

Attachment-4 City of Guelph Strategic Planning Process and Supporting Strategies and Documents

A. The City's Strategic Planning Process

With the City's 2019-2023 Strategic Plan concluding in 2023, the City's strategic planning process began in October 2022, following the onboarding of the project consultant, StrategyCorp Inc. From October 2022 to June 2023, the project team (City staff and StrategyCorp Inc.) facilitated development of the City's 2024-2027 Strategic Plan, Future Guelph (the "Plan"). Before development began, a cross-departmental advisory committee was formed to guide and support the strategic planning process.

The strategic planning process has been aligned with the City's multi-year budget (MYB) planning process—a growing municipal best practice. Both will be conducted every four years to renew the organization's strategic direction and objectives. Following the Plan's completion, the MYB will set the pace of the Plan's implementation.

The City's strategic planning process is structured into four steps as outlined below:

1. **Environmental Scan:** Defined the City's current state and identified the major trends impacting Guelph including conducting an organizational SWOT and PESTEL analysis.
2. **Vision, Mission and Values (VMV):** Reconfirmed the City's vision, mission and values.
3. **Strategic Themes and Objectives:** Strategic themes and objectives were developed to realize Council priorities and the City's vision.
4. **Strategic Initiatives:** Strategic initiatives were developed to achieve the strategic plan's objectives.

The following sections provide an overview of the four steps of the strategic planning process as it relates to the development of Future Guelph.

Environmental Scan

From October to November 2022, the project team conducted external research, reviewed existing corporate plans (i.e., service rationalization, master plans, strategies/plans, etc.) and engaged staff (i.e., focus groups, interviews, and an all-staff survey) to gather data and information necessary for the creation of the Current State and Trends Report (see **Attachment-5**). In November 2022, the first series of workshops were held with the Executive Team (ET) and the Corporate Management Team (CMT) to develop the organizational Strength, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis (see **Attachment-6**).

In early January 2023, members of Council were interviewed to discuss priorities for Guelph, as well as input for the organizational SWOT. In late January, the first Council workshop was held to discuss the organizational SWOT analysis and gather preliminary input for the strategic themes and objectives.

The deliverables for the environmental scan step were the Current State and Trends Report (see **Attachment-5**) and the Organizational SWOT and PESTEL analysis (see **Attachment-6**).

Vision, Mission and Values (VMV)

In September 2022, a survey was conducted with ET and CMT to confirm the relevance of the City's current VMV. Following reconfirmation from senior staff, surveys were conducted in November 2022, during the City's Service Area Town Halls, to reconfirm with all other staff. The staff results concluded that the majority believed the City's VMV was still relevant. Based on the collective results of the survey, the City's VMV would remain the same for Future Guelph.

The deliverables for the VMV step were the reconfirmation of the City's vision, mission and values.

Strategic Themes and Objectives

In December 2022, the second series of ET and CMT workshops were held to develop strategic themes and objectives. When Council began engagement in January 2023, additional input was gathered to refine those objectives. In February 2023, the second Council workshop was held to further refine the strategic themes and objectives, building consensus on Council priorities for the next four years. Drop-in sessions were scheduled after the second Council Workshop to follow up on additional Council feedback.

The deliverables for the strategic themes and objective step were the four strategic themes: Foundations, City Building, Environment, and People and Economy, and the 13 strategic objectives across those themes.

Strategic Initiatives

Following the second Council workshop, the third series of ET and CMT workshops were held to begin development of the strategic initiatives: the action-oriented activities needed to achieve the City's vision and objectives. In early March 2023, CMT proposed initiatives that would best achieve the strategic objectives. Subject matter experts from across the organization were involved in a virtual planning exercise to outline details (i.e., budget estimates, timing, staff requirements, external partners, etc.) for those strategic initiatives. At the end of March, a final workshop with ET and CMT was held to revise the strategic initiatives planned by staff.

The deliverable for the strategic initiatives step were the planned strategic initiatives needed to achieve each strategic objective.

Strategic Plan Compilation and Consultation

With the conclusion of the strategic initiatives, all components of the strategic plan were developed and ready to be compiled. In early April 2023, the draft of the strategic plan was created. In mid-April 2023, the third and final Council workshop was held to review and revise that draft. Following the Council workshop, the strategic plan was further refined with individual follow-ups with Council.

With a final draft of Future Guelph developed, senior City staff consulted with institutional partners, such as local boards and shared services (e.g., Guelph Public Library, etc.), community partners (e.g., Guelph-Wellington Ontario Health Team,

etc.) and post-secondary institutions (e.g., University of Guelph, etc.), who may have an interest in supporting the Plan's implementation.

The key deliverable of the City's strategic planning process is the creation of its next strategic plan: Future Guelph. Strategic Plan 2024-2027.

B. Supporting Strategies and Documents

The following supporting strategies and documents, along with their community engagement data, were used in the development of Future Guelph (organized by the City's four service areas):

Office of the CAO

- City-wide Plans:
 - [A United Vision: Guelph's Community Plan](#)
 - [Guelph. Future Ready. City's Strategic Plan 2019-2023](#)
- Plans and Strategies:
 - [Community Engagement Framework](#)
 - [Community Safety and Well-being Plan](#)
 - [One City. One Voice. Shared Propose.](#)

Corporate Services

- City-wide Plans:
 - [Budget 2022-2023](#)
- Master Plans:
 - [Digital and Technology Master Plan](#)
- Plans and Strategies:
 - [Long-term Financial Planning Framework](#)
 - [Records and Information Management Strategy](#)
 - [Service Simplified Customer Service Strategy](#)
 - [Diversity Strategy](#)

Infrastructure, Development and Enterprise Services

- City-wide Plans:
 - [Official Plan](#)
- Master Plans:
 - [Cycling Master Plan](#)
 - [Parking Master Plan](#)
 - [Solid Waste Management Master Plan](#)
 - [Stormwater Management Master Plan](#)
 - [Transportation Master Plan](#)
 - [Wastewater Treatment and Biosolids Management Master Plan](#)
 - [Water and Wastewater Servicing Master Plan](#)
 - [Water Supply Master Plan](#)
- Plans and Strategies:
 - [Affordable Housing Strategy](#)
 - [Climate Adaptation Plan](#)
 - [Community Energy Initiative](#)
 - [Community Road Safety Strategy](#)
 - [Corporate Asset Management Plan](#)

- [Cultural Heritage Action Plan](#)
- [Economic Development and Tourism Strategy 2022-2026](#)
- [Guelph's Growth Management Strategy](#)
- [Multi-Year Accessibility Plan](#)
- [Natural Heritage Action Plan](#)

Public Services

- Master Plans:
 - [Guelph Trail Master Plan](#)
 - [Paramedic Service Master Plan](#)
 - [Parks and Recreation Master Plan](#)
 - [Urban Forest Master Plan](#)
- Plans and Strategies:
 - [Community Investment Strategy](#)
 - [Guelph Park Plan](#)
 - [Guelph Transit Future Ready Action Plan](#)
 - [Think Youth: 2013-2018 Guelph Youth Strategy](#)
 - [Guelph Transit Fare Strategy](#)
 - [Older Adult Strategy](#)

Tier 1 Projects

- [Baker District Redevelopment](#)
- [Downtown Renewal \(Downtown Infrastructure Revitalization\)](#)
- [Guelph Transit and Fleet Services Facility](#)
- [South End Community Centre](#)

For a current and comprehensive list of the City of Guelph's plans and strategies, please visit Guelph.ca/plans-and-strategies.