

# Council Shared Agenda Progress Report

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## July 2017



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## Summary

The purpose of this report is to provide a twice annual update to Council on the areas of focus identified in the Council Shared Agenda. These updates are intended to be high level and provide a consolidated pulse on the activities underway in the organization and summarize key highlights and challenges to the work. Council will be familiar with many of these areas of work through more detailed Council reports. The format of this report brings these focus areas together so that the many activities can be viewed in the larger context of community impact.

There are a number of Council Shared Agenda (CSA) items that have become a CAP initiative. Where this occurs, the reporting appears in the CAP report. These initiatives are:

- Quality Services and Customer Services – see Customer Service Framework and Digital Services/myGuelph
- Business Performance Framework – see Accountability and Performance Management Framework and Culture of Collaboration
- Enhance Local Government – see Culture of Collaboration
- Value for Money Audits – see Service Review
- Infrastructure supporting topics – see Asset Management and the Long-Term Financial Plan

This highlight report shows that the City continues to make significant progress on this body of work, resulting in economic, environmental, social and cultural improvements for the community. There continue to be challenges in a number of areas which are, because of the complexity, unique to each item. Details of these challenges are provided in the update.

# CSA Update: Taxation and Budget

The budget is a plan to wisely manage money and fund the services important to the community we serve. Our focus is on building a budget that:

- Builds a realistic and stable foundation for the year and future years.
- Focuses on delivering service and value to the community.
- Invites community participation—the more involvement from the community, the more reflective the budget will be of the community's needs and values.

## **Deliverables**

- Review and recommendation of zero based budgeting and service based budgeting processes.
- Council input into 2016 capital budget development.
- Recommended use of a budget guideline for 2016.
- Pilot project for public input during the budget process.
- Innovative solutions to budgeting issues.
- Approach to using taxation as a tool for quality of life.
- Service rationalization.

## **Highlights**

- Council direction to continue to implement zero line item based budgeting on selected line items in the budget as feasible.
- Capital budget workshop with input resulted in an approved 2016 Capital Budget. For 2017 similar work was completed and Programs of Work were implemented, 2017 Capital budget was approved in December 2016.
- Council directed amendments to Tax Rebates for Low Income Seniors and Persons with Disabilities.
- Tax Ratios 2017-2020 Assessment Cycle.

## **Current Focus**

- Preparing information report for changes to the 2018 budget process, noting changes in the past two years: Implementation of Programs of Work, presenting both tax and non-tax capital budgets together.
- Supporting service reviews on specific municipal services utilizing both internal and external resources i.e. Solid Waste.

## **Next Steps**

- Supporting next service review - Transit.
- A further report on the budget process will be forthcoming with research from the Guelph Lab into best practices from other Ontario Municipalities.

# CSA Update: Taxation and Budget

## **Challenges**

- Development of the Budget Formula Guideline for council approval

## **Resources**

- During the 2016 budget process full Service Rationalization was not approved

## **Lessons Learned**

- During 2016 and 2017 budget preparations, two different budget simulators were utilized to gain input from the public into the operating budget process. Both of these had limited participation and success

## **For more information contact:**

Tara Baker, General Manager/City Treasurer ext. 2084

# CSA Update: Intergovernmental Infrastructure Funding

The City works collaboratively with other levels of government to advocate and gain support for our infrastructure and policy objectives. Working this way is vital to ensure that the city is poised to influence policy directions of other levels of government and leverage funding opportunities so our community has the required asset infrastructure to meet the City's growing needs.

Intergovernmental advocacy involves the integrated and coordinated efforts of staff from across all service areas and is tied directly to our strategic and asset management planning and implementation.

## **Deliverables**

- Create and implement an intergovernmental plan to leverage resources for infrastructure investments.

## **Highlights**

- As part of the federal budget announced on March 22, 2016 the government created two new infrastructure funding programs: Public Transit Infrastructure Fund (PTIF) and Clean Water and Wastewater Fund (CWWF).
- In May 2016, City Council approved a list of projects for which funding would be sought. This list formed the basis of a comprehensive intergovernmental infrastructure plan that linked with key City financial and strategic plans and supported the community's long-term needs.
- Approximately \$17, 903,526 in funding was awarded from the Federal and Provincial Governments to support projects on the Council approved list:
  - Five City projects received \$10,211,691 Federal PTIF funding
  - Three City projects received CWWF funding, \$5,047,890 was the Federal contribution and \$2,523,945 was the Provincial contribution
- In addition, the City gained \$120,000 funding for one of the projects through the Canada 150 Infrastructure Program.

## **Current Focus**

- Managing the funded projects and the associated transfer payment agreements
- Continued strategic advocacy regarding Federal/Provincial Infrastructure Programs

## **Next Steps**

- Continuing to work with other levels of government to influence funding opportunities and policy directions. Additionally, continuing dialogue with City services and Council to explore Phase 2 infrastructure funding opportunities to ensure the City is well positioned to respond to infrastructure funding opportunities

# CSA Update: Intergovernmental Infrastructure Funding

## **Challenges**

- The federal and provincial governments have commenced bilateral negotiations regarding Phase 2 infrastructure funding. Negotiations are not expected to conclude until the Spring of 2018. In the meantime, this provides the City with an opportunity to effectively advocate for initiatives/policy directions that can benefit the City's infrastructure needs.

## **Resources**

- The intergovernmental relations and advocacy coordination is carried out by staff in the Office of the CAO. This department works with City staff from each service area to provide a comprehensive strategic framework to support; progressive thought leadership/promoting Guelph's leadership; policy advocacy and; strategic partnership development.

## **Lessons Learned**

- This comprehensive and collaborative approach has successfully maximized the City's opportunities to access infrastructure funding from other levels of government whilst continuing to build Guelph's reputation as a leader in innovative service and policy delivery.

## **For more information contact:**

Cathy Kennedy, Manager, Policy and Intergovernmental Relations, ext. 2255

# CSA Update: Stormwater Funding Gap

Managing stormwater involves controlling the quantity and quality of runoff resulting from rainfall and snowmelt. Stormwater management systems represent valuable public assets that provide a number of benefits for many users including pollution control and flood protection. Guelph's stormwater management system received a failing grade (F) in the 2012 Sustainable Infrastructure Report and Infrastructure Scorecard. The report showed that stormwater infrastructure is currently funded at less than half of the estimated amount needed to sustain the system, with a \$4.1M funding gap. The City needed a reliable and sustainable way to fund this critical service and thus the stormwater service fee was identified as the best option to address these needs.

## **Deliverables**

- Stormwater service fee.
- Stormwater service fee credit program.
- Establish Stormwater Stabilization Reserve.
- Increase in capital improvements, asset renewal and operations and maintenance.

## **Highlights**

- Staff accepted the challenge and from 2013 to 2016, completed the necessary work to prepare the stormwater funding study recommendation report for Council. In March 2016, Council approved the transition from a tax-based service to a non-tax rate-based service model. Council directed staff to prepare to implement the rate-based service model in 2017.
- In July 2016, staff presented an implementation strategy to Council, followed by a sustainable funding strategy in September 2016.
- As of January 1, 2017 the stormwater service fee has been successfully implemented and properties are charged using the Equivalent Residential Unit (ERU) fee model. The starting ERU rate is \$4.00/ERU.
- Since the time of the implementation, staff continues to reconcile the number of ERUs in the City. As a result of the reconciliation and continued growth, there is currently a positive variance projected. On July 4, 2017 Council directed staff to prepare a financial incentive program consisting of residential rebates, non-residential credits, and additional funding of the infrastructure backlog based on the program funding envelope associated with the variance.

## **Current Focus**

- City staff continues to implement the stormwater service fee, billed through Guelph Hydro. Staff work daily on managing a significant database (e.g., monitoring billable ERUs), making adjustments (e.g., measuring and recoding new properties), handling calls and inquiries from the public, and completing the associated accounting.



# CSA Update: Stormwater Funding Gap

- Subject to full Council approval in July 2017, City staff is focusing on defining the combined rebate/credit program for implementation in 2018. The details of the rebate/credit program will be shared via an information report to Council.

## Next Steps

- Refine/update financial plans related to capital projects/forecasts, which will be presented as part of the upcoming 2018 Budget process.
- Have a fully defined rebate/credit program ready to implement in 2018 including online materials, application forms and proper communication and advertisement.
- Continue refining the day-to-day administration and operations of the service.

## Challenges

- Ensuring the rebate/credit program is communicated to all members of the community to promote effective uptake to gain desired social and environmental benefits.
- Promoting to the community an understanding of the stormwater service fee, including those non-residential entities that have the most financial impact.

## Resources

- The resources invested by the city to date have been adequate for this project. However, this project is in its early stages and as it grows additional resources may be required.

## Lessons Learned

- Early and frequent stakeholder engagement, along with a rigorous marketing campaign, has been effective in developing the fee in a fair manner for the community, promoting the fee once implemented, and understanding what the community is seeking regarding financial incentives.
- Networking with other municipalities who have a similar fee has been invaluable in developing the service fee model, roll out, and in preparation for a rebate/credit program. By using the lessons learned and advice from other municipalities, we have been able to be proactive on program details and communications.

## For more information contact:

Kealy Dedman, General Manager/City Engineer, Engineering and Capital Infrastructure Services, ext. 2248

# CSA Update: Electoral Review and Reform

Electoral review and reform is important as Guelph's population and geographical density changes and grows to ensure equitable and effective ward representation.

## **Deliverables**

- Council employment status and composition review (formally called Council Composition and Employment Status Review – CCESR).
- Ward boundary review.
- Council remuneration and support review.
- New stand-alone Election Sign By-law.
- Standard operation procedure for compliance.

## **Highlights**

- CCESR expansion was not approved as part of 2016 budget.
- Comprehensive ward boundary review was to be completed as part of CCESR but was not pursued given lack of expansion approval.
- Staff did initiate a minor ward boundary correction to address an area of growth in Ward 5/6 in 2016. This was approved in July 2016 with a by-law adopted in October 2016.
- Council remuneration and administrative support to be considered as part of citizen committee on Council compensation (led via HR).
- Election sign by-law best practice review completed
  - By-laws from other municipalities reviewed
  - Draft regulations identified
  - Public Engagement Plan created

## **Current Focus**

- Support HR through later part of 2017/early 2018 in relation to citizen committee on Council remuneration.
- Public engagement.
- Creation of draft By-law.

## **Next Steps**

- All work on CCESR and associated comprehensive ward boundary review has been stopped. Will need to re-evaluate and potentially initiate a similar process early in 2018-2022 term.
- Council remuneration and administrative support review/process, led by HR, will commence in Fall of 2017.
- Public sessions will take place to review possible election sign regulations.
- Finalization of a new By-law and Council report for Council's consideration.

# CSA Update: Electoral Review and Reform

- If passed by Council, implementation of a new staff procedure to seek compliance.

## Challenges

- CCESR or similarly scoped work will need to occur early in 2018 – 2022 term of Council in order to properly adjust ward boundaries.
- Ward boundary review will be required to address population counts between wards and will be required to be done during 2018-2022 term in order to be effective for 2022-2026 term and beyond.
- Conflicting public views on how election signs should be regulated.
- No set standard amongst municipalities.
- Interdepartmental coordination (City Clerk's Office, CAO's office, Planning, Urban Design and Building Services).

## Resources

- Budget in 2019 will be required to address a similarly scoped project as CCESR.
- Prudent to use external resources for work given sensitivity and need for expansive community consultation on ward boundary adjustments.
- Resource conflicts with other By-law reviews (Taxi Licensing, Animal Control)
- Need to ensure that all public views are represented during public engagement.
- Need to ensure input is received from all stakeholders in public engagement process (federal, provincial and municipal campaign managers).

## Lessons Learned

- Better identification of time constraints due to delays with other By-law reviews (i.e. Taxi, Animal Control) would have provided a better schedule for the development of the new Election Sign Bylaw.

## For more information contact:

Stephen O'Brien, City Clerk ext. 5644

# CSA Update: Guelph Municipal Holdings Inc.

How the City manages its energy assets through planning and governance is of tremendous importance to Guelph's businesses and citizens. Initially the City created GMHI to leverage assets and financial opportunities. In 2016 and 2017, Council directed staff to work towards Council holding the shares of Guelph Hydro directly without the intermediary holding company of GMHI.

## **Deliverables (as of October 24, 2016)**

- Transfer functional control of Guelph Hydro to the City.
- Defer active business operations of GMHI and the development corporation.
- Transfer oversight and management of Envida and the Strategies and Options Committee to City management who report to Council.
- Provide detail regarding merger options regarding Guelph Hydro compared to maintaining full ownership.

## **Highlights**

- Prepared and publicly disclosed [full financial history of GMHI](#) and its subsidiaries.
- Implemented Council-directed [governance changes to GMHI](#).
- [Establishment of Strategies and Options Committee \(SOC\)](#) to consider options for the future of Guelph Hydro.
- Conducted significant [community engagement work regarding future of Guelph Hydro](#).
- Conducted analysis and provided Council with [recommendations for Envida assets](#), including the City maintaining, through Guelph Hydro, the benefits provided by the Eastview generator asset.

## **Current Focus**

- Providing Council with the information, options and results of community engagement regarding potential merger scenarios compared to maintaining full ownership of Guelph Hydro.
- Redistribution of Envida assets and providing options related to future management of City's district energy assets.

## **Next Steps**

- SOC reporting to Council in Fall 2017 with more detail about potential merger partners for Guelph Hydro to compare against maintaining full ownership.
- Options regarding Envida's remaining assets (district energy) to be provided to Council by mid-2018.

## **Challenges**

- Complexity of the work related to district energy assets including strategies to take advantage of tax losses.

# CSA Update: Guelph Municipal Holdings Inc.

## **Resources**

- This work has been conducted collaboratively with City staff, Guelph Hydro staff and Board, and the members of the SOC.

## **For more information contact:**

Derrick Thomson, Chief Administrative Officer ext. 2220

# CSA Update: Downtown Improvements – Baker District

The Baker District is an unprecedented downtown redevelopment opportunity which will act as a significant catalyst to implement the Downtown Guelph Secondary Plan.

The proposed redevelopment of the Baker District may result in:

- 460 new residential units.
- 40,000 sq. ft. of new commercial space.
- 500 new public parking spaces.
- 460 private parking spaces.
- 80,000 to 183,000 sq. ft. of new institutional/office space. (**note:** the institutional space is subject to funding commitments from other levels of government).

The projected economic impact of the full redevelopment is:

- New Annual Tax Revenue = \$1.3 to \$1.7 m.
- New Annual Retail Spending = \$44 m.
- New Downtown Visitors = 3,700 visitors/day.

## Deliverables

- Implement Phases 3 and 4 of the Council endorsed RFP process, which is intended to identify a private sector business partner and terms for the City.
- Continue to prepare the property for redevelopment by:
  - Conducting updated Phase 1 and 2 Environmental Assessments; and
  - Relocating current at grade parking (dependant on Council's approval to contract the construction of the Wilson Street Parkade);
  - Finalizing property valuation assessment;
  - Aligning infrastructure asset management program and other logistic matter with property development schedule.

## Highlights

- The recent 'Market Engagement Findings – Downtown Real Estate Opportunities' conducted by Collins Barrow has identified the Baker District site the best City owned downtown property for private sector investment.
- Business Development and Enterprise is aware of other private sector interest in developing this site.
- A large national business has also expressed potential interest in locating its head office at this site.
- The redevelopment of this property will help implement a number of corporate strategies, specifically the Downtown Guelph Secondary Plan, Prosperity 2020 and the Parking Master Plan.

# CSA Update: Downtown Improvements – Baker District

## Current Focus

- Business Development and Enterprise’s current focus is to:
  - Conclude the RFP process (as referenced elsewhere), and to provide Council with the results and staff recommendations.
  - Coordinate with Engineering Services the completion of environmental assessment work.
  - Coordinate with Realty Service the valuation assessment of the property.
  - Coordinate with Engineering Services and Finance the alignment of capital projects that will be required to support the redevelopment of the property.

## Next Steps

Activity	Q2/17	Q3/17	Q4/17	Q1/18	Q2/18	Q2/18 & Beyond
Baker District - Completion of RFP Process	→					
Baker District - Recommend/Confirm Private Partner			→			
Baker District – Finalize/Contract Business Terms				→		
Wilson Street Parking - Contract Award	→					
Wilson Street Parkade - Design and Approvals Phase		→				
Wilson Street Parkade - Construction Period (Note 1)					→	
Baker District - Environmental Assessments (Note 2)		→				
Baker District - Property Valuation		→				

## Notes:

1. Construction period is expected to be completed by Q2/19 - Parkade is expected to be operational in Q3 2019.
2. This represents only the Phase 1 ESA. The timing and scope of the Phase 2 will be determined through a combination of the Phase 1 results and site planning work.

## Challenges

- The absence of a private partner is required to firm up the development plans, schedule and related budget. Current plans, schedules and funding requirements should be considered as preliminary.

# CSA Update: Downtown Improvements – Baker District

## **Resources**

- Competing priorities and limited BDE resources have impacted the timing to implement and attend to Baker District matters.
- BDE has been restructured to focus on downtown matters, and has recently hired additional staff to assist with the same.

## **Lessons Learned**

- The results of the RFI have indicated the need for the City to provide certainty about its commitments to:
  - conducting and attending to environmental and archeological matters;
  - financial contributions to the redevelopment;
  - ensuring adequate infrastructure to the property; and
  - attending to real estate matters (relocation of utilities, valuation of properties, etc.)

## **For more information contact:**

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820



# CSA Update: Transportation and Traffic

Safe and sustainable transportation networks manage the efficient movement of people and goods to, from and throughout a city to support a vibrant economy. An integrated transportation network supports and encourages a more compact urban form, land use intensification and transit-supportive node and corridor development.

Planning practices encourage a choice of integrated travel nodes, emphasizing active transportation (walking and cycling), public transit, carpooling and emerging transportation technologies such as ride hailing, ride sharing, connected autonomous electric shared vehicles, and other transportation opportunities.

## Deliverables

- 1) Traffic Calming
- 1) New sidewalk construction - existing locations
- 3) Active Transportation Network Design Guidelines and Feasibility Study (ATN)
- 4) Implement Cycling Master Plan
- 5) Transportation Master Plan Update

## Highlights

- Traffic Calming – Staff has undertaken peer review and research to inform a revised traffic calming policy to go forward to the October 2, 2017 COW.
- New sidewalk construction: existing locations – The Sidewalk Needs Assessment Study staff report was presented to IDE on March 6, 2017 and subsequently approved by Council. Implementation of the recommendations will be prioritized and included within subsequent annual capital and operating budgets.
- Active Transportation Network Design Guidelines and Feasibility Study (ATN) – The staff report pertaining to the ATN study was presented to the COW at its meeting of July 4, 2017. Recommendations will be going forward to the July 17 meeting of Council for approval. Once approved staff will move forward with the approved recommendations to inform subsequent annual capital and operating budgets.
- Implement Cycling Master Plan – More than 54% of the Council approved on-street cycling network has been implemented (approved in 2013). The remaining outstanding linkages will be implemented as either stand-alone projects, in conjunction with road related projects or as part of development initiatives.
- Transportation Master Plan (TMP) Update – The framework of the proposed TMP was presented to COW on March 6, 2017. Staff continues to move the study forward (\$700k approved budget) and have the RFP issued with a completion date of 12 to 18 months.

# CSA Update: Transportation and Traffic

## **Current Focus**

- Staff continues to work towards the issuance of the TMP RFP.
- Staff is working on the completion of the revised Traffic Calming Policy with implementation in Q4 2017.
- The procurement of a new computerized traffic control system is underway with an implementation timeline of Q2 2018.
- Upon Council approval staff will collaborate with Parks and Rec staff to work through identifying the projects for inclusion within the capital budget emerging from the ATN study.

## **Next Steps**

- Refine/update financial plans related to capital and operational projects/forecasts, which will be presented as part of the upcoming 2018 budget process

## **Challenges**

- Ensuring that resources are adequate for moving those plans/studies identified above into the implementation phase.
- Engaging and promoting these projects to the community.

## **Resources**

- Moving forward, although costing estimates have been undertaken as part of some of these studies/projects, more detailed costing will be required to form part of the budget deliberations as well as fine tune project priorities.

## **Lessons Learned**

- Transportation and Traffic initiatives/studies/projects impact community wide, creating various levels of differing opinion. It is important to continually check in/circle back with the community to ensure their understanding of the objectives and goals.

## **For more information contact:**

Kealy Dedman, General Manager/City Engineer, Engineering and Capital Infrastructure Services, ext. 2248

# CSA Update: Clair-Maltby Secondary Plan

The Clair-Maltby Secondary Plan is being undertaken in order to comprehensively plan the last unplanned greenfield area of the City. The purpose of the Clair-Maltby Secondary Plan is to develop a land use plan for the study area which provides more detailed planning objectives and policies than those found in the overall Official Plan. The purpose of the Master Environmental Servicing Plan (MESP) component of the study is to determine appropriate municipal infrastructure and servicing related to water, wastewater, stormwater and mobility for the secondary plan area.

The Clair-Maltby Secondary Plan will generally address the following:

- an integrated mix of land uses (residential, employment and commercial);
- appropriate building heights, densities and built form to contribute to a vibrant community of neighbourhoods;
- the preservation of environmental features and functions, cultural heritage and archaeological resources;
- location of parks, trails, open space, schools and community facilities;
- integrated transportation networks to promote walking, cycling and transit;
- servicing and infrastructure (e.g. watermains, sanitary sewers, stormwater management); and,
- phasing of development.

## **Deliverables**

- Phase One - Technical work plans and background reports; vision and guiding principles. Phase 1 Report presented to Committee of the Whole on July 4, 2017.
- Phase Two - Conceptual Community Structure, Technical Memos and Studies, Community Structure Alternatives, Preferred Community Structure Alternative.
- Phase Three – Secondary Plan and Official Plan Amendment, Final MESP.
- The final phase of the project will involve the preparation of the Secondary Plan and its formal review through a statutory public open house and meeting. As part of this process, the technical studies and MESP will also be reviewed and finalized. Following the statutory public meeting the Secondary Plan and associated Official Plan Amendment will be presented to Council for adoption and the MESP will be supported for filing the Notice of Completion.

## **Highlights**

- Staff was successful in reducing the overall timeline of the project by approximately 1 year. This efficiency was achieved because the required water monitoring was able to begin earlier than originally anticipated. The project is now anticipated to be complete in April 2019.
- Phase One of the project concluded on time and on budget in 2017.
- Technical work plans and background report have been finalized.

# CSA Update: Clair-Maltby Secondary Plan

- Public Information Centre (PIC) #1 and Community Visioning Workshop were held on April 27, 2017 to inform the development of the Vision and Guiding Principles for the Secondary Plan.
- The following vision and guiding principles were considered by COW on July 4, 2017

## **Vision Statement**

Clair-Maltby will be a vibrant, urban community that is integrated with Guelph's southern neighbourhoods, as well as having strong connections to Downtown, employment areas and the rest of the City. The Natural Heritage System and the Paris Moraine provide the framework for the balanced development of interconnected and sustainable neighbourhoods. This area will be primarily residential in character with a full range and mix of housing types and a variety of other uses that meet the needs of all residents. A system of parks, open spaces and trails will be interwoven throughout to provide opportunities for active and passive recreation.

## **Guiding Principles**

### 1. Vibrant and Urban

Create identifiable urban neighbourhoods that are pedestrian oriented and human-scaled. Promote forward-thinking and innovative design that integrates new development into the rolling topography, while conserving significant cultural heritage resources.

### 2. Green and Resilient

Protect, maintain, restore, and where possible, improve water resources and the Natural Heritage System. Support resiliency and environmental sustainability through measures such as energy efficiency, water conservation and green infrastructure.

### 3. Healthy and Sustainable

Design the community for healthy, active living. Provide a mix of land uses including a diversity of housing choices at appropriate densities with appropriate municipal services to ensure long-term sustainable development which is fiscally responsible.

### 4. Interconnected and Interwoven

Establish a multi-modal mobility network that provides choice and connects neighbourhoods to each other and the rest of the City. Create a network of parks, open spaces and trails to provide opportunities for active and passive recreation, as well as active transportation choices.

### 5. Balanced and Liveable

A valued and livable community which reflects the right balance between protecting the environment and fostering a healthy, equitable and complete community.

# CSA Update: Clair-Maltby Secondary Plan

## Current Focus

- Community visioning workshop to be held in September 2017. A preliminary concept plan, referred to as the conceptual community structure will then be developed based on the community visioning exercise, as well as input from the CWG, the TAG, city staff and the consultant team. The conceptual community structure will be guided by the approved vision and guiding principles and will include a potential land use and transportation structure together with servicing options, an open space system of parks and trails and major community facility locations.

## Next Steps

- The project team will be working on a framework for the upcoming community visioning workshop in September 2017 (tentative) to develop the conceptual community structure
- Work on the technical studies continues throughout Phase 2.
- The conceptual community structure will be presented to Council in Q4 2017.
- A multi-day design charrette will be held in Q1 2018.

## Challenges

- An integrated planning and engineering project of this scale requires a committed and dedicated multi-disciplinary team to work together in a collaborative manner.
- This secondary plan has great community and stakeholder interest and staff will continue to ensure that community engagement activities allow for the involvement of all stakeholders in various formats.

## Resources

- The project is being co-managed by Planning and Engineering staff with the support of a staff technical team and a consulting team.
- The Clair-Maltby Secondary Plan has approved capital funding for all phases of the project.
- The project also includes a Community Working Group and a Technical Advisory Group.

## Lessons Learned

- A project of this scale requires rigorous project management to keep the project on time and on budget and ensure that all internal staff and external consultants are fulfilling their roles and responsibilities.

## For more information contact:

Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

# CSA Update: Affordable Housing

The goal of the Affordable Housing Strategy is to ensure that affordable housing is included in the range and mix of housing to meet the affordability needs for households across the City. The City's strategy focuses on market housing and complements the County's Housing and Homelessness Plan. The strategy sets out implementation actions to address the market housing issues in the City. Progress towards achievement of the implementation actions will be measured by a number of key indicators including the vacancy rate, core housing need and how new construction is performing against the ownership and rental affordable housing targets.

## **Deliverables**

- Council Workshop on Affordable Housing (June 2015)
- State of Housing Report (Oct 2015)
- Draft Directions Report (Dec 2015)
- Recommended Strategic Directions (July 2016)
- Final Affordable Housing Strategy (Oct 2016)
- Response to Council Resolution for Review of the Affordable Housing Target to Reflect Secondary Market (May 2017)
- Affordable Housing Reserve (AHR) Project Charter (May 2016)
- Affordable Housing Financial Incentives (was AHR) Program Framework (July 2017)
- Affordable Housing Financial Incentives Program Implementation Plan

## **Highlights**

- Council committed to establishing an Affordable Housing Financial Incentives Program (AHFIP) in November 2016.
- Council approved an Affordable Housing Reserve Project Charter in May 2016.
- Council approved the Affordable Housing Strategy consolidation, including a revised affordable housing target that reflects the secondary rental market, on May 8, 2017.

## **Current Focus**

- Council approval of revised Affordable Housing Financial Incentives Program Framework (AHFIP) and operating budget request for 2018.

## **Next Steps**

- Implementation of the Affordable Housing Strategy actions including an annual monitoring report.
- Should Council approve operating budget funds for the AHFIP; staff will develop an implementation plan and initiate the incentives program in 2018.

# CSA Update: Affordable Housing

## **Challenges**

- Affordable Housing is a complex matter with varying roles and responsibilities for the County as Service Manager and the City. Providing clear, consistent messaging with respect to the City's role for the Affordable Housing Strategy is important given the significant interest in the community regarding this topic.
- Limited sources of available data on the secondary rental market present a challenge to monitoring the supply of this form of housing.

## **Resources**

- The proposed Affordable Housing Financial Incentives Program requires operating budget funds to implement a sustainable five year program.

## **Lessons Learned**

- The establishment of an interdepartmental staff team for this project provided well-rounded, comprehensive and thoughtful considerations for the development of the strategy and financial incentives framework.

## **For more information contact:**

Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

# CSA Update: East End – Guelph Innovation District

The Guelph Innovation District (GID) consists of 436 ha. (1,000 acres) of land, bounded by York Rd, Victoria Rd S, the York-Watson Industrial Park and the City's southern boundary, south of Stone Rd E referred to as the Guelph Innovation District.

OPA 54 (Guelph Innovation District Secondary Plan) was approved by City Council on May 12, 2014, and provides policies which support the creation of an [economic cluster focused on green-economy and innovation sector jobs](#). The Innovation District is also vital to meeting employment and housing targets consistent with Guelph's Growth Management Strategy and the Province's Growth Plan.

Final approval of the Secondary Plan by the Ontario Municipal Board is anticipated in 2017.

The Province of Ontario is the majority land owner and is currently preparing its real estate for disposition to other parties, which might also include the City of Guelph.

Given the importance of this property to meet local growth and employment targets, Guelph City Council has directed staff to investigate potential partnership opportunities with the Province to market and develop property, and to report back with recommendations.

## **Deliverables**

- Staff report and recommendation to Council highlighting implementation options related to the Province of Ontario's disposition process. Currently scheduled for Q3 2017.

## **Highlights**

- Guelph City Council has provided direction to City staff to investigate options to implement the policy directions of the GID Secondary Plan.
- This initiative is being jointly led by Business Development and Enterprise and Intergovernmental Relations.
- Staff has held meetings with representatives of the Province that have interests in the disposition of the Province's GID land holdings.
- The meetings have resulted in the identification of two options for the City to achieve an ownership interest in the GID;
  - Option 1 – The City acquiring the property through direct sale, and conducting its own request for proposal; and
  - Option 2 – The property being sold on the open market with a development agreement entered into with the City.



# CSA Update: East End – Guelph Innovation District

## **Current Focus**

- The current City focus has been to identify and evaluate potential options for the City to partner, or participate in the Province's disposition process to ensure the policy directions of the GID Secondary Plan are achieved.

## **Next Steps**

- Option 1 and 2 as noted above are currently being assessed for viability and risk by City staff for the purpose of providing feedback and recommendations to Council in Q3 2017.
- A briefing note which will provide staff's assessment is scheduled to be presented by staff to the Executive Team in late July/early August for feedback and direction;
- A Council report with findings and recommendations is to be presented in Q3 2017.

## **Challenges**

- The Province's interests in the GID include a number of departments, which has made co-ordinating information and direction a challenge.
- Notwithstanding the above, progress has been made to scope out options, which are currently being assessed.

## **Resources**

- The city resources that have been allocated to this initiative have been adequate.
- The implementation of recommendations made to Council to implement either of the Province's proposed options will result in greater municipal resources. This matter will be identified as part of staff's Q3 2017 report to Council

## **Lessons Learned**

- Where required, the inter-governmental coordination of implementation matters should be identified and scoped early in the secondary planning process.

## **For more information contact:**

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

# CSA Update: Brownfield Redevelopment (IMICO)

In 1997 the City of Guelph acquired 200 Beverley Street, formerly known as the IMICO property in consideration for the nonpayment of taxes, along with the responsibility of fulfilling a MOECC Director's Order.

Parts of the property are suspected to contain petroleum hydrocarbons (PHCs), volatile organic compounds (VOCs) and metal(s). As per the MOECC order, the City conducts an annual monitoring of ground water conditions.

Guelph City Council has had a long interest in realizing the redevelopment of this property as a mixed use residential, commercial and employment project. The redevelopment of the property will realize a number of environmental, social and economic development benefits for the community in general, and specifically the neighbourhood.

In January 2017 the City entered into a Memorandum of Understanding (MOU) with ARQI R & D and Habitat for Humanity Wellington, Dufferin, Guelph (Habitat) for the purpose of redeveloping the property as *'a holistic urban village, which will be unique, vibrant and invigorating. Building upon smart urban planning and development principles, the village will positively contribute to the social and economic needs of the community, whilst being economically sustainable and financially viable'*.

As per the MOU, the urban village will give consideration to a mix of retail, commercial, and community spaces, including but not limited to the following:

- a. Live/work units;
- b. Boutique restaurant spaces;
- c. Artisan manufacturing and incubator spaces;
- d. Artists space;
- e. Health and well-being service space;
- f. Indoor and outdoor recreational space;
- g. Community targeted services space;
- h. Offices (commercial and community);
- i. Community gardens;

As per the MOU, the City, as the owner of the Subject Property, will use its best efforts to 'act as the principle party responsible for the preparation of the Subject Property for

# CSA Update: Brownfield Redevelopment (IMICO)

redevelopment'. Habitat is the party responsible for matters relating to affordable housing, while ARQi will act as the master developer, builder, and planner of the Subject Property.

## **Deliverables (2017)**

- City (Engineering) to conduct updated Phase 1 and Phase 2 Environmental Site Assessments (ESA).
- City (Business Development & Enterprise) and its partner ARQi R & D Inc., to develop Urban Design Master Planning documents (UDMP) and preliminary budgets.
- City (Business Development & Enterprise and Intergovernmental Relations) to continue to identify and lobby for funding assistance programs, and where applicable submission of applications.

## **Highlights**

- ESA:
  - RFP closed in Q1 2017.
  - Contract awarded to CH2M Hill.
  - Kick off meeting held with consultant.
- UDMP:
  - RFP to retain an urban planning consultant closed in Q1 2017.
  - ARQi with input from BDE has retained Urban Strategies Inc., to prepare the Urban Design Master Plan for this project.
  - Kick off meeting scheduled for mid-July.
- Funding Assistance Programs
  - Preliminary advocacy meetings have been held with Federal and Provincial departments regarding the eligibility of this project for infrastructure, brownfield and affordable housing funding assistance.

## **Current Focus**

- ESA:
  - Site investigation to commence in Q2 2017.
  - Preliminary results of site works targeted for Q4 2017 (to assist with the Urban Design Master Planning work).
- UDMP:
  - Contract with Planning Consultant
  - Kick Off Meeting with consultant
  - Prepare for, and implement public engagement sessions.

## **Next Steps**

- UDMP Activities
  - Community engagement activities are targeted for completion by the end of Q4 2017.
  - Completion of design options targeted for completion by the end of Q1 2018.
  - Urban Design Master Plan targeted for completion by the end of Q2 2018.

# CSA Update: Brownfield Redevelopment (IMICO)

- Submission of UDMP for Council approval targeted for early Q3 2018 (prior to lame duck period of Council).
- ESA:
  - Site investigation to commence in Q2 2017.
  - Preliminary results of site works targeted for Q4 2017 (to assist with the Urban Design Master Planning work).
- Advocacy
  - Continued intergovernmental advocacy work planned for AMO Conference in August 2017.

## **Challenges**

- The timing of decisions and activities by ARQi may impact the timelines noted in this update.
- Feedback from public input may also impact schedules.
- ESA and UDMP activities will require close coordination.

## **Resources**

- At this time no resource or budget issues have been identified.
- BDE's new Project Manager will greatly assist with this project.

## **Lessons Learned**

- To date ARQi and BDE have been addressing a number of administrative matters relating to the conceptual planning.

## **For more information contact:**

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

Urban design plans and policies contribute to making Guelph a beautiful, sustainable and enjoyable place where people want to live, work and play. Guelph is growing, and the way we are growing is changing. As more people come to live and work in Guelph, urban design plays an important role in planning and developing more intensified and complete mixed-use neighbourhoods.

The goal of Guelph's Urban Design Manual is to provide a thoughtful and consistent approach to urban design in our city. The manual will include City-wide standards to provide design direction for private investment and new commercial, [townhouse and mid-rise development](#), and recommend directions for a comprehensive update to the City's Zoning Bylaw based on these standards.

## **Deliverables**

The purpose of this project is to create an Urban Design Manual. The manual will refresh the 2009 Urban Design Action Plan as well as summarize existing and future work and provide a set of standards to be used in the development application process.

- Volume 1: Urban Design Vision for Guelph

This volume describes the urban design vision that is based on the Official Plan vision, strategic goals, objectives and policies. It outlines what urban design is, why it is important and the Guelph context. Completed community engagement is also documented. Finally, it includes the Urban Design Principles for the City based on Council-approved Official Plan objectives.

- Volume 2: Urban Design Action Plan

### Part 1: Opportunity areas

This part focuses on distinct areas in the city with potential for significant change. It also considers city-wide opportunities. The recommended actions in Part 1 address the plans, policies and projects that should be developed and implemented. It is recommended the City initiate priority actions within the next two to three years and, in the case of plans, studies, guidelines and processes, complete them within the next three to five years.

### Part 2: Activating public space and institutional strengthening

This part focuses on the processes and programs the City should improve or initiate to ensure urban design objectives are met and increase awareness about urban design.

### Part 3: Urban design policy directions

The final part focuses on strengthening City policies and regulations. Policy directions included are largely based on the Official Plan update and are primarily intended to guide the update of zoning regulations through the comprehensive Zoning By-law review.

# CSA Update: Urban Design Guidelines

- Volume 3: Urban Design Standards and Directions

## Highlights

- Ward tours with councillors (2015-2016)
- Urban Design Manual Workshop (December 2016) was attended by approximately 100 people.
- Draft Urban Design Vision and Design Action Plan document presented to Council July, 2017

## Current Focus

- Preparation of the final Urban Design Manual: Urban Design Vision and Action Plan (Volumes 1 and 2) incorporating feedback from Council and the public.
- Consultation on townhouse and midrise guidelines and concept plans for the Gordon Street Corridor.

## Next Steps

- Q3/4 2017: Final Urban Design Manual provided to Committee of the Whole and Council for adoption.
- 2017/2018: Continued development of Volume 3 of the Urban Design Manual, including stakeholder and public engagement in accordance with established work plans.

## Challenges

- Urban Design touches on a wide range of municipal authority and service delivery. To affect a change in direction based on the Council approved vision of how the city is to develop, means a concerted effort amongst internal and external parties to come to consensus on urban design guidelines, standards and policies;
- Communicating and implementing change such as the development of infill housing and intensification to ensure positive outcomes for existing and future residents; and
- Realizing the vision of creating walkable 'urban villages' and Main Streets in the existing suburban context and facilitating the desired transformations of our mixed-use nodes and intensification corridors.

## Resources

- The development of the Urban Design Manual is funded through approved capital funding

## Lessons Learned

- Communication of the new Official Plan and the city's vision for growth and development both internally and externally is critical to its achievement.

## For more information contact:

Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

# CSA Update: Grow Guelph Business Retention & Expansion

Established in 2013 and led and facilitated by the City of Guelph's Economic Development Department, the Grow Guelph Business Retention & Expansion (BR+E) program has existed as a community-wide effort to investigate and address issues, concerns and opportunities of local businesses.

The Grow Guelph BR+E program is guided by a Committee of co-ordinated local economic development support agencies and include: Guelph Chamber of Commerce, Innovation Guelph, University of Guelph, Conestoga College, Guelph Downtown Business Association, Business Centre – Guelph Wellington, Workforce Planning Board, Career Education Council, Guelph-Wellington Local Immigration Partnership, Ontario Centres of Excellence, Ontario Ministries of Agriculture, Food & Rural Affairs and Economic Development & Growth.

The program objectives are: gain business insights, help remove barriers for business, build relationships, and together with our local economic development agencies, develop strategies and programs to support and foster the growth for Guelph's local business community.

## **Deliverables**

- Complete the 2016/2017 Business Retention and Expansion (BR+E) corporate call and survey program, and deliver results to the Grow Guelph BR+E Committee by the end of Q2/2017
- Develop a coordinated work plan and set of programs/services with our local economic development support agencies that address the key findings of the BR+E corporate call/survey program
- Report back the key findings of the survey to businesses who participated in the corporate call/survey

## **Highlights**

- The Committee completed a confidential, corporate call/survey program in 2013/2014 and again in 2016/17. In total 90 local business executives were surveyed.
- Since the start of the program, there have been over 85 industrial, commercial and institutional building expansions to existing floor space.
- Some of the businesses interviewed in the 2016/17 survey have indicated their intention to expand over the next 18 months, which will collectively create 590 more jobs and over 240,000 square feet.
- Additionally, 82% of the businesses surveyed in 2016/17 rated Guelph's overall business climate as good to excellent.

# CSA Update: Grow Guelph Business Retention & Expansion

## **Current Focus**

- Review the 2016/17 business survey findings with the Committee to identify trends and key findings
- Follow up on red/green flag issues raised by businesses and provide immediate attention to these businesses (eg. business currently expanding)
- A workshop with all Committee members to review survey findings and identify key themes and actions to be taken

## **Next Steps**

- Create a coordinated work plan with Committee members to address the key themes and findings from the survey (Q3 2017)
- Establish a workshop, invite business executives who participated in the survey and report back on the survey results and the proposed programs that are currently available, or will be available, to address key findings of the survey (Q4 2017)

## **Challenges**

- The need to have more coordinated local economic development programs and activities, which the Grow Guelph BR+E program has helped to address.

## **Resources**

- The city resources that have been allocated to this initiative have been adequate.

## **Lessons Learned**

- The branding and execution of the program has been community driven which has been successful in bringing together local economic development agencies to coordinate our respective economic development programs to remove duplication and fill gaps in our services delivery to business.

## **For more information contact:**

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820



# CSA Update: Trails and Connectivity

Trails play a vital role in community well-being and creating connectivity. They make our communities more liveable; improve the economy through tourism and civic improvement; preserve and restore open space; and provide opportunities for physical activity to improve fitness, mental health and reduce stress. Trails are designed for walking, cycling and jogging year round and provide physical activity for the widest range of people, including persons with disabilities, children, youth and seniors. Trails provide accessible, widely available and low-cost opportunities to meet many connectivity needs of our community and are part of our approach to open space planning.

## **Deliverables**

- Trail Master Plan update and trail signage design.
- Integration with Active Transportation Network Plan and Cycling Master Plan.
- Repair and maintenance of existing sidewalks.

## **Highlights**

- Trails report to Council [Open Space Planning – Capital Project Update](#).
- Grangehill Phase 7 (north end of Starwood Drive) to Eastview Community Park and new trail access at Speedvale Avenue, completed in 2016. The project included new signage that meets current accessibility standards.
- Victoriaview North Phase 1 Trail was installed in 2016. A new asphalt trail was implemented to connect an existing stone dust trail between Beverley Robson Park and Guelph Lake Sports Fields to an existing sidewalk at Woodlawn Road East. The trail project provided improvements for accessibility and drainage to allow better access and use of the trail.
- Victoriaview Phase 2/Northview Trail is just being completed. Project construction commenced in late April of 2017 and substantial completion is anticipated at the end of June 2017. The project involves implementing approximately 600 metres of new trail connecting Northview Subdivision residents with off road trails from Northview Park to Beverley Robson Park and then connecting with the Victoriaview North Phase 1 Trails that connects with Guelph Lake Sports Fields and Woodlawn Road East.
- Phase 1 of the Riverwalk at 5 Arthur Street has been constructed. Final walkthrough for substantial completion and turn over from the developer to the City for maintenance is planned for July of 2017. Subsequent phases of the Riverwalk will be implemented in conjunction with the phased condominium development.
- Operations - Public Works department has currently implemented approximately 60% of the accessible curb ramp upgrades identified at intersections across the city in 2014/2015.
- In 2016 over 500 sidewalk locations across the city received repairs and improvements as part of due diligence to improve user safety and walkability.

# CSA Update: Trails and Connectivity

- In 2016 Operations - Public Works attended to approximately 250-300 sidewalk locations across the City and replaced old with new sidewalk that meets current standards.

## Current Focus

- Linkages and coordinated work between the Trail Master Plan, the Active Transportation Network and the Cycling Master Plan.
- The Guelph Trail Master Plan Update and the Trans Canada Trail (phase 2) projects were combined into one single request for proposal that was issued in the spring of 2017.
- Speedvale Avenue bridge underpass is being rigorously studied for its feasibility and an Environmental Impact Study is being finalized. The project findings were presented to the River Systems Advisory Committee June 21, 2017 and a report will be presented to Council in November of 2017.
- Speed River Trail – Silvercreek Park (north side of river) between Edinburgh Road and Hanlon Expressway. The trail project has received Canada 150 Infrastructure Grant funding and is required to be implemented by March of 2018. Currently detailed design drawings are being completed in preparation to tender the project for construction late summer of 2017. The project scope includes new trails, improved accessibility, and relocation of parking, new picnic shelter, signage and a crosswalk across Wellington Street.
- The 2017 sidewalk inspection program commenced in May and will continue until September. To facilitate asset management, the program sets out the inspection of all municipal sidewalks in the city and notes deficiencies so that proper prioritization and budgeting can occur for correcting deficiencies.
- Implementing accessibility improvements such as curb ramps at intersections across the city; is an ongoing focus.

## Next Steps

- The Guelph Trail Master Plan Update will assist in reprioritizing trails to help determine timing and budgeting of trails for Council consideration and approval.
- The Development Charge By-Law Update will provide input into how to better fund trail projects.
- Ongoing asset management, life cycling and budgeting to provide sidewalks that are in a good state of repair.

## Challenges

- Project tendered costs are coming in higher than pre-tender cost estimates.
- Scope changes as a result of unforeseen site conditions (e.g. drainage issues).
- The Northwest Drainage Channel was pushed back in the budget funding until 2024 to allow several other trails to be completed that benefit from shared resources with developers (e.g. Nima Subdivision – developer build trail to provide trail prior to resident occupancy and new trail in Royal City Park with shared funding from adjacent development).
- Unpredictable market variables cause material costs to be higher than anticipated for completing sidewalk repairs.

# CSA Update: Trails and Connectivity

- Limitations regarding the extension of the Speed River trail across the Hanlon Expressway at Wellington Street.

## **Resources**

- The trail projects are funded by development charge funding and there are more trails and high costs to build them than there are funds available to complete the work. Trail projects are complicated projects, similar to building roads, and require a lot of study and consideration to ensure environmental protection and user safety.

## **Lessons Learned**

- Early planning and engagement of stakeholders to prevent project scope creep.

## **For more information contact:**

Heather Flaherty, General Manager, Parks and Recreation ext. 2664

# CSA Update: Transit

Guelph's transit system serves many important functions in our community including reduction in congestion, shortened commute times, and helping people get to where they're going faster. Improving and expanding public transit also helps reduce air pollution and meet the province's greenhouse gas emission reduction targets. One bus takes up to 40 vehicles off the road, and keeps 25 tonnes of greenhouse gas emissions out of the atmosphere each year.

Supporting stronger public transit systems is part of our plan to create jobs, grow our economy and help people in their everyday lives.

## **Deliverables**

- Transit Priority Study and Implementation
- Fare Collection system replacement and Fare strategy
- Bus Shelter Expansion
- Transit Growth Strategy
- Route Re-alignment
- Smart Bus implementation (Trapeze Implementation)
- Via Station renovations

## **Highlights**

- Re-alignment for September 2017 includes 10 minute frequency on Gordon Street corridor
- Fare Collection system to be replaced and new fare strategy to be completed in 2018
- Transit priority study and implementation to start in 2017

## **Current Focus**

- Aligning resources for September route alignment while working within the current funding envelope

## **Next Steps**

- Developing a sustainable growth plan matching resources with investment

## **Challenges**

- Capital and Operating Funding required for Transit growth

## **Resources**

- Additional infrastructure is required in order to precipitate growth (building, storage, buses, people)

## **Lessons Learned**

- Strategic and business thinking will allow for smart growth in transit

# CSA Update: Transit

**For more information contact:**

Mike Spicer, General Manager, Guelph Transit ext. 3321

# CSA Update: South End Community Centre

The South End Community Centre is about creating a place where people of all ages can gather to enrich their quality of life, as well as foster feelings of community and civic pride. The community centre would aim to deliver community recreation services in a rapidly growing area of the city, reducing strain on existing aging recreation infrastructure and more evenly distribute activity enrollment levels across a number of community centres.

## **Deliverables**

- South End Community Centre – completion of a tender ready design and budget for the construction of a 150,000 square foot recreation centre.

## **Highlights**

- Internal stakeholder meeting in June held to receive input on corporate wide needs for the facility (e.g. energy and water efficiency, access, connectivity, active transportation, and public transit)
- Project charter has been drafted and is currently being reviewed.
- Site background studies for an Environmental Impact Study, Phase 1 Archaeological Study and Phase 1 Environmental Site Assessment have commenced.
- Meeting and discussion with the Wellington Catholic District School Board has occurred to review project scope and joint commitment to work in partnership to achieve a site layout that is functional by both parties.

## **Current Focus**

- Finalize the project charter before the end of July, 2017.
- Finalize and issue a Request for Proposal for consulting services before the end of July, 2017.

## **Next Steps**

- Receive steering committee approval for the project charter.
- Hire the consultant.
- Explore options for access to the site from Poppy Drive.
- Investigate eligibility for federal and provincial infrastructure funding.

## **Challenges**

- Access from Poppy Drive.
- Completing a design that can facilitate the efficient operation of a recreation centre while supporting the existing park and school board functions on City lands.

## **Resources**

- Funding has been committed for the detailed project design work.
- Full capital funding for the construction phase of the project to be requested after completion of the conceptual design.

# CSA Update: South End Community Centre

- Staffing requirements are currently being addressed.

## **Lessons Learned**

- Complete the project charter as early as possible.

## **For more information contact:**

Mario Petricevic, General Manager, Facilities Management ext. 2668

# CSA Update: Tree Canopy

Trees are an important component of urban environments. A lush urban tree canopy contributes aesthetic value, significant economic and environmental benefits, including: reducing stormwater runoff, energy conservation, improving air quality, and enhancement of community vitality, stability and property values for residential and business areas. Most importantly, trees contribute significantly to human health, both mental and physical.

## **Deliverables**

- Urban Forest Management Plan implementation.
- Guelph's Emerald Ash Borer Plan implementation.

## **Highlights**

- Tree inventory of City-owned trees is approximately 90% complete.
- To date, more ash trees have been treated or replanted than the number that have been removed.
- Carden Street tree mortality analyzed, resolved, replanted.

## **Current Focus**

- Developing a Tree Technical Manual as reference tool for staff, developers, consultants, contractors, and other key stakeholders.
- Creation of a policy paper on maintenance protocols for City work program, particularly relating to street tree ownership.

## **Next Steps**

- Development of an Invasive Species Management Plan.

## **Challenges**

- Mandated intensification of housing development making it increasingly difficult to have well-treed streets.

## **Resources**

- Workload has increased significantly due to emerald ash borer-caused tree mortality, redirecting many resources making it difficult to advance other projects.

## **Lessons Learned**

- Achieving higher levels of integration and collaboration within Parks Operations & Forestry.

## **For more information contact:**

Heather Flaherty, General Manager, Parks and Recreation ext. 2664



# CSA Update: Older Adult Strategy

By 2031, the population of the City of Guelph is projected to be 169,000 with the greatest proportional increase in the 55+ age category, or 1/3 of all Guelph residents. The impact of this demographic shift on the design and delivery of municipal services will present opportunities and challenges. The purpose of the Older Adult Strategy (OAS) is to create an age-friendly community that supports older adults to live in security, maintain their health and participate fully in society. In response, the City will adapt its structure and services to be accessible and inclusive of older people with varying needs and capacities.

## Deliverables

- Acting upon 20 recommendations to enhance age-friendly accessibility and inclusivity within the areas of:
  - Outdoor Spaces and Buildings
  - Transportation
  - Housing
  - Respect and Social Inclusion
  - Social Participation
  - Communication and Information
  - Community Support and Health Services

## Highlights

- Designated as an age friendly city by the World Health Organization
- Age Friendly Guelph Leadership Team (AFGLT) initiated, and supported by the City of Guelph, with community volunteers engaged as leaders
- [www.guelph.ca/agefriendly](http://www.guelph.ca/agefriendly)
- Grant received from "Age Friendly Communities Planning Grant" - hired a project specialist (part time), hosted an Age Friendly business symposium, hosted an "Artful Aging" exhibition, and in the process of developing Housing Fact Sheets

## Current Focus

- Review of OAS recommendation implementation has begun with the support of Public Services Acting DCAO assisting staff to update the recommendation tracker
- This information will inform the Staff Information Report to Council to be distributed end of June, and the "OAS Progress Report" to be shared with the community

## Next Steps

- AFGLT is launching an Age Friendly Guelph bench project initiative that aims to increase accessible seating throughout the city
- Continue to work with each department's General Manager to ensure implementation of recommendations is planned within each departments' work plan

# CSA Update: Older Adult Strategy

## **Challenges**

- Dedicated staff support required for OAS stewardship
- Issues related to the aging population in Guelph are increasing proportionally, thus timely strategy implementation is critical

## **Resources**

- Resources are very limited;
- Age Friendly Project Specialist – 10 hours/week
- Funding and implementing recommendations is the responsibility of each department and may not be a priority for each department

## **Lessons Learned**

- Success of the implementation plan requires a dedicated staff person
- Operational funding to support the OAS is needed

## **For more information contact:**

Heather Flaherty, General Manager, Parks and Recreation ext. 2664

# CSA Update: Programs for Youth

Providing programs for youth is important as it fosters engagement, increased volunteerism, social activity and contributes to community well-being. On any given evening, hundreds of youth across the city are engaged in youth focused activities which in turn result in decreased anti-social behaviours, reduction on law enforcement resources and produce longer-term physical and mental benefits.

## **Deliverables**

- Fee for service and drop in recreation programming.
- Facilitate City-led health and wellness campaign/programming to support youth wellness.
- Youth Strategy.
- Guelph Youth Council.
- Community Skatepark Related Programming.

## **Highlights**

- Energize Guelph (Healthy Kids Community Challenge) – year 2 of a 3 year grant.
  - Theme 1 – Run, Jump, Play – Everyday activities saw more than 4,000 children and parents participate in Energize Guelph activities and programs.
  - Theme 2 – Water Does Wonders saw 4,000 refillable water bottles distributed to students, 4 water filling stations installed in Upper Grand District School Board primary schools and the creation of water bottle vending machine and promotional campaign.
- Workshops have been delivered to more than 1,000 high school students teaching principles of inclusion, physical literacy and inclusive recreation.
- City of Guelph’s Community Skatepark has been a huge success with great reviews from users, continuous use (weather permitting) and a new location for expanded camp programming.
- Guelph Youth Council hosted Guelph’s first TedX Youth event with plans to make this an annual event.
- City of Guelph recognized by Parks and Recreation Ontario as a Gold Level Youth Friendly Community.
- Granted \$112,000 by Ontario Sport and Recreation Communities Fund to enhance Park Activation Programming.

## **Current Focus**

- Staff continues to work through 2013-18 Guelph Youth Strategy recommendations.
- Staff is working on the addition of several “skatespots” throughout the community.
- Energize Guelph is entering its third year with a Healthy Eating focus, while maintaining existing initiatives.

# CSA Update: Programs for Youth

- Park Activation Pilot Program.
- Expansion of youth programming at renovated and expanded Victoria Road Recreation Centre.

## Next Steps

- Our most popular youth programs see 100's of youth engaged in free programming on a nightly basis. While these programs do cost us money upfront, we know that this engaged group is far less likely to be engaged in anti-social activities, is less of a burden on law enforcement and in the longer term physically and mentally healthier. We will have to identify the dollars we would like to commit to this demographic, that we will not see returned through traditional registration fees.
- Focus on Youth Transit goals of the 2013-18 Youth Strategy.
- Promote and launch new youth programs in Fall and Winter.
- Complete Youth Safe Spaces and Volunteerism initiatives (funding dependent).
- Support STEPS Program – Hosted by Wyndham House Guelph through improved access, applicable programming and supports.

## Challenges

- Grant based funding model does not promote sustainable long term recreation opportunities for youth. Need to budget appropriately to sustain successful programming. This will be particularly evident in the maintenance of initiatives and programs associated with Energize Guelph.
- Fee for Service Youth Programming continues to be a work in progress. Youth audience has embraced Drop-In and Volunteer based activities rather than traditional fee for service offerings. Staff are piloting fee for service drop-in offerings for youth in 2017-18.

## Resources

- Moving forward an appropriate costing will need to be attached to all initiatives and strategies. Youth strategy initiatives require additional funding to see all recommendations completed. Staff has maximized grant based funding and community partnerships to achieve outcomes to date.

## Lessons Learned

- Youth are proving to be one of the most engaged and active demographics. They are important volunteers, employees and citizens. Through Youth Council, Summer Camp jobs and volunteering, organizing and participating in community events and other activities, young people are engaged throughout our community.

## For more information contact:

Heather Flaherty, General Manager, Parks and Recreation ext. 2664