

# COMMITTEE AGENDA



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

DATE September 10, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

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## **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**CONFIRMATION OF MINUTES** – July 9, 2013 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.*

<b>ITEM</b>	<b>CITY PRESENTATION</b>	<b>DELEGATIONS</b>	<b>TO BE EXTRACTED</b>
OTES-2013.24 Land Ambulance Response Time Improvement	<ul style="list-style-type: none"><li>Stephen Dewar, EMS Chief</li></ul>		✓
OTES-2013.25 Public Works Yard Expansion – Update			
OTES-2013.26 Sidewalk & Sign Inspection Program – Update			
OTES-2013.27 Traffic Investigations Work Plan - Update			

Resolution to adopt the balance of the Operations, Transit & Emergency Services Committee Consent Agenda.

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## **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 & ANNOUNCEMENTS**

## **ADJOURNMENT**

**NEXT MEETING** – October 9, 2013

**Minutes of the Operations, Transit and Emergency Services Committee  
Held in the Council Chambers, Guelph City Hall on  
Tuesday July 9, 2013 at 5:00 p.m.**

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**Attendance**

Members: Chair Findlay, Mayor Farbridge, Councillors Bell and Furfaro

Absent: Councillor Van Hellemond

Councillors: Hofland and Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer; Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services; Mr. M. Anders, General Manager Community Connectivity & Transit; Mr. S. Armstrong, General Manager Emergency Services; Mr. S. Dewar, EMS Chief, Guelph Wellington Emergency Medical Care; Mr. D. Godfrey, Manager By-law Compliance, Security & Licensing; Mr. R. Keller, General Manager Public Works; Mr. J. Osborne, Deputy Fire Chief, Emergency Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (5:00 p.m.)**

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Bell  
Seconded by Mayor Farbridge

That the open meeting minutes of the Operations, Transit & Emergency Services Committee held on June 3, 2013 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

**Consent Agenda**

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

<b>OTES-2013.13</b>	<b>Land Ambulance Response Time Performance Plan for 2014</b>
<b>OTES-2013.15</b>	<b>Open Air Burning – Residential/Commercial Fire Pits and Related Fuel Burning Appliances</b>
<b>OTES-2013.16</b>	<b>Transit Performance Update</b>

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<b>OTES-2013.18</b>	<b>Restorative Alternatives Program Pilot</b>
<b>OTES-2013.19</b>	<b>Business Licence By-law Amendment – Driving Instructor Licensing</b>
<b>OTES-2013.21</b>	<b>Hamilton Tiger Cats 2013 Mutual Service Agreement</b>
<b>OTES-2013.23</b>	<b>Outstanding Resolutions</b>

### **Balance of Consent Items**

2. Moved by Mayor Farbridge  
Seconded by Councillor Bell

That the balance of the Operations, Transit & Emergency Services Committee July 9, 2013 Consent Agenda, as identified below, be adopted:

### **OTES-2013.14 Ambulance Base in Drayton**

1. That the Operations, Transit & Emergency Services Committee Report OTES071321 regarding Ambulance Base in Drayton be received.
2. That the Mayor and Clerk be authorized to execute an agreement as outlined in the Operations, Transit & Emergency Services Report OTES071321 between the City of Guelph and the Township of Mapleton for an ambulance base facility in the Village of Drayton, subject to the form and content of the agreement being satisfactory to the City Solicitor and the Executive Director of Operations, Transit and Emergency Services.

### **OTES-2013.17 Transit Advisory Committee 2012 Annual Report**

That the Operations, Transit & Emergency Services Report # OTES071320, dated July 9, 2013 regarding Transit Advisory Committee 2012 Annual Report be received for information.

### **OTES-2013.20 Costco Wholesale Corporation – Noise Exemption Request**

1. That the Operations, Transit & Emergency Services Committee Report OTES071326 dated, July 9, 2013, regarding Costco Wholesale Corporation be received.
2. That as described in the Operations, Transit & Emergency Services Committee Report OTES071326 dated, July 9, 2013, an exemption be granted from Schedule "A" of the Noise Control Bylaw (2000)-16366, as amended, to permit construction equipment and vehicle noise associated with the Costco Wholesale Corporation construction project located at 19 Elmira Road South within the City of Guelph between August 1, 2013 and October 20, 2013 from 7:00 p.m. to 9:00 p.m. Mondays to Friday.

### **OTES-2013.22 Guelph Storm 2013/2014 Mutual Service Agreement**

1. THAT the Operations & Transit Committee Report #OTES071329 Guelph Storm Mutual Services Agreement 2013/2014 be received.



2. THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Guelph Storm satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Consent Items**

#### **OTES-2013.18 Restorative Alternatives Program Pilot**

Mr. Galen Fick, Local Engagement Co-ordinator with Student Life at the University of Guelph, advised of the positive response received with the enhanced enforcement model. He outlined the program and advised that been successful in enhancing the relationship between students and their neighbours.

3. Moved by Councillor Furfaro  
Seconded by Mayor Farbridge
  1. That the Operations, Transit & Emergency Services Staff Report OTES071324 Restorative Alternatives Program Pilot dated July 9, 2013, be received.
  2. That, staff of the Bylaw Compliance, Security and Licensing Department be directed to participate in the Restorative Alternatives Program Pilot as described in the Operations, Transit & Emergency Services Staff Report OTES071324 dated July 9, 2013.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

#### **OTES-2013.13 Land Ambulance Response Time Performance Plan for 2014**

Mr. S. Dewar, EMS Chief, highlighted the response time targets and the City's compliance with the various CTAS categories and the factors affecting the response times.

Mr. S. Armstrong, General Manager Emergency Services, advised that he will be reporting to Committee in September on increased resource requirements to meet compliance levels.

4. Moved by Mayor Farbridge  
Seconded by Councillor Furfaro
  1. That OTES Report #OTES071327 "Land Ambulance Response Time Performance Plan for 2014, dated July 9, 2013, be received.
  2. That the Response Time Performance Plan (RTTP) for 2014 be set as recommended in report #OTES071327.

3. **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.**
4. **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.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

### **OTES-2013.19 Business Licence By-law Amendment – Driving Instructor Licensing**

Mr. Gurdip Atwal, President Allstate Driving Instructors Association of Ontario and owner of a driving school suggested there is difficulty with outside city instructors coming into the city. He suggested that reducing the number of examiners and drive test centres would help. He requested that provisions be included in the by-law to address illegal driving instructors.

Mr. John Svensson, President of the Driving School Association of Ontario and resident of Guelph, said the Association supports the proposed by-law. He suggested that by licensing instructors, it could help in identifying instructors teaching on drive test routes.

5. Moved by Mayor Farbridge  
Seconded by Councillor Bell
  1. That the Operations, Transit & Emergency Services Report OTES071323 Business Licence By-law Amendment – Driver Instructor Licensing dated July 9, 2013 be received.
  2. That the amendments to Business Licence By-law (2009)-18855 with respect to Driving Instructors as contained in Operations, Transit & Emergency Services Committee Report OTES071323 dated July 9, 2013 be approved.
  3. That after one year of implementation of the amendments to the Business Licence By-law (2009)-18855 with respect to Driving Instructors as contained in Operations, Transit & Emergency Services Committee Report OTES071323 dated July 9, 2013 has lapsed, staff be directed to engage the public, representatives of the driving instructor industry and examiners from the local Drive Test Centre and identify the effectiveness of the licensing regime.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

### **OTES-2013.16 Transit Performance Update**

Mr. M. Anders, General Manager Community Connectivity & Transit, highlighted the Guelph Transit Performance since the route changes in February 2013.

6. Moved by Councillor Furfaro  
Seconded by Mayor Farbridge

That the Operations, Transit & Emergency Services Report # OTES071319, dated July 9, 2013 regarding Transit Performance - Update be received for information.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

**OTES-2013.15 Open Air Burning – Residential/Commercial Fire Pits and Related Fuel Burning Appliances**

7. Moved by Councillor Furfaro  
Seconded by Mayor Farbridge

1. That the Operations, Transit & Emergency Services Committee Report #OTES071325 regarding open air burning dated July 9, 2013, Bylaw be received.
2. That no action be taken to relax current open air regulations.
3. **That Chief Armstrong direct his staff to develop and deliver to the public, guidelines and direction associated with “fire safety” in backyards.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

**OTES-2013.21 Hamilton Tiger Cats 2013 Mutual Services Agreement**

Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services, provided background information on the staff report.

Mr. M. Anders, General Manager Community Connectivity & Transit, provided information on the impact to transit service on Hamilton Tiger Cat home games.

8. Moved by Mayor Farbridge  
Seconded by Councillor Bell

1. THAT the Operations, Transit & Emergency Services Committee Report #OTES071328 2013 Hamilton Tiger-Cats Mutual Services Agreement be received.
2. THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Hamilton Tiger-Cats satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

## **OTES-2013.23 Outstanding Resolutions**

Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services, advised staff will be reporting bi-annually on outstanding matters before Committee.

9. Moved by Councillor Furfaro  
Seconded by Councillor Bell

THAT the Operations, Transit & Emergency Services Report #OTES071322 Outstanding Resolutions dated July 9, 2013 be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Findlay and Furfaro (4)*

*VOTING AGAINST: (0)*

CARRIED

## **Staff Updates and Announcements**

Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services, recognized Guelph Transit in the annual Tim Hortons Earn a Bike Program; advised of Guelph Fire Prevention participation in the Canada Day celebrations; advised transit routes will be adjusted for a downtown stop in accommodating the temporary relocation of Guelph Farmers Market; and recognized staff efforts in the Hamilton Tiger Cat opening home game.

## **Adjournment (6:16 p.m.)**

14. Moved by Mayor Farbridge  
Seconded by Seconded by Councillor Furfaro

That the meeting be adjourned.

CARRIED

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Deputy Clerk

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

**September 10, 2013**

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**

<b>REPORT</b>	<b>DIRECTION</b>
<b>OTES-2013.24 LAND AMBULANCE RESPONSE TIME IMPROVEMENT</b>  THAT the report OTES091323 <u>Land Ambulance Response Time Improvement</u> dated September 10, 2013 be received.	Receive
<b>OTES-2013.25 PUBLIC WORKS YARD EXPANSION – UPDATE</b>  1. THAT the Operations, Transit & Emergency Services Committee Report OTES091326 Public Works Yard Expansion - Update be received;  2. THAT the Operations, Transit & Emergency Services Committee approve the status quo of the expansion plans for the Public Works Yard and 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.	Approve
<b>OTES-2013.26 SIDEWALK &amp; SIGN INSPECTION PROGRAM - UPDATE</b>  That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.	Receive

**OTES-2013.27 TRAFFIC INVESTIGATIONS WORK PLAN - UPDATE**

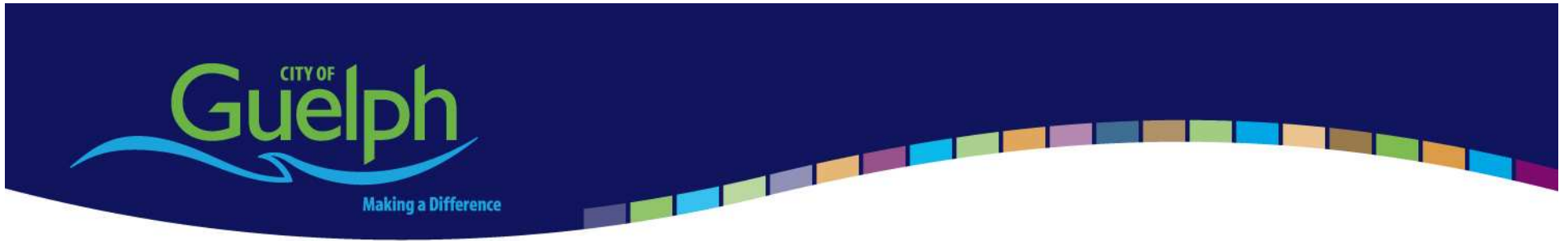
Receive

THAT the Operations, Transit & Emergency Services Committee Report  
OTES091325 Traffic Investigations Work Plan - Update be received.

attach.

# Land Ambulance Response Time Improvement





## **Report Purpose**

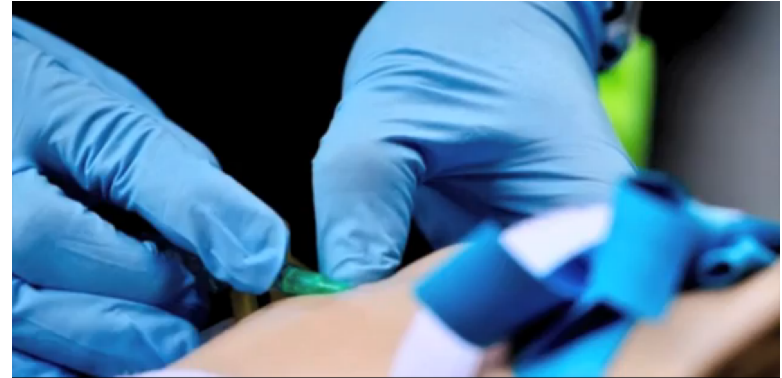
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- Convey how response time can affect patient outcomes
- Identify Staff's suggested compliance rate
- Provide options to improve ambulance response times over several years.
- Review associated costs of the proposal
- Explain the Provincial funding model

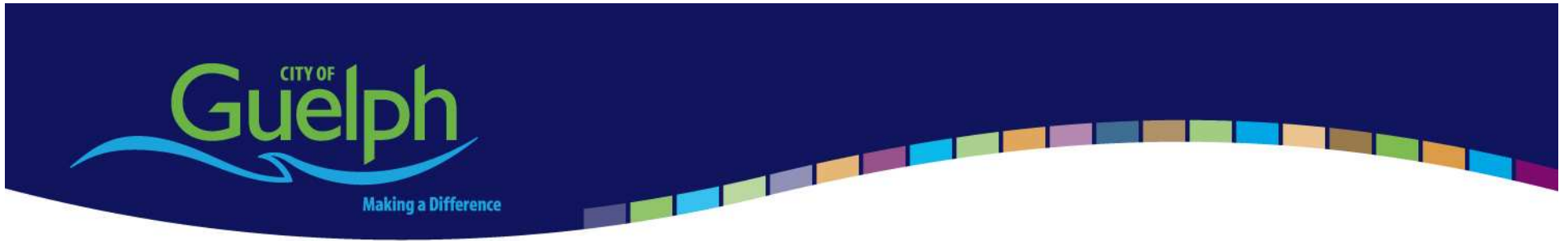


## CTAS Levels

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- Patients are categorized based on severity of their complaint
  - CTAS 1 to 5
- CTAS 1 patients are the most critically ill or injured
  - Where time to reach the patient will ultimately have the most significant impact on a healthy outcome



# Response Time Importance

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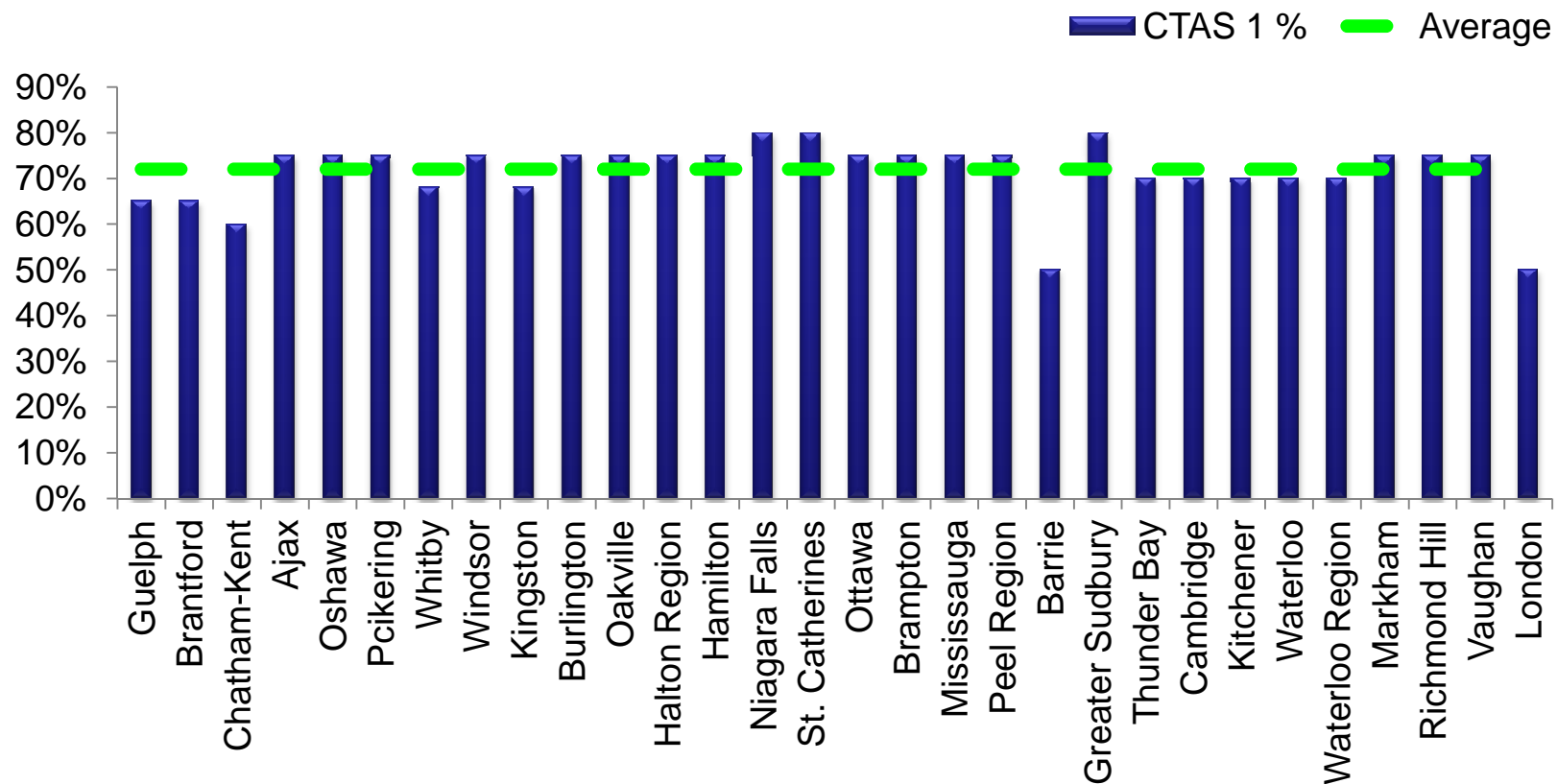
- Patient outcomes are affected by response times
- For every one (1) minute delay in defibrillation, the survival rate of a cardiac arrest victim decreases by 7% to 10%
- Increase in the number of lives saved each year with improved compliance to response time targets

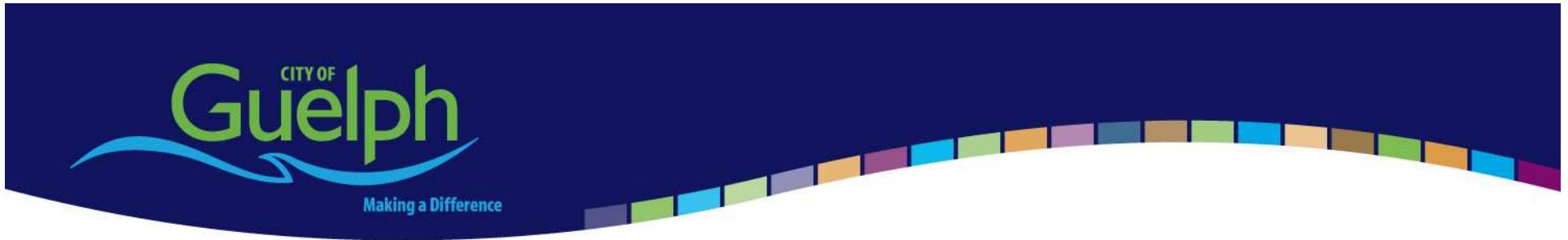
## **CTAS 1 Response Time**



- Current response time target for reaching patients is 8 minutes
  - Set by the Province
- Compliance rate target is currently 65%
  - As set by Council
- Current achievement is 63%
  - 8 minute response time is reached 63% of the time

# Municipal Comparison





## Desired Improvement

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- Staff desire to see response time compliance to 80%
  - 80% of the time CTAS 1 responses will be within 8 minutes
- Achieving this level of compliance will require
  - 24 Paramedics
  - 4 Supervisors
  - 2 vehicles and corresponding equipment
- A total investment of \$4.3 Million
  - From the funding partners

## **Phased Approach**

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- Recommend a phased implementation
  - Phasing the improvement over a four (4) year period provides
    - Ability to manage financial implications
    - Opportunity to measure and adjust the plan based on achieved impacts
    - Opportunities to pursue/develop demand mitigation strategies

# Approach

## Year 1

- FTE Required = 4 (paramedics)
- Vehicle/Equipment Required = 0
- Base Location Study
- Revised Response Rate Compliance= 67%
- \$610,937

## Year 2

- FTE Required = 9 (8 paramedics and 1 EMS supervisor)
- Vehicle/Equipment Required = 1
- Revised Response Rate Compliance= 72%
- \$2,019,501

## Year 3

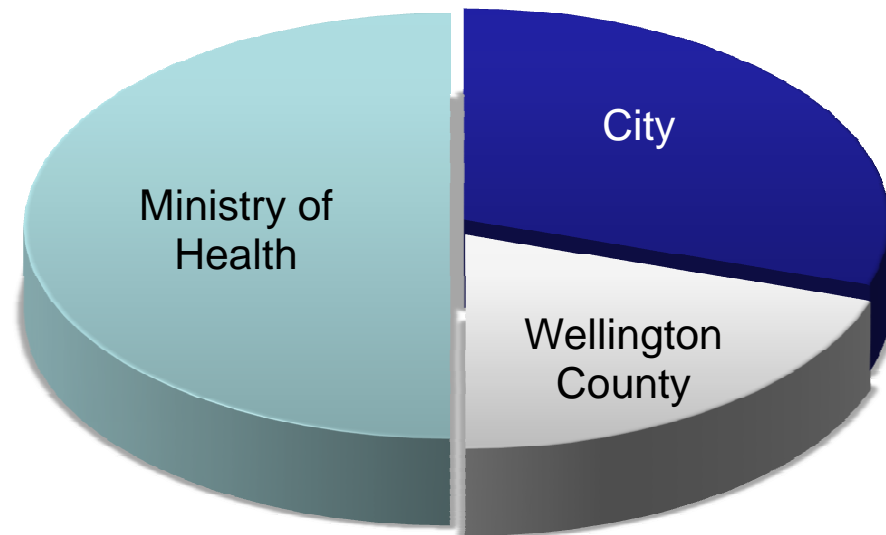
- FTE Required = 9 (8 paramedics and 1 EMS supervisor)
- Vehicle/Equipment Required = 1
- Revised Response Rate Compliance= 77%
- \$3,332,436

## Year 4

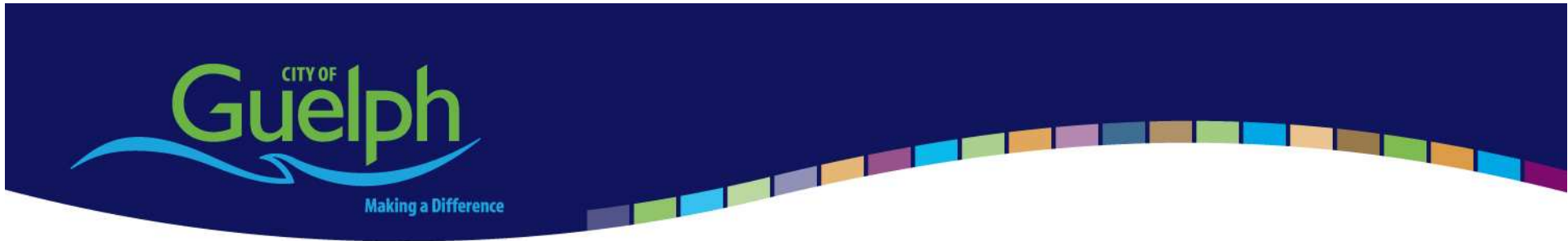
- FTE Required = 6 (4 paramedics and 2 EMS supervisors)
- Vehicle/Equipment Required = 0
- Revised Response Rate Compliance= 80%
- \$4,070,590

## Provincial Funding Model

- Ministry of Health = 50%
- City = 60% of remaining 50%
- County = 40% of remaining 50%

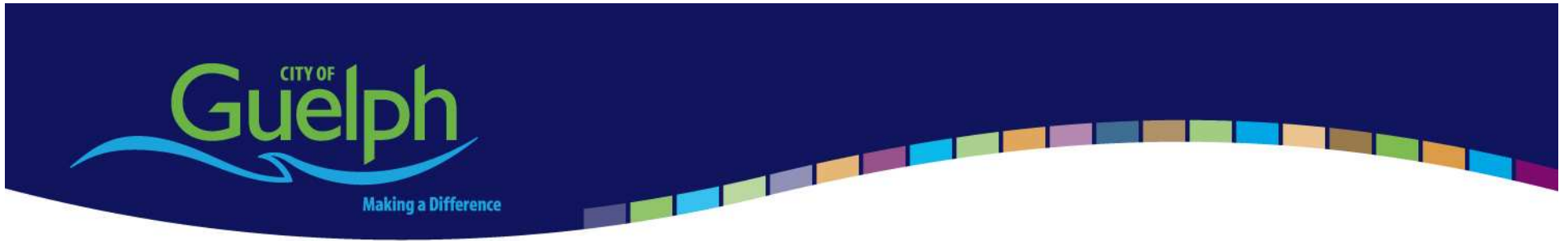






# Provincial Funding Model

	First Year	Second Year
Total Investment	\$100,000	\$100,000
Ministry of Health	\$0	\$50,000
Wellington County	\$40,000	\$20,000
City Costs	\$60,000	\$30,000



## Summary

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- Appropriate level of service for our area
- 4 year phased approach is one possible approach
- Suggested approaches will be presented through appropriate budget process
- Recognition of significant investment requirement
- Risk of not implementing improvements

# STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE September 10, 2013

**SUBJECT Land Ambulance Response Time Improvement**

REPORT NUMBER OTES091323

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To convey how response times affect patient care outcomes, the cost of service improvements and potential associated improvements that may be realized and the current funding model of land ambulance service. This report provides background information and recommendations for graduated increases in resources to improve response time performance.

### KEY FINDINGS

- Patient outcomes are affected by response times
- Achieving the desired level of service in one year is likely beyond the city's financial capacity
- desired level of service can be achieved over a four year, phased approach
- Provincial financial support lags any service improvement by one year
- The Province is not obligated to fund service improvements.

### FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report. All financial issues will be referred to the appropriate budget process.

### ACTION REQUIRED

To receive the report.

## RECOMMENDATIONS

THAT the report OTES091323 Land Ambulance Response Time Improvement dated September 10, 2013 be received.

# STAFF REPORT

## BACKGROUND

Council establishes ambulance response time targets and determines the compliance rate for those targets. The response time target for the most seriously ill or injured patients (CTAS 1) are set by the Ontario Ministry of Health and Long Term Care (MOHLTC) at eight (8) minutes. Other response times (and targets) for 2014 were approved by Council in the July OTES report# #OTES071327. As reported, Guelph Wellington Emergency Medical Service (GWEMS) is not meeting the 2013 response time targets as approved by Council in the first approved plan.

This report reviews current performance, how response times affect patient care outcomes and the incremental resource increases required to improve response time performance.

### Report

Response times are important for an emergency medical service in order to ensure timely and effective pre-hospital patient care. The Heart and Stroke Foundation of Canada highlights the need for rapid paramedic response to cardiac emergencies. It refers to a "Chain of Survival" for victims of cardiac arrest. In this model, the best chance of survival from cardiac arrest occurs when CPR and defibrillation are started early and then paramedic care arrives at the patient within ten (10) minutes.

Two specific statistics from the Heart and Stroke Foundation include:

- 1) After more than twelve (12) minutes of ventricular fibrillation, the survival rate from cardiac arrest is less than 5% (Hazinski et al, 2004).
- 2) For every one (1) minute delay in defibrillation, the survival rate of a cardiac arrest victim decreases by 7% to 10% (Larsen et al, 1993).\*

An Ontario Heart and Stroke Foundation representative presented an estimate to Council in December 2012 that up to thirteen (13) more lives could be saved every year if Guelph-Wellington cardiac arrest survival rates were comparable to the rates in the best jurisdictions in North America) \*\*

\* <http://www.heartandstroke.on.ca/site/c.pvI3IeNWJwE/b.3581729/k.359A/Statistics.htm>

\*\* From presentation to Council, Dec 10, 2012 by Andrew Lotto, Heart and Stroke Foundation of Ontario

The relationship between time without pre-hospital care and patient outcomes can be deduced using physiologic data. If a person does not receive any oxygen for one (1) to two (2) minutes they will become unconscious. Further deprivation of oxygen will result in cardiac arrest followed by death if circulation and oxygenation cannot be restored promptly. Similarly, if a person has a blood pressure that is insufficient to provide adequate oxygen to the tissues, the tissue will cease to function normally or may stop functioning entirely.

# STAFF REPORT

The most serious, CTAS 1 category includes patients that are unstable and require immediate care to prevent death. Examples of complaints of CTAS 1 patients include cardiac arrest, unconsciousness, choking and severe injuries. The current performance of Land Ambulance Service toward meeting the "CTAS 1 – 8 Minute standard" of 65 % is trending at 63% across the coverage area.

Staff are of the opinion the level of service provided by GWEMS should be considered from a perspective of patient care outcome and improved beyond the current response time performance of 63%.

## **Improving GWEM's Level of Service**

Staff have analyzed the response times of land ambulance service in similar comparative municipalities (see Appendix A). Based on this analysis, a desired level of service for the CTAS 1 category of 8 minutes, 80% of the time (instead of the current 65% of the time) should be considered. Reaching this level of service requires additional staffing equal to three (3) additional ambulances in operation for twenty-four (24) hours per day, and capital for two (2) additional ambulances with appropriate equipment, supplies, and supervision. This would represent an investment of approximately \$4.3 million. The City's initial, first year share would be approximately \$2.6 million, with the County of Wellington assuming the remainder.

## **Phased Approach**

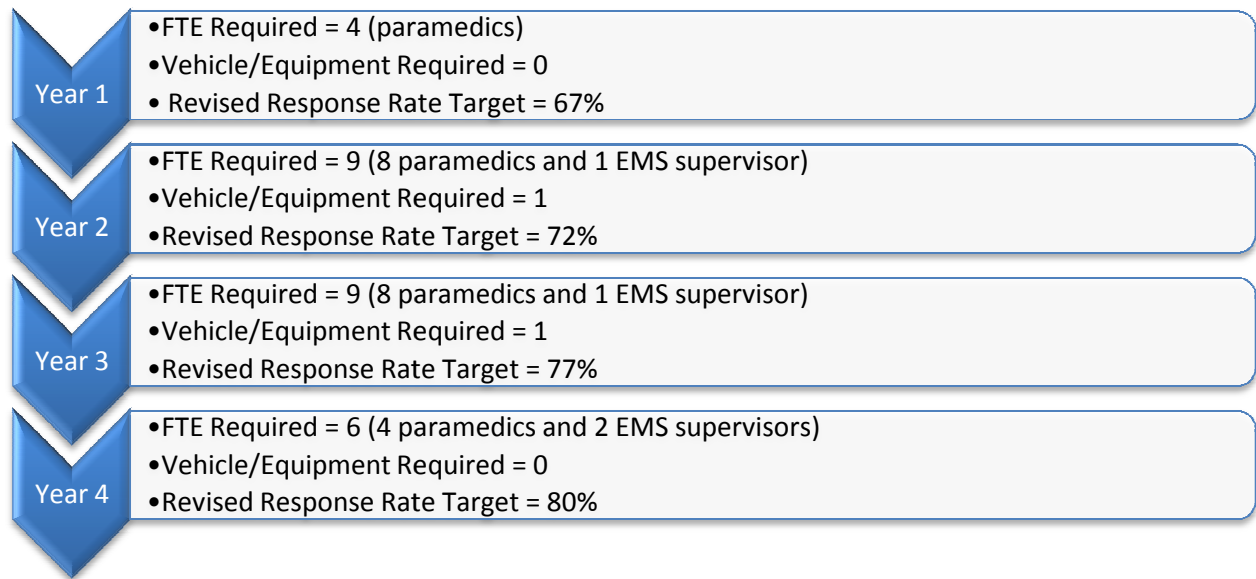
Staff acknowledge this level of investment in one year is likely beyond the current financial capacity of the City. However, to achieve the desired level of service, GWEMS proposes phased improvements, culminating in achieving the desired CTAS 1 category target of 8 minutes - 80% of the time, *over a four year period*. In addition to managing the City's financial investment, additional benefits of phasing the service improvement include:

- To measure and adjust the phased plan based on the impact of each incremental, annual improvement
- To smooth the financial impact by phasing in the Provincial grants
- Provide staff opportunity to develop demand management mitigation strategies as directed by Council in July. These efforts may ultimately lead to a reduction in anticipated, additional resources.

## **Recommended Enhancements**

Illustration 1: Recommended Enhancement Plan depicts the suggested phased annual improvement plan and anticipated response time improvements followed by a more detailed description of what is suggested for each year of the four year period.

# STAFF REPORT



*Illustration 1: Recommended Enhancement Plan*

## **Year 1 – Incremental Improvement**

The EMS division will present an enhancement to service during the deliberations on the 2014 Operating Budget that would add twelve (12) hours of ambulance service per day (4 FTE paramedics plus backfill).

In addition, it is also proposed we undertake a Land Ambulance Base Location Study by an external consultant. A Base Location Study will involve an analysis of the historical call volume, optimization of response times and travel routes identifying the most advantageous location for EMS stations and the appropriate paramedic staffing at each station. Further the study will assist in verifying the anticipated improvements provided in this report.

The *gross cost* of this enhancement would be \$610,937. Staff believe this will improve response times across the coverage area by 4%. The response times to CTAS 1 patients in eight (8) minutes would be expected to improve from arriving currently at 63% to 67% of the time.

# STAFF REPORT



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## **Year 2 – Incremental Improvement**

Year 2 would see a request for staffing for an additional ambulance 24 / 7 with capital expenditures in year two. This will involve eight (8) FTE paramedics plus replacement staff to backfill absences, and one FTE EMS Superintendant to provide necessary support and supervision. The capital costs would involve an ambulance vehicle and equipment. These expenditures are currently not in the 10-year capital forecast (the equipment is in the latest DC study – vehicles are not as replacement years too low to be eligible).

The *gross costs* of the above enhancements for year two would be an increase of approximately \$2,019,501. It is anticipate that this enhancement will improve the rate by which the service is able to respond to CTAS 1 patients in eight (8) minutes to approximately 72%.

## **Year 3 – Incremental Improvement**

Year 3 would involve a request for staffing for an additional ambulance 24/7 with capital expenditures in year three. This will involve eight (8) FTE paramedics plus replacement staff to backfill absences, and one FTE EMS Superintendant to provide necessary support and supervision. The capital costs would involve an ambulance vehicle and equipment.

The *gross costs* of the above enhancements for year three would be an increase of approximately \$3,332,436. It is anticipate that this enhancement will improve the rate by which the service is able to respond to CTAS 1 patients in eight (8) minutes to approximately 77%. In addition, an expected improvement in the equity of response times should be realized across the coverage area.

## **Year 4 – Incremental Improvement**

Year 4 would see a request for staffing for an additional 12 hours of ambulance service utilizing existing vehicles, and additional supervisory staff in year four. This will involve 4FTE paramedics plus replacement staff to backfill absences, and 2 EMS superintendants to provide necessary support and supervision.

The *gross costs* of the above enhancements for year four would be an increase of approximately \$4,175,184. It is anticipate that this enhancement will improve the rate by which the service is able to respond to CTAS 1 patients in eight (8) minutes to approximately 80%. In addition, an expected improvement in the equity of response times should be realized across the coverage area.

## **Supervisory Support**

The current compliment of EMS Superintendants allows one (1) superintendant to be on duty 24 hours per day. This front-line supervisor provides support, assistance and direction to up to 24 staff working in an area of approximately 2,500 square kilometres. The total of 4 EMS superintendant FTEs added in the four (4) phases of this enhancement would provide one (1) additional superintendant working 24 hours 7 days per week, with the end ratio being one (1) supervisor for each of fifteen (15) staff.

## **CONCLUSION**

Guelph Wellington EMS manages over 2,500 square kilometres of coverage area serving urban, rural, and suburban populations. Staff have analyzed response time performance requirements against actual responses and identified a deficiency in achievement. Given that the approved response time standard was a new standard for 2013 staff acknowledge the need to recommend improvement beyond current performance moving toward stated targets in order to effectively sustain EMS service efficiently across the completion coverage area. Recommended planning for additional resources require deliberation during the 2014 budget process. Each phase of this option will be brought forward in the budget process for the specified year for Council's consideration.

## **FINANCIAL IMPLICATIONS**

Guelph Wellington EMS is managed by the City of Guelph and funded as a partnership with the Province of Ontario and County of Wellington. The Province pays 50% of the costs. Of the remaining costs, Wellington County pays approximately 40% and the City pays 60%. This is based on the distribution of EMS calls in each area.

The method of funding by the Province for EMS services has been in place since 2009. The Provincial wide methodology was developed after consulting with the Association of Municipalities of Ontario and includes:

- The Provincial share of the 50/50 funding is based upon a municipality's previous year's Council-approved budget with an incremental amount added to account for increased costs;
- in-year service enhancements would not be provincially funded and;
- Provincial funding will not exceed 50% based upon the municipality's year-end financial reporting and consultations.



# STAFF REPORT

In keeping with this methodology, the Councils' enhancement in the approved budget for 2013 will be considered for the 2014 funding. Similarly, the City of Guelph's council approved enhancement in the approved budget for 2014 will be considered for the 2015 funding.

Should Council choose to enhance EMS, the City and Wellington County must pay 100% of the associated costs in the first year. The Ministry has historically increased their funding in the following year. This is a practice of the Ministry and not a standard. However, during the time the City has been the Direct Delivery Agent the funding has been provided in this manner.

If the Ministry did not increase funding in the second year, the entire cost of the enhancement would continue to be the responsibility of the City and Wellington County.

The following table outlines the funding required as well as the apportionment of cost to each funding partner i.e. Province, County of Wellington and the City. Though the suggested implementation plan is for four (4) years, the table outlines for six (6) to provide visibility of the impact of the Ministry of Health & Long Term Care grants.

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Total Operating - Staffing		535,937	1,784,201	3,094,036	4,028,142	4,130,137	4,234,785
Total Operating - Other		75,000					
Total Operating - Capital			20,000	20,400	42,448	45,046	48,760
Total Capital			215,300	218,000			
Total Expenditure		610,937	2,019,501	3,332,436	4,070,590	4,175,184	4,283,545
Development Charges			75,000	75,000			
Provincial Share	50%		310,051	1,024,897	1,691,211	2,065,825	2,118,906
County Contribution	40%	244,375	653,780	893,016	951,752	843,744	865,856
City Share		366,562	980,670	1,339,524	1,427,627	1,265,615	1,298,783

## Alternatives for Consideration

Council may choose to continue with current resources. The EMS division will continue to deploy available resources to achieve the best possible compliance to the response time targets. The compliance for CTAS 1 patients will continue to be less than the approved 65% CTAS -1 response time standard.

The recommended enhancement project could be implemented at a different rate, either increased implementation time (to implement the improvements sooner) or decreased implementation time (to spread the improvements over a larger block of time). Both options would have impacts on the financial requirements of each year.

# STAFF REPORT

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## **CORPORATE STRATEGIC PLAN**

2.2 Deliver public services better.

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

## **DEPARTMENTAL CONSULTATION**

Finance & Enterprise \_ Finance Department

## **COMMUNICATIONS**

The County of Wellington Social Services Committee will be consulted and briefed on the outcomes of this report. Additionally, the County of Wellington Social Service Committee has been invited to attend this meeting.

## **ATTACHMENTS**

**Appendix A** - Guelph approved comparator list Ambulance Response Time Standards for CTAS 1

**Report Author:** **Stephen Dewar**

EMS Chief, Guelph Wellington Emergency Medical Services  
Operations, Transit & Emergency Services

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Guelph Comparitors Ambulance Response Time Standard			
City	County/EMS Service	CTAS 1	
		Time	%
Brantford	Brant	8 min	65%
Chatham-Kent	Chatham-Kent	8 min	60%
Ajax Oshawa Pickering Whitby	Durham	8 min	75%
Windsor	Essex	8 min	75%
Kingston	Frontenac	8 min	68%
Burlington Oakville Halton Region	Halton	8 min	75%
Hamilton	Hamilton	8 min	75%
Niagara Falls St. Catharines	Niagara	8 min	80%
Ottawa	Ottawa	8 min	75%
Brampton Mississauga Peel Rgion	Peel	8 min	75%
Barrie	Simcoe	8 min	50%
Greater Sudbury	Sudbury	8 min	80%
Thunder Bay	Thunder Bay (City)	8 min	70%
Cambridge Kitchener Waterloo Waterloo Region	Waterloo	8 min	70%
Markham Richmond Hill Vaughan	York	8 min	75%
London	Middlesex	8 min	50%
Guleph and Wellington County		8 min	65%

- Note – targets do not necessarily reflect actual performance

# STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE September 10, 2013

**SUBJECT** Public Works Yard Expansion - Update

REPORT NUMBER OTES091326

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To update Council on the project proposal to expand the Public Works Yard by closing parts of Denver Road and Municipal Street.

### KEY FINDINGS

- As proposed in the Operations, Transit & Emergency Services Committee Report #OT101239 Public Works Yard Expansion, October 15, 2012 public consultation was sought which resulted in 40 pieces of submitted written correspondence and 50 people in attendance at two Public Information Centres in April 2013.
- A majority of the public was not supportive of staff's proposal to close Denver Road in order to expand the Public Works Yard.
- Residents are questioning the sustainability of the current location of the Public Works yard.
- The growth of the Public Works facility on Municipal Street will not likely occur with neighbourhood support.

### FINANCIAL IMPLICATIONS

Capital account GG0188 Denver Road Closure was funded in 2013 for \$150,000. Approximately \$19,000 was expended to conduct legal survey, traffic and consultant fees to prepare for this proposal. The project will be closed and the residual funds returned to the originating reserve.

### ACTION REQUIRED

Make a recommendation to Council to approve the status quo of the expansion plans for the Public Works Yard and refer back to staff to consider alternate plans to address growth concerns surrounding the Public Works property.

## RECOMMENDATION

# STAFF REPORT

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1. THAT the Operations, Transit & Emergency Services Committee Report OTES091326 Public Works Yard Expansion - Update be received;
2. THAT the Operations, Transit & Emergency Services Committee approve the status quo of the expansion plans for the Public Works Yard and 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.

## **BACKGROUND**

On October 15, 2012 staff presented to the Operations, Transit & Emergency Services Committee Report #OT101239 Public Works Yard Expansion that recommended an eight step process that included public notice and public input.

Over time, and with the growth of the City of Guelph, the Public Works yard at 45 Municipal Street has become increasingly congested with an ever-increasing volume of stored materials and vehicles. There is a need for additional site area, particularly in regard to the management of all fleet vehicles for storage and maintenance. Of note, the Public Works yard also stores a significant portion of the Parks and Recreation vehicles and equipment which is also experiencing growth. There is also an increased risk in having a public right of way (Denver Road) separating the fleet storage area from the winter control material storage area during a bulk salt loading/offloading operation or during winter control operations. There are no plans in the 10 year Capital program to relocate the current Public Works Yard from its current location. However, there is a plan to expand the Fleet Services area at 45 Municipal Street which will exacerbate the problem. With a view to resolving this need for additional space in the near term, and at minimal cost, staff proposed a possible simple solution that would involve the permanent closure of parts of Denver Road and Municipal Street (i.e. the right of way adjacent to Denver Road) which are both City properties. Attachment 1 shows a map of the Public Works properties near Denver Road and the approximate area that would be closed off in order to facilitate and expansion of the yard.

Traffic counts for Denver Road between Municipal Street and Pacific Place were conducted. The Average Annual Daily Traffic totals for this Class 5 highway (local road) were substantially lower than most similar local roads in the surrounding neighbourhood.

## **REPORT**

After consulting with the City's Community Engagement and Corporate Communication staff the public were notified of a Public Information Centre (PIC) where stakeholders could have an opportunity to ask questions and express concerns with the proposal. This public notification and engagement was Step 2 and

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# STAFF REPORT

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3 of the proposal action plan (see #OT101239 Public Works Yard Expansion, October 15, 2012) and was conducted through various media outlets, City website and a direct mailing to stakeholders closest to the properties at 45 and 50 Municipal Street. Two PICs were scheduled at the boardroom at 45 Municipal Street on April 10, 2013, one at 2 p.m. and another at 6 p.m. Approximately 50 people attended the two PICs which was facilitated by an engineering consultant and Public Works staff. Feedback was collected in three streams, hand written correspondence, electronic correspondence and in-person at the PICs. Approximately 40 pieces of written correspondence was received.

A summary of the written comments received can be found at Attachment 2. These comments closely match comments received in-person at the PICs. A review of feedback clearly indicates that a majority of the public is not supportive of staff's proposal to close Denver Road in order to expand the Public Works Yard. While residents and other stakeholders were sympathetic to the concerns raised by staff about the need for an expanded Public Works yard, there were significant concerns raised about the following:

- Increased traffic and noise likely on Elson Drive and Pacific Place;
- Re-routing traffic to Water Street, which is primarily a residential street, that would normally route to Municipal Street for egress onto Edinburgh Road;
- Loss of a more direct and lower gradient walking route between residential neighbourhoods and parklands located at Municipal Street and Water Street.

An issue was brought forth at the PICs that was not previously known to staff and that was the success of the recently opened Muslim Society of Guelph (MSOG) community centre located at 286 Water Street. MSOG membership is not confined to the local neighbourhood and as a result, many members drive to their community centre. As a result, on-street parking has seen an increase in use on certain days. MOSG leadership is aware of this impact on their neighbours and has encouraged their membership to maximize the use of Denver Road via Municipal Street for their ingress and egress in order to avoid the more residential Water Street.

It was also heard by staff that residents are questioning the sustainability of the current location of the Public Works yard in 2013. While it is understood that the Public Works yard has been in its current location for over 40 years, well before many of the neighbourhood properties were built, its 'industrial' purpose may no longer be consistent with surrounding land use. Staff explained to those present at the PICs that the scope of this particular proposal was deliberately simple and straight-forward with a view of meeting the aim of immediate growth concerns for relatively low cost. A full move of the entire Public Works yard would be a significant capital project which would need to be fully justified and prioritized against other capital priorities.

# STAFF REPORT

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After consideration of the public's input through various Community Engagement practices, it is clear that the stakeholders, including local residents, are not supportive of the proposal put forth by staff to close parts of Denver Road and Municipal Street in order to expand the Public Works yard. As a result, staff will keep the status quo for the immediate future and concurrently seek consideration of a comprehensive needs assessment study for the entire Public Works yard and its dependencies during the 2014 Capital Budget deliberations.

## **ALTERNATIVES**

Staff also investigated other simple, low-cost solutions that included the possibility of 1) leasing property North of 45 Municipal Street from Hydro One Inc. to expand the yard; and, 2) moving Parks & Recreation vehicles and equipment to a new location. Neither one of these options were viable to all stakeholders given current needs versus costs, risks and benefits.

## **FINANCIAL IMPLICATIONS**

Capital account GG0188 Denver Road Closure was funded in 2013 for \$150,000. Approximately \$19,000 was expended to conduct legal survey, traffic and consultant fees to prepare for this proposal. The project will be closed and the residual funds returned to the originating reserve.

## **CORPORATE STRATEGIC PLAN**

This report supports the following goals in the strategic plan:

- 2.2 Deliver public services better
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

Finance  
Legal Services  
Planning  
Engineering  
Community Engagement & Social Services  
Parks & Recreation

## **COMMUNICATIONS**

Stakeholders and residents in the neighbourhood closest to 45 Municipal Street have been advised that this report will be presented at the Operations, Transit & Emergency Services Committee meeting on September 3, 2013.

# STAFF REPORT

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## ATTACHMENTS

ATT-1 Map of Public Works properties near Denver Road

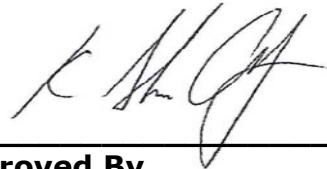
ATT-2 Summary of Public Feedback



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**Authored & Recommended By**

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**Approved By**

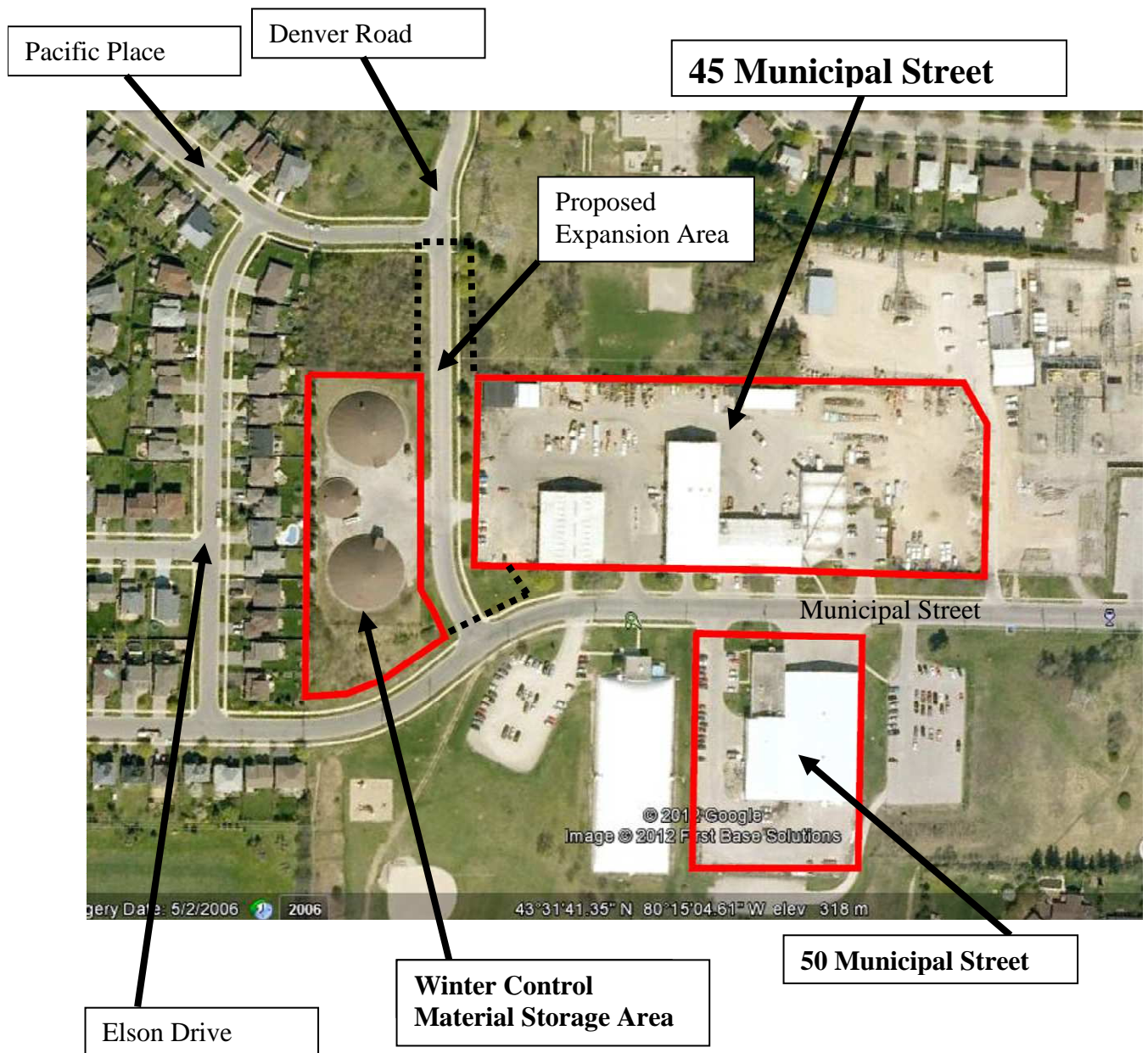
*for:* Derek J. McCaughan  
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# STAFF REPORT

Public Works Yard Expansion – Update, OTES091326

## ATTACHMENT 1 - Map of Public Works properties near Denver Road



# STAFF REPORT

	For/Against	Public Comments	Staff Comments
1	Against	<ul style="list-style-type: none"> <li>Will need to drive through neighbourhood</li> <li>Water Street more narrow with parking on both sides</li> <li>Water Street traffic light would need to reflect increased traffic flow</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.
2	Against	<ul style="list-style-type: none"> <li>It will add to my travel time getting to Edinburgh</li> <li>Difficult to navigate Water Street because lined with cars on both sides of street</li> <li>Could affect my property value</li> <li>I will look out my window and see an ugly fence and municipal yard</li> <li>I also have noise concerns</li> <li>The Water Street traffic light at Edinburgh needs to be retimed.</li> <li>If Guelph is growing why not move the Municipal lot to a locked location and move the whole thing</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.
3	Against	<ul style="list-style-type: none"> <li>With only one direct access to Edinburgh the traffic lights on Water street would need to be retimed so traffic on Water Street would have a longer green light</li> <li>Maybe a traffic light at Cedar and Edinburgh</li> <li>Worried about noise levels</li> <li>Potential decrease in property values</li> <li>Concerned over ease of access for emergency vehicles to arrive at 295 Water Street townhouse complex</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.
4	Against	<ul style="list-style-type: none"> <li>My children go to school at John McCrae school and the Water street/Edinburgh intersection will be a lot busier with this closure</li> <li>A lot of people cut through Denver Road to avoid the intersection at Water/Edinburgh and it is a short cut to many places from Village on Green End</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.

# STAFF REPORT

		<ul style="list-style-type: none"> <li>• The light at Water/Edinburgh is already a nightmare</li> <li>• Safety concerns of small children crossing the street</li> </ul>	
5	Against	<ul style="list-style-type: none"> <li>• We are seniors and we use Denver Rd exclusively for walks and for driving</li> <li>• We use it to get to anywhere in the city and to come home. Denver Rd has always been a nice quiet road full of trees and shrubs</li> <li>• We will need to take a more dangerous detour to get to other parts of the city</li> </ul>	Noted.
6	Against	<ul style="list-style-type: none"> <li>• I enjoy walking to the park beside tennis club</li> <li>• Don't want to have to drive through Elson, Pacific, etc and disturb neighbours. Denver is not residential</li> <li>• Concerned about the impacts of the road closure</li> </ul>	Noted.
7	For	<ul style="list-style-type: none"> <li>• We have no objections to the closure</li> </ul>	Noted.
8	Against	<ul style="list-style-type: none"> <li>• Every time I leave my house I use Denver Rd to get to Edinburgh</li> <li>• The lights at Water/Edinburgh are annoying because they give very little time for traffic on Water Street to exit. It is also a busier intersection which is why I avoid it</li> <li>• I expect more traffic on Elson Drive</li> <li>• Another concern is the current status of the school on Water Street. It seems to be operating now as a school or mosque and there are sometimes too many cars parked outside. This needs to be addressed</li> <li>• Water street is more narrow with parking on both sides, a reason not to increase traffic on this street</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.
9	Against/For	<ul style="list-style-type: none"> <li>• I walk Denver Road daily to get to the gym, it will add time to that walk</li> <li>• I use it because the light at Water Street is slow and backs up</li> <li>• Could affect property values by</li> </ul>	Noted.

# STAFF REPORT

		<p>putting up barricades or an ugly fence</p> <ul style="list-style-type: none"> <li>I'm opposed to the closure, but if it has to be done, I'd like it done in a way that leaves the neighbourhood looking intentional and attractive with curbs and green space</li> </ul>	
10	Against/For	<ul style="list-style-type: none"> <li>I will either need to drive down Water Street and wait for the light! Or drive down Elson and Pacific. Both methods would alter my travel time by a short 2 minutes</li> <li>I'm sure the people on Elson will notice a change</li> <li>Will you provide traffic calming?</li> </ul>	Noted. Information about traffic light issues sent to Traffic Investigations for review. Traffic calming policy is under review.
11	Against/For	<ul style="list-style-type: none"> <li>The Denver exit provides quicker and easier access to Stone Road Mall. I use that exit because the Water Street/Edinburgh lights are very slow.</li> <li>Also coming home the lights on Municipal/Edinburgh have an advanced green making it easier to turn left</li> <li>If you do close Denver Road I propose putting an advanced green on Water street</li> </ul>	Noted. Information about traffic light issues sent to Traffic Investigations for review.
12	For	<ul style="list-style-type: none"> <li>To me it's an eye sore, the flow won't really affect me</li> <li>As long as it can be proven to the community that it has been thought through and the impacts to the neighbourhoods analyzed</li> <li>Work with the community to come up with a common purpose</li> </ul>	Noted.
13	Against	<ul style="list-style-type: none"> <li>We always use Denver Road to go down to Edinburgh</li> <li>Can something be done with the lights at Water/Edinburgh? If we will need to use these lights more often these lights should change faster</li> </ul>	Noted. Information about traffic light issues sent to Traffic Investigations for review.
14	Against	<ul style="list-style-type: none"> <li>Will deny pedestrian access from Water Street to the park</li> <li>Pedestrian route along Elson very inconvenient, especially for the</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.

# STAFF REPORT

		<p>elderly</p> <ul style="list-style-type: none"> <li>• Issue aggravated by poorly calibrated lights at Water/Edinburgh Street</li> <li>• Parking problems need to be addressed with mosque on Water/Denver</li> </ul>	
15	Against	<ul style="list-style-type: none"> <li>• Traffic congestion would be horrific!</li> <li>• Would pedestrian traffic still be able to access all of Denver? If not, why not?</li> <li>• There are two churches on Water Street, an unbelievable amount of traffic on many days of the week and parked cars everywhere</li> <li>• Water street is already a disaster with parking on both sides of the street</li> <li>• Public Works should move instead of inconvenience everyone</li> </ul>	Noted. Information about general parking and traffic light issues sent to Traffic Investigations for review.
16	Against	<ul style="list-style-type: none"> <li>• More traffic on Elson Drive</li> <li>• No access by foot from Water to Municipal Street through high school</li> <li>• Difficulty with higher volumes of traffic on Water Street and issues with Water/Edinburgh traffic lights</li> </ul>	Noted. Information about traffic sent to Traffic Investigations for review.
17	Against	<ul style="list-style-type: none"> <li>• You suggest that the proposed closure would eliminate the need for city vehicles to use Water street, but we never see city vehicles on Water Street but according to the plan we will see increase in vehicles</li> <li>• Many residents at 295 Water Street are seniors like me and the proposal would mean longer walk to the fitness club, maybe in some cases that might be good for us. For others it might mean cancelling gym memberships and going to the park</li> </ul>	Noted.
18	Against	<ul style="list-style-type: none"> <li>• We have noise concerns and traffic concerns</li> <li>• We would rather drive down Denver Road to Municipal Street. There is no left turn signal at the intersection of Water/Edinburgh</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review. Also, noted is concern about noise and environmental issues with yard.

# STAFF REPORT

		<ul style="list-style-type: none"> <li>We are concerned about environmental contamination from increased activity in the yard. Contamination of water and the river</li> <li>Actually this type of yard should never be so close to a residential area</li> </ul>	
19	Against	<ul style="list-style-type: none"> <li>When getting mail, on way to work we drive down Denver Rd onto Pacific</li> <li>Use Denver to walk the dog</li> <li>Concerned about increased traffic from rerouting off of Denver on to Elson</li> <li>Our street will have more activity</li> </ul>	Noted.
20	For	<ul style="list-style-type: none"> <li>I use it very infrequently. Close it.</li> <li>Turn Denver/Pacific into a road bend and screen the works yard at Municipal</li> </ul>	Noted.
21	Against	<ul style="list-style-type: none"> <li>Alternate route (Water or Elson) will be required by car.</li> <li>Also affects daily walking and walking of the dog</li> <li>A big change for us on Elson, a change in routine</li> <li>Aesthetically not ideal</li> </ul>	Noted.
22	Against	<ul style="list-style-type: none"> <li>I would not have the road for my use</li> </ul>	Noted.
23	Against	<ul style="list-style-type: none"> <li>Increased traffic on my street</li> <li>Less safe for walks</li> <li>Noise pollution</li> <li>Consider off site location out of residential area for long term storage of assets</li> </ul>	Noted concern about noise and location of yard.
24	Against	<ul style="list-style-type: none"> <li>Limits options to get to the mail boxes and for taking walks in the neighbourhood</li> <li>Why can't the tree area at each end of Denver Rd be used by the City?</li> <li>City vehicles have to observe street signs and speed limits.</li> </ul>	Treed area at end of Denver Rd is not owned by the City and would require purchase/lease which is not a preferable option for the City.
25	Against	<ul style="list-style-type: none"> <li>I walk both ways on Denver Rd when walking my dog</li> <li>I live on Elson Road facing the "Sand Huts"</li> <li>The barricade will be an eyesore.</li> </ul>	Noted.

# STAFF REPORT

		How aesthetically pleasing will they be?	
26	Against	<ul style="list-style-type: none"> <li>• Elson Drive traffic problems</li> <li>• Loss of pedestrian walk though</li> <li>• Ugly stuff, noise</li> <li>• Lower property value</li> <li>• Loss of green space</li> <li>• Very worried about Muslim Centre parking lot proposal</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review. Comments about aesthetics noted.
27	Against	<ul style="list-style-type: none"> <li>• Increased traffic on Water will make it impassable</li> <li>• Limited to no access to park for lads and dog</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review.
28	Against	<ul style="list-style-type: none"> <li>• We both walk a pet down Denver Road to the park</li> <li>• Drive Denver Road to Municipal Street to get to church</li> <li>• The traffic light at Municipal/Edinburgh is safer and more favourable than the traffic light at Water/Edinburgh</li> <li>• Also Water Street has been narrowed when it was repaved and there are time when people park on both sides of the street Water Street becomes dangerous</li> </ul>	Noted. Information about parking and traffic issues sent to Traffic Investigations for review.
29	Against	<ul style="list-style-type: none"> <li>• It will impact our whole neighbourhood</li> </ul>	Noted.
30	Against	<ul style="list-style-type: none"> <li>• Will take alternate route to Stone Road (either Elson to Municipal or Water)</li> <li>• I have always been concerned about the lengthy intervals between green lights turning from Water on to Edinburgh. The green lights are so short</li> <li>• I feel closing Denver will increase traffic on Water Street and those lights need to be adjusted. They are not safe for pedestrians</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review.
31	Against	<ul style="list-style-type: none"> <li>• Currently we walk our dog along Denver from Village on the Green</li> <li>• We always use Denver to access</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review.

# STAFF REPORT

		<p>Municipal Street to get to Edinburgh</p> <ul style="list-style-type: none"> <li>• The lights at Water Street are slow to change and when they do they give minimal time to cross</li> <li>• Cutting this route is potentially dangerous</li> <li>• Please consider another location such as space near Imperial Road and Paisley Road</li> </ul>	
32	Against	<ul style="list-style-type: none"> <li>• This is my preferred route to Edinburgh. I walk the dog along this route</li> <li>• Has the City done a traffic analysis on this street?</li> <li>• The traffic lights at Water/ Edinburgh lead motorists to avoid those lights</li> <li>• Does the City have ownership of or plan to purchase or lease either of the wooden areas at the corner of Pacific Place and Denver Road?</li> <li>• My concern is that it will direct new traffic onto residential roads</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review. Treed area at end of Denver Rd is not owned by the City and would require purchase/lease which is not a preferable option for the City.
33	Against	<ul style="list-style-type: none"> <li>• Any southern direction or location would require a slight change of exit to maintain access to Edinburgh</li> <li>• Sounds like a good idea to me and my family</li> <li>• We would still have access to Edinburgh via Water Street, Cedar Street, and Pacific Place to Municipal Street</li> </ul>	Noted.
34	For/Against	<ul style="list-style-type: none"> <li>• Light at Municipal more functional than Water Street</li> <li>• Prefer wide access with non parked vehicles on both sides to access Edinburgh</li> <li>• Where are the seasonal vehicles currently being stored?</li> </ul>	Noted. Information about traffic and parking issues sent to Traffic Investigations for review. Most seasonal vehicles are dual use (summer/winter) and are stored in the barn at 50 Municipal St or in the yard.
35	For/Against	<ul style="list-style-type: none"> <li>• Concerned about increased traffic and the increased parking already on Water Street will make it a difficult situation</li> </ul>	Noted.
36	Against	<ul style="list-style-type: none"> <li>• The Denver closure will impact me</li> </ul>	Noted. Information about traffic



# STAFF REPORT

		<p>and everyone on Water Street east of Edinburgh because the light at Water/ Edinburgh is already a bottle neck situation</p> <ul style="list-style-type: none"> <li>• Another problem is when cars are parked on both sides of Water Street and traffic flow is severely impeded</li> <li>• Many cars use Denver to access Municipal as an alternate route to Water/ Edinburgh</li> <li>• The closure would increase traffic on Water Street and aggravate the two issue mentioned above</li> <li>• I also oppose the closer because it will cut off access to Municipal Park. I often use Denver Road as a walking route</li> </ul>	<p>issues sent to Traffic Investigations for review.</p>
37	For	<ul style="list-style-type: none"> <li>• Living on Water Street, Village on the Green complex I am aware of the additional vehicles parked in the City compound/yard property. I think it makes sense to include that part of Denver to enlarge this storage area. Residents/Developers should have known that this area park lands would need to be increased in time. ... I say "Get on with the job"</li> <li>• Perhaps using trees , a fence or shrubbery could be used to separate some backyards from this necessary City facility</li> </ul>	<p>Noted.</p>
38	For/Against	<ul style="list-style-type: none"> <li>• [via email] I use Denver Road a lot and am concerned about the loss of pedestrian access between Water and Municipal Street</li> <li>• It is several minutes more to walk around to Elson</li> <li>• I do not think it would be unreasonable to provide a new pedestrian access along the back of the salt sheds</li> </ul>	<p>Noted. An initial estimate of building a new pedestrian access behind the salt domes was cost prohibitive when compared to the relative cost of closing down Denver Rd.</p>
39	For/Against	<ul style="list-style-type: none"> <li>• [via email] While I can appreciate your situation with respect to space at the yard and how closing Denver</li> </ul>	<p>Noted.</p>

# STAFF REPORT

		<p>Road will provide the space needed, I am shocked at the organization at the existing facility</p> <ul style="list-style-type: none"> <li>Although Elson Drive would take the Emergency Services out of the way by two minutes, I would perceive that the residents of Elson Drive would not appreciate having emergency vehicles running up and down the road to a greater capacity versus Denver Road, where there are no residential homes</li> </ul>	
40	Against	<ul style="list-style-type: none"> <li>[via email] Denver Road is the only direct link between Water Street and Municipal Street and should not be closed</li> <li>The Denver Road proposal will only push the traffic into another residential area (Elson Drive and Pacific Place) where many young families live and create traffic danger for the children in the area. It also creates a longer routing to get to and from Water to Municipal</li> <li>The proposal for the closure indicates that a chain link fence and concrete barriers will be placed across the road at the intersection with Pacific Place. This is not aesthetically appealing and the Prison Yard look is not what we want in our neighbourhood.</li> <li>The city needs to go back to the drawing board on this and take a look at the land due north of the Operations Center. I believe Hydro One owns this land, but it appears to be quite suitable for expanding the Operations Yard. Has the city considered leasing this land from Hydro One?</li> </ul>	<p>Noted. The City has investigated leasing lands from Hydro One North of 45 Municipal St; however, this was shown to be not viable at this time. Other comments are noted.</p>
41	Against	<ul style="list-style-type: none"> <li>I walk and drive on Denver Rd</li> <li>I use Denver Rd to go from home to work, shopping, etc. The closure of Denver Rd will impact me</li> <li>The closure will especially impact</li> </ul>	<p>Noted.</p>

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		the residents of Village on the Green during events held at the Muslim Centre. During these times traffic is very heavy and Water St is congested with parked cars, making navigation of Water St and Cedar Sts difficult. Denver Rd gives us an option	
42	For/Against	<ul style="list-style-type: none"> <li>• The lights at Water and Edinburgh need at the very least an advance green each way. Before you make this decision, all of you need to try these lights/intersection, it's just a pain and very slow</li> <li>• Can't the city just re-locate the buildings it requires?</li> </ul>	Noted. Information about traffic issues sent to Traffic Investigations for review. Another option is to conduct a much broader study on the future of the Public Works yard and office facilities.

# STAFF REPORT

TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE September 10, 2013

**SUBJECT Sidewalk & Sign Inspection Programs - Update**

REPORT NUMBER OTES091324

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide the Operations, Transit & Emergency Services Committee with an update on the current status, results and next steps for both the sidewalk and regulatory sign inspection programs.

### KEY FINDINGS

- The entire city inventory of 679 km of sidewalk and 5501 regulatory signs have been inspected, per the Minimum Maintenance Standards (MMS) requirements
- 4421 sidewalk discontinuities greater than 2 cm were identified during the inspection process. 86% of the discontinuities found are between 2-3cm.
- The current budget levels for repair of sidewalks will provide for approximately 20% of the discontinuities to be repaired during the current inspection cycle, assuming the same factors that are contributing to the discontinuities.
- The inspection process and subsequent marking and repair processes utilized at the City of Guelph are similar in nature to those of our comparator municipalities and considered best practice.
- Sign inspection is being amalgamated into the Sidewalk Inspection program with improved reporting methodologies.
- The current processes being utilized meet the requirements as set forth in the Minimum Maintenance Standards O.Reg 239/02.

### FINANCIAL IMPLICATIONS

There is no impact to the 2014 budget currently with only incremental material cost increases being requested in the budget.

To repair all discontinuities identified the total cost would be approximately \$550,000. Current 2013 budget level is \$108,000 for sidewalk maintenance. This will provide for repair of 20% of the identified discontinuities assuming the same factors that are contributing to the discontinuities.

# STAFF REPORT

## **ACTION REQUIRED**

That the Operations, Transit & Emergency Services Committee receive the report for information.

## **RECOMMENDATION**

That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.

## **BACKGROUND**

In 2010, the Minimum Maintenance Standards (MMS), Reg 239/02 of the Municipal Act, were amended to include the requirement for yearly inspection of sidewalks to identify and rectify trip hazards (also referred to as discontinuities) that can pose hazardous conditions for pedestrians. The MMS was also amended to require annual inspections of regulatory traffic signs.

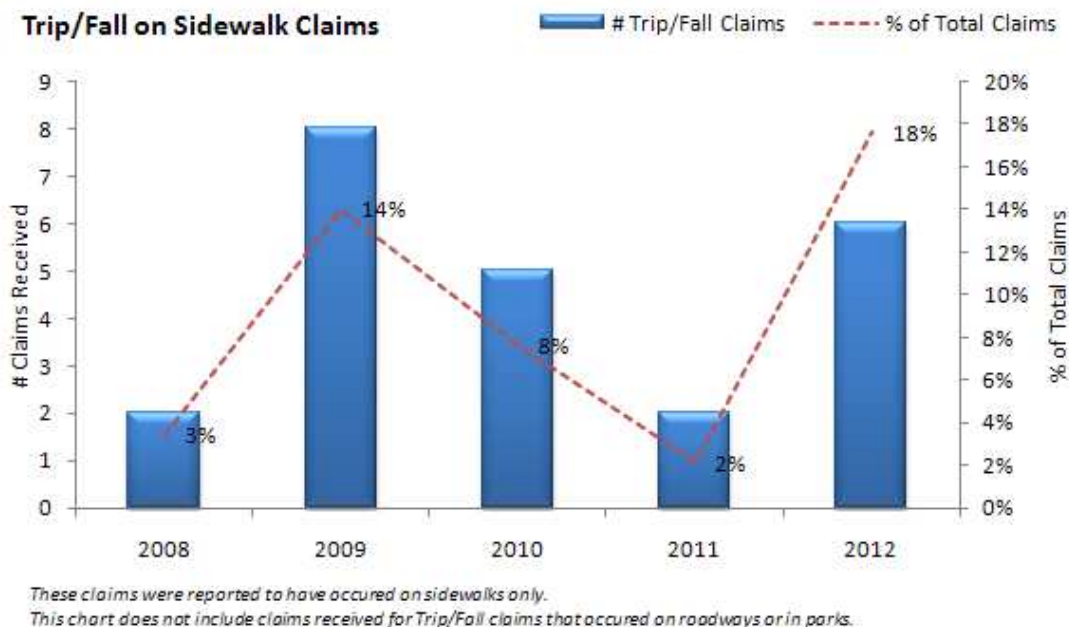
An expansion package was presented, and approved, during the 2011 budget process providing funding for a full time equivalent position to inspect the city's sidewalk and sign infrastructure.

The new Sidewalk Inspector position was filled in the 3<sup>rd</sup> quarter of 2011. The Inspector was trained and oriented into his role and began sidewalk inspections early in 2012, after the winter season had concluded. The Minimum Maintenance Standards (MMS) requires that all sidewalk discontinuities (trip hazards) greater than 2 centimetres in height **be identified** through a yearly inspection and treated to prevent pedestrian injury. Treatment is defined as, **marked to physically identify the hazard, or protected to prevent use of the hazardous area by pedestrians**.

### ***Liability/Risk***

Trip and fall claims are insurance claims received where a person has had a trip or fall, potentially causing injury, due to a discontinuity in the sidewalk.

An average of 4.6 claims per year (9% of all claims received) have been received for this type of incident. Refer to illustration 1: Trip/Fall on Sidewalk Claims which depicts the number of claims received for sidewalk trip/falls and the corresponding percent of overall claims received.



*Illustration 1: Trip/Fall on Sidewalk Claims*

## REPORT

### ***Sidewalk Inspection Frequency***

The overall city inventory of sidewalk consists of 679 kilometres which are required to be inspected once per year with each inspection taking place not more than sixteen (16) months from the previous inspection.

### ***Inspection Methodology***

The sidewalk inspector walks the sidewalks throughout the city and inspects for discontinuities greater than 2 cm in height. A surface discontinuity means a vertical discontinuity creating a step formation at joints or cracks in the surface of the sidewalk.

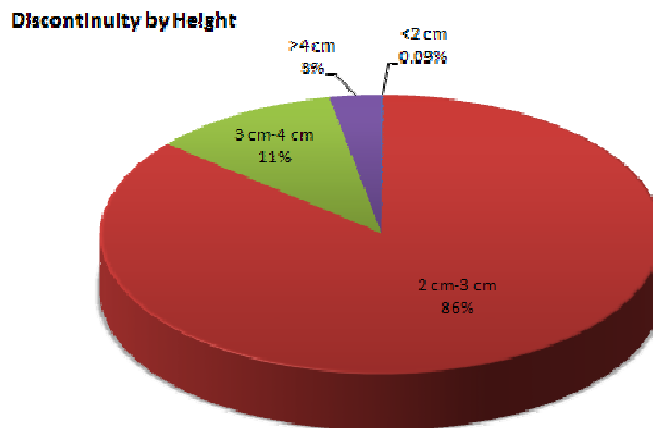
The treatment of a discontinuity is to physically identify it with orange paint to alert users of the sidewalk to the hazard. The type, severity and recommended remedial actions are then recorded. All identified discontinuities are then prioritized and repaired as resources allow.

### ***2012 Sidewalk Results***

The inspection process began in the second quarter of 2012, when winter control activities ceased. All 679 kilometres of sidewalk were inspected within the required timeframe utilizing permanent staff and students.

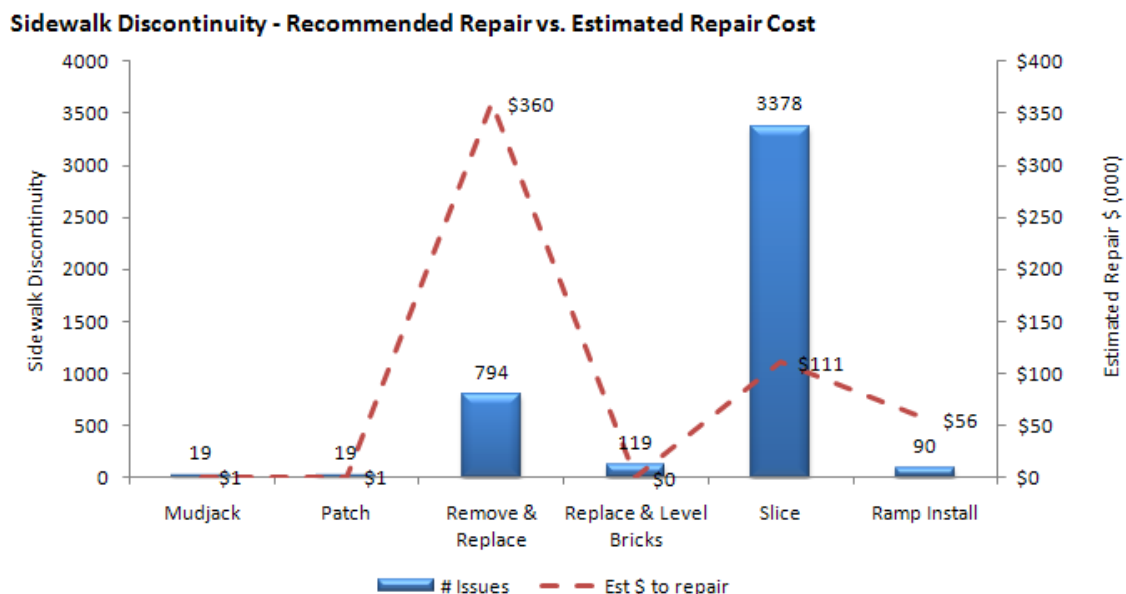
All discontinuities are entered in to the inspection system to track and prioritize repairs. There were 4,421 discontinuities identified during the inspection.

Illustration 2: Discontinuity by Height provides a graphical breakdown of the discontinuity by height. This data is used to prioritize the repair areas, i.e. the higher the discontinuity, the greater the risk to a pedestrian.



*Illustration 2: Discontinuity by Height*

Illustration 3: Recommended Repair vs. Estimated Repair costs identifies the recommended repair actions for the 4,421 discontinuities and the corresponding estimated costs to conduct the required repairs to correct all discontinuities. The estimated cost to conduct all repairs is \$530,000.



*Illustration 3: Recommended Repair vs. Estimated Repair Costs*

# STAFF REPORT

Repairs include slicing, mudjacking, remove and replace, patching or installation of ramps.

- Slicing *to grind or slice the area of the sidewalk that has risen*
- Mudjacking *injecting material under the sunken sidewalk slab to raise it even with the mating slab*
- Remove & Replace *removal of damaged sidewalk slab and replace with a new slab*
- Patch *applying material over the discontinuity to patch the area and make it level*
- Ramp Installation *cutting of curbs/sidewalks to provide ramped access to another section of sidewalk or the roadway*
- Replace & Level Bricks *removal or levelling of interlocking bricks in the sidewalk*

The current repair budget levels are insufficient to conduct the repairs to correct 100% of the discontinuities identified during the inspection process. The current budget level will allow for approximately 20% of the repairs to be completed assuming the same factors that are contributing to the discontinuities.

Repairs will be conducted as resources allow for the priority locations. Prioritization is rated on a several factors such as high density residential areas, high pedestrian usage areas, and on size and risk of discontinuity. All remaining discontinuities will be “treated” by paint marking to identify the hazard to users of the sidewalks.

The MMS sets out the obligations for municipalities with regard to sidewalk maintenance. As with the maintenance of other infrastructure, it is acknowledged the repairs of all identified discontinuities in any given year may exceed a municipality’s financial wherewithal to affect repairs. For this reason, the simple marking of discontinuities satisfies the requirements of the MMS allowing municipalities the opportunity to best manage the pace at which repairs are affected. The City of Guelph meets all MMS requirements with the marking/identifying of any discontinuity until a permanent repair can be undertaken.

## **Municipal Comparison**

Seventeen (17) municipalities (from the Council approved comparator list) were requested to participate in a comparison of sidewalk inspection processes, seven (7) chose to participate, a 41% participation rating.

The areas of comparison were scope of operation, inspection process, treatment and marking methodology, repair timelines and annual costs associated with sidewalk repair.

The scope of operation (kilometres of sidewalk inspected) and the annual cost for sidewalk repair as depicted in illustration 4: Kilometre of Sidewalk vs. Maintenance \$/km. This information identifies that the average budget per kilometre of sidewalk is \$402/km, Guelph’s average is \$159/km.



# STAFF REPORT

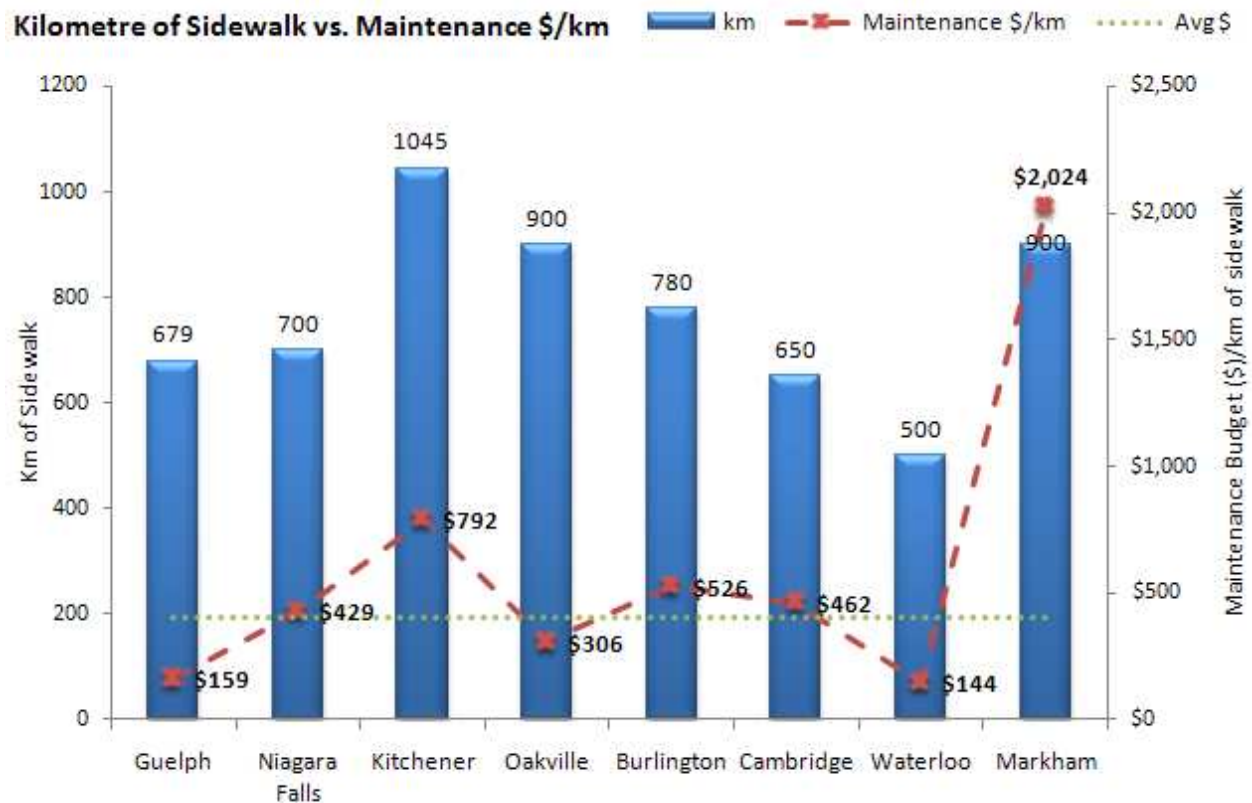


Illustration 4: Kilometre of Sidewalk vs. Maintenance \$/km

All municipalities inspect 100% of city-owned sidewalks visually and identify all discontinuities with paint. 75% of the municipalities identify the whole discontinuity (consistent with the Guelph practice) to ensure identification of the hazard for sidewalk users. Refer to illustration 5: Identification of Discontinuity.

## Identification of Discontinuity (100% utilize paint to identify)

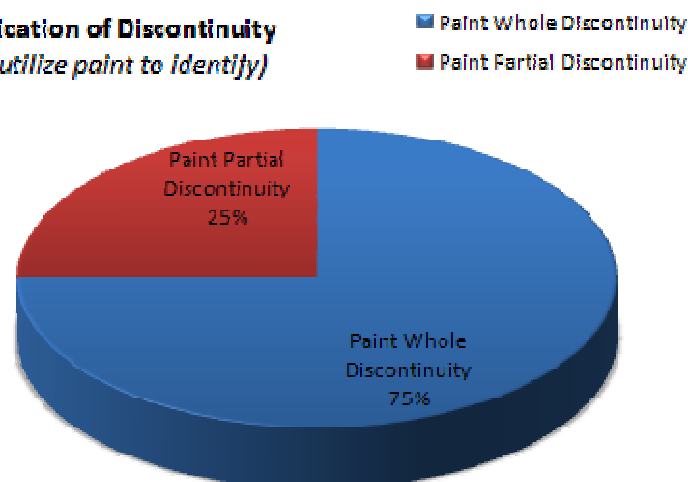
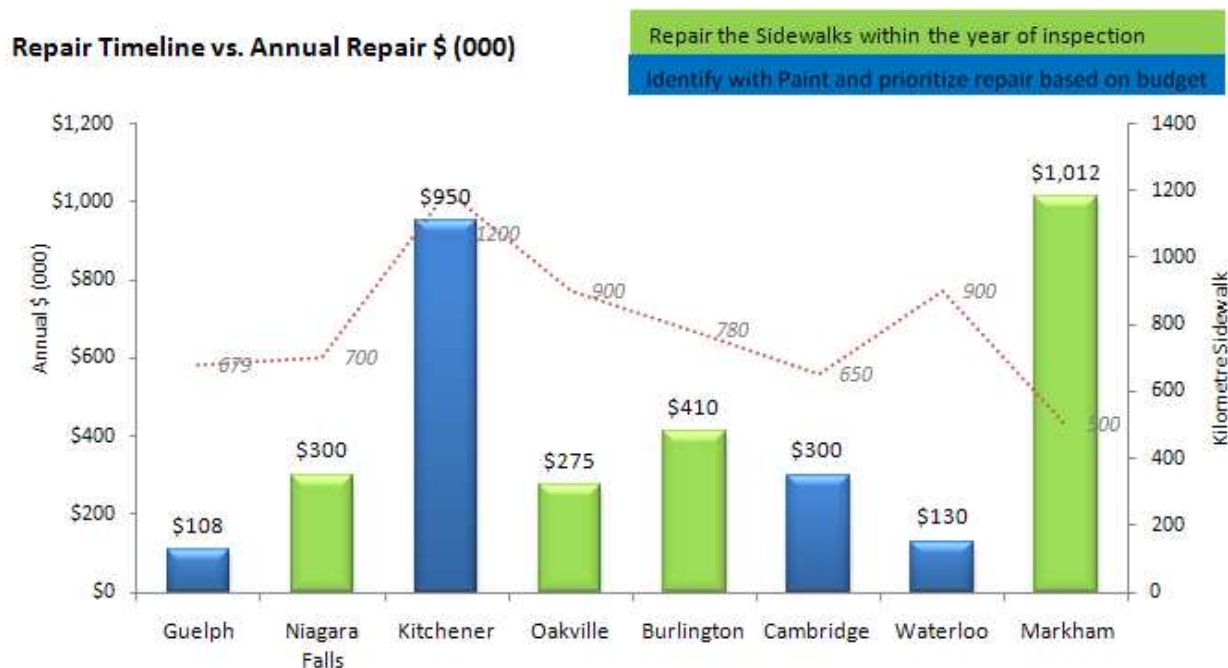


Illustration 5: Identification of Discontinuity

# STAFF REPORT

50% of the municipalities mark all discontinuities with paint then prioritize repairs based on the severity of the discontinuity and the available resources to repair them. The other 50% budget their resources to repair all discontinuities within the year of inspection. This can vary from within 6-8 months to within 30 days. Refer to Illustration 6: Repair Timeline vs. Annual Repair \$ which depicts the breakdown of repair timelines and available resource to meet those timelines.



*Illustration 6: Repair Timeline vs. Annual Repair \$*

Guelph's process is to identify all discontinuities with paint and repair the highest priority discontinuities within the current approved budget. Those discontinuities that are not repaired are inspected again during the next cycle and the discontinuity is tracked to ensure inclusion for repair in forward years. Each inspection cycle new discontinuities will be identified and recurring/remaining discontinuities will be identified to allow for more in-depth data review and trending over time.

## Alternative Methods

There has been concern expressed regarding the volume of orange paint markings on the sidewalks throughout the city.

Removing the paint marking/alert methods from the inspection process would create a noncompliance to the Minimum Maintenance Standards, resulting in the City assuming full liability for any incident caused by a discontinuity on a city-owned sidewalk.

# STAFF REPORT

The Minimum Maintenance Standards O.Reg 239/02 s.16.1(2) states if a surface discontinuity on a sidewalk exceeds two (2) centimetres, the minimum standard is to treat the surface discontinuity within 14 days after acquiring actual knowledge of the fact. As stated previously, treating a surface discontinuity on a sidewalk requires taking reasonable measures to protect users of the sidewalk from the discontinuity, including making permanent or temporary repairs, alerting users' attention to the discontinuity or preventing access to the area of discontinuity.

If Guelph were to remove paint marking from the inspection process which is used to alert users' attention to the discontinuity, an alternative method to protect users of the sidewalk and to ensure they are alerted would be required. Staff will review the marking process to consider alternative methods of identifying the discontinuities that would be more aesthetically pleasing. Alternative methods would have the potential to impact resource requirements.

The current process as it is with paint marking and prioritization of repairs based on discontinuity severity and current budget levels, meet all regulatory requirements.

## ***Regulatory Sign Inspection***

The overall city inventory of regulatory signs consists of 5,501 signs which are required to be inspected once per year with each inspection taking place not more than sixteen (16) months from the previous inspection.

The following regulatory traffic signs are inspected to ensure they meet the following five parameters: reflectivity, legibility, orientation, obscurity or presence;

- Checkerboard
- Curve sign with advisory speed tab
- Do not enter
- Load Restricted Bridge
- Low Bridge
- Low Bridge Ahead
- One Way
- School Zone Speed Limit
- Stop
- Stop Ahead
- Stop Ahead, New
- Traffic Signal Ahead, New
- Wrong Way
- Yield
- Yield Ahead
- Yield Ahead , New

In 2011 and 2012, the entire city inventory of 5501 regulatory signs was inspected meeting the MMS inspection requirements 100%. In 2011/2012 an average of 100 regulatory sign defects were noted during the inspection process. The MMS requirement to maintain a non-conforming sign is to "deploy resources as soon as

# STAFF REPORT

practicable after becoming aware of the fact to repair or replace the sign.” Maintenance of any sign deficiencies noted are performed by Public Works Sign Staff, through the work order system within their current approved operating budget.

The inspection process and reporting is being amalgamated into the sidewalk inspection process in 2013 to provide efficiency in inspection and improved reporting going forward.

## **Conclusion**

The entire city inventory of 679 km of sidewalk and 5501 regulatory signs have been inspected, per the MMS requirements. The current budget levels for repair of sidewalks will provide for approximately 20% of the discontinuities to be repaired during the current inspection cycle, assuming the same factors that are contributing to the discontinuities. The discontinuities identified will be prioritized based on risk and available resources to repair. The lack of resource/budget to repair all discontinuities identified during inspection will result in repairs being moved to forward years, and the continued marking of these discontinuities until such time as permanent repairs can be completed. Continued collection of data of sidewalk discontinuities and identification of new discontinuities vs. pre-identified will allow for trending and improved reporting for future decision making.

The inspection process and subsequent marking and repair processes utilized at the City of Guelph are similar in nature to those of our comparator municipalities and considered best practice.

Sign inspection is being amalgamated into the Sidewalk Inspection program and will include improved reporting methodologies. The current processes being utilized meet the requirements as set forth in the Minimum Maintenance Standards O.Reg 239/02.

## **FINANCIAL IMPLICATIONS**

There is no impact to the 2014 budget at this time with only incremental material cost increases being requested in the budget.

## **CORPORATE STRATEGIC PLAN**

- 2.2 Deliver better public services
- 2.3 Provide accountability, transparency and engagement
- 3.1 Ensure a well designed, safe, appealing and sustainable City

## **DEPARTMENTAL CONSULTATION**

Public Works

## **COMMUNICATIONS**

There are no communications planned for this report.

# STAFF REPORT

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## ATTACHMENTS

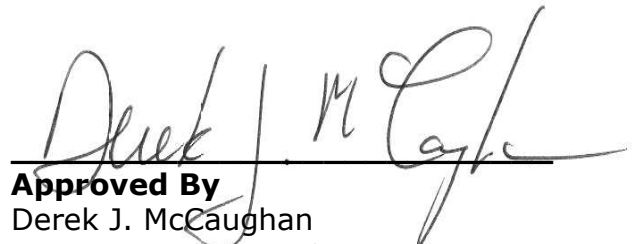
None

**Report Author:** **Katherine Gray**  
Supervisor, Service Performance & Development  
Operations, Transit & Emergency Services



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# STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE September 10, 2013

**SUBJECT** Traffic Investigations Work Plan - Update

**REPORT NUMBER** OTES091325

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To update Council on the Traffic Investigations work plan for the remainder of 2013 and to present an alternative work plan to address expressed Outstanding Committee Resolutions.

### KEY FINDINGS

- All Departments within the Operations, Transit & Emergency Services service area have produced "work plans" for 2013. However, these work plans required updating based on staffing changes.
- The Traffic Investigations section within Public Works had a gap of 66% of its Technologist work force for several months this year which has had a negative impact on planned work. This resulted in traffic investigation core duty work being made a priority over longer term policy/project/study review work.
- Community Engagement objectives, while arguably successful, are adding significant time to the process of issue resolution when compared to past practices and policy.
- Work to consider the technical merits of establishing an adult crossing guard post at Watson and Grange Road and the possible placement of traffic signals on Watson Road will conclude before year end.
- The reallocation of resources to immediately address Council's outstanding resolution regarding the consideration of speed zones adjacent to elementary schools is not supported by staff.

### FINANCIAL IMPLICATIONS

There are no direct implications as a result of this report in the short term.

### ACTION REQUIRED

To receive the report.

# STAFF REPORT

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## **RECOMMENDATION**

THAT the Operations, Transit & Emergency Services Committee Report OTES091325 Traffic Investigations Work Plan - Update be received.

## **BACKGROUND**

In 2013 the Operations, Transit & Emergency Services service area embarked on developing a work management and priority system across all Departments which would map out all core duties and work projects. The intent was to clearly show work against time and staff effort in order to help manage priorities and expectations of both internal and external stakeholders. This system is commonly referred to as the "work plan." It is understood that this work plan is a 'living document' that needs to be updated frequently as priorities and resources change

Within the Public Works Department, this work plan was completed for all Divisions. The Traffic and Parking Division is responsible for both operational (field)/core duties and annual project work. Specifically, the Traffic Investigation section is made up of one Supervisor, three Traffic Technologists and one Adult School Crossing Guard Coordinator. Core duties for the Traffic Investigation section include conducting traffic counts, reviewing traffic engineering plans, investigating on-street parking concerns, analyzing traffic collision data, by-law amendments, and investigating local traffic sign requests and/or conflicts to name but a few. Longer term projects include traffic policy review and overseeing City-wide implementation of new Provincial or Municipal traffic legislation.

This report must be read in conjunction with [Operations, Transit & Emergency Services Committee Report #OTES071322 Outstanding Resolutions](#) which refers to two Traffic Investigations' projects that are being re-prioritized.

## **REPORT**

In 2013 while efforts were being made to formalize the work plan for the Traffic Investigations section, two of the senior Traffic Technologists left their positions for other positions in the organization leaving the Supervisor and a less experienced Traffic Technologist to assume the workload that had been planned. When factors such as the position gapping policy are added, there has been a resource reduction in staff effort of up to 66% for several months. While one new Traffic Technologist has been hired as of end-June, the other is being presently recruited. It is anticipated staffing will not be at full levels until the fall of this year and, even then, will function at a reduced capacity as new staff get oriented to their new environs. The impact of this staff disruption is that essential work based on core duties took priority over longer term policy review, projects and studies. For all intents and purposes, the disruption brought to a standstill work on all but core duties.

Another factor that has caused a change in workload for staff in Traffic Investigations is senior management direction to embrace the requirement for

# STAFF REPORT

enhanced Community Engagement. Significant effort to learn and understand the goals and objectives of the Community Engagement Framework with a view to implementation have proven to be highly successful (i.e. the Harvard Road on-street parking issue) but have proven to add significant time to the process of issue resolution when compared to past practices and policy.

Table 1 below shows the current status of the Traffic Investigation section work plan broken down into core duties and policy/project/study work.

**Table 1. Traffic Investigation Section – 2013 Work Plan - Current**

<b>Traffic Investigation Section – 2013 Work Plan - Current</b>		
<b>Core Duties</b>		
Ser	Name of activity/project/study	Status
1	Investigating and resolving neighbourhood on-street parking concerns (currently staff are working with 3 neighbourhoods)	<b>Ongoing</b>
2	Investigating and resolving neighbourhood traffic sign concerns (i.e. All-way stops, yield signs, speed signs, etc.)	<b>Ongoing</b>
3	Reviewing Development applications for operational traffic concerns	<b>Ongoing</b>
4	2012 Traffic Collision Report	<b>Ongoing</b>
5	Traffic Demand Management Coordination (Transit route efficiency, Bicycle Master Plan implementation, Alternate transportation)	<b>Ongoing</b>
6	Operational Traffic issue management (i.e. Detours, Special Events, Coordination with Annual Repaving Program, etc.)	<b>Ongoing</b>
7	Transit Priority study support (Transportation Planning (Engineering) is lead for study)	<b>Ongoing</b>
<b>Policy/Project/Study Work</b>		
1	Adult School Crossing Guard program review	<b>Ongoing</b>
2	Ontario Street Road Narrowing review (linked to Tytler P.S. closure by UGDSB)	<b>Ongoing</b>
3	Fire Route Bylaw review	<b>Paused</b>
4	Year Round Overnight On-street Parking review (This is a City-wide review but linked to Goodwin Drive issue) – <b>Council Resolution</b>	<b>Paused</b>
5	School Zone Speed Limit review – <b>Council Resolution</b>	<b>Paused</b>



# STAFF REPORT

6	Traffic Bylaw (2002) review	<b>Paused</b>
7	Neighbourhood Traffic Management policy review	<b>Paused</b>

Core duties are generally tasks or small localized projects that are normally done throughout the year and/or can be completed in 8 weeks or less. Core duties also involve inter-Departmental coordination that is required for the strategic function of "City building." Policy/Study/Project work is generally tasks that take several months to complete given the requirement to research best practices and follow Community Engagement practices.

At its July meeting, the OTES Committee had discussion regarding the outstanding Council resolution regarding speed zones around city schools. At that time, it was conveyed the resolution was not being acted upon because of current staff vacancies. Following discussion with the Committee Chair and Councillors Bell and Furfaro, staff have developed an alternate work plan (as shown in Table 2) that would free up staff time to address this matter.

**Table 2. Traffic Investigation Section – 2013 Work Plan – Alternate**

<b>Traffic Investigation Section – 2013 Work Plan - Alternate</b>			
<b>Core Duties</b>			
Ser	Name of activity/project/study	Current Status	Alternate Status
1	Investigating and resolving neighbourhood on-street parking concerns (currently staff are working with 3 neighbourhoods)	<b>Ongoing</b>	<b>Pause</b>
2	Investigating and resolving neighbourhood traffic sign concerns (i.e. All-way stops, yield signs, speed signs, etc.)	<b>Ongoing</b>	<b>Pause</b>
3	Reviewing Development applications for operational traffic concerns	<b>Ongoing</b>	<b>Ongoing</b>
4	2012 Traffic Collision Report	<b>Ongoing</b>	<b>Pause</b>
5	Traffic Demand Management Coordination (Transit routes, Bicycle Master Plan implementation, Alternate transportation, etc)	<b>Ongoing</b>	<b>Pause</b>
6	Operational Traffic issue management (i.e. Detours, Special Events, Coordination with Annual Repaving Program, etc.)	<b>Ongoing</b>	<b>Ongoing</b>
7	Transit Priority study support (Transportation Planning (Engineering) is lead for study)	<b>Ongoing</b>	<b>Pause</b>
<b>Policy/Project/Study Work</b>			
1	Adult School Crossing Guard program review	<b>Ongoing</b>	<b>Ongoing</b>
2	Ontario Street Road Narrowing review (linked to Tytler P.S. closure by UGDSB)	<b>Ongoing</b>	<b>Pause</b>

# STAFF REPORT

3	Fire Route Bylaw review	Paused	Pause
4	Year Round Overnight On-street Parking review (This is a City-wide review but linked to Goodwin Drive issue)	Paused	Pause
5	School Zone Speed Limit review	Paused	Ongoing
6	Traffic Bylaw (2002) review	Paused	Pause
7	Neighbourhood Traffic Management policy review	Paused	Pause

The work plan for the School Zone Speed Review is sizable in nature given the technical considerations and associated public engagement aspects of the review. This review is not anticipated to conclude until Q2 of 2014. Of note, other work associated with addressing traffic concerns on Grange Road including the possible placement of adult crossing guards at Watson and Grange Roads and area traffic signals will be addressed regardless of the outcome of this report.

The greatest risk in changing the Traffic Investigation section work plan (i.e. pausing core duty work) at this point would be the need to adjust community expectations on several of the core duty activities. Most notably, staff would have to pause all requests for neighbourhood on-street parking, local street speed, and other traffic concerns until 2014. Another risk with an alternate work plan is the potential loss of staff connectivity/engagement between Traffic Investigations (operations) and staff in Engineering and Planning Departments in the short term.

Given the explanation above and financial implications (see below) It is not recommended that the 2013 alternate work plan be put into action.

In conclusion, significant staff turnover in the Traffic Investigation section earlier this year has had a negative impact on scheduled work for 2013. Staff have re-adjusted work plans to manage this change and have focused their efforts on core duties and less so on longer term policy/project/study work for the remainder of 2013. Given the operational focus of Traffic Investigation staff within the Public Works Department, this current work plan is deemed to be reasonable until full staff resourcing is in place and functioning well.

## FINANCIAL IMPLICATIONS

There are no direct implications as a result of this report in 2013. However, should Committee redirect resources to address the School Speed Zones and the resultant work recommend a reduced speed limit strategy for school areas, the work to place new speed limit signage on a city-wide scale would have no funding opportunity until the 2015 budget cycle.

## CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

# STAFF REPORT

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
- 2.2 Deliver public services better
- 2.3 Ensure accountability, transparency, and engagement

## DEPARTMENTAL CONSULTATION

Public Works

By-law

Engineering

## COMMUNICATIONS

There are no communications planned for this report.

## ATTACHMENTS

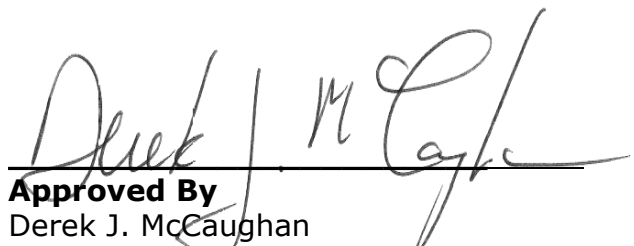
Nil



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**Authored & Recommended By**

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