

# CITY COUNCIL AGENDA



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

**DATE May 27, 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 – Kayla Gerber**

**Silent Prayer**

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

## **7:05 p.m. GUELPH CITY COUNCIL MEETING AS SHAREHOLDER OF GUELPH JUNCTION RAILWAY**

See separate agenda.

## **7:15 p.m. GUELPH CITY COUNCIL REGULAR BUSINESS MEETING**

### **PRESENTATION**

a) None

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

*"**THAT** the minutes of the Council Meeting held April 29 and May 6, 2013 and the minutes of the Closed Meeting of Council held April 29 and May 6, 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.*

<b>Closed Meeting of Council</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CMC-2013.5 Citizen Appointment to Downtown Guelph Business Association			

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CMC-2013.6 Citizen Appointments to Guelph Junction Railway Board of Directors			
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Adoption of balance of the Closed Meeting of Council Third 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-2013.14 Long-Term Care Project Findings			
CSS-2013.16 Community Benefit Agreement: Guelph Neighbourhood Support Coalition			

Adoption of balance of Community & Social Services Committee Fourth 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-2013.17 2014 Budget Schedule			

Adoption of balance of Corporate Administration, Finance & Enterprise Committee Fourth Consent Report - Councillor Hofland, Chair

<b>Nominating Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
NOM-2013.1 Council Appointments to Wellington-Dufferin-Guelph Public Health Board of Directors			

Adoption of balance of Nominating Committee First Consent Report – Mayor Farbridge, Chair

<b>Operations, Transit &amp; Emergency Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
OTES-2013.5 Fireworks By-law Amendment			

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OTES-2013.7 Exotic Animals By-law			
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Adoption of balance of Operations, Transit & Emergency Services Committee  
Second Consent Report - Councillor Findlay, 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-2013.14 Annual Increase of Building Permit Fees			
PBEE-2013.17 2013 Development Priorities Plan			
PBEE-2013.18 Habitat for Humanity Funding Request 297 & 299 Paisley Road			
PBEE-2013.19 Burke Water Station Upgrades Class Environmental Assessment			
PBEE-2013.21 Introduction of a User Fee for Cart Exchanges			

Adoption of balance of Planning & Building, Engineering and Environment Committee Fourth 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-2013.11 Award Contract 13-033: Haul/ Disposal of Residual Waste			

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.

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Reports from:

- Closed Meeting of Council -
- Community & Social Services Committee – Councillor Dennis
- Corporate Administration, Finance & Enterprise Committee– Councillor Hofland
- Nominating Committee
- Operations, Transit & Emergency Services Committee – Councillor Findlay
- Planning & Building, Engineering and Environment Committee– Councillor Piper
- Council Consent – Mayor Farbridge

## **SPECIAL RESOLUTIONS**

### **BY-LAWS**

Resolution – Adoption of By-laws (Councillor Burcher)

### **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**



# CITY COUNCIL AGENDA

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

**DATE    May 27, 2013 – 7:05 p.m.**

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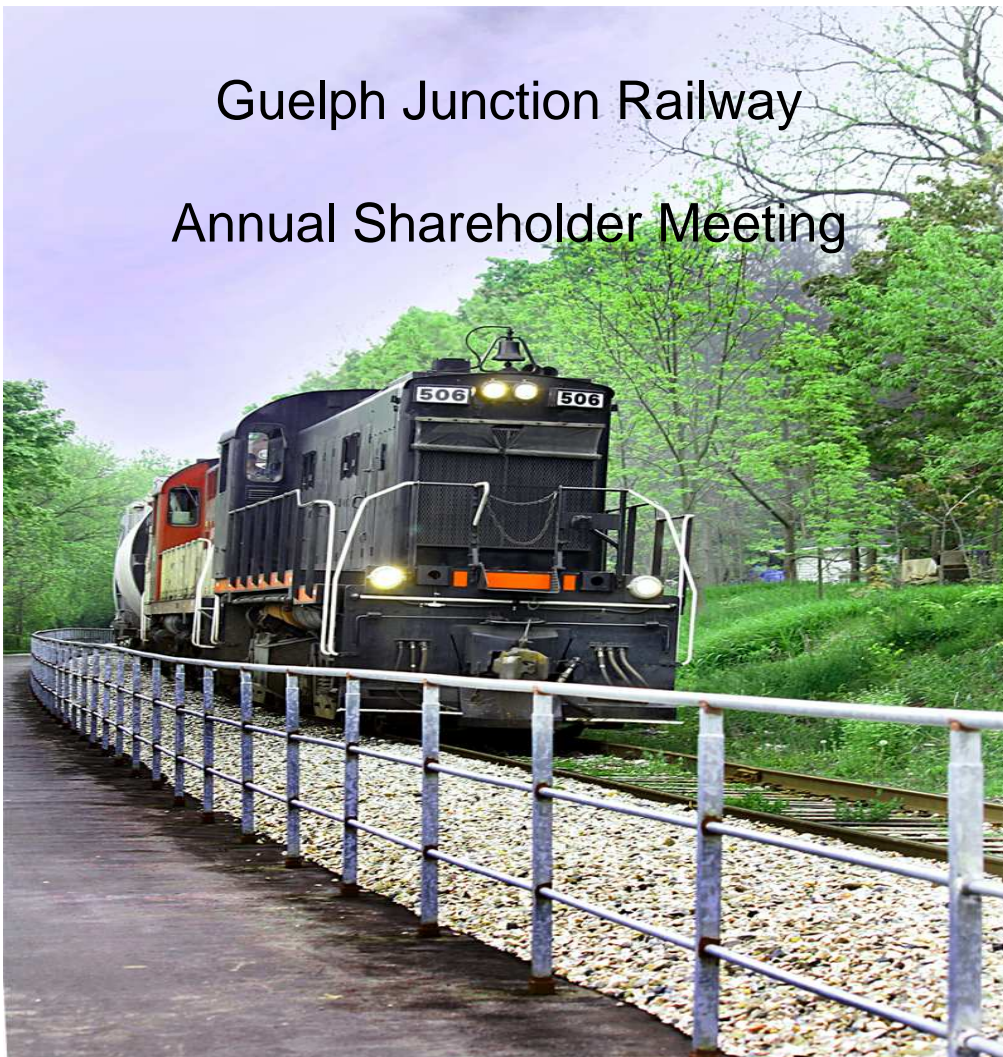
## **Guelph City Council Meeting as Shareholder of Guelph Junction Railway**

David Jennison, Chair of Guelph Junction Railway presenting:

- a) 2012 Annual Report
- b) 2012 Financial Statements

## **ADJOURNMENT**

## Guelph Junction Railway Annual Shareholder Meeting



Trans Canada Trail Section along G.J.R. Right of Way

**May 27<sup>th</sup> 2013**

**Prepared By:  
Guelph Junction Railway**

**Guelph Junction Railway Company**

c/o City Hall, 1 Carden Street  
Guelph, Ontario, Canada N1H 3A1  
Tel: (519) 836-4848 Fax: (519) 837-5636

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1. Company Statement
2. Board of Directors and Corporate Officers
3. 2012 Summary and future challenges
4. Goals and Performance Objectives
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6. 2012 Year End Financial Summary
  - a. Financial executive summary
  - b. Budget performance and variance report
  - c. Statement of material breach of shareholder declaration or violation of law
  - d. Audited statements as prepared by Deloitte LLP



May 27<sup>th</sup>, 2013

Mayor Karen Farbridge  
And  
Members of Council

RE: Guelph Junction Railway Annual Shareholder Meeting

Overall 2012 showed positive rail traffic growth over the preceding year. The Guelph Junction Railway continues to operate in a conservative and prudent business manner which allows the Company to meet all of its financial obligations, Transport Canada Regulatory Requirements and customer needs while maintaining shareholder value. The railway continues the practice of reinvesting company profits in track and bridge infrastructure, some of which is over a century old thereby ensuring continued and safe operations.

Additionally during this past year the Guelph Junction Railway completed trackage improvements and siding expansions in the northwest industrial area. These rail improvements will facilitate local industrial growth thereby generating additional rail traffic in the future. Further long term growth opportunities continue to be identified through local track acquisitions and or expansion of our services in response to our existing or new customer needs.

In summary the Guelph Junction Railway believes it is well positioned to satisfy existing and future customer requirements for rail transportation services.

Board of Directors  
Guelph Junction Railway

**Guelph Junction Railway Company**

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## **Board of Directors and Corporate Officers**

### **Board of Directors**

David Jennison	Chairman
Stephen Host	Vice Chairman
John Kelly	Director
Leanne Piper	Director
David Clarke	Director
Cam Guthrie	Director
Andy Van Hellemond	Director
Jim Furfaro	Director

### **Corporate Officers**

Ben Boehm, P.Eng.	President
Katrina Power	Secretary Treasurer
Tom Sagaskie	General Manager

### **Guelph Junction Railway Company**

c/o City Hall, 1 Carden Street  
Guelph, Ontario, Canada N1H 3A1  
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# **GUELPH JUNCTION RAILWAY 2012 YEAR END FINANCIAL REPORT**

Prepared by the Guelph Junction Railway

**Guelph Junction Railway Company**

c/o City Hall, 1 Carden Street  
Guelph, Ontario, Canada N1H 3A1  
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### Financial Executive Summary

	2011	2012	Business Plan Projections
Revenue	\$ 1,699,685	\$ 2,086,989	\$ 2,251,910
Expenses	\$ 1,471,329	\$ 1,812,057	\$ 1,870,944
Profit (Loss)	\$228,356	\$274,932	\$ 380,966

### Guelph Junction Railway Company

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## **2012 Summary and Future Challenges**

### 2012 Overview

Railcar traffic in 2012 showed a 15% increase over 2011 totals whereas Class 1 rail traffic of similar products in eastern Canada actually showed a decrease of 11%. This indicates that the gain the Guelph Junction Railway realized came from increased market share rather than overall economic recovery. The Guelph Junction Railway continues to operate in a positive cash flow situation meeting all its financial obligations, Transport Canada Operating Standards and maintaining shareholder value. As future demand for local products increases, so will the demand for rail transportation services.

### Environmental Benefit Indices

The Guelph Junction Railway monitors its positive environmental effects as a performance indicator of its benefit to the community. Local industries by utilizing rail transportation with its greater fuel efficiency can create significant greenhouse gas reductions as well as other savings related to truck movements over roads. In 2012 the City's industries consumed 253,000 tonnes of material moved by the Guelph Junction Railway. This movement by rail, an average of 2500 km per load resulted in a reduction of 19,234 tonnes of greenhouse gas emissions when compared to overland trucking. This rail utilization avoided 25,500,000 km of highway trucking which in total saved \$11,112,000 in marginal highway costs as calculated using the US DOT Highway Cost Schedule. The Ontario movement itself avoided 7,883,000 km of highway truck travel and saved \$3,432,000 in highway costs.

Within the City of Guelph itself, 10,120 transport truck trips representing 357,650 km of local road travel was avoided saving the City \$91,425 in pavement maintenance costs. This local move alone accounted for 270,250 kg of greenhouse gas savings.

### Fixed Costs, Railcar Volume and Profitability

Railways have a high ratio of fixed costs compared to variable costs. These fixed costs include items such as company administration, insurances, taxes, track, bridge and signal inspections and maintenance works necessary for meeting Regulatory Requirements and Operating Standards. This means that the amount of yearly maintenance required is irrespective of traffic volumes occurring. This creates a situation whereby once railcar volume and revenue is sufficient to cover basic operating expenses, then additional railcar traffic becomes significantly profitable. The importance of continued traffic growth cannot be understated.

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### Operating Ratio

Railways use the ratio of operating expenses divided by operating revenue [defined as the “operating ratio”] as an indicator of company efficiency. The smaller the operating ratio the more efficient the company operation is. In 2012 the operating ratio of the Guelph Junction Railway was 82%. Most short line railways have an operating ratio of 97% with some subsidized operations having a ratio greater than 100%.

### Shareholder Equity

The Guelph Junction Railway continues to invest and maintain its physical assets such as track, bridges and signals. This reinvestment continues not only to maintain but to increase the Shareholder Equity Value year over year.

### Trackage Capacity Improvements

The Guelph Junction Railway working in cooperation with local Guelph industries has completed trackage improvements and siding construction in the northwest industrial area. These trackage improvements and sidings will facilitate the expansion of local companies thereby increasing overall rail traffic volumes. Additionally these sidings will allow local industries without direct rail access to have local railcar transloading operations undertaken for their benefit.

### Future Challenges

On a forward looking positive note, all the railway’s customers have weathered the recession to date and they themselves remain well positioned to participate in further economic recovery. Vacant rail serviceable industrial lands within the City remains in short supply with demand exceeding availability. As a result it will continue to prove challenging to find locations for industries desiring to locate to Guelph. This land shortage is currently being mitigated by promoting shared third party usage of existing transloading facilities. In summary the railway will need to continue to capitalize on growth opportunities as they present themselves in order to remain profitable and long term sustainable.

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## Goals and Performance Objectives

The Guelph Junction Railway's Board of Directors has set the following goals and objectives to guide its governance:

Objective Met  
(Red/Yellow/Green)

1. Railway operations, growth and business development shall be undertaken so as to be supportive of and congruent with the City's Strategic Objectives.
2. Business affairs shall be conducted in the best interests of the Community the railway serves.
3. Current infrastructure and asset value shall be maintained to ensure continuous service within regulatory requirements and to cater to continuously evolving industry standards.
4. Revenue base shall be grown by consistently seeking to increase current customer traffic and by seeking out new customers through existing and new service agreements.
5. New facilities and business opportunities shall be developed to augment the asset value and annual traffic for the future.
6. The railway shall conduct its affairs as a good corporate citizen and neighbor.

Green

Green

Green

Green

Green

Green

The governance of the railway is monitored through the following performance measures:

1. Maintenance of safety and regulatory standards as measure by positive results from regulatory audits and a zero tolerance for accidents;
2. Maintenance of a positive cash flow;
3. Maintenance or growth of annual rail car traffic counts;
4. Maintenance or growth of the environmental benefit index provided by the railroad using Federal or Provincial indices (e.g. Greenhouse gas counts, truck miles saved) as applicable.

Green

Green

Green

Green



## **Guelph Junction Railway Activities which support City Strategic Objectives**

- **1.4 Sustainable transportation approach...** *connectivity to all parts of North America*
- **1.6 Balanced tax assessment ratio...** *new business development in all industrial/inner city zones*
- **3.1 Sustainable local employment opportunities...** *our customers employ 2100*
- **5.4 Partnerships to achieve strategic goals...** *city owned railway, opportunities to grow through acquisitions and partnerships with other short-line railways and customers.*
- **6.2 Less greenhouse gas emissions...** *railway as primary industrial transportation method*
- **6.0 Leader in conservation and resource protection...** *GJR is working with Advanced Micro Polymers Ltd. in testing bio degradable vegetation control products*

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### Budget Performance and Variance Report

<b>Revenue</b>	<b>Actual</b>	<b>Budget</b>	<b>Business Plan Projection</b>	<b>Actual/ budget/Variance</b>
Freight movement	\$1,784,471	\$2,040,268	\$2,060,282	
Non Freight/ Recoverable	\$302,518	\$233,499	\$191,628	
<b>Total</b>	<b>\$2,086,989</b>	<b>\$2,273,767</b>	<b>\$2,251,910</b>	<b>-8%</b>
<b>Expenses (less interest, taxes, depreciation)</b>				
Freight Movement and maintenance	\$1,313,080	\$1,483,654	\$1,435,293	
Adm./ Insc../ Audit etc	\$163,505	\$162,900	\$166,839	
Third party recoverable.	\$106,381	\$80,000	\$62,308	
Subtotal	\$1,582,966	\$1,726,554	\$1,664,440	-8%
Net Earnings	\$504,023	\$547,213	\$587,470	
Less Interest/Taxes & Depreciation	\$229,091	\$247,973	\$206,504	
<b>Total</b>				
<b>Profit (Loss)</b>	<b>\$274,932</b>	<b>\$299,240</b>	<b>\$380,966</b>	<b>-8%</b>

### Statement of material breach of the Shareholders Declaration on violation of law

In accordance with Section 6.2 of the Shareholder Declaration the Board of Directors of the Guelph Junction Railway advises Council that no material breach of the requirements of the Shareholder Declaration or violation of law has occurred.

Financial statements of

**Guelph Junction Railway Company**

December 31, 2012

# **Guelph Junction Railway Company**

December 31, 2012

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## **Independent Auditor's Report**

To the Shareholder of Guelph Junction Railway Company

We have audited the accompanying financial statements of Guelph Junction Railway Company which comprise the balance sheet as at December 31, 2012, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Guelph Junction Railway Company as at December 31, 2012, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

*Deloitte LLP*

Chartered Accountants  
Licensed Public Accountants  
April 4, 2013



# Guelph Junction Railway Company

## Balance sheet

as at December 31, 2012

	2012	2011
	\$	\$
<b>Assets</b>		
Current assets		
Cash	629,249	987,049
Accounts receivable	363,728	566,115
Prepaid expenses	350	350
Inventory	35,307	37,107
	1,028,634	1,590,621
Property, plant and equipment (Note 3)	8,165,654	6,855,384
	9,194,288	8,446,005
<b>Liabilities</b>		
Current liabilities		
Accounts payable and accrued liabilities	451,758	600,608
Current portion of long-term debt	211,955	97,360
Deferred revenue	992	992
Due to City of Guelph (Note 7)	94,540	144,540
	759,245	843,500
Long-term debt (Note 5)	1,274,241	677,640
Deferred capital contributions (Note 4)	935,882	974,877
	2,969,368	2,496,017
<b>Shareholders' equity</b>		
Share capital (Note 6)	1	1
Retained earnings (Note 8)	6,224,919	5,949,987
	6,224,920	5,949,988
	9,194,288	8,446,005

The accompany notes to the financial statements are an integral part of this financial statement.

# Guelph Junction Railway Company

## Statement of comprehensive income year ended December 31, 2012

	2012	2011
	\$	\$
<b>Revenue</b>		
Freight movement	1,784,471	1,446,195
Non-freight movement	232,698	192,436
Amortization of deferred capital contributions	38,995	40,620
Other	30,825	20,434
	<b>2,086,989</b>	<b>1,699,685</b>
<b>Expense</b>		
Audit and legal	12,021	16,282
Depreciation	180,084	141,278
Freight movement and track maintenance	1,313,080	1,094,483
Administration and office	151,484	145,380
Interest on long-term debt	49,007	970
Recoverable	106,381	72,936
	<b>1,812,057</b>	<b>1,471,329</b>
<b>Net comprehensive income for the year</b>	<b>274,932</b>	<b>228,356</b>

The accompanying notes to the financial statements are an integral part of this financial statement.

# Guelph Junction Railway Company

## Statement of changes in equity year ended December 31, 2012

	2012	2011
	\$	\$
Retained earnings, beginning of year	5,949,987	5,721,631
Net comprehensive income for the year	274,932	228,356
Retained earnings, end of year	6,224,919	5,949,987
Share capital, beginning and end of year	1	1
<b>Equity, end of year</b>	<b>6,224,920</b>	<b>5,949,988</b>

The accompanying notes to the financial statements are an integral part of this financial statement.

# Guelph Junction Railway Company

## Statement of cash flows year ended December 31, 2012

	2012	2011
	\$	\$
<b>Operating activities</b>		
Cash from operations		
Net income from operations	274,932	228,356
Items not affecting cash:		
Amortization of deferred capital contributions	(38,995)	(40,620)
Depreciation of property, plant and equipment	180,084	141,278
Changes in non-cash operating working capital components:		
Decrease (increase) in accounts receivable	202,387	(254,719)
Decrease (increase) in inventory	1,800	(20,538)
(Decrease) increase in accounts payable and accrued liabilities	(148,850)	497,415
Decrease in deferred revenue	-	(1,663)
	471,358	549,509
<b>Investing activity</b>		
Aquisition of property, plant and equipment	(1,490,354)	(616,505)
<b>Financing activities</b>		
Proceeds from long-term debt	862,000	775,000
Repayment of long-term debt	(150,804)	-
Due to City of Guelph	(50,000)	(50,000)
	661,196	725,000
(Decrease) increase in cash during the year	(357,800)	658,004
Cash, beginning of year	987,049	329,045
<b>Cash, end of year</b>	<b>629,249</b>	<b>987,049</b>

The accompany notes to the financial statements are an integral part of this financial statement.

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

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### 1. Description of business

Guelph Junction Railway Company (the "Company") was incorporated under the laws of Canada in 1884. The Company is wholly owned by The City of Guelph and is exempt from income taxes. The Company is engaged in the rail and related transportation business in Southwestern Ontario.

The Company's head office is located at 1 Carden Street, Guelph, Ontario and is a subsidiary of the City of Guelph.

The financial statements have been approved by the Board of Directors and authorized for issue on March 28, 2013.

### 2. Significant accounting policies

#### *Basis of accounting*

The financial statements of the Company have been prepared in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Boards ("IASB"). The policies set out below were consistently applied to all the periods presented unless otherwise noted below.

The financial statements have been prepared on a historical cost basis. The financial statements are presented in Canadian dollars which is also the functional currency of the Company.

#### *Revenue recognition*

Revenue from services rendered is recognized in income in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to the delivery of the services provided by the Company.

#### *Inventory*

Inventory is valued at the lower of cost and net realizable value on a first-in, first-out basis.

#### *Property, plant and equipment*

Property, plant and equipment are recorded at cost, net of accumulated depreciation and accumulated impairment losses. Cost includes the acquisition cost, labour and other costs directly attributable to bringing the asset to a working condition for its intended use. When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in earnings in the period the asset is derecognized.

Depreciation is provided using the declining-balance method at rates designed to amortize the cost of the assets less their residual values over their estimated useful lives as follows:

Tracks	4%
Structures	4%
Switches	4%
Crossing equipment	4%

Work in progress is not depreciated until the equipment is put into active use.

Depreciation methods, useful lives and residual values are reviewed annually and adjusted prospectively if appropriate.

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

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### 2. Significant accounting policies (continued)

#### *Impairment of long-lived assets*

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in earnings.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in earnings.

#### *Financial instruments*

##### Financial assets and financial liabilities

Financial assets and financial liabilities are initially recognized at fair value and are subsequently accounted for based on their classification as described below. Transaction costs that are directly attributable to the acquisition or issue of financial assets or liabilities not classified as fair value through profit and loss are added to or deducted from the fair value, as appropriate, on initial recognition. The classification depends on the purpose for which the financial instruments were acquired and their characteristics. Except in very limited circumstances, the classification is not changed subsequent to initial recognition.

All financial instruments are classified into one of the following five categories:

- Fair value through profit or loss ("FVTPL"). Financial assets are classified as FVTPL when the financial asset is held for trading or it is designated as FVTPL;
- Held to maturity investments;
- Loans and receivables;
- Available for sale financial assets; and
- Other financial liabilities.

Loans and receivables, held to maturity investments and other financial liabilities are measured at amortized cost. Financial instruments classified as FVTPL, including derivatives, are measured at fair value each period and all gains and losses are included in earnings in the period in which they arise. Available for sale financial instruments are measured at fair value with revaluation gains and losses included in other comprehensive income until the asset is removed from the balance sheet. The Company has classified its cash and accounts receivable as loans and receivables.

Financial assets that are measured at amortized cost are assessed for indicators of impairment at the end of each reporting period.

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

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### 2. Significant accounting policies (continued)

#### *Financial instruments (continued)*

##### *Financial assets and financial liabilities (continued)*

Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial assets, the estimated future cash flows of the asset have been affected. The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. If in a subsequent period, the amount of impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed through profit or loss.

Accounts payable and accrued liabilities, due to City of Guelph, current and long-term debt have been classified as other financial liabilities, all of which are measured at amortized cost.

#### *Embedded derivatives*

Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at fair value through profit or loss.

#### *Government grants and other contributions*

Government grants are recognized in net income on a systematic basis over the periods in which the Company recognizes as expenses the related costs for which the grants were intended to compensate. Grants that take the form of a transfer of a non-monetary asset for the use of the Company are recognized as deferred contributions in the balance sheet and measured based on the fair value of the asset received. Deferred contributions are transferred to net income on a systematic and rational basis over the useful life of the related assets.

#### *Significant accounting estimates and judgments*

The preparation of financial statements requires management to make estimates, assumptions and judgments that affect the application of accounting policies and the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and reported revenues and expenses during the reporting period. Due to the inherent uncertainty involved in making such estimates and judgments, actual results reported could differ from those estimates and judgments. Significant judgments include the determination of cash-generating units for impairment testing and determination of useful lives of property, plant and equipment.

#### *Recent accounting pronouncements*

The new and revised IFRSs that have been issued but are not yet effective that may have an impact on the Company are set out below.

In November 2009, the IASB issued IFRS 9, "Financial Instruments", which replaces IAS 39, "Financial Instruments: Recognition and Measurement". In October 2010, the IASB issued a revised version of IFRS 9 in which the IASB added requirements for classification and measurement of financial liabilities. IFRS 9 establishes principles for the financial reporting of financial assets and financial liabilities. This new standard will become effective for the Company in fiscal 2015. The Company is assessing the impact of this new standard on its financial statements.

In May 2011, the IASB issued IFRS 13, "Fair Value Measurement", which defines fair value, provides guidance in a single IFRS framework for measuring fair value and identifies the required disclosures pertaining to fair value measurement. This standard is effective for annual periods beginning on or after January 1, 2013 and early adoption is permitted. The Company is assessing the impact of this new standard on its financial statements.

# Guelph Junction Railway Company

Notes to the financial statements

December 31, 2012

## 3. Property, plant and equipment

	Opening cost	Additions	Disposals	2012 Cost Ending cost
	\$	\$	\$	\$
Land	2,997,210	-	-	2,997,210
Tracks	4,072,557	1,957,852	-	6,030,409
Structures	481,327	-	-	481,327
Switches	149,222	-	-	149,222
Crossing equipment	155,861	-	-	155,861
Work in progress	467,498	(467,498)	-	-
	8,323,675	1,490,354	-	9,814,029

	Opening balance	Depreciation	Disposals	2012 Accumulated depreciation Ending balance
	\$	\$	\$	\$
Land	-	-	-	-
Tracks	1,174,154	160,393	-	1,334,547
Structures	161,326	12,800	-	174,126
Switches	64,960	3,371	-	68,331
Crossing equipment	67,851	3,520	-	71,371
Work in progress	-	-	-	-
	1,468,291	180,084	-	1,648,375

	Opening net book value	Ending net book value
	\$	\$
Land	2,997,210	2,997,210
Tracks	2,898,403	4,695,862
Structures	320,001	307,201
Switches	84,262	80,891
Crossing equipment	88,010	84,490
Work in progress	467,498	-
	6,855,384	8,165,654



# Guelph Junction Railway Company

Notes to the financial statements

December 31, 2012

## 3. Property, plant and equipment (continued)

	Opening cost	Additions	Disposals	2011 Cost Ending cost
	\$	\$	\$	\$
Land	2,997,210	-	-	2,997,210
Tracks	3,923,550	149,007	-	4,072,557
Structures	481,327	-	-	481,327
Switches	149,222	-	-	149,222
Crossing equipment	155,861	-	-	155,861
Work in progress	-	467,498	-	467,498
	7,707,170	616,505	-	8,323,675

	Opening balance	Depreciation	Disposals	2011 Accumulated depreciation Ending balance
	\$	\$	\$	\$
Land	-	-	-	-
Tracks	1,053,387	120,767	-	1,174,154
Structures	147,993	13,333	-	161,326
Switches	61,449	3,511	-	64,960
Crossing equipment	64,184	3,667	-	67,851
Work in progress	-	-	-	-
	1,327,013	141,278	-	1,468,291

	Opening net book value	Ending net book value
	\$	\$
Land	2,997,210	2,997,210
Tracks	2,870,163	2,898,403
Structures	333,334	320,001
Switches	87,773	84,262
Crossing equipment	91,677	88,010
Work in progress	-	467,498
	6,380,157	6,855,384

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

### 4. Deferred capital contributions

	2012	2011
	Net book value	Net book value
	\$	\$
Deferred contributions - gross	1,217,582	1,217,582
Less: accumulated amortization	(281,700)	(242,705)
	<b>935,882</b>	<b>974,877</b>

### 5. Long-term debt

In 2011 & 2012, the Company entered into three long-term debt facilities with the Royal Bank of Canada for the purpose of constructing two new rail yards within the limits of the City of Guelph. These projects were completed and put into use during 2012.

	2012	2011
	\$	\$
Fixed term loan, repayable monthly, blended principal and interest at 4.27%, maturing December 2016	677,640	775,000
Fixed term loan, repayable monthly, blended principal and interest at 4.34%, maturing June 2017	676,296	-
Fixed term loan, repayable monthly, blended principal and interest at 4.34%, maturing June 2017	132,260	-
Less: current portion of long-term debt	(211,955)	(97,360)
Long-term debt	<b>1,274,241</b>	<b>677,640</b>

The debt is repayable as follows:

	\$
2013	211,955
2014	221,181
2015	230,808
2016	485,185
2017	337,067
	<b>1,486,196</b>

The debt facilities are secured by a general security arrangement over all inventory, accounts receivable and property, plant and equipment.

The Company is in compliance with the financial covenants related to these debt facilities.

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

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### 6. Share capital

*Authorized, unlimited number*

Common shares

*Issued and outstanding*

	2012	2011
	\$	\$
1 common share	1	1

### 7. Related party transactions

The Company is wholly owned by The City of Guelph. The City pays certain expenses and receives revenues on behalf of the Company for which the Company reimburses the City. During the year, these net expenses for which the Company reimbursed the City amounted to \$1,483,226 (2011 - \$338,799). Included in accounts payable and accrued liabilities is an amount owing to the City of Guelph of \$343,226 (2011 - \$286,800) related to the reimbursement of these net expenditures which was paid subsequent to year end. Additional payments in 2012 totaling \$50,000 (2011 - \$50,000) were made to repay the amount owing to the City from prior years in accordance with the repayment schedule agreed upon with the City. The Company also paid the City \$22,600 (2011 - \$22,000) in office rent and administration fees for the year. These transactions were made in the normal course of business and have been recorded at the exchange amounts.

Members of the board of directors are unpaid.

The remuneration of key management personnel during the year was \$107,045 (2011 - \$103,243).

### 8. Capital management

The Company's manages its capital to ensure sufficient liquidity to protect the Company's long-term viability as a going concern.

The Company's total capital is defined as shareholders' equity. Shareholders' equity at December 31, 2012 is \$6,224,919 (December 31, 2011 - \$5,949,987). There have been no changes to the Company's approach on capital management.

The Company has certain restrictions to its capital as part of the debt facility agreements entered into in December 2011 and June 2012.

### 9. Financial risk management

*Financial assets and liabilities*

The following table analyzes financial assets and liabilities by the categories defined in IAS 39. In addition, IFRS 7 requires that financial instruments held at fair value be categorized into one of the following three levels to reflect the degree to which observable inputs are used in determining the fair values:

- 'Level 1' fair value measurements are those derived without adjustment from quoted prices in active markets for identical assets or liabilities.
- 'Level 2' fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- 'Level 3' fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

### 9. Financial risk management (continued)

The Company has no financial assets or financial liabilities held at fair value.

	Loans and receivables	Available for sale	Liabilities at amortized cost	Fair value through profit or loss	Total carrying value	Fair value
	\$	\$	\$	\$	\$	\$
As at December 31, 2012						
Financial assets not held at fair value						
Cash	629,249	-	-	-	629,249	629,249
Trade and other receivables	363,728	-	-	-	363,728	363,728
Financial assets held at fair value	-	-	-	-	-	-
<b>Total financial assets</b>	<b>992,977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>992,977</b>	<b>992,977</b>
Financial liabilities not held at fair value						
Trade and other payables	-	-	(451,758)	-	(451,758)	(451,758)
Due to City of Guelph	-	-	(94,540)	-	(94,540)	(94,540)
Current portion of long-term debt	-	-	(211,955)	-	(211,955)	(211,955)
Long-term debt	-	-	(1,274,241)	-	(1,274,241)	(1,274,241)
Financial liabilities held at fair value	-	-	-	-	-	-
<b>Total financial liabilities</b>	<b>-</b>	<b>-</b>	<b>(2,032,494)</b>	<b>-</b>	<b>(2,032,494)</b>	<b>(2,032,494)</b>

The fair value of the long-term debt approximates its carrying value as the interest rate approximates market.

	Loans and receivables	Available for sale	Liabilities at amortized cost	Fair value through profit or loss	Total carrying value	Fair value
	\$	\$	\$	\$	\$	\$
As at December 31, 2011						
Financial assets not held at fair value						
Cash	987,049	-	-	-	987,049	987,049
Trade and other receivables	566,115	-	-	-	566,115	566,115
Financial assets held at fair value	-	-	-	-	-	-
<b>Total financial assets</b>	<b>1,553,164</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,553,164</b>	<b>1,553,164</b>
Financial liabilities not held at fair value						
Trade and other payables	-	-	(600,608)	-	(600,608)	(600,608)
Due to City of Guelph	-	-	(144,540)	-	(144,540)	(144,540)
Current portion of long-term debt	-	-	(97,360)	-	(97,360)	(97,360)
Long-term debt	-	-	(677,640)	-	(677,640)	(677,640)
Financial liabilities held at fair value	-	-	-	-	-	-
<b>Total financial liabilities</b>	<b>-</b>	<b>-</b>	<b>(1,520,148)</b>	<b>-</b>	<b>(1,520,148)</b>	<b>(1,520,148)</b>

# Guelph Junction Railway Company

## Notes to the financial statements

December 31, 2012

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### 9. Financial risk management (continued)

#### *Interest rate risk*

Interest rate risk is the risk that market rates will fluctuate and affect the debt carrying costs paid by the Company. The Company has three fixed rate term loans and is only exposed to interest rate risk upon year five when the facilities will be renewed for an additional two year term.

#### *Currency risk*

The Company realizes an insignificant portion of its income in US dollars and is thus not exposed to foreign exchange risk.

#### *Credit risk*

Credit risk is the risk that a counter party will default on its contractual obligations resulting in financial loss to the Company.

The Company's maximum exposure to credit risk is the carrying value of financial assets on the statement of financial position. At December 31, 2012 and December 31, 2011 Company had no allowance for doubtful accounts.

#### *Liquidity risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

All contractual cash flows related to the Company's financial liabilities are expected to be settled within one year except for those amounts due to the City of Guelph and the long-term debt which will be settled over the next 7 years.

### 10. Economic dependence

During the year, approximately 84.6% (2011 - 83.6%) of the Company's revenue and approximately 76% (2011 - 68.7%) of the Company's accounts receivable are derived from two customers.

### 11. Comparative figures

Certain of the comparative figures have been reclassified to conform with the current year's presentation of the financial statements.



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday April 29, 2013 at 5:30 p.m.**

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**Attendance**

Members: Mayor Farbridge, Councillors Bell, Burcher (arrived at 6:02), Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, 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; Ms. J. Laid, Executive Director, Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Mr. B. Labelle, City Clerk; Ms. J. Sweeney, Council Committee Coordinator

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**Call to Order (5:30 p.m.)**

Mayor Farbridge called the meeting to order.

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

1. Moved by Councillor Furfaro  
Seconded by Councillor Laidlaw

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

CARRIED

**Closed Meeting (5:31 p.m.)**

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

There were no disclosures.

**Litigation or Potential Litigation**

That staff be given direction with respect to a litigation or potential litigation matter.

CARRIED

**Citizen Appointment to Downtown Guelph Business Association Board of Directors**

That staff be given direction with respect to a citizen appointment to the Downtown Guelph Business Association Board of Directors.

CARRIED

## **Citizen Appointments to Guelph Junction Railway Board of Directors**

That staff be given direction with respect to citizen appointments to the Guelph Junction Railway Board of Directors.

CARRIED

## **Personal Matter About Identifiable Individual**

The Executive Director of Corporate & Human Resources addressed a personal matter about an identifiable individual.

## **Rise from Closed Meeting (6:02 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.

The Gateway Senior Strings Orchestra played O Canada.

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

There were no disclosures.

## **Presentations**

### **Mayor's Poetry Challenge**

Mr. Fannon Holland presented his poem "Welcome to the War" as part of the Mayor's Poetry Challenge.

### **Pinnacle Award Presentation**

The Mayor presented Marina Grassi, Communications Coordinator, the Canadian Public Relations Society Pinnacle Award for Communications Management for the program "Give Waste A New Life".

## **Confirmation of Minutes**

1. Moved by Councillor Piper  
Seconded by Councillor Dennis

That the minutes of the Council Meetings held on March 25 and April 8, 2013 and the minutes of the Closed Meetings of Council held March 25 and April, 2013 be confirmed as recorded.

*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**

### **Audit Committee Consent Items**

Councillor Guthrie presented the Audit Committee Second Consent Report.

2. Moved by Councillor Guthrie  
Seconded by Councillor Furfaro

That the April 29, 2013 Audit Committee Second Consent Report as identified below, be adopted:

#### **AUD-2013.5 Additional Value for Money Audits 2013**

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

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

*VOTING AGAINST: (0)*

CARRIED

### **Closed Meeting of Council Consent Items**

3. Moved by Councillor Hofland  
Seconded by Councillor Burcher

That April 29, 2013 Closed Meeting of Council Second Consent Report as identified below, be adopted:

#### **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.

*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**

The following item was extracted:

**CSS-2013.11      Community Engagement Framework**

**Balance of Community & Social Services Committee Consent Items**

Councillor Dennis presented the balance of the Community & Social Services Committee Third Consent Report.

4. Moved by Councillor Dennis  
Seconded by Councillor Van Hellemond

That the balance of the April 29, 2013 Community & Social Services Committee Third Consent Report as identified below, be adopted:

**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.

*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 & Enterprise Committee**

The following items were extracted:

**CAFE-2013.8      2013 Property Tax Policy**  
**CAFÉ-2013.11      2014 Budget Workshop Follow-up and Responses**

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

Councillor Piper presented the Planning & Building, Engineering and Environment Committee Third Consent Report.

5. Moved by Councillor Piper  
Seconded by Councillor Burcher

That the April 29, 2013 Planning & Building, Engineering and Environment Committee Third Consent Report as identified below, be adopted:

**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.

*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-2013.10      Addendum Agenda Production Cycle / Public Correspondence and Delegation Deadlines**

## **Extracted Community & Social Services Committee Item**

### **CSS-2013.11      Community Engagement Framework**

## **Delegation**

Mr. Dave Sills on behalf of the Guelph Civic League noted that there is a strong need for a common community engagement framework. He requested that any options or revisions to the framework be made public along with the relative effectiveness and costs. He also suggested that the type of engagement for projects should be announced early on in the process and should advise if no community engagement is planned. Lastly, he recommended that a citizen advisory group be established to assist.

6. Moved by Councillor Dennis  
Seconded by Councillor Van Hellemond

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.

*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 Consent Agenda Item**

### **CON-2013.10      Addendum Agenda Production Cycle / Public Correspondence and Delegation Deadlines**

## **Delegations**

Mr. Dave Sills on behalf of the Guelph Civic League, suggested that amending the deadline for public comments would decrease public participation as he felt there would not be enough time for public scrutiny of the agenda materials. He urged Council to not approve the change in timelines.

Ms. Judy Martin on behalf of the Sierra Club expressed concern that the issue did not go through the Governance Committee. She further expressed concern that there was no community discussion before proposing the changes and suggested that the matter should be discussed with citizen stakeholders.

Council discussed the various issues pertaining to the matter and posed questions to staff for follow up and clarification.

### **Main Motion**

7. Moved by Councillor Piper  
Seconded by Councillor Burcher

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 Friday at 9:00 a.m. the week prior to a meeting.

### **Amendment**

8. Moved by Councillor Bell  
Seconded by Councillor Laidlaw

That the deadline for oral delegations be the day of the meeting.

*VOTING IN FAVOUR: Councillors Bell, Findlay, Guthrie, Hofland, Laidlaw and Wettstein (6)*  
*VOTING AGAINST: Mayor Farbridge, Councillors Burcher, Dennis, Furfaro, Piper and Van Hellemond (6)*

LOST

### **Main Motion**

9. Moved by Councillor Piper  
Seconded by Councillor Burcher

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 Friday at 9:00 a.m. the week prior to a meeting.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis Findlay, Furfaro, Hofland, Piper, Van Hellemond and Wettstein (9)*  
*VOTING AGAINST: Councillors Bell, Guthrie and Laidlaw (3)*

CARRIED

## **Extracted Corporate Administration, Finance & Enterprise Committee Items**

### **CAFE-2013.8      2013 Property Tax Policy**

#### **Main Motion**

10. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw
  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.

#### **Amendment**

11. Moved by Councillor Wettstein  
Seconded by Councillor Laidlaw

That Property Tax Policy, specifically as it relates to all classes ratio, be looked at to establish a long term objective and rationale for these categories in advance of the next tax policy annual review.

*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**

12. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw
  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.

**3. That Property Tax Policy, specifically as it relates to all classes ratio, be looked at to establish a long term objective and rationale for these categories in advance of the next tax policy annual review.**

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

*VOTING AGAINST: (0)*

CARRIED

**CAFE-2013.11      2014 Budget Workshop Follow-up and Responses**

Councillor Hofland presented CAFE-2013.11 2014 Budget Workshop Follow-up and Responses and referenced further related context provided by way of a supplementary staff report on the same attached to the meeting agenda.

**Main Motion**

13. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

- 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:

	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.

**Amendment**

14. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

That the report 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

**Main Motion as Amended**

15. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

**That the report entitled "2014 Budget Workshop Follow-up and Responses" 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

16. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

1. That CAFE report FIN-13-14 entitled 2014 Budget Workshop Follow Up and Responses be received at the Council meeting of April 29, 2013.
2. That staff proceed with their budget preparation work using the principles of the budget model and guideline as proposed.
3. That staff report back in September 2013 with results of their additional research on growth (volume) measures.

*At the leave of Council, it was requested that the clauses be voted on separately.*

17. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

That CAFE report FIN-13-14 entitled 2014 Budget Workshop Follow Up and Responses be received at the Council meeting of April 29, 2013.

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

*VOTING AGAINST: (0)*

CARRIED

18. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

That staff proceed with their budget preparation work using the principles of the budget model and guideline as proposed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis Findlay, Furfaro, Hofland, Laidlaw, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: Councillor Guthrie (1)*

CARRIED

19. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

That staff report back in September 2013 with results of their additional research on growth (volume) measures.

*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**

20. Moved by Councillor Van Hellemond  
Seconded by Councillor Dennis

That By-laws Numbered (2013)-19551 to (2013)-19568, 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

### **Adjournment (8:40 p.m.)**

21. Moved by Councillor Hofland  
Seconded by Councillor Burcher

That the April 29, 2013 meeting of Guelph City Council be adjourned.

CARRIED

*Minutes to be confirmed on May27, 2013.*

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Mayor Farbridge

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City Clerk



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday, May 6, 2013 at 5:30 p.m.**

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**Attendance**

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

Absent: Councillors Kovach and VanHellemond

Staff: Dr. J. Laid, Executive Director, Planning & Building, Engineering and Environment; Mr. T. Salter, General Manager, Planning Services; Ms. S. Kirkwood, Manager of Development Planning; Ms. T. Agnello, Deputy Clerk; Ms. D. Black, Council Committee Co-ordinator

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**Call to Order (5:30 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) (b), (e) and (f) of the Municipal Act with respect to personal matters about an identifiable individual, litigation or potential litigation and advice that is subject to solicitor/client privilege.

CARRIED

**Closed Meeting (5:31 p.m.)**

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

There were no disclosures.

**C.2013-1 CAO Update**

The CAO provided an update to Council.

**C.2013.2 Ontario Municipal Board Hearing – 1159 Victoria Road South (Victoria Park Village) – Proposed Redline Revision to an Approved Draft Plan of Subdivision and Zoning By-law Amendment (File: 23T-07506/ZC1206) – Ward 6**

2. Moved by Councillor Hofland  
Seconded by Councillor Burcher

That staff be given direction with respect to the Ontario Municipal Board Hearing regarding 1159 Victoria Road South proposed redline revision to an approved draft plan of subdivision and zoning by-law amendment.

CARRIED

### **C.2013.3 River Valley Developments (Dolime) Quarry Update**

Mr. Pickfield, Solicitor representing the City, provided information regarding the River Valley Developments (Dolime) Quarry.

Dr. Laird, Executive Director, Planning, Building, Engineering and Environment, provided a brief summary of events to date.

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

Moved by Councillor Dennis  
Seconded by Councillor Guthrie

That Council rise from its closed meeting.

CARRIED

*Council recessed and reconvened a meeting open to the public at 7:00 p.m.*

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

Mayor Farbridge called the meeting to order.

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

Councillor Hofland declared a pecuniary interest regarding 51-65 Inkerman Street proposed zoning by-law amendment (File: ZC1212) – Ward 3 because she is a resident in the area and did not speak or vote on the matter.

### **Council Consent Items**

1. Moved by Councillor Findlay  
Seconded by Councillor Dennis

### **CON-2013.11 51-65 INKERMEN STREET: PROPOSED ZONING BY-LAW AMENDMENT (FILE:ZC1212) - WARD 3**

1. That the application by Astrid J. Clos Planning Consultants, on behalf of Granite Holdings Ontario Ltd. requesting approval of a Zoning By-law Amendment to rezone lands, on lands to be municipally known as 51-65 Inkerman Street, and currently known as part of 7 Edinburgh Road South, and legally described as Part of Lots 2 and 3, Division "A", Lots A and B, Registered Plan 224, Lots 150 and 151, Registered Plans 28 and 115, City of Guelph, from the B.4 (Industrial) Zone to the R.1D-? (Specialized Residential Single Detached) Zone to allow the development of six (6) single detached dwellings on the property, be approved in accordance with the zoning and conditions outlined in Schedule 1 attached hereto.
2. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 51-65 Inkerman Street.

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

*VOTING AGAINST: (0)*

CARRIED

*Councillor Hofland declared a potential pecuniary interest and did not speak to or vote on this matter.*

**CON-2013.12      103 LYNCH CIRCLE: UPCOMING ONTARIO MUNICIPAL BOARD  
HEARING (COMMITTEE OF ADJUSTMENT FILE: A-6/13) - WARD 6**

2. Moved by Councillor Findlay  
Seconded by Councillor Dennis
  1. That Report 13-21 dated May 6, 2013 regarding an appeal from the Committee of Adjustment decision A-6/13 refusing a minor variance to permit two (2) off-street parking spaces for the main dwelling and accessory unit and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph, from Planning, Building, Engineering and Environment be received.
  2. That the City be a party at any upcoming OMB proceedings to oppose an appeal of the Committee of Adjustment's decision A-6/13 refusing a minor variance to permit two (2) off-street parking spaces for the main dwelling and accessory unit and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph.
  3. That appropriate staff attend any future Ontario Municipal Board proceedings to support Council's direction.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Piper and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

**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.

**185-187 Bristol Street – Proposed Zoning By-law Amendment (File: ZC1216)-Ward 5**

Mr. Chris DeVriendt provided an outline of the application. He advised the existing limestone house will be retained for the administrative offices and a three-storey addition is proposed to accommodate nine residential units. The applicant is requesting to rezone the property from the current residential single detached zone to a specialized infill apartment zone. They are requesting exceptions to allow "office" as a permitted use, a minimum side yard of 2.5 meters and a minimum of six parking spaces.

Ms. Rosemary Coombs, Executive Director, Michael House, provided a summary of the services Michael House provides.

Mr. Tim Welch, housing development consultant, said the eight units will be rent geared to income units and will help meet the City's affordable housing target.

Mr. Brian McCulloch, architect, said they will retain the existing stone house and add a three-storey addition to the rear which will be nearly level to the average grade on the north and lower than the apartment to the south. He noted there will be a side yard reduction, six parking spaces, including one barrier-free space and a fence that will shield the westerly property as requested by the neighbour. In response to questions he believes that six parking spaces are adequate.

Staff will review the parking requirements and give consideration to snow removal, visitor parking, on-street parking and other potential parking issues.

Mr. John Baker, property owner north of the property, raised concerns about the parking location, and possible erosion, and drainage on his land. He said his property is ten feet higher than the subject property and he is concerned that excavation of the rock wall will compromise the stability of his property. He said that between water erosion and cutting back of the wall, his property could be jeopardized in five to ten years and he would have no recourse to rectify the issue. He believes lack of visitor parking will lead to congested parking on McGee Street. He is also concerned about other allowable uses on this property if Michael's house vacates the property.

3. Moved by Councillor Findlay  
Seconded by Councillor Piper

1. That Report 13-16 regarding a Zoning By-law Amendment application by James Fryett Architect Inc. on behalf of Michael House Pregnancy Care Centre to permit 9 residential apartment units with associated office use at the property municipally known as 185-187 Bristol Street and legally described as Lot 18, Part Lot 19, Registered Plan 42, City of Guelph, from Planning, Building, Engineering and Environment dated May 6, 2013, be received.

**2. That staff be directed to meet with the neighbour to resolve the issues around grading, drainage and parking.**

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Piper and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

**By-laws**

4. Moved by Councillor Wettstein  
Seconded by Councillor Findlay

That By-laws Numbered (2013) - 19569 to (2013) - 19572, inclusive, are hereby passed.

*VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Piper and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

**Mayor's Announcements**

The Mayor announced that the Ward 6 councillors will be holding a town hall meeting at the Clair Road Emergency Services Centre, Settlers Room, on May 16<sup>th</sup> at 7 p.m. An agenda will be published closer to the date. The topics of discussion will be waste collection, public nuisance by-law, transit, traffic and the South End Community Centre business plan.

**Adjournment (7:33 p.m.)**

5. Moved by Councillor Furfaro  
Seconded by Councillor Hofland

That the May 6, 2013 meeting of Guelph City Council be adjourned.

CARRIED

*Minutes to be confirmed on May 27, 2013.*

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Mayor Farbridge

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Deputy Clerk

## **Recommended Zoning Regulations and Conditions**

The property affected by this zoning amendment is municipally known as 51-65 Inkerman Street, and as part of 7 Edinburgh Road South, and legally described as Part of Lots 2 and 3, Division "A", Lots A and B, Registered Plan 224, Lots 150 and 151, Registered Plans 28 and 115, City of Guelph.

### **PROPOSED ZONING Residential Single Detached (R.1D-?) Zone**

#### Permitted Uses

In accordance with Section 5.1.1 of Zoning By-law (1995) – 14864, as amended.

#### Regulations

In accordance with Section 5.1.2 of Zoning By-law (1995) – 14864, as amended, with the following exceptions:

Despite table 5.1.2, Row 4, and section 5.1.2.6 the minimum lot frontage shall be in 10 metres and in accordance with section 5.1.2.5

Despite table 5.1.2, Row 6, and subsection 5.1.2.7 i) the minimum front yard shall be 4.5 metres for Habitable Floor Space and a minimum of 6 metres to the front wall of a Garage or Carport.

### **PROPOSED CONDITIONS**

The following conditions are for the information of Council and will be recommended as conditions of the future consents applications:

1. That the elevation and design for the new dwellings be submitted to, and approved by the General Manager, Planning Services, prior to the issuance of a building permit for the new dwelling.
2. That a site plan be prepared for the severed parcels indicating:
  - a) The location and design of the new dwelling;
  - b) The location and extent of driveway and legal off-street parking space for the new dwelling;
  - c) Grading, drainage and servicing information as required by the City Engineer; andAll of the above to be submitted to, and approved by the General Manager, Planning Services, prior to the issuance of a building permit for the new dwellings.
3. That the 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 Owner shall make arrangements satisfactory to the Engineering Department of **Guelph Hydro Electric Systems Inc.** for the servicing of the said lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.
6. The Owner acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. Based on the review of the 2006 Record of Site Condition (RSC) #3607 there is no defect associated with the RSC, change of land use from industrial to residential, and no Certificate of Property Use was associated with the property and Phase 1 ESA (2006). If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Owner's expense.
7. If contamination is found, the Owner shall:
  - a. 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
  - b. file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.
8. (a) Prior to any construction or grading on the lands, the Owner shall provide to the City, to the satisfaction of the General Manager/City Engineer, any of the following studies, plans and reports that may be requested by the General Manager/City Engineer:-
  - i) a site servicing and 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;
  - ii) a noise and vibration study certified by a Professional Engineer to confirm that there is no adverse affect from the railway use;
  - iii) a detailed erosion and sediment control plan, 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;
- (b) The Owner shall, to the satisfaction of the General Manager/City Engineer, address and be responsible for adhering to all the recommended measures contained in the plans, studies and reports outlined in subsections (a) i) to (a) iii) inclusive, of this clause.

9. If repair, renovation or demolition activities are planned in the future for the portion of the building that encroaches the Site, appropriate management plans may be required for any potential ACMs, lead-based paints and PCBs (in light ballasts), prior to any construction or grading on the lands.
10. Prior to any construction or grading on the lands, the Owner shall have a Professional Engineer design a grading and drainage plan for the site, satisfactory to the General Manager/City Engineer.
11. Prior to any construction or grading on the lands, the Owner shall pay the flat rate charge established by the City per metre of road frontage to be applied to tree planting for the said lands.
12. That the Owner enters into a Storm Sewer Agreement, as established by the City, providing a grading and drainage plan, registered on title, prior to any construction or grading on the lands.
13. The Owner shall pay to the City the actual cost of the construction of the new driveway entrances and the required curb cuts and/or curb fills and furthermore, prior to any construction or grading on the lands, the owner shall pay to the City the estimated cost of the new driveway entrances and the required curb cuts and/or curb fills, as determined by the General Manager/City Engineer.
14. That the Owner constructs the new buildings at such an elevation that the lowest level of the new dwellings can be serviced with a gravity connection to the sanitary sewer.
15. The Owner pays all the costs associated with the removal of the existing service laterals across the proposed retained lands and the city road allowance, prior to any construction and grading on the lands.
16. The Owner pays all the costs associated with the removal of a portion of the existing building, concrete pads, asphalt pavement and the chain link fence from the proposed retained lands, prior to any construction and grading on the lands.
17. The Owner pays the actual cost of constructing and installing sanitary and water service laterals required including any curb cuts and/or curb fills and furthermore, prior to any construction or grading on the lands, the owner shall pay to the City the estimate cost of the service laterals, as determined by the General Manager/City Engineer.
18. The Owner shall place the following notification in the offer of purchase and sale for the dwelling units and to be registered on title:
  - i) that sump pumps will be required for the lots unless a gravity outlet for the foundation drain can be provided on the lots in accordance with a design by a Professional Engineer. Furthermore, sumps pumps must be discharged to the rear yard.



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 any construction or grading on the lands.
20. That the Owner 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 any construction or grading on the lands.
21. The Owner shall ensure that all telephone service and cable TV service on the Lands shall be underground. The Owner shall enter into a servicing agreement with the appropriate service providers for the installation of underground utility services for the Lands, prior to any construction or grading on the lands.
22. Prior to any construction or grading on the lands, any 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.
23. That the Owner shall include in all agreements of purchase and sale or lease for each dwelling unit the following warning clauses:

**“Warning:** Canadian National Railway Company or its assigns or successors in interest has or have a right-of-way within 300 metres of the land the subject hereof. There may be alterations to or expansions of the rail facilities on such right-of-way in the future including the possibility that the railway or its assigns or successor as aforesaid may expand its operations, which expansion may affect the living environment of the residents in the vicinity, notwithstanding the inclusion of any noise and vibration attenuating measures in the design of the development and individual dwellings. CNR will not be responsible for any complaints or claims arising from use of such facilities and/operations on, over or under the aforesaid right-of-way.

Purchasers are advised that due to the proximity of the future and existing industrial facilities, sound levels from the facilities may at times be audible.”

24. That a forced air ventilation system be installed in any dwelling on the lands shown as Lot 6 shown on Attachment 5 and that the ducts be sized to accommodate the future installation of an air conditioning unit by the occupant.
25. In addition to the clauses included in condition 23, that Owner shall include in all agreements of purchase and sale or lease for a dwelling unit on the lands shown as Lot 6 shown on Attachment 5 the following warning clauses:

“Purchasers/tenants are advised that despite the inclusion of noise control features in the development and within the building units, sound levels due to increasing rail may occasionally interfere with some activities of the dwelling occupants as the sound levels exceed the noise criteria of the City and the Ministry of the Environment.

Purchasers/tenants are advised that this dwelling unit has been fitted with a forced air heating system and the ducting etc., was sized to accommodate central air conditioning. Installation of central air conditioning will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the City's and the Ministry of the Environment's noise criteria. Purchasers/tenants are advised that the outdoor air cooled condenser unit itself can produce noise to interfere with outdoor recreational activities. Due consideration should be given to this noise factor when selecting the air cooled condenser units location or an alternative quieter type of unit could be selected. The condenser unit sound rating should not exceed 7.6 bels in accordance with ANSI Standard 270-84 for units 3.5 ton or less. The location and installation of the outdoor air conditioning device should be done so as to minimize the noise impacts and have due regard for compliance with criteria of MOE publication NPC-216, Residential Air Conditioning Devices."

26. That brick exterior wall construction be used on the east, west and north facades of all dwellings.
27. The Owner acknowledges and agrees to that all approved noise control measures shall be included in the development agreement and implemented as a condition of the approval of any severance.
28. The Owner may be required to grant CN an easement for operational noise and vibration emissions, registered against the subject property in favour of CN.
29. The Owner enter into an Agreement with CN, stipulating how CN's concerns will be resolved and will pay CN's reasonable costs in preparing and negotiating the agreement.
30. The Owner erect a fence, a minimum of 1.8 metres in height, along the new rear property lines.
31. That prior to building permit, the Owner complete a Tree Inventory, Protection and Compensation Plan illustrating all existing trees greater than 10 cm dbh within 5 metres of the property (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.
32. The Owner 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.
33. That the owner enters into an agreement with the City, registered on title, satisfactory to the City Solicitor, agreeing to satisfy the above-noted conditions and to develop the site in accordance with the approved plans and reports.

**CONSENT REPORT OF  
COUNCIL IN CLOSED MEETING**

May 27, 2013

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

Your Council as Committee of the Whole beg leave to present their THIRD  
CONSENT REPORT as recommended at its meeting of April 29, 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-2013.5      CITIZEN    APPOINTMENT    TO    DOWNTOWN    GUELPH  
BUSINESS ASSOCIATION**

THAT Dave Kruse be appointed to the Downtown Guelph Business Association  
Board of Directors for a term expiring November 2014.

**CMC-2013.6      CITIZEN APPOINTMENTS TO GUELPH JUNCTION RAILWAY  
BOARD OF DIRECTORS**

1.    That Ian Brown be appointed to the Guelph Junction Railway Board of  
Directors for a term ending November 2014.
2.    THAT David Jennison be reappointed to the Guelph Junction Railway Board of  
Directors for a term expiring November 2016.

All of which is respectfully submitted.

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

May 27, 2013

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

Your Community & Social Services Committee beg leave to present their  
FOURTH CONSENT REPORT as recommended at its meeting of May 14, 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-2013.14 Long-Term Care Project Findings**

1. That Council request confirmation from The Elliott's Board of Directors affirming their continued interest in working with the City and willingness to participate in the elements of the business case development to assess the suitability of The Elliott as the City's designated municipal home.
2. That staff be directed to scope the required elements and associated costs to develop a comprehensive business case for The Elliott as the City's designated municipal long-term care home and report back to Council on this recommendation in fall 2013.
3. That, through the Older Adult Strategy, staff be directed to determine the feasibility of a "campus of care" model to meet future demands for long-term care with relevant stakeholders and partners predicated on collaboration and shared responsibility, using a 20 year planning horizon.

### **CSS-2013.16 Community Benefit Agreement: Guelph Neighbourhood Support Coalition**

1. That Council delegate authority to the Executive Director of Community and Social Services to approve the GNSC (Guelph Neighbourhood Support Coalition) Community Benefit Agreement as part of the Community Investment Strategy implementation, subject to approval by Legal and Realty Services.
2. That Committee approve Schedule V of the Delegation of Authority By-law with the updated version attached hereto as Attachment 1.

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  
May 14, 2013 meeting.***

# **Long-term Care Project**

**CSS Committee**  
**May 14, 2013**

## **Project Goal**

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“THAT Council directs staff to report back on the range of possible options that meet the criteria for our designated Long-term Care Home”

## History

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- Original intention was to have a home based in Guelph as the City's designated municipal home
- Due to different governing legislations at the time, MOHLTC determined the City would contribute funding to Wellington County to operate Wellington Terrace
- Since that time, the City has sought to have The Elliott as our designated municipal home

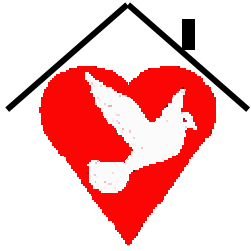
## **Status of Wellington Terrace Agreement**

- In 2012, a new agreement was negotiated with the County
- The City funds 20% of the net operating costs of Wellington Terrace
  - 2013 budget = \$1,201,900
- The County agreed to support the City in obtaining MOHLTC approval to select an alternate long-term care facility as its municipal home



## The Elliott Community

- The Elliott is on land owned by the City
- In 2002, *The Elliott Act* was amended to establish it as a local board under *The Municipal Act*
- Board of Trustees are appointed by City Council
- In 2001 & 2004, City Council approved two debentures totalling \$23 million to fund redevelopment of its LTC facilities
  - The Elliott is repaying to the City via a Promissory Note



**Presentation to the Community  
& Social Services Committee  
City of Guelph  
REPORT  
Long-Term Care Home Services**

May 14, 2013

# **Agenda**

- 1. Introduction and Background**
- 2. Approach**
- 3. Risk Analysis**
- 4. Findings**
- 5. Opportunities**
- 6. Public Forum**
- 7. Compliance Options, Considerations and Recommendations**

# OVERVIEW OF THE REPORT

## 1. Introduction and Background

### a. Project Deliverables

- i. Legal and Operationally Possible Options
- ii. Analysis and rating of Options
- iii. Recommendations on Best Options

### b. Project Context

- i. Municipalities and Long-Term Care
- ii. Guelph and Compliance with the LTCH Act
  - 1) Legal Context
  - 2) Local Unique Considerations

# **REPORT OVERVIEW** continued...

## **2. Approach**

- a. Data Collection & Analysis
  - i. Interviews
  - ii. Review of Documentation/Correspondence
  - iii. Review of Legislation and Policies
  - iv. Risk Analysis
    - 1) Legal and Operational Considerations
- b. Legislative Framework
  - i. Uniqueness of Guelph's Options
  - ii. No Definitive Policy on Designation

# **REPORT OVERVIEW** continued...

## **3. Risk Analysis**

- a. Legislation-based Options
  - i. Sole Ownership and Operation
  - ii. Partnership with other Municipality (ies)
  - iii. Purchase of Service
- b. Non-Legislation Based Option
  - i. Designation of a Home as Municipal
- c. Funding System
  - i. Complexity & Uniqueness
- d. Regulatory & Monitoring System
  - i. Unique and Extremely Intrusive

# REPORT OVERVIEW continued...

## 4. Findings

### a. Demographics

- i. Guelph's Projections
- ii. Concepts for Integrated Communities for Seniors
  - 1) "Campus of Care"

### b. Financial Analysis

- i. Implication of the three legislative Options
- ii. Local Options
  - 1) The Elliott
  - 2) Wellington Terrace
  - 3) Others

# **REPORT OVERVIEW** continued...

## **c. Analysis of Options/Key Considerations**

### **i. Five Dimensions:**

- 1) Sole Ownership
- 2) Purchase of Service
- 3) Acquisition of Existing License
- 4) Joint Ownership (with another Municipality)
- 5) Partnership with an Operator (not Municipality)

## **5. Opportunities**

### **a. “Campus of Care”**

- i. Provincial Policy Direction
- ii. Community expectations
- iii. General Trends in Seniors` Services



# REPORT OVERVIEW continued...

## 6. Public Forum

### a. Forum Conclusions

#### i. City Role

- Build a Home in Guelph
- Be a Strategic Planner
- Advocate

#### ii. Priorities:

- Keep People in Their Homes
- More beds in Guelph
- Get Planning
- Programs for People on Wait Lists
- Integrate Seniors` Services
- Create a Communications Hub

### b. Survey Summary

#### i. Concurrence with Priorities and City`s Role from the Forum

# **REPORT OVERVIEW** continued...

## **7. Compliance Options, Considerations and Recommendations**

### **a. Legal Considerations and Options**

#### **i. Purchase of Service**

- 1) Keep/Improve Current Provisions or Partner with another Municipality

#### **ii. Approval of a LTCH as Municipal**

- 1) No Legislative or Policy Framework

#### **iii. Outright Ownership and Control**

- 1) Acquisition/Transfer of License
- 2) Management/Financial Burden

#### **iv. Partnership with another Municipality**

# REPORT OVERVIEW continued...

- b. Cost and Complexity Considerations
  - i. Up Front and On-going Financial Commitment
    - 1) Construction/Redevelopment Costs
    - 2) Pattern of Municipal Costs in LTCH Operations
    - 3) Unique Financial Expertise
  - ii. Capacity and Efficiency
    - 1) Bed Size and Efficiency Consideration
    - 2) Administrative and Clinical Expertise Required
    - 3) Corporate Oversight and Supports
      - Legal
      - HR/Labour Relations
      - IT and Communications

# REPORT OVERVIEW continued...

## c. Broader Considerations

### i. Future Community Needs

- 1) Population Projections – Guelph v. Ontario
- 2) Changing Provincial Policy Priorities
- 3) Evolving Community Expectations
  - Public Forum

### ii. Partnerships and Collaboration

- 1) Provincial and LHIN Vision
- 2) Leadership v. Ownership
- 3) Citizen role/voice

# Recommendations

- 1. Build on Older Adult Strategy and Develop a Seniors' Focused Strategic Plan**
  - a. Embrace the “Campus of Care” framework as the foundational model
  - b. Frame this strategy within the partnership and collaboration philosophy

# **Recommendations** continued...

- 2. Maintain current compliance with the LTCH Act through the purchase of service agreement with the County of Wellington**
  - a. Enhance this agreement to strengthen City`s role and involvement

# **Recommendations** continued...

## **3. Seek to designate The Elliott as a municipal home**

- a. Assess required amendments to The Elliott Act to align municipal role/authority with LTCHA
- b. Due diligence including:
  - i. By-Law review
  - ii. Building assessment
  - iii. Updated operational review

# **QUESTIONS - DISCUSSION**



# STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE May 14, 2013

**SUBJECT Long-term Care Project Findings**

REPORT NUMBER CSS-CESS-1318

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide Council with the findings and recommendations of the Long-term Care Project and seek approval to:

- Identify the elements and associated costs to assess the suitability of The Elliott as the City's municipal home; and
- Determine the feasibility of a "campus of care" model over the longer term.

### KEY FINDINGS

The City of Guelph is legally required to be involved in the provision of residential long-term care services and has been meeting this obligation through a purchase of service agreement with the County of Wellington which operates Wellington Terrace. The City is reviewing its current arrangements for a designated municipal home and assessing alternate options to meet legislative requirements.

This report provides background on the project, highlights project findings on the industry sector and provides recommendations that consider both the short and long term requirements for the city.

### FINANCIAL IMPLICATIONS

The total budget for this project is \$78,733 including HST. This cost will be covered through Community and Social Services' general consulting budget and Corporate and Human Resources' Legal consulting budget.

### ACTION REQUIRED

Council to approve further development of the short and long term recommendations of the Long-term Care Project.

## RECOMMENDATION

1. That Council request confirmation from The Elliott's Board of Directors affirming their continued interest in working with the City and willingness to participate in the elements of the business case development to assess the suitability of The Elliott as the City's designated municipal home;
2. That staff be directed to scope the required elements and associated costs to develop a comprehensive business case for The Elliott as the City's designated municipal long-term care home and report back to Council on this recommendation in fall 2013; and
3. That, through the Older Adult Strategy, staff be directed to determine the feasibility of a "campus of care" model to meet future demands for long-term care with relevant stakeholders and partners predicated on collaboration and shared responsibility, using a 20 year planning horizon.

## BACKGROUND

The Ministry of Health and Long-Term Care (MOHLTC) has delegated oversight and health-system planning to the Local Health Integration Networks (LHIN). The City of Guelph is in the catchment area of Waterloo Wellington LHIN (WWLHIN). WWLHIN is responsible for planning, coordinating, integrating and funding health care services in our community including hospitals, long-term care homes, community support services, the Waterloo Wellington Community Care Access Centre, community health centres and mental health and addictions services.

In both 2004 and 2007, City Council passed a resolution to seek designation of The Elliott as the City's municipal home from the MOHLTC. The City's past efforts to designate a local long-term care home (LTCH) as our municipal home were complicated by the challenge of limited information available on the process to secure an approval by the Minister of Health and Long-Term Care. Although the *Long Term Care Homes Act, 2007 (LTCHA)* spells out the options by which municipalities can meet the *Act's* requirements, it is silent on the specific question of how a municipality can get a home designated as a municipal home. Likewise, neither the MOHLTC nor LHIN have an established process or criteria to get a home designated as a municipal home.

A further complexity to the legislation is that the *LTCHA* uses the phrase "establish and maintain." It does not say "own and operate." While the phrase, "establish and maintain" may be broad enough to include "own and operate," it is not restricted to only owning and operating a home. Similarly, the *LTCHA* does not use the word "control" or indicate what kind of control(s) is (are) necessary in the application of "establish and maintain." Without a definitive court ruling on the meaning of the

phrase, “establish and maintain” ought to be able to cover a variety of scenarios with a range of controls available to the establishing municipality.

The ultimate approval for any newly proposed arrangement for a designated municipal home rests solely with the Minister of Health and Long-term Care.

## REPORT

### Project Context and Methodology

The City of Guelph is legally required to be involved in the provision of residential long-term care home (LTCH) services. The governing legislation to the LTCH sector is the *Long-term Care Homes Act, 2007 (LTCHA)* and the *LTCHA* has three models for southern upper and single-tier municipalities to meet their legislative requirement:

1. Establish and maintain a municipal home
2. Participate with another municipality to establish and maintain a joint home
3. Enter into an agreement with a municipality who is maintaining a home to help maintain that home (e.g. purchase of service agreement)

The City of Guelph is fulfilling our obligations through a Purchase of Service agreement with Wellington County (i.e. model #3).

The City is undertaking a project to review the City’s current arrangements for a municipal home, assess alternate options to meet legislative requirements and provide a recommendation to Council. In the absence of a provincially established process to designate a municipal home, the project team undertook a research-based approach to gather as much information as possible to make recommendations that would meet MOHLTC requirements and the needs of the City. Research from key informant interviews, data and risk analyses and community consultations were assessed within the context of an initial evaluation criteria, applicable legislations and sector-specific knowledge.

All possible methods and options to meet legislative requirements were within scope of the project. The span of the project team’s review encompassed the WWLHIN catchment area with the beginning assumption that using an expanded research area would provide additional information and options to inform the project outcomes.

A summary of the research findings was provided in Information Report #CSS-CESS-1305: Long-term Care Background, dated January 17, 2013.

## Community Consultation

Subsequent to the January 2013 Information Report, a public forum was held (attended by 70 people), followed by a survey, completed by 72 people. Forum and survey participants included the elderly, caregivers, providers of services to seniors and elected officials.

At the public forum, an overview of the current system of services to seniors and a summary of the project's work to date was provided. The presentation was followed by table discussions focused on the questions:

1. What are the principles on which the LTC system should be based?
2. What should be the values that underpin the LTC system if I or my loved one should need access to LTC?
3. What role and approach should the City of Guelph take with respect to LTC?
  - a. What should be the City's role?
  - b. What should be the priorities for Guelph?

Following the forum, residents were invited to complete an on-line survey which summarized the input received at the forum and validated key conclusions.

The community raised a number of issues such as the need for more LTC beds in the city, long waiting lists for care, challenges navigating and accessing the system and available support services and the high cost of care.

Community consultation findings provided the following recommendations:

- The City should build a home in Guelph;
- The City should be a strategic planner to integrate seniors services, focus on keeping people in their own homes, provide programs for people on waiting lists to get placed in a LTCH and create a communications hub to learn about and access services; and
- The City should be an advocate for adequate funding, streamlined services and getting more beds in Guelph

## Research conclusions

The research indicates that any involvement, from sole ownership to a purchase of service arrangement with an LTCH, will require a greater knowledge base within the

# STAFF REPORT

City to ensure its control/oversight or participation and contribution are appropriate and sound. In terms of the legislative models for municipal compliance, the research found:

## *Establish and Maintain a Municipal Home or Joint Ownership with Another Municipality*

1. The operation of a small stand-alone home would be financially challenging and most likely require a continuous municipal investment. In the start-up years, the lack of sector-specific clinical, operational, financial and quality focused knowledge will likely negatively impact both the financial and clinical aspects of an LTC Home operation. The on-going labour cost of additional municipal employees is a further consideration.
2. Acquisition of an existing license for LTCH beds requires an up-front investment to make the purchase. These licenses must be acquired from the existing stock within the province and is subject to Ministerial approval. Approval considers the level of expertise and knowledge of the buyer to be a successful operator. It is the Consultant's understanding that bed licenses, if obtained from a for-profit operator, are currently selling for between \$25,000 and \$30,000 per bed. MOHLTC data indicates that a minimum of 100 beds is required to achieve financial viability.
3. Acquisition of a license may entail relocation of beds from another community. In addition to the purchase cost of bed licenses, approval and permission to move beds will need to be secured, followed by building a new home that meets the provincial design standards for LTC Homes. Construction cost per bed is about \$165,000, without the price of land.
4. Establishing a partnership with an LTCH operator other than a municipality requires that the City must:
  - Demonstrate it has "established and maintains"<sup>1</sup> the facility (which could be achieved through a new construction or assumption of control of an existing building);
  - Have effective control;
  - Have an approved management contract; and
  - Ministerial approval.

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<sup>1</sup> As previously stated, MOHLTC has no policy or defined process through which an existing LTCH becomes a "municipal home"

# STAFF REPORT

## Purchase of Service Agreement with a Municipality Operating a Municipal Home

5. It is the view of the Consultants that purchase of service arrangements between and among municipalities can and do work, but require investment of time by local elected officials and appropriate municipal staff. Agreements require continuous reviews and modifications as local circumstances, legislation, policy and funding provisions change.
6. Entering into a partnership or joint ownership with another municipality will likely require a similar type of enhanced involvement as a purchase of service arrangement but more time demanding from both governance and staff oversight perspectives.

## Consultant Recommendations and Rationale

In addition to the research conclusions, other key considerations shaped the recommendations. The long-term care sector is complex and highly regulated by not only the *LTCHA* and related regulatory provisions but also health profession regulations and public health rules and requirements. Operation of an LTCH requires specific skills and knowledge to be an effective and successful operator. Furthermore, the 65+ population of Guelph is projected to grow by 119% from 2011 to 2031<sup>2</sup>. This increase necessitates forward looking planning and exploration of a wide range of options, models and strategies to position the City well, and in a fiscally responsible manner, for these demographic changes. Although the City recently developed the Older Adult Strategy, there is still a lack of clarity as to the scope or the aim of the City with respect to LTCH services.

Two (2) recommendations are being put forward for Council's consideration. The recommendations are intended to address both the immediate and long term needs of the City.

1. Scope all elements, including cost, of developing a comprehensive business case to determine the suitability of The Elliott as the City's designated municipal home.

### Rationale:

The City has a well-defined and long-standing connection to The Elliott. It is situated on City land and *The Elliott Act* establishes The Elliott as a local board under the Municipal Act, governed by a Board of Trustees whose members are appointed by City Council. The City also holds a promissory note, originally issued to fund the home's redevelopment to meet MOHLTC standards. The Elliott's location, financial ties and status as a local board of the City may mitigate some of the complexities to successfully having it designated as the City's municipal home, such as demonstrating that the City has "established and maintains" the facility.

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<sup>2</sup> Based on Statistics Canada 2011 and Ontario Ministry of Finance projections

While these connections have not, to date, resulted in a way to achieve compliance with the *LTCHA*, it, nevertheless, presents an option that would be more viable than pursuit of an alternative.

Potential elements of a business case may include:

- Updated operational review;
  - Review of *The Elliott Act* and identification of requirement amendments;
  - Review of The Elliott's by-laws; and
  - Capital assessment.
2. In the long-term, develop a companion document that complements the Older Adult Strategy with a strategic focus on a "campus of care" model to meet the future demands for long-term care, with a 20 year planning horizon.
- a. Determine the feasibility of a "campus of care" model with relevant stakeholders and partners through collaboration and shared responsibility

A "campus of care" model looks beyond the minimum requirements of the *LTCHA* to provide more broadly-based services and programs which meet the needs of aging residents. This model creates "a community in itself", offering a variety of care and service options (both health and non-health services) in one location.<sup>3</sup>

#### Rationale:

A broader strategic vision would help the City assess and address a wide range of community needs and provide a "roadmap" for how to get there. This vision would be best addressed through a process of integrated planning with other community partners. The City cannot do this alone. It will need partners with different resources and capacities, willing to assume shared responsibilities to pursue a broadly-based vision for the future.

The "campus of care" model better addresses community need and reconciles with an age-friendly community model. It also provides an opportunity for integrated City services (i.e. same campus, multiple services addressing a variety of populations and City spatial needs). A "campus of care" will create opportunities for revenue generation, with some of these revenues being re-directed towards the operation of the long-term care home.

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<sup>3</sup> The "campus of care" model is described in report #CSS-CESS-13: Long-term Care Backgrounder, dated January 17, 2013

# STAFF REPORT

## Options Considered but Not Recommended

Other options were also investigated but not put forth for consideration by Council.

The prospect of directly owning and operating an LTCH (either solely or in partnership with another municipality) was considered. However, the logistics and costs associated with this option would be significantly higher. As previously noted in the report, this option requires the purchase of bed licenses, potential construction costs and ongoing labour costs for additional municipal employees.

An agreement with an adjacent municipality other than Wellington County, or other local non-profit home was also investigated. While the mechanics of these options would be similar to the recommendations listed above, the process would be much more complex and costly because of the need to “start from scratch” in either situation. In such undertakings, new/unforeseen considerations and obstacles may arise to further delay or even scuttle the process.

For example, engaging in discussions with another municipality requires extensive preliminary effort to define and describe the intent and content of a possible arrangement as an informal process. It would be followed by an internal review at senior administration and subsequently council levels. If approved by the potential municipal partner, the actual discussions and negotiations would ensue. In the current economic environment, any municipality would be seeking to benefit from, or at least be in a financially neutral position, when exploring new relations or partnerships. At the end of a lengthy process there would be no certainty that Guelph would be better served by a purchase of service agreement with another municipality other than Wellington County.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.2 Develop collaborative work teams 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
- 2.3 Ensure accountability, transparency and engagement

### City Building

- 3.2 Ensure a well designed, safe, inclusive, appealing and sustainable City



# STAFF REPORT



## DEPARTMENTAL CONSULTATION

This report was prepared in concurrence with Corporate and Human Resources, and Finance and Enterprise Services.

## COMMUNICATIONS

Key community and government stakeholders have been advised of this project and preliminary discussions have taken place. Further discussions will continue as the project progresses.

Community stakeholders include Waterloo Wellington Community Care Access Centre (WWCCAC), Association of Municipalities of Ontario (AMO), and Ontario Association of Non-profit Homes and Services for Seniors (OANHSS).

Government stakeholders include Ministry of Health and Long-Term Care (MOHLTC), Waterloo Wellington Local Health Integration Network (WWLHIN) and the County of Wellington.

A public forum was held on January 29, 2013 to solicit community input on the City's role in addressing services for seniors. Corporate Communications Department promoted the event through both traditional and social media and with community posters.

Corporate Communications Department posted project information, reports and related documents on the City's website at [guelph.ca/longtermcare](http://guelph.ca/longtermcare) and will continue to promote other opportunities for community members to participate in the project.

The Elliott has been advised of this report and the process to attend Committee/Council meetings as a delegation.

WWLHIN and Wellington County have been advised of this report.

## ATTACHMENTS

ATT-1: The Development of Long-term Care Home Services for the City of Guelph

# STAFF REPORT



A handwritten signature in cursive script that reads "Bar Powell".

A handwritten signature in cursive script that reads "Colleen Bell".

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# **THE DEVELOPMENT OF LONG-TERM CARE HOME SERVICES FOR THE CITY OF GUELPH**



## **REPORT**

**OPTIONS, CONSIDERATIONS AND RECOMMENDATIONS FOR THE CONTINUED COMPLIANCE  
WITH THE PROVINCIAL *LONG-TERM CARE HOMES ACT 2007***

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## The Development of Long-Term Care Home Services for the City of Guelph

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## LIST OF ABBREVIATIONS

AMO	Association of Municipalities of Ontario
ARR	Annual Reconciliation Report, a financial report every LTC Home in Ontario is required to submit to the Ministry of Health and Long-Term Care on how it has spent funds provided by the Ministry
CCAC	Community Care Access Centre, 14 such Centres in Ontario are responsible for the assessment, placement in LTC Homes or provision of in-home services to eligible individuals
WWLHIN	Waterloo Wellington Local Health Integration Network, one of 14 in the province created to oversee, fund and integrate the delivery of health services
CMI	Case Mix Index, the funding allocation methodology currently in use in Ontario for LTC Homes. It is in the process of being replaced by RUG-III system
C of M	Committee of Management, a municipal council committee that oversees the operation of that municipality's LTC Home. Such committees are required to be in place under the LTCH Act 2007
FTE	Full-Time Equivalent, hours worked per week that equate to a full time position
HINF	High Intensity Needs Fund, a fund LTC Homes can access through an application process for financial assistance with extraordinary care needs of some residents
HQO	Health Quality Ontario, a new arms-length body created this year by Ontario that is mandated to develop and implement performance benchmarks and provide public reports on the quality of health services. HQO replaces Health Quality Council of Ontario (QHCO) and has a much expanded mandate
LHIN	Local Health Integration Network, an agency (14 LHINs in Ontario) of the Crown with funding, planning, performance monitoring and service integration powers
L-SAA	Long-Term Care Home Service Accountability Agreement, a legal agreement all LTC Homes must sign with their local LHIN to receive annual funding. It replaces the former annual service agreements with MOHLTC
LTCHA	<i>Long-Term Care Homes Act 2007</i> , replaces previous legislation that governed the long-term care homes: the Nursing Home Act, Charitable Institutions Act and the Homes for the Aged and Rest Homes Act
LTCH	Long-Term Care Home
MOHLTC	Ministry of Health and Long-Term Care
NP	Nurse Practitioner, designation for RNs who meet the required standards for enhanced authority and powers in diagnosis and prescription of medication
NPC	NPC – Nursing and Personal Care envelope, one of the funding envelopes for LTC Homes
OANHSS	Ontario Association of Non-Profit Homes and Services for Seniors
OHRIS-MIS	Ontario Healthcare Reporting System – Management Information System, implemented since 1994 (for hospitals) statistical and financial reporting system
OA	OA – Other Accommodation, a funding envelope for LTC Homes that covers non-care or service aspects of LTC Homes' operations, such as administration

**The Development of Long-Term Care Home Services for the City of Guelph**


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P.I.E.C.E.S.	Physical Intellectual Emotional Care –Environmental Social; best practice learning and development initiative developed in LTC Homes has now expanded into other care fields
PSS	Programs and Support Services, a funding envelope for LTC Homes
PSW	Personal Support Worker
QI	Quality Improvement
RAI-MDS	Resident Assessment Instrument – Minimum Data Set, methodology for assessing and categorizing care needs of residents and care provided. It forms the foundation on which funding for LTC Homes is based
RUG III	Resource Utilization Grouping, builds on RAI-MDS to allocate resource to match functional/care needs of residents
RF	Raw Food, a funding envelope for LTC Homes
RFP	Request for Proposals
RN	Registered Nurse
RPN	Registered Practical Nurse

## SECTION 1: INTRODUCTION

### 1.1. Background

The long-term care home (LTCH) sector has a long and varied history in Ontario. Municipal residential services have their origins in the 1880s, when first municipal services were established and their focus and names have evolved as communities sought to address their specific local needs, from poor houses and houses of refuge to municipal homes for the aged since 1950s. Beginning in 1949, the *Homes for the Aged and Rest Homes Act* required municipalities to provide long term care home services in some fashion. That requirement continues today, under the *Long Term Care Homes Act (LTCHA)*, which permits three options for compliance: 1) the municipality “...may establish and maintain...” a home; 2) the municipality may participate “...in the establishment and maintenance of a joint home...”; and 3) the municipality may help “...maintain a municipal home or joint home...”.

Charities in Ontario have also been active in this field, with religiously based residential programs being established by churches and convents since the late 1800s. In mid-1900s there was a growth in the privately operated rest and retirement home industry. Eventually some became nursing homes with their own specific legislation. Today, the long term care home system consists of 633 homes with 77,747 beds. Within this total, municipalities account for 103 homes and 16,473 beds. Ministry of Health & Long-Term Care (MOHLTC) is responsible for the regulatory and oversight aspects of this sector. Local Health Integration Networks (LHINs) also have been assigned some of the responsibility for oversight of LTCHs, including the execution of service agreements, Long Term Care Home Service Accountability Agreement (L-SAA), that define funding for homes.

The City of Guelph, like other upper and/or single-tier southern municipalities across Ontario, is *required* to be involved in the provision of residential long-term care services. The City has been meeting its obligation through a purchase of service agreement with the County of Wellington which operates Wellington Terrace located in Fergus. Although the City is in compliance with the *LTCHA*’s requirement “to help maintain a municipal home”, it wishes to explore a range of options that would ensure continued adherence to the *LTCHA* while at the same time enabling it to better address the current and future service needs of the City’s growing elderly population.

The aging of the population is a phenomenon not unique to Guelph. Based on 2011 Statistics Canada census the total population in Guelph is projected to grow by 38% by 2031, while in Wellington County it will grow by 30% and in Ontario by 22%. The percentage of the population 65 years and older within Guelph is projected to grow from 13% in 2011 to 26% by 2031 as a percentage of the total population. The number of those 65+ is projected to increase, in Guelph, from 15,895 in 2011 to 34,925 by 2031. The provincial growth for that age cohort is projected to grow from 15% in 2011 to 30% by 2031. Similar data is not available for Wellington County. The table, in **Appendix 8.1**, provides a full summary of the population growth projections.

The relative and absolute growth in the 65+ age group, when combined with other economic, social and political factors, necessitates forward looking planning and exploration of a wide range of options, models and strategies to position the City well, and in a fiscally responsible manner, for these demographic changes.

In order to assist it in determining the optimal approach to serving its seniors, and remaining in compliance with legislation, the City of Guelph has contracted the firm of Klejman & Associates Consulting Inc. carry out a two-phased review, and provide recommendations.



## **1.2. Project and Deliverables**

The start-up of this review consists of the following steps.

- Analysis of data and information of the past and current efforts by the City to meet the regulatory requirements
- Identification of the possible options, within the provisions of the *LTCHA* , for continued compliance
- Formulation of “criteria” that will have to be considered during the analysis of options
- Identification of potential arrangements, through the application of the criteria, that would encompass a scan of possible arrangements with other LTC Homes in a defined area as one means of compliance with *LTCHA*
- Analysis of risks and benefits of various options/partnerships
- Submit a report to the Council with recommendations and advice on options

The Consultant conducted in-person and telephone interviews with a number of provincial and local stakeholders (see **Appendix 8.2.2** for a detailed list). Analysis of the provisions of the *LTCHA* and other Ontario legislation that pertains specifically to the municipal role/responsibilities in the operation of long-term care homes was carried out by the solicitor member of the Consulting team. The summary of this analysis is contained in the **Appendix 8.3**. The deliverables of this project included:

- Eligibility Criteria for “Designated Municipal home”
- Inventory of eligible homes
- Outline of options to meet the legislative requirement
- Analysis of options and identification of most appropriate
- Stakeholder interviews
- Report

The project’s progress was overseen and guided by a cross-departmental Steering Committee composed of staff from the City’s Community and Social Services, Legal Services and Finance departments.

In late 2012 two additional activities were added to the scope of the review:

- A public engagement session
- An information session for the Council on the *LTCHA* and the services for seniors system in Ontario

The public engagement took place at a Forum held on January 29<sup>th</sup>, 2013, at the Evergreen Centre, and was followed up with an open on-line survey hosted on the City’s website.

The Council information session was scheduled for February 26, 2013 but was cancelled due to inclement weather. In consideration of the fullness of the Council’s spring calendar it was not rescheduled, however, session materials were provided to Council.

## **1.3. Legislative Context**

The *LTCHA* provides a framework for Southern municipalities to comply with the legislation. The Act provides three models:

- sole establishment and maintenance

- joint establishment and maintenance
- or through a purchase of services agreement between a municipality who has established and maintains a home and a municipality that does not establish and maintain a home of its own [*LTCHA*; Sec.119(1),(2); 120(1),(2); 121(1),(2)].

A full overview of the legislative models as it applies to municipalities is provided in **Appendix 8.3**. All three options are being used by Southern Ontario municipalities to meet the compliance requirement.

In addition to meeting its requirements under the *LTCHA*, the City also enjoys a unique and long-standing relationship between it and The Elliott Community, a multi-service charity situated in Guelph and established through The Elliott Act 1963, amended in 2002, but in existence since 1903. The relationship between the City and The Elliott includes oversight, financial, and governance dimensions. This relationship is described in more detail in **Appendix 8.4 Overview of The Elliott Act and By-Laws**.

#### **1.4. Current Status**

Since 1993 the City has been in compliance with the provincial legislation, and since that time it has also sought provincial approval of The Elliott as its municipal home. Although the provincial contacts have changed over the years, the status of the City's request has remained unresolved. As a result, the City has continued to assist in maintaining Wellington Terrace, through an annual financial contribution to the County of Wellington. Currently Guelph contributes approximately \$1,200,000 annually to the County of Wellington as its share of the cost of operating Wellington Terrace, based on a mutually agreed upon formula.

Not all residents of the City of Guelph choose Wellington Terrace when they need a long-term care home. This is consistent with the expressed preferences of seniors in other jurisdictions, who choose a home in their local community, close to friends, family and lifelong activities. Between April 1, 2012 and September 13, 2012, according to WW LHIN data, 125 residents of the City of Guelph were admitted to a long-term care home within the City's boundaries, while 87 were admitted elsewhere. Eight people from the City of Guelph were admitted to Wellington Terrace during that time. **Appendix 8.8** lists the location of all recent admissions of residents from Guelph within and beyond the greater Guelph area.

With the implementation, by the province, of a centralized mechanism for the eligibility determination and placement authority for accessing long-term care beds (the Community Care Access Centres (CCACs)), the entire LTCH system has shifted to a priority need based placement system that is also greatly dependent on the availability of beds. This has meant that the traditional approach of being able to facilitate admission in the local LTC Home is not the dominant principle.

The Ontario government, after establishing the Local Health Integration Networks (LHINs) in 2007 has shifted the responsibility for health system planning and oversight to them. Thus any realignment of services, including long-term care beds, now requires involvement of and support by the local LHIN.

This history of the City's efforts to date with respect to its purchase of service arrangement with the County of Wellington, its pursuit to gain the designation of The Elliott as a municipal home and the pattern of admissions of residents of the City of Guelph into long-term care homes serve as the backdrop for the Consultant's objective to develop an options document with supporting detail on the opportunities and barriers entailed in each of the options.

### 1.5. Municipalities and Long-Term Care Homes

The Consultant provides a list of “Criteria” (see **Section 3.2.1** in the Methodology section) that have been considered as important considerations for identification of potential partners (other LTCHs ) that, through an arrangement with the City and with the Minister of Health and Long-Term Care’s approval, would provide the vehicle for continued compliance with the *LTCHA*. It should be noted that although the *LTCHA* spells out the provisions under which a municipality may meet the Act’s provisions it offers no definitive answer to the question of how a municipality can get a home designated as a municipal home. Nevertheless, it is the Consultant’s view that, based on interviews conducted during this project, analysis of the legislation and knowledge of procedures and policies, such a Ministerial designation would more likely be forthcoming if one or more of the following provisions are met:

1. A municipality makes a clear commitment to “establish and maintain” a home
2. Existing beds or a license for beds has been secured with the minister’s approval
3. A municipality has acquired an existing home, and the transfer of its license for beds has been approved as part of the broader approval of the acquisition (note, depending on the location of the existing home a separate approval would be required for relocation)

These are very broad categories and there are permutations of each of the above options and accompanying Ministerial approvals, financial, legal, labour relations implications and considerations. These considerations are discussed in this report.

It should be noted that some local circumstances have resulted in unique provisions that exempted some municipalities from Part VIII of the *LTCHA*. For example the *County of Haliburton Act, 2003*, enabled this County to transfer all the operational and oversight responsibilities to a local non-profit corporation that operates health services and long term care homes (note that this Act also provides that under certain circumstances the municipal obligations would be reactivated). This example, and others, is cited in the Association of Municipalities of Ontario (AMO) 2011 Report “*COMING OF AGE: The Municipal Role in Caring for Ontario’s Seniors*”. They represent efforts by municipalities to best meet their commitments despite the burden imposed by the obligatory provisions of the *LTCHA*. There has not been, to the Consultant’s knowledge, a scenario similar to Guelph’s, to gain a designation of a LTC home as a municipal home, thus this is a precedent setting undertaking.

The AMO report also describes the management and operation of long-term care homes in Ontario as a complex and heavily regulated service sector. When combined with questions related to the appropriateness of a “health” service being placed in the “municipal lap”, this has been, and remains, a contentious and challenging issue. In mid-2012 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) released its paper “*Municipal Delivery of Long Term Care Services: Understanding the Context and Challenges*”. Both documents describe expertly the current situation facing municipalities as they strive to comply with the provincial requirement and also the future prospects and considerations of such compliance. These timely documents have helped to provide an excellent stage for this undertaking and are recommended for perusal. They can be viewed on the respective websites of:

AMO

[http://www.amo.on.ca/wcm/AMO\\_Content/Social\\_Services/Long\\_Term\\_Care/LTC\\_Municipalities\\_seek\\_flexibility\\_Backgrounder\\_Aug2011.aspx](http://www.amo.on.ca/wcm/AMO_Content/Social_Services/Long_Term_Care/LTC_Municipalities_seek_flexibility_Backgrounder_Aug2011.aspx)

and OANHSS

[http://www.oanhss.org/AM/Template.cfm?Section=Position\\_Papers\\_Submissions&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=10079](http://www.oanhss.org/AM/Template.cfm?Section=Position_Papers_Submissions&TEMPLATE=/CM/ContentDisplay.cfm&CONTENTID=10079).

## **SECTION 2: EXECUTIVE SUMMARY**

The City of Guelph has for the past two decades been in compliance with the Long Term Care Home (LTC Home) requirement placed on all upper and single tier municipalities in southern Ontario. This provision obligates municipalities to be involved in one of three ways in the provision of services through a LTC Home. This obligation is currently being met through a purchase of service arrangement with the County of Wellington to support the operation of Wellington Terrace in Fergus.

In addition to meeting the legislative requirement, Guelph has also, over many years, had a unique relationship with The Elliott Community, located within the City of Guelph, which operates a not-for-profit (charitable) long-term care home as a component of its continuum of care. The scope of services at The Elliott Community includes independent living, assistive living, retirement home living and a long-term care home. The relationship between Guelph and The Elliott is based on the provisions of *The Elliott Act*, amended in 2002 but its origins date back to legislation enacted in 1907. The City has, for some time, sought to gain the designation for the long-term care home located within The Elliott Community as its municipal home.

Over the past twenty years the field of facility-based long-term care has changed greatly, from a residential program that was often a point of pride for municipalities to a highly regulated, clinically complex and tightly scrutinized system. Since the enactment of *The Long-Term Care Homes Act, 2007, (LTCHA)* the distinct characteristics and provisions governing municipal, charitable homes for the aged and nursing homes have become blurred and a single set of rules has been implemented for all 633 LTC homes in Ontario. Organizations like the Association of Municipalities of Ontario (AMO) and the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) have produced papers that analyzed and described challenges municipalities face today in operating their LTC homes. References and links to their papers are included in this report.

Today, long-term care homes are truly healthcare facilities, providing skilled care under medical guidance and professional (nursing) supervision on a 24 hour and 7 day a week basis. The sector is also unique because of the mix of providers/owners of LTC homes. There are 103 municipal homes, 158 homes owned and operated by non-profit or charitable organizations and 360 homes are owned and operated by for-profit organizations.

In the process to have a long-term care home designated as the City of Guelph's municipal home, the City has faced an underlying challenge in knowing what steps or processes are required to secure an approval by the Minister of Health and Long-Term Care for designating The Elliott as a municipal home. *The LTCHA* is silent on the specific question of how an existing home can become a municipal home. The practice and past precedents have been for shared arrangements between or among municipalities, particularly in areas with low population density and limited tax base. Municipalities would either partner by establishing a joint LTC home or agree that one municipality would establish and the other(s) would become contributors through a purchase of service agreement.

Today, any organization operating a home is faced with a complex, high cost operation and extensive requirements aimed at health, safety and well-being of its residents, for whom this is their HOME.

It should be clearly stated that since the *LTCHA* does not prohibit a scenario in which a LTC home becomes designated as a municipal home, a route can be found to achieve this objective. The question then becomes: (1) what will it take to get to the point of having a home designated; and (2) whether, after

considering the legal and financial aspects of such an undertaking, it remains the preferred option for the City of Guelph to pursue.

This paper was commissioned as one of the key deliverables from Klejman Consulting, a firm retained by the City of Guelph to carry out a review. In this report a full range of options are presented to the City as possible vehicles to maintain its compliance with the *LTCHA*. These options are then tested against a set of defined criteria. In addition, a risk assessment has been completed to inform the City as to the potential risks it would face, particularly from the governance perspective. From this process the recommendations have been developed and are presented for Council's consideration

The key considerations that were used as a screen to evaluate the viability of each option are outlined in detail in the report and include financial, organizational, sector-specific, operational, legal and length of time factors. The use of these considerations has allowed for the narrowing of the options to two (2) that are recommended for the City's consideration.

The two best options are affirmed to be ones that the City has considered before, namely:

- To continue with the current purchase of service agreement with Wellington County in support of Wellington Terrace
- To move forward with changes that will be necessary to gain the designation of The Elliott as a municipal home

After thoroughly analyzing the implications and effort, both financial and organizational, required by each of the above two options, the continuation of the purchase of service arrangement with the County of Wellington is presented as the best option in the short term. As stated later in this report the provisions related to the current agreement should be reviewed and modified to enhance the collaboration and partnership between the County and the City, to the benefit of seniors in Guelph and Wellington County.

Other alternatives are identified and analyzed in this report but, in the opinion of the Consultant, they present more risks, greater financial burden to the City, a longer implementation timeframe and the requirement for stronger capacity within the City's resources to oversee and manage a LTC home. Further, it is important to note that the Ministry of Health & Long-Term Care, and particularly the Minister of Health, will remain the final arbiter of any path chosen by the City.

This report expands on each of the two best options, noting that each option allows for adjustments in the future. In addition either of these options should be viewed as part of a broader undertaking to create a longer-term plan for the City that reconciles with its Older Adults Strategy.

Therefore, a companion recommendation is presented for Council's consideration to develop a longer-term vision and plan when reflecting on the future needs of seniors residing in Guelph. Demographic analysis in this report paints a picture that should stimulate thinking and planning that goes beyond a LTC home designation. The January 29<sup>th</sup> public forum and subsequent survey identified this as one of the priorities.

A broader strategic vision would help the City assess and address a wide range of community needs and provide a "roadmap" for how to get there.

This vision would be best addressed through a process of integrated planning with other community partners. The City cannot do this alone. It will need partners with different resources and capacities, willing to assume shared responsibilities to pursue a broadly-based vision for the future.

## SECTION 3: METHODOLOGY

### 3.1 Information Collection

#### 3.1.1. Interviews:

As part of the design of this project a number of local and provincial organizations and specific individuals were identified to be interviewed. Twenty-one interviews were carried out. The Interview Template and a list of individuals/organizations interviewed are provided in **Appendix 8.2**.

#### 3.1.2. Data and Information:

As part of the data collection process detailed lists of all LTC homes in Guelph and in the WW LHIN area have been included as **Appendix 8.5**. There are five LTC homes, with 667 beds, in Guelph and thirty eight, with 3,854 beds, in the WW LHIN area. Financial data was obtained for both municipal and charitable homes for further comparative analysis. Extensive material consisting of past correspondence between the City, the County of Wellington and the province was also obtained. Other information that was used included relevant provincial legislation, reports and papers.

#### 3.1.3. Public Forum and Survey:

Through an addendum to the project's terms of reference a public session was held at the Evergreen Community Centre on January 29<sup>th</sup>, 2013. Advertisements were placed in traditional and social medias and invitations sent out in advance. An on-line survey conducted after the session. Summaries from both events are provided in **Section 6** of the report and in **Appendix 6**.

### 3.2 Analysis

A summary of the findings from interviews, grouped to reflect the main themes discussed during interviews, are captured below (records of all interviews remain as confidential with the Consultant):

- Municipalities and the *LTCHA*:
  - Wide range of levels of understanding of the obligatory provisions, from none to full understanding. Those who are familiar believe that municipalities make an invaluable contribution, although at a high cost to local taxpayers. There was a gulf between those who believe that municipalities can and should be the leaders in this sector and those who were somewhat uncertain of local political support for LTC Homes.
  - Understanding of issues related to Guelph's role and interests in long-term care was apparent only among interviewees locally based and the three stakeholders - current and former staff of MOHLTC, WW LHIN and staff at OANHSS.
  - There was a general consensus that there are differing capacities among municipalities to adequately fulfill their responsibilities with respect to their obligation under the *LTCHA* provisions, and especially from the financial, leadership and operational perspectives. This was attributed more to the complexities imposed, by the province, on homes' operators in general. An example of a purchase of service arrangement between a county and two "separated" cities that is working well was cited.

- Understanding City of Guelph objective:
  - Only those organizations and individuals who are locally based were somewhat familiar with both the history and the current situation, however this understanding did not necessarily encompass the understanding of the legislative provisions of the *LTCHA*.
  - Several respondents expressed hope that the City looks more broadly and consider a role in a larger spectrum of services and supports for seniors
  - An uncertainty was expressed by several respondents as to the City's primary objective - is it to discontinue its current arrangement with Wellington County, move more fully into seniors' services or is it to focus fully on The Elliott in Guelph?
  - Several respondents noted that situations similar to the City of Guelph and the County of Wellington have resulted in collaboration, when there is full disclosure of information and shared decision-making (e.g. through a joint committee) on an ongoing basis.
  - None of the respondents could provide an example of a municipality seeking a designation of a home as a municipal home. They pointed out that to their knowledge all municipalities comply with the mandatory provision so any plans, changes, either to expand or reduce their LTC Homes program are all discretionary as long as they operate one home.
- General thoughts on municipal role in services for seniors
  - Several respondents noted that a starting point should be for a municipality like Guelph to define its goals, through a strategic plan that is focused specifically on the senior population.
  - There was a general consensus that a broader approach, looking at housing, transportation and day programs is the way to go for municipalities. Such an approach could provide for efficiencies of scale and better align with a municipal "services for seniors" philosophy. Others suggested that municipalities should collaborate more closely, particularly in the LTC Homes and housing areas.
  - A distinction was made about the differing capacities and needs in rural communities versus urban in considering a broader service models. Others noted that LTC Homes are a health service and should be the provincial, not municipal responsibility.

### **3.2.1 Eligibility Criteria:**

Before embarking on the exploration of potential options and resulting opportunities, a criteria framework was developed that served as a guide for consideration of likely approaches and enabled a comparative analysis of these options. Below is the list of criteria considered:

1. A Home currently holds a valid license for LTC beds under the *LTCH Act* (a license for LTC beds is required to obtain funding from MOHLTC)
2. Financial consideration:
  - a. a home is prepared to fully disclose its financial position (to be determined when requests for such information are issued);
  - b. is a home in a sound financial position; and
  - c. level of debt related to past and planned capital investments is of a manageable amount

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3. Adequate number of licensed beds to enable an appropriate partnership arrangement with the City, including possible relocation to Guelph (a minimum of 100 beds is currently considered to achieve financial viability – 120 beds is preferred)
4. Status of home's physical assets/plant, including land and capacity for building (compliance with MOHLTC design standard for category "A" homes is preferred)
5. Positive inspection track record:
  - a. A home that shows a high level of compliance with MOHLTC requirements (has positive track record with the inspection and complaint processes)
6. Location:
  - a. A home that is located "within a defined radius" (an important consideration as it will greatly impact on a possible range of choices):
    - i. In the city of Guelph (preferred)
    - ii. In WW LHIN area
    - iii. It is a municipal home within a reasonable distance interested in a partnership arrangement
7. Type of program(s):
  - a. Parent organization operates other programs/services for seniors, or
  - b. Parent organization operates seniors programs at various locations
  - c. Stand-alone LTC Home

The above criteria are not mutually exclusive nor are they intended to be categorical. They serve as a guide to ensure that all critical elements of "establishing and maintaining" an LTC Home are taken into consideration when looking at possible partners. These criteria will be affected by the decisions or choices made by the City of Guelph Council. These criteria were used during the evaluation of possible arrangements. It is important to note that a significant consideration in the operation of an LTC Home is the size-related efficiency. The current thinking, backed up by studies done by MOHLTC is that a minimum of 100 beds, preferably 120, are needed to allow for a financially sound operation. **Appendix 8.6** contains a table that shows the complex funding scheme in place for homes. The total funding per bed per diem, in effect since February 2013, is \$156.47. This does not include the resident co-payment. **Appendix 8.7.1** provides a range of financial indicators, using the available data from OANHSS sector benchmarks reports. In addition the consultant used previously developed data to expand the basis for comparative analysis.

### 3.2.2 Risk Analysis:

One of the primary considerations for the City of Guelph pertains to the degree of risk assumed by the City of Guelph related to ownership, governance, finances and operations, within the context of the options (models) permissible under the *LTCHA*. Regardless of the option (model) selected, the very nature of long-term care and the obligations imposed under s.119 of the *LTCHA* result in the risk that some future event will cause harm, to residents, staff, Directors and/or the City.

Long-term care is not risk-free; risk and uncertainty are inherent in providing care and services for the elderly, especially when many residents are frail, with compromising health conditions. It is essential to have effective risk management processes in place to identify



and analyze the risks, determine which risks are acceptable (and which are not), and implement risk treatment and/or controls, designed to eliminate or reduce the severity, frequency and likelihood of risks (losses).

Risks can also be transferred and/or avoided, dependent upon the option (model) selected. That is, the magnitude of operational risk will vary depending upon the amount of involvement the City has with the ownership/governance/operation of the facility. The greatest level of risk is related to the legislative option #1 (see Sec. 1.5 on page 9), in which the City “owns and operates”, or, to use the language of the *LTCHA* “establishes and maintains” the municipal home directly. In the joint model, option #2 Sec. 1.5 page 9, although the total number of risks may be more, , the risks are shared with the other municipality involved in the joint venture, which in itself creates risk. The most minimal risk is found in option #3 on page #9, (maintenance or purchase of service arrangement) in which the City contributes to the maintenance of a municipal home.

It is important to note that the scope and/or volume of risks are not necessarily indications of the propensity to engage in behaviour that leads to liability. In other words, one can operate in a risk-filled environment but with proper risk management and good corporate governance processes in place, these risks can be eliminated and/or minimized and controlled.

No matter what governance, ownership and/or accountability mechanisms are used by the City and its designated long-term care, varying degrees of risk will be present. For example, there are risks associated with failing to maintain the appropriate standard of care and ensuring compliance with the *LTCHA*. In addition to the statutory risks, there is also additional risk imposed on Directors related to their fiduciary obligations, including conflict of interest.

Despite the risks inherent in long-term care, these risks can be adequately managed through the application of good corporate governance structures, processes and principles.

Risks associated with acquiring licensed Long-Term Care beds and relocating them are addressed elsewhere in this report. It is sufficient to note that such an acquisition is subject to the *LTCHA* and Regulations, in addition to Ministry planning priorities, and that such an undertaking would be costly, time consuming and subject to other considerations, including bed ratios in “losing and gaining” communities. A comparative summary of risks based on the three legislative options is provided in **Appendix 8.3**.

### **3.2.3 Funding System:**

The current system for funding LTC Homes is complex and based extensively on prescribed MOHLTC policies. Indeed, this funding system is so complex that many homes are finding it difficult to recruit accountants with the sector specific knowledge to ensure that revenues are maximized, Ministry reporting requirements are adhered to and proper financial management systems are in place so as to properly control costs. LTC Homes are funded by MOHLTC through a blend of “four envelopes”:

- Nursing and personal care (NPC)
- Programs and support services (PSS)
- Raw food (RF)
- Other accommodation (OA)

In addition every resident in an LTC Home is expected to contribute to the cost of the accommodation. This contribution is tied to the Old Age Security (OAS) rates and has provisions to allow for rate reductions and retention of a guaranteed monthly allowance for personal need of about \$136.00 effective 01-11-2012.

All four envelopes are calculated on a *per resident per day* basis and have a defined cap or ceiling, see **Appendix 8.6** for the current per diems. These are adjusted periodically by the government. The actual level of funding in the NPC per diem is adjusted through a proprietary licensed measurement system, the Resident Assessment Instrument- Minimum Data Set (RAI MDS) to determine the residents' acuity or care needs. Through this assessment process acuity levels of residents are determined and the resulting data is translated through a Resource Utilization Grouping (RUGSIII) tool into funding that is adjusted so that homes with more heavy care residents receive higher NPC funding to reflect their levels of nursing and care staff.

It should be noted that in addition to the four core funding envelopes there are numerous other funding adjustment and provisions, such as High Intensity Needs Fund (HINF). Some of these other funding schemes are time limited while others have been in place for a long time. Although the provision of care to "long-stay" residents is the core business of most homes they also can offer, and receive funding for, short term or respite care, convalescent or interim care (to assist with hospitals with their "bed blocker" problems), separate funding for documented High Intensity Needs, as well as initiatives aimed at staff retention.

To provide a basis for better understanding of the financial aspect of the LTC Home sector a comparative analysis has been carried out and is presented in **Appendix 8.7**. This analysis is based on the benchmark data available from OANHSS for their respective municipal and charitable home sectors. In 2010 the County of Renfrew carried out a survey which showed that the municipal contribution of the 18 responding municipalities (County of Wellington did not respond) amounted to 18.3% of operating costs. This report was based on 2009 data. Of those responding, one municipality indicated that it was not subsidizing its LTC home, through a net contribution.

Historically, there was a mandatory cost-sharing arrangement between the province and municipalities (70:30) for the operation of municipal long-term care homes. Although this prior mandatory cost-sharing requirement was essentially discontinued, a number of reasons have made it difficult for municipalities to quickly eliminate their net contributions to the homes' operation. First, some provincial funding increases have been linked to specific initiatives, restricting a municipality from implementing an off-setting financial reduction.

Next, municipal wages tend to be higher than those of other long-term care home operators. As noted above, provincial subsidy is based on a provincial average and does not take into account the higher salary costs generally faced by municipalities, resulting in a requirement for the municipality to absorb this salary differential.

Last, many municipalities have made informed decisions to provide a higher level of care and/or services than set out as the minimal requirements in the *LTCHA*. For example, some municipalities have made informed decisions to provide more hours of nursing and personal care per resident day. Some municipalities augment and expand staff hours directed at the "quality of life" programs (e.g. recreation, rehabilitation, social work, spiritual and religious care, etc.) provided within the home. Some municipalities provided a higher level of food

service staff to augment residents' dining experience. It should be noted that any of the decisions related to a higher level of care and/or services are made at the discretion of the municipal Council.

## **SECTION 4: FINDINGS**

### **4.1 Population Projections**

The unavoidable reality facing all jurisdictions is the rapid aging of the population, in real numbers and as a percentage of the population. Guelph, based on Statistics Canada 2011 and Ontario Ministry of Finance projections to 2031 data, will see a growth in its 65+ population from 15,895 in 2011 to 34,925 in 2031. This translates into a 119% increase in this age group while the total population is projected to grow by 38% by 2031. In comparison Ontario's 65+ population will grow by 91% and total population by 22%. Comparative data for Wellington County were not available.

Implications of such growth projections go well beyond simply addressing local LTC Home capacity. Many organizations are beginning to address these implications through integrated models of care such as a "campus of care". This concept is summarized in **Section 5** and fully described in **Section 9, Addendum**.

### **4.2 Inventory of Homes**

Two detailed lists of LTC Homes are provided, in **Appendices 8.5.1 and 8.5.2**. The table in **Appendix 8.5.1** details the five homes located in Guelph, which are providing 667 beds. The second table, **Appendix 8.5.2**, lists homes in the WW LHIN area, by name, number and type of beds and location. It shows that there are 38 homes offering 3,854 beds, of which 3,741 are long-stay beds.

In addition to the numbers of homes and beds, the occupancy numbers are also an important consideration, from two perspectives. First, the MOHLTC funding formula provides funding at 100% occupancy ratio as long as a home maintains its occupancy level at 97% or higher. If a home's occupancy falls below 97% the funding drops to the actual occupancy level. Second, the higher occupancy level also offers a greater possibility for a home to generate additional revenues from resident contributions, specifically from preferred accommodation. In 2011 the occupancy rates, in the entire WW LHIN area, ranged from a low of 91% to a high of 99.88%. See **Appendix 8.5.2** for occupancy data for all homes in WW LHIN area, low occupancy LTC Homes, those below 97% level, are highlighted.

Historically LTC Homes were built by either for-profit (private sector) or not-for-profit (municipalities and charities) entities based on their sense of needs, opportunities or availability of land and investment dollars for construction. In the past 10 to 15 years due to concerns over the inequitable distribution of beds, and the substantial funding implication for the province, there has been minimal growth in this sector after the injection in 1999 of 20,000 new beds into the system. As the demand for access to these beds grew, without a corresponding increase in capacity, focus on "under-bedded" communities has increased. (MOHLTC determines the provincial average of LTC Home beds per 1,000 75+ population, and any community below that average is considered to be under-bedded.)

It should be noted that there is no provincial policy or strategy to address the inequities in the bed distribution. This fact combined with provisions in the *LTCHA* regarding the transfer of ownership

and the growing financial burden faced by smaller LTC Homes (under 120 beds) the notion of bed relocation or transfer has become a controversial and politically loaded proposition. An approval to “move” beds from an “under-bedded” community to a community that has a more positive ratio of beds to 75+ population is likely to face serious community, LHIN and MOHLTC opposition. It would be possible to pursue shift of beds if they were to move in the opposite direction, however the local community opposition will likely be present.

According to WW LHIN data Guelph, at 83 beds per 1,000 for its 75+ population, is the third lowest, in terms of the ratio of LTC beds to population, in the WW LHIN area after Waterloo at 58 and rural Wellington at 76. Rural South Grey and North Wellington, followed by city of Cambridge having most beds for its 75+ population at 137 beds per 1,000 and 111 beds to 1,000 respectively for its 75+ population. The full picture for WW LHIN communities and their ratios of LTC beds is shown in **Appendix 8.5.3**.

### 4.3 Financial Analysis

A LTC Home is a labour intensive and highly regulated entity that is subject to health professions regulation, labour, safety and public health rules and requirements in addition to the provisions in *the LTCH Act*. The need to have staff on site 24 hours contributes to the challenge of organizing the delivery of care in a sensitive, regulation compliant and cost-effective manner. For illustrative and comparative purposes a table is provided in the **Appendix 8.7.1 Level of Care & Expenditure Analysis with Benchmark Comparators**. Data in this table has been secured from several sources and is based on the Annual Reconciliation reports (ARRs). As an aside these ARR are required annually by MOHLTC of all homes. The format of these reports triggers the need for all LTC homes to set up unique and fully aligned with ARR reporting requirements charts of accounts and to track all expenditures and revenues in that manner. In addition similar data was used from the consultant’s own database. For benchmark comparators a report produced by OANHSS was used with distinct benchmark indicators for charitable and municipal homes.

The key point that emerges from the analysis is that the daily cost of operating a municipal home is the highest, regardless of which data source is considered. An in-depth analysis and explanations are provided in the papers by AMO and OANHSS, as referenced in introduction, section 1. D however, there are generally two aspects to this. First is the fact that the labour costs in municipal homes are higher. Second is that many municipalities make a conscious decision to provide care at staffing levels that are higher. For example, the consultant undertook a study in another municipality regarding differences between the sectors in the paid hours in the nursing and personal care envelope (NPC) which is the envelope that funds the hands-on care provided by registered nursing staff (RNs and RPNs) and Personal Support Workers (PSWs). In municipal homes, the paid hours in NPC was 3.26 per resident day. The charitable homes showed an average of 3.21 paid hours in NPC per resident day. (The for-profit sector’s paid hours, in NPC were 2.57 per resident day.

Other considerations also come into play, but to a lesser extent, such as inclusion of amenities and space in LTC homes so they can be used by community members. The debate between the quality of life considerations and cost-containment focus has been around in this sector for many years.

A caution is in order when interpreting the per diem data. It does not account for the revenue generating capacity/ability of LTC Homes. The ability to maximize available funding is tied to several factors, to the knowledge and skill level of staff responsible for the interpretation and application of MOHLTC policies to ensure that LTC Home’s own tracking and reporting documentation aligns so as to, “not lose a cent”.

It should also be noted that there is a funding provision in place for LTC homes to support their redevelopment. This is critical as a significant number of LTC homes do not meet the current provincial design standard “A”. Thus all LTC homes that are “B” or “C” category are currently expected to be working on plans that are due by 2019, showing how they will achieve the “A” designation.

The government provides a capital grant of between \$13.30 and \$15.80 per resident day for a 20 year period. The initial intent was for this grant to make up about 50% of the total financing cost of new construction or redevelopment. However the construction costs have increased significantly over the years and organizations undertaking major capital projects face an additional burden stemming from the financing costs.

#### **4.4 Range of Approaches – Options**

The complexity and permutations of possible approaches, combined with the degree of uncertainty caused by the lack of a municipal home designation policy framework at MOHLTC has led the consultant to take a multi-dimensional approach in the formulation of approaches or options.

The following is a summary of high level findings that have emerged during the data/information collection and analysis stages (this included interviews and review of over 20 years of communications and correspondence between the City, the province and the County):

- The operation, by a municipality like Guelph, of a small stand-alone home would be financially challenging most likely creating a constant draw on the municipal purse. The lack, at least in the start-up years, of sector specific clinical, operational, financial and quality focused knowledge is likely to negatively impact both the financial and clinical aspects of an LTC Home operation.
- Purchase of service arrangements between and among municipalities can and do work, but require investment in time by local elected officials and appropriate municipal staff. They need to be coupled with continuing review and modification of the agreement as local circumstances, legislative, policy-based and funding provisions change
- Acquisition of an existing license for LTC Home beds requires an up-front investment to make the purchase. This acquisition is subject to Ministerial approval that considers the level of expertise and knowledge of the buyer to be a successful operator. (It is the consultant’s understanding that currently bed licenses are selling for between \$25,000 and \$30,000 per bed.) Note that this condition applies to LTC beds held by for-profit operators. To date this does not apply to beds that are held by non-profit/charitable organizations.
- Acquisition of a license may entail relocation of beds and then, in addition to the consideration in the above point, approvals and permissions to move beds will need to be secured, followed by building a new home that meets the provincial design standards for LTC Homes. Construction cost per bed is about \$165,000, without the price of land.
- Entering into a partnership through joint ownership, with another municipality will likely require similar type of enhanced involvement as stated in the second bullet above but somewhat more time demanding from both governance and staff oversight perspectives
- Establishing a partnership with an LTC Home operator other than a municipality will mean that Guelph will need to:
  - Demonstrate\* that it has “established and maintains” the owner of the facility where a home is situated (which could be achieved through a new construction or assumption of control of an existing building);
  - have effective control (see governance references in the risk assessment);

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- have an approved management contract; and
  - Ministerial approval
- The final decision/approval for any new arrangement the City wishes to make rests solely with the Minister of Health & Long-Term Care
  - Any involvement, from sole ownership to a purchase of service arrangement, with an LTC Home will require a higher knowledge base within the city so it is assured that its control/oversight or participation and contribution are appropriate and fair

The table that follows applies these options against four key considerations: organizational ease; financial impact; time required to implement and the complexity of the approval process. It should be noted that times cited are estimates as there is no firm timetable for such decisions. The intent of combining these considerations with possible options is to assist with the decision-making process aimed at identifying the course of action most appropriate.

### 4.5 Analysis of Options against Key Considerations

<b>“ESTABLISHED &amp; MAINTAINED” BY A MUNICIPALITY – (Solo ownership by a Municipality)</b>	
Organizational Ease	“Starting from scratch”, would need a “qualified” administrator, clinical manager (RN with management experience in long-term care home sector), and a certified accountant with specific experience in LTC Home finances at a minimum. An alternative would be to enter into a management contract with a firm, which will cost at least 3% of gross.
Financial Impact	Municipal wages in LTC Homes are generally higher than the rest of the sector (estimate of 84 FTEs for a 100 bed Home). Most municipalities subsidize their homes. Corporate costs also impacted by the additional support needed from IT, financial (payroll, purchasing) HR and legal departments by an LTC Home. Capital investment to build 100 bed Home = \$16.5M. Would also necessitate the purchase of a license (if from a for-profit Nursing Home) for 100 beds = \$2.5M (there may be issues related to the potential closure of a home by the current license holder.)
Time required to Implement	Minimum 2 to 3 years; acquisition of license; securing approvals to purchase, relocate, building; all requiring approvals from MOH, and for relocation of beds/license also LHIN approval. Construction minimum 1 year, ramp-up (staff recruitment & placement process 3 to 6 months)
Complexity of the Approval Process	<i>LTCHA</i> spells out the approval of transfer of a license, including the determination whether the prospective license holder is suitable.

\* As stated in the risk analysis MOHLTC has no policy or defined process through which an existing LTC home becomes a “municipal” home.

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<b>PURCHASE OF SERVICE ARRANGEMENT (with another municipality)</b>	
Organizational Ease	Linking with experienced operator, challenge lies in building trust and transparency into both the agreement and on-going communications; current organizational structures may need to be modified or new structures put in place to build trust and transparency
Financial impact	Higher municipal staff wages; potential for a 3 <sup>rd</sup> party crafted/negotiated agreement;
Time required to implement	Six to twelve months for MOH approval; also time required by respective Councils to review and approve
Complexity of approval process	MOH approval not complex, negotiations between municipalities should be based on solid detailed information, financial and legal details to be worked out through a joint process by staff
<b>ACQUISITION OF AN EXISTING LICENSE</b>	
Organizational ease	Technically acquisition of a license is straight forward, subject to approvals. Assuming that current staff remain they will become city employees, driven by the labour legislation. Corporate supports might not be as critical initially if the acquired home has the necessary financial and management expertise.
Financial impact	Purchase of a license for 100 beds = \$2.5M (if the license holder is a for-profit nursing home). Staff would expect their remuneration to be on par with other municipal employees. In the longer term a municipality will need to consider the additional demand such an operation would place on its corporate HR, finance, legal and planning departments.
Time required to implement	Minimum, estimated, 12 months
Complexity of approval process	MOHLTC-Minister authority for the transfer of license, LHIN approval of relocation of beds (note the current operation may be in the same community thus no relocation concern); demonstrated ability to operate an LTC home will have to be demonstrated, a management contract with a third party is an options.
<b>JOINT OWNERSHIP WITH ANOTHER MUNICIPALITY</b>	
Organizational ease	Extensive process of defining the partnership, including a strategic vision, shared values and goals. A joint “management committee” will have to be set up, made up of Councillors. Provisions will have to be made for an on-going capital planning process.
Financial impact	Wage impact similar to purchase of service arrangement; efficiencies possible with two municipalities sharing corporate support. Larger base for sharing one-time costs; both responsible for all capital
Time required to implement	Subject to time required to conclude municipal negotiations and approvals, plus approval from the Minister
Complexity of approval process	Extensive negotiations and drawing up of a legal agreement between municipalities that binds them into joint ownership. Details related to a shift from sole ownership to joint to be worked out.

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PARTNERSHIP WITH AN OPERATOR – NOT A MUNICIPALITY	
Organizational ease	Some flexibility, if current operator is competent & efficient current structure & processes could be retained. Ownership of property - it will have to transfer to municipality and municipality will have to have effective control (council to set up a management committee); possible management contract if the current entity (corporation) continues as the manager and employer of all staff. Consideration must be given to the future of the other programs and services provided by an organization.
Financial impact	Internal expertise to oversee the LTC Home (HR, Legal, Finance) is likely to be required in the longer term. Depending on LTC Home's financial position possible operational subsidy; responsibility for future capital improvements and maintenance.
Time required to implement	As required for subsequent negotiations & agreements between two parties. Minister's approval for the transfer of the license, no cost involved as this is a not-for-profit home. A cost is involved if dealing with a for-profit home.
Complexity of approval process	Legal and financial assessment leading to corporate restructuring, including legislative amendments, and agreements. Securing ministerial for approval, if the current manager remains in place, would be less difficult.

These options have been ranked by each member of the consulting team to test the applicability of this approach that considers each option against specific criteria or considerations. In **Appendix 7.9** the summary table with final rankings is provided. The two options that were ranked highest were:

1. Purchase of service agreement (with another municipality, Wellington County)
2. Partnership, with the assumption of control, with an operator, not a municipality (The Elliott)

Please note that in the rating table (**Appendix 8.9**) the key considerations have been slightly modified by extracting "legal complexity" from "organizational ease"; separating "up-front costs" from "financial impact" and "need for specialized staffing" has been added. Only the final score and resulting rating are shown in the table. This template can serve as a tool to assist in future prioritization process.

As part of this analysis other adjacent municipalities and local non-profit Homes were approached and/or considered. While the mechanics of the two above options would be similar to those listed in the table above the process would be much more complex and costly because of the need to "start from scratch" in either situation. In such undertakings new/unforeseen considerations and obstacles may arise to further delay or even scuttle the process.

For example to engage in discussions with another municipality would require extensive preliminary effort to define and describe the intent and content of a possible arrangement as an informal process. It would be followed by an internal review at senior administrative and subsequently council levels. If a green light is given the actual discussions and negotiations would ensue. In the current economic environment any municipality would be seeking to benefit from, or at least be in a neutral financial position, when exploring new relations or partnerships. At the end of a lengthy process there would be no certainty that Guelph would be better served by a purchase of service agreement with a municipality other than Wellington County.

Complexity also exists when the consideration is given to the acquisition of a license for beds through an arrangement with an operator of a LTC home that would demonstrate to the Minister of MOHLTC that Guelph has "established and maintains" a home. The City has a well-defined



connection to The Elliott. While it has not, to date, translated itself a vehicle for compliance with the *LTCHA* it, nevertheless, presents an option that would be more viable than the pursuit of an alternative, the acquisition of a license for beds from an operator, either located in Guelph or elsewhere. The implications include both up-front costs, strong likelihood of on-going labour costs of additional municipal employees. If the current license holder is outside of Guelph there will be need to consider new construction to move beds to Guelph.

A partnership with St. Joseph's Health Care in Guelph was also considered. The feasibility of such an arrangement for the purposes of complying with the *LTCHA* is problematic. First, it is not clear that the City could establish sufficient control or oversight to meet the legislative requirement of "establish and maintain" while still respecting St. Joseph's independence and Catholic mission. Second, there are other considerations related to mission and philosophy, which based on the Consultant's past experience, would require lengthy and complex exploratory discussions and would only re-enforce the problematic nature of such a municipal home designation. However, it is the view of the consultant that St. Joseph's Health Centre should be one of Guelph's key partners in the development of the seniors' focused strategy for long-term care services.

## **SECTION 5: BUSINESS OPTIONS/OPPORTUNITIES**

Business options and potential opportunities, in the short term, are limited to the most practical and least complex options for continued compliance with the *LTCHA*. These are described in the Section 3.2.1 above, as eligibility criteria, and further analyzed and categorized in the Section 5 that follows. In addition the consultant explored a longer term perspective relevant for this project and has described a theme for the City that offers a creative, cost-sensitive and likely attuned to the future community needs concept. The approach taken by the consultant is to develop and describe in an exhaustive manner a concept that can be applied in different ways and adjustable timeframes, dependant on the resources, partnership opportunities and community needs or interests.

This "campus of care" concept is introduced below and is provided in an addendum as it does not constitute a part of the specific options presented for Council's current consideration. However, in terms of a longer-term strategy, the "campus of care" concept presents several advantages. It better addresses community need and reconciles with an age-friendly community model. It builds on the "continuum of care" model established by The Elliott Community (i.e. providing a variety in the levels of care and services provided for clients/residents). For example, The Elliott Community currently offers independent living (life lease), assistive living, retirement home living and full care and service in its long-term care home.

The "campus of care" concept also provides an opportunity to integrated City services (i.e. same campus, multiple services addressing a variety of populations and City spatial needs). It creates opportunities for revenue generation, with some of these revenues being re-directed towards the operation of the long-term care home.

### **5.1 Campus of Care**

A recent trend that has been a reflection of social trends, community expectations and seniors' own preferences, not to mention government policies and priorities, have seen many forward looking organizations (not just municipalities but also charities and private enterprise) move away from single home operations into a broad, multi-service and "campus of care" models.

The “campus of care” concept has evolved and grown slowly and exists in many variations around the world. In **Section 9 Addendum: Campus of Care** an extensive overview of the concept of campus of care is provided, followed by comprehensive list of potential components of such a campus, concluding with an outline of a process that could be followed to explore the needs, opportunities and the development of an approach for Guelph.

The “campus of care” concept appears to align with the City of Guelph’s demographics and seniors’ strategy. Located in one of the strongest economic regions in Canada, Guelph is a vibrant, growing, historic community of over 122,000 residents, with an educated work force, established economic base and an outstanding quality of life. The City is served by three hospitals and over 150 physicians with general practices and medical specialists. City Council is committed to building a healthy and safe community where people of all ages can live life to the fullest, envisioning a City that is “age-ready” and “age-friendly”. Guelph’s Older Adult Strategy is based on the WHO age-friendly principles.

About 13 per cent of Guelph’s population is over the age of 55, and the number of seniors in the community is forecast to continue to grow in the years ahead. By 2031 the population of the City (in all age categories) will increase with the greatest proportional increase in the 55+ age category. It is forecast that the vast majority of Guelph residents will prefer to age successfully and comfortably in their own homes and in their own community. The impact of this demographic shift on municipal services related to housing, transportation, recreation/parks, urban planning, social services, and other municipal and public sector services presents both challenges and opportunities.

## **SECTION 6: PUBLIC FORUM AND OPINION SURVEY**

### **6.1 Public Forum:**

On January 29, 2013 City of Guelph hosted a public forum to provide a presentation regarding the City’s work to date on the specific issue of compliance with the *LTCHA* and the broader questions regarding the possible directions and role for the City. Approximately 70 participants attended, including elderly, their caregivers, providers of services to seniors and elected officials. The information that was shared included:

- An overview of the current system of services to seniors
- Summary of the work-to-date on the City’s LTCH services study

This presentation was followed by table discussions that focused on the following questions:

- What are the principles that the LTC system should be based on?
- What should be the values that underpin the LTC system if I or my loved one should need access to LTC?
- What role and approach should the City of Guelph take with respect to LTC?
  - What should be the City’s role?
  - What should be the priorities for Guelph

After the session citizens were invited to complete an on-line survey that aimed to inform about the results of the forum and to validate the key conclusions.

Below are the highlights from the forum. It is arranged in the order of priority, based on the number of times each point was mentioned.

**Consultation Findings:**

City role:

- Build a home in Guelph
- Be a strategic planner
- Advocate

Priorities for Guelph:

- Focus on keeping people in their own homes
- Get more beds in Guelph
- Get planning
- Provide programs for people on wait lists (to get placed in a LTC home)
- Integrate seniors services
- Create a communications hub
- Advocate for adequate funding/streamlined services

## **6.2 Summary of Survey Results:**

In the **Appendix 8.10** a sample of the survey as posted is provided along with a summary of the analysis of responses. There was a strong concurrence, by survey respondents, with the priorities identified during the public forum.

## **SECTION 7: COMPLIANCE OPTIONS, CONSIDERATIONS AND RECOMMENDATIONS**

The emerging theme is one of a two-fold strategy for City's consideration. This approach would enable Guelph to address its long-standing question of the preferred route it should take to maintain Guelph's compliance with the *LTCHA*, and allow it to tackle the issue that confronts many jurisdictions around the world - the preparation for the impending increase in the elderly population. Thus the summary and recommendations that are presented below aim to set out a twin approach for the City.

These recommendations are based on the Consultant's consideration of several key themes, and they are (for full detail see **Appendix 8.9**):

- Legal provisions set in place by the *LTCHA*
- Related regulatory provisions that affect every aspect of operating a LTC home
- Required scope of specific skills and knowledge to be an effective and successful operator of a LTC home
- Lack of clarity as to the future scope or the aim of the City with respect to the LTC home services
- Demographic projections and future need to address this trend
- Recommendations from Guelph's Older Adult Strategy, 2012
- Feedback from the public forum and survey

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Taking into account these themes the following recommendations are being put forward Council's consideration:

- 1) The City build on the work it has carried out to date, the Older Adult Strategy and the City's Strategic Planning process, by developing a seniors' focused strategic plan that would identify the needs, opportunities and prioritize them moving forward with the "campus of care" concept.
  - a) City consider the framework outlined in the report as the "campus of care" as one of the foundational documents
  - b) Support the principles of partnership, collaboration and shared responsibility with local providers of services to seniors, business community with capacity to create the necessary infrastructures, the County of Wellington, WW LHIN and WW CCAC

This recommendation is presented as a vital step in a longer range planning strategy for the City to lay a foundation for the growth in the elderly population. The evidence provided in this report and the feedback from the January public forum and survey strongly suggest that the need for additional beds in Guelph will continue to grow. This, greater in the longer-term, priority further supports the merit of moving expeditiously to address the immediate task and focus the long-term planning to meet the community needs, not just in terms of long-term care beds, but through a comprehensive seniors' strategy.

- 2) Maintain Guelph's compliance status by, in the order of priority:
  - a) Maintain the current agreement with the County of Wellington as it presents the City with a vehicle for continued compliance with the requirement of *the LTCH Act* and imposes no other demands or obligations. Furthermore, as part of an on-going evaluation and improvement strategy explore options for enhancing the current purchase of service agreement with the County of Wellington by considering some or all of the following modifications:
    - i. City involvement at the governance level (a representative of the City Council on the Wellington Terrace Committee of Management)
    - ii. Involvement by appropriate City officials in the budgeting processes for Wellington Terrace
    - iii. Regular reporting of quality, risk, safety and financial management information by Wellington Terrace to the appropriate City officials
    - iv. An appropriate level of involvement by City officials in data analysis and decision-making
  - b) Seek to designate (through a business case) The Elliott, a charitable home as municipal LTC Home;
    - i. A review of The Elliott Act and its By-Law be undertaken by the Board of The Elliott to formulate appropriate amendments to align it with the provisions of the LTCHA and satisfy the City's legislated mandate.
    - ii. Preliminary discussions, both formal and informal with WW LHIN and MOHLTC to test whether the proposed amendments to The Elliott Act would be acceptable is highly advisable

To support the recommendation "2)b" the City pursue a blended strategy that consists of:

- (1) A process enabling amendments to *The Elliott Act* to be introduced and passed by the Ontario legislature
- (2) Support the effort to amend The Elliott's By-Law
- (3) The development of a management contract for the operation of The Elliott
- (4) The City carry out a review of the:

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- i. building to determine the status and identify any potential future capital requirements
- ii. consider an operational or quality/efficiency review as part of the due diligence process

Each of these options requires expansion in the City of Guelph's role in governance and oversight to the long-term care home. Also, given the inherent financial risks and the complexities of the long-term care funding methodology, the need for financial competence cannot be overlooked.

There are other long-term care homes, within either the City of Guelph or LHIN boundaries, St. Joseph's Health Care in Guelph being one example. However, to pursue the designation of another LTC Home as a municipal home, if Guelph wished to look beyond the two primary options identified in order to comply with the *LTCHA*'s requirement, it would have to undertake a much more complex and time/money consuming process that would include any or all of the following:

- Seek the acquisition and/or relocation of existing beds
- Approval of the transfer of license for LTC beds
- Negotiate partnership or sharing of premises agreements
- Acquire a suitable property (unless the City has suitable property)
- Secure services of an architectural firm, experienced in the LTC Home sector, and submit a design plan for approval

Further, any acquisition of beds brings with it an additional financial consideration. Currently a for-profit bed has a price of approximately \$25,000 to \$30,000. To date MOHLTC has not permitted beds that were originally designated as municipal or charitable beds to be sold. They can be transferred and all the rules prescribed in the legislation would still apply. Thus the option of acquiring a license for privately owned beds has not been considered in this report, due to a probable up-front cost of between \$2.5M and \$3M for a license for 100 beds.

(Every element of this framework will need to be discussed in depth with both the WW LHIN and MOHLTC, and subsequent approvals sought from the Minister of Health).

# APPENDIX

## SECTION 8: APPENDICES

### 8.1 Population Projections

The demographic data below is drawn from the 2011 Census and illustrates what is well known already, that the elderly population will grow much more rapidly than the population in general.

#### Populations . . . Current and Projected

##### SUMMARY

	GUELPH	WELLINGTON	ONTARIO
POPULATION 2006	115,635	200,425	12,160,282
POPULATION 2011	122,362	208,360	12,851,821
2006 TO 2011 CHANGE (%)	5.80	3.96	5.70
EST POPULATION 2031	169,111	270,300	15,698,700
EST 2011 TO 2031 CHANGE (COUNT)	46,749	61,940	2,846,879
EST 2011 TO 2031 CHANGE (%)	38.21	29.73	22.15

	GUELPH				WELLINGTON		
	2011	2031	CHANGE	% CHANGE	2011	2031	
AGE COHORTS	#1	#2			#3	#4	
0 TO 64	106,465	134,186	27,721	26.04	178,955	NO DATA	1
65 TO 69	4,575	10,191	5,616	122.75	8,835	NO DATA	
70 TO 74	3,510	9,199	5,689	162.08	6,745	NO DATA	
75 TO 79	3,035	6,996	3,961	130.51	5,645	NO DATA	
80 TO 84	2,630	4,903	2,273	86.43	4,435	NO DATA	
85 AND OVER	2,145	3,636	1,491	69.51	3,745	NO DATA	
TOTAL 65 AND OVER	15,895	34,925	19,030	119.72	29,405	NO DATA	
TOTAL	122,360	169,111	46,751	38.21	208,360	270,300	1
PERCENTAGE OVER 65	12.99	26.03			14.11		

#1 STATSCAN 2011 CENSUS

#2 HEMSON

#3 STATCAN 2011 CENSUS

#4 MINISTRY OF FINANCE 2031 ESTIMATES

#5 STATSCAN POPULATION PROJECTIONS - LOW GROWTH TO 2031

## 8.2 Interviews

### 8.2.1 Interview Template:

#### **GUELPH PROJECT - MASTER INTERVIEW TEMPLATE**

(to be modified/adopted to suit specific interviews, but the general areas should remain)

**INTERVIEW DATE:**

**PERSON INTERVIEWED:**

**POSITION IN ORGANIZATION:**

**ORGANIZATION:**

#### **Introductory statement:**

Thank you very much for agreeing to talk with me. As you know City of Guelph has a purchase of service arrangement with the County of Wellington, which owns and operates Wellington Terrace, and thus is in compliance with the requirement the LTCH Act places on all upper and single tier municipalities in Ontario to "...establish and maintain a home...". The City wishes to explore a number of options or possibilities as how it can meet this requirement.

Klejman Consulting has been retained by the City to assist with this process and as part of our work we are interviewing a number of key provincial and local stakeholders. In this interview we will cover several areas:

- What you know is or has happened within the municipal sector across the province with respect to this legislative requirement.
- Your thoughts or suggestions for Guelph as it considers options
- Any other opinions or advice you may have

<b>MUNICIPAL HOMES &amp; LTCH Act</b>	
1. Are you familiar with the provisions in the LTCH Act that place obligations on municipalities? Please briefly summarize your understanding.	
2. Have you been involved with municipalities in dealing with matters related to this requirement?	
3. Have you interacted with MOHLTC officials on impact of this provision?	
4. Are you aware of municipalities that have sought to amend or change their current, at the time, method of complying with the Act's requirements?	
5. Have these efforts been successful, and if yes, please describe the outcome:	
6. Are you aware of attempts to change the existing compliance arrangement(s) that were not successful?	



7. Do you know of municipalities that are seen as complying with the Act <b>but do not</b> : - operate a home directly, - jointly with another municipality or - have a purchase of service agreement with another municipality, can you identify them?	
8. Have you facilitated or assisted municipalities in collective efforts/attempts to modify existing arrangements, and if so, please describe:	
9. Please rate the relative effectiveness of each of the three main methods for municipal compliance with the Act, 1 being highest ranking.	Single municipality home:____; two or more municipalities share in the ownership:____; One municipality purchase service from another that owns & operates a Home:____
<b>CITY OF GUELPH &amp; ITS AIM</b>	
10. Are you aware of what Guelph is seeking in terms of continued compliance with the Act?	
11. Are you aware of any other municipalities that have sought to find a way to establish a “municipal” home?	
12. What are your thoughts on relative strength municipalities possess to effectively operate a home?	
13. What do you see as possible barriers Guelph may encounter in pursuing arrangement other than the current one? (could you suggest three top barriers)	
14. If you were to advise Guelph what would be your three key points:	1. 2. 3.
<b>GENERAL THOUGHTS ON MUNICIPALITIES AND THEIR ROLE IN SERVICES FOR SENIORS</b>	
13. Do you think focusing strictly on a residential service, as required by the Act, is the right approach?	
14. Do you think it makes sense for municipalities to look more broadly at a range of services for seniors?	
15. How would you rate the following list of services for seniors as being most (1) to least ( ) appropriate for municipalities (read all first)	Long Term Care Home:____ Seniors’ Housing:____ Rent-Geared to-Income Seniors’ housing:____ Seniors’ Centre:____ Day programs for seniors:____ Transportation for seniors:____

**8.2.2 List of Interviewees:**

All the individuals who were interviewed are identified below, with their position/title, the organization and date of interview. This list presents a spectrum of individuals from those quite familiar with Guelph/Wellington community to those with a provincial perspective on various aspects of seniors' services and long-term care homes specifically.

**INTERVIEW SCHEDULE**

NAME	POSITION	ORGANIZATION	DATE
Bruce Lauckner	CEO	WW LHIN	17-08
Trevor Lee	CEO	The Elliott	17-08
Debbie Humphreys	Acting CEO	OANHSS	13-08
Sandy Knipfel	Manager	Formerly MOHLTC	22-08
Tim Burns	Director	Formerly MOHLTC	30-08
Kevin Mercer	CEO	Formerly WW CCAC	16-08
Petra Wolfbeiss	Director-Policy	OMSSA	24-08
Karen Slater	Director, Acting, Performance Improvement & Compliance Branch	MOHLTC	1-08
Donna Rubin	CEO	OANHSS	Via e-mail
Monika Turner	Director –Policy	AMO	12-09
Peter Barnes	Administrator	Wellington Terrace	30-08
Patsy Morrow	Coordinator	HQO	24-08
Robert Morton	Chair	NSM LHIN	5-09
Wiesia Kubicka	Manager, Licensing	MOH	29-08
Janice Sheehy	Director	Halton Region	
Pearle Perez	Director	Durham Region	
Carolyn Clubine	Director	Region of Peel	4-09
Gail Kaufman Carlin	Director	K/W Region	4-09
Marianne Walker	CEO	St. Joe's hospital	26-10
Wendy Kornelsen	Manager of Senior Services - Evergreen	Guelph	7-09
Melody Zarzeczny	Principal	Osborne Group	12-09
Lois Cormack	President & CEO	Specialty Care	12-09

### 8.3 Analysis of the *LTCHA* and Related Risk Considerations

The City of Guelph's (the "City") RFP indicated that one of the deliverables for this project is to be an "assessment of risks and benefits associated with each eligible option which addresses, but is not limited to, the project goals" (RFP at p. 17).

As noted in the body of the report, the magnitude of risk will vary depending upon the amount of involvement the City has with the ownership/governance/operation of the facility. The greatest risk will be found in the first model in which the City directly "owns and operates" the municipal home. In the joint model, although there may be more risks, the risks are shared with another municipality (this itself creates another risk). The least number of risks are found in the third model (maintenance) where the City contributes to the maintenance of a municipal home, although this does not stop a City from being involved in litigation risk. It is important to remember that the number of risks is not necessarily an indication of the propensity to engage in behaviour that leads to liability. In other words, one can operate in a risk-filled environment but with proper risk management and good corporate governance structures in place one can minimize the risk involved.

The following chart summarizes the risks present for each model of *LTCHA* compliance:

RISKS FOR OWNERSHIP/GOVERNANCE S. 119 COMPLIANCE UNDER THE *LONG-TERM CARE HOMES ACT, 2007*

LTCH ACT MODEL	Option 1: Establishing and Maintaining a Home	Option 2: Joint Home	Option 3: Helping to Maintain a Home Through Purchase of Service
<b>NATURE OF POTENTIAL RISK</b>	<b>Committee of Management</b> Failure of Standard of Care Failure of Duty to ensure Compliance Breach of Fiduciary Duty Conflict of Interest Political Cost <b>Governance/Ownership</b> Failure of Standard of Care Failure of Duty to ensure Compliance Breach of Fiduciary Duty Conflict of Interest Legislative non-compliance Insufficient knowledge/understanding of operational requirements Labour costs Legislative Change Litigation Financial Regulatory Denial of changes sought Delay of changes sought No control of costs Operating Inefficiencies	<b>Committee of Management</b> Failure of Standard of Care Failure of Duty to ensure Compliance Breach of Fiduciary Duty Conflict of Interest Political Cost Control Ambiguity <b>Governance/Ownership</b> Failure of Standard of Care Failure of Duty to ensure Compliance Breach of Fiduciary Duty Conflict of Interest Legislative non-compliance Insufficient knowledge/understanding of operational requirements Labour costs Legislative Change Lack of trust Control Ambiguity Litigation Financial Political Regulatory Denial of changes sought Delay of changes sought No control of costs Operating Inefficiencies	Lack of trust Control Ambiguity Litigation Financial Insufficient knowledge/understanding of operational requirements Regulatory Denial of changes sought Delay of changes sought No control of costs Operating Inefficiencies

The obligations imposed under s.119 of the *LTCHA* are accompanied with uncertainty and the very real danger that some future event will cause harm to either a resident or staff of a home, the Directors and Officers of the corporation of the home and to the City itself. The nature of that uncertainty is the very risk which is the object of analysis. The identification these risks is actually a risk management exercise.

Effective risk management identifies the threats inherent in an undertaking, controls the loss (prevents loss and reduces the severity should a loss occur), provides safeguards against unauthorized use of funds and resources, protects against injury and takes appropriate steps to ensure legal compliance. Indeed, understanding risk management principles is essential at arriving at a proper risk/benefit analysis, for only if the risks are properly identified and managed will the benefits be understood as being of sufficient magnitude to warrant the risks being taken.

Most importantly, risk management aims at reducing or negating liability should something go wrong. Indeed, risk management reminds us that without the liability the whole question of risk becomes somewhat moot for unless liability follows from a wrong, the risk of that wrong becomes meaningless.

### OPTION MODELS

The *LTCHA* requires municipalities to “establish and maintain” a municipal home. Section 119 provides:

119. (1) Every southern municipality that is an upper or single-tier municipality shall establish and maintain a municipal home and may establish and maintain municipal homes in addition to the home that is required. 2007, c. 8, s. 119 (1).

The term “municipal home” is defined, somewhat circularly, in s. 118 of the *LTCHA* as being “a home established under section 119, 122 or 125” of the Act.

The three legislative models in which this obligation may be met are:

1. the municipality establishes and maintains a home. (s. 119(1)) [Unilateral]
2. the municipality participates with another municipality to establish and maintain a joint home. (s. 120) [Joint]
3. the municipality helps to maintain a municipal or joint home. (ss. 119(2) and 121) [Maintenance]

All three models must receive Ministerial approve, with the second and third requiring *written* approval. Currently, the City is meeting its s. 119 obligations under the third model in that it helps to maintain Wellington Terrace, which is the “municipal home” of the County of Wellington.

The first two models are focused on “establishing and maintaining” a home, while the third model speaks only to “maintaining”. The first two models will entail greater significant levels of risk than the third model. However, as will be discussed below, the 3<sup>rd</sup> model is not without risk as the City has learned.

### 1. ESTABLISH AND MAINTAIN

The *LTCHA* uses the phrase “establish and maintain” it does not say “own and operate.” While the phrase “establish and maintain” may be broad enough to include “own and operate” it may not be restricted to only owning and operating a home.

What is significant is that the *LTCHA* does not use the phrase “own and operate” nor does it use the word “control” or indicate what kind of control(s) is(are) necessary in understanding the meaning of “establish and maintain”. Accordingly, absent a definitive court ruling on the meaning of the phrase, “establish and maintain” ought to be able to cover a variety of scenarios with a continuum of controls available to the establishing municipality.

The real problem in defining what constitutes “establish and maintain” is caused by the fact that it is the Minister of Health who has the final say in approving the establishment of a municipal home(s. 130(1)). In other words, a precise definition of “establish and maintain” is not possible for one very simple reason: s. 96(f) the *LTCHA* give complete discretion to the Minister to decide whether or not the home and its accompanying corporate structure/relationship is suitable to meet the test of “establish and maintain”.

Nevertheless, regardless of specific corporate arrangements surrounding ownership models, the following areas generally raise issues of liability and therefore risk in “establishing and maintaining” a municipal home pursuant to s.119 of the *LTCHA*:

- i. Committee of Management
- ii. Governance/Ownership

#### **i. Committee of Management**

Under s. 132(1) of the *LTCHA*,

The council of a municipality establishing and maintaining a municipal home or the councils of the municipalities establishing and maintaining a joint home shall appoint from *among the members of the council* or councils, as the case may be, a committee of management for the municipal home or joint home. 2007, c. 8, s. 132 (1). [Emphasis added.]

Section 284 of Ontario Regulation 79/10 provides that a committee of management for a directly operated home appointed under s. 132 (1) of the *LTCHA* shall be composed of no fewer than three [3] members of a municipal’s council.

Section 69(1)(a) of the *LTCHA* defines the standard of care that is imposed upon directors and officers of a corporation holding a license, namely to

exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

An additional duty is also imposed by s. 69(1)(b) to

take such measures as necessary to ensure that the corporation complies with all requirements under this Act.

This standard of care and duty to ensure compliance is imposed upon each and every member of a committee of management by virtue of s. 69(2) and not simply upon the committee-as-a-whole.

A breach of s. 69 is an offence under the Act and upon conviction, an individual who is a member of a committee of management is liable to fine of “not less than \$50 and not more than \$1000.00” s. 182(3) – which is the same fine imposed upon a director or officer of a corporation that is licensee of a non-profit long-term care home. In all other cases, *i.e.*, for-profit Directors and Officers, an individual who breaches s. 69 is, upon conviction, liable to a fine of not more than \$25,000.00 for the first offence and not more than \$50,000.00 for a second or subsequent offence.” s. 182(3)2.

In addition to the pecuniary penalty involved, the court may order that a person convicted under the Act “compensation or make restitution to any person who suffered a loss as a result of the offence.” s. 182(5)

Finally there is no six month limitation period for a prosecution under the Act.

**Risks:**

- Failure of Standard of Care
- Failure of Duty to ensure Compliance
- Breach of Fiduciary Duty
- Conflict of Interest
- Political Cost

## ii. Governance/Ownership

No matter what structures are used with respect to governance and ownership in defining the relationship between the City and its would-be municipal home, varying degrees of risk will be present. For example, at the level of the Board of Directors/Trustees there are risks associated with failing to maintain the appropriate standard of care and ensuring compliance with the *LTCHA* (s. 96(1)). In addition to these statutory risks, there is also the additional risk imposed upon Directors/Trustees and that is failing to fulfil their fiduciary obligations including not being in a conflict of interest.

Recent changes to the legislative regime governing non-share capital corporations (so called “not-for profits” which term is extremely misleading) as brought about by the new *Not-For-Profit Corporations Act, 2010* will impact on existing non-share capital corporations and has the potential to increase risks for failing to comply with the new legislation. While the *Not-For-Profit Corporations Act, 2010* has recent Royal Assent, it has yet to be proclaimed into force; that is anticipated to happen sometime in 2013.

The *LTCHA*, and its accompanying Regulations, are a labyrinth of requirements, processes, standards and rules that require a certain sophistication and competency to adequately navigate with success. Indeed, the complexity of this legislative regime is itself a major risk factor. Non-compliance with the *LTCHA* by not only Directors and Offices of the corporation, but also staff/employees can lead to serious consequences. In other words, an insufficient level of knowledge or understanding with respect to operational (e.g., clinical, financial and administrative) requirements and policies under the *LTCHA* and regulations raises considerable risk.

Depending upon how closely the City “owns” the home, there is also risks associated with the work force and associated labour costs.

**Risks:**

- Failure of Standard of Care
- Failure of Duty to ensure Compliance
- Breach of Fiduciary Duty
- Conflict of Interest
- Legislative Non-compliance

Insufficient knowledge/understanding of operational requirements  
 Labour costs  
 Legislative change  
 Litigation  
 Financial  
 Regulatory  
 Denial of changes sought  
 Delay of changes sought  
 No control of costs  
 Operative Inefficiencies

## 2. ESTABLISH AND MAINTAIN (JOINT)

The second model allowed under the *LTCHA* is where municipalities participate in a “joint home.” The legislation is silent as to the nature and structure of this partnership. However, whatever structures this partnership has is subject to ministerial approval.

In addition to the areas and risks outlined above with respect to the first model, the joint home model also contains the added risks associated with joint ventures and having a satisfactory working relationship with your project partner(s). In other words, a lack of trust in such an arrangement can add considerable risk.

Under s. 284 of Ontario Regulation 79/10 a committee of management for a joint home appointed under s. 132(1) of the *LTCHA* shall be composed of not fewer than two members of council of each of the municipalities who maintain and operate the joint home. Thus a minimum of 4 council members would constitute the committee of management for a joint home. As a practical matter such a joint committee of management would most likely have at least 5 members so as to avoid the possibility of gridlock on decision making. If the City does not have a majority of members on the committee of management, then the City risks being a “minority” partner in any joint home venture with a commensurate lack of control.

**Risk:** Lack of Trust  
 Control Ambiguity  
 Litigation  
 Financial  
 Political

## 3. HELP TO MAINTAIN

The third model contains the least amount of risk from the standpoint of ownership/governance. Helping “to maintain a municipal or joint home” merely entails a financial contribution. However, such an arrangement does contain the risk of litigation should the agreement which evidences the arrangement become a point of contention, as it has been between the City and the County of Wellington.



There is also an accompanying risk that comes from lack of control over the operation of the municipal home as well as the risk of addition liability for cost overruns. Any lack of trust between the parties to the maintenance agreement will only add to the risks of this model.

Finally, as in the first two models, this model is also susceptible to the general regulatory environment which can result in delays, denials, cost inflation and operating inefficiencies as well as risks associated with an insufficient level of knowledge or understanding with respect to operational (e.g., clinical, financial and administrative) requirements and policies under the *LTCHA* and regulations which would allow one to judge whether the agreement to help maintain a home is being properly implemented. In addition, lack of clear criteria in either the *LTCHA* or its Regulations with respect to the Minister approving a maintenance arrangement adds to the risk of operative inefficiencies.

<b>Risks:</b>	Lack of Trust
	Control Ambiguity
	Litigation
	Financial
	Regulatory
	Insufficient knowledge/understanding of operational requirements
	Denial of changes sought
	Delay of changes sought
	No control of costs
	Operative Inefficiencies

### Conclusion

As the above discussion indicates, there is no “risk-free” model which the City can adopt in fulfilling its s. 119 obligation. Instead, one may consider the issue in terms of a continuum of risk depending upon the model chosen.

Despite the risks inherent in establishing and maintaining a municipal home, these risks can be adequately managed and minimized through application of principles of “Good Corporate Governance” defined in terms of a governance structure, based upon the attitudes and culture of an organization, that promotes, supports and encourages the creation of value together with the provision of accountability and control systems commensurate with the risks involved in what the organization does.

## 8.4 Overview of The Elliott Act and By-Laws

The *Elliott Act, 2002*, S.O., 2002. C. Pr.7, is the incorporating (non-share capital) legislation for The Elliott. Originally, the Elliott was established under the will of the late George Elliot in 1903, as “The Guelph Home of the Friendless.” This institution was incorporated by special legislation in 1907 and was continued under the name “The Elliott” by special legislation in 1963. The 1963 legislation was replaced in 2002 by the current *Elliott Act*.

As incorporating legislation, the *Elliott Act, 2002*, provides a basic corporate framework, including: the nature and composition of its Board of Trustees - membership, appointment and removal;

corporate object, restrictions on certain financial matters, lease of land; and establishes a governance relationship with Guelph City Council.

Perhaps the most striking feature of the current *Elliott Act*, is that its corporate object is restricted to providing “care and services to *persons of senior years* who, because of infirmity or physical, developmental, financial, emotional or social disadvantage, are unable to support themselves or are in need of such care or services.” [s.3. Emphasis added.] This is in contrast to the *LTCHA*’s eligibility criteria under Ont. Reg. 97/10, s. 155, that states the age for admission to a LTC facility to be 18 years of age.

The Elliott’s By-laws are made pursuant to s.4 (11) of *The Elliott Act, 2002*. Like a share capital corporation, a non-share capital corporation’s by-laws ought to exhibit transparency and sufficient structure which evidences not only sound governance but also strategic vision. Unfortunately, The Elliott’s By-laws fall short of this standard.

The By-Laws as presently drafted are not reflective of the current regulatory environment in which The Elliott operates. While they may have been adequate for business under the previous legislation, the current By-laws are not consistent with either the *Long-Term Care Homes Act, 2007*, or with best practices respecting Good Corporate Governance.

For example:

No mention is made of the position of Director of Nursing and Personal Care;

Committee structure is lacking specific committees which might help to further the Elliott’s mission, such as a Finance Committee, a Fund Raising/Marketing Committee, or Quality Improvement Committee etc.;

Administrator/CEO position is not clearly defined; there is a potential conflict of interest problem with the current arrangement where the CEO “may also be appointed Secretary and/or Treasurer of the Board”;

Provision for non-board members to be appointed Treasure and/or Secretary is problematic;

Lack of adequate procedures dealing with Conflict of Interest;

No direction respecting property on dissolution;

Lack of qualifications for Trustees’ including their removal as well as their Duties; and finally

The current by-laws are not consistent with the *Elliott Act, 2002*, as that Act clearly states that the affairs of the Elliott “shall be managed by its board of trustees.” The By-laws however make reference to “Board of Directors”.

This is by no means an exhaustive list.

Finally with the coming into force of the new *Not For Profit Corporations Act, 2010*, the current Elliott By-laws will become potentially further outdated and in need of review/revision.

## 8.5 Homes in Guelph and in Surrounding Area

### 8.5.1 Homes/Beds in Guelph


NAME	ADDRESS	CITY	# BEDS	For Profit	Not-For Profit
Eden House	5016 Wellington Rd 29	Guelph	58	x	
Lapointe-Fisher NH	271 Metcalfe St	"	92	x	
The Elliott	170 Metcalfe St	"	85		x
Riverside Glen	60 Woodlawn Rd E	"	192	x	
St. Josepha HC Ctr	100 Westmount Rd	"	240		x

**Total: 667**

## 8.5.2 Homes, Beds and Occupancy Rates in WW LHIN Area

WATERLOO WELLINGTON LHIN - BEDS IN OPERATION

HOME	LOCATION	# BEDS	FOR PROFIT	NOT FOR PROFIT	DISTANCE FROM CITY HALL	% OCCUPANCY JAN - SEPT, 2011
Caressant Care	Arthur	80	x		41	93.74
Cambridge Country Manor	Cambridge	79	x		15	97.94
Fairview Mennonite	Cambridge	84		x	20	99.64
Golden Years NH	Cambridge	88	x		20	98.24
Hilltop Manor	Cambridge	89	x		25	99.58
Riverbend Place	Cambridge	53	x		23	100.00
St. Andrews Terrace	Cambridge	128	x		26	99.03
St. Lukes Place	Cambridge	114		x	16	99.44
Stirling Hts LTC	Cambridge	110	x		27	99.52
Chateau Gardens	Elmira	48	x		30	99.64
Leisureworld	Elmira	96	x		32	99.17
Caressant Care	Fergus	87	x		22	93.39
Wellington Terrace	Fergus	176		x	25	99.34
Eden House	Guelph	58	x		10	98.96
Lapointe-Fisher NH	Guelph	92	x		3	96.69
The Elliott	Guelph	85		x	2	99.22
Riverside Glen	Guelph	192	x		4	EXCLUDED
St. Josephs Health Ctr	Guelph	240		x	3	96.81
Caressant Care	Harriston	89	x		72	EXCLUDED
AR Goudie	Kitchener	80		x	24	99.26
Forest Heights	Kitchener	240	x		30	98.00
Lanark Heights	Kitchener	160	x		31	99.20
Sunnyside	Kitchener	253		x	29	99.16
Trinity Village	Kitchener	150		x	30	98.84
The Westmount	Kitchener	161	x		38	99.63
Winston Park	Kitchener	95	x		34	99.22
Twin Oaks	Maryhill	31	x		16	DID NOT SUBMIT
Saugeen Valley Nur Ctr	Mt Forest	87	x		65	96.30
Nithview	New Hamburg	97		x	51	99.80
Royal Terrace	Palmerston	67	x		66	96.56
Morrison Park	Puslinch	192	x		22	91.00
Heritage House	St. Jacobs	72	x		37	99.44
Columbia Forest LTC Ctr	Waterloo	156	x		39	99.35
Parkwood Mennonite	Waterloo	96		x	26	99.62
Pinehaven NH	Waterloo	84	x		28	96.51

 DENOTES HOME BELOW THE 97% THRESHOLD FOR FULL FUNDING

**8.5.3 LTCH Bed to Population 75+ in WW LHIN Area:**

This table shows the ratio of beds in each of WW LHIN's defined communities in relation to the 75+ population. Such a ratio serves to indicate the capacity of each community.

**WWLHIN LTCH Bed Ratio Estimates**

LTCH / HSP	City of Cambridge	City of Kitchener	City of Waterloo	City of Guelph	Rural Waterloo	Rural - South Grey and North Wellington	Rural Wellington	Waterloo Wellington LHIN
Caressant Care Arthur						79		79
Golden Years Nursing Home	90							90
Cambridge Country Manor	80							80
Fairview Mennonite Homes	84							84
Hilltop Manor, Cambridge - under re-development	90							90
Riverbend Place	54							54
Saint Luke's Place	114							114
St. Andrew's Terrace	128							128
Stirling Heights Long Term Care Centre	110							110
Trinity Village @ CMH	34							34
Chateau Gardens Elmira					48			48
Leisureworld Caregiving Centre Elmira					96			96
Caressant Care Fergus							87	87
Eden House Nursing Home				59				59
Elliott Home (The)				73				73
LaPointe-Fisher Nursing Home				92				92
Riverside Glen Long Term Care Facility				192				192
St. Joseph's Health Centre, Guelph				240				240
Wellington Terrace							176	176
St. Joseph's Health Centre, Guelph				12				12
Caressant Care Harriston						87		87
A.R. Goudie Eventide Home		79						79
Forest Heights Long Term Care Centre		240						240
Lanark Heights Long Term Care Centre		160						160
Sunnyside Home		273						273
Trinity Village Care Centre		150						150
Village of Winston Park Nursing Home (The)		95						95
Westmount (The)		161						161
Trinity Village @ Freeport		35						35
Grand River Hospital		10						10
Twin Oaks of Maryhill					31			31
Saugeen Valley Nursing Center Ltd.						87		87
Nithview Home					99			99
Royal Terrace						67		67
Morrison Park Nursing Home							28	28
Columbia Forest			156					156
Derbecker's Heritage House					73			73
Parkwood Mennonite Home			96					96
Pinehaven Nursing Home			85					85
<b>Bed Total</b>	<b>784</b>	<b>1,203</b>	<b>337</b>	<b>668</b>	<b>347</b>	<b>320</b>	<b>291</b>	<b>3,950</b>
<b>Population Total (age 75+)</b>	<b>7,033.00</b>	<b>12,561.00</b>	<b>5,796.00</b>	<b>8,065</b>	<b>3,541</b>	<b>2,335</b>	<b>3,817</b>	<b>43,148</b>
<b>per Capita LTC beds (age 75+)</b>	<b>0.1115</b>	<b>0.0958</b>	<b>0.0581</b>	<b>0.0828</b>	<b>0.0980</b>	<b>0.1370</b>	<b>0.0762</b>	<b>0.0915</b>
<b>LTC beds per thousand popn (75+)</b>	<b>111</b>	<b>96</b>	<b>58</b>	<b>83</b>	<b>98</b>	<b>137</b>	<b>76</b>	<b>92</b>

## 8.5.4 Checklist for LTC Homes

WATERLOO WELLINGTON LHIN - BEDS IN OPERATION

## CHECKLIST FOR HOMES

HOME	LOCATION	# BEDS	VALID LICENSE	SOUND FINANCES	100 + BEDS <sup>1</sup>	ASSETS OK	COMPLIANCE OK	DISTANCE OK <sup>2</sup>	PROGRAM TYPE <sup>3</sup>
Caressant Care	Arthur	80	Y		N			N	c
Cambridge Country Manor	Cambridge	79	Y		N			ii	c
Fairview Mennonite	Cambridge	84	Y		N			ii	b
Golden Years NH	Cambridge	88	Y		N			ii	c
Hilltop Manor	Cambridge	89	Y		N			ii	Incomplete info
Riverbend Place	Cambridge	53	Y		N			ii	
St. Andrews Terrace	Cambridge	128	Y		Y			ii	
St. Lukes Place	Cambridge	114	Y		Y			ii	
Stirling Hts LTC	Cambridge	110	Y		Y			ii	
Chateau Gardens	Elmira	48	Y		N			N	
Leisureworld	Elmira	96	Y		?			N	
Caressant Care	Fergus	87	Y	?	N			ii	
Wellington Terrace	Fergus	176	Y		Y			Y	
Eden House	Guelph	58	Y		N			i	
Lapointe-Fisher NH	Guelph	92	Y	?	?			i	
The Elliott	Guelph	85	Y		?			i	
Riverside Glen	Guelph	192	Y	?	Y			i	
St. Josephs Health Ctr	Guelph	240	Y	?	Y			i	
Caressant Care	Harriston	89	Y	?	N			N	
AR Goudie	Kitchener	80	Y		N			ii	
Forest Heights	Kitchener	240	Y		Y			ii	
Lanark Heights	Kitchener	160	Y		Y			ii	
Sunnyside	Kitchener	253	Y		Y			ii	
Trinity Village	Kitchener	150	Y		Y			ii	
The Westmount	Kitchener	161	Y		Y			ii	
Winston Park	Kitchener	95	Y		?			ii	
Twin Oaks	Maryhill	31	Y	?	N			ii	
Saugeen Valley Nur Ctr	Mt Forest	87	Y	?	N			N	
Nithview	New Hamburg	97	Y		Y			N	
Royal Terrace	Palmerston	67	Y	?	N			N	
Morrison Park	Puslinch	192	Y	?	Y			ii	
Heritage House	St. Jacobs	72	Y		N			N	
Columbia Forest LTC Ctr	Waterloo	156	Y		Y			N	
Parkwood Mennonite	Waterloo	96	Y		?			Y	
Pinehaven NH	Waterloo	84	Y	?	N			Y	

 DENOTES HOME BELOW THE 97% OCCUPANCY THRESHOLD FOR FULL FUNDING

<sup>1</sup> Y = Yes  
N = No  
? = Close

<sup>2</sup> N = greater than 42km from City Hal  
i = within Guelph  
ii = within WW LHIN

<sup>3</sup> a = organization operates other programs for seniors  
b = organization operates services at other locations  
c = stand alone LTC home

## 8.6 Funding Scheme for LTC Homes

### *Level-of-Care Per Diem Increases*

	Nursing and Personal Care	Program and Support Services	Raw Food	Other Accommodation	Total
New per diem effective February 1, 2013	\$87.19	\$8.43	\$7.68	\$52.17	\$156.47
Resident co-payment \$55.04					
Private and semi-private permitted 60/40					

## The Development of Long-Term Care Home Services for the City of Guelph

### 8.7 Funding Analysis

#### 8.7.1 Level of Care and Expenditure Analysis with Benchmark Comparators

CITY OF GUELPH COST ANALYSES				
HOMES FOR THE AGED BASED ON THE MINISTRY OF HEALTH 2011 ANNUAL RECONCILIATION REPORT COMPARED TO 2011 OANHSS BENCHMARKING				
	The Elliott from 2011 Annual Reconciliation report	From 2011 OANHSS Average Benchmarking (Charitable)	Wellington Terrace from 2011 Annual Reconciliation report	From 2011 OANHSS Average Benchmarking (Municipal)
<b>PER DIEM APPROVED FUNDING:</b>				
NURSING AND PERSONAL CARE	SEE NOTE 1 BELOW	\$95.10	SEE NOTE 1 BELOW	\$94.99
PROGRAM AND SUPPORT SERVICES		8.41		8.30
RAW FOOD		7.35		7.32
OTHER ACCOMMODATION		55.41		55.42
<b>TOTAL PER DIEM APPROVED FUNDING</b>	<b>\$159.59</b>	<b>\$166.27</b>	<b>\$153.85</b>	<b>\$166.03</b>
<b>PER DIEM ACTUAL EXPENDITURES:</b>				
NURSING AND PERSONAL CARE	\$92.90	\$102.02	\$127.30	\$123.71
PROGRAM AND SUPPORT SERVICES	8.43	8.80	13.23	10.47
RAW FOOD	7.41	7.85	10.02	8.60
OTHER ACCOMMODATION	57.15	73.31	74.96	74.16
<b>TOTAL PER DIEM ACTUAL EXPENDITURES</b>	<b>\$165.89</b>	<b>\$191.98</b>	<b>225.51</b>	<b>216.94</b>
<b>PER DIEM OVER (UNDER SPENT)</b>				
NURSING AND PERSONAL CARE	SEE NOTE 1 BELOW	\$6.92	SEE NOTE 1 BELOW	\$28.72
PROGRAM AND SUPPORT SERVICES		0.39		2.17
RAW FOOD		0.50		1.28
OTHER ACCOMMODATION		17.90		18.74
<b>TOTAL PER DIEM OVERSPENT</b>	<b>\$6.29</b>	<b>\$25.71</b>	<b>\$71.66</b>	<b>\$50.91</b>
<b>ANNUAL OVERSPENDING</b>	<b>\$195,173</b>	<b>N/A</b>	<b>\$4,603,267</b>	<b>N/A</b>
<b>OTHER STATISTICAL DATA:</b>				
NURSING AND PERSONAL CARE ENVELOPE PAID AVERAGE HOURS PER RESIDENT DAY	N/A	N/A	N/A	N/A
<b>Notes</b> 1) Per diem approved funding was not provided. Per diem Envelope funding and Per diem over (Under spent) cannot be calculated at present 2) Wellington Terrace (176 Beds) is overspent when compared to both the Elliott and OANHSS average benchmarking. 3) The Elliott Home with its approved 85 beds is too small a Home to be cost effective. 4) The OANHSS Benchmarking for the Nursing Envelope includes the following Supplementary funding: High Wage Funding, Equalization Funding, Pay Equity Funding, Structural Compliance Funding and RPN Funding. 5) Total overspending calculation - number of beds X per diem overspending X 365 days				



## 8.8 LTCH Placements from Guelph in 2012

The table below, provided by the WW CCAC, shows where Guelph residents have been placed between April 1, 2012 and Sept. 13, 2012.

### PLACEMENTS IN GUELPH

<u>HOME</u>	<b>TOTAL PLACED IN GUELPH</b>	<b>%</b>
Eden House	7	6
La Point-Fisher NH	37	30
The Elliott	11	9
The Village of Riverside Glen	41	33
St. Josephs Health Centre	29	23
<b>TOTAL GUELPH RESIDENTS PLACED IN GUELPH</b>	<b>125</b>	

### TOTAL PLACEMENTS

	<b>N</b>	<b>%</b>
TOTAL PLACED OUT OF WWCCAC	13	6
GUELPH RESIDENTS PLACED IN WWCCAC HOMES (NON GUELPH)	74	35
GUELPH RESIDENTS PLACED IN GUELPH HOMES	125	59
<b>TOTAL GUELPH RESIDENTS PLACED</b>	<b>212</b>	
<b>GUELPH RESIDENTS PLACED AT WELLINGTON TERRACE</b>	<b>8</b>	<b>4</b>

## 8.9 Rating of Options Against Considerations

<b>RATING OF OPTIONS - KEY CONSIDERATIONS</b>		
<b>OPTION</b>	<b>FINAL SCORE</b>	<b>RATING</b>
"ESTABLISHED AND MAINTAINED" BY A MUNICIPALITY	<b>8</b>	<b>5</b>
PURCHASE OF SERVICE AGREEMENT WITH ANOTHER MUNICIPALITY	<b>15</b>	<b>1</b>
ACQUISITION OF AN EXISTING LICENSE (Private Home)	<b>9</b>	<b>4</b>
JOINT OWNERSHIP WITH ANOTHER MUNICIPALITY	<b>11</b>	<b>3</b>
PARTNERSHIP WITH ANOTHER OPERATOR (NOT FOR PROFIT - NOT A MUNICIPALITY) (The Elliott Option)	<b>13</b>	<b>2</b>

The following factors were considered to arrive at the final score and rating:

- Legal complexity
- Organizational ease
- Financial impact
- Implementation time
- Up -front costs
- Need for specialized staffing

## **8.10 Community Survey Results**

### **PUBLIC FORUM FEEDBACK SURVEY, JANUARY 29, 2013**

The discussions, at eight tables, were analyzed and below is the summary of the emerging consolidated feedback. It is arranged in the order of propriety, based on the number of times each point was mentioned. The actual list of identified Principles, Values, Roles for Guelph and Priorities was much longer.

#### **PRINCIPLES (MOST FREQUENTLY MENTIONED)**

- Close to home
- Accessible
- Respectful
- Maintain dignity
- Affordable
- Quality of life

#### **VALUES (MOST FREQUENTLY MENTIONED)**

- Remain in local community/support systems
- Honesty
- Compassionate
- Small home-like facilities

#### **CITY'S ROLE**

- Build home in Guelph
- Strategic Planner
- Advocate

#### **CITY'S PRIORITIES**

- Focus on keeping people in their own homes
- Get more beds in Guelph
- Get planning
- Provide programs for people on wait list
- Integrate seniors' services
- Create communications hub
- Advocate for adequate funding/streamlined legislation

# Guelph long-term care home service survey



The City of Guelph is legally required to be involved in the provision of residential long-term care services. The City has been meeting its obligation through a purchase of service agreement with the County of Wellington which operates Wellington Terrace.

The City is developing a business case to review the City's current arrangements for a municipal home, assess alternate options to meet legislative requirements and provide a recommendation to Council.

On January 29, 2013, a public forum was held. The forum was intended to create awareness about the scope of long-term care services and solicit input regarding the community's preferred vision regarding the City of Guelph's involvement in the provision of long-term care.

This survey is based on the feedback received at the forum and provides residents an opportunity to share their thoughts on the desired principles of a long-term care system within the community, what they value in long-term care and what role they wish the City of Guelph to play.

Your thoughts will be presented during a special City Council workshop on Tuesday, February 26 and will shape the final recommendation made to City Council.

## Survey

At a recent public forum, attendees identified these key principles that should guide a long-term care home system:

- A. Close to home
- B. Accessible
- C. Respectful
- D. Maintain dignity
- E. Affordable
- F. Quality of life

1. Do you agree with these principles? Yes\_\_\_\_ No\_\_\_\_

2. Please identify any principle you feel is missing and the reason for the principle:

--

# Guelph long-term care home service survey

At a recent public forum, attendees identified that they personally valued the following for themselves, if they needed to rely on the long-term care system:

- A. Remain in local community / support systems
- B. Honesty
- C. Compassionate
- D. Small home-like facilities

3. Do you agree with these values? Yes\_\_\_\_ No\_\_\_\_

4. Please identify a value which you feel is missing and the reason for the value:

At a recent public forum, attendees identified the following priorities for a long-term care system for the Guelph community:

- A. Focus on keeping people in their own homes
- B. Get more beds in Guelph
- C. Get planning
- D. Provide programs for people on wait list
- E. Integrate seniors' services
- F. Create communications hub
- G. Advocate for adequate funding / streamlined legislation

5. Do you agree with these actions? Yes\_\_\_\_ No\_\_\_\_

6. From the above list of priorities, please select the 3 most important actions and rank order them. 1 is the highest importance

- 1.
- 2.
- 3.

# Guelph long-term care home service survey



7. Do you think there are other priorities, not listed above? Yes\_\_\_\_ No\_\_\_\_

8. Please identify a priority you feel is missing and the need for the missing priority:

At

a

recent public forum, the majority of attendees stated that the role that the City of Guelph should play in long-term care is "build home in Guelph"

9. Indicate your degree of agreement:

Strongly Agree \_\_\_\_ Agree \_\_\_\_ Do Not Agree \_\_\_\_ Strongly Disagree \_\_\_\_

10. In general how do you view the City's role in seniors' services? In the list below, please rate EACH of the points as to their importance on a scale from 1 to 4, 1 being most important?

A. Leader	1__	2__	3__	4__
B. Key partner	1__	2__	3__	4__
C. Support to others	1__	2__	3__	4__
D. Provider of required/mandated services	1__	2__	3__	4__
E. Funder	1__	2__	3__	4__
F. Planner	1__	2__	3__	4__

11. Which stakeholders should be involved?

# Guelph long-term care home service survey

---



12. Did you attend the January 29, 2013 public forum? Yes\_\_\_\_ No\_\_\_\_

13. Please indicate your interest in long-term care

- ☐ I use long-term care services
  - ☐ I provide long-term care services
  - ☐ I am a family caregiver
  - ☐ Other
- 

Thank you for completing this survey. Using your input, and feedback from community partners, local health practitioners, service providers, community members, the County of Wellington, the Waterloo Wellington Local Health Integration Network (LHIN) and the Ontario Ministry of Health and Long-Term Care, a recommendation is scheduled to be presented to Guelph's Community and Social Services Committee and Guelph City Council in May.

**For more information**

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Community Engagement, **City of Guelph**

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E **karen.kawakami@guelph.ca**

**[guelph.ca/longtermcare](http://guelph.ca/longtermcare)**

# Guelph Long-term care home services

Results

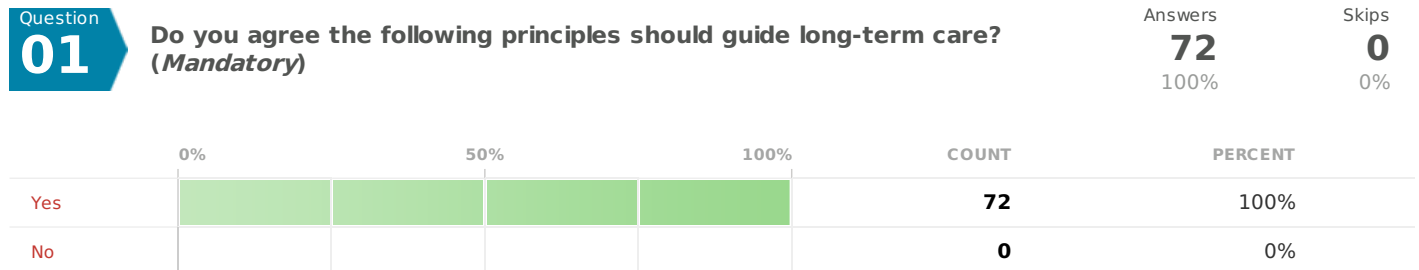
Locations

Participants

Devices

Data

## Survey Results



<b>Question 02</b>	<b>Please identify any principle you feel is missing, and the reason for the principle</b>	Answers: <b>32</b> (44%)	Skips: <b>40</b> (56%)
42,515,363	Supported in home care (more than current CCAC provided care) Does all of the above, more respectful and maintains dignity, less upsetting and intrusive	Tuesday, Mar 12th 11:53AM	
42,514,945	Only agree with if these are also included: G. Must be non-profit (This was an important requirement that attendees agreed on) H. Staff at municipal home must be paid a decent living wage so that they remain at home- consistency of care is important.	Tuesday, Mar 12th 11:44AM	
42,514,342	Consider supporting local and regional third party service providers to the long term care home. Drugs/lab/eye exams/dental care - other - Rather than large for-profit multinational suppliers. Ensures more local employment and contracts	Tuesday, Mar 12th 11:19AM	
42,513,129	I have a dear friend in my building. She is a senior. She is battling cancer. She was recently hospitalized. She is almost bed ridden. She was offered help at home for \$10.00 to \$20.00 per hour. She cannot afford help, so she sits alone trying to cope. The baby boomers need help provided free if necessary. The current system is VERY flawed!!!	Tuesday, Mar 12th 11:05AM	
41,145,282	I'm not sure what priciple this would fall into but I think it's important to have a third party present when optometrists and other service providers go into homes. My grandma went to an appointment, didn't tell anyone in the family, had an on-site eye exam, then told us the optometrist said she needed new glasses. She's hard of hearing as well, which makes me wonder what all she actually understood. My grandma is 89 and will do what she wants, which is likely buy new glasses, but I hope nobody is taking advantage of the situation.	Tuesday, Feb 19th 6:22PM	
40,455,951	Transparency is the key principle. Without a key focus on transparency, you will never be able to achieve an acceptable level of the key principles noted. My father has been in they Guelph nursing home system for almost 2 years, I see the lack of transparency being the major reason why we are having these low quality care issues and why the nursing homes continue to deliver and get away with low quality service. At the ground level we should at minimum have a biannual customer satisfaction survey administered by an independent/or/accountable party. The survey should also reflect a publicly available nursing home ranking/rating system. Presently with 100% guaranteed occupancy, 2+ year waiting line, and lack of regulatory oversight, there is absolutely no incentive for nursing homes to meet quality standards. Nursing homes are in for the money only; presently they don't require customer satisfaction to succeed. Transparency is the biggest issue in long term care, in my opinion.	Sunday, Feb 10th 4:38PM	

ATT-1 40,342,320	affordable With a diverse population in different economic situations, we need to meet the need of all community members	Friday, Feb 8th 7:42PM
40,294,927	Waiting for Long Term Care in an Acute Care Bed is inappropriate. While close to home is an important principle provision for moving patients out of hospital while waiting for long term care must be included as a principle. We need to be able to protect access to Emergency Services and Acute Bed Capacity.	Friday, Feb 8th 9:46AM
40,239,301	Missing principals are..#. 1 ..... there a maximum 6 months waiting list for Guelph residents in long term care homes in Guelph!!! We need more home in Guelph for Guelph Seniors !!!!	Thursday, Feb 7th 2:14PM
40,237,982	Residents of Guelph only should be able to apply to any long term care places in Guelph.	Thursday, Feb 7th 2:01PM
40,159,849	Sufficient staffing Free parking for visitors	Wednesday, Feb 6th 10:31AM
40,137,488	Collaboration: Caregivers and people with dementia work together to improve the quality of care and quality of life.  Participation: People living with dementia and their families are encouraged and supported to be involved with the care and decision making process.  Information: Caregivers, people with dementia and their families share information.	Tuesday, Feb 5th 10:00PM
40,137,204	you have covered it	Tuesday, Feb 5th 9:41PM
40,123,207	pleasant environment; i.e. lots of windows onto landscaped environs, simple open architecture and furnishings, furnishings suited to the residents.	Tuesday, Feb 5th 3:43PM
40,123,194	pleasant environment; i.e. lots of windows onto landscaped environs, simple open architecture and furnishings, furnishings suited to the residents.	Tuesday, Feb 5th 3:43PM
40,115,614	Close to home is sooo essential if we really do agree with 'aging in place'. We have known for some time that this aging cohort was arriving---and it is HERE now. I am 71 years old.	Tuesday, Feb 5th 2:00PM
40,097,107	-well trained staff -medical support / accessibility	Tuesday, Feb 5th 9:43AM
40,093,213	Stay at home care - homes to be adjusted to make it easier to cope	Tuesday, Feb 5th 8:36AM
40,070,949	Innovative	Monday, Feb 4th 7:42PM
40,065,280	Located on an existing transit route for ease of visitation	Monday, Feb 4th 5:37PM
40,058,927	Standard of staff training	Monday, Feb 4th 3:55PM
40,058,855	Standard of staff training	Monday, Feb 4th 3:55PM
40,035,084	Observe the above principles.	Monday, Feb 4th 9:52AM
40,034,536	Close to home. Wellington Terrace is outside the city boundries.	Monday, Feb 4th 9:49AM
40,034,473	Many of the principles listed above cannot be achieved without quality staff. I believe there should be a focus on creating an environment that is conducive to being able to care for our seniors in a way that can maintain their dignity and respect. The LTC sector is becoming more complex, with stricter regulations and expectations. Currently care is provided by doing the best you can with the resources that are provided. Our seniors deserve better.	Monday, Feb 4th 9:30AM



ATT-1

40,033,797

Resident Focused. The residents best interest should always be priority in any decision made in regards to Long Term Care.

Monday, Feb 4th  
9:29AM

40,016,800

not only close to home, but IN GUELPH

Sunday, Feb 3rd  
9:14PM

39,939,593

Funding for most appropriate level of support.....i.e. funds to be available for the most independent option for care

Saturday, Feb 2nd  
10:28AM

39,935,386

not sure who would disagree with Q!

Saturday, Feb 2nd  
8:33AM

39,923,594

Resident focused, flexible, cost-effective

Friday, Feb 1st  
11:02PM

39,834,825

Subsidized options only being LTC is an issue-- with retirement communities now being regulated there should be an option for families to have government subsidies for use in these locations too- it would ease the stress on reliance on LTC and homecare. Additionally, the same should be considered for copayments for homecare fees.

Thursday, Jan 31st  
1:35PM

39,830,331

MORE LONGTERM CARE FACILITIES IN THIS CITY, NEEDED.

Thursday, Jan 31st  
12:36PM

Question

03

Do you agree with the following values? (*Mandatory*)

Answers

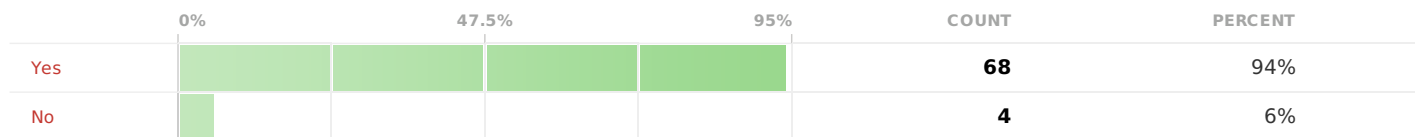
72

100%

Skips

0

0%



Question

04

Please identify any values you feel are missing, and the reason for these values

Answers

25

35%

Skips

47

65%

42,514,342

Location within the city to ensure proximity to hospital, bus routes, parking cars- for staff and visitors.

Tuesday, Mar 12th  
11:19AM

42,513,129

Its a big adjustment to give up your home and independence. Being sent away from Guelph is pitiful. This keeps family and friends unable to visit and comfort their loved ones.

Tuesday, Mar 12th  
11:05AM

40,781,321

Proper Care - It's alright to say that the gov't is increasing funding for older people to stay in their home but this could also be a dangerous situation for some. There should also be a thorough assessment to make sure that the person is CAPABLE to remain in the home.

Friday, Feb 15th  
11:53AM

40,455,951

Flexibility - I see an opportunity for part-time facilitation. I feel there is a significant population of seniors who require only part-time stays. Their family would be happy to take care of them a few days a week but would like the flexibility of a nursing home when required. This solves 2 key issues, more relative nursing care requirements for these families as well as substantial cost savings as compared to paying for full residence. Under the existing rules, a senior will lose waiting line privileges if they choose to leave full time residency. Therefore they end up both entering early and remaining in the nursing system to avoid having to go back into a 2+ year waiting system.

Sunday, Feb 10th  
4:38PM

40,321,595

Respectful of individual's particular requests (e.g., dietary)

Friday, Feb 8th  
2:58PM

40,294,927

Standard of Care/Quality of Care must be consistent across all long term care providers.  
Community supports to permit seniors to age in their own home is important.Friday, Feb 8th  
9:46AM

ATT-1 40,239,301	#1 We have no small home-like facilities in Guelph Seniors !!! #2 Especially for Seniors suffering with dementia/ alzhiemers disease !!!!	Thursday, Feb 7th 2:14PM
40,161,108	I agree with honesty and compassionate. I don't support the necessity of small home-like facilities.	Wednesday, Feb 6th 10:52AM
40,159,849	Easy access to dental, eye, ear, footcare, specialists. Direct access to nursing and doctor care.	Wednesday, Feb 6th 10:31AM
40,137,488	Accountability.	Tuesday, Feb 5th 10:00PM
40,093,213	should be available to everyone. Current waiting times too long	Tuesday, Feb 5th 8:36AM
40,070,949	Professional Integrated with stay in home services	Monday, Feb 4th 7:42PM
40,062,241	Focus on abilities - not disabilities	Monday, Feb 4th 4:51PM
40,058,927	Compassion meaning that staff are able to give an individual enough time to make his/her needs known, but professional enough to know when that role could be filled by another possibly a trained volunteer	Monday, Feb 4th 3:55PM
40,058,855	Compassion meaning that staff are able to give an individual enough time to make his/her needs known, but professional enough to know when that role could be filled by another possibly a trained volunteer	Monday, Feb 4th 3:55PM
40,035,084	Exhibit theses values in practice, not just political lip service.	Monday, Feb 4th 9:52AM
40,016,800	Maintain seniors' INDEPENDENCE as long as possible, in their own homes	Sunday, Feb 3rd 9:14PM
40,009,825	Home like facility yes small not necessarily can be a larger multipurpose setting home like yes smalll no	Sunday, Feb 3rd 5:35PM
39,939,593	Maximize client's abilities/independence/choices	Saturday, Feb 2nd 10:28AM
39,935,386	No sure who would disagree with Q3	Saturday, Feb 2nd 8:33AM
39,923,594	Skillful in geriatric care, behavioral supports and palliative care, health promoting	Friday, Feb 1st 11:02PM
39,907,658	Care and Respect.	Friday, Feb 1st 4:30PM
39,897,589	small, home-like facilities but still have the ability to have personal items (including some furniture) around you	Friday, Feb 1st 1:28PM
39,834,825	The value of choice and time to make decsions- the pressures on the government- have been pushed down to the customers/clients and this is not fair at such a vunerable time in their lives.	Thursday, Jan 31st 1:35PM
39,826,133	Small home like facilities very high priority. No multi unit high rise type housing ie. No warehousing since most people havecome from single unit type housing.	Thursday, Jan 31st 11:11AM

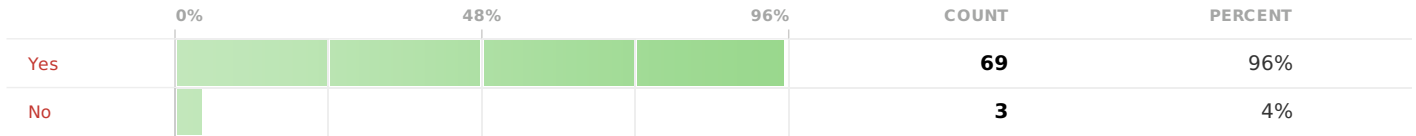
Question  
**05**

ATT-1

**Do you agree with the following priorities regarding long-term care?  
(Mandatory)**

Answers  
**72**  
100%

Skips  
**0**  
0%



Question  
**06**

**Please rank these priorities (by clicking and dragging) in order of  
importance (1. being most important)**

Answers  
**72**  
100%

Skips  
**0**  
0%

RANK	CHOICE	WEIGHTED RANK							
1	Focus on keeping people in their own homes	2.71							
2	Get more beds in Guelph	2.93							
3	Get planning	3.52							
4	Advocate for adequate funding/streamlined legislation	4.07							
5	Provide programs for people on wait list	4.15							
6	Integrate seniors' services	4.69							
7	Create communications hub	5.90							

Question  
**07**

**Please identify any priorities you feel are missing, and the reason for these priorities**

Answers  
**28**  
39%

Skips  
**44**  
61%

42,514,945	Non profit facility consistency of staff	Tuesday, Mar 12th 11:44AM
42,514,342	Agree to proceed YES/NO Identify site Plan for timeline and capacity IE: needs in 10-20 years *Look to many sources / resources for examples of positive past experiences	Tuesday, Mar 12th 11:19AM
40,781,321	Accountability - Why should the citizens of Guelph have to tell the planning committee the ways in which to handle this problem? I would suggest the city make sure that they have really competent staffing in this area. Consulting with other cities where it is working would be a good idea!	Friday, Feb 15th 11:53AM
40,455,951	I'm all for privatization with proper transparency and control systems. The problem is that government has not put in proper transparency and reporting/control systems and private nursing homes are getting away with murder... literally. I don't understand there is a huge market for retirement care facilities... what's with the 2 year waiting line and low quality service. Who is ultimately accountable, they should be fired. Where do I start.	Sunday, Feb 10th 4:38PM
40,294,927	city to consider more strategic links with health care (hospital, wwlhin). Planning still occuring in silos	Friday, Feb 8th 9:46AM

ATT-1		
40,239,301	More long term care homes in Guelph for Seniors from Guelph!!!!	Thursday, Feb 7th 2:14PM
40,237,982	there shoudn't be a two-three year waiting list in Guelph. 6 months maximum!	Thursday, Feb 7th 2:01PM
40,161,108	RE #8 I think more should be done to keep people in their homes and thereby reduce the need for new beds.	Wednesday, Feb 6th 10:52AM
40,159,849	More funding and resources for Long-Term-Care Living More affordable seniors' housing People in their own community should have first access to the homes in their vicinity More authority given to Public Health and the Ministry over LTC homes Restructure the CCAC.	Wednesday, Feb 6th 10:31AM
40,151,507	Planning for long term care should start with having perhaps affordable apartments,combined with nursing home, and assisted living. With having all this in combination seniors that cannot keep a house going, have an alternative, and keep them active longer. Example Foxwood Guelph St. Lukes Place Cambridge.	Wednesday, Feb 6th 7:50AM
40,123,207	Enlist the help/involvement of health care practitioners and business leaders as they can bring their expertise in developing plans and fundraising and financial maintenance to the process.	Tuesday, Feb 5th 3:43PM
40,123,194	Enlist the help/involvement of health care practitioners and business leaders as they can bring their expertise in developing plans and fundraising and financial maintenance to the process.	Tuesday, Feb 5th 3:43PM
40,115,614	Just to say that our city could encourage public places to be more older-user friendly, e.g. chairs/benches in public spacec (grocery store, bank and restaurant lineups; bus stops;) It is unrealistic to believe that all older adults are good with computers to access info., e.g. Via Rail.	Tuesday, Feb 5th 2:00PM
40,097,107	increased medical training / awareness of senior's health issues	Tuesday, Feb 5th 9:43AM
40,095,062	Centralized access to long term care in other communities. Some people would like to retire to other communities to be with family not residing in Guelph.	Tuesday, Feb 5th 9:18AM
40,093,213	Cost, funding still behind. We knew that we would be "graying" faster already in the 60's. We have made progress, but the system does not work for everybody	Tuesday, Feb 5th 8:36AM
40,070,949	Use innovative approaches to solve issues around long-term care with a view to lowering cost while providing equal or better care.	Monday, Feb 4th 7:42PM
40,059,006	To many retirement homes in Guelph, the service should be bumped up to Supportive Care, alot of the seniors that are going into these retirement homes require more care than the RH can provide and they end up going to the hospital....	Monday, Feb 4th 4:01PM
40,058,927	I may have a mistake here, as did not know how the put numbers into questionnaire	Monday, Feb 4th 3:55PM
40,058,855	I may have a mistake here, as did not know how the put numbers into questionnaire	Monday, Feb 4th 3:55PM
40,035,084	Acting on the above...	Monday, Feb 4th 9:52AM
40,034,483	Focus on keeping local residents in the community that they are based out of and direct resources to exsiting beds for that community.	Monday, Feb 4th 9:19AM
40,016,800	This is a comment on Question 8: I agree that the City should be focused on building a home in Guelph. However, I feel as much as possible should be done to deliver services to seniors in their homes, until it is no longer safe to do so.	Sunday, Feb 3rd 9:14PM
39,954,160	Affordable housing options for low-income seniors.	Saturday, Feb 2nd 4:50PM

Don't build anymore beds, we already have too many big institution that often casue the behaviors they are supposed to be managing and discourage engagement with the community. Instead look at small group home settings especially for those with dementia - examples like in Denmark and other Scandinavian countries.

39,923,594

Mixed housing communities with shared common areas where small communities of residents of different ages and needs can look after each other and people can stay independent much longer. Staff with smaller teams of PSW's and volunteers and family members not expensive hard to recruit and retain RN's (as there is more of a skill and manpower shortage).

Create small Hospices for end of life care that focus on care for people in the last 6 - 12 months of life.

Provide a public awareness campaign of end of life planning so people can think about the types of care choices and their implications BEFORE they need to use the health care system. Advocate for people to live at risk with supports. Stop warehousing frail seniors! our current system is not sustainable, economically but its also not good care as seniors are isolated from the community.

Friday, Feb 1st  
11:02PM

39,834,825

The families of those entering the system

Thursday, Jan 31st  
1:35PM

39,826,133

Q6 good luck onclick and drag!

Prior #1 assist seniors staying own home

Prior #2 get more care facilities in GUELPH or very near facility

Prior #3 make sure info for seniors readily available ie communication hub idea

Thursday, Jan 31st  
11:11AM

39,820,896

Long term care facilities do not have an adequate number of PSW's when the majority of patients are in wheel chairs and need to be fed. When family members cannot be there at meal time the food is on the table and gets cold before everyone is fed. Some coarses are missed altogether.

Thursday, Jan 31st  
10:15AM

Question

08

Do you agree with the following statement about the City's role in long-term care?

Answers

71

99%

Skips

1

1%

	0%	25%	50%	COUNT	PERCENT
Strongly agree	<div></div>	<div></div>	<div></div>	35	49%
Agree	<div></div>	<div></div>	<div></div>	20	28%
Strongly Disagree	<div></div>	<div></div>	<div></div>	8	11%
Disagree	<div></div>	<div></div>	<div></div>	8	11%

Question

09

In general, how do you view the City's role in seniors' services?

Answers

72

100%

Skips

0

0%

	1	2	3	4
Leader	25	26	11	6
Partner	32	20	9	7
Support to others	34	18	8	6
Provider of required/mandated services	31	17	11	10
Funder	26	27	9	7
Planner	27	20	13	8

Question

10

Which stakeholders should be involved?

Answers

44

61%

Skips

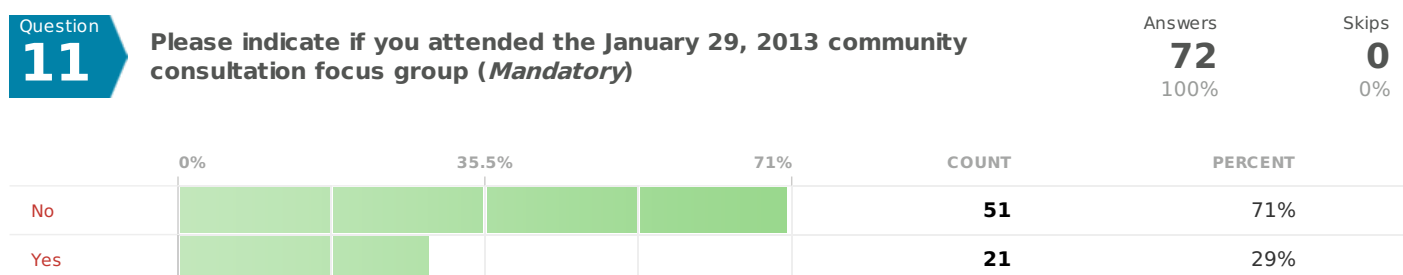
28

39%

ATT-1 42,514,945	Citizens Those requiring long term care province- city and county of Wellington	Tuesday, Mar 12th 11:44AM
42,514,342	Karen- please refer to email Communication re: federal MP, provincial MPP, local LTC home contacts, LHIN/CCAC/residents who express interest, local third party providers, appropriate legal consultation/advocate/ more--> Community engagement I assume there is dialogue with administration and Guelph General, St Joseph's and more	Tuesday, Mar 12th 11:19AM
42,513,129	Funding, support to others	Tuesday, Mar 12th 11:05AM
41,681,375	LHIN, City Council, HealthCare providers, Community	Thursday, Feb 28th 5:27PM
41,145,282	Seniors, family members of very elderly people who can speak on their behalf, cross functional team from the City, volunteers, health care providers in nursing homes as well as other areas of the system. I think it's important to speak with PSWs and alike, they are living out the system within its limitations and probably have suggestions on how to improve things.	Tuesday, Feb 19th 6:22PM
40,908,055	Current and future long-term care residents and their family members, staff, management, Community Care Access Centre, local Alzheimer Societies, the Ministry of Health and Long-Term Care, and potential long-term care home builders, such as Schlegel Villages. It would also be beneficial to partner with local academic experts such as those at the University of Guelph and in the Faculty of Applied Health Sciences at the University of Waterloo as they could assist with developing a plan, implementing and evaluating it.	Sunday, Feb 17th 2:54PM
40,781,321	People who are really caring about the elderly citizens!	Friday, Feb 15th 11:53AM
40,455,951	Strong government oversight, strictly monitored private nursing homes.	Sunday, Feb 10th 4:38PM
40,342,320	all community programs and services which focus on the needs of seniors	Friday, Feb 8th 7:42PM
40,321,595	Dialogue with private homes should be included. Seniors themselves, medical professions, mental health professionals	Friday, Feb 8th 2:58PM
40,294,927	Province WWLHIN Seniors and About to be Seniors Community Support Services Transportation Recreation	Friday, Feb 8th 9:46AM
40,239,301	City of Guelph, for Guelph Seniors !!!!	Thursday, Feb 7th 2:14PM
40,161,108	health care recipients, tax payers, providers, LHIN, CCAC....doesn't mean much unless city has the ability and political will to act.	Wednesday, Feb 6th 10:52AM
40,148,451	Industry partners Health Canada Ministry of Health Citizens groups including Seniors Associations, CARP, etc	Wednesday, Feb 6th 6:40AM
40,129,807	federal and provincial government	Tuesday, Feb 5th 6:30PM
40,123,207	community members (mainly older adults) business/private sector city provincial government federal government health care providers	Tuesday, Feb 5th 3:43PM

ATT-1	community members (mainly older adults) business/private sector city provincial government federal government health care providers	Tuesday, Feb 5th 3:43PM
40,123,194		
40,115,614	consumers, providers, funders, people with knowledge of research into what works in LTC.	Tuesday, Feb 5th 2:00PM
40,112,766	LTC/Retirement Homes, CCAC	Tuesday, Feb 5th 1:27PM
40,097,107	-Anyone over the age of 65 -service providers/charities dealing with seniors -mental health support providers -GP's / Gerontologists / Other Medical Health Teams -Bankers!	Tuesday, Feb 5th 9:43AM
40,095,062	Provincial and local governments.	Tuesday, Feb 5th 9:18AM
40,093,702	- every organization who provides services, education, support and advocacy to older adults who are eligible for long-term care	Tuesday, Feb 5th 8:46AM
40,093,213	Government	Tuesday, Feb 5th 8:36AM
40,074,752	citizens care facilities	Monday, Feb 4th 9:43PM
40,070,949	Seniors Citizens over 45 Caregivers Service Providers All levels of Government	Monday, Feb 4th 7:42PM
40,063,868	All. Seniors in the community, LTC home's, CCAC and other community partners.	Monday, Feb 4th 5:22PM
40,062,241	WWLHIN, CCAC, Public Health, Seniors (GWSA)	Monday, Feb 4th 4:51PM
40,059,006	The persons that are involved in the health care profession, the persons who provide the care not the ones who are funding it....or management who are not really involved in the day to day care	Monday, Feb 4th 4:01PM
40,058,927	Regret unable to deal with the above as not really literate re computer. computer.	Monday, Feb 4th 3:55PM
40,058,855	Regret unable to deal with this, as not v. good on computer.	Monday, Feb 4th 3:55PM
40,037,905	The broader community members, seniors and the advocates, family members, existing homes.	Monday, Feb 4th 11:05AM
40,035,084	Front line workers, family care givers, CCAC, Public Health, no privately owned service, until after the home has been created, according to the needs of the residents.	Monday, Feb 4th 9:52AM
40,034,536	Rate Payers, senior groups, region, city and facilities in the city.	Monday, Feb 4th 9:49AM
40,034,483	LHIN, CCAC, Longterm Care Homes, City of Guelph	Monday, Feb 4th 9:19AM

ATT-1	seniors families of seniors requiring care current providers of care to seniors (PSWs, physiotherapists and occupational therapists, meal providers, other support workers) private and publicly funded facilities who currently provide care	Sunday, Feb 3rd 9:14PM
40,016,800		
40,009,825	Citizens, families, residences, providers, LHN, Province	Sunday, Feb 3rd 5:35PM
39,939,593	province, ccac;physicians; seniors groups. LHN's; long term care home operators; RNAO; care recipients and family caregivers;	Saturday, Feb 2nd 10:28AM
39,935,386	wwlhin mohltc operators	Saturday, Feb 2nd 8:33AM
39,923,594	Seniors and their families, WWLHIN, St Jo's, Hospice Wellington, Seniors Services Network, Guelph FHT, Evergreen Seniors Centre, Alzheimer's Society, other LTCH's, Women In Crisis, Drop In Centre, Guelph Community Living, Guelph Independent Living, IGSW's, local Geriatrician Dr Noor, Regional Geriatric Program - Hamilton, Dr Linda Lee Family Physician from Kitchener with a strong interest in Memory Clinics and primary geriatric care (there are no family physicians in Guelph with this level of interest or expertise), Dr Peter Spadafora and Dr Deb Robinson Palliative Care Physicians, Trellis, Guelph CHC, Homewood, CCAC of Waterloo Wellington, accessible community planning experts, architects with an interest, Jane Mackinnon Wilson (Trellis) Geriatric Network Coordinator, Sheli O'Connor Seniors At Risk Coordinator, Paula Frappier Psycho-geriatric education coordinator (Trellis/Homewood), Tricia Stiles retired Psycho-GeriatricClinical Nurse Specialist, Goldie Barth retired County Housing manager working with the hording network, GEM nurses from GGH, Guelph Police	Friday, Feb 1st 11:02PM
39,921,318	Seniors Care providers Taxpayers	Friday, Feb 1st 10:48PM
39,907,658	In addition to the City, MOHLTC, MCSS, CCAC, WWLHIN, local Seniors' organizations, local LTC/RET homes.	Friday, Feb 1st 4:30PM
39,897,589	Both federal and provincial ministries, municipality and even donations from large corporations	Friday, Feb 1st 1:28PM
39,834,825	Other seniors care providers	Thursday, Jan 31st 1:35PM
39,826,133	Guelph, Province of Ontario, Feds if they have any legislated responsibilities.	Thursday, Jan 31st 11:11AM





Please indicate your interest in long-term care.

Answers

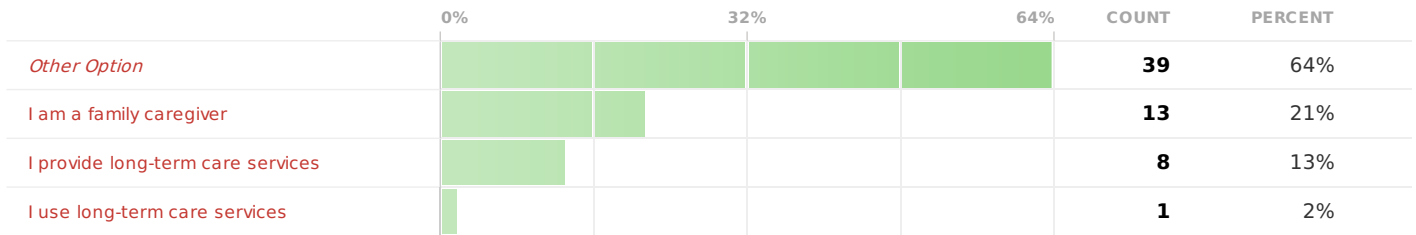
61

85%

Skips

11

15%























## Other Responses

Answers

39

	see attached omunication for Karen	Tuesday, Mar 12th 11:19AM
42,514,342		
	Both grandmas are in long term care facilities and have been for many years.	Tuesday, Feb 19th 6:22PM
41,145,282		
	Former family caregiver, now a gerontologist.	Sunday, Feb 17th 2:54PM
40,908,055		
	As a senior I look to the future of possibly requiring long-term services	Friday, Feb 8th 7:42PM
40,342,320		
	but now retired	Friday, Feb 8th 2:58PM
40,321,595		
	Trustee	Thursday, Feb 7th 8:27PM
40,257,145		
	Mother/Mother use Long Term Services, both homes out of Guelph...long drive for my husband to see his mom , and long in bad weather for me!!! why do our and other Guelph people have to place parents out of town , when all that senior(s) know /remember is Guelph??	Thursday, Feb 7th 2:14PM
40,239,301		
	Long Term Care trustee	Thursday, Feb 7th 11:06AM
40,226,490		
	I am a worker in a long-term care facility (located out of town).	Wednesday, Feb 6th 9:51PM
40,201,977		
	I sit as a member of a provider board and I'm a researcher.	Wednesday, Feb 6th 10:52AM
40,161,108		
	I visit seniors regularly in home and in care including family and also am thinking of people in their homes who really need to be in a apartment with assistance cannot afford a retirement home at \$3-5 thousand monthly, so are at risk	Wednesday, Feb 6th 7:50AM
40,151,507		
	health care professional	Tuesday, Feb 5th 6:30PM
40,129,807		
	I am a senior without family, advocate for seniors, board member of GWSA	Tuesday, Feb 5th 3:43PM
40,123,207		
	I am a senior without family, advocate for seniors, board member of GWSA	Tuesday, Feb 5th 3:43PM
40,123,194		
	I worked with older adults in my career as a professional social worker. I am not partnered, have no kids, have many frioends in this situation so know that we are more reliant on htese services. Who will advocate for us when we get there?	Tuesday, Feb 5th 2:00PM
40,115,614		

ATT-1 40,097,055	Now am a senior but was a nurse working in hospital where seniors often occupied acute beds for long periods waiting for placement and worked in the community homecare setting.	Tuesday, Feb 5th 9:34AM
 40,093,702	Community Support Service	Tuesday, Feb 5th 8:46AM
 40,093,213	might need the system at some point in my life	Tuesday, Feb 5th 8:36AM
 40,074,752	interested citizen to see long term care happens for the community	Monday, Feb 4th 9:43PM
 40,065,280	I was a family caregiver to two parents	Monday, Feb 4th 5:37PM
 40,063,004	I have a parent who was in the long-term care system and passed away. I also having an aging parent and in-laws who may require the long term care system.	Monday, Feb 4th 5:08PM
 40,062,241	Ensure services will be there when I need them	Monday, Feb 4th 4:51PM
 40,059,006	I work in the health industry and see the need for LTC beds, the population is getting older and these people have complex issues....	Monday, Feb 4th 4:01PM
 40,058,927	I have worked with Griatric care,now retired, I want the best not only for my close and dear older friends, but also for myself, I hope that this may be available to me and those I love, when needed, in Guelph	Monday, Feb 4th 3:55PM
 40,058,855	I have worked with Griatric care,now retired, I want the best not only for my close and dear older friends, but also for myself, I hope that this may be available to me and those I love, when needed, in Guelph	Monday, Feb 4th 3:55PM
 40,039,605	Citizen of Guelph	Monday, Feb 4th 11:38AM
 40,034,483	I work in the Retirement sector	Monday, Feb 4th 9:19AM
 40,016,800	daughter of senior parents who will require care within the next decade	Sunday, Feb 3rd 9:14PM
 40,005,911	none of the above at present (but caregiver in recent past)	Sunday, Feb 3rd 4:06PM
 39,989,190	Looking to the future	Sunday, Feb 3rd 10:56AM
 39,951,571	parents have been occupants in LTC facilities	Saturday, Feb 2nd 3:39PM
 39,939,593	I will be in need of LTC in the near future	Saturday, Feb 2nd 10:28AM
 39,935,386	leader	Saturday, Feb 2nd 8:33AM
 39,923,594	I work in healthcare locally	Friday, Feb 1st 11:02PM
 39,897,589	I receive home care and nursing in my home	Friday, Feb 1st 1:28PM
 39,834,825	I work in the senior care industry in Guelph	Thursday, Jan 31st 1:35PM

ATT-1



39,830,331

I HAVE MY MOTHER AND MOTHER IN LAW LIVING IN OUT OF TOWN LONG TERM CARE PLACES, BUT WANT THEM IN MY CITY,GUELPH, NOW.

Thursday, Jan 31st  
12:36PM



39,826,133

Prospective user

Thursday, Jan 31st  
11:11AM



39,817,825

I am retired and looking to future needs

Thursday, Jan 31st  
9:37AM

## SECTION 9: ADDENDUM: “CAMPUS OF CARE”

### “CAMPUS OF CARE AND SERVICES”

An approach to meet the needs of seniors in the future.

#### INTRODUCTION:

Many communities and governments around the world have been struggling with the impact of the changing population demographic. Improving health status and the post-World War II baby boom have forced a serious rethinking by planners, policy makers and aging adults themselves of what would be the best approach to support the bulging 65+ age group. The requirement placed upon all Southern upper and single tier municipalities in *The Long-Term Care Homes Act 2007* stipulates a minimum requirement that mandates municipalities “establish and maintain” a municipal home. However, many municipalities have looked beyond the minimum requirements of the Act to provide more broadly based services and programs to meet the needs of their aging residents.

Sometimes called a *community hub*, the *campus of care model* is an approach that both introduces a continuum of care on the same campus for tenants/residents/clients, while also providing space for shared services and the potential for co-location of local community agencies and small retail shops. This creates “a community in itself”, with a range of options to serve the needs of tenants/residents/clients and the local neighbourhood.

The *campus of care model* generally envisions a single location where opportunities to access a range of housing – from independent housing to assisted living (supportive housing or retirement home) and long-term care – and community service options are provided in one site. The concept maximizes opportunities for individuals to remain living in the same environment and neighbourhood despite changing functional and health status. *Campuses of care* allow couples, family members and friends to live at the same location when their levels of care are different.

Through offering a variety of care and service options (both health and non-health services) in one location, there is a predominant focus on wellness and quality of life. All of the inter-related programs endeavour to maximize health and functional ability and enable residents/tenants/clients to maintain independence, retaining a sense of control of their lives. Foundational to all programs offered in the *campus of care model* is an emphasis on healthy aging, a social model of care and service and a sense of home.

The vision of the *campus of care model* is one in which “boundaries” between the organization and community are porous, allowing for a free-flow back and forth and reducing the lack of connection and sense of isolation that individuals in stand-alone long-term care homes often experience when the external community is no longer readily available to them. The concept relies on partnerships and contractual arrangements with non-health agencies/organizations to provide access to a continuum of services, seamless care and good linkages, ultimately leading to a reduction or delay in the need for higher intensity care.

In the last two decades, based on both research and economic factors, there has been a general shift away from institutional (24 hour) care. The cost of constructing a Long Term Care (“LTC”) home is estimated to be around \$165,000 per bed, not including the land. The likelihood of a massive expansion of the long-

term care beds within the next 20 to 30 years, just to maintain the current ratio of beds to 65+ population of between 3 and 5 %, is minimal at best. The 2011 AMO paper *“COMING OF AGE The Municipal Role in Caring for Ontario’s Seniors”* estimates about 100,000 additional beds will be needed.

The shift away from institutional care has been toward a community-based service model. At the outset, this entailed a broader range of housing services. In the last decade, however, the focus has been on expanding in-home supports from a very wide range of health care professionals and home helpers. With the introduction of Community Care Access Centres (CCACs) Ontario created a framework for the majority of these services to be coordinated and managed. Just as the gap between demand and capacity in the LTC home (institutional) sector had grown over the years<sup>2</sup> the same has been occurring with access to CCAC managed services with resulting prioritization of clients and reduced hours of support.

In a number of communities the response to increase demand/less capacity has seen local charitable organizations or municipalities shift their focus to a more comprehensive and innovative service delivery model: “the campus of care & services”. This model is based, in part, on the broader concept of “aging in place” as the most desired, most financially and socially appropriate way for people to go through the latter stages of the ageing process.

#### **OBJECTIVE:**

Guelph has the opportunity to create a *campus of care* comprised of long-term care and an integrated system with a community services network (e.g. the inclusion of a seniors’ wellness centre, family health team, adult day programming, inter-generational programming, child care) and varied retail space. This section of the report presents an optimal vision for such a campus.

#### **CATALOGUE – CAMPUS OF CARE**

In broad terms a “Campus of Care” concept outlined below presents a wide spectrum of services, resources and partners that should be considered as integral components of a “full-service” approach. This outline should be viewed as a range of possibilities from which those elements most needed and feasible may be considered. In addition the development of such a campus will require a significant financial investment and partnership-building efforts that would take years to bring to fruition. However unless a clear vision, influenced greatly by identified community needs and priorities, is well defined and fully endorsed piecemeal solutions; -often reactive and inadequately planned, become the modus operandi.

What follows is the initial list of components that a “Campus of Care” would include. They are divided into: (1) housing/shelter/24 hour care; (2) and services/programs; and (3) Seniors’ Wellness Centre (please note that some elements of a seniors’ wellness centre could also be included in section (2), services and programs.

1. Housing/Shelter/24 hour care:
  - a. Independent living (market rent & RGI or Rent-Geared-to-Income units)
  - b. Condominiums (low or high rise)
  - c. Aggregate living (shared housing)
  - d. Assisted living (various modes of on-site support)
    - i. Housekeeping
    - ii. Meals

<sup>2</sup> The wait for admission into an LTC bed ranges in Ontario from 3 months (from a hospital) to close to 6 months. Some ethnic communities experience wait times of up to 9 years.

- e. Facility-based care:
  - i. Long-stay beds
  - ii. Short-stay beds
  - iii. Convalescent care
  - iv. Behaviour Support Units/services
- 2. Services/Programs
  - a. Day Programs:
    - i. Day drop-ins
    - ii. Specialized day programs (for Alzheimer's sufferers)
    - iii. Congregate meals
    - iv. Elderly Persons' Centres (EPCs)
    - v. Community recreation centres (senior friendly)
  - b. Support Services:
    - i. Meals-on-Wheels
    - ii. Transportation
    - iii. Friendly visiting
    - iv. Lifeline (medical alert systems)
    - v. Homemaking/cleaning/shopping
    - vi. Respite care/personal care
- 3. Shopping clubs
- 4. Wellness programs
- 5. Home adaptation/maintenance
- 6. Caregiver support/education
  - a. Specialized/Professional Services:
    - i. Family Health Team (including physicians, nurses, therapists & social workers)
    - ii. Physicians (GPs) making house-calls
    - iii. Pharmacy
    - iv. Diagnostic clinic (x-rays, blood work)
    - v. Health care professionals (coordinated through CCAC)
    - vi. RNs, Nurse Practitioners (NPs)
    - vii. Occupational Therapists (OT), Physio Therapists (PT)
  - b. Supplementary services:
    - i. Local grocery/variety store
    - ii. Municipal transit stop
- 7. Wellness Centre
  - a. Medical, Dentistry, Ophthalmology, Laboratory Services
    - i. Home Health Care, Equipment Services
    - ii. Fitness Centre, Inter-Generational Outdoor Fitness and Play Equipment
    - iii. Physiotherapy, Rehabilitation Services
    - iv. Mental Health Services
    - v. Foot Care
    - vi. Computer Resources Centre

- vii. Community Space/Auditorium for community activities

### FROM DREAM TO REALITY: FUNDING STRATEGIES

There are many factors that need to be considered in planning a campus of care. These include potential funding sources and regulatory/mandatory provisions that apply to various components, which could be either enabling or restricting in nature. General trends and government priorities will also influence and guide this process. Most important however will be the need to determine the current and future needs of seniors and the existing gaps in services.

The first consideration has to be the “up-front” and sustaining funding for the above-listed components of a campus of care:

1. Potential funding sources
  - a. Housing (construction):
    - i. Provincial/municipal/Infrastructure Ontario/banks/developers/seniors (Condominiums)
  - b. Housing (sustaining):
    - i. Tenants/renters
    - ii. Shelter subsidies (province-Ministry of Municipal Affairs & Housing)
    - iii. Support component (provincial Ministry of Community & Social Services/Ministry of Health & Long-Term Care/municipal)
  - c. Facility (LTCH):
    - i. “50%” grant from MOHLTC for approved new bed construction or redevelopment through a per diem of \$14.30/bed/day for 20 years
    - ii. Financing assistance from Infrastructure Ontario
  - d. Day Programs (services “d” through “g” are provided on a user-pay basis, that can be adjusted based on ability to pay if the service provider receives funding from LHIN, or, when a person is eligible for CCAC services these services are provided without a fee as they will be covered under OHIP)
  - e. Support Services
  - f. Specialized/Professional services
  - g. Supplementary services
2. Legislative/Regulatory provisions:
  - a. Housing
  - b. Facility (LTCHs)
  - c. Community Services (many, if not most of the components listed in 1. d. to g. above fall under common legislation)
  - d. General Labour and Health & Safety legislation
3. Policies and priorities of the government
  - a. Federal and provincial initiatives and programs need to be monitored and considered. For example in the past several years a number of initiatives, with funding attached, were launched to “keep seniors out of hospitals’ emergency rooms”
4. Demographic trends and Community needs

The recently completed Older Adult Strategy presents an excellent platform on which to build more focused needs studies that would enable Guelph to develop a multi-year strategic plan to position the City for the impact of the changing demographic profile of the community. The *campus of care* would also provide other unique opportunities for the City, such as youth employment, volunteering, co-location of

other City services and the creation of a *long-term care teaching centre of excellence*, in collaboration the University of Guelph and/or other academic institutions or private sector schools. Further, Guelph could enhance global leading practices related to healthy aging, developing the *campus of care* on the World Health Organization's (WHO) principles of an age-friendly community, which has guided the City's *Older Adult Strategy*. The International Federation on Ageing (IFA), based in Toronto, could act as a resource and key informant.

### Partnerships:

Much has been written in recent years about the need for more integrated approaches in meeting the needs of target populations, be they children, individuals with limited abilities or seniors. Looking at the extensive list of possible elements that could be built into a "campus of care" the enormity of such an undertaking becomes very apparent. Financial considerations are only one dimension in this puzzle. Managerial, technical, clinical and organizational expertise will be just as important.

In many communities there are already pockets or centres of expertise. Harnessing and collaborating with them has to be considered as the preferred route to take. A major undertaking of this nature will be a natural magnet and have a great appeal for many in the community. Below is a brief list of some of the potential partners:

- Developers/builders
- Charities and for-profit organizations that provide services to seniors in the community:
  - Physician practice groups (Family Health Teams)
  - Private health care providers (OTs, PTs, Labs)
- Commercial interests (retailers)

### AN APPROACH TO STAGED IMPLEMENTATION

1. Community input/development of campus vision
2. Identification of key stakeholders & their input, including providers, users, financial
3. Government/political buy-in/support – including Municipal, County and Provincial
4. Putting the campus together in stages based upon resources and needs-based assessment of service/program requirements

The case for support for a City of Guelph *campus of care* vision is based on the following considerations:

*A Compelling Need:* The need is based on demographics and current gaps in service access to support healthy aging. Healthy aging is a lifelong process of optimizing opportunities for improving and preserving health and physical, social and mental wellness, independence, quality of life and enhancing successful life course transitions. The application of this definition of healthy aging into the planning and development of community that contains an aging demographic has policy implications for both Guelph and other levels of government.

*A Willing Partner:* The City of Guelph has the capacity and will to forge partnerships both within and beyond the *campus of care* to ensure excellence in service delivery and the creation of a seamless continuum of care. The City could collaborate with the Province, the Local Health Integration Network, other local and regional providers, community organizations and the University of Guelph to create a model of integrated, innovative and client-centred care that could be a model for all of Ontario.



*A Committed Community:* Political and citizen commitment in Guelph has been crystallized through the *Older Adults Study*. Continued public input into the evolving vision would be a cornerstone of the process going forward.

*The Centre for Healthy Aging defines a campus of care as being “co-located facilities that operate as a single community”, with stress on the word “community”. Studies show that seniors who are engaged with their communities stay healthier longer.*

World Health Organization: *“A society that treats its most vulnerable members with compassion is a more just and caring society for all.”*

# STAFF REPORT



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TO Community & Social Services Committee

SERVICE AREA Community and Social Services  
Community Engagement and Social Services

DATE May 14, 2013

**SUBJECT Community Benefit Agreement: Guelph Neighbourhood Support Coalition**

REPORT NUMBER CSS-CESS-1323

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek Council approval to delegate authority to the Executive Director of Community and Social Services to approve a Community Benefit Agreement with the Guelph Neighbourhood Support Coalition (GNSC), as part of the Community Investment Strategy implementation, subject to approval by Legal and Realty Services.

### KEY FINDINGS

In July 2010, Council approved the Sustainable Neighbourhood Engagement Framework (SNEF), which laid out a new structure for neighbourhood groups involving an expanded role for the GNSC as an independent organization. The GNSC would act as a bridge between neighbourhood groups and partners, including the City of Guelph.

At the May 10, 2011 meeting of the Community and Social Services Committee, staff were directed to "work with the GNSC Steering Committee to reach a decision to become either an independent non-profit organization, or to enter into a long-term relationship with a 'host' organization, and to carry out the decision as described in the (revised) SNEF Implementation Plan."

On Sept 24, 2012, Council approved the Community Investment Strategy Strategic Policy Framework and implementation of five new community investments mechanisms, including Community Benefit Agreements.

The October 12, 2011 Information Report #CSS-CESS-1141, "Sustainable Neighbourhood Engagement Framework Update," reported that Steering Committee members recommended that the GNSC apply for both non-profit incorporation and charitable status.

The December 20, 2012 Information Report #CSS-CESS-1240, "Sustainable

# STAFF REPORT

Neighbourhood Engagement Framework Transition Update,” reported that:

- GNSC incorporation application had been approved
- Executive Director and bookkeeper had been hired

This report also included the following next steps:

- Once City staff contracts for neighbourhood groups end, and neighbourhood group staff sign contracts with GNSC.
- City and GNSC Board to sign a Community Benefit Agreement.

## **FINANCIAL IMPLICATIONS**

A total of \$454,300 is provided to the GNSC to deliver the activities and services outlined in the Sustainable Neighbourhood Engagement Framework.

There is \$382,900 to support the GNSC as part of the approved operating budget of Community Engagement and Social Services Liaison Department. This specifically supports staffing and activities of eleven neighbourhood groups (\$225,000), utilities and cost for six neighbourhood Groups (\$24,800) and (\$104,600) for GNSC operations. Additionally, for 2013 (\$40,900) that the city administers on behalf of the United Way for their grant historically made to specific neighbourhood groups of the GNSC.

Additionally Community Engagement staff will allocate 25% of their time valued at (\$48,000) to work with the Partner Panel, the Neighbourhood Panel, the Board of Directors and Neighbourhood Groups to build the capacity of the GNSC, partners and community leaders.

Furthermore, the GNSC will receive approximately \$11,000 of support through the reduction of fees or charges for City facilities and services.

## **ACTION REQUIRED**

- Delegate authority to the Executive Director of Community and Social Services to approve a Community Benefit Agreement with the Guelph Neighbourhood Support Coalition (GNSC), as part of the Community Investment Strategy implementation, subject to approval by Legal and Realty Services.

## **RECOMMENDATION**

1. That Council delegate authority to the Executive Director of Community and Social Services to approve the GNSC Community Benefit Agreement as part of the Community Investment Strategy implementation, subject to approval by Legal and Realty Services
2. THAT Committee approve Schedule V of the Delegation of Authority By-law with the updated version attached hereto as Attachment 1

## BACKGROUND

In July 2010, Council approved the Sustainable Neighbourhood Engagement Framework (Report #CS-IS-1015), which laid out a new structure for neighbourhood groups involving an expanded role for the GNSC as an independent organization. The GNSC acts as a bridge between neighbourhood groups and partners, including the City of Guelph.

In May 2011, in response to the Sustainable Neighbourhood Engagement Framework (SNEF) Update (Report #CSS-CESS-1116), Council directed staff to “work with the GNSC Steering Committee to reach a decision to become either an independent non-profit organization, or to enter into a long-term relationship with a ‘host’ organization, and to carry out the decision as described in the (revised) SNEF Implementation Plan.”

On September 24, 2012, Council approved the Community Investment Strategy Strategic Policy Framework (Report #CSS-CESS 1221) and implementation of five new community investments mechanisms, including Community Benefit Agreements.

The October 12, 2011 Information Report (#CSS-CESS-1141), “Sustainable Neighbourhood Engagement Framework Update,” reported that Steering Committee members recommended that the GNSC apply for both non-profit incorporation and charitable status.

The December 20, 2012 Information Report (#CSS-CESS-1240), “Sustainable Neighbourhood Engagement Framework Transition Update,” reported that:

- GNSC incorporation application had been approved
- Executive Director and bookkeeper had been hired

This report also included the following next steps:

- City staff contracts for neighbourhood groups end, and neighbourhood group staff sign contracts with GNSC
- City and GNSC Board to sign a Community Benefit Agreement

## REPORT

The Sustainable Neighbourhood Engagement Framework recognizes the City’s long standing history in supporting neighbourhood groups. The vision states that “Engaged neighbourhoods make a positive difference to the health and wellbeing of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and small ways, in shared activities that impact the circumstances, aspirations and opportunities of all who live there, and raise the quality of life for

# STAFF REPORT

Guelph as a whole.” It outlines the following categories of activities that funding supports:

- Delivering accessible services close to users and in an affordable way
- Delivering responsive services that are relevant to users
- Basic engagement in decision making processes and dialogue with partners
- Creating a sense of belonging through outreach and leadership development

As noted in the Community Investment Framework, Community Benefit Agreements (CBAs) are to enable the City to work with the community benefit sector to foster community wellbeing and/or enhance City services and programming. These legal agreements guide ongoing collaborative relationships with community organizations where there is:

- i. Mutual or complementary benefits;
- ii. Joint investment of resources (e.g. time, funding, expertise, information);
- iii. Shared definition of authority, risk and responsibility

The CBA provides an open and transparent way the City can support neighbourhood groups to achieve their vision and provide access to programs and engagement at the neighbourhood level. It also increases community involvement and leadership in the neighbourhood.

Community Benefit Agreements will be negotiated and managed by designated General Managers within Community and Social Services under the direction of the Executive Director. They have a number of specific features that support accountability for the effective and efficient delivery of services that positively impact the community. In the case of the CBA with the GNSC, the GNSC will provide a workplan with key performance measures that will allow both parties to track achievement. There is a six month interim reporting requirement as part of the agreement. Since this is the first agreement, the term of the agreement is limited to one year. The Supervisor of Community Engagement is also part of the governance structure of the GNSC.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.1 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

# STAFF REPORT



## City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

Community Investment Strategy Management Group: Business Services, Parks and Recreation, Culture and Tourism, Public Works, Finance and Legal Services.  
Legal and Realty Services  
Clerks

## **COMMUNICATIONS**

Communications to relevant stakeholders following the signing of the CBA

## **ATTACHMENTS**

ATT-1 Delegation of Authority: Schedule of Delegation – Schedule V

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### **Approved By**

Barbara Powell  
General Manager,  
Community Engagement and Social  
Services  
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[Barbara.powell@guelph.ca](mailto:Barbara.powell@guelph.ca)

---

### **Recommended By**

Colleen Bell  
Executive Director  
Community and Social Services  
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[colleen.bell@guelph.ca](mailto:colleen.bell@guelph.ca)

**Attachment 1: Schedule of Delegation**

Schedule “V” to By-law Number (2013)-19529

**DELEGATION OF AUTHORITY TO APPROVE THE EXECUTION OF  
COMMUNITY WELLBEING GRANT ALLOCATIONS**

<b>Power to be Delegated</b>	Authority to approve the execution of Community Benefit Agreement for the Guelph Neighborhood Support Coalition
<b>Reasons in Support of Delegation</b>	<ul style="list-style-type: none"><li>○ Contributes to the efficient management of the City of Guelph</li><li>○ Increases the participation of residents in municipal decision making</li><li>○ Meets the need to respond to issues in a timely fashion</li><li>○ Maintains accountability through conditions, limitations and reporting requirements</li><li>○ Minor in nature</li><li>○ Supports the City’s Corporate Strategic Plan</li></ul>
<b>Delegate(s)</b>	<p>The following staff or their successors thereof:</p> <ul style="list-style-type: none"><li>○ Chief Administrative Officer (CAO)</li><li>○ Executive Director, Community and Social Services</li><li>○ A person who is appointed by the CAO or selected from time to time by the Executive Director, Community and Social Services to act in their stead</li></ul>
<b>Council to Retain Power</b>	No
<b>Conditions and Limitations</b>	<ul style="list-style-type: none"><li>○ Community Benefit Agreement must be funded through a current year’s operating budget which has been approved by Council</li></ul>
<b>Review or Appeal</b>	Not Applicable
<b>Reporting Requirements</b>	Annual information report on agreements executed during the year pursuant to this delegation of authority

**CONSENT REPORT OF THE  
CORPORATE ADMINISTRATION, FINANCE  
& ENTERPRISE COMMITTEE**

May 27, 2013

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

Your Corporate Administration, Finance & Enterprise Committee beg leave to present their FOURTH CONSENT REPORT as recommended at its meeting of May 13, 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-2013.17    2014 Budget Schedule**

That the 2014 Budget Schedule identified in Finance Report FIN-13-19 "2014 Budget Schedule" be approved.

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 May 13, 2013 meeting.***



# STAFF REPORT



TO Corporate Administration, Finance & Enterprise Committee

SERVICE AREA Finance & Enterprise Services

DATE May 13, 2013

**SUBJECT 2014 Budget Schedule**

REPORT NUMBER FIN-13-19

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to provide an overview of the City of Guelph's 2014 Budget Schedule. This report will highlight the key dates affecting Council and members of the public relating to:

- Tax Supported Operating & Capital Budgets,
- Local Boards and Shared Services Operating & Capital Budgets, and
- Enterprise Funded Operating and Capital Budgets

### KEY FINDINGS

- Elimination of the Budget Pressures Report
- Increased opportunity for public consultation for the Enterprise Budgets
- Approval of the 2014 Budget Schedule
- Formal 2014 Budget debrief process with Council

### FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

### ACTION REQUIRED

Corporate Administration, Finance & Enterprise Committee to recommend approval.

## RECOMMENDATION

That the 2014 Budget Schedule identified in Finance Report FIN-13-19 2014 Budget Schedule be approved.

## BACKGROUND

Several best practice recommendations with respect to municipal budgeting have been adopted in recent budget processes. Beginning with the 2012 budget process, these include:

- Creation and presentation of a budget schedule
- Presentation and approval of a budget pressures report

# STAFF REPORT

- Formation of cross-departmental budget teams for the operating and capital budgets
- Inclusion of management performance measures across all departments
- Higher degree of qualitative information including discussion on services that are provided, accomplishments and objectives for the coming year for each City department.
- Transition of the City's Enterprise budgets to services based budgets with a multi-year forecast.
- Presentation of the tax supported operating, tax supported capital, enterprise and local boards and shared services budget on different nights. This provides the opportunity for greater review and discussion from both staff and Council for all budgets

As highlighted above, beginning with the 2012 budget process, significant improvements have been made with respect to how the City presents its spending plans and the opportunity exists to continue to build upon these successes.

## **REPORT**

In the report that follows, proposed improvements to the 2014 budget process will be discussed and the corresponding budget schedule will highlight key dates that require Council's availability for review, deliberation, public delegation, and approval.

### **2014 Budget Process**

As the City begins preparing for the 2014 budget, staff has identified key areas where improvements could be made to gain efficiencies in terms of staff and Council resources. The proposed efficiencies are discussed in detail below.

#### **Budget Guideline**

The budget guideline report provides a high level overview to staff, Council and the public with respect to the targeted tax levy increase for the coming year. The report was sent to Council for receipt in FIN-13-14 2014 Budget Workshop Follow-up and Responses and provides a consistent, formula driven multi-year guideline that takes into account inflationary pressures, volume increases and investment. It also offers a degree of predictability to the tax payer that has not previously been demonstrated early in the City's budget process.

# STAFF REPORT

## Budget Pressures Report

The Budget Pressures Report was formerly delivered to Council indicating the pressures influencing the budget process. However, the 2014 process will treat this as a staff and administrative exercise in an effort to minimize confusion regarding the information presented.

## Building Upon Work Done Through Prior Budget Processes

As discussed earlier, prior budget process enhancements improved how the City presents and communicates spending plans to Council and the public. Staff feels that a stable framework is in place to continue to improve upon current work and take further advantage of the experienced time savings by continuously working to improve the existing framework, rather than restarting with a different process.

In 2014, it is expected that staff will focus on multi-year budgeting for the City's tax-supported operating budget. Therein lays an opportunity to provide added value to the City's budget process by providing increased transparency and predictability.

## Development and Use of Corporate Budget Teams

The City's respective Service Areas are tasked with the following in the development of the City's operating and capital budgets:

- Lead the development of realistic and responsible departmental budgets
- Submit budget requests based on supportable facts that can be well understood by the general public and other members of the organization
- Ensure that the resources and assets under their authority are effectively managed on an ongoing basis

IN addition, beginning in 2012, cross-departmental corporate budget teams were implemented and employed, providing effective communication of expectations to all staff involved in the budget process, in addition to the review of options for operational cost reductions and savings prior to the budgets being brought forward to Executive Team members. The City's Executive Team maintains a key role in making corporate decisions related to budget development, and the ranking of growth and new service requests at both a service area and corporate level.

In 2014, the Direct Report Leadership Team and Budget Group will again be expected to incorporate the idea of doing business differently through innovation and risk management. This team will be responsible for

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# STAFF REPORT

reviewing the budget through a corporate lens and making recommendations to the Executive Team that reflect corporately strategic decisions. It is once again anticipated, that while this will require a higher time commitment from members of the budget teams, the Executive Team's time requirements regarding direct involvement will be diminished and capacity freed up to expand additional focus on strategic budget development decisions.

## **2014 Budget Schedule**

Following the path set with the 2012 and 2013 budgets, the 2014 budget schedule features the following highlights:

- All budget presentations will be made to Council of the whole
- The City's budget presentations will be divided into four distinct areas of focus to allow for greater input and review. These areas are:
  - Tax Supported Capital
  - Tax Supported Operating
  - Local Boards & Shared Services
  - Enterprise Funded Operating and Capital
- Introduction of multi-year budgeting for the tax-supported operating budget.
- Enterprise Budgets will be presented and approved on separate nights, and a formal night for delegations will be provided.

In addition to the above, the 2014 budget schedule incorporates additional opportunities for Council involvement, as well as public input. The need for these opportunities was identified throughout the 2012 and 2013 budget processes. These include:

- Place additional focus and discussion around the development of the budget pressures with staff and Council to ensure that analyzed impacts on the 2014 budget are well communicated. This will assist in reducing the amount of staff time required later in the year with respect to budget development and review.
- Engage members of Council to ensure that Council's priorities are reflected in the budget process and budget development.
- Include a long-term operating forecast highlighting anticipated revenue and expense impacts and proposed rate increases (if applicable) for the City's operating budgets (Tax-Supported and Enterprise)

# STAFF REPORT

- Schedule a formal 2014 budget debrief session with Council of the whole to receive feedback on aspects of the budget that went well and areas where improvement is needed

The schedule that follows highlights the important dates for the 2014 budget process:

## 2014 Budget Schedule

Date	Event
April 23, 2013	CAFE Committee Compensation Workshop
May 7, 2013	Council Capital Budget Workshop
<b>May 13, 2013</b>	<b>2014 Budget Schedule Report to CAFE Committee</b>
October 1, 2013	Presentation of the Tax Supported Capital Budget
October 24, 2013	Presentation and Public Delegations of the Enterprised Funded Budgets
<b>November 5, 2013</b>	<b>Approval of the Enterprise Funded Budgets</b>
November 5, 2013	Presentation of the Tax Supported Operating Budget
November 27, 2013	Presentation of the Local Boards and Shared Services' Budgets
November 28, 2013	Public Delegation Night
<b>December 5 &amp; 11, 2013</b>	<b>Council Deliberation &amp; Approval of Tax Supported Operating &amp; Capital Budgets</b>
January/February 2014	Council Debrief Session

## CORPORATE STRATEGIC PLAN

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

2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability

3.3 Strengthen citizen and stakeholder engagement and communications

## DEPARTMENTAL CONSULTATION

Key dates have been reviewed and agreed upon by the Direct Report Leadership Team Budget Committee.

## COMMUNICATIONS

A copy of the 2014 Budget Schedule will be posted on the City's website and advertised in City News publications.

## ATTACHMENTS

N/A

# STAFF REPORT

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"original signed by Andrew Pike"

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**Report Author**

Andrew Pike  
Financial Analyst

"original signed by Sarah Purton"

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**Approved By**

Sarah Purton  
Manager,  
Financial Planning & Budgets  
519-822-1260 ext. 2325  
E: sarah.purton@guelph.ca

"original signed by Al Horsman"

---

**Recommended By**

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Finance & Enterprise/CFO  
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## **CONSENT REPORT OF THE NOMINATING COMMITTEE**

May 27, 2013

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

Your Council as Committee of the Whole beg leave to present their FIRST  
CONSENT REPORT as recommended at its meeting of May 27, 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 Nominating Committee will be  
approved in one resolution.*

### **1) COUNCIL APPOINTMENTS TO WELLINGTON-DUFFERIN-GUELPH PUBLIC HEALTH BOARD OF DIRECTORS**

THAT \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ be appointed to the  
Wellington-Dufferin Guelph Public Health Board of Directors for a term ending  
\_\_\_\_\_.

All of which is respectfully submitted.

**CONSENT REPORT OF THE  
OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE**

May 27, 2013

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

Your Operations, Transit & Emergency Services Committee beg leave to present their SECOND CONSENT REPORT as recommended at its meeting of May 6, 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 Operations, Transit & Emergency Services Committee will be approved in one resolution.*

**OTES-2013.5 Fireworks By-law Amendment**

1. That the Operations, Transit & Emergency Services Staff Report #OTES051307 'Fireworks Bylaw Amendment' dated May 6, 2013, be received.
2. That the Fireworks By-law amendment set out in Operations, Transit & Emergency Services Report #OTES051307 dated May 6, 2013, be approved.
3. That the decision as to when fireworks can be displayed and discharged be delegated to the Fire Chief as set out in Operations, Transit & Emergency Services Report #OTES051307 dated May 6, 2013.

**OTES-2013.7 Exotic Animals By-law**

1. That the Operations, Transit & Emergency Services Committee Report #OTES051310 dated May 6, 2013, regarding the Exotic Animal Bylaw be received.
2. **That the Exotic Animals By-law set out in Operations, Transit & Emergency Services Report #OTES051310 dated May 6, 2013, as amended, replacing "domestic pigs" with "pot-bellied pigs" in Schedule A, be approved.**

All of which is respectfully submitted.

Councillor Findlay, Chair  
Operations, Transit &  
Emergency Services Committee

**PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE MAY 6, 2013 MEETING.**



# STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services

DATE May 6, 2013

**SUBJECT Fireworks Bylaw Amendment**

REPORT NUMBER OTES051307

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present to the Operations, Transit and Emergency Committee an amendment to the Fireworks by-law, delegating the authority to permit fire work displays and the discharge of fireworks on days not currently identified within the by-law to the Fire Chief.

### KEY FINDINGS

The current Fireworks Bylaw does not recognize the diversity of our community.

### FINANCIAL IMPLICATIONS

The cost of reviewing requests for exemptions to the Fireworks Bylaw will be provided for within the existing operating budgets of the Guelph Fire Department and the City's Bylaw Compliance and Security Department.

### ACTION REQUIRED

To receive staff's report and to recommend the proposed amendment to the City's Fireworks By-law be passed by Council.

## RECOMMENDATION

1. That the Operations, Transit & Emergency Services Report # OTES051307 Fireworks Bylaw Amendment dated May 6, 2013 be received.
2. That the Fireworks By-law amendment set out in Operations, Transit & Emergency Services Report # OTES051307 be approved.
3. That the decision as to when fireworks can be displayed and discharged be delegated to the Fire Chief as set out in Operations, Transit & Emergency Services Report # OTES051307 dated May 6, 2013.

## BACKGROUND

In November 2012, Bylaw Compliance staff received and responded to a number of calls regarding illegal fireworks displays.

Upon investigation it was learned that some residents discharging fireworks were celebrating a traditional festival known as Diwali.

## REPORT

The existing Fireworks By-law recognizes Victoria Day and Canada Day as days on which fireworks may be displayed and used. To discharge fireworks on any other day or to conduct high hazard fireworks displays requires Council's specific permission.

In responding to complaint calls regarding fireworks being displayed in mid-November, staff discovered the displays were part of the celebration of a traditional Hindu festival called Diwali. Also known as the Festival of Lights, Diwali (or Devali) is celebrated over 5 days between mid-October and mid-November. In 2013 the celebration will begin on November 3.

Diwali is recognized as an official holiday in many countries, including India, Nepal, Sri Lanka, Myanmar, Mauritius, Guyana, Trinidad and Tobago, Surinam, Malaysia, Singapore and Fiji. Considering Guelph's multi-cultural makeup and commitment to recognizing cultural diversity, making Diwali a recognized fireworks celebration date seems the next logical step.

Consistent with Council's desire to delegate administrative decisions to staff, the recommended amendment also proposes to delegate the decision as to when fireworks can be displayed and discharged to the Fire Chief. The delegated authority stipulates the Fire Chief will consult with Bylaw Compliance staff, take into account public safety and potential noise levels. It will also require that the public be made aware of any authorized display or discharging of fireworks at least 48 hours prior to an event. In addition to delegated authority to staff we will commit to report on an annual basis when this authority has been exercised.

## CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- 2.2 Deliver public services better
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

# STAFF REPORT

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## COMMUNICATIONS

Public notification of fireworks discharge will occur at least 48 hours prior to an event as a condition of the delegated authority.

## ATTACHMENTS

ATT-1          Attachment 1 Proposed Fireworks Amendment

**Report Author:** Randy Berg, Supervisor, Bylaw Compliance and Security

---

**Recommended By**  
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Manager  
Bylaw Compliance and Security  
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**Approved By**  
Derek McCaughan  
Executive Director  
Operations, Transit and Emergency Services  
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## THE CORPORATION OF THE CITY OF GUELPH

### By-law Number (2013) – -----

Being a By-law to amend By-law Number (1993) – 14362 as amended by By-laws (1994)-14680, (1998)-15878 and (1999)-16207, a by-law regulate the display, sale and setting off of fireworks (specifically to permit the discharge of fireworks when permitted by the Fire Chief), and to amend the Municipal Code Chapter 151 and to repeal By-law Number-----.

### NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. That Section 8.(b) of By-law Number (1993)-14362 as amended be deleted and replaced with the following:
  - 8.(a) No person shall discharge any fireworks on City-owned lands unless permission to do so has been given by the Guelph Fire Chief or his/her designate, which permission may be subject to terms and conditions, including but not limited to, the provision of liability insurance naming the City of Guelph as an additional insured.
  - 8.(b) No person shall discharge any fireworks within the City of Guelph at any time except on the days observed as Victoria Day, Canada Day, Diwali and on the day immediately preceding Victoria Day, Canada Day unless permission to do so has been given by the Guelph Fire Chief or his/her designate.
2. That Section 9.(a) and 9.(b) of By-law Number (1993)-14362 as amended be deleted and replaced with the following:

# STAFF REPORT



- 9.(a) No person or organization shall conduct a fireworks display using High hazard fireworks within the City of Guelph without first obtaining approval to do so from the Guelph Fire Chief or his/her designate.
  - 9.(b) No person or organization approved by the Guelph Fire Chief or his/her designate to conduct a Highhazard fireworks display shall do so without first obtaining a permit from the Guelph Fire Department to conduct the fireworks display.
3. That the following sections be added to By-law Number (1993)-14362 as amended:
- 8.(c) When granting an approval under section 8.(a) or 8.(b) the Guelph Fire Chief or his/her designate, The delegated authority stipulates the Fire Chief will consult with Bylaw Compliance staff, take into account public safety and potential noise levels. It will also require that the public be made aware of any authorized display or discharging of fireworks at least 48 hours prior to an event.
  - 9.(h) When granting an approval under section 9.(a) or 9.(b) the Guelph Fire Chief or his/her designate, The delegated authority stipulates the Fire Chief will consult with Bylaw Compliance staff, take into account public safety and potential noise levels. It will also require that the public be made aware of any authorized display or discharging of fireworks at least 48 hours prior to an event.
4. Sections 1, 2 and 3 of this By-law shall come into effect immediately.
5. This By-law is hereby adopted as Municipal Code Amendment #---, amending Chapter 151 of the Corporation of the City of Guelph's Municipal Code.

**PASSED this----- day of-----, 2013.**

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**KAREN FARBRIDGE - MAYOR**

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**BLAIR LABELLE - CITY CLERK**



# DIWALI – FESTIVAL OF LIGHTS

---

*Celebration denotes Win of Good over Evil*

*Celebrated by many religions together – Brings harmony*

## MESSAGE ON DIWALI

© Sampaplanet.com



May This Diwali be as bright as ever.  
May this Diwali bring joy, health and wealth  
to you.  
May the festival of lights brighten up you  
and your near and dear ones lives.  
May this Diwali bring in u the most  
brightest and choicest happiness and  
love you have ever Wished for.  
May this Diwali bring you the utmost peace  
and prosperity.  
May lights triumph over darkness.  
May peace transcend the earth.  
May the spirit of light illuminate the world.  
May the light that we celebrate at Diwali  
show us the way and lead us together on the  
path of peace and social harmony.

**"WISH U A VERY HAPPY DIWALI"**

HOUSE DECORATED WITH LIGHTS BY GIRLS  
WHO ARE CONSIDERED GODDESSES





FIREWORKS ON LAWN COMPLETES THE  
CEREMONY



MUSLIM BOYS ENJOYING DIWALI  
FIREWORKS



# SIKHS CELEBRATING DIWALI



# LAXMI-GODDESS OF WEALTH







# DIWALI

# What is Diwali?

- Diwali is a festival which lasts for 5 days.
- Diwali means “row of lighted lamps” and is often called the Festival of Lights.
- The festival celebrates good over evil; light over darkness.
- Diwali is celebrated in many different ways in different parts of the world
- Diwali is also used to celebrate a successful harvest.
- Fire crackers are burst for the celebration

Decorating homes with fancy lights, candles, lamps (divas) and flowers







**Fireworks displays**



Exchanging sweets and gifts with  
family and friends.  
Having feasts with family and friends.



# Drawing Rangoli patterns on floors

Rangoli patterns are drawn to welcome in visitors to people's homes. They are also thought to welcome the Goddess of Wealth.



# Participating in celebrations

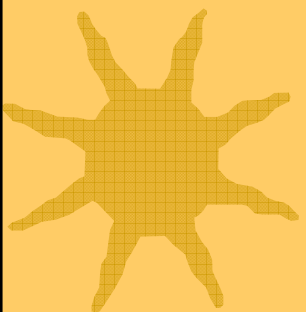
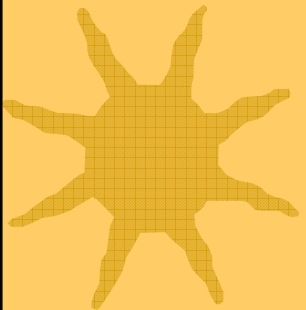
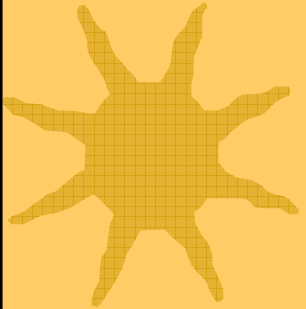


**From:** Tanweer Usmani  
**Sent:** April 24, 2013 2:04 PM  
**To:** Clerks  
**Subject:** Registration

I, Tanweer Usmani, resident of \_\_\_\_\_, Guelph, ON, am registering in support of the by law change to permit the fire work on the day of Diwali by Hindu calender.

Thanks  
Tanweer Usmani





# *Deepawali*

*A Celebration of Spirituality and Universal Values*



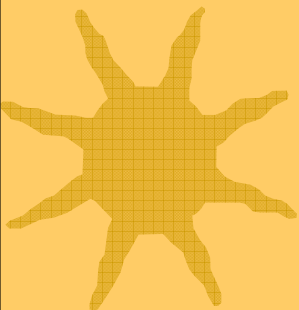
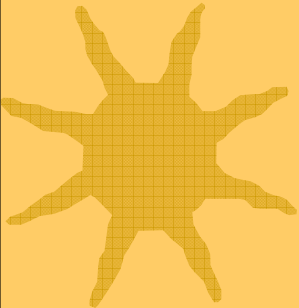
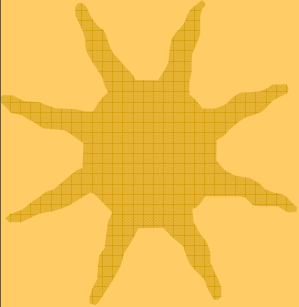
© Singari Vijay





## Hindu Heritage of Universal Values: CIVILIZATION

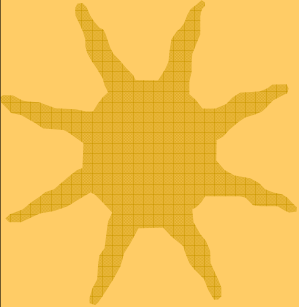
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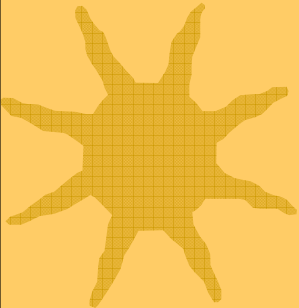
- ❑ The unthinkable leap forward (*Kenneth Clarke, 1969*)
  - Sudden appearance of civilizations in 3000 B.C.  
(Egypt, Mesopotamia, Indus Valley)
  - Miracle of Ionia and Greece in late 6 B.C.  
(Philosophy, Science, Art, Poetry)
  - **Spiritual Enlightenment in India unparalleled in the history of mankind**
  - Outpouring of energy in Western Europe (12<sup>th</sup> Century)



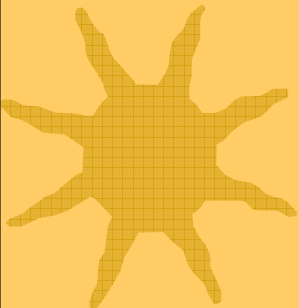
## When is Deepawali celebrated?



- ★ The Indian calendar is based on the lunar cycle and the movement of the moon, unlike the conventional Gregorian/English calendar.



- ★ The result is that Indian festivals move sideways the English calendar from year to year.

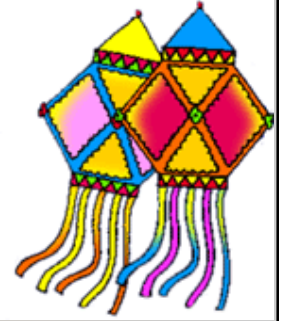


- ★ Deepawali, for example falls on the date of the no moon In the month of Kartika (Hindi Calendar), usually it falls in October or November.





# *What is Deepavali?*



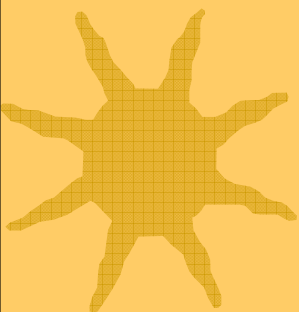
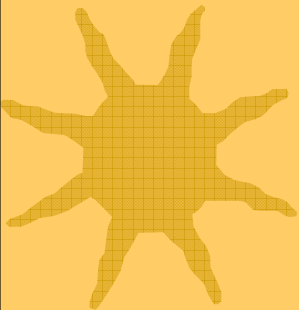
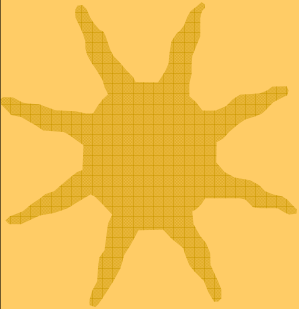
★ **Diwali derived from the Sanskrit word Deepavali**

Deepavali = Deep + Avali

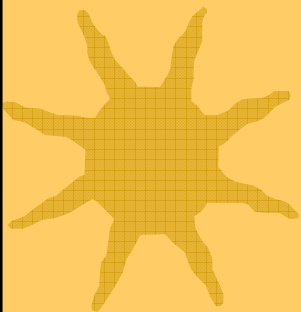
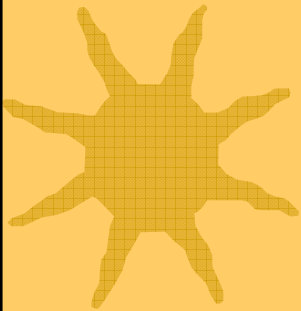
Deep = light

Avali = a row

**Diwali = Deepavali = A Row of Light**







# DEEPAWALI

- ★ Most common festival of Hindus, Sikhs, Jains
- ★ Remove darkness and ignorance
- ★ Bring in light and knowledge
- ★ Stories Behind the Celebration
- ★ Five Day Celebration
- ★ Rongoli
- ★ Fireworks

Happy Diwali !



दीपावली  
की अनेक  
शुभकामनाएँ।



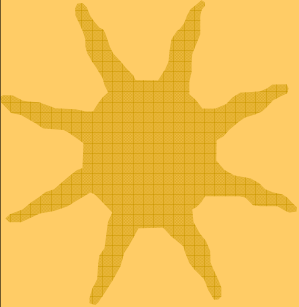
May hope,  
success  
and happiness  
light up your  
Diwali !





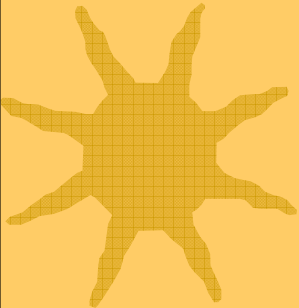
# *Story of King Rama*

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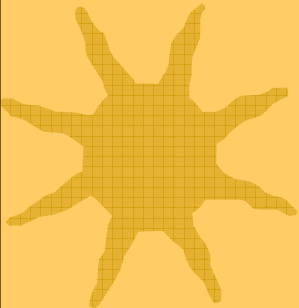


★ After fourteen years of exile in the forest, the Prince of Ayodhya, Rama, and his brother Laksman, returned to their hometown.

★ Before that, they defeated Ravana in a fierce war. Ravana had kidnapped Rama's wife, Sita.



★ Upon Rama's return to Ayodhya the people of the town lit lamps to welcome the Prince back and to celebrate the victory over demon Ravana.

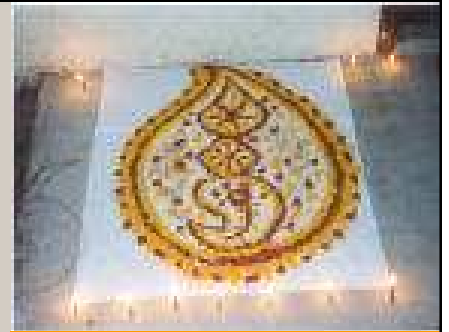


★ Overjoyed at Queen Sita's rescue and the safe return of King Rama, the people danced and celebrated and fired fireworks to show how happy they were. These festivities continue every year at Diwali and are still celebrated today.



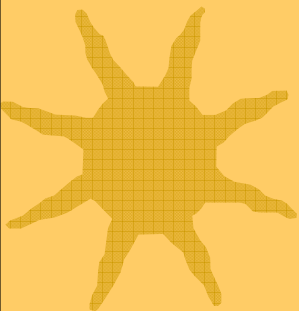
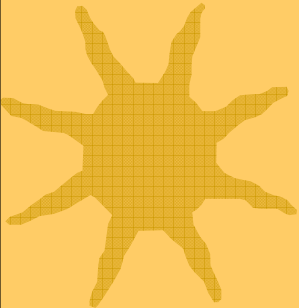
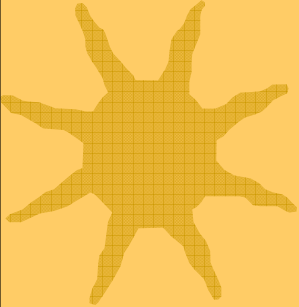
# *Celebrations...*

Beautiful and colorful designs are  
put in front of their houses called  
“Rangoli”





# *How is Deepawali celebrated?*



- ★ People light their houses with lots of lamps
- ★ Worship at home and temples
- ★ Fireworks symbolize celebration of the ‘Triumph of Good over Evil’
- ★ Family Get Together
- ★ Distributing Sweets







## *Significance of Lamp*

- ★ Light symbolizes knowledge
- ★ Light is Lord Himself
- ★ Light removes darkness that symbolizes ignorance





# Community Celebration



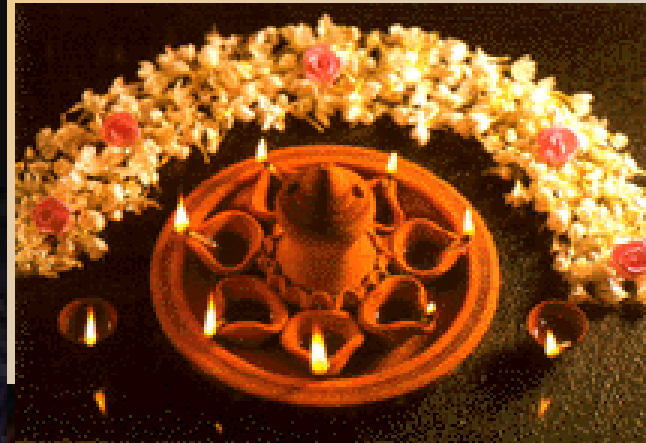
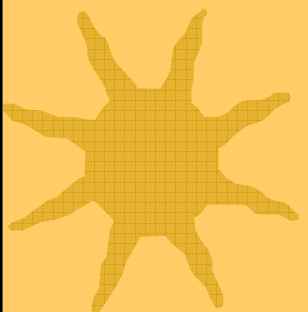
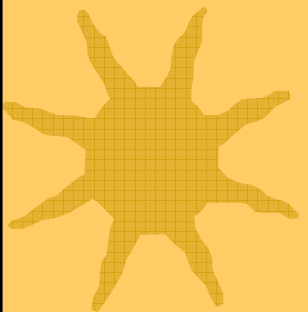
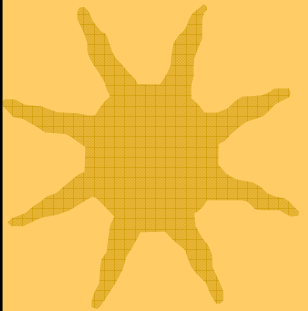
Deepavali is a **people oriented festival** when families and friends meet to enjoy and establish a world of closeness. As the light from within shines through, the ignorance that blinds us fades away!



# *Celebrations...*



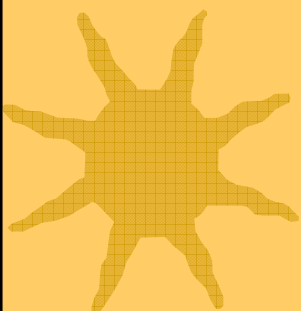
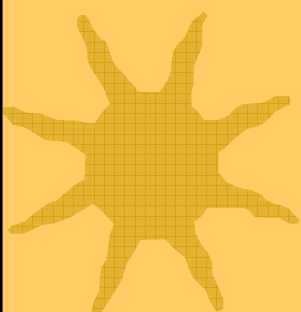
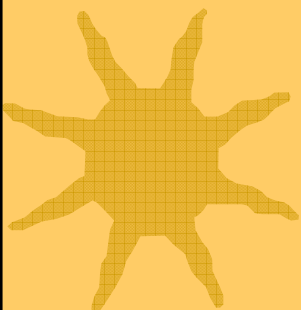
After sunset, Fireworks are seen everywhere...





# *Lights-Lamps and Fireworks*

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**From:** jatinder verma

**Sent:** April 27, 2013 11:22 AM

**To:** Clerks

**Subject:** Request to Register in Support of By Law Change for Fireworks -Diwali

Dear Sir / Madam,

As a resident and member of Guelph Hindu community I support the above by-law change being taken up by the Operations, Transit and Emergency Services committee on May 6 at 3 pm in Council Chambers.

Could you please register me as a supporting member of Hindu community and willing to attending meeting?

Please acknowledge and confirm receipt of this request.

Thanks

Jatinder Verma

Member, Guelph Hindu community

**Presentation in  
support of By-  
Law change of  
Deepavali  
celebration –  
Kannada Sangha  
Association**



# DeepaVali

“DeepaVali” or Diwali is the Indian Festival of lights.

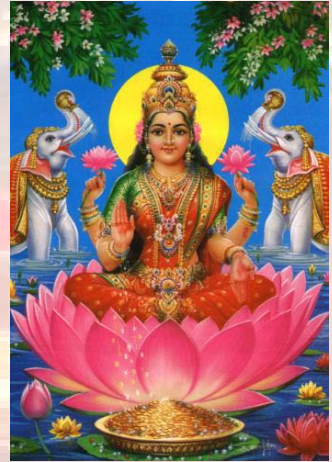
‘Deepa’ means lamp or light and ‘Vali’ means ‘string of’.



# Deepavali is celebrating win of Good vs Evil

Diwali signifies in many ways

- Rama returning to Ayodhya
- Defeating Ravan
- Thanking God Lakshmi for what she has given all year long and praying for better future.





# Rangoli-Painted Prayers

Rangoli formed  
using colour  
powder, food  
grains, flower  
petals





During  
Deepavali  
everyone is in  
joyous mood  
and share food,  
sweets and gifts





**People of every religion celebrate fireworks together, decorate homes with lots of lights**





**During Deepavali kids enjoy the most with beautiful dress, fire crackers, sweets and gifts. Just like in christmas, to see the happiness in their eyes is priceless**





# DEEPAWALI

## A FAMILY CELEBRATION



-Manman Purohit

# Dewali for Sikhs

Dr Ravi Rai  
Ex-President &  
Spokes person  
Guelph Sikh Society

# Dewali celebration

- Diwali, the Festival of Lights, is celebrated by [Sikhs](#), [Hindus](#) and [Jaines](#).
- For Sikhs, Diwali is particularly important because it celebrates the release of 6<sup>th</sup> Guru Hargobind Singh and 52 other Hindu kings from Gwalior prison in 1619.
- The Sikh Guru agreed to leave the prison with the condition if the king released all others along with him.



- In the Sikh tradition, Diwali commemorates the release of Guru Hargobind, the sixth Sikh Guru, who was imprisoned by the Mughal emperor Jahangir. When Guru Hargobind arrived in Amritsar, his devotees lit thousands of oil lamps to celebrate his return. For Sikhs, this day is known as ***Bandi Chhor Divas*** (day of release from prison). Sikhs celebrate Diwali by lighting oil lamps and reading from the Guru Granth Sahib, the Sikh holy text.



# Dewali at Golden temple and rural Punjab India



# Dewali at Golden Temple Amritsar





# Dewali at Golden temple in 2011



# Dewali at Golden temple 2011







# STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit and Emergency Services

DATE May 6, 2013

**SUBJECT Exotic Animals Bylaw**

REPORT NUMBER OTES051310

---

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide the Operations, Transit and Emergency Committee a draft Bylaw to amalgamate the existing Exotic Animal Bylaws into one and clarify the prohibition of certain exotic animals.

### KEY FINDINGS

The current Exotic Animals Bylaw is confusing for residents as it consists of two separate Bylaws and associated amendments. The current regulations prohibit non-threatening snakes and reptiles currently permitted in other municipalities and has wording that contradicts the regulations within the City's Zoning Bylaw with respect to farm animals.

### FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

### ACTION REQUIRED

To receive staff's report and to recommend the proposed Exotic Animal Bylaw be passed by Council.

## RECOMMENDATION

1. That the Operations, Transit & Emergency Services Committee Report #OTES051310 dated May 6, 2013, regarding the Exotic Animal Bylaw be received.
2. That the Exotic Animals Bylaw set out in Operations, Transit & Emergency Services Report #OTES051310 dated May 6, 2013 to be approved.

## BACKGROUND

There has been some confusion on the part of pet owners as to what constitutes an exotic animal and why some species, while harmless, are prohibited in the City of Guelph.

# STAFF REPORT

In addition, the wording within the City's Exotic Animal Bylaw is inconsistent with the regulations of the City's Zoning Bylaw. For example under the City's Exotic Animal Bylaw a domestic cow is permitted within the City, however the Zoning Bylaw only permits cattle in agriculture areas.

## REPORT

The City's current Exotic Animal Bylaw actually consists of two separate Bylaws specifically:

- (1978)-9876 Bylaw prohibiting certain kinds of snakes and reptiles within the City of Guelph.
- (1988)-12960 Bylaw prohibiting certain kinds of animals with the City of Guelph classified as "Exotic" including such animals as kangaroos and monkeys.

With respect to Bylaw (1978)-9876, over the years there have been many questions regarding why certain types of non-venomous snakes and reptiles were prohibited when they have been recognized in many other Municipalities to be safe and permissible pets.

In addition, the current wording with Bylaw (1988)-12960 is misleading and a resident could believe if he or she were to consider a farm animal to be domestic, the animal would be permitted within a residential zone. This is not the case, as these types of animals are regulated under the City's Zoning Bylaw and are only permitted in agricultural zones.

Given the above information, staff are recommending that a new Exotic Animal Bylaw be created to combine the two previous Bylaws and to update the list of prohibited exotic animals permitting certain types of non-threatening snakes reptiles and to reflect the restrictions on farm animals currently within the City's Zoning Bylaw.

In preparation, staff did consult with the Guelph Humane Society and did refer to the Bylaws of other municipalities. It should be noted this Bylaw does not reference or affect the City's Bylaw regarding chickens, ducks and geese, nor will the new Bylaw affect the permissions or regulation of any animals currently permitted or regulated under the previous Exotic Animal Bylaw or other legislation. In addition the current delegated authority for staff to provide exemptions to the exotic animals Bylaw under certain conditions on Council's behalf will remain. In addition to delegated authority to staff we will commit to report on an annual basis when this authority has been exercised.

# STAFF REPORT



## CORPORATE STRATEGIC PLAN

This report supports the following goals in the strategic plan:

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

## DEPARTMENTAL CONSULTATION

Building Services  
Humane Society

## COMMUNICATIONS

Upon approval of the Exotic Animals Bylaw, information regarding prohibited animals will be posted on the City's webpage.

## ATTACHMENTS

ATT-1 Attachment 1 – Proposed Exotic Animal Bylaw

**Report Author:** Randy Berg, Supervisor, Bylaw Compliance and Security

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**Recommended By**

Doug Godfrey  
Manager  
Bylaw Compliance and Security  
519 822-1260 x2520  
[doug.godfrey@guelph.ca](mailto:doug.godfrey@guelph.ca)

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**Approved By**

Derek McCaughan  
Executive Director  
Operations, Transit and Emergency Services  
519 822-1260 x2018  
[derek.mccaughan@guelph.ca](mailto:derek.mccaughan@guelph.ca)

## ATTACHMENT A TO OTES051310 REPORT

### THE CORPORATION OF THE CITY OF GUELPH

#### **By-law Number (2013) – -----**

Being a By-law to regulate and/or prohibit the keeping of animals of certain classes in the City of Guelph and to repeal by-laws (1978)-9876, (1988)-12960 and (1997)-15548 and to adopt Municipal Code Amendment Number --- which amends Chapter 105, Article VII “Exotic and Non-Domestic Animals” of the City of Guelph Municipal Code. .

Whereas Section 10(2)9 of the Municipal Act, S.O. 2001, Chapter 25, as amended, authorizes the Council of a single-tier municipality to pass by-laws with respect to animals:

Now Therefore Council of the Corporation of the City of Guelph Enacts as Follows:

1. No person shall keep any animal of a kind listed in Schedule “A” attached to this by-law in any part of the Municipality of Guelph.
2. Section 1. does not apply to the following:
  - (a) a veterinary hospital under the care of a licensed veterinarian;
  - (b) a public pound;
  - (c) the Guelph Humane Society;
  - (d) on any premises registered as a research facility under Section 5 of the Animals for Research Act R.S.O. 1980, Chapter 22;
  - (e) on the grounds of the University of Guelph
  - (f) by anyone holding a licence or temporary or permanent loan agreement issued under appropriate Provincial or Federal Wildlife Legislation which permits the keeping of animal under stated conditions;

# STAFF REPORT

- (g) at a circus or like performance that has been approved by the City of Guelph;
  - (h) at the Kortright Waterfowl Park.
  - (i) by any Federal or Provincial Enforcement Office.
  - (j) for special events or other circumstance in which City Council has granted an exemption.
3. Every person who contravenes any provision of this by-law is guilty of an offence.
4. Every person convicted of an offence under any provision of this by-law shall be liable to a penalty as set out in the Provincial Offences Act, R.S.O. 1990, c. P.33.
5. That Bylaw Numbers (1978)-9876 and (1988)-12960 be repealed;

**PASSED this Twenty-Seventh day of May, 2013.**

---

**KAREN FARBRIDGE - MAYOR**

---

**BLAIR LABELLE - CITY CLERK**

## By-law Number (2013) – -----

### **SCHEDULE A PROHIBITED ANIMALS**

#### **MAMMALS**

Artiodactyla (such as cattle, goats, sheep, and pigs) except for domestic pot-bellied pigs kept indoors as pets (*change made by Committee*)

Canidae (such as coyotes, wolves, foxes, hybrid wolf dogs) except dogs

Chiroptera (bats such as fruit bats, myotis, and flying foxes) Edentates (such as anteaters, sloths, armadillos)

Felidae (such as tigers, leopards, cougars) except cats

Hyaenidae (such as hyaenas)

Lagomorpha (such as hares, pikas) except rabbits

Marsupials (such as kangaroos, opossums, wallabies) except sugar gliders derived from self-sustaining captive populations

Mustelidae (such as mink, skunks, weasels, otters, badgers) except ferrets

Non-human primates (such as chimpanzees, gorillas, monkeys, lemurs)

Perissodactyla (such as horses, donkeys, jackasses, mules)

Proboscidae (elephants)

Procyonidae (such as coatimundi, cacomistles)

Rodentia (such as porcupines and prairie dogs) except rodents which do not exceed 1,500 grams and are derived from self-sustaining captive populations

Ursidae (bears)

Viverridae (such as mongooses, civets, genets)

#### **BIRDS**

Struthioniformes (flightless ratites such as ostriches, rheas, cassowaries, emus, kiwis)

#### **REPTILES**

Crocodylia (such as alligators, crocodiles, gavials)

All snakes which reach an adult length larger than 3 metres

All lizards which reach an adult length larger than 2 metres

#### **OTHER**

All venomous and poisonous animals

## **CONSENT REPORT OF THE PLANNING & BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE**

May 27, 2013

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

Your Planning & Building, Engineering and Environment Committee beg leave to present their FOURTH CONSENT REPORT as recommended at its meeting of May 14, 2013 and Item PBEE-2013.14 from the 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-2013.14 Annual Increase of Building Permit Fees**

1. That the report from Planning, Building, Engineering and Environment dated April 22, 2013 entitled Annual Increase of Building Permit Fees be received.
2. **That Council approve the attached Schedule of Permit Fees, as amended in the Administration Fees Section, by removing "will support the Community Energy Initiative" and inserting "has supported the Community Energy Initiative", effective June 1, 2013.**

### **PBEE-2013.17 2013 Development Priorities Plan**

1. That the 2013 Development Priorities Plan dwelling unit targets for registration and draft plan approval be approved, as set out in the Planning, Building, Engineering and Environment Report 13-18 dated May 14, 2013.
2. That staff be directed to use the 2013 Development Priorities Plan to manage the timing of development within plans of subdivision in the City for the year 2013.
3. That amendments to the timing of development in plans of subdivision be permitted only by Council approval unless it can be shown that there is no impact on the capital budget and that the dwelling unit targets for 2013 are not exceeded.

### **PBEE-2013.18 Habitat for Humanity Funding Request 297 & 299 Paisley Road**

1. **That the request for funding by Habitat for Humanity Wellington County be approved in the form of a grant equivalent to the cost of building permit fees, development charges, water services and road boulevards and notwithstanding various by-laws that staff be**



**authorized to accept deferred payment of required municipal fees and charges to coincide with the timing of receipt of funds, to be funded from the Affordable Housing Reserve.**

2. That staff be directed to finalize an agreement to implement the grant with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer.
3. That the Mayor and Clerk be authorized to sign the agreement.

**PBEE-2013.19 Burke Water Station Upgrades Class Environmental Assessment**

1. That staff be authorized to complete the Municipal Class Environmental Assessment process and to proceed with implementation of the preferred alternative for upgrading Burke Well Station, as outlined in the Report from Planning, Building, Engineering and Environment dated May 14, 2013.

**PBEE-2013.21 Introduction of a User Fee for Cart Exchanges**

1. That Council approve a user fee for cart exchanges as described in the report from Planning, Building, Engineering and Environment dated May 14, 2013.

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 MAY 14, 2013 MEETING.***

# STAFF REPORT



TO Planning & Building, Engineering, and Environment Committee

SERVICE AREA Planning, Building, Engineering, and Environment

DATE April 22, 2013

**SUBJECT Annual Increase of Building Permit Fees**

REPORT NUMBER

---

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To outline new Building Permit fees being proposed for the period from June 1, 2013 to May 31, 2014.

### KEY FINDINGS

1. Building Permit fees are recommended to increase by 3.56%;
2. Guelph's fees remain competitive with those in neighbouring municipalities (i.e. Cambridge, Kitchener and Waterloo);
3. New refunds are available for alternative solutions which support the Community Energy Initiative.

### FINANCIAL IMPLICATIONS

An increase in Building Permit fees will assist staff in balancing Building Code revenues against costs and maintaining a related Building Stabilization Reserve Fund.

### ACTION REQUIRED

To decide whether to approve recommended fee increases.

## RECOMMENDATION

1. That the report from Planning, Building, Engineering and Environment dated April 22, 2013 entitled Annual Increase of Building Permit Fees be received.
2. That Council approve the attached Schedule of Building Permit Fees, effective June 1, 2013.

## BACKGROUND

In 2010, City Council approved the automatic increase of Building Permit Fees to be equal to the increase to the City of Guelph's Tax-Supported Operating budget (2.97%) plus 20 percent(0.59%) of the increase, which results in a 3.56% increase

# STAFF REPORT

to fees. This formula has been used to determine the annual fee increases since that time.

The new fees come into effect on June 1st of each year to allow time for staff to compare the Year-end Building Stabilization Reserve Fund balance to the established cap on the reserve fund, consult with our Industry Partners and advertise the required Public Notice.

## REPORT

### **Purpose of Fees**

The Building Code Act allows permit fees to be set to cover only the costs associated with the administration and enforcement of the Building Code Act, as well as reasonable contributions to a reserve fund. The reserve fund can be used to offset lean years, implement service enhancements and to cover unexpected expenses related to the administration and enforcement of the Building Code Act.

### **Public Notice**

As required by the Building Code Act, when a municipality is proposing changes to their Building Permit fees, the municipality must hold a public meeting concerning the proposed changes and must provide a minimum of 21 days notice prior to the public meeting, which will be the Council meeting on May 27, 2013. A public Notice was placed in the Guelph Tribune on May 3rd, 2013.

### **Review in 2012**

To ensure our permit fees remain competitive, Building Services staff compared our present building permit fees with those in Cambridge, Kitchener and Waterloo and made minor adjustments accordingly.

During the presentation of the Building Services 2011 Annual report, Council passed the following resolution:

"That staff be directed to consider a fee structure in 2013 that will encourage alternative solutions that support our community energy initiative."

After evaluation of several options, Building Services staff have proposed a change to the fee schedule which will allow for fifty percent of the administration fee of an approved alternative solution to be refunded, where in the opinion of the Chief Building Official, the proposal will support the Community Energy Initiative (see highlighted portion on page 2 of Schedule A under the Alternative Solutions section).

# STAFF REPORT

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## **CORPORATE STRATEGIC PLAN**

Strategic Direction # 2.3: Ensure accountability, transparency and engagement.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

1. A Public Notice will be advertised in the Guelph Tribune on May 3, 2013, as required by the Building Code Act.
2. An Information Notice will also be sent to Industry partners affected by the increase in Building Permit fees.

## **ATTACHMENTS**

**Attachment 1**      Schedule of Permit Fees

### **Report Author**

Adrian van Eck  
Technical Services Specialist  
Building Services  
519-837-5615, ext 2392  
adrian.vaneck@guelph.ca

### **Approved By**

Bruce A. Poole  
Chief Building Official  
Building Services  
519-837-5615, ext.2375  
bruce.poole@guelph.ca

### **Recommended By**

Janet L. Laird, Ph.D.  
Executive Director  
Planning, Building, Engineering,  
and Environment  
519-822-1260, ext 2237  
janet.laird@guelph.ca



Effective June 1, 2013

**SCHEDULE "A"**  
**of By-law Number (2013)- ?**

being new Schedule "A" of By-law (2012)-19356

Fees for a required Permit are set out in this Schedule and are due and payable upon submission of an application for a Permit.

Classes of Permits		Permit Fee (\$ per sq. foot)	Flat Fee (\$)
<b>CONSTRUCTION - NEW BUILDINGS, ADDITIONS, MEZZANINES</b>			
<b>Group A:</b>	<b>Assembly Buildings</b>		
	(Shell)	1.91	
	(Finished)	2.19	
	Outdoor Patio/Picnic Shelter		180.00
	Outdoor Public Pool		820.00
<b>Group B:</b>	<b>Detention, Care &amp; Treatment and Care Buildings</b>		
	(Shell)	2.06	
	(Finished)	2.36	
<b>Group C:</b>	<b>Residential</b>		
	Single Detached Dwelling, Semi Detached Dwelling, Duplex Dwelling and Townhouses	1.17	
	Garage/Carport (per bay), Shed, Deck, Porch, Ext. Stairs, Ext. Ramps		90.00
	Hot Tubs, Low-Rise Residential Solar Collectors (per application)		90.00
	Other Residential Solar Collectors (per application)		360.00
	Swimming Pools		180.00
	Apartment Building	1.11	
	Hotels/Motels	1.84	
	Residential Care Facility	1.51	
<b>Group D:</b>	<b>Business and Personal Services Buildings</b>		
	Office Buildings (shell)	1.56	
	Office Buildings (finished)	1.84	
<b>Group E:</b>	<b>Mercantile Buildings</b>		
	Retail Stores (shell)	1.03	
	Retail Stores (finished)	1.29	
<b>Group F:</b>	<b>Industrial Buildings</b>		
	Warehouse, Factories	0.81	
	Parking Garage	0.69	
	Farm Building	0.39	
	Foundation	0.12	
	Conditional Permit	0.12	
<b>INTERIOR FINISHES: All Classifications</b>			
Interior finishes to previously unfinished areas (including finishing of residential basements and major renovations)		0.36	
<b>ALTERATIONS/RENOVATIONS: All Classifications</b>			
Alterations and renovations to existing finished areas, new roof structures		0.33	
<b>MINOR ALTERATIONS:</b>			
Partitions, Washrooms, New Entry, Minor Demolitions (500 sq. ft. or less)			90.00
<b>SPECIAL CATEGORIES:</b>			
Air Supported Structures		0.41	
Temporary Tents (per application)			180.00
Temporary Buildings			360.00
Portables - each (excludes port-a-pak)			180.00
Major Demolitions (more than 500 sq. ft.)		0.03/180.00 min.	
Change of Use Permit			180.00
<b>MISCELLANEOUS:</b>			
Fireplace/Woodstove (each)			90.00
Elevator, Escalator, Lift			360.00
Demising Wall/Firewall			90.00
Ceiling (new or replace per square foot)		0.06	
Exterior Ramps (excluding Low-Rise Residential Ramps)			180.00
Balcony Guard (replace per linear foot)		0.67	
Window Replacement (each)			16.00
Storefront Replacement			180.00
Reclad Exterior Wall (per square foot)		0.06	
Retaining Wall (per linear foot)		3.24	
All Designated Structures – including Non-Residential Solar Collectors (per application) except Retaining Walls, Public Pools, Signs & Residential Solar Collectors			360.00
<b>MECHANICAL WORK: (Work independent of building permit)</b>			
HVAC Permit (residential per suite)			90.00
HVAC Permit (non-residential)		0.12	
New Sprinkler System or New Standpipe System		0.05/180.00 min.	
Alterations to existing Sprinkler System or existing Standpipe System		0.03/180.00 min.	
Commercial Kitchen Exhaust Systems, Spray Booths, Dust Collectors			180.00
<b>ELECTRICAL WORK: (Work independent of building permit)</b>			
New Fire Alarm System		0.05/180.00 min.	
Alterations to existing Fire Alarm System or existing Electrical Work		0.03/180.00 min.	
Electromagnetic Locks (each) and Hold Open Devices (each)			45.00
<b>PLUMBING WORK: (Work independent of building permit)</b>			
Plumbing Permit (per fixture)			16.00
Hot Water Heaters (each)			45.00
Testable Backflow Prevention Devices (each)			90.00
Catchbasins/Manholes/Roof drains (each)			16.00
Building Services (per group) -SDD, Semi-Detached, Duplex			90.00
Building/Site Services (per linear foot), excluding SDD, Semi-Detached, Duplex		0.68	
<b>SEWAGE SYSTEMS:</b>			
New Installations			530.00
Replacement or Alteration			265.00

(continued)



Administration Fees	Flat Fee (\$)
Alternative Solutions (as per Subsection 6.2 of this by-law) <ul style="list-style-type: none"><li>All Buildings/systems within the scope of Division B, Part 9 of the Building Code</li><li>All other Buildings/systems</li></ul> <p>Note: Fifty percent of the Administration Fee for an approved Alternative Solution will be refunded, where in the opinion of the Chief Building Official, the proposal will support the Community Energy Initiative.</p>	500.00  1,000.00
Occupancy without the required Occupancy Permit (as per Subsection 6.3 of this by-law)	300.00
Building, Demolition or Change of Use without the required Permit (as per Subsection 6.4 of this by-law)	50 percent of the required Permit fee to a maximum of \$5,000.00

**Rules for Determining Permit Fees**

- A minimum Permit fee of \$90.00 shall be charged for all work where the calculated Permit fee is less than \$90.00.
- For classes of Permits not described in this Schedule, a reasonable Permit fee shall be determined by the Chief Building Official.
- Floor area of the proposed work is to be measured to the outer face of exterior walls (excluding residential attached garages) and to the centre line of party walls, firewalls or demising walls.
- In the case of interior alterations or renovations, area of proposed work is the actual space receiving the work, e.g. tenant suite.
- Mechanical penthouses and floors, mezzanines, lofts, habitable attics and interior balconies are to be included in all floor area calculations.
- Except for interconnected floor spaces, no deductions are made for openings within the floor area (e.g. stairs, elevators, escalators, shafts, ducts, etc.).
- Unfinished basements for single detached dwellings, semi detached dwellings, duplex dwellings and townhouses are not included in the floor area.
- Attached garages and fireplaces are included in the Permit fee for single detached dwellings, semi detached dwellings, duplex dwellings and townhouses.
- Where interior alterations and renovations require relocation of sprinkler heads, standpipe components or fire alarm components, no additional charge is applicable.
- Ceilings are included in both new shell and finished (partitioned) Buildings. The Permit fees for ceilings only apply when alterations occur in existing Buildings. Minor alterations to existing ceilings to accommodate lighting or HVAC improvements are not chargeable.
- Where Demolition of partitions or alterations to existing ceilings are part of an alteration or renovation Permit, no additional charge is applicable.
- Corridors, lobbies, washrooms, lounges, etc. are to be included and classified according to the major occupancy for the floor area on which they are located.
- The occupancy categories in this Schedule correspond with the major occupancy classifications in the Ontario Building Code. For multiple occupancy floor areas, the Permit fees for each of the applicable occupancy categories may be used, except where an occupancy category is less than 10% of the floor area.
- For rack storage use, apply the square footage charge that was used for the Building.
- A temporary Building is considered to be a Building that will be erected for not more than three years.
- Additional Permit fees are not required when the Sewage System is included with the original Building Permit.

**Refund of Permit Fees**

In the case of withdrawal or abandonment of an application for a Permit or abandonment of all or a portion of the work or the non-commencement of any project, the Chief Building Official shall, upon written request of the Owner or Applicant, determine the amount of paid Permit fees that may be refunded to the Owner or Applicant, if any, as follows:

- a) 80 percent (80%) if administrative functions only have been performed;
- b) 70 percent (70%) if administrative and zoning functions only have been performed;
- c) 50 percent (50%) if administrative, zoning and plans examination functions have been performed;
- d) 35 percent (35%) if the Permit has been issued and no field inspections have been performed subsequent to Permit issuance;
- e) 5 percent (5%) shall additionally be deducted for each field inspection that has been performed after the Permit has been issued;
- f) No refund shall be made of an amount that is less than the minimum Permit fee applicable to the work;
- g) No refund shall be made after two years following the date of Permit application where the Permit has not been issued or one year following the date of Permit issuance.

# **2013 Development Priorities Plan**

## **Key Findings**

PBEE Committee  
May 14, 2013

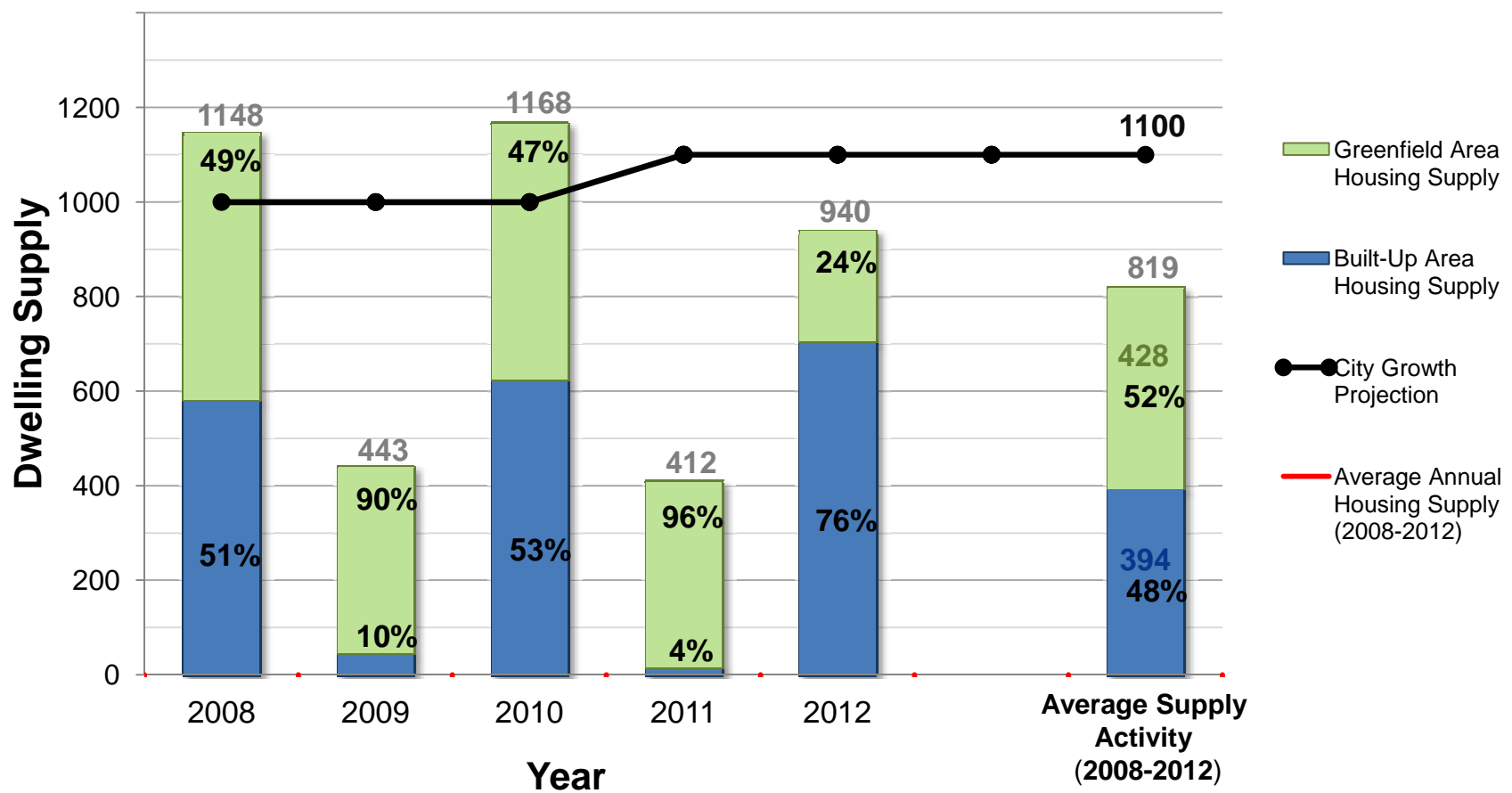
## **DPP: Overview**

### The DPP:

- Manages the rate and timing of subdivision development activity;
- Ensures appropriate timing and adequate capital financing in 10-year capital budget to service planned development;
- Anticipates development charges from subdivision activity;
- Monitors housing supply and construction activity related to population projections and growth management targets.



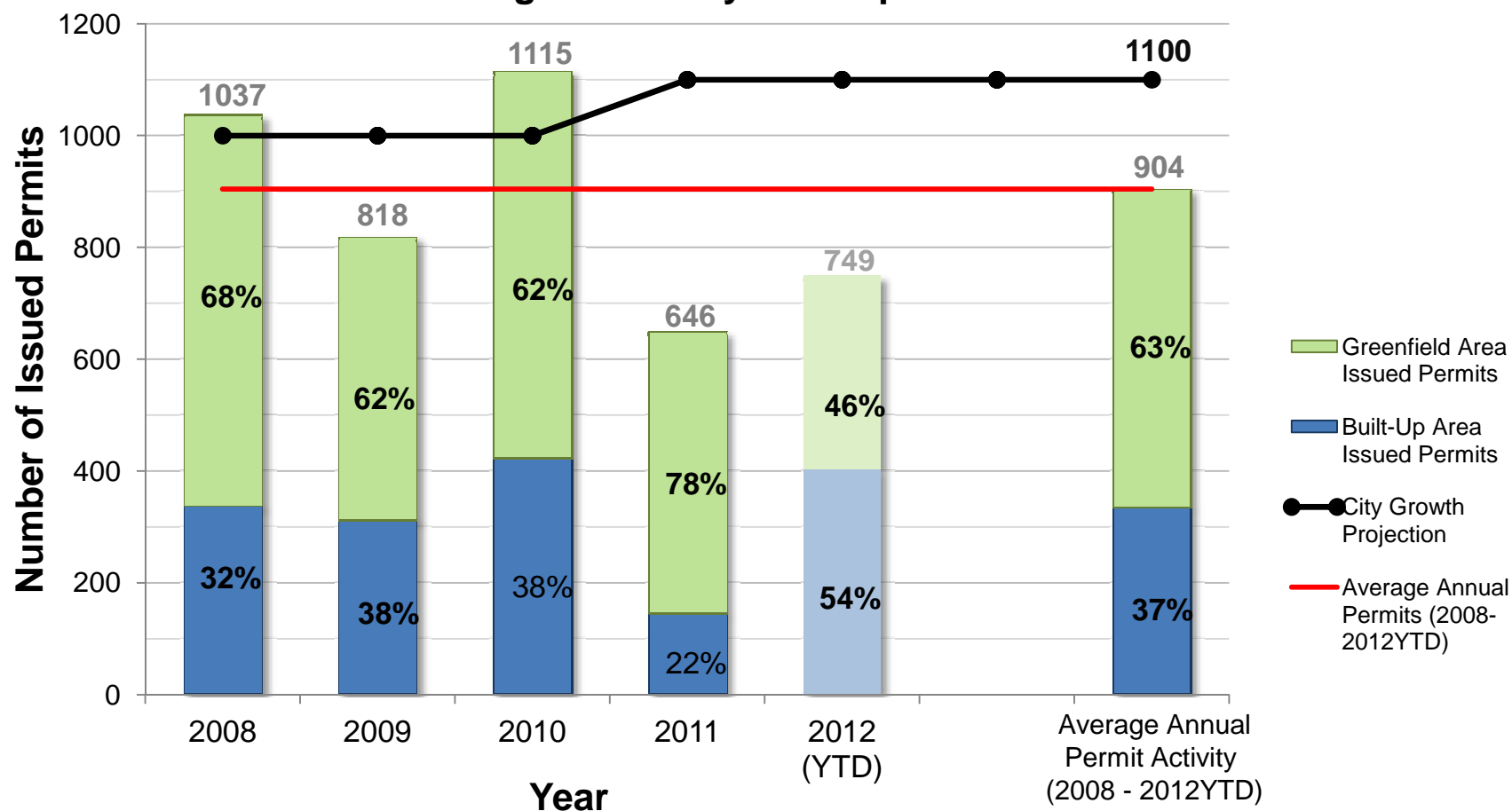
## Schedule 1B: Annual Housing Supply



## **DPP: Housing Supply**

- Since 2008, 52% of approved housing supply has been in Greenfield areas and 48% in the Built Up area
  - better enables us to achieve 40% intensification requirement by 2015
- In terms of types of housing supply, a good mix of unit types are available to build:
  - 492 potential single and semi-detached dwellings
  - 2,875 potential townhouse and apartment units (in both subdivisions and approved infill sites)

### Schedule 5B: Annual Dwelling Permits By Built-Up and Greenfield Areas



## **DPP: Construction Activity**

- Since 2008, an average of 904 new dwelling units have been built each year
  - 37% in the Built-Up Area and 53% in the Greenfield Area
  - Below our projected increase of 1100 units annually
- In 2012, 54% of new units were constructed in the Built-up area
- 40% of new units in 2012 were single and semi-detached (not including accessory apartments)

## **DPP: Recommendations**

For 2013:

- 1666 potential dwelling units could be created in plans of subdivision
- 968 potential units could be draft plan approved
  - Takes into account lower than expected building and housing supply creation
  - Subdivision activity will be predominantly in the Greenfield area, infill activity will be dependent on approved sites and zone changes

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE May 14, 2013

**SUBJECT 2013 Development Priorities Plan**

REPORT NUMBER 13-18

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present the annual Development Priorities Plan, with a summary of key recommendations for 2013 development approvals, development activity in 2012 and a review of growth management implementation and monitoring practices in other municipalities.

### KEY FINDINGS

Summary of 2012 development activity:

- In total, 940 new units were added to our housing supply, 705 (75%) in the Built-up area and 235 (25%) in the Greenfield area;
- 77% of new housing supply units were multi-residential forms and 23% were in single or semi-detached units.

Staff recommendation for approval of draft plans of subdivision:

- A total of 968 housing units could be recommended for draft plan approval in 2013 as shown in Schedule 3 of the DPP;
- All of these potential plans are in the Greenfield area and take into account population projections and the limited amount of Greenfield housing supply approved since 2008 (as shown in Schedule 3, Table C of the DPP).

Staff recommendation for registration of plans of subdivision:

- For 2013, a total of 1666 dwelling units are recommended for registration, predominantly in the Greenfield area of the City (1643 Greenfield units). This number is high because it takes into account the lower than anticipated number of units created through subdivision registration since 2008, as shown in Schedule 2 Table B and Figure 2E. A shortfall of 995 Greenfield units, together with 660 potential Greenfield units for 2013 means that 1655 Greenfield units could be accommodated in keeping with population projections.
- For 2014, staff have not allocated potential Greenfield units to specific draft plans of subdivision, because it is not clear at this time which draft plans will best meet the criteria for priority in 2014. Staff will consider these plans later in 2013 and include appropriate recommendations in the 2014 Development Priorities Plan.

## **FINANCIAL IMPLICATIONS**

All capital works required for the plans of subdivision recommended for registration in 2013 have been previously approved by Council in the capital budget.

## **ACTION REQUIRED**

PBEE Committee is being asked to approve dwelling unit targets for registrations and draft plan approvals for 2013 and direct staff to manage the timing of development in keeping with these targets.

## **RECOMMENDATION**

1. That the 2013 Development Priorities Plan dwelling unit targets for registration and draft plan approval be approved, as set out in the Planning, Building, Engineering and Environment Report 13-18 dated May 14, 2013.
2. That staff be directed to use the 2013 Development Priorities Plan to manage the timing of development within plans of subdivision in the City for the year 2013.
3. That amendments to the timing of development in plans of subdivision be permitted only by Council approval unless it can be shown that there is no impact on the capital budget and that the dwelling unit targets for 2013 are not exceeded.

## **BACKGROUND**

The Development Priorities Plan is an annual report to Council which highlights development and construction activity in the previous year (2012) and recommends a number of dwelling units to be approved in draft and registered plans of subdivision in keeping with City population projections and growth management requirements.

## **REPORT**

### **Changes to the 2013 DPP**

In response to comments received about the function and usability of the Development Priorities Plan several changes have been made to the monitoring and allocation recommendation schedules at the back of the report to more clearly present information.

- Schedule 1B of the DPP is a new figure showing annual housing supply (created through subdivision registration, zone changes and condominium registrations) by built up and Greenfield areas;
- Schedule 2E is a new figure which compares the number of dwelling units approved for registration in the DPP each year and the actual number of units registered each year;
- Schedule 5B shows building permits issued by year, divided into built-up and Greenfield areas;

# STAFF REPORT

- Schedule 7B compares dwelling units by type available in draft and registered plans of subdivision;
- Schedule 7C shows trends in overall dwelling unit supply since the DPP started since 2001.

## **Summary of 2012 Development Activity**

### Housing Supply:

- Three plans of subdivision were registered, adding 308 potential dwelling units to the City's housing supply;
- 632 potential dwelling units were created through zone changes within the built-up area of the City; all were townhouse or apartment units;
- In total, 940 new units were added to the City's housing supply, 705 were in the Built-up area and 235 were in the Greenfield area;
- 77% of approved units were townhouse or apartment, contributing to intensification goals, 23% of new units were single or semi-detached units.

### Residential Construction Activity:

- A total of 749 building permits were issued for housing units as of October 31st, 2012 (867 permits by year end);
- 52% of permits issued were in the Built-Up area and 48% were in the Greenfield area.

## **Development Activity Recommended for 2013**

### Approval of Draft Plans of Subdivision:

- A total of 968 housing units in four potential plans of subdivision could be recommended for draft plan approval in 2013 as shown in Schedule 3 of the DPP;
- All of these potential plans are in the Greenfield area and take into account City population projections and the limited amount of Greenfield housing supply approved since 2008 (as shown in Schedule 3, Table C of the DPP).

### Registration of Plans of Subdivision:

- For 2013, a total of 1666 dwelling units in 12 phases of plans of subdivision are recommended for registration, predominantly in the Greenfield area of the City (1643 Greenfield units);
- This number is higher than average but takes into account the lower than anticipated number of units created through subdivision registration since 2008, as shown in Schedule 2 Table B and Figure 2E. A shortfall of 995 Greenfield units, together with 660 potential Greenfield units for 2013 means that 1655 Greenfield units could be accommodated in keeping with population projections.

### Note on Potential 2014 Registrations

- For 2014, staff have only anticipated that 111 units in the built boundary could be registered (see Schedule 2C of the DPP) and have not allocated any potential Greenfield units to specific draft plans of subdivision, because it is



# STAFF REPORT



not clear at this time which draft plans will best meet the criteria for priority in 2014. Staff will instead consider these plans later in 2013 and will report on them in the 2014 Development Priorities Plan.

## **Comments Received**

All landowners with vacant residential lands, developers and planning consultants were circulated draft versions of Schedules 1-4 of the DPP for comment. Some minor comments were submitted about changes to the numbers of units in phases of some plans or agreement with the phases proposed for registrations. Only one comment was provided with concerns about the 2013 DPP (included in Attachment 2). Representatives of the Victoria Park West subdivision in the south end of the City requested that their remaining phases of development, a total of 328 units be included in the 2014 proposed allocation. They do have allocation in the 2013 DPP for up to 123 units of this subdivision, though they have appealed their application to the Ontario Municipal Board and are awaiting a hearing. As noted above, because of uncertainty in number of Greenfield units that could be allocated in 2014 staff recommend delaying determining which projects could potential be registered in 2014, though based on current population projections, up to 660 new greenfield units could likely be considered.

## **Summary of Other Municipal Practices**

Staff reviewed other area municipalities that are monitoring development activity and growth management to better understand opportunities for improving and better utilizing the data gathered in the Development Priorities Plan. A summary of the municipalities reviewed (Brantford, Brampton, Hamilton, Kitchener and London) is provided in Attachment 3. Generally staff found that other municipalities were completing similar reviews of development activity and growth management monitoring, some, like Brampton, had more focus on providing infrastructure needed for development, while others, like Kitchener and Brantford were more focused on monitoring development activity and growth management targets.

## **CORPORATE STRATEGIC PLAN**

Strategic Directions:

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

## **DEPARTMENTAL CONSULTATION**

The 2013 Development Priorities Plan team consists of staff from Planning, Building, Engineering and Environment (Development Planning, Policy Planning, Building, Engineering and Water Services) and Parks Planning and Development.

# STAFF REPORT



## COMMUNICATIONS

Initial input from landowners, developers and planning consultants was received in September 2012. A draft version of Schedules 1-4 was circulated to these groups in January 2013.

## ATTACHMENTS

Attachments are available on the City's website at <http://guelph.ca/plans-and-strategies/development-priorities-plan-dpp/>. Click on the link for the May 14, 2013, Development Priorities Plan Report (including Attachments).

- Attachment 1:** The 2013 Development Priorities Plan (DPP)  
**Attachment 2:** Comments on the Draft 2013 Development Priorities Plan  
**Attachment 3:** Overview of Growth Management Tools in Other Municipalities

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# **DEVELOPMENT PRIORITIES PLAN 2013**



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# 1 INTRODUCTION

The Development Priorities Plan (DPP) is prepared annually by Planning, Building, Engineering and Environment with the assistance of the Finance Department. The first annual DPP was prepared in 2001 as a recommendation from a study of the Development Services function of the City undertaken by Arthur Anderson in 1999.

The DPP is intended to manage the rate and timing of development in the City. The DPP provides a multi-year forecast of development activity as measured by the anticipated registration of draft plans of subdivision. The DPP has evolved over time and is now also used to track available residential infill opportunities and the number of potential new units created by zone changes and condominiums outside of plans of subdivision. Through the recommendations in the DPP, City Council establishes priorities for the planning and development of future growth areas.

Other objectives of the DPP include:

1. To manage the rate and timing of development in the City through a multi-year forecast of development activity as measured by the anticipated registration of draft plans of subdivision.
2. To outline the municipal intentions with respect to the review, processing and servicing of plans of subdivision (residential and industrial).
3. To provide a tool to assist with integrating the financial planning of growth related capital costs (10-Year Capital Budget Forecast) with land use planning and the timing of development in new growth areas.
4. To address how growth will proceed over the long term in conjunction with the long term fiscal growth model and to maintain control over the City's exposure to the underlying costs of growth<sup>1</sup>.
5. To ensure an adequate supply and mix of housing units consistent with the goals and objectives of the Official Plan and to ensure a minimum three year supply of residential units in draft approved and registered plans to satisfy the housing policies of the Provincial Policy Statement.
6. To monitor the rate and timing of growth in keeping with Places to Grow densities for the Greenfield area and in meeting the intensification target.
7. To ensure that the proposed rate and timing of growth is consistent with current Council endorsed population projections.
8. To assist the development industry and Boards and agencies involved in development (School Boards, Guelph Hydro) by providing growth and staging information for the City.

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<sup>1</sup> Finance staff are in the process of developing a Long Term Financial Plan expected to feed into a new and more comprehensive Fiscal Growth Model.

The DPP provides information to the development industry, individual landowners and the general public about the priorities for current and future residential and industrial development.

The DPP is also prepared in accordance with the policies of the City of Guelph Official Plan, in particular Section 4.2.3, which states:

*“The City will undertake a strategic review of its growth management objectives and policies. As an interim step, a development priorities plan will be prepared that will assist in defining the rate, timing and location of development and redevelopment that should occur in the Municipality. This plan prepared and updated on an annual basis, will provide a multi-year forecast of growth.”*

By approving the 2013 DPP, City Council will establish a target for the creation of potential dwelling units from Registered Plans from October 31, 2012 to October 31, 2013 (see **Schedule 2**). Staff will manage the registration of the various subdivisions identified for 2013 within the approved dwelling unit target. Further, Council will also identify those Draft Plans of Subdivision (or phases) that are anticipated to be considered for Draft Plan Approval (DPA) in 2013 (see **Schedule 3**). Staff will allocate time and resources to resolving issues associated with these draft plans so that they may be considered for DPA by Council in 2013.

The sections that follow explain the criteria used by Staff for determining the priority of subdivisions and provide an explanation for the DPP schedules. This document also outlines the flexibility clause and the process to advance the registration of a subdivision (or a particular phase) into the current year.

## **2 CRITERIA FOR DETERMINING THE PRIORITY OF SUBDIVISIONS**

The DPP annually approves the subdivisions (or phases), already Draft Approved, that may be registered. The plan also identifies the preliminary plans of subdivision that staff intends to present to City Council for consideration of Draft Plan Approval in the short term. A number of factors have been considered in determining the priority for Registration and Draft Plan approval.

The factors influencing the support for a Registration include:

- Location of plan within the ‘Built Boundary’ or ‘Greenfield’ areas of the City as per the Growth Plan for the Greater Golden Horseshoe;
- Any required Capital works have been approved in the 10 year Capital Forecast;
- Appropriate Phasing Conditions have been fulfilled (e.g. approval of an EA);
- Proximity of servicing (e.g. end of pipe versus need for a service extension);
- Servicing capacity (water and wastewater);

- The realization of the goals, objectives and policies of the Official Plan (e.g. design, layout etc.);
- The objective of balanced community growth in all three geographic areas (NW, NE and South);
- The provision of Community benefits (e.g. the addition of parks and school sites);
- Commitment by the Developer (e.g. signing of Engineering Services agreement, posting of Letters of Credit);
- Status and complexity of Draft Plan conditions and timing to fulfill (e.g. need for Environment Implementation Report);
- The variety and mix of housing units being provided;
- Consideration of the City's Growth Management objectives (an average annual growth rate of 1.5 %) and Population Projections.

The factors influencing the consideration of Draft Plan approval are:

- Conformity of the plan to the density targets of the Growth Plan for the Greater Golden Horseshoe;
- The status of relevant Community, Secondary Plans or Watershed Studies;
- Conformity with the Official Plan and any applicable Secondary or Community Plan;
- Community Energy Initiative considerations;
- The need for growth to maintain a minimum 3-year supply of dwelling units in Draft Approved and Registered Plans and through lands suitably zoned to facilitate residential intensification and redevelopment;
- The need and status of required Capital works in the 10 year Capital Forecast;
- Servicing capacity (water and waste water);
- Council's approved "Phasing Policy for New Large-Scale Residential Plans of Subdivision";
- The objective of balanced community growth in all three geographic areas (Northwest, Northeast and South).
- Complexity of issues and the time necessary to resolve them (e.g. environmental impact, neighbourhood concerns).



### 3 EXPLANATION OF SCHEDULES IN THE DPP

The 2013 Development Priorities Plan Report is comprised of several schedules with development activity statistics for the City of Guelph. In most cases the tables are divided into three geographical areas of the City, “Northwest”, “Northeast” and “South”, that correspond with the geographical areas that were used for the Population Projections Report (“City of Guelph Household and Population Projections 2001-2027”). In 2008, new population projections were approved as part of the Growth Management Strategy which project a population of 175,000 in 2031 and a 1.5% growth rate until 2031. The Growth Management Strategy projected approximately 1000 new dwelling units per year until 2011, then approximately 1100 new units per year until 2031.

The Schedules are described in detail below:

#### **Schedule 1: Dwelling Unit Supply**

This Schedule contains two parts. Part A summarizes development activity that occurred in 2012 in three tables. The first table (1) in Part A reports on subdivisions that were registered in the period October 31, 2011 to October 31, 2012. Table 2 shows approved zone changes and condominiums approved outside of plans of subdivision that are greater than 10 units in size. Both of these tables also identify whether developments were in the Built Boundary or Greenfield area. Table 3 is the combined total development activity that occurred in Built and Greenfield areas.

The unit counts shown in these tables are potential dwelling units and are not indicative of building permit activity (this information is provided in **Schedule 5**). Potential dwelling units count the total number of dwelling units that could be created if the registered plans or rezoned sites were fully built out in accordance with the maximum number of dwelling units permitted in the approved zoning.

Table 1 shows that three (3) plans of subdivision (or phases of plans) achieved registration in 2012 or executed a subdivision agreement. These plans provide a total of 308 potential dwelling units; 70% of the units are detached/semi-detached and 30% are multi-residential units. Through Council’s approval of the 2012 DPP, a total of 1188 potential units could have been registered in 2012. On average, 837 units have been registered each year since the inception of the DPP in 2001.

Table 2 shows that an additional 632 infill townhouse and apartment units were approved through zone changes, all of which occurred downtown or in the south end of the City. Table 3 summarizes the first two tables and shows that in total 705 potential infill units and 235 greenfield units were created in 2012.

Part B of **Schedule 1** is a chart which compares the annual amount of housing supply created in Built-Up and Greenfield areas. In 2012, 76% of new dwelling unit supply was created through infill in Built-Up areas and only 24% occurred in Greenfield areas. Tracking of Greenfield and Built-Up area units began in 2008, and over the last five

years, this figure shows that 48% of housing supply was created in the Built-Up area and 52% of housing supply was added to the Greenfield area of the City.

## Schedule 2: Subdivision Registration Activity

**Part A, entitled “Plans of Subdivision Anticipated to be Registered in 2013” provides the recommended dwelling unit limit that City Staff are recommending City Council approve for the year 2013 and the individual plans or phases of plans that could be developed.** The recommendation for the 2013 DPP is a total of 1666 potential units in 12 plans of subdivision (or phases). Only 23 of the potential residential units would be registered within the Built Boundary and up to 1643 units would be in Greenfield areas. **The number of potential registrations and units created is high because of lower than expected activity in Greenfield subdivision registration over the past several years.**

**Table B** further details actual housing supply created compared to City Growth Projections. This table shows that housing supply created since 2008 has not met expectations in City Growth Projections, by a shortfall of 1100 units. Assuming our goal is to achieve 40% of new units within the Built-Up area and 60% within the Greenfield area, there is the potential for an additional 995 greenfield units that could be created. These units, along with the 2013 allocation of 660 greenfield units, for a total of 1655 potential Greenfield units, would be in keeping with City growth projections in terms of housing supply.

Table C is a Summary of Expected Registration Activity by Year in terms of Dwelling Unit Targets. This Schedule summarizes the staging of development for plans of subdivision for the years 2013, 2014 and post 2014. The portion of the table entitled “2014 Anticipated Registrations” is a summary of the likely registration activity in the year 2014, based on input received from the Development Community and staff’s assessment of the criteria for determining the priority for subdivision registration. **This portion of the table is not a commitment for registration during 2014 because the DPP is approved on an annual basis and provides a Council commitment for the next year only** (in this case 2013). It is however, staff’s best estimate of the plans that could be registered during 2014. A note for the 2013 DPP is that no Greenfield units have been allocated for the 2014 year. Because there are a large number of potential units that still need draft approval before registration, there are no clear reasons to allocate Greenfield units to one of these plans over another. For this reason, staff will wait until later in 2013 to allocate Greenfield units for registration in 2014 when project statuses are better known, in keeping with DPP priorities.

The final portion of the table entitled “Post 2014 Anticipated Registrations” summarizes the potential dwelling units within all remaining plans for subdivision that have received Draft Plan approval or have been submitted on a preliminary basis to the City. There are approximately 3682 potential units in proposed plans of subdivision that are projected to be registered post 2014.

Table D in Schedule 2 is a summary of total dwelling unit inventory in the DPP over time. Over the last 12 years the total amount of housing supply has steadily decreased, from over 8700 units in 2002 to 5459 in 2013.

Part E of Schedule 2 is a figure which compares the potential dwelling unit created by year against the approved DPP registration target for the same time period (in this case the 2012 DPP). This figure shows that registration targets have always been higher than actual development registration. While registration activity may not exceed the approved DPP dwelling unit target unless authorized by City Council, timing is still uncertain for registration of individual plans depending on a number of factors outside of the DPP timing allocation.

### **Schedule 3: Draft Plan Approval Activity**

This schedule provides information on expected Draft Plan approval (DPA) activity in the City. **The table entitled “Plans Anticipated to be considered for Draft Plan Approval in 2013” highlights the draft plans (or phases) that staff expect will be ready to be considered by Council during 2013.** Inclusion in this table does not guarantee that the plan will be presented to Council for consideration of DPA in 2013 nor does it commit Council to approving all, or any portion, of the plan. Staff will, however, allocate time and resources to evaluating the application and resolving issues associated with these draft plans so that they can be considered for DPA by Council in 2012. Four (4) residential plans of subdivision are proposed in this table with a total of 968 potential units, all within the Greenfield area of the City.

The 2006 DPP was the first year that a schedule for plans of subdivision seeking Draft Plan approval (DPA) formed part of the DPP. This inclusion responded to a new policy supported by Council dealing with the phasing of new large-scale residential subdivisions. The policy requires that draft plan approval of residential subdivisions containing more than 200 potential dwelling units or greater than 10 hectares in area be brought forward for consideration in a logical phase or phases in keeping with the approved DPP.

Table B, titled “Comparison of Actual and Approved Draft Plans by Year” shows the total number of units in plans of subdivision (or phases) that actually received Draft Plan approval by Council compared to what was approved in that year’s DPP. In the 2012 DPP, 1149 units in seven Draft Plans of Subdivision were included to be considered for Draft Plan Approval. As of October 31<sup>st</sup>, 2012, three of these plans had been to Council for approval and 723 dwelling were draft approved.

Table C reviews how Greenfield units are allocated in Draft Plans compared to Projected Greenfield growth in terms of the City’s population. In total the City has estimated that 1100 units per year of growth will occur on average, and that 660 of these can occur in the Greenfield area. Actual draft plan approvals since 2008 have resulted in a shortfall of units compared to population projection, so staff recommend

that additional units be permitted draft plan approval to make up for this underperformance.

#### **Schedule 4: Development Priorities Plan, Draft Approved and Preliminary Plans**

This schedule consists of three (3) components and provides the details that generated the Summary provided in **Schedule 2C**. The three components include:

1. A table showing the total number of potential dwelling units in Draft Approved and Preliminary Plans of Subdivision by geographic area of the City. **(Please note the total number of dwelling units provided on this chart is the same as the total found on Schedule 2).**
2. Tables showing the detailed land use breakdown of the individual Draft Plans of Subdivision by geographic area of the City. **The headings and information provided in these tables are described in more detail in Section 4 of this report “Explanation of Columns and Headings”.**
3. Map of the City providing a visual presentation of the recommended priority and timing for the plans of subdivision.

#### **Schedule 5: Building Permits for New Residential Units**

Table A shows building permit activity for the last two years. The data for 2012 is reported until October 31st. As of October 31, 2012, 749 permits have been issued within the entire City. By the end of the year 867 permits were issued for new residential units within the entire City. The bottom of this schedule tracks the percentage of units built in the Greenfield and Built Boundary areas of the City over the past five years. By the end of October in 2012, approximately 52% of permits were in the Built Boundary and 48% in the Greenfield area of the City.

Schedule 5B is a figure showing the breakdown of annual building permits by Built-Up and Greenfield areas. This figure also identifies the City’s projected population growth and average number of building permits issued for new residential dwellings (889 over the last four years). On average since 2008, 37% of permits have been issued in the Built-up area and 63% in the Greenfield area.

#### **Schedule 6: Residential Building Permits by Type**

This chart shows residential construction activity by building permits issued in the City of Guelph over the last 20 years (1993-2012). **Schedules 5 and 6** are used by City Staff to monitor the number of units constructed in the City by year. Registration activity is a measure of the supply of potential units. Construction activity is a measure of the demand or absorption of the units that were previously registered in plans of subdivision and/or available through other infill sites.

In 2008, new projections were approved as part of Guelph's Growth Management Strategy and a new background study for the Development Charges review. These projections use a constant growth rate of 1.5% per annum to a population of 175,000 by 2031 and approximately 1000 new dwelling units per year until 2011, then approximately 1100 units until 2031.

The building permit activity for the first 10 months of 2012 (749 units), with a yearend total of 867 units (including accessory apartments) for the entire City is slightly below average and is below the population projections stated above.

The twenty (20) year average (1993-2012) for building permit activity is 885 units per year (including accessory apartments).

The ten (10) year average (2003-2012) is 919 units per year (including accessory apartments).

#### **Schedule 7 Table 1: Potential Development Summary – Short, Medium and Long Term**

This table displays the potential dwelling units in three time frames: Short, Medium and Long Term. The short term supply includes lots and blocks that are registered and where building permits are readily available. The medium term supply includes lots and blocks in Draft Approved Plans that have not been registered. Long term supply includes lands designated for development where staff is reviewing preliminary plans or unofficial proposals.

The Provincial Government, in its Provincial Policy Statement (PPS), requires a municipality to maintain at all times where new development is to occur, land with servicing capacity sufficient to provide at least a three-year supply of residential units available through lands suitably zoned to facilitate residential intensification and redevelopment and land in draft approved and registered plans (short and medium term). The current figures indicate that as of October 31, 2012, the City has approximately 2510 potential dwelling units in the short term supply in registered plans of subdivision, and approximately 3045 potential dwelling units in the medium term supply in draft plans of subdivision. This is a total of 5555 potential dwelling units in these draft approved and registered plans representing approximately a five (5) year supply of growth, based on the growth projections.

As part of a commitment with the approval of the 2007 DPP, this table also provides a summary of infill townhouse and apartment sites in the City available for facilitate residential intensification and redevelopment as required by the PPS. These sites have approved zoning (in some cases with a holding zone) and are located outside of registered plans. These infill sites have been divided into the short and medium term supply based on whether constraints such as being identified as a potential brownfield site or if the site is currently has a building on it that is being used.

For the short term supply, these infill sites could provide an additional 857 residential units or additional 0.8 years of supply, bringing the total short term supply to 3.1 years. In the medium term, there are an additional 1189 potential infill units or 1.1 additional years of supply, bringing the total medium term supply to 3.9 years.

Taking into account registered plans of subdivision, draft plans of subdivision and infill sites, the total short term supply is approximately 3367 potential units (3.1 years of supply) and the total medium term supply is approximately 4234 potential units (3.9 years of supply). Total supply has decreased over the years to be closer aligned with what should be provided in terms of needed housing supply versus the previous high supply of approvals of housing supply through plans of subdivision that were not being developed for years when the DPP started in 2001.

Schedule 7B is a figure comparing dwelling units available in draft and registered plans of subdivision in 2012 and 2013. The numbers by dwelling unit are fairly consistent between the last two years, with supply of all unit types being slightly higher in 2013.

Schedule 7C shows the overall trends in housing supply since the start of the DPP in 2001. Generally long term housing supply has trended down because it only includes preliminary plans of subdivision. The opposite is true for short and medium term housing supply as of 2008, when infill zoned sites were counted as part of housing supply instead of just plans of subdivisions, these numbers began to trend higher.

Schedule 7 Table 2 is Building Permits and Vacant Lots by Registered Plan of Subdivision. This table provides a listing of permit activity by Registered Plan of Subdivision together with information on the unconstructed units available to be built within each plan. This table is divided into subdivisions identified as being within the Built Boundary or Greenfield areas as defined by the Provincial Growth Plan. The table also provides information on the percentage of permits issued from registered plans within the built boundary and Greenfield areas and the percentage of unconstructed units within the two areas.

For 2012, approximately 52% of the building permits from new subdivisions were issued within the Built Boundary and approximately 50% of the unconstructed (vacant) units were located within the built boundary. Most of these unconstructed units are contained within vacant multiple residential sites (Townhouses and Apartments). The Provincial Growth Plan requires that 40% of new residential development occur within the Built Boundary by 2015 and for every subsequent year thereafter.

#### **Schedule 7 Map 1: Remaining Units by Registered Plan of Subdivision**

This map presents a visual presentation of the location of unconstructed units by Registered Plan (61M Plans) presented in Schedule 7 Table 2.

#### **Schedule 7 Map 2: Infill Townhouse and Apartment Sites**

This map presents a visual presentation of vacant infill townhouse and apartment sites not included in Registered Plans of subdivision. Sites that are zoned and vacant are considered to be part of the short term supply of unconstructed units. Sites that have significant constraints including an identified brownfield or a site that currently has a building that is in use have been identified on this map. These sites with significant constraints are included in the medium-term supply to reflect the likelihood that they will not be developed in the short term due to the added costs and complexity of development on such sites.

## **Schedule 8: Update on Water and Waste Water Flows**

The tables in **Schedule 8** provide the latest information on Water and Wastewater capacity. The tables are updated and included in the Development Priorities Plan on an annual basis. On an individual draft plan of subdivision application basis, staff will continue to confirm that the subdivision application is consistent with the approved Development Priorities Plan and therefore, the subdivision application would fall within the water and wastewater capacity criteria shown on the tables included in the approved Development Priorities Plan for the current year.

The City of Guelph allocates physical water and wastewater capacity at the time of registration as per an agreement with the Ministry of the Environment (MOE). Over the past five years, conservation, efficiency and reduced sewer inflow/infiltration have allowed development to occur without significantly increasing annual water supply or wastewater treatment flows.

With respect to wastewater treatment, the City must ensure that the planning commitment for capacity does not exceed the assimilative capacity of the Speed River. Wastewater Services has prepared a 50 year Wastewater Treatment Master Plan which provides direction for wastewater treatment infrastructure planning, investment and implementation to the year 2054 and has updated the 1998 Class Environmental Assessment to confirm the ability of the Speed River to receive a 9,000m<sup>3</sup>/day expansion in flow from the existing wastewater treatment plant. At this time, Wastewater Services is carrying out an optimization of the plant. Demonstration work is currently underway to assess the potential to re-rate the facility. On completion of the demonstration, an application will be made to the MOE for re-rating.

The City currently has an agreement with Guelph Eramosa Township to treat wastewater from the Village of Rockwood. In 2010, Council approved a staff recommendation to increase the quantity of wastewater treatment allocation for Rockwood to 1,710 cubic metres per day. The servicing commitment in the **Schedule 8** table includes the allocation of 1,710 cubic metres per day to the Village of Rockwood.

With respect to water supply, the City must ensure that the long-range water supply commitments to draft plans are below the rated capacity. In 2006, Water Services completed and Council

approved a Water Supply Master Plan and an update of the master plan will be undertaken. The goal of the Water Supply Master Plan is the provision of an adequate and sustainable supply of water to meet the current and future needs of all customers. In September, 2006, the City received approval from the MOE of an Environmental Assessment (EA) to increase the water taking at the Arkell Spring Grounds by approximately 9, 200 cubic metres per day. With the EA approval, commissioning of the additional water capacity is underway. The EA also recommends implementation of conservation and efficiency strategies to ensure the best use of the City's existing water resources. The **Schedule 8** table includes additional water supply capacity from the approved Arkell Springs Supply EA in the Planning Capacity chart.

An examination of the information regarding water and wastewater treatment flows (see **Schedule 8**) indicates that the City still has capacity to handle the commitments for the future dwelling units currently registered and draft plan approved. The data indicates that the current wastewater treatment plant has the capacity for the registration of an additional 4,560 units of residential development, which equates to approximately 2.7 years of growth based on the population projections. For water, the data indicates a current capacity to register an additional 3,842 dwelling units, which equates to approximately a 2.3 year of growth based on the population projections. In addition, long range forecasting shows the City has wastewater treatment capacity for approximately 11,808 additional residential units and water supply capacity for 8,745 units.

## **4 EXPLANATION OF COLUMNS AND HEADINGS IN SCHEDULE 4**

The following is an explanation of the columns and headings found in the tables featured in Schedule 4. Schedule 4 is broken out into geographic areas of the City; Northeast, Northwest and South.

### **FILE NUMBER (DESCRIPTION)**

The City file number and subdivision name are provided for each proposed plan of subdivision (e.g. Northeast Residential, 23T-98501, Watson East).

### **STATUS**

The files/subdivisions are either:

1. Draft Approved (City Council has approved).
2. Preliminary (Formal applications have been received and are being reviewed by City Staff).
3. Future (Unofficial Proposals have been received by City Staff, but no formal application has been made).

No development will be identified in the DPP until, at least, an unofficial proposal has been filed with the City or some pre-consultation with staff has been held.



## RESIDENTIAL

The number of potential dwelling units from the residential portion of a subdivision, yet to be registered, is presented in four columns:

<b>D</b>	= detached dwellings
<b>SD</b>	= semi-detached dwellings
<b>TH</b>	= townhouse dwellings*
<b>APT</b>	= apartment dwellings*

\* The dwelling unit numbers for Townhouse and Apartment dwellings is based on the maximum densities permitted by the Zoning By-law. The actual number of dwelling units eventually built on individual properties may be less than the maximum densities allowed.

## COMM, IND, INST,

The land area (in hectares) within plans of subdivision zoned or proposed for Commercial (COMM), Industrial (IND) and Institutional (INST) land uses.

## PARK

This column includes the land area (in hectares) within plans of subdivision that is zoned for Parkland or is proposed to be dedicated to the City for Parkland. The phrase “Cash-in-lieu” is listed for those plans of subdivision where the City expects to receive a cash payment in lieu of a land dedication for parkland purposes.

## DRAFT PLAN APPROVAL DATE

For “Draft Approved” plans, the date listed is the actual date of Draft Plan approval. For “Preliminary” and “Future Plans” the date listed staff’s expectation of when that the plan of Subdivision may be presented to Council for consideration of Draft Plan approval. **This year is not a commitment by Staff nor does it guarantee that City Council will support the plan in whole or in part. The year provided is an estimate by staff of when the subdivision will be ready to be reviewed by City Council after considering the factors influencing the consideration of Draft Plan approval. Schedule 3 provides a summary of the Draft Plans (or phases) that are anticipated to be considered for draft plan approval in 2013.**

## EXPECTED REVENUE (DC’S)

This column lists the expected revenue to the City via Development Charges (DCs) to fully construct the residential component of the given plan of subdivision. Development charges are based on 2012 rates which are valid until March 1, 2013.

## EXPECTED DEVELOPMENT

This column identifies the priority for registration given to the plan of subdivision or phases of the plan. The year in which the plan of subdivision (or phase) is likely

to be registered and the potential number of dwelling units are shown. The individual plan will either be identified as 2013, 2014 or Post 2014. The information from this column is used to create the Summary Table in **Schedule 2**. The timing and phasing is also consistent with the map provided at the beginning of **Schedule 4**.

**The expected development is reviewed on an annual basis and adjusted accordingly.**

## **5 FLEXIBILITY**

Subdivisions that are scheduled and approved to be registered in 2013 may not necessarily proceed. In some cases, registration does not proceed as the developer/owner may decide that the market conditions do not dictate the risk to service a particular development. In other cases, the time to clear various conditions (e.g. preparation and approval of a necessary Environmental Implementation report) may have been underestimated. Under these circumstances the DPP flexibility clause allows for development not currently approved to be registered in 2013 to be advanced. City Staff have the authority to move the registration of developments ahead (e.g. from 2014 to 2013) provided that the dwelling unit target will not be exceeded and any capital expense is already approved in the capital budget. The flexibility clause is applied using the following procedure:

1. Evaluation of the registration status of plans of subdivision that are included in Schedule 4 for registration in the current DPP by the City Engineer and the Manager of Development Planning on or before June 30;
2. Re-allocation of unit counts from developments that have not signed and registered a subdivision agreement and posted a letter of credit by July 31; and
3. Consultation with developers who have submitted Engineering drawings for review and are prepared to sign a subdivision agreement but not included in Schedule 4 of the DPP for the current year to ascertain their ability to move forward on or before July 31.

Council approval is required if the requests for advancement will exceed the dwelling unit target or there is an impact on the capital budget. Under this scenario, Staff will review the request and prepare a report and recommendation to the Planning, Building, Engineering and Environment Committee of Council.

City staff meets regularly with the Guelph and Wellington Development Association and the Guelph and District Homebuilders to review the status of all development in the DPP and identify instances where the flexibility clause may be used.

## **6 SUMMARY OF DEVELOPMENT ACTIVITY IN 2012**

### **Permit Activity**

Slightly more building permits for residential units were issued in 2012 when compared to 2011. As of the end of October 2012 a total of 749 permits (including accessory apartments) have been issued for new dwelling units, which is more than last year which was 646 in total (see **Schedule 5**). By year end, a total of 867 building permits for dwelling units (including accessory apartments) was reached, which is still under our current projection of 1100 units per year.

As well, the average permit activity from 2003 to 2012 for the entire City is 919 units per year (including accessory apartments) which is also below the current population projection of 1100 new dwelling units per year.

The slight increase in permit activity in 2012 over 2011 seems to be consistent with the relatively stable local economy despite continued global economic uncertainty. As well, over the past few years, permit activity has continued to see a balanced supply of a full range of housing forms including townhouses and apartments. The City's Growth Management Strategy encourages an increase in the percentage of new dwelling units that are multiple residential forms (includes townhouses, apartments and accessory apartments). To the end of October 2012, 69% of new residential building permits were issued for townhouses, apartments and accessory apartments (See **Schedule 5**).

### **Subdivision Registration**

Registration activity was lower than anticipated in the 2012 DPP. In total, only three (3) plans achieved registration (see **Schedule 1**). These three plans of subdivision that were registered in 2012 will result in the potential creation of 308 dwelling units. This overall figure is less than the 1188 dwelling units that were supported for registration by City Council (see **Schedule 1**). Registration activity consisted of three phases of residential subdivisions in the northeast part of the City.

### **Approval of Draft Plans of Subdivision**

In the 2012 DPP, 1149 units were proposed for Draft Plan Approval, in seven phases of Plans of Subdivision. Five of these phases of plans achieved Draft Plan Approval in 2012, predominantly in the south end of the City, including both phases of the Dallan subdivision (405 potential units), Kortright East Phase 3 (215 units), 246 Arkell Road (92 units). One plan of subdivision in the east end of the City was approved, 115 Fleming, containing 62 potential units.

### **Zoning By-law Amendments and Condominium Approvals**

Since the 2009 DPP, staff have monitored other development applications that add to our dwelling unit supply, including Zoning By-law amendments and Plans of Condominium

outside of Plans of Subdivision. The DPP now includes all applications that create more than 10 residential units. Approvals of these applications by year are shown in **Schedule 1 Table 2**. By the end of October 2012, 632 potential townhouse and apartment units were created through zoning by-law amendments downtown and in the south end of the City.

## **7 FORECAST OF SUBDIVISION AND PERMIT ACTIVITY FOR 2013**

Building permit activity in the residential sector was slightly greater in 2012 over 2011 levels. Like other Ontario cities, Guelph has generally experienced a reduction in residential permit activity in the past couple of years from the record high level set in 2004. There was a significant reduction from 2004 to 2005 (-42%) and a slight reduction again from 2005 to 2006 (-3%). However, in 2007, building permits increased by 8% to 945 permits and they increased again in 2008 by almost 10% to 1037.

In Guelph, the permit activity for 2012 was forecast to be similar to 2011 with only a 3% increase expected. In actuality, the number of permits in 2012 increased by almost 24% over 2011.

The range and expected number of new permits is below the City's average over the last 20 years, however remains consistent with the City's objective to provide a variety of housing options to meet the diverse housing needs within the community.

The Canadian Mortgage and Housing Corporation (CMHC) expects housing starts to start slowly in 2013 but gain momentum in the latter half of the year with improved employment prospects. Low mortgage rates and continued population growth are predicted to support demand.

Housing starts are expected to increase slowly over the next few years with an improved economy and stronger migration and become more in line with expected population growth forecasts. In terms of unit types, CMHC predicts construction will continue to shift away from single detached homes to more high density forms, which is in keeping with the City's approved Growth Management Strategy.

Interest in obtaining draft plan approval and registration of various subdivisions continues to remain strong. At the outset of the annual DPP review in September 2012, City staff received requests from the development community to register approximately 1800 potential dwelling units during 2013 as well as approximately 1300 units requested for draft approval. The circulation of the draft 2013 DPP in January 2013 resulted in the development community's understanding of staff's proposed registration timing and there were only a few minor requests made to modify staff's recommendation for approvals in 2013. Staff's recommendation of a total of 1666 potential units for registration in 2013 is based on the objectives of the DPP and the following:

1. Council's approved growth rate of approximately 1100 units per year starting in 2011 (previously 1000 units per year) as set out in the Growth Management Strategy population projections and the Background Development Charges Study.

2. The impact of the Provincial Places to Grow legislation and Growth Plan for the Greater Golden Horseshoe that places requirements on where future growth needs to occur (see discussion in Section 8).

Requests to register all or parts of 12 subdivisions are contained within the recommended dwelling unit target of 1666 dwellings contained on **Schedule 2** for the 2013 DPP. Six registrations are expected in the east, five in the south and one in the west end of the City. Included within this recommendation are six plans of subdivision or phases of plans that were expected to be registered in 2012.

Staff expect that four preliminary plans of residential subdivision (or phases thereof) are likely to be ready to be presented to Council for consideration of Draft Plan approval in whole, or in part, during 2013 (see **Schedule 3**). The subdivisions (or parts thereof) that may be considered for Draft Plan approval in 2013 include a total of approximately 968 potential dwelling units within the Greenfield area. The recommended number reflects the low average number of draft approvals from 2007-2012. During this time period, an average of 455 units were approved each year, which is lower than the 660 unit expected for Greenfield development in the City's Growth Management Strategy. The low number of plans that achieved Draft Plan approval recently has reduced the overall supply of potential units in the short and medium term (within plans of subdivision) to a 5.1 year supply, which is slightly higher than the last two years but consistently low compared to the DPP starting point in 2001 of 7.7 years of supply.

## **8 GROWTH MANAGEMENT AND THE FUTURE OF THE DPP**

### **8.1 Provincial Growth Plan for the Greater Golden Horseshoe**

On June 16, 2006 the Province released the Growth Plan for the Greater Golden Horseshoe, 2006. This plan was prepared under the Places to Grow Act, 2005 as part of the Places to Grow initiative to plan for healthy and prosperous growth throughout Ontario. The growth plan has significant implications for the future development of the City. Since the first DPP was prepared, it has been used effectively as a tool by City Council to manage the rate and timing of development from new plans of subdivision. As a result, City staff view the DPP as the logical tool to be modified to monitor the City's obligations under the Growth Plan for all development in the City. Of particular interest is that the Growth Plan establishes intensification and density targets for certain areas within municipalities. The Growth Plan also establishes population and employment projections for Guelph. In 2009, Official Plan Amendment (OPA) #39 was approved and introduced policies into the City's Official Plan to conform to the Growth Plan. The following discussion highlights some of the obligations under the Growth Plan and OPA #39 and recommendations by City Staff on how the DPP could be modified to monitor these obligations.

#### **Intensification Target**

The Growth Plan establishes that single tier municipalities (like Guelph) will plan for a phased increase in the yearly percentage of residential intensification so that by the year 2015 generally a minimum of 40% of all new residential units occurring annually within each municipality will be within the defined built up area.

Changes in the 2008 DPP included mapping that shows the approved Built Boundary, and building permits tracked by Built and Greenfield in Schedule 5. Also, schedules and mapping

were modified to show all potential residential developments (both infill and subdivisions) by Built or Greenfield area.

Further changes were made in the 2009 DPP related to Guelph's intensification target including Schedule 1 tracking both subdivision registrations and approved zone changes and condominiums by Built Boundary or Greenfield area to get a more accurate count of newly created units. Potential subdivision activity is also tracked by built or greenfield area in Schedules 2 and 3, as are building permits in Schedule 5.

In 2009, the Province approved the City's Growth Management Strategy, OPA #39 which confirmed a 40% intensification target for Guelph and the DPP will be used as a tool to assist in the implementation of the Strategy. This will include managing the approval of Draft Plans of subdivisions in Greenfield areas to ensure that the intensification targets are being achieved.

### **Density Targets**

The Official Plan also specifies density targets for the identified Urban Growth Centre (i.e., the downtown area) and the designated Greenfield area in accordance with the Growth Plan.

The minimum density target for the City of Guelph's Urban Growth Centre is 150 people and jobs per hectare. The boundary for the Urban Growth Centre has been established and future DPPs will monitor development activity in this area.

The Growth Plan requires that the City plan to achieve a density target of not less than 50 residents and jobs combined per hectare for the whole of the designated Greenfield. The density target is to be measured over the entire designated Greenfield area, not by individual project, and excludes provincially significant wetlands and natural areas where development is prohibited. Census data, released every five years, will be used to monitor progress towards achieving the targets, although municipal data is expected to be used to supplement the census to obtain a count of jobs and residents that is as accurate as possible.

Starting in 2009, the DPP began to track density by including the current proposed densities of plans of subdivision anticipated for draft plan approval (see Schedule 3). Additional methods of tracking and determining appropriate densities will need to be included in the future DPPs.

### **Population Projections**

The approved population projection for the City of Guelph is 175,000 by the year 2031. This projection was used in Guelph's Growth Management Strategy and the Development Charges Background Study which estimates the City should grow by approximately 1000 new dwelling units per year and starting in 2011 by 1100 units per year. This is an increase from the previous studies which forecast growth by 900 units per year until 2011, followed by reductions in annual growth until 2021.

## **8.2 Guelph's Growth Management Strategy and the DPP**

Guelph's Growth Management Strategy was developed in response to the challenges of managing growth and to meet the goals of the Provincial Growth Plan. Over the last few years background studies and population forecasts were completed, along with the delineation of the Built Boundary and Urban Growth Centre in cooperation with the Provincial Ministry of Infrastructure and Renewal.

In 2009, staff developed the initial policies necessary to implement the Growth Management Strategy, including high-level policies for the built up areas, the urban growth centre and Greenfield areas. This initial conformity exercise was completed in 2009 as Official Plan Amendment 39. Further change is anticipated over the next year (2013) as staff ensure conformity with the new Official Plan (OPA #48, adopted by Council in 2012 and currently under review at the Province.

It is likely that how new development in the City is monitored will change to ensure accurate information needed to conform to the Growth Management Strategy policies and Provincial Growth Plan. The Development Priorities Plan is expected to continue to act as the primary tool for monitoring development activity, but additional changes are anticipated in future DPPs to accommodate new Growth Management Policies.

## **9 CONCLUSIONS AND RECOMMENDATIONS**

The DPP continues to be an implementation tool for the City's goal of managing growth in a balanced sustainable manner. The DPP is also effective in assisting staff in establishing priorities for the review and approval of new development from residential plans of subdivision. Staff recommend that 1666 potential dwelling units be considered for registration in 2013 and 968 dwelling units be considered for draft plan approval in 2013. These recommendations take into account the objectives of the Development Priorities Plan as well as the City's Growth Management Strategy and Places to Grow objectives.

# Schedule 1 Dwelling Unit Supply

## A. Development Activity in 2012

(Between November 1<sup>st</sup>, 2011 and October 31<sup>st</sup>, 2012)

### 1. POTENTIAL RESIDENTIAL UNITS CREATED THROUGH REGISTERED PLANS OF SUBDIVISION

Plan Name	Location	Detached	Semi-detached*	Townhouses*	Apartments*	Total
Cityview Heights Ph 2 (61M-181)	NE	49	24	0	0	73
Grangehill Ph 7A (61M-182)	NE	67	28	92	0	187
Morningcrest Ph 2B (61M-180)	NE	14	34	0	0	48
<b>Total Units Registered in 2012</b>		<b>130</b>	<b>86</b>	<b>92</b>	<b>0</b>	<b>308</b>
<b>Units Approved in 2012 DPP</b>		<b>417</b>	<b>172</b>	<b>469</b>	<b>130</b>	<b>1188</b>
<b>In Built Boundary</b>		49	24	0	0	73
<b>In Greenfield</b>		81	62	92	0	235

### 2. POTENTIAL RESIDENTIAL UNITS FROM APPROVED ZONE CHANGES AND CONDOMINIUMS

Address	Location	Detached	Semi-detached*	Townhouses*	Apartments*	Total
148-152 Macdonell Street	DT	0	0	0	130	130
39-47 Arkell Road and 1408 Gordon Street	S	0	0	71	0	71
180 Gordon Street (Under appeal)	S	0	0	11	0	11
30, 34 & 40 Arkell Road	S	0	0	36	0	36
1077 Gordon Street	S	0	0	0	184	184
1274, 1280 & 1288 Gordon Street	S	0	0	0	200	200
<b>Total Units in 2012</b>		<b>0</b>	<b>0</b>	<b>118</b>	<b>514</b>	<b>632</b>
<b>In Built Boundary</b>		<b>0</b>	<b>0</b>	<b>118</b>	<b>514</b>	<b>632</b>
<b>In Greenfield</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 3. TOTAL NEW UNITS IN 2012 (1+2)

<b>In Built Boundary</b>	<b>49</b>	<b>24</b>	<b>118</b>	<b>514</b>	<b>705</b>
<b>In Greenfield</b>	<b>81</b>	<b>62</b>	<b>92</b>	<b>0</b>	<b>235</b>
<b>Total New Units in 2012</b>	<b>130</b>	<b>86</b>	<b>210</b>	<b>514</b>	<b>940</b>

\* Semi-detached numbers are unit counts

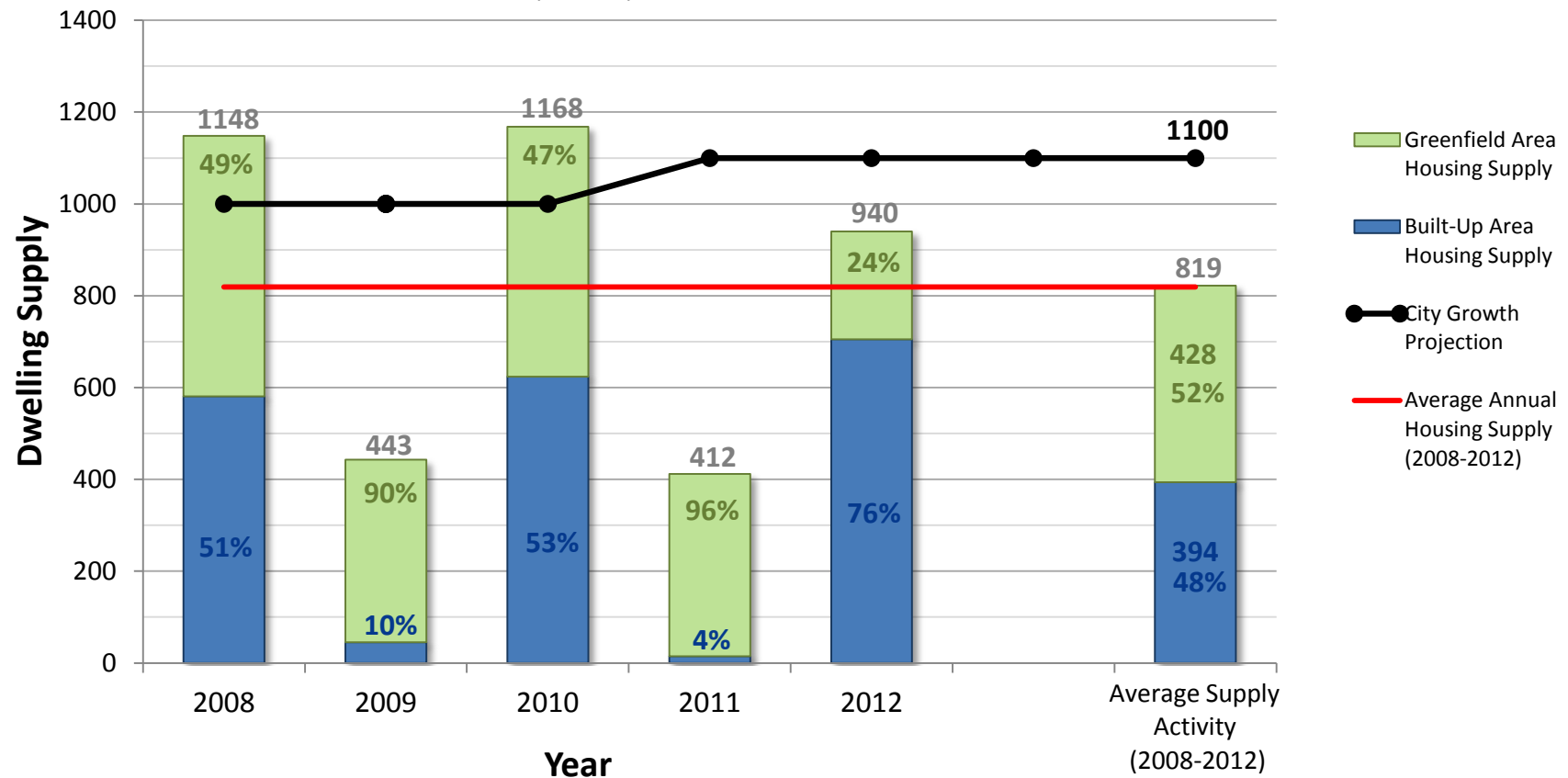
\*Townhouses and apartments based on approved zoning

Location Legend: NE - Northeast Area of the City, NW - Northwest, S - South, DT - Downtown



## Schedule 1B: Annual Housing Supply

by Built-Up and Greenfield Areas



## Schedule 2

### Subdivision Registration Activity

#### A. Plans of Subdivision Anticipated to be Registered in 2013

Plan Name	Location	Detached	Semi-Detached	Townhouses	Apartments	Total Housing Units
23T-88009 Mitchell Farm*	NW	100	22	74	0	196
23T-11502 11 Starwood	NE	0	0	201	0	201
23T-11501 115 Fleming*	NE	0	0	62	0	62
23T-01501 Ingram*	NE	34	0	83	0	117
23T-03502 58-78 Fleming*	NE	23	0	0	0	23
23T-04501 Morningcrest 2c	NE	34	36	0	0	70
23T-07501 Grangehill 7B	NE	26	10	18	99	153
23T-01508 Kortright E Ph 3*	S	119	62	34	0	215
23T-08503 Dallan Ph 1	S	79	26	100	0	205
23T-07506 Vic Park West Ph 1	S	0	0	123	0	123
23T-10501 246 Arkell*	S	0	24	68	0	92
23T-08505 1897 Gordon St	S	21	0	36	152	209
<b>Overall Total</b>		<b>436</b>	<b>180</b>	<b>799</b>	<b>251</b>	<b>1666</b>
<b>Portion of Total in Built Boundary</b>		<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>
<b>Portion of Total in Greenfield</b>		<b>413</b>	<b>180</b>	<b>799</b>	<b>251</b>	<b>1643</b>

(\*) - carried over from approved 2012 DPP

#### B. Actual Housing Supply Compared to City Growth Projections

	2008	2009	2010	2011	2012	Total
<b>1. City Growth Projection</b>	<b>1000</b>	<b>1000</b>	<b>1000</b>	<b>1100</b>	<b>1100</b>	<b>5200</b>
Built Boundary Portion	400	400	400	440	440	2080
Greenfield Portion	600	600	600	660	660	3120
<b>2. Actual Registrations and Approvals</b>	<b>1148</b>	<b>443</b>	<b>1168</b>	<b>412</b>	<b>924</b>	<b>4095</b>
Built Boundary Portion	581	45	624	15	705	1970
Greenfield Portion	567	398	544	397	219	2125
<b>Difference from Projection (2-1)</b>	<b>148</b>	<b>-557</b>	<b>168</b>	<b>-688</b>	<b>-176</b>	<b>-1105</b>
Built Boundary Portion	181	-355	224	-425	265	-110
Greenfield Portion	-33	-202	-56	-263	-441	-995

### C. Summary of Expected Registration Activity by Year

Sector	Singles	Semi-Detached	Townhouses	Apartments	Total
--------	---------	---------------	------------	------------	-------

#### 2013 Proposed Registrations

Northeast	117	46	364	99	626
Northwest	100	22	74	0	196
South	219	112	361	152	844
Subtotal	436	180	799	251	1666
In Built Boundary	23	0	0	0	23
In Greenfield	413	180	799	251	1643

#### 2014 Anticipated Registrations\*\*

Northeast	17	8	86	0	111
Northwest	0	0	0	0	0
South	0	0	0	0	0
Subtotal	17	8	86	0	111
In Built Boundary	17	8	86	0	111
In Greenfield	0	0	0	0	0

#### Post 2014 Anticipated Registrations

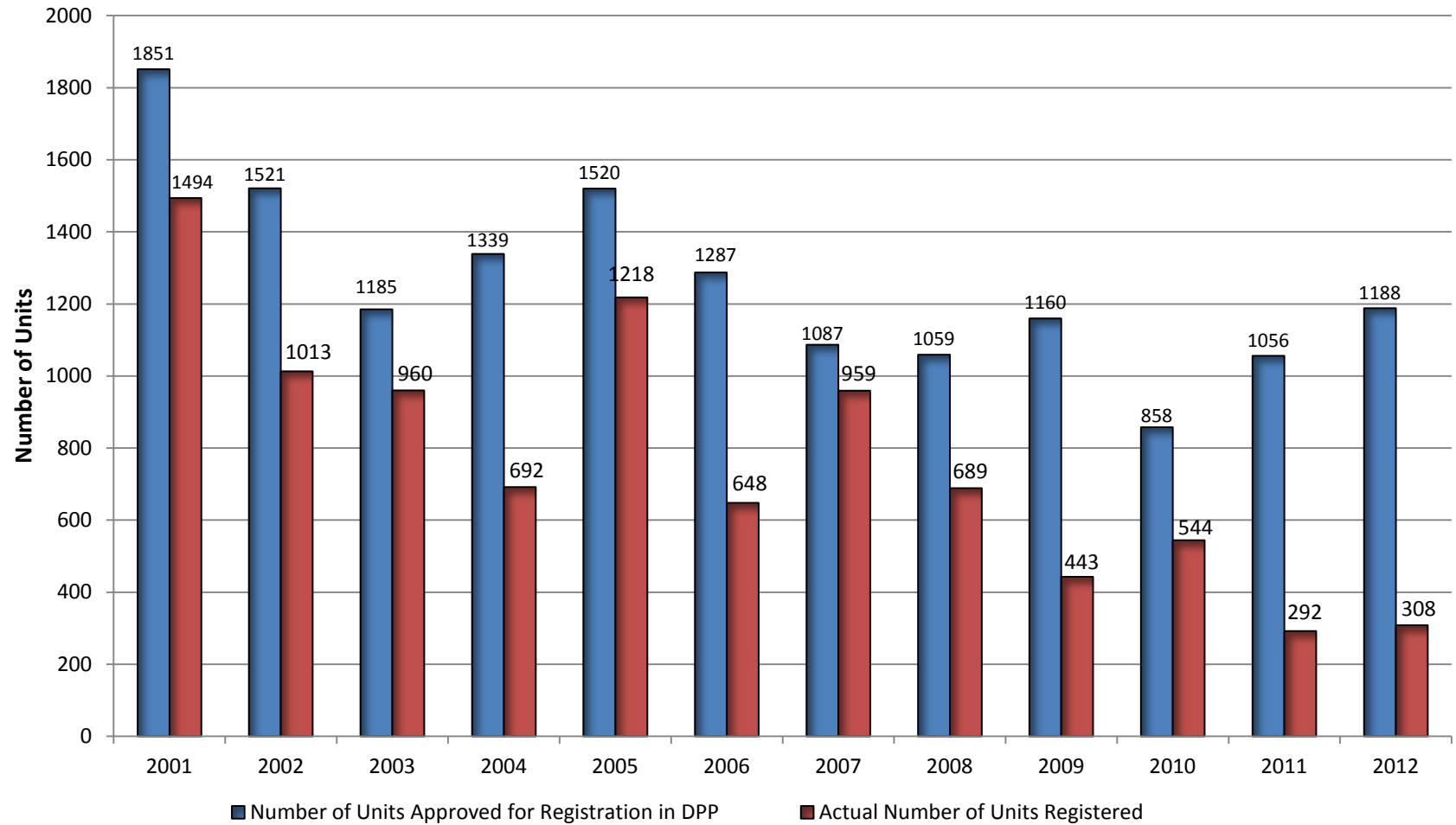
Northeast	349	72	284	691	1396
Northwest	0	0	0	877	877
South	271	36	329	773	1409
Subtotal	620	108	613	2341	3682
In Built Boundary	0	0	0	0	0
In Greenfield	492	52	514	2293	3351

\*\*2014 Registrations are shown lower than actual anticipated registrations. Because a number of plans that do not have draft approval yet have potential to register in 2014, 2014 registration of greenfield plans will be reviewed and up to 660 units allocated for the 2014 DPP and are currently counted in post 2014.

### D. Total Dwelling Unit Inventory in the DPP by Year

Year	Singles	Semi-Detached	Townhouses	Apartments	Total
2013	1073	296	1498	2592	5459
2012	1213	372	1408	2539	5532
2011	1712	370	1180	2148	5410
2010	1858	410	1518	1941	5727
2009	2122	364	1684	1757	5927
2008	2297	486	1841	2354	6978
2007	2780	486	1739	2253	7258
2006	3082	450	1848	1964	7344
2005	3767	646	2198	2013	8624
2004	3867	734	2012	2071	8684
2003	4132	806	1752	1935	8625
2002	4141	831	1628	2127	8727

## Schedule 2E: Comparison of Approved and Actual Registered Dwelling Units by Year



# SCHEDULE 3

## DRAFT PLAN APPROVAL ACTIVITY

### A. Plans Anticipated to be Considered for Draft Plan Approval in 2013

Plan Name	Location	Detached	Semi-Detached	Townhouses	Apartments	Total	Density p+j/ha
23T-11502(*) 11 Starwood Dr	NE	0	0	201	0	201	167
23T-12502 Cityview Ridge	NE	101	40	66	54	261	?
23T-12501 55 & 75 Cityview Drive	NE	111	32	90	48	281	?
23T-01508(*) Kortright East Ph 4	S	199	0	26	0	225	65
<b>Overall Total</b>		<b>411</b>	<b>72</b>	<b>383</b>	<b>102</b>	<b>968</b>	
<b>Total in Built Boundary</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total in Greenfield</b>		<b>411</b>	<b>72</b>	<b>383</b>	<b>102</b>	<b>968</b>	

(\*) - carried over from approved 2012 DPP

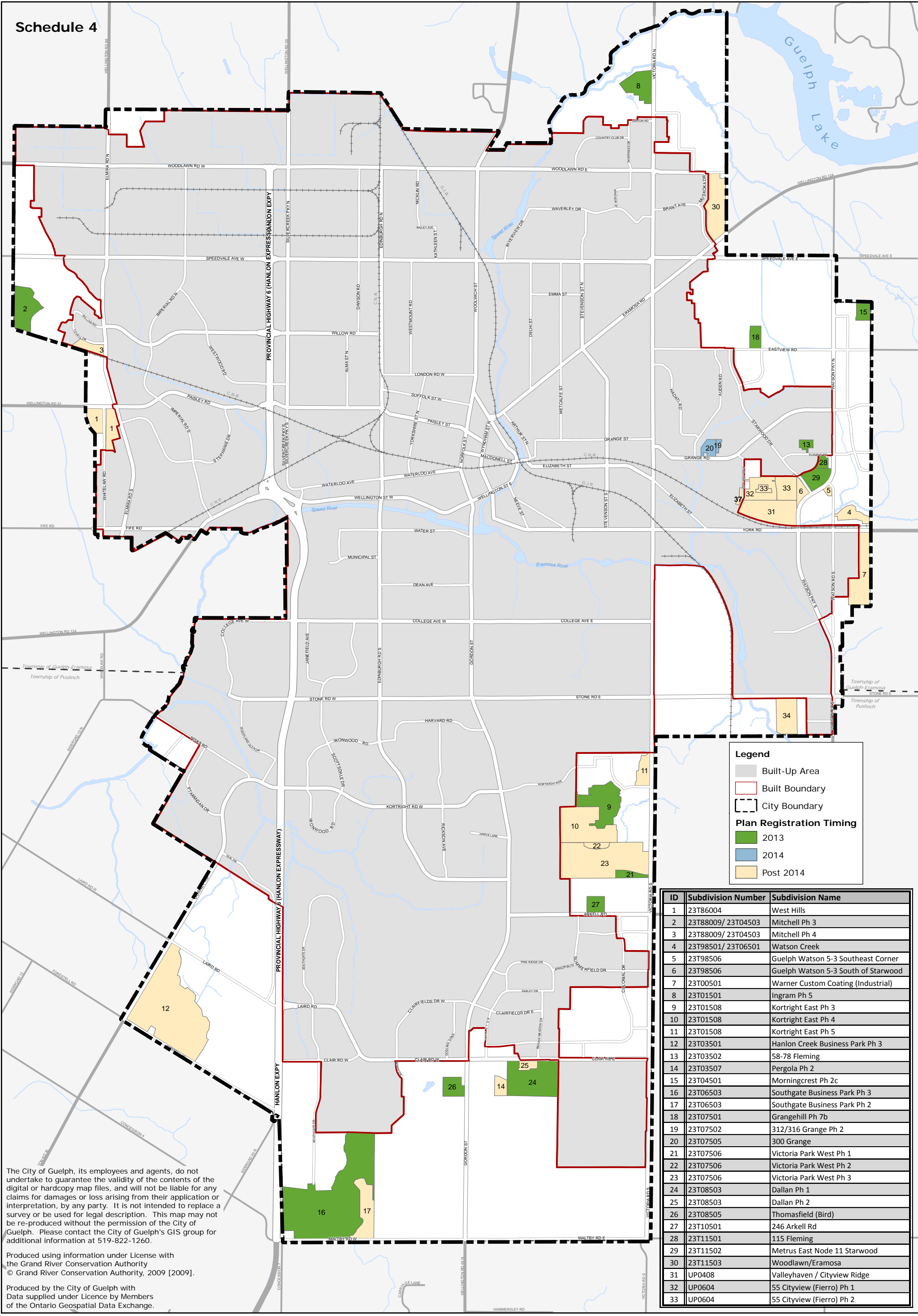
### B. Comparison of Actual and Approved Draft Plans by Year

	Detached	Semi-detached	Townhouses*	Apartments*	Total
<b>ACTUAL OVERALL TOTAL (2012)</b>	<b>181</b>	<b>112</b>	<b>225</b>	<b>205</b>	<b>723</b>
APPROVED in 2012 DPP	380	112	452	205	1149
<b>ACTUAL OVERALL TOTAL (2011)</b>	<b>221</b>	<b>70</b>	<b>167</b>	<b>425</b>	<b>883</b>
APPROVED in 2011 DPP	304	96	258	668	1326
<b>ACTUAL OVERALL TOTAL (2010)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
APPROVED in 2010 DPP	156	86	132	230	604
<b>ACTUAL OVERALL TOTAL (2009)</b>	<b>138</b>	<b>42</b>	<b>370</b>	<b>123</b>	<b>673</b>
APPROVED in 2009 DPP	334	74	549	77	1034
<b>ACTUAL OVERALL TOTAL (2008)</b>	<b>68</b>	<b>94</b>	<b>25</b>	<b>165</b>	<b>352</b>
APPROVED in 2008 DPP	459	156	123	402	1140
<b>ACTUAL OVERALL TOTAL (2007)</b>	<b>34</b>	<b>0</b>	<b>64</b>	<b>0</b>	<b>98</b>
APPROVED in 2007 DPP	-	-	-	-	675

### C. Greenfield Unit Allocation in Draft Plans Compared to Projected Greenfield Growth

	2008	2009	2010	2011	2012	Total
<b>Projected Greenfield Allocation*</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>660</b>	<b>660</b>	<b>3120</b>
<b>Actual Draft Approvals</b>	<b>352</b>	<b>673</b>	<b>0</b>	<b>883</b>	<b>723</b>	<b>2631</b>
Built Boundary Portion	0	188	0	0	0	188
Greenfield Portion	352	485	0	883	723	2443
<b>Difference between Projected and Actual Greenfield Units</b>	<b>248</b>	<b>115</b>	<b>600</b>	<b>-223</b>	<b>-63</b>	<b>677</b>
Plus 2013 Greenfield Allocation						660
<b>Total Greenfield Units Available in 2013</b>						<b>1337</b>

\*City growth projections are based on 1100 new units per year and 60% of those (660 units) are anticipated to be greenfield units, in keeping with our Places to Grow Targets.



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ID	Subdivision Number	Subdivision Name
1	23T86004	West Hills
2	23T88009/ 23T04503	Mitchell Ph 3
3	23T88009/ 23T04503	Mitchell Ph 4
4	23T98501/ 23T06501	Watson Creek
5	23T98506	Guelph Watson 5-3 Southeast Corner
6	23T98506	Guelph Watson 5-3 South of Starwood
7	23T00501	Warner Custom Coating (Industrial)
8	23T01501	Ingram Ph 5
9	23T01508	Kortright East Ph 3
10	23T01508	Kortright East Ph 4
11	23T01508	Kortright East Ph 5
12	23T03501	Hanlon Creek Business Park Ph 3
13	23T03502	58-78 Fleming
14	23T03507	Pergola Ph 2
15	23T04501	Morningcrest Ph 2c
16	23T06503	Southgate Business Park Ph 3
17	23T06503	Southgate Business Park Ph 2
18	23T07501	Grangehill Ph 7b
19	23T07502	312/316 Grange Ph 2
20	23T07505	300 Grange
21	23T07506	Victoria Park West Ph 1
22	23T07506	Victoria Park West Ph 2
23	23T07506	Victoria Park West Ph 3
24	23T08503	Dallan Ph 1
25	23T08503	Dallan Ph 2
26	23T08505	Thomasfield (Bird)
27	23T10501	246 Arkell Rd
28	23T11501	115 Fleming
29	23T11502	Metrus East Node 11 Starwood
30	23T11503	Woodlawn/Eramosa
31	UP0408	Valleyhaven / Cityview Ridge
32	UP0604	55 Cityview (Fierro) Ph 1
33	UP0604	55 Cityview (Fierro) Ph 2

# Schedule 4

## Summary of Residential Units in Draft Approved and Preliminary Plans

File # (Description)	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)
	D	SD	TH	APT				
Northeast	483	126	734	790	2.201	2.884	0	1.64
Northwest	100	22	74	877	3.52	4.688	0	0
South	490	148	690	925	0	0	0	0
Total	1073	296	1498	2592	5.721	7.572	0	1.64

5459

Note:

D = Single Detached  
SD = Semi-Detached  
TH = Townhouse  
APT = Apartment

Comm = Commercial  
Ind = Industrial  
Inst = Institutional

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

***Northwest Residential***

File # (Description)	Status	Expected Registration Timing	Residential Units				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue (based on 2012 DC's)
			D	SD	TH	APT					
<b>1</b> 23T-86004 West Hills (Greenfield)	<b>Draft Approved:</b> December 23, 1987	Post 2014	0	0	0	521	3.52			TBD	\$6,802,437
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> Developer is reviewing final area of plan in conjunction with proposed realignment of Whitelaw Road. New draft plan expected which will include a park (size to be determined). Site is currently under appeal - extent of woodlot to be protected is yet to be determined.											
<b>2</b> 23T-88009 Mitchell Farm (Greenfield)	<b>Draft Approved:</b> June 1, 1997	Phase 3: 2013 Phase 4: Post 2014	100 0	22 0	74 0	0 356		4.688			\$4,345,860 \$4,648,114
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> None.											



**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

***Northeast Industrial***

File # (Description)	Status	Expected Registration Timing	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	DC Expenditure/ Revenue
			D	SD	TH	APT					
<b>1</b> 23T-98501 / 23T06501 Watson Creek (Greenfield)	<b>Draft Approved</b> March 20, 2001	Post 2014						2.884		part cash in lieu	TBD
<b>Servicing Comments:</b>	None.										
<b>Timing Comments:</b>	Third Draft Plan Approval extension lapses on March 20, 2017.										

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

***Northeast Residential***

File # (Description)	Status	Expected Registration Timing	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue (based on 2012 DC's)
			D	SD	TH	APT					
<b>1</b>											
23T-98506 East Node (south side of Starwood) (Greenfield)	Preliminary	Post 2014	0	0	0	420				TBD	\$5,483,730
Servicing Comments: None.											
Timing Comments: Needs an amendment to the Zoning By-law.											
<b>2</b>											
23T-98506 East Node (southeast side) (Greenfield)	Preliminary	Post 2014	0	0	110	105				TBD	\$3,420,893
Servicing Comments: None.											
Timing Comments: Needs an amendment to the Zoning By-law, expected post 2013.											
<b>3</b>											
23T-11502 East Node (north side of Starwood) 11 Starwood Dr. (Greenfield)	Preliminary	2013	0	0	201	0				TBD	\$3,745,836
Servicing Comments: None.											
Timing Comments: Needs Draft Plan Approval and amendments to the Official Plan and Zoning By-law. Currently under appeal, expected to be resolved in 2013.											

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

***Northeast Residential***

File # (Description)	Status	Expected Registration Timing	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue <small>(based on 2012 DC's)</small>
			D	SD	TH	APT					
<b>4</b>											
23T-11501 115 Fleming (Greenfield)	Draft Approved September 4, 2012	2013	0	0	62	0				cash-in lieu	\$1,155,432
Servicing Comments: None.											
Timing Comments: None.											
<b>5</b>											
23T12502 20 & 37 Cityview Previously 23T-99501 / 23T-96501 (Greenfield)	Preliminary	Post 2014	101	40	66	54				cash in lieu/TBD	\$5,363,865
Servicing Comments: Upgrades to Cityview Drive required.											
Timing Comments: New draft plan application incorporates the unregistered lots from the Valleyhaven subdivision (20 lots previously draft approved 23T-99501/23T-96501). Draft Plan approval expected 2013.											
<b>6</b>											
23T-01501 Ingram (Greenfield)	Draft Approved September 6, 2002	Phase 5: 2013	34	0	83	0					\$2,373,600
Servicing Comments: None.											
Timing Comments: Third, 3-year extension granted until September 6, 2014.											
<b>7</b>											
23T-03502 58-78 Fleming Road (Built Boundary)	Draft Approved July 14, 2006	2013	23	0	0	0				cash in lieu	\$559,314
Servicing Comments: None.											
Timing Comments: Two, 2-year extensions granted until July 14, 2013.											

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

**Northeast Residential**

File # (Description)	Status	Expected Registration Timing	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue (based on 2012 DC's)
			D	SD	TH	APT					
<b>8</b> 23T-04501 340 Eastview Rd Morning Crest (Greenfield)	<b>Draft Approved</b> October 3, 2008	Phase 2c: 2013	34	36	0	0	1.49				\$1,702,260
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> 2 year draft plan extension granted until October 3, 2013.											
<b>9</b> 23T-07501 Grangehill Ph. 7 (Greenfield)	<b>Draft Approved</b> January 14, 2011	Phase 7b - 2013	26	10	18	99				0.25	\$2,503,490
<b>Servicing Comments:</b> Developing the lands will require confirmation that expected operating water pressure will meet minimum criteria; may require external water system improvements and/or water booster system											
<b>Timing Comments:</b>											
<b>10</b> 23T-07502 312-316 Grange Rd (Built Boundary)	<b>Draft Approved</b> January 12, 2009	Phase 2 - 2014	3	8	8	0				0.12	\$416,586
<b>Servicing Comments:</b> None											
<b>Timing Comments:</b> Phase 2 to proceed with 23T-07505 (300 Grange Road). 3 year draft plan extension granted until January 12, 2015.											

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

**Northeast Residential**

File # (Description)	Status	Expected Registration Timing	Residential				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue (based on 2012 DC's)
			D	SD	TH	APT					
<b>11</b> 23T-07505 300 Grange Rd (Built Boundary)	<b>Draft Approved</b> January 12, 2009	2014	14	0	78	0				0.1	\$1,794,060
<b>Servicing Comments:</b> None											
<b>Timing Comments:</b> 3 year draft plan extension granted until January 12, 2015.											
<b>12</b> 23T12501 55&75 Cityview Drive (Greenfield)	<b>Preliminary</b>	Phase 1: post 2014 Phase 2: post 2014	72 39	20 12	47 43	48 0				1.17	\$3,739,860 \$2,041,566
<b>Servicing Comments:</b> Requires upgrades to Cityview Drive and outlet to 20 & 37 Cityview lands.											
<b>Timing Comments:</b> Draft plan approval expected in 2013.											
<b>13</b> 23T-11503 635 Woodlawn (Greenfield)	<b>Preliminary</b>	Post 2014	137	0	18	64	0.711			TBD	\$4,502,630
<b>Servicing Comments:</b> Requires retrofit/upgrade to existing SWM Pond #1, sanitary pumping station required to service the lands.											
<b>Timing Comments:</b> Requires draft plan approval and rezoning, expected in 2014, expect 4 phases.											

**Schedule 4 continued**  
**Development Priorities Plan Draft Approved and Preliminary Plans**

**Sector**

***South Industrial***

File # (Description)	Status	Expected Registration Timing	Residential Units				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue (based on 2012 DC's)
			D	SD	TH	APT					
<b>1</b> 23T-03501 (SP-0201) Hanlon Creek Business Park (Greenfield)	<b>Draft Approved</b> November 8, 2006	Phase 3 - post 2014						167		Trails in lieu	TBD
<b>Servicing Comments:</b> Phase 3:											
<b>Timing Comments:</b> 5 year draft plan extension granted until November 8, 2016											
<b>2</b> 23T-06503 Southgate Business Park (Greenfield)	<b>Draft Approved</b> December 22, 2008	Phase 2 - 2013 Phase 3 - Post 2014						50		Cash in lieu	TBD TBD
<b>Servicing Comments:</b> MTO Development Cap applies prior to the construction of the Laird Road interchange.											
<b>Timing Comments:</b> None.											

## Schedule 4 continued

### Development Priorities Plan Draft Approved and Preliminary Plans

Sector

**South**

File # (Description)	Status	Expected Registration Timing	Residential Units				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue <small>Based on 2012 DCs</small>
			D	SD	TH	APT					
<b>1</b>											
<b>23T-01508</b> <b>Kortright East</b> <b>(Greenfield)</b>	<b>Draft Approved:</b> Ph 3: Oct 1, 2012  <b>Preliminary:</b> Phases 4 & 5	Phase 3: 2013 Ph4: post 2014 Ph5: Post 2014	119 199 0	62 0 0	34 26 160	0 0 400				1.023 0 0	\$4,969,537 \$5,257,563 \$7,813,160
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> Draft Plan approval required for phases 4 and 5. Phase 4 DPA anticipated 2013.											
<b>2</b>											
<b>23T-03507</b> <b>Pergola</b> <b>(Greenfield)</b>	<b>Draft Approved</b> May 26, 2006	Phase 2: post 2014	0	0	91	0				0.446	\$1,648,556
<b>Servicing Comments:</b> Phase 2: low water pressure, new pressure zone 3 system works required.											
<b>Timing Comments:</b> Redline Amendment for Phase 2 underway. Draft plan approval extended until May 26, 2015.											
<b>3</b>											
<b>23T-08503</b> <b>Dallan</b> <b>(Greenfield)</b>	<b>Draft Approved</b> October 1, 2012	Phase 1: 2013 Phase 2: Post 2014	79 0	26 0	100 0	0 205				0.868	\$4,337,165 \$2,518,733
<b>Servicing Comments:</b> A portion may require servicing through Pergola/adjacent lands or upgrades to existing sanitary sewer infrastructure in Westminister Woods (north of Clair). Part of lands have low water pressure : new pressure zone 3 system works required.											
<b>Timing Comments:</b> None.											

## Schedule 4 continued

### Development Priorities Plan Draft Approved and Preliminary Plans

Sector

**South**

File # (Description)	Status	Expected Registration Timing	Residential Units				Comm (ha.)	Ind (ha.)	Inst (ha.)	Park (ha.)	Expected Revenue <small>Based on 2012 DCs</small>
			D	SD	TH	APT					
<b>4</b>											
<b>23T-07506</b> <b>Victoria Park West</b> <b>(Greenfield)</b>	<b>Draft Approved</b> 2011	Phase 1: 2013 Phase 2: post 2014 Phase 3: post 2014	0 56 16	0 36 0	123 52 0	0 0 168				0.9	\$2,228,268 \$3,154,908 \$2,448,980
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> Redline Amendment Application appealed by applicant, dependent on OMB resolution to proceed.											
<b>5</b>											
<b>23T-08505</b> <b>1897 Gordon St</b> <b>(Greenfield)</b>	<b>Draft Approved</b> November 2012	Phase 1: 2013	21	0	36	152				cash-in-lieu	\$3,024,837
<b>Servicing Comments:</b> Gordon Street servicing and roadwork required. A portion of the lands will have low water pressure: pressure zone 3 system works required Capital: WD0012 (2013), WD0011 (2016), SC0027 (2016) & RD0265 (2020). Developing the lands will require confirmation of a satisfactory sanitary sewage outlet including the extension of a sanitary sewer to Gosling Gardens and external sanitary sewer improvements within the downstream Clairfields neighbourhood.											
<b>Timing Comments:</b> Appeal to OMB and Divisional Court dismissed November 2012.											
<b>6</b>											
<b>23T-10501</b> <b>246 Arkell Road</b> <b>(Greenfield)</b>	<b>Draft Approved</b> September 4, 2012	2013	0	24	68	0				TBD	\$1,809,160
<b>Servicing Comments:</b> None.											
<b>Timing Comments:</b> None.											



## Schedule 5A

### A. Building Permits For New Residential Units by Dwelling Unit Types as of October 31, 2012

Month	Single-Detached		Semi-Detached		Townhouses		Apartments		Accessory Apts		Building Permit Totals		Demolitions		Net Totals	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
January	15	15	2	14	43	9	91	0	5	9	156	47	0	1	156	46
February	18	30	8	0	7	12	0	0	4	4	37	46	2	0	35	46
March	17	35	18	4	19	4	32	0	15	11	101	54	0	0	101	54
April	23	23	4	4	8	8	0	0	12	5	47	40	0	0	47	40
May	25	30	0	2	4	34	0	0	24	9	53	75	1	0	52	75
June	15	22	0	0	59	6	50	54	20	8	144	90	5	0	139	90
July	26	17	0	8	0	3	0	0	25	4	51	32	4	1	47	31
August	24	15	0	4	16	37	0	2	27	3	67	61	0	1	67	60
September	8	7	0	2	10	12	0	0	21	2	39	23	1	2	38	21
October	26	19	0	2	7	6	0	0	21	4	54	31	0	2	54	29
November		19		8		76		0		5	0	108		0	0	108
December		24		6		4		0		5	0	39		1	0	38
<b>Totals</b>	<b>197</b>	<b>256</b>	<b>32</b>	<b>54</b>	<b>173</b>	<b>211</b>	<b>173</b>	<b>56</b>	<b>174</b>	<b>69</b>	<b>749</b>	<b>646</b>	<b>13</b>	<b>8</b>	<b>736</b>	<b>638</b>

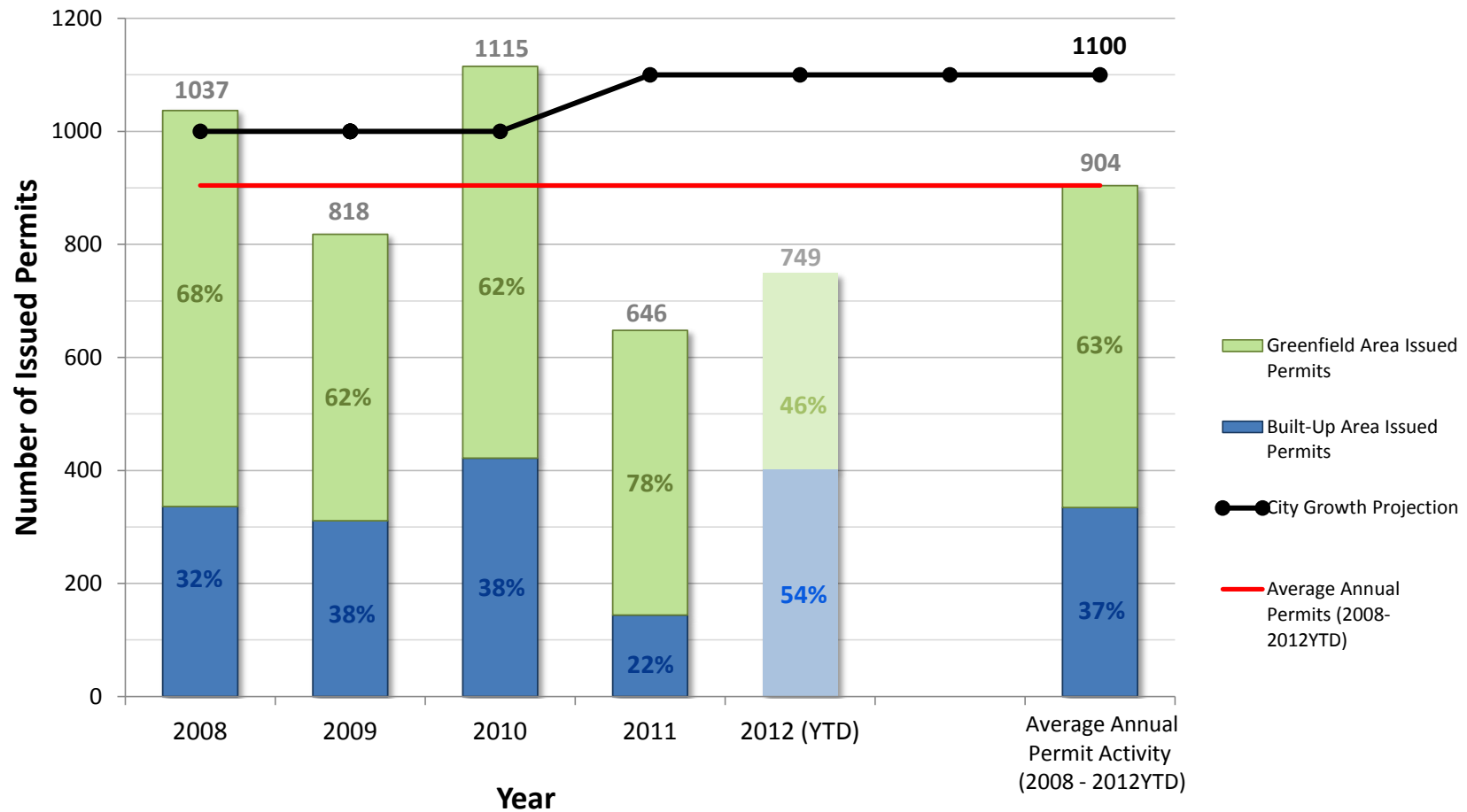
Source: Building Permit Summaries, Planning Services

Accessory Apartments include Registered Accessory Apartments and Two-unit Registrations

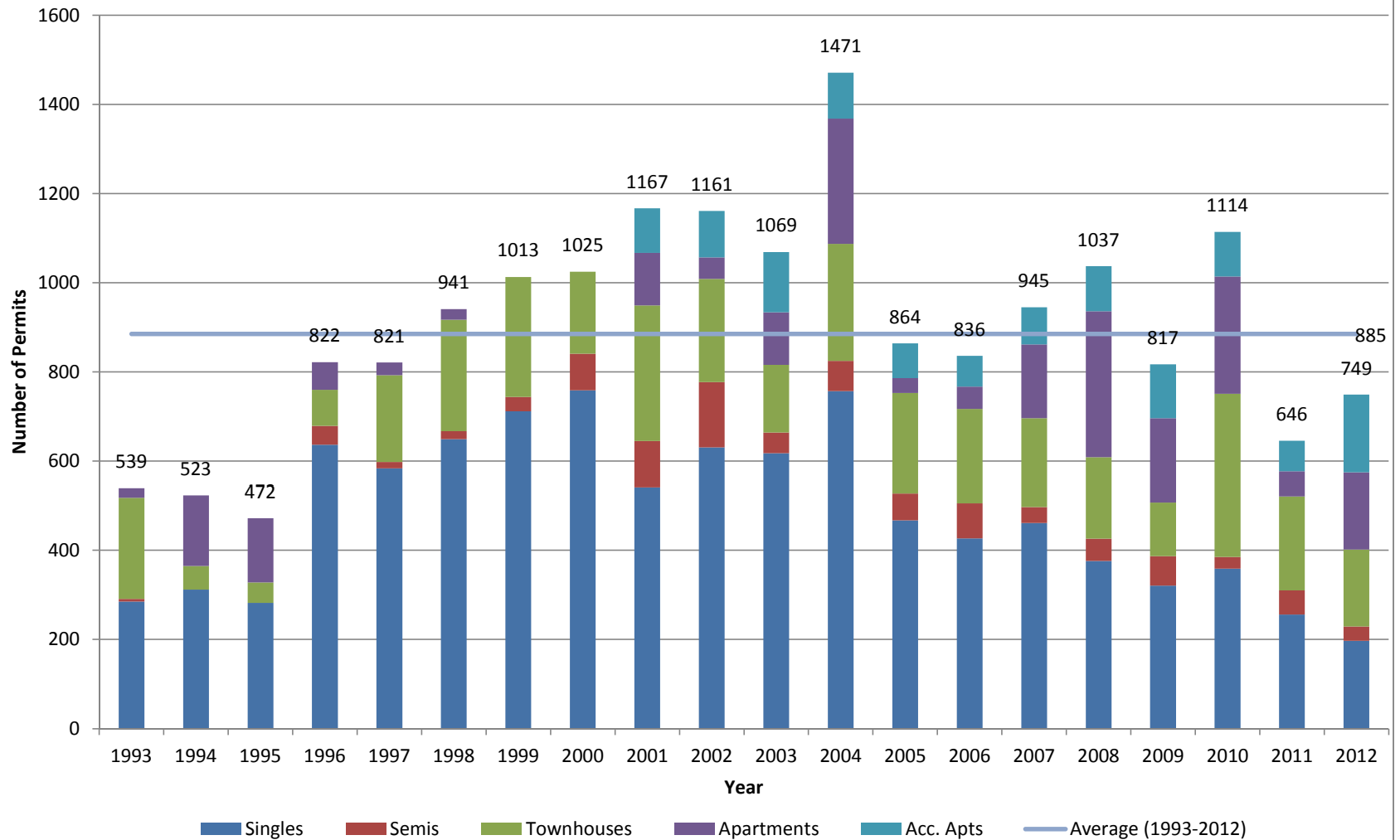
Distribution of Permits Based on Places to Grow Areas	Units (2012*)				Total	2012 YTD* % of Total Units	2011 % of Total Units	2010 % of Total Units	2009 % of Total Units	2008 % of Total Units	Averaged % (2008 - 2012 YTD)
	D	SD	TH	APT							
Built Up Area:	44	20	72	266	402	54%	22%	38%	38%	32%	37%
Greenfield Area:	153	12	101	81	347	46%	78%	62%	62%	68%	63%
Total Permits:	197	32	173	347	749	100%	100%	100%	100%	100%	100%

\*until October 31st only

**Schedule 5B:**  
**Annual Dwelling Permits By Built-Up and Greenfield Areas**



# Schedule 6 Building Permits by Type 1993-2012



Notes:

1. Accessory Apartment Tracking Began in 2001

## Schedule 7

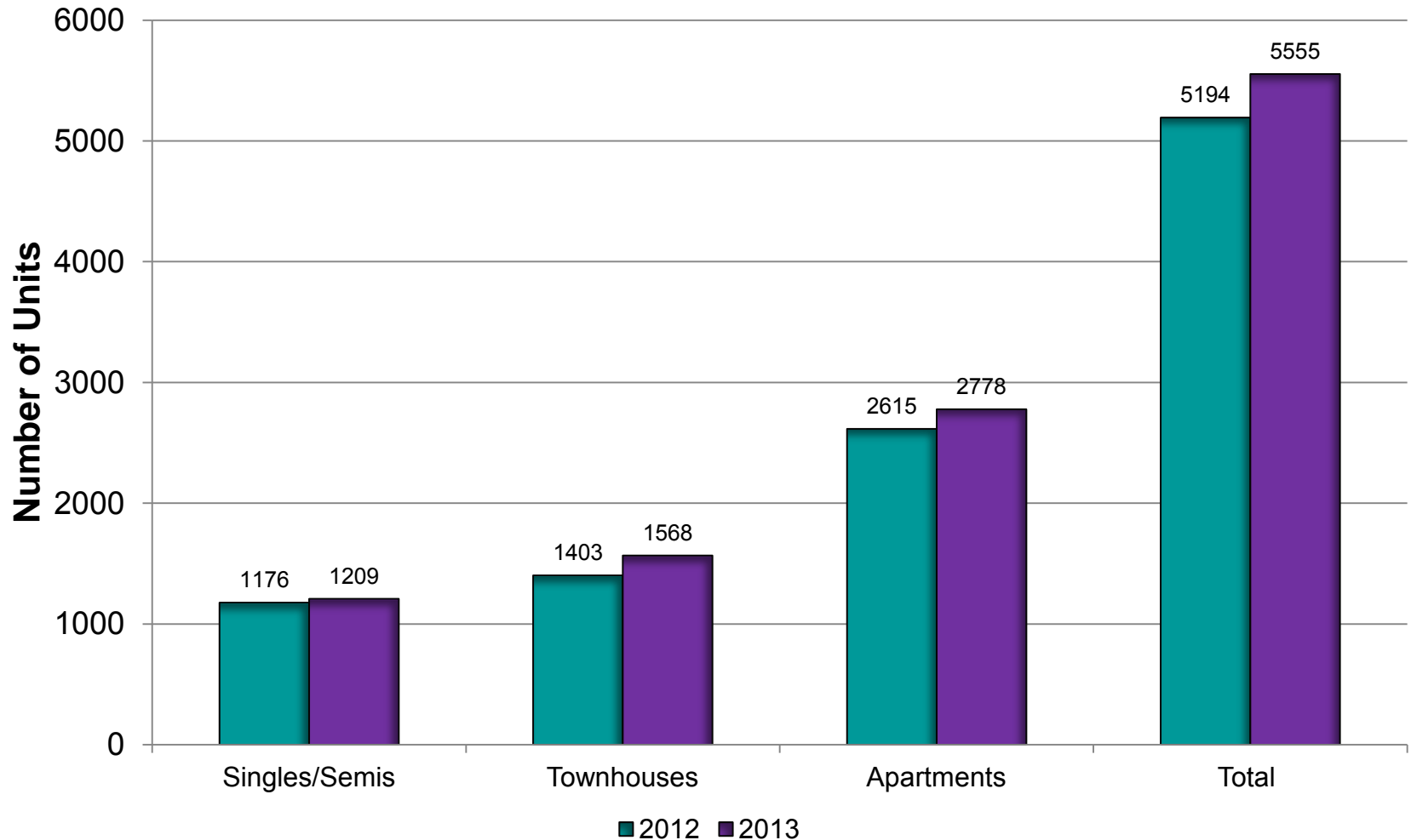
### A. Potential Development Summary - Short, Medium and Long Term October 31, 2012

	<u>Singles</u>	<u>Semis</u>	<u>Townhouses</u>	<u>Apartments</u>	<u>Total</u>	<u># of Years Supply*</u>
<b>Total Short Term</b>	394	98	921	1954	3367	3.1
Registered Plans of Subdivision	394	98	741	1277	2510	2.3
Infill Townhouse and Apartment Sites	0	0	180	677	857	0.8
<b>Total Medium Term</b>	493	224	957	2560	4234	3.9
Draft Plans of Subdivision	493	224	827	1501	3045	2.8
Infill Townhouse and Apartment Sites	0	0	130	1059	1189	1.1
<b>Total Long Term</b>	411	72	452	1027	1962	1.8
Preliminary Plans & Unofficial Proposals	411	72	452	1027	1962	1.8
<b>Overall Total</b>	<b>1298</b>	<b>394</b>	<b>2330</b>	<b>5541</b>	<b>9563</b>	<b>8.7</b>
<b>Total Draft and Registered Plans</b>	<b>887</b>	<b>322</b>	<b>1568</b>	<b>2778</b>	<b>5555</b>	<b>5.1</b>
<b>Total Short and Medium Term</b>	<b>887</b>	<b>322</b>	<b>1878</b>	<b>4514</b>	<b>7601</b>	<b>7.0</b>
<b>Previous DPP's - Total Draft and Registered Plans</b>						
<b>DPP 2012</b>	<b>938</b>	<b>238</b>	<b>1403</b>	<b>2615</b>	<b>5194</b>	<b>4.7</b>
<b>DPP 2011</b>	<b>1229</b>	<b>296</b>	<b>1644</b>	<b>2303</b>	<b>5472</b>	<b>5</b>
<b>DPP 2010</b>	<b>1487</b>	<b>284</b>	<b>1743</b>	<b>2192</b>	<b>5706</b>	<b>5.7</b>
<b>DPP 2009</b>	<b>1814</b>	<b>266</b>	<b>1297</b>	<b>2315</b>	<b>5692</b>	<b>5.7</b>
<b>DPP 2008</b>	<b>1796</b>	<b>180</b>	<b>1320</b>	<b>2379</b>	<b>5675</b>	<b>6.3*</b>
<b>DPP 2007</b>	<b>2145</b>	<b>266</b>	<b>1364</b>	<b>2511</b>	<b>6286</b>	<b>7*</b>
<b>DPP 2006</b>	<b>2123</b>	<b>310</b>	<b>1441</b>	<b>2440</b>	<b>6320</b>	<b>7</b>
<b>DPP 2005</b>	<b>2227</b>	<b>430</b>	<b>1544</b>	<b>2344</b>	<b>6545</b>	<b>7.3</b>
<b>DPP 2004</b>	<b>2481</b>	<b>425</b>	<b>1348</b>	<b>2330</b>	<b>6584</b>	<b>7.3</b>
<b>DPP 2003</b>	<b>2958</b>	<b>515</b>	<b>1660</b>	<b>2463</b>	<b>7596</b>	<b>8.4</b>
<b>DPP 2002</b>	<b>2851</b>	<b>518</b>	<b>1213</b>	<b>2059</b>	<b>6641</b>	<b>7.4</b>
<b>DPP 2001</b>	<b>3230</b>	<b>372</b>	<b>1144</b>	<b>2151</b>	<b>6897</b>	<b>7.7</b>

\*Years of Supply are based on Current Growth Projections of 1000 units per year until 2010, except in 2007-2008, when 900 units per year were used. Starting in 2011, population projections show an increase to approximately 1100 units per year (Actual Growth Management Strategy figure is 1066 units per year).

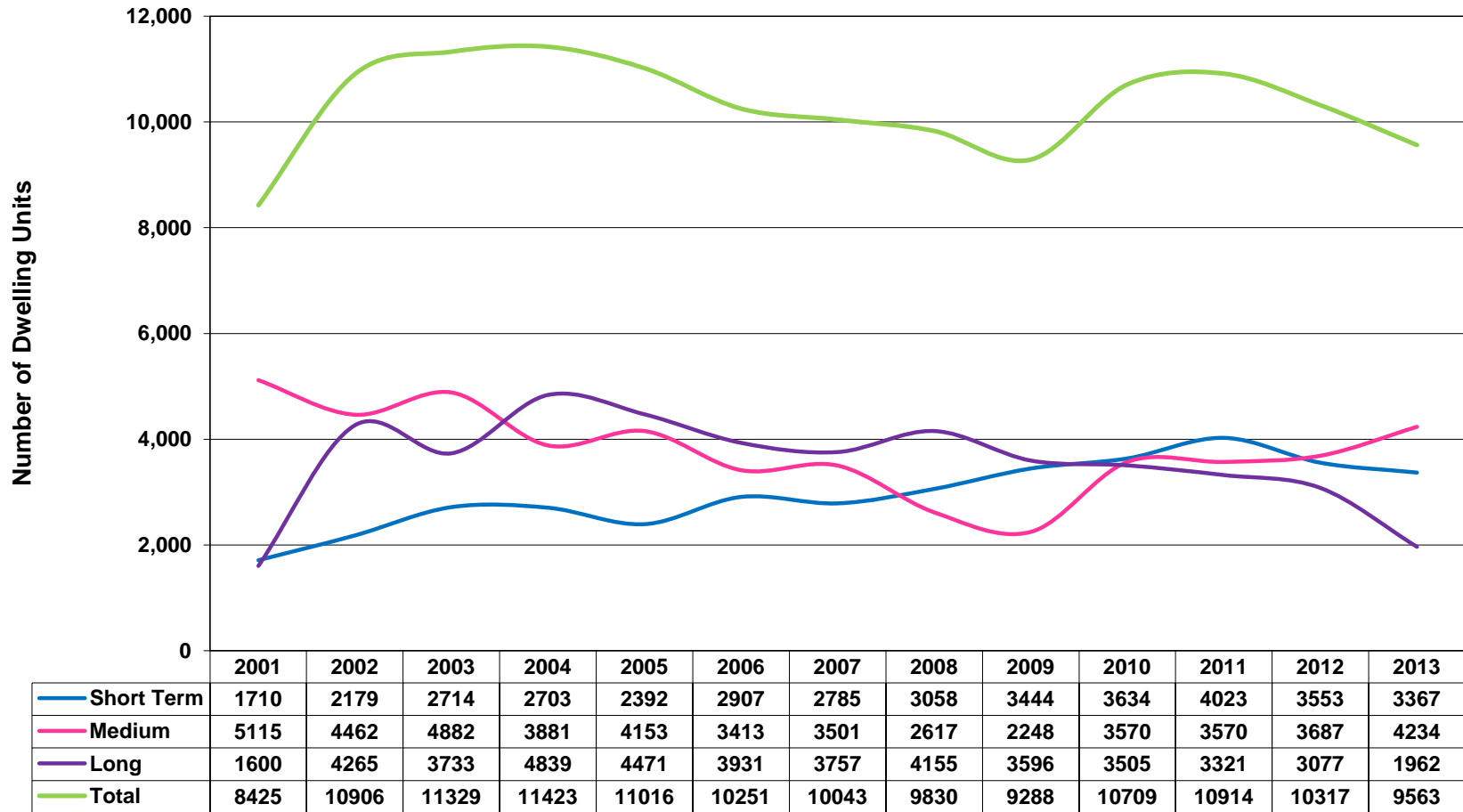
## Schedule 7B

### Comparison of Dwelling Units Available in Draft and Registered Plans of Subdivision in 2012 and 2013



## Schedule 7C

### Trends in Overall Dwelling Unit Supply, 2001 - 2013



**Schedule 7 Table 2**  
**Building Permits and Vacant Lots by Registered Plan of Subdivision to October 31st, 2012**

**A. In the Built-Up Area**

Registration Date	Subdivision Name		Single-Detached			Semi-Detached			Townhouse			Apartment			Total	
			Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Permits 2012	Vacant Units
1996	856	Pine Ridge Ph 1	122		0	0		0	61		0	0		0	0	0
1998	61M8	Paisley Village	118		0	16		0	118		0	236		159	0	159
1998	61M18	Grangehill Ph 3	151		1	70		8	151		0	50		0	0	9
1998	61M26	Paisley Village Ph 2	222		0	0		0	129		129	0		0	0	129
2000	61M48	Stephanie Drive	41		0	60		0	21		0	80		80	0	80
2000	61M53	Elmira Road Extension	0		0	0		0	0		0	347		347	0	347
2000	61M54	Victoria Wood (Kortright 4)	88		0	0		0	30		30	0		0	0	30
2002	61M67	Southcreek Ph. 9A	64		2	0		0	0		0	0		0	0	2
2002	61M68	Chillico Heights	199		0	38		0	36		27	0		0	0	27
2002	61M69	Cedarvale- Schroder West	0		0	0		0	91		0	99		99	0	99
2002	61M70	Clairfields Ph 4	125		6	0		0	0		0	0		0	0	6
2003	61M82	Southcreek Ph 9B	50		8	0		0	0		0	0		0	0	8
2003	61M83	Westminster Woods Ph 4	177		0	44		0	38		0	0		0	0	0
2003	61M84	Chillico Woods	96	1	1	16		0	58		14	0		0	1	15
2004	61M90	Northern Heights Ph 1	145		4	0		0	12		0	0		0	0	4
2004	61M91	Valleyhaven	72		3	0		0	0		0	0		0	0	3
2004	61M103	Bathgate Drive	12		3	0		0	0		0	0		0	0	3
2004		Village by Arboretum Ph 5	0			0		0	0		0	405	32	248	32	248
2005	61M107	Valleyhaven Ph 3	66		1	22		0	0		0	0		0	0	1
2005	61M108	Victoria Gardens Ph 2A	106	1	1	0		0	0		0	0		0	1	1
2005	61M110	Pine Ridge East Ph 7	8		0	30		0	72		13	0		0	0	13
2005	61M114	Arkell Springs Ph 1	59		1	2		0	0		0	0		0	0	1
2005	61M119	Victoria Gardens Ph 2B	46		2	0		0	49		0	0		0	0	2
2005	61M124	Fleming/ Pettitt	55	1	3	0		0	0		0	0		0	1	3
2006	61M133	Conservation Estates	80		5	0		0	28		0	0		0	0	5
2007	61M136	Joseph St	15	3	4	0		0	0		0	0		0	3	4
2007	61M139	Woodside Drive	12		4	0		0	0		0	0		0	0	4
2008	61M150	Arkell Springs Ph 2	50	4	0	0		0	77	16	30	0		0	20	30
2010	61M164	Cityview Subdivision South	29	3	1	12	4	0	0		0	0		0	7	1
2011	61M175	Lunor Ph 1	10	10	0	18	16	2	9		9	0		0	26	11
2012	61M181	Cityview Heights Ph 2	49		49	24		24	0		0	0		0	0	73
<b>Total Built-Up Area</b>			<b>2267</b>	<b>23</b>	<b>99</b>	<b>352</b>	<b>20</b>	<b>34</b>	<b>980</b>	<b>16</b>	<b>252</b>	<b>1217</b>	<b>32</b>	<b>933</b>	<b>91</b>	<b>1318</b>

Source: Building Permit Summaries, Planning Services

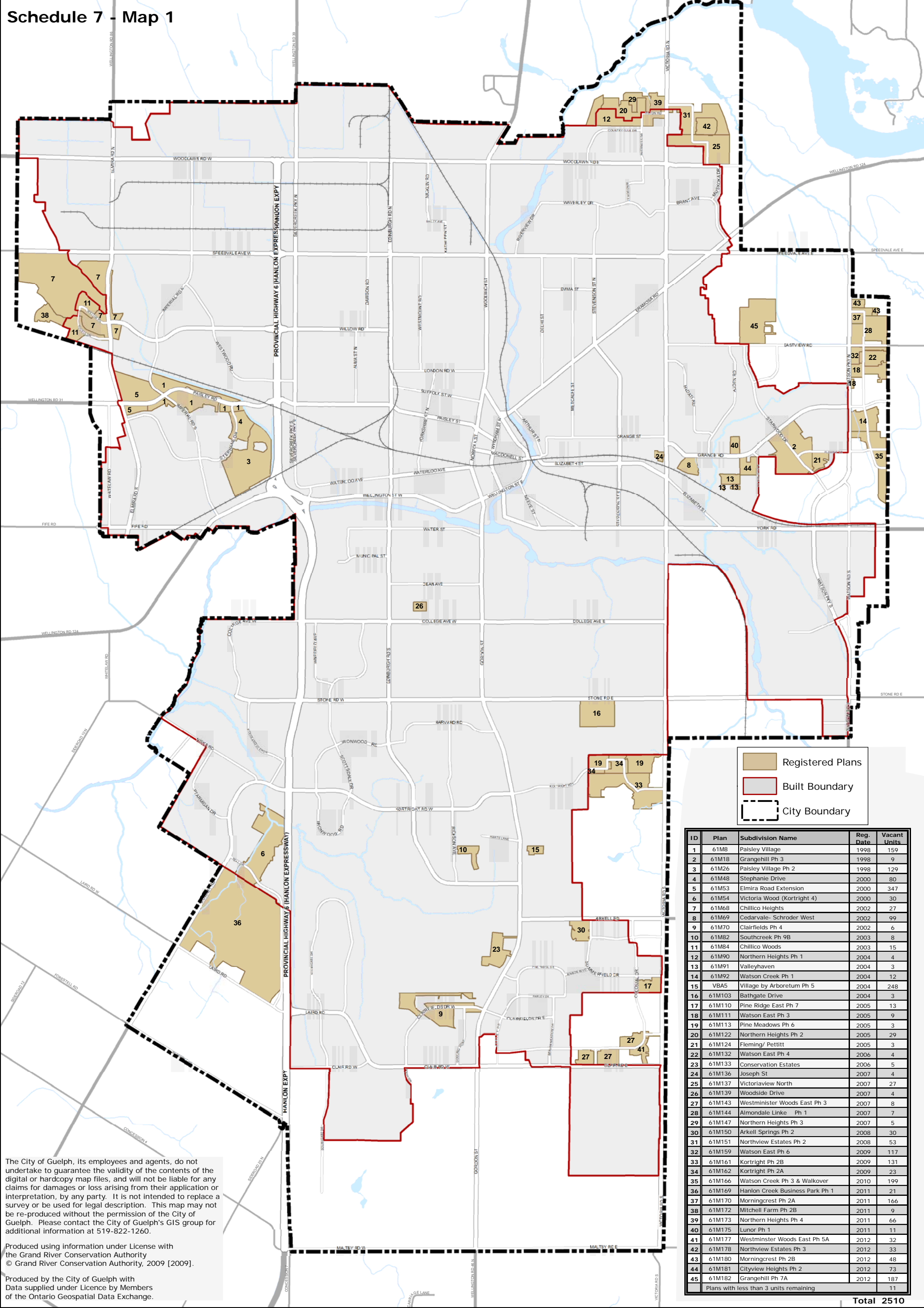
**Schedule 7 Table 2**  
**Building Permits and Vacant Lots by Registered Plan of Subdivision to October 31st, 2011**

**B. In the Greenfield Area**

Registration Date	Subdivision Name		Single-Detached			Semi-Detached			Townhouse			Apartment			Total	
			Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Total Units	Permits 2012	Vacant Units	Permits 2012	Vacant Units
2003	61M88	Watson East Ph 1	91		0	0		0	0		0	0		0	0	0
2004	61M92	Watson Creek Ph 1	30		0	32		0	8		0	12		12	0	12
2005	61M111	Watson East Ph 3	67		9	0		0	79		0	0		0	0	9
2005	61M113	Pine Meadows Ph 6	42		3	0		0	0		0	0		0	0	3
2005	61M122	Northern Heights Ph 2	40		0	20		2	69	6	27	0		0	6	29
2006	61M125	Grangehill Ph 4A	146	7	0	22		0	65		0	0		0	7	0
2006	61M129	Watson Creek Ph 2	70	1	0	34		0	0		0	0		0	1	0
2006	61M130	Westminster Woods East Ph 2	188	2	0	0		0	6		0	0		0	2	0
2006	61M132	Watson East Ph 4	65		0	0		0	34		4	0		0	0	4
2007	61M137	Victoriaview North	160		0	0		0	55		27	0		0	0	27
2007	61M142	Watson East Ph 5	35		0	0		0	0		0	0		0	0	0
2007	61M143	Westminster Woods East Ph 3	159	1	7	0		0	40	6	1	0		0	7	8
2007	61M144	Almondale Linke Ph 1	93		1	32		0	33		6	0		0	0	7
2007	61M146	Victoria Gardens Ph 3	86		0	18		0	98		0	0		0	0	0
2007	61M147	Northern Heights Ph 3	43		5	0		0	0		0	0		0	0	5
2008	61M151	Northview Estates Ph 2	54		0	0		0	53		53	0		0	0	53
2008	61M152	Grangehill Ph 4B	117	2	1	64		0	49		0	0		0	2	1
2009	61M156	Victoria Gardens Ph. 4	0		0	0		0	40		0	50	50	0	50	0
2009	61M158	Kortright Ph 2C	0		0	0		0	118		2	0		0	0	2
2009	61M159	Watson East Ph 6	15		0	0		0	6		0	117		117	0	117
2009	61M160	Westminster Woods East Ph 4	87		0	0		0	190	10	0	162		0	10	0
2009	61M161	Kortright Ph 2B	48	8	0	0		0	160	19	131	0		0	27	131
2009	61M162	Kortright Ph 2A	53	9	23	0		0	0		0	0		0	9	23
2010	61M166	Watson Creek Ph 3 & Walkover	82	7	75	0		0	124		124	0		0	7	199
2010	61M167	Mitchell Farm Ph 2A	21	3	0	32	6	0	32	8	0	0		0	17	0
2011	61M169	Hanlon Creek Business Park Ph 1	0		0	0		0	21		21	0		0	0	21
2011	61M170	Morningcrest Ph 2A	0		0	22	6	0	22	7	1	165		165	13	166
2011	61M172	Mitchell Farm Ph 2B	77	46	9	0		0	0		0	0		0	46	9
2011	61M173	Northern Heights Ph 4	44	25	16	0		0	0		0	50		50	25	66
2011	61M174	Victoria North Ph 1	0		0	0		0	45	45	0	0		0	45	0
2012	61M177	Westminster Woods East Ph 5A	56	24	32	0		0	0		0	0		0	24	32
2012	61M178	Northview Estates Ph 3	50	17	33	0		0	0		0	0		0	17	33
2012	61M180	Morningcrest Ph 2B	14		14	34		34	0		0	0		0	0	48
2012	61M182	Grangehill Ph 7A	67		67	28		28	92		92	0		0	0	187
<b>Total Greenfield</b>			<b>2100</b>	<b>152</b>	<b>295</b>	<b>338</b>	<b>12</b>	<b>64</b>	<b>1439</b>	<b>101</b>	<b>489</b>	<b>556</b>	<b>50</b>	<b>344</b>	<b>315</b>	<b>1192</b>

Source: Building Permit Summaries, Planning Services





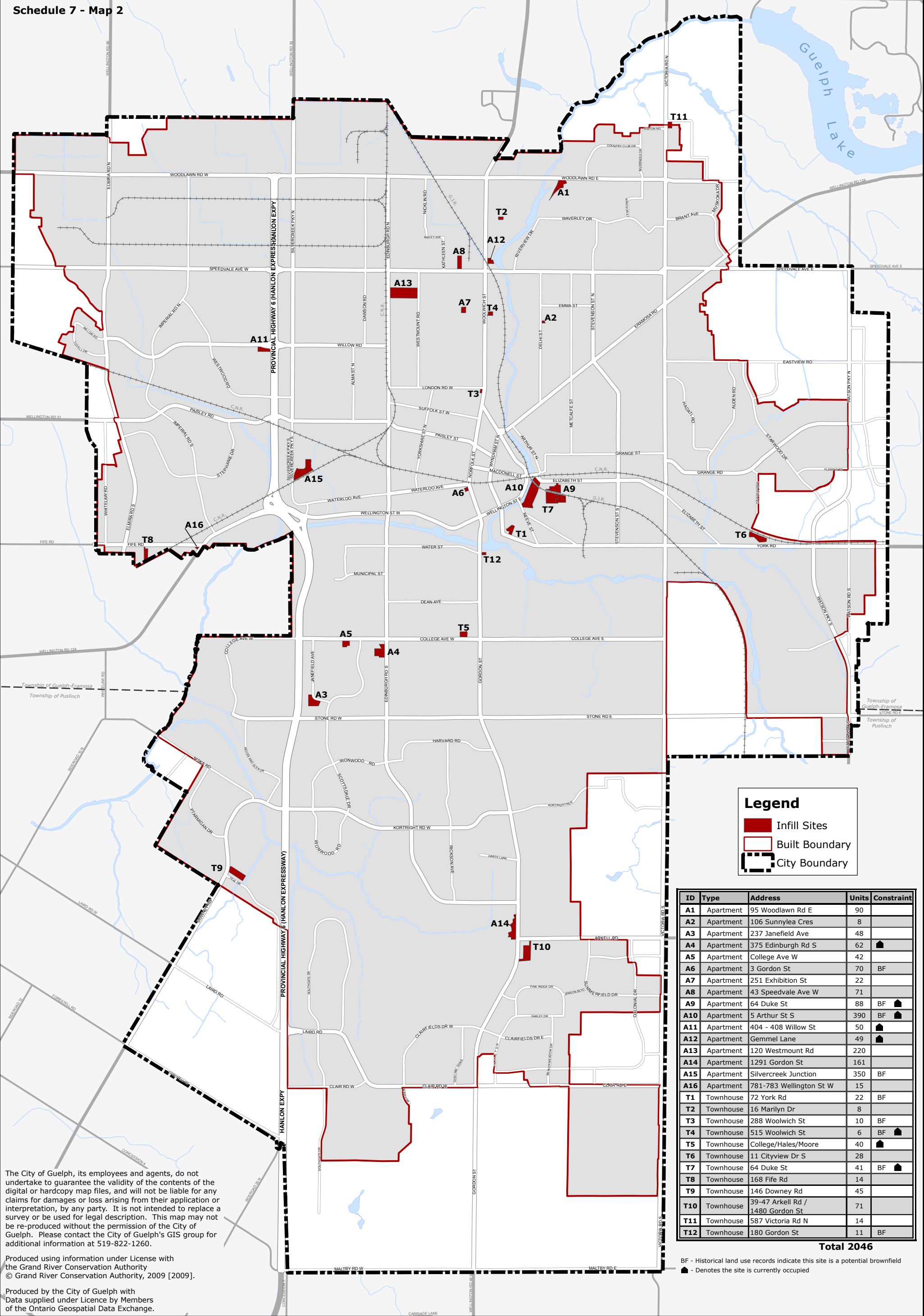
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ID	Plan	Subdivision Name	Reg. Date	Vacant Units
1	61M8	Paisley Village	1998	159
2	61M18	Grangehill Ph 3	1998	9
3	61M26	Paisley Village Ph 2	1998	129
4	61M48	Stephanie Drive	2000	80
5	61M53	Elmira Road Extension	2000	347
6	61M54	Victoria Wood (Kortright 4)	2000	30
7	61M68	Chillico Heights	2002	27
8	61M69	Cedarvale- Schroder West	2002	99
9	61M70	Clairfields Ph 4	2002	6
10	61M82	Southcreek Ph 9B	2003	8
11	61M84	Chillico Woods	2003	15
12	61M90	Northern Heights Ph 1	2004	4
13	61M91	Valleyhaven	2004	3
14	61M92	Watson Creek Ph 1	2004	12
15	VBA5	Village by Arboretum Ph 5	2004	248
16	61M103	Bathgate Drive	2004	3
17	61M110	Pine Ridge East Ph 7	2005	13
18	61M111	Watson East Ph 3	2005	9
19	61M113	Pine Meadows Ph 6	2005	3
20	61M122	Northern Heights Ph 2	2005	29
21	61M124	Fleming/ Pettitt	2005	3
22	61M132	Watson East Ph 4	2006	4
23	61M133	Conservation Estates	2006	5
24	61M136	Joseph St	2007	4
25	61M137	Victoriaview North	2007	27
26	61M139	Woodside Drive	2007	4
27	61M143	Westminster Woods East Ph 3	2007	8
28	61M144	Almondale Linke Ph 1	2007	7
29	61M147	Northern Heights Ph 3	2007	5
30	61M150	Arkel Springs Ph 2	2008	30
31	61M151	Northview Estates Ph 2	2008	53
32	61M159	Watson East Ph 6	2009	117
33	61M161	Kortright Ph 2B	2009	131
34	61M162	Kortright Ph 2A	2009	23
35	61M166	Watson Creek Ph 3 & Walkover	2010	199
36	61M169	Hanon Creek Business Park Ph 1	2011	21
37	61M170	Morningcrest Ph 2A	2011	166
38	61M172	Mitchell Farm Ph 2B	2011	9
39	61M173	Northern Heights Ph 4	2011	66
40	61M175	Lunor Ph 1	2011	11
41	61M177	Westminster Woods East Ph 5A	2012	32
42	61M178	Northview Estates Ph 3	2012	33
43	61M180	Morningcrest Ph 2B	2012	48
44	61M181	Cityview Heights Ph 2	2012	73
45	61M182	Grangehill Ph 7A	2012	187
Plans with less than 3 units remaining				11

Total 2510



## Schedule 8

### 2013 DPP Water/Wastewater Firm Capacity

**Explanation:** This table shows the determination of how many units can be serviced (line 4) after subtracting the actual daily flow used (line 2 a) and 2 b)) and the servicing commitments (line 3) from the total available firm capacity (line 1). Line 5 shows how many units are proposed to be registered in the 2013 Development Priorities Plan and line 6 confirms whether there is capacity available for these units.

		<b>Water</b>	<b>Wastewater</b>
1	Firm Capacity	75,000 m <sup>3</sup> /day	64,000 m <sup>3</sup> /day
2 a)	Average Maximum Daily Flow (water)	57,815 m <sup>3</sup> /day	N.A.
2 b)	Average Daily Flow (wastewater)	N.A.	48,348 m <sup>3</sup> /day
3	Servicing Commitments	10,933 m <sup>3</sup> /day (6,724 units)	9,741 m <sup>3</sup> /day (6,724 units)
4	Available Servicing Capacity to Register New Dwelling Units (Uncommitted Reserve Capacity)	5,516 units	6,234 units
5	Units to be Registered in 2013 based on the proposed Development Priorities Plan	1,674 units	1,674 units
6	Capacity Available	<b>YES</b> <b>(3,842 units)</b>	<b>YES</b> <b>(4,560 units)</b>

#### **Notes**

**1. Total Available Firm Capacity:**

**Water** - the physical capacity of the constructed water infrastructure to deliver an annual daily flow of 75,000 m<sup>3</sup>/day of water supply.

**Wastewater** - the physical capacity of the constructed wastewater infrastructure to deliver an annual daily flow of 64,000 m<sup>3</sup>/day of wastewater treatment

**2. a) Maximum Daily Flow (water)** is the actual maximum daily flow based on the past three year average.

**b) Average Daily Flow (wastewater)** is the actual average daily flow for wastewater treatment based on the past three year average.

**3. Servicing Commitments** are registered and zoned lots/blocks that could currently proceed to building permit and construction. The figure for servicing commitment for wastewater treatment also includes a total of 1,710 m<sup>3</sup>/day committed to the Village of Rockwood.

## Schedule 8

### 2013 DPP Water/Wastewater Planning Capacity

**Explanation:** This table shows the determination of how many units can be serviced (line 5) after subtracting the actual daily flow used (line 2 a) and 2 b)), the servicing commitments (line 3) and the draft plan approval commitments (line 4) from the total available planning capacity (line 1). Line 6 indicates how many units are proposed to be draft plan approved in the 2013 Development Priorities Plan and line 7 confirms whether there is capacity available for these units.

		<b>Water</b>	<b>Wastewater</b>
1	Planning Capacity	83,100 m <sup>3</sup> /day	73,000 m <sup>3</sup> /day
2 a)	Average Maximum Daily Flow (water)	57,815 m <sup>3</sup> /day	N.A.
2 b)	Average Daily Flow (wastewater)	N.A.	48,348 m <sup>3</sup> /day
3	Servicing Commitments	10,933 m <sup>3</sup> /day (6,724 units)	9,741 m <sup>3</sup> /day (6,724 units)
4	Draft Approval Commitments	3,343 m <sup>3</sup> /day (2,949 units)	2,796 m <sup>3</sup> /day (2,949 units)
5	Available Servicing Capacity for New Draft Plan Approved Units (Uncommitted Reserve Capacity)	9,713 units	12,776 units
6	Units to be Draft Plan approved in 2013 based on the proposed Development Priorities Plan	968 units	968 units
7	Capacity Available	<b>YES</b> <b>(8,745 units)</b>	<b>YES</b> <b>(11,808 units)</b>

### Notes

#### 1. Planning Capacity:

**Water** - includes the sum of the existing physical capacity of constructed water infrastructure plus additional water pumping certificates of approval, some of which are not currently available. Additional water supply capacity from the approved Arkell Springs Supply EA has been factored in the Planning Capacity shown on this chart.

**Wastewater** - based upon the approved assimilative capacity of the Speed River the treatment plant may be re-rated and/or expanded to provide an additional 9,000 m<sup>3</sup>/day of treatment capacity to bring the total plant capacity to 73,300 m<sup>3</sup>/d.

#### 2. a) **Maximum Daily Flow (water)** is the actual maximum daily flow based on the past three year average.

b) **Average Daily Flow (wastewater)** is the actual average daily flow for wastewater treatment based on the past three year average.

#### 3. **Servicing Commitments** are registered and zoned lots/blocks that could currently proceed to building permit and construction. The City provides servicing commitment at the time of lot/block registration in keeping with the agreement with the MOE. The figure for servicing commitment for wastewater treatment also includes a total of 1,710 m<sup>3</sup>/day committed to the Village of Rockwood.



## **Attachment 2: Comments on the Draft 2013 Development Priorities Plan**

**RUSSELL D. CHEESEMAN** B.A., LL.B., M.E.S.  
BARRISTER AND SOLICITOR

DUNDEE PLACE  
1 ADELAIDE STREET EAST  
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E-MAIL: rdcheese@ro1.com  
www.rdcheeseman.com

February 15, 2013

### **VIA EMAIL AND COURIER**

Katie Nasswetter, Senior Development Planner  
Planning, Building, Engineering & Environment  
City of Guelph, City Hall  
1 Carden Street  
Guelph, ON  
N1H 3A1

Dear Ms. Nasswetter:

**Re: Development Priorities Plan 2013  
Request for Comments on Draft Schedules and Mapping  
Redlined Draft Plan of Subdivision Application 23T-07506  
Zoning By-law Amendment Application ZC01206**

I am the solicitor representing Victoria Park Homes Ltd in connection with the appeals of the above-noted applications to the Ontario Municipal Board. My client is currently working with the City to resolve outstanding issues so that the proposed subdivision may proceed to registration in a timely manner.

In September 2012, Metropolitan Consulting Inc. sent you a letter with my client's proposed timing for the City's preparation of the 2013 DPP, whereby my client would register 198 units in Phase 1 prior to October 31, 2013 and the remainder in 2014.

The draft 2013 DPP schedules propose a registration timing for a reduced Phase 1 which would include Block 134 (for 123 units) and the easterly Stormwater Management Pond block and westerly park block, to prior October 31, 2013, and a targeted registration of all the rest of the subdivision comprising Phases 2 and 3 to post 2014. We note that the draft Schedule 4 map regarding Phase 1 should be represented by ID 21 and not ID 23 and the draft South Sector Chart should specify Townhouse units and not apartment units in accordance with the requested zoning.

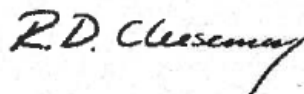
We are confident that the issues regarding these applications can be resolved in order to allow my client to register the reduced Phase 1 with 123 units +/- to prior October 31, 2013 as proposed by your draft schedules, with registration of the remainder

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of the subdivision comprising Phases 2 and 3 to between November 1, 2013 and October 31, 2014 (not post 2014).

I request that these schedules for the 2013 DPP be amended to reflect my client's proposed registration timing for Phases 2 and 3.

Yours very truly,

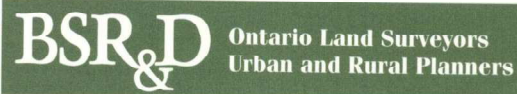
A handwritten signature in black ink, appearing to read "R.D. Cheeseman", with a stylized flourish at the end.

Russell D. Cheeseman

RDC/pt

cc. Adam Nesbitt, Victoria Park Village Ltd.  
Robert Walters, Metropolitan Consulting Inc.

BLACK, SHOEMAKER, ROBINSON & DONALDSON  
LIMITED



351 Speedvale Avenue West  
Guelph, Ontario N1H 1C6

TEL: 519-822-4031  
FAX: 519-822-1220

February 14, 2013

Project: 05-5991

Mrs. Katie Nasswetter  
Senior Development Planner  
Planning, Building, Engineering and Environment  
City of Guelph  
1 Carden Street  
GUELPH, Ontario  
N1H 3A1

Dear Mrs. Nasswetter:

**Re: Development Priorities Plan (DPP) 2013  
Dallan Property (23T-08503)  
Owner: Victoria Wood**

Further to our correspondence of August 29<sup>th</sup>, 2012 and our meeting of February 13<sup>th</sup>, we are requesting that staff considered a revised phasing plan for the Dallan subdivision with Phase 1 being final approved and registered in 2013.

Since the approval of the draft plan in 2012, we have examined the overall grading of the property in greater detail and have developed a plan that allows for more efficient servicing of the site, accommodates a looped system and organizes the phasing in such a manner that the initial phase is not unduly disrupted by the servicing of future phases.

On this basis we are now proposing that Phase 1 consist of 205 residential units which will include approximately 47 cluster townhouse units, 53 on-street townhouse units, 26 semi-detached units and 79 single detached units. This phase will also include the major park, wildlife corridor and all open space blocks.

A copy of the proposed phasing plan is attached.

Should you have any questions, please do not hesitate to call me.

Yours very truly,

**BLACK, SHOEMAKER, ROBINSON & DONALDSON LIMITED**

A handwritten signature in black ink, appearing to read 'Nancy Shoemaker', with a long horizontal line extending to the right.

**Nancy Shoemaker, MCIP, RPP**

Copy: Mr. Gerry Armstrong, Victoria Wood  
Mr. Ken Behm, K.J. Behm & Associates

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I. D. ROBINSON, B.Sc., O.L.S., O.L.I.P.	K. F. HILLIS, B.Sc., O.L.S., O.L.I.P.	N. C. SHOEMAKER, B.A.A., M.C.I.P., R.P.P.
A. B. DONALDSON, O.L.S., O.L.I.P.	R. J. SIBTHORP, B.Sc., O.L.S., O.L.I.P.	BRIAN BEATTY, B.A.A., M.U.R.P.L.
S. W. BLACK, O.L.S. (1917 - 2007)	R. L. SHOEMAKER, O.L.S. (1923-2008)	C. V. YOUNG, C.S.T.
		W. F. ROBINSON, O.L.S. (1924-2010)



February 15th, 2013

Ms. Katie Nasswetter  
Senior Development Planner  
Planning, Building, Engineering and Environment  
City Hall, 1 Carden Street  
Guelph ON N1H 3A1

Dear Ms. Nasswetter:

Re: Development Priorities Plan 2013

Thank you for the opportunity to comment on the City's Development Priorities Plan (DPP) for 2013. We previously provided comments on the proposed plan in our letter of September 6th, 2012. Our Company's objectives will continue to focus on building and development activities related to residential and mixed uses here in Guelph for years to come.

As such, we have a very keen interest on the lot fabric and land inventory that is made available through the DPP to allow such activities to continue. As you are aware, it is important to ensure that draft plan approvals and plan registrations are provided on a timely basis in order to provide sufficient land supply to accommodate the demand for housing here in the community.

As mentioned previously, we are undertaking the detailed planning work for the development of the former W C Wood property at 5 Arthur St S within the downtown area of the City. We have been working closely with Kilmer Brownfield Management Ltd., our consultant team, City staff and residents in the community to ready the site for what we are sure will be a landmark development.

We feel that this project is one that we will all be extremely proud. In this regard, it is our intention to submit a rezoning application for the site early this year.

We understand that infill lands such as the Arthur St site will continue to be permitted in the 2013 DPP although specific time horizons are not specified. This includes the 66 Eastview Road site for which we have an

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[fusionhomes.com](http://fusionhomes.com)





interest. Infill sites do provide for innovative and creative opportunities to accommodate residential uses while fulfilling the City's intensification policies notwithstanding they can be complex sites to develop.

We would like to thank you for your consideration and would be available to discuss our comments further with you as required.

Yours very truly,

A handwritten signature in dark ink, appearing to read "Larry Kotseff", with a long, sweeping horizontal line extending from the end of the signature.

Larry Kotseff  
Vice-President, Planning & Development

500 HANLON CREEK BLVD.  
GUELPH, ONTARIO  
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**Katie Nasswetter**

---

**From:** Alex Droic [Alex.Droic@Linamar.com]  
**Sent:** February 15, 2013 4:17 PM  
**To:** Katie Nasswetter  
**Cc:** jamie miller; Ken Spira (ken@spira.ca)  
**Subject:** Development Priorities Plan 2013  
**Attachments:** image003.jpg

Hello Katie,

I'm providing a response to the 2013 DPP on behalf of my mother and father, Helen and John Droic, land owners of 24 acres on 745 Stone Road East.

As you may recall from prior submissions, we have been working together with the University of Guelph to design a subdivision which would contain innovative residences that would function independently of city water and wastewater services. We have this property located inside the Guelph Innovation district and proposals have been made to city staff around its feasibility and concepts and discussions are still taking place. Currently the lands in question are designated as Special Residential, however there is no real definition to this title. Last time I delegated to Counsel, the mayor recommended changing the designation from 'Special Residential' to 'Special Permit' which would elude to the allowance for private servicing. There has not been a formal plan of subdivision on these lands because the roadblock is servicing as well as a question to the appropriate density for that area. Once we can overcome these roadblocks an application for subdivision will soon follow. The scope of this project I believe would be approximately 12-15 homes depending on the bio-mimicry studies from the UofG around sustainability and use of the 'support lands' in the area.

I hope this puts some perspective on our longer term intentions (2-5 years) for these lands. Our immediate development needs (phase 0) will likely be done outside of the DPP since that scope is only for 2-4 homes (between 2 land owners) done through an application for severance.

Alex Droic

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**Katie Nasswetter**

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**From:** Astrid Clos [astrid.clos@ajcplanning.ca]  
**Sent:** February 4, 2013 12:22 PM  
**To:** Katie Nasswetter  
**Cc:** lesliemarlowe@sympatico.ca; 'John Perks'  
**Subject:** Southgate Business Park - City of Guelph - Development Priorities Plan 2013  
**Attachments:** Southgate Phasing(3).pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Katie,

Could the Draft DPP please be revised in accordance with the comments below and the attached phasing plan;

Phase 1 has been completed by a severance and development agreement and can be removed from the DPP.

Phase 2 will be registered in 2013.

Phase 3 will be registered post 2015.

Please remove the reference to the "Sanitary Pumping Station required" as this is yet to be determined.

Regards,

Astrid

Astrid J. Clos  
Planning Consultants  
423 Woolwich Street  
Suite 201  
Guelph, Ontario  
N1H 3X3

Phone (519) 836-7526 (836-PLAN)  
Mobile Number (519)710-7526 (519)710-PLAN  
Fax (519) 836-9568

Email [astrid.clos@ajcplanning.ca](mailto:astrid.clos@ajcplanning.ca)

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**Katie Nasswetter**

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**From:** Chris Corosky [ccorosky@armelcorp.com]  
**Sent:** February 14, 2013 10:44 AM  
**To:** Katie Nasswetter  
**Cc:** Nancy  
**Subject:** 2013 DPP

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Katie.

I have reviewed the draft DPP and see that our Chillico Run phase is included for this year.

Our engineering drawings were submitted to the City in January. Hopefully review of the drawing package will not take long as detailed design for this phase had been previously approved by the City. The re-submission reflects the recently approved red-line lotting adjustment.

Assuming a reasonable turn around of the drawings, agreement prep, and tendering, our program is to complete the servicing of Chillico Run this year.

Thank you for the opportunity to review the draft DPP.

Chris

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## **ATTACHMENT 3:**

### **Overview of Growth Management Monitoring Tools in Other Municipalities**

#### **City of Brantford**

- Residential Monitoring Report (2011) reviewed Built Boundary and Greenfield construction activity annually from 2007-2011.
- Report also covered available population growth projections, land supply, building permits, market trends and affordable and social housing opportunities.
- Not an annual report, but an overview of demographic, economic, and construction trends;

#### **City of Brampton**

- The Development Allocation Strategy (DAS), which is based on Growth Management requirements and Official Plan policies – it permits 5,500 new residential units to be allocated annually
- Supply of land for residential units available to meet six years of housing growth, exceeding the three year supply required by the PPS.
- Allocation of new units focused in areas where the delivery of key infrastructure facilities and services is sufficiently advanced.
- Allocation linked to infrastructure timing in the 10 Year Capital Program.
- The City made significant increases in internal financing to permit timely delivery of infrastructure. Development Charge credits and developer funded interim financing are used increasingly.
- Preparation of the DAS include input from City staff and major landowner group representatives (rationale include: coordination of infrastructure and growth that is financially sustainable; OP direction; timing of required infrastructure is consistent with the Capital Programs). Annual DAS must take account of recent economic trends in residential development activity.
- DAS and the City's other sustainable growth initiatives have helped to manage the rate and quality of growth in Brampton, but challenges to coordinating growth with the provision of required infrastructure and services still exist. Recommendations for allocation have only been proposed by staff for those applications:
  - For which the timing of occupancy aligns acceptably well with the delivery of infrastructure items; or
  - That would result in the delivery of priority infrastructure as part of the approvals process (such as roads or schools) or the provision of employment uses that support residential growth.

#### **City of Hamilton**

- The Development Staging Plan (DSP) is a multi-purpose tool to process plans of subdivision for residential and industrial development, and to draft plan approval and registration.
- Assists the City and development industry by supporting development and managing growth.
- Ensures conformity to the City's OP and P2G, and informs Capital Budget preparation for development related capital works and expenditures;
- Facilitates co-ordination and plan growth toward a logical development sequence and provides guidance to local school boards and utility companies for the planning and co-ordination of capital works related to growth;

- 
- Provides information regarding capital works budget forecasting and growth and staging information to the development industry and the public.
  - Highlights areas where the completion of planning studies and major capital works are required prior to development proceeding<sup>1</sup>.

### **City of Kitchener**

- Annual Growth Management Monitoring Report tracks the supply of development opportunities and the achievement of intensification and density targets. The report covers the number and status of plans of subdivision, part-lot control exemption by-laws, consent applications, plans of condominium, and the number and type of units created by approvals for the preceding year
- Monitoring report updates the data and presents a summary of recent residential development rates and the potential capacity to accommodate growth both within the Built-up Area (intensification areas) and in the Designated Greenfield Area.
- Provides updates to available unit supply in built and Greenfield areas by housing type
- Looks specifically at intensification areas under Places to Grow and capacity for new growth
- Provides the potential supply of both intensification and greenfield inventories for the total estimated inventory of potential new units and residents for Kitchener.

### **City of London**

- The Growth Management Implementation Strategy (GMIS) Update annually compares anticipated growth projections against the original growth forecasts for which the Development Charge (DC) rate was calculated and assesses the potential implications for the scheduling of growth works.
  - The Official Plan and DC Background Study set out forecasts for single family residential growth over the 20-year planning horizon.. Projected demand for residential units in the identified growth areas was 1,270 units/year over the first 5 years (2008-2012).
  - GMIS is updated annually and trends and projections are adjusted accordingly.
  - Embedded in the GMIS core principles are multiple considerations involved in aligning the schedule for growth infrastructure with the needs of growth to ensure the orderly and economic progression of development.
  - Identified Challenges/Constraints in London include:
    - A significant amount of greenfield lands available and limited intensification opportunities make it difficult to maintain a high intensification rate (minimum of 40% of all new residential within the built-up area) until such time as most of the greenfield lands are exhausted.
    - Difficult to accommodate continual growth and related infrastructure in a fiscally responsible manner in more than one growth area at a time.
    - Coordinating growth with the provision of required infrastructure and services
    - Achieving a minimum density of 40 jobs per hectare on the greenfield employment lands by 2031 is a challenge because of the employment base.
-

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE May 14, 2013

**SUBJECT Habitat for Humanity Funding Request  
297 & 299 Paisley Road**

REPORT NUMBER 13-25

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

This report responds to Habitat for Humanity's (HFH) request for funding to offset City fees as part of the development of two single detached dwellings.

### KEY FINDINGS

Habitat for Humanity has requested a grant of \$80,528 to offset City fees for two sites on Paisley Road. In developing a recommendation staff considered:

- the history of the City's recent affordable housing funding decisions;
- how the projects would contribute to the City's affordable housing objectives;
- the need to develop a Housing Strategy to better assess requests for affordable housing funding; and
- the need to balance the support for a current affordable housing opportunity against the need to ensure that the Affordable Housing Reserve is not unduly impacted prior to the completion of a Housing Strategy.

### FINANCIAL IMPLICATIONS

The City's Affordable Housing Reserve was established by Council in 2002. The intent of the reserve is to financially assist in the creation of new affordable housing in the community. The Reserve would have a projected 2013 year-end balance of approximately \$362,000 if Council were to approve the staff recommended grant of \$48,008. There is no annual funding source for the Affordable Housing Reserve. Ongoing funding will need to be considered as part of the City's Housing Strategy.

### ACTION REQUIRED

- approve a grant to offset City Development Charges for the projects;
- direct staff to prepare an agreement to implement the grant while protecting City interests; and
- authorize the Mayor and Clerk to sign the agreement.

# STAFF REPORT

## RECOMMENDATION

1. That the request for funding by Habitat for Humanity Wellington County be approved in the form of a grant totalling \$48,008, to be funded from the Affordable Housing Reserve.
2. That staff be directed to finalize an agreement to implement the grant with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer.
3. That the Mayor and Clerk be authorized to sign the agreement.

## BACKGROUND

Habitat for Humanity Wellington County (HFH) is responsible for implementing the Habitat Homebuilding Program (described in Attachment 1) in Guelph, Wellington and Dufferin.

On January 7, 2013, HFH requested a grant from the City to offset development charges and other City fees associated with developing two single detached dwellings currently under development at 297 and 299 Paisley Road. In support of this request, HFH identified \$80,528 in fees, categorized in the last column of Table 1.

The City has provided grants to offset fees for HFH's project in recent years as shown in Table 1. From 2007-2009 Council approved grants to offset all City fees. In 2010 and 2012, on staff's recommendation, Council approved grants to offset City Development Charges (DCs) only.

**Table 1 - Habitat for Humanity Funding Requests 2007-2013**

	Morris St. (2007)	Harris St & Alma St. (2008)	Johnson St. (2009)	Bagot St. (2010)	Huron St & York Rd (2011)	Paisley Road (2013)
Development Charges	\$10,655	\$22,538	\$50,248	\$45,656	\$69,063	\$48,008
Water & Sewer Connection	\$14,328	\$22,672	\$26,720	\$27,866	\$51,878	\$25,838
Road and Boulevard Work	\$130	\$252	\$2,996			
Building Permit Fees	\$865	\$1,951	\$1,572	\$3,440	\$7,526	\$2,888
Planning Fees	-	-	-	\$5,055	-	-
Parkland Dedication & Tree Planting	-	-	-	\$2,500	\$1,625	-
<b>Total Grant Request</b>	<b>\$25,978</b>	<b>\$47,413</b>	<b>\$81,536</b>	<b>\$87,111</b>	<b>\$134,242</b>	<b>\$80,528</b>
Grant Awarded	\$26,000	\$47,413	\$80,000	\$45,656	\$69,063	?
Grant Awarded per Unit	\$26,000	\$23,707	\$40,000	\$22,828	\$23,021	?

NB: Total Grant requested may be greater than the sum of itemized City costs because HFH requested reimbursement of School Board DCs, or Letters of Credit that are not normally cashed



Official Plan Amendment 48 (OPA 48), which was adopted by Council and is awaiting approval from the Minister of Municipal Affairs and Housing, establishes an annual target of developing 27% of all new residential units as affordable ownership housing. In 2009, units with a market value less than \$237,000 were considered affordable.

In response to previous requests for financial assistance from proponents of affordable housing projects, Council has expressed a desire for the City to develop a comprehensive policy framework to assess such requests, including an analysis of the most effective tools, both financial and non-financial to achieve the affordable housing targets. Furthermore, OPA 48 commits the City to developing a comprehensive Housing Strategy that will address these objectives, among others.

Staff are currently developing a proposed scope of work for the Housing Strategy and expect to report to Council in the third quarter of 2013. Furthermore, Planning, and Community and Social Services staff are participating in Wellington County's initiative to develop a Housing and Homelessness Plan (HHP) for Wellington and Guelph as required by the *Housing Services Act*. That plan is expected to be completed by the end of 2013 and will inform the City's Housing Strategy.

In the absence of a Housing Strategy to provide policy guidance in responding to such funding requests, projects have been evaluated on their own merits. In response to an earlier HFH request for an ongoing funding relationship with the City, staff surveyed 15 Ontario municipalities regarding their support for HFH. The survey, reported in CDES report #10-95, dated September 20, 2010, found that waiving or granting back of Development Charges was the most common form of municipal assistance to HFH. The survey also identified a variety of non-financial means of assistance including land granting and priority access to purchase surplus City lands.

On February 25, 2013, Council approved a grant to offset all City development fees (approximately \$140,000) for the 8-unit Michael House project, partially funded through the Investment in Affordable Housing program. The impact of this grant approval on the City's Affordable Housing Reserve was outlined in PBEE Report #13-02.

## REPORT

Based on recent funding approvals for HFH, staff recommend that the City provide a grant of \$48,008 to offset the City's development charges. Awarding the grant:

- would contribute to achieving the City's Affordable Housing targets;
- is similar to the reasonable per unit amount of financial assistance (approximately \$24,000) provided to Habitat for Humanity by the City in the years 2007, 2008, 2010 and 2012;
- is a form of financial assistance that many other municipalities provide to support Habitat for Humanity;

# STAFF REPORT



- provides a reasonable balance of supporting a current affordable housing opportunity while limiting the impact on the Affordable Housing Reserve, prior to the completion of a Housing Strategy that will guide the City's affordable housing investments; and
- is reasonable in light of the anticipated timing of the development of the City's Housing Strategy.

Should Council approve the funding request, staff would prepare an agreement with Habitat for Humanity that would:

- ensure that the dwellings remain in the control of HFH for the purposes of affordable housing;
- establish a mechanism for reporting back on this requirement; and
- ensure that City support of the projects is acknowledged as appropriate.

## **CORPORATE STRATEGIC PLAN**

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

## **DEPARTMENTAL CONSULTATION**

Community and Social Services  
Finance

## **COMMUNICATIONS**

None

## **ATTACHMENTS**

Attachment 1 The Habitat for Humanity Homebuilding Program  
Attachment 2 Habitat for Humanity Funding Request

### **Report Author**

Tim Donegani  
Policy Planner

### **Approved By**

Melissa Aldunate  
Manager of Policy Planning and Urban Design

Original Signed by:

Original Signed by:

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### **Approved By**

Todd Salter  
General Manager  
Planning Services  
519-822-1260, ext 2395  
todd.salter@guelph.ca

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### **Recommended By**

Janet L. Laird, Ph.D.  
Executive Director  
Planning, Building, Engineering  
and Environment  
519-822-1260, ext 2237  
janet.laird@guelph.ca

## Attachment 1 – Habitat for Humanity Homebuilding Program

### BREAKING THE CYCLE OF POVERTY

#### Because Every Canadian Has the Right to a Home They Can Afford

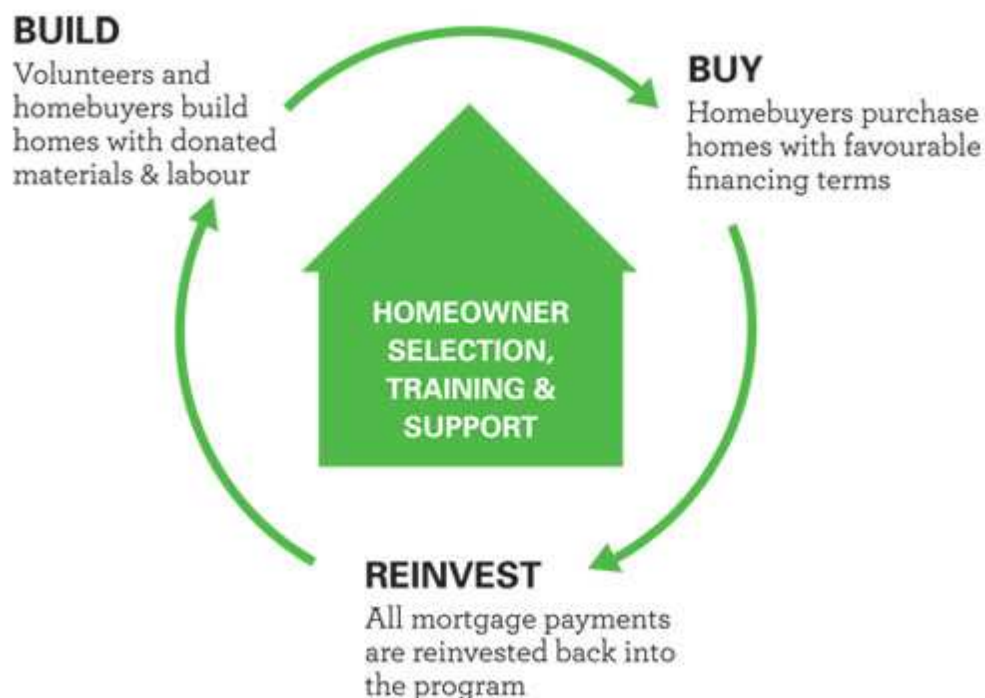
At Habitat for Humanity Canada, we believe in making affordable housing accessible to low-income families who could not otherwise afford to own a home.

We make this possible for our partner families by:

- Building homes using volunteer labour and donated materials
- Selling these homes to partner families with a required commitment of 500 volunteer hours
- Offering families an affordable and sustainable no-interest, no down-payment mortgage, with monthly payments set at 25 % of gross income (this includes principal repayment and property tax - at the discretion of the affiliate, homeowner insurance may be collected as well, in which case payments would not exceed 30% of gross household income)

Habitat homes help families avoid making impossible choices between rent and other basic necessities by providing them with a mortgage they can afford. An affordable mortgage allows our partner families to ensure their needs are met – including childcare, transportation, groceries, education, school supplies, medical and dental expenses, clothing, furniture, and more.

Partner families' monthly mortgage payments go into a revolving fund held by the affiliate that built the home. This fund is reinvested into the community, as it is used to build more homes for low-income families in need.



## Habitat Homeowner Selection

When selecting potential partner families, affiliates consider an applicant's:

- Level of need
- Willingness to become partners in the program
- Ability to repay the no down-payment, interest-free mortgage that is geared to their income

Future homeowners must also contribute 500 hours of sweat equity, share in the labour of homebuilding, and participate in valuable training and preparation sessions. In return, their lives are transformed by the positive experience of working with their community and by the many benefits that come along with homeownership.

## How Habitat for Humanity Keeps Costs Low for Partner Families

Habitat for Humanity manages the cost of new homes through:

- The use of modest designs
- The use of donated materials
- Utilizing volunteer labour
- Ensuring low administration costs

## Our Partner Families

Families living below the poverty line who are able to repay an interest-free mortgage can qualify to become a partner family.

Future homeowners must share in the labour of homebuilding, contributing 500 hours of sweat equity, and must participate in valuable training and preparation sessions. In return, their lives are transformed by the positive impact of receiving the hand up of homeownership.

## Our Volunteers

More than 63,000 volunteers work with Habitat for Humanity in Canada every year. Thousands more help to build homes in other countries through our Global Village program. We heavily depend on our volunteers, who may be professional trades-people donating a portion of their time and expertise, or first time builders who have never hammered a single nail.

Volunteers have been a vital part of our history and will continue to be in our ongoing success. If you would like to learn more about volunteering with Habitat for Humanity, please visit our [volunteer page](#).

Source: [www.habitat.ca](http://www.habitat.ca), retrieved March 4, 2013

## Attachment 2 - Habitat for Humanity Funding Request



Blair Labelle, City Clerk  
City of Guelph  
1 Carden St.  
Guelph, On N1H 3A1

January 7, 2013

Dear Blair Labelle,

The City of Guelph has been a partner with Habitat for Humanity Wellington Dufferin Guelph for the past five years, as we have built homes in Guelph. We are grateful for the level of support you have provided, and are pleased to acknowledge your commitment to creating affordable housing.

This fall, our organization's volunteers are building two single detached houses. The houses will be built to energy star standards and will meet affordability definitions. The houses will be sold at fair market value, through a no-interest mortgage. These families have little chance of being approved for a mortgage that would afford them a home in today's market in Guelph. By partnering with Habitat for Humanity they will not only gain decent and affordable housing but more importantly, the opportunity to acquire some financial security and break the cycle of poverty.

In order to build houses and give these families a "hand-up" to a better future, we must raise approximately \$185,000 in cash, trades service and in-kind building materials. The value of development charges and fees are a significant portion of the cost of building. The fees paid to-date for the properties of 297 & 299 Paisley Road are as follows:

297 Paisley - \$40,176.00  
299 Paisley - \$40,352.28

We look forward to your favourable reply in regard to relief of development charges and permit fees associated with the two single detached homes. Please contact our office if there is any information we can provide.

Sincerely,

*Diane Nelson*

Diane Nelson  
Executive Director

cc. Todd Salter, General Manager, Planning Services  
Barbara Powell, General Manager, Community Engagement

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE May 14, 2013

**SUBJECT Burke Water Station Upgrades - Class Environmental Assessment**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

This report seeks approval to complete the Class Environmental Assessment (Class EA) process relating to upgrades to the Burke well station and to proceed with implementation of those upgrades.

### KEY FINDINGS

Upgrades to the Burke well station are needed to improve the aesthetic quality (i.e. manganese, iron) of the water from Burke well. The upgrades will not increase the amount of water to be pumped from the well, but will optimize the operation of the station. A Schedule B Class EA relating to the proposed upgrades has been undertaken and a preferred strategy for upgrading the station has been identified. The upgrades will include constructing a building to house water treatment and related equipment, as well as constructing a below ground reservoir on City owned land. Public and agency consultation, including but not limited to a Public Open House, occurred during the Class EA process. No contentious or unusual issues have been identified to date. The input received during the consultation will be considered for incorporation during the final design and construction activities.

### FINANCIAL IMPLICATIONS

This project is listed in the Enterprise Budget and will be funded by water rates and capital reserves. The estimated capital cost of the Burke Well Station Upgrades, including engineering, construction and contingency, is up to \$6.9 million. Provision of a water treatment facility will affect the classification of our water system and the certification requirements for our water system operators. Some staff will need to obtain additional certification over time. The need for additional staff to support the treatment facility will be assessed during project implementation. Any future budget impacts will be dealt with through Council's annual Enterprise capital and operating budget process.

## **ACTION REQUIRED**

PBEE Committee and Council to authorize staff to complete the Municipal Class Environmental Assessment and to proceed with upgrading the Burke well station.

## **RECOMMENDATION**

1. That staff be authorized to complete the Municipal Class Environmental Assessment process and to proceed with implementation of the preferred alternative for upgrading Burke Well Station, as outlined in the Report from Planning, Building, Engineering and Environment dated May 14, 2013.

## **BACKGROUND**

The Burke Well Pumping Station, located at 164 Arkell Road, is an important water supply facility for the City of Guelph. Approximately 6 million litres of water is provided from the well on a daily basis. This represents approximately 8% of the total water supply to the City. Water from the Burke well meets all health related Ontario Drinking Water Standards (ODWS), however it is near the Ontario Drinking Water Aesthetic Objective (non-health related) for manganese. Manganese is a mineral which is commonly present in groundwater due to underground deposits. Similarly iron is also present in the water from Burke well and together the iron and manganese may cause staining, coloured water or particles and are primary contributors to discoloured water events in the south end of the City. The aesthetic impacts of manganese and iron may have become more prominent with the increased chlorination level required by the mandatory disinfection of water supplies implemented by the Province following Walkerton.

A treatability study undertaken for the Burke Well demonstrated that oxidation using sodium hypochlorite (chlorine) prior to filtration with catalytic media provided highly effective treatment. This type of filtration system is often used by municipal water suppliers in this area dealing with iron and manganese.

The purpose of this Class EA Study was to identify the preferred alternative for improvements to the Burke Well Station to: (1) improve the aesthetic quality of water (i.e. manganese, iron) from the Burke Well, and (2) optimize the operation of the well station. Also, the upgrades to the Burke Well Station may incorporate infrastructure to provide flexibility to accommodate water from other municipal wells in the vicinity.

## REPORT

The planning for this project is proceeding in accordance with the Municipal Class Environmental Assessment (Municipal Engineers Association, October 2000 as amended in 2007 and 2011). The Class Environmental Assessment process includes public and agency consultation, an evaluation of alternatives, an assessment of potential environmental effects of the proposed alternatives, identification of the preferred alternative, and identification of reasonable measures to mitigate any adverse impacts that may result.

### Public and Agency Consultation:

A key aspect of the Class EA process is obtaining public and agency feedback on the proposed undertaking through notices, mail outs, open houses, and posting project materials available on the City's website. The Notice of Commencement and invitation to participate was distributed to the project contact list and published in the Guelph Tribune on October 18th and 25th, 2012. A public Open House event presenting project information and inviting input was held at Sir Isaac Brock Public School on November 7th, 2012 which was attended by four members of the public. No contentious or unusual issues have been identified to date. Comments were received from an adjacent resident raising concerns about potential noise, vibration and drainage impacts on their property. These concerns will be addressed through appropriate mitigating measures during the design and construction process and communication will be maintained with the adjacent residents during design and construction.

### Alternative Evaluation Criteria:

Criteria for evaluation of alternative solutions were developed in accordance with the Provincial Class EA guidelines and included Water Quality, Water Quantity, Natural Environment, Social Environment, Cultural Environment, Technical Performance, Cost and Schedule.

### Alternatives Considered and Preferred Alternatives:

During the Class EA process, different types of alternatives were considered under the three categories of Water Quality, Treatment Location and Water Quantity as indicated below:

- Water Quality
  - Do Nothing
  - Stabilization
  - Treatment for removal of iron and manganese.
- Treatment Location
  - Treatment at Carter Well Field
  - Treatment at Clair Tower
  - Onsite Treatment



# STAFF REPORT

- Water Quantity
  - Do Nothing
  - Increase reservoir and booster pumping capacity

The highest ranked and preferred alternatives are as follows:

- Water Quality – Option C, Treatment for removal of iron and manganese
- Treatment Location – Option C, Onsite Treatment
- Water Quantity – Option B, Increase reservoir and booster pumping capacity

During the Class EA process, Stage 1 and 2 Archaeological Assessments were completed for the proposed site and did not identify any significant archaeological material. Also, the Burke well station is not listed by Heritage Guelph or the City's inventory of Heritage structures. A detailed ecological land classification and botanical inventory of the Burke property were also undertaken.

## Concerns, Impacts and Mitigating Measures:

No direct impacts to the adjacent woodland and wetland features are anticipated with the development of the preferred alternative. Vegetation removal is limited to the hedgerow present on the property and individual trees in the area previously disturbed. A Tree Inventory, Compensation and Preservation plan will be prepared and submitted to the City's Environmental Planner for approval. Any other potential impacts can be mitigated through implementation of best management practices, such as erosion and sediment control, construction timing, and site restoration. Potential noise, vibration and drainage concerns can be addressed during the design and construction stages.

## Project Implementation and Next Steps:

The proposed implementation is as follows:

Spring 2013	Completion of Burke Well Station Upgrades Class EA
2013 / 2014	Design, Pre-selection of major equipment, Approvals
2014 / 2015	Tendering and Construction

## **CORPORATE STRATEGIC PLAN**

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

## **DEPARTMENTAL CONSULTATION**

During the Class EA process and preparation of this report, Economic Development, Tourism & Culture, Public Works, Operations and Transit, Planning, Building, Engineering and Environment, Wastewater Services, Policy Planning, Environmental Planning, Finance and Corporate Communications were consulted.

# STAFF REPORT



## COMMUNICATIONS

With approval of the recommendations of this report, a Notice of Completion will be posted on the City's website, the Guelph Tribune and mailed to parties that have expressed an interest in the project. The Class EA Project File will also be made available for final public review in accordance with the Class EA process.

## ATTACHMENTS

Attachment A – Estimated Cost Breakdown

### Report Author

Karl Cober, M.A.Sc., P.Eng.  
Water Services Project Manager

Original Signed by:

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### Approved By

Peter Busatto  
General Manager  
Water Services  
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peter.busatto@guelph.ca

Original Signed by:

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### Recommended By

Janet Laird, Ph.D.  
Executive Director  
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and Environment  
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## Burke Water Station Upgrades Class Environmental Assessment

### ATTACHMENT A

#### Project Cost Estimate

General Overhead, Site Prep, Yard Works	534,054
Water Treatment Building and Equipment	2,757,870
2.3 ML Reservoir	<u>2,284,715</u>
Total Construction	5,576,639
Engineering and Project Management	<u>1,342,496</u>
Total	<u><u>\$6,919,135</u></u>

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE May 14, 2013

**SUBJECT Introduction of a User Fee for Cart Exchanges**

REPORT NUMBER

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek Council approval for the establishment of a fee for cart exchanges after each phase of the cart rollout program.

### KEY FINDINGS

Solid Waste Resources has researched municipal best practices for funding a cart exchange program after the rollout. The majority of municipalities surveyed that offered more than one cart size have implemented an exchange fee.

A recent (Feb. 2013) City commissioned statistically significant survey of 409 existing waste cart users in Guelph, revealed 70 per cent support covering the costs of cart exchanges through a user fee in lieu of an increase in property tax.

### FINANCIAL IMPLICATIONS

Funding for cart exchanges conducted at the time of the cart distribution is provided under the approved Solid Waste Resource budget. The recommended fees (see Pg.2) per cart exchange is based on recovering the estimated \$30,000 operating cost associated with maintaining a cart exchange program after the grace period of each rollout phase.

### ACTION REQUIRED

Approve the establishment of a fee for cart exchanges.

## RECOMMENDATION

1. That Council approve a user fee for cart exchanges as described in the report from Planning, Building, Engineering and Environment dated May 14, 2013.

## **BACKGROUND**

The first phase of automated cart collection to one-third of city neighbourhoods, approximately 15,000 households, started November 2012. The second phase will take place in 2013 and the third and final phase in 2014. Guelph is one of the few municipalities to offer residents the option of customized cart size orders as a customer service offering. Prior to the 2012 cart distribution phase, residents had the option to provide their preferred sizes of blue and grey carts. In 2012, approximately 68% of households provided their size preference orders to the City. If the City did not receive their cart size selections, they received the extra large 360 litre blue cart and a large 240 litre grey cart. Solid Waste Resources provided exchanges for residents' blue or grey carts if they preferred a different size.

## **REPORT**

The City is examining a variety of revenue generating options, as requested by Council during the 2013 budget deliberations. Council instructed staff to report back to committee with recommendations on cart exchange fees. Solid Waste Resources has researched municipal best practices for funding cart exchanges for municipalities that offered more than one cart size.

Most municipalities surveyed that offered more than one cart size have implemented an exchange fee. Exchange fees ranged from \$15 to \$40 with fees being applied either immediately upon distribution, or after a grace period ranging from several months to up to a year. Most municipalities also exempt new home owners moving to the community from having to pay the exchange fee.

Solid Waste Resources is proposing introducing a new user fee of \$35 per cart for exchanges to cover the costs for delivery and cleaning. A grace period of three months would be provided after each rollout phase to allow residents to evaluate the proper size suitable for their household. The data for the 2012 rollout supports that most residents were able to make their evaluation within this time frame. The number of requests for exchanges per month dropped significantly after the third month of the cart exchange program. The three month time period also encompasses the season with the largest generation of residential waste so residents can choose the proper size to fit their household needs. The grace period deadline would be communicated to residents as part of the distribution promotional and education materials.

There is also an opportunity to enable residents an option to exchange their carts for a lower fee. A modified exchange program whereby residents could clean and deliver / pick-up the cart themselves, thereby reducing the cost to the City. In this case, staff propose that a reduced fee of \$15 per cart exchange apply to cover the costs of assisting the resident with the on-site exchange, inventory control, etc.

# STAFF REPORT



A recent (Feb. 2013) City of Guelph-commissioned telephone survey supports the concept of applying a user fee. MetroLine Research Group Inc., an independent research company in Kitchener, administered the telephone interviews on behalf of the City to a statistically significant sample of 409 Guelph households. Amongst other findings, the survey revealed that after residents receive their preferred cart sizes, 70% support covering the costs of any subsequent exchanges through a cost recovery user fee for each exchange in lieu of an increase in property tax.

## **CORPORATE STRATEGIC PLAN**

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver public services better.
- 2.3 Ensure accountability, transparency and engagement.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

Communications related to the fees and grace period deadlines would be captured in the communication campaign collateral released during the rollout.

## **ATTACHMENTS**

N/A

### **Report Author**

Heather Connell  
Manager Integrated Services  
Solid Waste Resources

Original Signed by:

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### **Approved By**

Dean Wyman  
General Manager  
Solid Waste Resources  
519-822-1260 ext. 2053  
dean.wyman@guelph.ca

Original Signed by:

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### **Recommended By**

Janet L. Laird, Ph.D.  
Executive Director  
Planning, Building, Engineering  
and Environment  
519-822-1260 ext 2237  
janet.laird@guelph.ca

## CONSENT AGENDA

May 27, 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**

REPORT	DIRECTION
<p><b>CON-2013.11      AWARD CONTRACT 13-033: HAUL AND DISPOSAL OF RESIDUAL WASTE</b></p> <p>1. That Council award contract 13-033 to Waste Management Inc., and that the Mayor and Clerk be authorized to execute a ten year contract (plus extensions) subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment and the City Solicitor.</p>	<p>Approve</p>

attach.

# STAFF REPORT



TO City Council

SERVICE AREA Planning, Building, Engineering and Environment

DATE May 27, 2013

**SUBJECT Award Contract 13-033:  
Haul and Disposal of Residual Waste**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek Council approval to award a ten year contract plus extensions for the haulage and disposal of Guelph's residual waste stream.

### KEY FINDINGS

The current contract for hauling and disposal of Guelph's residual waste expires October 2013. It is essential to provide a secure disposal option for Guelph's residential and industrial, commercial, and institutional (ICI) residual waste.

The recommended proponent Waste Management Inc. was the highest ranked of the five proposals scored by the evaluation team. Evaluation criteria included compliance with and support of Guelph's Community Energy Plan.

Waste Management Inc. has significant experience providing haulage and disposal services to municipalities in Ontario and North America and will be co-generating energy from landfill gas.

### FINANCIAL IMPLICATIONS

Funding for the hauling and disposal of Guelph's residual waste stream is contained in the approved Solid Waste Resources Department operating budget. The current rate per tonne for haulage and disposal is \$ \$62.41/tonne. The rate submitted by Waste Management Inc is \$ \$56.50 /tonne. As the contract specifies a minimum of 20,000 tonnes per year, and takes effect October 2013, savings during 2013 would be a minimum of \$19,700, depending on actual tonnage. Annual savings (a minimum of \$118,200, depending on actual tonnage) will be reflected in the 2014 Solid Waste Resources Operating budget.

### ACTION REQUIRED

Award contract 13-033 to provide haulage and disposal services to Waste Management Inc.



## **RECOMMENDATION**

1. That Council award contract 13-033 to Waste Management Inc., and that the Mayor and Clerk be authorized to execute a ten year contract (plus extensions) subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment and the City Solicitor.

## **BACKGROUND**

The current contract for hauling and disposal of Guelph's residual waste stream expires in October 2013. Ensuring secure facility at which to dispose of Guelph's residential and industrial, commercial, and institutional (ICI) residual waste is a fundamental responsibility of the municipality.

## **REPORT**

A request for proposals (RFP) to haul and dispose of Guelph's residual waste was issued in January 2013. Five responses were received and evaluated by City staff and consultants. All submissions were evaluated on the following criteria (points):

- Environmental Management and Nuisance Control (25 points)
- Human Health and Safety (10 pts)
- Corporate Background (10 pts)
- Security of Services (15 pts)
- Cost (40 pts)

The evaluation team was cognisant of Guelph's Community Energy Plan and the opportunity to use residual waste as a potential fuel source to generate energy. All bids were awarded points for their ability to generate electricity and their support of Guelph's Community Energy Plan. As well, the Greenhouse Gas Emissions from the disposal facility's operation and for the hauling were also calculated and points awarded with the lower GHG emissions receiving the most points.

The submission from Waste Management Inc. was ranked the highest by the evaluation team. With respect to our Community Energy Initiative, the Waste Management Inc. submission gained points for co-generating energy from landfill gas. The evaluation team conducted a due diligence visit of the Twin Creeks Landfill to verify the information provided by Waste Management in their response.

## **CORPORATE STRATEGIC PLAN**

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver public services better.
- 2.3 Ensure accountability, transparency and engagement.

# STAFF REPORT

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## DEPARTMENTAL CONSULTATION

Finance Department – Purchasing and Risk Management

## COMMUNICATIONS

N/A

## ATTACHMENTS

Funding Summary

“original signed by Dean Wyman”

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### Report Author

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General Manager  
Solid Waste Resources  
519-822-1260 ext. 2053  
dean.wyman@guelph.ca

“original signed by Janet Laird”

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### Recommended By

Janet L. Laird, Ph.D.  
Executive Director  
Planning, Building, Engineering  
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519-822-1260 ext 2237  
janet.laird@guelph.ca

### Budget and Financing Schedule

JDE Account number: 720-8402  
 JDE Project name: Contract 13-033: Haul/Disposal of Residual Waste  
 Prepared by: Ron Maeresera  
 Date: May 6, 2013

	Total Cost	External Financing			Internal Financing		
		Subsidy	Dev't Charges	Developer/ Other	Current Revenues	Reserve	Debt
<b><u>A. Budget Approval</u></b> 720-8402.3117	3,021,800	0	0	0	3,021,800	0	0
<b>Budget Approval</b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>
<b><u>B. Budget Requirement</u></b> Tender Price - Waste Management Inc.	3,021,800 0						
<b>City Share</b>	<b>3,021,800</b>	0	0	0	3,021,800	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
	0	0	0	0	0	0	0
<b>TOTAL BUDGET REQUIREMENT</b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>
<b><u>C. Surplus / (Deficit)</u></b>	0	0	0	0	0	0	0
<b><u>D. Revised project budget</u></b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,021,800</b>	<b>0</b>	<b>0</b>

Since the Contract being awarded runs from October 2013 to October 2014 there will be no surplus or deficit during the 2013 year.

Please recycle!

- **BYLAWS** -

- **May 27, 2013** -

By-law Number (2013)-19573

A by-law to dedicate certain lands known as Block 51, Plan 61M180 as part of Severn Drive and Block 52, 61M180 as part of Couling Crescent, City of Guelph.

To dedicate land as part of Severn Drive and Couling Crescent.

By-law Number (2013)-19574

A by-law to amend By-law Number (2002)-17017

*(to remove a No Parking Anytime restrictions on Hall Avenue, east side, from 205m west of Dominion Drive to 38m west thereof; Hall Avenue, east side, from 266m north of Duck Lane to 43m north thereof; to add a Temporary No Parking Anytime restriction on Hall Avenue, east side, from Dominion Drive to 187m north of Duck Lane; to remove No Parking Anytime restriction on Colonial Drive, east side, from 15m south of Marsh Crescent to 92.5m north thereof; to add a No Parking Anytime restriction on Colonial Drive, east side, from 15m south of Marsh Crescent to 15m north of Brock Street; to remove a No Parking Anytime restriction on Colonial Drive, west side, from 15m south of Brown Street to 98.5m north thereof; to add a No Parking Anytime restriction on Colonial Drive, west side, from 15m south of Brown Street to Bard Boulevard; to add a No Parking Anytime restriction on Zaduk Place, west side, from 156m east of Sweeney Drive to 56m east thereof; to remove a No Parking Anytime restriction on Delhi Street, west side, from 87m north of Spring Street to Derry Street; to add a No Parking Anytime restriction on Delhi Street, west side, from Derry Street to 93m north of Spring Street; in the No Parking Schedule XV: To remove a No Stopping Anytime restriction on Douglas Street, south side, from Wyndham Street to 28m east thereof; to add a No Stopping Anytime restriction on Douglas Street, south side, from Wyndham Street to 10m east thereof; to remove a No Stopping, 8am-4:30pm, Monday to Friday restriction on Colonial Drive, east side, from 15m south of Marsh Crescent to 92.5m north thereof; to remove a No Stopping, 8:00am-4:30pm, Monday to Friday restriction on Colonial Drive, west side, from 15m south of Brown Street to 98.5m north thereof; to remove a No Stopping, 8:00am-4:30pm, Monday to Friday, west side, from 12m south of Brock Street to 15m north of Bard Boulevard; to remove a No Stopping, 8:00am-4:30pm, Monday to Friday, on Colonial Drive, east side, from 20m south of Bard Boulevard to 15m north of Bard Boulevard; to add a No Stopping, 8:00am-4:30pm, Monday to Friday, restriction on Colonial Drive, west side, from 15m south of Brown Street to Bard Boulevard; to add a No Stopping, 8:00am-4:30pm, Monday to Friday, restriction on Colonial Drive, east side, from Clough Crescent to 15m north of Brock Street; to add a No Stopping, 8:00am-4:30pm, Monday to Friday, restriction on Windsor Drive, east side, from Waverley Drive to 50m north thereof; in the No Stopping Schedule XVI: To Remove a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day restriction on Douglas Street, west side, from Woolwich Street to St. George's Square; to add a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day restriction on Douglas Street, east side from 19m north of Wyndham Street to 43m north thereof; to add a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day restriction on Douglas Street, east side, from 80m north of Wyndham Street to 12m north thereof; to add a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day restriction on Douglas Street, east side, from Woolwich Street to 50.5m south; to remove a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day*

To amend the Traffic By-law.

<p>restriction on Woolwich Street, east side, from Suffolk Street East to Cardigan Street; to add a 2-hour, 9:00am-9:00pm, Monday to Saturday, once per day restriction on Woolwich Street, east side, from 72m north of Cardigan Street to 18m north thereof; in the Restricted Parking Schedule XVII: To Remove a 15-Minute Maximum restriction on Douglas Street, east side, commencing 28m east of the east curb of Wyndham Street for a distance of 15m north-easterly; to add a 15-Minute Maximum restriction on Douglas Street, east side, commencing 10m east of the east curb of Wyndham Street for a distance of 10m north-easterly; to add a 15-Minute Maximum restriction on Douglas Street, commencing 62m east of the east curb of Wyndham Street for a distance of 12m north-easterly; to add a 15-Minute Maximum restriction on Douglas Street, east side, commencing 57m west of the west curb of Woolwich Street for a distance of 6m south-westerly; to remove a 15-Minute Maximum restriction on Woolwich Street, east side, commencing 66m north of the west curb of Cardigan Street for a distance of 14m northerly; to add a 15-Minute Maximum restriction on Woolwich Street commencing 90m north of the west curb of Cardigan Street for a distance of 12m northerly; in the 15Minute /Public Loading Zones Schedule XVIII: To Remove a Parking Meter Zone on Delhi Street, west side, from 85m north of Spring Street to 202m north thereof; to add a Parking Meter Zone on Delhi Street, west side, from 93m north of Spring Street to 196m north thereof; in the Parking Meter Zones Schedule XXIII: To add a School Bus Loading Zone on Windsor Drive, east side, from Waverley Drive to 50m north thereof in the School Bus Loading Zones Schedule XIX: To add the Intersection Pedestrian Signal at Watson Parkway and Couling Crescent (north intersection) to the Traffic Control Signals Schedule VI: and To add the south leg of Watson Parkway and Couling Crescent (north intersection) to the Prohibited Pedestrian Crossings Schedule XXVII) and to adopt Municipal Code Amendment #485, amending Chapter 301 of the Corporation of the City of Guelph's Municipal Code.</p>	
<p>By-law Number (2013)-19575 A by-law to amend By-law Number (2012)-19356, as amended, being a by-law respecting Building, Demolition, Conditional and Change of Use Permits, Inspections, appointment of Inspectors and a Code of Conduct and to adopt Municipal Code Amendment #486, which amends Chapter 116 of the City of Guelph Municipal Code.</p>	<p>To amend By-law Number (2012)-19356 as per Planning &amp; Building, Engineering and Environment Consent Report Clause PBEE-2013.14.</p>
<p>By-law Number (2013)-19576 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 and to repeal By-law Number (2013)-19555.</p>	<p>To impose a rate of taxation for the Board of Management for the Downtown Business Improvement Area.</p>
<p>By-law Number (2013)-19577 A by-law to regulate and/or prohibit the keeping of animals of certain classes in the City of Guelph and to repeal by-laws (1978)-9876, (1988)-12960 and</p>	<p>To regulate and or/prohibit the keeping of animals as per Operations, Transit &amp; Emergency Services Committee report OTES-2013.7.</p>

<p>(1997)-15548 and to adopt Municipal Code Amendment Number 487 which amends Chapter 105, Article VII "Exotic and Non-Domestic Animals" of the City of Guelph Municipal Code.</p>	
<p>By-law Number (2013)-19578 A by-law to amend By-law Number (1993)-14362, as amended by By-laws (1994)-14680, (1998)-15878 and (1999)-16207, a by-law to regulate the display, sale and setting off of fireworks (specifically to permit the discharge of fireworks when permitted by the Fire Chief), and to amend to adopt Municipal Code Amendment Number 488 to amend the Municipal Code Chapter 151.</p>	<p>To amend the fireworks by-law as per Operations, Transit &amp; Emergency Services Committee report OTES-2013.5.</p>