

COMMITTEE AGENDA

TO **Operations, Transit & Emergency Services Committee**

DATE June 3, 2014

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:30 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – May 6, 2014 open meeting minutes

PRESENTATIONS (Items with no accompanying report)

a) 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 Operations, Transit & Emergency Services Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
OTES-2014.17 2013 Guelph Transit Annual Report	<ul style="list-style-type: none">Phil Meagher, General Manager, Guelph Transit		√
OTES-2014.18 2013 Public Works Department Annual Report	<ul style="list-style-type: none">Rodney Keller, General Manager, Public Works		√
OTES-2014.19 Land Ambulance Call Mitigation Practices			
OTES-2014.20 Land Ambulance Response Time Performance Plan For 2013	<ul style="list-style-type: none">Shawn Armstrong, General Manager, Emergency Services		√
OTES-2014.21 Business Licence By-law Review – Food Vehicle Schedule			

OTES-2014.22 June 2014 Outstanding Resolutions			
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Resolution to adopt the balance of the Operations, Transit & Emergency 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.

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURNMENT

NEXT MEETING – July 8, 2014

**Minutes of the Operations, Transit and Emergency Services Committee
Held in the Council Chambers, Guelph City Hall on
Tuesday, May 6, 2014 at 5:00 p.m.**

Attendance

Members: Chair Findlay
Mayor Farbridge
Councillor Furfaro
Councillor Piper (*arrived at 5:10 p.m.*)
Councillor Van Hellemond

Councillors: Councillor Hofland

Staff: Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services
Mr. P. Meagher, General Manager, Guelph Transit
Mr. S. Armstrong, General Manager, Emergency Services/Fire Chief
Mr. D. Godfrey, Manager, By-law Compliance, Security & Licensing
Mr. M. Neumann, Manager, Forestry
Mr. R. Keller, General Manager, Public Works
Mr. F. Gerrior, Manager of Transit Operations
Mr. N. Violin, Manager of Right of Ways
Mr. B. Labelle, City Clerk
Ms. D. Black, Council Committee Coordinator

Call to Order (5:05 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Van Hellemond
Seconded by Mayor Farbridge

That the open meeting minutes of the Operations, Transit & Emergency Services Committee held on April 8, 2014 be confirmed as recorded.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Van Hellemond and Mayor Farbridge (4)

VOTING AGAINST: (0)

CARRIED

Consent Agenda

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

OTES-2014.9 Recasting Guelph Transit
OTES-2014.11 Guelph's Emerald Ash Borer (EAB) Plan
OTES-2014.12 2013 Ice Storm – Forestry Cleanup
OTES-2014.13 2013/2014 Winter Control Program Update

Balance of Consent Items

2. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

That the balance of the Operations, Transit & Emergency Services Committee May 6, 2014 Consent Agenda, as identified below, be adopted:

OTES-2014.10 GO TRAIN CONNECTION

That the Operations, Transit & Emergency Services Committee report #OTES051416, GO Train Connection, dated May 6, 2014 be received for information.

OTES-2014.14 PROPOSED BUSINESS LICENCE BY-LAW AMENDMENT – DONATION BIN, PUBLICATION DISPENSING BOX LICENSING

1. That the Operations, Transit & Emergency Services Committee Report #OTES051413 regarding the regulation and business licensing of Donation Bins and Publication Dispensing Boxes dated May 6, 2014 be received.
2. That staff be directed to create a Donation Bin, Publication Dispensing Box category within the City's Business Licence By-law (2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

OTES-2014.15 ADULT SCHOOL CROSSING GUARD PROGRAM – UPDATE

That the Operations, Transit & Emergency Services Report #OTES051412 Adult School Crossing Guard Program - Update be received.

OTES-2014.16 2013 DELEGATION OF AUTHORITY REPORT

That the report dated May 6, 2014 entitled "2013 Delegation of Authority Report" with respect to delegated authority under the purview of the Operations, Transit and Emergency Services Committee be received.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Van Hellemond and Mayor Farbridge (4)
VOTING AGAINST: (0)

Extracted Consent Items

OTES-2014.9 RECASTING GUELPH TRANSIT

Councillor Piper arrived at the meeting. (5:10 p.m.)

Mr. Phil Meagher, General Manager, Guelph Transit provided a status update of each of the six *Recasting Guelph Transit* themes.

Discussion ensued regarding the role of the Transit Advisory Committee and the transit process for responding to complaints.

3. Moved by Councillor Piper
Seconded by Councillor Furfaro

That the Operations, Transit & Emergency Services Committee report #OTES051414, Recasting Guelph Transit, dated May 6, 2014 be received.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Piper, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

CARRIED

OTES-2014.11 GUELPH'S EMERALD ASH BORER (EAB) PLAN

Mr. Martin Neumann, Manager, Forestry outlined the City of Guelph's planned response to the Emerald Ash Borer (EAB) infestation of ash trees.

Discussion ensued regarding whether the EAB could be eradicated or if it will cause problems in perpetuity. The question was also raised regarding the cash value of ash wood and whether a containment program is in place.

4. Moved by Mayor Farbridge
Seconded by Councillor Furfaro

That the Operations, Transit & Emergency Services Report #OTES 051417, dated May 6th, 2014 regarding Guelph's Emerald Ash Borer (EAB) Plan be received.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Piper, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

CARRIED

OTES-2014.12 2013 ICE STORM – FORESTRY CLEANUP

Mr. McCaughan, Executive Director of Operations & Transit advised the ice storm cleanup has resulted in an additional 3-4 months delay in forestry project wait times.

5. Moved by Councillor Piper
Seconded by Mayor Farbridge

That the Operations, Transit & Emergency Services Report #OTES051415, dated May 6th, 2014 regarding 2013 Ice Storm - Forestry Cleanup be received.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Piper, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

CARRIED

OTES-2014.13 2013/2014 WINTER CONTROL PROGRAM UPDATE

6. Moved by Mayor Farbridge

Seconded by Councillor Piper

1. That the Operations, Transit & Emergency Services Report #OTES 051418, 2013/2014 Winter Control Program Update, dated May 6th, 2014 be received.
2. That the General Manager of Public Works report back prior to the 2015 budget process, with an integrated response plan to address the impact of climate change on his service area, including consideration of the City's goals to promote walking and cycling throughout the year.

VOTING IN FAVOUR: Councillors Findlay, Furfaro, Piper, Van Hellemond and Mayor Farbridge
(5)

VOTING AGAINST: (0)

CARRIED

Staff Updates & Announcements

Mr. McCaughan, Executive Director of Operations, Transit & Emergency Services introduced Mr. Fred Gerrior as the new Manager of Transit and Mr. Nello, Violin as the new Manager of Right of Ways.

He advised of the following: the 11th Annual Clean and Green Program that was held April 26th was a success; the annual road cleaning has been completed; the new school zone reduced speed limit signs are being put in place and the official launch of the program is forthcoming; 8 of 9 zones have had the ice storm cleanup completed. He advised the week of May 20 – 24th is National Public Works Week and extended an invitation for anyone to attend the Open House at the Public Works offices on Municipal Street on Saturday the 24th and to check out the display in the City Hall Galleria on the 22nd. He also encouraged everyone to participate in the Emergency Preparedness Day at West End Recreation Centre on May 7th.

Adjournment (5:59 p.m.)

10. Moved by Councillor Piper
Seconded by Councillor Van Hellemond

That the May 6, 2014 meeting of the Operations, Transit & Emergency Services Committee be adjourned.

CARRIED

Deputy Clerk

**OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE
CONSENT AGENDA**

June 3, 2014

Members of the Operations, Transit & Emergency 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 Operations, Transit & Emergency Services Committee Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

REPORT	DIRECTION
OTES-2014.17 2013 GUELPH TRANSIT ANNUAL REPORT 1. THAT the Operations Transit & Emergency Services Committee report regarding 2013 Guelph Transit Annual Report, #OTES061422, dated June 3, 2014 be received for information.	Receive
OTES-2014.18 2013 PUBLIC WORKS DEPARTMENT ANNUAL REPORT 1. THAT the Operations, Transit & Emergency Services Committee Report # OTES061425 regarding 2013 Public Works Department Annual Report, dated June 3, 2014 be received.	Receive
OTES-2014.19 LAND AMBULANCE CALL MITIGATION PRACTICES 1. THAT the Operations, Transit & Emergency Services Committee Report #OTES061426 regarding Land Ambulance Call Mitigation Practices dated June 3, 2014 be received.	Receive
OTES-2014.20 LAND AMBULANCE RESPONSE TIME PERFORMANCE PLAN FOR 2013 1. THAT OTES Report #OTES061427 <u>Land Ambulance Response Time Performance Plan for 2015</u> , dated June 3, 2014, be received.	Approve

2. That the Response Time Performance Plan (RTPP) for 2015 be set as recommended in OTES report #OTES061427 dated June 3, 2014.
3. That a special meeting of OTES be held wherein staff make presentation on the complexities affecting the current delivery of Land Ambulance Service

OTES-2014.21 BUSINESS LICENCE BY-LAW REVIEW – FOOD VEHICLE SCHEDULE

Receive

1. THAT the Operations, Transit & Emergency Services Committee Report # OTES061424 regarding Food Vehicle Licensing dated June 3, 2014 be received.

OTES-2014.22 JUNE 2014 OUTSTANDING RESOLUTIONS

Receive

1. THAT the Operations, Transit & Emergency Services Report # OTES061423 Outstanding Resolutions dated June 3, 2014 be received for information.

attach.

STAFF REPORT



TO Operations, Transit & Emergency Services (OTES) Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE June 3, 2014

SUBJECT 2013 Guelph Transit Annual Report

REPORT NUMBER OTES061422

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide the Operations, Transit & Emergency Services Committee with information related to Guelph Transit's performance to key performance indicators, supporting areas of sustainability, customer service, internal processes and organizational capacity.

KEY FINDINGS

A number of initiatives were started or completed in 2013, in areas of customer service, service improvements and community wellbeing including;

- Support of the affordable bus pass pilot program
- Implementation of a new service model
- Development of key performance indicators

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACTION REQUIRED

Operations, Transit and Emergency Services Committee to receive this report.

RECOMMENDATION

1. THAT the Operations Transit & Emergency Services Committee report regarding 2013 Guelph Transit Annual Report, #OTES061422, dated June 3, 2014 be received for information.

BACKGROUND

This is the third annual report of Guelph Transit, in this format.

STAFF REPORT



This report provides committee members with information related to budget performance, a dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

GLOSSARY OF TERMS

Term	Definition
Key Performance Indicator (KPI)	A measurement of the degree or status of progress towards goals and objectives. A measurement that can be impacted by management activities.
Statistic	A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.
Dashboard	Provides a snapshot of performance of key performance indicators to the goals/targets. Usually linked to the strategic directions.
Scorecard	A performance management tool that provides more detail measurement information, including trends and initiatives.

REPORT

Guelph Transit provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across Guelph.

Public transportation also helps to reduce road congestion and travel times, air pollution, energy and oil consumption, all of which benefit both riders and non-riders alike.

Guelph Transit operates essentially around the clock: regular weekday service in 2013 was provided from 5:40 a.m. to 12:15 a.m. and late night service for the University of Guelph runs from 12:30 a.m. to 3:30 a.m. Guelph Transit provides both conventional and mobility services to the community through a fleet of 73 low floor conventional buses and 10 mobility vans. Mobility services are supplemented through a contract with an external vendor to provide accessible taxi service.

2013 was a very exciting and challenging year for Guelph Transit with the implementation of a new service model, supporting the affordable bus pass pilot program and the development of key performance measures.

In summary, 2013 was a very busy year. The annual report (attached) provides an overview of departmental performance highlights the achievements from 2013 and defines some of the departmental goals for 2014.

STAFF REPORT



As with previous reports, Committee members are encouraged to convey opinions on the value of the report content and its format in order to improve on the report going forward.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CORPORATE STRATEGIC PLAN

2.3 Provide accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

Guelph Transit

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 Transit Annual Report

Recommended By

Phil Meagher
General Manager
Guelph Transit
519-822-1260 x3321
phil.meagher@guelph.ca

Approved By

Derek McCaughan
Executive Director,
Operations, Transit & Emergency Services
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2013 Annual Report Guelph Transit

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General Manager's Message

Presented for your perusal is the 2013 Guelph Transit Annual Report. This is the third year that the Annual Report has been presented to Council in this format.

Guelph Transit is one of the largest departments in the City of Guelph and is part of the Operations, Transit and Emergency Services Service Area. Transit operates regular weekday service from 5:45am to 12:15am Monday to Friday and operates extended service from 12:30am to 3:30am Thursday to Saturday under contract to accommodate students at the University of Guelph.

2013 was a pivotal year for Guelph Transit. Major service changes were implemented early in 2013 as a result of service issues that were experienced when frequencies were changed to 15 minute peak and 30 minute off peak service cycles. The change resulted in a loss of customer confidence in Guelph Transit which was reflected in our decreased passenger trips in 2013 versus previous year's performance. This reduction in ridership also resulted in less revenue being generated at Transit putting further pressure on the day to day operations.

In addition the City of Guelph conducted an audit of various city departments with respect to overtime performance and costs. The results of this audit put Transit in an unfavourable position as the absenteeism and overtime costs at Transit were at an unfavourable level. This along with the fact that collective bargaining was starting and there had been previous mediation efforts due to the deteriorated union/management relationship resulted in acrimony within the organization. Also during the third quarter of the 2013 some staff changes took place resulting in an interim General Manager and Acting Manager of Operations being placed in the organization in order to reset Transit.

The overtime audit also resulted in a 90 Day Recasting Guelph Transit Plan being formulated in order to improve Transit performance for both our customers, employees and the City of Guelph. The 90 day plan is integrated into the Guelph Transit work plan for 2014 along with other key drivers that affect Transit operations and performance.

In summary 2013 was a year of change for Guelph Transit which has resulted in a renewed focus on customer service, operational performance and employee engagement in order to improve the reputation of Guelph Transit and the City of Guelph.

The team at Guelph Transit looks forward to improving on changes which have taken place during 2013 and are focused on the needs of our customers during 2014 and beyond.



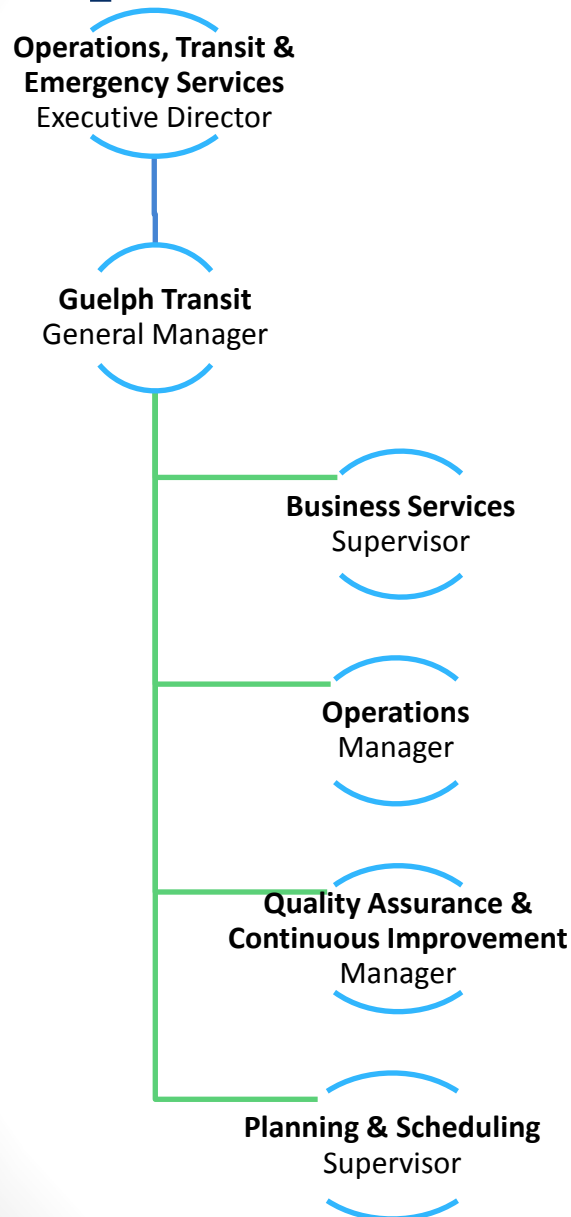


DEPARTMENT IDENTITY STATEMENT

Guelph Transit provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across Guelph. The vision is for Transit to be the preferred transportation choice over the single occupant vehicle for residents, employees and visitors to Guelph



Department Overview

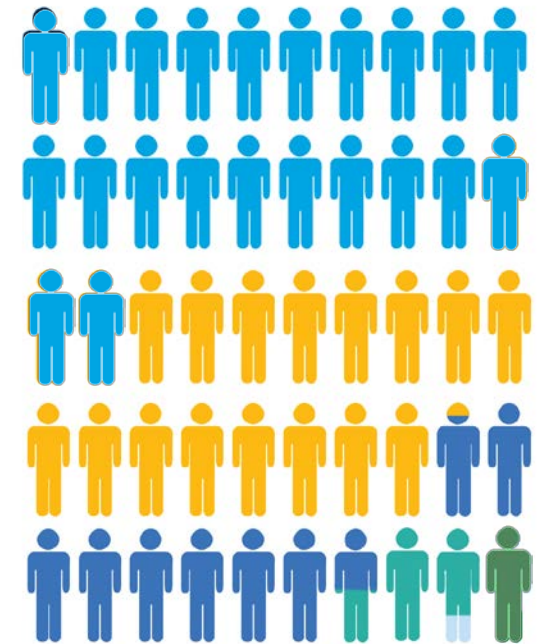


- Manage Guelph Transit's business functions
- Maintain communication channels
- Monitor marketing and sales programs, pilots and initiatives
- Oversee the customer service

- Conventional service employs 73 fully accessible low-floor buses
- Transit's _ fleet of 10 mobility buses provide door-to-door service for passengers who may or may not use personal mobility devices

- Facility management
- Capital project management
- Continuous Improvement

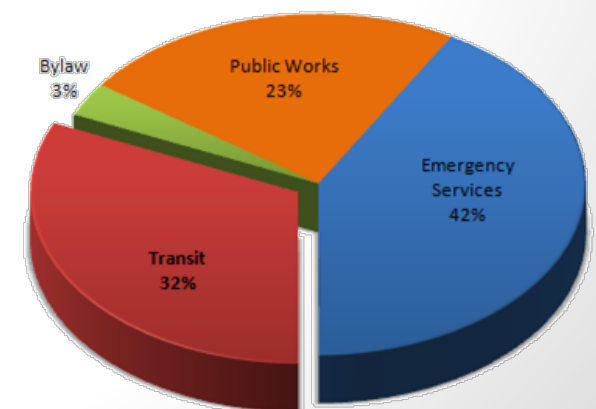
- Prepare annual service standard and benchmarking report
- Assess route performance and develop route and service adjustments
- Continued monitoring of the new service model (introduced in 2013)



WORKFORCE DISTRIBUTION

- Operations, Transit & Emergency Services (58%)
- Planning & Building, Engineering & Environmental (20%)
- Community & Social Services (14%)
- Corporate & Human Resources (7%)
- CAO Administration (1%)

OTES Workforce Breakdown



2013 Performance

The performance scorecards for Guelph Transit consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the current reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
- Customer Service
- Internal Processes
- Organizational Capacity

Definitions

Key Performance Indicator (KPI): *A measurement of the degree or status of progress towards goals and objectives. It is a measurement that can be impacted by management activities.*

Statistic: *A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.*

Trend: *The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.*



The results are positively trending. Meaning they are moving closer to target.



The results are negatively trending. Meaning they are moving away from the target.

Status:



The results are positive and within target, no action is necessary.



The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.























The results are outside the target range and corrective actions/initiatives are required to correct performance.

Financial Performance

Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently

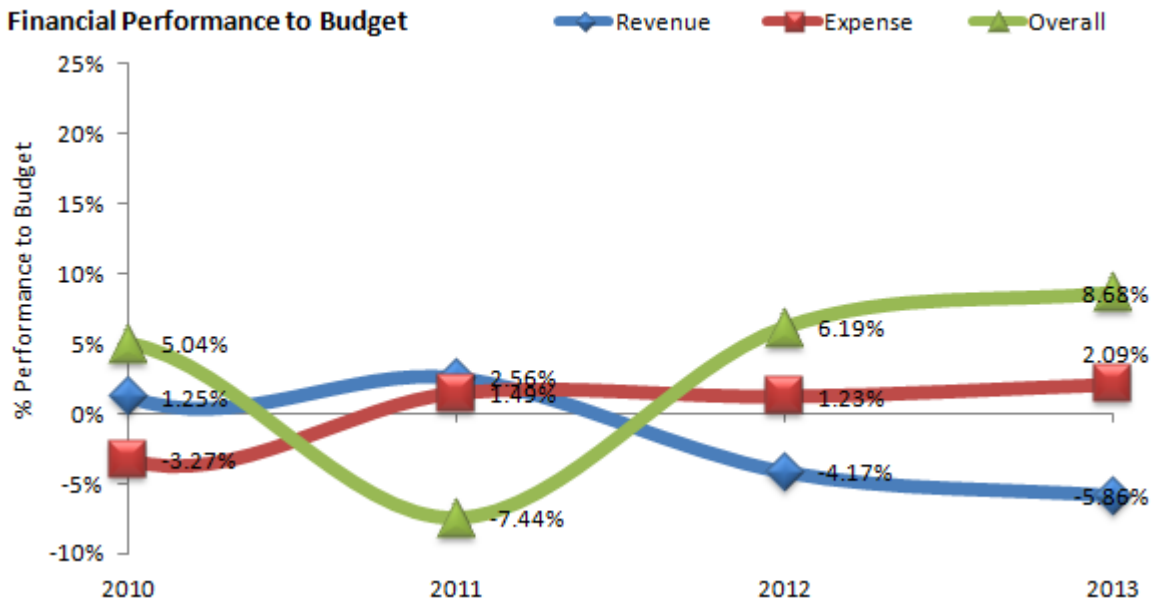
Financial Performance Scorecard

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions / initiatives required  Positive trend towards target  Negative trend away from target

Measure	2013 Performance		2013 Target	Trend	2012 Performance
Operating Revenues consist of user fees, service charges, product sales and external recoveries		-5.9%	0%/2%		-4.2%
<i>Cash Fares</i>		5%	0%/2%		-13%
<i>Ticket Fares</i>		-19%	0%/2%		-13%
<i>Passes</i>		-14%	0%/2%		-10%
<i>U-Pass/Late Night</i>		-1%	0%/2%		7%
Operating Expenditures include salary, wage & benefits, purchased goods and services and other expenses.		2.1%	0%/-2%		1.2%
Overall Operating Budget Performance includes the expenses and revenues that occur during the normal provision of the department services		8.7%	0%/-2%		6.2%
Revenue vs. Cost provides information on the percent (%) of expenditures offset by the revenues received		52%	Max 57%		55%
Municipal Subsidy per Capita is the amount (\$) that the Municipality spends, not recovered through revenue, to provide transit service to the community, per current population levels		\$104.2	No target set - statistic		\$88.40

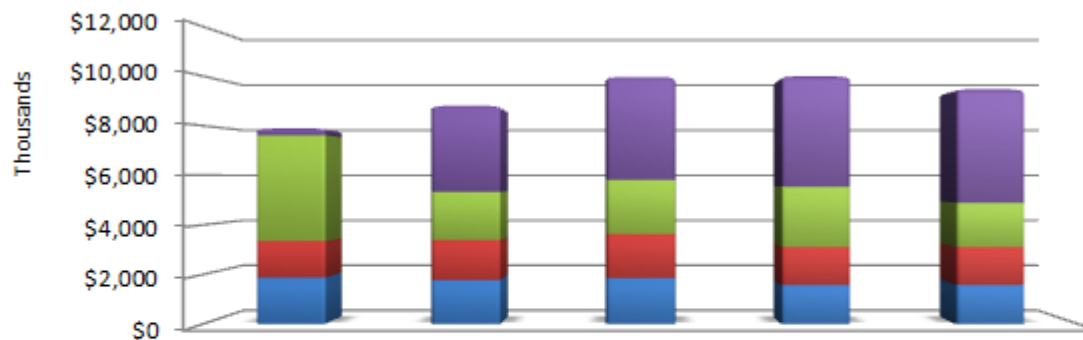
Financial Performance Trends

Financial Performance to Budget



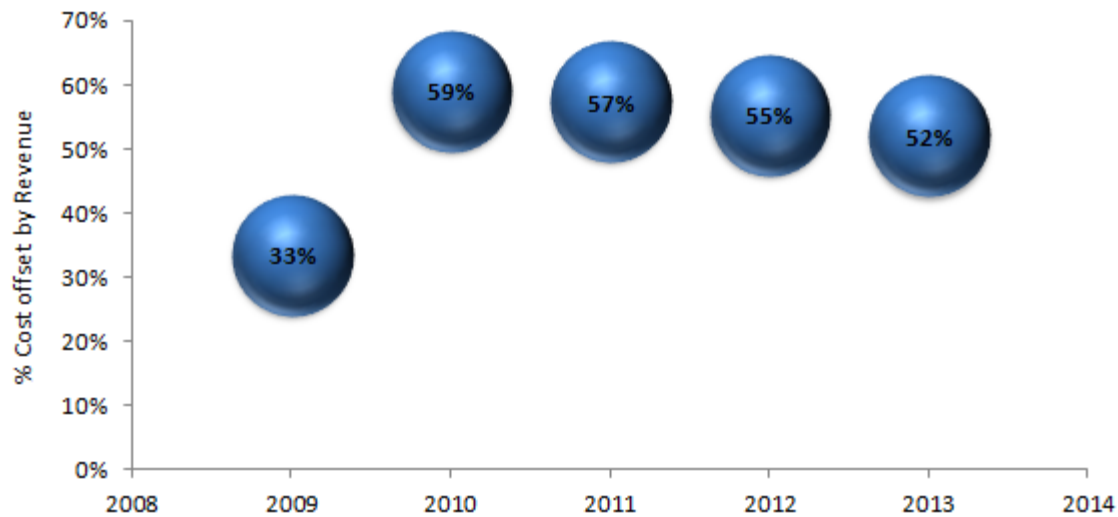
Overall budget performance in 2013 was over budget target due to lower than anticipated revenues, increased fuel, maintenance costs and operating costs.

Revenue Breakdown

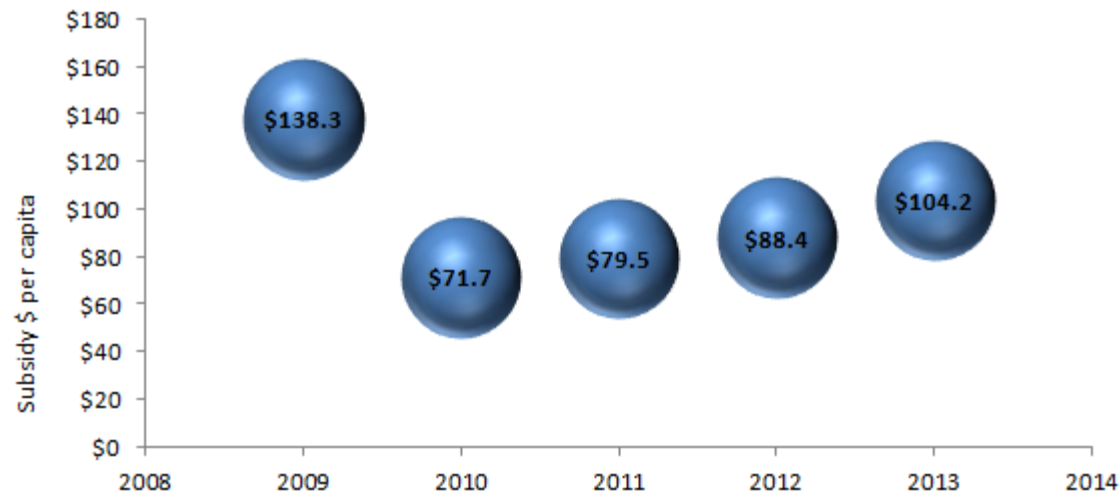


	2009	2010	2011	2012	2013
Fares - U Pass	\$290,601	\$3,499,330	\$4,179,342	\$4,485,300	\$4,608,793
Fares - Passes	\$4,272,523	\$1,940,599	\$2,197,560	\$2,433,678	\$1,780,785
Fares - Tickets	\$1,474,067	\$1,618,523	\$1,770,076	\$1,539,581	\$1,527,457
Fares - Cash	\$1,868,830	\$1,774,333	\$1,853,755	\$1,569,564	\$1,583,046

Revenues for 2013 were under budget by 5.9% with cash fares exceeding the target by 5% but ticket and pass fares performing below expectations

Revenue Vs. Cost

Revenue vs. Cost provides information on the percent (%) of expenditures offset by the revenues received. The 2013 percentage is 52%. This is lower in 2013 due to lower than anticipated revenues.

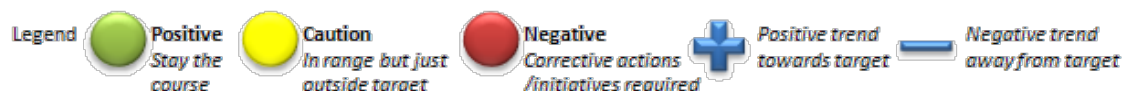
Subsidy per Capita














The amount of subsidy provided by the Municipality has increased over the last three years due to investment in Transit (Transit Growth Strategy) changing faster than the population is growing

Customer Service

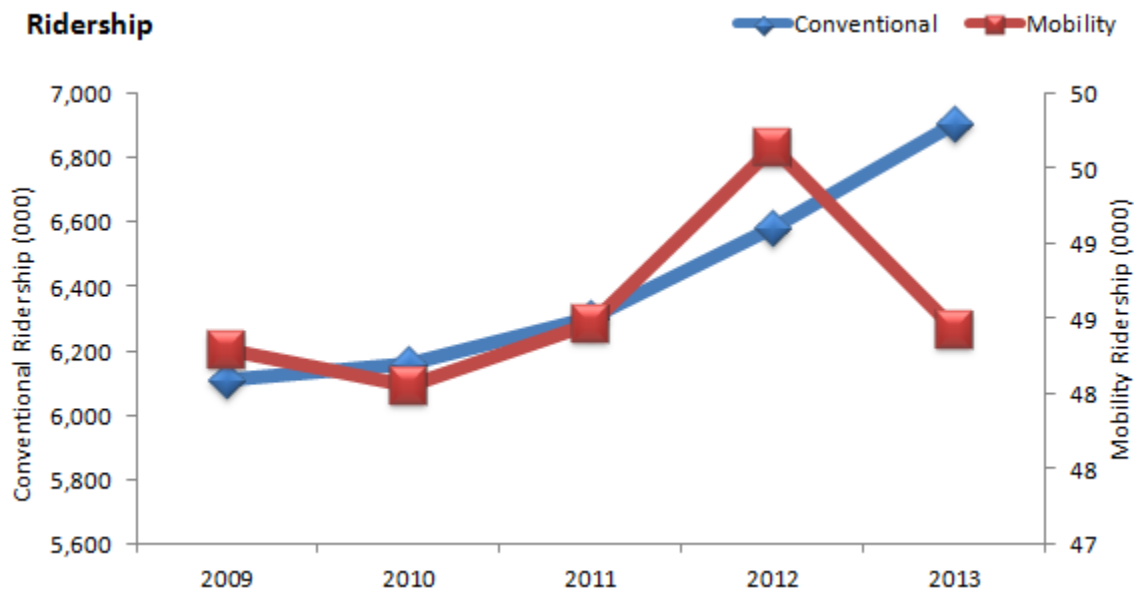
Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities

Customer Service Scorecard

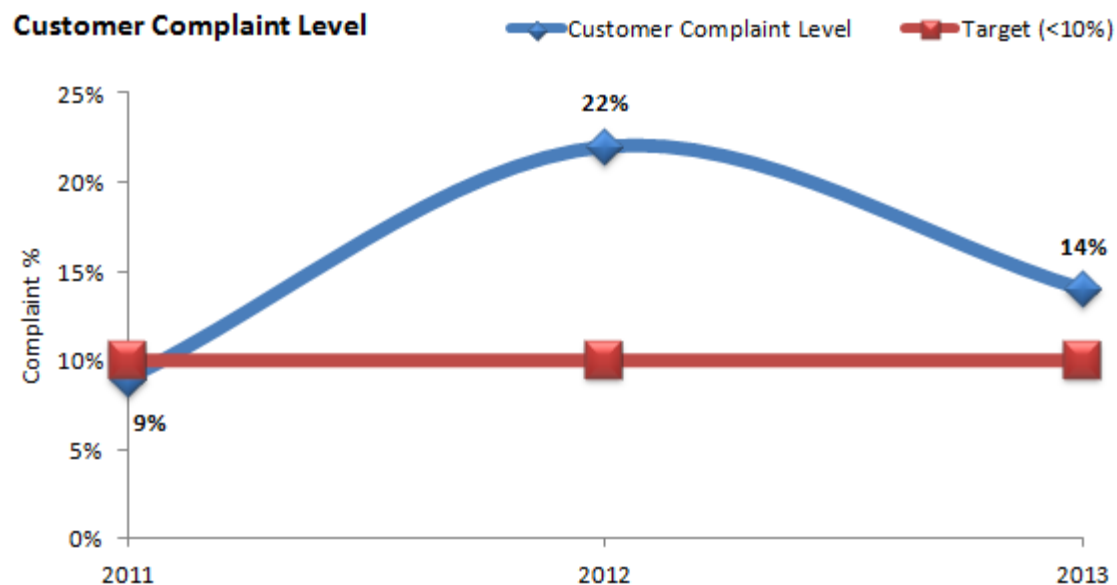


Measure	2013 Performance		2013 Target	Trend	2012 Performance
Ridership – Conventional the measurement of passengers utilizing the transit system		↑5% 6.9M	↑5%		6.6M
Ridership – Mobility the measurement of passengers utilizing the transit system		↓2% 48K	↑2%		49K
Customer Complaint Level the measurement of the percent of contact received that is classified as a customer complaint		14%	<10%		22%
Accessibility – Conventional measures the number of conventional buses that are accessible		100%	100%	No change	100%
Accessibility – Bus Stops measures the number of bus stops that are accessible		68%	↑5%		67%
Community Coverage is the percent (%) of the population that is within 400 metres of a bus stop or shelter		90%	90%	No change	90%
Shelter to Stop Ratio provides information on the ratio of bus shelters vs. bus stops within the community		1:12	1:7		1:11
Transfer % (calculated without UPass ridership) measures the % of total ridership that is a transfer instead of a purchased fare		15%	N/A	N/A	15%

Customer Service Trends

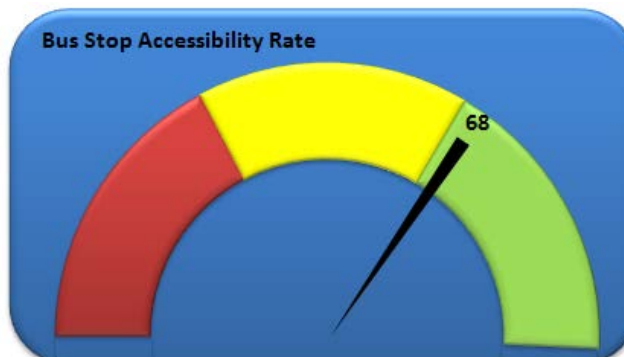
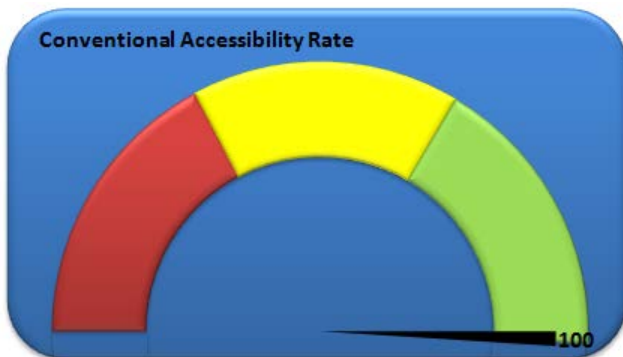


Overall ridership continues to increase year over year.

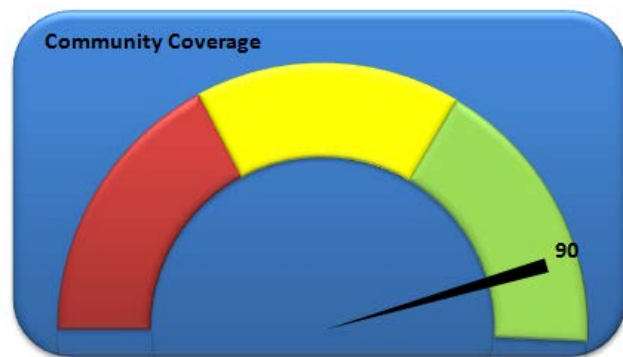


Route and service changes in 2012 resulted in a sharp increase in the number of customer complaints received.

Management of the changes and continued improvements have resulted in a reduction in the customer complaints received.

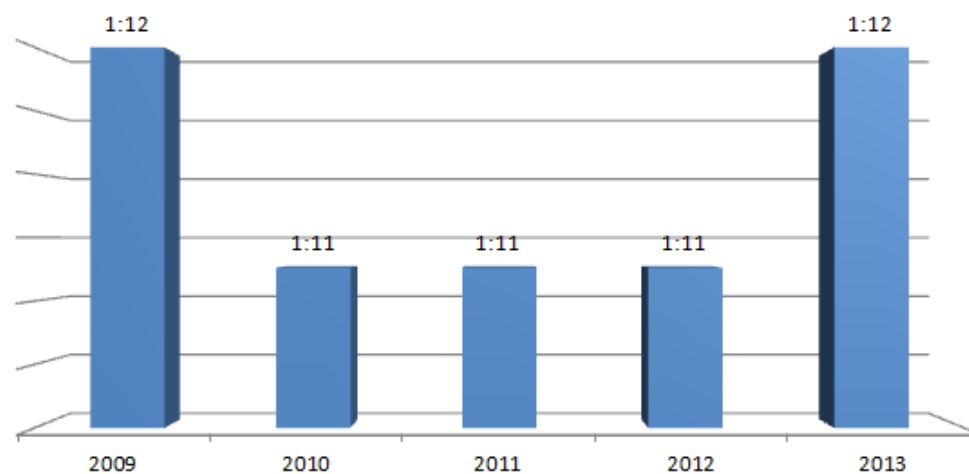


100% of the conventional buses are accessible. 68% of the bus stops are accessible.



90% of the population is within 400 metres of a bus stop or shelter.

Shelter to Stop Ratio



The 2012 route changes resulted in shelters being removed and reinstallation is underway, where applicable.

Internal Process Performance

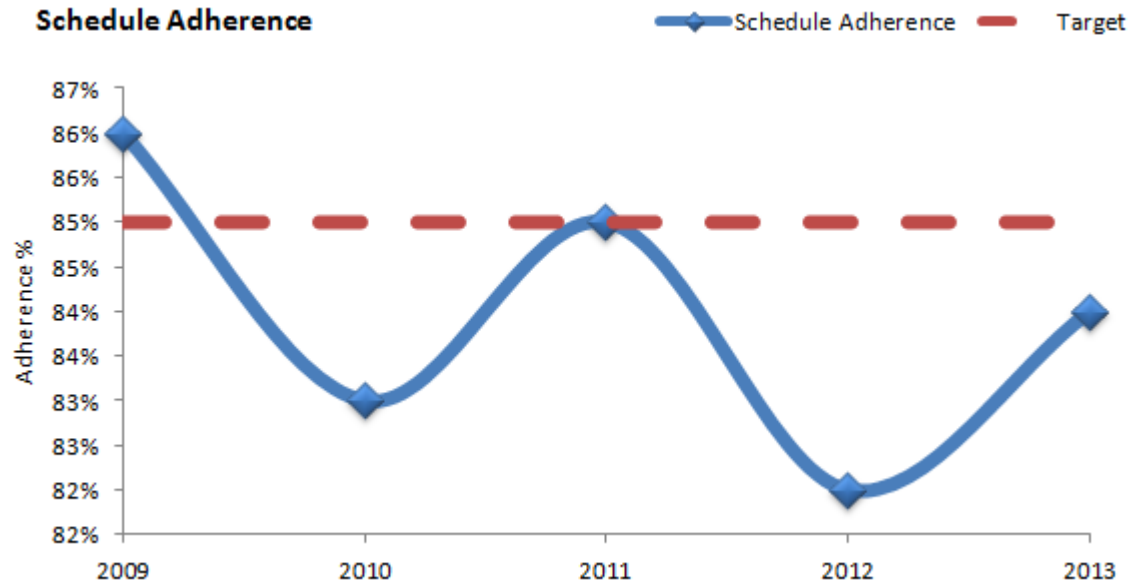
Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities.



Financial Performance Scorecard

Measure	2013 Performance		2013 Target	Trend	2012 Performance
Schedule Adherence measures the percentage of time the vehicle arrives at the stops no more than two (2) minutes early or five (5) minutes late compared to the scheduled time.		82%	85%		85%
Passenger Load Factors provides a measurement of infrastructure utilization.	<i>This is a future measurement for Transit once the Transit Technology Plan is implemented. The auto-passenger counters need to be installed in the vehicles for this data to be collected</i>				
Service Utilization measures the routes that have an average of 25 passengers per hour.	<i>This is a future measurement for Transit once the Transit Technology Plan is implemented and the auto-passenger counters are implemented.</i>				
Mileage is a statistic that tracks the total kilometers travelled while providing transit service to the community.		5.4M	Statistic – No Target Set		5.0M
Cost \$ per Kilometer measures the total cost of providing transit services per kilometer travelled while providing this service.		\$2.36	\$2.30		\$1.97
Revenue \$ per Kilometer measures the total revenues received per kilometer travelled while providing transit services to the community.		\$1.82	\$2.05		\$1.90

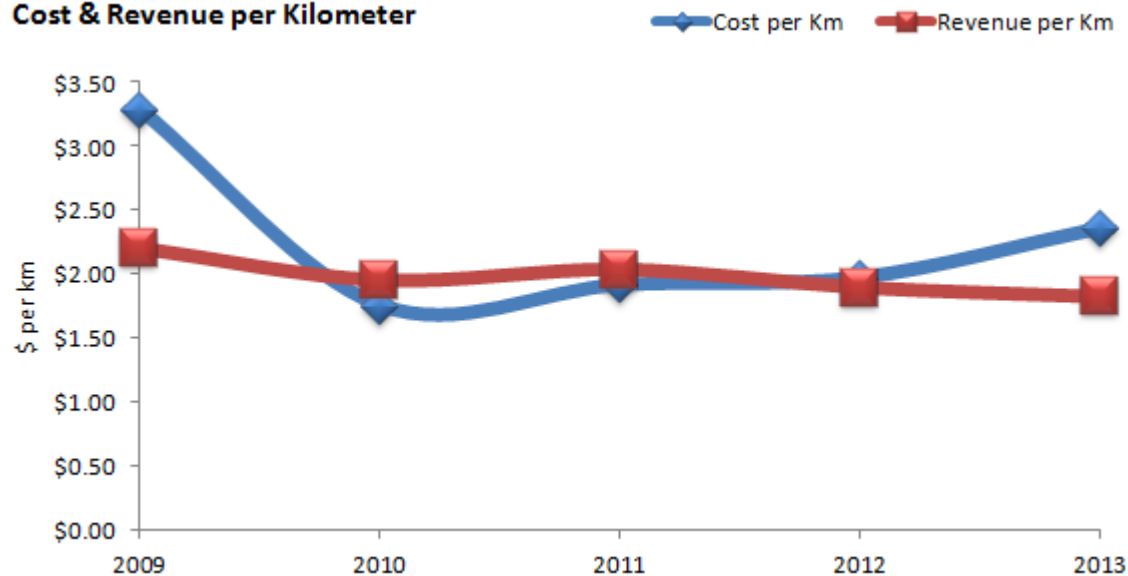
Schedule Adherence



A target of 85% is in line with industry standards for transit properties the size of Guelph.

Transit travelled enough kilometres to go to the moon and back 13 times or to travel around the world 121

Cost & Revenue per Kilometer



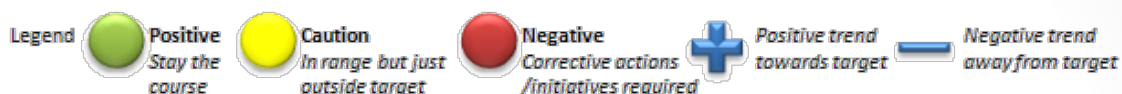
The cost per kilometre was \$2.36 in 2013.





The revenue per kilometre travelled was \$1.82 in 2013.

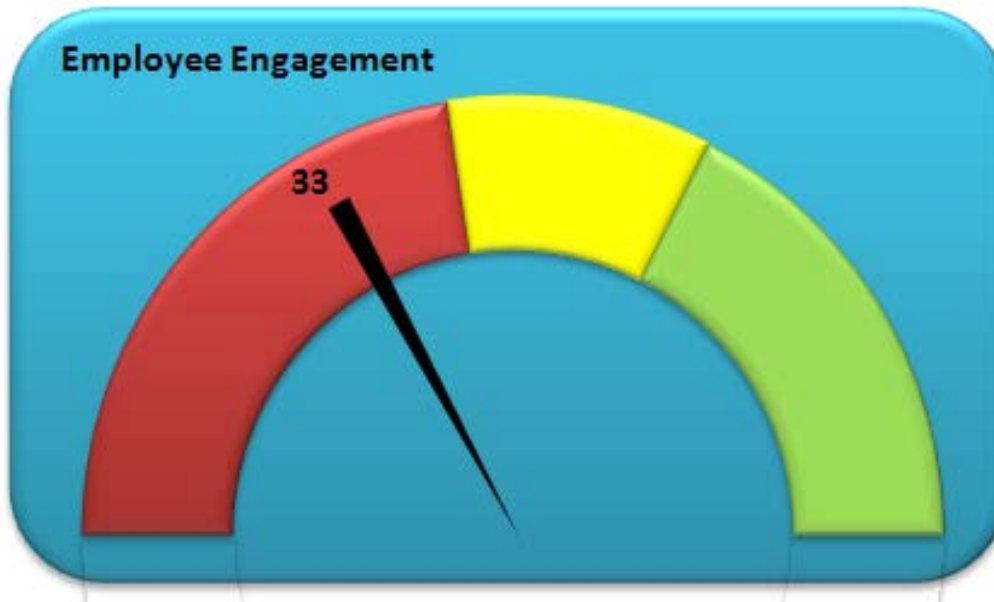
Organizational Capacity Performance

Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve.

Organizational Capacity Scorecard

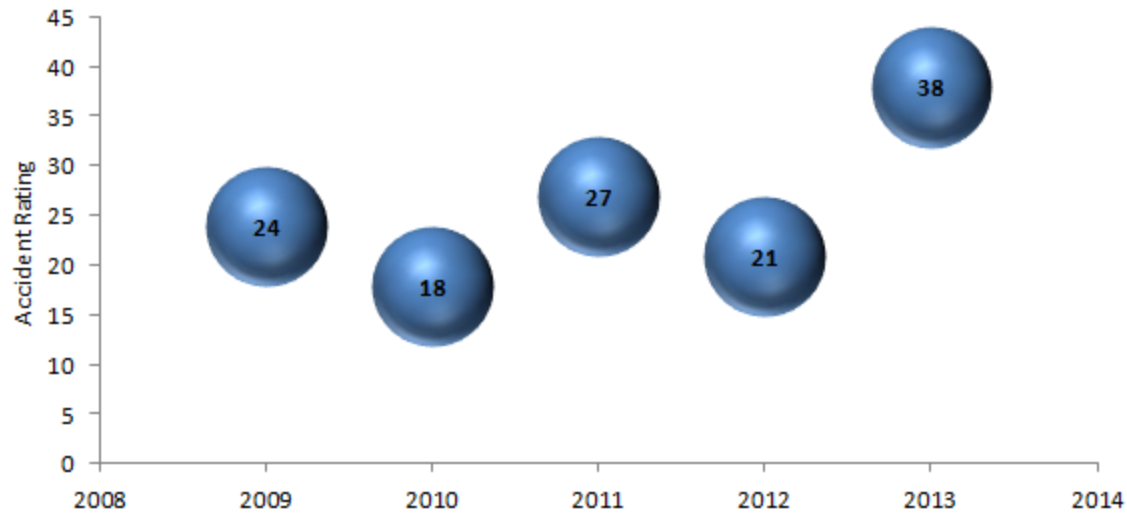


Measure	2013 Performance		2013 Target	Trend	2012 Performance
Accident Rating is tracked through Corporate Commercial Vehicle Operator's Registration (CVOR)		38	<20-25		21
Employee Engagement was surveyed across the organization in 2012.		33%	Single data point no target set or trend available		33%
Training - ATU measures the training plan attainment, which is the planned training vs. actual training. This measure is important to ensure organizational capacity is maintained and built		100%	95%	N/A	100%



Transit employee engagement overall score was 33% engaged, 35% somewhat engaged and 33% disengaged

Accident Rating

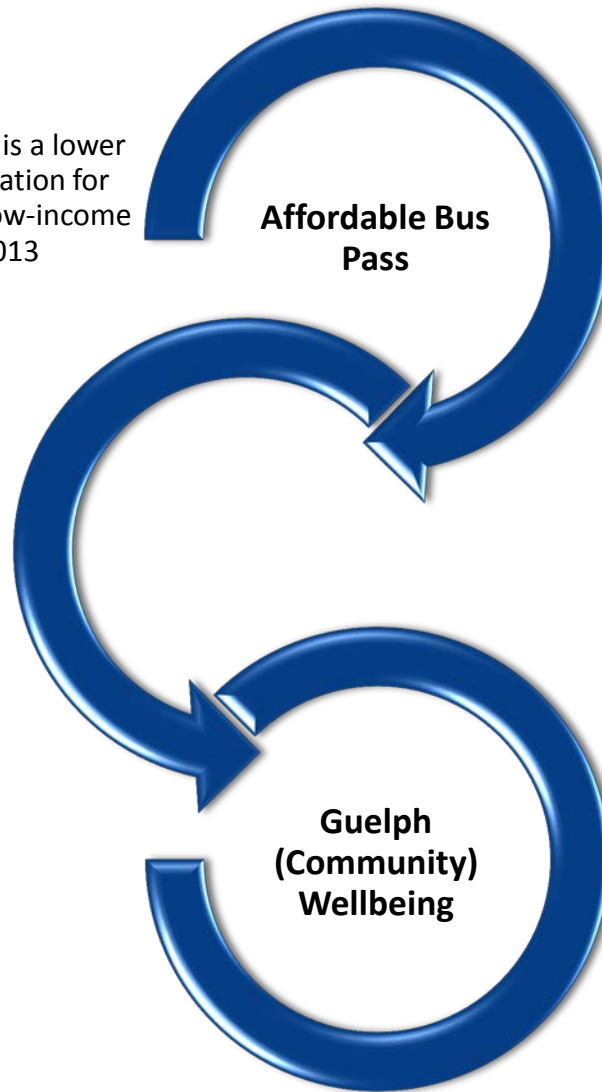


The accident rate is a rolling 5 year total of incidents as reported through the CVOR

CSP Support

Guelph Transit's 2013 work plan included one (1) project that directly supported the Corporate Strategic Plan (CSP) and its initiatives for Guelph (Community) Wellbeing.

- Guelph Transit's Affordable Bus Pass is a lower cost pass to provide public transportation for adults, youths and seniors living in low-income households - Pilot program run in 2013



2014 Initiatives

Customer Service

Implementation of customer service and response standards, training and improved software

CAD/AVL System

Implementation of new CAD/AVL Software

Recasting Transit

Implementing the actions in the Recasting Transit initiative, addressing the issues identified in the overtime audit and hth performance updated

Contact Information

Guelph Transit

Administration office opens Monday to Friday from 8 a.m. to 4 p.m.

Telephone: 519-822-1811

Email: transit@guelph.ca

TTY: 519-837-5731

Fax: 519-822-1322

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STAFF REPORT



TO Operations, Transit & Emergency Services Committee (OTES)

SERVICE AREA Operations, Transit & Emergency Services

DATE June 3, 2014

SUBJECT 2013 Public Works Department Annual Report

REPORT NUMBER OTES061425

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide the Operations, Transit & Emergency Services Committee with information related to the Public Works department's performance to key performance indicators, supporting areas of sustainability, customer service, internal processes and organizational capacity.

KEY FINDINGS

A number of initiatives were started or complete in 2013, in areas of compliance, customer service, parking and winter control, including;

- Addition of a Corporate Driver Trainer
- Relocation and renovation of the Farmers' Market
- Addressing the fallout of severe storms

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACTION REQUIRED

Operations, Transit and Emergency Services Committee to receive report.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Committee Report # OTES061425 regarding 2013 Public Works Department Annual Report, dated June 3, 2014 be received.

BACKGROUND

This is the third annual report of Public Works Department, in this format.

This report provides committee with information related to budget performance, a dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

STAFF REPORT

GLOSSARY OF TERMS

Term	Definition
Key Performance Indicator (KPI)	A measurement of the degree or status of progress towards goals and objectives. A measurement that can be impacted by management activities.
Statistic	A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.
Dashboard	Provides a snapshot of performance of key performance indicators to the goals/targets. Usually linked to the strategic directions.
Scorecard	A performance management tool that provides more detail measurement information, including trends and initiatives.

REPORT

In 2013, the Public Works department was broadly responsible for:

- The maintenance of City right of ways (including roadways, boulevards and sidewalks) parking spaces and winter control;
- The acquisition, maintenance and repair of city vehicles and equipment;
- The design, installation, operation and maintenance of traffic control devices, investigations, school crossing guards and downtown parking facilities; and,
- The maintenance of the Urban Forest on all public spaces

The Public Works department prides itself on being a responsive, 24 hours a day, 365 days a year service to the citizens of Guelph. The department is an integral part of the Corporation's goal of being a community-focused, responsive and accountable municipal government administration. This is best described in the department's employee mission statement:

"Public Works employees, as an integral part of the larger Operations, Transit & Emergency Services service area, strive to provide customer service excellence, ensuring the efficient management of our diverse public assets to enhance the quality of life; resulting in a desirable community in which to live, work and play."

Significant 2013 storm events should be highlighted as they had significant impact on the department's ability to proactively look for and drive continuous improvement activities.

STAFF REPORT



In 2013 the department accomplishments include;

- Addition of a Corporate Driver Trainer to address training and CVOR issues.
- The relocation and successful renovation of the Farmers' Market.
- Severe storm activity (wind, ice, snow) requiring significant winter control and cleanup activities.

In summary, 2013 was a very busy year. The annual report (attached) provides an overview of departmental performance highlights the achievements from 2013 and defines some of the departmental goals for 2014.

As with previous reports, Committee members are encouraged to convey opinions on the value of the report content and its format in order to improve on the report going forward.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CORPORATE STRATEGIC PLAN

2.3 Provide accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

Public Works

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 Public Works Annual Report

Recommended By

Rodney Keller
General Manager
Public Works
519-822-1260 x2949
rodney.keller@guelph.ca

Approved By

Derek J. McCaughan
Executive Director, Operations, Transit
and Emergency Services
519-822-1260, x 2018
derek.mccaughan@guelph.ca

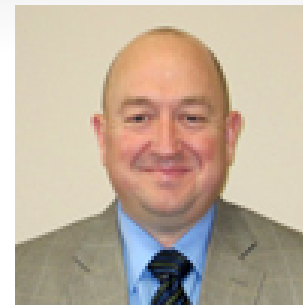


2013 Public Works Annual Report

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General Manager's Message



It is my pleasure to present the 2013 Annual Report on Public Works for the City of Guelph.

Guelph's Public Works Department continues to look after a wide and diverse set of portfolios under the following Divisions: Roads & Right of Ways, Fleet Services, Forestry, Traffic & Parking, Public Works Administration.

Public Works has taken on the strategic focus areas of Organizational Excellence, Innovation in Local Government and City Building in all that we do. The work that the employees of Public Works do every day has an immediate impact on the taxpayers in the City of Guelph. Everything from keeping the urban forest healthy to ensuring all traffic signals are functioning to operating one of the most successful Farmers' Markets in Ontario lies within the domain of the Public Works Department.

In 2013 we were pleased to welcome Martin Neumann, our Manager of Forestry who has arrived with significant experience and knowledge to move the goals and objectives of the Urban Forestry Management Plan forward in the coming years. One of the largest challenges will be the impact of the Emerald Ash Borer on our Ash tree population which was confirmed to be present within City boundaries in 2013. We also welcomed the addition of Alan McDonald, the City's new Fleet Driver Trainer who has had a positive impact on implementing the CVOR Audit recommendations.

2013 also marked a substantial change to the Farmers' Market as a significant renovation was completed on the Gordon St location which necessitated the temporary relocation of the market to Exhibition Arena for the summer. I am pleased to say that the citizens of Guelph supported this initiative tremendously and the market has found its way back to its original home.

Finally, storm activity was up in 2013 as the City experienced significant storms in April, July and December which brought a combination of wind, rain and ice causing damage to our urban forest and necessitating more winter control operations than planned for. This issue will be reviewed and recommendations on adjustment to the various Public Works programs as a result of storm activity will be forthcoming.

In conclusion, this report is the third of its type with an aim to report on the annual achievements and challenges of the Public Works Department in the City of Guelph. We look forward to 2014!

A handwritten signature in black ink, consisting of a stylized, cursive 'R' followed by a long, horizontal stroke.

Rod Keller
General Manager, Public Works

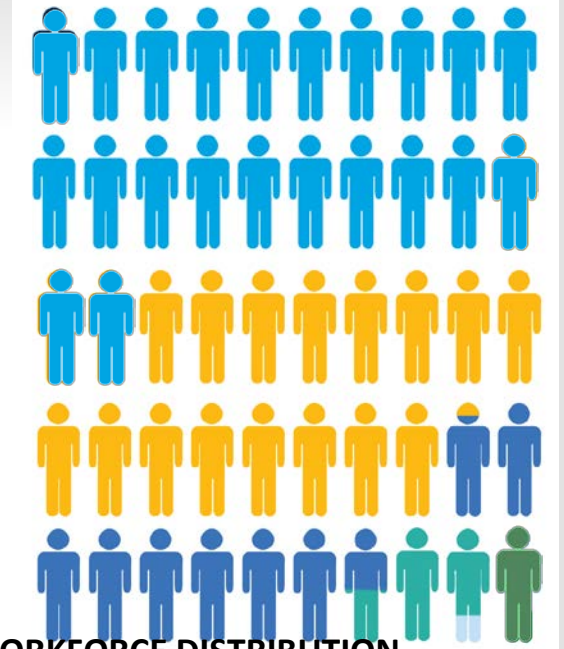
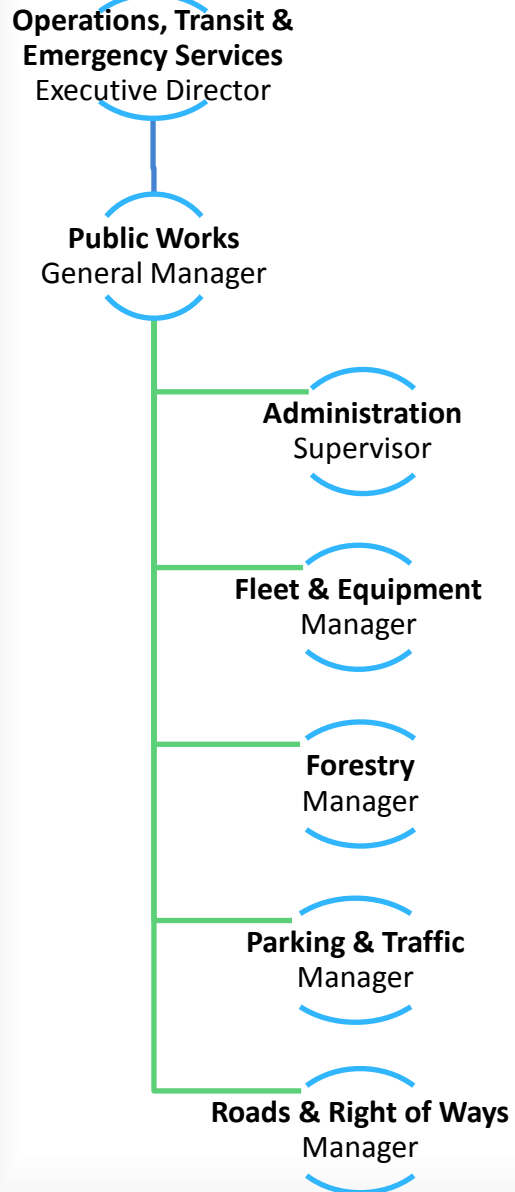


DEPARTMENT FOCUS STATEMENT

Public Works employees, as an integral part of the larger Operations, Transit & Emergency Services area, strive to provide customer service excellence, ensuring the efficient maintenance and effective management of our diverse public assets to enhance the quality of life; resulting in a desirable community in which to live, work and play.



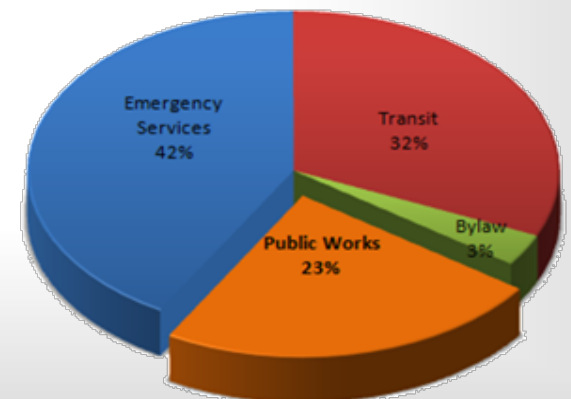
Department Overview



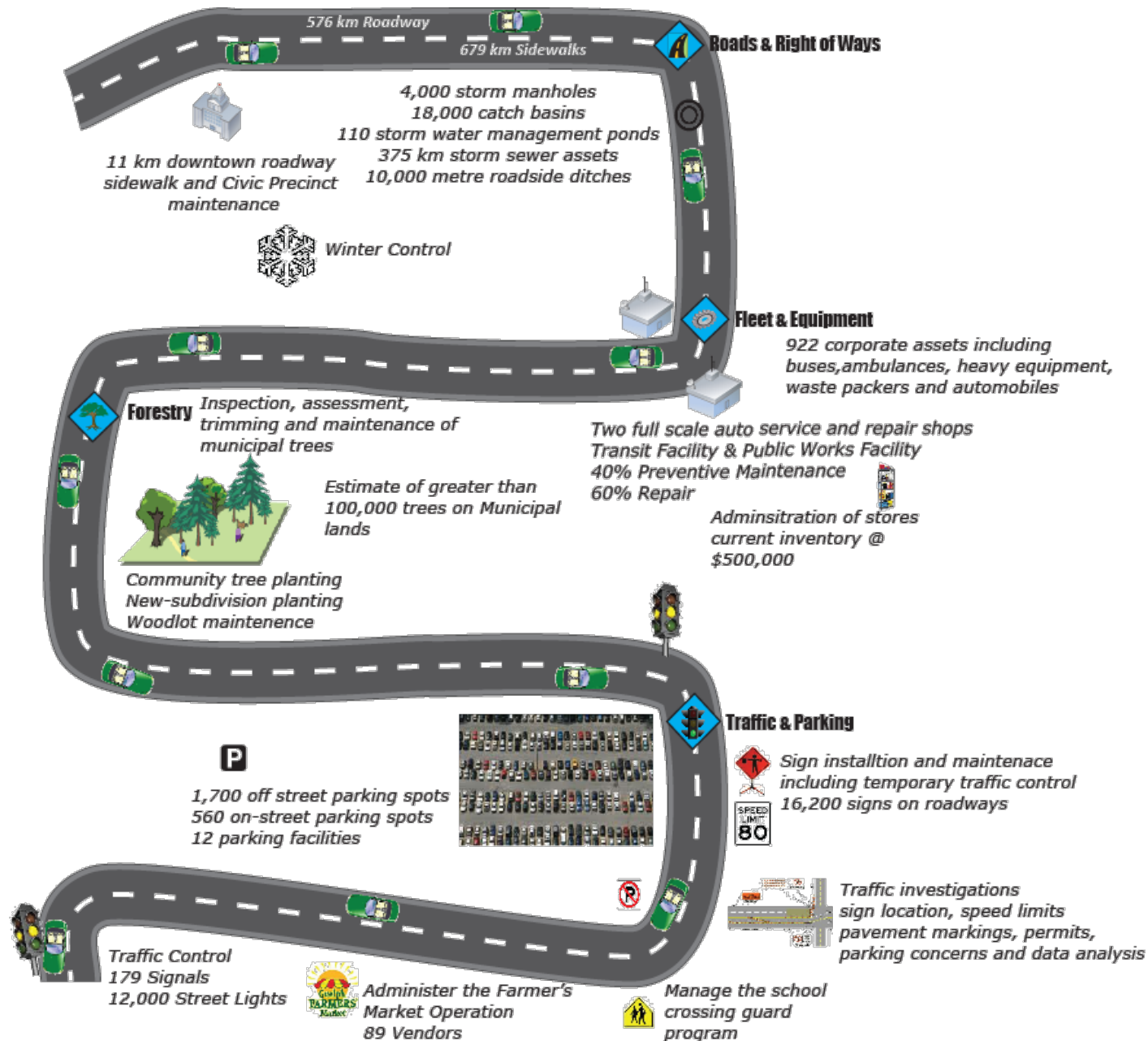
WORKFORCE DISTRIBUTION

- Operations, Transit & Emergency Services (58%)
- Planning & Building, Engineering & Environmental (20%)
- Community & Social Services (14%)
- Corporate & Human Resources (7%)
- CAO Administration (1%)

OTES Workforce Breakdown



Scope of Operation



2013 Performance

The performance scorecards for Guelph Transit consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the current reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
- Customer Service
- Internal Processes
- Organizational Capacity

Definitions

Key Performance Indicator (KPI): *A measurement of the degree or status of progress towards goals and objectives. It is a measurement that can be impacted by management activities.*

Statistic: *A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.*

Trend: *The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.*



The results are positively trending. Meaning they are moving closer to target.



The results are negatively trending. Meaning they are moving away from the target.

Status:



The results are positive and within target, no action is necessary.



The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.









The results are outside the target range and corrective actions/initiatives are required to correct performance.

Financial Performance

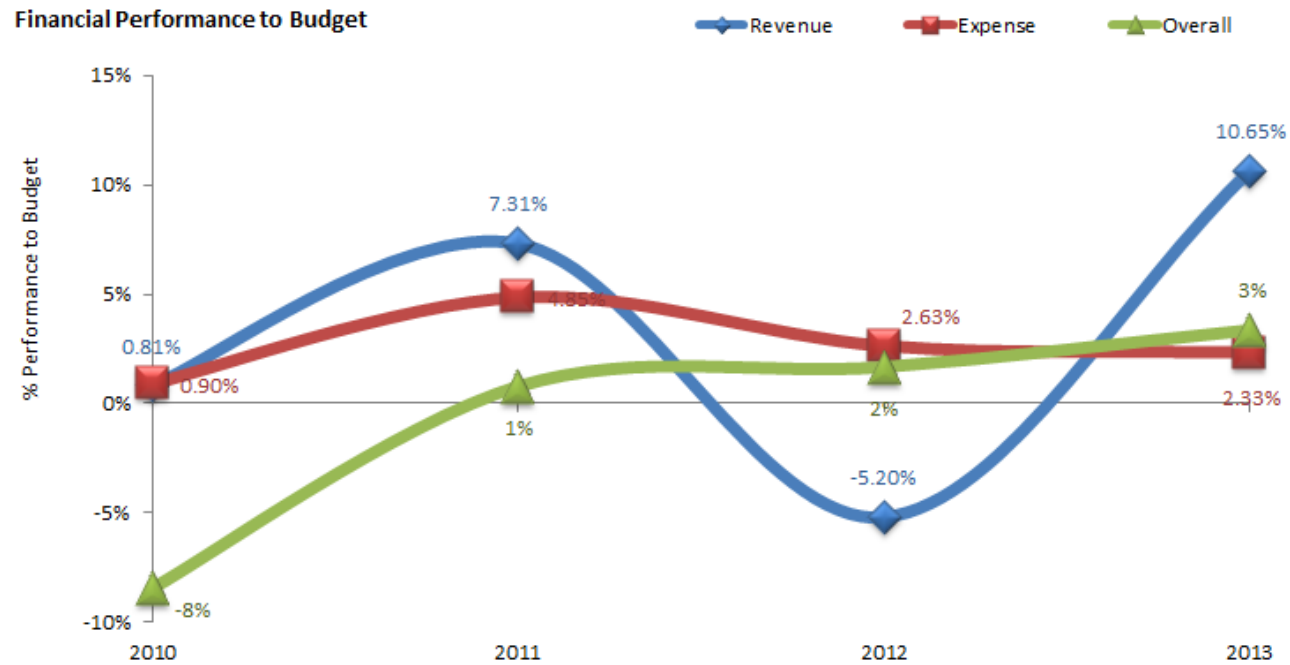
Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently

Financial Performance Scorecard

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions / initiatives required  Positive trend towards target  Negative trend away from target

Measure	2013 Performance		2013 Target	Trend	2012 Performance
Operating Revenues consist of user fees, service charges, product sales and external recoveries		11%	0%/2%		-5%
Operating Expenditures include salary, wage & benefits, purchased goods and services and other expenses.		2%	0%/-2%		3%
Overall Operating Budget Performance includes the expenses and revenues that occur during the normal provision of the department services		3.4%	0%/-2%		1.7%

Financial Performance Trends








Overall budget performance performance in 2013 was over budget target due to higher than anticipated winter control costs.

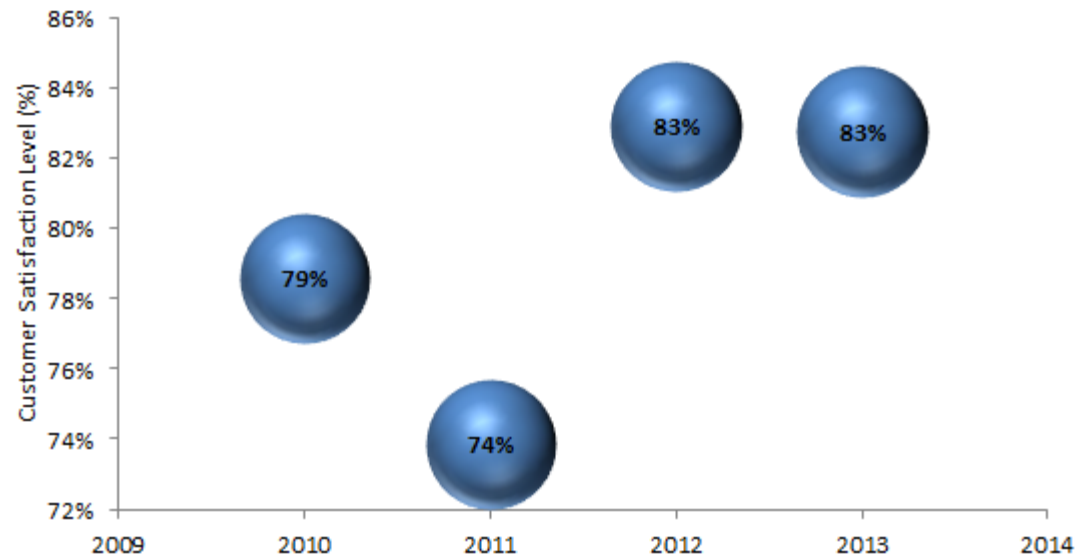
Customer Service

Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities

Customer Service Scorecard

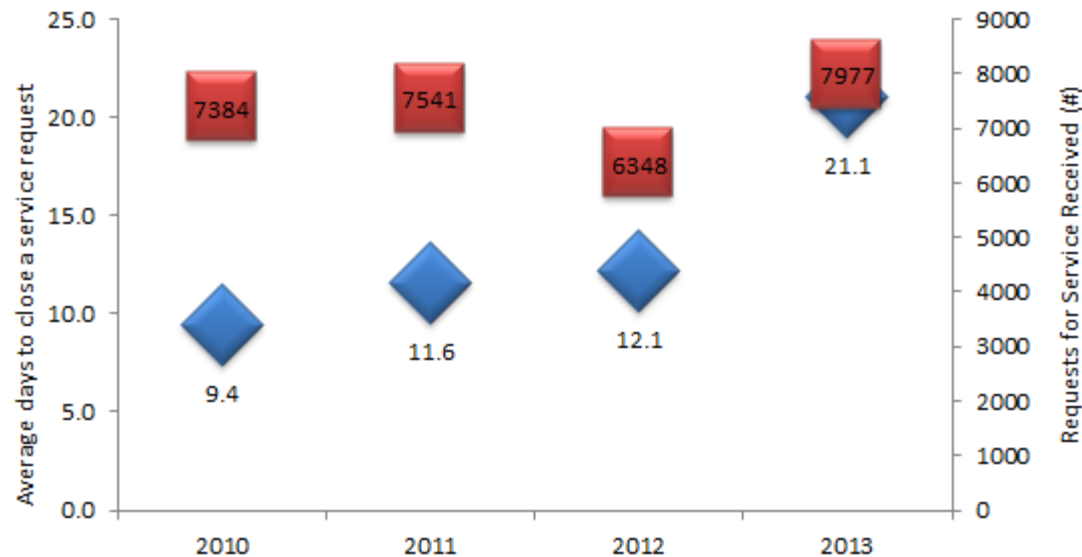


Measure	2013 Performance		2013 Target	Trend	2012 Performance
Customer Satisfaction Rating a random sampling of all residents that were provided services by Staff are contacted to measure their satisfaction with various aspects of the service provided		83%	85%	No change	83%
Service Response Level the average number of days to close an external request for service. This may vary dependent on the complexity of the request.		21 days	10 days		12.1
Parking Occupancy Rating is the average % of occupancy at City parking facilities. This provides information on level of occupancy and availability for parking management.		68%	<70%		75%

Custo Public Works Customer Satisfaction Level

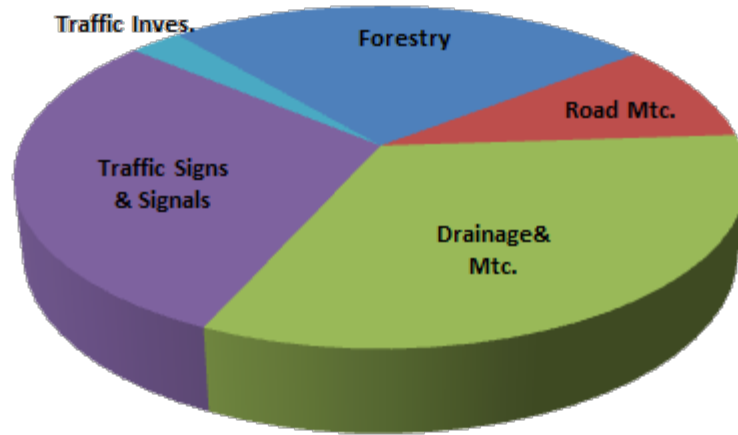
A random sampling of all residents that were provided services by Staff are contacted to measure their satisfaction with various aspects of the service provided.

The new How Can We Help You online portal will actively solicit feedback on service in a timelier manner and will provide a more accurate picture of customer satisfaction and service levels.

Service Request Response Level

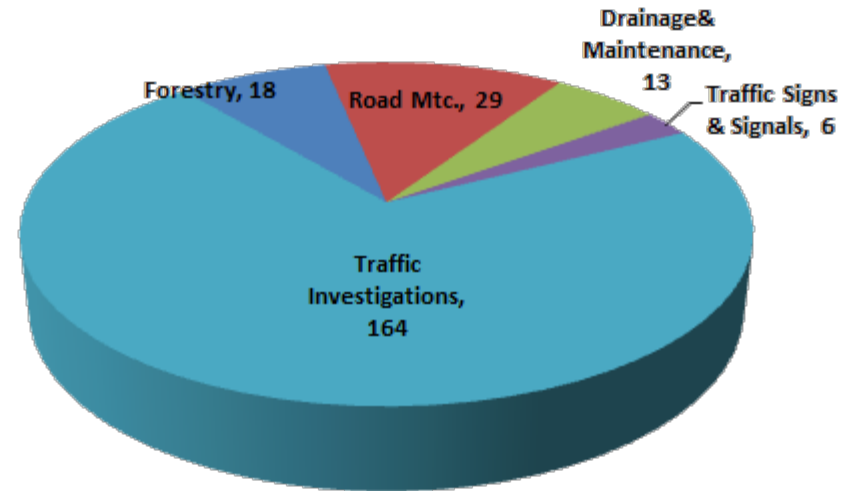
Closure times are dependent on the complexity of the request. Closure may be completion of the work, resolution of the issue or a work order initiated to include the work in plans for the department and notification to the requestor of timeline for completion.

Breakdown # Service Requests by Division 2013



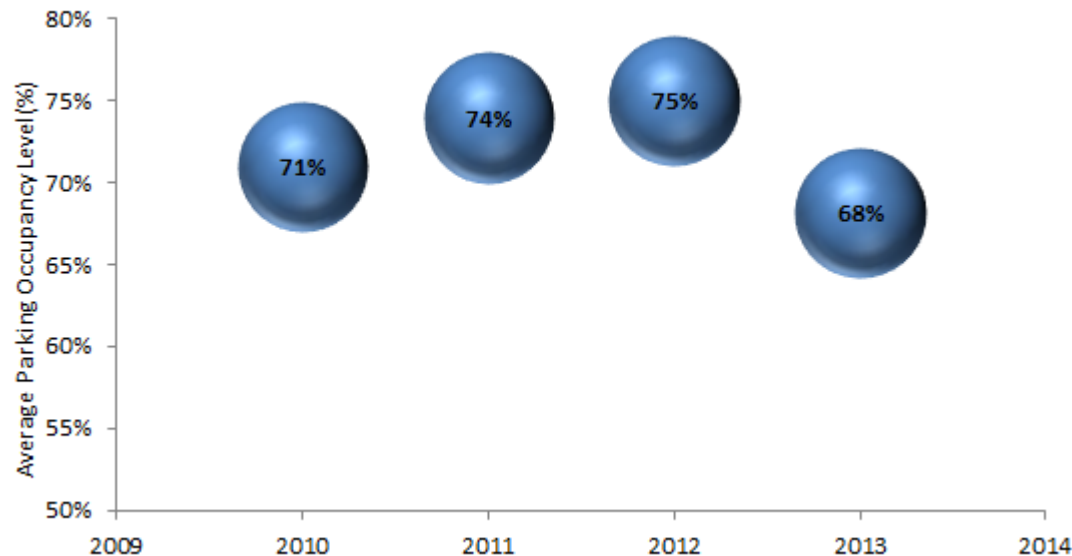
There were a total of 7,977 requests for services in 2013. The Breakdown # of Service Requests by Division illustrates how these requests for services were distributed across the Public Works department

Breakdown Average Days for Service Request Closure 2013



Closure rates are based on the tasks within the service requests to ensure all activities are included. The Traffic Investigation division has the longest average closure rate, due to the complexity of the service they provide.

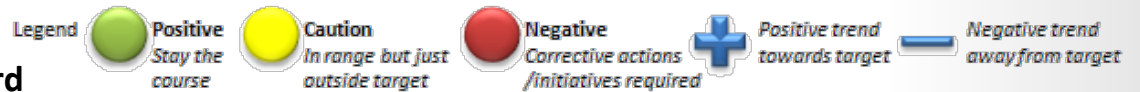
Average Parking Occupancy Rating














2013 saw an average parking occupancy of 68%. The last four (4) years have remained fairly steady in the low to mid 70% range.

Internal Process Performance

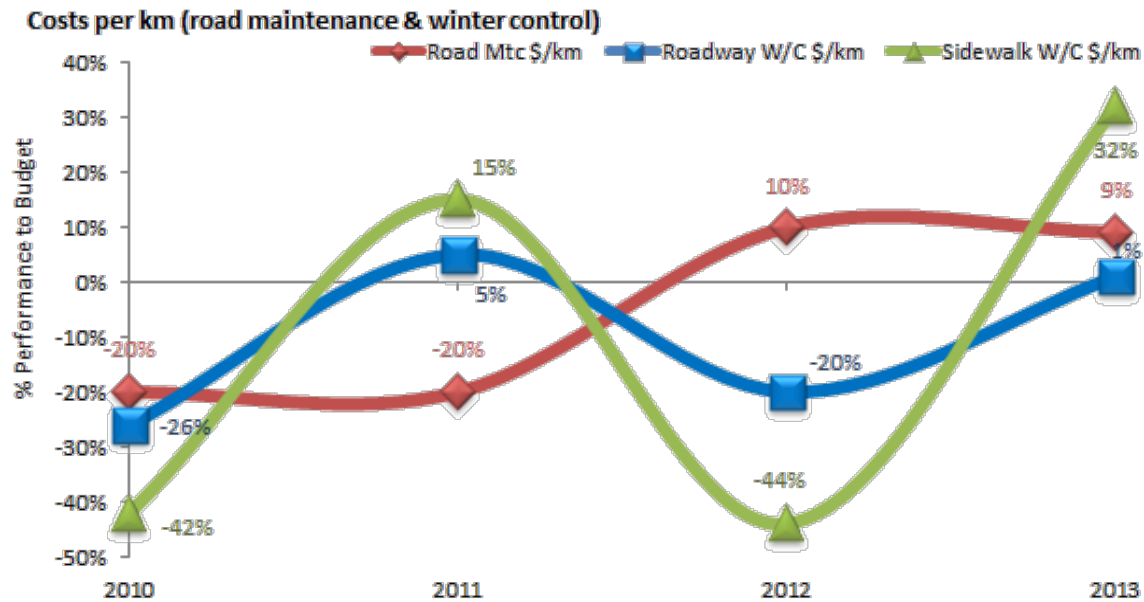
Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities.



Internal Process Performance Scorecard

Measure	2013 Performance		2013 Target	Trend	2012 Performance
Plan Attainment <i>(provision of service) measures the actual work completed vs. the planned work</i>	93%		85%		90%
Roadway Cost per km <i>measures the costs for roadway maintenance and winter control activities per kilometer of roadway and sidewalk within the City. Performance to budgeted amount</i>	9%		5%/-5%		10%
Roadway Winter Control \$ per km <i>measures the cost to provide winter control activities on the roadways per kilometer of roadway within the city. Performance to budgeted amount</i>	1%		15%/-15%		-20%
Sidewalk Winter Control \$ per km <i>measures the cost to provide sidewalk winter control activities per kilometer of sidewalk within the city. Performance to budgeted amount</i>	32%		15%/-15%		-44%
Sidewalk Discontinuity per km <i>measures the amount of discontinuities identified during inspection per km of sidewalk in the City</i>	8.4		No Target set	No Trend as first year data	6.4
Urban Forest Planting <i>identifies the quantity of new trees planted within the City.</i>	925		No Target/Statistic		1180

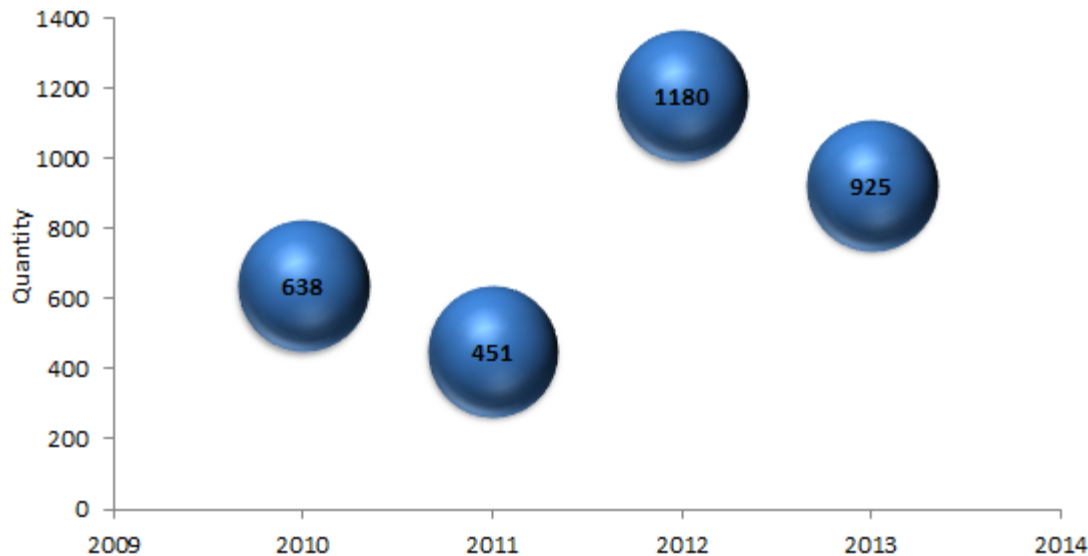
Internal Process Trends



The costs of road maintenance per kilometer of roadway are increasing year over year. There are many factors that influence this including a labour increase of 2.3% and material costs increase like asphalt which increase more than 6%.

There is variability inherent in the cost of winter control due to the unpredictability of the climate and weather conditions. There were significant winter events in 2013 that caused costs to increase.

New Tree Planting

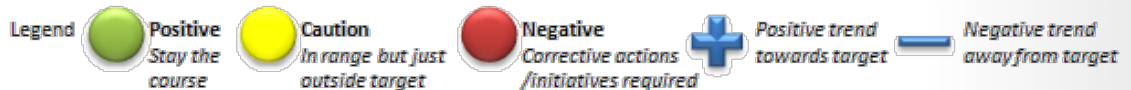



New tree planting impacts our overall tree canopy and supports the Corporate Urban Forest Management Plan.

Organizational Capacity Performance

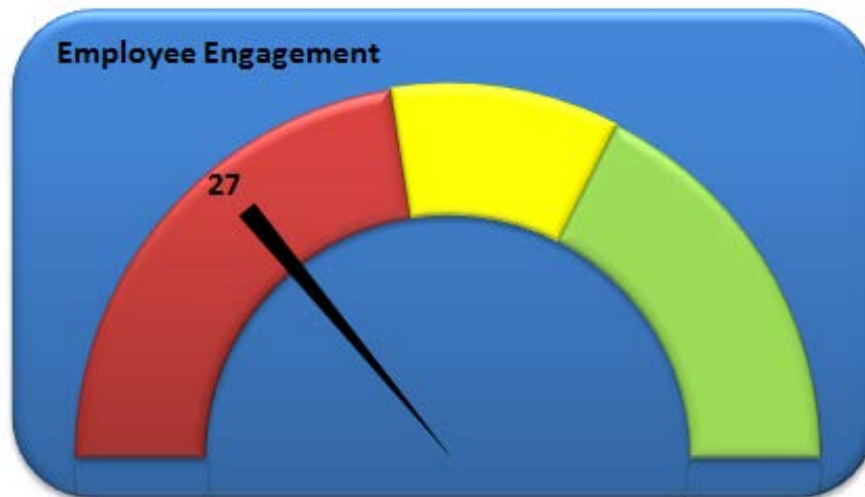
Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve. The Public Works Department was actively engaged throughout 2013 in implementing the recommendations from the 2012 Employee Engagement survey.

Organizational Capacity Scorecard



Measure	2013 Performance		2013 Target	Trend	2012 Performance
Employee Engagement <i>was surveyed across the organization in 2012</i>		27%	No Trend	Single data point	27%

Organi



Public Works employee engagement overall score was 27% engaged, 44% somewhat engaged and 29% disengaged. After reviewing the results employee recognition is the first area of engagement to be addressed. This is part of the activities for 2013 in the department.

2013 Accomplishments



CVOR Audit Recommendations Implementation

Farmers' Market renovations and relocation

Master Downtown Parking Study

Storm Activity

2014 Initiatives

Customer Service

Provide residents the ability to request service online, ensure timely and proactive communication. To solicit feedback on service provision. Improve information availability regarding services provided.

Policy Development

Development of policies and practices for winter control, on-street and overnight parking, speed zones, neighbourhood traffic management and traffic signal operation.

Master Downtown Parking Study

Implementation of the actions and recommendations from the master downtown parking study.

Contact Information

45 Municipal Street

Office Hours Monday to Friday 8:00 am to 4:00 pm

Bus (Reception) 519-837-5628

Main Fax..... 519-821-0839

Emergency “after hours” (Extend Communications – 4:00pm – 8:00am) 1-866-630-9242

Emailpublicworks@guelph.ca



STAFF REPORT



TO Operations, Transit and Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services

DATE June 3, 2014

SUBJECT Land Ambulance Call Mitigation Practices

REPORT NUMBER OTES061426

EXECUTIVE SUMMARY

SUMMARY OF REPORT

In response to a motion passed by Committee on July 9, 2013, staff are reporting the initiatives current and planned to potentially reduce calls for Land Ambulance Service.

KEY FINDINGS

Guelph Wellington Emergency Medical Service (GWEMS) is involved in a number of initiatives aimed at better managing land ambulance service throughout the service area.

Demand mitigation is more likely to contain operating costs and delay expansion of the service than realize cost reductions.

GWEMS is active with community partners to introduce paramedicine initiatives to the service area.

FINANCIAL IMPLICATIONS

There are no direct financial implications from this report.

ACTION REQUIRED

To receive report on Land Ambulance Call Mitigation Practices.

RECOMMENDATIONS

1. THAT the Operations, Transit & Emergency Services Committee Report #OTES061426 regarding Land Ambulance Call Mitigation Practices dated June 3, 2014 be received.

BACKGROUND

On July 9, 2013 members of the Operations, Transit and Emergency Services Committee passed a motion requiring –

STAFF REPORT



That staff provide the Operations Transit and Emergency Services Committee with data analysis demonstrating the pattern of calls for service and patient transfers for Land Ambulance Service in Guelph including mapping of the distribution of calls in Guelph and the overlap of deployment with Police and Fire, and

That staff report back with a strategy to reduce LAS calls for service as an integrated part of their approach to addressing response times.

This report summarizes the data requested and the activities that Paramedic division staff are involved in and planning for the future that are intended to reduce the number of calls for service.

REPORT

The Paramedic Land Ambulance service is a division of the Emergency Services department in the Operations, Transit and Emergency Services Service area. The division is commonly referred to as ***Guelph Wellington Emergency Medical Service*** and provides land ambulance services to the City of Guelph and Wellington County. While the answering of medical 911 calls and the dispatching of ambulances is a service overseen by the Ontario Ministry of Health, the paramedic land ambulance division provides management of staff, procurement and maintenance of equipment, and oversees the deployment of available resources so as to minimize the response time to emergency calls.

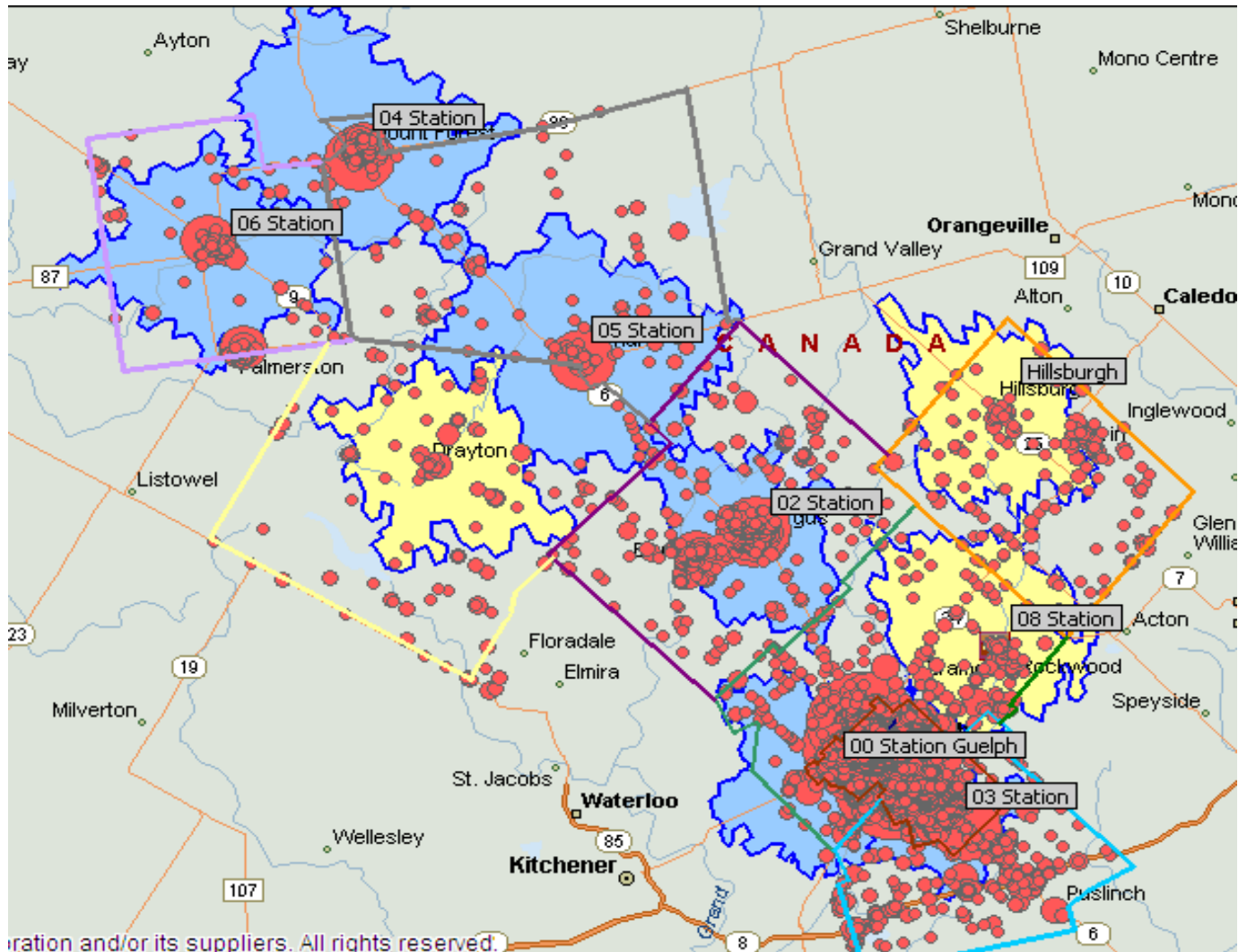
Part 1: Data Analysis Request

Medical emergencies can't be accurately predicted or planned for. However when a larger number of emergency calls are analyzed, patterns emerge that assist with planning and resource deployment. Calls for medical emergencies are more prevalent in areas with higher populations and occur more frequently during hours when people tend to be awake.

The following maps show the geographic distribution of EMS calls in 2012:

STAFF REPORT

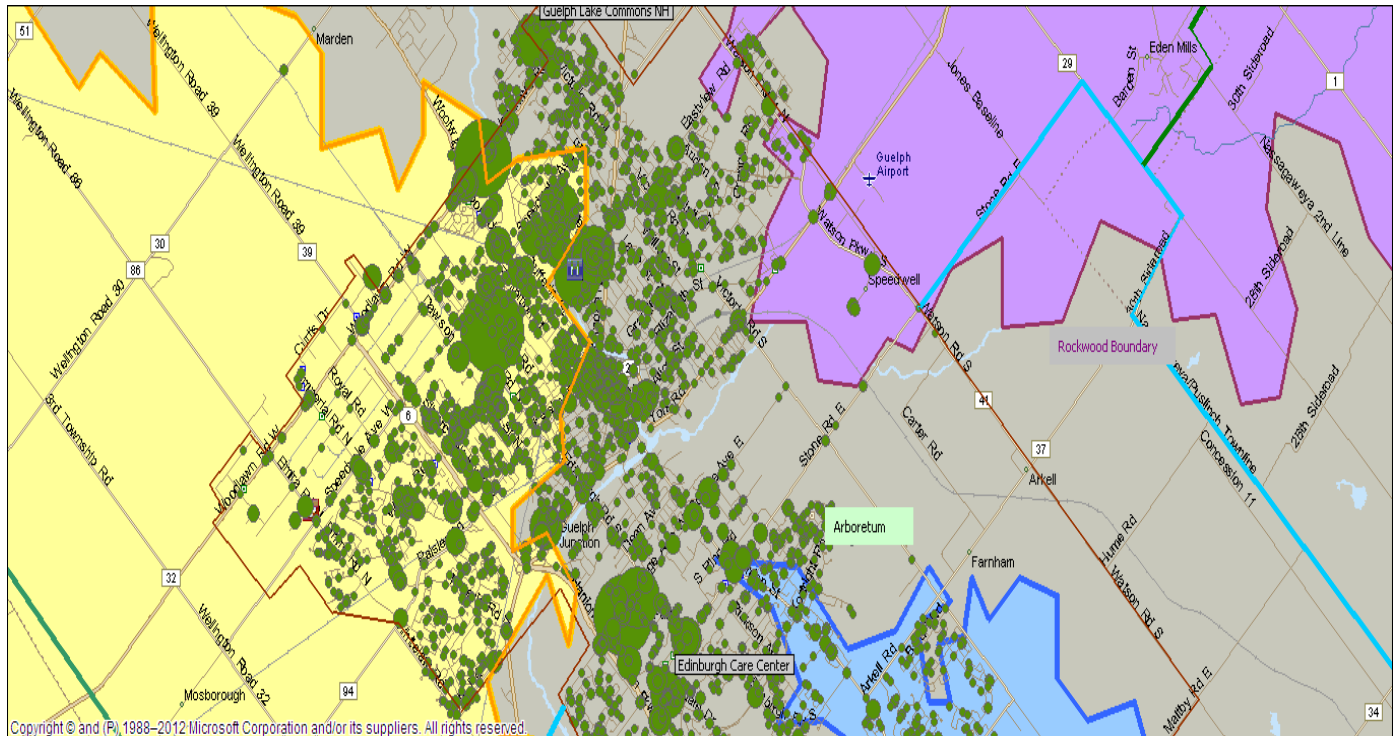
***Wellington County including the City of Guelph – over 18,000
Emergency calls (2013)***



- Red dots indicate historical emergency calls in 2012 (dot size reflects number of calls, reflecting over 18,000 calls)
- Blue areas indicate areas that paramedics can respond to within 10 minutes of current station location, assuming the ambulance is not occupied with another call.
- Yellow areas indicate areas that paramedics can respond to within 10 minutes that are serviced by stations for part of the day (not 24 hours service)

STAFF REPORT

City of Guelph – over 11,000 Emergency Calls (2013)



- *Green dots indicate historical emergency calls in 2013 within the City boundaries only (Wellington County calls are not included in this map) Dot size reflects number of calls, reflecting over 11,000 calls within the City limits.*
- *The yellow, blue and burgundy outlines indicate the approximate areas that an ambulance can reach in 10 minutes from the current 2 City EMS stations and the Station in Rockwood. Note that the Rockwood station area represented by the burgundy line is only staffed 12 hours per day.*

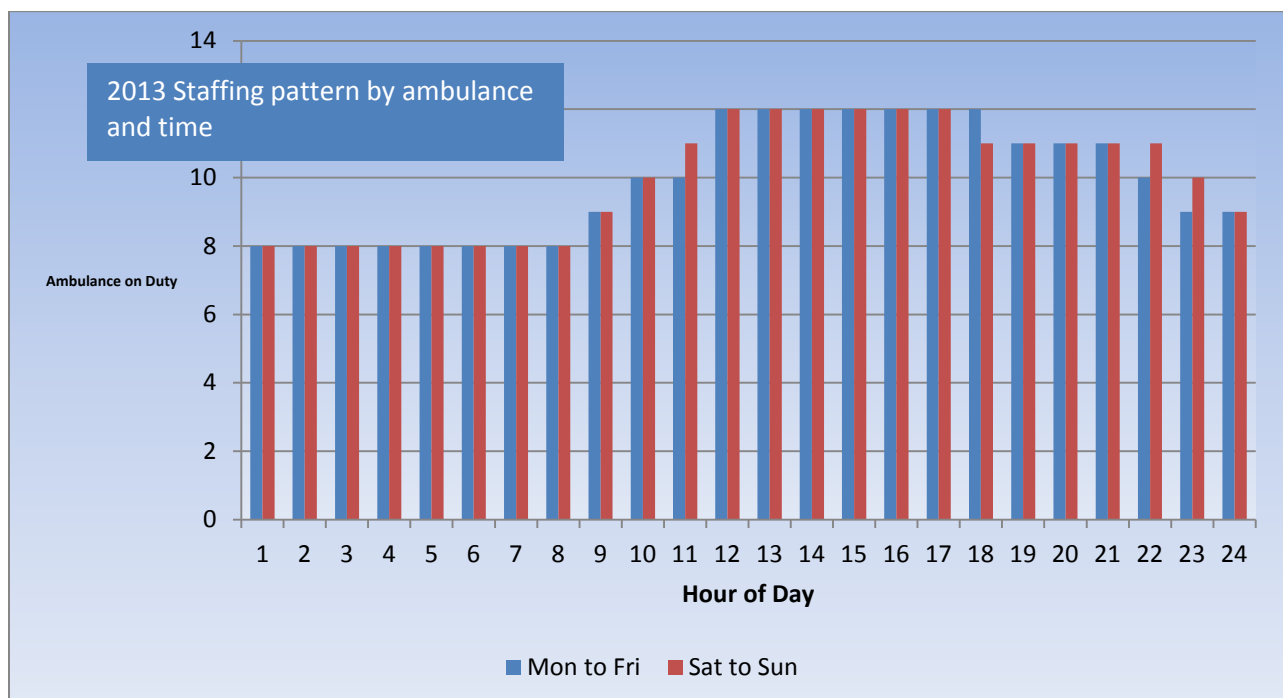
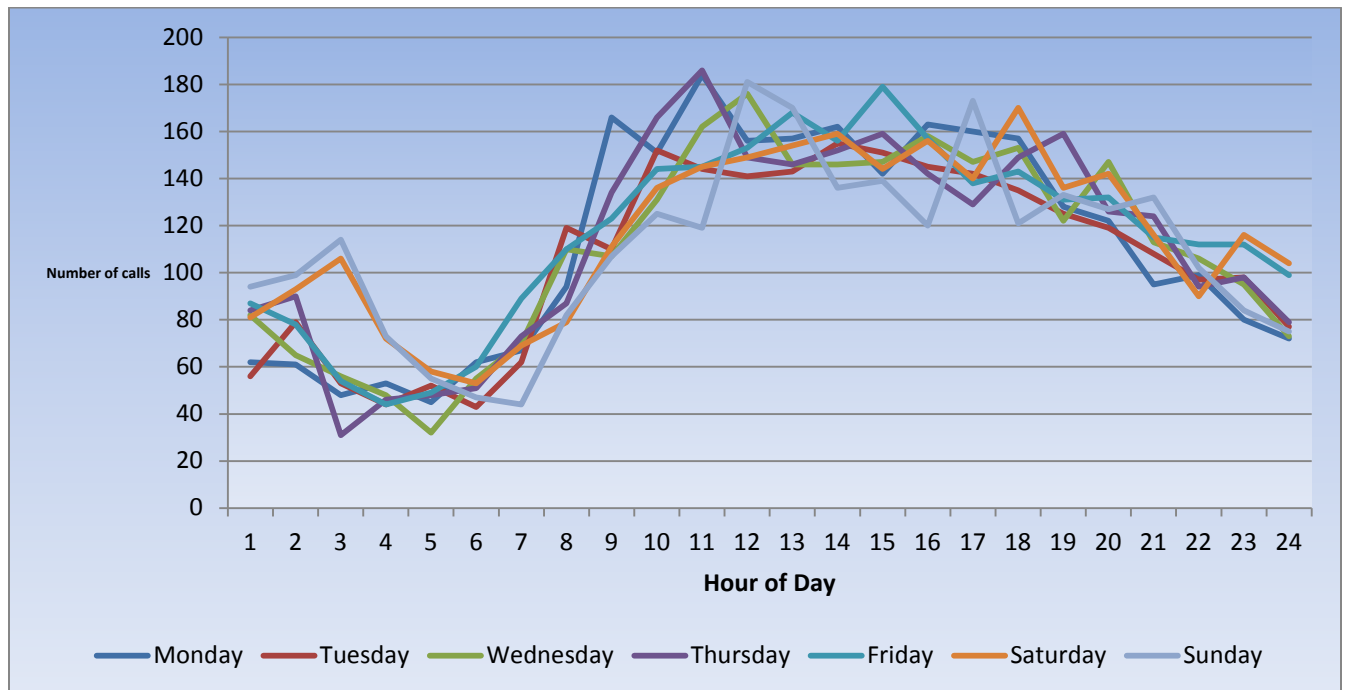
Time of Day Distribution

The following chart represents the time pattern of call distribution on average for 2013 through a 24 hour period.

The pattern of ambulance staffing is also displayed below to demonstrate the attempt to match resources to call demand.

STAFF REPORT

Time of day distribution, 2013



- The pattern shows the number of calls for assistance increasing at approximately 7 am. The normal pattern gradually decreases beginning at approximately 7 pm.

STAFF REPORT



Tiered Responses

The Paramedic Service utilizes the assistance of the Guelph Fire Department and local Fire departments in Wellington County to respond to some emergency calls when they meet specific criteria. The call types are spelled out in a Tiered Response Agreement, and can vary with each fire service.

The assistance of the Firefighters is beneficial because:

- Fire services tend to be stationed in more locations in the community and therefore can respond to a scene faster than an ambulance can.
- Firefighters are trained in first aid, CPR and defibrillation so can deliver care prior to paramedic arrival and assist with care after paramedics arrive at the scene.
- Some dynamic calls such as a cardiac arrest involve multiple treatments concurrent with attempts to move the patient toward a hospital. Additional personnel are required.

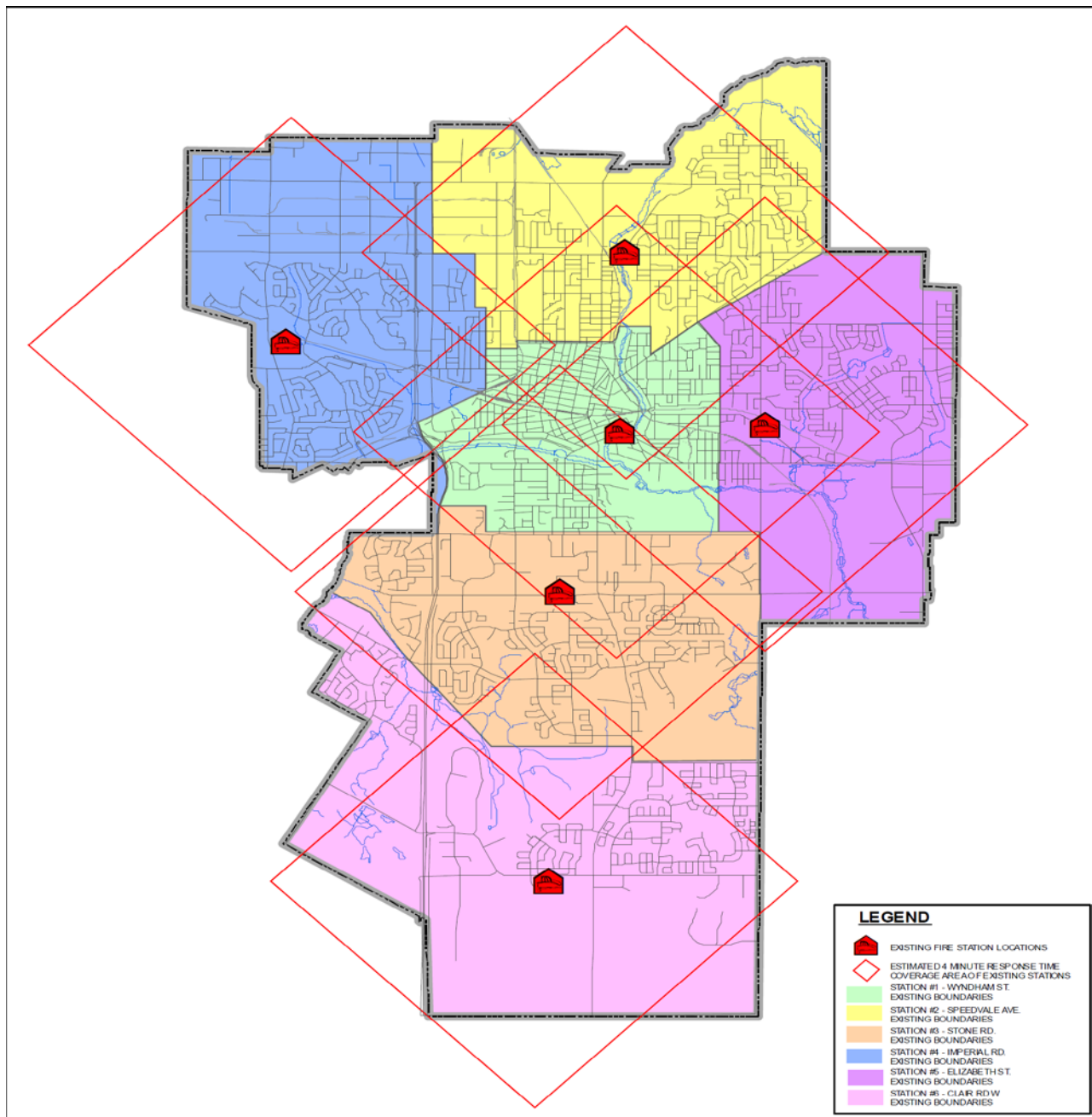
Fire department responses may also be to the primary work of the firefighters and not specifically related to patient care.

Examples include motor vehicle collisions where there may be safety concerns or a need to extricate trapped patients.

Fire department response times are considered in one of the standards for response times set by the Ontario Ministry of Health and Long Term Care. The City is required to report, in addition to ambulance response time, on the time required for a defibrillator to reach a patient in cardiac arrest.

In 2012, the Paramedic service responded to over 11,000 medical calls in the City of Guelph. Guelph Fire Department was requested to assist on approximately 4,600 of those (approximately 41%). Guelph Fire Department responds from one of 6 stations in the City:

STAFF REPORT



- *Guelph Fire Department stations and response areas*

Guelph Police Services

There is not currently a tiered response agreement between Guelph Wellington EMS and Guelph Police Service. Guelph Police service do not respond to medical calls to provide patient care, but will respond where police services are potentially required such as in the case of violence or criminal activity. There is frequently an overlap in incidents that calls for medical assistance and calls that require police presence.

STAFF REPORT



Guelph Police officers are requested to attend on approximately 17% of EMS calls.

Report Part 2: Ambulance Call Reduction Strategy Information Request

Staff's strategy to reduce call volume is centered on working with community stakeholders to better respond to patient requirements and immediate health needs. This engagement is focussed on delivering a more proactive rather than reactive service. Staff are involved in two *key initiatives and several other initiatives to mitigate and prevent the number of initial and repeat requests for ambulance service. The overall strategy is to be present and active with various agencies thereby relieving the need for rapid emergency intervention through proactive risk based interventions involving a number of agencies:

***The Guelph Enterprise for Innovation in Human Services, (excerpt taken from the Guelph Enterprise for Innovation in Human Services Website),**

<http://www.guelphenterprise.ca/about-the-enterprise/>

"The Guelph Enterprise for Innovation in Human Services (the Enterprise) is founded on the idea of risk-driven intervention. Rather than waiting for people to access human services (including health care, policing, child welfare or social services) after a crisis has occurred in their lives, The Enterprise uses a very specific and proven process that enables community agencies to collaborate together through the intentional sharing of information. The goal of this sharing (which happens at a 'Situation Table') is to quickly identify individuals in need of assistance and (often within hours) get supports to them. Simply put, the Situation Table has been designed to share just enough information to ensure a community can put the right services in place to reduce impending risk and get assistance to people before situations turn into crisis."

***Health Links Steering Committee**

The intent of the HealthLinks initiative is to find ways to better coordinate care so as to better meet the needs of complex patients in our community.

GWEMS is a member of the HealthLink Steering Committee and we maintain a close link and working relationship with senior representatives of community agencies such as the Waterloo Wellington Community Care Access Centre (WWCCAC), Canadian Mental Health Association Waterloo Wellington Dufferin (CMHA WWD), Guelph General Hospital, St. Joseph's Health Centre, Guelph Independent Living, the Alzheimer's Society, Guelph Police, Waterloo Wellington Local Health Integration Network (WWLHIN), Guelph Community Health Centre, the Guelph Family Health Team and other Community Support Services.

STAFF REPORT



Working with other members of the HealthLink initiative, we have been able to compare data on our multi-use patients with the lists of patients of concern for other agencies. The hope and intent is that a better care plan can be established for these patients.

While many agencies are represented at the HealthLink table, we maintain a presence on several other committees and working groups with the intent of reducing calls for EMS assistance and providing better care for residents of our area. These include:

Wellington County Safe Communities Committee - Staff from the Paramedic service division have participated as part of the steering committee that eventually achieved recognition of Wellington County as a Safe Community. The committee coordinates effort aimed at injury prevention. The committee recently produced and released videos on safe driving practices to reduce motor vehicle collisions.

Fall Prevention Strategy Steering Committee - Our Paramedic Service, Public Health, St Joseph's Health Care and the Community Care Access Centre (CCAC) work together to find ways to prevent falls.

Accidental falls represent a significant percentage of our requests for emergency medical service.

Guelph Hoarding Committee – Staff work with representatives of the Guelph Fire Department, Trellis, Public Health, Guelph Family Health Team, Alzheimer's Society, and others to address the needs of individuals with social disorders before they become emergent patients.

Trellis Service Resolution Case Conference Committee – staff work with representatives of Guelph Police Service, Guelph Fire, CCAC, Community Mental Health Services, the patient's family Doctor, Homewood, GGH, any other resources to address individual cases where patients use emergency services on a frequent basis. Meetings are convened on a case-by-case basis as need arises.

Prescriptions Medication Working Group – staff have worked with representatives of Guelph Police Services, Pharmacists and Public Health to reduce the prevalence of unused prescription medications in the community, as these can be the subject of medication errors or abuse leading to emergency medical calls.

STAFF REPORT



Town and Gown committee – staff work with Guelph Bylaw, Guelph Fire Department, University of Guelph Central Student Association & Graduate Students' Association, University of Guelph, Waste Management and Guelph Police service to reduce incidents involving problems with students living in the community.

In addition to committees and activities directly related to injury or call prevention, other activities have prevention as part of their mandate including:

Advisory Panel to the Ontario Trauma Access Committee – staff were honoured to participate on an Advisory Panel to make recommendations on a Regional Trauma System Development in Ontario. One of the functions of the Regional Trauma Networks will be to provide education on injury prevention.

Waterloo Wellington Regional Stroke Steering Committee – the primary goal of this committee is to ensure proper care for stroke victims, but an additional goal is to provide education to the public on causes of stroke and stroke prevention. Members include the Guelph General Hospital, Grand River hospital and Emergency Department physicians.

Integrated Chart in the Home Project Committee – The goal of this committee on which staff participate is to promote effective communication between all health care providers involved in the patient's care within the home setting, and includes sections for recording/documentation for all home care providers.

One effect of better communication may be that a patient's needs can be met by other resources other than ambulance and emergency department services.

City of Guelph Older Adult Strategies

Paramedic service division staff are also involved with many other City departments and divisions in developing the Older Adult strategies, designed to make the City of Guelph an age-friendly community.

Paramedic Volunteer Activities

In addition to the activities of the division's management team, paramedics from the service volunteer their time to regularly attend public education events and provide awareness and education designed to reduce ambulance calls.

Staff have printed information on farm injury prevention, cold weather emergencies and babysitting safety as examples. Off-duty volunteer paramedic staff have attended over 25 events to date this year.

STAFF REPORT



Future Initiatives

Ambulance services in Ontario have recently been invited to submit proposals to the Ministry of Health for consideration of funding the development of a Community Paramedicine program. Emergency Services worked cooperatively with HealthLinks to prepare and submit a proposal for our area. The proposal would see a Community Paramedicine program developed with 2 parts: a Community Referral by EMS program and a limited Community Paramedic on-site program. Specifically the proposal includes:

Community Referral by Emergency Medical Services (CREMS)

Leveraging learning, tools and processes developed by other communities, we will implement the CREMS model in the City of Guelph and County of Wellington. All Guelph-Wellington paramedics will be trained and equipped to submit an electronic referral in every case where they encounter a patient whose needs do not appear to be met by traditional paramedic services (on-scene treatment and transportation to hospital). This will enable paramedics to link those at risk and in need of health care, social and community support services. Referrals may include patients with social issues, patients with a history of frequent falls or patients who refuse transport to hospital despite identified medical issues.

Interventions Provided by On-site Community Paramedics

A small group of paramedics will be trained and equipped to provide care for patients in the community by linking with and leveraging a number of local opportunities in Guelph and Wellington County.

Opportunities include participation in a study being conducted by McMaster University called CHAP(ems), Cooperative efforts with Guelph Police Services through the Guelph Enterprise Initiative, working more closely with the University of Guelph and their First Response Team, Involvement in Circle of Care Partnerships to address issues identified by the Family Health Team, Community Health Centre and other primary care practices for individuals who are complex and potentially unstable, assisting at the Guelph Drop-In Centre and delivering public education and public services such as through the PAD program and CPR training.

SUMMARY

The number of requests for ambulance service is increasing annually. Efforts to reduce the demand on our resources are currently part of the GWEMS annual workplan. Further development of initiatives such as CREMS will enhance the quality of service while avoiding duplication of EMS provision.

STAFF REPORT



CORPORATE STRATEGIC PLAN

2.2 Deliver public services better.

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

DEPARTMENTAL CONSULTATION

Community and Social Services – Older Adult Strategy Initiatives.

Intergovernmental Affairs

COMMUNICATIONS

N/A

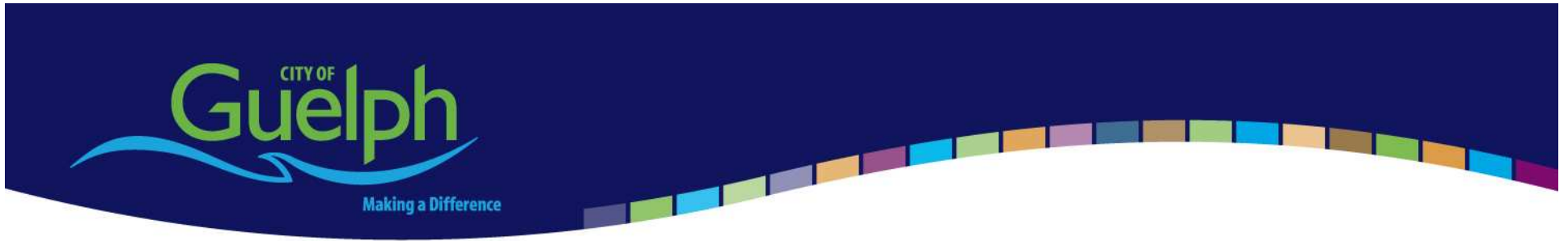
ATTACHMENTS

None.

Report Author: Stephen Dewar
EMS Chief – Guelph Wellington Emergency Medical Service

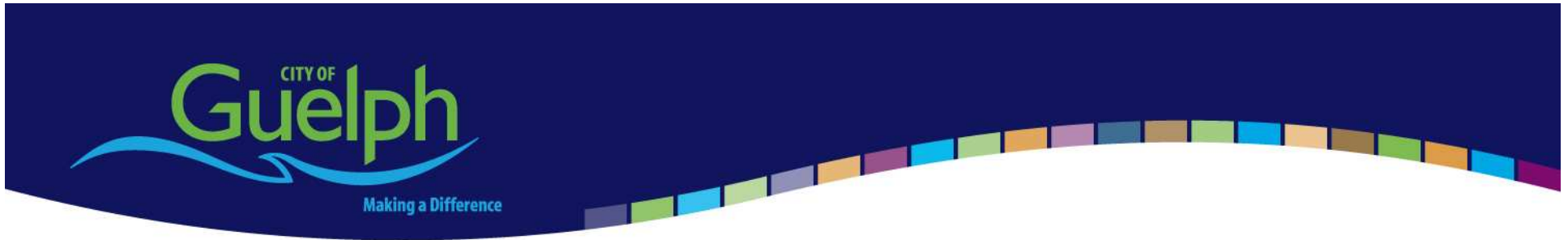
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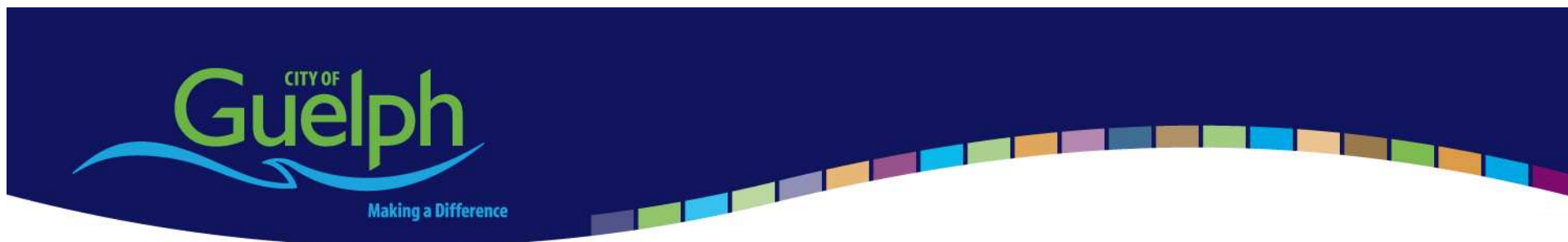
Response Time Performance Plan

2015-RTPP



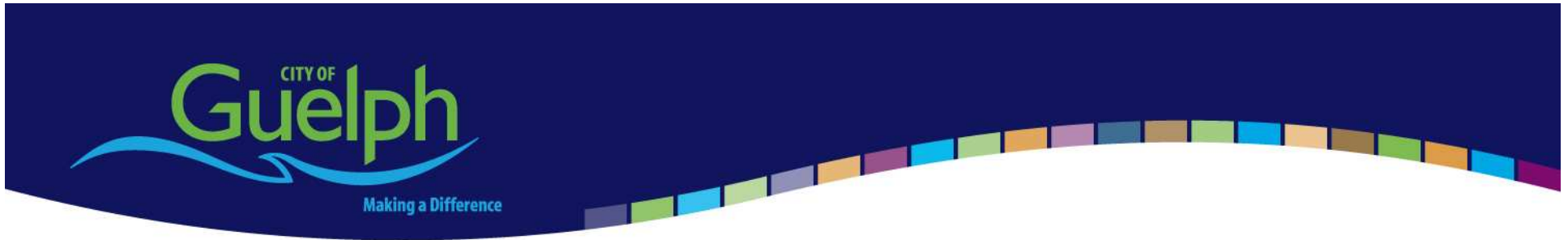
Purpose of the Report

- To address a legislative requirement to report to the Ministry of Health and Long Term Care (MOHLTC) on the Land Ambulance Service delivery of the 2013 Council approved Response Time Performance Plan (RTPP)
- To establish an RTPP for 2015



2013 Approved RTPP and EMS Compliance

CTAS Category	Response Time Target	Compliance Rate as approved by Council (Oct, 2012)	Compliance Rate
CTAS Level 1	8 minutes (set by MOHLTC)	65%	66.67%
CTAS Level 2	10 minutes	75%	74.38%
CTAS Level 3	15 minutes	90%	90.49%
CTAS Level 4	15 minutes	90%	89.17%
CTAS Level 5	20 minutes	90%	95.81%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%	Estimated 59%



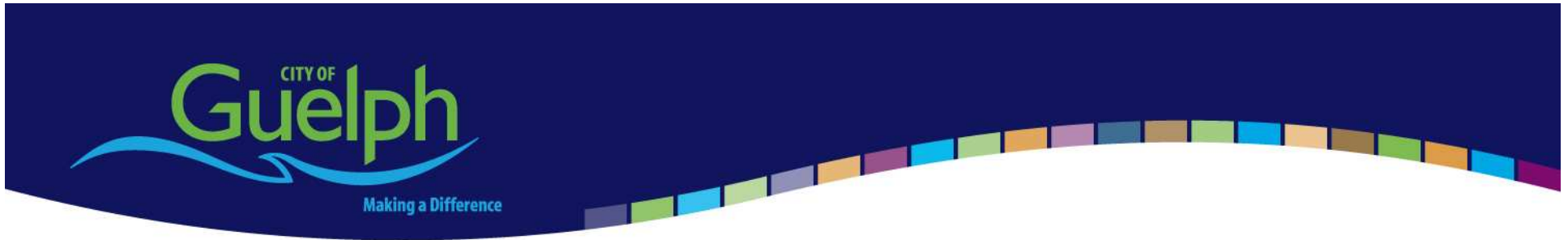
Through several interventions, staff were able to improve the service compliance rate to the final 66.67%.

Those interventions included:

1. the opening of the ambulance station in Hillsburgh,
2. temporarily stationing an ambulance in the Guelph downtown core and
3. changing the deployment plan for the areas of Minto and Wellington North related to coverage when one or more EMS calls are occurring in those areas.

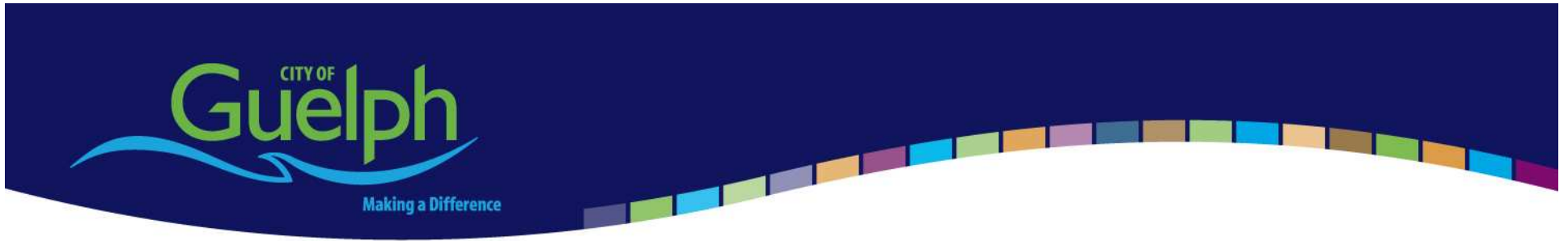
RTPP – City / County Compliance

CTAS	City	County	Target
CTAS 1	76.58 %	48.86 %	65 %
CTAS 2	90.62 %	62.21 %	75 %
CTAS 3	94.03 %	83.29 %	90 %
CTAS 4	93.49 %	81.68 %	90 %
CTAS 5	97.84 %	93.47 %	95 %
SCA	49.46 %	44.18 %	65 %



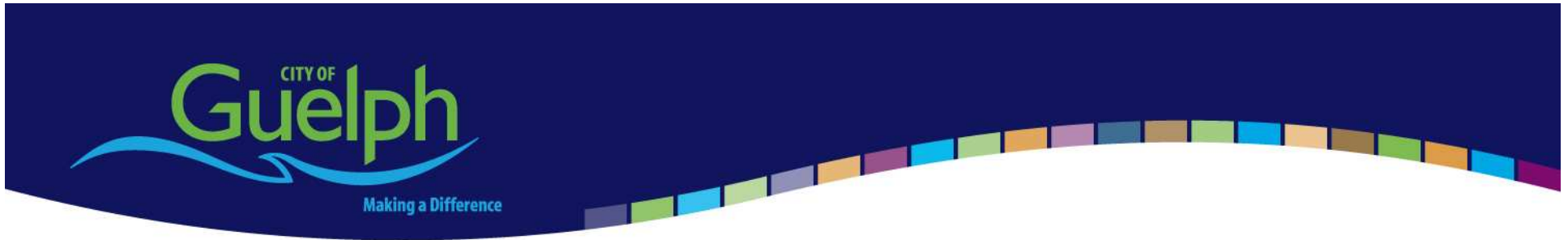
RTPP – 2015 Balance Coverage

- Staff Propose
 - Review existing deployment of staffed ambulance hours.
 - Re-define Tiered Response Agreements to better leverage assistance should ambulance be delayed.
 - Seek additional resources to the budget process for consideration.



Future Steps

- Meeting with OTES in June to discuss the RTPP
- Extend a special invitation to SSC members



Recommendations

- THAT OTES Report #OTES061427 Land Ambulance Response Time Performance Plan for 2015, dated June 3, 2014, be received.
- AND THAT the Response Time Performance Plan (RTPP) for 2015 be set as recommended in OTES report #OTES061425 dated June 3, 2014.
- AND THAT a special meeting of OTES be held wherein staff make presentation on the complexities affecting the current delivery of Land Ambulance Service.

STAFF REPORT



TO Operations Transit and Emergency Services

SERVICE AREA Emergency Services – Guelph Wellington Emergency Medical Service

DATE June 3, 2014

SUBJECT **Land Ambulance Response Time Performance Plan for 2015**

REPORT NUMBER OTES061427

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To address a legislative requirement to report to the Ministry of Health and Long Term Care (MOHLTC) on the Land Ambulance Service delivery of the 2013 Council approved Response Time Performance Plan (RTPP) and to establish an RTPP for 2015.

KEY FINDINGS

That response time performance approximately met the Response Time Targets set for 2013.

Increased call volume is impacting the ability of the EMS service to meet existing targets.

Patient outcomes are impacted by Response Time performance.

A service discrepancy exists between the City and County.

Patient care standards and response time performance will improve beyond current performance targets with additional resources.

A greater understanding of how Land Ambulance Service is delivered to the Service Area would benefit all stakeholders.

FINANCIAL IMPLICATIONS

There is no financial implications associated with this report.

STAFF REPORT



ACTION REQUIRED

To receive report, recommend the 2015 RTPP to City Council and to direct staff to stage a joint public presentation on Land Ambulance Service to both the OTES Committee and County Social Services Committee.

RECOMMENDATIONS

1. THAT OTES Report #OTES061427 Land Ambulance Response Time Performance Plan for 2015, dated June 3, 2014, be received.
2. AND THAT the Response Time Performance Plan (RTPP) for 2015 be set as recommended in OTES report #OTES061427 dated June 3, 2014.
3. AND THAT a special meeting of OTES be held wherein staff make presentation on the complexities affecting the current delivery of Land Ambulance Service.

BACKGROUND

Guelph Wellington EMS, (GWEMS) provides land ambulance service to the City of Guelph and the County of Wellington. It is considered one Service Area with governance and delivery of the service the responsibility of the City of Guelph. The service is funded through a shared funding model between the City of Guelph (30%), County of Wellington (20%) and the Province of Ontario (50%).

Expected performance of the Land Ambulance Service is established through a Response Time Performance Plan (RTPP) which utilizes the Canadian Triage Acuity Scale (CTAS). CTAS includes 5 levels of acuity:

- Level 1 – requires resuscitation, i.e. cardiac arrest
- Level 2 – requires emergent care, i.e. major trauma
- Level 3 – requires urgent care, i.e. mild shortness of breath
- Level 4 – requires less urgent care, i.e. minor trauma
- Level 5 – requires non-urgent care, i.e. sore throat

A sixth target is the measurement of response times to a call for a patient suffering a sudden cardiac arrest and is different than CTAS level 1 as it includes non Paramedic responders using defibrillators. The target of 6 minutes has been set by the MOHLTC but the compliance rates to that standard can be set by Council.

Legislation requires Councils to annually establish an RTPP by no later than July of each year for the coming year. The RTPP for 2014 was set by Council in July, 2013. The plan is accessible to the public adding a level of accountability and transparency around the provision of the Land Ambulance service.

STAFF REPORT

REPORT

Service Performance

The Land Ambulance Service met or approximately met the most critical of the CTAS performance levels as set by Council in 2013, specifically the levels for CTAS 1 and CTAS 2 patients. CTAS 1 and 2 patients represent the most critically ill and injured ambulance service patients, and therefore the patients for whom ambulance response time can have the greatest impact.

The table below illustrates Council's approved RTPP for 2013 and GWEMS compliance with its Response Time Targets:

CTAS Category	Response Time Target	Compliance Rate as approved by Council (Oct, 2012)	Compliance Rate
CTAS Level 1	8 minutes (set by MOHLTC)	65%	66.67%
CTAS Level 2	10 minutes	75%	74.38%
CTAS Level 3	15 minutes	90%	90.49%
CTAS Level 4	15 minutes	90%	89.17%
CTAS Level 5	20 minutes	90%	95.81%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%	Estimated 59%

Table Notes:

- The RTPP is a good retrospective measurement of performance, but is less useful as a planning tool. The service needs to attempt to arrive at all calls in 8 minutes or less (CTAS 1 standard) or at least 10 minutes (CTAS 2 standard) because the severity of *the patient's condition cannot be verified before a paramedic arrives*.
- CTAS 3, 4 and 5 patients are not critically ill or injured and GWEMS response time will not affect patient outcome. Response Time Targets at these levels affect patient satisfaction only.
- The response time performance for Sudden Cardiac Arrest involves multiple agencies and public access defibrillators where no consistent data collection exists. The actual response times are difficult to measure.

Given the performance of GWEMS to the 2013 RTPP, staff recommend the RTPP be maintained without change.

STAFF REPORT



Service Oversight

At the Committee meeting of July, 2013, staff suggested that the EMS service would fall short of the set response standard for CTAS 1 patients based upon the current trending of compliance levels. At that time, staff predicted a compliance rate of approximately 63%. In the intervening period, staff followed through on a commitment to the Committee to continually strive to maximize the paramedic service response times with existing resources. Through several interventions, staff were able to improve the service compliance rate to the final 66.67%. Those interventions included:

- the opening of the ambulance station in Hillsburgh,
- temporarily stationing an ambulance in the Guelph downtown core and
- changing the deployment plan for the areas of Minto and Wellington North related to coverage when one or more EMS calls are occurring in those areas.

Unfortunately, the second initiative could not be maintained because no permanent facilities are currently available and the change in Minto / Wellington North needed to be further adjusted because of negative impacts on response times in the Minto area.

Staff will continue to evaluate our operations to identify further possible efficiencies in service. However, factors affecting response times include an increasing call volume (+21.7% since 2009) and increasingly complex condition of patients being treated. The increasing call volume is related to population growth, an aging population and a trend to earlier discharges and more care at home. Increased complexity of calls is related to hospital discharge of patients with significant illnesses and the provision of care to these patients at home. Complexity of calls increases time required to assess and treat patients, leading to longer call times and less availability for the next call.

Comparator Response Time Performance:

In 2012, the MOHLTC required all EMS Service Areas to create and use an RTPP to measure and report on performance. To achieve this, all service providers simply transposed their current performance measurement (90th %ile response times) to an RTPP.

RTPP actual performance information pertaining to EMS Service Areas has not been available until this year. Appendix A provides the RTPP of comparator ambulances services in Ontario, including their actual performance in 2013. As committee will see, all but two comparators meet or exceed their established compliance rate for

STAFF REPORT



their CTAS 1 target and all but three comparators meet the compliance rate for their stated CTAS 2 targets.

Of note, Appendix A illustrates Guelph's established compliance rate for CTAS 1 and 2 targets is well below the average of these comparators.

The Need to Re-Consider our RTPP

While our Land Ambulance Service is generally meeting Council's approved RTPP for the service area, staff are of the opinion there is justification to have a closer look at how the service is provided within the Service Area.

Response Times in the Coverage Area

In 2013, Guelph Wellington EMS reached the scene of CTAS 1 patients, including cardiac arrest patients, within 8 minutes 66.7% of the time. If one looks at the compliance rate for calls to the City and Wellington County separately, it is clear GWEMS is responding much more quickly to calls emanating from the City than the County across all CTAS categories. The table below illustrates the compliance rates based upon this analysis.

CTAS	City	County	Target
CTAS 1	76.58 %	48.86 %	65 %
CTAS 2	90.62 %	62.21 %	75 %
CTAS 3	94.03 %	83.29 %	90 %
CTAS 4	93.49 %	81.68 %	90 %
CTAS 5	97.84 %	93.47 %	95 %
SCA	49.46 %	44.18 %	65 %

This difference in compliance rate is a result of the level of current resources and our deployment strategy, in which we move available ambulances to area within the Service Area with the highest potential for the next call to occur. The EMS division continues to strive to be as efficient and effective as possible within the full coverage area by deploying available ambulances to the area of the highest probability of calls occurring. That said, staff desire to improve the service being provided to the County and its Townships. To demonstrate this, we commit to the following:

- consider the deployment of the EMS units closer to the townships to evaluate the impact of such action;
- Pursue possible redefinition of the current Tiered Fire Response agreements currently in place to better leverage assistance when paramedic services are delayed;

STAFF REPORT

- Seek additional resources during the pending 2015 Budget Process.

Of importance going forward, there is a need for both Council/Committee and all stakeholders to better understand the complexities in delivering this service. Improving the service is not as simple as placing another ambulance unit at a location where improved response times are desired. Land Ambulance is a fluid operation orchestrated at the provincial level. Ambulance units are dispatched where a need exists and it is common from them to be sent beyond their base coverage area. In order for broader community understanding, staff suggest a special Committee meeting of OTES be held wherein staff would outline the Land Ambulance Service, how it currently functions, the dynamics affecting response times and what actions could be considered to improve the service. The County's Social Services Committee will be asked to attend.

Given the limited Committee schedule this year, and that a new Council will take office in 2015, it is suggested the recommended special meeting of OTES be held early in the new year.

Recommendation:

Staff recommend the following RTPP for 2015, unchanged from the current plan:

2015 RTPP	Response Time Target	Compliance Rate Recommended to Council
CTAS Level 1	8 minutes (set by MOHLTC)	65%
CTAS Level 2	10 minutes	75%
CTAS Level 3	15 minutes	90%
CTAS Level 4	15 minutes	90%
CTAS Level 5	20 minutes	90%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%

STAFF REPORT



CORPORATE STRATEGIC PLAN

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

DEPARTMENTAL CONSULTATION

The County of Wellington has been provided a copy of this report. Staff will attend a meeting of their Social Services Committee to explain the RTPP Standards at their request.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

COMMUNICATIONS

The Response Time Performance Plan will be posted on the City's website Guelph.ca under the Guelph Wellington EMS link.

ATTACHMENTS

Appendix A: CTAS comparators 2013.

Report Author: Stephen Dewar
EMS Chief – Guelph Wellington Emergency Medical Service

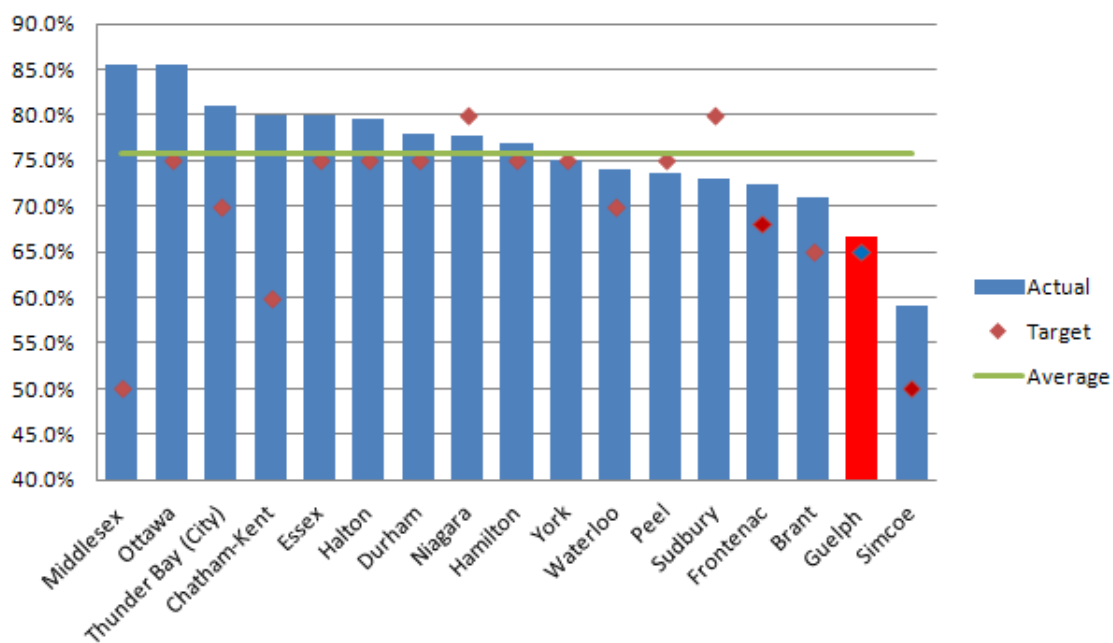
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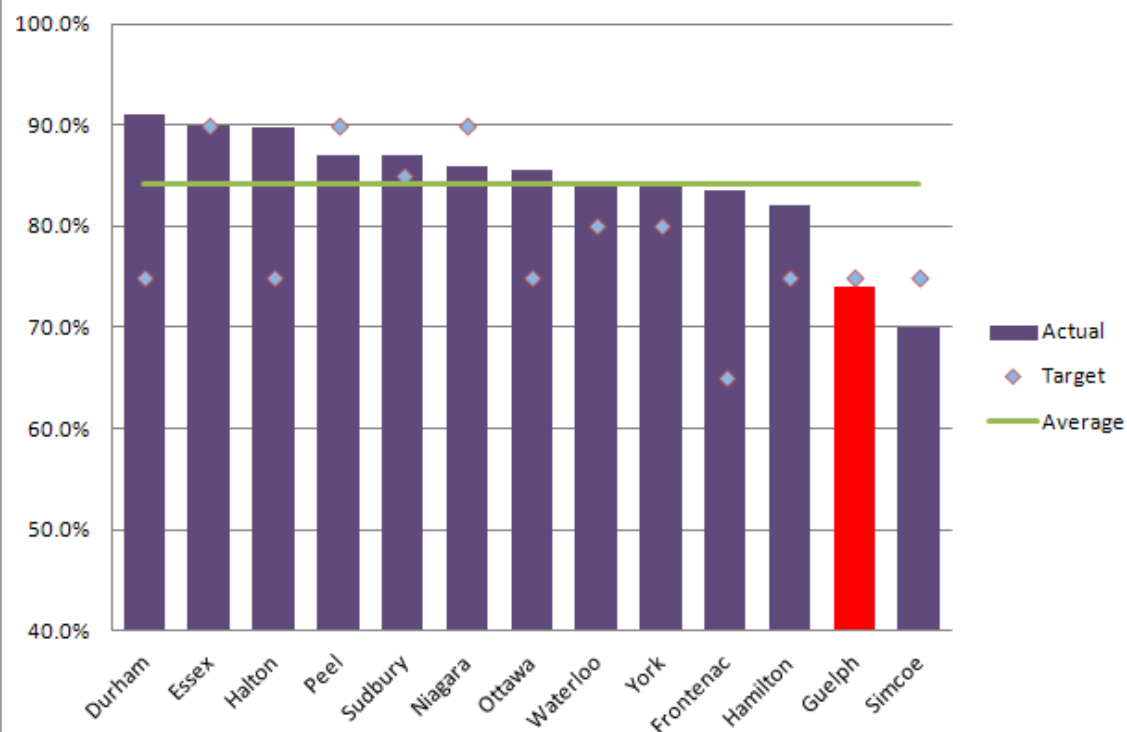
Appendix A: CTAS Comparators 2013

Guelph Comparitors Ambulance Response Time Standard								Guelph Wellington Comparative
City	County/EMS Service	CTAS 1			CTAS 2			CTAS 2 Actual
		Time	Goal	Actual	Time	Goal	Actual	
Brantford	Brant	8 min	65%	71.0%	15 min	90%	96.0%	94.3%
Chatham-Kent	Chatham-Kent	8 min	60%	80.0%	12 min	85%	85.0%	85.9%
Ajax	Durham	8 min	75%	78.0%	10 min	75%	91.0%	
Oshawa								
Pickering								
Whitby								
Windsor	Essex	8 min	75%	80.0%	10 min	90%	90.0%	
Kingston	Frontenac	8 min	68%	72.5%	10 min	65%	83.5%	
Burlington	Halton	8 min	75%	79.5%	10 min	75%	89.7%	
Oakville								
Halton Region								
Hamilton	Hamilton	8 min	75%	77.0%	10 min	75%	82.0%	
Niagara Falls	Niagara	8 min	80%	77.7%	10 min	90%	86.0%	
St. Catharines								
Ottawa	Ottawa	8 min	75%	83.6%	10 min	75%	85.5%	
Brampton	Peel	8 min	75%	73.6%	10 min	90%	87.1%	
Mississauga								
Peel Rgion								
Barrie	Simcoe	8 min	50%	59.0%	10 min	75%	70.0%	
Greater Sudbury	Sudbury	8 min	80%	73.0%	10 min	85%	87.0%	
Thunder Bay	Thunder Bay (City)	8 min	70%	81.0%	12 min	90%	90.0%	85.9%
Cambridge	Waterloo	8 min	70%	74.0%	10 min	80%	84.0%	
Kitchener								
Waterloo								
Waterloo Region								
Markham	York	8 min	75%	75.0%	10 min	80%	84.0%	
Richmond Hill								
Vaughan								
London	Middlesex	8 min	50%	85.6%	8 min	50%	81.0%	55.8%
Guelph and Wellington County		8 min	65%	66.7%	10 min	75%	74.0%	

CTAS 1 - 8 Minute Response Compliance



CTAS 2 - 10 minute Response Compliance



STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE June 3, 2014

SUBJECT **Business Licence Bylaw Review – Food Vehicle Schedule**

REPORT NUMBER OTES061424

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide information to City Council regarding the licensing of Food Vehicles.

KEY FINDINGS

Businesses are interested in operating food trucks within the City of Guelph.

Food trucks are regulated by the Food Vehicle Schedule of the City of Guelph's Business Licensing By-law (2009)-18855, the City's Zoning By-law (1995)-14864 and the City's Traffic By-law (2002)-17017.

Businesses have advised staff that current regulations of Food Vehicles make it difficult to operate within Guelph.

A cursory review was conducted to determine the time and scope required to conduct a formal By-law review involving industry, stakeholder and public engagement.

Neighbouring municipalities are facing similar Food Vehicle licensing issues.

Time to complete a review will take approximately 8 months. Staff will adjust their work plans to commence a review in September 2014.

FINANCIAL IMPLICATIONS

The costs to conduct a Food Vehicle review would be within the existing By-law Compliance, Security and Licensing Department's budget. Should the review result in an increase in licences issued, an increase in revenue would result. However, as business licensing fees are calculated on a cost recovery basis any additional revenue realized will off-set the costs of administration, education and compliance.

ACTION REQUIRED

To receive the report on Food Vehicle Licensing.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Committee Report # OTES061424 regarding Food Vehicle Licensing dated June 3, 2014 be received.

BACKGROUND

Multiple businesses have contacted staff with a desire to obtain a Business Licence to operate food trucks within the City of Guelph.

The majority of inquiries have been to operate food trucks within the downtown. Requests have also been made to operate food trucks on private property, on City streets and within City Parks.

The operation of a food truck within the City of Guelph is regulated by the City's Business Licensing By-law – Food Vehicle Schedule as well as the City's Zoning By-law and Traffic By-law.

Businesses and other stakeholders have indicated the current By-law regulations which limit the locations where food trucks may operate are onerous and are inconsistent with the regulations of other temporary food sales.

REPORT

As a result of these concerns, staff conducted a cursory review of the issues raised by the food truck industry and other stakeholders. Licensing staff spoke to other City Service Areas and businesses interested in pursuing food truck licensing. From these discussions a briefing note was created listing the current status and challenges related to food trucks (ATT-1).

Staff contacted neighbouring municipalities and found that a number are facing similar challenges. The challenges are due to the increasing demand for food trucks from both the food truck industry and the public. Staff also determined some municipalities have recently conducted a review of Food Vehicles and others are in the process of doing so.

Staff are of the opinion, that a review of the City's Food Vehicle schedule within the Business Licensing By-law should be conducted. In addition, staff believe regulations found within the City's Zoning By-law and Traffic By-law related to Food Vehicles and temporary food sales should also be reviewed.

While a formal Public Engagement Plan has not been created, based on other By-law reviews, the anticipated time required to process a review involving industry, stakeholder and public input would be approximately 8 to 12 months.

STAFF REPORT



Although not currently identified in the Department's work plans for 2014, we believe there is a desire from both the public and the food truck industry to begin a review of mobile and temporary food sales. To accomplish this, we will pause our scheduled review of the City's Adult Entertainment regulations and commence the Food Vehicles and temporary food sales review in September 2014.

CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

- 2.3 Ensure accountability transparency and engagement
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business

FINANCIAL IMPLICATIONS

The costs to conduct a Food Vehicle review would be within the existing By-law Compliance, Security and Licensing Department's budget. Should the review result in an increase in licences issued, an increase in revenue would result. However, as business licensing fees are calculated on a cost recovery basis any additional revenue realized will off-set the costs of administration, education and compliance.

DEPARTMENTAL CONSULTATION

Building Services
Community Engagement
Downtown Renewal
Planning Services
Public Works

COMMUNICATIONS

Should staff conduct a review of the Food Vehicle schedule, in collaboration with Public Engagement and Corporate Communication staff, a public, stakeholder and industry engagement strategy will be undertaken to solicit input into the creation of the category.

The Downtown Guelph Business Association (DGBA) is aware that this matter is before Committee on this date.

STAFF REPORT



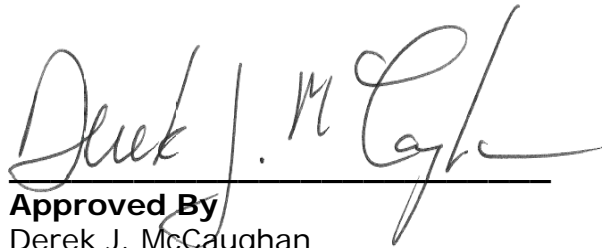
ATTACHMENTS

ATT-1 -Briefing note on Food Trucks

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INTERNAL MEMO



DATE April 23, 2014

TO **Derek McCaughan, Executive Director, Operations, Transit & Emergency Services**

FROM Doug Godfrey, Manager

DIVISION Licensing

DEPARTMENT By-law Compliance, Security & Licensing

SUBJECT Food Trucks

Please find information in response to the questions posed regarding food trucks operating in the City of Guelph.

General Information:

- The City's Business Licensing By-law does permit food trucks to operate within the City of Guelph
- Under the Business Licensing By-law all food trucks are required to have a Food Vehicle licence for each location from which they operate. Cost of initial licence including inspections is \$335
- Past practice is to recognize multiple operating locations under one licence fee
- cursory review indicates Guelph's licensing fee is lower than the licensing fees of other Municipalities.
- Schedule VI of the Business Licensing By-law (attached) breaks down the category of Food Vehicles into the following sub-categories:
 - Chip Wagons (an immobile vehicle, i.e. trailer on blocks, old subway car)
 - Mobile Food Preparation Vehicle (i.e. ice cream and general food trucks)
 - Refreshment Vehicle (coffee truck, vehicles that only sell prepackaged foods)
- Annually Licensing staff receive numerous inquiries regarding Mobile Food Preparation Vehicles, but only a limited number of licences are processed
- Most inquiries are in regards to setting up food trucks during the downtown late night activities
- In 2013, there were 4 licenced Mobile Food Preparation Vehicles (3 at Ti-Cat Games)
- Year to date, no Mobile Food Preparation Vehicle licences have been issued

Operating Locations:

Through City By-laws, Mobile Food Preparation Vehicles (food trucks) are permitted to operate in the areas below under the conditions indicated.

Highways:

- Regulated by Business Licensing and Traffic By-laws
- Sales on-street are prohibited at all times, except for downtown streets when a special event permit has been issued

Private Lands:

- Regulated by the City's Zoning By-law
- Only permanent location zoned for sales is the University of Guelph land
- Variance from Committee of Adjustment is required for all other private lands
- For temporary sales on private land in conjunction with City sponsored event, operation of food truck may be approved by Zoning staff

Public Land (Rec Centres, City Hall, Parks):

- No clear regulations are in place
- City has tendered spaces for Street Vendors within the downtown and specific City Parks

Challenges:

Some of the existing or pending challenges related to regulating food trucks include:

- Current By-law restrictions make it too onerous for businesses to operate food trucks in Guelph
- Safety concerns – Any amendments or changes to regulation will need to balance the safety of the public purchasing food from trucks with the ease and location of the food truck (i.e. identify possible safety issues and measures with ice cream trucks operating from City streets).
- Impact to existing food vendors - While the City is not in the practice of consumer protection or regulating competition, consideration should be given to identify possible impacts that may be caused by an increase in food trucks on existing licenced food premises, refreshment trucks and street vendors and steps that can be taken to reduce these impacts to existing businesses
- Special Event permits only allow food trucks to operate on downtown streets and do not provide for short term licences or other exemptions
- Regulations for Temporary Food Sales (tables, food stands, barbeques) are inconsistent with Food Vehicle regulations

- Competition between food truck vendors, other businesses and the public for prime parking locations
- Access to electricity/water to facilitate food preparation
- Litter/waste issues
- Washroom availability for patrons
- Resources required to maintain compliance of By-laws

Current work being done

Given concerns received from the industry regarding limited ability to operate food trucks within the City, Licensing staff did conduct a cursory review of food trucks.

Staff completed high level discussion with various City Divisions (Traffic, Zoning, Parks and Open Spaces). Staff also spoke to the City's licenced Street Vendors to help determine the size and scope needed for a review.

These discussions determined the time required to conduct a By-law review of food trucks with public and stakeholder engagement would take approximately 8 to 12 months and would involve a number of City Departments. Based on this information a review of food trucks has not been identified in the 2014 work plans.

Yours truly,

Doug Godfrey
Manager
By-law Compliance, Security & Licensing

Attachment – Schedule VI of the City's Business Licensing By-law (2009)-18855

STAFF REPORT



TO Operations, Transit & Emergency Services (OTES) Committee

SERVICE AREA Operations, Transit & Emergency Services Committee

DATE June 3, 2014

SUBJECT June 2014 Outstanding Resolutions

REPORT NUMBER OTES061423

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise the Operations, Transit & Emergency Services Committee of the status of all outstanding Committee and Council resolutions.

KEY FINDINGS

Staff are continuing to plan work required to address outstanding resolutions previously passed by Council and the OTES Committee.

Staff have reviewed all outstanding resolutions and have found them all still relevant.

FINANCIAL IMPLICATIONS

There are no financial implications.

ACTION REQUIRED

To receive report for information.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report # OTES061423 Outstanding Resolutions dated June 3, 2014 be received for information.

BACKGROUND

The OTES Service Area commits to bi-annual reporting to the OTES Committee on outstanding Council/Committee Resolutions. This is the first such report for 2014.

STAFF REPORT



REPORT

Please find attached the outstanding resolutions list for Operations, Transit & Emergency Services, including the status of the work and the tentative timing for when the work may be completed. Staff are of the opinion that all motions remain relevant, do not require any amendment and should remain on the list to be addressed as scheduled.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement.

FINANCIAL IMPLICATIONS

There are no financial implications.

DEPARTMENTAL CONSULTATION

Corporate & Human Resources, City Clerk's Department

COMMUNICATIONS

N/A

ATTACHMENTS

Attachment 1 - Operations, Transit & Emergency Services Outstanding Resolutions

Report Author: Coralee Barfoot, Executive Assistant

Approved By:

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Executive Director

Operations, Transit & Emergency Services

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OPERATIONS, TRANSIT EMERGENCY SERVICES OUTSTANDING COMMITTEE AND COUNCIL RESOLUTIONS

June 3, 2014

Date	Resolution From:		Report Name	Resolution	Contact	Status
	Committee	Council				
30-Sep-13		x	Sidewalk & Sign Inspection	That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.	PW, Rod Keller	Outstanding to be done in Q3 2014
				That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.		Outstanding to be done in Q3 2014
10-Sep-13	x		Public Works Yard Expansion	THAT the Operations, Transit & Emergency Services Committee refer back to staff to consider alternate plans to address growth concerns surrounding the Public Works property to include the possibility of a comprehensive needs assessment study for the entire Public Works Department yard and its dependencies.	PW Rod Keller, GM	Outstanding considered part of 2015 Work Plan.
09-Jul-13	x	x	Land Ambulance Response Time Performance Plan for 2014	That staff provide the Operations Transit and Emergency Services Committee with data analysis demonstrating the pattern of calls for service and patient transfers for Land Ambulance Service in Guelph including mapping of the distribution of calls in Guelph and the overlap of deployment with Police and Fire. That staff report back with a strategy to reduce Land Ambulance Service calls for service as an integrated part of their approach to addressing response times.	EMS Shawn Armstrong, GM	Outstanding to be presented at June 2014 OTES Committee Meeting.
22-Oct-12	x		Goodwin Drive Year Round Overnight Parking	AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, on-street parking restrictions	Parking Rod Keller, GM Allister McLveen, Mgr	Outstanding to be done in Q3 2014