

## Heritage Guelph Facilitation Exercise Priority Actions Summary

Municipal Government Wayfinders Ltd. were contracted in spring 2021 to facilitate discussions between Heritage Guelph and City staff to “focus on identifying issues and facilitating discussions which result in agreed upon resolutions and overall improvement of the staff/committee relationship”. The facilitators report identified opportunities for improvement. Heritage Guelph members were surveyed to rank the opportunities outlined in the facilitators report. At their meeting of [September 13, 2021](#), Heritage Guelph received a presentation on the facilitation exercise and passed the following [motion](#).

### Main Motion as Amended

1. That the report titled “Heritage Guelph - Prioritization Exercise - Results and Next Steps” dated September 13, 2021 be received.
2. That a three-phase strategy approach to address the prioritized list of opportunities for the Committee be approved.
  - a. That a phase 1 strategy include the following high priority opportunities as identified by Heritage Guelph:
  - b. Heritage Guelph should include a Council member on the committee who can bring the heritage conservation to the Council table.
  - c. Communication opportunities with the community should be explored to increase awareness about the importance of preserving local heritage and to demystify the myths about heritage preservation.
  - d. City staff should support discussing ideas and opportunities even if they don’t always align with past decisions where appropriate.
  - e. That an additional Heritage staff resource be added.
  - f. Heritage Guelph and City staff should discuss and collaborate on the creation of annual work plans.
3. Financial resources are needed for training, programs and outreach.
4. That a draft phase 1 strategy be provided for approval at an upcoming Heritage Guelph meeting.

The following provides a summary of the opportunities and the actions that have been taken to address them.

**Summary of High Priority Opportunities and Actions**

<b>Opportunity (as per HG motion September 13, 2021)</b>	<b>Actions</b>
Heritage Guelph should include a Council member on the committee who can bring the heritage conservation to the Council table.	Councillor Downer was appointed as a non-voting member of Heritage Guelph on December 6, 2022 for a two year term ending November 2024.
Communication opportunities with the community should be explored to increase awareness about the importance of preserving local heritage and to demystify the myths about heritage preservation.	<p>2022: two public workshops/townhall events were held for the Ontario Reformatory Heritage Conservation District Study to educate the public about the project and HCDs in general and to gather input.</p> <p>2023: Heritage Planning staff facilitated a social media campaign during Heritage Week highlighting different cultural heritage resources in the community as well as organized public tours of the Basilica of Our Lady. Additionally, Heritage Planning staff facilitated three public workshops: Exploring Guelph’s Roots: Baker District (a lecture detailing the results of the archaeological investigations in the Baker District redevelopment), Exploring Guelph’s Roots: Moccasin Identifier Project (a workshop promoting Indigenous awareness in Guelph with the Moccasin Identifier Project), and a public open house for the Downtown Guelph Heritage Conservation District Study (workshop to educate the public about the project and gather feedback).</p>
City staff should support discussing ideas and opportunities even if they don’t always align with past decisions where appropriate.	Staff announcements and updates are included on each agenda. Items include Council decisions, project updates, OLT updates and decisions, and property updates (designations/permits).

	<p>The General Manager held individual update conversations with the former Chair throughout 2022.</p> <p>The staff liaison had orientation meetings with the Chair at the beginning of the 2023 term and meets with the chair and vice chair monthly to discuss agenda setting.</p>
<p>That an additional Heritage staff resource be added.</p>	<p>Council approved a full-time heritage planner (FTE) in the 2022 budget. Heritage Planner 1 recruited and commenced employment June 20, 2022. Contract Heritage Planner 1 recruited for a two year term and commenced employment June 20, 2022.</p> <p>A Heritage Research Assistant is hired each year for a four month period. In 2023, two heritage research assistants were hired to research properties for potential designation.</p>
<p>Heritage Guelph and City staff should discuss and collaborate on the creation of annual work plans.</p>	<p>2022: Information about staff's 2022 work plan priorities and resources were discussed with the former chair and vice chair at a meeting on April 26, 2022.</p> <p>Priorities for Designation under Part IV were discussed with the Committee at their meetings of October 2021, March 2022, November 2022.</p> <p>Work planning and prioritization exercise for Part IV Designations were held with Heritage Guelph at their meetings of December 2022 and January 2023. This resulted in a prioritized work plan for research for heritage designations for the year 2023.</p> <p>Workshop discussion for 2024 priorities to be held at the December 2023 meeting of Heritage Guelph.</p>

<p>Financial resources are needed for training, programs and outreach.</p>	<p>Training was provided to HG members by staff at HG meetings in October 2021 and January 2022 on the Ontario Heritage Act and heritage planning.</p> <p>Orientation training and Ontario Heritage Act training was provided December 2022 and January 2023.</p> <p>Funds to cover additional training for advisory committees of Council (ACOCs) have been included in the 2024-2027 multi-year budget in 2025, following phase two of the redesigning ACOCs project.</p>
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### Summary of Medium and Low Priority Opportunities and Actions

<b>Opportunity</b>	<b>Actions</b>
<b>Medium Priority</b>	
<p>City staff should develop protocols to communicate information about activities or issues that may impact HG's mandate</p>	<p>Staff announcements and updates are included on each agenda. Items include Council decisions, project updates, OLT updates and decisions, and property updates (designations/permits).</p>
<p>The city should develop financial incentive programs to garner more interest in preserving heritage.</p>	<p>This is a recommended action of the Council approved Cultural Heritage Action Plan.</p>
<p>The city should develop a robust on-boarding training program for all new members, or at the beginning of a new term.</p>	<p>Staff provide an orientation session for new members including information from the City Clerk's Office about advisory committee roles, policies and procedures and from Heritage Planning staff on the committee terms of reference, the Ontario Heritage Act and the Ontario Heritage toolkit.</p>

<p>The City should offer regular opportunities for members to receive formal or informal training or professional development from city staff who are engaged in initiatives that may impact HG's mandate (ie. new policies or plans, growth strategies, new legislation.</p>	<p>Presentations and opportunities for comment are provided to Heritage Guelph on projects that fall within their mandate. This includes environmental assessments, land use studies, Official Plan Reviews, master plans, etc. where cultural heritage resource impact assessments are required.</p>
<p>Where possible, HG members or university student should be leveraged to assist with various tasks.</p>	<p>For Fall Semester 2023, staff are supporting a university course HIST*3480 "If Walls Could Talk: Heritage Planning in Guelph." Students will provide cultural heritage evaluation reports for properties considered for designation. The course is planned to be offered again in Winter Semester 2024.</p>
<p>HG and city staff should work together to build and promote a positive work environment</p>	<p>Staff and committee members will follow the City's policies and procedures for advisory committees. Heritage Planning staff are available outside of meeting times for committee members to ask questions or seek clarification on heritage matters.</p>
<p>Meetings should be less formal to allow issues to be discussed openly and to encourage greater exchange of ideas</p>	<p>City advisory committee policies and procedures are followed by the Chair and staff and allow for discussion between members during the meeting on agenda topics.</p>
<p>The plaque program should be promoted, as should other heritage accomplishments and good news stories.</p>	<p>Heritage Planning staff and communications staff prepare news releases and media advisories on heritage accomplishments. The plaque program was addressed in 2023 with all outstanding plaques for properties designated prior to January 2023 delivered to property owners.</p>
<p>There should be an outreach campaign to attract more candidates to volunteer to serve on HG</p>	<p>The City Clerk's Office promotes the advertisements for filling of vacancies through multiple means including the City website, social media and community organizations.</p>
<p>HG and city staff should develop outreach strategies to demystify the myths about heritage and increase</p>	<p>Education events and workshops were held in 2023 and are planned for 2024.</p>

awareness about the importance and benefits of conserving heritage	
HG and city staff should collaborate to develop outreach initiatives – “getting our good news stories out to the public”.	Consultation was held with Heritage Guelph on the topics for outreach events for 2023 and will be held for 2024 at the December meeting.
HG and city staff should collaborate on updating the HG Terms of Reference to align with other policies or plans when appropriate.	As part of phase two of the redesigning Advisory Committees of Council (ACOCs) project, Heritage Guelph’s terms of reference will be reviewed and updated.
<b>Low Priority</b>	
HG and City staff should manage conflict internally rather than through Council or press.	The City’s policies and procedures for advisory committees and code of conduct will be followed.
There should be more diversity on HG.	The City’s process for considering and recommending candidates for appointment has a focus on diversity, equity and inclusion.
HG and other committees mandates occasionally intersect should collaborate on common goals, when appropriate, rather than operating independently.	Staff liaisons will collaborate with chairs of committees where intersection of projects is identified to determine if committees should hold joint meetings on projects.
Line of communication should be open between other committees whose mandates occasionally intersect with HG's mandate	Staff liaisons will collaborate with chairs of committees where intersection of projects is identified.
HG and city staff should participate in team building/conflict management training.	The facilitation exercise provided an opportunity for understanding the source of conflict and actions to resolve. The actions have been addressed by staff with commitment for ongoing support. This was a concern with the previous committee and conflict is not evident with the current committee.