

# COMMITTEE AGENDA



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

DATE December 9, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:30 p.m.

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

**CONFIRMATION OF MINUTES** – November 6, 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-2013.30 Transit Performance Review	Phil Meagher, Acting General Manager, Guelph Transit		✓
OTES-2013.31 Adult School Crossing Guard Program Update			
OTES-2013.32 Outstanding Resolutions			

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

## **ITEMS EXTRACTED FROM THE CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

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- 1) delegations (may include presentations)
  - 2) staff presentations only
  - 3) all others.

## **STAFF UPDATES & ANNOUNCEMENTS**

### **CLOSED MEETING**

THAT the Operations & Transit Committee now hold a meeting that is closed to the public with respect to:

#### **1. Citizen Appointments to the Transit Advisory Committee**

S. 239 (2) (b) personal matters about identifiable individuals.

### **ADJOURNMENT**

**NEXT MEETING** – February 4, 2014

**Minutes of the Operations, Transit and Emergency Services Committee  
Held in the Council Chambers, Guelph City Hall on  
Wednesday, November 6, 2013 at 10:00 a.m.**

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**Attendance**

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

Absent: Councillor Van Hellemond

Councillors: Councillor Hofland

Staff: Mr. D. McCaughan, Executive Director, Operations, Transit and Emergency Services  
Mr. P. Meagher, Acting General Manager, Community Connectivity & Transit  
Mr. S. Armstrong, General Manager of Emergency Services/Fire Chief  
Mr. H. Dunning, Manager of Administration & Emergency Planning  
Ms. T. Agnello, Deputy Clerk  
Ms. D. Black, Council Committee Coordinator

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**Call to Order (10:00 a.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 September 10, 2013 be confirmed as recorded.

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

*VOTING AGAINST: (0)*

CARRIED

**Presentation**

**Guelph Transit Update**

Mr. Derek McCaughan, Executive Director, Operations, Transit and Emergency Services advised that Guelph is planning for future growth within the City and as part of a regional integrated service.

Mr. Phil Meagher, Acting General Manager Community Connectivity and Transit highlighted the issues and strategies for improvement as noted in the staff presentation.

## Consent Agenda

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

### **OTES-2013.28 Emergency Response Plan and Emergency Management Program** **OTES-2013.29 Establishing Elementary School Speed Zones**

#### Extracted Consent Items

#### **Emergency Response Plan and Emergency Management Program**

Mr. Harry Dunning, Manager of Administration & Emergency Planning, provided a brief history of City emergency measures and outlined the proposed Incident Management System and next steps.

2. Moved by Mayor Farbridge  
Seconded by Councillor Furfaro
  1. THAT the Operations, Transit & Emergency Services Report # OTES111331 Emergency Response Plan and Emergency Management Program dated November 6<sup>th</sup>, 2013 be received.
  2. THAT the bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program be approved.
- 3. THAT the Emergency Response staff training module be incorporated into the City Council orientation program.**

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

*VOTING AGAINST: (0)*

CARRIED

#### **Establishing Elementary School Speed Zones**

The Executive Director of Operations, Transit & Emergency Services advised of recent updates and budget issues related to establishing the elementary school speed zones.

3. Moved by Mayor Farbridge  
Seconded by Councillor Furfaro
  1. THAT the Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6<sup>th</sup>, 2013 be received.
  2. THAT the alternative approach to establishing reduced speed zones adjacent to elementary schools as set out in Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6<sup>th</sup>, 2013 be recommended for Council's consideration when it deliberates upon the 2014 Operating Budget.

**3. That Finance staff provide a financial strategy or strategies to fund Option 2 within the Establishing Elementary School Speed Zones report OTES111332 for the consideration of Council at the December 5, 2013 budget meeting.**

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

*VOTING AGAINST: (0)*

CARRIED

**Staff Updates & Announcements**

The Executive Director of Operations, Transit & Emergency Services provided updates on the Driving Instructor Licensing and the Overnight Parking Regulations. He also thanked staff for their work on the implementation of the Emergency Medical Services/Technology Interoperability Framework early adopter program which has resulted in an improvement of overall emergency response times.

**Adjournment (11:11 a.m.)**

4. Moved by Mayor Farbridge  
Seconded by Councillor Furfaro

That the meeting be adjourned.

CARRIED

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Deputy Clerk

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

**December 9, 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-2013.30 TRANSIT PERFORMANCE REVIEW</b>  1. That the Operations, Transit & Emergency Services Report #OTES121335 dated December 9, 2013 regarding <u>Transit Performance Review</u> be received for information.	Receive
<b>OTES-2013.31 ADULT SCHOOL CROSSING GUARD PROGRAM UPDATE</b>  1. That the Operations, Transit & Emergency Services Report #OTES121334 <u>Adult School Crossing Guard Program Update</u> , be received.	Receive
<b>OTES-2013.32 OUTSTANDING RESOLUTIONS</b>  1. THAT the Operations, Transit & Emergency Services Report #OTES121333 <u>Outstanding Resolutions</u> dated December 9, 2013 be received.	Receive

attach.

# STAFF REPORT



TO Operations, Transit and Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services

DATE December 9, 2013

**SUBJECT Transit Performance Review**

REPORT NUMBER OTES121335

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide an update to Council on Transits on-time route performance resulting from the route changes and service model adjustment implemented as part of the February 2013 service changes. In addition, supplementary update information regarding key performance indicators (KPI) implemented in August 2013.

### KEY FINDINGS

A revised service model (20 minute peak service) was implemented in February 2013 to address the connection issues identified in report #OT121255 to Council in December 2012. Guelph Transit retained a third party contractor from Nov 12<sup>th</sup> to Nov 18<sup>th</sup>, 2013 to assess improvements at Guelph Central Station (GCS). Guelph Transit committed to reassessing the improvements in the fall 2013 and the analysis indicates that on time connections at GCS have continued to improve. The potential missed trips measured in November were 0.47% and the early departures 0.07%.

### FINANCIAL IMPLICATIONS

There are no financial implications.

### ACTION REQUIRED

That the Operations, Transit and Emergency Services Report #OTES121335 dated December 9, 2013 regarding Transit Performance Review be received for information.

# STAFF REPORT

## RECOMMENDATION

1. That the Operations, Transit & Emergency Services Report #OTES121335 dated December 9, 2013 regarding Transit Performance Review be received for information.

## BACKGROUND

In February 2013, Guelph Transit updated the service model to 20 minute peak/30 minute off-peak service in order to provide additional time during peak periods to meet connections and help better facilitate Guelph Transit operators to act as ambassadors and provide a improved level of customer service. Guelph Transit committed to providing Council a further update in the fall 2013.

## REPORT

In March/April 2013 Guelph Transit retained a third party contractor to independently assess service improvements implemented in February. Staff reported to OTES in July, that the service changes improved connections from 25% missed in 2012 to 3% after the service changes in February 2013, with 0% missed connections during peak service. Staff committed to conducting another third party independent assessment in fall 2013 to update Council on system performance.

Included in this report is a snapshot of key performance indicators (KPI) relative to the management initiatives implemented in July / August 2013. These KPI help Guelph Transit to further enhance performance and respond to operational issues promptly allowing implementation of corrective action earlier thereby reducing impacts to our customers and service.

The following Key Performance Indicators provide a snapshot of the past 5 months;

- MISSED PASSENGER TRIPS

Reason for Dropped Trips	June	July	Aug	Sept	Oct
No Personnel	27	147	128	11	13
Mechanical	15	26	13	8	17
Collision	3			1	5
Bio-Hazard	2	1		3	4
Emergency Detours				2	1
Total	47	174	141	25	40



# STAFF REPORT

Missed trips became a chronic issue identified by the new management team and in late July early August immediate steps were taken to reduce customer service impacts. In addition we continue further collaboration with our Fleet partners to improve mechanical performance and reduce break downs.

- CUSTOMER CONTACTS**

In Jan-March 2012 customer contact information was not collected however from April 2012 to October 2012 in comparison to 2013 customer contacts have decreased over this period by 16.5%.

<b>Customer Contacts</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
2013 Customer Contacts	710	676	575	573	492	1,158	653
2012 Customer Contacts	736	834	897	824	836	836	836

<b>Customer Complaints</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
2013 Customer Contacts	159	183	129	52	82	46	65	67	182	72

Out of the customer complaint contacts the numbers have steadily decreased with exception of September 2013, which are historically high coinciding with the start of the University semester.

- FULL BUS REPORTS**

<b>Full Bus Reports</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
2013	61	55	30	28	0	0	0	0	255	57

Full Bus reports during peak service have decreased by 74.6% from 225 in September to 57 in October (there is no corresponding data for 2012. This is a result of students returning to University and school and not being familiar with the service and not preplanning their trips in accordance with their curriculum schedules).

- SCHEDULE ADHERENCE**

<b>On-Time Performance</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>
On-Time	83%	79%	83%	84%	86%	86%	85%	83%	83%	84%
Early	9%	9%	9%	9%	9%	9%	8%	9%	8%	8%
Late	8%	12%	9%	6%	6%	6%	6%	7%	9%	8%

The majority of early trips commence between 7AM-10AM and 2PM-6PM during peak service where we provide additional time as per the February service changes. Guelph Transit management is working on early operational performance with increased supervision. The introduction of the new schedule driven CAD / AVL system will allow us to further manage on time performance and assist in helping to achieve our target of 90% on time performance. Late buses are reviewed under our 'delay study program' where staff measures each increment of delay in seconds along bus routes providing recommendations on how to reduce delay.

- CONNECTION REVIEW – THIRD PARTY STUDY RESULTS

The potential missed trips measured in November were 0.47% and the early departures 0.07%. Table 1 provides some context of the three studies undertaken and the improvements gained. Table 2 further breaks down peak and off-peak connections. There were a total of 2,550 trips studied with 12 potential missed trips. Of the 12 potential missed trips 6 of these trips arrived at the scheduled departure time.

Table 1	2012	March 2013	November 2013
Potential Missed Connections	25%	3%	0.47%
Early Departure	18%	2%	0.07%

Table 2	Peak	Off-Peak
Missed Connections Peak v. Off-Peak	0.36%	0.67%

The following is the potential missed connection routes:

Route 13 = 3 occurrences  
Route 2B = 2 occurrences  
Route 10 = 2 occurrences

There were 5 other routes: 3B, 2A, 12, 16 and Route 11 with single occurrences.

There are many potential causes for late trips including construction, in-service delay, and traffic flow (especially during the lunch hour trips). Of the 12 occurrences 5 of the late trips occurred on November 13<sup>th</sup> between 1:45PM and 3:00PM. Road construction on Wellington Street has increased

# STAFF REPORT



delay into Guelph Central Station with detours on Routes 4, 2A, 16, 3A, 5, 14, and 11.

Although Guelph Transit strives for 100% connections the reality is this is often unachievable relative to public transit sharing roadways with other traffic, mechanical breakdowns and customers whom may need assistance with mobility devices. These results are considered in the transit industry as excellent.

## **CORPORATE STRATEGIC PLAN**

2.2 Deliver Public Service Better

## **DEPARTMENTAL CONSULTATION**

N/A

## **FINANCIAL IMPLICATIONS**

There are no financial implications

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A

**Report Author:** Fred Gerrior, Acting Manager  
Guelph Transit

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**Recommended by**  
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**Approved by**  
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and Emergency Services  
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# STAFF REPORT



TO Operations, Transit and Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services

DATE December 9, 2013

**SUBJECT Adult School Crossing Guard Program Update**

REPORT NUMBER OTES121334

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## EXECUTIVE SUMMARY

### SUMMARY OF REPORT

The Adult School Crossing Guard Program (Program), first established in 2004, continues to have significant challenges with respect to recruitment, retention and vacancy coverage. This report provides a brief update on the status of the Program, efforts taken to date to improve recruitment and retention and current actions to address frequent post vacancies.

### KEY FINDINGS

The Adult School Crossing Guard Program cannot sustain its current size.

A methodology to determine which school posts left unattended will have least risk exposure is required and is being developed in collaboration with the local school boards.

A communication protocol to advise stakeholders, and to mitigate potential risk, when a Guard Post is unattended is being developed and will be put into practice as of January 1<sup>st</sup>, 2014.

### FINANCIAL IMPLICATIONS

Addressing this issue will correct a growing operational variance.

## RECOMMENDATION

1. That the Operations, Transit & Emergency Services Report #OTES121334 Adult School Crossing Guard Program Update, be received.

# STAFF REPORT

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## BACKGROUND

The purpose of this report is to update Committee on the on-going recruitment and retention challenges associated with the Adult School Crossing Guard Program.

The City first established the Adult School Crossing Guard Program in September of 2004 at six locations. As of September 2013, there are now 26 locations within the City where 31 school crossing guards provide assistance to students going to and from school.

In Appendix A of this report is a copy of the 2012 OTES Committee report outlining staffing challenges in delivering the Adult School Crossing Guard Program.

As part of the 2013 Operating Budget, Council recommended improvements in staff complement, wage and hours of work to assist in creating a more attractive employment opportunity. These improvements included:

- Creation of an Adult School Crossing Guard Coordinator to assist with recruitment, training, administration, evaluation of performance, and backfill shifts when a Crossing Guard cannot attend their scheduled shift.
- Providing a wage increase for Crossing Guards from \$11.57/hour to \$12.33/hour.
- Providing additional incentive for 'stand-by' crossing guards (Crossing Guards employed to fill temporary vacant shifts or temporary locations such as within construction zones) whereby they are compensated with a 'stand-by' pay of one hour of pay per day throughout the school year.
- Increasing the complement of part time Crossing Guards.

## REPORT

The Adult School Crossing Guard Coordinator was hired in April of this year. As part of her duties, the Coordinator undertook:

- a comprehensive recruitment campaign that included a new recruitment brochure distributed to City recreation centres, City Hall, and schools located in areas where there are vacancies;
- advertising in the Guelph Tribune City Page, local radio ads, and social media;
- enhancing the City's web page.
- through our community partners at the two local school boards, Upper Grand District School Board and Wellington Catholic School Board, posting recruitment ads on their school board web sites as well as local school sites.

# STAFF REPORT

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- working collaboratively with the City's Human Resources Department and reaching out to community groups affiliated with Community Services. Conducting a more extensive peer review of Adult School Crossing Guard programs operated within twenty-six municipalities across Ontario regarding information on current recruiting and retention practices.

Despite these measures, there has been limited success recruiting full complement and, consequently, the program continues to experience unattended posts. Guelph is not unique with respect to the program's recruitment and retention challenges, as a few other municipalities are also struggling. Some municipalities, who have experienced recruiting challenges in the past, have elevated the level of compensation. Despite increasing compensation for Crossing Guards at the start of 2013 this has not proven to be the end solution.

Since start of school in September 2013, we have experienced on average seven unattended guard posts per day. During this period, we had two regular Crossing Guard positions and three spare Crossing Guard positions vacant. To address this, the Co-ordinator, Bylaw Compliance Officers, technical staff and the Supervisor overseeing the program are called upon to regularly perform Crossing Guard duties. This response of staff to voluntarily assist is acknowledged and their sense of duty to the community commended. However, their efforts are not sustainable.

The ongoing requirement to augment the Program using permanent staff is affecting our revenue streams creating operational variances for the Public Works and Bylaw Compliance, Security & Licensing Departments. As well, this reassignment of staff is compromising our ability to deliver on established work plans and address requests for service in a timely manner. It is submitted addressing unattended Guard locations is inappropriate in this manner and should be discontinued as of January 1<sup>st</sup>, 2014.

The Adult Crossing Guard Program enhances the City's liveability by improving safety for children walking to and from school, especially on the City's arterial roadways. In staff's opinion, its value is clear and the Program deserves to be supported. Unfortunately, the Community is not responding to even the current staffing needs of the Program. Further with the opening of two new public elementary schools in September 2014, there may be a need for additional Crossing Guard locations however the exact requirement is currently under review.

Concluding, staff have initiated a collaborative dialogue with senior leadership of the two local school boards with respect to developing a more sustainable Program, one that balances the need to oversee the crossing activities of elementary school children most at risk, the risk exposure for the City created by a vacated post and the expectation of parents to provide a safe walking environment for their children.

# STAFF REPORT

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It is anticipated that staff will have concluded our dialogue and a sustainable program, one that either allows for unattended posts or a reduction in the size of the program, will be in hand for the commencement of 2014.

Until this dialogue concludes, staff will not recommend the creation of new Crossing Guard locations unless an imminent and obvious safety hazard exists. An update on this matter will be provided at our earliest opportunity.

## **CORPORATE STRATEGIC PLAN**

This report supports the following goals in the strategic plan:

2.2 Deliver public services better.

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

## **FINANCIAL**

Addressing this issue will correct a growing operational variance.

## **COMMUNICATIONS**

A copy of the report has been provided to both school boards and the Guelph Police Service. The issues surrounding the Adult School Crossing Guard Program have been discussed with local school boards, Wellington Transportation Consortium, Guelph Police Service and other community partners. Local media has also shown interest in this subject.

## **ATTACHMENTS**

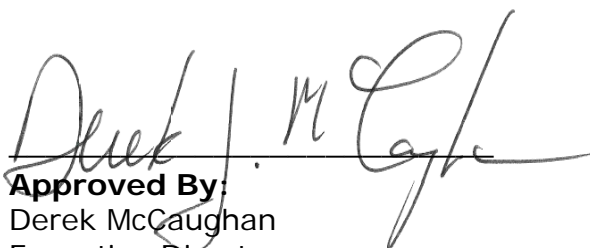
Appendix A – Adult School Crossing Guard Program Report OT111246 dated November 19<sup>th</sup>, 2012.

**Report Author:** Joanne Starr, Supervisor, Traffic Investigations



**Recommended By:**

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**Approved By:**

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# COMMITTEE REPORT

## Appendix A



TO **Guelph City Council**

SERVICE AREA Operations, Transit & Emergency Services  
DEPARTMENT Public Works  
DATE November 19, 2012

**SUBJECT Adult School Crossing Guard Program**  
REPORT NUMBER OT111246

### Summary:

The City established an Adult School Crossing Guard Program starting in September 2004. An Adult School Crossing Guard Program, when deployed under appropriate conditions, is perhaps one of the best measures for improving child pedestrian safety and can be regarded as the cornerstone around which other programs such as the Safe Route to School Program and Walking School Bus Program can be built. As described in a 2011 staff report, the Adult School Crossing Guard Program continues to have significant challenges to its sustainability. In particular, on-going challenges in the areas of administration, recruitment and coverage flexibility continue to detract from a viable and robust program. Finally, anticipated growth of the program in 2013 will only serve to exacerbate the challenges faced. Without corrective action, the current Program cannot continue in its present form.

The Ontario Highway Traffic Act establishes that a school crossing guard shall be employed by a municipality, or be employed by a corporation under contract with the municipality to provide the services of a school crossing guard. Furthermore, in staff's consultation with the school boards it is still their opinion that as roads are under the jurisdiction of the City, the responsibility rests with the City to have children travelling to and from school cross safely.

### RECOMMENDATION

THAT the Operations & Transit Committee Report OT111246 Adult School Crossing Guard Program dated November 19, 2012 be received.

### BACKGROUND

Following Council approval in 2004, the City established an Adult School Crossing Guard Program starting in September of that year at 6 locations. Appendix A to this report is a copy of the 2004 staff report that recommended the creation of the Program. As of September 2012, there are now 19 locations within the City where 23 adult school crossing guards provide assistance to students going to and from school.



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Appendix B to this report is a copy of the 2011 staff report to the Operations & Transit Committee outlining staffing challenges in delivering the Adult School Crossing Guard Program.

## **REPORT**

The purpose of this report is to bring to the attention of Council the following:

1. Staff has received over the years opinions from the City's Legal Department stating that there is an obligation on the City to provide a replacement guard if a regularly scheduled guard is unexpectedly unavailable. If no replacement crossing guard is provided, the City could be at risk for liability if any injury should occur in the guard's absence;
2. Existing difficulties in retaining new adult school crossing guards to supervise crossings at warranted locations;
3. Challenges that staff experience in backfilling vacant shifts which routinely occur due to circumstances such as illness, family emergencies, and medical appointments;
4. The program has grown to a stage where it is not sustainable unless additional staff are provided as well as adding to the overall remuneration package offered in the hiring process;
5. There are five new locations which have met the Adult School Crossing Guard warrant criteria adopted by Council requiring the need for six (6) additional Guards.

An Adult School Crossing Guard Program, when deployed under appropriate conditions, is perhaps one of the best measures for improving child pedestrian safety and can be regarded as the cornerstone around which other programs such as the Safe Route to School Program and Walking School Bus Program can be built. The reason for this stems from the many advantages that an Adult School Crossing Guard Program offers, which include the following:

- High visibility to the community and general perception by the public to be effective in improving safety, thus encouraging parents to allow children to walk or cycle to school;
- Ability to instill proper crossing behavior in children, which serves to improve children's skills and increase their reliance on themselves earlier than would otherwise be the case;
- Visible sign of enforcement with the authority to stop vehicles at the crossing, where supported by the *Highway Traffic Act*, and the responsibility of reporting violations;
- Ease of implementation;
- Relatively low cost of implementation;
- Relatively short time required between decision to deploy and actual deployment; and,
- Inherent flexibility and ability to adapt to changes in school boundaries or student enrollment.

As described in the 2011 staff report (see Appendix B), the Adult School Crossing Guard Program continues to have significant challenges to its sustainability. In particular, the areas of recruitment and coverage flexibility continue to detract from a viable and robust program. These issues combine to create a significant amount of



administration for which the Supervisor of Traffic Investigations must dedicate an inordinate amount time to resolve. In addition, both technical staff and Bylaw staff must adjust their schedules to backfill vacant shifts. This effort takes away from planned activities in other areas and results in reduced service levels.

During the 2010-2011 school year, 138 (70%) of the 196 school days involved at least one crossing guard shift being vacant. "Stand By" crossing guards were able to attend the vacant locations for 50 of the vacant time periods. In order to meet our obligations, Bylaw officers and Traffic Investigations staff were utilized to provide crossing protection during the remaining 88 vacant shifts. During the current 2012 school year from September to October 25th, we have already experienced 156 separate occurrences where crossing guards have been unable to attend their scheduled shifts necessitating either Bylaw officers, or other Traffic Investigations staff, to attend the crossing location. No "Stand By" Adult School Crossing Guards have been available since the beginning of the school year due to recruitment issues surrounding the time it takes to undertake vulnerable-sector police checks (which is part of the initial employment process) and the current rate of remuneration which is considered low by those interested in the position.

Table 1 below summarizes the hours (each vacant shift is approximately one hour) and cost to provide crossing protection in 2011-2012 and the current school year with City staff. In addition, it summarizes the potential loss in parking fine revenue during the coverage by Bylaw officers.

**Table 1: Hours, Compensation Costs and Potential Loss in Parking Ticket Revenue**

Staff	2011-2012 Hours	2011-2012 Cost*	2012-2013 (Sept to Oct) Hours	2012-2013 (Sept to Oct) Cost
Bylaw	38	\$1,700	87	\$3,950
Traffic (co-op student)	50	\$1,050	69	\$1,590
<b>Total</b>	<b>88</b>	<b>\$2,750</b>	<b>156</b>	<b>\$5,540</b>
Guard Savings @ \$12/hr	88	-\$1,056	156	-\$1,872
Non Budgeted Employee Compensation	N/A	\$1,694	N/A	\$3,678
Potential Lost Parking Ticket Revenue @ \$60/hr		\$2,280		\$5,220
<b>Accumulated Total Additional Burden</b>		<b>\$3,974</b>		<b>\$8,898</b>

\* "cost" does not represent additional cost to the organization. Wages for this activity are provided for within the approved operating budgets. The cost is more accurately represented by loss in productivity in work that these substitute Guards would normally be involved in.

The accumulated total additional burden does not account for the additional administration time taken to reschedule staff or the impact, other than the potential loss in revenue generated through Bylaw officers not issuing parking tickets, of tasks that are being delayed in lieu of filling vacant shifts.



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### **Challenges in Recruitment**

Since the program's initial launch in 2004, staff have found attracting people to the position of Adult School Crossing Guard challenging. This is a trend that is being experienced by many municipalities throughout the Province.

The position is typically advertised in the Guelph Tribune and on the City's website in an effort to reach a wider audience locally. At times, additional efforts have been made to advertise in other City facilities such as at the Evergreen Seniors Centre and more recently, through the concerted assistance of the Human Resources Department. Recruitment practices have been expanded to include the use of a temporary employment agency and advertising through local job fairs.

As noted briefly above, all Adult School Crossing Guards, because of their direct contact with children, are required to obtain a vulnerable-sector police check as part of their initial employment. This police check is renewed annually at the start of each school year. The process involves the police running a search for criminal charges and/or convictions. With recent changes to the vulnerable-sector police check practices, some new hires and returning guards must provide fingerprints as well. Finger prints are required based upon your birth date being the same as anyone within police authority's criminal data base. This process is not only lengthy but is perceived by many potential recruits to be very invasive to their privacy and therefore, once aware of the process, withdraw their application. These factors combined with issues such as working in poor weather conditions, irate motorists, upset parents and the relatively low rate of pay have created this recruitment challenge in Guelph and in many municipalities across the province.

In order to address these challenges, staff will be tabling the following expansions during the 2013 Operating Budget deliberations:

### **"Stand By" Crossing Guards**

It has been the City's practice to fill temporary vacant shifts at approved locations (or temporary locations, such as school crossing locations within construction zones to ensure student safety) with "Stand-By" adult school crossing guards.

As these positions do not work on a daily basis, and basically function as an "on-call" position the city provides a twenty-five cent premium as well as mileage as they may have to travel across the city to get to their location. However, despite best efforts to maintain a group of spare crossing guards, it has been very challenging to attract and retain people under these conditions. In order to provide more incentive and make the position more attractive, a number of municipalities pay a daily "stand by" rate of pay to those adult school crossing guards that do not have a daily regular location to supervise.

Staff will be recommending that we offer "stand by" adult school crossing guards one hour of the regular rate of compensation for adult school crossing guards for each day that supervision is required throughout the school year. Compensation would not be provided if the stand by adult school crossing guard is unavailable to supervise a vacant location. Staff estimates that this will add approximately \$7,500 to the 2013 Operating Budget



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### **Warranted new Adult School Crossing Guard Locations**

As part of the 2004 staff report, Council approved the use of Ministry of Transportation warrants to determine the location of adult school crossing guards. Since that time the warrants evolved with involvement of the Ontario Traffic Council (membership is inclusive to Ontario municipalities) into a more comprehensive document.

The new locations that have recently become warranted are as follows:

1. Willow Road at Bonar Place – 1 crossing guard
2. Colonial Drive at Sir Isaac Brock Public School (mid-block in front of school) – 1 crossing guard
3. Stephanie Drive at Rochelle Drive – 1 crossing guard
4. Metcalfe Street at Eramosa Road – 1 crossing guard
5. Metcalfe Street at Lemon Street – 2 crossing guards

In summary a total of six (6) new adult school crossing guards are required to supervise the five locations noted above. Based upon current hourly rates of pay the additional total cost to provide adult school crossing guards at these locations is \$30,000 annually.

### **Coordinator of the Adult School Crossing Guard Program**

As can be seen from the challenges explained previously, the demand on the Supervisor of Traffic Investigations is increasing and requires not just additional Adult School Crossing Guards but assistance in the recruitment, training, administration, evaluation of performance, and response to vacant shifts. Without this assistance, the Adult School Crossing Guard Program will not be sustainable and not achieve what staff believes to be Council's vision for the program when it was approved in 2004.

This position would report to the Supervisor of Traffic Investigations and have the following responsibilities:

- **Recruit** adult crossing guards and conduct criminal reference checks;
- **Train** the designated adult crossing guards and their substitutes;
- **Administer** the crossing guards including location assignment, pay processing, communications between City and guards, disciplinary action;
- On-site observation to **evaluate performance** of adult crossing guards and their adherence and knowledge of traffic laws; and,
- **Backfill** shifts when a Guard cannot attend their scheduled shift.

### **CONCLUSION**

The Adult School Crossing Guard Program has steadily grown since its inception in 2004, and staff expect this to continue as the City grows, traffic volumes increase and societal demand for the Program increases.

It is staff's opinion this Program cannot be sustained in its present format. If the funding requests tabled for consideration during the 2013 Budget process are not approved, the parameters by which Adult School Crossing Guards are justified will need to be redefined and made more stringent. Through such redefinition, the intent will be to reduce the number of guards currently required thereby making the Program more sustainable, at least for an interim period. This would only be a stop

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gap measure as both the demand and need for guards will increase as the City continues to grow. The longer term solution would be to create full time positions wherein the Adult School Crossing Guard function would comprise but one function of the position. It is anticipated an increased pool of full time employees available to undertake guard duties should introduce a greater degree of stability to the Program.

### **CORPORATE STRATEGIC PLAN**

This report supports the following goals in the strategic plan:

- 2.2 Deliver Public Service better
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

### **FINANCIAL IMPLICATIONS**

Cost of the expansion package submitted in the 2013 budget for consideration.

### **DEPARTMENTAL CONSULTATION**

Bylaw Compliance & Security  
Legal Services  
Human Resources

### **ATTACHMENTS**

Appendix A – 2004 Adult School Crossing Guard Report  
Appendix B – 2011 Adult School Crossing Guard – Staffing Challenges Report

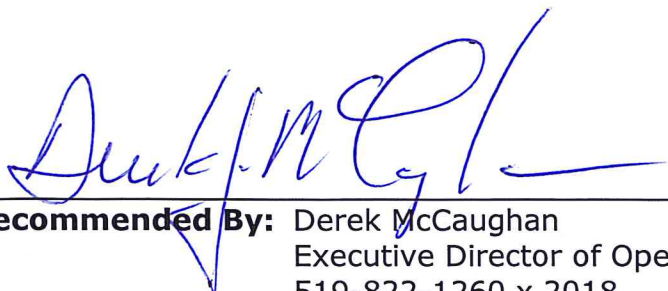
**Prepared By:** Allister McIlveen, Manager Traffic and Parking, ext 2275



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### **Reviewed By:**

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**Recommended By:** Derek McCaughan  
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**Subject** Adult School Crossing Guards – Proposed Locations for September 2004

**Recommendations** “THAT Council approve the use of established MTO warrants to determine locations for adult crossing guards;

AND THAT eight adult school crossing guards be employed at the following locations commencing at the start of the school year in September 2004:

1. Paisley Road at Alma Street;
2. Imperial Road at Stephanie Drive;
3. Scottsdale Drive at Ironwood Road;
4. Paisley Road at Silvercreek Parkway;
5. Victoria Road at St. Patrick’s Catholic Elementary School;
6. Willow Road at Westwood Road.”

**Background** During the 2004 budget deliberation process, City Council funded the introduction of an adult school crossing guard program for the City of Guelph.

This report will identify locations where school crossing guards are justified based on field studies conducted during the months of May and June 2004. If approved, guards would be posted for the start of the school year commencing September 2004.

Locations studied were based on input through the 2002-2003 School Safety Patrol Review and requests received from the public. A list of locations studied is provided in Appendix A.

**Role of a School Crossing Guard:**

School crossing guards are legally permitted to stop traffic and assist children across the street. Locations may include signalized intersection, stop signs, yield signs and school crossings.

Section 176 of the Highway Traffic Act regulates the use of school crossing guards. Under the act, a school crossing guard can legally stop motor vehicles, and all vehicles are required to come to a complete stop and remain stopped until the children and school crossing guard are safely off the road and the guard has lowered their stop sign.

School crossing guards will be provided at designated locations for the safety of Guelph’s school children, not convenience. Therefore, other enforcement and engineering measures will be considered and implemented prior to consideration of school crossing guards. This may include rerouting children to an existing crossing, revision of signal timing phases, pedestrian education and police enforcement of traffic violators.

**School Crossing Warrant Criteria:**

Similar to traffic signals and other traffic control devices, warrants have been developed for application at school

July 19, 2004

Report #

**Environment & Transportation Group**

**Prepared by:**  
Joanne Starr  
Manager of Traffic Services

**Approved by:**

Randall French for:  
Janet L. Laird, Ph.D.  
Commissioner of  
Environment &  
Transportation



July 19, 2004

Report #

**Environment &  
Transportation Group**

**Prepared by:**  
Joanne Starr  
Manager of Traffic Services

**Approved by:**

Randall French for:  
Janet L. Laird, Ph.D.  
Commissioner of  
Environment &  
Transportation



crossings. These warrants, established by the Ministry of Transportation of Ontario, are used by numerous municipalities throughout Ontario to determine the appropriate type of supervision at school crossings, traffic signals, etc.

The purpose of the warrant is to ensure the safety of school children by providing a consistent criteria for determining the level of protection required based upon established engineering principles. The warrant for school crossing protection provides a safe, reliable and consistent method for determining the appropriate supervision. The warrant measures a number of factors including:

- the number of children crossing the road;
- gap times – measures the break in the flow of vehicular traffic. An adequate gap permits sufficient time for a pedestrian to cross the road in safety;
- sight visibility distance – ensure children can adequately see vehicles approaching in both directions, and conversely that driver's can adequately see children crossing the street;
- the number of right and left turning vehicles – this is particularly important at signalized intersections where high turning volumes can result in delays or conflicts with pedestrian movements.

Appendix B (attached) provides a summary of the criteria staff applied for justifying the employment of school crossing guards at school crossings, signalized and non-signalized locations.

#### **Field Studies:**

Traffic services staff conducted field studies at each of the selected locations, studies were conducted over a 2-day period for each location.

Upon approval, staff will commence with recruitment and training of school crossing guards.

#### **Alternatives**

City Council may request additional school crossing guards at locations which do not meet the warrant criteria.

#### **Implications**

There may be school communities who did not meet the warrant criteria that feel their location(s) need school crossing guards.

#### **Funding Budget**

Tax Supported Operating budget.

#### **Account Number**

720-3640 School Crossing Guards.

#### **Funding Schedule**

Approved as part of 2004 Tax supported Operating budget.

#### **Notice Requirements attachments**

No notice requirements.



## Appendix A

### School Crossing Guard Study summary and recommendation

Location	Existing traffic control	Staff comment	School Crossing Guard justified?	Number of Guards required
Paisley Road at Alma Street	Traffic signal	- High volume of children crossing - south & west crosswalks	Yes	2
College Avenue at Edinburgh Road	Traffic signal	- Low volume of children crossing - No conflicts observed - Moderate number of turning vehicles	No	0
Edinburgh Road at Youngman Drive	Traffic signal	- Low volume of children crossing - No conflicts observed	No	0
Edinburgh Road at Kortright Road	Traffic signal	- Moderate volume of children crossing - No conflicts observed - Low number of turning vehicles	No	0
Edinburgh Road at Paisley Road	Traffic signal	- Low volume of children crossing - No conflicts observed	No	0
Edinburgh Road at Water Street	Traffic signal	- Low volume of children crossing - No conflicts observed - Low number of turning vehicles	No	0
Imperial Road at Stephanie Drive	Traffic signal	- High volume of children crossing north crosswalk - 5 conflicts observed between turning vehicles and pedestrians	Yes	1



Location	Existing traffic control	Staff comment	School Crossing Guard justified?	Number of Guards required
Kortright Road at Scottsdale Drive/Ironwood Road	Traffic signal	<ul style="list-style-type: none"> <li>- moderate volume of children crossing east crosswalk</li> <li>- low volume of turning vehicles</li> </ul>	No	0
Ironwood Drive at Scottsdale Drive	Intersection Pedestrian Signal (IPS)	<ul style="list-style-type: none"> <li>- high volume of children crossing south crosswalk</li> <li>- red light running observed during study</li> </ul>	Yes	1
Paisley Road at Silvercreek Parkway	Traffic signal	<ul style="list-style-type: none"> <li>- low volume of children crossing</li> <li>- large number of turning vehicles conflicting with pedestrian movements (east &amp; north crosswalks)</li> </ul>	Yes	1
Victoria Road at St. Patrick's Catholic Elementary School	Mid-block traffic signal	<ul style="list-style-type: none"> <li>- Moderate number of children crossing</li> <li>- Red light running observed during study</li> </ul>	Yes	1
Victoria Road at St. John's Catholic Elementary School	Traffic signal at school driveway	<ul style="list-style-type: none"> <li>- Moderation number of children crossing</li> <li>- No conflicts observed</li> </ul>	No	0
Willow Road at Westwood Road	Traffic signal	<ul style="list-style-type: none"> <li>- High volume of children crossing all four legs of intersection</li> </ul>	Yes	2
Victoria Road at Woodlawn Road	Traffic signal	<ul style="list-style-type: none"> <li>- Moderate number of children crossing east crosswalk</li> <li>- Large number of turning vehicles conflicting with pedestrians in south crosswalk</li> </ul>	No	0
Metcalf Street at Emma Street	Designated School crossing	<ul style="list-style-type: none"> <li>- Low volume of children crossing</li> <li>- Adequate gaps</li> <li>- Adequate sight visibility</li> </ul>	No	0
Stephanie Drive at Rochelle Drive	Designated School crossing	<ul style="list-style-type: none"> <li>- High number of children crossing</li> <li>- Adequate gaps</li> <li>- Adequate sight visibility</li> </ul>	No	0

## Appendix B

### When is a School Crossing Guard warranted?

A school crossing guard will be added at a location with the City of Guelph when the following criteria are met:

Criteria	School Crossing (non-signalized)	Signalized locations	Stop or yield control
Number of School Children	A minimum of 40 elementary school children cross a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h)	Large number of children crossing a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h) *	Large number of children crossing a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h) *
	AND	AND	AND
Gap time	When there is frequently 3 or less safe gaps in traffic in 5-minute increments.	n/a	n/a
	OR		
Sight visibility distance	Where inadequate sight visibility distances are provided for either children or the driver at a location.	n/a	n/a
Large number of turning vehicles conflicting with pedestrians	n/a	High turning volumes resulting in delays or frequent conflicts with pedestrian movements	High turning volumes resulting in delays or frequent conflicts with pedestrian movements

\* minimum 40 elementary school children crossing during school arrival / dismissal times

NOTE: Criteria based on MTO / OTC School Crossing Review guidelines

Appendix B

# COMMITTEE REPORT



TO **Operations and Transit Committee**

SERVICE AREA Operations & Transit  
DATE September 12, 2011

**SUBJECT** **Adult School Crossing Guard Program – Staffing Challenges**

REPORT NUMBER OT071149

## SUMMARY

### Purpose of Report:

To provide information regarding the Adult School Crossing Guard Program and challenges with attracting and hiring crossing guards and staffing vacant shifts.

## RECOMMENDATION

THAT the Operations & Transit Committee Report OT071149 Adult School Crossing Guard Program - Staffing Challenges dated September 12, 2011 be received.

## BACKGROUND

Following Council approval, the City established an Adult School Crossing Guard program in September 2004 at six locations. As of August 2011 there are now fifteen locations within the City where adult school crossing guards (crossing guards) provide assistance to students going to and from school.

The purpose of this report is to make Committee aware of the challenges staff have experienced in attracting and hiring crossing guards as well as staffing vacant shifts which occur routinely due to circumstances such as illness, family emergencies, and medical appointments.

## REPORT

The crossing guard program operates annually between the months of September and June when schools are open. The program is administered within the Traffic and Parking Division of the Public Works Department and directly by the Supervisor of Traffic Investigations. Crossing guards typically work two to three hours per day, assisting students during the morning, afternoon and in some cases mid-day during the lunch hour period. Their current rate of pay is \$11.59 per hour and as it is a part-time contract position they do not receive benefits. When a crossing guard is unable to work their scheduled shift, it has been the City's practice to ensure shifts are covered through the use of substitute crossing guards.

Since the program's initial launch in 2004, staff has found attracting people to the position of crossing guard challenging. The position is typically advertised in the

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Guelph Tribune and on the City's website in an effort to reach a wider audience locally. At times, additional efforts have been made to advertise in other City facilities such as at the Evergreen Seniors Centre and more recently, through the assistance of the Human Resources Department. Recruitment practices have been expanded to include the use of a temporary employment agency and advertising through local job fairs.

All adult school crossing guards, because of their direct contact with children, are required to obtain a vulnerable-sector police check as part of their initial employment. This police check is renewed annually at the start of each school year. The process involves the police running a search for criminal charges and/or convictions. With recent changes to the vulnerable-sector police check practices, some new hires and returning guards must provide fingerprints as well. Fingerprints are required based upon your birth date being the same as anyone within the data base. This process is not only lengthy but is perceived by many to be very invasive to their privacy and therefore, once aware of the process, withdraw their application. These factors combined with issues such as working in poor weather conditions, irritate motorists, upset parents and the rate of pay have created this challenge in many municipalities across the province.

Stand-in Crossing Guards:

It has been the City's practice to fill temporary vacant shifts at approved locations or temporary locations, such as school crossing locations within construction zones to ensure student safety, with stand-in crossing guards.

As these positions do not work on a daily basis, and basically function as an "on-call" position the city provides a twenty-five cent premium as well as mileage as they may have to travel across the city to get to their location. However, despite best efforts to maintain a group of stand-in crossing guards, it has been very challenging to attract and retain people under these conditions. In order to provide more incentive and make the position more attractive, some municipalities pay a daily "stand-by" rate of pay to stand-in crossing guards.

Because of the shortage of stand-in crossing guards, as well as the addition of new locations in 2010 related to road construction, other City staff such as Bylaw Compliance and Security Officers and technical staff from the Traffic and Parking Division have been used to fill in for vacancies. The reliance on other staff impacts these service areas and in some cases quite significantly at times and is not sustainable. Not only does this practice impact other services, but it also becomes an expensive means to provide school crossing protection.

For example during the 2010-2011 school year, 138 (70%) of the 196 school days involved at least one crossing guard shift being vacant with the worst case occurring during the months of September and October 2010 when we experienced five weeks where we had vacant shifts on a daily basis at five or more school crossings.

One solution staff will be pursuing within the 2012 budget process, to relieve some of the challenges currently faced is to hire a full time Crossing Guard Coordinator. This position can be found in a majority of other municipalities who operate school crossing programs.

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This position would report to the Supervisor of Traffic Investigations and oversee the operation of the crossing guard program, monitor performance, investigate complaints and incidents as well as act as a stand-in crossing guard when required.

Staff will seek funding for a Crossing Guard Coordinator position as part of the 2012 Operating Budget submission.

In conclusion, the program has steadily grown since its inception in 2004, and staff expects this to continue as the city grows, traffic volumes increase and the demand for adult school crossing guards increases. Feedback from the public and schools shows that the community values and supports the school crossing guard program.

## **CORPORATE STRATEGIC PLAN**

GOAL 5: A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

The two school boards, Upper Grand District School Board and Wellington Catholic District School Board, as well as the Guelph Police Service have been advised of the challenges experienced with recruiting crossing guards and staffing vacant shifts and of staff's intention to seek funding for a Crossing Guard Coordinator as part of the 2012 budget process.

## **COMMUNICATIONS:**

N/A

## **ATTACHMENTS**

N/A



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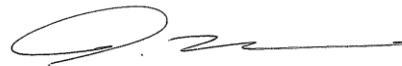


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### **Recommended By:**

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### **Recommended By:**

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Executive Director  
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# STAFF REPORT



TO Operations, Transit & Emergency Services (OTES) Committee

SERVICE AREA Operations, Transit & Emergency Services Committee

DATE December 9, 2013

**SUBJECT Outstanding Resolutions**

REPORT NUMBER OTES121333

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

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

### KEY FINDINGS

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

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

### FINANCIAL IMPLICATIONS

There are no financial implications.

### ACTION REQUIRED

To receive report for information.

## RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report # OTES121333 Outstanding Resolutions dated December 9, 2013 be received.

## BACKGROUND

The OTES Service Area commits to bi-annual reporting to the OTES Committee on outstanding Council/Committee Resolutions. This is the second such report for 2013.

# STAFF REPORT



## REPORT

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

## CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement.

## FINANCIAL IMPLICATIONS

There are no financial implications.

## DEPARTMENTAL CONSULTATION

Corporate & Human Resources, City Clerk's Department

## COMMUNICATIONS

N/A

## ATTACHMENTS

Attachment 1 - Operations, Transit & Emergency Services Outstanding Resolutions

**Report Author: Coralee Barfoot, Executive Assistant**

**Approved By:**

Derek J. McCaughan

Executive Director

Operations, Transit & Emergency Services

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# OPERATIONS, TRANSIT EMERGENCY SERVICES OUTSTANDING COMMITTEE AND COUNCIL RESOLUTIONS

DECEMBER 9, 2013

Resolution From:						
Date	Committee	Council	Report Name	Resolution	Contact	Status
30-Sep-13		x	Sidewalk & Sign Inspection	That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.	PW, Rod Keller	Outstanding to be done in 2014
				That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.		Outstanding to be done in 2014
10-Sep-13	x		Public Works Yard Expansion	THAT the Operations, Transit & Emergency Services Committee refer back to staff to consider alternate plans to address growth concerns surrounding the Public Works property to include the possibility of a comprehensive needs assessment study for the entire Public Works Department yard and its dependencies.	PW Rod Keller, GM	Outstanding To be considered during 2014 Workplan Development
09-Jul-13	x	x	Land Ambulance Response Time Performance Plan for 2014	That staff provide the Operations Transit and Emergency Services Committee with data analysis demonstrating the pattern of calls for service and patient transfers for Land Ambulance Service in Guelph including mapping of the distribution of calls in Guelph and the overlap of deployment with Police and Fire.  That staff report back with a strategy to reduce Land Ambulance Service calls for service as an integrated part of their approach to addressing response times.	EMS Shawn Armstrong, GM	Outstanding Q2 2014
25-Mar-13	x		Public Nuisance Bylaw	That the amended Public Nuisance By-law be referred back to the Operations, Transit and Emergency Services Committee in April, 2014 to review the effectiveness of the by-law to date.	Bylaw Compliance, Licencing & Security Doug Godfrey, Mgr	Outstanding Report expected Q2 2014
22-Oct-12	x		Goodwin Drive Year Round Overnight Parking	AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, on-street parking restrictions	Parking Rod Keller, GM Allister McLveen, Mgr	Outstanding To be scheduled in 2014 according to Work Plan development
06-Jun-11	x		Snow Angels Program	AND THAT the Snow Angels Program (the Program) be reviewed prior to the conclusion of the 2013-2014 winter season to evaluate its development as a community program and to assess whether the program should be continued	Public Works Rod Keller, GM Mgr Roads	Outstanding. Expected end of 2013- 2014 winter season.