Improving
customer
service through
technology**

Working Together



**Lessening our
environmental
impact**

Sustaining