

# CITY COUNCIL AGENDA

## Consolidated as of April 25, 2013



**Council Chambers, Guelph City Hall, 1 Carden Street**

**DATE April 29, 2013 – 7:00 p.m.**

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

**O Canada – Gateway Senior Strings Orchestra  
Silent Prayer  
Disclosure of Pecuniary Interest and General Nature Thereof**

### **PRESENTATION**

- a) Mayor's Poetry Challenge – Fannon Holland, "Welcome to the War"

### **CONFIRMATION OF MINUTES** (Councillor Piper)

*"THAT the minutes of the Council Meeting held March 25 and April 8, 2013 and the minutes of the Closed Meeting of Council held March 25 and April 8, 2013 be confirmed as recorded and without being read."*

### **CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED**

*The following resolutions have been prepared to facilitate Council's consideration of the various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Reports/Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Consent Reports/Agenda will be approved in one resolution.*

### **Consent Reports/Agenda from:**

<b>Audit Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
AUD-2013.5 Additional Value for Money Audits 2013			

Adoption of balance of Audit Committee Second Consent Report - Councillor Guthrie, Chair

<b>Closed Meeting of Council</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CMC-2013.2 Citizen Appointments to Accessibility Advisory Committee, Cultural Advisory Committee, Guelph Museums Advisory Committee and Guelph Sports Hall of Fame Board of Directors			
CMC-2013.3 Citizen Appointment to the Transit Advisory Committee			
CMC-2013.4 Citizen Appointments to Property Standards/Fence Viewers Committee and Solid Waste Management Master Plan Review Public Steering Committee			

Adoption of balance of the Closed Meeting of Council Second Consent Report

<b>Community &amp; Social Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CSS-2013.11 Community Engagement Framework			
CSS-2013.12 Liquor Licence for Guelph Civic Museum and Evergreen Seniors Centre			
CSS-2013.13 CIS Implementation - Wellbeing Grant Allocation Panel Terms of Reference			

Adoption of balance of Community & Social Services Committee Third Consent Report - Councillor Dennis, Chair

<b>Corporate Administration, Finance &amp; Enterprise Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CAFE-2013.8 2013 Property Tax Policy			

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CAFE-2013.11 2014 Budget Workshop Follow-up and Responses			
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Adoption of balance of Corporate Administration, Finance & Enterprise Committee  
Third Consent Report - Councillor Hofland, Chair

<b>Planning &amp; Building, Engineering and Environment Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
PBEE-2013.16 Supporting the Expansion of Community CarShare Cooperative to Guelph			

Adoption of balance of Planning & Building, Engineering and Environment  
Committee Third Consent Report - Councillor Piper, Chair

<b>Council Consent Agenda</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CON-2013.10 Addendum Agenda Production Cycle / Public Correspondence and Delegation Deadlines			

Adoption of balance of the Council Consent Agenda – Councillor

**ITEMS EXTRACTED FROM COMMITTEES OF COUNCIL REPORTS  
AND COUNCIL CONSENT AGENDA** (Chairs to present the extracted  
items)

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

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

Reports from:

- Audit Committee – Councillor Guthrie
- Closed Meeting of Council -
- Community & Social Services Committee – Councillor Dennis
- Corporate Administration, Finance & Enterprise Committee– Councillor Hofland
- Council Consent – Mayor Farbridge

**SPECIAL RESOLUTIONS**

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## BY-LAWS

### Resolution – Adoption of By-laws (Councillor Van Hellemond)

<p>(2013)-19560 A by-law to dedicate certain lands known as Block 52, Plan 61M92 as part of Severn Drive, City of Guelph.</p>	<p>To dedicate lands as part of Severn Drive.</p>
<p>(2013)-19561 A by-law to dedicate certain lands known as Block 95, Plan 61M129 as part of Fleming Road, City of Guelph.</p>	<p>To dedicate lands as part of Fleming Road.</p>
<p>(2013)-19562 A by-law to appoint Jason Lapier, Stephen Jamieson, Randy Drewery and Rowland Cave-Browne-Cave as Weed Inspectors for the City of Guelph and to repeal By-law Number (2008)-18253.</p>	<p>To appoint weed inspectors for the City of Guelph.</p>
<p>By-law Number (2013)-19563 A by-law to authorize the execution of a Subdivision Agreement between Guelph Grangehill Developments Limited and The Corporation of the City of Guelph (Grangehill Phase 7B) and to repeal By-law (2013)-19548.</p>	<p>To execute a subdivision agreement for Grangehill Phase 7B Subdivision.</p>
<p>By-law Number (2013)-19564 A by-law to remove Block 68, Plan 61M181, designated as Parts 1 and 2, Reference Plan 61R20057 and Block 36, Plan 61M164, designated as Part 3, Reference Plan 61R20057 in the City of Guelph from Part Lot Control. (27 &amp; 29 Oakes Cres.)</p>	<p>To remove land from part lot control to create separate parcels for semi-detached dwelling units to be known municipally as 27 &amp; 29 Oakes Cres.</p>
<p>By-law Number (2013)-19565 A by-law to authorize the execution of a Subdivision Agreement between Artifex Construction Limited and The Corporation of the City of Guelph. (Northern Heights Phase 5)</p>	<p>To execute a subdivision agreement for Northern Heights Phase 5 Subdivision.</p>

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**MAYOR'S ANNOUNCEMENTS**

*Please provide any announcements, to the Mayor in writing, by 12 noon on the day of the Council meeting.*

**NOTICE OF MOTION**

**ADJOURNMENT**

## BIO: FANNON HOLLAND

Growing up in Pittsburgh Fannon discovered a love of theater, writing his first play at the tender age of eight. Excelling at his English courses (not math) he also fell in love with words. This passion served him well throughout his academic career which led him to Point Park University where studying theater he discovered a knack for writing dialogue. After university Fannon, along with three theater friends, moved to Chicago where they started the Back Stage Theater Company.

There Fannon was exposed to 'poetry slam', the competitive aspect of spoken word (Chicago is the birth place of 'slam'). Although he grew up with the words of Gill Scott Heron it was in Chicago that he became aware of the emotional power of the art form. Fannon was heavily influenced by the slam scene and it crept into the plays he would write. He made sure that at least one character was a spoken word artist and the spoken word poem would be the monologue that would break the 'fourth wall.' Of course the poems he would write in the context of the plays were for other actors. Fannon never got a chance to perform the pieces himself. That all changed when he moved to Canada.

One wife, two kids and a mortgage later, Fannon finally got an opportunity to perform spoken word poetry as part of the Guelph Spoken Word scene, where he became one of the usual suspects at Guelph slams. He thinks that spoken word is the perfect marriage of writer and actor and used his theater background to help him become Guelph's 2011 grand slam champion. He was a member of the 2011 Guelph slam team and the 2012 Guelph slam team that competed on the national level at the Canadian Festival of Spoken Word in Toronto and Saskatoon respectively. In Saskatoon the Guelph team finished 5th out of 22 teams from across the country and in April of 2012 Fannon represented Guelph in the Vancouver Individual Poetry Slam where he finished 5th again, this time it was out of 40 poets from across the country.

Taking a break from national competition Fannon is excited to share the power and beauty of spoken word poetry with the Guelph community and anyone else who is willing to open their hearts to a wonderfully diverse and complex art form.

After recharging his batteries look for Fannon on the national scene in 2014 where he and future team mates will hopefully bring Guelph a national title (if the ridiculously talented 2013 team doesn't beat him to the punch).

# WELCOME TO THE WAR

By Fannon Holland

Welcome to the war

The internal conflict between who we are

And who we always dreamed to be

Our parents always told us that beauty was skin deep

And then proceeded to rattle off a list of

obligatory contradictions

You're so cute

No child of mine is leaving the house looking like that

You would be so handsome if you would only cut your hair

Welcome to the war.

The war we wage against our existential selves played out on the bloody battlefield of hard truths and little white lies of self delusion embedded in our subconscious like pro-war propaganda.

Our parents always told us that we were the smartest.

But they never figured out that the process of learning and teaching one's self how to learn is more valuable than all the diplomas handed out to all the valedictorians in all the ceremonies in all the world

'Cause all I need to get by is a tribe of poets and two good shoes while you spend money on big universities and still most of ya'll come out confused.

Welcome to the war.

We find ourselves assailed on all fronts.

Arrogance creeps through the lines

Hate occupies the low ground

Cynicism flies in like bullets as metaphorical land mines block our path

Doubt like inner terrorists seek to bring down our self confidence and self esteem like symbolic twin towers of our psyche.

Our parents always told us that we were the strongest

But they failed to show you that feats of real strength cannot be measured in pressures per square inch or how much weight you can bench

They have no understanding of the endurance it takes for a survivor to go through one more round of chemo

They have no understanding of the courage it takes for a junkie to fight his demons and his addiction one day at a time

They have no understanding of the perseverance it takes for a single mother to raise her children

And although she may break down she will never give up

So in that vain, once more into the breach as I pledge allegiance to you my brothers and sisters in arms.

Because the older I get the more I realize that the only enemy worth fighting is the enemy within

And as long as I draw breath there is still time to change

As long as I draw breath there is still time to set things right  
As long as I draw breath there is still time to become a better me  
And I vow that there is nothing on this earth  
Not insurmountable odds nor brutal police states  
Nor fear nor violence  
Nor the horrifying apathy that allows war to happen in the first place  
That will ever  
From now until the heated death of this whole screwed up universe  
That will force this soldier to lay down  
Give up  
Or raise the white flag and surrender  
So welcome the war  
LET'S GET BLOODY





**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday, March 25, 2013 at 6:30 p.m.**

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**Attendance**

- Members: Mayor Farbridge, Councillors Bell (arrived at 7:00pm), Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein
- Absent: Councillor Kovach
- Staff: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Bell, Executive Director, Community & Social Services; Mr. A. Horsman, Executive Director, Finance & Enterprise/Treasurer; Dr. J. Laid, Executive Director, Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Ms. T. Agnello, Deputy Clerk; Ms. J. Sweeney, Council Committee Coordinator
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**Call to Order (6:30 p.m.)**

Mayor Farbridge called the meeting to order.

**Authority to Resolve into a Closed Meeting of Council**

1. Moved by Councillor Dennis  
Seconded by Councillor Findlay

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of the *Municipal Act* with respect to personal matters about identifiable individuals.

CARRIED

**Closed Meeting (6:31 p.m.)**

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

There were no disclosures.

**Report from Community & Social Services Committee – Citizen Appointments to Accessibility Advisory Committee, Cultural Advisory Committee, Guelph Museums Advisory Committee & Guelph Sports Hall of Fame Board of Directors**

That staff be given direction with respect to citizen appointments to the Accessibility Advisory Committee, Cultural Advisory Committee, Guelph Museums Advisory Committee and Guelph Sports Hall of Fame Board of Directors.

CARRIED

**Report from Operations, Transit & Emergency Services Committee – Citizen Appointments to the Transit Advisory Committee**

That staff be given direction with respect to citizen appointments to the Transit Advisory Committee.

CARRIED

**Report from the Planning & Building, Engineering and Environment Committee – Citizen Appointments to Property Standards/Fence Viewers Committee and Solid Waste Management Master Plan Review Public Steering Committee**

That staff be given direction with respect to citizen appointments to the Property Standards/Fence Viewers Committee and Solid Waste Management Master Plan Review Public Steering Committee.

CARRIED

**Rise from Closed Meeting (6:42 p.m.)**

That Council rise from its Closed Meeting.

CARRIED

*Council recessed.*

**Open Meeting (7:00 p.m.)**

Mayor Farbridge called the meeting to order.

There was a moment of silence in memory of Constable Jennifer Kovach.

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

There were no disclosures.

**Presentation: CAO 2013 Performance Goals and Objectives**

Ms. Ann Pappert, Chief Administrative Officer, outlined her 2013 performance goals and objectives.

1. Moved by Councillor Hofland  
Seconded by Councillor Burcher

That the report of the Chief Administrative Officer dated March 25, 2013 entitled "2013 CAO Performance Objectives", be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

## **Confirmation of Minutes**

2. Moved by Councillor Guthrie  
Seconded by Councillor Furfaro

That the minutes of the Council Meetings held on February 12 and 25 as amended, 2013 and the minutes of the Closed Meetings of Council held February 25, March 4, as amended and 5 as amended, 2013 be confirmed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

## **Consent Reports**

### **Closed Meeting of Council First Consent Report**

3. Moved by Councillor Findlay  
Seconded by Councillor Hofland

That the March 25, 2013 Closed Meeting of Council First Consent Report as identified below, be adopted:

#### **CMC-2013.1 Citizen Appointment to the Guelph Public Library Board**

That Justine Richardson be appointed to the Guelph Public Library Board for a term expiring November 30, 2014.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

### **Community & Social Services Committee Second Consent Report**

Councillor Dennis presented the Community & Social Services Committee Second Consent Report.

4. Moved by Councillor Dennis  
Seconded by Councillor Van Hellemond

That the March 25, 2013 Community & Social Services Committee Second Consent Report as identified below, be adopted:

#### **CSS-2013.5 2013-2018 Guelph Youth Strategy**

1. That Council endorse the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy.

2. That Council receive the 10 Foundational and 30 Youth Driven Goals of the 2013 – 2018 Guelph Youth Strategy.
3. That staff be directed to report back with an implementation plan that identifies corporate initiatives, community collaborations, key performance indicators, budget and alignment with the Community Investment Strategy and Community Wellbeing Initiative.

**CSS-2013.7            Community Investment Strategy Implementation – Community Wellbeing Grant Program**

1. That Council approve the establishment of the Wellbeing Grant Allocation Panel.
2. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in report CSS-CESS-1311 be approved in principle and that a more robust Terms of Reference be brought back to the Community & Social Services Committee for consideration.
3. That Council Repeal and replace Schedule “U” of the Delegation of Authority By-law with the updated version attached to report CSS-CESS-1311 as Attachment 1.
4. That staff be directed to begin the process of recruiting members to the Wellbeing Grant Allocation Panel.
5. That Council approve the Wellbeing Grant Program model outlined in Table 1 of the CSS-CESS-1311 report.

**CSS-2013.8            County Proposed Infant Program at Willowdale Child Care and Learning Centre**

1. That Council approve implementation of 10 infant child care spaces at Willowdale Child Care and Learning Centre with the following requirements:
  - a) Wellington County agrees to notify the City of any financial adjustments which differ from the County’s reported financial implications;
  - b) Wellington County enters into a service agreement with the City for the operation of Willowdale Child Care and Learning Centre.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Corporate Administration, Finance and Enterprise Committee Second Consent Report**

Councillor Hofland presented the Corporate Administration, Finance and Enterprise Committee Second Consent Report.

5. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

That the March 25, 2013 Corporate Administration, Finance and Enterprise Committee Second Consent Report as identified below, be adopted:

**CAFE-2013.3 Development Charge Exemption Policy**

1. That the Development Charge Exemption Policy report FIN-13-10 dated March 11, 2013, be received.
2. That the Development Charge Exemption Policy, attached as Appendix 1 to report FIN-13-10, be approved and adopted by by-law.

**CAFE-2013.4 Capital Renewal Reserve Fund**

1. That the Capital Renewal Reserve Fund report FIN-13-09 dated March 11, 2013, be received.
2. That the Capital Renewal Reserve Fund Policy, attached as Appendix 1 to report FIN-13-09, be approved and adopted by by-law.

**CAFE-2013.6 Renegotiation of The Elliott Promissory Note Agreement**

1. That Report FIN-13-07 "Renegotiation of The Elliott Promissory Note Agreement" be approved.
2. That Council authorizes the Treasurer to renegotiate the Promissory Note Agreement in accordance with the terms as outlined in the staff recommended option and with the direction that all reissuance costs incurred in 2011 be recovered.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Operations, Transit & Emergency Services Committee First Consent Report**

The following item was extracted:

**OTES-2013.1 Public Nuisance By-law**

**Balance of Operations, Transit and Emergency Services Committee Consent Items**

Councillor Findlay presented the balance of the Operations, Transit and Emergency Services Committee First Consent Report.

6. Moved by Councillor Findlay  
Seconded by Councillor Van Hellemond

That the balance of the March 25, 2013 Operations, Transit and Emergency Services Committee First Consent Report as identified below, be adopted:

**OTES-2013.2 Revised U-Pass Agreement**

1. That the Operations, Transit and Emergency Services Committee Report #OT031302 Revised U-Pass Agreement dated March 18, 2013 be received.
2. That the Mayor and City Clerk be authorized to sign U-Pass Agreements with the CSA and GSA at the University of Guelph.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Planning and Building, Engineering and Environment Committee Second Consent Report**

The following item was extracted:

**PBEE-2013.9 Sign By-law Variances for 40 Wellington Street West (Belmont Equity Partners Inc.)**

**Balance of Planning & Building, Engineering and Environment Committee Consent Items**

Councillor Piper presented the balance of the Planning & Building, Engineering and Environment Committee Second Consent Report.

7. Moved by Councillor Piper  
Seconded by Councillor Guthrie

That the balance of the March 25, 2013 Planning and Building, Engineering and Environment Committee Second Consent Report as identified below, be adopted:

**PBEE-2013.8 Stormwater Funding Study – Terms of Reference**

That staff be directed to proceed with the Stormwater Funding Study by issuing the terms of reference for the consultant engineering assignment.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Council Consent Agenda**

The following item was extracted:

**CON-2013.3 City of Guelph Response to Proposed Amendment 2 to the Growth Plan for the Greater Golden Horseshoe**

**Balance of Council Consent Items**

8. Moved by Councillor Guthrie  
Seconded by Councillor Hofland

That balance of the March 25, 2013 Consent Agenda as identified below, be adopted:

**CON-2013.4 86 Lane Street – Proposed Zoning By-law Amendment (File: ZC1209) – Ward 1**

1. That Report 1308 regarding a Zoning By-law Amendment application to permit a semi-detached dwelling at 86 Lane Street, legally described as Part of Lot 8, Range 2, Division 'F', City of Guelph, from Planning, Building, Engineering and Environment, dated March 25, 2013, be received.
2. That the application by Van Harten Surveying Inc., on behalf of KJM Quality Construction Ltd., for a Zoning By-law Amendment from the R.1B (Single Detached Residential) Zone to the R.2 (Semi-detached Residential) Zone affecting the property municipally known as 86 Lane Street, and legally described as Part of Lot 8, Range 2, Division 'F', City of Guelph, be approved in accordance with the zoning regulations and conditions outlined in Schedule 1, attached.
3. That the request to demolish the detached dwelling at 86 Lane Street be approved.
4. That the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment, regarding options for the salvage or recycling of all demolition materials.

**CON-2013.5 Annual Asphalt, Contract 2-1301**

1. That the tender of Coco Paving be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-1301 for the Annual Asphalt Contract for a total tendered price of \$ 3,827,310.00 with actual payment to be made in accordance with the terms of the contract.

**CON-2013.6 Easement Agreement – 40 Wellington Street West**

1. That the City Solicitor be authorized to execute an agreement for the sale of easements to 2065404 Ontario Inc., and all related documents required for the transfer and registration thereof, in relation to the proposed development located at 40 Wellington Street West, Guelph, on the terms included in the report dated March 25, 2013, in a form satisfactory to the City Solicitor.

**CON-2013.7 Litigation Status Report**

1. That the report of Legal and Realty Services regarding the status of City litigation be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

## **Extracted Council Consent Items**

### **OTES-2013.1 Public Nuisance By-law**

#### **Delegations**

Mr. James Gordon suggested that the proposed nuisance by-law goes against the values and aspirations of the City and that there are laws in place to address nuisances. He expressed concern that if passed it would discourage peaceful protests/demonstrations and puts at risk the constitutional democratic rights of the citizens. He further expressed concern that the discretionary aspects of the by-law puts the city at risk. He urged Council to not pass the by-law.

Mr. Tom Higson expressed concern with the level of discretionary control given to the Executive Director. He questioned who the proposed by-law is targeting.

Mr. Ron Foley requested that the by-law be sent back to staff for a complete overhaul. He suggested that it is convoluted and too vague. He further suggested that everything the by-law is attempting to regulate is covered by other laws and that if the concern is nuisance parties, then it should be addressed separately. He expressed concern with respect to the related fines, administration and enforcement.

Mr. Barry Milner spoke in favour of the proposed by-law. He suggested that the by-law would provide background information for enforcement staff to make informed decisions.

Dr. Hugh Whiteley advised that the only part of the by-law that should be adopted is the nuisance parties section and suggested there is no justification for the rest of the by-law. He suggested that the definition for nuisance parties include buildings and dwellings. He expressed concern with the exemption section and the control given to the Executive Director.

Ms. Norah Chaloner suggested that rallies and public gatherings are an important part of democracy. She expressed concern with the open ended wording of the by-law. She asked that the various interpretations be rejected to avoid overreach and intimidation.

Ms. Evelynne Sundholm expressed her concern with the Executive Director having discretionary powers. She requested that the phrase "in his or her sole discretion" be removed from the by-law.

Mr. Dave Sills, President, Guelph Civic League, advised they support the nuisance party provisions. He expressed concern with the community involvement, Executive Director discretion, vague language and enforcement. He urged that the by-law be referred back to staff for additional community consultation.



Andrew Eisen expressed concern with various definitions of weapons and the Criminal Code of Canada regulations. He also expressed concern with the definition for fight. He suggested that the proposed by-law undermines democracy.

Mr. Richard Chaloner suggested that the City needs something to control wild parties but not peaceful demonstrations. He expressed concern with the discretion given to staff and the power to levy fines without opportunity for appeal. He further suggested that by-laws be enacted for each behaviour the City wants to control.

Mr. Keith Bellairs on behalf of the Council for Canadians, Guelph Chapter, expressed concern with the number fines. He expressed concern with the by-law's definitions and vagueness. He suggested that the civil rights of Canadians should not be at the discretion of an officer.

Ms. Devin Foley expressed concern with the public consultation process. She suggested that enforcement officers already have rules to deal with specific complaints. She urged Council to send the by-law back to staff for further public input.

Mr. James Reinhart read the statement of Mr. Mike Schreiner who suggested that people have the democratic right to speak out on issues.

Mr. James Reinhart suggested that the by-law is too vague and has unclear guidelines which are subject to wide interpretation. He expressed concern that the by-law encroaches on civil liberties and is undemocratic.

Mr. Eric Brown spoke on behalf of Brian Skerrett who requested that the by-law be reconsidered, especially the right to protest section. He expressed concern with the ambiguity and subjectivity of the by-law.

Council posed various questions for follow up and clarification purposes. There was significant debate with respect to the proposed by-law.

### **Main Motion**

Councillor Findlay presented OTES-2013.1 Public Nuisance By-law.

9. Moved by Councillor Findlay  
Seconded by Councillor Van Hellemond
  1. That the Operations, Transit & Emergency Services Committee Report # OT031303 dated March 18, 2013, regarding the establishment of a Public Nuisance By-law be received.
  2. That the proposed Public Nuisance By-law be presented to Council for approval.
  3. That the 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.

### **Referral**

10. Moved by Councillor Laidlaw

Seconded by Councillor Hofland

That all aspects of the Public Nuisance By-law be referred back to staff, while retaining the aspects of the Public Nuisance By-law relating specifically to nuisance party problems and solutions.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Main Motion as Amended**

*A separated vote was requested.*

11. Moved by Councillor Findlay  
Seconded by Councillor Van Hellemond

That the Operations, Transit & Emergency Services Committee Report #OT031303 dated March 18, 2013, regarding the establishment of a Public Nuisance By-law be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

12. Moved by Councillor Findlay  
Seconded by Councillor Van Hellemond

That the proposed Public Nuisance By-law, **as amended**, be presented to Council for approval.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

13. Moved by Councillor Findlay  
Seconded by Councillor Van Hellemond

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.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**CON-2013.3 City of Guelph Response to Proposed Amendment 2 to the Growth Plan for the Greater Golden Horseshoe**

**Delegation**

Dr. Hugh Whiteley advised he was pleased staff included comments relating to the city's growth rate shortfall. He expressed concern with the justification used for the slow growth rate.

Council discussed the matter.

14. Moved by Councillor Piper  
Seconded by Councillor Dennis

1. That the staff comments provided to the Ministry of Infrastructure, dated February 8, 2013, and included as Attachment 1 be endorsed.
2. That the City Clerk be directed to inform the Ministry of Infrastructure that the staff comments have been endorsed by Council.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**PBEE-2013.9 Sign By-law Variances for 40 Wellington Street West (Belmont Equity Partners Inc.)**

Councillor Piper presented PBEE-2013.9, Sign By-law Variances for 40 Wellington Street West (Belmont Equity Partners Inc.)

**Main Motion**

15. Moved by Councillor Piper  
Seconded by Councillor Guthrie

1. That the Planning, Building, Engineering and Environment report dated March 18, 2013, regarding Sign by-law variances for 40 Wellington Street West, be received.
2. That the request for variances from the Sign By-law for 40 Wellington Street West to permit freestanding signage with a setback of 1 to 6 metres, a maximum size of 10 square metres and a maximum height of 4.5 metres, be approved.

**Amendment**

16. Moved by Councillor Piper  
Seconded by Councillor Dennis

That mobile signs not be permitted on the subject site.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Findlay, Furfaro, Hofland, Laidlaw, Piper and Van Hellemond (9)*

*VOTING AGAINST: Councillors Dennis, Guthrie and Wettstein (3)*

CARRIED

**Main Motion as Amended**

17. Moved by Councillor Piper  
Seconded by Councillor Guthrie

1. That the Planning, Building, Engineering and Environment report dated March 18, 2013, regarding Sign by-law variances for 40 Wellington Street West, be received.
2. That the request for variances from the Sign By-law for 40 Wellington Street West to permit freestanding signage with a setback of 1 to 6 metres, a maximum size of 10 square metres and a maximum height of 4.5 metres, be approved.

**3. That mobile signs not be permitted on the subject site.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**By-laws**

18. Moved by Councillor Hofland  
Seconded by Councillor Burcher

1. That By-law Number (2013)-19548 be renumbered as By-law Number (2013)-19547.
2. That By-laws Numbered (2013)-19533 to (2013)-19547, inclusive, are hereby passed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Mayor's Announcements**

The Mayor presented Councillor Ian Findlay with a certificate in recognition of the 30<sup>th</sup> Anniversary of his business "Thomas Video".

**Adjournment (9:50 p.m.)**

14. Moved by Councillor Dennis

Seconded by Councillor Van Hellemond

That the March 25, 2013 meeting of Guelph City Council be adjourned.

CARRIED

*Minutes to be confirmed on April 29, 2013.*

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Mayor Farbridge

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Deputy Clerk

The property affected by the Zoning By-law Amendment application is municipally known as 86 Lane Street and legally described as Part of Lot 8, Range 2, Division 'F', City of Guelph.

**PROPOSED ZONING**

The following zoning is proposed for the subject site:

**R.2 (Semi-detached Residential) Zone**

In accordance with Section 4.2 of Zoning By-law (1995)-14864, as amended.

**PROPOSED CONDITIONS**

The following conditions are provided as information to Council and will be imposed as conditions of consent:

1. Prior to any severance of the lands and prior to any construction or grading on the lands, the Developer shall have a Professional Engineer design a grading and drainage plan for the site, satisfactory to the General Manager/City Engineer.
2. Prior to any severance and prior to any construction and grading of the lands, the Developer shall be responsible for all of the costs associated with the demolition and removal of the existing dwelling from the property.
3. That the developer/owner shall pay development charges to the City in accordance with By-law Number (2009)-18729, as amended from time to time, or any successor thereof, and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.
4. Prior to building permit, the owner shall pay to the City cash-in-lieu of park land dedication in accordance with By-law (1989)-13410, By-law (1990)-13545 and By-law (2007)-18225, as amended from time to time, or any successor thereof.
5. That the Developer enters into a Storm Sewer Agreement, as established by the City, providing a grading and drainage plan, registered on title, prior to any severance of the lands and prior to any construction and grading of the lands.
6. The Developer shall pay to the City the actual cost of the construction of the new driveways including the required curb cut and/ or fill and furthermore, prior to any severance of the lands and prior to any construction or grading on the lands, the Developer shall pay to the City the estimated cost for constructing the the new driveways including the required curb cut and/or fill, as determined by the General Manager/City Engineer.
7. The Developer shall pay to the City the actual cost of constructing, installing or removal of any service laterals required and furthermore, prior to any severance of the lands and prior to any construction or grading on the lands, the Developer shall pay to the City the estimated cost of constructing, installing or removal of any service laterals, as determined by the General Manager/City Engineer.
8. Prior to any severance of the lands and prior to any construction or grading on the lands, the Developer shall pay the flat rate charge established by the City per metre for water frontage charges to be applied for the said lands.

9. That the Developer constructs the new buildings at such an elevation that the lowest level of the new buildings can be serviced with a gravity connection to the sanitary.
10. That prior to building permit, the Developer complete a Tree Inventory & Protection Plan illustrating all existing trees (species, size, dbh, and condition) as well as protection during construction for trees that will remain, to the satisfaction of the General Manager of Planning Services.
11. That prior to building permit, the Developer complete a Landscaping, Replanting and Replacement Plan illustrating compensation trees, provided at a 3:1 ratio, to the satisfaction of the General Manager of Planning Services. `
12. The Developer shall pay to the City, the total cost of reproduction and distribution of the Guelph Residents Environmental Handbook, with such payment based on a cost of one handbook for each of the new dwelling units as determined by the City, prior to the issuance of any building permits.
13. That prior to building permit, the Developer agree to frost the centre window on the second storey facing north in the northerly semi-detached unit to improve privacy for the adjacent neighbours.
14. Prior to any severance and prior to any construction and grading of the lands, the Developer shall enter into an agreement with the City, registered on title, satisfactory to the General Manager/City Engineer, covering the conditions noted above and to develop the site in accordance with the approved plans.



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday, April 8, 2013 at 5:45 p.m.**

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**Attendance**

Members: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper, and Wettstein

Absent: Councillors Burcher, Guthrie, Kovach and Van Hellemond

Staff: Dr. J. Laid, Executive Director, Planning & Building, Engineering and Environment; Ms. D. Jaques, General Manager, Legal/Realty Services/City Solicitor; Mr. D. Mast, Associate Solicitor; Mr. T. Salter, General Manager, Planning Services; Ms. S. Kirkwood, Manager of Development Planning; Mr. C. DeVriendt, Senior Development Planner; Ms. K. Sabzali, Manager of Parks and Open Space; Mr. M. Witmer, Planner, Development & Urban Design; Ms. T. Agnello, Deputy Clerk; Ms. D. Black, Council Committee Co-ordinator

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**Call to Order (5:45 p.m.)**

Mayor Farbridge called the meeting to order.

**Authority to Resolve into a Closed Meeting of Council**

1. Moved by Councillor Hofland  
Seconded by Councillor Dennis

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (e) and (f) of the *Municipal Act* with respect to litigation or potential litigation and advice that is subject to solicitor/client privilege.

CARRIED

**Closed Meeting (5:46 p.m.)**

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

There were no disclosures.

**11 Starwood Drive OMB Appeal**

That staff be given direction with respect to the 11 Starwood Drive OMB Appeal.

CARRIED

**OMB Appeals: PL130112-41 Reid Court; PL130113-692 Scottsdale Drive**

That staff be given direction with respect to the OMB Appeals: PL130112-41 Reid Court and PL130113-692 Scottsdale Drive.

CARRIED



**Rise from Closed Meeting (6:55 p.m.)**

That Council recess and rise from its April 8, 2013 Closed Meeting and adjourn.

CARRIED

*Council recessed.*

**Open Meeting (7:00 p.m.)**

Mayor Farbridge called the meeting to order.

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

There were no disclosures.

**Consent Reports**

The following items were extracted:

**CON-2013.8 25 Lee Street – Proposed Zoning By-Law Amendment (File: ZC1213) – Ward 1**

**CON-2013.9 Barn At 132 Hart’s Farm Lane West – Proposed Removal From Municipal Register Of Cultural Heritage Properties**

**Planning Public Meeting**

Mayor Farbridge announced that in accordance with The Planning Act, Council is now in a public meeting for the purpose of informing the public of various planning matters. The Mayor asked if there were any delegations in attendance with respect to the planning matters listed on the agenda.

**Delegations**

**158 Fife Road Proposed Zoning By-law Amendment (File: ZC:1215) – Ward 4**

Mr. A. Hearne, Senior Planner advised the applicant is requesting a reduction in the minimum lot frontage and to rezone the rear portion of the property to a Specialized R.3A-? (Cluster Townhouse) zone as a result of the severance of 2 lots to permit the development of 25 townhouse units. He said correspondence has been received from neighbourhood residents and staff plan to have close consultation with them to address their issues.

Ms. Astrid Clos, on behalf of the applicant, provided specifics regarding the layout of the property, density and lot frontage. She said they will address the residents’ concerns regarding the emergency lane usage, snow storage, outdoor lighting, storm sewer location, garbage collection, fencing, setbacks and privacy. She noted that the OMB determined waste collection would be done by a private contractor and they will comply with the city’s garbage collection requirements. She said they will be providing a commitment letter with regard to the City’s Community Energy Program and will meet with residents to resolve any outstanding issues.

Ms. Leanne McClymont, a neighbourhood resident, raised concern regarding the density due to the large volume of existing townhouses in the area. She would like the issues of garbage storage and collection, lighting, emergency lane usage, snow removal and parking addressed. She requested a pre-construction buffer and measures taken to protect the tree roots of the numerous mature trees at the back of her property.

Ms. Joyce Bruder, a neighbouring resident, also raised concern regarding tree root damage due to construction and storm sewer placement. She would like assurances regarding protection of privacy from the lighting of the property. She also noted that the one area slated for parking, garbage storage, a sidewalk and storm sewer management will be too congested and recommended moving the visitor parking or garbage storage.

Council requested staff to report back whether the common amenity area will meet green space requirements if it is used for garbage and snow storage. Staff were also asked to provide an expanded map to show the township proposed future land uses so the access road use could be addressed to minimize disruption to the properties backing onto Pamela Place.

1. Moved by Councillor Findlay  
Seconded by Councillor Hofland

1. That Report 13-10 regarding a Zoning By-law Amendment application by Astrid J. Clos Planning Consultants on behalf of Marann Homes Ltd., to rezone lands legally described as Part of Lot B, Concession 2, Division E, municipally known as 158 Fife Road, City of Guelph, from the existing UR (Urban Reserve) Zone to a Specialized R.3A (Cluster Townhouse) Zone, to permit an additional 13 cluster townhouse dwellings on the rear portion of the subject property and modify R.3A-40 zone to permit a reduction in frontage from 18m to 12m, from Planning, Building, Engineering and Environment dated April 8, 2013, be received.

**2. That staff be directed to facilitate discussions between the applicant and neighbours to resolve identified outstanding issues.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

### **58 Fleming Road – Proposed Zoning By-law Amendment (File: ZC1301) – Ward 1**

Mr. Chris DeVriendt, Senior Development Planner, advised the applicant is requesting to rezone the property to the R.1C (Residential Single Detached) Zone to permit the development of an additional singled detached dwelling on the property. He noted that the zone change is a condition of the Committee of Adjustment decision to approve severance of the property.

Mr. John Cox, applicant, stated the property is low density and they are proposing another bungalow. He said the large lots allow for landscaping and amenity areas, service laterals are in place and they have provided a preliminary site plan. He noted they require a greater setback to align with the other properties and City staff must approve their building plans as a condition of their severance approval. He said only one tree will be impacted and they propose

to relocate it on the property. He said the landowner to the west of the property raised a concern about their hedge and Mr. Cox stated the builder intends to keep the hedge in place.

2. Moved by Councillor Dennis  
Seconded by Councillor Findlay

1. That Report 13-12 regarding a Zoning By-law Amendment application by J.L. Cox Planning Consultants Ltd. to permit a single detached dwelling on a severed lot at the property municipally known as 58 Fleming Road, and legally described as Part of Lots 16 and 17, Registered Plan 468, City of Guelph, from Planning, Building, Engineering and Environment dated April 8, 2013, be received.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Council Consent Items**

#### **CON-2013.8      25 Lee Street – Proposed Zoning By-law Amendment (File: ZC1213) – Ward 1**

Ms. Judy Martin, on behalf of the Sierra Club of Canada expressed concern with the process of the zoning by-law amendment application. She said a site alteration permit was granted before the deadline for input on the zoning application was complete. She noted tree removal and grading was done before a proper environmental assessment and, that as a result, species were misidentified and missed. She was concerned that the Environmental Advisory Committee was only able to address tree replacement due to the timing of their receipt of the application. Ms. Martin said the Site Alteration By-law states a permit cannot be issued unless it is allowed under the Zoning by-law, but this was not what happened. She said permission was granted so fill from the adjacent property could be used, but asked why the fill was not stockpiled instead. She believes the current process is detrimental to public engagement and the environment and asked for changes to the Site Alteration By-law.

Staff advised that site alteration and planning approvals are separate applications and are often processed concurrently. Mr. Phillips, Manager of Transportation Planning & Development Engineering, said the City Engineer approves the permits and comments from outside agencies are given consideration in the process.

Staff advised a traffic study was submitted and accepted. A full site plan has also been submitted that proposes two pedestrian crossings - one aligned with Kearney Street, and another west of Breesegarden Lane.

3. Moved by Councillor Hofland  
Seconded by Councillor Furfaro

1. That the application by the Upper Grand District School Board for approval of a Zoning By-law Amendment from the UR (Urban Reserve) Zone to a Specialized I.1-? (Institutional) Zone for the property municipally known as 25 Lee Street and legally described as Lots 1-17 and Part of Lot 18, Registered Plan 462 and Part of Grange Road and Cityview Drive, Registered Plan 53 and Part of Block 218, City of Guelph, be

approved in accordance with the zoning regulations and conditions outlined in Schedule 1 attached hereto.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Piper and Wettstein (8)*

*VOTING AGAINST: Councillor Laidlaw (0)*

CARRIED

## **Referral**

4. Moved by Councillor Findlay  
Seconded by Councillor Wettstein

1. That the Site Alteration by-law be referred back to staff for review and report back to the Planning, Building, Engineering and Environment Committee.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

## **CON-2013.9 Barn at 132 Hart's Farm Lane West – Proposed Removal from Municipal Register of Cultural Heritage Properties By-laws**

Mr. Andrew Lambden, Terraview Homes, said that due his safety concerns regarding the barn, he had a thorough investigation completed which deemed the barn and surrounding area unsafe. There is now caution tape around the structure and debris area. He said age, weather and removal of the animals from the barn have contributed to the deterioration. He noted they will follow the numbering and picturing process to preserve as much as possible and they have done this type of disassembly before. He said he wants to preserve it for reuse and will be housing the timber in a protected manner to minimize further deterioration.

Mr. Owen Scott was present to answer questions, but had nothing further to add on the matter.

Staff advised there has been no evidence of barn owl or bat habitat, but there are swallows, and Mr. Lambden is working with the Ministry of Natural Resources to that regard.

5. Moved by Councillor Dennis  
Seconded by Councillor Hofland

1. That the Council Planning Report 13-11, regarding the proposed removal of the barn at 132 Hart's Lane West from the Municipal Register of Cultural Heritage Properties, dated April 8, 2013, be received.
2. That, given the severe structural condition of the Hart barn and the addition, Council authorize staff to amend the description of the heritage attributes pertaining to 132 Hart's Lane West, a listed non-designated property in the City's Municipal Register of Cultural Heritage Properties, to refer only to the Hart farmhouse and to remove all references to the large bank barn and the addition as identified in this report.

3. That the property owner and applicant be directed to develop and implement a strategy at their cost, to the satisfaction of City staff, that satisfies the following cultural heritage conditions:
- that the Hart barn and its interior framing be completely documented through measured drawings and photographs (before and during disassembly);
  - that all salvageable wood members (e.g. beams, posts or cladding) and the stone foundation wall be retained and appropriately stored for future study of potential reuse in situ or within a future proposed subdivision;
  - that heritage interpretive material presented in the form of an outdoor plaque be created by the proponent and installed for public view near the retained farmhouse to explain the former Hart farm complex and its cultural heritage value.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

### **Staff Direction**

6. Moved by Councillor Piper  
Seconded by Councillor Laidlaw

1. That staff be directed to report back to the Planning & Building, Engineering and Environment Committee on the most appropriate mechanism to determine the integrity and potential retention of any barns that remain on the City of Guelph Heritage Register.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

7. Moved by Councillor Laidlaw  
Seconded by Councillor Findlay

1. That By-laws Numbered (2013) - 19548 to (2013) - 19550, inclusive, are hereby passed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Dennis, Findlay, Furfaro, Hofland, Laidlaw, Piper and Wettstein (9)*

*VOTING AGAINST: (0)*

CARRIED

### **Mayor's Announcements**

#### **Notice of Motion**

#### **Adjournment (8:25 p.m.)**

8. Moved by Councillor Dennis  
Seconded by Councillor Bell

1. That the April 8, 2013 meeting of Guelph City Council be adjourned.

CARRIED

*Minutes to be confirmed on April 29, 2013.*

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Mayor Farbridge

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Deputy City Clerk

## **Schedule 1 Recommended Zoning Regulations and Conditions**

The property affected by the Zoning By-law Amendment application is municipally known as 25 Lee Street and is legally described as Lots 1-17 and Part of Lot 18, Registered Plan 462 and Part of Grange Road and Cityview Drive, Registered Plan 53 and Part of Block 218, City of Guelph.

### **PROPOSED ZONING**

The following zoning is proposed for 25 Lee Street:

#### **Specialized I.1-? Institutional Zone**

##### Permitted Uses

In accordance with Section 8.1.1

##### Proposed Zoning Regulations

In accordance with Section 4 (General Provisions) and Section 8.2 and Table 8.2 (Institutional) Zone regulations of Zoning By-law (1995)-14864, as amended, with the following exceptions:

- Despite Row 4 of Table 8.2, the maximum Front and Exterior Yard Setback does not apply
- Despite Row 10 of Table 8.2, an accessory building or structure may occupy a front yard or required exterior side yard
- Off-Street Parking
  - A minimum of 52 parking spaces shall be provided for an elementary school use

### **PROPOSED CONDITIONS**

The following conditions are provided as information to Council and will be imposed through site plan approval:

1. That the Developer shall submit to the City, in accordance with Section 41 of The Planning Act, a fully detailed site plan(s), indicating the location of buildings, landscaping, parking, circulation, access, lighting, grading and drainage on the said lands to the satisfaction of the General Manager of Planning Services and the City Engineer, prior to Site Plan approval, and furthermore the Developer agrees to develop the said lands in accordance with the approved plan.
  - a) Further, the Owner commits and agrees that the details of the layout, elevations and design for development of the subject lands shall be in general accordance and conformity with the conceptual development plan attached as Attachment 6 to the April 8, 2013 Planning, Building, Engineering and Environment Report Number 13-15.
  - b) Further, the Owner commits and agrees to provide appropriate fencing on the subject lands between the school site's playground and sportsfield areas and adjacent Lee Street Park to the east.
2. The Developer shall complete a tree inventory, preservation and compensation plan, satisfactory to the City, in accordance with the City of Guelph By-law (2010)-19058, prior to site plan approval.

3. The developer/owner acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The developer/owner shall retain a Qualified Person (QP) as defined in Ontario Regulation 153/04 to prepare and submit a Phase 1 Environmental Site Assessment and any other subsequent phases required, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the developer/owner's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.
4. If contamination is found, the developer/owner shall:
  - (a) submit all environmental assessment reports prepared in accordance with the Record of Site Condition (O. Reg. 153/04) describing the current conditions of the land to be developed and the proposed remedial action plan to the satisfaction of the City;
  - (b) complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be developed meet the Site Condition Standards of the intended land use; and
  - (c) file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.
5. Prior to site plan approval, the Developer shall have a Professional Engineer design a grading plan and stormwater management system, satisfactory to the General Manager/City Engineer.
6. Prior to site plan approval, the Developer shall provide to the City, to the satisfaction of the General Manager/City Engineer, the following studies, plans and reports that may be requested by the General Manager/City Engineer:
  - i) a revised traffic impact study certified by a Professional Engineer;
  - ii) a geotechnical report certified by a Professional Engineer;
  - iii) a detailed stormwater management report certified by a Professional Engineer in accordance with the City's Guidelines and the latest edition of the Ministry of the Environment's "Stormwater Management Practices Planning and Design Manual" which addresses the quantity and quality of stormwater discharge from the site together with a monitoring and maintenance program for the stormwater management facility;
  - iv) a detailed erosion and sediment control plan in accordance with the Grand River Conservation Authority Guidelines, certified by a Professional Engineer that indicates the means whereby erosion will be minimized and sediment maintained on-site throughout all phases of grading and construction;

And furthermore, the Developer agrees to implement all the recommendations of the approved final studies, plans and reports to the satisfaction of the General Manager/City Engineer.

7. Prior to site plan approval and prior to any construction on the lands, the Developer shall have a Professional Engineer design a grading and drainage plan for the site, satisfactory to the General Manager/City Engineer.
8. The Developer grades, develops and maintains the site including the storm water management facilities designed by a Professional Engineer, in accordance with a Site Plan that has been submitted to and approved by the General Manager/City Engineer. Furthermore, the Developer shall have the Professional Engineer who designed the storm water management system certify to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.



9. The Developer shall pay to the City their share of the cost of the existing downstream stormwater management facility, prior to site plan approval as determined by the General Manager/City Engineer.
10. The Developer shall pay to the City their share of the actual cost for the future construction of a 100 year quantity control conveyance channel (upstream of Valleyhaven Pond) and furthermore, prior to site plan approval, the developer shall pay to the City their share of the estimated cost of the future 100 year quantity control conveyance channel as determined by the General Manager/City Engineer.
11. The Developer shall pay to the City their share of the cost for the Lee Street improvements done under the Cityview Heights Phase 2 Subdivision (Contract No. 2-1217) prior to site plan approval, as determined by the General Manager/City Engineer.
12. The Developer shall pay to the City their share of the actual cost of for a future external storm sewer connection (approximately 42.0m) between the subject properties (UGDSB) into the adjacent future subdivision (Debrob) storm sewer and furthermore, prior to site plan approval, the developer shall pay to the City their share of the estimated cost of the future external storm sewer connection as determined by the General Manager/City Engineer.
13. The Developer shall pay to the City the actual cost of constructing, installing and/or removal of any service laterals required and furthermore, prior to site plan approval, the developer shall pay to the City the estimated cost of the service laterals, as determined by the General Manager/City Engineer.
14. The Developer shall pay to the City the actual cost of the construction of the new access, ramps, required curb cut and boulevard restoration prior to any construction on the lands and prior to site plan approval the Developer shall pay to the City the estimated cost of constructing the new access, ramps, required curb cut and boulevard restoration, as determined by the General Manager/City Engineer.
15. The Developer shall pay to the City the actual cost of constructing a sidewalk along the entire Lee Street frontage of the subject site and furthermore, prior to site plan approval, the Developer shall pay to the City the estimated cost of the sidewalk, as determined by the General Manager/City Engineer.
16. That prior to site plan approval if required, the servient tenement (Debrob, Draft Plan of Subdivision, Part of Lots 25, 31 and 32, Registered Plan 53 and Part of Lot 4, Concession 3, Division 'C' City of Guelph, Former Township of Guelph, grants an easement approximately 6.0-metres (19.68 feet) wide by approximately 42.0-metres (137.79 feet) long, registered on title, in favour of the dominant tenement (Upper Grand District School Board, Lots 1-17 and Part of Lot 18, Registered Plan 462 and Part of Grange Road and Cityview Drive, Registered Plan 53 and Part of Block 218, City of Guelph) for storm sewer and storm overflow purposes.
17. The Developer shall pay to the City the flat rate charge established by the City per metre of road frontage to be applied to street tree planting within the proposed subdivision.

18. The Developer makes satisfactory arrangements with Union Gas for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval.
19. That all electrical services to the lands are underground and the developer shall make satisfactory arrangements with Guelph Hydro Electric Systems Inc. for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval.
20. The Developer shall ensure that all telephone service and cable TV service in the Lands shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers for the installation of underground utility services for the Lands.
21. Prior to the issuance of a building permit, any domestic wells, monitoring wells and boreholes drilled for hydrogeological or geotechnical investigations shall be properly abandoned in accordance with current Ministry of the Environment Regulations and Guidelines. The Developer shall submit a Well Record to the satisfaction of the General Manager/City Engineer.
22. All domestic water wells on adjacent lands are to be located and a qualified professional shall provide a certified report identifying any impacts that the development has on those wells as well as any mitigation measures that would be necessary.
23. That prior to site plan approval, the Developer shall enter into an agreement with the City, registered on title, satisfactory to the City Solicitor and the General Manager/City Engineer, covering the conditions noted above.
24. Prior to the issuance of site plan approval, the Owner shall provide the City with written confirmation that the subject site will be developed to a standard that implements energy efficiency in order to support the Community Energy Initiative to the satisfaction of the General Manager of Planning Services in accordance with the letter attached as Attachment 8 to Report 13-15 from Planning, Building, Engineering and Environment dated April 8, 2013.

**CONSENT REPORT OF THE  
AUDIT COMMITTEE**

April 29, 2013

Her Worship the Mayor and  
Councillors of the City of Guelph.

Your Audit Committee beg leave to present their SECOND CONSENT REPORT as recommended at its meeting of April 17, 2013.

*If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Audit Committee will be approved in one resolution.*

**AUD—2013.5      ADDITIONAL VALUE FOR MONEY AUDITS 2013**

1. That the recommendations in report CAO-A-1304 dated April 17, 2013 and entitled "Additional Value-For-Money Audits 2013" be approved.

All of which is respectfully submitted.

Councillor Cam Guthrie, Chair  
Audit Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE APRIL 17, 2013 MEETING.***

# STAFF REPORT



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TO Audit Committee

SERVICE AREA CAO Administration

DATE April 17, 2013

**SUBJECT Additional Value-For-Money Audits 2013**

REPORT NUMBER CAO-A-1304

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

Reporting back to the Committee as directed in Aud-2013.3 with an update on discussions with management regarding value-for-money audits and submitting recommendations for additional audits to be added to the internal audit work plan for 2013.

### KEY FINDINGS

The Internal Auditor is recommending that additional value-for-money audits be conducted in 2013. These will require external audit support which will be funded through the approved internal audit budget.

### FINANCIAL IMPLICATIONS

Additional audits to the approved 2013 work plan will require external audit resources and will be funded through approved internal audit budget.

### ACTION REQUIRED

Audit Committee to approve the recommendations in report CAO-A-1304.

## RECOMMENDATION

1. That the Audit Committee approve the recommendations in report CAO-A-1304.

## BACKGROUND

The internal audit 2013 work plan was approved by the Audit Committee on February 13, 2013 and by Council on February 25, 2013. A motion was passed on February 13, 2013 by the Audit Committee directing the Internal Auditor to discuss additional value-for-money or operational audits with management and report back to the Audit Committee in April.

# STAFF REPORT

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## REPORT

The Council-approved internal audit work plan for 2013 includes a total of 8 audit engagements as well as a number of consulting and risk management assignments. The Audit Committee requested that additional value-for-money, also known as operational audits, be considered in 2013 and on February 13, 2013 directed the Internal Auditor to discuss potential audits with management.

During the 2013 budget process, Council directed staff to include a \$500,000 efficiency target intended to reduce the total operating budget for 2013. To that end, a number of initiatives are underway to realize these efficiencies in every department and service area across the corporation.

The Direct Report Leadership Team (DRLT) has been directed by the Executive Team to conduct a "whiteboard" exercise to identify potential savings that will contribute to the efficiency target and this is expected to take place in April.

Further, we are currently seeking innovative partnering opportunities through Guelph Municipal Holdings Inc. (GMHI) as well as increased value through our procurement process.

The Council-approved work plan for internal audit already includes operational or value-for-money audits of Corporate Communications, Service Guelph and Overtime Costs across the organization. Any efficiencies or cost reductions that may result from these audits will contribute to the efficiency target for 2013.

These value-for-money audits also support the Corporate Key Performance Indicators which specifically address *what* services are provided and *how* they are provided to ensure the continuation of relevant, accessible and affordable services. Internally led audits and the implementation of resultant recommendations focused on ensuring value for tax dollars will also be tracked to ensure the delivery of better public service that is relevant and value driven.

Following discussions with the Executive Team, members of the audit committee and staff, the Internal Auditor is recommending that additional value-for-money audits be conducted in 2013. *The scope and timing of these audits has not yet been developed* but any savings that may derive from these audits would be directly applied to the efficiency target.

These audits have been selected using the Council-approved rating and prioritization criteria as well as the auditor's assessment based on previous external reviews, community impact and the opportunity to demonstrate transparency in these areas.

# STAFF REPORT



The recommended audits to be added to the internal audit 2013 work plan are as follows:

- Community Centres and Recreational Facilities
- Community Energy Initiative/Program
- Corporate-wide use of external consultants
- Corporate-wide training and education program and budget

By definition according to the standards of the Institute of Internal Auditors (I.I.A.) value-for-money or operational audits are:

*Operational audits objectively and systematically examine the City's programs, functions and services. They may include analyses and recommendations with respect to continuing or discontinuing the service. These audits include measuring and assessing the ongoing performance and operation of management while focusing on the business unit's key objectives. Operational audit recommendations encourage the use of best practices while promoting public accountability, efficiency, and effectiveness. The scope of these audits can include some or all of - efficiency, effectiveness, accountability, relationships, protection of assets, compliance with legislative and corporate policies, culture, organizational structure, staffing levels, technology, or span of control evaluation. Operational audits are comprehensive, end-to-end audits requiring significant resources to complete.*

The Executive Team has also suggested several audits for consideration in future and these may include:

- Conferences and mileage reimbursements
- Lease vs Purchase for Fleet vehicles
- Timekeeping duties – scope of work and staff assignments
- Food and beverage concessions/services
- Rate revenue collection – Water and Wastewater Services

It is also possible that additional audits may be requested by the DRLT to support any potential savings identified in the whiteboard exercise and these would also be considered.

Once the scope, deliverables and timing of these additional audits are confirmed with the auditees, staff will engage the services of a temporary, contract auditor to assist in completing the work plan. This external support has been provided for in the approved 2013 budget for Internal Audit. Staff will commit to completing these audits before December 31, 2013.

# STAFF REPORT

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The Internal Auditor will provide an updated report to the Audit Committee on the status of the work plan at the June 12, 2013 meeting.

## **CORPORATE STRATEGIC PLAN**

1.3 Organizational Excellence – Build robust systems, structures and frameworks aligned to strategy.

2.3 Innovation in Local Government – Ensure accountability, transparency and engagement.

## **DEPARTMENTAL CONSULTATION**

Consultation has taken place with Executive Team, members of Audit Committee and staff in the development of this report.

## **FINANCIAL IMPLICATIONS**

Additional audits to the approved 2013 work plan will require external audit resources and will be funded through approved internal audit budget.

## **COMMUNICATIONS**

N/A

Original Signed by:

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### **Report Author**

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Original Signed by:

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### **Approved By**

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**CONSENT REPORT OF  
COUNCIL IN CLOSED MEETING**

April 29, 2013

Her Worship the Mayor and  
Councillors of the City of Guelph.

Your Council as Committee of the Whole beg leave to present their SECOND CONSENT REPORT as recommended at its meeting of March 25, 2013.

*If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Council in Closed Meeting will be approved in one resolution.*

**CMC-2013.2 CITIZEN APPOINTMENTS TO ACCESSIBILITY ADVISORY COMMITTEE, CULTURAL ADVISORY COMMITTEE, GUELPH MUSEUMS ADVISORY COMMITTEE AND GUELPH SPORTS HALL OF FAME BOARD OF DIRECTORS**

1. That Jessica Watkin be appointed to the Accessibility Advisory Committee for a term ending November 30, 2013.
2. That Laurel McKellar be appointed to the Cultural Advisory Committee for a term ending November 30, 2013.
3. That Andrew Ross be appointed to the Guelph Museums Advisory Committee for a term ending November 30, 2013.
4. That Carolyn Lee be appointed to the Guelph Sports Hall of Fame Board of Directors for a term ending November 30, 2013.

**CMC-2013.3 CITIZEN APPOINTMENTS TO THE TRANSIT ADVISORY COMMITTEE**

1. THAT Julie Goodwin be appointed to the Transit Advisory Committee for a term ending November, 2013.

**CMC-2013.4 CITIZEN APPOINTMENTS TO PROPERTY STANDARDS/FENCE VIEWERS COMMITTEE AND SOLID WASTE MANAGEMENT MASTER PLAN REVIEW PUBLIC STEERING COMMITTEE**

1. That Jon Hebden be appointed to the Property Standards/Fence Viewers Committee for a term ending November 30, 2013.
2. THAT Vicki Beard, Brajesh Dubey, Janet MacInnes, Lloyd Longfield, Ed Martin and Dominic Sacco be appointed to the Solid Waste Management Master Plan Review Public Steering Committee for a term of the mandate of the committee.

All of which is respectfully submitted.



**CONSENT REPORT OF THE  
COMMUNITY & SOCIAL SERVICES COMMITTEE**

April 29, 2013

Her Worship the Mayor and  
Councillors of the City of Guelph.

Your Community & Social Services Committee beg leave to present their  
THIRD CONSENT REPORT as recommended at its meeting of April 9, 2013.

*If Council wishes to address a specific report in isolation please  
identify the item. The item will be extracted and dealt with  
immediately. The balance of the Consent Report of the Community  
& Social Services Committee will be approved in one resolution.*

**CSS-2013.11 Community Engagement Framework**

1. That Council approve the Community Engagement Framework, and the Policy and Procedure.
2. That Council direct staff to report back on an annual basis on the implementation of the framework and any recommended revisions.

**CSS-2013.12 Liquor Licence for Guelph Civic Museum and Evergreen Seniors Centre**

That Council approves the Delegation of Authority for the completion and execution of the applications for the Liquor Sales License for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities.

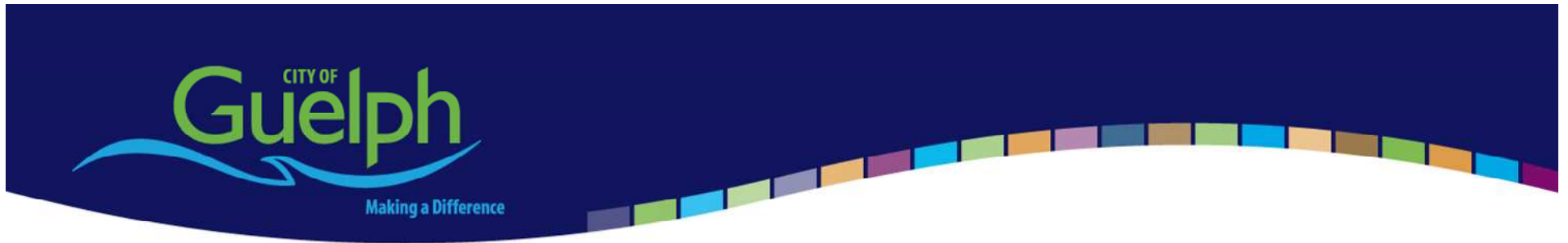
**CSS-2013.13 CIS Implementation – Wellbeing Grant Allocation Panel Terms of Reference**

1. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved.
2. That Council receives supplementary information regarding the Panel's operation.

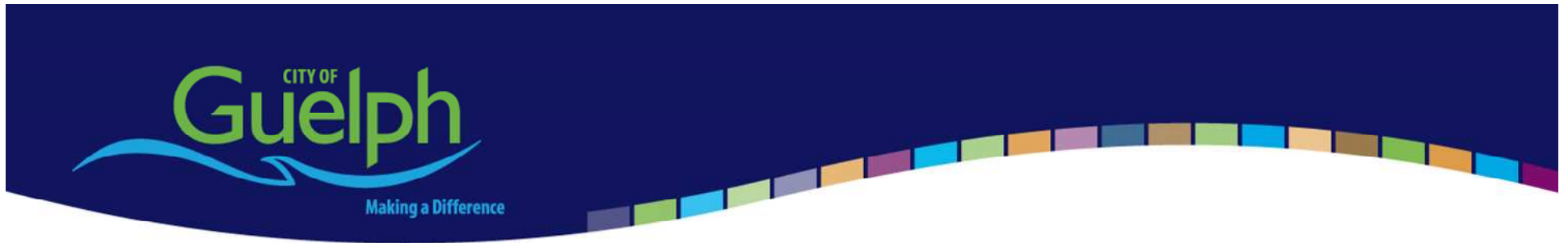
All of which is respectfully submitted.

Councillor Todd Dennis, Chair  
Community & Social Services Committee

***Please bring the material that was distributed with the Agenda for the  
April 9, 2013 meeting.***



# Community Engagement Framework



# Overview

- ❖ Community Engagement Framework
- ❖ Roles of Staff & Participants
- ❖ Implementation
- ❖ Questions



# Community Engagement Framework

## **Vision**

Guelph is an involved, vibrant city where municipal decisions are sustainable and supported by the community.

## **Mission**

The Community Engagement Framework provides decision makers and community members with a consistent and genuine approach that sets a standard of excellence for community engagement processes in the City of Guelph.

# Four Pillars

## Supporting the Practice of Community Engagement

Performance

Practice

People

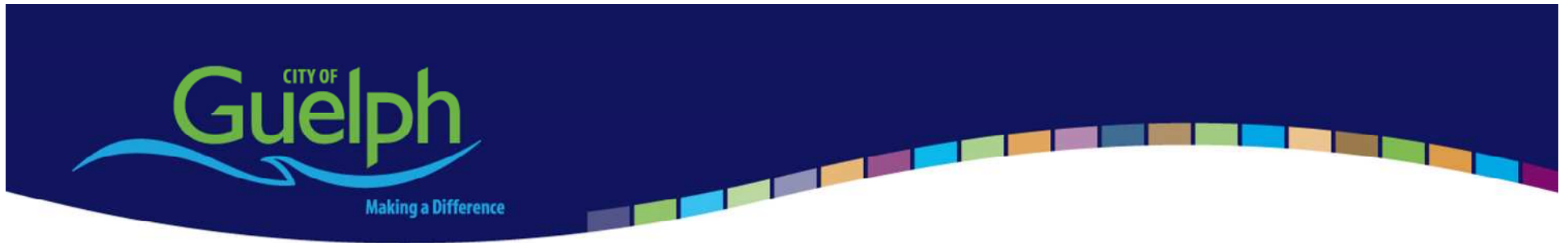
Policy

# Community Engagement Framework Components

Framework

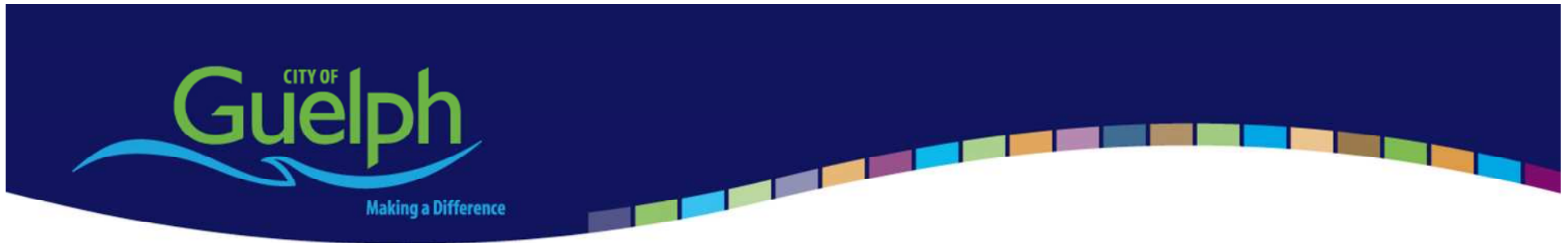
Worksheets

Toolkit



# Role of Community Engagement Staff

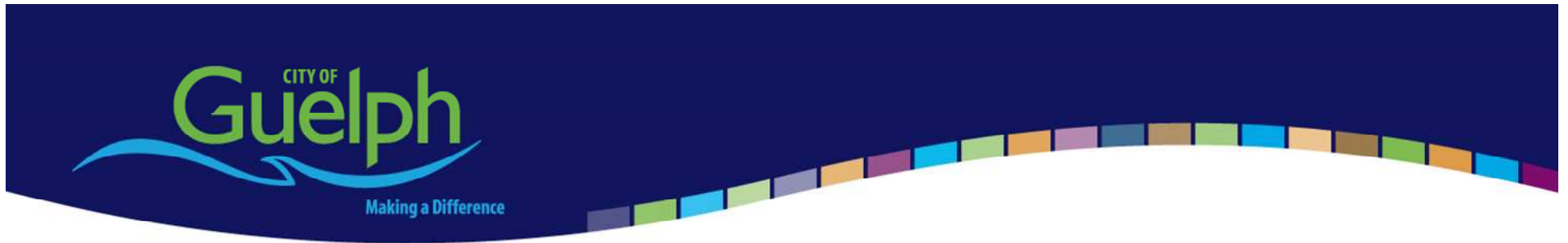
- Technical Expertise
- Training & Mentoring to Staff
- Community Engagement Resource Shop
- Community Engagement Stewardship



# Role of City of Guelph Staff

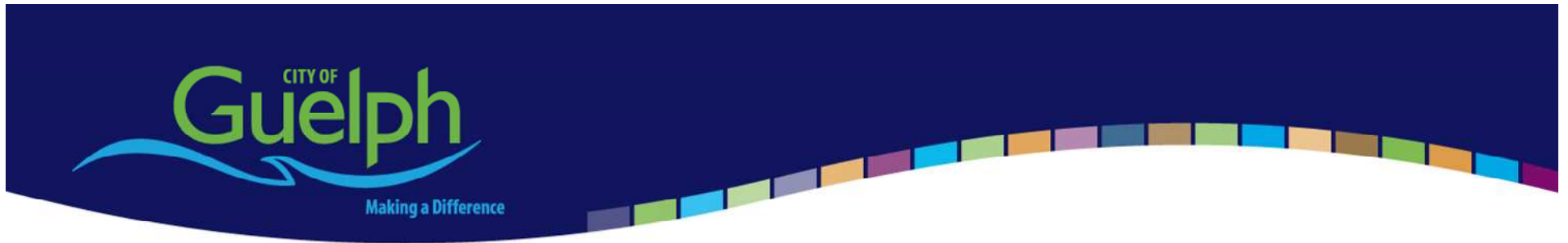
- Work with the Community Engagement Team
- Involve community in decision making
- Tell community how their input was used
- Track and evaluate engagement activities





# Role of Participants

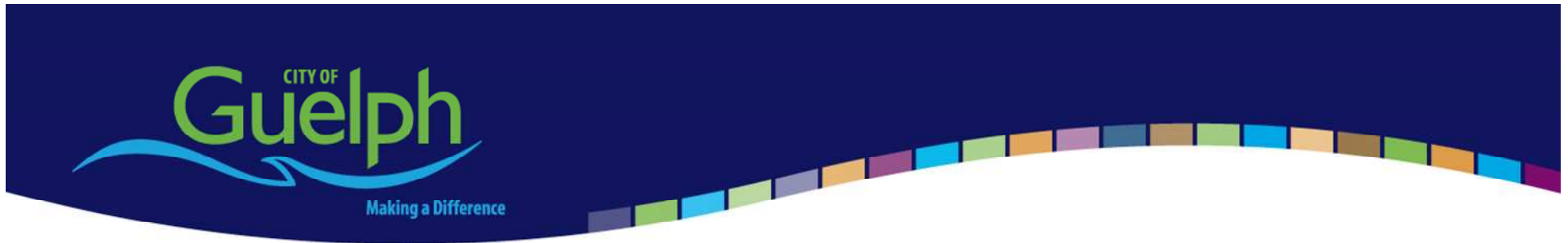
- Participate respectfully and constructively
- Focus on the decision to be made
- Provide input and feedback within project timelines
- Consider the needs of the whole community and that decisions must be sustainable



# Staff Training

Half day workshops, lunch-and-learns:

- How to identify the appropriate level of engagement
- How to write Community Engagement Plans
- Helpful community engagement techniques



# Implementation

## **May-Aug 2013:**

- Development of Training Modules
- Monitoring & Evaluation systems

## **Starting in Sept 2013:**

- Ongoing staff training and mentoring

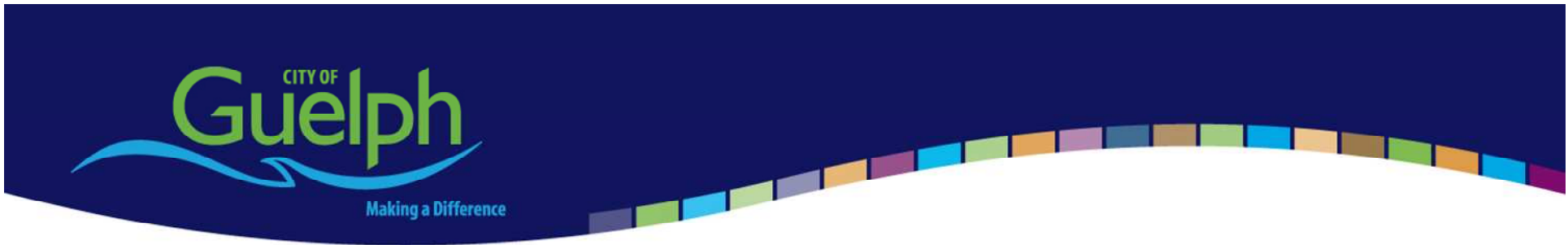
## **Annually:**

- Reporting
- Revision of Community Engagement Framework



# Recommendations

1. That Council approve the Community Engagement Framework
2. That Council approve the Community Engagement Framework Policy and Procedure.
3. That Council direct staff to report back annually on the implementation and recommended revisions.



# Questions

# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE April 9, 2013

**SUBJECT Community Engagement Framework**

REPORT NUMBER CSS-CESS-1315

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek Council approval for the Corporate Community Engagement Framework.

### KEY FINDINGS

Community engagement is important for the City for a number of reasons. Employees engage the community to comply with regulatory or legislated requirements. The City engages stakeholders to ensure that they have a voice in decision making. It increases the likelihood that municipal decisions are sustainable and supported by the public.

The Community Engagement Framework (CEF) is the internal component of the Community Wellbeing Initiative. The overall intent of the framework is to create greater consistency, transparency and support for engaging stakeholders in municipal decision making through four pillars of the framework: Performance, Practice, People and Policy.

The Community Engagement Framework consists of three sections: a **Framework** which outlines Definitions, Guiding Principles, Roles and Responsibilities, and a "roadmap" or process for community engagement; a series of **Worksheets** which support the development of community engagement plans; and a **Toolkit** of techniques to support the implementation of appropriate and effective community engagement

This Framework was developed through extensive internal consultation with employees across all service areas including interviews with 83 employees. It was endorsed by the Direct Reports Leadership Team. Employees in service areas across the Corporation have worked with the Community Engagement team to pilot over twelve community engagement plans since October 2012.

Implementation of the Framework involves testing and revision of Framework processes, worksheets and tools. Starting in June 2013, on-going training

# STAFF REPORT

workshops and seminars will be available to employees. The Framework will be reviewed and revised annually. A report to Council and the Direct Report Leadership Team will be submitted annually.

## **FINANCIAL IMPLICATIONS**

The development of the Community Engagement Framework and support of the twelve existing pilot projects are occurring within existing resources and the bulk of the costs are related to the increased time of communication, project and community engagement staff. For the two projects to date with budgets, it appears that a 4% increase in costs can be attributed to the Engagement Framework.

As the Engagement Framework is implemented, departmental staff will build the costs of anticipated engagement into their work plans and budgets. The costs of engagement will be dependent on the type of decision to be made, the time, budget and resources available. Each engagement plan is scaled accordingly. The Community Engagement team will continue to monitor the resource impacts of implementing the Community Engagement Framework in preparation for the 2014 budget.

## **ACTION REQUIRED**

That Council approve the Community Engagement Framework, and direct staff to report back on the implementation.

## **RECOMMENDATION**

1. That Council approve the Community Engagement Framework, and the Policy and Procedure;
2. That Council direct staff to report back on an annual basis on the implementation of the framework and any recommended revisions.

## **BACKGROUND**

On August 30, 2010, Council approved the Community Wellness Plan and Engagement Processes (Report #CSS-SS-1019).

On July 25, 2011, Council approved the Community Wellbeing Plan (Report #CSS-CESS-1130). The Plan includes two main components: the community facing and corporate facing; the corporate facing component being the development and implementation of a Community Engagement Framework.

On September 13, 2011, Council approved the Community Wellbeing Initiative work plan, and the development of the Community Engagement Framework (Report #CSS-CESS-1136).

# STAFF REPORT



The Community Engagement Framework is a resource to City decision makers who wish to involve community stakeholders in their decision making process. It has been developed in response to both internal and external demands, from our community members and City of Guelph councillors and employees, for greater clarity, transparency and support for engaging community members in decisions made at the municipal government level. The anticipated outcomes are:

- All stakeholders participate in community engagement activities.
- Employees use the framework and tools, and are skilled at effectively engaging the community as needed.
- Employees who are required to follow legislated engagement processes use the framework to enhance their activities.
- Stakeholders understand how their participation is incorporated into final municipal decisions.
- Municipal decisions are defensible, sustainable, and easier to implement.

The Framework has been developed using emerging best practices research within the City of Guelph, as well as provincial, national and international municipalities. See the following link for further reading:

<http://guelph.ca/city-hall/communicate/public-involvement>

In addition, since October 2012, the framework has been piloted in over twelve projects within the City of Guelph, across various departments. This has provided community engagement staff with valuable feedback and opportunities to refine the framework's processes and worksheets.

## REPORT

The Community Engagement Framework (CEF) provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph. Summarized below are the three sections of the CEF. Also outlined are implementation details of the Framework throughout the Corporation.

### Section 1: The Framework

This section includes definitions, guiding principles, roles and responsibilities, and a step by step "roadmap" or process for community engagement, including evaluation of activities.

The Framework is grounded by four pillars: Performance, Practice, People and Policy. It is also guided by nine principles for community engagement that build on those approved by Guelph City Council in 1998.

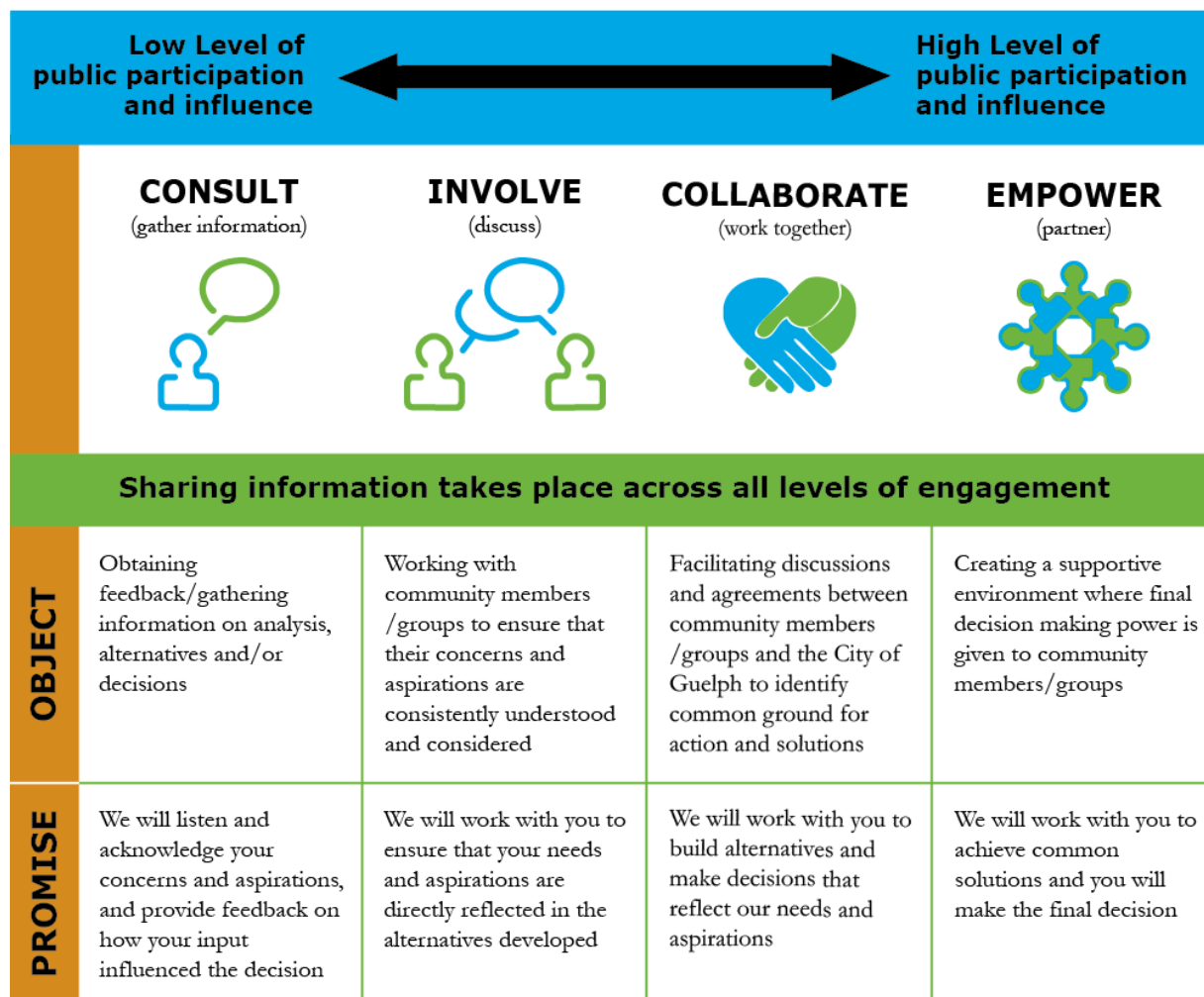
The "Spectrum of Engagement," adapted from the International Association of Public Participation (IAP2) continuum, identifies four levels of engagement from



# STAFF REPORT

consult to empower. Each level may require different types of engagement depending on how much stakeholder input is desired.

## Spectrum of Engagement



\*The City of Guelph's Spectrum of Engagement has been adapted from the International Association for Public Participation's (IAP2) spectrum

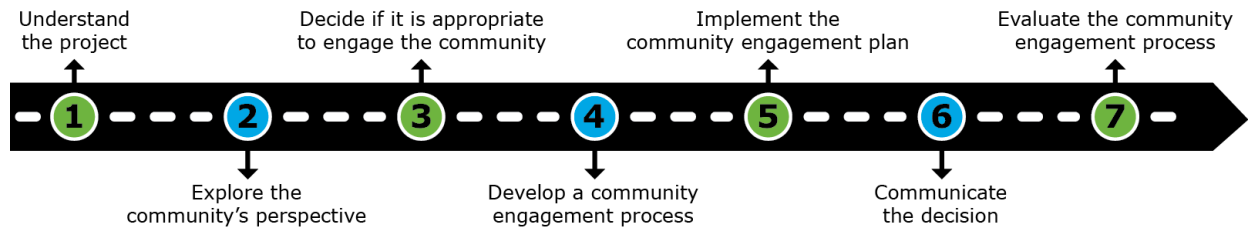
The framework outlines clear roles for not only the City's Community Engagement staff and project staff across the Corporation but for community members and Council involved in engagement activities. Community Engagement staff will provide the following supports to the Corporation:

- Consult with project staff to develop Community Engagement Plan.
- Provide assistance and supports for engagement activities, i.e. training, facilitation, lists of accessible space, equipment resources, etc.
- Community engagement "stewardship" role, i.e. data base of engagement activities, best practices, evaluations, annual review and reporting to Council and senior management.

# STAFF REPORT

The community engagement “roadmap” is a seven step process that enables understanding of a project from both the staff and stakeholder perspectives, and includes a step to decide if engagement is even appropriate. If it is decided that engagement is appropriate, then processes for developing a community engagement plan, implementing the plan, communicating the decision, and evaluating engagement activities are included.

## Roadmap to Community Engagement



## Section 2: Worksheets

This section provides practical resources for staff who may want additional support to develop particular aspects of their Community Engagement Plan, for example identifying stakeholders or risks, and data tracking.

## Section 3: Tools

This section is a practical resource of activities and techniques that support effective community engagement at each level of engagement on the spectrum. Some examples include: focus groups, open houses, telephone town halls, electronic forums, World Cafés and design charrettes. For each activity, a “tip sheet” provides details about preparing for and implementing the particular activity.

## Implementation

The CEF is aligned with the Corporate Communications Plan. Successful implementation of the Framework will require Community Engagement and Corporate Communications staff to develop and provide ongoing training and mentoring for City employees who are involved in engaging the public in municipal decisions. By September 2013, ongoing training workshops and seminars will be available to City employees. A Corporate orientation training module will be developed with the City’s Human Resources staff by November 2013. In addition, external consultants will be required through the Request for Proposals (RFP) process to incorporate this framework into their community engagement work on behalf of the Corporation.

Community engagement pilot projects will continue to the end of 2013. Examples of pilots that have utilized the CEF to date are the Public Nuisance By-law, Dakota Park and Harvard Road Parking projects. By January 2014, all City staff will use the Framework processes to develop and implement their community engagement activities. The Framework will be reviewed and revised annually by Community Engagement staff. Staff are in the midst of working with an evaluation contractor to

# STAFF REPORT



develop the evaluation plan and Key Performance Indicators for the Framework. An annual report to Council and senior managers will document implementation progress and evaluation feedback based on the Key Performance Indicators currently being developed.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

- 2.2 Deliver Public Service better

### City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

The following work areas were consulted in the development of the Community Engagement Framework:

*Operations, Transit and Emergency Services:* By-law Compliance and Security; Traffic and Parking

*Corporate and Human Resources:* City Clerk's Office; Corporate Communications; Human Resources; Information Technology

*Community and Social Services:* Community Engagement and Social Services; Corporate Building Maintenance; Local Immigration Partnership; Parks and Recreation; Seniors Services; Youth Services

*Finance and Enterprise:* Community Energy Planning

*Planning, Building, Engineering and Environment:* Engineering Services; Planning Services; Solid Waste Resources; Water Services

*Office of the Chief Administrative Officer:* Strategic Planning and Corporate Initiatives

## **COMMUNICATIONS**

Following approval of the Framework, Community Engagement staff will communicate this, and send the Framework and implementation timelines to appropriate managers and staff via email.

As training workshops are developed, Community Engagement staff will send the schedule to managers and staff via email, on an ongoing basis. All corporate community engagement activities will be entered by Community Engagement staff into two calendars: a. (internal) ERNIE – Events Calendar; b. (external) City Website – Public Meetings and Events Calendar.

# STAFF REPORT

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## ATTACHMENTS

- ATT 1 - Community Engagement Framework
- ATT 2 - Community Engagement Framework Policy and Procedure

### Report Author

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### Approved By:

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### Recommended By:

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Community & Social Services  
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[colleen.bell@guelph.ca](mailto:colleen.bell@guelph.ca)

# Community Engagement Framework



Developed by:  
The Community Engagement Team  
Community and Social Services

**Kate Bishop**, Supervisor, Community Engagement  
**Rodrigo Goller**, Community Engagement Coordinator  
**Kelly Guthrie**, Community Engagement Coordinator

## Acknowledgement

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This framework was developed with the support of City of Guelph employees across all service areas. An extensive internal review showed that City of Guelph employees have a strong desire to improve the quality of our community engagement processes. City of Guelph employees support adopting a standard engagement process that applies to the Corporation as a whole. We thank all employees who participated in the internal interviews.

We thank all employees who worked with the Community Engagement team to pilot the draft Community Engagement Framework in their projects. Their support in embracing the community engagement processes has been significant to the development of this framework.

We also thank the following internal champions that provide ongoing advice and support to the development and implementation of this Community Engagement Framework:

- Brenda Boisvert** – Corporate Manager, Strategic Planning and Corporate Initiatives
- Heather Connell** – Integrated Services Manager, Solid Waste Resources
- Louise Daw** – Community Wellbeing Initiative Project Manager, Community Engagement
- Vivian DeGiovanni** – Supervisor Program Development, Solid Waste Resources
- Wayne Galliher** – Water Conservation Project Manager, Water Services
- Doug Godfrey** – Manager, By-Law Compliance and Security
- Alex Goss** – Project Manager, Local Immigration Partnership
- Marina Grassi** – Communications Specialist, Corporate Communications
- Greg Hahn** – Business Webmaster, Information Technology
- Stacey Hare** – Communications Specialist, Corporate Communications
- Richard Henry** – City Engineer, Engineering Services
- Rob Kerr** – Corporate Manager, Community Energy
- Blair Labelle** – City Clerk, City Clerk's Office
- Kim Lawrence** – Web Designer/Developer, Information Technology
- Becky MacDonald** – Coordinator of Volunteer Services, Senior Services
- Karen McKeown** – Healthy Landscapes Program Technician, Water Conservation
- Moez Mehdi** – Manager, Information Technology Projects and Service, Information Technology
- Joanne Oliver** – Workforce Planning and Development Specialist, Human Resources
- Adam Rutherford** – Youth Services Coordinator, Youth Services
- Jennifer Smith** – Research Policy Analyst, Social Service Policy and Liaison
- Todd Salter** – General Manager, Policy Planning And Urban Design, Planning Services
- Joanne Starr** – Supervisor of Traffic Investigations, Traffic and Parking

We also thank the following groups for providing their input to the draft Community Engagement Framework: the Accessibility, Cultural Advisory and Environmental Advisory Committees of Council, the Guelph Civic League, the Guelph Youth Council, the Guelph-Wellington Senior's Association, the Non-Profit Housing Corporation Board of Directors, and the Social and Civic Inclusion Delivery Group of the Guelph Wellington Local Immigration Partnership.

This Community Engagement Framework is based on the engagement processes and principles outlined by the International Association for Public Participation (IAP2). We have learned and built upon the engagement frameworks of many municipalities in Canada, Australia, the United Kingdom and the United States of America. We are particularly grateful for the guidance and support provided by Michelle Chalifoux and Angela Turner of the City of Edmonton, and Dawn Green of Strathcona County, Alberta. We also thank Don Lenihan for his advocacy work for greater public engagement in governments.

We also recognize the significant contribution made to this framework by Kim Chuong, Kathryn Walton, Morgan Marini and Sophie Maksimowski of The Institute for Community Engaged Scholarship, University of Guelph. Kim Chuong and her team of researchers compiled a comprehensive overview of community engagement frameworks amongst our comparator municipalities in Ontario and other municipalities across Canada, the United States of America, the United Kingdom and Australia.

In the spirit of community engagement, this framework has been made better by the insights of all the internal champions and external key informants who have made contributions both large and small.

My heartfelt gratitude to the Community Engagement team, Kate Bishop, Kelly Guthrie, Rodrigo Goller and their direct Manager, Lynne Briggs, for the enthusiasm with which they embraced this work. They worked hard to be inclusive in the project, strove for excellence and relentlessly applied the emerging framework to more than a dozen engagement processes undertaken by the City to date.

Last, but not least we are grateful to our leader, Community and Social Services Executive Director Colleen Bell for the inspiration and direction she has provided to this important work.

On behalf of the Community Engagement Team,

**Barbara Powell**

General Manager Community Engagement,  
Community and Social Services Department

## Overview

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The City of Guelph is committed to be the best run city in Canada as well as having one of the lowest unemployment rates, lowest crime rates, and highest quality of life. The 2012 City of Guelph Strategic Plan “Our Future – Our City,” approved by Council in 2012, provides the framework for this transformation... The average person finds it difficult to understand what local government does or how to engage with it. And it is hard to trust what you can’t see or understand. We own that... Transforming municipal services means ensuring excellent outcomes for all citizens... transforming government from a traditional service provider to an institution that also engages and inspires - one that has learned how to work across sectors – public, private, not-for-profit – to embrace opportunities that deliver public value... If anything is going to crack us out of old ways of doing things, it will be the Guelph Wellbeing Initiative. There is a gap between the community people want to live in and our current ability to deliver on these aspirations.

### **State of the City Address by Mayor Karen Farbridge, November 1<sup>st</sup>, 2012**

The City of Guelph Community Engagement Framework is the corporate facing component of the Community Wellbeing Initiative. It has been developed in response to both external and internal demands from community members and City of Guelph employees, for greater clarity, transparency and support for engaging community members in decisions made at the municipal level. The Community Engagement Framework aligns with other corporate strategies, primarily the Open Government Framework, to establish new channels of communication between the Corporation and the community we serve.

Why do we do community engagement? Sometimes the City engages the community to conform with regulatory or legislated requirements. Beyond this, our employees want to ensure that stakeholders have a voice in decision making, to ensure that decisions made at the municipal level strive to be sustainable and reflect the common good. Community engagement also increases transparency in municipal decision making processes. Well developed and implemented community engagement helps all stakeholders to understand the full scope and implications of municipal decisions. It builds trust with community members, partner organizations and businesses.



Over the last few decades the complexion of western democratic societies has been changing. We are culturally and ethnically more diverse, less rooted in our communities and more mobile. Globalization has brought new commitments and obligations. The internet connects people and organizations in innovative ways. Distant events now are often linked, flash around the globe at lightning speed and have changed our view of time and space. And, finally, citizens are more educated and more informed on issues, and correspondingly less willing to defer to leaders who broker backroom deals. Politically speaking, these changes have resulted in two very important trends: growing complexity and interdependence; and growing public expectations around transparency and accountability... Growing complexity means that policy issues today often can't be solved by a government acting alone.

**Dr. Don Lenihan, Rescuing Policy,**

**The Case for Public Engagement, 2012, Public Policy Forum**

The Community Engagement Framework consists of three components and is grounded by four pillars. The components of

this Community Engagement Framework are: a **Framework** which outlines Definitions, Guiding Principles and a Roadmap for community engagement; a series of **Worksheets** which support the development of community engagement plans; and a **Toolkit** of techniques to support the implementation of appropriate and effective community engagement. The four pillars that the Community Engagement Framework is grounded in are: **Performance, Practice, People and Policy.**



**A note on legislated requirements to consult:** This Community Engagement Framework acknowledges that there are existing federal and provincial regulations that dictate a minimum level of engagement that must be carried out for certain projects. This framework does not supersede any of those requirements, rather, it acts as a support to augment the ability of staff to carry out those mandated requirements and fully comply with all applicable regulations.

## Integration with other Corporate Initiatives

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The Community Engagement Framework will be integrated in the following key initiatives and strategic directions of the 2013 – 2016 Corporate Strategic Plan:

### Open Government Strategy

- Community Engagement is an essential component of the City's Open Government Framework. Action areas within this key direction include the Community Engagement Framework, Web 2.0 integration, collaboration and knowledge sharing and e-government services
- The Community Engagement Framework aligns with the established principles of Open Government: participation, innovation, transparency and accountability

### Communications Plan

- Sets a timeline of 2013-2014 to support and encourage an engaged community that is aware of and participates in the public involvement process, and recognizes its role in addressing issues and contributing to municipal policy and solutions
- Objective 3.1 calls for:
  - development of a 'public engagement strategy to guide the public consultation process and create consistency across the organization'
  - increasing awareness of existing opportunities for public engagement and dialogue
  - identifying new/alternative opportunities for public engagement that are accessible and convenient to the public
  - increasing the public's trust that the City genuinely wants input and will take various points of view into consideration

### Corporate Business Development Framework

- The purpose of this framework is to improve collaboration between the City's service areas, community stakeholders and other public organizations
- Provides a common business planning process which ensures that programs and services delivered provide value and are responsive to the needs of the community (business cases, community engagement-transparency, accountability)

### Diversity Strategy

- Sets a timeline of 2012-2014 to meet objective 3.A – encourage and enhance diverse participation in public engagement activities, and calls for:
  - engagement that features participation in a manner that represents the diversity of our community... supports the goals of the Community Wellbeing Initiative

## Strategic Direction 1.1

### Engage employees through excellence in leadership

- Leadership and Development Training for Council and Employees
  - Decision Making Excellence - Accountability and Delegated Authority

## Strategic Direction 1.3

### Build robust systems, structures, and frameworks aligned to strategy

- Information Flow Systems – enable all City employees to be aware of every community engagement activity that is undertaken
- Emergency Management Preparedness – support the incorporation of public input into the development of the new Emergency Management Plan
- Project Planning, Framing and Management – support client involvement, representation and satisfaction

## Strategic Direction 2.2

### Deliver public services better

- Parks Model – engaging community members to determine what they consider to be must haves in making parks living community centres
- Service and Operational Reviews – engaging the community as part of service area review process
- Community Energy Initiative – creating community buy-in to support the reduction of energy consumption and greenhouse emissions



### Strategic Direction 3.2

#### Be economically viable, resilient, diverse and attractive for business

- Guelph Innovation District – joint University of Guelph/Conestoga College campus proposal, identifying how a new campus will benefit community well being for the City of Guelph

### Strategic Direction 3.3

#### Strengthen citizen and stakeholder engagement and communications

- Canada 150th Anniversary – engaging community members, focusing on youth to co-ordinate events for this celebration
- Economic Development Summit – engagement of strategic stakeholders to identify potential initiatives
- Organizational Roles & Expectations
- Performance Measurement and Tracking Scorecards
- Integrated Performance Reporting Format
- Corporate Calendar Coordination with Service Area Work Plans



## City of Guelph Community Engagement Framework

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### Our Vision

Guelph is an involved, vibrant city where municipal decisions strive to be sustainable and supported by the community.

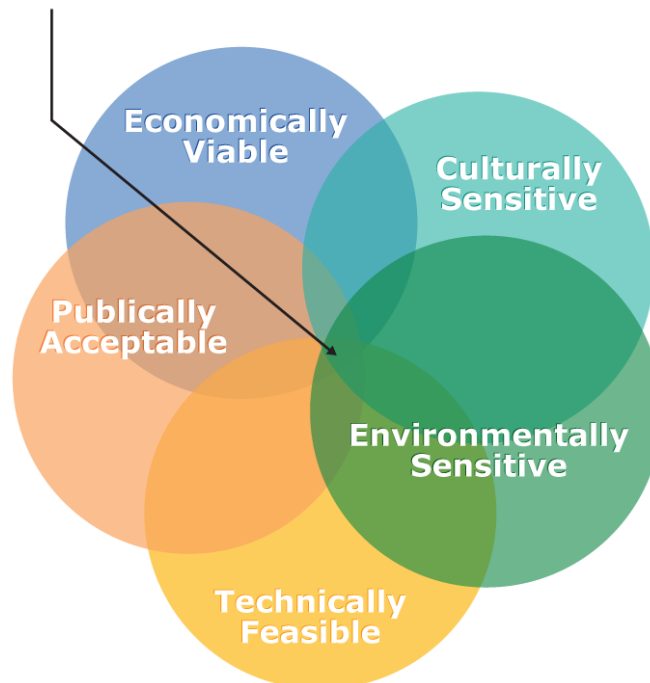
### Our Mission

The Community Engagement Framework provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph.

This framework is grounded in four pillars and supported by guiding principles, employee and participant responsibilities, worksheets and tools to engage the community. This consistent approach to engaging the community supports City employees to enhance their current engagement activities, to better incorporate the values, interests, needs and desires of our community in the municipal decision making processes.

A coordinated approach to community engagement fosters understanding between individuals. Even those who hold opposing positions can be engaged in conversations that focus on their beliefs and underlying values. Through this approach, City employees will build on common ground and strive to develop sustainable decisions.

### *Sustainable Decisions*



## Four Pillars of Community Engagement

**Performance** – The Community Engagement Framework includes an evaluation component to establish and document the effectiveness of each engagement activity.

**Practice** – Shifting the corporate culture of the City of Guelph will improve the relationship between the community and the City. By proactively engaging stakeholders, the City will also decrease future expense and employee time needed to correct engagement processes that polarize community members or do not yield community support.

**People** – Employee development is an integral part of the Community Engagement Framework. In collaboration with the Human Resources department, the Community Engagement team will develop and deliver ongoing learning opportunities to increase employees' ability to plan, implement and evaluate engagement processes.

**Policy** – A Community Engagement Policy will support the implementation of this framework across all areas of the Corporation.

### City of Guelph Community Engagement Framework

Providing decision makers and community members with a consistent and genuine approach that sets a standard of excellence for community engagement processes in the City of Guelph.

#### Four Pillars Supporting the Practice of Community Engagement

##### PERFORMANCE

Continue improving through learning and evaluation

##### PRACTICE

Embed community engagement into the corporate culture of the City of Guelph

##### PEOPLE

Increase employee capability to design and deliver community engagement

##### POLICY

Confirm commitment to engage our community

#### Community Engagement Framework Components

##### FRAMEWORK

Definitions, Guiding Principles and Roadmap for community engagement

##### WORKSHEETS

Community Engagement Plan, Stakeholder Identification Sheet, Risk Matrix, Evaluation Sheets, etc.

##### TOOLKIT

Engagement activities that align to the desired level of engagement, target audience and scope of each project or initiative.

## Definitions

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**Community** – A group of people with shared interests or values or who share an environment. This term may be used interchangeably with ‘Public’.

**Community Engagement** – The process of involving the public in the decision making processes of issues that affect them. This includes techniques that facilitate an informed dialogue amongst participants and encourages them to share ideas and opinions for decision-making.

**Engagement** – The overarching process of involving the community in decision making processes.

**Plain Language** – Clear, concise communication designed so the audience will understand the message.

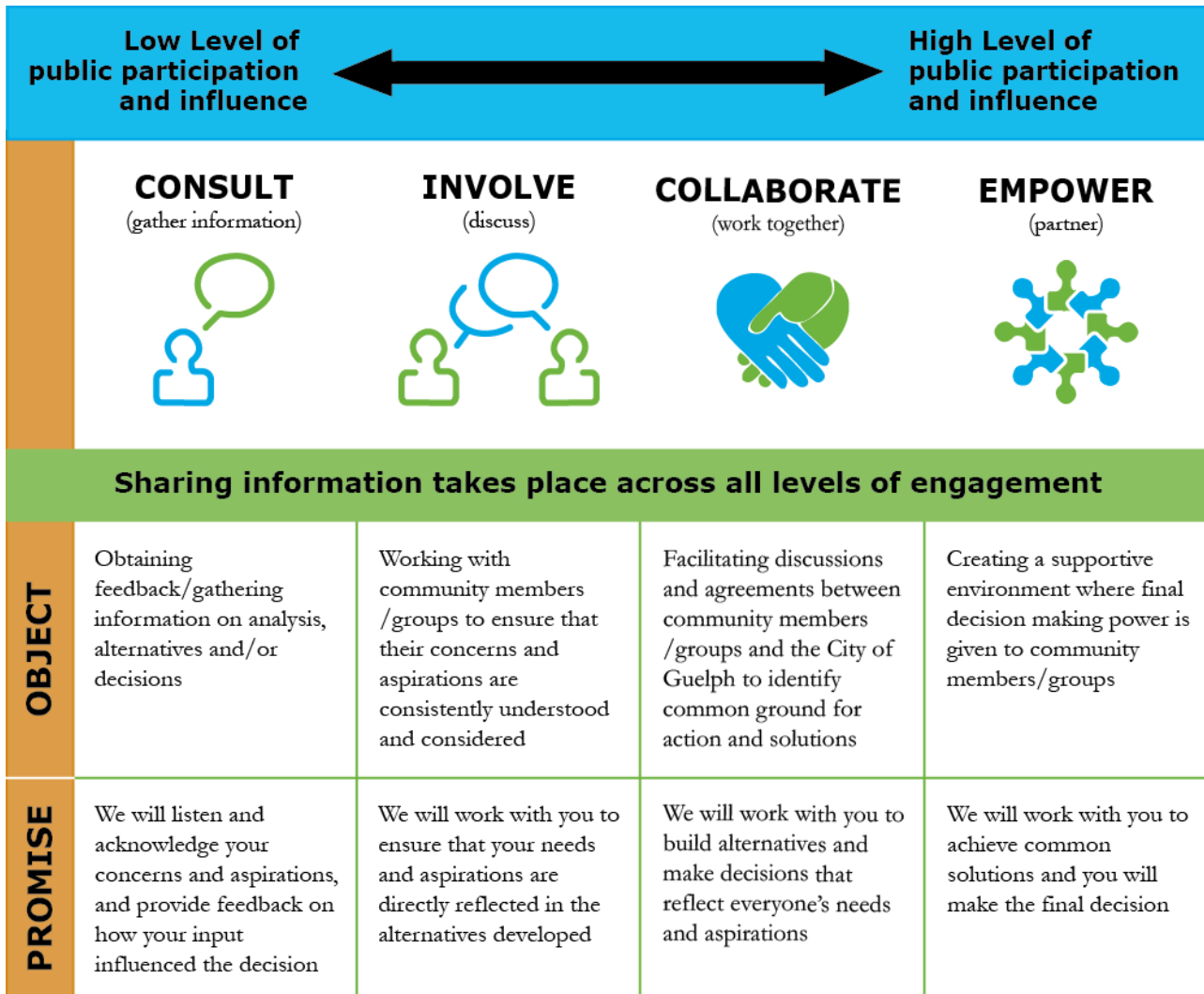
**Spectrum of Engagement** – The different types of community engagement: Consult, Involve, Collaborate, Empower.

For a **glossary** of other relevant terms, please see **Appendix A**.



## Spectrum of Engagement

The spectrum of engagement demonstrates the possible types of engagement with stakeholders and communities, from ‘consult’ through to ‘empower’. As you move through the spectrum from the left to right, there is a corresponding increase in expectation for public participation and impact. The strength of relationships increase through consult, involve, collaborate and finally to empower, where the main focus is not the task but the importance of the relationship.



\*The City of Guelph’s Spectrum of Engagement has been adapted from the International Association for Public Participation’s (IAP2) spectrum

**Note:** *The International Association for Public Participation (IAP2) spectrum includes ‘Informing’ as a level of engagement. The City of Guelph Community Engagement Framework includes ‘informing’ as a component of all levels of engagement.*



It is sometimes assumed that the level of difficulty involved in the engagement process increases with the level of participation, with ‘consult’ being perceived as easy in comparison to ‘empower’. In reality, where engagement is effective, no part of the spectrum is more difficult or preferable than another. Indeed, the need for different skills, depth and trust in relationships can make all parts of the spectrum both challenging and rewarding.

Most importantly, every community engagement process requires balanced and objective information to assist participants in understanding the question at hand, the alternatives to choose from and the opportunities the decision presents.

*"I would suggest that making it easier for people to provide input on community issues would garner more feedback."*



## Appropriate Level of Engagement

The following questions can help employees identify the appropriate level of engagement depending on what you are trying to do.

Which statement(s) applies to you?	What you need to do
1. I need to ask residents, groups or specific stakeholders about their views on the decision being made. Their feedback will be considered when the decision is made.	You need to <b>CONSULT</b>
2. I need to get feedback from an individual or group to find out how they will be affected by the outcome of a decision. Their feedback will be considered when the decision is made.	You need to <b>INVOLVE</b>
3. We need to develop joint alternatives, working with community members/groups and employees to propose alternatives that will work for and be supported by those affected by the decision.	You need to <b>COLLABORATE</b>
4. I need to work with a community member or group in a process in which they have the final decision-making power.	You need to <b>EMPOWER</b>

## Decision Making Process

Community Engagement must follow a logical and transparent process that lets community members understand how and why a decision is made. The best way to do this is to integrate community engagement into the decision making process. Below, the needs of the community are identified at each step of the decision making process.

Each step in the decision making process is an opportunity to work with the community to build trust. City employees can lose the trust of community members by failing to involve them until alternatives have been developed, or worse, a preferred alternative has been chosen.

Please see the *Worksheets* section for a [Decision Making Worksheet](#). This will help identify how to engage the community at different levels of engagement throughout the steps of the decision making process.

Decision Process	Community Needs
1. Define the problem /opportunity and decision to be made	Clear understanding of the scope of the decision
2. Gather information	Full range of objective information about the issue to be addressed
3. Establish decision making criteria	Clear understanding of the criteria by which the alternatives will be evaluated
4. Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
5. Evaluate alternatives	Clear comparison of alternatives
6. Make a decision	Clear understanding of who made the decision and how stakeholder issues were considered

## Guiding Principles for Community Engagement

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The following principles build on those approved by Guelph City Council in 1998. They have been updated to reflect emerging community engagement practices. Community engagement at the City of Guelph embraces these principles.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City builds relationships with stakeholders by using a range of tools to engage varied audiences.
2. **Early Involvement:** The City involves the public as early as possible in the community engagement process so stakeholders have time to learn about the issue and actively participate.
3. **Access to Decision Making:** The City designs processes that will give participants the opportunity to influence decisions.
4. **Coordinated Approach:** The City coordinates community engagement activities to use community and City resources effectively.
5. **Transparent and Accountable:** The City designs processes that are open and clear. Stakeholders will understand their role, the level of engagement and the outcome of the process.
6. **Open and Timely Communication:** The City provides information that is timely, accurate, objective, easily understood, accessible, and balanced.
7. **Mutual Trust and Respect:** The City engages the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.
8. **Evaluation and Continuous Improvement:** The City commits resources to evaluating engagement processes to ensure engagement activities are effective.
9. **Equitable Engagement Process:** The City designs engagement processes that allow all community members a reasonable opportunity to contribute and to develop a balanced perspective.



*"Communicate like you are selling something  
and your existence depends on it!"*

## Community Engagement Team Responsibilities

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The Community Engagement team is responsible for implementing the Community Engagement Framework across the Corporation of the City of Guelph. The role of the Community Engagement team is to:

- Work with Human Resources and City employees to develop and implement appropriate community engagement training and supports for City employees
- Consult with City department or project teams to review individual Community Engagement Plans and develop appropriate engagement strategies
- Work with City department or project teams to ensure the Corporation develops robust systems to monitor, record, coordinate and evaluate its community engagement activities
- Evaluate and update the Community Engagement Framework based on clear performance measures, employee feedback and emerging practices, on an annual basis
- Provide timely communications to residents and other stakeholders about the Community Engagement Framework and Policy
- Provide Council and employees with annual performance reports regarding the success of the Community Engagement Framework and Policy

## Employee Responsibilities

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City employees who are responsible for the design and implementation of community engagement processes will:

- Pursue community engagement with the belief that involving the community leads to better decisions
- Ensure that community engagement activities comply with the Community Engagement Framework and Policy, its processes, worksheets and tools
- Develop project charters or project plans that provide adequate timelines and resources for community engagement
- Notify the Community Engagement team of any planned community engagement activities
- Design engagement processes that reflect the promise made to stakeholders according to the level of engagement
- Design engagement processes that reach out to vulnerable populations
- Ensure all community members who want to be involved are included
- Ensure all communication is clearly presented, balanced and understandable to the target audience
- Ensure that participants are aware of their responsibilities in the engagement process and support participants to fulfill those responsibilities
- Foster long-term relationships based on mutual trust and respect
- Ensure the project report accurately reflects all the feedback received

- Ensure decisions and recommendations acknowledge the needs, values and desires of the community
- Ensure consultants or external organizations undertaking community engagement activities on behalf of a City department comply with Community Engagement Framework and Policy

*"Engage the people where they are whenever possible rather than creating a new space and trying to convince the people to come to you."*

## Participant Responsibilities

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Successful community engagement processes require respectful and constructive contributions of participants. Participants are responsible to:

- Pursue community engagement with the belief that community involvement leads to better decisions
- Focus on the decision to be made or the question to be answered
- Recognize the City must consider the needs of the whole community
- Strive to reach sustainable solutions
- Request alternative ways of participating if required
- Listen to understand the views of others
- Identify concerns and issues early in the process
- Participate openly, honestly and constructively, offering ideas, suggestions, alternatives
- Work in the process in a transparent, respectful and cooperative manner
- Stay abreast of the project, engagement activities and related issues
- Provide input and feedback within project timelines
- Encourage others to become engaged, and offer input to the project and engagement activities
- Provide contact information as requested, to receive updates about the community engagement process

## Council Responsibilities

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As key leaders within the City, the support of City Council is important for successful community engagement. Council is asked to:

- Review information gathered through community engagement processes to inform Council decisions
- Consider appropriate project timelines and resources needed for community engagement

## Important Considerations

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Please keep the following in mind when developing community engagement plans

### Accessibility for Ontarians with Disabilities Act (AODA)

City employees must provide accessible customer service according to the AODA. This may mean doing things in a different way for one person or changing the way we provide a service that will remove barriers for many people.

For guidelines on how to make engagement activities accessible contact the Accessibility Services Coordinator and/or **see Appendix B** for guidelines.

### Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

When obtaining personal information from community members, keep in mind the regulations about how that information may be used. Please contact the Access Privacy and Records Specialist and/or **see Appendix C** for guidelines.

### Plain Language

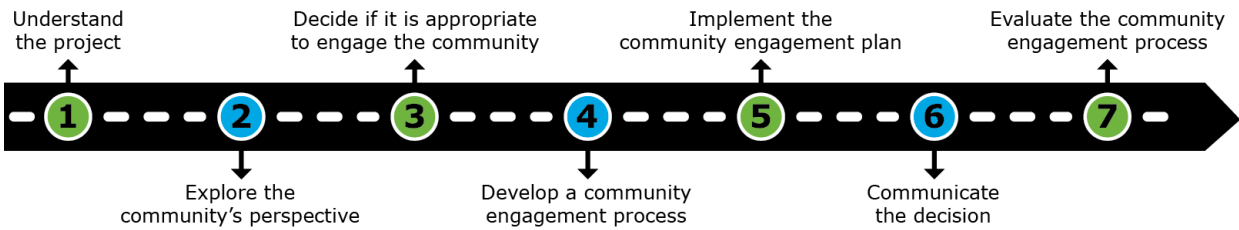
Like good communication of any kind, plain language is clear, concise, and uses simply constructed sentences. Plain language tells the audience exactly what the audience needs to know without using unnecessary words or expressions. It is not baby talk or simplistic, but lets the audience understand the message easily.

Plain language is more than just short words and short sentences — although those are often two very important guidelines for plain language. When you create information in plain language, you also organize it logically to make it easy for the audience to follow. You consider how well the layout of your pages or screens works for your audience. You also ensure that the information you provide is relevant to the audience. What is plain language for one audience may not be plain language for another audience.

Communication that is clear and to the point helps improve all communication because it takes less time to read and understand. It also improves audience response to messages. Using plain language avoids creating barriers that set us apart from our audience.

For more information on plain language please see **Appendix D**.

## Roadmap to Community Engagement



### Community Engagement Roadmap Steps

Take a moment to answer the following questions. Don't focus on details, just jot down the basics.

#### Step 1: Understand the Project – From the City's Perspective

- a) What is the goal of the project?
- b) Who is involved in this project? (One City department or several? City Council? The whole Corporation? Partner agencies? Other organizations?)
- c) Who is affected by the project? (Does the final outcome affect some community members? A ward? The whole city?) (see *Stakeholder Identification* worksheet)
- d) What question do we want to ask those affected by the project? (What is the reason for a community engagement process?)
- e) Who will make the decision? (Project staff, General Manager, Executive Director, Council, etc.)
- f) What information will the decision makers need to make the decision?
- g) What are the timelines?
- h) What municipal issues or historical factors will impact this project?
- i) What are the potential impacts on other municipal departments?
- j) What support/representation do we need, if any, from:
  - Other City departments?
  - Communications staff?
  - Community Engagement team?

## Step 2: Explore the Community's Perspective

- a) Does it make sense to engage the community? Explain.
- b) How interested will the community be in the project? Why? (see *Stakeholder Interest* worksheet)
- c) What information do we need from the community? (see *Decision Making* worksheet)
- d) How will the community input be used? (see *Engagement Strategy* worksheet)
- e) What is the scope of the project from the community perspective? What are the potential impacts on:
  - Geographic communities?
  - Communities of interest?
  - Individuals?
  - Others?
- a) What community issues or historical factors will impact this project?
- b) What are the risks in involving the community? (see *Risk Matrix* worksheet)
- c) What are the risks of excluding the community?
- d) List any previous community consultations around this issue.
- e) What factors will influence the engagement process from the community's perspective (time, resources, etc.)?

## Step 3: Decide if it is appropriate to engage the Community

So... After answering the questions in Steps 1 and 2, is it appropriate to engage the community in this project?

### **YES!** > COMPLETE A *COMMUNITY ENGAGEMENT PLAN*

(see *Community Engagement Plan* worksheet)

### **NO!** > COMPLETE AN *INTERNAL DECISION FORM*

(see *Internal Decision Form* in the worksheet section)

Please send a copy of this either the completed Community Engagement Plan or the completed Internal Decision Form to the Community Engagement Team.



## Step 4: Develop the Community Engagement Plan

- a) Determine the outcomes that are required from the community engagement process
- b) Identify the stakeholders (see *Stakeholder Identification* worksheet)
- c) Identify the level of engagement on the Spectrum (see *Stakeholder Interest* worksheet)
- d) Determine which tools/methods will be used (see *Tools* section)
- e) Establish timelines
- f) Determine the budget
- g) Do a risk assessment (see *Risk Matrix* worksheet)
- h) Complete the readiness test (see *Readiness Test* in Worksheet Section)
- i) Create a Community Engagement Plan (see *Community Engagement Plan* in Worksheet Section)

## Step 5: Implement the Plan

- a) Adapt to new information and circumstances
- b) Record information (feedback, comments, etc) in a standard way (see *Data Tracking* and *Community Engagement Evaluation Form* in Worksheet Section)
- c) Provide data gathered from community engagement process to the decision makers
- d) If a decision is not reached because other issues have emerged, develop another engagement plan to address those issues

## Step 6: Communicate the Decision

- a) Follow up with process participants to communicate the final decision and how their collective input was used by decision makers
- b) Write a report that briefly outlines the consultation, decision making process and results. Include a section that clearly states how the community input was used or why it was not used
- c) Post this report on the City of Guelph website and distribute it to any participants who requested to be kept informed about the project (see *Community Engagement Activity Registration Card*)

## Step 7: Evaluate the process

- a) Use the Guiding Principles for community engagement (see *Community Engagement Project Evaluation* in worksheet section)
- b) Make recommendations to improve future community engagement processes

*“Congratulations on building up a lively and marvelous community dialogue in Guelph.”*



## Appendix A: Glossary of Terms

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**Appropriate Level of Engagement** – Choosing the level of engagement (consult, involve, collaborate or empower) based on three criteria:

1. What is the level of community interest to participate in the decision making process?
2. How complex is the issue?
3. How many people will this decision affect?

An issue that will impact a large portion of the community, that is highly complex and which is likely to involve or interest a large number of people will have a higher level of engagement (moving from consult to involve, or from involve to collaborate). A project that does not have significant impact on the community and which community members are not as interested in participating in, may have a lower level of engagement.

**Barriers** – A barrier is anything that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers prevent full communication, working together, and progress or achievement. Visible barriers include buildings with steps but no ramp, heavy doors that do not open at the touch of a button or bathroom stalls that are too narrow. Invisible barriers may include high level or confusing information which leaves the participant feeling stupid and intimidated. Sometimes the type of building that houses the meeting is a barrier. For example, some people may feel very uncomfortable attending a meeting in a church, mosque, synagogue, etc.

**Collaborate** – To work together with community members, by facilitating discussions and agreements between community members/groups and the City, that identify common ground for action and solutions.

**Community** – A group of people with shared interests or values or who share an environment. This term may be used interchangeably with ‘Public’.

**Community Engagement** – The process of involving the public in the decision making about issues that affect them. This includes techniques that facilitate an informed dialogue amongst participants, and encourages shared ideas and opinions for decision-making.

**Consult** – To gather information for analysis on alternatives and/or decisions.

**Consultation fatigue** – Lack of public interest in consultation initiatives which may be caused by over consultation due to lack of coordination by City departments and/or a perceived lack of results from past consultations.

**Customer service** – Addressing and resolving a service request, inquiry, problem or transaction with established procedures and pre-identified outcomes. Customer service interactions between City employees and the public are not community engagement processes.

**Empower** – To partner with community members/groups and create a supportive environment where final decision making power is given to those community members/groups.

**Engagement** – The overarching process of involving the community in decision making processes.

**Internal stakeholders** – Internal stakeholders can include members of City Council, a City division, department, service area, committee, or individual City employees. Their involvement is important because their department may be impacted by the decision, their knowledge or expertise may be critical to the project, or their sphere of influence may be helpful in moving the process forward.

**Involve** – To discuss with community members/groups to ensure their concerns and aspirations are consistently understood and considered.

**Outreach** – Providing services, information or opportunities to participate in decision making, to communities that may not otherwise be able to access those services, information, or participate in decision making processes.

**Plain Language** – Clear, concise communication designed so the audience will understand the message.

**Promise to the community** – The commitment undertaken by City employees when engaging the community. This promise varies depending on the level of engagement. Regardless of the level of engagement, City employees need to follow up with participants to tell them how their input was used to make the final decision.

**Public** – Groups of individual people. This term may be used interchangeably with ‘Community’.

**Risk Tolerance** – The level of risk the City is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

**Social Media** – Various online technology tools that enable people to communicate easily via the internet to share information and resources. Social media can include text, audio, video, images, podcasts, and other multimedia communications. Examples include Facebook, Twitter, Tumblr, Stumbleupon, blogs, Google+, YouTube, Pinterest, Instagram, etc.

**Stakeholder** – Identified or self-identified individuals or groups that are or may be affected by the outcome of a decision.

**Sustainable Decision** – A decision which is environmentally and culturally sensitive, economically viable, technically feasible and publically acceptable.

**Values** – Underlying ethical or moral guidelines that shape our choices, opinions and guide our behaviours or actions.

**Value based conversation** – A technique designed to create a bridge of understanding between individuals/groups with apparently incompatible positions. Value based conversations bring a human element to conversations by exploring positions to identify beliefs and find commonly held values. This common ground is then used to develop alternatives which are acceptable to those individuals/groups.

**Vulnerable populations** – Individuals and groups of people who may face barriers in participating fully in society and who have increased susceptibility to negative health outcomes or other harm as a result of inequitable access to the resources they need. Vulnerable populations include economically disadvantaged individuals, ethnic minorities, children, seniors, the homeless, those with chronic health conditions or mental illness.



## Appendix B: Accessibility Information

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City of Guelph employees must provide accessible services according to the Accessibility for Ontarians with Disabilities Act (AODA). Sometimes that might mean doing things in a different way for one person, providing an accessibility accommodation, or changing the way we provide a service that will remove barriers for many people. Accessibility accommodations begin with informing people of a contact person if they require an accommodation under the Accessibility for Ontarians with Disabilities Act, when sending out meeting notices.

Accessibility accommodations may include, but are not limited to:

- Providing information in different formats, such as formatted documents for text to speech software, adjusting colours to provide high contrast or using larger fonts
- Providing written and verbal descriptions of charts, tables, drawings or any other visuals
- Hosting meetings **ONLY** in buildings which are fully accessible to wheelchairs/walkers
- Offering services of an American Sign Language Interpreter for those who are deaf
- Offering assistive devices, such as amplified hearing equipment, to those with hearing loss
- Removing barriers for many people may include, but are not limited to:
  - Providing information in plain language
  - Ensuring that the level of lighting is appropriate for all displays and work areas during meetings
  - Setting up a meeting space that includes aisles wide enough for two people to comfortably pass each other with walkers or wheelchairs
  - Being equally welcoming and accommodating to all participants. Attitudinal barriers are the most prevalent barriers. All participants are residents of our community.

For more information go to ERNIE, click on link below, or contact the Accessibility Services Coordinator at 519-822-1260 x 2670 | TTY 519-837-5688

**Accessibility information on ERNIE:**

<http://ernie/ServiceAreas/corporateservices/corpproperty/accessibility/default.aspx>



*"Know the audience you want to interact with and adjust your activity accordingly"*

## Appendix C: Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

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The purpose of MFIPPA is to:

1. Protect the privacy of individuals and their personal information held by the Corporation
2. Provide a right of access to information under the control of the Corporation
  - Provides the public with the right to access records held by the City
  - Provides individuals with the right of access to, and request correction of, personal information about themselves held by the Corporation
  - Limited exceptions to the right of access
  - Prevents the unauthorized collection, use or disclosure of personal information by the Corporation
  - Provides for an independent review of decisions made under the MFIPPA Act by the Information and Privacy Commissioner (IPC)
3. A record is: information, however recorded, whether in print, on film, by electronic means or otherwise collected. This includes but is not limited to:
  - Reports, documents, maps, letters, emails, photographs
  - Other various types of media:
    - I. Tape, disk, CD, DVD, microfiche, drawing, film, photograph
4. Personal Information as defined by the MFIPPA Act is information that identifies and individual including:
  - Name, home address, home phone number, home fax number, personal email
  - Ethnic background, skin colour, religion
  - Marital status, sexual orientation
  - Health information
  - Education, financial, criminal history
  - Personal opinions
  - Social Insurance Number (SIN) and Health Card information
5. What is covered by MFIPP Act?
  - All records in the custody or under the control of the Corporation

## 6. Privacy Protection

- The City collects large amounts of personal information from people in order to provide services and run public programs
- Although we can request information, we cannot demand an individual provide information, however some information may be necessary in order to provide a service
- When we collect information, the MFIPP Act outlines our obligations to protect that information
- We are only permitted to use and disseminate information for the purpose it was collected

## 7. Personal Privacy:

All releases of information are processed through the City Clerk's office. The City Clerk shall refuse to disclose personal information to any person other than the individual it relates to unless:

- The individual has given prior written consent
- There are compelling circumstances affecting the health and safety of the individual
- Under an Act of Ontario or Canada

## 8. Employees of the City of Guelph must:

- Understand the obligations under the MFIPP Act
- Use proper records management practices
- Contact the City Access, Privacy and Records Specialist if a request to provide access or correction to records is received

## 9. Collection of information:

When collecting personal information from the public ensure:

- There is a clearly defined purpose i.e. this information is being collected for the purpose of administering program X
- That notice is given about the purpose of collecting personal information and how that information will be used (the City Access, Privacy and Records Specialist will develop the notice).
- The information collected is used for the stated purpose only (if you collect information for program X i.e. taxation, you cannot use it for program Y i.e. wastewater)
- Whenever you collect, use, disseminate or dispose of personal information you contact the City Clerk's Office for assistance.

For more information please go to ERNIE, the City of Guelph webpage on Access to Information, or contact the Access, Privacy and Records Specialist at T **519-822 -1260 x 2349**

Access to Privacy and Information on ERNIE:

<http://ernie/ServiceAreas/information/services/clerks/Pages/AccessandPrivacy.aspx>

Access to Privacy and Information on the City of Guelph Website:

<http://guelph.ca/city-hall/access-to-information/>



## Appendix D: Plain Language

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Using plain language in all communications with the public helps to uphold the Guiding Principles of the Community Engagement Framework. Plain language makes community engagement more inclusive, transparent and equitable. It also improves trust and respect for the engagement process and for the City in general. When people easily understand what they are reading, they are more likely to participate. Use plain language in all aspects of engagement, from the letter informing the community of the process, to handouts and displays, to the evaluation feedback sheet. It is often helpful to test terms or diagrams beforehand, with people who are unfamiliar with the content. If they don't understand, the wording needs to be refined.

### Guidelines for creating plain language materials

A document, web site or other information is in plain language if the:

1. **Basic approach** specifies and considers who will use it, why they will use it, and what tasks they will do with it. Consider if the basic approach:
  - Identifies the audiences and is clearly created for them
  - Focuses on the major audiences, their top questions and tasks
  - Does not try to be everything to everyone
  - Keeps in mind the average reader's level of technical expertise
2. **Language** minimizes jargon and uses sentence structure, strong verbs, word choice, and other similar techniques to ensure the audience can read, understand, and use the information. Consider if the language:
  - Has a conversational style rather than a stuffy, bureaucratic style
  - Is simple and direct without being too informal.
  - Whenever possible, uses an active voice. When the subject of a verb does something (acts), the verb is in the **active** voice. When the subject of a verb receives the action (is acted upon), the verb is in the **passive voice**.
  - Active voice: Conor hit the ball.  
Passive voice: The ball was hit by Conor.
  - Uses reasonably short sections, paragraphs, and sentences
  - Uses sentence structure, especially the verbs, to emphasize key information
  - Uses transitions to show the link between ideas, sections, paragraphs, or sentences
  - Puts titles, headings, and lists in parallel form
  - Uses words familiar to the audience
  - For online information, matches the text of links to the page title the link points to

3. **Design** reinforces meaning and makes it easier for the audience to see, process, and use the information. Consider if the design:
  - Organizes the information in a sequence that's logical for the audience
  - Uses layout to make information easy to find, understand, and use
  - Uses principles of good design, including appropriate typography, font size, line spacing, color, white space, etc.
  - Uses visuals to make concepts, information, and links easier to see and understand
  - For online information, minimizes the number of levels, layers information appropriately, avoids too much on one page
4. **Structure** is well-marked so the audience can find the information it needs. Consider if the structure:
  - Uses many informative headings to guide the audience to the key information most important to them
  - Helps the audience to quickly complete tasks
  - Breaks content into topics and subtopics that match the audience's needs for information
  - For a document, minimizes cross-references
5. **Hierarchy** helps the audience distinguish between critical and less important information. Consider if the hierarchy:
  - Puts the most important information first
  - Omits unnecessary information
  - Uses visual design and language to distinguish between main points and supportive detail
  - Uses advance organizers for the whole, and at the section, paragraph, and sentence levels to give the audience a frame for subsequent information
6. **Author**, whether an individual or an organization, creates a sense of reliability and trustworthiness. Consider if the author:
  - Demonstrates a concern for the audience
  - Anticipates the questions and needs of the audience
  - Uses an appropriate tone for the audience
  - Provides a revision date to show the age of the information
  - Shows how to get additional information
7. **Overall**, the audience can:
  - Understand the main purpose and message
  - Complete the task, if this is being asked
  - See how the design and the content reinforce each other
  - Scan to find information
  - Follow the language easily

## Examples of Plain Language

The following examples show how document wording can be changed to plain language.

Original	Plain Language
The participants within the evaluation workshop felt there were a number of factors regarding the evaluation that were working well.	The workshop participants indicated that the following things are going well: • List of points...
The whole issue has been raised many times with minimal action resulting from each resulting furore.	We have talked about this many times but nothing has happened.
Attached for your information or appropriate action is....	Attached is...
Should you have any questions or concerns regarding the above, please do not hesitate to contact the undersigned.	Please contact me if you have any questions or concerns.
It is located in very close proximity to the location of...	It is located close to...
Accordingly, your cooperation in ensuring that this policy and By-law are followed is appreciated.	We appreciate your cooperation in following this policy and By-law.
Prior to the expiration of the current contract...	Before the contract ends...
Delays in the commencement of the project occurred.	The project started late.
Waste shall be placed by the occupant of the dwelling house for collection no later than 7:30 o'clock in the forenoon of the day of collection and not earlier than 8:00 o'clock in the evening of the previous day.	Garbage must be out for collection by 7:30 a.m. If you put your garbage out the night before, it should be after 8:00 p.m.
The City owns, operates, maintains and recapitalizes physical assets like the parks and public spaces you enjoy.	The City owns, operates and maintains the parks and public play spaces you enjoy.

Adapted from workshop materials, Ruth Baldwin facilitator Spruce Grove, AB /CAMA / CUPE

## Plain Language Resources

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For more information on plain language on ERNIE see the Corporate Identity Guidelines and House Style Guidelines:

<http://ernie/ServiceAreas/information/services/CorpComm/Pages/GuidesandDocuments.aspx>

<http://ernie/ServiceAreas/information/services/CorpComm/Documents/HouseStyleGuidelines.pdf>



# Community Engagement Worksheets



Developed by:  
The Community Engagement Team  
Community and Social Services

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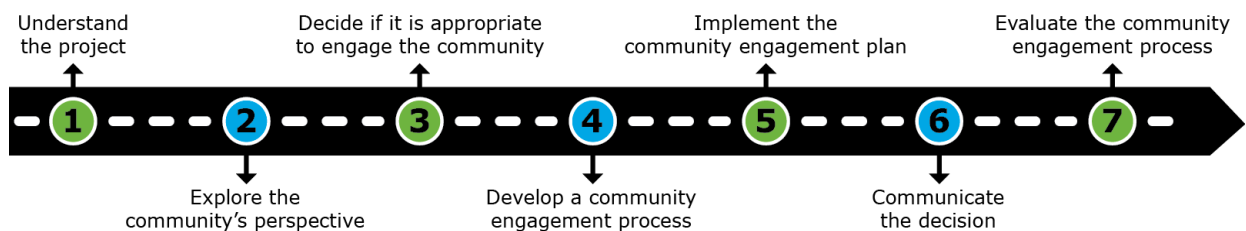
## Community Engagement Framework Worksheets

These worksheets will assist you in answering the questions in the Community Engagement Roadmap Steps, and completing a Community Engagement Plan (see page 23).

Please note that if you are able to answer the questions in Roadmap Steps 1 and 2, you may go directly to completing the Community Engagement Plan or the Internal Decision Form. Only use the appropriate worksheets if needed.

For your reference, the roadmap step questions are listed below, showing the corresponding Worksheet.

## Roadmap to Community Engagement



## Step 1: Understand the Project – From the City’s Perspective

### Notes:

- a) What is the goal of the project?
- b) Who is involved in this project? (see Stakeholder Identification pg 6-13)
- c) Who is affected by the project?
- d) What question do we want to ask those affected by the project?
- e) Who will make the decision?
- f) What information will the decision makers need to make the decision?
- g) What are the timelines?
- h) What municipal issues or historical factors will impact this project?
- i) What are the potential impacts on other municipal departments?
- j) What support/representation do we need – if any – from:
  - Other City departments?
  - Communications staff?
  - Community Engagement team?

## Step 2: Explore the Community's Perspective

### Notes:

- a) Does it make sense to engage the community? Explain.
- b) How interested will the community be in the project? Why? (see Stakeholder Interest pg 14)
- c) What information do we need from the community? (see Decision Making pg 15)
- d) How will the community input be used? (see Engagement Strategy pg 16)
- e) What is the scope of the project from the community perspective?
  - Geographic communities?
  - Communities of interest?
  - Individuals?
  - Others?
- f) What community issues or historical factors will impact this project?
- g) List any previous community consultations around this issue.
- h) What are the risks in involving the community? (see Risk Matrix pg 19-21)
- i) What are the risks of excluding the community?
- j) What factors will influence the engagement process from the community's perspective (time, resources, etc.)?



### Step 3: Is it appropriate to engage the community in this project?

**YES!** > Complete a *Community Engagement Plan* (see Community Engagement Plan pg 23 - 28)

**No!** > Complete an *Internal Decision Form* (see Internal Decision Form pg 29)

### Step 4: Develop the Community Engagement Plan – go to pg 23

- a) Determine the required outcomes for the community engagement process
- b) Identify the stakeholders (see Stakeholder Identification pg 6-13)
- c) Identify the level of engagement on spectrum (see Stakeholder Interest pg 14)
- d) Determine which tools/methods will be used (see Engagement Strategy pg 16)
- e) Establish timelines
- f) Determine the budget
- g) Do a risk assessment (see Risk Matrix pg 19-21)
- h) Complete the readiness test (see CE Readiness Test pg 22)
- i) Create a Community Engagement Plan (see CE Plan pg 23-28)

### Step 5: Implement the Plan

- a) Adapt to new information and circumstances (see Data Tracking pg 30)
- b) Record information (feedback, comments, etc) in a standard way (see CE Activity Evaluation pg 31-33)
- c) Provide data gathered from community engagement process to the decision makers
- d) If a decision is not reached because other issues have emerged, develop another engagement plan to address those issues



*"Multiple perspectives contribute to a richer understanding of the scope of a decision and the problem or opportunity"*

### Step 6: Communicate the Decision

- a) Follow up with process participants to communicate the final decision and how their collective input was used by decision makers

- d) Write a report that briefly outlines the consultation, decision making process and results. Include a section that clearly states how the community input was used or why it was not used
- b) Post this report on the City of Guelph website and distribute it to any participants who requested to be kept informed about the project (see Community Engagement Activity Registration Card pg 40)

### Step 7: Evaluate the process

- a) Use the Guiding Principles for community engagement (see CE Project Evaluation pg 34)
- b) Make recommendations to improve future community engagement processes



### Stakeholder Identification

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Use this Worksheet to determine who to include in the community engagement process. Bear in mind that identifying stakeholders may change as process evolves. Be prepared to fill out this sheet more than once!

Remember that there are several factors that may pique the interest of a stakeholder. Consider the following factors as you complete this worksheet:

<b>Geographic boundaries</b>	<b>Communities of interest</b>	<b>Scope of consultation</b>
<b>Impact of decision</b>	<b>History of the area</b>	<b>History of the issue</b>

What is the question being asked in this phase of the community engagement process?

Individuals	Interested? Y/N/M	Interest? Issue? Opportunity?	Level of interest? H/M/L
Youth and children			
Seniors			
Newcomers to Canada			
Persons with disabilities			
Minority groups			
Individual residents			
People living on a low-income			
Parents/guardians			
Others:			

Agency, Government & Institutions	Interested? Y/N/M	Interest? Issue? Opportunity?	Level of Interest? H/M/L
School boards			
Schools			
Health/mental health organizations			
Hospitals			
Adjacent municipalities			
Grand River Conservation Authority			
Seniors residences			
Provincial government			
Federal government			

Community/ Interest Groups/ Business	Interested? Y/N/M	Interest? Issue? Opportunity?	Level of Interest? H/M/L
Neighbourhood groups			
Sports/recreation/ groups			
Businesses/ business associations			
Transportation providers			
Industry/industry associations			
Arts/festivals/historical organizations			
Multi-cultural organizations			
Ethno-centric groups			
Developers			
Environmental organizations			
Advocacy groups			
Alternative lifestyle groups			
Religious organizations/ communities			
First Nations groups			
Others:			

City departments	Interest? Issue? Opportunity?	Contact
CAO's Office		
Business Services		
Community Engagement		
Corporate Building Maintenance		
Culture and Tourism		
Parks and Recreation		
City Clerk's Office		
Corporate Communications		
Court Services		
Human Resources		
Information Technology		
Legal and Realty Services		
Downtown Renewal		
Economic Development		
Finance		
Bylaw Compliance, Security and Licensing		
Emergency Services		

Guelph Transit		
Public Works		
Building Services		
Engineering Services		
Planning Services		
Solid Waste Resources		
Wastewater Services		
Water Services		

City Council	Level of Interest? H/M/L	Interest? Issue? Opportunity?	Political Considerations?
Mayor			
Ward 1			
Ward 2			
Ward 3			
Ward 4			
Ward 5			
Ward 6			



Council Appointed Committees	Interest? Issue? Opportunity?	Contact
Accessibility Advisory Committee		Leanne Warren
Cultural Advisory Committee		Astero Kalogeropoulos
Downtown Advisory Committee		Ian Panabaker
Economic Development Advisory Committee		Peter Cartwright
Environmental Advisory Committee		Adele Labbe
Guelph Museums Advisory Committee		Tammy Adkin
Heritage Guelph Committee		Stephen Robinson
Locomotive 6167 Restoration Committee		Derek McCaughan
Municipal Property & Building Commemorative Naming Committee		Rory Templeton
Organic Waste Processing Facility Public Liaison Committee		Catherine McCausland
Rivers Systems Advisory Committee		Adele Labbe
Solid Waste Management Master Plan Review Public Steering Committee		Vivian DeGiovanni
Transit Advisory Committee		Michael Anders
Water Conservation and Efficiency Public Advisory Committee		Wayne Galliher

Local Boards & Agencies	Interest? Issue? Opportunity?	Contact
Downtown Guelph Business Association		Marty Williams
The Elliott Board of Trustees		Trevor Lee
Grand River Conservation Authority		Beverly Parrott
Guelph Cemetery Commission		Paul Taylor
Guelph Police Services Board		Nancy Nodwell
Guelph Public Library Board		Kitty Pope
Guelph Sports Hall of Fame Board of Directors		Rich Grau
Wellington-Dufferin-Guelph Health Unit		Sylvia Muir

Corporations	Interest? Issue? Opportunity?	Contact
Guelph Junction Railway		Tom Sagaskie
Guelph Municipal Holding Inc.		Donna Jaques

## Stakeholder Interest

It is important to think about those people and groups who are not “the usual suspects”. Consider the different spheres of interest your stakeholders might belong to.

Imagine you like to walk in a neighbourhood a few kilometres from where you live because it has a natural body of water and is home to many species of birds. Every spring, the trails flood the expensive homes that look out over the pond. This problem needs to be fixed.

The primary stakeholders are: homeowners adjacent to the pond and those in the neighbourhood. The secondary stakeholders are those people who use the pathways and enjoy the natural beauty of the area. People who are interested in sustainable development and natural environments would also be in this category.

The tertiary stakeholders might be people who live in the larger community who might want to visit as well as organizations such as Ducks Unlimited who might want to develop places for waterfowl to nest sometime in the future.

What is the question being asked in this phase of the community engagement process?

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Level of Interest	Stakeholder Groups	Interest
Primary Level of Interest		
Secondary Level of Interest		
Tertiary Level of Interest		

## Decision Making

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Please use this worksheet to identify how to best engage each of the identified stakeholders in the decision making process. This sheet should be completed **AFTER** the Stakeholder Identification and Stakeholder Interest Worksheets, and **BEFORE** the Engagement Strategy and Risk Identification Worksheets.

Level of Community Engagement	Decision Process Steps					
	Define Problem/ Opportunity	Gather Information	Establish Decision Criteria	Develop Alternatives	Evaluate Alternatives	Make a Decision
Consult						
Involve						
Collaborate						
Empower						
Share Information <i>(Remember to keep the community informed at each step)</i>						

## Engagement Strategy

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The Community Engagement Strategy will help you define how and when you will engage the various stakeholders you have identified. Take each stakeholder and the identified issue from the Stakeholder Identification Sheet and plug them into this sheet. Start with the group that will have the most interest. Establish your tools, determine their constraints and so on. As you move through the different groups, you will likely find there will be overlaps.

Project/Process: \_\_\_\_\_ Decision Process Step: \_\_\_\_\_

What is the question being asked in this phase of the community engagement process?

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Stakeholder	Known issues	Level of engagement & tools	Constraints/ Considerations	Other interested parties to be consulted	Consultation methods for other interested parties

## Communication Plan

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Follow the steps below to develop a communications plan. Please contact your Communications

Coordinator as soon as possible – no later than 3 weeks before the event (open house, survey launch etc.) for them to review this plan and support you in promoting the engagement activities via the City of Guelph website, City Pages on the Tribune and the City of Guelph Facebook/Twitter accounts.

<p>1. <b>Communications need &amp; background</b> A brief summary of the issue, challenges and/or opportunities to be addressed through the communications plan, as well as relevant background that may impact how our messages might be received</p>	
<p>2. <b>Communications goals</b> One or more statements of what we are looking to accomplish through our communications efforts</p>	
<p>3. <b>Communications objectives</b> One to five specific and measurable objectives that we want to meet as part of our effort. These should inform our evaluation and measurements</p>	
<p>4. <b>Audiences</b> Identify who we are trying to reach with the communications</p>	
<p>5. <b>Key messages</b> The four to six essential facts we need our audience and/or stakeholders to be aware of and/or understand as the result of our communication</p>	
<p>6. <b>Key internal leaders, spokespersons</b> Who will be speaking on behalf of the City?</p>	
<p>7. <b>Communications approach</b> A statement outlining our overall approach to community engagement (information, recruitment to engagement activities etc.), tone and broad approach to this communications effort</p>	

8. **Communications activities**

The detailed strategies and tactics – who is going to do what, by when and at what cost – designed to achieve our objectives.

Activity	Materials/Tools	Timeline/Lead	Budget

9. **Monitoring and evaluation of communication activities**

How we will know when we have been successful?

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## Risk Matrix – Impact/Likelihood Scale

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Risk tolerance is defined as the level of risk the City is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

### Categories of Risk

**Service delivery** – Risk of not meeting customer expectations

**Employees** – Risk that employees, contractors or other people at the Corporation will be negatively impacted by a policy, program, process or project including physical harm

**Public** – Risk that the policy, program or action will have a negative impact on residents

**Physical Environment** – Risk that natural capital will be damaged

**Reputation** – Risk associated with anything that can damage the reputation of the Corporation

**Financial** – Risk related to decisions about assets, liabilities, income and expenses including asset management, capital and operational funding, economic development, theft or fraud

**Regulatory** – Risk related to the consequences of non-compliance with laws, regulations, policies or other rules

### Impact/Likelihood Scale

When impact and likelihood are assessed, a risk rating is calculated by multiplying the impact scale by the likelihood scale.

**For example:** A specific risk has been assessed as having an impact described as “Major”, with a scale of 3. The likelihood of this risk occurring has been assessed as “somewhat likely”, with a scale of 3. The risk rating total is impact multiplied by likelihood, or a total score of 9.

When the Category, Impact, and Likelihood are presented in a chart format, they create a “Risk Matrix”. The risk matrix assigns colours to the resulting score based on the Corporation’s risk tolerance as set out below.



Impact ↓					
4 Catastrophic	4	8	12	16	20
3 Major	3	6	9	12	15
2 Moderate	2	4	6	8	10
1 Minor	1	2	3	4	5
Likelihood →	1 Rare	2 Unlikely	3 Somewhat Likely	4 Likely	5 Almost Certain

Take a moment to consider the risks associated with the planned level of engagement and engagement activities based on the above categories of risk. As a general guideline any identified risk rated as a ten (10) or higher *and* in the red grid of the matrix must have a mitigation plan and the ongoing status will be monitored in a risk register (see below). A risk falling within the yellow grid of the matrix will require an action but resolution may be deferred until more urgent risks have been dealt with. A risk rating falling within the green grid of the matrix should be noted but no action plan is required.

If you have any questions about the Risk Matrix, please contact the **Internal Auditor** at **519-822-1260 x 2243**.

## Risk Register

Risk Factor	Overall Rating <i>(Impact X Likelihood)</i>	Mitigation Strategy <i>(Required if risk falls in the yellow or red zone of the Risk Matrix. Prioritize addressing Risks that rate 10 or more)</i>

## Engagement Readiness Test

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Project/Process: \_\_\_\_\_

Readiness Statement	No	Some-what	Yes
We can confirm that a decision has not been made.			
We know what information the decision makers require and how it will be used.			
We have a clear understanding of what we need to know from the public and how we will obtain that input.			
We have identified potential stakeholders and their level of engagement along each stage of the decision making process.			
We have selected appropriate engagement strategies to obtain input from the public.			
We are sure there is adequate time for a meaningful engagement process.			
We have secured the required resources to facilitate an effective community engagement process.			
We have an inclusion strategy to address potential barriers to participation.			
We have developed a project plan including key milestones, decision making points and timing.			
We have identified and considered historical and political factors which may influence this decision making process.			
We identified and analyzed risks.			
We have an effective communication plan.			
We have a project spokesperson.			
We have confirmed that there are no other conflicting public processes.			
We know how public input will be collected and communicated to the stakeholders and decision makers.			
We have a plan to evaluate the engagement process.			
Our process clearly aligns with Corporate Strategic			

## Community Engagement Plan

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*- Please send a copy of this completed Community Engagement Plan to the Community Engagement Team -*

Project: \_\_\_\_\_

Department/Division Responsible: \_\_\_\_\_

Project Manager: \_\_\_\_\_

Consultant (if applicable): \_\_\_\_\_

Other City Departments or partner organizations: \_\_\_\_\_

### The Community Engagement Promise to the Community:

This plan has been vetted through the Community Engagement Readiness Test

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Background

<b>Project Description</b>	
<b>Goal of Community Engagement:</b> (impact, complexity, history...)	
<b>Project Scope</b> (Staff, Council, community members...)	
<b>Decision makers</b>	
<b>What information do the decision makers need?</b>	
<b>Why is the community being engaged?</b>	
<b>Level of Engagement? Explain.</b> (Consult, Involve, Collaborate or Empower)	
<b>Which other City departments or partner organizations need to be involved? Why?</b>	

## Community Engagement Methods Strategy

(Refer to the tools of engagement to develop appropriate engagement strategies)

Stakeholders:	Level of Engagement:	Engagement Strategy:

## Special Outreach Strategy

Public Requiring Outreach:	Level of Engagement:	Engagement Strategy:

## Estimated Budget

Contractors/consultants:	
Print information and materials:	
Paid advertising:	
Venue and refreshments:	
Participant expenses: (bus tickets, childminding, accommodations)	
Other expenses:	
Other expenses:	
<b>Total Expenses</b>	

## Staff Time

Event planning:	
Communication with stakeholders:	
Display preparation:	
Engagement activity:	
Data management:	
Communicate the decision:	
<b>Total Staff Time</b>	

## Data Management Strategy

Methods of receiving feedback (email, phone, etc)	How will this information be recorded?

## Communication Activities

Please refer to 'Communications Plan' in the Template section.

Target Audience	Key Messages	Timing	Communications Tool



## Evaluation Strategy

Please refer to the Guiding Principles in the Community Engagement Framework

Guiding Principle	How will we achieve this principle?
Inclusive:	
Early Involvement:	
Access to Decision Making:	
Coordinated Approach:	
Transparent and Accountable:	
Open and Timely Communication:	
Evaluation and Continuous Improvement:	
Equitable Engagement Process:	

## Internal Decision Form

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*- Please send a copy of this completed Internal Decision Form to the Community Engagement Team -*

Project name: \_\_\_\_\_

Department/Division Responsible: \_\_\_\_\_

Project Manager: \_\_\_\_\_

Start/end dates: \_\_\_\_\_

Stakeholders: \_\_\_\_\_

<b>Project Description:</b>	
<b>Impact of Project:</b>	
<b>Explain why community engagement is NOT appropriate for this project:</b>	
<b>Who needs to be informed of this internal decision project?</b>	
<b>How will stakeholders be notified of the changes before the project starts?</b>	
<b>How will stakeholders be notified of the changes after the completion of the project?</b>	

Project Manager Name: \_\_\_\_\_ Date: \_\_\_\_\_

Project Manager Signature: \_\_\_\_\_

Executive Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Data Tracking

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Feedback comes from many places in the digital/electronic age. How will you track the various kinds of feedback you receive? Be sure to record the date and the key point of the feedback. Remember to record personal information in a manner that conforms to MFIPPA.

### Potential sources of data:

- Blogs
- Surveys
- Editorials in the newspaper
- Emails
- Phone calls
- Informal input from council
- Letters
- Comments at special events
- Formal input from council
- Tweets
- Facebook comments
- Likes/dislikes on news outlets
- Conversations in parking lots after meeting

Regardless of how the data is received, it should be tracked in a consistent manner. You can use the template below or create something else that meets your needs.

Date	Source of Information	Key message	Action required

## Community Engagement Activity Evaluation

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Thank you for participating in today's event. Your feedback is very important to us. Please complete this Community Engagement Evaluation Form and leave it with us before you depart.

### How did you learn about this Community Engagement event?

- |   |   |
|---|---|
| <input type="checkbox"/> The Guelph Mercury     | <input type="checkbox"/> The Guelph Tribune |
| <input type="checkbox"/> City of Guelph website | <input type="checkbox"/> E-mail             |
| <input type="checkbox"/> Word of mouth          | <input type="checkbox"/> Letter/flyer       |
| <input type="checkbox"/> Poster                 | <input type="checkbox"/> Facebook/Twitter   |
| <input type="checkbox"/> Other (please specify) |   |

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### How did you participate?

- Attended event
- Participated online
- Other (please specify)

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### What did you enjoy/like the most about the Community Engagement activity?

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If you have an accessibility related need, were your needs met?  Yes  No

Please rate the following statements:

At the Community Engagement Activity...	Agree	Somewhat Agree	Somewhat Disagree	Disagree
The reason for the event and use of my input was explained				
The level of participation was identified (inform, consult, engage/collaborate, or empower*)				
I felt my ideas were given serious consideration				
Time was effectively managed				
My participation was worthwhile				
I was given the right information in order to participate meaningfully				
I gained new insights/knowledge				
There were good opportunities to discuss and participate				
I know what needs to be considered in order to move forward				
I learned how I will receive feedback				
The decision making process and the role of City Council was explained				

\* **Consult** = obtain feedback on analysis, alternatives and/or recommendations;

\* **Involve/Collaborate** = work directly with the community throughout the process to develop options and identify preferred directions;

\* **Empower** = place final decision making in the hands of the public

On a scale of 1 to 5, what overall rating would you give this event (circle one)?

Outstanding 1 2 3 4 5 Poor

Please share additional comments:

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If you would like follow up on this feedback form or the activity you attended, contact the City of Guelph Community Engagement Coordinators:

[Kelly.Guthrie@guelph.ca](mailto:Kelly.Guthrie@guelph.ca) at 519-822-1260 x 2679 or

[Rodrigo.goller@guelph.ca](mailto:Rodrigo.goller@guelph.ca) at 519-822-1260 x 2676

## THANK YOU FOR YOUR FEEDBACK.

The information you have provided will help enhance future Community Engagement events held by the City of Guelph.

## Community Engagement Project Evaluation (Internal)

Evaluating the community engagement process is important. The evaluation is not about whether the participants agreed with the final decision but rather, if the process itself was effective. What could have been better? What worked? What didn't work? What was learned to improve future processes?

Often times people want to have answers to the obvious questions such as how many people attended? What did they say? These are important indicators but don't necessarily relate to the public engagement process itself. That is why the City's Guiding Principles for Community Engagement provide the best basis for evaluation.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City will build relationships with residents by using a range of tools to engage varied audiences.

Indicators	Yes	Partially	No	N/A
A broad representative sample of the public participated in the CE process.				
"Hard to engage" stakeholders were involved in the process				
Did more people participate in the process than was expected?				

How many people were involved in the process? Was that more or less than you expected? Why? How could that have been changed? How effective were the efforts to involve "hard to engage" stakeholders?

**Comments:**

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2. **Early Involvement:** The City will involve the public as early as possible in the community engagement process so residents have time to learn about the issue and actively participate.

Indicators	Yes	Partially	No	N/A
The public was involved as early as possible in the process				
Communication about the process was timely and easy to understand				

**Comments:**

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3. **Access to Decision Making:** The City will design processes that will give stakeholders the opportunity to influence decisions.

Indicators	Yes	Partially	No	N/A
The process was appropriate to the magnitude of the question at hand.				
Information was understandable and unbiased				

**Comments:**

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4. **Coordinated Approach:** The City will coordinate community engagement activities to use community and City resources effectively.

Indicators	Yes	Partially	No	N/A
The process was cost-effective				
All City departments that needed to be involved in the process were represented and participated.				
The process was designed to respect stakeholders' time constraints <ul style="list-style-type: none"> <li>• Use of electronic participation methods whenever possible</li> <li>• Easy to understand information</li> <li>• A variety of ways to participate</li> <li>• Meetings were held in buildings close to stakeholders' homes</li> </ul>				

**Comments:**

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5. **Transparent and Accountable:** The City will design processes that are open and clear. Participants will understand their role, the level of engagement and the outcome of the process.

Indicators	Yes	Partially	No	N/A
The participants understood the process and how the decisions were made.				
The participants understood how their input was used.				
The decision makers considered the participant's input				

**Comments:**

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6. **Open and Timely Communication:** The City will provide information that is timely, accurate, objective, easily understood, accessible, and balanced.

Indicators	Yes	Partially	No	N/A
Information was understandable and unbiased				

**Comments:**

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7. **Mutual Trust and Respect:** The City will engage the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.

Indicators	Yes	Partially	No	N/A
Participants felt respected and their views valued				
Participants understood how their input was used.				
The decision makers considered participant’s input				

What was the quality of their input (i.e. check boxes = low quality, open ended questions = high quality)? Were the handouts/PowerPoints/surveys/etc. easily understood by the participants? What required explanation? How could that have been improved?

**Comments:**

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8. **Evaluation and Continuous Improvement:** The City will commit resources to evaluating engagement processes to ensure engagement activities are effective.

Indicators	Yes	Partially	No	N/A
An evaluation process was included in the community engagement plan and was completed.				
Recommendations for improvements are noted and acted upon.				

**Comments:**

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9. **Equitable Engagement Process:** The City will design an engagement process that allows all members of the public a reasonable opportunity to contribute, developing a balanced perspective.

Indicators	Yes	Partially	No	N/A
The community engagement process was unbiased.				
There were a variety of ways for participant involvement in the process.				

**Comments:**

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## Community Engagement Event Registration Card

- I wish to be kept informed about this project.
- Please let me know about other opportunities to provide input to projects in my neighbourhood.
- Please let me know about other opportunities to provide input to projects in the City of Guelph.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

(if applicable)

**Notice of collection:**

The personal information on this form is collected pursuant to the *Municipal Act, 2001* and in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. This information will be used for the purposes of participation in, and administration of Community Wellbeing Initiative within the City of Guelph. At no time will your personal information be used or disclosed without your express written consent. Questions regarding this collection should be directed to the City of Guelph Access, Privacy and Records Specialist at 519-822-1260 x 2349.

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## Community Engagement Event Registration Card

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Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

(if applicable)

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## Community Engagement Tools



Developed by:  
The Community Engagement Team  
Community and Social Services

**Kate Bishop**, Supervisor, Community Engagement  
**Rodrigo Goller**, Community Engagement Coordinator  
**Kelly Guthrie**, Community Engagement Coordinator

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## Tools to Share Information

These tools can be used to promote any engagement activity. Consider using multiple tools to reach the target audience in a variety of ways. The more people see the message, the more likely they are to remember it. Note that tools in this section are NOT suitable to engage community members, however they are useful to let people know that there is an opportunity to participate in an engagement activity.

Blogs	Inform	
<p>Blogs are discussion or information web pages that have an established following. Engagement activities can be promoted via blog. The following blogs are active: <a href="#">Mayor's Farbridge</a>, <a href="#">Councillor Furfaro</a>, <a href="#">Councillor Findlay</a>, <a href="#">Councillor Guthrie</a>, <a href="#">Councillor Piper</a>, <a href="#">Guelph Civic League</a>, <a href="#">59 Carden Street</a>, etc.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience is/includes the community at large</li> <li>• Community members are asked to share the invitation amongst their social and/ or professional networks</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Target audience may not have access to the internet</li> </ul>
Central Information Contact	Inform	
<p>A designated City employee serves as a single point-of-contact for inquiries about the project or initiative.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The City needs to provide reliable access to information and address concerns raised by people</li> <li>• There is a high level of community interest over issues/project</li> <li>• Rapport needs to be built between City and community members</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The City employee appointed to be the main contact may not have all the answers about the project or issues</li> </ul>
Earned Media	Inform	
<p>Media coverage that is free because reporters or publications find the topic interesting or newsworthy.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The project/issue is of interest to the community at large</li> <li>• Credibility/popularity of a media source can be leveraged to promote the project/issue</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Issue is too complex or not newsworthy; media contact may choose to 'edit/adjust' information or not publish it</li> <li>• The message or information made public requires a high level of control</li> </ul>
EventBrite	Inform	
<p>An event ticketing system that creates an online registration page. When participants register, their contact information and additional information can be collected (accommodation requirement, dietary restrictions, etc).</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• There is a specific event with set date and venue such as a workshop, symposium, etc.</li> <li>• Registration for the event is required</li> <li>• Participants need to receive additional information before the event</li> <li>• Participants can share the event invitation via their social network</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Email addresses for target audience are unknown or not available</li> <li>• Target audience may not have access to the internet</li> </ul>



Fact Sheets/FAQ's Inform		
Frequently Asked Questions (FAQ's) or Fact Sheets provide information about a particular issue or project, usually in one or two double-sided pages, available online and at any in-person meetings.	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• It is necessary to provide greater detail about a project or issue</li> <li>• Stakeholders' concerns or issues have been identified or may be anticipated</li> <li>• Stakeholders may not have a common understanding of an issue</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The project or issue cannot be explained using plain language</li> <li>• The information would take more than two double sided pages to explain</li> </ul>
Flyers/Posters Inform See Page 27		
Print information inviting participation in a decision making activity or process. They can be posted or hand delivered in public areas such as Service Guelph, public libraries, community centres, bus terminals, etc.	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience includes patrons of venues where flyers are posted/delivered</li> <li>• Flyers/Posters are used in conjunction with other methods; Posted/distributed print materials can easily be missed or ignored as advertisements</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Target audience is mainly youth</li> <li>• Information may not be easily conveyed in a few words</li> <li>• There is not enough staff support to post or deliver print materials</li> </ul>
Newsprint Ads Inform See Page 33		
Print advertisements on newspapers, magazines, newsletters, etc. The City has dedicated 'City Pages' on the <a href="#">Guelph Tribune</a> which are printed every Tuesday and Thursday. Other local publications include <a href="#">Snap Guelph</a> , <a href="#">the Ontario</a> , <a href="#">The Peak</a> , and <a href="#">Guelph Mercury</a> .	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience is/includes the community at large</li> <li>• The project/activity must comply with legislated requirements</li> <li>• Anyone is welcome to participate in the engagement activity</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There are limited funds/time to promote the project</li> <li>• There is no need to engage the community at large (for example, when issue only affects residents in one street)</li> </ul>
On-Line Advertisements Inform		
Advertisements on Google, Facebook, twitter, newspaper websites, blogs and other internet locations. These can sometimes (Facebook, Google, etc) be targeted to specific demographic groups.	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience is not captured with conventional methods like newspaper, direct mail, etc.</li> <li>• The message can be conveyed in few words, with an image or short video</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The target audience may not have access to the internet</li> <li>• The engagement activity is not open to the community at large</li> </ul>
Post Cards/Door Hangers Inform		
Well designed postcards and door hangers can stand out from other print ads and may be more effective than flyers/posters at grabbing people's attention. Stick-on handbills can also be used instead of conventional door hangers.	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience has a defined geographic scope (for mailing of post-cards or distributing of door hangers)</li> <li>• There is a short timeline to share information</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Message is not easy to convey in few words</li> <li>• There is limited budget (to mail out) or staff capacity (to distribute door-hangers)</li> </ul>
Presentations Inform		
A presentation is a process of offering information in person, for consideration or explanation or to	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience includes the group attending the presentation</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The message is intended for the population at large and there is no</li> </ul>

introduce someone or something. Presentations can be organized at already established meetings for service clubs, special interest groups, community or non-profit organizations, faith groups, businesses, etc. Presentations can leverage the personal networks of those who participate.

- The audience needs to be persuaded to better understand the issue and explore different perspectives
- Information can be shared in a fun or dynamic format
- The City needs to build trust and rapport with individuals or groups

- capacity or time to organize multiple presentations
- The information being presented does not match the interests or the technical capacity of the target audience

**Promotional Videos**

**Inform**

Short videos suitable for online distribution. Highly effective when compared to traditional 'print' ads.

**Use When:**

- The target audience is/includes the community at large or youth
- A high profile project/initiative is being promoted
- The City needs to be 'innovative' and go the extra mile to engage community members

**Avoid When:**

- The issue can be easily misinterpreted
- There is not enough time or funds to develop the video

**Radio/TV Advertisements**

**Inform**

**See Page 37**

Short recorded (audio or video) messages that are broadcasted to create awareness or invite the community to participate in an engagement activity or provide feedback into a project or issue.

**Use When:**

- The target audience is/includes the community at large
- The message can be conveyed in a few sentences

**Avoid When:**

- The message is not easy to convey in a few sentences
- The engagement activity is not open to the community at large

**Signage**

**Inform**

**See Page 39**

Posters or billboards on the side of the road (mobile signs, sandwich boards, etc) or banners like those above the Norfolk Bridge.

**Use When:**

- A large audience needs to be reached
- The project/activity must comply with legislated requirements
- The target audience is based on or around a geographic area

**Avoid When:**

- Information cannot be conveyed with a few words
- The target audience does not include people who drive

*"My experience has been that people often wish to share their story or make a complaint. The challenge is to engage people by listening and linking their stories with your agenda."*



## Tools to Share Information and Consult

These tools can be used to both share information and to get information when consulting with community members. Note that some of the tools in the first section (Tools to Share Information) should also be used to promote the engagement activities.

City of Guelph Website	Inform - Consult	See Page 23
<p>Information posted on the City of Guelph website can be accessed through a link from other online advertisements. This is a good way to maintain an online presence and make documents or other information available to the public.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The engagement activity is open to the community at large</li> <li>• Additional documents or information will be made available</li> <li>• Other tools will be used to promote that the information is available on the City of Guelph website</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The target audience may not have access to the internet</li> <li>• Documents provided are very large as users may have trouble downloading big files</li> </ul>
Email/Direct Mail	Inform - Consult	
<p>Direct email or direct mail messages with identified stakeholders are the primary ways of providing information and consulting. Please note that personalized emails and letters are more likely to be read than generic messages. Emails can be managed through 'list-servers', electronic mailing lists where one person can send communications to a large number of people using a single email address. Emails and direct mail can be effective in any situation</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• All stakeholders have been identified and (1) their contact mail/email is available and when using email, (2) stakeholders have given permission to be contacted</li> <li>• The project/activity must comply with legislated requirements</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The topic of information or consultation is not something the individual has given permission to be contacted about.</li> <li>• Direct mail/Emails is the only information sharing tools being used to reach the target audience</li> </ul>
Expert Panels	Inform - Consult	
<p>A public meeting in which subject area experts are invited to discuss an issue. Attendees can ask questions that clarify a complex issue. This will inform stakeholders and City employees on specific technical issues around a project.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Specific or technical answers are needed to address questions, comments or concerns raised by stakeholders</li> <li>• The information that needs to be provided is too complex for a Fact Sheet or FAQ</li> <li>• Scientific misinformation needs to be dispelled</li> <li>• There are questions about motives and impartiality. External experts can mitigate those questions and increase trust</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Impartial technical experts (who are not City employees) are not available</li> <li>• There is not enough time or resources to organize the expert panel</li> </ul>

<b>Facebook</b>	<b>Inform - Consult</b>	
<p>Social media platform where ‘events’ can be advertised and participants can promote those events within their social network. Facebook is one of the most widely used social media platforms and is considered an effective way to promote events.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The message needs to reach a large audience and the engagement activity is open to the community at large</li> <li>• Stakeholders are invited to participate in an event or sessions</li> <li>• Comments or feedback can be solicited from the community at large</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The number of participants needs to be controlled</li> <li>• The target audience may not have access to the internet</li> </ul>
<b>Field Trips</b>	<b>Inform - Consult</b>	
<p>Tours of a project site or a comparable site led by a project manager or another well informed City employee or consultant, for stakeholders, community members, media and elected officials to gain a greater understanding of issues and implications.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The City needs to develop rapport with stakeholders</li> <li>• Project or issue is complex and may not be explained easily using other methods</li> <li>• There is misinformation about the physical scope or impact of the proposed project</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• A large number of participants need to be involved</li> <li>• Project site may reveal unintended conditions</li> <li>• There could be a demonstration against the project</li> </ul>
<b>Information Kiosk</b>	<b>Inform - Consult</b>	
<p>A temporary station or field office set up in a public space where project information is available and City employees can interact directly with community members. Information kiosks can be set up at festivals, events, malls, arenas, etc.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The community at large will be affected by the project</li> <li>• The City wants to build rapport with community members</li> <li>• Community members are invited to participate in a consultation or to provide brief via a survey or questionnaire</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The issue is highly political and the stationed City employee may be at risk from angry individuals</li> <li>• There is no supporting documentation for individuals to take with them</li> <li>• The issue is not of interest to the community at large</li> </ul>
<b>Open Houses</b>	<b>Inform – Consult</b>	<b>See Page 35</b>
<p>An open house is a public meeting where participants can visit information stations and discuss topics with project staff or technical experts. These are informal meetings and any information being presented should allow participants to self select the pieces of information which interests them, and participants should be able to work at their own pace.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The target audience is/includes the community at large</li> <li>• The audience needs to be persuaded to better understand the issue and explore different perspectives</li> <li>• The City needs to build trust and rapport with individuals or groups</li> <li>• The project has several or complex components</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• In depth consultation is required</li> <li>• City employee resources are not available to appropriately respond to questions</li> <li>• Appropriately sized and physically accessible spaces are not available</li> </ul>

Telephone Hotlines		
<p>A local (or toll free), well promoted telephone number where community members can call to seek information, ask questions or even submit comments.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The message needs to reach a large audience and the engagement activity is open to the community at large</li> <li>• The City needs to build trust and rapport with individuals or groups</li> <li>• The project has several or complex components</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The project may not be of interest to the community at large</li> <li>• Components of the project require visual aids and may not be easily described in a telephone conversation</li> </ul>
Telephone Town Halls		
<p>Formal meetings held like ‘conference calls’, where participants can join the session from the comfort of their home. Telephone town halls are recorded and this can be posted on the City website for those who were not able to participate in the call.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The community has a high level of interest on the project or issues</li> <li>• The community-at-large should be encouraged to participate</li> <li>• It would be beneficial for participants to hear each other’s questions and concerns</li> <li>• The City needs to develop trust and increase transparency over the issue or project</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There may not be much interest from community members</li> </ul>
Town Hall Meeting		
<p>Formal meetings with scheduled presentations. These meetings are often legislated to provide opportunity for the public to speak directly with staff or council members. These meetings are open to the public at large.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The project/activity must comply with legislated requirements</li> <li>• Community members should hear what each other has to say</li> <li>• Community members would benefit from directly interacting with project staff</li> <li>• Technical information will be presented using graphics</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There is no legislated requirement to host a public meeting</li> <li>• The issues are highly controversial and community input needs to be managed</li> </ul>
Twitter		
<p>Social media messaging tool where short messages (140 character limit) can be shared between individuals. Corporate Communications manages the <a href="#">City of Guelph Twitter account</a>.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The message needs to reach a large audience and the engagement activity is open to the community at large</li> <li>• The target audience includes youth</li> <li>• Messages can be expressed in less than 140 characters</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The project deals with sensitive or complex issues that could be misunderstood or misinterpreted</li> <li>• There is not enough staff capacity to monitor and provide timely and accurate responses to twitter messages</li> </ul>

**Ward Meetings**

A meeting designed for City employees, Councillors or Mayor, consultants, key stakeholders or community groups to provide information and facilitate discussion of City wide projects. Can also be used to discuss neighbourhood or Ward specific issues.

**Inform - Consult****Use When:**

- Issues are specific to Wards or neighbourhoods
- The engagement activity is open to the community at large or all members of specific neighbourhoods or Wards
- Misinformation about a project needs to be clarified

**Avoid When:**

- There is no clear question being asked of the participants
- There are other “hot” topics of discussion could take over the original intent of the meeting



## Tools to Consult, Involve and Collaborate

These tools can be used to consult, involve and collaborate with community members. The goal of involving is to obtain more in-depth information for City employees to develop alternatives and decisions to be made. The goal of collaborating is to have City employees and community members participate in a dialogue to develop alternatives and recommend solutions that take into account the hopes and concerns of all stakeholders.

Advisory Committees	Consult – Involve	See Page 19
<p>Advisory Committees of Council allow dedicated community members to provide input in into specific issues on an ongoing basis. The City of Guelph has 15 advisory committees:</p> <ul style="list-style-type: none"> <li>• <a href="#">Accessibility Advisory Committee</a></li> <li>• <a href="#">Cultural Advisory Committee</a></li> <li>• <a href="#">Downtown Advisory Committee</a></li> <li>• Economic Development Advisory Committee</li> <li>• <a href="#">Environmental Advisory Committee</a></li> <li>• <a href="#">Guelph Museums Advisory Committee</a></li> <li>• <a href="#">Heritage Guelph</a></li> <li>• Locomotive 6167 Community Advisory Committee</li> <li>• Municipal Property and Building Commemorative Naming Committee</li> <li>• <a href="#">Organic Waste Processing Facility Public Liaison Committee</a></li> <li>• <a href="#">Rivers Systems Advisory Committee</a></li> <li>• Solid Waste Management Master Plan Review Public Steering Committee</li> <li>• Transit Advisory Committee</li> <li>• <a href="#">Water Conservation and Efficiency Public Advisory Committee</a></li> </ul>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The project or components of the project fall within the mandate of any Advisory Committee of Council. Please see the information sheet for each Committee’s mandate</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The project or initiative is not relevant to the Advisory Committee of Council</li> </ul>

<p><b>Backcasting</b></p>	<p><b>Consult - Involve – Collaborate</b></p>	
<p>A meeting technique used to develop a road-map of actions needed to reach a desired end goal. The end-goal can be decided before the session or developed through a visioning process. The back casting session focuses on visioning the future goal back through incremental stages to the present, and collaboratively identifying the actions needed to move the community towards the end goal.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The project can leverage participant’s knowledge, experience and networks</li> <li>•It is possible to take different and innovative approaches to accomplish the project goal</li> <li>•The City wants to build rapport with community members by involving them early in the project design stage</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•The process to develop and implement a project or initiative has already been defined</li> </ul>
<p><b>Delphi Process®</b></p> <p>The Delphi Processes is a method of obtaining agreement on issues amongst a group of people without the need for in-person group meetings. It involves several iterations of participant responses to a questionnaire (online or via mail), where the results are tabulated and the questions/position is sent back to all participants until additional rounds do not result in significant changes.</p>	<p><b>Involve – Collaborate</b></p> <p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The community engagement timelines allow for community involvement over several weeks or months</li> <li>•The City wants to leverage the knowledge, skills and experience of a large number of individuals without requiring that they meet in person</li> <li>•The consultation is open to participants from different geographic locations</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•The topic may not hold people’s interest for more than one round of answers</li> <li>•City employees are not available to compile responses and follow up with all participants during each round of questions</li> </ul>
<p><b>Design Charrettes</b></p> <p>Sessions where participants become involved in the design of project features. Design Charrettes have traditionally been used in urban planning meetings and can be used to involve participants in the development of alternatives.</p>	<p><b>Involve - Collaborate</b></p> <p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The project allows for stakeholders to participate in the design stage</li> <li>•There is flexibility to allow for creative ideas</li> <li>•The City is open to developing partnerships &amp; working relationships with stakeholders</li> <li>•The City needs to develop trust and show transparency</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•There is not enough time or employee resources to accommodate participant input</li> <li>•There is not a suitable amount of technical information to support the Charrette</li> <li>•The project is highly controversial and could be derailed by participants who have other issues</li> <li>•There is no flexibility to incorporate what is discussed in the session/s into the final design</li> </ul>



<b>Electronic Forums</b>	<b>Consult - Involve - Collaborate</b>	
<p>A web page where individuals register and participate in an on-line discussion. Participants register and are free to access the forum from anywhere at any time. This allows people to provide input at their own pace.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The target audience may not be able to attend in-person meetings</li> <li>•The project is highly complex and participants would benefit from having flexibility to provide input at their own pace</li> <li>•The project requires more meaningful/in-depth feedback than can be obtained during one in-person meeting</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•The target audience may not have internet access</li> <li>•City employee support to maintain the forum is not available</li> </ul>
<b>Focused Conversations</b>	<b>Consult – Involve - Collaborate</b>	
<p>A structured approach to exploring a challenging situation or difficult issue by using series of questions arranged in four stages:</p> <p><b>Objective</b> – review facts  <b>Reflective</b> – review emotional response to the issue  <b>Interpretative</b> – review meaning of those responses in light of the facts  <b>Decisional</b> – consider future action</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The decision makers need to understand how community members feel about an issue and how the decision will personally affect them</li> <li>•The discussion could benefit from sessions with families or close knit community groups</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•Working with very large groups</li> </ul>
<b>Focus Groups</b>	<b>Consult</b>	<b>See Page 29</b>
<p>Focus groups convene 6-8 participants to participate in an in-depth discussion about an issue. An established format and trained facilitator can effectively ‘dig deeper’ for participants’ insight.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The project or issue is complex and requires in-depth exploration</li> <li>•The City needs to provide opportunities for input from underrepresented individuals</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•There is only sufficient resources for one engagement activity – focus groups work well in coordination with other engagement tools</li> <li>•Skilled facilitators are not available</li> </ul>
<b>Key Informant Interviews</b>	<b>Consult</b>	<b>See Page 31</b>
<p>Interviews with identified stakeholders or technical area experts to obtain in-depth information about their views on a particular issue.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The project is highly controversial and City employees would benefit from speaking with different stakeholders to gather information</li> <li>•The project requires baseline data against which to measure change/progress</li> <li>•The City wants to build rapport with participants</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•Stakeholders would benefit from hearing each other’s views</li> <li>•There is a perceived lack of transparency around the project</li> </ul>

<b>Kitchen Table Discussions</b>	<b>Consult</b>	
<p>Informal meetings of community members with no City employees present, to discuss a specific topic, record their comments and provide this information back to project staff for consideration.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Stakeholders can invite neighbours, friends and family to provide feedback and suggestions</li> <li>• Identified stakeholders may not otherwise become involved in municipal events or activities</li> <li>• The City needs to build rapport with participants</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The process of information collection needs to be controlled</li> <li>• There is a risk of information being misinterpreted</li> </ul>
<b>MetroQuest</b>	<b>Consult - Involve</b>	
<p><a href="#">MetroQuest</a> is digital engagement software that allows participants to provide feedback on community priorities, transportation and urban planning, scenario exploration and funding and budgeting alternatives via their personal computers/tablets, electronic kiosks or facilitated interactive meetings.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The project is larger and the City needs to make an effort to engage a large number of stakeholders</li> <li>• The City wants to show innovation and make it easy for stakeholders to provide input into the project</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There are limited timelines to develop the engagement strategy</li> <li>• The City may be criticized for spending too much on this project</li> <li>• There are limited funds to engage the community</li> </ul>
<b>Open Space Technology</b>	<b>Consult - Involve - Collaborate</b>	
<p>This is an approach for hosting public meetings that focus on a specific and important purpose or task. It starts without any formal agenda, beyond the overall purpose or theme. Open Space Technology pairs well with other tools such as revolving conversations, design charrettes, backward design planning exercises, etc.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Participants are able to set priorities and focus on what they care most about</li> <li>• During the initial stage of the project, to define the issues and identify synergies with community groups or individuals</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The method of information gathering needs to be controlled</li> <li>• There is a risk that participants will take a direction which the City is not able to support</li> <li>• Information can easily be misinterpreted</li> </ul>
<b>Revolving Conversations</b>	<b>Consult - Involve - Collaborate</b>	
<p>A meeting that is designed to facilitate meaningful conversations on controversial topics in various group sizes. Conversations occur without facilitation in several small groups.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Participants would benefit from building rapport and listening to each other's views and perspectives</li> <li>• The issues are controversial</li> <li>• Appropriate venues and extended meeting times can be arranged</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There is a high level of distrust towards the meeting organizer or among participants</li> <li>• A meeting space for several small group discussions is not available</li> </ul>

<b>Surveys/Comments Forms</b>	<b>Consult</b>	
<p>Surveys are tools to obtain specific information from respondents. Comment forms can be used to obtain more general information from respondents. Surveys and forms may be completed online or handed out in public meetings.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Information needs to be gathered from a large number of people</li> <li>• The views of less vocal participants may not be heard in a meeting</li> <li>• Identified stakeholders may not be able to attend meetings</li> <li>• The City needs to compare the needs and preferences of participants</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• Stakeholders would benefit from speaking with each other</li> <li>• City employees are not clear on what information is needed</li> </ul>
<b>Symposium</b>	<b>Consult - Involve - Collaborate</b>	
<p>A meeting or conference designed to discuss a particular topic. This may involve multiple speakers and multiple aspects to the topic. Symposiums usually require a half or full day.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Participants would benefit by hearing from technical experts with different views on a particular topic</li> <li>• The issue or project is highly complex and multiple activities would help participants develop informed feedback</li> <li>• The City needs to highlight and create excitement about a topic</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There is a danger of being criticized for spending too much on resources for the particular project</li> <li>• There is not significant stakeholder interest in the topic</li> </ul>
<b>Unconference</b>	<b>Consult - Involve - Collaborate</b>	
<p>This is a participant-driven meeting. It tries to avoid one or more aspects of a conventional conference, such as high fees, sponsored presentations, and top-down approaches.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Participants have the ability to take discussions in any direction, such as the problem definition stage of a project</li> <li>• Identified stakeholders may feel disengaged by standard, structured meetings</li> <li>• The City wants to show innovation and flexibility</li> <li>• Participants are encouraged to contribute their skills and ideas to shape the process</li> <li>• Identified stakeholders have a strong sense of ownership</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The results of the meeting need to fall within strict parameters</li> <li>• The process may be sidetracked by individuals with personal agendas</li> <li>• Participants do not have a clear understanding of their common ground</li> </ul>

**Workshops**

A public meeting where participants work in small groups on defined assignments.

**Involve – Collaborate****Use When:**

- Participants need time to discuss and understand complex issues
- Participants hold diverging views that needs to be worked through
- The City wants participants to providing constructive input to define the issue, develop evaluation criteria or alternatives

**Avoid When:**

- Data developed through the workshops cannot/would not be used by the decision makers



## Tools to Collaborate & Empower

These tools can be used to involve community members in decision making processes. When collaborating City employees and community members work together to identify the issue/problem, develop criteria for a successful resolution and develop alternatives that will take into account everyone’s concerns and suggestions. Even if certain concerns are not resolved, the results will best reflect the overall consensus of the community participants in the process.

When City employees empower community members, the final decision is given to community members/groups and the role of the City is then to facilitate those discussions and empower community members to take ownership over the result of the process.

Citizen Juries®	Collaborate - Empower	
<p>Group of residents are selected/invited to learn about an issue and then examine the data by questioning decision-makers, technicians, and interested parties –all of whom are witnesses to the decision making process.</p>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The City wants to empower community members to take ownership over a decision-making process</li> <li>•The project requires community input that is thoughtful and well informed</li> <li>•There is no clear solution and the decision makers requires consensus that is well informed and thoughtful</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•The decision makers are not committed to handing over that decision making power to community members</li> <li>•The citizen jury selection would not reflect the diverse views of the community at large</li> <li>•If the time and resources to establish a well facilitated process are not available</li> </ul>
Decision Making Board	Involve - Collaborate - Empower	
<p>City appointed boards are composed of community members who convene to oversee a certain project/initiative on an on-going basis. These boards are entrusted with decision making power. There are six City appointed boards:</p> <ul style="list-style-type: none"> <li>•Downtown Guelph Business Association</li> <li>•The Elliott Board of Trustees</li> <li>•Guelph Cemetery Commission</li> <li>•Guelph Police Services Board</li> <li>•Guelph Public Library Board</li> <li>•Guelph Sports Hall of Fame Board of Directors</li> </ul>	<p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>•The project falls within the mandate of a given board</li> <li>•A long term project requires significant community input and supervision</li> <li>•The expertise or lived experience of the board would help to inform decisions</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>•The project does not fall within the mandate of the board</li> </ul>

<p><b>Deliberative Polling®</b></p> <p>Community members are selected at random to represent the views and opinions of the wider community. Prior to meeting, the participants are given a balanced brief so everyone has the same information. After a series of discussions, participants are polled. This method was developed by Dr. James Fishkin, Director of the <a href="#">Center for Deliberative Democracy at Stanford University</a>.</p>	<p><b>Collaborate - Empower</b></p> <p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• The City needs to take into account the perspective of the public at large and members of silent majority</li> <li>• There is misinformation or the issues may be misunderstood by the community at large</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• The issue is not complicated and there is a clear sense of consensus for how to proceed amongst community members</li> </ul>
<p><b>World Cafes®</b></p> <p><a href="#">World Cafes</a> is process where several simultaneous conversations take place in response to a set of pre-determined questions. Participants change tables during the process whenever they feel like it and focus on identifying common ground in response to each of the questions.</p>	<p><b>Consult - Involve - Empower</b></p> <p><b>Use When:</b></p> <ul style="list-style-type: none"> <li>• Participants are able to deliberate and define the issue, choose criteria for success or develop alternatives through meaningful discussion</li> <li>• The City wants to show innovation and empower community members to take ownership of a decision</li> </ul>	<p><b>Avoid When:</b></p> <ul style="list-style-type: none"> <li>• There are tight or well defined parameters around a project and ideas developed by the participants may not be implemented</li> </ul>



## Advisory Committees



### Accessibility Advisory Committee

**Purpose:** The role of the Accessibility Advisory Committee is to advise Guelph City Council on its accessibility plan and review selected site plans and drawings for new buildings or developments.

**Contact:** Leanne Warren, Administrator of Disability Services, Community & Social Services, T: 519-822-1260 ext. 2670

### Cultural Advisory Committee

**Purpose:** The Committee will provide guidance and input to staff on arts, culture and entertainment matters to further the City's strategic goals.

- To assist and advise staff on the development and review of policy relating to cultural development;
- To assist with the implementation of the Public Art Program;
- To provide input into the Culture & Tourism Department's long-term strategic planning;
- To help develop ongoing connections between community cultural groups, individuals, and the City in order to enhance and promote effective communication;
- To assist staff in connecting with community businesses and organizations to develop new partners, and sponsorship opportunities;
- To champion the integration of arts and culture development plans into related City plans, such as the Official Plan and various master plans.

**Contact:** Astero Kalogeropoulos, Arts & Culture Program Officer, Community & Social Services, T 519-822-1260 ext. 2629

### Downtown Advisory Committee

**Purpose:** Appointees to this committee will act as a strategic advisor to facilitate visioning, planning and coordination on projects/issues/plans within Downtown Guelph; advise in the preparation, maintenance, and updating of the *Downtown Business Plan* outlining key priority areas promoting city-wide economic development efforts; work with staff and Council to ensure the Downtown Business Plan supports priorities with appropriate funding mechanisms and options; act as a champion for Downtown Guelph supporting collaboration, entrepreneurship and investment; form subcommittee(s) of its members and/or other interest groups or individuals to respond with specific issues/projects.

**Contact:** Ian Panabaker, Corporate Manager, Downtown Renewal, T: 519-822-1260 ext. 2475

### Environmental Advisory Committee

**Purpose:** To provide advice and assistance to City Administrative Staff in Planning and Management with respect to conservation of the natural environment.

- The EAC is a technical advisory Committee established by and responsible to City Administration and through the Planning, Building, Engineering and Environment Committee. The EAC will provide

recommendations to Administration on submitted planning applications in accordance with Council adopted Terms of Reference.

- The intent of EAC is to not delay development, but to be involved in an early stage of the process in order to keep developments moving. The response time for applications is 30 to 60 days. Applications must be complete in order to be processed within the respective time frame.
- The EAC will review all formal development applications as referred by Planning Staff, with respect to Official Plan amendments, zoning by-law amendments and draft plans of subdivision.
- The EAC will examine such matters and issues as referred to the EAC by City Council and any of its Standing Committees, the General Manager of Planning Services, and any other Department through the City Administrator.
- The EAC reports through the Planning Department to the Planning, Building, Engineering and Environment Committee. (Council Resolution: November 7th, 1994)

**Contact:** Adele Labbe, Planning Services, T: 519-822-1260 ext. 2563

## **Heritage Guelph**

**Purpose:** This Committee is concerned with designations under the Ontario Heritage Act and will assist Council and the public in the field of architectural preservation.

**Contact:** Stephen Robinson, Senior Heritage Planner, PBE&E, T 519-822-1260 ext. 2496

## **Economic Development Advisory Committee**

**Purpose:** To champion and promote economic development directions and programs by providing leadership in the development and implementation of strategic action plans to stimulate business growth and jobs in the City of Guelph and strong community linkages with City Council.

- To advise Guelph Council and staff in the implementation of its Economic Development Strategy.
- To advise Guelph Council and staff on policies and programs consistent with an economic development strategy to sustain and nurture a strong economic base in the City of Guelph.
- To provide a forum for discussion and co-ordination of economic development initiatives between the City, the local business community and other community groups.
- To provide access to a network of business expertise in the community and to foster strategic partnerships between the public and private sectors.
- To monitor, review and update the Economic Development Strategy.
- To co-ordinate local economic development strategies in conjunction with the area wide Economic Development Corporation.
- Responsible for reviewing future twinning opportunities (*as passed by resolution Sept. 27/10*)

**Contact:** Peter Cartwright, General Manager of Economic Development, T: 519-822-1260 ext. 2820

## **Guelph Museums Advisory Committee**

**Purpose:** The Advisory Committee safeguards Guelph Museums' assets, including the collection and its care, on behalf of the community and is accountable to the City of Guelph. The Committee is to participate in strategic planning activities, initiate and participate in fundraising activities, act as ambassadors for the museums within the community, advise on approaches to increase and maintain membership, and to approve community museum operating policies as required by the Ministry of Culture, Sport and Tourism.

**Contact:** Tammy Adkin, Museum Director, 6 Dublin St. S., T 519- 836-1221 ext. 2775



### **Locomotive 6167 Restoration Committee**

**Purpose:** The Committee will coordinate fundraising and the restoration of the locomotive as a static display.

**Contact:** Derek McCaughan, Director of Operations & Transit, T 519-822-1260 ext. 2018

### **Municipal Property And Building Commemorative Naming Committee**

**Purpose:** The committee will help select and approve a proposed naming or renaming of the following municipal assets:

- Parkland
- Other Open Spaces
- Trails
- Structures and Public buildings.

**Contact:** Rory Barr-Templeton, Parks Planner, T: 519-822-1260 ext. 2436

### **Organic Waste Processing Facility Public Liaison Committee**

**Purpose:** The committee shall review and provide recommendations with respect to the Organic Waste Processing Facility, on annual operational and monitoring reports and other pertinent information. They will also provide a forum for dissemination, consultation, review and exchange of information regarding the operation of the Organic Waste Processing Facility, including environmental monitoring, maintenance, complaint resolutions, and new approvals or amendments to existing approvals related to the operation of the site.

**Contact:** Catherine McCausland, Manager of Operations, Solid Waste Services, T: 519-822-1260 ext. 2054

### **Transit Advisory Committee**

**Purpose:** The Committee will provide a forum for input, exchange of ideas and debate on conventional and mobility transit related issues with representation from all affected groups in the community.

**Contact:** Charlene Sharpe, Supervisor, Transit Business Services, T: 519-822-1260 ext. 2624

### **Property Standards/Fence Viewers Committee**

**Purpose:** The Committee established under The Property Standards By-law, hears appeals against orders issued under the By-law. The Committee has the authority to confirm, modify or rescind an Order and may extend the time for compliance, as long as the general intent of the by-law and the Official Plan and policy statement are maintained.

**Contact:** Rob Reynen, Manager, Inspection Services, PBE&E, T: 519-822-1260 ext. 2386

### **River Systems Advisory Committee (RSAC)**

**Purpose:** The RSAC will provide recommendations to City Staff and Council on the following items:

- Monitoring, implementation and updating of the River Systems Management Study
- Monitoring, implementation and updating of subwatershed studies
- Planning and implementation of stream restoration for channels not included in the subwatershed plans.

The issues to be dealt with by the committee are:

- Compatibility of land use in valley lands with river land values including natural and historical heritage concerns;
- Stream ecology with emphasis on water quantity and quality
- Trails, recreational access to streams and valley lands
- Education, engagement, awareness and partnerships of River systems

**Contact:** Adèle Labbé, Environmental Planner, PBE&E, T: 519-822-1260 ext. 2563

### **Guelph Sports Hall of Fame Board of Directors**

**Purpose:** To recognize and honour the achievements of Guelph individuals and teams who have attained prominence and distinction in any field of sport, and those who have made a major contribution to the development and advancement of sports in Guelph. To permanently record and give public prominence to the achievements of such individuals and teams in a public display centre.

**Contact:** Rich Grau, Sleeman Centre Facility Manager, Community & Social Services, T: 519-822-1260 ext. 2847

### **Water Conservation And Efficiency Public Advisory Committee**

**Purpose:** The Committee will provide an ongoing mechanism for feedback and advice to City Staff and Council on key aspects of implementation of the 2009 Water Conservation and Efficiency Strategy Update including the following items:

- Issues and opportunities to be addressed in the implementation of the Water Conservation and Efficiency Strategy Update.
- Alternative solutions.
- Design considerations.
- Community consultation and communication plans.
- Other relevant matters that City staff refers to the committee for feedback

**Contact:** Wayne Galliher, Water Conservation Project Manager, Waterworks, T: 519-822-1260 ext. 2106

### **Well Interference Committee**

**Purpose:** The Committee shall review any received appeals of a well interference complaint.

**Contact:** Peter Busatto, Waterworks, T: 519-822-1260 ext. 2165

## City of Guelph Website

**inform**

**consult**

involve

collaborate

empower

Information posted on the City of Guelph website can be accessed through a link from other online advertisements. This is a good way to maintain an online presence and make documents or other information available to the public.

### Participants

- Open to anyone with access to a computer, the internet and the skills to use it. Depending on the community, internet communication may not reach less affluent or less educated members of the community.

### Timing

- 24 hours and day, 7 days a week, 365 days a year
- Ensure that information is up to date and fresh. This depends on the time cycles of your projects and could be as often as daily or weekly or may need updating only annually.

### Preparation

- Consider your community engagement needs and how the internet and the City of Guelph Website might help to achieve your objectives
- Develop a plan for the web page. Understand how this will be found and used by the public.
- Ensure the plans for your pages do not exceed the limitations of the City of Guelph Website or the employees who support the web site
- Discuss content updates with Communications and/or web services to decide who updates the page.
- Develop timely material to post on the website.
- Design the page to meet the needs of your target audience



- Content and documents being posted must meet the AODA requirements which is to follow the WCAG 2.0 AA accessibility standards
- Test the pages with people not involved in your project for clarity, readability and navigation.

**Implementation**

- Once designed, developed and tested post your web pages
- Promote the site and URL to all of your marketing/ engagement channels
- Maintain and update the pages, respond to comments and emails regularly and on a regular basis evaluate and modify the pages

**Pros:**

- Reaches across distances
- Makes information accessible anywhere at any time
- Saves printing and mailing costs

**Cons:**

- User may not have easy access to the Internet or knowledge of how to use computers
- Large files or graphics can take a long time to download

**For More Information**

<http://guelph.ca/>

## Decision Making Boards



### **Downtown Guelph Business Association Board of Directors**

**Purpose:** To ensure the Downtown is a vibrant urban center for the community and that it remains the Community's civic, cultural, social and economic center; To improve business through the creation of a unique environment Downtown and the promotion and advertising of the varied businesses.

**Contact:** Marty Williams, Executive Director; 42 Wyndham St. N., Ste. 202, Tel: 519-836-6144

### **Board Of Trustees Of The Elliott Community**

**Purpose:** The Elliott Community is a charitable, not-for-profit senior's residence offering a continuum of residential and nursing services. This historical and unique facility in the heart of downtown Guelph, offers four lifestyle choices; independent living in life lease suites, supported living in retirement suites, enhanced support in Retirement Plus and full nursing care in our long-term care residence. Residents of The Elliott Community enjoy contemporary amenities, including, a café, salon, chapel, fitness room, games room and tuck shop.

The Board of Trustees is appointed by The City of Guelph, and is responsible to provide strategic direction, evaluation of The Elliott Community's financial and performance reports and to support the organization toward achieving its goals. Trustees are also required to advise and ensure legislative compliance of the organization and their reporting procedures.

**Contact:** Trevor Lee, Chief Executive Officer, The Elliott Community, 170 Metcalfe Street, T: 519-822-0491

### **Guelph Junction Railway Company Directors**

**Purpose:** The Company owns and operates 18 miles of track from Guelph to Guelph Junction as well as industrial tracks in the northwest industrial basin. Act of Parliament 1884, 47 Victoria Chapter 79. The Directors will advise on public policy issues related to the GJR, including land use, environmental planning and community governance.

**Contact:** Tom Sagaskie, Economic Development ext. 2825

### **Board Of Directors Of Guelph Municipal Holdings Inc.**

**Purpose:** Act in a strategic governance role, and regularly, and as required, advise, inform and make recommendations to the City as Shareholder on matters and opportunities pertaining to the operating companies reporting to the Guelph Municipal Holdings Company.

**Contact:** Donna Jaques, General Manager of Legal and Realty Services/City Solicitor, T: 519-822-1260 ext. 2288

## **Guelph Public Library Board**

**Purpose:** The Board shall seek to provide, in co-operation with other Boards, a comprehensive and efficient public library service that reflects the community's unique informational and recreational reading needs.

**Contact:** Kitty Pope, Chief Librarian, Guelph Public Library, 100 Norfolk Street, T: 519-824-6220 ext. 226

## **Guelph Police Services Board**

**Purpose:** Pursuant to Part III of the *Police Services Act, RSO 1990*, Part III, the Police Services Board is responsible for the provision of adequate and effective police services in the municipality. The Board appoints members of the municipal police service and determines the objectives and priorities for the provision of policing services in the municipality in consultation with the Chief of Police. The Board gives orders and directions to the Chief but not to individual members. As a civilian oversight body, the Board has general superintending authority over the municipal police service through policy development and specific administrative tasks, but not the day to day operations. The Board is responsible for developing the operating and capital estimates for the police service which are ultimately approved by Council. The Board, as the employer, is also responsible for collective bargaining with the police associations and other labour relations matters.

In accordance with the Act, the Board of a municipality whose population exceeds 25,000 shall consist of:

- a) the head of the municipal council, or if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;
- b) one member of the council appointed by resolution of the council;
- c) one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and
- d) two persons appointed by the Lieutenant Governor in Council

**Contact:** Nancy Nodwell (temporary), Guelph Police Services Board, Tel: 519-824-1212 ext. 213  
[board@police.guelph.on.ca](mailto:board@police.guelph.on.ca)

## Flyers/Posters



Flyers are one page advertisements intended for wide distribution. Posters are larger one page advertisements that can be placed in public places to promote an event or initiative.

### Participants

- Flyers can be used to promote engagement activities to groups of people who may receive the flyer in a specific place
- Flyers can be distributed to list serves electronically
- They can be posted in high traffic areas
- They can be handed out to selected groups of people at meetings or functions

### Timing

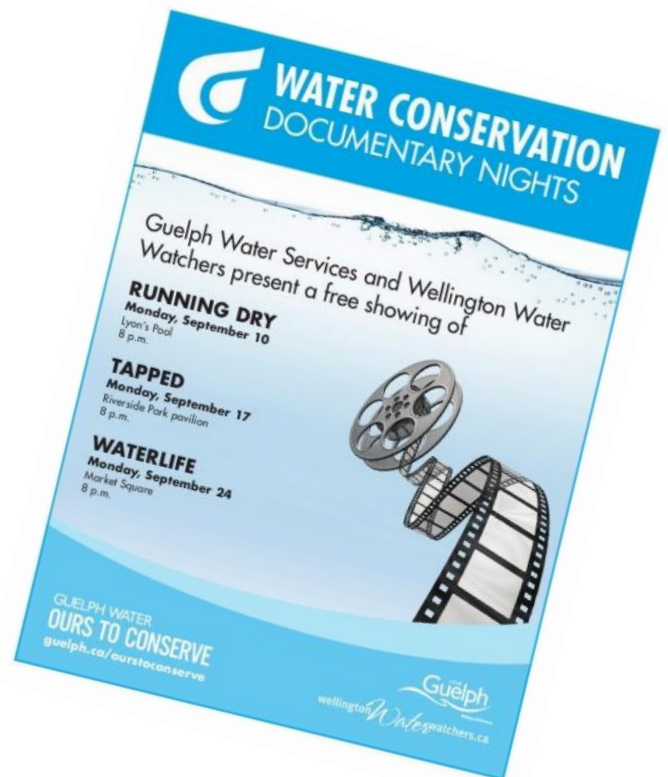
- Flyers can be used to promote one time engagement activities or can be used to promote long standing or ongoing engagement processes
- Remember where you post and leave flyers and take away remaining flyers when they are no longer relevant

### Preparation

- Review your engagement objectives to determine if flyers are the best way to connect with your target audience
- Review the flyer material to ensure it is appropriate for the audience

### Implementation

- Prepare the flyer content with your decisions to be made, key messages and pertinent information in mind
- Make flyers bright and eye catching with key messages in large font
- Test your message with people not involved in your project for clarity, readability and language that speaks to your target audience
- Use language that is inclusive and jargon free
- Include contact information for anyone needing more information
- Rip off tabs can be added to flyers for quick take away of contact information
- Ask for permission to post flyers by property owners
- Place or post your flyers in the areas determined as best for



**Pros**

- Can catch the interest of people in a place where they already go
- Can address issues or opportunities regarding the location where they are posted
- Are good for providing key messages and a few highlights of pertinent information
- Are flexible to be designed for various target audiences in format and language
- Can be a repetitive message for high traffic areas

**Cons**

- Flyers may not be read
- A flyer may become part of the scenery and lose its impact
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Limited capacity to communicate complicated concepts

**Data Collection**

- Before or after your engagement activities inquire where people heard about the opportunity and document when flyers were a point of notification or information for people

**Evaluation/Debrief**

- If people identify flyers as a point of information inquire if the flyer was readable, clear and engaging.



## Focus Groups



Focus groups are small group discussions with 6-8 participants. An established format and trained facilitator can effectively ‘dig deeper’ for participants insight.

### Participants

- A small group of individuals selected to represent either a stakeholder perspective or the diversity within a given population. Participants may be selected randomly.

### Timing

- Consider the needs of the group members who will attend the focus group
- Several focus groups can be held in one day
- Focus groups usually last 1-2 hours
- Typically, any given focus group meets only once

### Preparation

- Review the community engagement objectives to determine if a focus group can help you meet them
- Consider the participants you will need to know to participate in the discussion and the best way to recruit them
- Consider what you would like participants to contribute
- Consider timing, venues and invitations with a community engagement lens
- Ensure you have an appropriate and thorough way of collecting the information provided by the participants



### Implementation

- Set clear objectives for the information you wish to gather
- Prepare the necessary information for the participants
- Create a database of people who fit your criteria for participants
- Inspect and book venues
- Arrange for a skilled facilitator and ensure they are well briefed
- Send out invitations
- Coordinate responses and finalize lists of participants
- Send out any pre-reading material if applicable

**Data Collection**

- Decide what information you want to collect
- You can collect data via tape recorder, scribe, note taker, flip charts if you use a recording ensure you have gained permission to record the conversation
- Use the information you record to report on the findings and how you have used the information overall in your engagement

**Evaluation/Debrief**

- Ask participants if they felt informed enough to participate
- Ask participants if they felt they were able to contribute equally to the conversation
- Ask your project team if the information gathered was useful and if it will help decision makers with their decision

**Resources**

- Staff or an outside facilitator to lead the discussion
- Flip charts, markers or other recording equipment
- A neutral and comfortable space
- Refreshments such as coffee or tea and snacks

**Pros**

- Get in depth responses to an issue
- Can be very productive
- Gain a large amount of material in a relatively short time
- Effective way to evaluate different concepts and explore new ideas

**Cons**

- One person dominating the group discussion
- Unmanaged tensions over a passionate issue
- Lack of accessibility of the focus group
- Limited number of participants

**References**

- Morgan, David L., and Richard Kruegar. The Focus Group Kit.

Thousand Oaks, CA: Sage Publications, 1998.

## Key Informant Interviews



Interviews with identified stakeholders or technical area experts to obtain in-depth information about their views on a particular issue. They are typically, one on one conversation about a specific topic.

### Participants

- It is suggested to carefully consider who the key informant should be. Project teams should identify who is the best person or people to speak to a perspective on an issue.
- When you have finished with one interview ask that person, “Who else should I speak to?” you may find people with perspectives or expertise your project team have not considered
- Depending on the topic you could have anywhere from 10 – 25 interviews

### Timing

- Interviews can be easier to set up as there are only two schedules to consider.
- Key informant interviews can help set direction for your community engagement. Consider having them early on in your project.



### Preparation

- Decide what you would like to gather from your interview and how it will help your engagement activities and your decision
- Identify who you will interview and who should do the interviews
- Develop an interview guide. Interview guides are a list of questions designed to be answered in depth. The number of questions is usually small to ensure all questions can be fully explored.
- Decide upon where interviews will happen if they are not going to be on the phone and make appropriate reservations
- Schedule interviews. Allow for about two weeks to ensure the participants can make room for the interview in their schedule
- Forward the interview guide to the participant beforehand so they can gather needed information reflect upon their answers and feel prepared. Provide any background that is needed for full understanding of the project

**Implementation**

- Conduct the interview using your interview guide
- Be prepared to tell participants how their comments will be used in the engagement plan and the decision making.
- Explain the stage of the decision making process you are in for the project
- Remember to ask the participant for other key people they may suggest
- Thank participants for their participation in writing

## News Print Ads



Information that is printed in newspapers for a fee. This can include local papers such as the Mercury, Tribune or Ontarion or other paid notices. Tribune City Pages are included in this description.

### Participants

- Open to anyone with literacy skills
- The Tribune is a free paper delivered to the entire community and is accessible to everyone
- The Mercury is delivered only to those who have a paid subscription
- The Ontarion is a free university newspaper and reaches a smaller but distinct target audience



### Timing

- Each newspaper has different deadlines for print ready ads
- The Communications Department requires notification of the need for community listings at least one week in advance of receiving the ad copy for any newspaper ad
- Tribune ads for the City pages are due to Communications the Friday before the following Thursday ad is to be run

### Preparation

- Any newsprint ad that is developed to inform the public about City of Guelph community engagement must be vetted through the Communications department for consistency, brand guidelines etc.
- Contact Communications as soon as you are aware that you intend to use news print ads as an engagement tool

## Implementation

- Prepare your messages with your engagement question, your stakeholder profile and key messages in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Review the message with Communications until you and Communications are satisfied with the ad
- Ensure the ad is printed at times that will catch the attention of your target stakeholder audience and ensure they are given enough notice to plan to participate in your engagement activity
- Submit the ad to be printed in the selected newspaper and indicate the number of times the ad should be printed
- Promote the ad to all of your engagement stakeholders
- Consider this as only one of the ways you intend to connect with people

### Pros:

- Can reach a large audience
- Public look for information in regular format
- Allows for technical & legal reviews
- Documentation of community engagement facilitated

### Cons:

- High expense
- Materials may not be read
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Materials may not reach the intended audience
- Limited capacity to communicate complicated concepts
- Message may get confused as junk mail/not taken seriously

### For More Information

For more information of use of Print ads connect with City of Guelph Communications Department.

## Open Houses



Focus groups are small group discussions with 6-8 participants. An established format and trained facilitator can effectively ‘dig deeper’ for participants insight.

### Participants

- Open to the public. If the open house is offered for an extended time period they can be useful for a diverse audience
- Participants don’t have to stay for the whole meeting

### Timing

- Select a time that is convenient for people you expect to attend
- Consider the availability of target populations such as youth at school or people who work during the day or seniors who may be more comfortable during daylight hours
- Select an extended block of time. This can capture a larger audience and it helps people to take their time once there to self select all areas of interest. Two or more hours is suggested
- The more stations of information of subject experts there are the more time you may need to be open to allow for each person to fully participate

### Preparation

- Determine the objectives of your open house. Consider the information you want to provide the participants and what input would you like to gather from them
- Book spaces that are accessible and large enough to accommodate the number of stations you require. Book venues with enough time for set up
- Determine what information you want to convey and who is best to speak to each piece of information
- Prepare all of the displays, graphics, messages, signs and takeaway information you will need
- Review all of the materials you will use with the project team.
- Draft Q and A’s and other responses with the project team
- Confirm that all required project staff and subject experts can attend
- Prepare a plan to invite the public to the open house using a variety of tools to ensure you capture a large audience
- Plan for any equipment or refreshments

### Implementation

- Set up stations in consideration of both flow of material and walk ability of the space. Ensure there is enough room for wheelchairs or walkers and that people attending can pass each other
- Review key messages, drafted responses and key messages with the project team
- Ensure there is at least one person available for comments and questions at each station
- Provide them with name tags

- Greet participants as they arrive, ask them to sign up and orient them to the space and the stations (one of the materials produced in preparation could be a map of the space if there are several stations)
- When participants are leaving encourage them to fill in comment cards and thank them for their participation. Be prepared to tell them how their comments will be used

**Pros:**

- A good way to both provide information and to receive comments
- A good way to provide detailed understanding for multiple aspects of a project
- Use of visual information is good for people who need to see something to understand it

**Cons:**

- High level of coordination for multiple staff and experts
- Display materials and renderings can give the impression that decisions have already been made
- Comments and questions at stations may not be officially “on the record”

**Data Collection**

- Subject experts can record questions and comments they have heard from participants
- Comment cards can be made available at each station and at the exit
- Participant sign in sheets can provide a record of those who attended and can provide a mailing list for future engagement on the project
- A summary of the open house and comments can be used for decision making and to inform future community engagement regarding the topic

**Evaluation/Debrief**

- Debrief with all project staff and subject experts
- Ask about common themes of comments and questions
- Ask if participants seemed to understand the information that was provided
- Explore how the event met the engagement objectives
- Discuss if any action is required based upon participant comments or questions

**Resources**

- Tables and easels for displays
- Comment boxes
- Signs identifying each station, washrooms, refreshment area
- Any AV equipment if required for a display
- A small number of tables and chairs at refreshment area
- Tables and chairs at entrance and exit for sign in materials and comment boxes



## Radio/TV Advertisements



Radio or television advertisements are announcements or short videos that are broadcast on local radio or television.

### Participants

- Radio advertisements are heard by anyone tuned into the station you advertise on
- Each station has a different demographic of listeners
- People tune in and out. Repetition is important to get the message across

### Timing

- Notifications of your event should begin at least one week and as many as two weeks ahead of the event
- Run a schedule of radio ads with more than 18 commercials, preferably 24 or more at different times of the day to ensure maximum listeners hear your message
- Change your message the day of the event to signify that the event is “today” or “tonight”
- The Communications Department requires notification.

### Preparation

- Any newsprint ad that is developed to inform the public about City of Guelph community engagement must be vetted through the Communications department for consistency, brand guidelines etc.
- Contact Communications as soon as you are aware that you intend to use news print ads as an engagement tool

### Implementation

- Prepare your messages with your engagement question, your stakeholder profile and key messages in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Review the message with Communications until you and Communications are satisfied with the ad
- Ensure the ad is printed at times that will catch the attention of your target stakeholder audience and ensure they are given enough notice to plan to participate in your engagement



**Pros:**

- Can reach a large audience
- Can reach target audiences based on demographics
- Catches the attention of people who are auditory learner
- Allows for technical & legal reviews
- Documentation of community engagement facilitated

**Cons:****For More Information**

For more information of use of Print ads connect with City of Guelph Communications Department



## Signage



Signs are permanent or temporary structures designed to relay information. They are most commonly used in a place that is either significant to the area they are erected in or, where it is most likely to be seen by many people. They may include:

- Road signs
- Mobile signs
- Sandwich Boards
- Banners
- Free standing signs or Pylon signs

### Participants

- Signs are read only by people who pass by them and can provide quick information snapshots to those people
- Some people do not notice or pay attention to signs

### Timing

- Signs that inform people of a community engagement activity should be erected in enough time to give people ample time to prepare to attend if they choose.



### Preparation

- Ensure the sign can legally be placed where you want it by reviewing the City of Guelph Sign by-law
- Apply for a sign permit and insurance if required
- Give ample time for creation of the signage

### Implementation

- Prepare the sign content with your key messages and pertinent information in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Include contact information for anyone needing more information
- Place your sign in the pre designated area
- Check it for visibility driving by and walking by

- Remember to remove the sign once the engagement activities are complete
- A follow up sign can be placed in the same area thanking people for their participation in your engagement activity with contact information to receive a follow up report

**Pros**

- Can catch the interest of people in a place where they already go
- Can address issues or opportunities regarding the location where they are erected
- Can provide brief information quickly
- Can be a repetitive message for high traffic areas

**Cons**

- Sign may not be read
- A sign may become part of the scenery and lose its impact
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Limited capacity to communicate complicated concepts

**Data Collection**

- Before or after your engagement activities inquire where people heard about the opportunity and document when signs were a point of notification or information for people

**Evaluation/Debrief**

- If people identify signage as a point of information inquire if the sign was readable, clear and engaging

**Resources**

- For more information about using signs in the City of Guelph visit <http://guelph.ca/living.cfm?itemid=62074&smocid=1846>
- Zoning Services at 519-837-5615, Fax 519-822-4632 or E-mail [zoning@guelph.ca](mailto:zoning@guelph.ca).

# CORPORATE POLICY AND PROCEDURE



POLICY	<b>Community Engagement Policy</b>
CATEGORY	Corporate
AUTHORITY	Community and Social Services (CSS)
RELATED POLICIES	Communications, Privacy and Access to Information, Accessibility
APPROVED BY	Colleen Bell, Executive Director, Community and Social Services
EFFECTIVE DATE	January 1 <sup>st</sup> , 2014
REVISION DATE	

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## POLICY STATEMENT

The City of Guelph believes that residents play an essential role in local decision making. Proactive, well designed and timely community engagement:

- Ensures that local needs and aspirations are placed at the heart of municipal decision making.
- Supports the development of relevant, influential policy and effective local services and programs.
- Helps to inspire and empower residents and other stakeholders to contribute to improving individual wellbeing, the wellbeing of neighbourhoods and the wellbeing of Guelph as a whole.

## PURPOSE

The purpose of this policy is to:

- Ensure that City employees deliver comprehensive and consistent approaches to engaging with residents and other stakeholders in municipal decision making.
- Improve the wellbeing of individuals, neighbourhoods and Guelph as a whole through effective engagement.
- Ensure that City employees are equipped with the skills, knowledge and supports to deliver excellence in their engagement activities based upon agreed and transparent values, principles and procedures.
- Provide clarity to residents, other stakeholders, Councillors and City employees about their roles and responsibilities in the community

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engagement process to ensure consistent, inclusive and effective community engagement.

- Develop and communicate agreed standards for community engagement practices across the City and to strive for continuous improvement.

## **SCOPE**

This policy applies to:

- All departments of the Corporation of the City of Guelph
- All full-time, part-time and casual employees responsible for the design and implementation of community engagement activities
- Any community engagement activity undertaken by consultants or external organizations on behalf of the City

This policy does not supersede the requirements of any current legislation (e.g. The Planning Act) that guides the community engagement activities of the City and its departments. It is designed to complement these activities and ensure that they also satisfy internal standards.

## **DEFINITIONS**

**Community** – A group of people with shared interests or values or who share an environment

**Community Engagement** – The process of involving the public in the decision making processes of issues that affect them

**Community Engagement Framework** – The Community Engagement Framework provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph

**Engagement** – The overarching process of involving the community in decision making processes

**Plain Language** – Clear, concise writing designed so the reader will understand the message

**Spectrum of Engagement** – The different types of community engagement: Consult, Involve, Collaborate, Empower

**Wellbeing** – The presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populous, balanced time use, high levels of democratic engagement and access to and participation in leisure and culture

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## GUIDING PRINCIPLES FOR COMMUNITY ENGAGEMENT

Community engagement processes will embrace these principles.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City will build relationships with citizens by using a range of tools to engage varied audiences.
2. **Early Involvement:** The City will involve the public as early as possible in the community engagement process so citizens have time to learn about the issue and actively participate.
3. **Access to Decision Making:** The City will design processes that will give participants the opportunity to influence decisions.
4. **Coordinated Approach:** The City will coordinate community engagement activities to use community and City resources effectively.
5. **Transparent and Accountable:** The City will design processes that are open and clear. Citizens will understand their role, the level of engagement and the outcome of the process.
6. **Open and Timely Communication:** The City will provide information that is timely, accurate, objective, easily understood, accessible, and balanced.
7. **Mutual Trust and Respect:** The City will engage the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.
8. **Evaluation and Continuous Improvement:** The City will commit resources to evaluating engagement processes to ensure engagement activities are effective.
9. **Equitable Engagement Process:** The City will design an engagement process that allows all members of the public a reasonable opportunity to contribute, developing a balanced perspective.

## RESPONSIBILITIES

### City of Guelph Community Engagement Team Responsibilities

The Community Engagement team is responsible for implementing the Community Engagement Framework across the Corporation of the City of Guelph. The role of the Community Engagement Team is to:

- 
- Work with Human Resources and City employees to develop and implement appropriate community engagement training and supports for City employees;
  - Consult with City employee teams to review Community Engagement Plans and develop appropriate engagement strategies;
  - Work with City employees to ensure that the Corporation develops robust systems to monitor, record, coordinate and evaluate its community engagement activities;
  - Evaluate and update the Community Engagement Framework based on clear performance measures, employee feedback and emerging practices, on an annual basis;
  - Provide timely communications to residents and other stakeholders about the Community Engagement Policy and Framework;
  - Provide Council and City employees with annual performance reports regarding the success of this policy and the Community Engagement Framework.

### **City Employee Responsibilities**

City employees who are responsible for the design and implementation of community engagement processes will use these guidelines:

- Pursue community engagement with the belief that involving the community leads to better decisions.
- Ensure that community engagement activities comply with the Community Engagement Policy and Framework, its processes, templates and tools.
- Develop project charters or project plans that provide adequate timelines and resources for community engagement.
- Notify the Community Engagement team of any planned community engagement activities to support the development of corporate systems that coordinate and evaluate engagement activities.
- Design engagement processes that reflect the promise made according to the level of engagement in each project.
- Design engagement processes that reach out to vulnerable populations.
- Ensure that all community members who want to be involved are included in the process.
- Ensure that all communication is clearly presented, balanced and understandable to the target audience.
- Ensure that participants are aware of their responsibilities in the engagement process and support participants to fulfill their responsibilities.
- Foster long-term relationships based on mutual trust and respect.
- Ensure that the project report accurately reflects all the feedback received from the community.
- Ensure that decisions and recommendations acknowledge the needs, values and desires of the community.
- Ensure that consultants or external organizations undertaking community engagement activities on behalf of their department comply with this policy and Community Engagement Framework.



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## **Participant Responsibilities**

Successful community engagement processes require respectful and constructive contributions of participants. They are responsible to:

- Pursue community engagement with the belief that community involvement leads to better decisions.
- Focus on the decision to be made or the question to be answered.
- Recognize that the City must consider the needs of the whole community.
- Strive to reach sustainable solutions.
- Request alternative ways of participating if required.
- Listen, in order to understand the views of others.
- Identify concerns and issues early in the process.
- Participate openly, honestly and constructively, offering ideas, suggestions, alternatives.
- Work within the process in a transparent, respectful and cooperative manner.
- Stay abreast of the project/engagement activity and related issues.
- Provide input and feedback within project timelines.
- Encourage others to become engaged and offer input into the project/engagement activity.
- Provide contact information as requested in order to receive updates about the Community Engagement process.

## **Council Responsibilities**

The role of City Council is to:

- Review information gathered through community engagement processes to inform Council decisions.
- Consider appropriate project timelines needed for community engagement.

## **MONITORING AND EVALUATION**

The Community Engagement Framework includes an evaluation component that is based on the Guiding Principles. This will allow City employees to measure the effectiveness of engagement activities at each step of the process and encourage continuous learning. Community Engagement staff will evaluate and update the Community Engagement Framework annually based on clear performance indicators, City employees' feedback and emerging practices. A community engagement database will store all engagement plans and evaluations, and provide input to the ongoing revision of the Framework. A community engagement calendar will be developed to allow coordination of engagement activities across the Corporation. In collaboration with the Human Resources department, the Community Engagement team is working to develop City employee core competencies for community engagement.

# STAFF REPORT



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TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Culture and Tourism

DATE April 9, 2013

**SUBJECT Liquor License for Guelph Civic Museum and Evergreen Seniors Centre**

REPORT NUMBER CSS-CT-1314

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of staff's intention to apply for a liquor license for the Guelph Civic Museum and Evergreen Seniors Centre, and to request that Council approve the Delegation of Authority for the completion and execution of the application for the liquor sales license for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee these facilities.

### KEY FINDINGS

There is an opportunity to increase rental revenue at the Guelph Civic Museum and Evergreen Seniors Centre by permitting events where alcohol is served, including small receptions other social events.

By licensing the Guelph Civic Museum and Evergreen Seniors Centre, alcohol can be served within these facilities in a controlled manner, ensuring compliance with the requirements of the Alcohol and Gaming Commission of Ontario (AGCO) and following the Alcohol Risk Management Policy for the City of Guelph.

### FINANCIAL IMPLICATIONS

There is a cost associated with the initial applications, followed by renewal fees every three years thereafter. The costs can be covered within existing budget. It is also anticipated that all costs associated with the application and renewals will be offset by increased revenues.

### ACTION REQUIRED

To approve the Delegation of Authority for the completion and execution of the application for Liquor Sales License for Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities.

## RECOMMENDATION

1. That Council approves the Delegation of Authority for the completion and execution of the applications for the Liquor Sales License for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities.

## BACKGROUND

The City already operates two other licensed facilities; River Run Centre and Sleeman Centre have liquor sales licenses granted through the Alcohol & Gaming Commission of Ontario (AGCO). Previously, the AGCO confirmed that they require the personal information and signatures of an authorized official of the Corporation, as designated by Council, on a liquor license application. It is at the discretion of Council to designate who is authorized to complete and execute the application. In 2011, Council delegated the authority to sign the liquor license applications at River Run Centre and Sleeman Centre to the Executive Director and General Manager who oversee these facilities.

## REPORT

Staff have identified that there is an opportunity to increase rental revenue at the Guelph Civic Museum and Evergreen Seniors Centre by permitting events that involve alcohol, including small receptions and other social events.

By licensing the Guelph Civic Museum and Evergreen Seniors Centre, alcohol can be served within the facilities in a controlled manner, ensuring compliance with the requirements of the Alcohol and Gaming Commission of Ontario (AGCO) and following the Alcohol Risk Management Policy for the City of Guelph.

## CORPORATE STRATEGIC PLAN

### Organizational Excellence

- 1.1 Build robust systems, structures and frameworks aligned to strategy

### City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business

## DEPARTMENTAL CONSULTATION

Finance and Enterprise – Risk Management

Operations, Transit and Emergency Services – Public Works, By-law

Community and Social Services – Business Services

# STAFF REPORT



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## COMMUNICATIONS

The AGCO will arrange for public notification, including advertisement, regarding the application for liquor licenses at Guelph Civic Museum and Evergreen Seniors Centre.

## ATTACHMENTS

None

### Report Author

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Colleen.bell@guelph.ca

# STAFF REPORT



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TO Community and Social Services

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE April 9, 2013

**SUBJECT CIS Implementation – Wellbeing Grant Allocation Panel  
Terms of Reference**

REPORT NUMBER CSS-CESS-1317

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

Staff is seeking Council approval for the Wellbeing Grant Allocation Panel Terms of Reference. Council is also asked to receive additional information regarding Panel operations.

### KEY FINDINGS

Community and Social Services is in the process of implementing the Community Investment Strategy which aims to improve the way the City partners with, funds and supports community benefit organizations. An important part of this strategy is the implementation of the new Wellbeing Grant Program which was approved by Council in September 2012 as part of the Community Investment Strategy Phase 2 Report (Report #CSS-CESS 1221). One of the key features of this program is the establishment of a new Wellbeing Grant Allocation Panel that enables Council appointed residents with delegated authority to review grant applications and make decisions about how this funding is allocated.

On March 12, 2013 (Report #CSS-CESS-1311) Community and Social Services Committee approved the Terms of Reference of the new Panel in principle and asked that a more robust Terms of Reference be brought back to the Community & Social Services Committee for consideration.

This report responds to the March 12, 2013 resolution and provides detailed Terms of Reference regarding the following:

- Background, Mandate and Goals
- Standing Committee to Which it Reports
- Membership and Term
- Resources, Budget and Staff Support
- Frequency of Meetings

# STAFF REPORT

- Decision Making
- Reporting and Communications

The report also brings forward additional information regarding how the Panel will operate in the following areas:

- Strategic and Operational Oversight
- Appointment and Role of the Chair
- Conflicts of Interest
- Grant Application Review Process
- Confidentiality and Privacy

## **FINANCIAL IMPLICATIONS**

N/A

## **ACTION REQUIRED**

Staff are requesting that Council approve the Wellbeing Grant Allocation Panel Terms of Reference and receive supplementary information about the Panel's operation.

## **RECOMMENDATION**

1. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved
2. That Council receives supplementary information regarding the Panel's operation

## **BACKGROUND**

In September 2012, Council approved the Community Investment Strategy and the implementation of five key mechanisms. These mechanisms included the Wellbeing Grant Program and a proposal to establish a new Panel of residents to allocate the grant funding. At that meeting, Council directed staff to bring back Terms of Reference for this Panel for approval.

As directed, staff brought the Panel Terms of Reference to Community and Social Services Committee on March 12, 2013 (Report #CSS-CESS-1311). Following deliberation, Committee approved the Terms of Reference in principle, however asked that a more robust Terms of Reference be brought back to Community & Social Services Committee for consideration.

This report responds to Committee's March 12, 2013 resolution and provides the updated and more detailed Wellbeing Grant Allocation Panel Terms of Reference for consideration.

# STAFF REPORT



Supplementary to this, staff recommends that Council receive additional information about the new Panel and its operations.

## REPORT

The Wellbeing Grant Allocation Panel is a key feature of the City's new grant program. The Panel will support the City to engage residents in municipal decision making and will also ensure that grant allocations are made in a transparent, accountable and consistent way.

The Panel will be recruited by the City's Clerks Office following current policy and process. The Panel is expected to be in place, fully trained and ready to review grant applications in the fall (September 2013).

The proposed Terms of Reference (Attachment 1) clearly outlines the Panel's mandate, goals and decision making approach.

The following section of the report provides additional information about the Panel and its operations.

### **Panel Oversight:**

The Community Investment Strategy (CIS) Phase 2 report outlined at a high level the way in which the new CIS would be governed. The report indicated oversight and accountability relationships between Council, staff and residents. Further to this, the Wellbeing Grant Allocation Panel will fall under the following Council and Staff oversight.

Council's role is to:

- Provide overarching strategic direction to the Panel
- Approve the Panel's Terms of Reference and its delegated authority to make decisions about Wellbeing Grant funding allocations
- Approve the ongoing strategic direction of the Community Investment Strategy and the Wellbeing Grant Program model
- Approve the annual budget for the Wellbeing Grant Program funding
- Provide oversight to the transparency and accountability of the Panel and its workings

Service Area Leadership and guidance of the Panel is the responsibility of the Executive Director of Community and Social Services.

Operational management for the Panel is the responsibility of the General Manager for Community Engagement and Social Services Liaison.

## **Appointment and Role of the Chair**

Similar to Council Advisory Committees, at the first meeting of each granting cycle Panel members will select a Chair and Vice-Chair.

The Chair will be responsible for:

- Setting agendas and meeting proceedings
- Facilitating the group to reach consensus on the funding allocation decisions
- Ensuring that each Panel member has full and equitable opportunity to participate in collective discussions and deliberations
- Ensures that the Panel achieves its mandate and reporting obligations in accordance with the Terms of Reference and any other related policy and procedures
- Acts as a spokesperson for the Panel at Committee and Council meetings

The Vice Chair will take on the role of Chair in the Chair's absence.

Panel Members will be responsible for:

- Reading all agenda material, and seek clarification on any matters
- Attending meetings and participate fully in all Panel work.
- Debating the issues in an open, honest and informed manner to assist the decision-making process;
- Actively contributing to reaching Panel recommendations and directions.

## **Conflicts of Interest**

Working Panel members must agree to declare any Conflicts of Interest that arise during the review process. Where a Conflict of Interest situation occurs, that Panel member will not participate in any discussions relating to that specific application.

A "Conflict of Interest" is a situation in which a Panel member has personal or private interests that may compete with the public interests of the Panel and its work. Such competing interests may make it difficult to fulfill his or her duties impartially. A Conflict of Interest can create an appearance of impropriety or a perception of bias that can undermine confidence in the person and in the Wellbeing Grant Program generally. A conflict exists even if no unethical or improper act results from it. A Conflict of Interest can either be an apparent conflict or a real conflict.



# STAFF REPORT

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- **Apparent Conflict**

An apparent conflict exists where an informed and reasonable person reviewing the matter and having thought the matter through could conclude that a Conflict of Interest exists.

- **Real Conflict**

A real conflict exists where a personal interest exists and that interest:

- Is known to the Panel member; and
- Has a connection to the Panel member's duties that is sufficient to influence or interfere with the performance of those duties.

For example (this list is not exhaustive), a Conflict of Interest may be considered:

- A financial interest in the success or failure of an applicant
- A direct involvement in the management or leadership of an applicant organization. This does not automatically preclude those who have been involved in a non-leadership and non-management volunteer capacity.
- For the purposes of this Panel, the interests of spouses and children are also to be considered when assessing Conflicts of Interest.
- Any other reason that makes a panel member unable to review the application objectively.
- It will not be generally considered a Conflict of Interest if a Panel member has in the past or currently benefits in some way as a participant, user or client of any applicant organization. This is considered lived experience. However if the benefit creates a real or apparent conflict, this must be declared to the Panel.

## **Application Review Process**

This process will be reviewed annually and updated in the Wellbeing Grant Program Policy and Procedure.

1. Applications will be divided equally amongst members of the Panel who will undertake a preliminary review based on the eligibility and review criteria outlined in the Wellbeing Grant Policy. Each application will undergo preliminary review by no less than two Panel members.
2. All members are expected to familiarise themselves with each application so that they are able to participate in the deliberation of each application.
3. All members have the right to ask clarifying questions regarding applications. The Grant Coordinator will be responsible for gathering and presenting this information to the Panel at the next planned meeting where possible.
4. The results of the preliminary review will be compiled and presented to the Panel by the Grants Coordinator. The Grants Coordinator will also provide answers to

# STAFF REPORT



any questions posed by the Panel during the preliminary review meeting (s). Members will be expected to speak to their specific reviews as requested by other Panel members during the deliberation.

5. Panel members are then required to propose and deliberate funding recommendations.
6. Following these deliberations Panel members will compile a list of approved grant applications and their respective funding allocations.
7. The Grants Coordinator will be instructed by the Panel Chair to notify grant applicants of the results of the grant review process.
8. Grant cheques will be issued following Council approval of the budget.

## **Confidentiality and Privacy Expectations**

The Panel meetings will not be open to the Public. Personal information, as defined by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information contained in the applications the Panel will review and deliberate at its meetings will be used for the purpose of determining the eligibility of an applicant and suitability of their application for a Wellbeing Grant. This information will not be shared outside of the Panel.

## **Panel Orientation**

The Grants Coordinator will be responsible for delivering training to the Panel at the first meeting of each annual grant cycle. This training will cover all the relevant strategy, policy, processes, roles and responsibilities associated with the Wellbeing Grant Program. This training will involve staff presentations as well as the provision of hard copy guidance materials.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

### Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

### City Building

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

# STAFF REPORT



## 3.3 Strengthen citizen and stakeholder engagement and communications

### **DEPARTMENTAL CONSULTATION**

Community and Social Services – Community Engagement and Social Services;  
Culture and Tourism; Parks and Recreation  
Finance and Enterprise Services – Budget and Financial Services  
Operations, Transit and Emergency Services – Public Works  
Corporate and Human Resources – Legal Services; Clerks Services

### **COMMUNICATIONS**

Following Council approval of the report, staff will provide information updates to impacted stakeholders via a variety of media.

### **ATTACHMENTS**

ATT-1 Wellbeing Grant Allocation Panel Terms of Reference

### **Report Author**

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### **Approved By**

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## Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

### Wellbeing Grant Allocation Panel Terms of Reference

#### Panel Name

Wellbeing Grant Allocation Panel

#### Background and Mandate

The City of Guelph believes that community benefit organizations play an essential role in improving the wellbeing of Guelph residents. The City developed the Community Investment Strategy (CIS) to improve the way it supports, partners with and funds these important organizations.

The overarching vision for the CIS is to ***provide a transparent and responsive decision-making framework to guide the full range of mutually beneficial relationships between the City and Guelph's community benefit sector, in pursuit of community wellbeing and responsible stewardship.***

The Wellbeing Grant Program is one of the key mechanisms which support this vision by providing funding to organizations in a transparent, accountable and consistent way. An important feature of this new program is that it empowers local residents to decide how the grant funding budget is allocated. This feature is central to the program and directly supports the City's goal of increasing community participation in municipal decision making.

The Wellbeing Grant Program aligns closely with the Community Wellbeing Initiative. The grant program aims to draw from this work and use the wellbeing goals **developed by the community during this process** to guide its funding decisions.

This Wellbeing Grant Allocation Panel has received Council delegated authority to allocate annual Wellbeing Grant Program funding to eligible community benefit organizations whose work positively impacts on the wellbeing of Guelph as a whole, its neighbourhoods and individuals.

#### Goals:

Guided by the Corporation's mission, vision and values, and those set out in the Community Investment Strategy, the Panel will:

- On behalf of the City, allocate City funds to eligible organizations that will contribute to the achievement of the community's wellbeing goals.
- Provide objective, consistent and transparent assessment of all applications submitted to the City's Wellbeing Grant Program.
- Support the City to effectively assess and communicate the community impact of the City's grant program.

## Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

### Standing Committee

#### to which it reports:

Community and Social Services Committee

### Members/Composition:

Fourteen (14) members who are Guelph residents appointed by Council. Residents refers to all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this panel, resident also includes any person who owns property in the City of Guelph.

Membership should strive to reflect the diversity of Guelph residents as defined by the City's Diversity Strategy. The Panel should strive to have knowledge, skills and expertise in the areas of:

- Municipal granting to community benefit organizations
  - The community benefit sector in Guelph
  - The local community, its needs and aspirations
  - Social services, arts and culture, special events, community recreation and sports.
- Membership should reflect, as much as possible, a balanced representation from each of these sectors
- The eight domains of community wellbeing as defined by the Canadian Index of Wellbeing, <https://uwaterloo.ca/canadian-index-wellbeing/>
    - Community Vitality
    - Democratic Engagement
    - Healthy populations
    - Time use
    - Environment
    - Education
    - Leisure and Culture
    - Living Standards
  - Financial expertise
  - Community programming and evaluation techniques

### Term of Membership

(2) Two years. Panel members may serve on the Panel for a maximum of (2) two terms.

In the first year half of the Panel membership will be appointed for a one (1) year term. This will ensure staggered departure dates.

If a Panel member misses two consecutive meetings, that member will be deemed to have forfeited their panel position. An opportunity will be allowed for the member to address the Panel, via the Chair in writing or via email regarding their absenteeism.

The staff liaison will advise the standing committee of any change of membership.

## **Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference**

Council reserves the right to make the final decision to make appointments and end appointments.

### **Resources and Budget**

The Panel will allocate the annual Council approved budget for the Wellbeing Grant Program.

The annual budget will be set as part of the City's annual operating budget setting process.

The maximum funding allocation to any single organization cannot exceed \$15,000 in any grant cycle.

### **Staff Support**

The Panel will be supported by the Community and Social Services Program and Policy Liaison (Grants Coordinator). This staff member will:-

1. Work with the Panel Chair to set meeting agendas and agree upon proceedings.
2. To provide orientation to the Panel at the first meeting of each granting cycle to include information about relevant goals and objectives, policies and processes.
3. Work with the Chair to schedule meetings and coordinate meeting logistics and support.
4. Work with the Chair, Vice Chair and Panel members to create an annual report on their behalf that satisfies the Panel's reporting obligations to Council.
5. Work with other City departments to coordinate communications about the Panel and its work.
6. Liaise with applicant organizations to provide additional information to the Panel as requested.
7. To participate in the process of recruitment and selection of new Panel members and to liaise with Clerks Services as required regarding this process.
8. Liaise with the Finance Department to ensure that Finance staff issue the appropriate grant amounts to successful applicants in accordance with the Panel's final allocation decisions.
9. Respond to applicant inquiries regarding the review of their application.

Additional staff from Community and Social Services will participate in meetings to provide general contextual information about:

- Community needs and aspiration.
- Sector specific knowledge (social services, arts and culture, special events, community recreation and sports).
- The eight domains of wellbeing.
- Local services, programs and activities.
- Information about relevant City initiatives, plans and strategies

### **Frequency of Meetings**

A minimum of five times per year. The majority of these meetings will take place between July

## Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

and February. Additional meetings may be called from time to time, as part of the grant allocation process.

### Decision Making

A quorum of half plus one of the total members of the Panel is required for a Panel meeting.

The Panel will operate a consensus orientated decision making process where possible. Where decisions cannot be made by consensus a vote will be taken. Votes will be taken by a show of hands. A draw will be considered a negative vote.

Staff have no voting privileges.

Deliberation of all applications will be guided by the Wellbeing Grant Program 'eligibility criteria' and 'application assessment criteria' which are approved by Council and will be reviewed regularly by Council.

### Reporting and Communications

The Panel will produce an annual report to Council following each granting cycle. This report will include:

- Grant application statistics (for example, number of applications, \$ value requested from organizations).
- Details of successful applications.
- Summary of the deliberation process.
- Summary of any learning opportunities for the Panel, the granting program/process as a whole and for organizations making future applications.
- Highlights of the positive impact of previous years grant allocations (this section of the report will be provided from 2015 onwards). This will include contribution to the development and reporting of grant program Key Performance Indicators.

Minutes of key decisions will be taken at all meetings and circulated to Panel members.

Approved meeting minutes will be made publicly available on the City website.

**CONSENT REPORT OF THE  
CORPORATE ADMINISTRATION, FINANCE  
& ENTERPRISE COMMITTEE**

April 29, 2013

Her Worship the Mayor and  
Councillors of the City of Guelph.

Your Corporate Administration, Finance & Enterprise Committee beg leave to present their THIRD CONSENT REPORT as recommended at its meeting of April 15, 2013.

*If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Corporate Administration, Finance & Enterprise Committee will be approved in one resolution.*

**CAFE-2013.8 2013 Property Tax Policy**

1. That the 2013 City of Guelph Property Tax Policies as set out in Schedule 1 be approved;
2. That the following tax policies be incorporated into the tax rate, ratio and capping by-laws and submitted to Council on April 29, 2013:
  - a) That the multi-residential ratio be reduced from 2.1659 to 2.1239;
  - b) That the industrial tax ratio be reduced from 2.63 to 2.5237;
  - c) That all other class ratios and vacancy discounts remain the same as 2012;
  - d) That the capping parameters used for 2012 be adopted for 2013;
  - e) That all other tax policies, including optional property classes, graduated tax rates, relief to charities, low income and disabled persons (as detailed in Schedule 1 to Report FIN-13-12) remain the same as 2012.

**CAFE-2013.11 2014 Budget Workshop Follow-up and Responses**

1. That Council approve use of the guideline formula as outlined in FIN-13-14 "2014 Budget Workshop Follow-up and Responses" to set annual budget targets.
2. That Council approve the 2014 budget guideline as follows:

**Guideline = (5-year average for Ontario CPI) + (5-year average increase in # of taxable properties) + (investment factor)**  
Guideline = 1.94% + 1.43% + 0.5%  
Guideline = 3.87%
3. That Council direct staff to develop a multi-year tax supported operating budget as part of the 2014 budget process including one year for approval (2014) and a 3-year forecast (2015-2017) based on the guideline approved in recommendation 2 as follows:

	<b>2015</b>	<b>2016</b>	<b>2017</b>
Guideline: 3-year forecast	3.87%	3.87%	3.87%



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Corporate Administration, Finance & Enterprise Committee  
Third Consent Report

4. That Council approve the tax supported operating budget model as included in Appendix 1 of FIN-13-14 "2014 Budget Workshop Follow-up and Responses" and including two columns for Base/Growth (volume) and enhancements.
5. That outcomes from the 2014 Capital Budget workshop scheduled for May 7, 2013 be brought forward in a separate report for approval.

All of which is respectfully submitted.

Councillor June Hofland, Chair  
Corporate Administration, Finance &  
Enterprise Committee

***Please bring the material that was distributed with the Agenda for the April 15, 2013 meeting.***

# STAFF REPORT



TO Corporate Administration, Finance & Enterprises Committee

SERVICE AREA Finance & Enterprise

DATE April 15, 2013

**SUBJECT 2013 Property Tax Policy**

REPORT NUMBER FIN-13-12

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To recommend that property tax policy options for 2013 be adopted and incorporated into bylaws and tax rates for the April 29<sup>th</sup>, 2013 Council meeting which provides sufficient time to prepare the final tax bills for the June 28<sup>th</sup>, 2013 instalment.

### KEY FINDINGS

Municipal Councils are required to make a number of tax policy decisions annually. Even if there are no changes to the tax ratios year over year, tax ratios must be set before the rating bylaws can be adopted.

In 2009, Council approved in principal a long term tax ratio strategy resulting in a multi-residential tax ratio of 2.1659. This was implemented over a four year period in order to match the timing of the phase-in of property value assessments. Although there has been some movement to the multi-residential tax ratio, Guelph's multi-residential tax ratio is still higher than the average of its comparator municipalities as identified in the 2012 BMA Study.

Guelph's industrial tax ratio is also higher than Guelph's comparators average as identified in the 2012 BMA Study and indicated in the 2012 tax policy report. That latter report indicated that the industrial tax ratio should be reviewed in 2013 following the province wide reassessment now completed by the Municipal Property Assessment Corporation (MPAC).

Staff has examined the City's current tax ratios for areas in which change might be considered. Any decrease in the ratio of one property class increases the tax burden borne by all other property classes.

# STAFF REPORT



To assist Council in evaluating the impact of reducing the multi-residential tax ratio to 1.9979 and the industrial tax ratio to 2.2048, the average of the comparators, staff has modeled the effects of moving to those ratios as follows: 1) passing on the entire reduction for the 2013 taxation year and 2) reducing the ratios in equal increments over a four year period.

Under scenario one, the combined effect of maintaining the existing ratios, the 2013 education tax rate, the 2013 approved budget levy including funds for the Public Health, factoring in the reassessment impact and using the average residential assessment of \$311,136 the average residential taxpayer would see an increase of \$125.80 over 2012.

Using the same factors with the tax ratios under scenario two (full reduction in 2013) the average residential taxpayer would realize an increase of \$198.01.

Using the same factors but phasing in both the multi-residential tax and industrial tax ratios over 4 years under scenario three, the average taxpayer would realize an increase of \$143.56 from 2012. This breaks down as follows:

**Table One: Impact on Average Property  
of \$311,136 of 2013 Changes**

	\$ Change
City of Guelph Portion	
Reassessment	\$30.72
Budget	\$102.31
MR & IND ratio	\$17.50
Total Change In City Portion	\$150.53
Education Portion	-\$1.89
Health Unit Portion	-\$5.09
Impact on Average Taxpayer	\$143.55

Under either scenario, the total tax revenue is unchanged. Instead, the changed ratios simply shift tax levels from one class to another.

Council must also adopt the capping parameters to be used for the multi-residential, commercial and industrial property classes as mandated by

# STAFF REPORT

the province.

The implementation of all of the capping options to their maximum would provide the City with the necessary tools to move these capped classes closer to CVA taxation much quicker – the objective of reform. It would provide for greater stability and predictability. It is perceived to be fairer and equitable to taxpayers. Properties in the same class with the same CVA will pay the same tax and this will provide municipalities with the flexibility to end the tax capping program and rely on the assessment phase-in as the sole means of providing tax protection.

As in previous years, the overall principle for tax policy is to promote and adopt positions that shorten the time frame to achieve full CVA taxation and that simplify the complexities of the tax system. Fair tax policies and a balanced tax ratio form an integral part of the City's Strategic goals.

Staff is therefore recommending that Council continue with its long term strategy of further reducing the multi residential ratio as well as the industrial tax ratio to be more competitive with its comparators. Making the tax ratios for the multi-residential class more competitive is also consistent with the local growth strategy, which supports higher density in the residential sector while changing the industrial tax ratio will provide the opportunity to attract industry with the ability to pay. It is recommended that both these ratios be phased in over the four year period, the same timelines as the reassessment and to implement all of the capping options to their maximum.

## **FINANCIAL IMPLICATIONS**

There will be no financial implication to changing the tax ratios as no additional revenue would be realized. Changing the tax ratios merely shifts the tax burden from one property tax class to another.

There would be no financial implication as the capping impact would be achieved from within the class itself.

## **ACTION REQUIRED**

That Council approve the staff recommended ratios and capping parameters as outlined in Report FIN-13-12 "2013 Property Tax Policy"

# STAFF REPORT



## RECOMMENDATION

**That** the 2013 City of Guelph Property Tax Policies as set out in Schedule 1 be approved; and

**That** the following tax policies be incorporated into the tax rate, ratio and capping bylaws and submitted to Council on April 29, 2013.

1. That the multi-residential ratio be reduced from 2.1659 to 2.1239;
2. That the industrial tax ratio be reduced from 2.63 to 2.5237;
3. That all other class ratios and vacancy discounts remain the same as 2012;
4. That the capping parameters used for 2012 be adopted for 2013 and
5. That all other tax policies, including optional property classes, graduated tax rates, relief to charities, low income and disabled persons (as detailed in Schedule 1 to Report Fin-13-12 ) remain the same as 2012.

## BACKGROUND

Municipal Councils are required to make a number of tax policy decisions annually. Even if there are not changes, tax ratios must be set before the rating bylaws can be adopted. The Municipal Act sets out the parameters to be followed by municipalities when setting property tax policies. These parameters include establishing tax ratios and discounts; use of graduated taxation and optional classes; capping options on multi-residential, commercial and industrial properties; and various tax mitigation measures. Annual tax policy decisions determine how the property tax levy approved in the annual budget will be distributed across the various classes of properties. This report provides an overview of the options available to City Council for the 2013 taxation year. The following summarizes the tax policy decisions to be approved in this report:

- Establishing 2013 tax ratios, discounts and tax rates
- No changes to the multi-residential property class
- Continuing the low income seniors and disabled tax relief programme under existing parameters
- Continuing the current charitable tax rebate program
- Establishing the capping flexibility options for 2013
- No recommendations for graduated commercial/industrial tax rates or optional property classes

The deadline for establishing rating by-law has been changed from April 30 to anytime within the taxation year, but no later than December 31.

# STAFF REPORT

The bylaws for approval of 2013 tax policies and tax rates are set for the April 29<sup>th</sup> Council meeting to allow sufficient time to prepare the final tax bills for the June 28<sup>th</sup> instalment.

## REPORT

The attached policy report (Schedule 1) provides an overview of the tax policy decisions already made and to be made by City Council and is broken down into the following sections:

- Staff recommendation by policy area
- Overview/description of the policy
- Analysis and/or additional background information
- Policy considerations: factors such as economic impact, equity/fairness and administrative impact

Staff is recommending one change to the 2013 Tax Policy – that being the phasing in of both the multi-residential and industrial tax ratio over a four year period.

## Tax Ratios

The current tax ratios were approved by Council in 2012. Established ratios will ultimately govern the relationship between the rate of taxation for each affected class and the tax rate for the residential property class. The tax ratio for the residential class is legislated at 1.0, while the farm and managed forest classes have a prescribed tax ratio of 0.25. For all other classes, Council may choose to adopt either the current tax ratio or establish a new tax ratio for the year that is closer to or within the Range of Fairness as set out in Table 1.

**Table One**  
**City of Guelph Tax Ratio Summary**

Class	2012 Actual	Range of Fairness	
		Lower Limit	Upper Limit
Residential	1.000000	1.000000	1.000000
Multi-residential	2.165900	1.000000	1.100000
New multi-residential	1.000000	1.000000	1.100000
Commercial	1.840000	1.000000	1.100000
Industrial	2.630000	1.000000	1.100000
Pipeline	1.917500	0.600000	0.700000
Farm	0.250000	0.000000	0.250000
Managed Forest	0.250000	0.000000	0.250000

# STAFF REPORT



Given that at the present time, tax ratios may only be moved toward or within the provincial Range of Fairness, the options available to Council in respect of altering ratios for 2013 taxation are limited to ratio reductions for all classes except the new multi-residential class.

Tax ratio reductions are typically approved to relieve tax burden that is perceived to be creating competitive disadvantage or inequity for properties in one or more classes. A reduction in tax burden for one tax class will result in increased tax burden for properties in all other classes as illustrated in Appendix 1 and 2. Once a reduction has been passed on, tax ratios above the "Range of Fairness" may not be increased to their former levels. The decision to reduce carries with it a degree of permanence.

In 2009, Council approved in principal a long term tax ratio strategy resulting in a multi-residential tax ratio of 2.1659. This was implemented over a four year period in order to match the timing of the phase-in of property value assessments. Although there has been some movement to the multi-residential tax ratio, Guelph's multi-residential tax ratio is still higher than the average comparatively as identified in the 2012 BMA Study (See Table Two).

The 2012 tax policy report indicated that the industrial tax ratio was also higher than our comparators (See Table 2) average and should be reviewed in 2013 following the province wide reassessment completed by the Municipal Property Assessment Corporation (MPAC) at the end of 2012. This reassessment will be the basis for taxation for the years 2013 – 2016. Any increases to the value of a property are to be phased-in over 2013 – 2016 just as the increases from the last reassessment were phased-in over the 2009 – 2012 taxation years. Decreases in the value of a property are reflected in the assessment immediately.

Reassessment is not "new" assessment and does not represent new revenue – it is simply a restatement of property values to their current market value. These changes in market value can be different for different property classes. This can result in shifts in the tax burden borne by different property classes, similar to the shifts in tax burdens that occur due to changes in the tax ratios.

Staff has examined our current tax ratios for areas in which change might be considered. Any decrease in the ratio of one property class increases the tax burden borne by all other property classes. Staff is therefore recommending that Council continue with its long term strategy of further reducing the multi residential ratio as well as the industrial tax ratio to be more

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# STAFF REPORT

competitive with its comparators. It is recommended that both these ratios be phased in over the four year period, the same timelines as the reassessment.

As shown on comparison Table Two, all municipalities, with the exception of Toronto have a multi-residential tax ratio at or below the Provincial Threshold of 2.74 and an industrial ratio at or below 2.63. In 2012, 8 of the 43 municipal entities decreased their multi-residential tax rate including Barrie, Kingston, London, Perth, Sault St Marie, Toronto, Guelph and Windsor while 9 of the 43 municipal entities including, Brockville, Hamilton, Lambton, Ottawa, Peterborough, Stratford, Toronto, Windsor and York reduced their industrial tax ratios in 2012.

**Table Two: 2011 Select Ratios of Guelph and Comparator Municipalities from the 2012 BMA Study**

Municipality	Multi-Residential	Commercial	Industrial
Barrie	1.0197	1.4331	1.5163
Belleville	2.5102	1.9191	2.4000
Brockville	1.7700	1.9482	2.6131
Central Elgin	2.3458	1.6376	2.2251
Chatham - Kent	2.1488	1.9605	2.4350
Dufferin	2.6802	1.2200	2.1984
Durham	1.8665	1.4500	2.2598
Essex	1.9554	1.0820	1.9425
Greater Sudbury	2.3165	2.1157	3.1627
Grey	1.4412	1.3069	1.8582
<b>Guelph</b>	<b>2.1659</b>	<b>1.8400</b>	<b>2.6300</b>
<b>Halton (Burlington, Oakville)</b>	<b>2.2619</b>	<b>1.4565</b>	<b>2.3599</b>
Hamilton	2.7400	1.9800	3.2465
Kawartha lakes	1.9797	1.2775	1.2775
Kenora	1.7170	1.9300	2.0526
Kingston	2.4195	1.9800	2.6300
Lambton	2.4000	1.6274	2.0476
London	2.0700	1.9800	2.6300
Middlesex Centre	1.7697	1.1449	1.7451
Mississauga	1.7788	1.4098	1.5708
Muskoka	1.0000	1.1000	1.1000
Niagara Falls	2.0440	1.7586	2.6300
North Bay	2.2054	1.8822	1.4000



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Ottawa	1.7000	1.8270	2.5745
Oxford	2.7400	1.9018	2.6300
Owen Sound	2.5201	2.0486	2.5235
Peel (Brampton & Caledon)	1.7050	1.2971	1.4700
Perth	1.6210	1.5463	2.4812
Peterborough	1.9472	1.7003	2.1860
Prince Edward County	1.4402	1.1125	1.3895
Quinte West	2.1300	1.5385	2.4460
Sault Ste Marie	1.2536	1.9087	2.5425
Sequin	0.9658	1.0760	2.2903
Simcoe	1.5385	1.2521	1.5385
St Thomas	2.4987	1.9475	2.2281
Stratford	2.1539	1.9759	2.9799
Thunder Bay	2.7400	1.9527	2.4300
Timmons	1.6816	1.7501	2.1783
Toronto	3.2625	2.8535	3.1598
Waterloo	1.9500	1.9500	1.9500
Windsor	2.4589	1.9173	2.3601
York	1.0000	1.1172	1.3124
<b>Average</b>	<b>1.9979</b>	<b>1.6694</b>	<b>2.2048</b>
<b>Minimum</b>	0.9658	1.0760	1.1000
<b>Maximum</b>	3.2625	2.8535	3.2465
<b>Provincial Threshold</b>	2.7400	1.9800	2.6300

To assist Council in evaluating the impact of reducing the multi-residential tax ratio to 1.9979 and the industrial tax ratio to 2.2048, the average of the comparators in Table Two, staff has modeled the effects of moving to those ratios as follows: 1) passing on the entire reduction for the 2013 taxation year and 2) reducing the ratios in equal increments over a four year period. The results of these scenarios have been set up to examine the impacts that they may have on the multi-residential class, industrial class, other classes and the base residential tax rate.

## **Scenario One: Maintaining the same Multi-Residential and Industrial Tax ratio as 2012**

Scenario One has been generated using the City's 2013 preliminary tax rates and 2013 phased-in assessment as returned by MPAC and keeping all ratios constant at their 2012 level. The results of this analysis as set out in Appendix One quantify the inter-class tax shifts that may occur as a result of this change both in terms of dollar and per cent change and also illustrates

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the anticipated change to the preliminary tax rate for each class.

## **Scenario Two: Full Reduction of the Multi-Residential to 1.9979 and Industrial Tax ratio to 2.2048**

Scenario Two represents reducing both the multi-residential and industrial tax ratios to the average of the comparable municipalities in Table 2. In this scenario, staff has modeled the impact of reducing the multi-residential tax ratio from 2.1659 to 1.9970 and the industrial tax ratio from 2.63 to 2.2048 while keeping all other ratios constant at their 2012 level. The results of this analysis as set out in Appendix One quantify the inter-class tax shifts that may occur as a result of this change both in terms of dollar and per cent change and also illustrates the anticipated change to the preliminary tax rate for each class.

A decrease of approximately 5.70% in the multi-residential tax ratio and a decrease of 14.30% in the industrial tax ratio is required if a tax ratio equal to that of the average multi-residential and industrial property classes of its comparable municipalities is to be applied for 2013. The multi-residential class will benefit from a shift of \$780,423 off of the class and the industrial class will benefit from a shift of \$2,678,156 off of the class while the remaining classes will have to absorb this shift through a rate increase of 2.22%.

## **Scenario Three: Incremental Reduction of Multi-Residential and Industrial tax ratio: 2013-2016 – Phase 1:**

Scenario three represents an alternative plan for the reduction of the multi-residential and industrial tax ratios which involves an incremental decrease over the course of four taxation years the same as the assessment.

In this scenario, staff has modeled the impact of reducing both these ratios by one-quarter of the difference between the current ratio and the target ratios of 1.9979 and 2.2048 for each of the four years. That is, for each of the 2013, 2014, 2015 and 2016 taxation years, the model ratios have been reduced by 0.04200 for the multi-residential class and by 0.10630 for the industrial class. All other tax ratios have been maintained at their current levels.

The results of this analysis set out in Appendix Two quantify the inter-class tax shifts that may occur as a result of this change both in terms of dollar and per cent change and also illustrates the anticipated change to the preliminary tax rate for each class. The multi-residential property class would see a reduction of \$191,907 or 1.40% off of the class and the industrial property class would see a shift of \$658,554 or 3.52% off of that

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class. The remaining property classes will have to absorb this shift through a rate increase of 0.55%.

## **Tax Impact**

Appendix 1 and 2 outlines the tax impacts to the average residential taxpayer for all three scenarios.

Under scenario one, the combined effect of maintaining the existing ratios, the 2013 education tax rate, the 2013 approved budget levy including funds for the Public Health, factoring in the reassessment impact and using the average residential assessment of \$311,136 the average residential taxpayer would see an increase of \$125.80 over 2012.

Using the same factors with the tax ratios under scenario two (full reduction in 2013) the average residential taxpayer would realize an increase of \$198.01.

Using the same factors but phasing in both the multi-residential tax and industrial tax ratios over 4 years under scenario three, the average taxpayer would realize an increase of \$143.56 from 2012.

If Council chooses to reduce both the multi-residential and industrial tax ratios to 1.9979 and 2.2048 respectively, the impact would be an additional \$72.21 to the average residential taxpayer.

If Council chooses to reduce both the multi-residential and the industrial in increments over four years, the impact would be an additional \$17.76 to the average residential taxpayer.

In keeping with Guelph's Long Term Financial Strategy, staff recommends reducing the multi-residential tax ratio to 1.9979 and the industrial tax ratio to 2.2048 in equal increments over four years. The recommendation to reduce the multi-residential and industrial ratio demonstrates the City's commitment in moving towards a balanced tax assessment ratio and a community-focused, responsible and accountable government. Making the tax ratios for the multi-residential class more competitive is also consistent with the local growth strategy, which supports higher density in the residential sector while changing the industrial tax ratio will provide the opportunity to attract industry with the ability to pay.

## **Mandatory Capping Parameters**

Council must limit the assessment related tax increases on multi-residential, commercial and industrial properties by a mandatory cap of up to 5% of the

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previous years' CVA taxes. In 2005, the Province provided increased flexibility for municipalities with establishing additional optional capping parameters. Municipalities could now increase the assessment-related tax increases by up to 10% of the previous year's annualized capped taxes or 5% of the previous year's annualized CVA taxes, whichever was greater. Properties with taxes within \$250 of their CVA taxes could also be moved to full CVA tax. Beginning in 2009, municipalities added the option of permanently excluding properties from the capping once they reached their CVA destination. Under this feature, a property that reaches CVA tax in one year can be excluded from the capping program the next year.

The implementation of all of the capping options (Appendix 3) to their maximum would provide the City with the necessary tools to move these capped classes closer to CVA taxation much quicker – the objective of reform. It would provide for greater stability and predictability. It is perceived to be fairer and equitable to taxpayers. Properties in the same class with the same CVA will pay the same tax and this will provide municipalities with the flexibility to end the tax capping program and rely on the assessment phase-in as the sole means of providing tax protection.

Council must pass a bylaw indicating the parameters they wish to implement for the 2013 taxation year.

Assuming a multi-residential ratio of 2.123900 and an industrial ratio of 2.5237000, the impacts on the affected classes are as follows:

**Multi-residential:** There are currently 244 multi-residential properties. All 244 of these properties would be taxed at CVA taxes as compared with only 125 if set at the 5% mandatory capping parameters. The mandatory cap of 5% would also leave a shortfall of \$116,818 which would have to come from the general revenues as there are not enough claw back properties to fund the capped properties.

**Commercial:** There are currently 1,235 commercial properties. 1,161 of these properties would now be taxed at their full CVA tax as compared with 423 if set at the 5% mandatory capping parameter. The dollar value of those properties requiring protection falls from \$280,644 to \$128,647. The claw back rate increases from 17.6307% to 27.3795%.

**Industrial:** There are currently 329 industrial properties within the City of Guelph. 320 properties would now be taxed at CVA tax as compared to 125 properties if the capping parameters were not implemented. The dollar value of required protection falls from \$28,036 to \$4,183.

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As in previous years, the overall principle for tax policy is to promote and adopt positions that shorten the time frame to achieve full CVA taxation and that simplify the complexities of the tax system. Fair tax policies and a balanced tax ratio form an integral part of the City's Strategic goals.

## **CORPORATE STRATEGIC PLAN**

2.2 Deliver public services better

2.3 Ensure accountability, transparency & engagement

3.2 Be economically viable, resilient, diverse and attractive for business

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

ATT-1 Appendix 1: - Tax Ratio Analysis (Scenario 1 vs. 2)

ATT-2 Appendix 2: - Tax Ratio Analysis (Scenario 1 vs. 3)

ATT-3 Appendix 3: - Capping Analysis

ATT-4 Schedule 1: - 2013 Property Tax Policy

"original signed by Gail Nisbet"

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Property Class	2013 Preliminary Levy				Inter-Class Tax Shifts		Effective Tax Rates		
	Scenario 1		Scenario 2		\$	%	Using Existing Ratios	Multi-res ratio @ 1.9979	Tax Rate Change %
	Existing Ratios Tax Levy	% of Total Tax Levy	Industrial ratio@2.2048 Multi-residential Ratios set at 1.9979	% of Total Tax Levy					
<b>Taxable</b>									
Residential	\$120,558,272	63.92%	\$123,239,234	65.34%	\$2,680,962	2.22%	1.043677%	1.066886%	2.22%
Farm	\$17,635	0.01%	\$18,027	0.01%	\$392	2.22%	0.260919%	0.266722%	2.22%
Managed Forest	\$1,746	0.00%	\$1,784	0.00%	\$38	2.18%	0.260919%	0.266722%	2.22%
New Multi-Residential	\$355,419	0.19%	\$363,323	0.19%	\$7,904	2.22%	1.043677%	1.066886%	2.22%
<b>Multi-residential</b>	<b>\$13,699,630</b>	<b>7.26%</b>	<b>\$12,919,207</b>	<b>6.85%</b>	<b>-\$780,423</b>	<b>-5.70%</b>	<b>2.260500%</b>	<b>2.131532%</b>	<b>-5.71%</b>
Commercial	\$31,354,735	16.62%	\$32,051,999	16.99%	\$697,264	2.22%	1.920366%	1.963071%	2.22%
<b>Industrial</b>	<b>\$18,724,374</b>	<b>9.93%</b>	<b>\$16,046,218</b>	<b>8.51%</b>	<b>-\$2,678,156</b>	<b>-14.30%</b>	<b>2.744871%</b>	<b>2.352271%</b>	<b>-14.30%</b>
Pipeline	\$521,071	0.28%	\$532,658	0.28%	\$11,587	2.22%	2.001251%	2.045754%	2.22%
<b>Subtotal Taxable</b>	<b>\$185,232,882</b>	<b>98.21%</b>	<b>\$185,172,450</b>	<b>98.17%</b>	<b>-\$60,432</b>	<b>-0.03%</b>			
<b>Payments in Lieu</b>									
Residential	\$25,864	0.01%	\$26,439	0.01%	\$575	2.22%	1.043677%	1.066886%	2.22%
Commercial	\$3,269,555	1.73%	\$3,342,262	1.77%	\$72,707	2.22%	1.920366%	1.963071%	2.22%
Industrial	\$89,844	0.05%	\$76,994	0.04%	-\$12,850	0.00%	2.744871%	2.352271%	-14.30%
<b>Subtotal PIL</b>	<b>\$3,385,263</b>	<b>1.79%</b>	<b>\$3,445,695</b>	<b>1.83%</b>	<b>\$60,432</b>	<b>1.79%</b>			
<b>TOTAL</b>	<b>\$188,618,145</b>	<b>100.00%</b>	<b>188,618,145</b>	<b>100.00%</b>	<b>\$0</b>	<b>\$0</b>			

Property Tax using current City Ratios			
Taxation Year	Average Assessment	Tax Rate	Residential
2012	299,321	1.263213%	\$3,781.06
2013	311,136	1.255677%	\$3,906.86
Increase/(Decrease) in Taxes 2011 & 2012			<b>\$125.80</b>
Impact on average residential taxpayer			<b>\$125.80</b>
<i>(budget, public health, reassessment &amp; education)</i>			
Property Tax using Changed Ratios			
2012	299,321	1.263213%	\$3,781.06
2013	311,136	1.278886%	\$3,979.07
Increase/(Decrease) in Taxes 2011 & 2012			<b>\$198.01</b>
Impact on average residential taxpayer			<b>\$198.01</b>
<i>(budget, public health, reassessment &amp; education)</i>			
<b>Additional impact on average residential taxpayer</b>			<b>\$72.21</b>

2012 Preliminary Levy					Inter-Class Tax Shifts		Effective Tax Rates		
Property Class	Scenario 1		Scenario 2		\$	%	Using Existing Ratios	Multi-res ratio @2.16590	Tax Rate Change %
	Existing Ratios Tax Levy	% of Total Tax Levy	Multi-residential Ratios set at 2.16590	% of Total Tax Levy					
<b>Taxable</b>									
Residential	\$112,833,511	62.90%	\$113,358,551	63.19%	\$525,040	0.47%	1.037386%	1.042213%	0.47%
Farm	\$11,480	0.01%	\$11,534	0.01%	\$54	0.47%	0.259346%	0.260553%	0.47%
Managed Forest	\$1,721	0.00%	\$1,729	0.00%	\$8	0.46%	0.263708%	0.264935%	0.47%
New Multi-Residential	\$325,635	0.18%	\$327,150	0.18%	\$1,515	0.47%	1.037386%	1.042213%	0.47%
<b>Multi-residential</b>	<b>\$13,378,835</b>	<b>7.46%</b>	<b>\$12,606,331</b>	<b>7.03%</b>	<b>-\$772,504</b>	<b>-5.77%</b>	<b>2.395765%</b>	<b>2.257330%</b>	<b>-5.78%</b>
Commercial	\$30,267,899	16.87%	\$30,408,744	16.95%	\$140,845	0.47%	1.908791%	1.917672%	0.47%
Industrial	\$19,024,074	10.60%	\$19,112,597	10.65%	\$88,523	0.47%	2.728325%	2.741020%	0.47%
Pipeline	\$497,437	0.28%	\$499,750	0.28%	\$2,313	0.46%	1.989188%	1.998443%	0.47%
<b>Subtotal Taxable</b>	<b>\$176,340,592</b>	<b>98.30%</b>	<b>\$176,326,386</b>	<b>98.29%</b>	<b>-\$14,206</b>	<b>-0.01%</b>			
<b>Payments in Lieu</b>									
Residential	\$12,758	0.01%	\$12,818	0.01%	\$60	0.47%	1.037386%	1.042213%	0.47%
Commercial	\$3,040,012	1.69%	\$3,054,158	1.70%	\$14,146	0.47%	1.908791%	1.917672%	0.47%
Industrial	\$0	0.00%	\$0	0.00%	\$0	0.00%	2.728325%	2.741020%	0.47%
<b>Subtotal PIL</b>	<b>\$3,052,770</b>	<b>1.70%</b>	<b>\$3,066,976</b>	<b>1.71%</b>	<b>\$14,206</b>	<b>0.47%</b>			
<b>TOTAL</b>	<b>\$179,393,362</b>	<b>100.00%</b>	<b>179,393,362</b>	<b>100.00%</b>	<b>\$0</b>	<b>\$0</b>			

<b>Property Tax using current City Ratios</b>			
<u>Taxation Year</u>	<u>Average Assessment</u>	<u>Tax Rate</u>	<u>Residential</u>
2012	281,702	1.275400%	\$3,592.83
2012	292,000	1.258386%	\$3,674.49
Increase/(Decrease) in Taxes 2011 & 2012			<b>\$81.66</b>
Impact on average residential taxpayer			2.27%
<i>(budget, public health, reassessment &amp; education)</i>			
<b>Property Tax using Changed Ratios</b>			
2011	281,702	1.275400%	\$3,592.83
2012	292,000	1.263213%	\$3,688.58
Increase/(Decrease) in Taxes 2011 & 2012			<b>\$95.75</b>
Impact on average residential taxpayer			2.67%
<i>(budget, public health, reassessment &amp; education)</i>			
<b>Total impact on average residential taxpayer</b>			<b>\$14.09</b>

Property Class	2013 Preliminary Levy				Inter-Class Tax Shifts		Effective Tax Rates		
	Scenario 1		Scenario 3		\$	%	Using Existing Ratios	<a href="#">Ind@2.5237</a> <a href="#">MR@2.1239</a>	Tax Rate Change %
	Existing Ratios Tax Levy	% of Total Tax Levy	Industrial ratio - 2.5237 Multi-residential Ratio set at 2.1239	% of Total Tax Levy					
<b>Taxable</b>									
Residential	\$120,558,272	63.92%	\$121,217,517	64.27%	\$659,245	0.55%	1.043677%	1.049384%	0.55%
Farm	\$17,635	0.01%	\$17,731	0.01%	\$96	0.54%	0.260919%	0.262346%	0.55%
Managed Forest	\$1,746	0.00%	\$1,755	0.00%	\$9	0.52%	0.260919%	0.262346%	0.55%
New Multi-Residential	\$355,419	0.19%	\$357,363	0.19%	\$1,944	0.55%	1.043677%	1.049384%	0.55%
<b>Multi-residential</b>	<b>\$13,699,634</b>	<b>7.26%</b>	<b>\$13,507,727</b>	<b>7.16%</b>	<b>-\$191,907</b>	<b>-1.40%</b>	<b>2.260500%</b>	<b>2.228787%</b>	<b>-1.40%</b>
Commercial	\$31,354,735	16.62%	\$31,526,192	16.71%	\$171,457	0.55%	1.920366%	1.930867%	0.55%
<b>Industrial</b>	<b>\$18,724,372</b>	<b>9.93%</b>	<b>\$18,065,818</b>	<b>9.58%</b>	<b>-\$658,554</b>	<b>-3.52%</b>	<b>2.744871%</b>	<b>2.648331%</b>	<b>-3.52%</b>
Pipeline	\$521,071	0.28%	\$523,920	0.28%	\$2,849	0.55%	2.001251%	2.012194%	0.55%
<b>Subtotal Taxable</b>	<b>\$185,232,884</b>	<b>98.21%</b>	<b>\$185,218,023</b>	<b>98.20%</b>	<b>-\$14,861</b>	<b>-0.01%</b>			
<b>Payments in Lieu</b>									
Residential	\$25,864	0.01%	\$26,005	0.01%	\$141	0.55%	1.043677%	1.049384%	0.55%
Commercial	\$3,269,555	1.73%	\$3,287,434	1.74%	\$17,879	0.55%	1.920366%	1.930867%	0.55%
Industrial	\$89,842	0.05%	\$86,683	0.05%	-\$3,159	0.00%	2.744871%	2.648331%	-3.52%
<b>Subtotal PIL</b>	<b>\$3,385,261</b>	<b>1.79%</b>	<b>\$3,400,122</b>	<b>1.80%</b>	<b>\$14,861</b>	<b>0.44%</b>			
<b>TOTAL</b>	<b>\$188,618,145</b>	<b>100.00%</b>	<b>188,618,145</b>	<b>100.00%</b>	<b>\$0</b>	<b>\$0</b>			

Property Tax using current City Ratios			
Taxation Year	Average Assessment	Tax Rate	Residential
2012	299,321	1.263213%	\$3,781.06
2013	311,136	1.255677%	\$3,906.86
Increase/(Decrease) in Taxes 2012 & 2013			<b>\$125.80</b>
Impact on average residential taxpayer			<b>\$125.80</b>
<i>(budget, public health, reassessment &amp; education)</i>			
Property Tax using Changed Ratios			
2012	299,321	1.263213%	\$3,781.06
2013	311,136	1.261384%	\$3,924.62
Increase/(Decrease) in Taxes 2012 & 2013			<b>\$143.56</b>
Impact on average residential taxpayer			<b>\$143.56</b>
<i>(budget, public health, reassessment &amp; education)</i>			
<b>Additional impact on average residential taxpayer</b>			<b>\$17.76</b>



## Appendix 3

<i>Multi-res ratio @2.123900</i> <i>Industrial ratio@2.52370</i>	<b>Mandatory Options - 5% Capping</b>			<b>All Available Capping Options</b>		
	<b>Changing Multi-res &amp; Ind Ratio</b>			<b>Changing Multi-res &amp; Ind Ratio</b>		
<b><u>Capping and Threshold Parameters Used</u></b>	<b><u>Multi-Residential</u></b>	<b><u>Commercial</u></b>	<b><u>Industrial</u></b>	<b><u>Multi-Residential</u></b>	<b><u>Commercial</u></b>	<b><u>Industrial</u></b>
Annualized Tax Limit	5%	5%	5%	10%	10%	10%
Prior Year CVA Tax Limit	0%	0%	0%	5%	5%	5%
CVA Tax Threshold - Increases	0	0	0	\$250	\$250	\$250
CVA Tax Threshold - Decreases	0	0	0	\$250	\$250	\$250
Exclude Properties Previously at CVA Taxes	No	No	No	Yes	Yes	Yes
Exclude Properties that cross CVA Taxes	No	No	No	Yes	Yes	Yes
Total Properties	244	1235	329	244	1235	329
Number of Properties Capped	49	249	16	0	14	2
% of Properties Capped	20.08%	20.16%	4.86%	0.00%	1.13%	0.61%
\$ Value of Protection	\$146,059	\$280,644	\$28,036	\$0	\$128,647	\$4,183
Net Class Impact	\$116,818	0	0	0	0	0
Number of Properties Clawed Back	70	563	261	0	60	7
% of Properties Clawed Back	28.69%	45.59%	79.33%	0.00%	4.86%	2.13%
Clawback Percentage	100.0000%	17.6307%	1.1590%	0.0000%	27.3795%	1.8714%
Number of Properties at CVA	125	423	52	244	1161	320
% of Properties at CVA	51.23%	34.25%	15.81%	100.00%	94.01%	97.26%



**CORPORATION OF THE  
CITY OF GUELPH**

**2013 PROPERTY TAX  
POLICY REPORT**

**Prepared by  
Finance & Enterprise  
Taxation and Revenue**

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## **INTRODUCTION**

The *Municipal Act* sets out the parameters to be followed by municipalities when setting property tax policies. These parameters include: establishing tax ratios and discounts; Graduated taxation and optional classes; Capping options on multi-residential, commercial and industrial properties; Levy restrictions which prevent municipalities from passing on levy increases to capped classes which have tax ratios in excess of provincial averages.

Annual tax policy decisions establish the level of taxation for the various property classes. This report provides an overview of the tax policy decisions that must be made by Guelph City Council for the 2013 taxation year.

Each policy area is broken down into the following sections:

- Staff recommendation
- Overview / description of the policy
- Analysis and/or additional background information
- Policy considerations: in order to provide a basis for evaluating each policy decision, staff has considered factors such as economic impact, equity/fairness, and administrative impact.

In accordance with Section 308(4) of the *Municipal Act, 2001* tax ratios must be established each year. A by-law must be passed in the year to establish the municipality's tax ratios for that year.

**SUMMARY OF RECOMMENDATIONS FOR THE 2013 TAXATION YEAR**

<b>POLICY</b>	<b>STAFF RECOMMENDATION</b>
<b>Tax Ratios, Class Discounts and Tax Rates</b>	THAT the 2013 City tax ratios, class discounts and tax rates be approved as set out in Appendix 1; and THAT staff be directed to prepare the necessary tax ratio and tax rating by-laws
<b>Graduated tax rates</b>	Not recommended for 2013
<b>Optional classes</b>	Not recommended for 2013
<b>New Multi-Residential Properties</b>	THAT the Multi-residential property class continue as per By-law (2002)-16852 Refer to Appendix 2.
<b>Mandatory Capping</b>	THAT the following parameters be established for the purposes of calculating the 2013 capping and claw back rates in accordance with section 329.1 of the Municipal Act: <ol style="list-style-type: none"> <li>1. Cap limit of 10% of 2012 annualized taxes</li> <li>2. Minimum tax increase of 5% of 2012 CVA(Current value assessment)taxes</li> <li>3. Move capped /claw back properties to CVA tax if the capped /claw back taxes are within a maximum of \$250 of CVA taxes without creating a shortfall</li> <li>4. Exclude properties previously at CVA tax</li> <li>5. Exclude properties that cross CVA tax</li> <li>6. Set a minimum tax level of 100% of CVA tax for new construction and new to class for business properties(multi-residential, commercial &amp; industrial)</li> </ol> THAT staff be directed to prepare the necessary by-law.
<b>Municipal Tax Reduction</b>	Not recommended for 2013
<b>Tax relief for low- income seniors and persons with disabilities</b>	THAT the current tax relief program for low-income seniors and low-income persons with disabilities be continued as adopted by By-law (2005)-17727. Refer to Appendix 3.
<b>Tax relief for charities and other similar organizations</b>	THAT the current tax relief program for charities be continued for the 2013taxation year in accordance with By-law (2002) – 16851. Refer to Appendix 4.

## TAX RATIOS, CLASS DISCOUNTS and TAX RATES

### STAFF RECOMMENDATION

**THAT** the 2013 City tax ratios, class discounts and tax rates be approved as set out in Appendix 1; and

**THAT** staff be directed to prepare the necessary tax ratio and tax rating by-laws.

### OVERVIEW / DESCRIPTION

- Legislative reference : *Municipal Act 2001 Section 308*
- Most significant tax policy decision is that of tax ratios
- Tax rates are measured as a percentage of the assessed value of a property
- Tax ratios show how the tax rate for a property class compares with the residential rate. If a property class has a ratio of 2, then it is taxed at twice the rate of the residential class
- Municipalities can set different tax ratios for different classes of property
- Transition ratios were calculated initially in 1998 by the Province and reflected the level of taxation by class at that time
- Tax ratios must be approved annually by City Council. The issue is whether the tax ratios for each class should be changed

#### Changing Tax Ratios

- Changing ratios shifts the relative burden of property taxes between property classes
- The City's ability to adjust tax ratios and redistribute the tax burden between property classes is limited by the "ranges of fairness" established by the Province (see Appendix 1 attached) which help protect property classes that are taxed at higher rates
- If the ratio for a property class is outside the "range of fairness" a municipality can either maintain the existing ratio or move towards the "range of fairness" but may not move further from the fairness range
- If a tax ratio is above the provincial threshold average a levy increase cannot be passed on to that class. However, since 2004 the province has allowed municipalities to pass along up to 50% of a levy increase to those restricted classes ( classes which have ratios in excess of the threshold)
- The City of Guelph ratios are currently at or below the provincial threshold and therefore can pass along all of the budgetary increases to all property classes

#### Class Discounts

- The Municipal Act also sets out the provisions for taxing farmland pending development which are as follows:
  1. On registration of the plan of subdivision, property assessment changes from being based on farm use to zoned use and a tax rate of between 25% and 75% of the relevant rate will apply. Guelph is currently at the maximum of 75%
  2. When a building permit is issued the tax rate may change from 25% to 100% of the rate that would apply to the property's zoned use. Guelph currently charges the maximum of 100%.

## POLICY CONSIDERATIONS

### **Economic impact:**

- Any adjustment to the tax ratios involves shifting the tax burden to the other property classes. Any tax ratio changes would result in a shift of taxation onto the residential class and increase in municipal taxes paid by the residential taxpayer.
- The range of fairness and levy restriction rules are a clear indication that the province wishes to see taxes on commercial, industrial and multi-residential properties reduced and shifted onto residential properties. The fact that the low end of the fairness ranges for commercial/industrial classes is below the residential tax ratio indicates the former government felt the property taxes for businesses should be less than property taxes for residential properties.
- The farmland awaiting development properties are taxed at the maximum allowable rate with discounts of 25% for sub class 1 and 0% for subclass 2

### **Equity/fairness:**

- Higher tax ratios could be perceived as discriminatory by multi-residential, commercial and industrial property owners who may feel that they are overtaxed relative to residential properties
- The disparity between the commercial and industrial tax ratios is difficult to justify
- Non residential and multi-residential properties have historically been taxed at higher rates in most municipalities across the province
- Multi-residential properties are assessed on a different basis than residential properties and most often will attract a lesser amount of assessment per unit
- Non residential properties pay property taxes using pre-tax income which is not the case for residential property owners and therefore supports the concept of differential tax rates

### **Administrative impact:**

None

## GRADUATED COMMERCIAL/INDUSTRIAL TAX RATES

### STAFF RECOMMENDATION

Not recommended for 2013

### OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 314*
- Municipality establishes bands of assessment and then taxes the portion of each commercial/industrial property's assessed value within each band at a different rate – the rate applied to the lower band(s) will be the lower rate
- Banding must apply to all commercial/industrial properties
- Either two or three bands of assessment are allowed for this purpose
- Must be self-financing within the class – i.e. no tax impact on other property classes
- The intention of this policy would be to benefit small businesses in lower-valued commercial/industrial properties

### SAMPLE GRADUATED COMMERCIAL TAX SCENARIO

Class	<u>Band 1</u> \$0 to \$1,000,000 of CVA	<u>Band 2</u> \$1,000,001 to \$2,500,000 of CVA	<u>Band 3</u> Greater than \$2,500,000 of CVA
Commercial occupied	50% of full commercial rate	75% of full commercial rate	Full commercial rates

### SAMPLE TAX BILL CALCULATION

Commercial occupied CVA of \$5,000,000, full tax rate = 3%

	Assessment	Tax rate	Taxes
Band 1	\$1,000,000	1.5%	\$15,000
Band 2	\$1,500,000	2.25%	\$33,750
Band 3	\$2,500,000	3%	\$75,000



## POLICY CONSIDERATIONS

### **Economic impact:**

- Tax reduction for lower valued properties
- Tax increase for higher valued properties

### **Equity/fairness:**

- Could be perceived as moving away from “fairness”, as each commercial/industrial property would have a different effective tax rate
- Higher valued commercial/industrial property owners would subsidize lower valued properties by paying a higher effective tax rate
- Graduated tax rates would in some cases adversely affect smaller tenants, since graduation applies to the entire property
- Difficult to target assistance for specific types of properties or geographic areas
- Results in competitive advantages/disadvantages
- Designed for the commercial/industrial property classes. These classes already receive preferential treatment relative to tax ratios and the continued capping of tax increases.
- Another level of complexity that has no real benefit.

### **Administrative impact:**

- Minor impact on layout of tax bill for commercial/industrial properties
- Can become very confusing when layered with the capping parameter options

## OPTIONAL PROPERTY CLASSES

### STAFF RECOMMENDATION:

Not recommended for 2013

## OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 308 and O.Reg 282/98*
- Council may by by-law establish new property classes for shopping centres, office buildings, parking lots and large industrial properties
- Allows for a redistribution of tax burden within the broad commercial and industrial classes based on surface area of buildings.

### DETAILS

1. Shopping centres: rentable area of a shopping centre (at least three units) that exceeds 25,000 square feet – the first 25,000 square feet remains in the commercial class
2. Office buildings: rental area of an office building that exceeds 25,000 square feet – the first 25,00 square feet remains in the commercial class
3. Parking Lots: entire assessment of such properties is included in this class
4. Large industrial properties: buildings in excess of 125,000 square feet – entire assessment is included in this class

## POLICY CONSIDERATIONS

### Economic impact:

- Establishing separate classes of commercial and industrial property will result in some properties subsidizing others, as the tax rates for these classes would be different from the main class. For example, establishing a separate class for shopping centres would result in a lower tax rate for shopping centres than for all other commercial properties

### Equity/fairness:

- Use of separate classes could be seen as discriminatory and moving away from fairness, and contrary to basic premise of reassessment

### Administrative impact:

- Adopting an optional class requires a by-law to be prepared and notification to the Municipal Property Assessment Corporation

## NEW MULTI-RESIDENTIAL PROPERTY CLASS

### **STAFF RECOMMENDATION:**

**THAT** the Multi-residential property class continue as per By-law (2002)-16852  
Refer to Appendix 2.

### **OVERVIEW / DESCRIPTION**

- Legislative reference: *Municipal Act 2001 Section 308 and O. Reg 282/98*
- Council may by by-law establish new property class for new multi residential properties
- New multi-residential : applies to new multi-residential construction (7 or more rental units) or the conversion from a non-residential use pursuant to a building permit issued after date on which the bylaw adopting the new class of property was approved
- Allows for new multi residential properties to be taxed at the lower residential tax rate for a thirty five year period

### **POLICY CONSIDERATIONS**

#### **Economic Impact:**

- May assist in promoting an adequate supply of affordable rental housing units by attracting new developments

#### **Equity/Fairness**

- Lends support to often raised arguments that the tax ratio for multi-residential class should not be significantly different than that of the residential class. On the basis that tenants do not consume more services than homeowners nor are they better able to pay the taxes.

#### **Administrative Impact:**

- Minimal staff time and costs

## MANDATORY CAPPING

### **STAFF RECOMMENDATION:**

**THAT** the following parameters be established for the purposes of calculating the 2013 capping and claw back rates in accordance with section 329.1 of the Municipal Act:

1. Cap limit of 10% of 2012 annualized taxes or
2. Minimum tax increase of 5% of 2012 CVA taxes, whichever is greater
3. Move capped/claw backed properties to CVA tax responsibility if the capped taxes/claw back taxes are within a maximum of \$250 of CVA taxes without creating a shortfall
5. Exclude properties previously at CVA tax
6. Exclude properties that cross CVA tax in
7. Set a tax level of 100% of CVA tax for new construction & new to class business properties (multi-res, commercial & industrial )

**THAT** staff be directed to prepare the necessary by-law.

## OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Part IX*
- Council must limit the assessment related tax increases on multi residential, commercial and industrial properties
- Council must decide how to finance the cap, which can be done by capping decreases as well, by using general revenues or reserves, or a combination of the two.
- The Province has provided increased flexibility for municipalities commencing in 2005, with the following options available:
- Maintaining the mandatory cap of up to 5%
- Increasing the cap between 5% and 10%, or selecting 5% of CVA tax (whichever is higher)
- If an increasing/decreasing property is within \$250 of CVA taxation, then it may be billed the full amount
- Exclude properties previously at CVA tax or exclude properties that cross CVA tax. If significant reassessment increases occur on a property this option will eliminate the capping protection amount which would otherwise be subsidized by all properties within that class experiencing a reassessment decrease (claw back).
- New construction is taxed at 100% of CVA tax

## POLICY CONSIDERATIONS

### **Economic impact:**

- The mandatory capping (without any minimum \$ amount) means that some properties will not reach their full taxation levels for many, many years, if ever
- Shortfalls cannot be shared with school boards
- Mandatory capping enables the City to move capped classes closer to CVA taxation more quickly resulting in greater stability and predictability in property taxation.
- Having properties at or close to their CVA taxes can reduce the tax capping impacts resulting from reassessment
- The best method to avoid capping shortfalls requires the use of the highest allowable percentage for capped tax increases

### **Equity/fairness:**

- Funding the cap through means other than capping decreases results in either a long term drain on reserve balances (as the cap is now indefinite) or subsidization of tax increases by other classes
- Adopting these capping options is perceived to be fair and equitable to taxpayers because properties in the same class with the same CVA should pay the same tax.

## MUNICIPAL TAX REDUCTION

### **STAFF RECOMMENDATION:**

**Not recommended for 2013**

## OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 362*
- Permits the City to reduce the taxes of a property which is subject to capping limitations by the amount that would otherwise have been a capping adjustment
- This reduction would be applied as a tax rate reduction and not an after the fact rebate
- Has limited usefulness – essentially a means of removing a property requiring a large capping adjustment from the capping calculation in order to make the capping work
- Cost of the program is not shared with the school boards

## POLICY CONSIDERATIONS

### **Economic impact:**

- This can be a very costly tool to the City's operating budget to fund the total cost of the tax reduction since the province has excluded school boards from participating in this policy

### **Equity/fairness:**

- Provides specific preferential treatment to an individual property or properties, and therefore goes against the overriding principle of fairness

## TAX RELIEF FOR LOW-INCOME SENIORS AND LOW-INCOME PERSONS WITH DISABILITIES

### **STAFF RECOMMENDATION:**

**THAT** the tax relief program for low-income seniors and low-income persons with disabilities be continued as adopted by By-law (2005)-17727. Refer to Appendix 3

### **OVERVIEW / DESCRIPTION**

- Legislative reference: *Municipal Act 2001 Section 319*
- Upper tier and single tier municipalities **MUST** provide a program of tax relief for “relief of financial hardship”
- Relief can be in the form of a deferral or cancellation of tax increases
- The tax increase to be deferred or cancelled is calculated as the difference between the current year’s taxes levied and the previous year’s taxes levied on a property (subject to provincial regulation)
- The by-law also applies to tax increases for education purposes
- The amount deferred or cancelled is withheld by the lower tier municipality from amounts levied for school board purposes
- A tax certificate must show any deferrals and the priority lien status of real property taxes in accordance with Section 349 of the Municipal Act applies to any such deferrals
- The intent of this policy is to provide a mechanism to assist those least able to pay a significant increase in taxes

### **POLICY CONSIDERATIONS**

#### **Economic impact:**

- Taxes are deferred and recovered when the property is sold or the eligible applicant ceases to be eligible
- Interest may not be charged on deferred taxes
- Each year the potential deferral must be paid for by other taxpayers. This results in a levy increase to fund the shortfall

#### **Equity/fairness:**

- Cancellation of taxes does result in some minor taxpayer subsidization, and effectively reduces the province’s obligation under the Property Tax Credit program

#### **Administrative impact:**

- Additional staff time to administer the rebates

## **CURRENT TAX RELIEF PROVISIONS FOR LOW INCOME SENIORS AND LOW INCOME PERSONS WITH DISABILITIES**

### **GENERAL PARAMETERS**

- Tax relief is in the form of a deferral of taxes
- The amount eligible for deferral is the total increase given that the increase is greater than or equal to \$300 annually. No tax relief applies if the amount of the tax increase is less than \$300.
- Eligibility is as set out below

### **ELIGIBILITY CRITERIA (for receipt of property tax relief):**

#### **A) LOW-INCOME SENIORS**

- Means a person who on December 31<sup>st</sup> of the year of application has attained the age of 65 years and is in receipt of benefits under *Guaranteed Income supplement (GIS)* program or has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Annual Income* system (*GAINS*) program for Ontario Senior Citizens.

#### **B) LOW-INCOME DISABLED PERSONS**

- Means a person who is in receipt of benefits under the *Ontario Disability Support Program (ODSP)* or in receipt of disability amounts under the current *Family Benefits Act (FBA)* or in receipt of benefits under the *Guaranteed Annual Income System (GAINS) for the Disabled* and is eligible to claim a disability amount as defined under the *Income Tax Act*.

### **OTHER PROVISIONS**

- To qualify for tax assistance, applicants must have been owners of real property within the City for a period of one (or more) year(s) preceding the application.
- Tax assistance is only allowed on one principal residence of the qualified individual or the qualifying spouse.
- Application for tax deferral must be made annually to the City to establish eligibility or continued eligibility. Applications must include documentation in support thereof to establish that the applicant is an eligible person and that the property with respect to which the application is made is eligible property. Applications must be submitted to the City on or before the last day of December in the year for which the application applies on a form prescribed by the City for this purpose.
- Tax relief applies to current taxes only and is only deferred after payment in full is received for any current or past year amounts payable.
- Applicant responsible to refund any overpayment of tax rebate granted if property assessment is reduced by the Assessment Review Board or Municipal Property Assessment Corporation
- For properties that are jointly held or co-owned by persons other than spouses, both or all co-owners must qualify under applicable eligibility criteria in order to receive tax relief.
- Tax relief begins in the month in which the low income senior attains the age of 65 or in which the low income disabled person becomes disabled



## **OTHER BACKGROUND INFORMATION ON TAX RELIEF FOR LOW INCOME SENIORS AND LOW INCOME PERSONS WITH DISABILITIES**

### **GUARANTEED INCOME SUPPLEMENT**

The *Guaranteed Income Supplement (GIS)* is a federal program administered by Human Resources Development Canada, in conjunction with the Old Age Security (OAS) program. The Guaranteed Income Supplement is an income-tested, monthly benefit for Old Age Security pensioners with limited income apart from the Old Age Security pension.

To qualify for the *GIS*, an individual must:

- be receiving the Old Age Security pension;
- be resident in Canada; and
- have an income at or below the qualifying level, as established by regulation. (For married couples, the combined income of both spouses must be below the qualifying level).

Provisions of the *GIS* are established under the Old Age Security Act (Canada), and regulations made quarterly under this Act. Application, eligibility determination and payment of benefits under this program are administered by Human Resources Development Canada, thereby eliminating the need for individual municipalities to establish criteria and eligibility for applicants. Applicants need only demonstrate proof of *GIS* benefits to qualify for municipal tax relief.

### **ONTARIO DISABILITY SUPPORT PROGRAM**

The Ontario Disability Support Program (*ODSP*) is a provincial program administered by the Ontario Ministry of Community & Social Services (*MCSS*). The *ODSP* was introduced in legislation in June 1997 (Bill 142), and was created to remove people with disabilities from the Welfare system to more effectively meet their needs.

Eligibility under the *ODSP* is determined by staff of the *MCSS*, according to criteria which considers, among other things, the nature of the disability, the extent to which daily activities are affected by the disability, income level from all sources (including receipt of benefits under other income support programs such as *GAINS*, *Canada Pension Plan*, *Workers Compensation*), etc.

Application, eligibility determination and payment of benefits under the *ODSP* are administered by the *MCSS*, using information supplied by applicants. This eliminates the need for individual municipalities to establish criteria and eligibility for applicants. Applicants need only demonstrate proof of *ODSP* eligibility to qualify for municipal tax relief.

## TAX REBATES FOR CHARITIES

### **STAFF RECOMMENDATION:**

**THAT** the tax relief program for charities be continued for the 2013 taxation year in accordance with By-law (2002)- 16851. Refer to Appendix 4.

## OVERVIEW / DESCRIPTION

- Legislative reference: *Municipal Act 2001 Section 361*
- The original intent of the program was to address certain tax impacts relating to the elimination of the Business Occupancy Tax (BOT) – registered charities that previously did not pay the BOT on leased commercial/industrial properties were put in a position of paying a higher (blended) rate on such properties
- All municipalities must have a rebate program in place
- An eligible charity is a registered charity as defined in subsection 248(1) of the Income Tax Act (Canada) that has a registration number issued by the Canada Customs and Revenue Agency
- A property is eligible if it is in one of the commercial or industrial property classes within the meaning of subsection 308(1) of the Municipal Act

### **Program requirements include:**

- The amount of rebate must be at least 40% of tax paid
- One half of the rebate must be paid within 60 days of receipt of the application and the balance paid within 120 days of receipt of the application
- Applications for a rebate must be made between January 1 of the taxation year and the last day of February of the following taxation year
- The program must permit the eligible charity to make application based on an estimate of the taxes payable
- The program must provide for final adjustments to be made after the taxes have been set

### **Program options include:**

- Other similar organizations may also be provided with rebates
- Rebates can be provided to properties in classes other than the commercial and industrial classes
- The rebate % can vary for different charities or other similar organizations and can be up to 100% of taxes paid
- Cost of the rebate is shared between City and school boards
- The organization receiving the rebate shall also be provided with a written statement showing the proportion of costs shared by the school boards
- Any overpayment of rebated amount to be refunded by Charity if property assessment is reduced by the Assessment Review Board (ARB) or Municipal Property Assessment Corporation (MPAC)

## **POLICY CONSIDERATIONS**

### **Economic impact:**

- This by-law provides relief for organizations which were previously exempt from paying the Business Occupancy Tax - results in similar tax treatment before and after reform

### **Equity/fairness:**

- The cost of rebates is built in to the City budget

### **Administrative impact:**

- Results in some additional staff time to administer the rebates

## **CURRENT TAX RELIEF PROVISIONS FOR REGISTERED CHARITIES**

The City's by-law includes all mandated provisions as well as the following optional provisions:

- Rebates set at 40% of taxes paid
- Rebate set at 100% for those properties that are used and occupied as a memorial home, clubhouse or athletic grounds by those organizations whose persons served in the armed forces of Her Majesty or Her Majesty's allies in any war (i.e.- Legion, Army & Navy)
- Types of Charitable organizations benefitting from the rebate program include Family & Children Service, Canadian Mental Health, Second Chance, St. John's Ambulance, Salvation Army, etc.
- In 2012 the City processed approximately 44 applications for a total dollar amount of \$292,159 of which the City was responsible for \$157,352.

# Appendix One

## 2013 CITY OF GUELPH - TAX RATIOS, DISCOUNTS AND RATES

PROPERTY CLASS	CITY OF GUELPH TRANSITION RATIOS	PROVINCIAL THRESHOLD RATIOS	GUELPH'S 2012 TAX RATIOS	RECOMMENDED CITY OF GUELPH 2013 TAX RATIOS	TAX RATE REDUCTIONS 2013	TAX RATES 2013	PUBLIC HEALTH 2013	TOTAL TAX RATES 2013
Residential	1.000000	1.000000	1.000000	1.000000		1.034155%	0.015229%	1.049384%
Residential - Farmland 1	1.000000	1.000000	1.000000	1.000000	25%	0.775616%	0.011422%	0.787038%
Residential - Farmland 4	1.000000	1.000000	1.000000	1.000000		1.034155%	0.015229%	1.049384%
New Multi-residential	1.000000	1.000000	1.000000	1.000000		1.034155%	0.015229%	1.049384%
Multi-residential	3.089700	2.740000	2.165900	2.123900		2.196442%	0.032345%	2.228787%
Multi-residential - Farmland 1	3.089700	2.740000	1.000000	1.000000	25%	0.775616%	0.011422%	0.787038%
Multi-residential - Farmland 4	3.089700	2.740000	2.165900	2.123900		2.196442%	0.032345%	2.228787%
Commercial	1.840000	1.980000	1.840000	1.840000		1.902846%	0.028021%	1.930867%
Commercial - Farmland 1	1.840000	1.980000	1.000000	1.000000	25%	0.775616%	0.011422%	0.787038%
Commercial - Farmland 4	1.840000	1.980000	1.840000	1.840000		1.902846%	0.028021%	1.930867%
Commercial - Excess Land	1.840000	1.980000	1.840000	1.840000	30%	1.331992%	0.019615%	1.351607%
Commercial - Vacant Land	1.840000	1.980000	1.840000	1.840000	30%	1.331992%	0.019615%	1.351607%
Commercial- New Constr-Full	1.840000	1.980000	1.840000	1.840000		1.902846%	0.028021%	1.930867%
Commercial-New Constr-excess	1.840000	1.980000	1.840000	1.840000	30%	1.331992%	0.028021%	1.351607%
Industrial	3.271100	2.630000	2.630000	2.523700		2.609897%	0.038433%	2.648331%
Industrial - Farmland 1	3.271100	2.630000	1.000000	1.000000	25%	0.775616%	0.011422%	0.787038%
Industrial - Farmland 4	3.271100	2.630000	2.630000	2.523700		2.609897%	0.038433%	2.648331%
Industrial - Excess Land	3.271100	2.630000	2.630000	2.523700	35%	1.696433%	0.024982%	1.721415%
Industrial - Vacant land	3.271100	2.630000	2.630000	2.523700	35%	1.696433%	0.024982%	1.721415%
Industrial - New Constr-Full	3.271100	2.630000	2.630000	2.523700		2.609897%	0.038433%	2.648331%
Industrial- New Constr-Excess	3.271100	2.630000	2.630000	2.523700	35%	1.696433%	0.024982%	1.721415%
Pipelines	1.917500	1.917500	1.917500	1.917500		1.982993%	0.029201%	2.012194%
Farmlands	0.250000	0.250000	0.250000	0.250000		0.258539%	0.003807%	0.262346%
Managed Forests	0.250000	0.250000	0.250000	0.250000		0.258539%	0.003807%	0.262346%

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2002) - 16852

A by-law to amend By-Law (1998)-15832,  
being a by-law to establish a separate  
property class for new multi-residential  
properties.

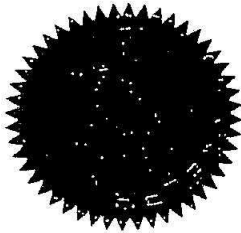
WHEREAS By-law (1998)-15832 provides for the establishment of a separate  
property class for new multi-residential properties;

AND WHEREAS, it is deemed desirable that property in the new multi-  
residential class be taxed at the lower residential/farm rate for the first 35 years.

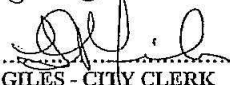
NOW THEREFORE the Council of the Corporation of the City of Guelph  
enacts as follows:

1. That Section 2 of By-Law (1998)-15832 be amended by deleting the words "for the  
first eight years" and inserting the words "for the first thirty five years"

PASSED this 6<sup>th</sup> day of May, 2002



  
KAREN FARBRIDGE-MAYOR

  
LOIS GILES - CITY CLERK



# City of Guelph

## FINANCE

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**TO:** Finance, Administration & Corporate Services Committee

**DATE:** March 7, 2007

**SUBJECT: PROPERTY TAX DEFERRAL FOR SENIORS AND  
HOMEOWNERS ON A FIXED INCOME**

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**RECOMMENDATION:**

That the report dated March 7, 2007 entitled "Property Tax Deferral for Seniors and Homeowners on a Fixed Income" be received for information.

**BACKGROUND:**

City Council adopted a resolution on January 23<sup>rd</sup>, 2007 asking staff to examine the feasibility of deferring tax increases to senior citizens and homeowners on a fixed income.

This program has been available to taxpayers since 1998 when Current Value Assessment was implemented. In 1998 the City of Guelph approved By-Law 15831 amended by By-Law 17727 in 2005 as required by Section 319 of the Municipal Act.

Since 1998 few taxpayers in the City have inquired about the program and no one has ever applied for tax relief. There seems to be three reasons for this. Taxpayers:

1. Did not qualify for relief.
  2. Would not provide the required documentation.
  3. Did not want a lien on their property.
- 

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The potential costs of the program are as follows:

1. Taxes are deferred and recovered when the property is sold or the eligible applicant ceases to be eligible.
2. Interest may not be charged on deferred taxes.
3. Each year the potential deferral must be paid for by other taxpayers. This results in a levy increase to fund the shortfall.

All Municipalities are required to have this program per the Municipal Act.

On average the eligible amount is \$100-\$150 in other Municipalities compared to \$300 which is the eligible amount for the City of Guelph..


A survey of Kitchener, Waterloo and Oakville indicates that only five taxpayers in all enjoy this program. The City of Cambridge received three applications for 2003 and 2004 but none of these qualified for the deferral. The City of Guelph has never received any applications for deferred taxes.


**IMPLICATIONS:**


The City approved By-law 17727-(2005) as required by Section 319 of the Municipal Act.

**ATTACHMENTS:**

By-law Number: (2005) - 17727

  
Prepared By:  
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Manager of Taxation and Revenue  
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Recommended By:  
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Director of Finance  
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Approved for Presentation:  
Larry Kotseff  
Chief Administrative Officer

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Page 2 of 2

THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2005) – 17727

A by-law to provide for deferrals of tax increases on property in the residential property class for low-income seniors and low-income persons with disabilities and to repeal by-law number (1998)-15831.

WHEREAS the Council of the Corporation of the City of Guelph, pursuant to Section 319 of the *Municipal Act, 2001, S.O.20901, c.25*, as amended, shall pass a by-law providing for deferrals or cancellation of, or other relief in respect of, all or part of a tax increase on property in the residential property class for low-income seniors and low-income persons with disabilities.

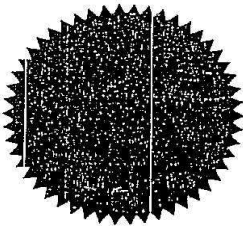
NOW THEREFORE the Council of the Corporation of the City of Guelph enacts as follows:

1. In this by-law:
  - a) "Eligible amount" means the total tax increase over the previous year which is equal to or greater than \$300 annually.
  - b) "Eligible person" means a low-income person with disabilities or a low-income senior or the spouse of such eligible person.
  - c) "Low-income person with disabilities" means a person who is in receipt of benefits under the *Ontario Disability Support Program (ODSP)* or in receipt of disability amounts under the current *Family Benefits Act (FBA)* or in receipt of benefits under the *Guaranteed Annual Income System (GAINS)* for the Disabled and be eligible to claim a disability amount as defined under the *Income Tax Act*.
  - d) "Low-income senior" means a person who on December 31<sup>st</sup> of the year of application has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Income Supplement (GIS)* program or has attained the age of 65 years and is in receipt of benefits under the *Guaranteed Annual Income System (GAINS)* program for Ontario Senior Citizens.
2. Tax Relief granted pursuant to this by-law shall be in the form of a deferral of the annual eligible amount provided that:
  - a) Either the owner or spouse of the owner has been assessed as the owner of, and has occupied the property for a period of one or more years preceding the date of application.
  - b) For properties which are jointly held or co-owned by person other than spouses, all co-owners must qualify under applicable eligibility criteria in order to receive tax relief.
3. Deferred amounts shall continue until the property is sold or until the eligible applicant ceases to be eligible, at which time the total deferred amounts become a debt payable to the Corporation of the City of Guelph.
4. Tax relief amounts provided pursuant to this by-law are not transferable to the estates of deceased owners.
5. The amount of tax relief granted pursuant to this by-law shall represent a lien against the property.



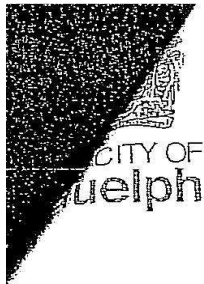
5. The amount of tax relief granted pursuant to this by-law shall represent a lien against the property.
6. Tax relief is only allowed on one principal residence of the qualified individual or the qualifying spouse.
7. Application for tax relief must be made annually to the City to establish eligibility or continued eligibility. Applications must include documentation in support thereof to establish that the applicant is an eligible person and that the property with respect which the application is made is eligible property. Applications must be submitted to the City on or before the last day December in the year for which the application applies, on a form prescribed by the City for this purpose.
8. Tax relief applies to current taxes only and are only deferred after payment in full is received for any current or past year amounts payable.
9. This by-law shall come into force and take place immediately.

PASSED this SECOND day of MAY, 2005.



*K.M. Quarrie*  
.....  
K.M. QUARRIE - MAYOR

*V. Charlene Lavigne*  
.....  
V. CHARLENE LAVIGNE-DEPUTY CITY CLERK



INFORMATION SERVICES DEPARTMENT  
CITY CLERK'S DIVISION  
City Hall, 59 Carden Street  
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Website: [guelph.ca](http://guelph.ca)

January 30, 2007

Councillor Karl Wettstein

Dear Councillor Wettstein,

---

At a meeting of Guelph City Council held on January 23, 2007 the following resolution was adopted:

"THAT Finance, Administration & Corporate Services Committee examine the issue of offering to senior citizens and homeowners on fixed income, the option of deferring any future tax increases until such time as they sell their homes, at which time the City will collect those deferred taxes;

AND THAT staff report to the Finance, Administration & Corporate Services Committee with regard to the feasibility, costs and practices in other municipalities of such a program."

Yours truly,

A handwritten signature in black ink, appearing to read "Lois A. Giles".

Lois A. Giles,  
City Clerk/Manager of Council  
Administrative Services

cc.: Mr. D.A. Kennedy  
Ms. L.E. Payne

\*nlm



THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2002) - 16851

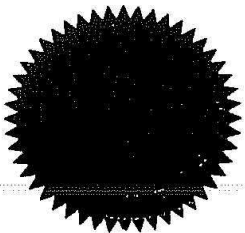
A By-law to provide for relief from taxes for charitable organizations and to repeal by-law number (1998)-15834.

WHEREAS Section 442.1 of the *Municipal Act* as amended provides that every municipality shall have a tax rebate program for eligible charities for the purpose of giving them relief from taxes on eligible property they occupy;


THEREFORE THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. In this by-law, eligible charity means a registered charity as defined in subsection 248(1) of the *Income Tax Act (Canada)* that has a registered number issued by the Canada Customs and Revenue Agency.
2. A property is eligible if it is in one of the commercial classes or industrial classes, within the meaning of subsection 363(20) of the *Municipal Act* as amended.
3. A property is eligible if it is actually used and occupied as a memorial home, clubhouse or athletic grounds by those organizations whose persons served in the armed forces of *Her Majesty* or *Her Majesty's* allies in any war.
4. The rebate shall be 40% of the taxes payable by the eligible charity on the eligible property it occupies for those properties in one of the commercial or industrial classes.
5. The rebate shall be 100% of the taxes payable by those organizations whose persons served in the armed forces on the eligible property it occupies .
6. An eligible charity shall make application to the municipality each year for which a rebate of taxes is requested, such application to be made on the prescribed form after January 1 of the year and no later than the last day of February of the following year.
7. This By-law shall come into force and take effect immediately.
8. By-law Number (1998) -15834 is hereby repealed.

PASSED this 6<sup>th</sup> day of May, 2002.



  
KAREN FARBRIDGE-MAYOR

  
LOIS A GILES-CITY CLERK

# INTERNAL MEMO



DATE April 16, 2013  
TO **Council**  
FROM Gail Nisbet  
DIVISION Finance and Enterprise Services  
DEPARTMENT Taxation and Revenue  
**SUBJECT Table 2: 2012 Tax Ratios for City of Guelph and its' Comparator Municipalities (FIN-13-12)**

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Please find attached the 2012 Tax Ratios for the City of Guelph and its' Comparator Municipalities as requested by Corporate Administration and Finance Enterprises Committee, April 15, 2013.

**Gail Nisbet**  
Manager of Taxation and Revenue

Taxation and Revenue  
**Finance and Enterprise**  
Location: 1 Carden St

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F 519-837-5647  
E gail.nisbet@guelph.ca

**Table 2: 2012 Tax ratios for City of Guelph and its' Comparators**

<b>Municipality</b>	<b>Multi-Residential</b>	<b>Commercial</b>	<b>Industrial</b>
Ajax	1.8665	1.4500	2.2598
Barrie	1.0197	1.4331	1.5163
Brampton	1.7050	1.2971	1.4700
Brantford	2.1355	1.9360	2.6300
Burlington	2.2619	1.4565	2.3599
Cambridge	1.9500	1.9500	1.9500
Chatham - Kent	2.1488	1.9605	2.4350
Greater Sudbury	2.3165	2.1157	3.1627
<b>Guelph</b>	<b>2.1659</b>	<b>1.8400</b>	<b>2.6300</b>
Halton Region	2.2619	1.4565	2.3599
Hamilton	2.7400	1.9800	3.2465
Kingston	2.4195	1.9800	2.6300
Kitchener	1.9500	1.9500	1.9500
London	2.0700	1.9800	2.6300
Markham	1.0000	1.1172	1.3124
Mississauga	1.7788	1.4098	1.5708
Niagara Falls	2.0440	1.7586	2.6300
Oakville	2.2619	1.4565	2.3599
Oshawa	1.8655	1.4500	2.2598
Ottawa	1.7000	1.8270	2.5745
Peel Region	1.7050	1.2971	1.4700
Pickering	1.8655	1.4500	2.2598
Richmond Hill	1.0000	1.1172	1.3124
St. Catharines	2.0440	1.7586	2.6300
Thunder Bay	2.7400	1.9527	2.4300
Vaughan	1.0000	1.1172	1.3124
Waterloo	1.9500	1.9500	1.9500
Waterloo Region	1.9500	1.9500	1.9500
Wellington County	2.0000	1.3712	2.4440
Whitby	1.8665	1.4500	2.2598
Windsor	2.4589	1.9173	2.3601
<b>Average</b>	<b>1.9433</b>	<b>1.6495</b>	<b>2.2037</b>
<b>Minimum</b>	<b>1.0000</b>	<b>1.1172</b>	<b>1.3124</b>
<b>Maximum</b>	<b>2.7400</b>	<b>2.1157</b>	<b>3.2465</b>
<b>Provincial Threshold</b>	<b>2.7400</b>	<b>1.9800</b>	<b>2.6300</b>

# STAFF REPORT



TO Corporate Administration Finance and Enterprise

SERVICE AREA Finance & Enterprise Services

DATE April 15, 2013

**SUBJECT 2014 Budget Workshop Follow-up and Responses**

REPORT NUMBER FIN-13-14

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide a summary of the follow-up items identified through the 2014 Budget Workshop held on February 12, 2013 and propose responses with respect to the tax-supported operating budget model and budget guideline.

### KEY FINDINGS

On February 12, 2013, staff and Council attended a budget workshop to review the 2013 budget process and provide feedback on aspects where improvement or clarity was required. This report focuses on responding to feedback surrounding the tax-supported operating budget model and the budget guideline. Separate workshops and reports will follow to address the opportunity to receive Council input on the City's capital budget earlier in the budget process. Additional opportunities for public engagement will be addressed in the 2014 Budget Calendar report scheduled to come forward to May CAFES.

### FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report.

### ACTION REQUIRED

That Council approve the staff recommendations as outlined in report FIN-13-14 "2014 Budget Workshop Follow-up and Responses".

## RECOMMENDATION

1. That Council approve use of the guideline formula as outlined in FIN-13-14 "2014 Budget Workshop Follow-up and Responses" to set annual budget targets;
2. That Council approve the 2014 budget guideline as follows:  
**Guideline = (5-year average for Ontario CPI) + (5-year average increase in # of taxable properties) + (investment factor)**  
Guideline = 1.94% + 1.43% + 0.5%  
**Guideline = 3.87%**

# STAFF REPORT



- 3. That Council direct staff to develop a multi-year tax supported operating budget as part of the 2014 budget process including one year for approval (2014) and a 3-year forecast (2015-2017) based on the guideline approved in recommendation 2 as follows:

	2015	2016	2017
Guideline: 3-year forecast	3.87%	3.87%	3.87%

- 4. That Council approve the tax supported operating budget model as included in Appendix 1 of FIN-13-14 "2014 Budget Workshop Follow-up and Responses" and including two columns for Base/Growth (volume) and enhancements.
- 5. That outcomes from the 2014 Capital Budget workshop scheduled for May 7, 2013 be brought forward in a separate report for approval.

### BACKGROUND

On February 12, 2013 staff and Council attended a budget workshop to review the 2013 budget process and discuss next steps as staff enter the planning phase of the development of the 2014 budget. As a result of that meeting, four key areas were identified as requiring greater discussion and review. These areas are:

- 1. Tax Supported Operating Budget Model
- 2. Tax Supported Operating Budget Guideline
- 3. Development and Council Input into the Capital Budget
- 4. Public Awareness and Engagement

For the purpose of this report, staff will focus on responding to questions and concerns related to the tax supported operating budget model and the tax supported budget guideline.

### REPORT

#### Tax Supported Operating Budget Model

The City's tax supported operating budget model has historically been provided to members of Council and the public as part of the City's operating budget package. This model provides a summary of the year over year increase by service area and by department and summarizes the increase or decrease to the City's net tax levy. The model is an integral part of the City's budget development; however, the components of the model have been inconsistent and need to be better defined.

**Action Item 1:** Provide an example of the proposed 2014 tax supported operating budget model.

#### **Response to Action Item 1:**

The proposed 2014 tax supported operating budget model is included as **Appendix 1** of this report. The proposed model presents the City's budget in two sections –

# STAFF REPORT

base budget plus growth and service increases & enhancements- allowing staff, Council and members of the public to understand what cost increases or decreases can be attributed to providing the same level of service to our existing population versus what can be attributed to the introduction of new services or service enhancements.

**Action Item 2:** Provide clear definitions of the components of the model and steps followed to calculate the increase or decrease to net tax levy.

## **Response to Action Item 2:**

For greater clarity and consistency, staff are recommending that the following terminology be used in the development and discussions surrounding the City's budget:

**a. Base Budget:** funding that is required to provide the same level of service to the same population as the prior year.

**b. Impact from Capital:** the funding that is required to pay the operating costs resulting from a capital project being constructed and becoming operational. This can include salaries, wages, operating supplies, fuel, etc.

**c. Growth:** funding that is required to provide the same level of service to more people.

**d. New Service or Service Enhancement:** funding that is required to add a service that is not currently provided or to improve the level of service that is currently provided.

**e. Budget Guideline:** Council approved target that is determined using the formula as outlined in FIN-13-14 "2014 Budget Workshop Follow-up and Responses".

**f. Budget Estimate:** information prepared by staff early in the budget cycle highlighting the known pressures that will impact the development of the City's upcoming budget. The estimate does not consider mitigation measures that can be applied to control the year over year tax levy increase.

For information on the steps followed to calculate the increase or decrease to the net tax levy, please refer to **Appendix 1**.

## **Tax Supported Operating Budget Guideline**

The City's tax supported operating budget guideline is provided early the budget process and provides the framework that departments use to approach the development of their departmental, service area and corporate budgets. Historically, the budget guideline and budget estimate have been referred to interchangeably; however, moving forward the budget guideline is the Council approved target to be used in budget development.

**Action Item 3:** Provide a formula driven consistent multi-year guideline that takes into account:

- a. inflationary pressures
- b. volume
- c. predictability



# STAFF REPORT

d. efficiencies

### Response to Action Item 3:

The City of Guelph is proposing the following policy based guideline that will offer a degree of predictability and consistency when utilized in the development of a multi-year operating budget:

**Guideline = (5-year average for Ontario CPI) + (5-year average increase in # of taxable properties) + (investment factor)**

As shown at the budget workshop, the 5-year average for Ontario all-items CPI is 1.94% and is calculated using the following change to CPI for the following years:

	2008	2009	2010	2011	2012
CPI Ontario (All items)	2.3%	0.4%	2.5%	3.1%	1.4%
5-Year Average	1.94%				

Staff also recommend that a component for volume be added. In order to calculate this, staff applied the 5-year increase to the number of taxable properties that were added to the tax roll. This measure is recommended because it looks strictly at volume and does not consider value or class of the property. The following chart shows the 5-year increase to the number of taxable properties within the City of Guelph:

	2008	2009	2010	2011	2012
Increase in # of Taxable Properties	1.1%	2.3%	1.4%	1.1%	1.2%
5-year average	1.43%				

In addition, staff recommend the inclusion of an investment factor to recognize the need for funds to support investment in the City. A review of various sources, including the 2012 Global Innovation Index (GII), Business School indices and past experience in Guelph, suggests a range of 0.5% - 1.0%. After considering this information, staff are recommending an investment factor of 0.5%.

Staff therefore recommend that the following guideline be approved by Council:

**Guideline = (5-year average for Ontario CPI) + (5-year average increase in # of taxable properties) + (investment factor)**

Guideline = 1.94% + 1.43% + 0.5%

**Guideline = 3.87%**

Staff will use this guideline to prepare a multi-year tax-supported operating budget with one-year for approval (2014) and a three-year forecast which will be provided for information.

# STAFF REPORT

To meet this proposed guideline, staff will need to build new revenue opportunities and efficiencies into their existing budgets because the City's budget is pushed beyond inflation each year by employee compensation and funding for capital projects. As always, it will be at Council's discretion to decide whether an additional efficiency target be included in the tax supported operating budget.

For information purposes, the following shows the actual tax levy increases for the City over the last five years:

	2008	2009	2010	2011	2012
Tax Levy Increase	4.50%	3.74%	3.66%	1.78%	3.52%

**Action Item 4:** Examine the benefits and downfalls of the municipal price index.

#### **Response to Action Item 4:**

The municipal price index was originally designed to assist in determining the rate of inflation of the cost of goods a municipality purchases. This index is helpful to managers and Council in the following ways:

- It provides an indication of the direction of prices relative to municipal expenditures
- It measures the increase in overall municipal expenditures attributable to inflation
- It allows staff to monitor the increase in expenditures by category. This is helpful in the sense that such things as labour, construction costs and consulting may all increase at different rates and the MPI offers the flexibility to take this into consideration.

The downside of the municipal price index is that it is not calculated by a central agency such as Statistics Canada and rather each municipality is responsible for utilizing any number of indices to determine their own calculations. This makes the calculation rather complex and less transparent to stakeholders and members of Council when compared to a centrally calculated index.

**Action Item 5:** Provide examples of what other municipalities do in setting the guideline.

#### **Response to Action Item 5:**

Staff looked at municipalities in the surrounding area with respect to what they have done to develop a budget guideline:

City of Waterloo:

- Has a finance policy in place that states that a property tax increase will not exceed their MPI. In calculating their MPI they use a number of different indices ranging from policy information to provincial and federally calculated indices to municipal water rates. The City of Waterloo prepares a three year

# STAFF REPORT



operating budget for Council review and consideration. In 2011, as part of the three year budget process, Waterloo Council approved a 2013 MPI equal to 2.26%. As required by the City's MPI policy, the MPI is recalculated annually in September. In September 2012, the City's MPI for 2013 was recalculated and approved by Council at 1.55%.

## City of Kitchener:

- Tracks and presents the cumulative increase for CPI, MPI and benchmarks against the City of Waterloo and City of Cambridge in terms of property taxes and utility increases. This is presented as information for Council. Based on public information available, the City prepares a budget estimate to show current year pressures.

## Town of Milton:

- Staff at the Town of Milton are directed to prepare an annual operating budget in a range between 1-5% that incorporates growth, new service and inflationary impacts. They provide an MPI calculation that utilizes a number of different indices and internal agreements and policies, but also calculate a budget estimate at a high level which incorporates a base increase equal to MPI (e.g. their MPI was 3.01% but overall net tax levy increase reported at their guideline equivalent stage was 5.12%).

## City of Barrie:

- The City of Barrie prepares a Budget Directions report which lays the framework for work that is to be completed as part of that year's budget process. This includes a budget estimate that highlights the known cost drivers and a budget guideline which staff are to identify actions that could be taken that would reduce the impacts.

## **CORPORATE STRATEGIC PLAN**

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

## **DEPARTMENTAL CONSULTATION**

Executive Team

## **COMMUNICATIONS**

[Approach to Communications]

## **ATTACHMENTS**

# STAFF REPORT



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## Appendix 1: 2014 Tax Supported Operating Budget Model

"original signed by Sarah Purton"

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### Report Author

Sarah Purton  
Manager, Financial Planning & Budgets  
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E: sarah.purton@guelph.ca

"original signed by Katrina Power"

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### Approved By

Katrina Power  
GM Finance/Deputy Treasurer  
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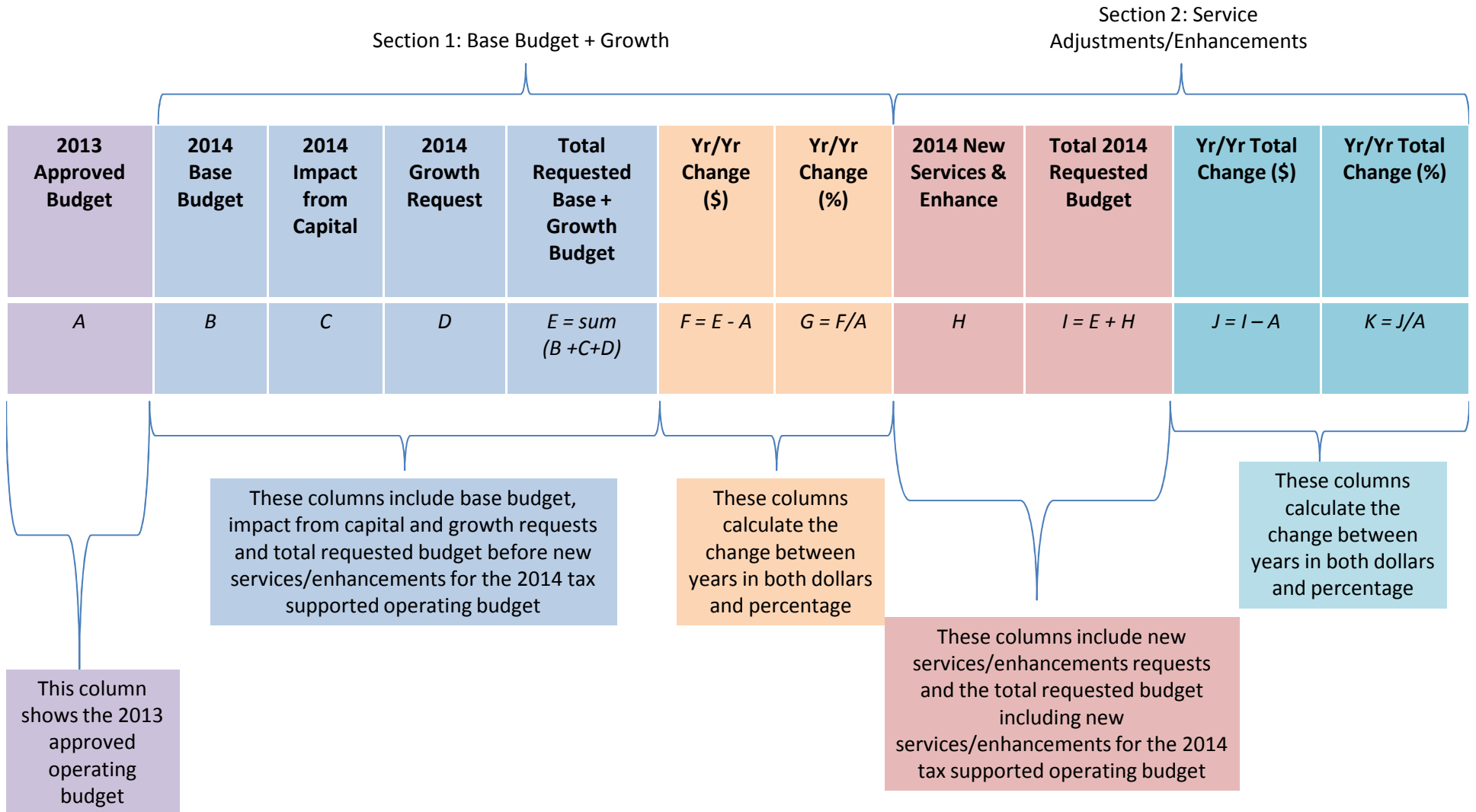
"original signed by Al Horsman"

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### Recommended By

Al Horsman  
Executive Director,  
Finance & Enterprise/CFO  
519-822-1260 ext. 5606  
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# Appendix 1: 2014 Tax Supported Operating Budget Model



**CONSENT REPORT OF THE  
PLANNING & BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE**

April 29, 2013

Her Worship the Mayor and  
Councillors of the City of Guelph.

Your Planning & Building, Engineering and Environment Committee beg leave to present their THIRD CONSENT REPORT as recommended at its meeting of April 22, 2013.

*If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Planning & Building, Engineering & Environment Committee will be approved in one resolution.*

**PBEE-2013.16 Supporting the Expansion of Community CarShare  
Cooperative to Guelph**

1. That the report entitled "Supporting the Expansion of Community CarShare Cooperative to Guelph", dated April 22, 2013, be received.
2. That Council approve the transfer of entitlement of the free parking space in the Baker Street Parking Lot from the former Guelph Community Car Coop (GCCC) to the Community CarShare Cooperative.
3. That Council approve providing a second dedicated CarShare space downtown free of charge in a location mutually agreed upon by Community CarShare and staff.
4. **That staff be directed, as part of the Zoning By-law Review, to develop a change in policy to reduce parking requirements for a development that has provided access to a car sharing practice.**
5. **That staff be directed to set the term of the proposed spaces for car sharing to ten years.**

All of which is respectfully submitted.

Councillor Piper, Chair  
Planning & Building, Engineering and  
Environment Committee

**PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE APRIL 22, 2013 MEETING.**

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE April 22, 2013

**SUBJECT Supporting the Expansion of Community CarShare Cooperative to Guelph**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to introduce Community CarShare Cooperative to the City of Guelph, and to designate parking spaces for their use at City facilities, including an initial two (2) downtown parking spaces.

### KEY FINDINGS

- Community CarShare Cooperative will launch its services in Guelph in May 2013.
- Neighbouring municipalities including Kitchener, Cambridge, Waterloo, and Hamilton are supporting Community CarShare by providing free parking in downtown revenue-generating spaces and in municipally owned non-revenue generating lots.
- Community CarShare requires a minimum of two (2) downtown parking spaces in Guelph prior to its launch.
- Community CarShare is requesting a transfer of entitlement of the free permit space at the Baker Street lot currently held by the Guelph Community Car Co-op (GCCC). A second space in the downtown will be free of charge in a location mutually agreed upon by Community CarShare and staff.
- Staff will work with other city facilities operators outside of downtown (e.g. recreation centres, libraries) to identify potential future parking spaces at municipally owned non-revenue generating lots.

### FINANCIAL IMPLICATIONS

There are no financial implications anticipated to providing parking spaces for carshare vehicles downtown. The Baker Street permit was provided for free to the GCCC upon Council approval in May 2007, and staff recommend that this permit be transferred to the Community CarShare Cooperative. A second space is to be located downtown free of charge in a location mutually agreed upon by Community CarShare and staff. While it is expected that the second space will

# STAFF REPORT

be located in a non-revenue generating space (e.g. the VIA rail station lot), it is possible that the second space may remove one metered space from the downtown. Under this scenario, potential lost revenue would be in the range of \$569 to \$1068 annually. All costs of promotion, signage, and communications are covered by the Community CarShare Cooperative.

## **ACTION REQUIRED**

Approve the report entitled "Supporting the Expansion of Community CarShare Cooperative to Guelph" and the staff recommendations.

## **RECOMMENDATIONS**

1. That the report entitled "Supporting the Expansion of Community CarShare Cooperative to Guelph", dated April 22, 2013, be received.
2. That Council approve the transfer of entitlement of the free parking space in the Baker Street Parking Lot from the former Guelph Community Car Coop (GCCC) to the Community CarShare Cooperative.
3. That Council approve providing a second dedicated carshare space downtown free of charge in a location mutually agreed upon by Community CarShare and staff.

## **BACKGROUND**

### **About the Community CarShare Cooperative**

Community CarShare Cooperative is a non-profit cooperative with the mission to promote carsharing as part of a sustainable transportation system, and reduce private vehicle ownership. Community CarShare was founded in 1998 and operated first in the cities of Kitchener and Waterloo, adding service to the City of Cambridge in 2007, and the City of Hamilton in 2009. They provide its 750 members access to a fleet of 28 vehicles in Kitchener, Waterloo, Hamilton, and soon Elmira, St-Catharines and Guelph on a self-serve, pay-per-use basis. Community CarShare is governed by a volunteer board of directors, elected from the membership, and supported day-to-day by four full-time staff members.

City staff have been assisting Community CarShare with the launch of their services in Guelph, as it is consistent with the objectives of the Transportation Demand Management (TDM) program and can contribute toward meeting emission reduction targets of the Community Energy Initiative.

Community CarShare Cooperative will replace the Guelph Community Car Co-op (GCCC), the latter of which is in the process of dissolving. The GCCC has approximately 30 members and owns two vehicles that are parked at the Baker Street Parking Lot. An initial parking permit was provided free of charge through Council approval (May 22, 2007; Attachment 1 and 2) while the second space is



# STAFF REPORT

paid for through a monthly parking permit. Neither space is currently reserved for carshare vehicles only.

North American studies of the impact of carsharing on vehicle ownership show an aggregate 50% decrease in vehicle ownership among participating households.<sup>1</sup> It is estimated that one carshare vehicle can remove between nine and 13 private vehicles from the road and parking lots.<sup>2</sup>

Due to the pricing structure of carshare services, it is often cost-prohibitive to use carshare for commuting purposes. Thus, members are more inclined to shift their travel choices toward walking, cycling and carpooling when they do not require the use of a vehicle, particularly for their commuting trips.<sup>3</sup>

Furthermore, carsharing in Guelph can contribute to achieving emission reduction goals of the Community Energy Initiative. Surveys of North American carsharing members show that carshare vehicles tend to replace less fuel-efficient personal vehicles.<sup>4</sup> Fifteen to 32% of members sell a private vehicle when they join carsharing.<sup>5</sup> In addition, members often increase their mode share of walking, cycling and carpooling when they become part of a carshare. These factors, as well as a reduction in vehicle kilometres travelled, result in an overall decrease in members' GHG emissions. One study estimates each household that is a member of a carshare reduces its annual emissions by more than half a tonne.<sup>6</sup>

## REPORT

The Community CarShare Cooperative is planning a Guelph launch for May 1st, 2013. The Cooperative will initially provide at least two vehicles downtown to begin, and will expand throughout the city as membership grows. A minimum of 30 members are required to justify the provision of one carshare vehicle.

Drivers from the former Guelph Community Car Co-op (GCCC) will combine with new members currently joining Community CarShare, providing the necessary usage to support two vehicles. This is the minimum fleet size for an initial carshare network.

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<sup>1</sup> Martin, Shaheen and Lidicker, 2010. "Impact of Carsharing on Household vehicle Holdings: Results from North American Shared-Use Vehicle Survey." *Transportation Research Record: Journal of Transportation Research Board*, 2143:150-158.

<sup>2</sup> Shaheen, Cohen and Chung, 2009. "North American Carsharing: 10-year retrospective." *Transportation Research Record: Journal of the Transportation Research Board*, 2110:35-44.

<sup>3</sup> Martin and Shaheen, 2011. "The Impact of Carsharing on Public Transit and Non-Motorized Travel: An Exploration of North American Carsharing Survey Data". *Energies* 4:2094-2114.

<sup>4</sup> Martin, Shaheen and Lidicker, 2010.

<sup>5</sup> Shaheen, Cohen and Chung, 2009.

<sup>6</sup> Martin and Shaheen, 2011. "Greenhouse Gas Emission Impact of Carsharing in North America." *IEEE Transactions on Intelligent Transportation Systems*, 12(4):1074-1086.

# STAFF REPORT

Furthermore, there is increasing interest within the business and development communities to provide carshare parking as a selling feature. Developers see this as an attractive strategy to reduce their parking requirements, which are costly to build. Market Commons at 5 Gordon Street has been approved for a variance to reduce the required parking at the development, in part based on a commitment to provide a carshare vehicle parking space on site. Serene Developments has also made inquiries about providing carshare parking on-site for their next development. The Guelph Chamber of Commerce, located on Farquhar Street, has also expressed a desire to provide access to a carshare vehicle to its employees.

## **Community CarShare Parking Requirements**

For it to be successful, carshare vehicles need to be located within a five to ten minute walk from its users. Experience shows that the Cooperative enjoys early success by providing the initial vehicles in a downtown location. Therefore, Community CarShare requires dedicated parking for the first two vehicles in Downtown Guelph.

The two existing carshare parking spots for GCCC are both located in the Baker Street parking lot. Of these two spaces, one is a permit paid space, and the other space had fees and permit charges waived through Council approval. Neither space is currently reserved exclusively for carshare vehicles, meaning that if the lot is full, a returning carshare vehicle is not guaranteed a parking space.

Community CarShare requires the City to transfer ownership of the free parking permit at the Baker Street lot from GCCC through Council approval. This space will be used primarily by members of the former Guelph carshare that have switched their membership to Community CarShare, since they are used to having a vehicle available at that lot.

Second, Community CarShare is requesting Council approval to relocate the second carshare parking space to another location mutually agreed upon by Community CarShare and staff, based on guiding principles such as visibility and usage. Splitting the vehicles between two different locations helps to serve a wider catchment of members. The second space may be situated so as to complement users of the Transit Terminal, attract members from the Co-operators and City Hall staff, and for future Tri-Car development residents.

Given permission, Community CarShare will install, at their own expense, signs with their logo or other such signs from City authorities reserving these spaces for their vehicles. Providing dedicated spaces ensures that users always have a parking space to park the vehicle, and that users are guaranteed to find a vehicle in a predictable location.

## **Support for Free Parking for Community CarShare**

There is a strong case for providing both spaces free of charge. Carshare services are of significant benefit to the city and its residents, reducing the need for

# STAFF REPORT

downtown parking, minimizing car ownership and reducing emissions. Members also help support alternative modes such as carpooling, walking and cycling. These all work toward Council approved initiatives including Transportation Demand Management and Community Energy.

## **Parking at Non-Revenue Generating Sites**

Community CarShare plans to expand service to the rest of Guelph as demand increases. This will require additional parking throughout the City. Staff will consult with operators of city-managed facilities such as (but not limited to) community recreation centres, libraries, and arenas to identify parking spaces for future carshare vehicles. These spaces, once confirmed, will be signed as carshare parking spaces as signage helps to raise awareness within the community and generate a demand.

## **CORPORATE STRATEGIC PLAN**

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

## **DEPARTMENTAL CONSULTATION**

Public Works (Traffic and Parking)

## **COMMUNICATIONS**

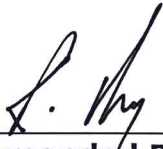
Community CarShare Cooperative will be undertaking marketing and communications initiatives related to the launch of services in Guelph.

## **ATTACHMENTS**

**Attachment 1** - Council Resolution May 22, 2007: Guelph Car Co-Op

### **Report Author**

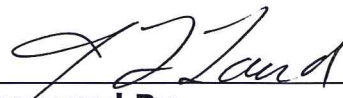
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---

### **Recommended By**

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### **Approved By**

Janet L. Laird, Ph.D.  
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Attachment 1 - Council Resolution

May 22, 2007

Page No. 163

A recorded vote was requested which resulted as follows:

VOTING IN FAVOUR: Councillors Bell, Farrelly, Findlay, Hofland, Salisbury and Mayor Farbridge (6)

VOTING AGAINST: Councillors Beard, Billings, Kovach, Laidlaw, Piper and Wettstein (6)

The motion was lost on a tied vote.

20. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw  
THAT the decision on the Emergency Services Facility – Clair Road be tabled until later in the meeting.

Carried

**Addition of a Body Rub Parlour Category as defined in Section 154.2(B) of the Municipal Act and an Amendment to the current Alternative Health Care Clinic Category in the City's Business Licence By-law (2004)-17551**

21. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland  
THAT the Business Licence By-law be amended to add Body Rub Parlours as a Business category, in addition to amendments relating to Alternative Health Care Clinics, and definitions, licence fees and offence provisions;

AND THAT the Clerk be instructed to give public notice, inviting public input on any proposed amendments;

AND THAT an expansion package to allow for additional resources, including staff, be considered in the 2008 Budget in order to administer and enforce the provisions of the Business Licence By-law if it is determined by Council that body Rub Parlours are to be licensed.

Carried

**Guelph Car Co-Op**

22. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland  
THAT staff be directed to provide a parking space for the Guelph Car Co-Op in the downtown core;

AND THAT the parking permit fees be waived.

Mrs. T. Agnello  
Ms. L.E. Payne  
Mr. D.A. Kennedy

Mr. D. McCaughan



AND THAT staff be directed to bring forth a policy to deal with innovative initiatives to encourage alternative transportation.

Carried

**Youth Council Representation**

23. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland

Mr. G.W. Stahlmann  
Councillor Findlay  
Councillor Hofland

THAT Councillors Findlay and Hofland be appointed as the Youth Council representatives.

Carried

**Emergency Services Facility – Clair Road**

24. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland

Chief S. Armstrong  
Mr. D.A. Kennedy  
Ms. L.E. Payne

THAT the report dated May 09, 2007 outlining a preliminary concept and financial plan for a south end Emergency Services Facility for Fire and Police services be received by Committee and forwarded to City Council for approval;

AND THAT staff prepare and issue the appropriate RFP documents, which include options for the incorporation of green building, for the design of the proposed Emergency Services Facility;

AND THAT the Mayor and Clerk be authorized to execute all agreements and documents necessary to award the contract to the successful design firm;

AND THAT the business case for the future use of the downtown Fire Headquarters be reported back to Council prior to the awarding of the RFP for the design of the South End facility;

AND THAT staff ensures that the design firm creates the opportunity for community involvement and public consultation;

AND THAT the design is coordinated to ensure that the overall facility has an architectural fit within the surrounding area and upon completion, the design be brought back to Council.

Carried

**Councillor Wettstein presented the FOURTH REPORT of the Finance, Administration & Corporate Services Committee**





**Community CarShare**

**Guelph Expansion**

Presented by Jason Hammond



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

**Who is Community CarShare?**

**How does the co-op fit among other green options?**

**What are the benefits?**

**What's the plan for Guelph?**





# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## Who is Community CarShare?

- Non-profit carsharing co-operative
- Operating since 1998 in Kitchener-Waterloo as Grand River CarShare
- Expanded to Hamilton in 2009 and known locally as Hamilton CarShare
- Expansions to Elmira, Guelph, and St. Catharines in 2013. Brand update to Community CarShare.



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



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Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## What is CarSharing?

- Carsharing is not the same as carpooling
- Community CarShare provides convenient, 24/7 access to vehicles to our members on a self-serve, pay-per-use basis

## Who uses carshare?

- Families, professionals, retirees, students, corporate members, low income earners...



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## Our Co-operative Structure

- One member = one vote
- Four full-time staff
- Volunteer board of directors
- Hundreds of members



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## Why do people join Community CarShare?

- Save money and simplify life
- Drive less than 12,000 km/yr
- Often only need a car for a few hours at a time
- Occasionally need a second car
- Replace a larger vehicle with an efficient model
- Environmental and community health
- Invest in the co-operative
- Promote and support green transportation
- Gain access to savings at discount partners



# Community CarShare

Grand River | Hamilton | Niagara

A green choice for each trip...



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.

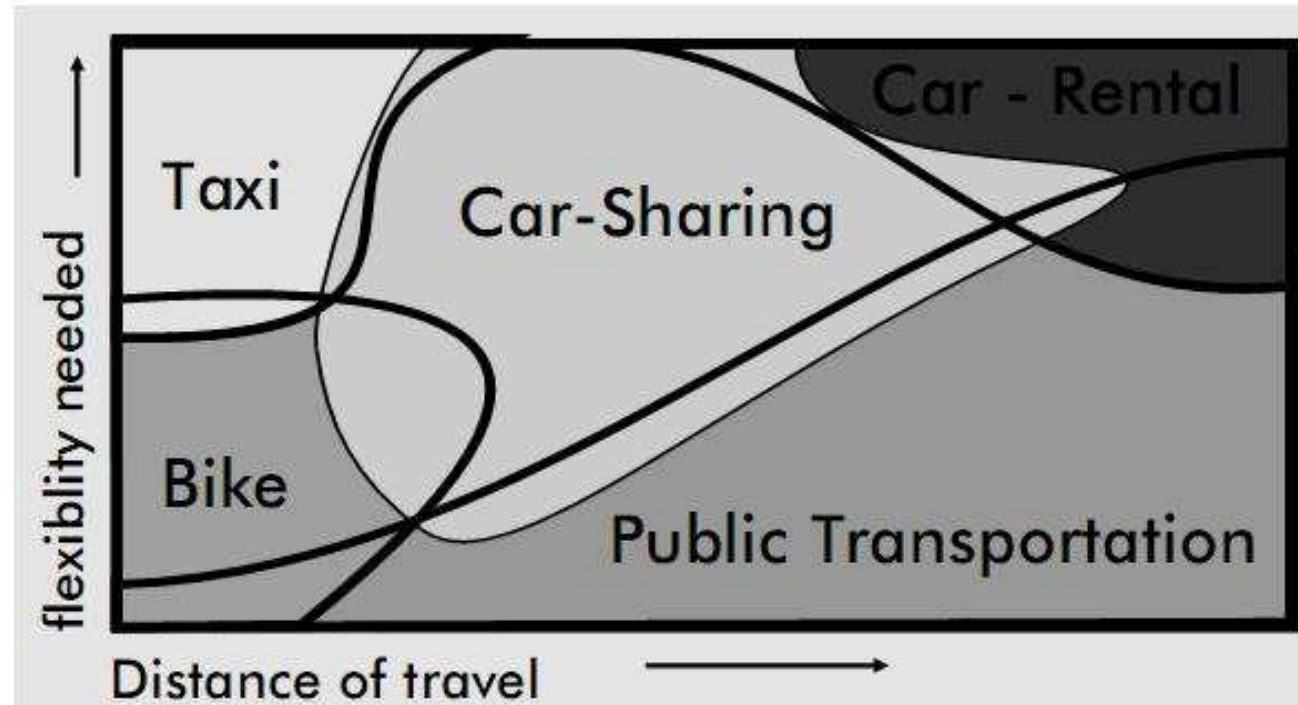


Dig it.



Grow it.

**Exhibit 2-8 Relationship to Other Modes**





# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## A green choice for each trip...

### Knowing the options:

- Walking
- Cycling
- Transit
- Taxis
- Trains
- Carpooling
- Carsharing
- etc.

### Comparing them:

- Emissions
- Price
- Travel time
- Immediacy
- Congestion
- Exercise
- Multitasking
- etc.



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

The right vehicle for  
each trip...

Choosing a vehicle:

- Number of people
- Amount of cargo
- Efficiency
- Comfort
- Familiarity
- etc.





# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## A vehicle where and when it is needed...

### Where to find a vehicle:

- At home, at work, etc.
- Self-serve and stationed across the community
- Connect by transit
- Closest / vehicle type

### Timing the trip:

- As little as 30 minutes
- As long as needed
- Reserving extra time
- Low overnight rates
- In advance/on demand
- 10 & 24 hour blocks

### Making a reservation:

- 24 hours a day, 7 days a week
- Online reservation system
- Talk to a representative by phone





# Community CarShare

Online Maps: <http://www.communitycarshare.ca/find-cars/>



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

Home » Find Cars - Kitchener-Waterloo

MAP OPTIONS ▶

KITCHENER-WATERLOO

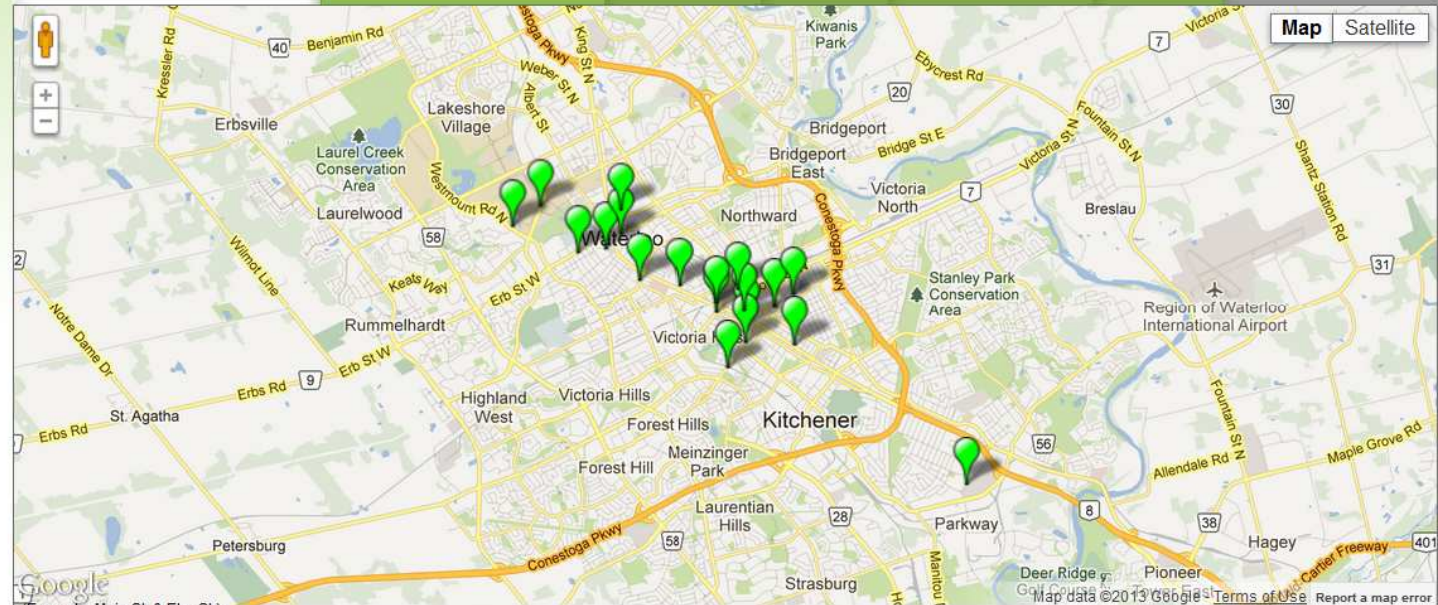
HAMILTON

ELMIRA

ST. CATHARINES

GUELPH

FUTURE STATIONS



Address Search

Search

<input checked="" type="radio"/> All Vehicle Types	<input type="radio"/> Ford Transit Connect	
<input type="radio"/> Honda Civic	<input type="radio"/> Mazda 5	
<input type="radio"/> Mitsubishi i-MIEV	<input type="radio"/> Toyota Matrix	



# Community CarShare

Reservation System: <http://reservations.communitycarshare.ca>



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.



Sharyl Spring [Switch to Business Account](#) [Help](#) [Sign Out](#)

[New Reservation](#) [My Reservations](#) [My Messages](#) [My Account](#) [Member Feedback](#)

**Check Availability**

Start: 01/28/13 04:00 PM

End: 01/28/13 07:00 PM

Location/Address: Home

[Select a New Address](#)

[Search](#)

**Legend**

- Available
- Unavailable
- Requested time: available
- Requested time: unavailable

- Amenities**
- A/C
  - AUX Input
  - CD Player
  - Dog Free
  - Folding Rear Seats
  - Cruise Control

Monday, January 28th, 4:00pm to 7:00pm (3 hours) [list](#) [map](#)

**Greenestyle - Bold St. at MacNab - 10.29 km**

	6 AM	9	NOON	3	6 PM	9	MID	3	6 AM	EST. COST	Hourly
#39: 2009 Grey Toyota Yaris	Available	Available	Available	Available	Requested	Requested	Available	Available	Available	\$22.71	\$4.00

**Hamilton City Hall - 10.49 km**

#38: 2010 Silver Toyota Matrix	Available	Available	Available	Available	Requested	Requested	Available	Available	Available	\$22.71	\$4.00
--------------------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	---------	--------

**King at Bay - 10.82 km**

#30: 2009 Light Grey Mazda 5	Available	Available	Available	Available	Requested	Requested	Available	Available	Available	\$22.71	\$4.00
------------------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	---------	--------

**King near Locke - 11.5 km**

#40: 2010 Copper Toyota Matrix	Available	Available	Available	Available	Requested	Requested	Available	Available	Available	\$22.71	\$4.00
--------------------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	---------	--------

**First Unitarian Church - 11.71 km**

#37: 2012 Blue Mazda 5	Available	Available	Available	Available	Requested	Requested	Available	Available	Available	\$22.71	\$4.00
------------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	---------	--------



# Community CarShare

Grand River | Hamilton | Niagara



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

## Rates and Fees

	Classic	Regular	Simple
Application Fee	\$30		
Key Deposit	\$0		
Member Loan	\$400	\$10	
Plan Fee	\$30/month	\$40/month	\$50/year
Per km	30¢	30¢	100km <i>free per day</i>
Weekday per hour	\$4 *		\$10
Weekend per hour	\$5		\$10
11pm-7am per hour	\$1		\$5
Weekday 10 hours	\$20		---
Weekday 24 hour	\$30		\$70
Weekend 24 hours	\$40		\$70

\* \$2 on Tuesdays



# Community CarShare

Grand River | Hamilton | Niagara

## Triple Bottom Line



Join it.



Choose it.



Size it.



Book it.



Drive it.



Charge it.



Dig it.



Grow it.

### Spending wisely:

- Spread ownership costs
- Less time lost to hassles
- Lower insurance costs
- Reduce driving
- Save on VIA Rail and roaming Memberships

### Protecting the planet:

- Fuel efficient models
- Carsharing fills in the gaps for greener modes
- Reduce driving
- Partnered with local green organizations

### Improving the neighbourhood:

- Less congestion speeds along people, goods, services, and emergency personnel
- More feet on the street helps lower crime
- Better air quality improves health and safety in communities





40580  
**Trip Log**

**Bookings/Emergencies: 519-505-1895**

Start Date (m/d/y) 1/18/12	End Date (m/d/y) 1/18/12
Start Time 6 AM PM	End Time 6:30 AM PM
Start Kilometres 69696	End Kilometres 69703

Expenses (attach receipts)

Gas \$      Wash \$

Other (specify)

Inspection:  Before trip  After

Comments:  
yay! I love the CarShare!

All lights off    Lock doors & windows    Gas 1/4 full    Return key

Celebrating 75 Years

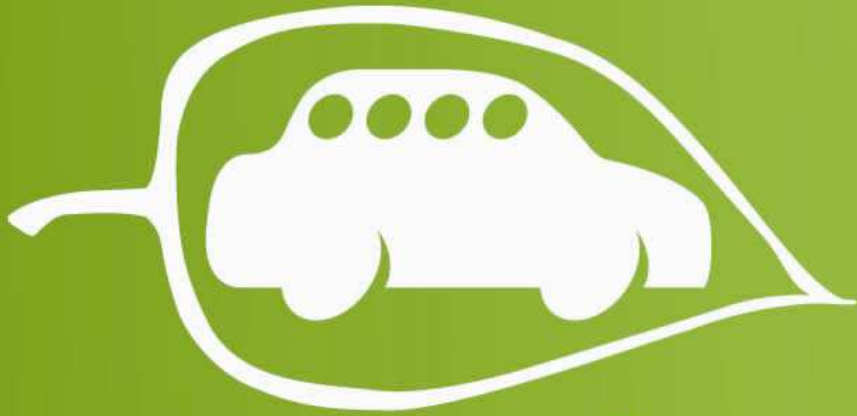


1998

2013

**Community  
CarShare**

ONTARIO'S FIRST  
CARSHARE



# Community CarShare

Grand River | Hamilton | Niagara

your local non-profit carsharing co-operative

**Access to vehicles  
without the cost, hassle, or pollution  
of owning your own.**



## CONSENT AGENDA

April 29, 2013

Her Worship the Mayor  
and  
Members of Guelph City Council.

### **SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate Council's consideration of the various matters and are suggested for consideration. If Council 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 Consent Agenda will be approved in one resolution.

### **A REPORTS FROM ADMINISTRATIVE STAFF**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>CON-2013.10      ADDENDUM AGENDA PRODUCTION CYCLE / PUBLIC CORRESPONDENCE AND DELEGATION DEADLINES</b></p> <p>1. That an amendment to the Procedural By-law be approved to modify the deadlines for the submission of written correspondence and/or requests to appear as delegations to Standing Committee and Council meetings up to and including the day of the meeting, to no later than Wednesday at 2:00 p.m. the week prior to a meeting.</p>	Approve

attach.

# STAFF REPORT



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TO City Council

SERVICE AREA Corporate and Human Resources

DATE April 29, 2013

**SUBJECT: Addendum Agenda Production Cycle / Public Correspondence and Delegation Deadlines**

REPORT NUMBER CHR-2013-16

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To push back the addendum agenda production cycle and, in turn, the deadline with which the public has to submit written comments or register as a delegation with respect to an item appearing on an agenda.

### KEY FINDINGS

There have been concerns expressed that lengthy addendums printed the same day of a meeting does not afford a sufficient opportunity for Members of Council, staff and the public to review the associated materials and prepare in advance of the meeting. The proposed changes provide 5 to 7 additional days for Council and the public to review agendas and addendums.

### FINANCIAL IMPLICATIONS

None as this is a procedural and operational matter.

### ACTION REQUIRED

That the Procedural By-law be amended to alter the timelines with which the public has to submit written comments or register as a delegation with respect to an item appearing on a Standing Committee or Council meeting agenda.

## RECOMMENDATION

1. That an amendment to the Procedural By-law be approved to modify the deadlines for the submission of written correspondence and/or requests to appear as delegations to Standing Committee and Council meetings up to and including the day of the meeting, to no later than Wednesday at 2:00 pm the week prior to a meeting.

# STAFF REPORT



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## BACKGROUND

In 2013, the agenda production cycle was modified in order that agendas could be produced 11-13 days prior to a Council or Standing Committee meeting. In 2012 and earlier, agendas were produced 3-5 days prior to a meeting. The 2013 modification affords additional time for Members of Council and the public to review agenda materials in advance of a meeting. The intent of this change was to enhance Council's opportunity to explore the information and formulate questions to staff further enhancing the overall decision making process. It also provided additional time for the public to read through agenda materials prior to a meeting.

Commencing in April 2013, meetings of the Operations Transit and Emergency Services Committee as well as the Planning and Building, Engineering and Environment Committee have been rescheduled to occur during the first two weeks of every month as opposed to the third week. This change allows for sufficient public notice of matters forthcoming from these Standing Committees to Council further facilitating the ability for members of the public to submit written comments and/or register as a delegation in response. This change also provides for administrative efficiency with respect to the avoidance of having to produce a supplementary Council agenda to capture matters forthcoming from the above noted Standing Committees.

## REPORT

The 2013 scheduling changes provides for an amendment to the addendum agenda production timeline. Currently, members of the public have an opportunity to provide written correspondence and/or register as a delegation in relation to a matter appearing on an agenda up to and including the same day of a meeting. The addendum agendas are printed and distributed the same day of a meeting affording very little time (if any) for Members of Council, staff and the public to explore them prior to a meeting.

The proposed change to the Procedural By-law would mean that addendums would be produced approximately 5-7 days prior to a Council or Standing Committee meeting. As a result, , the addendum submission deadline for requests to be a delegation at the meeting or to submit written comments would also be changed to 2:00 pm the Wednesday of the week prior to a meeting.

The proposed timelines will afford the public approximately 6 days with which to read through meeting agendas in order to formulate a written response and/or register as a delegation in relation to a matter appearing thereon. In instances where time sensitive staff reports or information are captured by way of an addendum, it allows the public a greater opportunity to read through the associated materials prior to the meeting. Furthermore, the proposed change will better align the production of addendums with the regular agenda cycle allowing for a more timely and seamless publication and distribution process.

# STAFF REPORT

Staff suggest that backing up the addendum production cycle as part of the existing (and likely future) Council and Committee agenda cycles will provide for an optimal balance between the time that the public has to explore agenda materials with the time that Members of Council, staff and the public have to explore addendum agendas. It is believed that this change strengthens information sharing practices as well as the public's ability to provide input to Council.

## **CORPORATE STRATEGIC PLAN**

### **Innovation in Local Government**

2.3 Ensure accountability, transparency and engagement

## **DEPARTMENTAL CONSULTATION**

Management staff were consulted with respect to this change. Staff also worked with Corporate Communications to ensure that the appropriate public notice was provided.

## **COMMUNICATIONS**

Communications plan to include:

- Media release
- Print advertisement
- Web content on City web site
- Social media promotion
- Targeted email to individuals who frequently appear as registered delegates

## **ATTACHMENTS**

Attachment 1: Revised 2013 schedule of meetings

"original signed by Tina Agnello"

---

### **Report Author**

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"original signed by Blair Labelle"

---

### **Approved By**

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"original signed by Mark Amorosi"

---

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# 2013 COUNCIL AND COMMITTEE MEETING SCHEDULE

\*As of April 8, 2013



**AUD** - Audit Committee

**CSS** - Community & Social Services

**GOV** - Governance Committee

**CAFES** - Corporate Administration, Finance & Enterprise Committee

**OTES** - Operations, Transit & Emergency Services Committee

**PBEE** - Planning & Building, Engineering & Environment Committee

JANUARY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1 New Year's Day	2	3	4	5 6
7	8	9	10	11	12 13
14	15	16	17	18	19 20
21	22	23	24	25	26 27
28	29	30	31		

FEBRUARY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning (7:00 pm)	5	6	7	8	9 10
11 GOV (3:00 pm) CAFE (5:30 pm)	12 CSS (5:00 pm)	13 AUD (5:00 pm)	14	15	16 17
18 Family Day	19 PBEE (2:00 pm) OTES (5:00 pm)	20	21	22	23 24
25 Council (7:00 pm)	26	27	28		

# 2013 COUNCIL AND COMMITTEE MEETING SCHEDULE

\*As of April 8, 2013



**AUD** - Audit Committee

**CSS** - Community & Social Services

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MARCH					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning (7:00 pm)	5	6	7	8	9 10
11 CAFE (5:30 pm)	12 CSS (5:00 pm)	13 <i>March Break</i>	14	15	16 17
18 PBEE (2:00 pm) OTES (5:00 pm)	19	20	21	22	23 24
25 Council (7:00 pm)	26	27	28	29 Good Friday	30 31 Easter

APRIL					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Easter Monday	2	3	4	5	6 7
8 Council Planning (7:00 pm)	9 CSS (5:00 pm)	10	11	12	13 14
15 CAFE (5:30 pm)	16	17 AUD (5:00 pm)	18	19	20 21
22 PBEE (2:00 pm)	23 Special CAFE (6:00 pm) Compensation	24	25	26	27 28
29 Council (7:00 pm)	30				

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## MAY

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1	2	3	4 5
6 OTES (3:00 pm)	7 Special Council (6:00 pm) Capital Budget	8	9	10	11
Council Planning (7:00 pm)					12
13 GOV (3:00 pm) NOM (5:00 pm) CAFE (5:30 pm)	14 PBEE (2:00 pm) CSS (5:00 pm)	15	16	17	18 19
20 Victoria Day	21	22	23	24	25 26
27 Council (7:00 pm)	28	29 Special Closed Council (6:00 pm)	30	31	

## JUNE

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1 / 2 FCM Conf.
3 FCM Conf.	4 Council Planning (7:00 pm)	5	6	7	8
OTES (5:00 pm)					9
10 PBEE (12:00 pm) CAFE (5:30 pm)	11 CSS (5:00 pm)	12 AUD (5:00 pm)	13	14	15 16
17	18	19	20	21	22 23
24 Council (7:00 pm)	25	26 Special Council (6:00 pm) <i>Special Meeting Placeholder</i>	27	28	29 30

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JULY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Canada Day	2	3	4	5	6 7
8 Council Planning (7:00 pm)	9 OTES (5:00 pm)	10 Special Council (6:00 pm) <i>Special Meeting Placeholder</i>	11	12	13 14
15 PBEE (2:00 pm) CAFE (5:30 pm)	16 GOV (3:00 pm) CSS (5:00 pm)	17 Special Council (6:00 pm) <i>Special Meeting Placeholder</i>	18	19	20 21
22	23	24	25	26	27 28
29 Council (7:00 pm)	30	31			

AUGUST					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3 4
5 John Galt Day	6	7	8	9	10 11
12	13	14	15	16	17 18 AMO Conf.
19 AMO Conf.	20	21	22	23	24 25
26	27	28	29	30	31



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## SEPTEMBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Labour Day	3 PBEE (2:00 pm) OTES (5:00 pm)	4	5	6	7 8
9 Council Planning (7:00 pm)	10	11 Special Council (6:00 pm) <i>Gapping &amp; FTE</i>	12	13	14 15
16 GOV (3:00 pm) CAFE (5:30 pm)	17 CSS (5:00 pm)	18 AUD (5:00 pm)	19	20	21 22
23	24	25 Special Council (6:00 pm) Planning Governance 101 Workshop	26	27	28 29
30 Council (7:00 pm)					

## OCTOBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1 Special Council (6:00 pm) 2014 - 2023 Capital Budget Presentation	2	3	4	5 6
7 Council Planning (7:00 pm)	8 CSS (5:00 pm)	9 PBEE (2:00 pm) OTES (5:00 pm)	10	11	12 13
14 Thanksgiving Day	15 CAFE (5:30 pm)	16	17	18	19 20
21	22 Special Council (6:00 p.m.) Statutory Public Meeting on Development Charges	23	24 Special Council (6:00 pm) Enterprise Operating & Capital Budget Presentations	25	26 27
28 Council (7:00 pm)	29	30	31		

# 2013 COUNCIL AND COMMITTEE MEETING SCHEDULE

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## NOVEMBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 AUD (10:00 am)	5 PBEE (2:00 pm)	6 OTES (10:00 am)	7	8	9
Council Planning (7:00 pm)	Special Council (6:00 pm) Enterprise Budget Deliberation / Tax Supported Operating Budget Presentation				10
11 Remembrance Day	12 CAFE (5:30 pm)	13 CSS (5:00 pm)	14	15	16 17
18	19	20	21	22	23 24
25 Council (7:00 pm)	26	27 Special Council (6:00 pm) Local Boards & Shared Services Presentation	28 Special Council (6:00 pm) Public Delegations on Budget	29	30

## DECEMBER

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Council Planning (7:00 pm)	3 GOV (3:00 pm) CAFE (5:30 pm)	4	5 Special Council (6:00 pm) Capital & Tax Supported Operating Budget Deliberation	6	7 8
9 PBEE (2:00 pm) OTES (5:00 pm)	10 CSS (5:00 pm)	11 Special Council (6:00 pm) Capital & Tax Supported Operating Budget Deliberation (if required)	12	13	14 15
16 Council (7:00 pm)	17	18	19	20	21 22
23	24	25 Christmas Day	26 Boxing Day	27	28 29
30	31				

Please recycle!

- **BYLAWS** -

<b>- April 29, 2013 -</b>	
By-law Number (2013)-19551 A by-law to set tax ratios and tax rate reductions for prescribed property subclasses for the Corporation of the City of Guelph for the year 2013.	To set tax ratios and tax rate reductions for prescribed property subclasses as per CAFE-2013.8 report.
By-law Number (2013)-19552 A by-law to set the tax rates for City purposes for the year 2013 and to provide for a final tax levy and the payment of taxes.	To set the tax rates for 2013.
By-law Number (2013)-19553 A by-law to levy education tax rates for the year 2013.	To levy education tax rates for 2013.
By-law Number (2013)-19554 A by-law to specify the claw back percentages and the capping threshold parameters for the year 2013 and to establish a fixed date as of which to calculate such claw backs for all properties in the commercial, industrial and multi-residential property classes.	To specify claw back percentages and capping thresholds for 2013 and calculation fixed date as per CAFE-2013.8 report.
By-law Number (2013)-19555 A by-law to impose and levy a rate of taxation for the Board of Management for the Downtown Business Improvement Area of the City of Guelph for the 2013 taxation year.	To impose and levy a rate of taxation for the Board of Management for the Downtown Business Improvement Area for 2013.
By-law Number (2013)-19556 A by-law to amend By-law Number (2002)-17017 (adding a No Right Turn on Red restriction at Victoria Rd. and Eastview Rd. between the hours of 7:00 am and 9:00 am and 3:00 pm and 6:00 pm between Monday and Friday in Prohibited Turns Schedule I; removing the no parking anytime restriction on the south side of Harvard Rd. from Gordon St. to 15m east of Harrow Court, adding a no parking anytime zone on the south side of Harvard Rd. from Harrow Court to Youngman Dr., adding a no	To amend the Traffic By-law.

<p>parking anytime zone on Harvard Rd. south side from Gordon St. to 50m west of Gordon St, removing a no parking anytime zone on Schroder Cres. south side from 176m south of Grange Rd. to 158m east thereof, adding a no parking anytime zone on Schroder Cres. west side from 51m south of Grange Rd. to 48m thereof, adding a no parking anytime zone on Schroder Cres. west side from 114m south of Grange Rd. to 15m south thereof in the No Parking Schedule XV; adding a 2-hour parking restriction between 8:00 am and 6:00 pm Monday to Friday on the south side of Harvard Rd. from 380m west of Gordon St. to 19m north of Youngman Dr. in the Restricted Parking Schedule XVII; adding the intersection of Elmira Rd. S. at the access to 21 Imperial Rd. S./28 Elmira Rd. S. in the Traffic Signals Schedule VI) and to adopt Municipal Code Amendment #483, amending Chapter 301 of the Corporation of the City of Guelph's Municipal Code.</p>	
<p>By-law Number (2013)-19557 A by-law regulating Nuisance Parties.</p>	<p>To regulate nuisance parties as approved by Council March 25, 2013.</p>
<p>By-law Number (2013)-19558 A by-law to amend By-law (2012)-19375, being a by-law to provide rules for governing the order and procedures of the Council of the City of Guelph, and to adopt Municipal Code Amendment #484 which amends Chapter 20 of the Corporation of the City of Guelph's Municipal Code.</p>	<p>To amend the procedural by-law with respect to when delegations have to notify the Clerk's office as per Consent Report CON-2013.10.</p>
<p>By-law Number (2013)-19559 A by-law to amend By-law Number (2013)-19529, being a by-law to delegate authority pursuant to the Municipal Act. (Schedule "U")</p>	<p>To amend the Delegation of Authority By-law by replacing Schedule "U" as approved by Council, March 25, 2013.</p>