

**DATE** June 22, 2009

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

**O Canada  
Silent Prayer  
Disclosure of Pecuniary Interest**

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

***"THAT** the minutes of the Council Meetings held May 25, 27, June 1 and June 10, and the minutes of the Council meetings held in Committee of the Whole on May 25 and June 1, 2009 be confirmed as recorded and without being read."*

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

Reports from: Community Development & Environmental Services  
Emergency Services, Community Services & Operations  
Governance  
Council as Committee of the Whole  
Council Consent

- a) Community Development and Environmental Services Committee  
**(Councillor Burcher, Chair – presentation of summary of recommendations)**  
*"THAT* the balance of the Fourth Consent Report of the Community Development and Environmental Services Committee be received and adopted."
- b) Emergency Services, Community Services and Operations Committee  
**(Councillor Hofland, Chair – presentation of summary of recommendations)**  
*"THAT* the balance of the Fifth Consent Report of the Emergency Services, Community Services & Operations Committee be received and adopted."
- c) Governance and Economic Development Committee  
**(Mayor Farbridge, Chair – presentation of summary of recommendations)**  
*"THAT* the balance of the Third Consent Report of the Governance and Economic Development Committee be received and adopted."

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- d) Council as Committee of the Whole  
**"THAT** the balance of the Fourth Consent Report of the Council as Committee of the Whole be received and adopted."

Resolution to adopt the balance of the Council Consent Agenda

**"THAT** the balance of the June 22, 2009 Consent Agenda be adopted."

## **PRESENTATIONS**

- b) Dan Andrews on behalf of the Trans Canada Trail Foundation – presentation of cheque towards the development of the Trans Canada Trail
- c) Judi Riddolls on behalf of the Guelph Wellington Business Enterprise Centre – on their contribution to the City

## **DELEGATIONS** (Councillor Burcher)

**"THAT** persons desiring to address Council be permitted to do so at this time."  
(limited to a maximum of five minutes)

- a) Councillor Laidlaw's motion for which notice was given February 23, 2009 with respect to the egg purchasing policy in City owned facilities.
- Stephanie Brown on behalf of Canadian Coalition for Farm Animals
  - Karen Levenson
  - Stuart Jackson

## **COMMITTEE OF THE WHOLE** (Councillor Farrelly)

**"THAT** Council now go into Committee of the Whole to consider reports and correspondence."

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

Reports from: Community Development & Environmental Services – Councillor Burcher  
Emergency Services, Community Services & Operations – Councillor Hofland  
Finance, Administration & Corporate Services – Councillor Beard

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Governance – Mayor Farbridge  
Council Consent – Mayor Farbridge

Resolution – (Councillor Findlay)

***"THAT the Committee rise with leave to sit again."***

Resolution – (Councillor Hofland)

***"THAT the action taken in Committee of the Whole in considering reports and correspondence, be confirmed by this Council."***

### **SPECIAL RESOLUTIONS**

- a) Councillor Laidlaw's motion for which notice was given February 23, 2009 with respect to the egg purchasing policy in City owned facilities.

WHEREAS hens confined to battery cages spend their entire lives in extremely small, barren overcrowded wire cages, (approximately 450cm<sup>2</sup> per bird), with five to seven birds confined per cage;

AND WHEREAS birds confined to battery cages can barely move and are denied the opportunity to express natural behaviours, such as nesting, perching, dust bathing, stretching their wings, foraging or escaping an aggressive cage-mate;

AND WHEREAS confinement of hens in battery cages frequently results in frustration-related behaviours, such as feather pecking and cannibalism, as well as feather loss, entrapment of body parts and osteoporosis;

AND WHEREAS there is ample scientific evidence demonstrating hens suffer as a direct consequence of battery systems,

AND WHEREAS no legislative or regulatory remedy exists in Canada to address the compromised welfare of battery-caged hens;

AND WHEREAS numerous European nations have banned battery cages and the European Union is phasing out battery cages by 2012;

AND WHEREAS, according to a 2005 Decima Research Poll, 80% of Canadians feel confining farm animals to small cages that prevent them from turning around is unacceptable, and 94% agree it is important that farm animals be treated humanely;

THEREFORE be it resolved:

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“THAT the Council of the City of Guelph resolves to encourage Guelph residents:

- (i) as consumers, to choose cage-free eggs at retail food outlets and restaurants;
  - (ii) as restaurants and caterers in both private and City operations, to make available cage-free eggs on their menus; and
  - (iii) as wholesalers, to highlight and make available cage-free eggs in their food supply inventories; and
  - (iv) as retailers, to highlight the preference for and availability of cage-free eggs in their stores;
- (2) AND THAT the operators and caterers of City-run facilities be requested to use cage-free whole (shell) eggs;
- (3) AND THAT a letter be written to the Provincial Government, Federal Government and the Canadian Food Inspection Agency stating that the Guelph City Council opposes battery cage egg production based on the inherent cruelty of confining egg-laying hens in battery cages.
- (4) AND THAT a letter be written to the Association of Municipalities of Ontario requesting all members to adopt a similar initiative.

## **BY-LAWS**

Resolution – Adoption of By-laws (Councillor Kovach)

## **QUESTIONS**

## **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**



Committee Room C  
May 25, 2009 5:30 p.m.

**A meeting of Guelph City Council.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Chief S. Armstrong, Director of Emergency Services; Dr. J. Laird, Director of Environmental Services; Mr. D. McCaughan, Director of Operations; Mr. J. Riddell, Director of Community Design and Development Services; Mr. F. Gerrior, Supervisor of Scheduling & Service Planning; Mr. G. Hunt, Manager of Employee/Employer Relations, Assistant Director of Human Resources; Ms. L. MacIntyre, Manager of Compensation, Benefits & HRIS; Ms. T. Sinclair, Manager of Legal Services; Ms. S. Smith, Associate Solicitor; Mr. J. Stokes, Manager of Realty Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

- 1. Moved by Councillor Hofland  
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) (a), (b), (c), (d) and (e) of the Municipal Act, with respect to:

- security of the property of the municipality;
- personal matters about identifiable individuals;
- proposed or pending acquisition or disposition of land;
- labour relations or employee negotiations;
- litigation or potential litigation.

Carried

The meeting adjourned at 5:31 o'clock p.m.

.....  
Mayor

.....

Clerk

Committee Room C  
May 25, 2009 5:32 p.m.

**A meeting of Guelph City Council meeting in  
Committee of the Whole.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Chief S. Armstrong, Director of Emergency Services; Dr. J. Laird, Director of Environmental Services; Mr. D. McCaughan, Director of Operations; Mr. J. Riddell, Director of Community Design and Development Services; Mr. F. Gerrior, Supervisor of Scheduling & Service Planning; Mr. G. Hunt, Manager of Employee/Employer Relations, Assistant Director of Human Resources; Ms. L. MacIntyre, Manager of Compensation, Benefits & HRIS; Ms. T. Sinclair, Manager of Legal Services; Ms. S. Smith, Associate Solicitor; Mr. J. Stokes, Manager of Realty Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF  
INTEREST ACT**

Mayor Farbridge declared a possible pecuniary interest with regards to the litigation status report Schedule "B" because her brother works for a firm doing due diligence work and did not discuss or vote on the matter. The Mayor absented herself from this portion of the meeting, and did not discuss or vote on the matter.

1. Moved by Councillor Hofland  
Seconded by Councillor Salisbury  
THAT Council hear the delegation of Connie Van Anandel.

Carried

Connie Van Anandel discussed a personal matter about an identifiable individual.

2. Moved by Councillor Piper  
Seconded by Councillor Beard  
THAT Direction be given to the Governance Committee.

Mayor Farbridge

Carried

Ms. L.E. Payne

3. Moved by Councillor Kovach  
Seconded by Councillor Piper  
THAT staff be given direction with respect to litigation matters.

Carried

Councillor Piper assumed the Chair due to the Mayor's declared possible pecuniary interest.

Ms. L.E. Payne

4. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw  
THAT staff be given direction with respect to litigation matters.

Carried

The Mayor resumed the Chair.

Mr. M. Amorosi  
Ms. L.E. Payne

5. Moved by Councillor Kovach  
Seconded by Councillor Wettstein  
THAT staff be given direction with respect to a potential litigation matter.

Carried

PASSED IN COUNCIL  
BY SPECIAL  
RESOLUTION

6. Moved by Councillor Piper  
Seconded by Councillor Laidlaw  
THAT the Memorandum of Agreement between the City of Guelph and IATSE, on file with Human Resources, be approved.

Carried

REPORT

7. Moved by Councillor Beard  
Seconded by Councillor Piper  
THAT Tony Matteis and Scott Richardson be reappointed to the Economic Development Advisory Committee as the local business representatives for a term ending November 2013;

AND THAT Peter Kastner be appointed to the Economic Development Advisory Committee for a term ending November 2010.

Carried

Mrs. L.A. Giles

8. Moved by Councillor Piper  
 Seconded by Councillor Billings  
 THAT the correspondence received from Jake DeBruyn advising of his resignation from the Environmental Advisory Committee be received with regret.

Carried

Ms. L.E. Payne

9. Moved by Councillor Wettstein  
 Seconded by Councillor Hofland  
 THAT the report of the Manager of Realty Services dated May 25, 2009 in respect of a proposed acquisition of land for Victoria Road reconstruction, be received.

Carried

Dr. J. Laird  
 Ms. L.E. Payne  
 Mr. P. Cartwright

10. Moved by Councillor Kovach  
 Seconded by Councillor Bell  
 THAT direction be given with respect to a security matter.

Carried

The meeting adjourned at 6:30 o'clock p.m.

.....  
 Mayor

.....  
 Clerk

Council Chambers  
May 25, 2009

**Council reconvened in formal session at 7:00 p.m.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Chief S. Armstrong, Director of Emergency Services; Dr. J. Laird, Director of Environmental Services;

Mr. D. McCaughan, Director of Operations; Mr. J. Riddell, Director of Community Design and Development Services; Ms. T. Sinclair, Manager of Legal Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

### **DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

There was no declaration of pecuniary interest.

1. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw

THAT the minutes of the Council meetings held on April 21, 27, 28 and May 4, 2009 and the minutes of the Council meetings held in Committee of the Whole on April 27, May 4 and 11, 2009 be confirmed as recorded and without being read.

Carried

### **CONSENT AGENDAS**

The following items were extracted from the following Consent Reports and Agenda to be voted on separately:

#### **Community Development & Environmental Services:-**

- CDES1 – Approval of 2009 Water Conservation & Efficiency Strategy Update
- CDES-3 – Assessment of Fish Responses to Emerging Contaminants of Concern in Municipal Effluents
- CDES-4 – Termite Control Program

#### **Governance:-**

- Policy of Council Attendance at Local Government Events

#### **Councillor Piper presented the balance of the Community Development & Environmental Services Committee Third Consent Report.**

2. Moved by Councillor Piper  
Seconded by Councillor Findlay

THAT the balance of the May 25, 2009 Community Development & Environmental Services Committee Third Consent Report as identified below, be adopted:

- a) **Water Services Agreement for Gazer-Mooney**

Dr. J. Laird  
Ms. L.E. Payne

**Subdivision**

THAT the report of the Director of Environmental Services, regarding the Water Services Agreement for the Gazer-Mooney Subdivision, be received;

AND THAT Council authorize the Mayor and Clerk to execute an agreement with The Corporation of the Township of Guelph/Eramosa entitled "Agreement Regarding Water Services for the Gazer-Mooney Subdivision", subject to the satisfaction of the Director of Environmental Services and the Director of Corporate Services/City Solicitor.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Councillor Hofland presented the balance of the Emergency Services, Community Services & Operations Committee Fourth Consent Report.**

3. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the balance of the May 25, 2009 Emergency Services, Community Services & Operations Committee Fourth Consent Report as identified below, be adopted:

a) **2009 Peewee Nationals Tournament**

Mr. D. McCaughan

THAT the request from the Guelph Girls Minor Softball Association Tournament Committee to stage the Peewee Nationals Tournament at Exhibition Park from August 11-16<sup>th</sup>, 2009, be approved;

AND THAT staff develop a parking mitigation strategy to minimize the impact of the 2009 Peewee Nationals Tournament on the Exhibition Park Neighbourhood.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Councillor Beard presented the balance of the Finance, Administration & Corporate Services**

**Committee Third Consent Report.**

4. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the balance of the May 25, 2009 Finance,  
Administration & Corporate Services Committee Third  
Consent Report as identified below, be adopted:

**a) Habitat for Humanity Request for Relief of  
Development Charges and Permit Fees for  
two Semi-Detached Homes on 3 and 5  
Johnston Street**

Mr. J. Riddell  
Ms. M. Neubauer

THAT Report Number (09-46) (05-12), from Community  
Design and Development Services, dated May 12, 2009,  
regarding Habitat for Humanity Request for Relief of  
Development Charges and Permit Fees for two semi-  
detached homes on 3 and 5 Johnston Street be received;

AND THAT the request for a grant to Habitat for Humanity  
Wellington County to cover the development charges and  
various permit fees related to the building of two semi-  
detached affordable housing units at 3 and 5 Johnson  
Street, be approved;

AND THAT a maximum of \$80,000 financial assistance be  
provided from the Affordable Housing Reserve;

AND THAT Council direct Community Design and  
Development Services and Finance Services to review and  
develop policy to guide future consideration of requests  
for social and affordable housing as part of the Official  
Plan update.

**b) Proposed Revisions to the City Lands  
Encroachment By-law**

Ms. L.E. Payne

THAT staff be directed to bring forward a by-law to replace  
the City Lands Encroachment By-law (2005)-17789 as  
outlined in the Report of the Manager of Realty Services  
dated May 11, 2009.

**c) City Property at 75 Cardigan Street – Guelph  
Youth Music Centre – Proposed  
Addition/Renovation**

Ms. L.E. Payne  
Ms. M. Neubauer

THAT the Manager of Corporate Property and Director of  
Finance together, be authorized to approve renovations to  
the City's property at 75 Cardigan Street as may be  
requested from time to time by the Guelph Youth Music  
Centre in accordance with the lease agreement between  
the City of Guelph and the Guelph Youth Music Centre  
dated January 18, 1999.



VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Councillor Hofland presented the balance of the Governance Committee Second Consent Report.**

5. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

THAT the balance of the May 25, Governance Committee Second Consent Report as identified below, be adopted:

a) **Revised Committee Mandate and Charter**

Mayor Farbridge  
Ms. B. Boisvert

THAT the Mandate and Charter for the Governance Committee be approved and utilized as a model for other Standing Committees of Council;

AND THAT the Mandate and Charter for the Governance Committee be used as a model for the development of the same for the Council Standing Committees with priority being given to the Audit Committee and the Land Ambulance Committee.

b) **City Council Professional Development**

Mr. M. Amorosi  
Mrs. L.A. Giles  
Ms. M. Neubauer

THAT a training and development needs analysis be conducted in order to identify the skills and knowledge, or competencies, required by councillors to perform their roles and responsibilities effectively;

AND THAT a councillor training and development plan be developed, and the necessary funding be submitted for consideration as part of the 2010 budget process.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Councillor Kovach presented the balance of the Council as Committee of the Whole Third Consent Report.**

6. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw  
THAT the balance of the May 25, Council as Committee of the Whole Third Consent Report as identified below, be adopted:

**a) Citizen Appointments to Guelph Junction Railway Board of Directors**

Mrs. L.A. Giles

THAT David Jennison be reappointed to the Guelph Junction Railway Board of Directors for a term ending November 2012;

AND THAT Stephen Host be appointed to the Guelph Junction Railway Board of Directors for a term ending November 2010.

**b) Appointment of Auditors for Guelph Hydro Inc.**

Mr. I. Miles  
Ms. M. Neubauer

THAT the recommendation by the Board of Guelph Hydro Inc. to appoint KPMG LLP as auditors of the Corporation to hold office until the next annual meeting of the shareholder of the Corporation, be approved.

**c) Citizen Appointments as Directors to Guelph Hydro Inc.**

Mrs. L.A. Giles  
Mr. A. Stokman

THAT Jane Armstrong and Robert Aumell be appointed as Directors of Guelph Hydro Inc. for a two year term;

AND THAT Brian Cowan, Rick Thompson be appointed as Directors of Guelph Hydro Inc. for a three year term;

AND THAT Mayor Karen Farbridge be appointed as a Director of Guelph Hydro Inc. for a one year term to complete her term as Mayor.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

7. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw

THAT the balance of the May 25, 2009 Council Consent Agenda as identified below, be adopted:

a) **Norfolk Street Reconstruction (Waterloo Ave. to Paisley/Quebec St.), Contract No. 2-0918**

Mr. J. Riddell  
Ms. M. Neubauer

THAT the tender of Network Site Services Ltd., Cambridge be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-0918 for the Norfolk Street Reconstruction Contract for a total tendered price of \$2,708,209.40 with actual payment to be made in accordance with the terms of the contract.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**PRESENTATIONS**

The Mayor presented plaques to the following people in recognition for their life saving efforts: Ashley Trower, Bryan O'Grady, Dave Berardine, Adam Meyer and Glen Dow.

The Deputy Fire Chief advised that a plaque will be presented to Sharon Chia in recognition of her fire safety efforts.

**Termite Control Program**

Tim Myles, Termite Control Officer provided information on the components of the termite management efforts. He outlined the tentative 2009 work schedule.

**Councillor Piper presented Clause 4 of the Community Development & Environmental Services Committee Third Consent Report.**

8. Moved by Councillor Piper  
Seconded by Councillor Findlay

Mr. J. Riddell

THAT the Termite Control Program Report 2008 – Executive Summary from the Community Design and Development Services Department, be received.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

9. Moved by Councillor Laidlaw  
Seconded by Councillor Kovach  
THAT persons wishing to address Council be permitted to do so at this time.

Carried

## **REGULAR MEETING**

### **DELEGATIONS**

#### **Approval of 2009 Water Conservation & Efficiency Strategy Update**

Dr. Hugh Whiteley was present and advised that he strongly supports the updated report and urged Council to approve the various recommendations. He requested that the City examine the possibility of moving from a fixed water taking philosophy to one of a set target as a performance standard.

Mike Darmon advised that he was a member of the Water Conservation & Efficiency Advisory Committee and supports the staff report. He suggested that the City consider additional conservation efforts.

#### **Councillor Piper presented Clause 1 of the Community Development & Environmental Services Committee Third Consent Report.**

10. Moved by Councillor Piper  
Seconded by Councillor Findlay  
THAT City Council approve the 2009 Water Conservation and Efficiency Strategy Update report and associated programs;

Dr. J. Laird

AND THAT staff phase in related budget changes through the 2010 Water and Wastewater User Pay Operating Budget and Capital Budget and Forecast;

AND THAT the time-based average day water reduction goals of the City's Water Supply Master Plan be set at:

- 10% reduction (5,300 m<sup>3</sup>/day) by 2010
  - 15% reduction (7,950 m<sup>3</sup>/day) by 2017
  - 20% reduction (10,600 m<sup>3</sup>/day) by 2025
- all based on 2006 average day water use;

AND THAT the City adopt a water reduction philosophy of

maintaining average day water production below the 2006 value (53,000 m<sup>3</sup>/day) for a five year period (2014);

AND THAT the City of Guelph continue the City's Outside Water Use Program to reduce the impacts of peak seasonal demands;

AND THAT the City form a Water Conservation and Efficiency Advisory Committee for the purpose of ongoing public consultation throughout the implementation of the 2009 Water Conservation and Efficiency Strategy, with an appropriate mandate and charter to be developed for the Committee;

AND THAT the City, in partnership with the Region of Waterloo, continue research into performance testing of home water softener technologies and promote, through a public educational program, performance results and related environmental benefits of high-performing technologies;

AND THAT the City's Wastewater Effluent Re-use project, commonly referred to as the "Purple Pipe" project, and associated Class Environmental Assessment, as approved by Council through the 2008 Guelph Water/Wastewater Master Servicing Plan, evaluate the potential for a communal wastewater effluent reuse system and associated design practices;

AND THAT the City undertake a feasibility study to evaluate the best practices for multi-unit residential water metering, and requirements for private servicing condition assessments for current bulk-metered, multi-unit residential customers;

AND THAT the City's Strategic Urban Forest Management Plan and the Natural Heritage Strategy define the appropriate means for protection and preservation of the City's urban forest in recognition of water conservation and storm water management benefits provided by the urban canopy;

AND THAT staff undertake the immediate development of an enhanced public education water conservation program in 2009, subject to availability of program funding;

AND THAT staff initiate water loss mitigation activities in 2009, as outlined in the City's Water Loss Mitigation Strategy and investigate the potential for improved water pressure management throughout the distribution system;

AND THAT the City's Waterworks Division undertake a pilot study as part of the City's 2009 Water Loss Mitigation Strategy to evaluate the local implementation of

Automated Metering Infrastructure (AMI) for customer water metering;

AND THAT the City's Water/Wastewater Rate Review define customer billing policies for properties possessing Rain Water Harvesting Systems;

AND THAT staff pursue external funding sources, and key partnerships, throughout implementation of the Water Conservation and Efficiency Strategy Update program recommendations.

AND That Guelph's Water Conservation and Efficiency Programs be extended to customers located outside of the Guelph municipal boundary who are individually metered by the City.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

11. Moved by Councillor Piper  
Seconded by Councillor Findlay

THAT Council now go into the Committee of the Whole to consider reports and correspondence.

Carried

**Councillor Piper presented Clause 3 of the Community Development & Environmental Services Committee Third Consent Report.**

**Assessment of Fish Responses to Emerging Contaminants of Concern in Municipal Effluents**

12. Moved by Councillor Piper  
Seconded by Councillor Findlay

THAT the Mayor and Clerk be authorized to enter into an Agreement between the City of Guelph and the University of Waterloo in support of a collaborative research program entitled "assessment of fish response to emerging contaminants of concern in municipal effluents in a rapidly urbanizing watershed" subject to the satisfaction of the

Dr. J. Laird

Director of Environmental Services and the City Solicitor.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**Councillor Hofland presented Clause 3 of the Governance Committee Second Consent Report.**

**Policy of Council Attendance at Local Government Events**

13. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

THAT the attached policy on Council attendance at local government events be approved.

14. Moved in Amendment by Councillor Kovach  
Seconded by Councillor Billings

THAT the expenses for alcohol be added to the definition of Ineligible Expenses.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

15. Moved in Amendment by Councillor Kovach  
Seconded by Councillor Laidlaw

THAT the annual allocation provisions apply to expenses for those members of council who serve on the board of either the Association of Municipalities of Ontario or the Federation of Canadian Municipalities.

VOTING IN FAVOUR: Councillors Billings and Kovach (2)

VOTING AGAINST: Beard, Bell, Farrelly, Findlay, Hofland, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (10)

Defeated

16. Moved by Councillor Hofland  
Seconded by Councillor Wettstein

THAT the policy, attached as Schedule 1, on Council attendance at local government events be approved as amended.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: Councillor Kovach (1)

Carried

17. Moved by Councillor Salisbury  
Seconded by Councillor Findlay  
THAT the Committee rise with leave to sit again.

Carried

18. Moved by Councillor Wettstein  
Seconded by Councillor Bell  
THAT the action taken in Committee of the Whole in considering reports and correspondence, be confirmed by this Council.

Carried

## **SPECIAL RESOLUTIONS**

### **Proposed Acquisition of Land – Victoria Road South Reconstruction**

19. Moved by Councillor Beard  
Seconded by Councilor Wettstein  
THAT the Mayor and Clerk be authorized to execute an Agreement of Purchase and Sale between the Agricultural Research Institute of Ontario and the City of Guelph for lands to be acquired for the widening of Victoria Road South;

AND THAT the Mayor and Clerk be authorized to execute a License Agreement between the Agricultural Research Institute of Ontario and the City of Guelph allowing the City to protect certain lands located on the east side of Victoria Road South for storm water management purposes.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)



May 25, 2009

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Carried

**IASTE Settlement**

Mr. M. Amorosi

20. Moved by Councillor Beard  
Seconded by Councillor Wettstein  
THAT the Memorandum of Agreement between the City of Guelph and IATSE, on file with Human Resources, be approved.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**BY-LAWS**

21. Moved by Councillor Beard  
Seconded by Councillor Hofland  
THAT By-laws Numbered (2009)-18792 to (2009)-18802, inclusive, are hereby passed.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge (12)

VOTING AGAINST: (0)

Carried

**MAYOR'S ANNOUNCEMENTS**

Councillor Hofland announced that Councillor Laidlaw and she will be hosting a Ward 3 meeting on June 16, 2009 at 7 p.m. in Committee Room 112 at City Hall, and that the special speaker will be Janet Laird who will be presenting the Community Energy Plan.

**ADJOURNMENT**

The meeting adjourned at 8:30 o'clock p.m.

Minutes read and confirmed June 22, 2009.

.....  
Mayor

.....



# CORPORATE POLICY AND PROCEDURE



POLICY	<b>City Councillor Attendance at Municipal Government Events</b>
CATEGORY	Council
AUTHORITY	Information Services
RELATED POLICES	
APPROVED BY	Guelph City Council
EFFECTIVE DATE	
REVISION DATE	

## **POLICY STATEMENT**

There is great value to be gained from City Councillors attending events of interest to municipal government. These events contribute to continuous learning and development, and better equip City Councillors to deal with the wide range and depth of governance issues facing municipalities. They also provide a forum to exchange ideas, best practices, and expertise on municipal government related issues. Expenses associated with attendance at such events must be reasonable and necessarily incurred by those attending.

## **Purpose**

City Councillors who attend municipal government events benefit from learning about new approaches and the experiences of other municipalities that have had success in dealing with issues. By building on the success of other municipalities, it is possible to avoid a lengthy process involved in attempting to solve a problem in isolation, which may take longer and produce less effective results. The purpose of this policy is to ensure that there are established procedures in place with respect to City Councillor attendance at municipal government events, and to provide for the reimbursement of expenses incurred by those persons attending.

## **POLICY APPLICATION AND EXCLUSIONS**

This policy applies to City Councillors who participate in municipal government events where the costs are funded from the approved Council budget.

The provisions of this policy with respect to limits and expenses apply to the

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Mayor's participation in municipal government events, or in events where the Mayor is representing the City as the head of Council, where such costs are funded from the approved budget for the Mayor's Office.

The annual allocation provisions of this policy do not apply to city councillors who serve on the board of either the Association of Municipalities of Ontario or the Federation of Canadian Municipalities, where such service and associated travel expenses have been pre-authorized by Guelph City Council. All other provisions with respect to limits and expenses do apply to members who serve on these boards.

The provisions of this policy with respect to the allocation of an equal share of the approved Council budget for attendance at municipal government events do not apply to the Mayor.

## Definitions

- **Eligible Expenses** – Expenses that are eligible for reimbursement include:
  - transportation,
  - accommodation,
  - event registration fees,
  - meals and incidentals,
  - hospitality.
- **Event** – Includes an organized annual general meeting, conference, congress, convention, exposition, forum, program, session, summit, or workshop targeted to a municipal audience. In situations where it is not clear as to the municipal relationship to the event, it is the responsibility of the City Councillor to clearly establish this relationship.
- **Hospitality** – Includes reasonable costs which may be incurred by City Councillors in an economical, consistent, and appropriate way that will facilitate City business, or as a matter of courtesy, and consists of meals only.
- **Ineligible Expenses** – Expenses that are not eligible for reimbursement include:
  - alcohol
  - 1-900 premium-rate telephone calls,
  - claims for loss of personal effects,
  - companion registration fees and expenses,
  - entertainment,
  - gifts,
  - medical and hospital treatments in excess of City sponsored health care benefit limits
  - personal effects (luggage, clothing, magazines),
  - personal memberships,

- 
- personal messaging /download fees,
  - personal services (shoe shines, valet, spa treatments, hair styling, internet fees for access to for-fee sites),
  - personal vehicle costs (maintenance, repair costs, towing fees, car washes),
  - movie or cable/satellite television fees charged by hotels or airlines,
  - sporting events
  - side trips including stopover charges and additional accommodation costs for personal or other business reasons,
  - sightseeing tours,
  - traffic and parking fines.
- **Municipal Government Organization** – Includes such entities as the Canadian Urban Institute, the Institute on Governance, Municipal Government Institute, ICLEI-Municipal Governments for Sustainability, Ministry of Municipal Affairs & Housing, Community Heritage Ontario, etc.
  - **Municipal Association** – Includes the Federation of Canadian Municipalities or the Association of Ontario Municipalities, and sub-groups of these associations.

#### **ALLOCATION FOR ATTENDANCE AT MUNICIPAL GOVERNMENT EVENTS**

Each City Councillor will be allocated an equal share of the approved budget for attendance at municipal government events. Allocations are not transferrable, and if not used during the calendar year, cannot be accumulated and carried over into subsequent budget years. City Councillors will be permitted to exceed their allocation only with the prior approval of Guelph City Council.

#### **HOSPITALITY**

City Councillors attending municipal government events, may offer hospitality on behalf of the City where necessary and reasonable. Such hospitality is limited to meals, and the maximum daily meal expense limit will apply. Receipts are required for reimbursement.

#### **MEALS AND INCIDENTALS**

Meal expenses will be reimbursed at actual costs upon submission of appropriate receipts. Councillors will be reimbursed for meal expenses up to a maximum of \$70 per day, at the following rates:

\$15.00 - Breakfast  
\$20.00 - Lunch  
\$35.00 - Dinner  
**\$70.00**

Individual meal limits may be exceeded, as long as the \$70.00 daily total limit for meals is not exceeded.

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A separate amount is available each day for incidental expenses in addition to the regular meal allowance. Such items would include parking meters, public transit, or Internet access connection and/or usage fees away from home, where Internet access is necessary for city business. The current rate is \$10.00 per day. Where possible, original receipts should be obtained and submitted for reimbursement.

The above limits are in Canadian dollars for expenses incurred in Canada or the equivalent foreign currency for travel outside of Canada. Tips and gratuities would be in addition to the above rates.

Receipts are to be submitted within 30 days of return from the function for reimbursement. Claims for expenses must include receipts, and be submitted within 30 days of return from the event. Claims for expenses incurred in one year, but not submitted until the next budget year will only be paid upon the approval of the Director of Finance.

## **OVERNIGHT ACCOMMODATION**

If an overnight stay is required, accommodation will be reimbursed at a rate in accordance with the single room rates charged for the function, or the hotel's rate for a standard single room whichever is less. Reimbursement of accommodation expenses for additional days may be approved. The reason for the approval (i.e. lower air fare, time change) must be documented on the expense claim form.

## **TRANSPORTATION**

Transportation costs include:

- air, rail, bus fare or automobile at the most cost and time effective rate; e.g. mileage will not be reimbursed if air travel is less expensive
- parking
- travel cancellation insurance
- incidental travel by taxi, subway, bus
- departure taxes from transportation terminals
- travel to and from public transportation terminals, provided such transportation is actually used by the traveller
- toll highway charges
- expenses incurred when using a personal vehicle for travel to functions located outside the City of Guelph will be reimbursed at the standard car allowance rate established for City staff, currently \$0.45 per km.
- expenses associated with the use of a rented automobile for travel to and from the function, provided the expense does not exceed the cost of taxi fares for the same purpose (use of the automobile for personal business is not an allowable expense)
- Long-term parking for air travel exceeding 24-hours.

Meeting Room C (Room 137)  
May 27, 2009

**Council convened in an information session at 5:00 p.m. on "Building the Tools: On the Road to Priority Setting"**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach (arrived 5:35 p.m.), Laidlaw (arrived 5:35 p.m.), Piper (arrived 5:25 p.m.), Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Chief S. Armstrong, Director of Emergency Services; Dr. J. Laird, Director of Environmental Services; Ms. M. Neubauer, Director of Finance; Ms. A. Pappert, Director of Community Services; Ms. L.E. Payne, Director of Corporate Services/City Solicitor; Mr. J. Riddell, Director of Community Design and Development Services; Ms. S. Aram, Deputy Treasurer; Mr. P. Cartwright, General Manager of Economic Development & Tourism; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

Glenn Pothier provided an overview of the meeting purpose and introduced David Siegel the guest speaker.

David Siegel of the Department of Political Science, Brock University outlined the opportunities and challenges facing municipal government. He advised that municipalities need to:

- adapt to globalization;
- be a place-shaper
- develop assertive maturity
- attract the creative class.

He advised that important cities need manufacturing that is in proximity to resources/customers; have an information infrastructure and have an educated population.

He further suggested that local government should not be solely to manage public services but to take responsibility for the well-being of an area and the people who live there. He advised that the actions need to meet this place-shaping are good leadership; effective



public/community engagement; building coalitions and

consensus about the direction of travel; and effective use of powers.

He advised that to attract the creative class a municipality needs an educated workforce, an acceptance of diversity and a concentration of technology. He also suggested that the built and natural environment, diverse and interesting people and a vibrant street life and culture scene are important.

The Chief Administrative Officer provided a brief overview of the direction the City is heading and process for moving forward.

The Committee reviewed the status of the current identified priority projects.

The Director of Finance and the Deputy Treasurer highlighted the new financial tool to assist in identifying priorities.

Councillor Kovach retired from the meeting at 6:55 p.m.

Glen Pothier lead a focus discussion on the on the model variables and weighting that will provide staff with direction on further refinement.

The Director of Finance and the Deputy Treasurer provided an overview of the Long Term Financial Plan. They highlighted the characteristics of the Plan such as multi-year budgeting and integration with other planning processes. They provided information on the environmental scan section of the plan and advised that updated trends identified in the various mater plans needs to be incorporated into the capital forecasts. They also highlighted the policy development associated with this plan.

**ADJOURNMENT**

The meeting adjourned at 9:05 o'clock p.m.

Minutes read and confirmed June 22, 2009.

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Mayor

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Clerk

City Hall Meeting Room C  
June 1, 2009 5:30 p.m.

**A meeting of Guelph City Council.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper, and Wettstein

Absent: Councillor Burcher and Salisbury

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Mr. M. Amorosi, Director of Human Resources; Ms. A. Pappert, Director of Community Services; Ms. L. Payne, Director of Corporate Services/City Solicitor; Ms. M. Neubauer, Director of Finance; Mr. G. Hunt, Manager, Employee/Employer Relations; Ms. L. MacIntyre, Manager, Compensation, Benefits and HRIS; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

1. Moved by Councillor Hofland  
Seconded by Councillor Piper

THAT the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (a), (d), (e) and (f) of the Municipal Act, with respect to:

- security of the property of the municipality;
- labour relations or employee negotiations;
- litigation or potential litigation;
- advice that is subject to solicitor-client privilege

Carried

The meeting adjourned at 5:31 o'clock p.m.

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Mayor

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Deputy Clerk

City Hall Meeting Room C  
June 1, 2009 5:32 p.m.

**A meeting of Guelph City Council meeting in  
Committee of the Whole.**

Present: Mayor Farbridge, Councillors Beard, Bell,  
Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper,  
Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative  
Officer; Ms. M. Neubauer, Director of Finance; Ms. A.  
Pappert, Director of Community Services; Mr. M. Amorosi,  
Director of Human Resources; Ms. L. Payne, Director of  
Corporate Services/City Solicitor; Mr. G. Hunt, Manager  
Employee/Employer Relations; Ms. L. MacIntyre,  
Manager, Compensation, Benefits and HRIS; Mr. J.  
Stokes, Manager of Realty Services; Ms. T. Agnello,  
Deputy City Clerk; and Ms. D. Black, Assistant Council  
Committee Co-ordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF  
INTEREST ACT**

Councillor Salisbury declared possible pecuniary interest  
with regarding the Transit Driver’s Lunchroom Space  
Agreement because his spouse is employed by Guelph  
Transit. Councillor Salisbury left the room and did not  
speak or vote on the matter.

The Director of Human Resources provided information  
regarding employee negotiations.

Mr. M. Amorosi 1. Moved by Councillor Piper  
Seconded by Councillor Farrelly  
THAT staff be given direction regarding employee  
negotiations.

Carried

Ms. L.E. Payne 2. Moved by Councillor Beard  
Seconded by Councillor Piper  
THAT the report of the Manager of Realty Services dated  
June 1, 2009 in respect of Transit Drivers’ Lunchroom  
Space be received.

Carried

The Director of Corporate Services/City Solicitor provided  
information regarding a litigation matter.

Ms. L.E. Payne

3. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw  
THAT staff be given direction regarding a litigation  
matter.

Carried

The Director of Corporate Services/City Solicitor and the  
Director of Finance provided information on a matter  
regarding security of the property.

The meeting adjourned at 6:57 p.m.

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Mayor

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Deputy Clerk

Council Chambers  
June 1, 2009

**Council reconvened in formal session at 7:00 p.m.**

Present: Mayor Farbridge, Councillors Beard, Bell,  
Billings, Farrelly, Findlay, Hofland, Kovach, Laidlaw, Piper,  
Salisbury and Wettstein

Absent: Councillor Burcher

Staff Present: Mr. H. Loewig, Chief Administrative  
Officer; Mr. J. Riddell, Director of Community Design and  
Development Services; Ms. M. Plaunt, Manager of Policy  
Planning and Urban Design; Mr. S. Hannah, Manager of  
Development & Parks Planning; Mr. A. Hearne, Senior  
Development Planner; Ms. T. Agnello, Deputy City Clerk;  
and Ms. D. Black, Assistant Council Committee Co-  
ordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF  
INTEREST ACT**

There was no declaration of pecuniary interest.

**115 Watson Parkway North (formerly 72 Watson Road North) – Proposed Zoning By-law Amendment (File ZC0512) – Ward 1**

Mr. Al Hearne, Senior Development Planner advised the purpose of the amendment would be to permit a greater floor area for the proposed mixed-use commercial project.

Mr. Jonathan Rodger, on behalf of the applicant advised of the gross floor area and stated that the store entrances will be incorporated near the street front. He pointed out features of the development such as the transit loop, pedestrian access, and vehicular traffic flow.

Dr. Hugh Whiteley would like staff to emulate Chicago's success with LEED certification. He also raised concerns regarding Clythe Creek and the quality of the water. He requested that the minimum buffer should be 15 metres on the table land which would require removal of 5 parking spaces along the storm water management side of the property and 10 spaces on the Clythe Creek side to provide a uniform table land.

Councillor Hofland left the meeting at 7:30 p.m.

Staff will address the following items before bringing back the application for approval:

- review the location of the proposed transit bus loop;
- address the mixed uses and design a site plan to best utilize the property;
- the bicycle path location;
- making the most of the view behind the buildings;
- incorporation of the Community Energy Plan;
- encouraging the development to be LEED certified;
- try to determine from Loblaws their plans for all their Guelph stores;
- incorporate the River Systems Advisory Committee input into the report, specifically pertaining to the buffer zones.

1. Moved by Councillor Findlay  
Seconded by Councillor Salisbury

Mr. J. Riddell

THAT Report 09-48 regarding a proposed Zoning By-law Amendment application applying to property municipally

known as 115 Watson Parkway North from Community Design and Development Services dated June 1, 2009, be received.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge. (11)

VOTING AGAINST: (0)

Carried

**SPECIAL RESOLUTIONS**

- 2. Moved by Councillor Findlay  
Seconded by Councillor Bell

Ms. L.E. Payne

THAT the Mayor and Clerk be authorized to execute a Lease Agreement between the City of Guelph and 416878 Ontario Limited in respect of the City's use of the property located at 98 Wyndham Street North, subject to the final form of the agreement being satisfactory to the Director of Community Services and the City Solicitor.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Findlay, Kovach, Laidlaw, Piper, Salisbury, Wettstein and Mayor Farbridge. (11)

VOTING AGAINST: (0)

Carried

**ADJOURNMENT**

The meeting adjourned at 7:44 o'clock p.m.

Minutes read and confirmed June 22, 2009.

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Mayor

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Deputy Clerk

Council Chambers  
June 10, 2009 7:00 p.m.

**A meeting of Guelph City Council.**

Present: Mayor Farbridge, Councillors Beard, Bell, Billings, Farrelly, Hofland, Piper, Wettstein and Salisbury

Absent: Councillors Burcher, Findlay, Kovach, Laidlaw

Staff Present: Mr. J. Riddell, Director of Community Design & Development Services; Ms. T. Sinclair, Manager of Legal Services; Ms. M. Plaunt, Manager of Policy Planning and Urban Design; Mr. S. Hannah, Manager of Development & Parks Planning; Mr. G. Atkinson, Policy Planner; Mr. P. Kraehling, Senior Policy Planner; Ms. T. Agnello, Deputy City Clerk and Ms. D. Black, Assistant Council Committee Coordinator

**DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT**

There was no declaration of pecuniary interest.

**PLANNING PUBLIC MEETING**

**Official Plan Amendment No. 39 Conformity with the Planning Framework of the Growth Plan for the Greater Golden Horseshoe (Growth Plan) (OPA 39)**

Councillor Salisbury arrived at 7:06 p.m.

Mr. G. Atkinson, Policy Planner provided the background, to OPA 39 and the purpose of the Official Plan Amendment. He reviewed key comments and input received throughout the process and advised how they either instigated changes to OPA 39, or why they did not result in changes. He also outlined financial implications with regard to the new development charges by-law and provincial funding; and stated that a detailed analysis of the fiscal implications of growth is currently underway.

Mr. Arthur Churchyard expressed concerns regarding was also concerned about the lack of use of the word "food", and ambiguous terminology regarding the term "sustainability", "prime agricultural lands", and "urban agriculture".



Staff will be developing definitions and terminology within the Official Plan Update and are currently working with various interest groups. They will also address comments received from the public to date. The Official Plan Update will incorporate various methods of conservation and energy efficiency, including district heating and cooling.

Staff will also review with the Finance department the feasibility of incorporating a policy for tax breaks in the Official Plan.

Mr. J. Riddell  
Mrs. L.A. Giles  
Ms. M. Neubauer

1. Moved by Councillor Salisbury  
Seconded by Councillor Piper

THAT Report 09-52 dated June 10, 2009 from Community Design and Development Services regarding Official Plan Amendment No. 39 be received;

AND THAT Official Plan Amendment No. 39 initiated by the City of Guelph to bring the City's Official Plan into conformity with the planning framework of the Growth Plan be approved in accordance with the polices and mapping set out in Attachment 1 of Community Design and Development Services Report 09-52, dated June 10, 2009, as revised as follows:

- i) Policy 2.4.14 is revised to remove the words "recognizes the importance of" and replace them with the words, "is committed to"
- ii) Policy 9.3.4 g) is revised to remove the words, "measures to mitigate";

AND THAT Council pass a by-law to ADOPT the amendment;

AND THAT Council, pursuant to Section 26 (7) of the *Planning Act*, declare to the Ministry of Municipal Affairs and Housing that Official Plan Amendment No. 39 meets the requirements of Section 26 (1) (a) (i), (ii) and (iii) in that it conforms to the Growth Plan, has had regard to the matters of Provincial interest, and is consistent with the Provincial Policy Statement (2005);

AND THAT Council pass a by-law setting out requirements for pre-consultation with the City's Community Design and Development Services staff prior to the submission of an application for an Official Plan amendment, Zoning By-law amendment, draft plan of subdivision or condominium, and/or site plan approval;

AND THAT Council pass a by-law in accordance Section 23.1 of the *Municipal Act* delegating its authority to deem

applications for an Official Plan amendment, Zoning By-law amendment, draft plan of subdivision or condominium, and/or consent to sever as complete to the Director of Community Design and Development Services;

AND THAT, once the detailed fiscal analysis is completed by Watson and Associates, staff be directed to meet with the Ministry of Energy and Infrastructure to explore opportunities, in a collaborative manner, for future government investment in public infrastructure to accommodate the growth forecasted by the Growth Plan;

AND THAT the City send a letter to the Province indicating that Guelph has adopted Official Plan Amendment No. 39 to bring the City's Official Plan into conformity with the planning framework of the Growth Plan and request that the Province provide for soft and hard infrastructure funding to municipalities within the Growth Plan area that have completed the conformity exercise in accordance with the *Places to Grow Act* to accommodate forecasted growth.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (9)

VOTING AGAINST: (0)

Carried

### **BY-LAWS**

3. Moved by Councillor Bell  
Seconded by Councillor Wettstein  
THAT By-law (2009)-18803 is hereby passed.

VOTING IN FAVOUR: Councillors Beard, Bell, Billings, Farrelly, Hofland, Piper, Salisbury, and Mayor Farbridge (9)

VOTING AGAINST: (0)

Carried

### **ADJOURNMENT**

The meeting adjourned at 8:17 p.m.

Minutes read and confirmed July 22, 2009.

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Mayor

.....

Deputy Clerk

Guelph-Wellington Business

Enterprise Centre

10<sup>th</sup> Anniversary

1999 - 2009



## CLIENT PROFILE & ECONOMIC IMPACT

The insight... tools...  
and connections...  
to help business succeed!

## Compiled Activity Numbers

1999-2009

- ▣ Walk in 90,634
  - Physically appeared at office for information
- ▣ Call in 81,558
  - Called to speak to an advisor
- ▣ Consultations 32,020
  - Sat privately with advisor to discuss an actual business issue
- ▣ Seminars 17,941
  - Attended training workshops

Guelph-Wellington Business  
Enterprise Centre

Client Profile  
& Economic Impact

Total Activity = 222,153

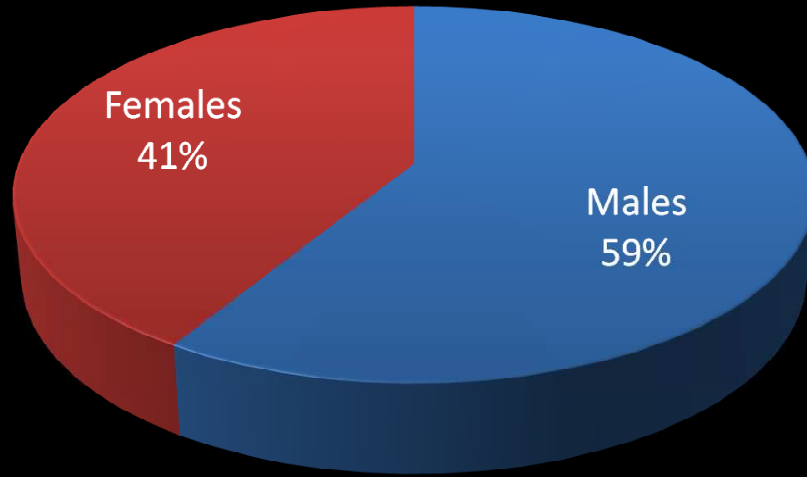
- There are several factors that we considered in developing a plan to measure key factors. After many meetings and reviews of existing reports we made the decision to analyze the following data.
  - a) The contact numbers and profile of the clients of the Centre
  - b) The economic impact of the clients with whom we have developed a reoccurring relationship that has had an influence on the start up and starting decisions.
  - c) The number of businesses impacted with a cost per impact
  - d) The number of jobs created and the cost per job

We were very conscious of the fact that there are many contacts in the Centre that

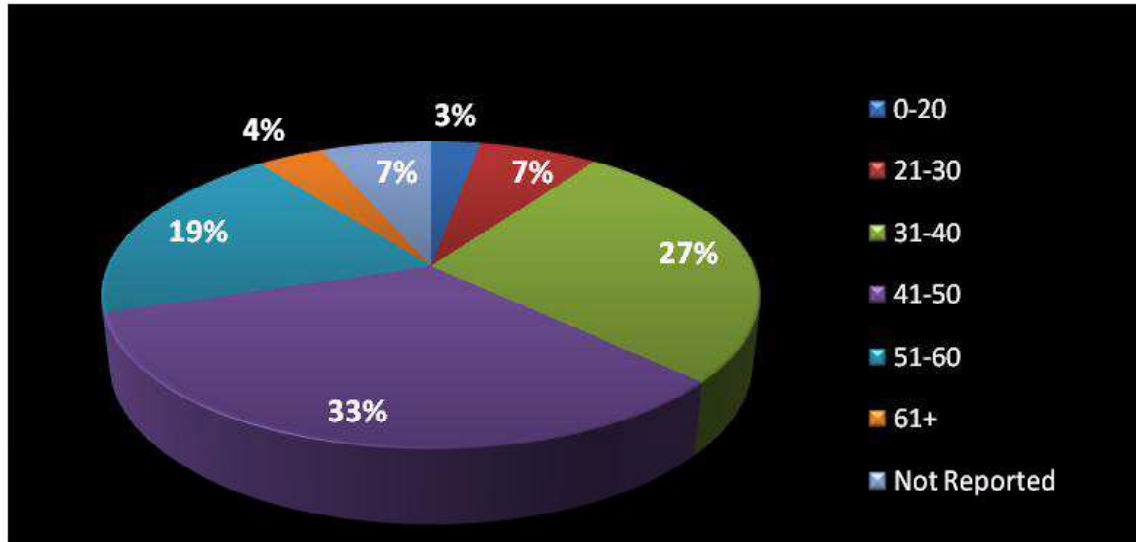
- ▣ May be repeat business contacts
- ▣ That may decide not to start
- ▣ That do not take the advice given
- ▣ That do not feel we have had a direct impact on their business development

- ▣ For these reasons we have focused not on the number of general contacts in the Centre, but only on the number of full consultations and extended program participants.
- ▣ For full consultations, we referred to the clients that have requested a personal consultation with one of our business advisors to discuss a definite issue where they need information and assistance in making decisions.
- ▣ For extended programs we focused on clients that have taken ongoing business development programs.

# Gender

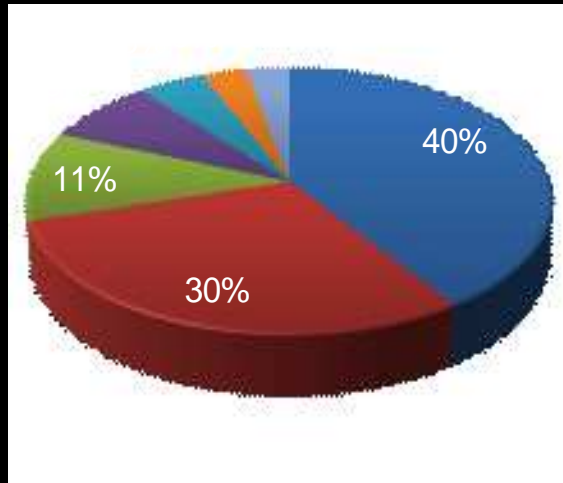


# Age



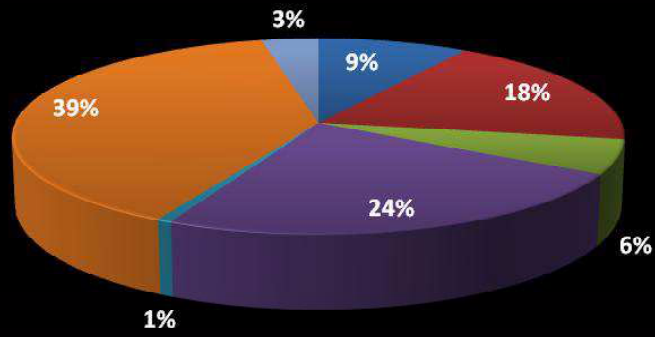


# Business Sector



- Construction & Trades
- Service Industries
- Arts
- Retail/Wholesale
- Hospitality & Food
- Technology
- Import/Export

# Education



- < Grade 12
- Grade 12
- Grade 13
- Post Secondary/College
- IT
- University
- Not reported

## Average Opening Investment

\$15,000 - \$25,000

## Average First Year Sales

\$36,000 - \$45,000

# Economic Impact

Our first goal was to define the number of businesses in start up or first 3 years of development that GWBEC had impacted beyond just general questions. This was accomplished through 2 methods.

## Economic Impact – Method 1

The first method was from staff records. The following list indicates the number of starts and early growth businesses impacted by year.

1999/2000	40
2000/2001	75
2001/2002	100
2002/2003	150
2003/2004	175
2004/2005	219
2005/2006	224
2006/2007	346
2007/2008	340
2008/2009	541
Total of 2,210 businesses	

## Economic Impact - Method 2

The second method was based on impacting at 10% of the total number of full consultations plus Self Employment Benefit Program launches.

1999/2000	44
2000/2001	95
2001/2002	292
2002/2003	221
2003/2004	283
2004/2005	365
2005/2006	360
2006/2007	539
2007/2008	458
2008/2009	545
Total of 3,202 businesses	

To remain conservative, we used the average number of starts for all further calculations.

# 2,706

When looking at past records, studies and the reports listed in this document for comparison we can safely say that in their first year of operations the average sales are in the range of \$36,000 - \$45,000 per start up business in year one. We have calculated impact on the lowest value of \$36,000.

$$2,706 \text{ starts} \times \$36,000 \\ = \$97,416,000$$

### Cost Per Business Impacted

Using the audited expenses for years 1-9 and current expenses for year 10, we were able to calculate the cost per business impacted at

**\$1,405**  
per business impacted

## Jobs Created

From our past surveys we have found that for every 78 businesses started through the Centre there are an additional 50 jobs created beyond the owner.

$$2,706 / 78 \times 50 = 1,734.6 \text{ additional jobs created}$$
$$1,734.6 + 2,706 =$$

**4,440.6**  
**jobs created**

## Cost per Job Created

Using the audited expenses for years 1-9 and current expenses for year 10, we were able to calculate the cost per job created at

**\$856**  
**per job created**

"I admire the work that the GBEC does. I continue to hear good things from people who have used the many services you provide to small business."

~Mayor Karen Farbridge, City of Guelph

"I can't ever pay back what I got from the Enterprise Centre but I will always be willing to volunteer for the Enterprise Centre."

"Words simply cannot describe how invaluable your personalized 'start to success' seminar has been over these past few months. You have consistently managed to fit handfuls of great tips, fun real-life stories & endless words of encouragement into every session."



"Just wanted to let you know how much I benefitted from the course with Guelph-Wellington Business Enterprise Centre. Not only will the business gain advantage from it, but I feel I gained more confidence as a person.

All the instructors were excellent and the teaching methods made even costing and pricing interesting. Many thanks for offering such an informative program with such professional people, I've learned a lot and will now put the information to good use."

Guelph-Wellington Business  
Enterprise Centre

Client Profile  
& Economic Impact

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## CLIENT PROFILE & ECONOMIC IMPACT

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To: The Mayor and Members of Council of the City of Guelph  
From: Stephanie Brown, Canadian Coalition for Farm Animals  
Date: June 22, 2009  
Subject: Motion on cage-free eggs

.....

The **Canadian Coalition for Farm Animals** is a national non-profit organization dedicated to the welfare of animals raised for food in Canada – through public education, legislative change and consumer choice.

We support Councillor Laidlaw's motion on cage-free eggs for the following reasons:

- \$ Battery cages represent one of the worst manifestations of industrial farming. There is inherent cruelty in confining hens in battery cages.
- \$ An *estimated* 95% of Canada's 26 million hens are kept in cages. That percentage is gradually decreasing as more egg producers convert to cage-free.
- \$ Battery cages exist because they take less space and turn out a cheaper product. But at what ethical cost?
- \$ Battery cages are stacked up to seven tiers high, with sloping wire floors and no perches. Each hen has approximately 450 sq. cm. (a space roughly 8.5 inches sq. – the area the size of this page, less three inches cut from the bottom).
- \$ There is strong scientific evidence that battery cages are inhumane and the birds' welfare is compromised.
- \$ Laying hens are highly motivated to perform such behaviours as
  - laying eggs in a nest
  - perching
  - dust bathing
  - foraging
  - stretching their wings– behaviours they are unable to carry out in a cage.
- \$ Their feathers become worn from rubbing against the cage.

\$ As a response to lack of foraging opportunities, hens sometimes engage in feather pecking of cage-mates. To counter this, producers have the ends of the hens' beaks seared off with hot blades.

\$ Beak mutilation causes acute and sometimes chronic pain for hens.

\$ Hens in cages suffer osteoporosis from lack of exercise and calcium depletion from shell production. Their fragile bones break when they are removed from the cage for transport to slaughter.

\$ Alternatives to battery cages include facilities where hens live in open sheds with scratching areas, perches and nest boxes, and free-range systems with access to outdoors.

\$ Battery cages have already been banned in some European countries, including Germany, Switzerland, Sweden and Austria, and will be banned throughout the European Union in three years.

\$ Last November California voted to phase out battery cages by 2015. Other states are expected to follow.

\$ In 2007, Richmond, BC, was the first municipality in North America to request removal of battery eggs from city-run food facilities.

\$ Now fourteen municipalities and one regional district in British Columbia have announced support for cage-free eggs. Two Ontario municipalities, Port Colborne and Pickering, have also gone cage-free.

\$ Universities and corporations, too, are going cage-free.

\$ More than 350 academic institutions in North America have reduced or eliminated battery eggs from their menus, including twelve in Canada. The University of Guelph has a cage-free egg option at its food service facilities.

We leave you with a question: **Do you think hens should be able to extend their wings?** Right now – in cages – they can't.

We urge you to support the motion, to add the City of Guelph's voice to the 17 Canadian municipalities and regions that support cage-free eggs.

Thank you.

Stephanie Brown, Co-Director  
Canadian Coalition for Farm Animals



## Scientists and Experts on Battery Cages and Laying Hen Welfare

An extensive body of scientific evidence confirms that birds confined in barren battery cages suffer immensely. Compiled below are statements by leading welfare scientists and experts.

**Dr. Ian Duncan**, *Department of Animal and Poultry Science, University of Guelph, Canada*

- “Battery cages for laying hens have been shown (by me and others) to cause extreme frustration particularly when the hen wants to lay an egg. Battery cages are being phased out in Europe and other more humane husbandry systems are being developed.”(1)
- “Hens in battery cages are prevented from performing several natural behaviour patterns....The biggest source of frustration is undoubtedly the lack of nesting opportunity.”(2)
- “The lack of space in battery cages reduces welfare by preventing hens from adopting certain postures—such as an erect posture with the head raised—and performing particular behaviors—such as wing-flapping.”(3)
- “[T]raditional battery cages are not sufficiently high to allow hens to adopt the standing alert posture that is very common in their repertoire.”(4)
- “In addition to restricting certain behavior, the lack of space in a cage means that hens are crowded together. All the indications are that, at commercial cage densities used in the North America (300-350 cm<sup>2</sup> per bird in the United States and 450 cm<sup>2</sup> in Canada), welfare is decreased.”(5) [Note: 300 to 350 square centimeters approximates 46.5 to 54 square inches, and 450 square centimeters converts to 70 square inches.]
- “[T]he difficulty of inspecting cages means that the welfare of the birds is at some risk.”(6)

**Dr. David Fraser**, *Animal Welfare Program, University of British Columbia, Canada*

**Dr. Joy Mench**, *Department of Animal Science at the University of California, Davis*

**Dr. Suzanne Millman**, *Ontario Veterinary College at the University of Guelph, Canada*

- “The recommended space allowance for laying hens in some countries is 60-80 square inches per hen, barely enough for the hen to turn around and not enough for her to perform normal comfort behaviors; however, many hens are allowed less than even that meager amount.”(7)

**Dr. Joy Mench**, *Department of Animal Science at the University of California, Davis*

- “Battery cages provide an inadequate environment for nesting, lacking both sites which fit these criteria [concealment and separation from other birds] as well as substrates for nest-

building. Hens housed in battery cages display agitated pacing and escape behaviors which last for 2 to 4 hours prior to oviposition [laying eggs].”(8)

**Dr. Michael Appleby**, *Formerly with the Institute of Ecology and Resource Management at the University of Edinburgh, United Kingdom*

**Dr. Joy Mench**, *Department of Animal Science at the University of California, Davis*

**Dr. Barry Hughes**, *Roslin Institute, United Kingdom*

- “Comfort movements such as preening, dust and water bathing, wing flapping and feather ruffling are important to keep the plumage in good condition. The incidence of these behaviours is influenced by availability of space and substrates. They decrease with crowding and are much less frequent in cages.”(9)
- “Even in small-scale terms, measurement of the area occupied by hens has shown that conventional battery cages must restrict freedom of movement...No other poultry production system is so restrictive of movement as battery cages.”(10)
- “Frustration of nesting is a severe behavioural problem for hens in cages.”(11)
- “The Five Freedoms...include freedom to express normal behaviour, and poultry may be frustrated in this expression in various ways. Indeed, when hens are stocked at typical commercial densities in conventional laying cages, they are not afforded even an earlier, much more modest list of five freedoms. The Brambell Report...stated that ‘an animal should at least have sufficient freedom of movement to be able without difficulty to turn around, groom itself, get up, lie down and stretch its limbs.’ Dawkins and Hardie (1989) demonstrated that hens in laying cages do not have such freedom...Furthermore, cages prevent or restrict pre-laying behaviour, comfort behaviour, feeding and foraging, and dust bathing. Inability to perform normal pre-laying behaviour...is generally regarded as one of the most important problems for the welfare of hens in cages.”(12)
- “Conventional cages for laying hens have pervasive problems for welfare.”(13)

**Dr. Michael Baxter**, *Formerly with the Agricultural Engineering Unit, Scottish Agricultural College*

- “The space available in a battery cage does not allow hens even to stand still in the way they would in a more spacious environment. Some behaviours are completely inhibited by confinement in a cage causing a progressive accumulation of motivation to perform the behaviours.”(14)
- “When crowded together this regulatory system breaks down and the hens appear to be in a chronic state of social stress, perpetually trying to get away from their cagemates, not able to express dominance relations by means of spacing and not even able to resolve social conflict by means of aggression.”(15)
- “[T]he frustration of nesting motivation is likely to cause significant suffering to the hen during the prelaying period every day.”(16)
- “Hens without access to perches may have more welfare problems resulting from increased aggression, reduced bone strength, impaired foot condition and higher feather loss.”(17)

- “The fact that hens are restricted from exercising to such an extent that they are unable to maintain the strength of their bones is probably the greatest single indictment of the battery cage. The increased incidence of bone breakage which results is a serious welfare insult.”(18)

**Dr. John Webster**, *Department of Clinical Veterinary Science, University of Bristol, England*

- “There is good evidence that laying hens experience frustration in the barren cage; most especially, the frustration associated with their inability to select a suitable nesting site prior to laying their daily egg.”(19)
- “[T]he unenriched battery cage simply does not meet the physiological and behavioural requirements of the laying hen, which makes any quibbling about minimum requirements for floor space superfluous.”(20)
- “The main criticism of the unenriched cage, dating back to the Brambell report (Brambell, 1965) is that imposes an unacceptably severe restriction on the hens’ ability to meet their behavioural needs for grooming, stretching, wing-flapping, nest building, and litter bathing. Extreme confinement in barren wire cages also predisposes to external injuries to feet and feathers, and exacerbates the development of osteoporosis, leading to bone fractures and chronic pain.”(21)

**European Commission’s Scientific Veterinary Committee**

- “Battery cage systems provide a barren environment for the birds....It is clear that because of its small size and its barrenness, the battery cage as used at present has inherent severe disadvantages for the welfare of hens.”(22)

**Dr. Konrad Lorenz**, *Nobel Prize winner, author, and noted father of modern ethology*

- “The worst torture to which a battery hen is exposed is the inability to retire somewhere for the laying act. For the person who knows something about animals it is truly heart-rending to watch how a chicken tries again and again to crawl beneath her fellow-cage mates to search there in vain for cover.”(23)

**Dr. Marian Stamp Dawkins**, *Department of Zoology, University of Oxford, England*

- “Chickens in battery cages which have wire floors and no loose substrate for the birds to scratch and dust bathe in, can often be seen to go through all the motions of having a dust bath. They squat down, raise their feathers, and rub themselves against the floor and flick imaginary dust from their backs. They behave as though real dust were being moved through their feathers, but there is nothing really there. If such dust deprived birds are eventually given access to something in which they can have a real dust bath, like wood shavings or peat, they go in for a complete orgy of dust bathing. They do it over and over again, apparently making up for lost time....”(24)

**Dr. Desmond Morris**, *Zoologist, author, and animal behaviourist*

- “Anyone who has studied the social life of birds carefully will know that theirs is a subtle and complex world, where food and water are only a small part of their behavioural needs. The brain of each bird is programmed with a complicated set of drives and responses that set it on the path to a life full of special territorial, nesting, roosting, grooming, parental, aggressive and sexual activities in addition to the simple feeding behaviour. All these are denied the battery hens.”(25)

**Dr. Klaus Vestergaard**, *Department of Animal Science and Animal Health, Royal Veterinary and Agricultural University, Denmark*

- “[T]he scientific results that have been accumulating over the last twelve years have supported the view that the battery hen suffers unnecessarily and that the causes are inherent in the battery cage system. The task during the years to come is therefore primarily to develop and test good alternative systems, rather than trying to prove or disprove drawbacks and benefits of battery cage systems.”(26)

**Justice Rodger Bell**, *Judge on the High Court of Justice, United Kingdom*

- “I conclude that the battery system as described to me is cruel in respect of the almost total restraint of the bird and the incidence of broken bones when they are taken for slaughter.”(27)

**Dr. Lesley Rogers**, *Professor of Zoology, University of New England, Australia*

- “Chickens in battery cages are cramped in overcrowded conditions. Apart from restricted movement, they have few or no opportunities for decision-making and control over their own lives...These are just some examples of the impoverishment of their environment. Others include abnormal levels of sensory or social stimulation caused by excessive tactile contact with cage mates and continuous auditory stimulation produced by the vocalizing of huge flocks housed in the same shed. Also, they have no access to dustbathing or nesting material. Chickens experiencing such environmental conditions attempt to find ways to cope with them. Their behavioural repertoire becomes directed towards self or cage mates and takes on abnormal patterns, such as feather pecking or other stereotyped behaviours. These behaviours are used as indicators of stress in caged animals.”(28)
- “In no way can these living conditions [battery cages] meet the demands of a complex nervous system designed to form a multitude of memories and make complex decisions.”(29)

**Dr. Bernard Rollin**, *Department of Animal Science, Colorado State University*



- “Virtually all aspects of hen behavior are thwarted by battery cages: social behavior, nesting behavior, the ability to move and flap wings, dustbathing, space requirements, scratching for food, exercise, pecking at objects on the ground....The most obvious problem is lack of exercise and natural movement. Under free range conditions, hens walk a great deal. Wing flapping, which is common in free-range animals, is also prevented in cages. Comfort behavior is likewise truncated, as is leg stretching and preening. Research has confirmed what common sense already knew—animals built to move must move.”(30)
- “Wire floors inhibit the ability of hens to dustbathe and to scratch and also violate their known preference for litter before and during oviposition. Wire can also be responsible for soring and injury of feet and legs.”(31)
- “Battery cages are responsible for a variety of injuries, as birds are sometimes trapped in cages by the head and neck, body and wings, toes and claws, or other areas. In addition, steep floors can cause foot deformities, and wire mesh can lead to feather wear.”(32)

**Dr. R.B. Jones**, *Welfare Biology Group, Roslin Institute, Edinburgh, Scotland*

- “Rearing chickens in impoverished environments leads to apathy, boredom, fear, and abnormal, often harmful behaviors....Despite this, they are often housed in barren or inappropriate environments that provide little to occupy their interests.”(33)

**C.C. Whitehead**, *Roslin Institute, Edinburgh, Scotland*

- “Keeping birds in alternative husbandry systems that allow them more opportunity for exercise can markedly decrease the severity of osteoporosis.”(34)

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# Battery Cages and the Welfare of Hens in Canada

*A Summary of the Scientific Literature*

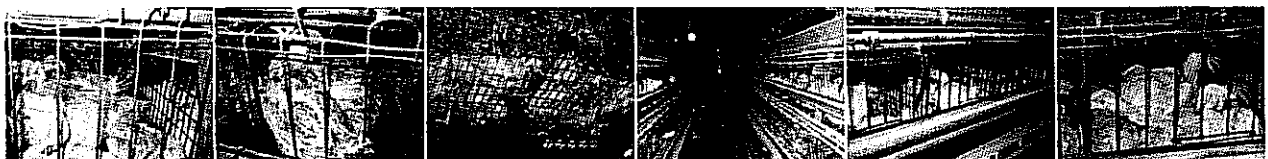


Canadian  
Coalition for  
Farm Animals

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# SUMMARY

The mid-twentieth century industrialization of farming revolutionized egg production by introducing the battery cage system for laying hens. The system, now virtually universal in industrialized nations, is designed to produce the maximum number of eggs for the lowest possible price. This is achieved through space reduction and tight control of the provision of water, food and light. But these measures, along with genetic selection aimed at producing highly productive layers, have severely compromised the welfare of the caged hens.

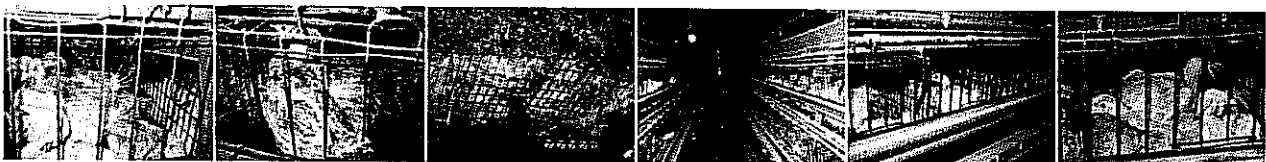
Space restrictions and overcrowding have an acute effect on natural poultry behaviours and, consequently, their welfare. The small wire cages (approximately 450 cm<sup>2</sup> per bird) deny hens the opportunity to flap their wings, nest, dust bathe, perch or forage – all normal behaviours exhibited by hens in a less restrictive, more natural environment.

Curtailing these natural activities leads to a range of problems. Crowding prevents hens from avoiding aggression from other birds. Frustration leads to feather pecking, which can result in open wounds and trigger cannibalism in other birds – a major cause of death in battery systems. The hens' inability to dust bathe or forage (perhaps the most familiar activities associated with chickens) contributes to their frustration and suffering. The absence of perches removes an important means by which hens maintain foot health and good feather condition, and deprives them of an escape from aggression.

In purely physical terms, battery cages can damage hens' health. Movement in the small cages can trap body parts, leading to physical trauma or even death. The slanted wire floors of cages can cause foot ailments. Confinement in battery cages can cause increased feather loss, reduction in bone strength (osteoporosis) and paralysis from spinal cord compression.

These inherent, incidental welfare failings of battery operations are compounded by more deliberate practices common in these systems. Debeaking, used to control feather pecking and cannibalism, can cause chronic pain and deprives hens of key natural abilities, such as preening. Forced moulting, the artificial stimulation of hens' laying cycle to produce more eggs, involves depriving them of food and light for up to 12 days and water for three days – causing severe stress and suffering, and high mortality. Finally, the genetic selection of hens for higher egg production has resulted in hens predisposed to nervousness, which leads to aggression and cannibalism.

Despite ample evidence that hens suffer as a direct consequence of battery systems, no legislative or regulatory remedy exists in Canada to address the compromise of their welfare. Industry's drive to meet the demand for cheap food has superseded any concerns over hen welfare, and Canada continues to promote this system over alternative production methods.



During the Second World War, egg production intensified and farm size, productivity of laying hens and the number of laying hens per unit of labour increased dramatically (de Boer and Cornelissen, 2002). To meet these demands, intensive mechanization of the industry occurred, and the “battery cage” was introduced.

Battery cages measure approximately 16” by 18” with sloping wire floors. They provide a barren space of approximately 450 cm<sup>2</sup> per bird (BC Egg Marketing Board Standing Order, 2002), with five to seven birds confined in each cage. They have been criticized by animal welfare organizations and scientists throughout the world (Taylor and Hurnik, 1996). According to Stevenson (2004), battery cages represent one of the worst manifestations of industrial farming. Yet in 2003, according to Agriculture and Agri-food Canada, 26 million egg-laying hens were kept in battery cages in Canada ([http://www.agr.gc.ca/misb/aisd/poultry/gleg\\_e.htm](http://www.agr.gc.ca/misb/aisd/poultry/gleg_e.htm)). As a result of the intensive confinement, the birds usually have their beaks cut to control aggressive pecking among cagemates. Conditions such as osteoporosis, foot ailments, frustration, and premature death are common among battery hens. These birds spend about a year in battery cages (for a total of 16 to 18 months if they have also been reared in cages) or until their productivity declines. They are then slaughtered and used for chicken by-products or compost.

Industry representatives often point to high egg production as an indicator of good (humane) welfare. But according to Duncan (1981), productivity is a poor measure of welfare. The narrow focus of genetic selection on high production means the current breeds of layers “would produce the same number of eggs even if they were kept in a tin can,” (Church, pers. comm.). The British Farm Animal Welfare Council in 1979 laid down a set of basic, general principles known as the Five Freedoms. In 1993 they were revised to read:

1. Freedom from Hunger and Thirst
2. Freedom from Discomfort

3. Freedom from Pain
4. Freedom to Express Normal Behaviour
5. Freedom from Fear and Distress

These freedoms have been adopted by many groups in Canada, including industry groups such as the Alberta Farm Animal Care Association, as the underlying principles for farm animal care (<http://www.afac.ab.ca/fivefreedoms.htm>). However, battery cages are the least likely of any hen-housing system to provide these freedoms and seem to fail at four out of the five freedoms (Appleby and Hughes, 1991).

After reviewing the scientific literature, Baxter (1994) concluded that battery cages cause suffering to hens in at least seven different ways:

- Chronic frustration of normal behaviours including dustbathing and wing flapping
- Chronic inhibition of comfort behaviours and increased incidence of frustration leading to feather pecking
- Chronic stress and disruption of social behaviours
- Acute suffering during the pre-laying period caused by the frustration of nesting behaviour
- Prevention of foraging leading to frustration
- Inability to maintain bone strength due to restriction of exercise
- Lack of perching opportunities and the prevention of roosting

Other researchers have likewise concluded that some of the most significant welfare problems facing egg-laying hens confined to battery cages include crowding and space limitations, inhibition of natural behaviours (such as nesting, perching, dust bathing or foraging), increased aggression and severe physical ailments. Despite these facts, Canada continues to use the battery system to produce 98 percent of its 6.9 billion eggs each year.

*“Conditions such as osteoporosis, foot ailments, frustration, and premature death are common among battery hens.”*

Most studies of battery cages weigh the economic benefits against the welfare limitations to determine the appropriateness of battery cages. The function of this paper is to review the current scientific literature and other media to determine

their appropriateness from an animal welfare perspective. Since battery cages house more than 26 million hens each year in Canada, battery hen welfare is a major animal welfare concern that needs to be examined on its own.

## THE BATTERY SYSTEM

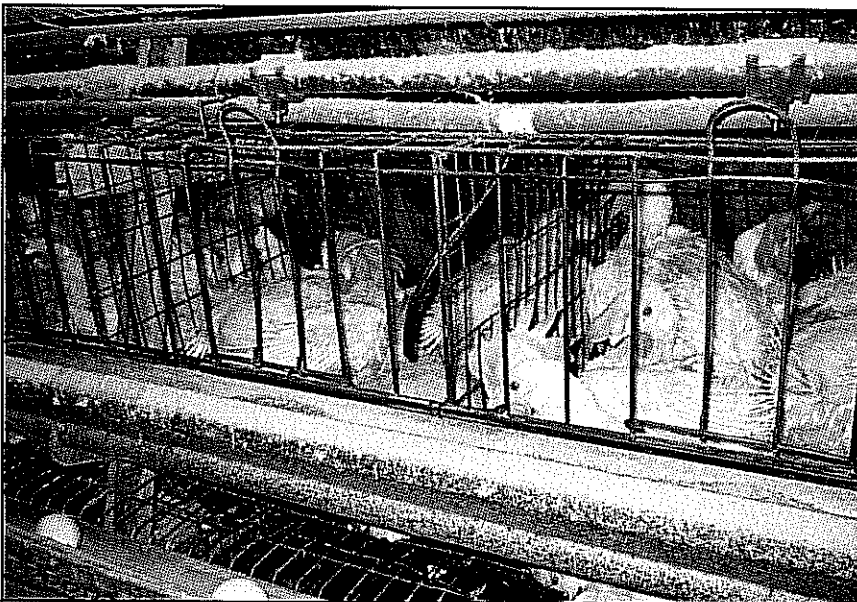
Devised in the 1940s, battery cages were a response to an increase in hen productivity as a result of major breakthroughs in nutrition and breeding (Duncan, 2001). The movement was towards greater automation with a goal of reducing disease transmission while increasing hygiene in the poultry industry. As a result, there was a huge reduction in the number of producers and an increase in the capital investment needed for egg production and processing (BC Egg Producers, 2001). This led to a system which produced the maximum number of eggs for the lowest possible price, as well as seriously compromising the welfare of hens.

In a battery cage, the rate of food and water, and duration and intensity of light are tightly controlled. There is no access to the natural environment, nor any opportunity to conduct natural behaviours such as perching, dust bathing, wing

flapping or nesting. These cages inhibit almost all the natural behaviours of hens (Rollin, 1995).

Battery barns in Canada hold thousands of cages, each holding five to seven birds, in tiers of two to eight cages high, with farms averaging 17,100 birds. Five farms in Canada have flocks of 100,000 hens ([http://www.agr.gc.ca/misb/aisd/poultry/gleg\\_e.htm](http://www.agr.gc.ca/misb/aisd/poultry/gleg_e.htm)).

Although battery cages have succeeded in increasing production and automation, the welfare of the chickens has been severely compromised. The European Union (EU) Scientific Veterinary Committee is highly critical of battery cages and concludes, "It is clear that because of its small size and its barrenness, the battery cage as used at present has inherent severe disadvantages for the welfare of hens," (Stevenson, 2004).



► *Hens are kept in battery cages for one to two years*

*"Canada continues to use the battery system to produce 98 percent of its 6.9 billion eggs each year."*

Worldwide, approximately 80 percent of eggs are produced in battery cages. However, over the last 20 years, there has been greater movement towards other forms of egg production in Europe (Savory, 2004).

For example, in 1988, Sweden created the Animal Protection Act, which called for a phase-out of battery cages (Keeling and Svedberg, 1999). In 1991, Switzerland banned the use of all cages (Bell 2001). The Netherlands created legislation to ban battery cages in 1994 (Preece and Chamberlain, 1993). In the European Union, public opinion did not support the use of battery cages (Savory, 2004), and therefore, in 1999, the EU enacted a ban on battery cages (in favour of enriched cages), which will come into effect in 2012. They also increased the space requirements for hens to 550

cm<sup>2</sup> in battery cages until 2012, and 750 cm<sup>2</sup> in enriched cages after that date.

Austria furthered the EU ban in 2004 by stating that all caging will end by 2009, or 2020 if a farm recently invested in new cages ([http://www.weinerzeitung.at/frameless/eng\\_news.htm?ID=Eng&Menu=7432](http://www.weinerzeitung.at/frameless/eng_news.htm?ID=Eng&Menu=7432)).

Even labelling has changed in Europe. In the EU, only three terms will be permitted on eggs: "eggs from caged hens," "barn eggs" and "free-range eggs" (Stevenson, 2004).

Despite the changes in Europe, North America and Asia continue to introduce more battery cages on a huge, industrialized scale (Duncan, 2001).

## HEN BEHAVIOUR & ENVIRONMENT

### CROWDING

Space restrictions of hens in battery cages have a significant effect on hen welfare (Duncan, 2001). The area occupied by an average hen at rest is approximately 600 cm<sup>2</sup> (Appleby and Hughes, 1991; Baxter, 1994). According to the Recommended Code of Practice for the Care and Handling of Pullets, Layers and Spent Fowl, hens in Canada are allocated between 432 cm<sup>2</sup> and 483 cm<sup>2</sup>, depending on the breed (Canadian Agri-Food Research Council, 2003). This means that hens must frequently overlap and have their feathers compressed by the cage or the bodies of other birds. In theory, the only way hens can move is by changing places with another bird (Appleby and Hughes, 1991).

In these conditions, 50 percent of a hen's activities are restricted, as they require more than two and half times the amount of space allocated (Baxter, 1994). It would take a minimum of 750 cm<sup>2</sup> of space per bird to create any 'free space' that a bird could move into (Appleby and Hughes, 1991). For a bird to flap her wings it would require 2000 cm<sup>2</sup> since hens have a perception of space that is larger

than what is physically required to wing-flap (Baxter, 1994). This makes wing flapping relatively impossible in cages (Duncan, 2001).

Some industry groups in Canada have concluded that birds prefer to be in extremely close proximity to one another, and therefore the density of hens in battery cages is acceptable (Alberta Farm Animal Care Association, 1998). While it may be true that, in their natural environment, birds congregate during certain activities, these activities make up less than half of their daily actions (Appleby and Hughes, 1991), and battery cages are not their natural environment. Appleby and Hughes (1991) found that in cages, the birds' stress increased linearly with group size, as did mortality and other indices of animal welfare. Correspondingly, chickens will space themselves apart when given the opportunity (Duncan,

*"The EU enacted a ban on battery cages... which will come into effect in 2012."*



2001). Faure (1991) found that when hens were able to enlarge their cage by pecking at specific loci, hens showed a clear preference for larger cages over smaller ones.

According to Dawkins and Hardie (1989), vertical space is also important to hens since they make many head movements above 40 cm when unconstrained. Battery cages have between 35 and 40 cm vertical space. As a result, body parts of hens are often trapped in parts of the cages, which causes severe trauma or death (Appleby and Hughes, 1991).

Another use of space by birds is for avoidance of aggressive behaviour by other birds. When victimized, birds need areas where they can escape to and avoid feather pecking (Freire et al. 2003). Battery cages fail this need as well.

Because of the behavioural limitations, Dawkins and Hardie concluded, "by no definition of the term can 450 cm<sup>2</sup> be said to give adequate freedom of movement," (Baxter, 1994). Currently, 432 cm<sup>2</sup> to 483 cm<sup>2</sup> (depending on the breed) is the accepted allocation given to battery hens in Canada (Canadian Agri-Food Research Council, 2003).

## NESTING

One of the biggest sources of frustration for laying hens is the lack of opportunity to nest (Duncan, 2001; Baxter 1994). When given the opportunity to use nest boxes in cages, Smith et al. (1993) found that approximately 95 percent of eggs were laid in nest boxes. Under natural conditions, hens will leave the social group and search out a suitable nesting site prior to egg-laying (Baxter, 1994). Such behaviour has been shown to be highly motivated (Appleby and Hughes, 1991), and Cooper and Appleby (2003) found hens placed a higher value on gaining access to a discrete nest site than gaining access to food. In fact, nesting motivation is so strong that, deprived of nests, hens show extreme frustration during the pre-laying period (Baxter, 1994; Appleby and Hughes, 1991; Duncan, 1970). This frustration can manifest itself through various behaviours including vacuum nesting behaviour (going through the motions of nesting without the presence of nesting material) or feather pecking (Baxter, 1994). Baxter (1994) even concluded that the frustration of being unable to nest would cause acute pain in egg laying hens.

Nesting, therefore, is an important need for laying hens that is not met by battery cages (Appleby and Hughes, 1991).



➤ *Extremely crowded conditions do not allow for freedom of movement*

*"Body parts of hens are often trapped in parts of the cages, which causes severe trauma or death."*

## PERCHING

Hens are behaviourally and physiologically adapted to perching, and under natural conditions, hens will roost at night in perches or tree branches (Baxter, 1994). As well, Appleby et al. found that when perch space was limited, hens struggled vigorously to secure perching space for the night (Baxter, 1994). Perching is an important means of protection from predators, but it also may prevent excessive claw growth while improving foot conditions (Appleby and Hughes, 1991) and bone strength and mass (Baxter, 1994).

Perches may also act as a refuge for birds from aggressive persecution (Appleby and Hughes, 1991). Duncan et al found that in cages with perches, birds tended to have less feather wear than in cages without (Baxter, 1994).

Battery cages do not have perches, and even if they were placed in cages, the height of the cage would not permit adequate space for their use.

## FLOORING

Battery cages have slanted wire floors. The slope is to ensure that when an egg is laid, it will roll into the collection tray. The wire floors are to ensure that hens' feces pass through the floor onto a conveyor belt below to be carried away.

With wire floors, hens frequently show signs of severe behavioural problems such as feather

pecking and hysteria (Appleby and Hughes, 1991). This was consistent with Dawkins and Lagadic's observation that, when given a choice, hens preferred a litter substrate to a wire floor (Faure, 1994).

Wire floors have also been recognized as being responsible for some foot ailments seen in hens such as lesions, fissures and hyperkeratosis (thickening of the skin) (Appleby and Hughes, 1991).

## DUST BATHING

Dust bathing is a highly motivated behaviour in poultry (Lindberg and Nicol, 1997) and occupies a significant amount of time for hens in a natural environment (Baxter, 1994). Wild fowl use various substrates, while domestic fowl tend to use only dust (Baxter, 1994).

Dust bathing is extremely rare in battery cages, which is most likely the result of an absence of substrate and space to perform the action (Bubier and Bradshaw, 1995). The desire to dust bathe is still so strong in caged hens that, if there is space available even in a barren cage, they will sometimes attempt "vacuum dust bathing" (Baxter, 1994). Vacuum dust bathing occurs when a hen goes through the motion of dust bathing, but since there is no substrate to bathe in, its actions are only motions on a bare floor.



➤ *Slanted wire flooring causes twisted and overgrown claws*

The inability to dust bathe has been assessed as being a significant welfare problem with battery cages (Appleby and Hughes, 1991). Duncan (2001) suggested that if battery hens were able to dust bathe, it would reduce some of their overall suffering.

### FORAGING

Under natural conditions, fowl spend the majority of their daytime hours foraging for food (Appleby and Hughes, 1991; Duncan, 2001). This includes ground scratching, stepping back and pecking at the scratched location. Savory et al. observed bantam hens made more than 14,000 pecks at the ground during a 10 hour period while foraging (Hughes and Channing, 1998).

When hens are deprived of litter, they often redirect some of their ground-pecking toward the feathers of other hens (Baxter, 1994). In battery cages, there is no litter substrate for scratching and foraging, and this could be one of the major reasons feather pecking is very common amongst battery hens (Appleby and Hughes, 1991).

Instead of foraging in substrate, battery hens are allocated 10 cm per bird of feeding space in a trough outside their cage, which they can only access by pushing their heads through metal bars

(Canadian Agri-Food Research Council, 2003).

After reviewing various feeding systems, Appleby and Hughes (1991) concluded that 10 cm of feeding space in battery cages is inadequate. They further suggested that if access to food were limited for any reason, aggression and cannibalism would likely result. Since battery cage systems are highly mechanized and the feeding and watering systems are mechanical, any breakdown could result in severe welfare problems.

### FEATHER PECKING

Feather pecking in battery hens is often a result of genetic and environmental factors, and a frustration response to behavioural restrictions such as crowding or lack of ability to nest, perch, or forage naturally. One of the most significant problems with feather pecking is that it leads to open wounds which are then subject to infection and can trigger a cannibalistic response in other hens. Cannibalism is a major cause of death in battery operations (Appleby and Hughes, 1991).

Jones et al. (2004) suggest however, that with appropriate breeding programs, the expression of feather pecking and cannibalism could be minimized in hens.



➤ *Crowding and excessive feather loss*

*“Cannibalism is a major cause of death in battery operations.”*

## FEATHERS

Birds' feathers are important for thermoregulation and protection from injury. When undamaged, feathers trap air pockets, which serve as insulation from cold weather. For injury protection, feathers provide an initial defence against abrasion. Since birds' skin is highly sensitive and extremely delicate, the slightest abrasion can lead to excessive bleeding (Proctor and Lynch, 1995).

Extensive feather loss is usually an indicator of major physiological or behavioural stress, and can greatly increase the danger of injury to exposed skin being injured. Battery-caged hens generally show greater feather loss than hens in other systems. Hughes concluded that most feather loss is a result of feather pecking, with some loss due to abrasion (Appleby and Hughes, 1991).

Feather pecking is socially transmitted, and exposure early in life may affect the occurrence of pecking behaviour later on (Huber-Eicher and Sebo, 2001). Many scientists have suggested that feather pecking could be greatly reduced through selective breeding programs (Jones et al., 2004; Webster, 2004; Duncan, 2001b; Appleby and Hughes, 1991; Webster and Hurnik 1990).

## FEET

Foot and claw damage is a major problem observed in battery-caged hens (Appleby and Hughes, 1991). Examples include lesions, fissures and hyperkeratosis on the feet, and twisted, broken or overgrown claws (Appleby and Hughes, 1991). Hyperkeratosis of the toe pads is a consequence of caged hens spending all their time on sloping wire floors (Duncan, 2001).

## BONES

Confinement in battery cages has been shown to significantly reduce bone strength in battery hens (Baxter, 1994). Of all types of commercial laying operations, battery caged hens have the lowest bone strength (Leyendecker et al, 2001; Duncan 2001). Hens must be able to move normally to

maintain proper bone strength (Baxter, 1994). This may include hopping up and down on a perch (Baxter, 1994) or wing flapping, all of which are inhibited or impossible in battery cages. Most caged hens suffer some kind of painful bone fracture during their first laying cycle (Webster, 2004).

Hens are susceptible to structural bone osteoporosis due to their high egg production (Webster, 2004). Gregory and Wilkins found low bone strength in spent hens from cages, with 30-50 percent of birds suffering broken bones during catching, handling and transportation (Appleby and Hughes, 1991). According to Webster (2004), studies by Whitehead and Wilson, Cransberg et al. and Rennie et al. found that 80 to 89 percent of battery-caged birds had osteoporosis. Despite these findings, there is still little information on osteoporosis in hens, and this may itself foster inadequate management of the disease and lead to increased welfare problems (Webster, 2004).

Cage-layer fatigue is a paralysis occurring around the time of peak production, and results from fractures of both the fourth and fifth thoracic vertebrae, causing compression on the spinal cord (Duncan, 2001). It is brought on by a lack of exercise. Hens suffering from cage-layer fatigue, exacerbated by osteoporosis, generally die if there is no medical intervention, which is invariably the case in commercial battery cages (Webster, 2004).

Identifying pain reactions due to bone breakage in battery hens is extremely difficult, because the behavioural responses are almost impossible to see in a cage. However, Webster (2004) concluded that "until there is evidence to the contrary, it is reasonable to expect that the chicken experiences acute pain when a bone breaks."

*"Most caged hens suffer some kind of painful bone fracture during their first laying cycle."*

## DEBEAKING

A chicken's beak is highly innervated and is used for various functions including foraging, preening and defence. When the beak is damaged, chronic pain results (Webster, 2004).

To control outbreaks of feather pecking and cannibalism, many chickens are de-beaked (also known as beak trimming) using a hot blade or laser shortly after hatching (Appleby and Hughes, 1991). Despite the role of genetics in feather pecking and cannibalism (Duncan, 2001b), many countries including Canada, still use debeaking as a management tool to control aggression in birds kept in battery cages (Appleby and Hughes, 1991).

Ironically, a laying hen has been bred that does not require beak trimming even when housed in cages, yet its use has not been adopted by industry (Muir and Craig, 1998).

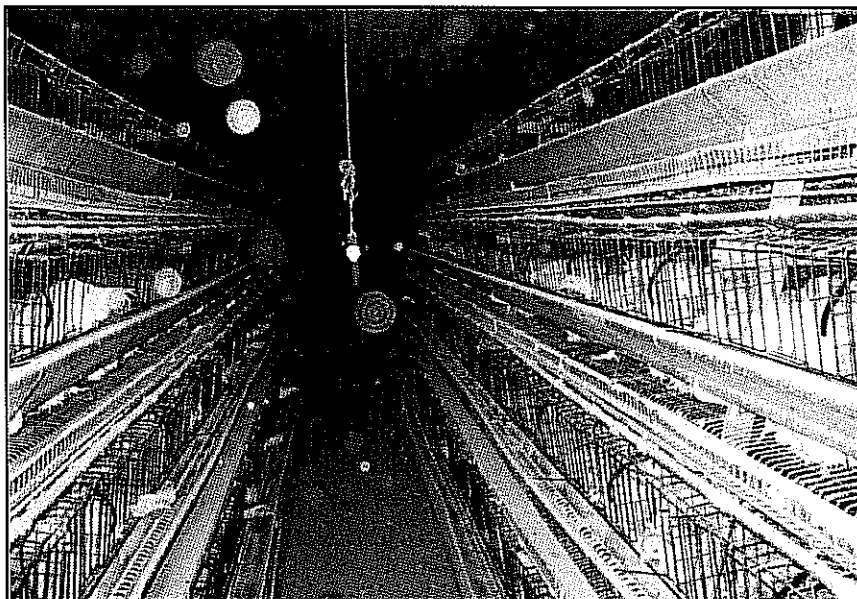
## FORCED MOULTING

Under natural conditions, hens undergo moulting in the fall after they raise their chicks. "Moulting" is when hens stop laying and shed feathers. After the feathers have grown back, the hens begin laying eggs again. This process usually takes approximately 16 weeks (Duncan, 2000)

Forced moulting, also known as "controlled moulting," is a procedure where hens are shocked into an extra laying session after their normal cycle is completed. To do this, they are deprived of food, light and stimuli for up to 12 days and water for three days, causing a change in hormone levels, rapidly ending the laying cycle. The shock of these changes forces hens out of laying condition and into a moult where old feathers are pushed out. When this is complete and feathers have begun to grow back, a new laying cycle begins (Rollins, 1995).

Forced moulting shortens a normal moulting period from 16 weeks to eight, and is traumatic to hens, causing severe stress and suffering, as well as disease susceptibility and mortality (Farm Sanctuary, 2004).

Despite being banned in most of Europe, forced moulting is still legal in Canada when done following procedures of the Commercial Moulting Programme (BC Egg Marketing Board Standing Order, 2002). However, forced moulting is not a common practice in Canada, and methods involving deprivation of food are to be voluntarily phased out by 2005 (Canadian Agri-Food Research Council, 2003).



► *A typical four-tiered battery cage egg operation in Canada*

*"Many chickens are de-beaked (also known as beak trimming) using a hot blade or laser shortly after hatching."*

Through selection for higher egg production, the egg industry in Canada has incidentally selected for a bird that exhibits hysteria (CANFACT, 2002), and has a nervous personality, which contribute to cannibalistic behaviour and other forms of aggression (AFAC, 2003). Jones et al. (2004), Webster (2004) Duncan (2001b), Appleby and Hughes (1991) and Webster and Hurnik (1990) all believe that genetic selection could be used to reduce feather pecking and cannibalism. Webster (2004) further suggested that genetic selection has considerable potential to alleviate bone breakage in laying hens.

If genetic selection has already been used to produce a battery hen that does not require debeaking, it would seem strange that this hen has not become standard in battery cage operations (Muir and Craig, 1998). One possible reason could be, that in order to use genetic selection for improved welfare traits, breeding companies would have to relax some of their selection for economically-beneficial traits and accept some decrease in production, which they are reluctant to do (Duncan, 2001b).

## LEGISLATION IN CANADA

In Canada, the use of battery cages is legal. Both the Criminal Code of Canada and provincial animal-welfare laws specifically exempt farming practices considered standard industry practice, even if it can be established that they are inherently cruel. Instead, on farm animal care is guided by the Recommended Codes of Practice for the Care and Handling of Farm Animals, which are voluntary (Canadian Agri-Food Research Council, 2003).

Since battery cages are considered standard industry practice, there are no laws or regulations in Canada to prohibit the use of battery cages. This contrasts with 1999 European Union legislation, which bans the use of battery cages after 2012.



► *Hens in lower tiers become covered in feces - note dead bird in background on right*

*“There are no laws or regulations in Canada to prohibit the use of battery cages.”*

In a more natural environment, chickens spend most of their day foraging, pecking and scratching at the ground, dust bathing, and nesting if they are near oviposition (preparing for egg laying). Hens create complex social systems, which influence spacing and movement patterns. At night, most of their time is spent resting on perches, a genetic adaptation for avoiding predators.

Battery cages inhibit almost all of chickens' natural behaviours. Hens are confined to extremely small, barren spaces where they can barely move. Their bones are weak, feathers are chafed or pecked off, beaks are cut, and feet are plagued with lesions and deformities. The result is extreme pain and frustration, which is often manifested through feather pecking and aggressive social behaviour such as cannibalism.

Despite the suffering hens are subjected to in battery cages, Canada's egg industry continues to promote their use, and shows no signs of changing

to another, more humane system anytime in the near future.

In his study of pain in chickens, Gentle (2001) concluded that any considerations afforded to mammals regarding pain should also be afforded to birds based on physiological and behavioural similarities. With this in mind, if society does not place dogs, cats, or other mammals in battery cages for fear of pain or suffering, the egg industry and government need to address the unsuitability of battery cages and to seek alternatives. The animal welfare problems are significant and impact negatively on the well-being of laying hens. European governments have made substantive legislative changes, with initiatives to ban battery cages. Canada should do the same.

*"Despite the suffering hens are subjected to in battery cages, Canada's egg industry continues to promote their use, and shows no signs of changing to another, more humane system anytime in the near future."*

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# **PROPOSAL**

REVISED WITH FORMULA-RELATED MARKET PRICES

Wednesday June 3, 2009

**Traceability guidance, solutions and  
improvements to better satisfy Canadian  
consumers demands for product value, food  
safety and bird welfare.**

Prepared for

EGG FARMERS of ONTARIO  
THE FARM PRODUCTS MARKETING ACT  
IN THE MATTER OF:

A Request for:  
A Policy to Promote Local Low Density Caged and  
Cage Free Production.

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**We appreciate you taking the time to review our proposal.**

We believe, however, that you may be misinformed on some of the realities of the egg industry... factors that have been the basis for our initiative that appear to have been overlooked by those who are not hands-on in the industry on a daily basis... factors that place the public health at risk and the livelihood of the egg farmers in jeopardy.

As prominent members of the egg industry, members of Verified Eggs Canada team have developed this proposal in response to the issues that affect supply management, producers and consumers across Canada. Extensive research has been conducted into proven model of egg traceability as well as the needs of a new Canadian and North American egg management approach.

Our program has been specifically developed from the ground up with input from representatives of all industry groups including consumer and animal welfare groups, and most importantly, egg farmers themselves, to answer all of these issues and more. The basis for our system is to protect the consumer and the farmer by exercising traceability, accountability, and liability.

1. The concern for truth in labeling seems to have been marginalized but there can be no doubt that the lucrative potential in illegal packaging eggs is being and will continue to be exploited until there is a method of auditing the authenticity of eggs. While Verified Eggs Canada agree the validity of an egg marked Omega-3 can be tested, there is no test for the authenticity of specialty eggs such as Free Run, Free Range or Free Range Organic eggs, nor is there a test to distinguish between Manitoba, Foodland Ontario and Local Food Plus produced eggs. Certainly the consumer and animal welfare groups will not be stilled by a package that claims the eggs inside are from Free Range Organic birds. Especially once they learn that there is a potential that the cartons for which they pay a significant premium really contain Canada Grade A eggs from cage free non-organically fed birds.
2. As an egg makes its way from farm to table, numerous opportunities exist for separation of the egg from its correctly labeled package. These include everything from changes within the large distribution hubs, to something as simple as consumers mixing eggs between cartons at the grocery store.
3. Some graders frequently ship empty cartons to retailers along with flats of eggs for ease of storage and versatile packaging options. It is very easy for eggs to be removed from cartons containing expired

eggs and place them into the new cartons provided from the grading station or egg marketer.

4. Consumer demand for eggs increases or decreases on a regular basis, but the number of eggs produced by a controlled number of birds does not vary significantly. Grading stations who do not have enough eggs to meet the demands of their customers import eggs to fulfill their orders.
5. The public health is also at risk. As you know, strains of Salmonella and Avian Influenza constantly threaten our flocks. Additionally, acts of agro-terrorism are increasingly possible. The USA Department of Homeland Security has identified eggs as one of the five most likely targets of agro-terrorism. Without on-egg identifiers there will be no method of separating tainted, poisoned, or otherwise unsafe eggs from eggs that are completely safe. Should such an event occur, all eggs in the affected area would have to be destroyed causing a huge financial impact that ripples through nearly every food based or related industry.
6. In many circumstances, the market is controlled by the same Grader/Breaker entrepreneurs that can manipulate the holes in the current supply managed system to redirect eggs rightfully intended for the breaking market back into the table egg market. Surplus eggs from broiler hatcheries and breeding facilities can be sold through underground markets and may end up on Consumers dinner tables... these eggs are often un-graded, unwashed, un-inspected, and unsafe. The entrepreneur however earns huge profits at the risk of endangering public health and the supply management system.
7. The same underground markets mentioned above are driven by profit thirsty entrepreneurs who buy eggs direct from egg farmers and small producers and package these eggs in used cartons and sell them to small country stores and other retailers. The same thirst for profit causes these unwashed eggs to often be stored in non-cooled premises and potentially in unsanitary conditions. Neither the eggs nor the storage or transport facilities are inspected.
8. Currently, Canada Grade A eggs passing through a grading station that are surplus from table market and eggs that are not suitable for the table market are dyed to act as a visual deterrent to prevent these eggs from reaching the table egg market. There is minimal supply management control or monitoring over this dying regulation and few if any CFIA inspections to ensure that the regulation is being properly adhered to. The same eggs can be redirected to the table egg market... a market for which the eggs were determined to be unsuitable. These eggs reaching the table market results in increased profits for the unscrupulous egg marketers; as they can pocket the

significant difference between selling eggs to the table market versus the industrial (breaking) market.

9. Nest Run Eggs that are sold by the grader directly to the breaking market are known as "NR" eggs. These eggs are now allowed to travel from the grader to the breaking station or processor without being dyed. Some of these eggs may also make it back to the table market at high profit which in turn causes increased risk to public health and the Supply Management System.

The Verified Egg Canada traceability system is the answer to all of these problems. The system is constantly improving and adapting based on input from producers, graders, consumers, retailers, equipment manufacturers, and government agencies. We hope that we have been able to enlighten your understanding of the Canadian Egg Industry and the realities that affect the family farms, graders, and consumer safety on a daily basis.

Having said this, we trust that Egg Farmers of Ontario and Egg Farmers of Canada will now look at traceability in a different light, realizing that without the imprinting of eggs, there is no true traceability, no method of ensuring the authenticity of each individual egg and no way of truly protecting the public health.

### REQUEST FOR CAGE FREE ALLOTMENT:

<b>ONTARIO CAGE FREE MARKET NEEDS</b>				
	# FARMS	# BIRDS	ONTARIO WKL/BX	Note
CAGE FREE (Free Run)		200,000	5,300 BX	
FREE RANGE		0	0 Bx	
ORGANIC (Free Range)		150,000	3,700 BX	
<b>CAGE FREE HENS</b>		<b>350,000</b>	<b>9,000 BX</b>	

**Note: Requested information from Egg Farmers of Ontario**

<b>ONTARIO CAGE FREE BIRD INVENTORY</b>				
	# FARMS	# BIRDS	ONTARIO	Note
CAGE FREE (Free Run)				
FREE RANGE				
ORGANIC (Free Range)				
<b>CAGE FREE HENS</b>				

## Contents:

1. Producers who do not need to be registered
2. Egg Collectors (& transporters) of eggs.
3. Grading (& Packing) Station
4. Wholesalers & Distribution Depots
5. Requirements for Registration of Producers
6. Requirements for Grading Stations
7. Movement of Un-Graded Eggs to Grading Stations.
8. Eggs to Other Grading Stations for Final Packing
- 9. Marking (stamping) of Egg Shells**
- 10. Make Each Egg Traceable**
- 11. Traceability is for Caged or Cage Free Eggs.**
12. Quality Grading of Eggs
13. Quality Washing of Eggs
14. Weight Grading - Egg Size
15. Packaging, Labeling & Documentation
- 16. Marking of Egg Carton**
- 17. Humane Care is for Cage-Free Egg Production**
18. Additional Labeling Permitted for Canada A Packs
19. Production Methods - Unit Design Criteria
20. The Canadian Supply Management's Role
- 21. New Humane Cage Free Lifestyle Method**
- 21.1 Cage Free Systems**
- 21.2 Free Range and Organic System**
22. Un-Enriched Cage Systems
23. Enriched Cage Systems
- 24. Precaution to Flock Health & Food Safety**
25. Records (all operators)
26. Inspections & Enforcement
- 27. Cage Free Egg Regulation**

Egg traceability guidance and solutions covering the production, marketing, transport, grading, packing and onward marketing of Cage Free and Cage Eggs which are intended for human consumption (although some may ultimately be used for other purposes).

### **1. Producers who do not need to be registered.**

- a) If you have less than 99 hens and all the eggs you produce are sold directly to individual consumers at your farm gate, you will not need to register with the provincial egg marketing boards.
- b) If you sell some of your eggs at local public markets then you will need to register as a producer/grader and you will need to display your name and address when selling your eggs in this manner.

### **2. Egg Collectors (& transporters) of eggs**

Collectors, who by definition transport un-graded eggs from registered producers to grading station must be registered as a food business operator with the provincial egg marketing board.

Collectors must retain copies of documents accompanying each consignment of eggs. *See log in records (all operators) for details.*

Collectors may not split transport packaging nor remove labeling from it, they may only deliver eggs in original transport packaging with original labeling applied. *See transport of un-graded eggs to grading station for further information.*

Other companies involved in the transport of eggs are also required to be registered. They must keep detailed records relating to collections and deliveries enabling the **TRACING** of eggs, their origins and destination. *See Operators records (all operators) for details.*

### **3. Grading (& Packing) Station**

Must be approved as federal egg grading station with Canadian Food Inspection Agency and;

- may receive un-graded eggs sourced from Canadian registered producers. They may also receive graded Canada A eggs which may then be repacked by the grading station.
- they may also receive US products equivalent to Canada Grade A and in accordance with Canada standards which may then be repacked by the grading station into product of USA cartons.
- Eggs must, be graded within 10 days of lay.
  - i. Grade, pack, & label eggs (all at the same time)
  - ii. Ensure eggs are marked with PRODUCER CODE (whether done by them or producer)
- must keep detailed records of grading and all egg transactions from production through to delivery, enabling complete **TRACEABILITY** and verification of eggs and their origins.

**NOTE: Each producer's eggs shall be graded entirely separate from those of any other producer, and a machine count and weight report shall be printed at time of grading.**

### **4. Wholesalers & Distribution Depots**

- 1) must be registered as food business operators by local authority.
- 2) may only receive properly packed & labeled Canada A eggs
- 3) must have records available enabling **TRACEABILITY** of all eggs back to suppliers, or forward to customers (with the exception of the final consumer).

Distribution Centre which deliver only to other premises that are part of the same company (for example supermarket or cash & carry distribution centre) are exempted from record keeping requirements, since all records can be obtained from the receiving premises.

## **5. Requirements for Registration of Producers**

All producers required to register are also obliged to comply with relevant criteria for the four recognized methods of production which are explained in detail under Production methods - design criteria.

Rules for **ORGANIC** production is covered separately by individual certifying bodies and the Canadian Organic Regime regulations.

Labeling requirements for un-graded egg dispatched from producers covered under federal and provincial regulations. *Records keeping requirements are covered under records (all operators)*

## **6. Requirements for Grading Stations**

Shell Egg Grading stations must first be approved by Canadian Food Inspection Agency and licensed as a grading station, which will require suitable standards of hygiene and HACCP base processes to be in place.

Grading Stations must have technical equipment or provisions:-

- Suitable egg washing and drying equipment
- Suitable candling equipment either permanently staffed or automated
- Devices for measuring the air space in eggs
- Suitable weight-grading equipment
- Suitable equipment for marking (stamping) eggs.

Once licensed, grading stations are provided with their individual egg station code which must be used on all labeling of graded eggs leaving their premises.

## **7. Movement of Un-Graded Eggs to Grading Stations**

Un-graded eggs which are delivered to Grading Stations for grading must still be in their original transport packaging with original labeling applied.



Each transport packaging of (container) un-graded eggs must only contain eggs from one producer – such containers may not comprise un-graded eggs from different producers.

Where a collector who has taken eggs from a producer, wishes to split consignments of un-graded eggs in order to supply different Grading Station for grading, they must not dismantle individual containers or transport packaging – these must remain intact until grading at the destination Grading Station.

However, separate consignments made up of intact individual containers may be sent to different Grading Stations. When this occurs, the grading station which grades the eggs must then retain the labeling applied to the transport packaging, in lieu of the original documentation accompanying the full consignment (because the original documentation covering the entire original consignment cannot accompany all parts, once split-up).

## **8. Eggs to Other Grading Stations for Final Packing**

Where egg stations wish to send eggs to other egg stations, those eggs must be either;

- A. Un-graded in the original unaltered transport packaging with **PRODUCER CODE** labeling applied. Or
- B. Be fully graded, marked with obligatory **PRODUCT CODE**, packed and labeled as Canada A which may be in any size of pack (including for example wrapped pallets)

Where eggs are sent un-graded as at (a) above, they must still be graded, marked, packed and labeled by the receiving grading station within the overall time limits prescribed i.e. 10 days from lay.

Where graded Canada A eggs (primary packed on 2.5 dozen egg flat) and (secondary packed in a case of 6 flats) are sent graded, they may be re-packed into any size of cartons and/or case for further marketing by the receiving egg station, into carton packs. There is requirement for re-packing information.

## 9. Marking (stamping) of Egg Shells

Where marking (stamping) of eggs is required, this may be done by either the producer prior to dispatch, or by the first grading station which is obligated to grade, mark, pack and label all eggs.

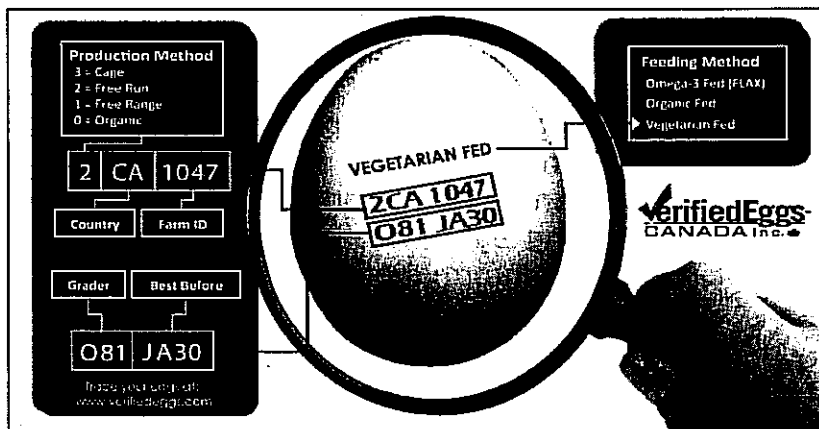
Eggs must be marked with the **PRODUCER CODE** (*issued to producers upon registration*) when they are:-

- Sold as Canada A
- When eggs are exported
- Sold at a local public market (unless the producer sold eggs at the farm gate)

Marking may be done using direct **STAMPING** and/or other **PRINTING** equipment, using food-grade ink and hygienic processes.

## 10. Make Each Egg Traceable

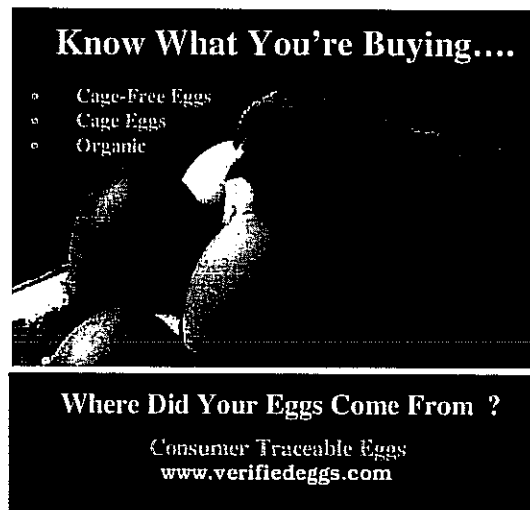
Verified Eggs Canada is committed to consumer demand for improved Traceability. Verified Eggs Canada is the only authorized licensing agency for the 'EggsacTrace' Egg Traceability program. All Canadian-producing members of Verified Eggs Canada participate in the 'EggsacTrace' program and provide transparency and verifiable authenticity to the public.



## **11. Traceability is for Caged or Cage Free Eggs.**

- 1) Traceability eliminates the question of whether consumers are receiving organic, cage-free or cage eggs in a carton.
- 2) Traceability ensures that the consumer and government can trace any direct or indirect unforeseen effects of eggs on human health or the environment.
- 3) Consumers deserve more than the status quo while supporting the higher costs of production under the Supply Management System
- 4) A responsible supply management system without traceability can be costly and unfair to consumers' interests.

Verified Eggs Canada is committed to consumer demand for improved Traceability.



## **12. Quality Grading of Eggs**

Class A eggs shall have the following quality characteristics:

- a) Shell and cuticle: normal shape, clean and undamaged,
- b) Air space: height not exceeding 5 mm.
- c) Yolk: visible on candling as a shadow only, without clearly discernible outline, slightly mobile upon turning the egg, and returning to a central position;

- d) White: clear translucent;
- e) Germ: imperceptible development;
- f) Foreign matter: not permissible;
- g) Foreign smell: not permissible

### **13. Quality Washing of Eggs**

All eggs, after washing, the eggs should be quickly and completely dried to reduce the risk that any bacteria remaining on the egg surfaces and drawn into the eggs as they cool to ambient temperature. Use supplementary drying fans to ensure that eggs are 100% dry when eggs are packed into cartons. Eggs become warmer as they're washed and they cool as they dry. Eggs interior content shrink as they cool – creating a vacuum inside. During cooling, any remaining surface water would be drawn through the shell, along with any contamination that might be on the egg conveyor belt.

### **14. Weight Grading – Egg Size**

Canada A eggs must be sold according to grade weight.

Egg Size:	<u>Designation</u>	<u>*Weight Not Less</u>	<u>Serving size:</u>
	PeeWee	less than 42 g	(33)
	Small	42 g	(42)
	Medium	49 g	46 g
	Large	56 g	53 g
	Extra Large	63 g	58 g
	Jumbo	70 g	65 g

**Note:** There is no upper weight limit on small, medium, large, extra large or jumbo categories. The minimum weights for the various size designations are not changed. Over-grading will provide additional flexibility to stations that are not able to fill an order for small or medium eggs. Over-grading is not expected to normally occur since it is not usually in the financial interests of the grading station to do so.

## **15. Packaging, Labeling & Documentation**

**UN-GRADED EGGS** must have a label applied onto transport packaging by the producer which shows the:-

- Name and address of producer
  - Registered producer code
  - Number of eggs
  - Laying date(s) or period
  - Date of dispatch from producer
  - Method of Production
- Additional for all Organic Products
- Handler certificate no.
  - Livestock certification no.
  - Certification body name or logo

The original transport packaging & labeling must not be removed from un-graded eggs until those eggs are to be immediately graded, marked and packed at a grading station. In addition, documentation, containing the information shown above, must accompany each overall consignment of eggs from producers, which must be retained by grading station which grades each consignment. All intervening operators who handle consignments must retain a copy of this documentation.

**GRADED CLASS A EGGS**, must immediately after grading, be placed in cartons labeled with the following information;-

- a) The grade name of the eggs Canada "A"
- b) The size designation of the eggs
- c) Name of product i.e. "eggs"
- d) The number of eggs in the cartons
- e) Keep refrigerated
- f) Method of production
- g) Product of Canada or Product of USA
- h) Nutrition facts
- i) Name and address of grading station or seller or importer

Stamped with:

- 1) the best before date (a maximum of 45 days after laying)
- 2) producer farm code
- 3) grading plant code

Other indications or claims may be made, providing that they are not likely to mislead the purchaser.

**Loose sales** of graded Canada A eggs not in cartons may be made to the final consumer when they are accompanied by labeling providing the details shown above – along with other additional terms that may be used.

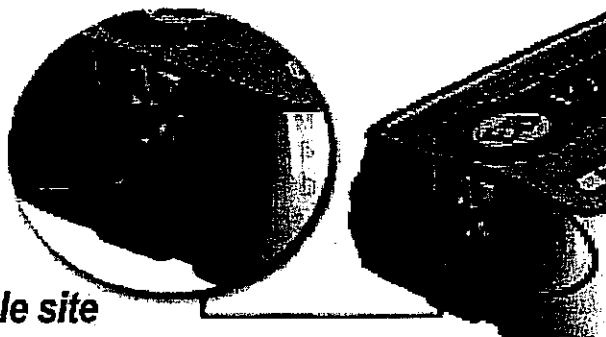
## **16. Marking of Egg Carton**

The pack date is the three-number code stamp above or below the Best By date. The numbers run consecutively, starting at 001 for January 1 and ending with 365 for Dec. 31. In this example (below), these eggs were packed on the 100<sup>th</sup> day of the year: April 10. The number next to the pack date is the grading plant / producing farm code.

These eggs are traceable!  
Please visit our website to learn more!

*Ces œufs sont traçables!  
Veuillez consulter notre  
site Web pour en savoir davantage!*

Trace these eggs at /  
Suivez le parcours de ces œufs sur le site  
**[www.verifiedeggs.com](http://www.verifiedeggs.com)**



## **17. Humane Care is for Cage-Free Egg Production**

The 'Humane Care Verified' emblem is a unified seal intended to assure consumers that these eggs have been produced by hens that are cared for in accordance with the policies and standards of an independent Humane Care certification body. The standards for these paid endorsements can be viewed at [www.verifiedeggs.com/humane](http://www.verifiedeggs.com/humane) or contact Verified Eggs Canada.

You can be sure that:

- Eggs in cartons bearing this seal were produced only on farms that follow humane care guidelines for animals
- This seal indicates safe, nutritious eggs produced by chickens raised in cage-free environments
- Consumer traceable via the Verified Eggs Canada website.
- Concerned consumer will be able to verify not only where there eggs were produced, but also that the producer of their eggs is certified humane.



## **18. Additional Labeling Permitted for Canada A Packs**

### **a) With respect to feed claims:-**

Graders that market eggs with a nutrient content claim declaring nutrition enhancement such as (omega-3) enhanced or vitamin enhanced, must have their own nutrient analysis conducted and display the appropriate values in the nutrition Facts table according to the regulations

- CONVENTIONAL
- VEGETARIAN
- VITAMIN
- OMEGA-3
- ORGANIC
- PASTURE
- OR ANY COMBINATION OF ABOVE

### **b) With respect to origin:-**

Origin claims (for example eggs coming from a specific local area or region) may only be made where those eggs were produced within that local area or region. *Records required as standard are now suitable for this purpose.*

- EGGS FROM 'ONTARIO' – (i.e Ontario Eggs or Eggland Ontario)
- LOCAL CAGE FREE EGGS - (i.e. Local Food Plus)
- EGGS FROM CAGE FREE HENS
- EGGS FROM CAGED HENS
- EGGS FROM ENRICHED CAGED HENS
- EGGS FROM CAGE-FREE HENS IN U.S.A.
- EGGS FROM ENRICHED CAGED HENS IN U.S.A.

### **c) With respect to humane cage free claims or statements:-**

Other claims or statements may be made only when they may not be misleading to the consumer and can be substantiated as being accurate.

- HUMANE CARE VERIFIED (Only Cage free production method)
- CERTIFIED HUMANE (Meet Certified Humane Raised & Handled cage-free hens)
- American Humane Certified (Humane Cage-Free Hens)
- SPCA CERTIFIED (Meet SPCA Certified animal welfare for cage-free hens)
- The Canadian Farm Animal Care Trust

### **d) With respect to certified organic claims or statements:-**

- The name of the certification body shall be inscribed on the packaging in a clear, visible way for every certified product bearing a label that mentions the terms organic or made with organic ingredients.

- Any reference on a product's label that suggests the product was certified (e.g. certified organic or certified by a third party) is prohibited unless the product has certified by a certification body whose name and/or logo has been printed on the label.
- Prescribed i.e. as:



The Organic Product  
Regulations require  
mandatory certifications  
Coming into force  
2009, 06-30

### **19. Production Methods – Unit Design Criteria**

Certain derogations apply to some existing production units, details of which are not given here for simplicity, but may be obtained from Egg Farmers of Canada. This guidance and solutions applies to all new units.

### **20. The Canadian Supply Management's Role**

The Supply Management's role is to enact policies which result in efficient and effective Cage-Free and Caged hen production that meets market demand in a fair impartial manner and is in the public interest.

### **21. New Humane Cage Free Lifestyle Method**

THE NEW HUMANE CAGE FREE LIFESTYLE PROPOSE A SMALL HEN ALLOTMENT OF 3,000 HENS FOR SPECIALTY PRODUCER UNDER PARTNERSHIP WITH PPROVINCIAL MARKETING BOARDS.

Verified Eggs Canada and its Associates recommend a proactive federal and provincial policy framework to promote local humane care cage free production in support of a growing and healthy future for small family farms that better satisfy citizen and consumers demands.



1. **Lifetime hen allotment** to meet unfulfilled market requirements and should reflect substantial farm level differentiation, 3<sup>rd</sup> party verification, and identity preservation and traceability through to the consumer.
2. Verified humane egg production should only be managed by using a distinct cage free egg program. Restricted to the provincial board special lifetime allotment of a 3,000 special cage-free hen and pullet permit.
3. The approved farms must comply with Humane Care Verified handled protocol for cage-free chickens.
4. Allocation procedures of new hen & pullet allotment of 3,000 special lifetime permit should ensure fair treatment of both cage-free permit and mainstream of battery caged hen producers with quotas.
5. All permits for new entrants of hens/pullets should be regulated in conjunction with the market demand for Humane Care Verified specialty eggs as well as when Provincial Egg Boards fail to meet production requirements and requiring additional special shell egg imports.
6. All Board allocation of new lifetime entrant permits and decisions should require prior approval from Provincial Special Lifetime Cage Free Advisory Committee under the Provincial Supervisory board authority.
7. A 3,000 cage-free Humane Care Verified life-time permit system should be developed to foster innovation and to progressively advance provincial support to new small family farms, helping them meet higher cage-free production costs and bolstering their commercial sustainability. This will ensure consumer demand for local cage free products is met.
8. New entrant programs should be revised to include a clear financial commitment and permit issuance criteria and incentive amounts issued should be non-transferable, except to a child. Applicant will also need proof of having a suitable interim franchise agreement in place.

# New Humane Cage Free Lifestyle Method

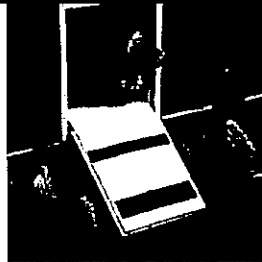


Humane Care Verified is recognized as a mark of excellence in animal care.

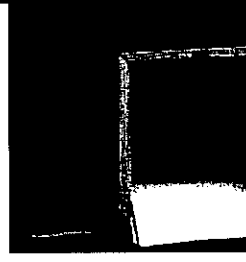
Start here



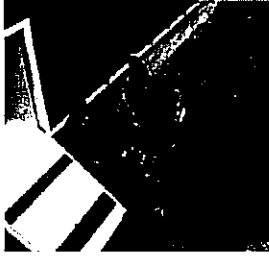
Cage-Free Barn with Winter Garden



Outside access for hens



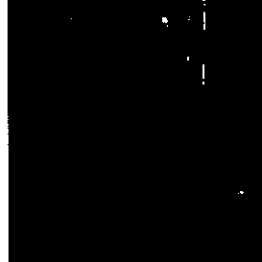
If not to her liking, she can stay inside



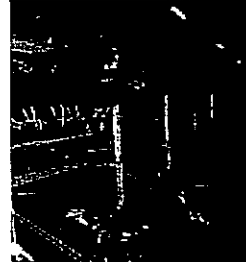
Excellent outside scratching area



Excellent pastured area



Birds have several levels to perches



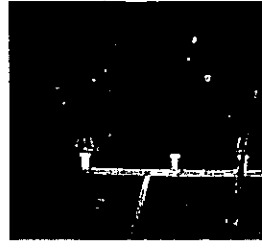
Aviary-system



Plenty of nests



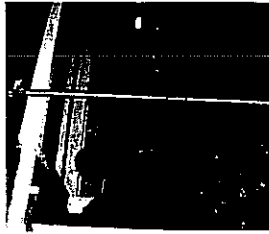
Plenty of floor space inside for the birds



Roosting for the night.



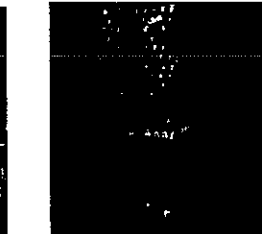
Happy hen with lots of room.



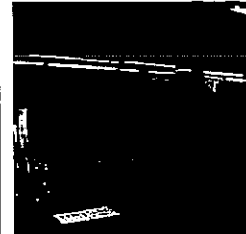
It's like a jungle gym!



Egg belt carries the eggs into the packing room, un-touched by human hands.



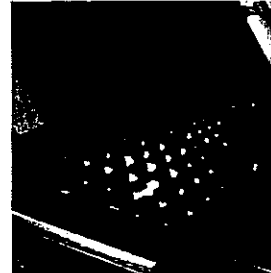
Eggs are kept refrigerated at all times and arrive at egg station ready to be graded.



The egg loader places egg onto the loader belt.



Suction cups pick eggs off the belt and place them in line to be washed and dried.



Eggs are candled to check for cracks, dirty eggs or eggs with blemishes.



Eggs are weighed individually by computerized scale, then sent to a packer where the size is designated.

The Organic Product Regulation Require Mandatory Certification



## **21.1 CAGE FREE SYSTEMS**

Where eggs are to be marketed as **CAGE FREE**, all newly built systems of production and all such systems of production brought into use for the first time comply at least with the design criteria below.

### **1. All systems must be equipped in such a way that all laying hens have:**

**'Indoor WINTER GARDEN'** and freedom of movement and be able to move back and forth between protected areas and houses.

**FEEDERS** – either continuous linear troughs – 10cm (3.94”) length per hen or circular feeding trough – 5 cm (1.97”) outside length per hen;

**DRINKERS** – either circular drinking troughs 1 bell per 100 hens or 1 nipple or cup per 12 hens. Where drinking points are plumbed in, at least two cups or two nipple drinkers shall be within reach of each hen;

**NEST BOXES** – at least 1 nest for every five hens. If group nests are used, there must be at least 0.84 sq m (9 sq ft) of nest space for a maximum of 100 hens.

**ADEQUATE PERCHES**, Provide without sharp edges and 15cm (5.91”) of perch length per hen. This can include the alighting rail immediately in front of the nest boxes. Perches must not be mounted above the litter and the horizontal distance between perches must be at least 30cm (11.81”) and the horizontal distance between the perch and the wall must be at least 20cm (7.87”);

**Litter** – at least 250 sq cm (38.75 sq”) of littered area per hen, the litter occupying at least one third of the ground surface;

**The floors** of installations must be constructed so as to support adequately each of the forward facing claws of each foot.

**In addition** to the provisions laid down in points above

**a) Multi-Level Systems** – additional levels may contribute to unit capacity where:

- i. Hens are able to move freely between different levels
- ii. There are no more than four levels (including the floor)
- iii. Headroom above each level is 45 cm (17.72”)
- iv. Drinking & feeding facilities are distributed in all levels equal access for all hens.
- v. Levels are arranged to prevent dropping falling on hens below.

## **21.2 FREE RANGE AND ORGANIC SYSTEM**

Where eggs are to be marketed as **FREE RANGE AND ORGANIC**, all newly built systems of production and all such systems of production brought into use for the first time comply at least with the design criteria below.

Meaningful access to outdoor criteria for all Free range & organic verified standards.



**POPHOLES** - there must be several giving direct access to outdoor area at least 35 cm (13.78") high and 40 cm (15.75") wide and extending along the entire length of the building; in any case , a total opening of 2m (6.56 feet) must be available per group of 1000 hens;

**Open run must be;**

- o of an area appropriate to the stocking density and to the nature of the ground, in order to prevent any contamination;
- o equipped with shelter from inclement weather and, if necessary, appropriate drinking nipples.

**The stocking density must not exceed 9 laying hens per square meter (10.76 sq ft) of usable floor area.**

Note: Where there are alternative systems of providing any required element any combination is acceptable so long as the total requirement is provided.

and:

- a) hens must have continuous daytime access to open-air runs. However, this requirement does not prevent

- a producer from restricting access for a limited period of time in the morning hours in accordance with usual good farming practice, including good animal husbandry practice;
- b) In case of other restrictions, including veterinary restrictions, adopted under Canadian law to protect public and animal health, having the effect of restricting access of hens to open air runs, eggs may continue to be marketed as "Free-Range Eggs" or Certified Organic Eggs for the duration of the restriction, but under no circumstances for more than twelve weeks;
  - c) Open-air runs to which hens have access must be mainly covered with vegetation and not be used for other purposes except for orchards, woodland and livestock grazing if the latter is authorized by the competent authorities;
  - d) The maximum stocking density of open-air runs must not be greater than 2500 hens per hectare (2.5 acres) of ground available to the hens or one hen per 4 m<sup>2</sup> at all times. However, where at least 10 m<sup>2</sup> (107 sq feet) per hen is available and where rotation is practiced and hens are giving even access to the whole area over the flock's life, each paddock used must at any time assure at least 2.5 m<sup>2</sup> per hen;
  - e) Open-air runs must not extend beyond a radius of 150 m (492 ft) from the nearest pophole of the building.

- Formula-Related Price for Verified Organic Large Brown Eggs -

## ONTARIO MUST PROVIDE CONSUMER ACCESS TO EGG PRODUCTS AT CONSUMER AFFORDABLE PRICES

Since 1975 The Supply Management pricing policy for eggs set minimum farm gate price based upon a Cost of Production 3<sup>rd</sup> Party Survey of Egg production (COP) designed to allow the average producer to recover costs, plus a reasonable return over time, whether the surplus eggs be sold for table consumption or end up in the lower priced industrial market.

COP Organic egg production and cost adjustment has been specifically reviewed from the ground up with input from representative of the egg and poultry industry. The basis for our review was the increased cost; building, equipment, pullet, brown bird, free range management and most importantly the increased cost for organic feed.

### Based on Farm-Gate Cost of Production Model

Calculating C.O.P – Organic Large Egg in Ontario	In ¢ per dozen.	In ¢ per dozen.	%
<b>Producer C.O.P. *) Price Grade A Large Egg</b> <i>Include: Pullet, Feed, Labour, Depreciation, Overhead, Environmental, Int. Prod. Ret, EFC Levy ¢20, EFO Admin Levy ¢3, Conversion to A Large (Source EFC.)</i>		155.00	60.31%
<b>Additional Cost **)</b>			
- Building & Equipment	8.00		3.11%
- Pullet	12.00		4.66%
- Brown Bird & Egg	9.00		3.50%
- Bird Compassionate	1.00		0.39%
- Free Range Management	3.00		1.18%
- Feed Organic Adjustment	69.00		26.85%
<b>Organic Cost Adjustments</b>	¢102.00	102.00	39.69%
<b>Gross Producer Price including levies</b>		<b>¢ 257.00</b>	<b>100.00%</b>

Note: The producer COP Organic Adjustment only applies on Grade A – Large & Ex-Large sizes from 56 to 63 grams. All other at regular egg board price.

\*) Producer C.O.P. based on 3<sup>rd</sup> party survey and provided by EFC wk22 at ¢155/doz

\*\*\*) **Organic** production cost adjustment will be based on the different between the regular egg production vs. organic egg production.

#### Cost calculation of Regular Feed vs. Organic Feed

1)	2)	3)	4)	5)	6)
Organic Feed Price	Regular Feed Price	Organic Price Diff	Organic Price Diff per kg	ORGANIC FEED ADJ	Feed Conversion
\$780	\$330	\$450.00	\$0.45	\$0.69	1.55

1) Organic Feed Price per 1000 kg

2) Regular Layer Feed Price

3) Diff of Org. vs. Reg. Feed per 1000 kg

4) Diff of Organic vs. Regular per kg

5) Organic Feed Bonus Adj. per dozen eggs

6) Est. Feed Conversion in kg per dozen egg

## **22. UN-ENRICHED CAGE SYSTEMS**

Where eggs are to be marketed as "**EGGS FROM CAGED HENS**", all newly built systems of production and all such systems of production brought into use for the first time comply at least with the design criteria below.

**Un-Enriched cage systems must be equipped in such a way that all laying hens have:**

**FLOOR:** Space providing at least 432 sq cm (67 sq") for white and 483 sq cm (75 sq") for brown unrestricted area per hen. Supporting the forward facing claws on each foot. Not exceeding a 14% or 8 degree slope unless using a surface other than rectangular wire mesh and permitted to use steeper slope by Animal Health Authority.



**HEIGHT** - Cage height should permit standing chickens free head movement anywhere in the cage.

**DRINKERS** - Where drinking points are plumbed in, at least two nipple drinkers or two cups must be within reach of each cage;

**FEED TROUGHTS** - a feed trough which may be used without restriction must be provided. Its length must be at least 7-10 cm (2.8-3.9") multiplied by the number of hens in the cage;

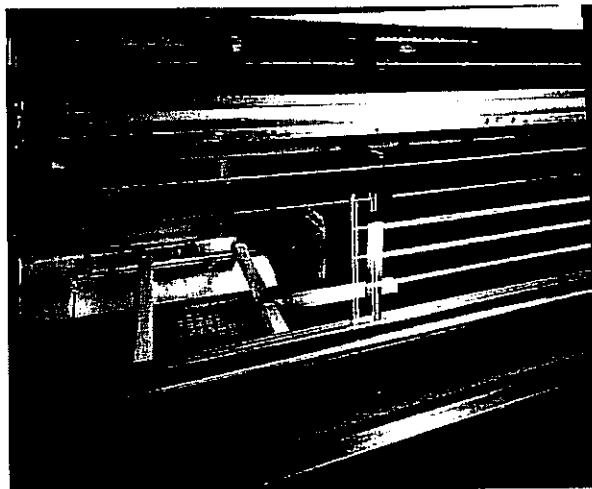
**CLAW-SHORTENING DEVICE** - cages shall be fitted with suitable claw-shortening devices.

## **23. ENRICHED CAGE SYSTEMS**

Where eggs are to be marketed as "**EGGS FROM CAGED HENS**", and using the additional term "**ENRICHED CAGES**" all newly built systems of production and all such systems of production brought into use for the first time comply at least with the design criteria below.

### **ENRICHED cages system must be equipped in such a way that all laying hens have:**

**FLOOR:** Space providing at least 750 sq cm (116.25sq") unrestricted area per hen. 600 sq cm (93sq") of which shall be usable (i.e. be at least 30 cm (11.81") wide with a floor slope not exceeding 14%, with headroom of at least 45cm (17.72"). A total area per cage of 2,000 sq cm (2.15sqft)



**APPROPRIATE PERCHES,** Provide without sharp edges and 15cm (5.9") of perch length per hen.

**DRINKERS** – Each cage must have a drinking system appropriate to size of the group; where nipple drinkers are provided, at least two nipple drinkers or two cups must be within the reach of each hen;

**FEED TROUGHTS** – a feed trough which may be used without restriction must be provided. Its length must be at least 12 cm (4.72") multiplied by the number of hens in the cage;

**CLAW-SHORTENING DEVICE** - cages shall be fitted with suitable claw-shortening devices.

There must also be a minimum separation on aisles, of 90cm (25.43") between tiers of cages and at least 35cm (17.78") between the floor of the building and the bottom tier of cages.



## **24. Precaution to Flock Health & Food Safety**

All chicks that are destined to become good hens must be veterinarian certified to conform with a National Poultry Improvement Plan disease prevention practices and must be certified disease-free.

- 1) All pullets (young hens) should be vaccinated at **three** different time periods (**four for cage free and organic**) to ensure that they develop proper immunity against **Salmonella**.
- 2) Prohibit the use of animal by-products in the feed – a potential source of bacterial contamination.
- 3) All egg producers must comply with the Food Safety Quality Assurance Program, which includes:
  - o Extensive cleaning and disinfecting of poultry houses.
  - o Strict pest control.
  - o Effective Egg Washing and Sanitation
  - o Bio-Security – ensuring that all visitors and employees on farm premises follow proper disease-preventive practices.
  - o Feed must contain immune system modulators: vitamin E, organic selenium and lutein.
  - o Proper refrigeration of eggs.
- 4) All farms and egg grading stations must be inspected by 3<sup>rd</sup> party on an ongoing basis.
- 5) A stricter standards for eliminating cracked eggs, which helps to ensure that no bacteria get into eggs. Results of a recent study emphasized the importance of reducing the incidence of cracks as a preventive measure against organisms associated with food borne illness.
- 6) Allow regular generic eggs to be stored up to 7-10 days before grading and packing into cartons. Fresher eggs are more resistant to bacterial growth.
- 7) After washing, the eggs should be quickly and completely dried to reduce the risk that any bacteria remaining on the surface of the eggs are aspirated into the eggs as they cool to ambient temperature. Use supplementary drying fans to ensure that eggs are 100% dry when eggs are packed into cartons. Eggs become warmer as they're washed and they cool as they dry.

Eggs' interior contents shrink as they cool – creating a vacuum inside. During cooling, any remaining surface water would be drawn through the shell, along with any contamination that might be on the egg conveyor belt. Ensure that all eggs are completely dry at the time of packing. Regular eggs that go into the carton wet, sit in a moist environment conducive to bacteria and mold growth.

- 8) Eggs are produced from younger hens, not just because the egg quality is better, but also because younger hens are more resistant to disease. They will most likely have had fewer chances for exposure to disease.

## **25. Records (all operators)**

The following table provides guidance on records keeping requirements for anyone involved marketing eggs intended for human consumption.

The majority of records shown are required under membership with Verified Eggs Canada, however, certain other Regulations require the same or similar records to be kept.

Where invoices, delivery notes or other forms of documentation provided all of the required information they may be kept and presented upon request as records.

## **26. Inspections & Enforcement**

A requirement of legislation is that any premises with obligations under those standards will be inspected by 3<sup>rd</sup> party verifier. These inspections are normally unannounced and the frequency and duration of inspections is based upon risk analysis accounting for the value and volume of eggs marketed and the compliance history of the premises. Other random inspections to ensure the risk-basis is working correctly are also carried out.

Enforcement action is only taken when necessary, and is taken according to the nature and scale of any infringements. Initially Inspectors will provide advice and guidance, but if appropriate to achieve compliance, increasingly formal steps are taken, ensuring that matters are dealt with proportionately and effectively.

**All records described here must be kept by production method and day**

Method of production operation		Egg Producers	Egg Collectors	Grading Station	Wholesalers distributors, Retailers
--------------------------------	--	---------------	----------------	-----------------	-------------------------------------

**PRODUCTION OF UNGRADED EGGS**

<b>1</b>	Date, age, type and number of hens placed in layer unit	Yes			
<b>2</b>	Date and number of hens culled (depleted)	Yes			
<b>3</b>	Any mortality in each unit	Yes (2)			
<b>4</b>	Daily egg production, sales & farm gate sales (all eggs)	Yes			
<b>5</b>	Meaningful access to outdoors (Free Range & Organic)	Yes			
<b>6</b>	Use of Veterinary Medicines and vaccinations Se.v	Yes (2)			
<b>7</b>	Humane Care Verified & Bird welfare	Yes			

**Were feed claims are made**

<b>8</b>	All records must show the use of the feed claim	Yes			
<b>9</b>	Quantity of feed	Yes			
<b>10</b>	Type of feed supplied or mixed	Yes			
<b>11</b>	Source of feed	Yes			
<b>12</b>	Date of delivery of feed	Yes			

**Where one production site has different methods of production operation**

**13 Separate records for each unit (hen house)**

**MARKETING OF UNGRADED (NEST RUN) EGGS**

<b>14</b>	Daily number of nest run eggs dispatched or carried	Yes (NOTE 1)	Yes (NOTE 1)	Yes (NOTE 1)	
<b>A</b>	Together with the name and address of recipient or Purchaser		yes	yes	
<b>B</b>	Together with receiving registered Grading Station Code		yes	yes	
<b>C</b>	Together with the Producer Code and details (name, address) laying date(s)		yes	yes	
<b>15</b>	Daily record of Nest Run eggs received, from Producers (name, address & Registered producer code)		yes	yes	
<b>A</b>	Together with laying date(s)			yes	
<b>16</b>	Accompanying documentation for nest run eggs		Keep copy	Keep copy	

**MARKETING OF GRADED EGGS**

<b>17</b>	Grading Machine Records for eggs, giving quantities grade Class A, B and C by weight; and undergrads			yes	
<b>18</b>	Daily number of Graded Class A eggs sold, by grade, showing the name & address of purchaser (EMAS)			yes	
<b>19</b>	Weekly Physical stock check			yes	
<b>20</b>	Daily record of quantity of graded eggs received			yes	
<b>A</b>	Together with originating grading station, producer, Egg Station Code and Best Before Date.			yes	
<b>20</b>	Traceability of eggs back to suppliers and forward to customers (EggsacTrace Traceability System)	Yes (NOTE 1)	Yes (NOTE 1)	Yes (NOTE 1)	Yes (NOTE 1)

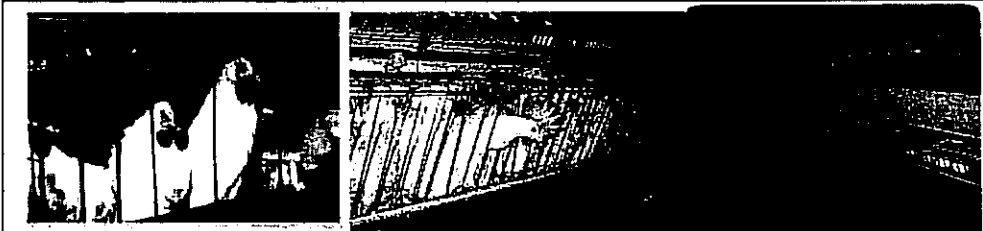
Note 1 – Also required under Verified Eggs Canada traceability requirements of protocol

Note 2 – Required animal health directive of protocol



# Schedule A

Note: Requested information from Egg Farmers of Canada  
 Canadian egg production systems of:



A	OLDER CAGE SYSTEMS				TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	54sq"/Bird	FARMS	60sq"/Bird	FARMS	Birds
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						

## Schedule B

Note: Requested information from Egg Farmers of Canada

### Canadian egg production systems of:



B	<b>UN-ENRICHED CAGES</b>				<b>TOTAL</b>	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	67sq"/Bird	FARMS	75sq"/Bird	FARMS	Birds
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						

## Schedule C

Note: Requested information from Egg Farmers of Canada

### Canadian egg production systems of:



<b>C</b>	<b>ENRICHED CAGES</b>				<b>TOTAL</b>	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	116sq"/Bird	FARMS	116sq"/Bird	FARMS	Birds
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						

**Formula-Related Ontario Market Price for Omega-3 White Table Eggs**

- 1) Since 1975 The Supply Management pricing policy for eggs set minimum farm gate price based upon a Cost of Production 3<sup>rd</sup> Party Survey of Egg production (COP) designed to allow the average producer to recover costs, plus a reasonable return over time, whether the surplus eggs be sold for table consumption or end up in the lower priced industrial market.
- 2) COP egg production and cost adjustment has been specifically reviewed from the ground up with input from representative of the egg and poultry industry. The basis for our review was the increased cost for Omega-3 feed.

<b>Calculating C.O.P</b>	
Dated May 17,2009	
<b>Provincially Based Cost</b>	
Pullet Costs	
Feed Costs	
Labour Costs	
Provincially Based Cost	
Depreciation	
Plant/Admin Overhead	
Environmental Costs	
Int. Costs +Prod. Ret	
EFC Levy	
Provincial Admin Levy	
Conversion to A-Large	
<b>NATIONALLY BASED COSTS</b>	
Prod. Method Mgt. Costs	
Feed Adjustmet Costs	
Cost Adjustments	
<b>C.O.P.</b>	<b>\$ / doz</b>
<b>C.O.P.</b>	<b>\$ / box</b>

Source: EFC and Industry Sources

<b>Cage - Grade A Large White Eggs</b>			
<b>CLASSIC</b>		<b>Omega-3</b>	
<b>\$ / doz</b>	<b>%</b>	<b>\$ / doz</b>	<b>%</b>
0.23	15.18	0.23	14.43
0.48	31.09	0.48	29.56
0.22	14.45	0.22	13.74
0.94	60.72	0.94	57.73
0.06	4.08	0.06	3.88
0.12	7.80	0.12	7.42
0.01	0.49	0.01	0.46
0.09	5.59	0.09	5.32
0.20	13.11	0.20	12.46
0.03	1.94	0.03	1.85
0.10	6.28	0.10	5.97
0.61	39.28	0.61	37.35
		0.04	2.46
		0.04	2.46
		0.08	4.92
<b>1.55</b>	<b>100.00</b>	<b>1.63</b>	<b>100.00</b>
<b>23.25</b>		<b>24.45</b>	

The Ontario Egg Price 3 ¢ above the authorized Provincial C.O.P.

<b>Farm Gate Price Incl. Flock Premiums only on Large &amp; XL.</b>
A - Jumbo
A - Extra Large
A - Large
A - Medium
A - Small
A - Pw

<b>Classic</b>
1.58
1.58
1.58
1.42
0.94
0.28

<b>Omega-3</b>
1.58
1.63
1.63
1.42
0.94
0.28

Note: Historically, the farming operations have absorbed the additional production costs related to Omega-3 production recording (8 ¢) premium only for Large & XL. as above and based for a 3 months flock history.

## Schedule D

Note: Requested information from Egg Farmers of Canada

### Canadian egg production systems of:



D	CAGE FREE (IN BARN)				TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	BIRDS	FARMS	BIRDS	FARMS	BIRDS
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						



### Formula-Related Ontario Market Price for Cage Free Table Eggs

- 1) Since 1975 The Supply Management pricing policy for eggs set minimum farm gate price based upon a Cost of Production 3<sup>rd</sup> Party Survey of Egg production (COP) designed to allow the average producer to recover costs, plus a reasonable return over time, whether the surplus eggs be sold for table consumption or end up in the lower priced industrial market.
- 2) Egg production cost and adjustments has been specifically reviewed from the ground up with input from representative of the egg and poultry industry. The basis for our review was the increased cost buildings, equipment, and most importantly the increased cost for cage free.

<b>Calculating C.O.P</b>	
Dated May 17, 2009	
<b>Provincially Based Cost</b>	
Pullet Costs	
Feed Costs	
Labour Costs	
<b>Provincially Based Cost</b>	
Depreciation	
Plant/Admin Overhead	
Environmental Costs	
Int. Costs +Prod. Ret	
EFC Levy	
Provincial Admin Levy	
Conversion to A-Large	
<b>NATIONALLY BASED COSTS</b>	
Building & Equipment costs	
Brown Pullet & Egg costs	
Bird Compassionate cost	
Prod. Method Mgt. Costs	
Cost Adjustments	
<b>C.O.P.</b>	<b>\$ / doz</b>
<b>C.O.P.</b>	<b>\$ / box</b>

Source: EFC and Industry Sources

<b>CAGE FREE LARGE EGGS</b>			
<b>WHITE</b>		<b>BROWN</b>	
<b>\$ / doz</b>	<b>%</b>	<b>\$ / doz</b>	<b>%</b>
0.23	14.08	0.23	13.36
0.48	28.85	0.48	27.37
0.22	13.41	0.22	12.72
0.94	56.34	0.94	53.45
0.06	3.78	0.06	3.59
0.12	7.24	0.12	6.87
0.01	0.45	0.01	0.43
0.09	5.19	0.09	4.92
0.20	12.16	0.20	11.54
0.03	1.80	0.03	1.71
0.10	5.83	0.10	5.53
0.61	36.45	0.61	34.58
0.08	4.80	0.08	4.56
		0.09	5.13
0.01	0.60	0.01	0.57
0.03	1.80	0.03	1.71
0.12	7.21	0.21	11.97
<b>1.67</b>	<b>100.00</b>	<b>1.76</b>	<b>100.00</b>
<b>25.05</b>		<b>26.40</b>	

<b>Farm Gate Price Incl. Flock Premiums only on Large &amp; XL.</b>
A - Jumbo
A - Extra Large
A - Large
A - Medium
A - Small
A - Pw

<b>Cage-Free White</b>
1.58
1.67
1.67
1.42
0.94
0.28

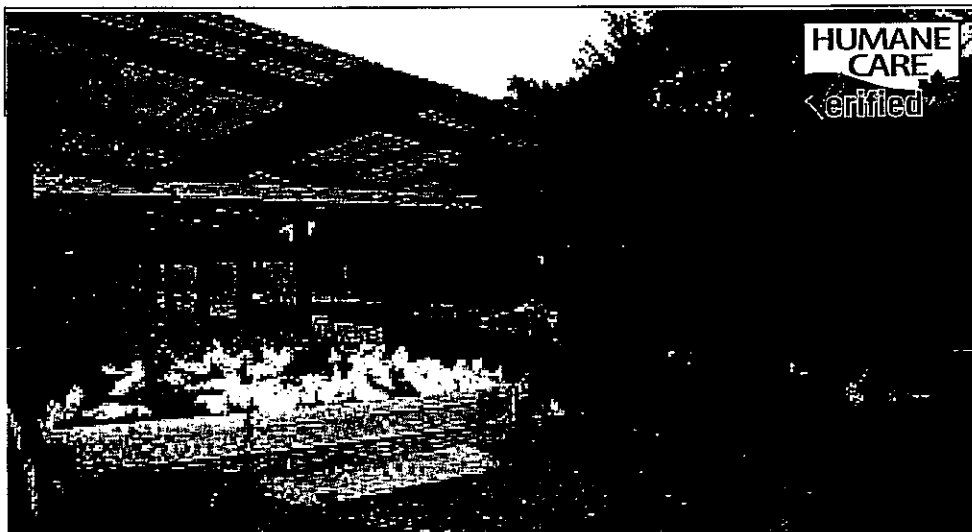
<b>Cage-Free Brown</b>
1.58
1.76
1.76
1.42
0.94
0.28

Note: Historically, the farming operations have absorbed the additional cage free production costs related to building & equipment (8¢, brown pullet & egg (9¢), bird compassionate (1¢), and production method (3¢), Premium only for Large & XL. as above and based on a 3 months flock history.

## Schedule E

Note: Requested information from Egg Farmers of Canada

### Canadian egg production systems of:



E	FREE RANGE				TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	BIRDS	FARMS	BIRDS	FARMS	BIRDS
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						

## Formula-Related Ontario Market Price for Organic Brown Table Eggs

- 1) Since 1975 The Supply Management pricing policy for eggs set minimum farm gate price based upon a Cost of Production 3<sup>rd</sup> Party Survey of Egg production (COP) designed to allow the average producer to recover costs, plus a reasonable return over time, whether the surplus eggs be sold for table consumption or end up in the lower priced industrial market.
- 2) Egg production cost and adjustments has been specifically reviewed from the ground up with input from representative of the egg and poultry industry. The basis for our review was the increased cost buildings, equipment, pullet, free rang and most importantly the increased cost for free range.

<b>Calculating C.O.P</b>	
Dated May 17,2009	
<b>Provincially Based Cost</b>	
Pullet Costs	
Feed Costs	
Labour Costs	
<b>Provincially Based Cost</b>	
Depreciation	
Plant/Admin Overhead	
Environmental Costs	
Int. Costs +Prod. Ret	
EFC Levy	
Provincial Admin Levy	
Conversion to A-Large	
<b>NATIONAL BASED COSTS</b>	
Building+ Equipment costs	
Pullet increased costs	
Brown Egg costs	
Bird Compassionate cost	
Prod. Method Mgt. Costs	
Cost Adjustments	
<b>C.O.P.</b>	<b>\$ /doz</b>
<b>C.O.P.</b>	<b>\$ /box</b>

*Source: EFC and Industry Sources*

<b>FREE RANGE LG EGGS</b>			
WHITE		BROWN	
\$ / doz	%	\$ / doz	%
0.23	12.92	0.23	12.29
0.48	26.96	0.48	25.68
0.22	12.36	0.22	11.76
0.93	52.24	0.93	49.73
0.06	3.37	0.06	3.21
0.12	6.74	0.12	6.42
0.01	0.56	0.01	0.54
0.09	5.06	0.09	4.82
0.20	11.23	0.20	10.69
0.03	1.69	0.03	1.60
0.10	5.62	0.10	5.34
0.61	34.27	0.61	32.62
0.08	4.49	0.08	4.28
0.12	6.74	0.12	6.42
		0.09	4.81
0.01	0.56	0.01	0.53
0.03	1.69	0.03	1.60
0.24	13.48	0.33	17.64
<b>1.78</b>	<b>100.00</b>	<b>1.87</b>	<b>100.00</b>
<b>26.70</b>		<b>28.05</b>	

<b>Farm Gate Price Incl. Flock Premiums only on Large &amp; XL.</b>
A - Jumbo
A - Extra Large
A - Large
A - Medium
A - Small
A - Pw

<b>Organic White</b>
1.58
1.78
1.78
1.42
0.94
0.28

<b>Organic Brown</b>
<b>1.58</b>
<b>1.87</b>
<b>1.87</b>
<b>1.42</b>
<b>0.94</b>
<b>0.28</b>

*Note: Historically, the farming operations have absorbed the additional organic production costs related to building & equipment (8¢, pullet (12¢), brown eggs (9¢), bird compassionate (1¢), and production method (3¢), premium only for Large & XL. as above and based on a 6 months flock history.*

## Schedule F

Note: Requested information from Egg Farmers of Canada

### Canadian egg production systems of:



CERTIFIÉ BIOLOGIQUE  
CERTIFIED ORGANIC



F	CERTIFIED ORGANIC				TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	BIRDS	FARMS	BIRDS	FARMS	BIRDS
BC						
AB						
SK						
MB						
ON						
QC						
NB						
NS						
PE						
NL						
NT						
TL						

## Formula-Related Ontario Market Price for Organic Brown Table Eggs

- 1) Since 1975 The Supply Management pricing policy for eggs set minimum farm gate price based upon a Cost of Production 3<sup>rd</sup> Party Survey of Egg production (COP) designed to allow the average producer to recover costs, plus a reasonable return over time, whether the surplus eggs be sold for table consumption or end up in the lower priced industrial market.
- 2) Egg production cost and adjustments has been specifically reviewed from the ground up with input from representative of the egg and poultry industry. The basis for our review was the increased cost buildings, equipment, pullet, free rang and most importantly the increased cost for free range organic.

<b>Calculating C.O.P</b>	
Dated May 17,2009	
<b>Provincially Based Cost</b>	
Pullet Costs	
Feed Costs	
Labour Costs	
<b>Provincially Based Cost</b>	
Depreciation	
Plant/Admin Overhead	
Environmental Costs	
Int. Costs +Prod. Ret	
EFC Levy	
Provincial Admin Levy	
Conversion to A-Large	
<b>NATIONAL BASED COSTS</b>	
Building+ Equipment costs	
Pullet increased costs	
Brown Egg costs	
Bird Compassionate cost	
Prod. Method Mgt. Costs	
Feed Adjusmet Costs	
Cost Adjustments	
<b>C.O.P.</b>	<b>\$/doz.</b>
<b>C.O.P.</b>	<b>\$/box</b>

Source: EFC and Industry Sources

<b>ORGANIC LG EGGS (Free Range)</b>			
<b>WHITE</b>		<b>BROWN</b>	
<b>\$ / doz</b>	<b>%</b>	<b>\$ / doz</b>	<b>%</b>
0.23	9.47	0.23	9.14
0.48	19.41	0.48	18.73
0.22	9.02	0.22	8.71
0.94	37.90	0.94	36.57
0.06	2.55	0.06	2.46
0.12	4.87	0.12	4.70
0.01	0.30	0.01	0.29
0.09	3.49	0.09	3.37
0.20	8.18	0.20	7.89
0.03	1.21	0.03	1.17
0.10	3.92	0.10	3.78
0.61	24.52	0.61	23.66
0.08	3.23	0.08	3.12
0.12	4.85	0.12	4.68
		0.09	3.51
0.01	0.40	0.01	0.39
0.03	1.21	0.03	1.17
0.69	27.88	0.69	26.90
0.93	37.58	1.02	39.77
<b>2.48</b>	<b>100.00</b>	<b>2.57</b>	<b>100.00</b>
<b>37.20</b>		<b>38.55</b>	

<b>Farm Gate Price Incl. Flock Premiums only on Large &amp; XL.</b>
A - Jumbo
A - Extra Large
A - Large
A - Medium
A - Small
A - Pw

<b>Organic White</b>
1.58
2.48
2.48
1.42
0.94
0.28

<b>Organic Brown</b>
<b>1.58</b>
<b>2.57</b>
<b>2.57</b>
<b>1.42</b>
<b>0.94</b>
<b>0.28</b>

Note: Historically, the farming operations have absorbed the additional organic production costs related to building & equipment (8¢, pullet (12¢), brown eggs (9¢), bird compassionate (1¢), production method (3¢), and organic feed (69¢) premium only for Large & XL. as above and based on a 6 months flock history.

# Caged Hens vs. Cage Free Hens

Note: Requested information from Egg Farmers of Canada

CAGED HENS IN CANADA					TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	BIRDS	FARMS	BIRDS	FARMS	BIRDS
CAGED						
UN-ENRICHED						
ENRICHED						
<b>CAGED HENS</b>						

CAGE FREE HENS IN CANADA					TOTAL	
	No.	# White	No.	# Brown	No. of	No.
	FARMS	BIRDS	FARMS	BIRDS	FARMS	BIRDS
CAGE FREE IN BARN						
FREE RANGE						
FREE RANGE ORGANIC						
<b>CAGE FREE HENS</b>						

SUMMARY			
	No. of FARMS	No. of BIRDS	% of BIRDS
CAGED			
CAGE FREE			
<b>TOTAL</b>			

**Note: Requested information from Egg Farmers of Ontario**

<b>CAGE FREE FARMS IN ONTARIO</b>			
Zone	# FARMS	# BIRDS	Note
1			
2			
3			
4			
5			
6			
7			
8			
9			
<b>CAGE FREE</b>			

<b>FREE RANGE FARMS IN ONTARIO</b>			
Zone	# FARMS	# BIRDS	Note
1			
2			
3			
4			
5			
6			
7			
8			
9			
<b>FREE RANGE</b>			

<b>ORGANIC FARMS IN ONTARIO</b>			
Zone	# FARMS	# BIRDS	Note
1			
2			
3			
4			
5			
6			
7			
8			
9			
<b>ORGANIC</b>			

## **EGG FARMERS OF ONTARIO**

### **CAGE FREE EGG REGULATION**

1. In this Policy Statement the following definitions are used:
  - (a) “basic egg production quota” means a basic quota for producing eggs fixed and allotted in respect of registered premises to the beneficial owner of the registered premises from which an egg production quota was determined
  - (b) “Board” means the Egg Farmers of Ontario
  - (c) “cage free eggs” means eggs of a domestic fowl produced in a production system that does not use cages
  - (d) “cage free egg production facility” means a building or buildings used for cage free egg production in accordance with specified procedures, and the lands appurtenant thereto
  - (e) “eggs” means eggs of a domestic hen produced in Ontario other than hatching eggs
  - (f) “egg production facility” means a building or buildings used for egg production, and the lands appurtenant thereto
  - (g) “fowl” means a domestic hen more than twenty weeks of age
2. Caged free egg production must be carried out in a cage free production facility that meets all standards for this type of production.
3. Under this cage free policy, a farmer in his or her lifetime may produce eggs from up to 3,000 hens per year without basic production quota, providing the farmer provides the Board with an inventory of all fowl used for cage free egg production.
4. Eggs produced under this cage free production policy shall not be governed by any other policy of the Board.
5. The farmer producing cage free eggs under this policy must sell all his cage free eggs to a registered Grader and an inventory of all such cage free eggs must be given to the Board.
6. Further reference in proposal and request dated June 3, 2009 - 21. “New Humane Cage Free Lifestyle Method”, 21.1 “Cage Free System”, 21.2 “Free Range and Organic System”



**CONSENT REPORT OF THE  
COMMUNITY DEVELOPMENT AND ENVIRONMENTAL SERVICES COMMITTEE**

June 22, 2009

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

Your Community Development and Environmental Services Committee beg leave to present their FOURTH CONSENT REPORT as recommended at its meeting of June 15, 2009.

*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 Development & Environmental Services Committee will be approved in one resolution.*

**1) Beverley Robson Park Master Plan Victoriaview Subdivision in Ward 2**

THAT the Community Design and Development Services Report 09-22 dated June 15, 2009, pertaining to the proposed master plan for Beverley Robson Park, be received;

AND THAT the Master Plan for the development of the Beverley Robson Park, as proposed in Appendix 2 of the Community Design and Development Services Report 09-22 dated June 15, 2009, be approved;

AND THAT staff be directed to proceed with the implementation of the Beverley Robson Park Master Plan.

**2) Notice of Intention to Designate 83 Essex Street Pursuant to the *Ontario Heritage Act***

THAT Report 09-52, dated June 15, 2009 from Community Design and Development Services, regarding the heritage designation of 83 Essex St. be Received;

AND THAT the City Clerk be authorized to publish and serve Notice of Intention to Designate 83 Essex St. in accordance with the *Ontario Heritage Act* and as recommended by Heritage Guelph;

AND THAT the designation by-law be brought before City Council for approval if no

objections are received within the thirty (30) day objection period.

Page No. 2

June 22, 2009

Community Development and Environmental Services Committee Report Consent

### 3) Work Plan for Transit Growth Strategy and Mobility Services Study

THAT the Community Design and Development Services Report 09-55, on the "Work Plan for Transit Growth Strategy and Mobility Services Study" dated June 15, 2009, be received;

AND THAT Council authorize staff to proceed with Transit Growth Strategy and Mobility Services study as outlined in this report and the attached Work Plan, as amended to include:

- PRTs to be included in principle components; and
- addition of two (2) County elected officials to the composition of the Advisory Committee

All of which is respectfully submitted.

Councillor Lise Burcher, Chair  
Community Development & Environmental  
Services Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE June 15, 2009 MEETING.***

# COMMITTEE REPORT

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<b>TO</b>	<b>Community Development and Environmental Services Committee</b>
SERVICE AREA	Community Design and Development Services
DATE	June 15, 2009
<b>SUBJECT</b>	<b>BEVERLEY ROBSON PARK MASTER PLAN VICTORIAVIEW SUBDIVISION IN WARD 2</b>
REPORT NUMBER	09-22

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## RECOMMENDATION

THAT the Community Design and Development Services Report 09-22 dated June 15, 2009, pertaining to the proposed master plan for Beverley Robson Park, be received; and

THAT the Master Plan for the development of the Beverley Robson Park, as proposed in Appendix 2 of the Community Design and Development Services Report 09-22 dated June 15, 2009, be approved; and

THAT staff be directed to proceed with the implementation of the Beverley Robson Park Master Plan.

## BACKGROUND

The City has received a parcel of land having an area of 0.74 hectares (1.86 acres) as a Neighbourhood parkland dedication within the Victoriaview North Subdivision north of Woodlawn Road East and east of Victoria Road North. The park block is located at 55 Carere Crescent adjacent to a natural area and open space to the east. (See Location Map on Appendix 1)

The property has been zoned as P.2 (Neighbourhood Park). The City of Guelph Recreation, Parks and Culture Strategic Plan (1997) describes a Neighbourhood Park as open spaces of appropriate size, shape, topography, location and character to foster the enjoyment of a wide range of freely chosen passive and active activities such as sitting, viewing, conversing, contemplating, strolling, children's play, organized and informal field sports, court games, water play and outdoor skating.

In April of 2007, City Council approved the naming of new Neighbourhood Park after Beverley Robson, former Mayor of Guelph who held the office for 10 years

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during the years 1926-31, 1933-34 and 1943-44. (Appendix 6)

## **REPORT**

A master plan for Beverley Robson Park has been prepared by City staff. The preparation of the master plan has involved creating a concept plan and survey, getting public input through mail and online surveys and revisions to the concept plan based on the residents' response. (Appendix 2)

**Proposed Master Plan:** The master plan includes both active and passive recreational components. (Appendix 2)

The proposed programming for the park includes the following:

- Children's play area with play equipment and sand safety surface
- A half basketball court
- A shade structure
- An informal mowed grass play area
- Asphalt pathways
- Park furniture -picnic table, benches, trash receptacles and bike rack
- Plantings
- Beverley Robson Memorial Sign
- Park and Interpretive Signage

### **Trail Connection to Guelph Lake Road:**

A trail connection is proposed from the park to the Guelph Lake Road/ Guelph Lake Sports Fields (Appendix 3). Further trail connections within the Guelph Lake Sports Fields area are proposed to be developed in future years.

**Public Process:** In December 2008, a survey was mailed to 88 residents living within 200 meters of the park property to obtain input on the conceptual master plan. An advertisement was placed in the Guelph Tribune and the survey was posted on the City's website (Appendix 4).

The City received survey feedback from 14 households through mail, fax and online via the City's website. The overall response from residents for the Conceptual design of the park is positive. The response includes suggestions for major additional items such as an ice rink and a splash pad as well as some minor changes (Appendix 5).

The master plan has been modified to incorporate some of the changes as suggested by the residents through their comments. The revised concept plan includes the following changes:

- The half Basketball Court has been relocated towards the open space, away from the houses to minimize the impact of play noise.
- The proposed Beverley Robson Sign is relocated to the triangular space near the entrance to the park.
- The existing hedgerow along the north boundary consists of invasive species and vegetation that is in poor health or nearing the end of its life span. The hedgerow will be removed to create sightlines through to the open space.

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A living fence has been proposed where the park abuts residential properties on Atto Drive and Carere Crescent as per the current City policy on Property Demarcation of City owned lands.

Pathways: The pathways are proposed to be paved with asphalt on the parkland and limestone screenings within the natural open space.

Splash Pad: It is City policy to install splash pads with a recirculation system. A water recirculation system is chosen over a 'pump and dump' system due to water conservation concerns. A recirculation system adds capital costs to the implementation of the project but is a sound environmental decision. Splash Pads are best suited for community parks where parking and washroom facilities exist or proposed. A splash pad is proposed to be built at the Waverley Community Park in 2009 and another one has been planned for the Eastview Community Park to serve east end of the city in future years. Given the size of the proposed park staff has not included a splash pad in the recommended master plan for the Beverley Robson Park.

Winter Activity/ Community Ice Rink: A future Neighbourhood Park within the Northview Estates subdivision (See Appendix 1) is designed to include a service connection for an outdoor natural ice rink. Given the size of Beverley Robson Park and its proximity to the future Northview Estates Park that is 5 minutes walk away, an ice rink feature is not included.

Lighting: The proposal for the park does not include any lighting in the park. Residents are encouraged to use the park only during the daytime.

**Conclusion:** Staff conclude that the implementation of the proposed park master plan will create a neighbourhood scale park to serve the residents of the Victoriaview North Subdivision and will act as an integral part of the open space linkage system in the north-east end of the City. It is anticipated that the park and trail construction work will be initiated in 2009 following approval of the park master plan by City Council. The construction work for the remaining park items will take place in 2010 following the approval of the 2010 budget.

## **CORPORATE STRATEGIC PLAN**

- GOAL 2 : A healthy and safe community where life can be lived to the fullest
- GOAL 5 : A community-focused, responsive and accountable government
- GOAL 6 : A leader in conservation and resource protection/enhancement

## **FINANCIAL IMPLICATIONS**

### **Existing Funding:**

- RP0214- Victoriaview Neighbourhood Park (Development Charges supported Capital Budget):

Funds approved in 2008	\$ 100,000
Funds allocated in 2010 Capital Forecast	\$ 150,000
- RP0008- Guelph Trails (Development Charges supported Capital Budget):

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Funds approved in 2009

\$ 100,000

**DEPARTMENTAL CONSULTATION**

Information Services: Corporate Communications

Operations: Parklands and Greenways

Finance: Budget Services

**COMMUNICATIONS**

Brant Avenue Neighbourhood Group  
Stantec Consulting Ltd.

**ATTACHMENTS**

Appendix 1 - Location Map

Appendix 2 - Proposed Master Plan – Beverley Robson Park

Appendix 3 - Trail Connections to Guelph Lake Road from Victoriaview North and Northview Estate Subdivisions

Appendix 4 - Proposed Master Plan Survey

Appendix 5 - Proposed Master Plan Survey Results

Appendix 6 - Council Resolution for April 2007

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**Prepared By:**

Jyoti Pathak  
Parks Planner  
(519) 837 5616 x 2431  
jyoti.pathak@guelph.ca

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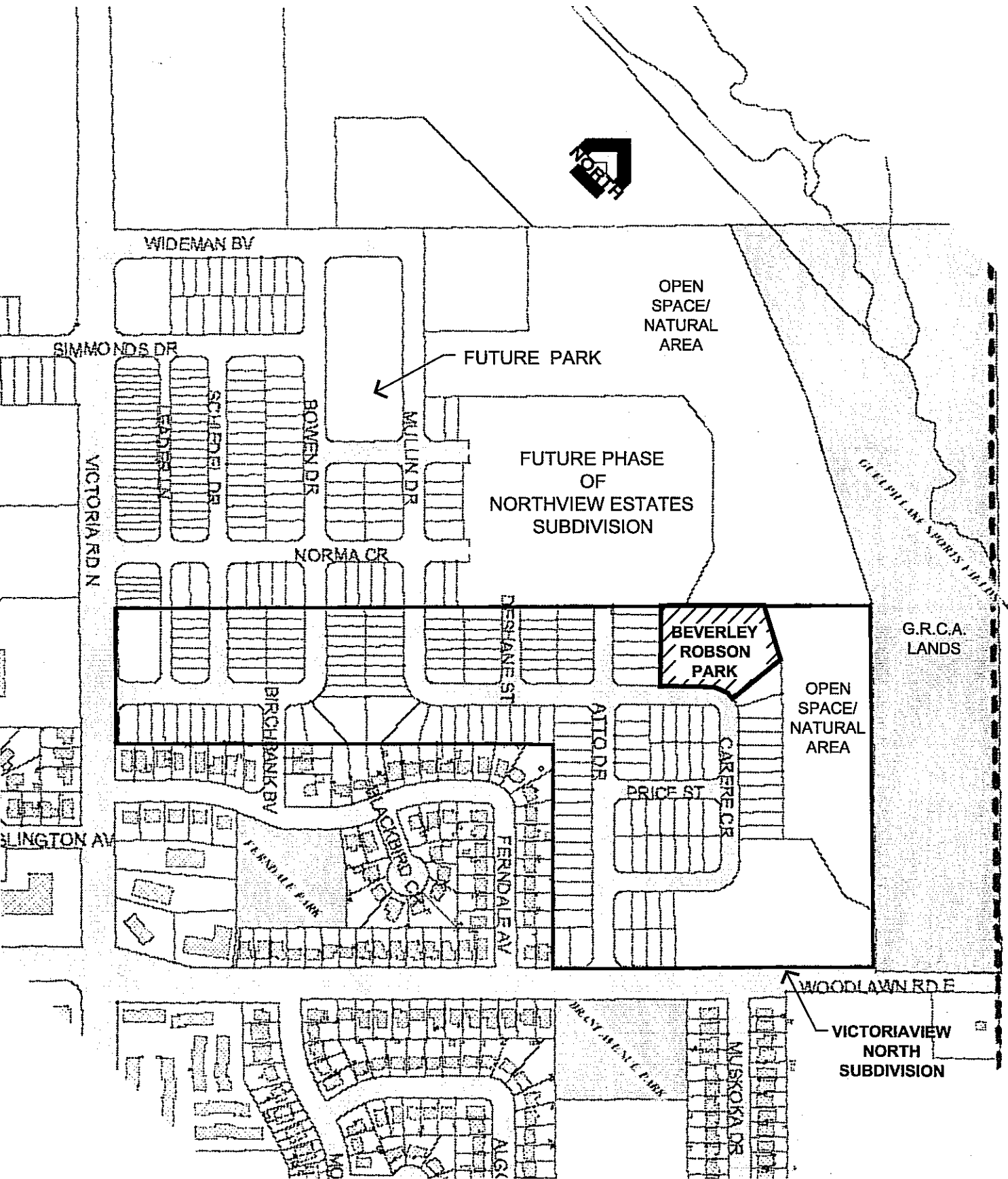
**Recommended By:**

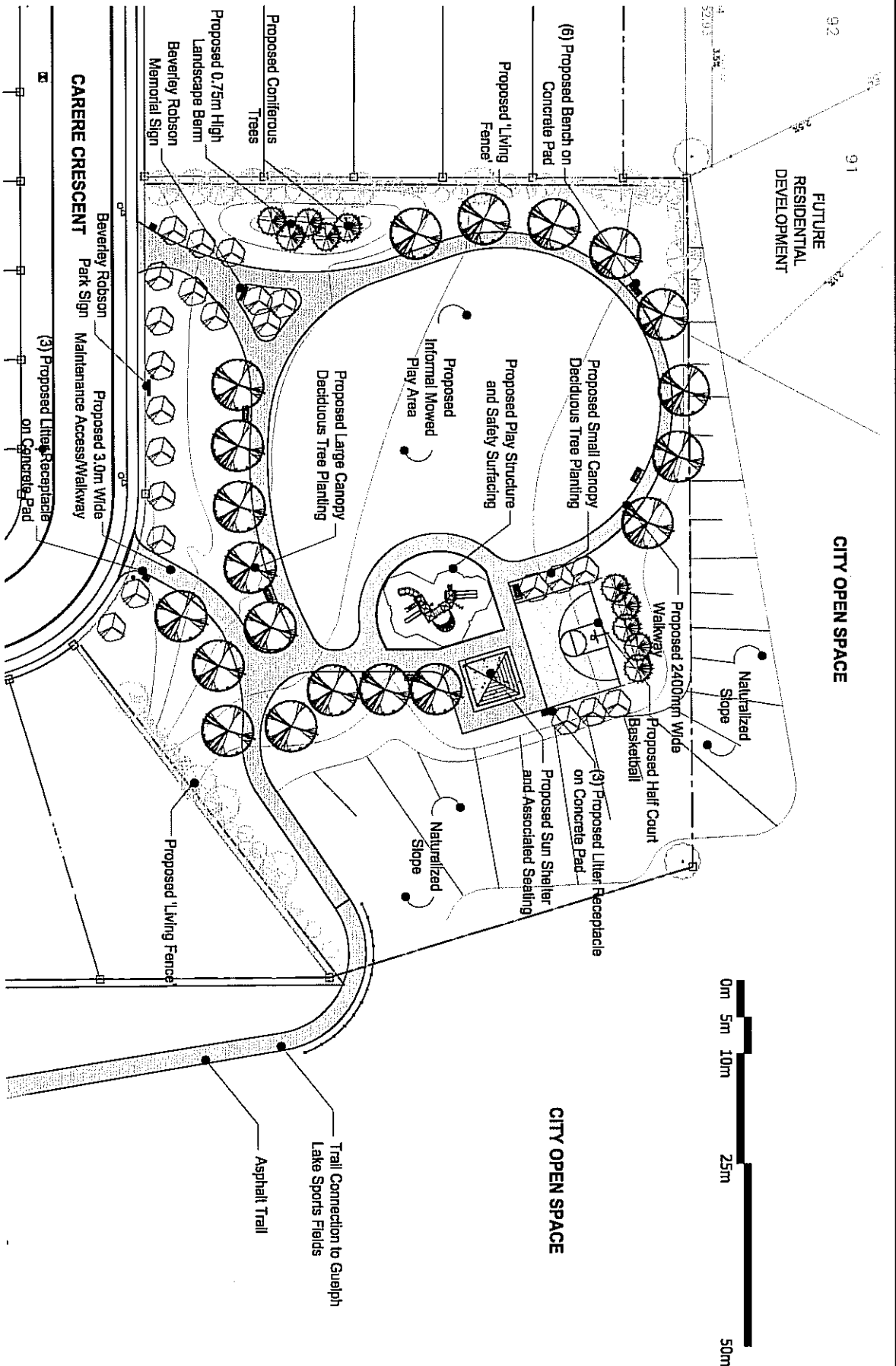
Scott Hannah  
Manager of Dev. and Parks Planning  
(519) 837-5616 x 2359  
scott.hannah@guelph.ca

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**Recommended By:**

Jim Riddell  
Director of Community design  
and Development Services  
(519) 837-5616 x 2361  
jim.riddell@guelph.ca





City of Guelph: Community Design and Development Services  
 Development and Parks Planning

**BEVERLEY ROBSON PARK**  
 55 CARERE CRESCENT, GUELPH, ON

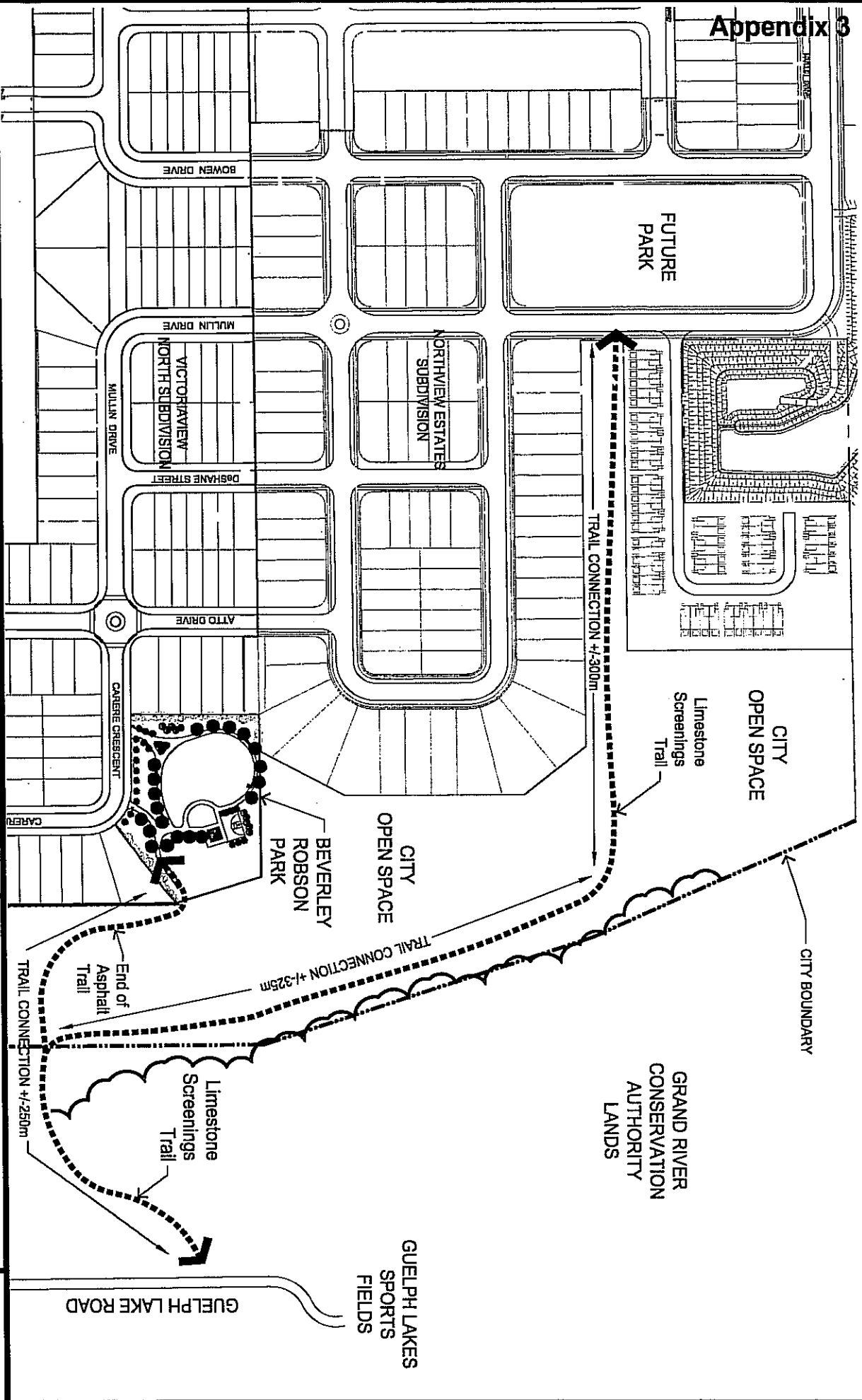
VICTORIANVIEW NORTH  
 SUBDIVISION  
 WARD 2

CLASSIFICATION: NEIGHBOURHOOD PARK  
 ZONING: P2 SIZE: 0.74 ha (1.86 ac)

FEATURES: play equipment, pathways, park furniture, half basketball court, shade structure, plantings







City of Guelph: Community Design and Development Services  
 Development and Parks Planning

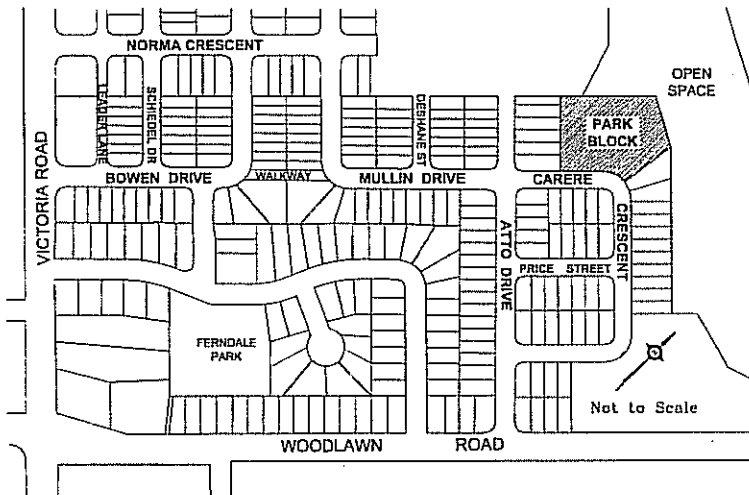
**BEVERLEY ROBSON PARK  
 TRAIL CONTEXT PLAN**

N.T.S.



# PARK SURVEY

## BEVERLY ROBSON PARK MASTER PLAN



### LOCATION MAP

Community Design and Development Services is seeking public input into the proposed master plan of a new Neighbourhood Park. The park has been named Beverly Robson Park. Your household is invited to participate in the survey. Information gathered from this survey will help City staff in refining the master plan before it is presented to the Community Development & Environmental Services Committee for approval in early 2009.

The proposed park is an existing parcel of land to be known municipally as 55 Carrere Crescent in the Victoriaview Subdivision in the north end of the City. The subdivision is located east of Victoria Road North and north of Woodlawn Road East. The parkland has street frontage on Carrere Crescent and is adjacent to a natural open space.

The parkland has an area of 0.74 hectares (1.86 acres) and has been zoned as a Neighbourhood Park (P.2 Zone).

The proposed park master plan includes the following elements:

- Children's play area with Junior and Senior play structures and swings
- Informal/ Free Play Area
- Half Basketball Court
- Asphalt Pathways
- Shade Structure
- Deciduous and Coniferous Planting
- Naturalized Area on proposed 3:1 slopes
- Site Furniture: Benches, Picnic Table, Trash Receptacles and Bike Rack

**Note: Please see other side.**

Community Design and Development Services  
 Development and Parks Planning

# PARK SURVEY

## BEVERLY ROBSON PARK MASTER PLAN



1. What do you like about the proposed master plan?  
*(Please use the lines below or provide a separate sheet)*

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2. What do you dislike about the proposed master plan?  
*(Please use the lines below or provide a separate sheet)*

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**Note:** Please see other side.

Community Design and Development Services  
Development and Parks Planning



# PARK SURVEY

## BEVERLY ROBSON PARK MASTER PLAN

Making a Difference

### 3. Other Comments.

*(Please use the lines below or provide a separate sheet)*

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**RESPONDENT:** Please provide your name and address below if you wish to be kept informed of the process.

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

Address: \_\_\_\_\_ Apt/Unit # \_\_\_\_\_

Postal Code: \_\_\_\_\_ Phone: \_\_\_\_\_ Fax # \_\_\_\_\_

Email address: \_\_\_\_\_

**Please submit this survey by Friday, December 19, 2008.**

**Mail:** Community Design and Development Services, 59 Carden St., Guelph, ON N1H 3A1

**Drop by:** Community Design and Development Services, 2 Wyndham St. N., 3rd Floor, Guelph

**Online:** Visit [guelph.ca/survey](http://guelph.ca/survey) and click on *Beverly Robson Park Survey*

**Fax:** 519-837-5640

**FOR MORE INFORMATION PLEASE CONTACT Jyoti Pathak, Parks Planner**

Send an email to [jyoti.pathak@guelph.ca](mailto:jyoti.pathak@guelph.ca) or Call 519-822-1260 ext. 2431

Community Design and Development Services  
Development and Parks Planning

# LEGEND

1. PARK SIGN
2. NATURALIZED SLOPES
3. 2.4 M WIDE PATHWAY
4. PLAY EQUIPMENT WITH SAFETY SURFACE
5. SHADE STRUCTURE
6. HALF BASKETBALL COURT
7. BENCH
8. BIKE RACK
9. TRASH RECEPTACLES
10. INFORMAL PLAY AREA/ MOWED GRASS
11. LIVING FENCE
12. BEVERLY ROBSON SIGN

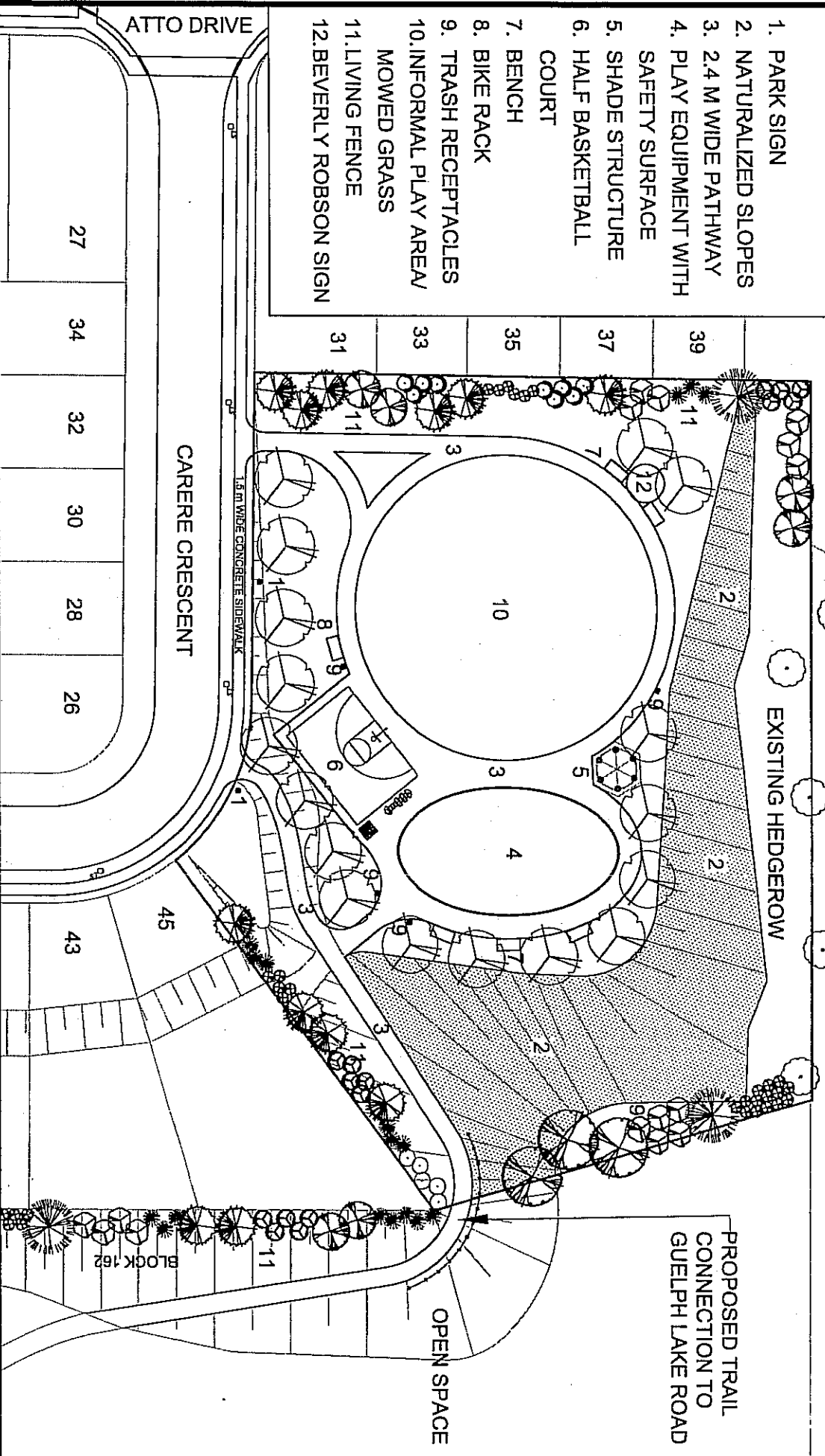
FUTURE SUBDIVISION

OPEN SPACE

EXISTING HEDGEROW



PROPOSED TRAIL CONNECTION TO GUELPH LAKE ROAD



City of Guelph: Community Design and Development Services  
 Development and Parks Planning

**BEVERLY ROBSON PARK**  
 55 CARERE CRESCENT, GUELPH, ON

VICTORIAVIEW NORTH SUBDIVISION  
 WARD 2

CLASSIFICATION: NEIGHBOURHOOD PARK  
 ZONING: P2 SIZE: 0.74 ha (1.86 ac)

FEATURES: planting, play equipment, pathways, site furniture, half basketball court, shade structure



TRIBUNE AD.

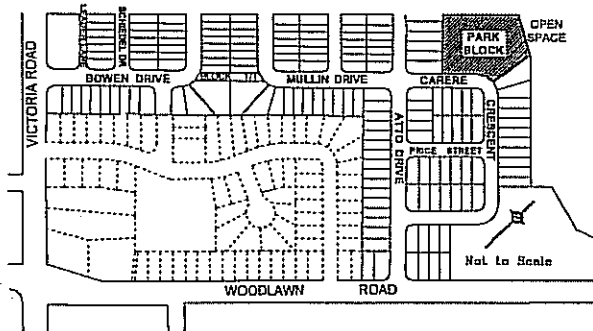
## CITY PARKS

### We need your input

#### **New neighbourhood park – Beverley Robson Park Master Plan**

Residents living in Victoriaview North Subdivision are invited to participate in the City of Guelph's neighbourhood survey for the proposed master plan of Beverley Robson Park.

#### **Location Map**



#### **Why we need your input**

We would like you to complete a survey so that your proposed park is designed to consider all the needs of your neighbourhood. Public input gathered from neighbourhood survey is a key part of any park design process. This information will help Parks Planning staff to refine the master plan before it is presented to the City of Guelph's Community Development and Environmental Services Committee in early 2009.

#### **How to complete a survey**

To complete the survey pick from the two options below.

##### ***Request, complete, and return a survey:***

Contact Jyoti Pathak, Parks Planner  
Community Design and Development Services  
Call: 519-822-1260 ext. 2431  
E-mail: [jyoti.pathak@guelph.ca](mailto:jyoti.pathak@guelph.ca)

##### ***Complete the survey online:***

Visit [guelph.ca/survey](http://guelph.ca/survey), click on "Beverley Robson Park Survey"

The survey is to be completed and returned by Friday, December 12, 2008.

#### **For more information**

Jyoti Pathak  
Parks Planner

## Beverly Robson Park Survey Results

Total Number of surveys completed:	14
-Surveys Completed and returned by mail or fax:	7
-Surveys Completed on-line	7
Total number of surveys mailed:	88
Survey was posted on the City website from Dec 7, 2008 to Dec 19, 2008.	

### 1. What do you like about the proposed master plan?

It looks very child friendly and would certainly bring the neighbourhood together. Benches and other seating area are always welcome

The proposed trail connection to Guelph Lake road

I like everything about this plan. The playground safety surface is great! The proposed trail connection to Guelph Lake Road will be an EXCELLENT aspect to this park.

We like the following: - the use of the park by those in the neighbourhood - the trees will be a plus in a new development - benches, picnic table, a bicycle rack and a half basketball court would add to the activity in the park. - a pathway from the park to the conservation area is a plus for hikers - a living fence, depending on the size, would add to the beauty of the space and provide shade

The combination of Natural areas with well thought out play areas.

It seems to provide adequate accommodation for all age groups. My grandchildren can't wait for it to be completed.

The shaded area is an excellent idea - as well as benches.

I think it is great!

The plan looks good but then I'm not a person that is in the know now, my kids have been gone for a while. My grand children will enjoy the park.

The addition of trees and vegetation, Paved paths, Connection to naturalized area, Basketball court

The proposed park appears to be spacious when you compare it to Ferndale park

The plan appears to be all encompassed in one and will be great for families with children and those with grand children.

The size seems to be right for our area. It is a good connection to Guelph Lake Road. Seems like a good opportunity and area that will support a naturalized park to blend in with the nature behind the park. This will help it to maintain itself. If planned properly it will be Mother Nature's gift.

<p>What type of lighting will be used in the park? - We have had a few problems with the lights from the soccer field. One night they stayed on all night and on a few occasions they were on until past midnight. The use of the lights when a sport activity is taking place is reasonable but a waste of energy otherwise. - We are concerned that without adequate lighting the park may become a "hang out" late at night. - How often does the city plan to mow the lawn?</p>
<p>I am concerned that your proposed park has too many areas of concealment and access to open space -life being how it is now- children will go to the park without adult supervision - the park needs to be fenced all around so that children can not be enticed out of the park proper into the open space and perhaps abducted/ steel, allow them to be seen. This may sound paranoid and may be we are watching too many crime stories but this was the first thing that comes to mind.</p>
<p>Will there be future trails from this park to Guelph Lake? Who is Beverly Robson? Why is it named after her? Is she a veteran?</p>
<p>I am pleased that you'll have an access to the trail going to Guelph Lake so walkers will have access down to it from our area.</p>
<p>A water supply + light would allow for winter use of the park in the form of an ice rink.</p>
<p>Overall this looks like a well planned park and it will be close to lot of homes in the new subdivision. Being adjacent to the open area near Guelph Lake Conservation area it should be cool with the breezes and light winds coming from the Guelph Lake. This is a welcome addition to the neighbourhood.</p>
<p>Put in more benches. Trash Receptacles near benches.</p>
<p>A tap for water in area # 10 to flood area for a winter rink promotes winter outdoor use.</p>
<p>Refer to # 3-2.4 m w pathway - what material is going to be used? #5 Shade structure should be large enough for a number of people to use -useful is the word- not just for pretty purpose. # 7 benches- should be benches all along the outer side of park. #11- what is a living fence-trees, shrubs-should compliment naturalized slope for example- pollinator friendly -or to attract birds -Hawthorn tree (birds) - Joepie weed. Is there a childproof barrier at the naturalized slope (fence) How about flowers along the sidewalk that faces Carere Crescent or in the triangular space as you enter the park.</p>
<p>What exactly is the safety surface?</p>
<p>Is there a direct connection (i.e. trail?) to the Guelph lake Conservation area trails?</p>

Please not that these are voluntary survey results and are not statistically significant. This kind of poll tends to reflect more polarized public opinions.





THE CITY OF  
**Guelph**

INFORMATION SERVICES DEPARTMENT  
CITY CLERK'S DIVISION  
City Hall, 59 Carden Street  
Guelph, Ontario, Canada N1H 3A1  
Telephone: (519) 837-5603 Fax: (519) 763-1269  
Website: [guelph.ca](http://guelph.ca)

Appendix 6

April 23, 2007

Mr. J. Riddell  
Director of Community Design & Development Services

Dear Mr. Riddell:

At a meeting of Guelph City Council held on April 16, 2007, the following resolution was adopted:

- ✓ "THAT the matter with respect to the naming of Orin Reid Park located at 120 Goodwin Drive within the Westminster Woods Subdivision be approved;
- ✓ AND THAT the matter with respect to the naming of Joe Veroni Park located at 150 Fleming Drive within the Watson Creek Subdivision be approved;

AND THAT the matter with respect to the naming of Beverly Robson Park located at 55 Carere Crescent within the Victoriaview North Subdivision be approved."

Yours sincerely

Lois A. Giles  
City Clerk/Manager of Council  
Administrative Services

\*js



June 04, 2009

Subject: Beverley Robson Neighbourhood Park Master Plan

Dear Resident,

I would like to thank you for your comments on the 'Beverley Robson Park' Survey that was mailed out and posted online on the City website in December, 2008. Your input into the process has been helpful in determining the final concept design.

Staff has revised the concept plan based on the feedback received through the survey response.

The revised layout plan includes the following changes:

- The half Basketball Court has been relocated towards the proposed open space area, away from the houses to minimize the impact of play noise.
- The proposed Beverley Robson Sign is relocated to the triangular space near the entrance to the park.
- The existing hedgerow along the north boundary consists of invasive species and vegetation that is in poor health or nearing the end of its life span. The hedgerow will be cleared to remove areas of concealment and to create sightlines through to the open space.

The park has been named after Beverley Robson who held the office as the Mayor of Guelph City Council for 10 years, during the years 1926-31, 1933-34 and 1943-44. The information on the proposed Sign will include a picture and life history of Beverley Robson. The size of the sign is approximately 2' x 3' (rectangle pedestal sign).

A living fence has been proposed where the park abuts residential properties on Atto Drive and Carere Crescent as per the current City policy on Property Demarcation of City owned lands.

Pathways: The pathways are proposed to be paved with Asphalt on the parkland and limestone screenings within the natural open space.

Splash Pad: It is City policy to install splash pads with a recirculation system. A Water recirculation system is chosen over a 'pump and dump' system due to water conservation concerns. A recirculation system adds capital costs to the implementation of the project but is a sound environmental decision. Splash Pads are best suited for community parks where parking and washroom facilities exist or proposed. A splash pad is proposed to be built at Waverley Community Park in 2009 and another one has been planned for Eastview Community Park to serve east end of the city in future years. Given the size of the proposed park staff have not included a splash pad in the recommended master plan for the Beverley Robson Park.

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Winter Activity/ Community Ice Rink: A future Neighbourhood Park within the Northview Estates Subdivision (See Appendix 1) is designed to include a service connection for an outdoor natural ice rink. Given the size of Beverley Robson Park and its proximity to the future Northview Estates Park that is 5 minutes walk away, an ice rink feature is not included.

Lighting: The proposal for the park does not include any lighting in the park. Residents are encouraged to use the park only during the daytime.

Grass Maintenance: The City Operations Staff follows a schedule to mow the grass on City parks however a request can be made for mowing the grass if it overgrows.

Safety Surface: As per the Canadian Standards Association, safety zones with resilient surfacing are required around the play equipment to protect children in the event of fall. Sand or wood mulch safety surfacing is proposed in the play area.

City staff has prepared a report with recommendation pertaining to the Master Plan for Beverley Robson Neighbourhood Park.

This report is scheduled to be presented to the Community Development and Environmental Services Committee on Monday June 15, 2009 beginning at 12:30 p.m. in the Council Chambers, City Hall, 1 Carden St., Guelph.

If you have any questions or concerns regarding the master plan and wish to be a delegation at the meeting, please contact Dolores Black of the City Clerk's Office at 518-837-5603 by June 12, 2009. The copies of the staff report can also be picked up from the City Clerk's office or viewed on the City web site (Guelph.ca) on or after June 11, 2009.

Sincerely,

**Jyoti Pathak**  
Parks Planner

Development and Parks Planning  
**Community Design and Development Services**

T 519-836-5616 x 2431 F 519-837-5640 E Jyoti.pathak@guelph.ca

C Councillor Vicki Beard  
Councillor Ian Findley  
Scott Hannah, Manager of Development and Parks Planning

TO **Community Development and Environmental Services Committee**

SERVICE AREA Community Design and Development Services  
DATE June 15, 2009

**SUBJECT** NOTICE OF INTENTION TO DESIGNATE 83 ESSEX ST.  
PURSUANT TO THE *ONTARIO HERITAGE ACT*

REPORT NUMBER 09-52

## **RECOMMENDATION**

**THAT Report 09-52, dated June 15, 2009 from Community Design and Development Services, regarding the heritage designation of 83 Essex St. be Received;**

**AND THAT the City Clerk be authorized to publish and serve Notice of Intention to Designate 83 Essex St. in accordance with the *Ontario Heritage Act* and as recommended by Heritage Guelph;**

**AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period.**

## **BACKGROUND**

Heritage Guelph, the Municipal Heritage Committee, recommends to Guelph City Council that the church structure situated at 83 Essex St. be designated under Part IV of the *Ontario Heritage Act*. The property is located on the west side of Essex St. between Dublin St. S. and Glasgow St. S. in the City of Guelph (see Attachment 1). The property dimensions are 16 m by 38 m (52 feet by 125 feet) with a lot area of approximately .06 ha. (.15 acre).

The Gothic Revival church building, built circ. 1880, is constructed of locally quarried limestone. The one and a half storey building has lancet windows and doors, tooled lug stone sills, rusticated and tooled cornered quoins at the openings (including arches) and gothic gable vents (front and rear).

The property was registered in Plan 8, the Plan of the Town of Guelph in 1855 and was bought by the Trustees of the British Methodist Episcopal (B.M.E.) Church in 1880. The church is located within the historic settling area for Guelph's black community which was focused in the Nottingham, Essex and Dublin St. (formerly

Devonshire St.) area. In response to the 1850 Fugitive Slave Act many fugitive slaves moved inland from the border communities to places like Guelph. Members of the black community also moved to Guelph when lands they were squatting on, like the Queen's Bush area, were sold. The British Methodist Episcopal Church emerged in Canada as a sign of allegiance to the British. The Church was formally known as the African Methodist Episcopal Church.

During the 1870's to 1880's there were 13 B.M.E. churches across Canada. In Guelph, the B.M.E. Church was constructed by its congregation of fugitive slaves in 1880 to replace the original wood frame structure located on Market St. (now Waterloo Ave.). Construction was greatly aided by James Goldie who donated stone from his quarry and Charles Raymond, founder of Raymond's Sewing Machine Company, who contributed to the purchase of the site. The building is the smallest of Guelph's stone churches with a rectangular footprint measuring 30 by 40 feet and an 80 foot ceiling (measured from the basement). A full description of the history and cultural heritage value of the property is described in Attachment 2 – Heritage Guelph Background Report.

Architecturally, the stone church is a representative example of the type of Methodist churches built across Ontario in the late 19<sup>th</sup> Century. The property has significant historical and associative value given its connection with the fugitive slave movement and Guelph's black community. Contextually the church is located within Guelph's historic black settlement area serving as the centre of religious and community life. The church itself is undeniably a religious landmark, serving as a symbol of "pain, hope and freedom" for the community given its historic ties.

The owner of the property is supportive of the designation (See Attachment 5). Heritage Guelph is pleased to recommend this property for heritage designation.

## **REPORT**

The Gothic Revival stone church building located at 83 Essex St. meets the criteria for designation as defined under Regulation 9/06 - Criteria for Determining Cultural Heritage Value or Interest as outlined in Attachment 3 of this report. *The Statement of Reasons for Designation*, which includes the specific elements to be protected, is presented in Attachment 4.

This report recommends that a Notice of Intention to Designate 83 Essex St. be published and served. Publication of the Notice provides a 30-day period for comments and objections to be filed. At the end of the 30-day period, if no objections have been filed, Council may choose to pass a by-law registering the designation of the property on title. In the event of an objection, a Conservation Review Board hearing is held and following the issuance of the Board's report findings, Council may decide to withdraw the Notice and not proceed with the designation or it may choose to pass the by-law registering the designation of the property on title.

Community Design and Development Services staff and Heritage Guelph members are recommending that Council proceed with publishing and serving the Notice of

Intention to Designate. As soon as the notice is served, the building falls under the *Ontario Heritage Act*.

## **CORPORATE STRATEGIC PLAN**

Goal 4 – A vibrant and valued arts, culture and heritage identity.

## **FINANCIAL IMPLICATIONS**

None.

## **DEPARTMENTAL CONSULTATION**

At the May 11, 2009 meeting, Heritage Guelph, the City's Municipal Heritage Committee, endorsed staff taking the Notice of Intention to Designate to Council for consideration.

## **COMMUNICATIONS**

In accordance with the *Ontario Heritage Act* (Section 29, Subsection 1), Notice of Intention to Designate shall be:

1. Served on the owner of the property and on the Ontario Heritage Trust; and,
2. Published in a newspaper having general circulation in the municipality.

## **ATTACHMENTS**

Attachment 1 - Location Map

Attachment 2 – Heritage Guelph Background Information Report: 83 Essex St.

Attachment 3 – Designation Assessment – Criteria for Determining Cultural Heritage Value or Interest

Attachment 4 – Statement of Reasons for Designation

Attachment 5 – Support Letter from Guelph BME Church Rev. Chester Searles



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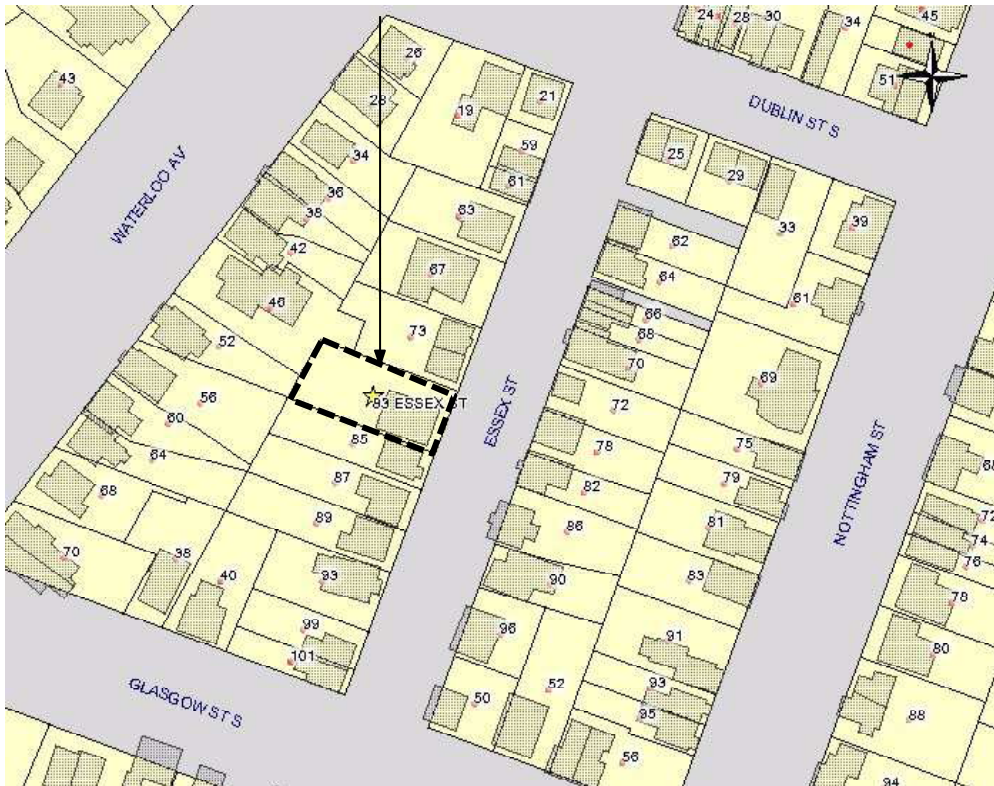
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# Attachment 1 - Location Map



**Subject Property:  
83 Essex St.**



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**Attachment 2 – Heritage Guelph Background Information  
Report: 83 Essex St.**

**CITY OF GUELPH**

***HERITAGE GUELPH (THE MUNICIPAL HERITAGE COMMITTEE)***

**BACKGROUND REPORT FOR PROPOSED DESIGNATION OF SITE**

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**83 ESSEX STREET**

**BRITISH METHODIST EPISCOPAL CHURCH (B.M.E. CHURCH)**



PREPARED BY: LYNDSAY HAGGERTY AND JOAN JYLANNE  
FEBRUARY, 2008



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5. Name and Date Stone
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8. North Elevation Featuring Symmetrically-placed Windows

**1.0 INTRODUCTION**

Heritage Guelph, the City of Guelph Municipal Heritage Committee, has undertaken an assessment of the cultural heritage value or interest of the property at 83 Essex Street, commonly known as the British Methodist Episcopal Church (B.M.E. Church), for the intention of heritage designation. The following report contains the mandatory information required for heritage designation as well as a property profile, historical associations, architectural description, contextual value, location maps, sources and photographs.

The B.M.E. Church is recommended for designation for historic/associative, architectural and contextual reasons. Located on Essex Street, the church is culturally associated with the black population of Guelph which settled primarily around the Nottingham, Essex and Dublin St. (previously Devonshire St.) area. The church provided a place of worship to fugitive slaves and has come to serve as a symbol of "pain, hope and freedom".

Significant features of the church:  
The B.M.E. Church was constructed in 1880 of locally quarried limestone. It is rectangular in shape measuring 30 by 40 feet with an 80 foot ceiling and basement. Designed in the Gothic Revival style, it features elegant symmetrical peaked lancet windows with quoined stone surrounds and a matching peaked door.

**2.0 LOCATION OF PROPERTY**

The B.M.E. Church, located at 83 Essex Street, is situated on the west side of Essex Street between the south ends of Dublin and Glasgow Streets in the City of Guelph. It is more particularly described as Part Lot 383, Plan 8, being the southwest half.

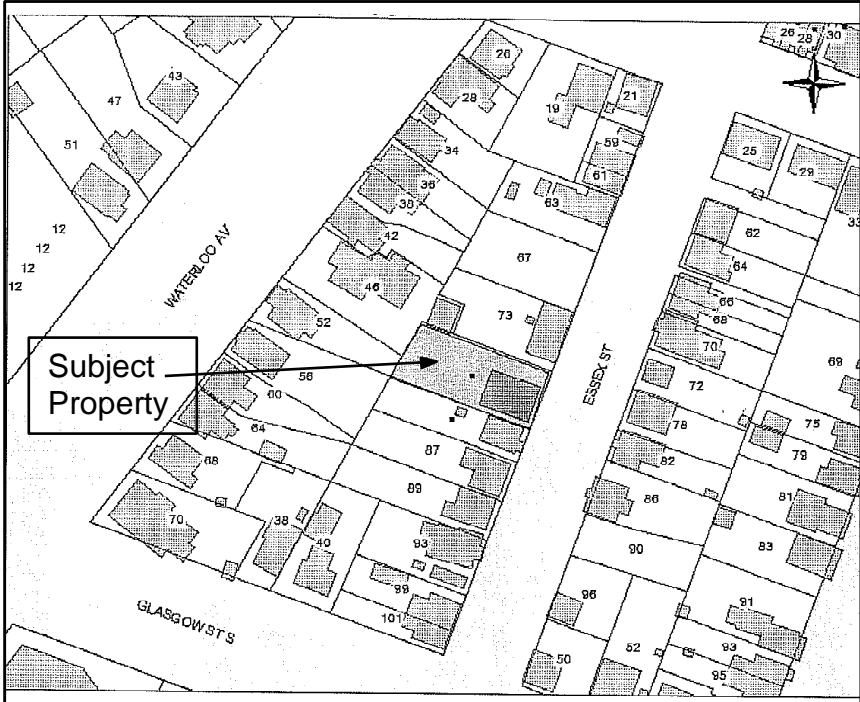


Figure 1. Property Map

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### **3.0 HISTORICAL VALUE**

The B.M.E. Church is associated with the historical background of the black population of Guelph. Slavery never really took hold in Canada partially due to a short growing season that made it uneconomical to employ slaves for labour. However, many wealthy loyalists who came north brought slaves as "family servants" with them. With the British fight for Independence in 1776 came the antislavery movement in the Northern colonies. Freedom was promised to any black person who fought with the British and in 1793, the Upper Canada Abolition Act automatically freed any slave who arrived in Upper Canada. It also granted freedom to any child born to a slave mother at the age of 25. Slavery was abolished in the entire British Empire with the British Imperial Act in 1833, however in 1850, the United States passed the Fugitive Slave Act allowing slave owners to pursue fugitive slaves and take them back unless they were British citizens.

Many slaves made a bid for freedom and travelled to Canada. During the last half of the 19<sup>th</sup> century many slaves fled the United States via the "underground railroad" settling in border communities like Windsor and Chatham. In response to the 1850 Fugitive Slave Act many fugitive slaves moved inland from the border communities to places like Guelph. Blacks also moved to Guelph when lands they were squatting on, like the Queen's Bush area, were sold. The Queen's Bush was an area approximately 8 by 12 miles in size extending from Waterloo County to Lake Huron. In 1840, the Queen's Bush area housed 2,500 people including 1,500 blacks.

In Canada, to show their allegiance to the British, the African Methodist Episcopal Church became known as the British Methodist Episcopal Church. During the 1870's to 1880's there were 13 B.M.E. churches across Canada. In the City of Guelph, the British Methodists began worshipping in a frame church that was built by its congregation of fugitive slaves in 1870 on Market Street, now Waterloo Ave. The congregation met under Rev. Thomas Jefferson until the completion of their new church.

The current B.M.E. Church, located at 83 Essex Street, was built in 1880 at a cost of \$2,000 and provided seating for 300 people. Construction costs were greatly reduced due to donations from James Goldie who also donated the stone from his quarry near the "People's Mill". It was built under the supervision of William Slater in 1880 and the cornerstone was laid by Charles Raymond, founder of Raymond's Sewing Machine Factory. Charles Raymond also made large contributions towards the purchase of the site. At the time of its completion, Pastor Junius Roberts served a congregation of 40 people. The following were also assigned to the Guelph B.M.E. pastorate: Revs. Moore, Collins, Miller, Townsend, Minter, Oliver, Drake, Ly-Bertus, Lucas, Brooks, Snowden, Washington, Jones, Slater, Wright, King, Lucas (2<sup>nd</sup> term), S.D. Smith, and Pastor Davis. During the 1980's the church was disbanded due to a dwindling congregation and reopened in October 1994 sharing its space with a local missionary baptist church. A recent pastor of the church, Rev. Davis believes that the congregation has "a new chance to say the efforts of 1880 were not in vain. A lot of things associated with Blacks were destroyed – this church was preserved".

---

A Manse was built at the right rear of the church during the parsonage of Dr. Oliver in the late 1880's. It was a one-and-a-half-storey rough cast building. Stonework was completed by members of the church and local carpenter, J. Lowry, took care of the woodwork. The Manse was demolished in 1965 due to disrepair.

### **3.1 LAND REGISTRY REVIEW**

The B.M.E. Church is situated on land that was originally surveyed by John McDonald for The Canada Company. The property was registered in Plan 8, the Plan of the Town of Guelph, in 1855. Fred J. Chadwick owned the property from 1869 until 1880 when he sold the property to the Trustees of the B.M.E. Church. In 1891, Issac Spencer et al, the *trustees for the time being of the B.M.E.Church* sold the property to Thomas Shaw, A.J. Little et al, who were *Trustees for the time being of various congregations*. In 1895 the property was bought back by Trustees of the B. M. E. Church who continue to own the property.

## **4.0 ARCHITECTURAL AND CONTEXTUAL VALUE**

### **4.1 ARCHITECTURAL DESCRIPTION**

The B.M.E. Church is a fine example of the type of Methodist churches that were built across Ontario in the late 19<sup>th</sup> century. It is the smallest of Guelph's stone churches. The church was built by its congregation of fugitive slaves in 1880 to replace the original wood frame structure located down the road on Market Street (now Waterloo Ave.). The rectangular-shaped church is constructed of locally quarried pick-faced, hammer dressed, and broken-coursed limestone. The church is 1 ½ stories in height and is composed of three symmetrical bays with three, 4 over 4 lancet windows on the north and south elevations. The façade features a centrally-placed, pointed-arched front door flanked by lancet windows, with a Gothic gable vent above the front door. A name and date stone is featured between the door and gable vent. Rusticated and tool-cornered quoins exist at the corners of the building and openings in the walls including the arches. On the right front (driveway side), on a large block four stones up, a stone mason's mark can be seen that resembles a backward 7 on a shield.

### **4.2 CONTEXTUAL VALUE**

The B.M.E. Church is located within a Guelph neighbourhood that was the historical settling area for the black community. Many blacks came to Guelph, especially when border towns became more precarious for fugitive slaves and northern communities such as the Queen's Bush were being developed by the government in the mid 19<sup>th</sup> century forcing black squatters to uproot and settle elsewhere. The Guelph census of 1881 reports a total "coloured" population of 107 with over two thirds of the population focused in the Nottingham, Essex, and Dublin Street (formerly Devonshire Street) area. The B.M.E. Church became the religious focus and centre of community life. It served as a meeting place for the black community, providing a safe-haven for them and became a symbol of "pain, hope and freedom".

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## 5.0 SUMMARY

The British Methodist Episcopal Church, located at 83 Essex Street is an excellent example of the type of construction and architectural style used to built Methodist churches across Ontario in the late 19<sup>th</sup> century. The historic and cultural association with black history; the architectural merit as a fine example of Gothic Revival construction; and contextual presence within the historical settlement area of Guelph's black population highlight this property as a significant addition to the City of Guelph's designated properties.

## 6.0 SOURCES

Author Unknown. *Black History in Canada*. Retrieved from: [www.osblackhistory.com](http://www.osblackhistory.com)  
On January 14, 2006.

City of Guelph. (1999). "*B.M.E. Church*": Burcher/Stokes Heritage Building Inventory

Guelph Registry Office, *Land title information*

Jewell, M. (2000). *British Methodist Episcopal Church – History: for the Guelph museums church Tour, "Places of worship along the speed"*. Guelph, ON.

Johnson, L. A. (1977). *History of Guelph: 1827-1927*. Guelph, ON: Guelph Historical Society

Ratcliffe, S. (2006). *Compiled notes of B.M.E. Church and Black History as provided to the author*  
*by Melba Jewell, long-time Guelph resident.*

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## 7.0 PHOTOGRAPHS



Figure 2. Essex Street Façade



Figure 3. Back of Church



Figure 4. B.M.E. Church's Old Sign





Figure 5. Name and Date Stone



Figure 6. Stone Mason's Mark



Figure 7. South Elevation Featuring Lancet Windows



Figure 8. North Elevation Featuring Symmetrically-placed Windows



## Attachment 3 – Designation Assessment – Criteria for Determining Cultural Heritage Value or Interest

# DESIGNATION ASSESSMENT

<b>Property: 83 Essex Street</b>	<b>Date: May 2009</b>
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### CRITERIA FOR DETERMINING CULTURAL HERITAGE VALUE OR INTEREST

*The criteria set out below are taken directly from the Ministry of Culture Regulation 9/06 made under the Ontario Heritage Act for the purpose of assessing property for designation under Section 29 of the Act..*

CRITERIA	NOTES	SCORE
The property has design value or physical value because it...		
...is a rare, unique, representative or early example of a style, type, expression, material or construction method	The Gothic Revival church is a fine example of the type of Methodist churches built across Ontario in the late 19 <sup>th</sup> century. One of 13 in Canada.	✓
...displays a high degree of craftsmanship or artistic merit		
...demonstrates a high degree of technical or scientific achievement		
The property has historical value or associative value because it...		
... has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community	Direct association with the black community and British Methodist Episcopal Church	✓
...yields, or has the potential to yield, information that contributes to an understanding of a community or culture	Connections with fugitive slave movement and Guelph's black community.	✓
... demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community		
The property has contextual value because it...		
... is important in defining, maintaining or supporting the character of an area		
...is physically, functionally, visually or historically linked to its surroundings	Located within Guelph's historic black community serving as the centre of religious and community life.	✓
... is a landmark	Religious landmark and symbol of "pain, hope and freedom" for the community.	✓

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## **Attachment 4 – Statement of Reasons for Designation**

### **DESCRIPTION OF PROPERTY – 83 ESSEX STREET**

The property at 83 Essex Street supports a one and one-half storey limestone church of Gothic Revival architecture with a rectangular floor plan and a gabled roof. It was constructed in 1880 on the southwest portion of the property by congregation members composed of fugitive slaves. The property is located within the historical black settlement area of Essex, Nottingham and Dublin Streets.

### **STATEMENT OF CULTURAL HERITAGE VALUE OR INTEREST**

The British Methodist Episcopal Church's cultural heritage value lies in its association with black history. This one and one-half storey limestone structure is an excellent example of Gothic Revival architecture and it mirrors the construction of other Southern Ontario B.M.E. churches that were constructed in the late 1800s. Its location within the historical settlement of Guelph's black community serves as a landmark to their heritage.

### **DESCRIPTION OF HERITAGE ATTRIBUTES**

The heritage attribute that supports the cultural heritage value or interest of this property is the one and one-half storey limestone structure. The following aspects of this heritage attribute are protected:

- all existing stonework;
- all lancet windows and doors, their openings, construction, and surrounds;
- rectangular floor plan;
- front-end gabled roofline;
- chimney on the south elevation; and
- Gothic gable vent on the church façade (east and west elevations).

It is intended that non-original features may be returned to documented earlier designs or to their documented original without requiring City Council permission for an alteration to the designation.

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## Attachment 5 – Support Letter from Guelph BME Church Rev. Chester Searles

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### **GUELPH BME CHURCH – 83 ESSEX ST. GUELPH, ONT. N1H 6K5**

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Rev. Dr. Chester A. Searles  
Pastor

Evangelist Julia Moses  
Assistant Pastor

Sister Glenda Lewis  
Church Clerk

Date: June 5, 2009

Joan Jylanne, Senior Policy Planner  
Policy Planning and Urban Design  
Community Design and Development Services City of Guelph  
Guelph, Ontario

Dear Ms. Joan Jylanne,

**Re: The Designation of the BME Church Building as a Heritage Site.**

Thank you for the historical journey that enlightened me of the significant contributions made by the Black Fugitive Slaves in the City of Guelph and the Surrounding Areas. Since I am not an inhabitant of Guelph, I was unaware of our rich heritage and the significance of the different historical landmarks that went unnoticed in our Community. Therefore, given their importance and the legacy they hold for us now and the generations to come, I wholeheartedly lend our support to this worthy opportunity that would preserve the Guelph British Methodist Episcopal Church building as one of Ontario's Heritage Sites.

Yours in Christ,

*Chester A. Searles*  
Chester A. Searles, Ph.D.

# COMMITTEE REPORT



TO **Community Development and Environmental Services  
Committee & Emergency Services, Community Services  
and Operations Committee**

SERVICE AREA Community Design and Development Services and Community  
Services

DATE June 15, 2009

SUBJECT **Work Plan for Transit Growth Strategy and Mobility  
Services Study**

REPORT NUMBER 09-55

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## RECOMMENDATION

"THAT the Community Design and Development Services Report 09-55, on the 'Work Plan for Transit Growth Strategy and Mobility Services Study' dated June 15, 2009, be received;

AND THAT Council authorize staff to proceed with Transit Growth Strategy and Mobility Services study as outlined in this report and the attached Work Plan."

## BACKGROUND

In July 2008, Council authorized staff to develop a Transit System Growth Strategy and Plan, including financing, governance and implementation strategies, to identify and accommodate current and future local and regional transit needs in Guelph. Previously, Council had authorized staff to develop a Mobility Services Plan for Guelph Transit and to undertake the design and construction of the proposed downtown Transit Terminal on Carden Street.

Through a competitive selection process the following Engineering firms have been selected to provide consultancy services for the three initiatives:

- Transit Growth Strategy and Mobility Services Study: Dillon Consulting
- Transit Terminal Design and Construction: R.J. Burnside and Associates

The Dillon team includes, as sub-consultants, Paradigm Transportation Solutions Limited, Schmied Communications, Bill Cunningham Consulting and R.J. Burnside & Associates.

The Burnside Team includes Dillon Consulting and Aboud & Associates Inc as sub-consultants.

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The Community Design and Development Services (CDDS) report 08-86 on "Transit Growth Strategy and Plan", dated July 16, 2008, indicated that the Work Plan for undertaking the Transit Strategy Study would be presented to a joint meeting of the Community Development and Environmental Services Committee and Emergency Services, Community Services and Operations Committee. The attached Work Plan prepared by Dillon Consulting outlines the plan for carrying out both the Transit Strategy and Mobility Services components of the current initiative.

## **REPORT**

As earlier indicated in the CDDS 08-86 report, the present study will be guided and managed through a Project Advisory Committee and a Technical Services Committee. The Advisory Committee will provide advice and act as the sounding board for the study and will meet at critical study milestones as identified in the Work Plan. The Advisory Committee will include 17 members comprising resident, stakeholder, institutional and business representatives as follows:

- Six residents, one for each ward, representing the community at large
- Accessibility Advisory Committee
- Downtown BIA
- University of Guelph Administration
- University of Guelph Student Representative
- The Upper Grand District School Board
- The Wellington Catholic Separate School Board
- Guelph General Hospital
- St. Joseph's Health Care
- Chamber of Commerce (3 representatives, one each from the three main employment areas)

The Technical Committee will be responsible for managing the technical and policy development aspects of the study, undertaking public consultation, and monitoring study progress in accordance with the Work Plan. The Committee will be made up of City staff and staff representatives from Wellington County. City staff representatives will be drawn from Engineering Services, Guelph Transit, Policy Planning, Operations, Economic Development and Corporate Services to cover the following service/functional areas:

- Transportation Planning
- Transit Services
- Mobility Services
- Traffic Services
- Parking Services
- Urban Design
- Engineering Design & Construction
- Growth Plan / Intensification
- Economic Development
- Guelph Junction Railway
- Property Services

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The principal components of the Transit Strategy and Mobility Services Study include the following:

- Long Term Transit Vision
- Existing System Review and Improvements
- Roadway Transit Priority Measures
- Finalization of the Design Concept for Transit Terminal
- Future Higher Order (LRT/BRT) Transit
- Mobility Services Plan
- Implementation and Financial Plans
- Public Consultation

The attached Work Plan outlines the specific tasks and activities of the study, and indicates the time frame within which they will be completed. The public consultation strategy is also described in the Work Plan.

One of the requirements of the study is to finalize the concept design for the future Transit Terminal in coordination with the GO Transit's plans for modifications to the VIA Station and the City's urban design initiatives in the City Hall and Carden Street areas.

The concept design for the Transit Terminal should be completed before the end of 2009 to enable detailed design and construction of the Terminal to be completed in 2010. The rest of the study will also be completed during 2010.

## **CORPORATE STRATEGIC PLAN**

Strategic Direction #1: To Manage Growth in a Balanced Sustainable Manner

- Ensure the City's infrastructure is appropriate for current and anticipated growth
- Work with neighbouring municipalities and all levels of government on policy and direction

## **FINANCIAL IMPLICATIONS**

The price submitted by Dillon Consulting for the Transit Strategy and Mobility Services Study is \$350, 154, and the price for Design and Construction services for the Transit Terminal submitted by R.J. Burnside & Associates is \$436,493.00. Funds for these initiatives are included under three approved Capital Projects: RD0224 (Transit Master Plan); RD0164 (Transit Terminal); TR0054 (Mobility Feasibility Study).

## **DEPARTMENTAL CONSULTATION**

The Work Plan was presented to the inaugural meeting of the Technical Committee on May 28, 2009.

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## COMMUNICATIONS

N/A

## ATTACHMENTS

Attachment 1 – Work Plan and Consultation Strategy



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Attachment 1 – Work Plan and Consultation Strategy

**Work Plan and Consultation  
Strategy for the Guelph  
Transit Growth Strategy and  
Plan & Guelph Transit  
Mobility Services Plan**

*May 2009*

City of Guelph

09-1932

*Submitted by*

**Dillon Consulting  
Limited**



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## 1.0 Introduction

The City of Guelph has a strong commitment to provide both conventional and mobility services for all of its residents and businesses. In recent years, Guelph has been a leader within Canadian municipalities of similar size in transit ridership and ridership per capita. So with considerable foresight and a strong foundation to build upon, the City has embarked on a *Transit Growth Strategy and Plan* and review of *Mobility Services* that will address both short-term needs and longer term opportunities.

Dillon Consulting Limited (Dillon) in association with Paradigm Transportation Solutions (Paradigm), Schmiel Communications, Bill Cunningham Consulting and RJ Burnside & Associates (Burnside) are pleased to be a part of this study that will help shape the growth of Guelph Transit services.

The following document presents the key work plan items and consultation strategy that will be undertaken as part of this comprehensive review.

## 2.0 Work Plan

### 2.1 Study Initiation / Work Plan

This phase of work involves attendance at a project initiation meeting and the submission of a final work plan and consultation strategy which forms a part of this document. Some modifications were made to the original work plan submitted as part of the Dillon Team's original proposal for this assignment to better meet the City of Guelph needs. One primary modification is the integration of the review of Conventional Services (Part 1 as outlined in the original RFP) and Mobility Services (Part 3 from the original RFP). This follows the desire to develop a "Family of Services" approach for Guelph Transit, expanding transportation options for all members of the community, regardless of their level of mobility. Consultation will form a key component of each phase of work, and is described in Section 3.0 of the work plan.

### 2.2 Transit Vision and Data Analysis

This phase of work involves developing a long-term Vision for Transit moving forward, including identifying a modal share target for Guelph Transit that will be used to develop a short-term and long-term system strategy. The following tasks will be undertaken to complete this phase of the assignment.

#### *TRANSIT VISION*

In this task, the Dillon team will develop a long-term Vision and Growth Strategy for transit services through consultation with City staff (i.e. the Technical Committee) and stakeholders (i.e. the Advisory Committee). The objective is to expand transit and provide a sustainable service that significantly increases ridership. Too often there is a disconnect between a

'strong sustainable vision' of transit, and the policies and resources put in place to realize that vision. Committing to a far reaching vision and transit modal share target must be backed by an integrated and holistic approach to ensuring that vision becomes reality. Therefore the Vision will be grounded based on what is achievable and will be used to guide the implementation components of the Transit Growth Strategy to ensure the right components are in place to meet the vision.

#### *MODE SHARE FORECASTING AND TRANSIT CORRIDORS*

Developing modal share targets and forecasting local area, corridor and inter-regional transit demand will guide recommendations in future phases. The existing transit modal share of 6% needs to be increased to meet the sustainability objectives of the municipality and the 10% target in the Official Plan may need to be increased to reflect the proposed transit vision, population and employment growth, intensification strategies, environmental objectives and opportunities to develop regional and interregional transit services.

Mode share targets will be refined so that the City has a more effective planning and decision making tool. For instance, all day and peak period targets will be identified as well as mode share targets for travel to the downtown, at sub nodes and for feeder services to interregional transit. Along with specific origin – destination pairs; selected screenlines will also be considered for setting and monitoring modal share targets.

Existing and potential transit corridors and nodes within Guelph will be identified using various network assumptions (i.e. potential BRT or LRT corridors) that can accommodate increased transit demand necessary to achieve the mode share targets. Potential transit ridership along corridors within Guelph (i.e. to University of Guelph and other employment areas) will be assessed.

The interregional market will also be examined as there are increasing transit opportunities for travel between Guelph and the GTA, and among Guelph-Wellington-Waterloo. Universities and colleges in Guelph and Waterloo provide a good example, as they have a highly oriented transit market and the potential for many transit linkages. As an activity in this task we will also examine the case for increasing GO Train service to Guelph beyond the currently proposed 4 peak period trains as the availability of all-day train service in both directions would be very important to satisfy many travel markets.

Ridership growth and significantly higher mode splits for Guelph Transit will require improvements to both supply (nodes and corridors, family of services, equipment, fare and service integration between local transit and various modes including active transportation) and demand (U Pass and Employer Pass expansion, TOD's, intensification around new terminal and existing/emerging sub nodes, transit and parking strategies). All of these factors will be identified as enablers in achieving the Vision.

### *2.3 Existing Transit System Review & Expansion*

This phase of work involves a detailed review of existing transit operations and the development of recommended modifications that build ridership, respond to growth, protect for future nodes and corridors, and meet legislation requirements. A Service Delivery

and Implementation Plan including financial implications will follow to assist Guelph in implementing each of the key objectives and understanding financial and resources requirements. The following tasks will be undertaken to complete this phase of the assignment.

#### *REVIEW EXISTING SERVICES*

The objective of this task is to assess the existing routes, service design and road network and make recommendations for improvements that will achieve the Transit Vision and modal share targets. The implementation of a new transit terminal, ensuring adequate feeder services to GO Rail, accommodating residential and employment growth and intensification, supporting downtown and identified sub nodes are all influencing factors that will be taken into account.

The existing problems and potential for improvements will be identified by riding all the routes, holding a focus group with operators and supervisory staff and receiving input from users and stakeholders. The Dillon team will assess coverage, directness, frequency, service hours, transfers/connections, ridership and financial performance for all routes and services. An assessment of issues and opportunities will be conducted, including an identification of and proposed modifications to:

- Routes not meeting service standards
- Routes that are stressed and roadways/intersections that are impediments to efficient transit operations
- Under serviced areas and corridors, intensification and growth areas and potential transit markets
- Improved integration with other transportation modes (both local and interregional)
- Routes with the potential to evolve into higher order transit services

The Dillon team will also assist City staff to develop a transit demand model for reviewing existing operations and projecting future demand.

#### *STRATEGIC PLAN*

The review of existing services and consultation feedback will lead to recommended modifications that build ridership, respond to growth, protect for future nodes and corridors, meet legislation requirements (i.e. Accessibility for Ontarians with Disabilities Act (AODA)) and support achievement of municipal goals and priorities. Key areas that will be explored include:

- Compatibility between route restructuring, the new downtown terminal and the need to improve directness of some routes. Special attention will be required to satisfy users and businesses that excellent transit access to downtown destinations will be maintained and enhanced.
- Service expansion and increased penetration into key areas and markets as Guelph continues to grow and intensify (i.e. new/infill residential and employment areas, schools, recreational facilities, medical services and retail areas).

- Potential applications for transit priority measures to reduce transit travel time and increase reliability (including a phased approach for future higher order transit options). Specific areas that will be looked at include the Downtown terminal, sub-terminals, and along specific routes that are stressed.
- Innovative service delivery options to serve low ridership areas and/or periods of the day. This includes industrial strategies to service this unique transit market.
- Travel time improvements, including the ability to maintain 30 minute headways on Saturdays.
- Fare structure, including pass types, fare pricing, and transfer policy.
- Service hours, including potential changes in evening, weekend, and holiday service.
- Feeder service for GO Rail and intercity bus, a fare integration arrangement with GO Transit, improved passenger information systems and the potential development of a Metrolinx Mobility Hub at the new terminal.
- Inter-municipal transit opportunities involving Wellington County and Waterloo Region.
- Use of Community Bus to more efficiently accommodate some of the travel requirements of Mobility registrants.

The system as a whole will also be assessed to promote a coherent operation, including an assessment of logical schedules, timed transfers, interlining pairs, deadheading, and any coverage overlap. The objective will be to design a system that to the greatest extent possible 'takes passengers directly where they want to go, when they want to go there'.

#### *SERVICE DELIVERY AND IMPLEMENTATION*

The service delivery structure will be reviewed to ensure the most efficient and effective method for delivery of all functions within transit services.. Funding arrangements to deliver the Transit Growth Plan will also be reviewed, including provincial and federal government support, marketing and advertising, fares, business partnerships and development charges. The study will identify all opportunities to tap into funding sources that will help the City increase transit ridership and improve accessibility.

The 5-year implementation and financial plan will provide Guelph Transit with a step-by-step strategy for moving forward that is based on sound ridership forecasting and reliable estimates of operating and capital costs. The plan will include:

1. Ridership growth projections and system performance measures
2. Revenue and Cost (Operating and Capital) projections
3. Financial performance (R/C ratio, subsidy/capita)
4. Five-year capital forecast for required infrastructure (i.e. on ground capital investments, fleet)
5. Fleet requirement and technology
6. Staffing implications, service delivery and organizational structure.

The plan will provide a year by year phasing strategy, with recommendations for communicating system changes to users and the general public.

#### *2.4 Future Higher Order Transit Options*

The objective in this phase is to assess the feasibility and benefit (i.e. achieving higher modal split targets) of implementing Higher Order Transit services in Guelph, and between Guelph and surrounding municipalities consistent with forecasted population and employment growth.

While Bus Rapid Transit (BRT) or Light Rail Transit (LRT) systems are not common in municipalities under 300,000 population, the situation in Guelph is quite unique. The high ridership per capita combined with a reasonably compact urban form, infill opportunities and density at locations such as the downtown and University are opportunities to be explored. Various corridors and system technologies (BRT, LRT, DMU) will be assessed using the criteria of ridership potential, cost effectiveness, environmental impact and ease of implementation. Phasing will also be explored starting with high frequency corridor service in mixed traffic, progressing to transit priority measures and ultimately to operation in a dedicated right of way and for priority corridors protection measures will be recommended

Guelph is in close proximity to major population centers and higher order services may be justified to link these urban areas. We will assume GO Train service is in place by 2011 and look at Guelph Transit feeder services and other potential markets including connections to the Region of Waterloo and Wellington County. Background data and ridership forecasting conducted in the North Mainline and Cambridge to Guelph Rail Feasibility studies indicate potential for use of existing rail corridors to provide the foundation for a region-wide higher order transit service. The Guelph Junction Railway which currently provides freight and tourist excursion service is another corridor with potential for higher order transit service within Guelph and providing linkage from Guelph to Halton and the Milton GO service.

While GO Transit has had great success since the 1970's as a commuter transit service linking residential areas in the Toronto-centered region to employment in the vicinity of Union station, provincial and municipal planners are beginning to explore the opportunities this network provides for higher order transit linkages for other origin-destination pairs. Satisfying the provincial *Places to Grow* strategy may well be the catalyst for the development of region-wide higher order transit services that provide greater self containment and reduced reliance on automobile travel.

The feasibility assessment will begin with an identification of potential corridors and the most appropriate technologies to provide service. For each of these corridors, preliminary ridership estimates, property requirements and potential costs will be identified. An implementation plan will be prepared for the preferred strategy identifying phasing, preliminary operating and capital cost estimates, protection requirements and potential impacts on Guelph Transit routes and feeder services. This will provide the municipality the

information required to move towards implementing higher order transit service in future years and build partnerships with other area municipalities.

### *2.5 Downtown Transit Terminal*

In this phase, we will review and update the concept design for the terminal. The requirements have been impacted by the review and recent GO Transit EA which creates a new platform arrangement and provides for a new access under the rail corridor at the west end of the project.

The possible use of an additional access from the south side of the rail corridor will be carefully examined. There is also the issue of provision for and access to GO and VIA commuter parking that needs to be discussed with the city. We will work with the City and the rail operators to ensure that the final terminal concept is compatible with all of these requirements.

Since 2004, the intercity bus operators have relocated some of their services to a new Hwy 401 location and the required number of platforms for intercity and GO buses needs to be updated. If south side access is provided by the GO Rail changes, the opportunity to move the intercity requirements to the south side and bring the Guelph Transit buses closer to the station should be considered. The station building itself should have the capacity to accommodate the passenger ticketing, information and waiting requirements. Care will be required for any changes to this historic structure and architectural services are provided in our proposal.

The relocation of the historic steam locomotive will be handled by others. It is noted that the owner of the Greyhound Terminal was a willing seller and CN/VIA were supportive of the original proposals. The objections from the hotel owner were modified with the prospect of acquiring some surplus land to allow a condominium development. The City may wish to discuss with Metrolinx the designation and funding of this site as a Mobility Hub.

Changes in Guelph Transit routes proposed in early parts of this study need to be accommodated and in particular south side access may be of interest for specific routes such as the University Express or routes that are stressed in covering areas to the southern residential boundaries of Guelph. Some preliminary work was done on transit priority measures at the signalized intersections in the vicinity of the new terminal and this will also be reviewed and updated. Mobility buses were accommodated in the previous design and the full accessibility requirements will be reconfirmed.

The previous activity included significant consultation with all stakeholders and a public consultation process. Contacts with intercity transit operators, property owners, GEXR, GO Transit, VIA Rail and CN will be re-established and required decisions expedited.

Our review of the amended Municipal Class EA (2007) suggests that this project is likely pre-approved (Schedule A+) as it can be characterized as a project involving "Expansion,

improvements and modification to existing stations...” This will be confirmed early in the study. On this basis, limited additional environmental process work will be required.

A finalized design concept and preliminary cost estimate will be prepared for RJ Burnside & Associates, who will be completing the detailed design of the terminal.

## *2.6 Guelph Transit Mobility Services*

This phase of work involves the review of Mobility Services within Guelph with the objective of improving overall mobility, ensuring legislative requirements are met and improving the overall effectiveness and efficiency of the service. The following tasks will be completed as part of this phase of work.

### **ISSUES AND OPPORTUNITIES**

Guelph Transit’s Mobility Services will be reviewed leading to recommendations on service levels, managing demand, cost projections, the likely impact of the Accessibility for Ontarians with Disabilities Act (AODA), and the promotion of a ‘family of services’ that reduces the inefficient delineation between conventional and paratransit services.

We will start with an extensive review of the existing Mobility Service, including impacts of the new Community Bus, use of taxis and the TaxiScrip program. Key items include:

- Fares and fare structure
- Schedules, service hours and service areas
- Eligibility criteria and intake process
- Driver hiring and training standards
- Fleet, equipment and scheduling software
- Service standards and performance targets
- Service delivery methods
- Policies and procedures, including reservation, cancellation, and attendants/companions
- Existing ridership, registrants, capacity and level of service
- Customer service and complaint handling
- Effectiveness of Community Bus and Taxi Scrip programs
- Existing accessibility provisions on the conventional transit services
- Travel training and incentives for integration with conventional transit

### **IMPLICATIONS OF THE ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT**

The AODA legislation will affect Guelph Transit in every aspect, including all elements of its family of services (fixed route, community bus, paratransit, and contracted taxi). In this task, we will review the AODA legislation and the most current draft standards, identify how existing and incoming draft legislation will affect transit, and recommend steps that are required to meet the legislation. This will include information as it relates to legislative and policy changes to the Customer Service Core Standards and the Public Transportation Standards. The implications of this legislation will be important to understand, as the



AODA will have an impact on service policies, service hours, service area, fares, eligibility criteria, stop announcements, cross boundary and visitor services.

This task will inform Guelph Transit of existing and anticipated regulations and review the ability of existing services to meet these regulations. Recommendations will stay ahead of the curve regarding the proposed legislation to position Guelph, where feasible, to respond in a sustainable, informed, and timely manner once the legislation is finalized and approved.

#### **FEASIBILITY ASSESSMENT OF SERVICE EXPANSION**

Guelph Transit will need to implement a number of actions to expand accessibility, particularly as the population increases and ages; doing this cost-effectively will be a major challenge. It is essential that as many residents as possible are able to use conventional transit; seasonally or as their health permits, and travel training and incentive programs will be useful in this regard.

A specialized service will always be required for those who need 'door-to-door' transportation and greater efficiency is possible if the number of shared rides is increased. The overall objective will be to match residents' needs to the most appropriate and cost effective option within the 'family of services' provided by Guelph Transit. All recommendations will be vetted against the incoming AODA legislation to ensure conformity. Recommendations to improve dispatching, intake, reservation and customer information will be made with the focus of improving both efficiency and customer service and promoting the family of service approach.

Many parallel systems do not provide enough capacity to fully accommodate the travel needs of the registered customers. The expected actual demand will need to be estimated and compared to the current service capacity. This will involve stakeholder consultation to hear customer concerns as well as technical analyses of the expected demand for the size of the community and comparison with industry benchmarks. The forecast demand will be based on a review of existing demand, historic ridership trends, future population growth, health care trends and anticipated policy and AODA directions including eligibility criteria.

The cost efficiency of the existing services will also be reviewed and areas for improvement identified. Further opportunities to utilize more contracted taxi service or taxi scrip will be explored to determine if the costs can be reduced on a per unit basis. Partnership opportunities with social and health care agencies that provide local trips will be reviewed. We will explore the demand to make trips outside of the municipal boundaries, and the availability of options to service this demand. This will include an assessment of service integration with GO Transit, intercity buses, paratransit providers in adjacent regions and services by local agencies (i.e. The Wellington Transportation Group).

#### **FAMILY OF SERVICES APPROACH**

Our approach to meeting forecasted service demands and AODA legislation will involve the use and development of a "family of services" strategy to effectively meet the travel needs of persons with disabilities. The spectrum of services ranges from door-to-door paratransit services, low-floor conventional fixed route services, Community Bus, accessible taxis and other not for profit as well as private providers of transportation.

Improvements to the accessible low floor buses and Community Buses will also be explored. This will include other aspects of accessibility that impact integration between the two systems including bus stop infrastructure accessibility, sidewalk conditions, provisions for mobility devices on the buses, driver training & assistance, customer information systems and incentives & promotion.

#### **POLICIES AND PROCEDURES**

Policies and procedures to improve the effectiveness of Mobility Service delivery will also be explored. The existing policy needs to be reviewed and stakeholder concerns addressed. The industry direction is generally to expand eligibility while bringing in 'trip based' conditional eligibility limitations (e.g., winter only eligibility is being used on Grand River Transit for some customers). Confirmation or new recommendations on existing policies such as attendant/companion, fare structure and integration with conventional transit, and cancellation/no shows will also be made.

#### **IMPLEMENTATION PLAN**

An implementation plan will include an estimate of 5-year capital and operating requirements with suggested phasing. Impacts on staffing, service delivery and organizational structure will also be reviewed and included in the plan.

### **3.0 Consultation Plan**

The consultation plan will form a part of the work plan tasks discussed above. The strategy is two-fold:

- Confirm the work plan for the public consultation process including the identification of the level of involvement that is required for stakeholders (i.e., inform, listen and learn, consult, involve, empower); and
- Apply a tried and tested range of consultation techniques to ensure that all identified stakeholders are effectively involved in the process.

The following presents the consultation techniques that will be used during this study.

#### *3.1 Public Notification*

Information on how to obtain information about the Guelph Transit Growth Strategy and Plan and Mobility Services Plan, and how to participate in providing feedback will be shared with the Guelph public at the beginning of the process and prior to the two Public Information Centre (PIC) sessions.

The Targeted Audiences will include:

- A Regular and occasional riders of various Guelph Transit services (Conventional and Mobility)
- B Non-riders who are full-time residents
- C University students (especially those who may not be permanent residents)
- D Businesses
- E Public Sector including municipal and transit staff
- F Mobility Stakeholders

A brief overview of plans for developing the Guelph Transit Growth Strategy and Plan and Mobility Services Plan, including basic timelines and opportunities for participation and feedback, will be shared. The same message will be used across all sectors. The following marketing methods are recommended (as permission is granted):

<u>METHOD</u>	<u>TARGET AUDIENCE(S)</u>
<b>Web Sites</b>	
Surveys*	All
Guelph Transit*	All
Recreation and Culture*	All
Making a Difference*	A, B, C, F
Library*	A, B, F
University of Guelph ("Other Stories" section)	C, F
Guelph Downtown, main page (BIA)	All
Guelph Chamber of Commerce/Downtown BIA	D

*City web site pages\**

**LOCAL MEDIA**

In the papers such as the Mercury, Tribune (Municipal page) and in local trade and student papers.

On radio, if PSA's (public service announcements) are obtainable. Where it is difficult to obtain space for articles, ads may be considered.

<u>METHOD</u>	<u>TARGET AUDIENCE(S)</u>
<b>Information Flyers</b>	
On conventional transit vehicles	A, F
On specialized transit vehicles	A, F
Guelph Community Centres*	A, B, C, F
Service Guelph Center in City Hall	All
Evergreen Seniors Centre*	A, B, F
University of Guelph	C, F
VIA Station and Greyhound terminal	All
Chamber of Commerce/Downtown BIA	All

Via the Department of Recreation & Culture\*

**METHOD**

**TARGET AUDIENCE(S)**

**Recorded Message**

On the transit customer phone line

A, C, F

**3.2 Stakeholder Consultations**

**COUNCIL INPUT**

Dillon's Project Manager and City staff will meet with Councillors individually or in small groups, as preferred by the Councillors and City staff themselves. The intent is to provide an overview for and to obtain feedback from the Councillors regarding the Guelph Transit Growth Strategy Plan at the beginning of the consultation process.

A Council briefing will also be provided prior to each Public Information Centre session (*noted below*).

**ADVISORY COMMITTEE**

The Advisory Committee, to be composed of 17 representatives of Guelph residents, institutions, businesses and stakeholders, will be in place by mid July of 2009. The Committee will be involved in the study throughout the process.

Dillon staff will meet with the Advisory Committee near the beginning of the process for a SWOT (Strengths/Weaknesses/Opportunities/Threats) Workshop. This will engage the Advisory Committee and educate both the consultants and participants. This technique has been very successful in identifying issues, in bringing to light innovative solutions and providing local creativity to the process.

**ACCESSIBILITY FEEDBACK**

A Focus Group Meeting near the start of the process will be held in order to have discussion with and feedback from representatives of people with disabilities. Participants may include senior staff members of local health and social service agencies, seniors' residences and assisted living buildings, as well as people with disabilities that are involved in committees or organizations which enable them to speak on behalf of a broader audience.

The meeting will take place on a weekday, preferably mid-week and in the afternoon. Experience has shown that this time frame is preferred by the majority of people who see this type of a meeting as a part of their work schedule.

**KEY OPINION LEADER FEEDBACK**

Two Focus Group Meetings will be held in order to have discussion with and feedback from people who represent specific audiences. Also discussed will be potential opportunities for a variety of partnerships which would serve to further support or promote great transit service.

Participants may include representatives of local employers (private, public and non-profit companies and agencies), including retailers. Business association leaders, developers, local advocacy group reps and student leaders will also be invited.

Dillon staff will also meet with transit employees, including drivers and dispatchers, as well as with municipal staff. These meetings may take place separately or in part through the Technical Committee.

For conventional, Community Bus and Mobility services, one or more of the Dillon staff will ride with several of the drivers on their trips. This will allow Dillon staff to directly observe and to best understand feedback from both the customers and the drivers.

#### **RIDER FEEDBACK**

In order to obtain attitudinal feedback from the riding public, Dillon will produce and analyze customer surveys:

- an on-line survey through the Guelph University student site
- an on-line employer survey through the Chamber of Commerce
- an on-line employer survey through the Downtown Business Association
- an on-bus survey for riders of the specialized service
- an on-bus survey for riders of the conventional service may be included

In the specialized service survey, the opportunity to communicate by mail or internet will be offered to those customers who are unable to do so while on the vehicle, or who require the aid of their caregivers to complete the surveys.

### *3.3 Public Information Centers*

Two Public Information Centers will be organized in order to involve residents, part-time residents (such as students) and businesses in helping to ensure that Guelph Transit successfully meets the needs of their futures.

The first PIC will be in September to share initial findings and provide the opportunity for issue identification and input. The second PIC will be toward the end of the study to gather public reaction to some preliminary directions. Public Information topics will include discussion around a Family of Services (and not just conventional transit).

The Public Information Room(s) should be fully accessible and the location should be on a public transit route. For each PIC, one session would take place in the afternoon (e.g. 2:30-4:30 PM) and a second session would take place in the evening (e.g. 6:30-8:30 PM). This will provide a reasonably flexible choice of timing for students, working people, retirees and others.

## **4.0 Schedule and Work Tasks**

The study schedule was modified to reflect the start date of this assignment. **Figure 1** identifies key tasks in each phase of work that will need to be completed, and the associated timeline for each. Project meetings will be scheduled to suit the client's requirements and availability.

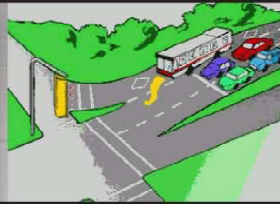
## 5.0 Deliverables

The following table outlines the deliverables that will be produced in this study and their anticipated timing.

<b>Deliverable</b>	<b>Timing</b>
Modified Work Plan and Consultation Strategy	May 2009
Working Paper – Transit Vision and Data Analysis	October 2009
Working Paper – Downtown Transit Terminal Assessment	October 2009
Working Paper – Mobility Services Review	December 2009
Working Paper – Existing Transit System Review and Expansion	February 2010
Working Paper – Future Higher Order Transit Options	February 2010
Comprehensive Draft Report	April 2010
Comprehensive Final Report	May 2010

# CITY of GUELPH

## Transit Growth Strategy and Plan Mobility Services Plan



**Work Plan Presentation**

DILLON CONSULTING LIMITED





## STUDY ORGANIZATION

- Introduction
- 3-PART STUDY
  - Transit Growth Strategy and Plan
  - Transit Terminal Design & Construction
  - Mobility Services
- CONSULTANT TEAMS
- TECHNICAL COMMITTEE
- ADVISORY COMMITTEE



## STUDY CONSULTANTS

- PART 1: TRANSIT STRATEGY – DILLON CONSULTING TEAM
- PART 2: TRANSIT TERMINAL DESIGN & CONSTRUCTION – R.J. BURNSIDE & ASSOCIATES
- PART 3: MOBILITY SERVICES – DILLON CONSULTING TEAM



## TECHNICAL COMMITTEE (Functional Areas)

- Transportation Planning
- Growth Plan / Intensification
- Transit Services
- Mobility Services
- Traffic Services
- Parking Services
- Roadways / Design & Construction
- Guelph Junction Railway
- Urban Design / Downtown Initiatives
- Economic Development
- Property
- County of Wellington Representatives



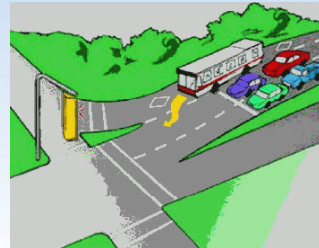
## ADVISORY COMMITTEE (17 Members)

- Six Community Representatives (one per ward)
- Accessibility Advisory Committee
- Two University of Representatives (one student)
- The Upper Grand District School Board
- The Wellington Catholic Separate School Board
- Guelph General Hospital
- St. Joseph's Health Centre
- Downtown BIA
- Guelph Chamber of Commerce - Three Representatives (one from each of the three main employment areas)



## STUDY OBJECTIVES

- Long Term Vision and Ridership Growth
- Improve Existing Services
- Feasibility of Higher Order Corridors
- Modify Transit Terminal Design
- Review and Improve Mobility Services





## THE DILLON TEAM

### **Prime**

- Dillon Consulting Limited

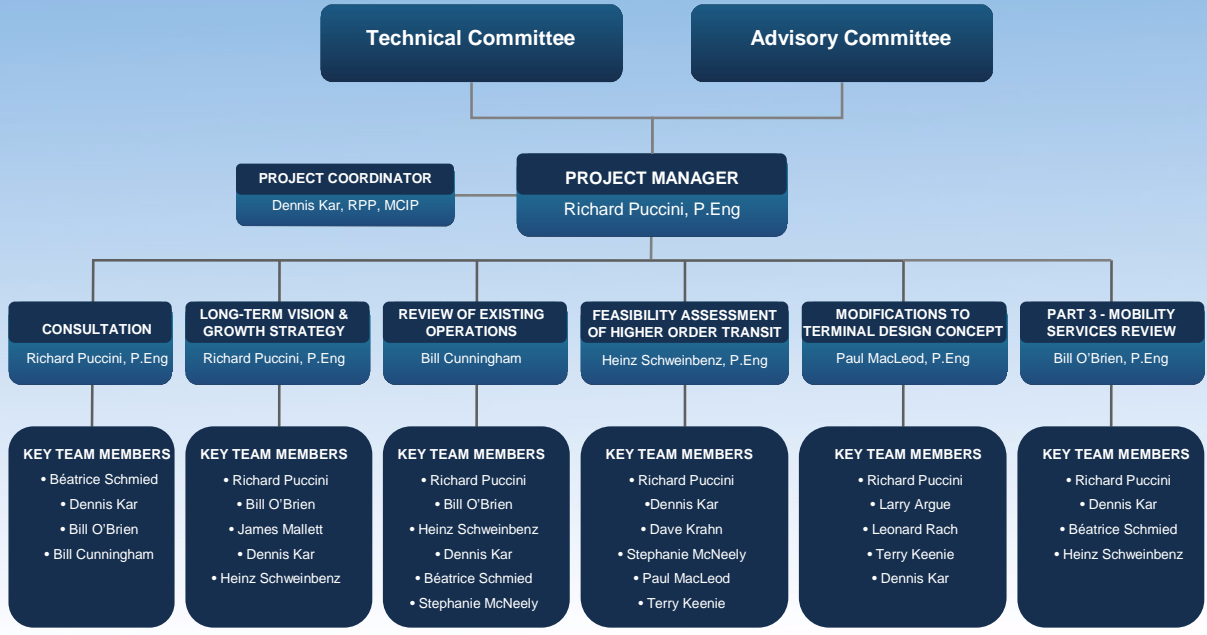
### **Partners**

- Paradigm Transportation Solutions Limited
- Schmied Communications
- Bill Cunningham Consulting
- R.J. Burnside & Associates Limited



# ORGANIZATION

## CITY OF GUELPH COUNCIL



DILLON CONSULTING LIMITED



## OPPORTUNITIES IN A RAPIDLY CHANGING ENVIRONMENT

- Building Consensus for Transit Directions
- Converting Investment into Ridership Growth
- GO Rail as a Catalyst for Local Services
- Transit Corridors and Sustainable Growth
- AODA Legislation and Family of Services







## WORK PLAN HIGHLIGHTS

- Transit Vision & Data Analysis
  - Issues and Priorities
  - Long Term Vision
  - Mode Share Forecasting
  - Transit Corridors and Nodes





## WORK PLAN HIGHLIGHTS

- Existing System Review & Improvement
  - Assess current routes and service design
  - Adjust for terminal, intensification and growth
  - Support downtown and other nodes
  - Recommend priority measures





## WORK PLAN HIGHLIGHTS

- Existing System Review & Improvement
  - Community bus opportunity
  - Innovative strategies
  - Inter-municipal services
  - Costs, Revenues and Funding
  - Implementation Plan





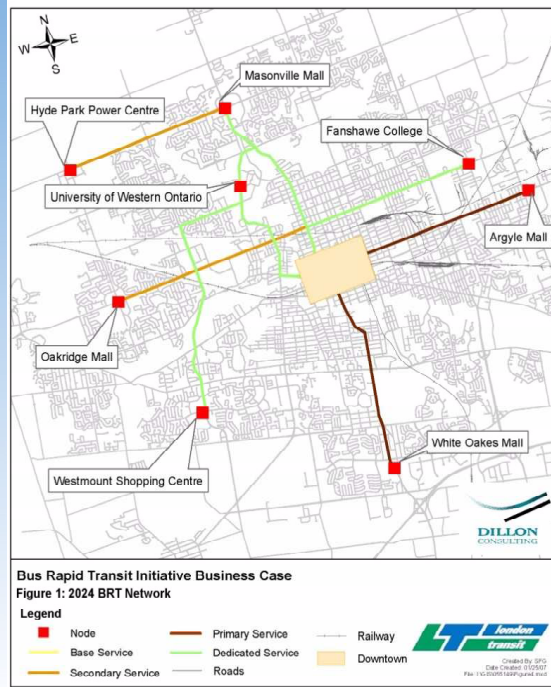
## WORK PLAN HIGHLIGHTS

- Future Higher Order Transit Options
  - Local, Regional, Interregional Markets
  - Assess Corridors (incl. Guelph Junction Railway)
  - BRT, LRT, DMU technologies
  - Feasibility, Property and Costs
  - Implementation and Financial Plan





# LONDON TRANSIT: BUS RAPID TRANSIT BUSINESS CASE

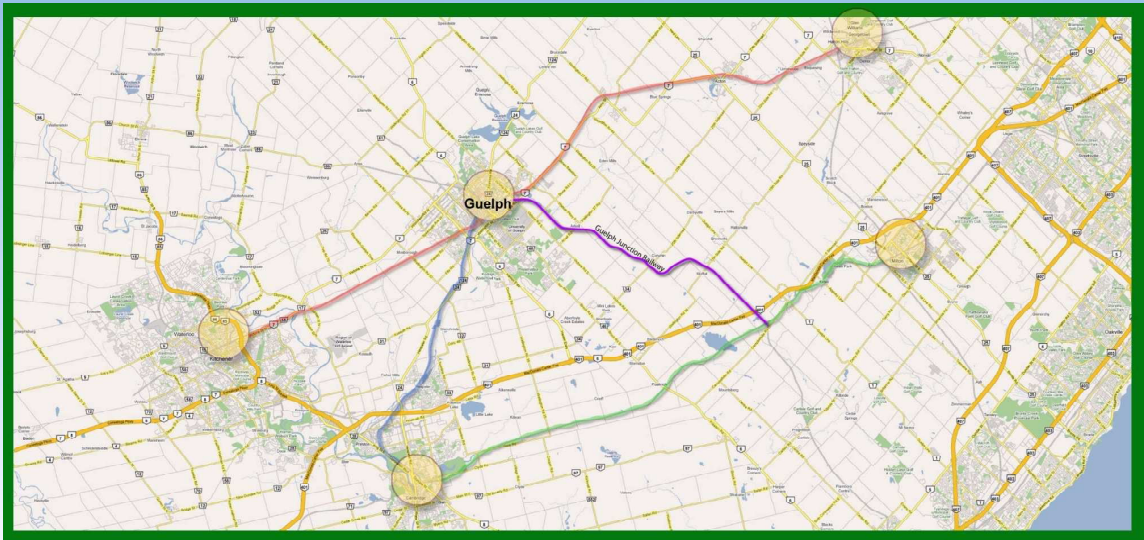






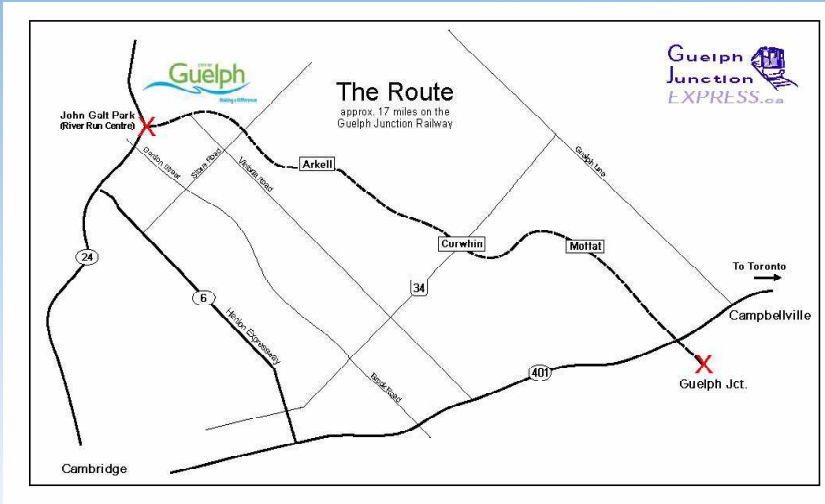
## WORK PLAN HIGHLIGHTS

- Rail Corridors





# GUELPH JUNCTION RAILWAY





## WORK PLAN HIGHLIGHTS

- **Downtown Transit Terminal**
  - EA requirements, property and approvals
  - Accommodate GO Rail, VIA and Intercity Bus Plans and Parking
  - Station and Platform Requirements
  - Transit Routes and Priority Measures

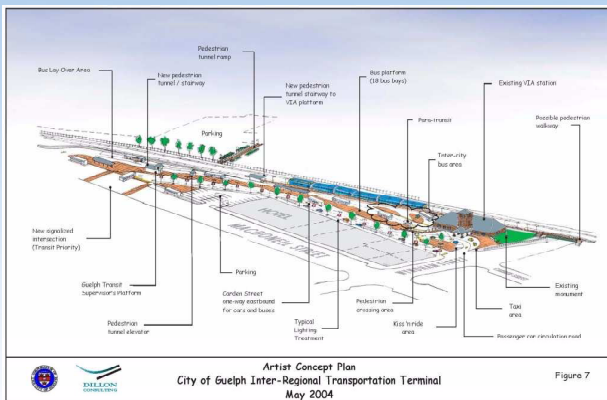






## WORK PLAN HIGHLIGHTS

- Downtown Transit Terminal
  - Finalize design concept
  - Preliminary cost estimate
  - Mobility Hub designation





## WORK PLAN HIGHLIGHTS

- Existing Mobility Services Review
  - Detailed Operational review
  - Implications of AODA legislation
  - Estimate Future Demand for services





## WORK PLAN HIGHLIGHTS

- Mobility Services Directions
  - Family of Services and Travel Training
  - Partnership Opportunities
  - Policies and Procedures
  - Implementation and Financial Plan





## CONSULTATION STRATEGY - PUBLIC

- **Public Notification**
- **Bulletins on key web sites**
- **Wide distribution of flyers**
- **Recorded messages on transit customer phone lines**
- **Local Media**
- **Two Public Information Centers**



## CONSULTATION STRATEGY - STAKEHOLDERS

- **Advisory Committee**
- **Council Involvement**
- **Three Focus Groups**
- **Employee Input**
- **Transit Rider Feedback**



## SCHEDULE AND FEES

**On Time  
On Budget  
No Surprises**

**Thank You**



## PHOTO CREDITS

- Winnipeg BRT renderings courtesy of McGowan Russell Group
- University of Manitoba (umanitoba.ca)
- MichealTaylor.ca
- Wikimedia.org
- Tc.gc.ca
- Hstimpactstudy.net
- City of Guelph (guelph.ca)
- Green-wheels.org
- Guim.co.uk
- Momentumplanet.com
- Camcycle.org.uk
- Guelphjunctionexpress.ca
- Destinytours.com
- Jason D. Bartlett (railpictures.net)
- Ken Russell (flickr.com)
- AECOM
- RJ Burnside and Associates Inc.
- Google.ca
- Metrolinx.ca
- Goodwheels.com





THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

THAT in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

All of which is respectfully submitted.

Councillor June Hofland, Chair  
Emergency Services, Community Services  
& Operations Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE JUNE 15, 2009 MEETING.***

# COMMITTEE REPORT



TO Emergency Services, Community Services and Operations  
Committee

SERVICE AREA Operations  
DATE Monday June 15, 2009

**SUBJECT Winter Control Salt Management Plan**

## **RECOMMENDATION**

That the Emergency Services, Community Services and Operations Committee report, Winter Control Salt Management Plan dated June 15, 2009 be received.

AND THAT the Salt Management Plan as presented in the Winter Control Salt Management Plan report of June 15, 2009 be approved.

## **BACKGROUND**

Road Salt is a reliable, inexpensive and therefore widely used material in winter control operations. It is used on a wide scale across Canada, the United States and Europe for this purpose.

In 2001, Environment Canada released an assessment report stating that road salt entering the environment in large concentrations is posing risks to plants, wildlife, groundwater and ecosystems in general. As a result of its environmental affects, Environment Canada is considering designating salt as a toxic substance. Should this occur, road salt would no longer be available for use in winter control activities. This would create immense financial consequences to current salt users, including the City of Guelph. In an effort to avoid making the designation, in 2004 Environment Canada encouraged users to develop a management strategy to aid in the reduction of road salt use. This strategy is being referred to as the Salt Management Plan (SMP).

## **REPORT**

The City of Guelph, as well as a large majority of municipalities in Canada and the United States currently use sodium chloride, road salt, as an inexpensive and reliable de-icing material. In the 2008/2009 winter season, the City of Guelph consumed 11,089 metric tonnes of road salt in our winter control operations. The value of this material totals approximately \$726,000.00.

In compliance with Environment Canada's recommendation, staff developed and implemented the attached SMP in 2005.

The City's SMP meets the requirements of Environment Canada's recommendations while actively improving our road winter control operations.

The SMP also aids the Corporation in its Source Water Protection efforts, by

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identifying salt vulnerable areas within the City and encouraging the investigation and implementation of new technologies or alternate application methods to protect those areas by reducing salt output to the environment.

The SMP is a dynamic document which is continually revised in accordance with new trends and technologies as they are developed. The yearly SMP review process has led staff to revise current winter control salt and sand routes application rates as well as corresponding de-icing material application rates. This exercise has resulted in improvements being identified and implemented since the 2005 winter control season. Continual monitoring and adjustment of the plan has and will continue to result in ongoing operational improvements leading to additional positive operational results and environmental benefits. Three examples of accomplishments realized from the SMP are attached in appendices to this report for your information.

Environment Canada is now asking each municipal Council to approve and implement their individual Salt Management Plan for their community.

### **CORPORATE STRATEGIC PLAN**

Approval of the SMP by Council will compliment the City of Guelph Strategic Plan, specifically Goal #1, An attractive, well-functioning and sustainable city, Goal #6, A leader in conservation and resource protection/enhancement as well as the departments business plan objective to provide cost effective, responsible infrastructure maintenance services to our community.

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Environmental Services, Waterworks

### **COMMUNICATIONS**

Website content and advertising, City News Ads, Media Release, Infonet.

### **ATTACHMENTS**

Salt Management Plan  
SMP benefits realized example #1  
SMP benefits realized example #2  
SMP benefits realized example #3

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#### **Prepared By:**

Sam Mattina  
Manager, Roads and Right of Ways  
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#### **Recommended By:**

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Director, Operations  
519-837-5628 ext. 2018  
derek.mccaughan@guelph.ca



# **Operations Department**

## **Salt Management Plan**

*May 2009*

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## **1.01 Background and purpose of this Document**

Snow and ice control are key factors in winter maintenance operations. Road salt, particularly sodium chloride, is the preferred de-icing/anti-icing chemical used in winter road safety maintenance because of its low cost and high effectiveness. In 2001, Environment Canada released an assessment report stating that road salt entering the environment in large concentrations are posing risks to plants, wildlife, groundwater and ecosystems in general. In the same report, Health Canada stated that road salts are not harmful to humans. The report, none the less, recommended that salt be designated toxic under the Canadian Environmental Protection Act (CEPA). It is anticipated that the Environment Minister will soon announce whether or not road salt will be designated CEPA-toxic. Environment Canada has stated that should road salts be designated as CEPA-toxic, they will not ban road salts but rather encourage users to develop a management strategy.

To aid users in developing salt management strategies, Environment Canada has published a Code of Practice for the Environmental Management of Road Salts, along with an associated implementation guide. Through the Code of Practice, the Transportation Association of Canada, (TAC), has developed a Salt Management Guide, which includes a series of synthesis of best practices related to salt management.

This Salt Management Plan (SMP), developed for the City of Guelph has utilized the TAC guidelines to set out a policy and procedural framework for ensuring that The City of Guelph continuously improves on the effective delivery of winter maintenance services and the management of road salt used in winter maintenance operations, as outlined in Environment Canada's Code of Practice for the Environmental Management of Road Salts.

The SMP is meant to be a dynamic document in order to allow the City of Guelph to evaluate and phase-in any changes, new approaches and technologies in winter maintenance activities in a fiscally sound manner. At the same time, any modifications to municipal winter maintenance activities must ensure that roadway safety is not compromised.

As specified in the Code of Practice for the Environmental Management of Road Salts, the SMP will be presented to The City of Guelph Council, for their acceptance.

## **1.02 Salt Management - Objective**

The City of Guelph is committed to improving winter maintenance operations while continuing to ensure public safety. The City of Guelph will optimize the use of winter maintenance materials containing chlorides on all municipal roads while striving to minimize negative impacts to the environment. The City of Guelph Operations staff will strive to provide safe winter road conditions for vehicular and pedestrian traffic as set out in the level of service policies and within the resources established by The City of

Guelph Council.

### **1.03 Policy Statement**

The City of Guelph will provide efficient and effective winter maintenance to ensure the safety of users of the municipal road network in keeping with applicable provincial legislation and accepted standards while striving to minimize adverse impacts to the environment. These commitments will be met by:

- adhering to the procedures contained within the Salt Management Plan;
- reviewing and upgrading the Salt Management Plan on an annual basis to incorporate new technologies and new developments;
- committing to ongoing winter maintenance staff training and education; and
- monitoring on an annual basis, the present conditions of the winter maintenance program, as well as the effectiveness of the Salt Management Plan.

#### **1.1.0 Current Winter Maintenance Program**

##### **1.1.0 The System Maintained**

The major activities performed by the City of Guelph Operations Department, related to winter control maintenance are:

- snow ploughing and de-icing of roads
- salt / sand spreading
- salt and sand storage
- snow removal
- snow storage/disposal
- sidewalk ploughing and de-icing

The City of Guelph is responsible for winter maintenance on:

Paved roads	527.6	2 lane km (centre line)
Surface treated roads	nil	2 lane km (centre line)
Unpaved roads	10.1	2 lane km (centre line)
Sidewalks	623.6	km
Paths and Trails	N/A	km

Ontario roads have been classified (Class 1, 2, 3, 4, 5 and 6) per Ontario Reg. 239/02 of the Ontario Municipal Act 2001, Table A, which is based on the posted/regulated speed and annual average daily traffic (AADT) in order that the Level of Service and/or Minimum Maintenance Standards can be set for each classification of road. See Level of Service Policy, Section 1.1.1 below.

The City of Guelph road system is made up of class 2, 3, 4 and 5 roads as per Table B.  
\*The table shows lane kilometres.

**TABLE A**  
**CLASSIFICATION OF HIGHWAYS**

Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometers per hour)						
	100	90	80	70	60	50	40
15,000 or more	1	1	1	2	2	2	2
12,000 – 14,999	1	1	1	2	2	3	3
10,000 – 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	3	3
5,000 - 5,999	1	2	2	3	3	3	3
4,000 - 4,999	1	2	3	3	3	3	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	4	4
1,000 - 1,999	1	3	3	3	4	4	5
500 - 999	1	3	4	4	4	4	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

**Table B**

	Paved*		Surface Treated		Unpaved*	
	Rural	Urban	Rural	Urban	Rural	Urban
Class 1	nil	nil	nil	nil	nil	nil
<b>Class 2</b>	nil	302.7	nil	nil	nil	nil
<b>Class 3 &amp; 4</b>	nil	136.8	nil	nil	nil	20.18
<b>Class 5</b>	nil	615.7	nil	nil	nil	nil
Class 6	nil	nil	nil	nil	nil	nil



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See **Appendix 6** for road map showing Arterial and Collector system, class 2, 3 and 4 roads

### **1.1.1 Level of Service Policy**

The Level of Service policy for The City of Guelph currently exceeds the Minimum Maintenance Standards (MMS) specified in the Ontario Regulation 239/02, of the *Municipal Act, 2001*, for snow accumulation and meets the requirements of the Minimum Maintenance Standards (MMS) specified in the Ontario Regulation 239/02, of the *Municipal Act, 2001* for icy roads. **See Appendix 5.**

In December 2005, Guelph City Council revised the threshold ploughing accumulation for residential roads, (class 5 roads), to 8 centimetre from 10 centimetre.

Winter maintenance season usually commences the first week of December and is usually completed by the first week of April.

The Code of Practice for the Environmental Management of Road Salts, under the Canadian Environmental Protection Act, 1999 recommends that the Salt Management Plan follows the Transportation Association of Canada, Syntheses of Best Practices for Road Salt Management.

### **1.1.2 Winter Patrol**

The City of Guelph carries out winter road patrol 24 hours per day / 7 days per week. On a city wide basis, a rotating one person road patrol has been established to provide road condition inspection during the winter season. This individual is responsible for mobilizing winter maintenance operators to ensure that the roads are cleared in a timely fashion while remaining in compliance with established service standards.

The patrollers are familiar with local conditions in the patrol area, and prepare a condition log of road and weather conditions as well as any actions taken or incidents occurring during the shift. The winter patrol schedule generally parallels the designated winter season, but may extend before and beyond the typical dates as determined by weather conditions.

### **1.1.3 Staffing and Hours of Work**

The City of Guelph attempts to have an employee assigned to each vehicle used for winter operations. These employees consist of full time union staff supplemented by seasonal temporary staff. Each vehicle is assigned a route for sanding/salting and/or ploughing.

The City of Guelph adheres to the hours of work as set out in the Highway Traffic Act, Reg.4/93. Each driver is limited to 13 hours maximum driving time in his/her on-duty time. He/she then is sent home for a minimum 8 hour off-duty period before driving the

next shift.

## City of Guelph

### Staffing for Winter Maintenance

Job Title	Unit Assigned	Comments	Route
Manager			
Supervisor	07282	Day shift and rotating on call	N/A
Equipment Op.	06312	Rotating shift 5/24	Salt Route 1
Equipment Op.	02302	Rotating shift 5/24	Salt Route 2
Equipment Op.	02306	Rotating shift 5/24	Salt Route 3
Equipment Op.	98308 Epoke Unit	Rotating shift 5/24	Salt Route 4
Equipment Op.	06305	Rotating shift 5/24	Salt Route 5
Equipment Op.	01310	Rotating shift 5/24	Salt Route 6
Equipment Op.	02307 98311	Rotating shift 5/24	Salt Route 7
Equipment Op.	03301	Rotating shift 5/24	H/P Route A
Equipment Op.	99314	Rotating shift 5/24 Weekends only Days...12 hour shifts Weekends only Days...12 hour shifts	H/P Route B
Equipment Op.	98311	Weekends only Days...12 hour shifts	H/P Route C
Equipment Op.	98303	Rotating shift 5/24	Sand Route D
Loader Op		Rotating shift 5/24	Assigned to yard
Equipment Op.	08-280	Rotating shift 5/24	4X4 plow route Laneways
Lead Hand	05288	Rotating shift 7/24	Patroller
Lead Hand	05288	Rotating shift 7/24	Patroller
Lead Hand	05288	Rotating shift 7/24	Patroller

### 1.1.4 Winter Materials Used Annually

Material	2008/2009	Average	
<b>Solids</b>			
Rock Salt (NaCl)	11,199 tonnes	4YR avg	8,128 tonnes
Sand (sand/salt mix)*	N/A tonnes	3YR avg	1,983 tonnes
Sand (sand/salt mix)**	1,836 tonnes	4YR avg	2,591 tonnes
<b>Liquids</b>			
Salt Brine (NaCl)	Anti-icing= 229,203 prewet= 142,481 Total=371,684 litres	4YR avg	543,724 litres
Calcuim Chloride (CaCl <sub>2</sub> )	N/A litres		N/A litres
Magesium Chloride (MgCl <sub>2</sub> )	N/A litres		N/A litres
Fusion-beet juice extract	Prewet=12,000 litres		N/A litres
<b>Pre-treated material++</b>			
Pre-treated sand	N/A tonnes		N/A tonnes
Pre-treated salt	N/A tonnes		N/A tonnes

\* Percentage of salt in sand/salt mix by volume 50%

\*\* Percentage of salt in sand/salt mix by volume 5%

++ City of Guelph does not currently pre-treat.

N/A denotes Not Applicable

### 1.1.5 Application Rates, 2008/2009

Solids Highway Class	2008/2009 Spreading Rates per 2 lane km	
	Salt	Sand
Class 1 Expressways	N/A	N/A
Class 2 Arterial roads	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 3 Collector roads and bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 4 Collector roads and bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 5 Residential roads	nil	100 to 550, avg=400kg (5% mix)
Class 6 N/A	N/A	N/A

Liquids – Pre-wetting	Standard Spreading Rates per 2 lane km Temperature		
	0 to -5C	-5 to -12C	-13 to -18C
Frost	nil	nil	nil
Light Snow	21 to 36 litres/tonne	21 to 36 litres/tonne	nil

Heavy Snow	21 to 36 litres/tonne	21 to 36 litres/tonne	nil
Freezing Rain	21 to 36 litres/tonne	21 to 36 litres/tonne	nil

<b>Liquids – Direct Application</b>	<b>Application Rates litres per lane km</b>
<b>Frost and Black Ice Prevention</b>	
Light Traffic/Low Volume	80 litres/lane km
Heavy Traffic/High Volume	80 litres/lane km
<b>Anti Icing – Preventing or Reducing Bond to Road Surface</b>	
Light Traffic/Low Volume	120 litres/lane km
Heavy Traffic/High Volume	120 litres/lane km
<b>De-icing</b>	
Mild temp/ light precipitation	Guelph does not perform de-icing operations at this time
Colder temp/moderate precipitation	Guelph does not perform de-icing operations at this time

In the 2008/09 winter season, the City of Guelph continued experimenting with an organic additive, (Fusion\*, beet juice extract), to the salt brine liquid presently used for pre-wetting and anti-icing in order to determine it's contribution in increasing the effectiveness of each procedure and the expected resultant decrease in salt used.

#### 1.1.5-A Proposed Winter Materials to be Used 2009/2010

<b>Material</b>	<b>2009/2010</b>
<b>Solids</b>	
Rock Salt (NaCl)	Planning not to exceed 8,000 tonnes
Sand (sand/salt mix)*	Planning not to exceed 400 tonnes
Sand (sand/salt mix)**	Planning not to exceed 2500 tonnes
<b>Liquids</b>	
Salt Brine (NaCl) 23.3% salt concentration by weight	Planning not to exceed Anti-icing= 325,919 litres Planning not to exceed prewet= 98,085 litres Planning not to exceed total= 424,004 litres
Calcuim Chloride (CaCl <sub>2</sub> )	N/A litres
Magesium Chloride (MgCl <sub>2</sub> )	N/A litres
Fusion-beet juice extract	Planning not to exceed 50,000 litres
<b>Pre-treated material++</b>	
Pre-treated sand	N/A tonnes
Pre-treated salt	N/A tonnes

++ City of Guelph does not currently pre-treat our winter control materials

\* Percentage of salt in sand/salt mix by volume 50%

\*\* Percentage of salt in sand/salt mix by volume 5%

### 1.1.5-B Proposed Application Rates, 2009/2010

Solids (salt and sand) Highway Class	2009/2010 Spreading Rates per 2 lane km	
	Salt	Sand
Class 1 Expressways	N/A	N/A
Class 2 Arterial roads, includes some bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 3 Collector roads, includes some bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=250kg (5% mix)
Class 4 Collector roads, includes remaining bus routes.	70 to 180 kg, avg=120kg	100 to 550, avg=250kg (5% mix)
Class 5 Residential roads, without bus routes.	nil	100 to 550, avg=400kg (5% mix)
Class 6 N/A	N/A	N/A

### 1.1.6 Equipment - Winter Maintenance Fleet

An inventory of city owned municipal equipment and contract equipment used for winter maintenance is found in **Appendix 1**

### 1.1.7 Yard Facilities

The municipality has one patrol yard from which it operates its winter maintenance program. The location of the facility including storage and drainage criteria used for winter maintenance is found in **Appendix 2**.

### 1.1.8 Snow Removal and Disposal

Currently, municipal staff removes and hauls snow to one snow disposal site, when the resultant accumulation of piled snow impedes pedestrian or vehicular traffic within the business districts, on bridges or vehicular traffic within residential areas of the City of Guelph. The guidelines used to determine the required removal threshold within the residential areas are as per the Ontario Minimum Maintenance Standards Reg 239/02, Municipal Act 2001, with respect to the remaining road width available for use. See **Appendix 5, section 4.4, 4.5 and 4.6**. The downtown Business District windrow removal maximum accumulation threshold is currently set as 30 centimetres of height. Criteria attributable to this designated threshold include pedestrian mobility to and from roadside parking areas, which effect delivery of goods, solid waste curbside collection activities and general safety of the public. Removal is performed before snow storage space limitations become factors.

The snow disposal facility is located on City lands on the north side of Wellington Street,

west of the Hanlon Expressway, adjacent to the City's Wastewater Treatment Facility. City equipment is complemented by contacted equipment in order to carry out the snow removal task.

The City of Guelph currently accommodates local contractors by accepting their privately generated snow at our city snow disposal facility. A modest tipping fee is charged to cover dump levelling costs and spring cleanup. The source of the contractor imported snow is to be disclosed before scheduled dumping is permitted.

In the spring, litter and debris are collected for disposal from the snow disposal area.

### **1.1.9 Weather Monitoring**

The City of Guelph supplements road patrol information with Remote Weather Information System (RWIS) technology to initiate an effective winter storm response. Staff monitor various websites, including Environment Canada's web site, for weather forecasting and condition radar. Staff also monitor pavement temperatures by means of on-board infra red thermometers which are mounted on the patrol vehicles and the winter maintenance trucks. The RWIS system provides patrollers with the required pavement temperature forecasts. The City of Guelph also subscribes to a custom weather information service specifically formulated for the City of Guelph during the period of November 15<sup>th</sup> to April 15<sup>th</sup>, each season.

### **1.2.0 Communications**

All winter maintenance vehicles are equipped with two way communications consisting of either cell phone or radios. Municipal staff is responsible for reporting changing winter weather and/or road conditions. The City Operations facility on Municipal Street, serves as the main hub for in/outgoing calls from staff, emergency services and the general public. At this location the office is staffed between 8:00am and 4:00pm Monday through Friday. Outside of these hours, the City of Guelph utilizes the services of an after hours call centre to field and direct incoming calls. The call centre uses a direct line link from our Operations switchboard after hours. The Operations switchboard number is 519-837-5628.

External communication with the general public consists of media press releases, local radio announcements and information posted on the City of Guelph web site regarding winter maintenance activities.

**Note: There are many ways for a municipality and its staff to receive notice that a winter storm event has commenced. In order to meet the requirements for Minimum Maintenance Standards, response is required (upon receipt by a member of staff, council or the public). After becoming aware of the fact, the person receiving notice shall inform the Operations Department Road Patroller immediately.**

### **1.2.1 Training**

The City of Guelph currently provides staff training for winter maintenance personnel

consisting of “Snow Fighter Training” and a “One Person Wing Operator Training” program. The Manager of Roads and Right of Ways and the Supervisor of Road Maintenance attend the annual Canadian Snow and Ice Colloquium to share experiences and information on new technologies and materials as well as various American and Canadian Public Works Association Expositions and Workshops.

Prior to the winter season, staff meet to discuss winter maintenance regulatory changes and common issues relating to winter storm management. Discussions also include new equipment acquisitions/issues, material trends, spreading/plow responsibilities and guidelines as well as review of the safety issues concerning all.

In the spring following the winter season, staff typically meet to discuss the successes and failures of the past winter maintenance campaign and provide input and suggestions for improvement.

### **1.2.2 Record Keeping**

The City of Guelph retains records for the purchase of salt and sand for use in winter maintenance and tracks it's consumption as well. Our winter maintenance equipment is computer equipped to regulate and monitor the salt and sand application rates and consumptions. These parameters are tracked by routes and by storm events. The City of Guelph uses a “Winter Control Roads Daily Log” sheet to record the winter patrollers' observations, 24 hours per day/7 days per week during the period of November 15<sup>th</sup> to April 15<sup>th</sup> inclusive each winter season.

### **1.2.3 Looking to the Future**

The current winter maintenance policies and practices in conjunction with this Salt Management Plan, form the benchmark upon which improvements are being continuously made to manage the use of road salt more effectively which in turn manages the winter maintenance activity impact on the environment.

## **2.1.0 CONTINUOUS IMPROVEMENT PRACTICES AND STRATEGIES FOR THE FUTURE**

The City of Guelph has prepared a multi year work plan to improve the management of road salt and its winter maintenance policies, practices, and procedures. **Appendix 3** provides a summary table showing this work plan. The work Plan sets out continuous improvement objectives for future years up to and including 2015.

### **2.1.1 Level of Services Policy**

The Council approved Winter Control level of service for Roads as outlined by Ontario Regulation 239/02 of the Municipal Act, (Appendix 5), as well as the current Council approved sidewalk level of service, (Schedule A of Appendix 5), shall be reviewed as necessary to ensure they meet or exceed customer expectations with respect to road surface conditions at the end of a storm event and the timeframe within which the specified condition will be achieved.

### **2.1.2 Equipment Upgrading**

It is intended that the winter maintenance fleet (both municipally owned and contracted units) be capable of delivering appropriate levels of de-icing and snow ploughing activity.

- As the winter control fleet is replaced within the City of Guelph's vehicle replacement program cycle of 10 years, the new spreader/plough units are to be equipped with pavement infrared thermometers, salt/sand pre-wetting equipment, electronic spreader controllers and global positioning system, (GPS), for vehicle location monitoring and data transfer.
- As the patrol truck(s) are replaced, the city fleet replacement specification shall provide for infrared thermometers for pavement temperature monitoring as well as GPS technology for vehicle location monitoring.
- Existing spreader/plough trucks will be upgraded to include infrared thermometers for pavement temperature monitoring by the 2009/2010 winter season.
- Loader weigh buckets, will be added to the 3 city owned loaders by 2010. This will provide a means to accurately record the tonnages of salt leaving the Operations Yard.

### **2.1.3 Equipment Calibration**

Properly calibrated equipment is one of the keys to the effective placement of de-icer material on municipal roads.

- The applications rates for all materials used (salt, salt/sand and liquid anti-icing) for winter maintenance shall be as outlined in Section 1.1.5 of this document.
- Prior to the start of each winter season, all spreaders will be calibrated. During the winter season the equipment will be checked and recalibrated once mid season and each time there has been work on the vehicle's hydraulic system.
- Prior to each winter season all routes will be benchmarked for the theoretical amount of winter materials required for a typical winter scenerio.
- Comparisons for application rates will be developed during the winter season, for each route. Application rates will be compared by route and by operator across the city.

### **2.1.4 Equipment Washing**

It is intended to reduce the amount of chlorides, oil, grease and grit that is discharged back into the environment. All winter equipment is currently washed down after use, utilizing the wash facility at the city owned 50 Municipal Street garage where capacity to the winter fleet requirements is somewhat limited.

- Before the 2009/2010 winter season, staff will investigate the reactivation of the existing water supply terminal in the Operations Yard at 45 Municipal Street. Utilization of this area for equipment wash-down will allow run-off to be captured and filtered by the oil/water grit separator which already exists in the yard. This will ensure non discharge of contaminated water to the environment.



### **2.1.5 Material Delivery and Handling**

In the fall of each year, salt and sand is delivered, mixed and stockpiled into the existing yard storage domes.

- Budget for and construct an additional storage site within the city. Allow provision for this facility in the 2014/2015 capital budget.
- Ensure proper records are kept that include weigh ticket with truck number for each delivery, weather conditions, covering of materials, timing of transfer of material in doors, and cleaning of the loading pad following the material transfer.
- Ensure all deliveries of sand and salt are covered while in transport and remain protected until properly stored inside the yard domes. Our current storage capacity consists of the following; “A” sand\* = 600 tonne, Salt = 7000tonne, “B” sand\*\* = 7000tonne
- Ensure the loading pad is swept clean following the transfer of the material to indoor storage.

\*Percent of salt in salt/sand mix by volume = 50%, \*\*Percent of salt in salt/sand mix by volume = 5%

### **2.1.6 Record of Material Usage**

Good record keeping includes the retention of accurate records on the amount of material used on each route by each vehicle and for each storm event.

- Utilize a material tracking system, which records usage on each route, by each truck for each storm event.
  - Compare material usage to the benchmarked usage.
  - The material tracking system will allow the rationalization of the amount of materials used with the amount ordered and the residual amount at the end of season.
  - Download the information from the electronic spreader controls weekly and compare the amounts of materials used with those recorded in the material tracking system.
- On a monthly basis each winter season, reconcile the salt, salt/sand inventories, relative to the quantities reportedly dispensed to the roads and the quantities purchased for the period.

### **2.1.7 Weather and Pavement Temperature Forecasting**

In order to ensure that the right material in the right amount is applied to the road at the right time, timely and accurate weather and pavement temperature forecasting is essential. Accurate pavement temperature forecasting is a tool to reduce the amount of salt used during a storm event. The forecast will facilitate the decision of when to apply the first round, the frequency of each round and if additional rounds are needed. This will be achieved by undertaking the following;

- Procure Environment Canada and/or The Weather Network weather forecast

- updates automatically by email with updates 24/7 for the winter season.
- Continue utilization of existing MTO RWIS sites located around Guelph in order to obtain access to the weather and the pavement temperature forecasting available from these RWIS sites. This is useful supplemental information to the Environment Canada forecasts.

### **2.1.8 Storm Response**

To assist patrol staff in decision making for winter maintenance, guidelines for response to winter storm events will be developed prior the 2006/2007 winter season. These guidelines will include scenarios with varying combinations of precipitation, air and pavement temperatures, time of day and traffic volume. The guidelines will consider the following criteria;

- Type of storm event; e.g. Alberta Clipper, Colorado Low, Nor-eastern etc.
- Air and pavement temperature during event
- At end or after the storm event; temperature rising, temperature falling scenario.
- Time of day; effect of heat gain during daylight hours
- Time of day; traffic volumes assist in breaking the bond of snow/ice with the pavement
- Wind direction and resulting drifting conditions.
- Frost penetration in the road base contributing to pavement temperature
- Maintain a snow fencing program to minimize drifting at troublesome locations (include live fences from plant material where possible)

### **2.1.9 Winter Patrol**

Winter Patrol is used to monitor road conditions and to react quickly to changing weather and road conditions. The Manager of Roads and Right of Ways will ensure the highest level of trained personnel perform this crucial function under the supervision of a seasoned road maintenance Supervisor. Direct communication with City Police and City Transit staff will enhance the patrollers' efficiency to ensure safe and timely winter control service to the community. The patrollers will provide 24/7 monitoring of the road conditions throughout the city of Guelph. Winter Patrol coverage will begin two to four weeks before winter rotating shifts are implemented for staff and end after winter rotating shifts cease in order to deal with frost and black ice events which arise as a prelude and end to winter. The additional patrol time coverage will overlap the city's spring sand cleanup operation.

### **2.1.0 Training**

All staff involved in winter maintenance; operators, patrollers, supervisors and managers will receive ongoing training. Training will be refreshed annually before the upcoming winter season and as Temporary Staff are hired on.

- Operators should be trained on the equipment they are assigned to operate and allowed sufficient time to reacquaint themselves with controls and how they operate.
- Operators will receive training on pavement temperature devices.
- Operators will receive training on salt and the use of salt for de-icing and anti-

- icing; and when to vary the amount of salt applied in order to be most effective.
- Supervisors and Patrollers will receive yearly refresher training on basic weather and pavement temperature forecasting, RWIS, and all other tools available to them for use in response to a winter storm event.
- Managers and Supervisors will attend workshops, such as the Canadian Snow and Ice Colloquium and the American Public Works Snow Conference, to learn the latest about new technologies and techniques being used in other jurisdictions, as well as share experiences with various products and materials.
- All staff will receive health and safety training with respect to equipment and materials used in winter control.

### **2.2.1 Technological Review**

Existing and new technology will be continuously monitored to determine their applicability in current policy and procedures with a view to altering them for continuous improvement in response to winter storm events. Some of these technologies include;

- Pre-wetting of salt prior to dispensing it to the road surface.
- Direct liquid application or anti-icing to the road surface before a storm event begins
- Impact/benefits of different liquids on the equipment used for application
- GPS for vehicle locating and data transfer
- Electronic spreader controls with capability for solids, liquids, and data transfer via GPS
- Ongoing updating of spreader equipment with liquid capabilities and spreader equipment technology.
- Material storage with inside loading, (future)
- Review of the current snow disposal facility to determine potential environmental restrictions that may develop as a result of on going Ministry of the Environment review of such facilities.
- Controlled run-off from loading pads at salt storage facilities
- Use of RWIS for localized weather and pavement temperature forecasting.
- Use of infrared thermometers for measuring pavement temperature
- Use of pavement temperature and dew point as a tool in determining when and what material is to be used.

### **2.2.2 Environmentally Sensitive Areas**

In 2009 and beyond, City of Guelph Roads and Right of Ways management staff will interface the municipal winter maintenance policies and practices with the possible impacts on environmentally and agriculturally sensitive areas by being cognisant of and in liaison with the appropriate city staff on the following issues;

- Monitoring of ground water and recharge areas
- Identification of wetlands, streams and valleys, environmentally sensitive areas, pond, lakes, reservoirs, woodlands, fish, wild life, plant habitat, threatened and endangered species, flood plains and hazard lands, and areas of natural and scientific interest.
- Seek guidance from federal/provincial ministries and/or agencies.

## 2.2.3 Communication Strategy

The City of Guelph communication strategy is to effectively communicate its winter maintenance program to the public in addition to municipal staff.

- Before the start of each winter season, prepare and distribute a winter maintenance guideline to the general public to ensure public awareness of the program that is being delivered. Post this information of the city web site as well and update regularly.
- Remind the public that road salt is not toxic to humans, but is harmful to the environment.
- Prepare an internal handbook for employees that communicates the Council approved winter maintenance policies and procedures and other important information such as, contact list, operator and patroller shift assignments, strategies for dealing with the media, school boards and the public, etc.

## 3.1.0 Monitoring and Updating

An annual review of the salt management plan by management and staff will occur at the end of each winter season. As a result of this review the plan will be updated to include any changes in department policy, strategies and new techniques or equipment to be used in the upcoming winter season.

## 4.1.0 Performance Measures

Performance measures will be used to determine whether the objectives of the salt management plan have been met, **Appendix 3**. Achievement, year over year, will be measured against the benchmark year described as “Current Winter Maintenance Program”, Section 1 of this salt management plan.

The indicators to be used will include:

Monitoring the severity of the winter season:

- Total annual cm of snow accumulation
- Total number of days with measurable snowfall
- Total number of days with freezing rain
- Total number of continuous winter event responses
- Total number of spot winter event response
- Total number of winter event hours

Monitoring the salt used

- Tonnes of salt purchased annually
- % of applications where discharge rates exceeded
- % of total trucks loaded in the yard where a spill occurred
- Total tonnes of salt applied annually per system km

Ensuring customer satisfaction

- % of winter event responses that meet or exceed the level of service policy

- Total number of complaints received regarding winter operations
- % of complaints that resulted in a response

Measuring the success of the plan

% of the goals set out in the plan that were met

### **5.1.0 Closing**

Over \$1 billion dollars is spent yearly in Canada on winter maintenance activities in order to keep roads safe and passable. The 2009 City of Guelph approved roads winter maintenance budget is \$2.485 million dollars. (This total does not include \$561,000 dollars of 2009 sidewalk winter control budget that is outside the scope of this plan). This investment ensures public mobility and the distribution of goods and services, which contribute to the overall economic well being of all communities including the City of Guelph.

Road salt is the most inexpensive reliable resource currently available which effectively performs this function. The possible re-designation of this resource to “CEPA-toxic”, should it occur, will have significant detrimental effects on our ability to cost effectively provide the crucial winter mobility fundamentals to our community. Society cannot afford to risk this from occurring and as such we must do all that we can to be proactive in salt management. Effective road salt management requires dedication to research, testing, refining, adopting and implementing best management strategies, policies and practices. Operations Management Staff is committed to providing this dedication to the cause of salt management and the well being of our local economy and the environment. Success in delivering effective salt management, however, is dependent upon City Senior Management and City Council adoption of the best practices strategies presented in this plan. Operations Management will continue to review and upgrade this plan yearly in conjunction with the latest trends and best practices to ensure conformity to and compliance with Federal, Provincial and local laws and best practices.

## Appendix 4

### Definitions

**Anti-icing.** means the application of liquid de-icers directly to the road surface in advance of a winter event.

**De-icing..** means the application of solids, liquids, pre-treated material to the road surface after the on-set of the winter event.

**Paved Road..** is a road with an asphalt surface, concrete surface or composite pavement,

**Pre-treat..** means the application of liquids (calcium chloride, sodium chloride, etc) to the sand pile or salt pile as the sand or salt is loaded into the storage facility.

**Pre-wetting..** means the application of liquids (calcium chloride, sodium chloride, etc) at the spinner of the truck just prior to application to the road surface.

**Surface Treated Road..** is road with bituminous surface treatment comprised of one or two applications of asphalt emulsion and stone chips over a gravel road.

**Unpaved Roads..** is a road with a gravel, stone or other loose traveling surface.

**Winter Event..** is a weather condition affecting roads such as snowfall, wind blown snow, sleet, freezing rain, frost, black ice, etc to which a winter event response is required.

**Winter Event Response ..** is a series of winter control activities performed in response to a winter event.

- **Continuous Winter Event Response..** is a response to a winter event with full deployment of manpower and equipment that plow/salt/sand the entire system.
- **Spot Winter Event Response..** is a response to a winter event with only a part deployment of manpower and equipment or with full deployment to only part of the system.

**Winter Event Response Hours ..** are the total number of person-hours per year (plowing, salting/sanding, winging back, etc.) to respond to winter events.

## Appendix 5;

### Minimum Maintenance Standards for Municipal Highways, Ontario Regulation 239/02 of the Municipal Act.

#### ONTARIO REGULATION 239/02

made under the

#### MUNICIPAL ACT

Made: July 23, 2002

Filed: August 8, 2002

Printed in *The Ontario Gazette*: August 24, 2002

#### MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS

Interpretation and Application

#### Definitions

1. (1) In this Regulation,

"cm" means centimetres;

"day" means a 24-hour period;

"motor vehicle" has the same meaning as in subsection 1 (1) of the *Highway Traffic Act*, except that it does not include a motor assisted bicycle;

"non-paved surface" means a surface that is not a paved surface;

"paved surface" means a surface with a wearing layer or layers of asphalt, concrete or asphalt emulsion;

"roadway" has the same meaning as in subsection 1 (1) of the *Highway Traffic Act*;

"shoulder" means the portion of a highway that provides lateral support to the roadway and that may accommodate stopped motor vehicles and emergency use;

"surface" means the top of a roadway or shoulder.

(2) For the purposes of this Regulation, every highway or part of a highway under the jurisdiction of a municipality in Ontario is classified in the Table to this section as a Class 1, Class 2, Class 3, Class 4, Class 5 or Class 6 highway, based on the speed limit applicable to it and the average annual daily traffic on it.

(3) For the purposes of subsection (2) and the Table to this section, the average annual daily traffic on a highway or part of a highway under municipal jurisdiction shall be determined,

(a) by counting and averaging the daily two-way traffic on the highway or part of the highway for the previous calendar year; or

(b) by estimating the average daily two-way traffic on the highway or part of the highway in accordance with accepted traffic engineering methods.

TABLE  
CLASSIFICATION OF HIGHWAYS

Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometres per hour)						
	100	90	80	70	60	50	40
15,000 or more	1	1	1	2	2	2	2
12,000 - 14,999	1	1	1	2	2	3	3
10,000 - 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	3	3
5,000 - 5,999	1	2	2	3	3	3	3
4,000 - 4,999	1	2	3	3	3	3	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	4	4
1,000 - 1,999	1	3	3	3	4	4	5
500 - 999	1	3	4	4	4	4	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

**Application**

2. (1) This Regulation sets out the minimum standards of repair for highways under municipal jurisdiction for the purpose of subsection 284 (1.4) of the Act.

(2) The minimum standards of repair set out in this Regulation are applicable only in respect of motor vehicles using the highways.

(3) This Regulation does not apply to Class 6 highways.



## Minimum Standards

### **Routine patrolling**

3. (1) The minimum standard for the frequency of routine patrolling of highways is set out in the Table to this section.
- (2) Routine patrolling shall be carried out by driving on or by electronically monitoring the highway to check for conditions described in this Regulation.
- (3) Routine patrolling is not required between sunset and sunrise.

TABLE  
ROUTINE PATROLLING FREQUENCY

Class of Highway	Patrolling Frequency
1	3 times every 7 days
2	2 times every 7 days
3	once every 7 days
4	once every 14 days
5	once every 30 days

### **Snow accumulation**

4. (1) The minimum standard for clearing snow accumulation is,
- (a) while the snow continues to accumulate, to deploy resources to clear the snow as soon as practicable after becoming aware of the fact that the snow accumulation on a roadway is greater than the depth set out in the Table to this section; and
- (b) after the snow accumulation has ended and after becoming aware that the snow accumulation is greater than the depth set out in the Table to this section, to clear the snow accumulation in accordance with subsections (2) and (3) or subsections (2) and (4), as the case may be, within the time set out in the Table.
- (2) The snow accumulation must be cleared to a depth less than or equal to the depth set out in the Table.
- (3) The snow accumulation must be cleared from the roadway to within a distance of 0.6 metres inside the outer edges of the roadway.
- (4) Despite subsection (3), for a Class 4 highway with two lanes or a Class 5 highway with two lanes, the snow accumulation on the roadway must be cleared to a width of at least 5 metres.
- (5) This section,
- (a) does not apply to that portion of the roadway designated for parking; and

(b) only applies to a municipality during the season when the municipality performs winter highway maintenance.

(6) In this section,

"snow accumulation" means the natural accumulation of new fallen snow or wind-blown snow that covers more than half a lane width of a roadway.

TABLE  
SNOW ACCUMULATION

Class of Highway	Depth	Time
1	2.5 cm	4 hours
2	5 cm	6 hours
3	8 cm	12 hours
4	8 cm	16 hours
5	10 cm	24 hours

**Icy roadways**

5. (1) The minimum standard for treating icy roadways is,

(a) to deploy resources to treat an icy roadway as soon as practicable after becoming aware that the roadway is icy; and

(b) to treat the icy roadway within the time set out in the Table to this section after becoming aware that the roadway is icy.

(2) This section only applies to a municipality during the season when the municipality performs winter highway maintenance.

TABLE  
ICY ROADWAYS

Class of Highway	Time
1	3 hours
2	4 hours
3	8 hours
4	12 hours
5	16 hours

**Appendix 5A**  
**Council approved sidewalk level of service, Schedule A**

Report to Planning, Environment and Transportation Committee  
January 31, 2005

**Appendix A**

**Minimum Winter Control Standards**

Activity	Discretionary Activity?	Current Standard		Minimum Maintenance Standard	
		Road Condition	Response Time	Condition	Response Time
Road Patrol	No	Class 2 Roadways Class 3 Roadways Class 4 Roadways Class 5 Roadways	2x every 7 days 1x every 7 days 1x every 14 days 1x every 30 days	Class 2 Roadways Class 3 Roadways Class 4 Roadways Class 5 Roadways	2x every 7 days 1x every 7 days 1x every 14 days 1x every 30 days
Road Plowing	No	Class 2 >= 2.5 cm ("two-lanes bare") Class 3 >= 2.5 cm ("centre-bare") Class 4 >= 2.5 cm ("centre-bare") Class 5 >= 8 cm* *(Revised Dec 2005) ("traction")	6 hrs 12 hrs 12 hrs 24 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	6 hrs 12 hrs 16 hrs 24 hrs
Road Salting	No	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm	4 hrs 8 hrs 12 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm	4 hrs 8 hrs 12 hrs
Road Sanding	No	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	4 hrs 8 hrs 12 hrs 16 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	4 hrs 8 hrs 12 hrs 16 hrs
Snow Fencing	Yes	No Standard Set – Site specific (~1,500 m)		No Standard Set	
Sidewalks –mechanized Plowing/Salting/Sanding	Yes	Arterial Roads >= 4 cm Collector Roads >= 4 cm School Areas >= 4 cm Local Roads >= 8 cm	20 hrs	No Standard Set	
Pedestrian Steps/Walkways – Manual Clearing	Yes	>= 1cm	16 hrs	No standard Set	

**Appendix 6;**

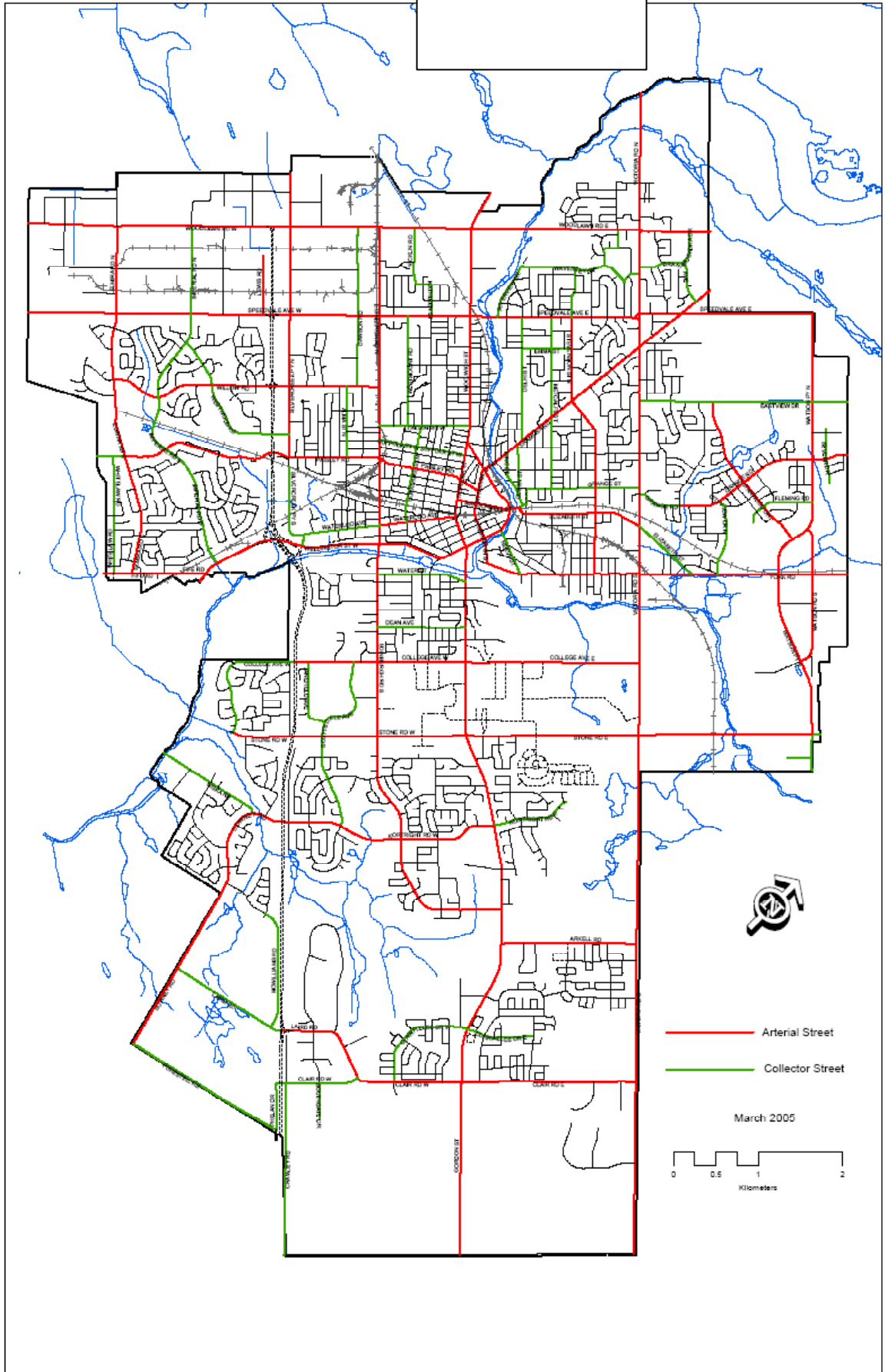
**City map of arterial and collector road system, classes 2, 3 and 4 roads. Residential roads, shown in black, are class 5 roads.**

**TABLE  
CLASSIFICATION OF HIGHWAYS**

--	--	--	--	--	--	--	--

Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometres per hour)						
	100	90	80	70	<b>60</b>	<b>50</b>	40
15,000 or more	1	1	1	2	<b>2</b>	<b>2</b>	2
12,000 - 14,999	1	1	1	2	<b>2</b>	<b>3</b>	3
10,000 - 11,999	1	1	2	2	<b>3</b>	<b>3</b>	3
8,000 - 9,999	1	1	2	3	<b>3</b>	<b>3</b>	3
6,000 - 7,999	1	2	2	3	<b>3</b>	<b>3</b>	3
5,000 - 5,999	1	2	2	3	<b>3</b>	<b>3</b>	3
4,000 - 4,999	1	2	3	3	<b>3</b>	<b>3</b>	4
3,000 - 3,999	1	2	3	3	<b>3</b>	<b>4</b>	4
2,000 - 2,999	1	2	3	3	<b>4</b>	<b>4</b>	4
1,000 - 1,999	1	3	3	3	<b>4</b>	<b>4</b>	5
500 - 999	1	3	4	4	<b>4</b>	<b>4</b>	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

# Appendix 6



# Appendix 1

## Equipment - Winter Maintenance Fleet

Winter Maintenance Fleet – (City Of Guelph Ontario)																		
Equipment By Unit Number	Patrol	Truck			Winter Equipment				New Technologies							Grader, Contract Grader**	Sidewalk Equip	
	Patroller Pick Up 4x4 plow**	Tandem	Tri Axle	Single Axle	Plow	Wing	Combination Unit	Spreader	Spinner Single Dual	Electronic Controller	Calibration	Pre-wet Equip	Anti-icing Equip	Anti-icing, Pre-wet capacity	Infrared Thermometers			Loader, Contractor loader**
<b>Patrol Yard #1</b>																		
03301				Y	Y			Y	D	Y	Y	Y		340			Y	
02302		Y			Y	Y		Y	S	Y	Y	Y		680			Y	
98303		Y			Y			Y	D	Y	Y						Y	
98304		Y			Y			Y	D	Y	Y						Y	
06305				Y	Y	Y		Y	D	Y	Y	Y		340	Y		Y	
02306		Y			Y	Y		Y	S	Y	Y	Y		680	Y		Y	
02307				Y	Y			Y	S	Y	Y	Y		340	Y		Y	
98308		Y			Y	Y		Y	S	Y	Y	Y	Y	2500	Y		Y	
02310				Y	Y			Y	D	Y	Y	Y		340	Y		Y	
98311		Y			Y			Y	D	Y	Y	Y		680			Y	
06312				Y	Y	Y		Y	S	Y	Y	Y		340	Y		Y	
99314		Y			Y			Y	D	Y	Y	Y		680			Y	
98316		Y			Y					Y	Y		Y	7500			Y	
06664		Y			Y	Y				Y			Y	7500	Y		Y	
07562	Y														Y			
07282	Y														Y			
05288	Y							Y	S						Y		Y	
02352		loader			Y	Y										Y	Y	
07351		loader			Y	Y										Y	Y	
05432		loader			Y	Y										Y	Y	
04358		grader				Y											Y	Y

01325				Y								Y	1100			Y		
09280	Y**				Y			Y	S							Y		
01628																Y		Y
00354																Y		Y
01330																Y		Y
97603																Y		Y
97604																Y		Y
00384																Y		Y
97601																Y		Y
01379																Y		Y
01602	spare															Y		Y
ContractRoad Units														9 units**		Y 2006		17 units**

Spinner: S = single, D = Double spinner. Anti-icing/Pre-wet Capacity: Indicated in litres.



## Appendix 2

Yard Facilities, Patrol Yard #1, located at 45 Municipal Street, Guelph Ontario

Winter Maintenance Facilities – (City of Guelph Ontario)															
Location	Site Drainage				Material Storage										
	Washing On-site	Washing Inside	Dil/Grit Separator	Discharge Drainage	Sand	Salt	Liquids	Structure Type	Structure Floor Paved	Salt Sand Loading	Door Over-hang	Lighting	Mechanical Ventilation	Paved Loading Area	Liquid Containment
Patrol Yard #1	Y	Y	Y	Storm Sewer	Y	Y	Y	3 DOMES	Y	Outside	Y	Y	Y	Y	Y

'Y' indicates Yes

### Snow Removal and Disposal

Snow Disposal Sites –(City of Guelph Ontario)								
Location	Surface		Drainage/Run Off		Surrounding Land Use			
	Paved	Unpaved	Controlled	Uncontrolled	West	East	North	South
Wastewater Treatment Plant grounds		Y		Y	Ag	Ind	Road	River

'Y' indicates Yes, Ag = agricultural, Ind=industrial, Road=road, River=river

Note: No information on hand regarding contamination to any neighbourhood wells caused by road salts.

### Appendix 3

#### Continuous Improvement Practices and Strategies

Salt Management Plan- City of Guelph										
Continuous Improvement Options	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Level Of Service Policy; MMS Reg 239/02	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Establish & Implement Training packages	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Review of Winter Control Routes	Y			Y			Y			Y
Infrared Thermometers on all Patrol Trucks		Y								
Infrared Thermometers on all Plow Trucks		Y 5 units	Y 5 units	Y 5 units	Y 10 units					
Electronic Spreader Controls Purchase	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Construction of own RWIS Station							Y			
New Dome (Satellite Location)							Y			Y
Establish Storm Response Guidelines		Y								
Use of organic liquid additive to salt brine	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7500 litre organic liquid storage tank	Y									
New 15000 litre organic liquid storage tank							Y			
Provision for spill containment of liquid tanks	Y				Y				Y	
New 15000 litre salt brine storage tank	Y									
New 7500 litre brine dispensing truck (equipment # 06664)	Y								Y	
GPS installations	Y									
GPS installations-contractor equipment				Y						
Electronic spreader controls on entire fleet completed, (93-312)		Y								
Fleet replacement trucks to include pre-wetting technology, GPS and electronic spreader controls	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Traction mix changes, Example #1**

The dynamic nature of the SMP allows for ongoing improvements to winter maintenance operations to be trialed and implemented. Traditionally, the arterial and collector roads were treated as "salt routes". That is, these roads received the 4 hour response time envelope with respect to the Ontario Municipal Minimum Maintenance Standards, (MMS), for the application of salt as a road de-icer. The established bus routes throughout the city were treated as "sand routes". That is, these roads received the 8 hour response time envelope with respect to the MMS, for the application of road sand for traction.

The sand/salt mixture referred to in the "sand routes" in the past consisted of 25% salt and 75% sand ratio. In 2006 Staff had revised the salt/sand ratio to a 50/50 mix. The application rate was revised from 200kg/lane km of 25/75 mix to 100kg/lane km for the 50/50 mix. This translates to a net zero change in the amount of salt used, but results in a net reduction in the amount of sand used by 2/3, (from 150kg/lane km to 50kg/lane km). This change resulted in less sand being used for winter operations which translated to less spring cleanup being required. This was accomplished without compromising winter road safety.

**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Pre-wetting and anti-icing example #2**

The SMP review process also encourages the use of new technologies. Such technologies consist of, pre-wetting of road salt prior to application to reduce surface bounce, as well as anti-icing of roadways, which prohibits the bond between the snow and the road pavement from occurring. Both of these best practices reduce the overall usage of salt and ultimate output to the environment. Pre-wetting is generally performed with a straight salt brine solution. Technological advances in this area have developed mechanized spreaders which can increase the amount of liquid salt brine applied to the output salt to ultimately allow a reduction in the amount of road salt dispensed, (total tonnage, wet + dry equivalent). Additionally, organic additives have been developed and are being trialed to even further reduce the amount of salt output. These organic additives enhance the chemical effectiveness of the road salt while the spreader technology allows for increased liquid volume dispersal. This combination has resulted in favourable returns in winter control operations as well as environmental aspects.

Anti-icing technology is the practice of applying a 23% salt brine solution to the roadway in advance of a storm in order to prevent the frozen precipitation from bonding to the roadway. This technology effectively increases our allowable response time to apply de-icing materials, salt, to the road surface as well as reduces the total amount of salt required to return the road surface to a safe drive-able, ice/snow free state.

**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Elimination of Sand Routes, Example #3**

The dynamic nature of the SMP allows for ongoing improvements to winter maintenance operations to be trialed and implemented. In 2008 in order to once again improve our compliance to the SMP and increase our efforts to reduce salt output and reduce overall impact of winter operations to the environment. The "sand routes" were effectively eliminated and treated as salt routes. The service delivery times did not change relative to the Minimum Maintenance Standards, (based on road traffic volumes), for these roads, The 50/50 mix (at 100kg/lane km application rate) was eliminated from use and we applied straight road salt at a rate of 50 kg/lane km instead. This change resulted in a net reduction of sand applied to the road while still providing the same amount of salt to protect the road from winter conditions. This change has manifested itself in major savings in the spring cleanup program and has ultimately saved the environment with respect to the amount of sand applied in winter control to the city's road network as well as the mechanical effort required in spring to collect and dispose of the roadway sand in our spring sweeping program.

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE Monday June 15, 2009

**SUBJECT Sidewalk Winter Control Service Review Results**  
REPORT NUMBER

## RECOMMENDATION

That the report dated June 15, 2009 **Sidewalk Winter Control Service Review Results** be received;

AND THAT staff proceed to develop and implement a one-year pilot program to provide residents with access to deicing/traction material at no cost to encourage a cooperative effort to treat icy conditions on all sidewalks;

AND THAT staff evaluate and report back to Council on the effectiveness of the one-year pilot program to provide residents with access to deicing/traction material.

## BACKGROUND

On April 14, 2008, Council approved that a service review be initiated to examine sidewalk snow clearing practices to determine whether sidewalk winter control should be provided by the City and if so, the most appropriate way to provide the service and at what service level. Subsequently, the review was staged into two phases to address each of these questions.

Following an intensive internal assessment of the current service, on November 23, 2009, the Sidewalk Winter Control Service Review Phase 1 Report was received and Council approved the following resolutions - "(t)hat Sidewalk Winter Control continues to be a service provided to the citizens of Guelph" and "(t)hat staff commence Phase 2 of the Sidewalk Winter Control review process to identify expected service delivery outcomes and community defined service levels through public consultation" and "(t)hat staff be directed to implement operational improvements for the 2008/2009 winter season".

## REPORT

Phase 2 of the Sidewalk Winter Control Service Review involved public consultation to identify the expected service delivery outcomes and community defined service levels resulting from the Phase 1 assessment, followed by a report to Council on the recommendations arising from the public consultation.

---

As approved in the Service Review Plan submitted September 11, 2008 to the Governance and Economic Development Committee, four key stakeholder groups were invited to attend separate focus group sessions:

- Guelph Accessibility Committee
- Guelph and Wellington Seniors Association
- Guelph Downtown Business Association members
- Neighbourhood Associations

Consultations took place with a professional, independent facilitator between January 2009 and March 2009. In total, twenty-five (25) people participated in three focus groups which proved to be a productive forum for the positive exchange of information, ideas and needs. The service improvement suggestions and recommendations were then consolidated into a report by the facilitator (*Appendix 1 – Consolidated Report & Summary of Service Improvement Suggestions*) and provided to staff for consideration, financial analysis and impact assessment.

As a result of these efforts, staff have prepared a summary (*Appendix 2 – Assessment of Sidewalk Winter Control Service Improvements*) outlining the twenty-three (23) suggestions, staffs' associated comments, estimated financial impact and staff's recommendation or action.

To this end, the following twelve (12) service improvement suggestions **are being recommended** by staff to enhance the delivery of a high quality service to the community and staff will be submitting these for consideration during the 2010 budget deliberations:

*NB. The corresponding reference number in Appendix 2 is noted in ( ).*

*NB. The anticipated annual cost of enhancement is noted in [ ] and detailed in Appendix 2.*

1. (3.2) Completely clear downtown accessible parking spaces, curb and sidewalk [\$9,000]
2. (3.3a) Implement an enhanced snow removal standard downtown [\$150,000]
3. (3.3b) Pursue new processes and equipment to improve downtown snow removal
4. (4.2) Develop advertising to encourage reporting areas that require attention [\$2,500]
5. (5.2 & 6.1) Review standards for ice removal and treatment at bus stops and sidewalks
6. (5.3) Clear snow from bus shelters on complaint basis
7. (6.2a) Plow slush off residential sidewalks to prevent refreeze [\$46,000]
8. (6.2b) Investigate other methods to mitigate slush on residential roads
9. (6.3b) Develop 1 year pilot program to provide complementary deicing material to residents to mitigate icy conditions in on sidewalks [\$3,000]
10. (7.1b) Coordinate sidewalk and road clearing service through route optimization
11. (8.1) Investigate best way to deliver and support a sidewalk inspection program
12. (9.1) Implement annual communication strategy/campaign for winter control

The following five (5) service improvements **are not being recommended** either due to inconsistency with Council direction, significant financial impact or the magnitude of the additional resources required.

1. (1.1 & 1.2) Establish a Snow Clearing by-law and enforcement for residents
2. (4.3) Clear high priority areas to bare concrete
3. (4.5) Program crosswalk/pedestrian signals to correspond with traffic signal

- 
4. (5.1) Clear all bus stops to bare concrete
  5. (6.3) Provide public sand boxes in neighbourhoods

Staff will be continuing to provide and improve upon the remaining service improvements noted from the public consultation feedback.

Of note, at the conclusion of the Phase 1 assessment in November 2008, Council approved several operational improvements that staff recommended implementing in the 2008/2009 winter season:

1. Purchase an additional snow plow and create a 9<sup>th</sup> route
2. Route optimization to ensure most effective and efficient delivery
3. Expand the use of snow blowers as means to improve quality and customer satisfaction
4. Additionally, staff obtained union agreement to hire temporary staff to provide a more continuous and responsive sidewalk winter control operation.

These improvements were not in place until late in the season and due to the mild nature of the winter, there was little opportunity to properly evaluate the effectiveness of these improvements for the 2008/2009 winter.

Through implementation of the recommendations arising from the public consultation, and the operational improvements identified from the internal review, staff believe that a community defined, and high quality service can continue to be provided to the Guelph community. Staff will continue to monitor and assess the effectiveness of the enhancements from season to season.

This concludes the Council-directed Service Review process for Sidewalk Winter Control.

## **CORPORATE STRATEGIC PLAN**

Objective 1.2 – Municipal sustainability practices that become the benchmark against which other cities are measured.

Objective 5.1 – The highest municipal customer service satisfaction rating of any comparable-sized Canadian city.

Objective 5.2 – A consultative and collaborative approach to community decision making.

Objective 5.3 – Open, accountable and transparent conduct of municipal business.

Objective 5.6 – Organizational excellence in planning, management, human resources and people practices.

## **FINANCIAL IMPLICATIONS**

Costs associated with the implementation of a one-year pilot program to provide residents with sidewalk deicing material will be absorbed in the Operations Department annual budget.

The anticipated budgetary impact to implement all recommended service improvements identified in Appendix 2 is \$210,500.

## **DEPARTMENTAL CONSULTATION**

Corporate Administration (Strategic Initiatives) & Legal Services

## **COMMUNICATIONS**

n/a



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## **ATTACHMENTS**

Appendix 1 - Consolidated Report & Summary of Service Improvement Suggestions

Appendix 2 - Assessment of Sidewalk Winter Control Service Improvements

*Original Signed by:*

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**Prepared By:**

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Coordinator, Service Performance  
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*Original signed by:*

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**Recommended By:**

Sam Mattina  
Manager, Roads & Right of Ways  
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*Original signed by:*

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**Recommended By:**

Derek McCaughan  
Director, Operations  
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**City of Guelph  
Sidewalk Winter Control  
Service Review**

**Phase II – Consultation**

**Consolidated Report & Summary of Service Improvement Suggestions**

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The City of Guelph made a commitment to review the Sidewalk Winter Control Service in the Fall of 2008. The service review process consisted of two phases.

Phase I -- conducted by staff throughout September, October and November of 2008 -- involved a full analysis of the available service data, examining and comparing Guelph's service to other municipal practices and researching alternative service delivery models (e.g. resident's shoveling their own sidewalks). Upon completion of Phase I, Council accepted a recommendation to continue to provide the service along with some operational enhancements.

Phase II of the service review involved conducting a series of public consultations with key stakeholder groups. The purpose of the consultation was to gather information so that staff and Council could better understand service expectations. This involved gathering input on the existing service level standards and ideas on how to improve the service.

At the outset of Phase II, four (4) types of key stakeholder groups were identified: individuals living with disabilities, seniors, residents/home owners and downtown business owners.

With the exception of the downtown business owners, focus group discussions were arranged and conducted throughout February and March 2009.

All focus groups received an overview of the service review process and a description of the current service. Everyone was provided with copy of the presentation and a one page summary of the sidewalk winter control practices. This information provided the parameters for the discussion.

The sessions were managed by an external facilitator and supported by City of Guelph, Operations Department staff.

Each focus group received a summary of their discussion within two weeks of the session.

**Accessibility Advisory Committee**

To gather information from those individuals living with a disability a focus group discussion was arranged with Accessibility Advisory Committee. On February 17, 2009 from 3:00 pm until 4:00 pm twelve (12) members of that Committee met at the West End Community Centre.

**Guelph & Wellington Seniors Association**

Six (6) members of the Guelph & Wellington Seniors Association served as representatives for the seniors stakeholder group. On February 19, 2009 from 1:00 pm until 3:00 pm a focus group discussion was hosted at the Evergreen Seniors Centre.

**City of Guelph  
Sidewalk Winter Control  
Service Review**

**Phase II – Consultation**

**Consolidated Report & Summary of Service Improvement Suggestions**

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**Neighbourhood Association Representatives & Interested Citizens**

On March 2, 2009 from 6:30 pm until 8:00 pm seven (7) representatives of various Neighbourhood Associations and interested residents participated in a focus group discussion at the West End Community Centre. This group provided a property/home owners perspective on sidewalk winter control.

In total twenty-five (25) people participated in Phase II of the Sidewalk Winter Control Service Review.

The focus group discussion highlighted a number of issues, which resulted in several suggestions to improve the current service. These service improvement suggestions are organized into eight (8) categories.

- Although the City is ultimately accountable and enforcement might be an issue, fully consider the development of a City By-Law that requires all business and property owners to take more responsibility for clearing snow and ice on their immediate sidewalks.
- Review of Waterloo's By-Law and specific enforcement practices may provide insights on how to deal with property and business owners that do not take the necessary steps to maintain their immediate sidewalks.
- For challenging areas or negligent property and business owners (e.g. apartments, townhouse complexes & student housing/tenants), develop a process to enforce a By-Law (e.g. tickets/fines collected through/added to property tax bill).

- Compare the City's standards against those of Fergus – although a small town, there may be practices that can prove both valuable and applicable to Guelph.
- Investigate and consider the sidewalk winter control practices in Edmonton. That information may provide a middle ground for service delivery and service standards.
- Investigate and consider a snow clearing practice in New Brunswick where homes with a person in a wheelchair are marked by flags at the mouth of the driveway in the winter.

**City of Guelph  
Sidewalk Winter Control  
Service Review**

**Phase II – Consultation**

**Consolidated Report & Summary of Service Improvement Suggestions**

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- Provide information to residents so that they know who to contact if there is a “hot spot” that requires attention.
- Provide information to residents on how they might go about getting an assessment of their area based on the needs of residents (e.g. high proportion of seniors, individuals with disabilities, etc.).
- Review the high priority areas to see/ensure they include such places as the Yarmouth Medical Centre, Norfolk Medical Centre and the road by Stone Store near the accessible parking spaces.
- Investigate whether sidewalks in high priority areas, e.g. Evergreen Seniors Centre, can be cleared to bare concrete.
- Assess and improve winter control practices at where sidewalks intersect with railway crossings, as this is a particular challenge for those with a disability.
- Investigate the possibility of programming crosswalk/pedestrian signals during the winter months to automatically change to coincide with traffic lights.

- Clear bus stops of all snow banks and snow accumulation as even a ¼ of snow impairs a wheelchair user.
- Review standards for treating icy conditions at bus stops and consider raising the standard.
- Ensure the inside of bus shelters is cleared of snow.
- Review the practices and expectations for public transit drivers to assist those with disabilities.

- Specifically review standards for managing icy conditions on sidewalks and bus stops to determine ice-specific service improvements.
- Consider providing “public sand boxes” making it easier for property owners to prevent and treat ice on sidewalks.
- Fully consider plowing slush (after treating icy conditions) off of sidewalks to avoid even more treacherous sidewalk conditions.

**City of Guelph  
Sidewalk Winter Control  
Service Review**

**Phase II – Consultation**

**Consolidated Report & Summary of Service Improvement Suggestions**

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- Assess sidewalk conditions in the Spring/Summer (especially in older neighbourhoods) and repair those sidewalks that will adversely affect sidewalk snow and ice clearing in the winter months.

- Fully investigate the coordination of sidewalk and road clearing service.
- Investigate whether sidewalk plows can keep blade down as it moves across intersections, this would help to eliminate having to walk through an intersection still full of snow and windrows.

- Reduce sidewalk snow plow damage and complaints by educating and/or insisting that property owners mark hard landscaping, with a flag for example.
- Ensure City properties serve as model for sidewalk winter control practices, work to deliver service as stated and understand legislation impacting service delivery, including the Human Rights Legislation.
- Ensure accessibility parking and other nearby parking is free of ice, snow and snow banks.
- Review sidewalk winter control practices with an eye to addressing issues faced by those with a disability.
- Undertake a public education campaign regarding the service standards and practices.
- Inform/educate university students and tenants as to their responsibilities.
- Using the following tactics, implement a comprehensive and positive-oriented communication strategy/campaign that urges property and business owners to clear their sidewalks:
  - Radio messages and TV ads
  - Bus advertising in winter months that includes contact information
  - Notice with tax bill and flyer in mailbox at the start of winter
  - Fridge magnets and/or door knockers
  - Posters at facilities & businesses throughout the city
  - Crisper, easier to read ads in Tribune City Pages
  - Jingle/logo statement such as “Be nice clear your ice.”
  - Information on City of Guelph’s website
  - Preprinted City envelopes that include contact information
  - Newsletters/information targeted at key groups, e.g. landlords & tenants
  - Identify/promote programs that assist seniors and others

**City of Guelph  
Sidewalk Winter Control  
Service Review**

**Phase II – Consultation**

**Consolidated Report & Summary of Service Improvement Suggestions**

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Phase II of the Sidewalk Winter Control Service Review provided a productive forum for the positive exchange of information, sharing of ideas and identification of service improvement suggestions for review and consideration by the City of Guelph's Staff and Council.

The interest of those who participated in the focus group discussions was reflective of a sincere interest in their community and the services provided by the City of Guelph.

Summary of Service Improvement Suggestions from Focus Groups

Ref. #	Recommendations from Focus Groups	Staff Recommend Y / N	Staff Comment	Staff A
<b>1 ESTABLISH A SNOW CLEARING BY-LAW &amp; ENFORCEMENT</b>				
1.1	A <b>by-law</b> that requires all business and property owners and occupants to take more responsibility for clearing snow and ice.	N	Inconsistent with Council direction	Promote public engager
1.2	Implement enforcement practices for property owners failing to clear	N	Inconsistent with Council direction	No action required.
<b>2 MUNICIPAL COMPARISONS AND BEST PRACTICE RESEARCH</b>				
2.1	Investigate sidewalk clearing practices in other communities.	continue	Staff regularly attend 'snow' conferences and are members of various Public Works Associations to stay abreast of latest innovations, concepts and technology.	Continue to research an basis
<b>3 DOWNTOWN SIDEWALKS</b>				
3.1	Review current high priority areas and standards to ensure they include such locations as Yarmouth Medical Centre, Norfolk Medical Centre and Stone Store by disabled parking spaces	continue	This has been done and high priority routes do include these locations.	No action required
3.2	Completely clear downtown accessible parking spaces, curb and access from sidewalk	Y	Mechanized snow plowing operation on sidewalks creates a windrow along curb hindering pedestrian access. Manual clearing follows at accessible parking spaces. Acknowledge road and sidewalk not always cleared of windrows at same time, or cleared bare.	Review procedure and t necessary to provide a b locations.
3.3a	Coordinate sidewalk and road clearing service downtown	Y	Difficult to coordinate as downtown sidewalks have obstacles and higher standards than roads. Sidewalk snow is pushed to curb edge as a result. No definitive standard in place to determine when these snow banks should be removed. Currently completely remove snow	#1. Recommend standa of 12" at curb edge as tr snow removal on sidewa Coincides with Solid Wa requirements. Estimate based on historical data
3.3b		Y	3-4 times per year when banks are high and occurs overnight when streets are clear of parked vehicles.	#2. Staff will pursue nev additional equipment ne removal and improve ac

Summary of Service Improvement Suggestions from Focus Groups

Ref. #	Recommendations from Focus Groups	Staff Recommend Y / N	Staff Comment	Staff A
<b>4 HIGH PRIORITY AREAS &amp; SIDEWALKS</b>				
4.1	Develop process to identify and assess areas that may require immediate or special attention	continue	Staff and operators review routes on annual basis.	Continue to review and
4.2	Develop process for residents to report areas that require special attention or assessment	Y	Staff respond to all complaints and concerns.	Public will be encourage Operations department advertising.
4.3	Investigate whether sidewalks in high priority areas can be cleared to bare concrete (eg. Evergreen Seniors Centre)	N	Clearing all high priority locations to bare concrete would require significant manual effort and is not feasible in a timely fashion.	Residents can report are attention.
4.4	Assess quality and process of snow removal at railway crossings over sidewalks in high traffic areas	continue	City staff not permitted to manually shovel tracks, as this is considered 'work' at tracks. CN implements a 3' boundary for any 'work' at tracks. Mechanically clear snow as cross over tracks.	Operators will continue can and will mechanical to melt snow at tracks. inspected annually to en condition for improved q
4.5	Program crosswalk/pedestrian signals to automatically change with traffic lights in winter (so pedestrian doesn't have to press button to activate walk signal)	N	Staff currently remove snow at base of traffic poles (mechanically and manually) to facilitate accessibility to pedestrian push buttons.	Review procedure and r with staff to better enabl push buttons at intersec
<b>5 BUS STOP CLEARING</b>				
5.1	Clear all bus stops to bare concrete, and review service standard (timing).	N	To provide this service in a timely manner would require resources of such magnitude and for only intermittent periods that staff have little confidence in being able to provide this level of service.	Staff will work with Guel high priority areas and v assistance at these loca
5.2	Review standards for ice removal and treatment for improvements.	Y	Material is currently applied mechanically as required. A higher standard would only be accomplished with manual effort.	Investigate means to im application and timing.
5.3	Clear out snow from inside bus shelter (otherwise it can not serve as a shelter)	Y	Clearing out bus shelters would only be accomplished with manual effort and is currently not being done. The degree of the problem is not known at this time.	Staff will respond to all o the level of this activity. asked to identify proble



Summary of Service Improvement Suggestions from Focus Groups

Ref. #	Recommendations from Focus Groups	Staff Recommend Y / N	Staff Comment	Staff A
5.4	Review practices and expectations of mobility drivers and bus drivers to assist those with disabilities to ensure there is consistency	Y	Guelph Transit responsibility.	Review comment with G

Summary of Service Improvement Suggestions from Focus Groups

Ref. #	Recommendations from Focus Groups	Staff Recommend Y / N	Staff Comment	Staff A
<b>6 ICY CONDITIONS</b>				
6.1	Review standards to treat icy conditions on sidewalks	Y		Staff will review current suggestions for improve and responsiveness.
6.2a	Plow the slush off sidewalks (following salting or melt)	Y	Current standard dictates that high and medium sidewalks are cleared when slushy, sand/salt is applied as required. Residential sidewalks are not cleared of slush. If refreeze occurs, staff mechanically apply sand/salt mixture on residential sidewalks.	#1. Current standard co include residential side additional residential plo
6.2b	...plow slush off sidewalks			#2 Staff will investigate products to resolve and residential sidewalks. F material, timing of mater
6.3a	Provide public sand boxes in neighborhoods to facilitate treatment of icy sidewalks	N	Estimate an additional 250 sand boxes would be required, involving a large capital and operating investment in excess of \$175,000*.	#1. Continue to annuall requested in key locatio treat ice and improve ac
6.3b	...facilitate the treatment of icy sidewalks	Y	Staff are of the opinion that the timely treatment of icy conditions at all sidewalks is necessary and can be improved.	#2. Staff will develop an pilot program to provide complementary deicing sidewalks.
<b>7 COORDINATE SIDEWALK AND ROAD CLEARING</b>				
7.1a	Coordinate sidewalk and road clearing service for all sidewalks	continue	Different standards and snow accumulation thresholds for roads vs. sidewalks. Roads have higher level of resources, standards, regulations. Not always possible to coordinate and still meet service standards.	#1. A 9th snow plow rou 2008/2009 season to inc current service. A snow established for high volu sidewalks to completely sidewalks and facilitate
7.1b		Y		#2. Staff will undertake review of route assignm improvements to the tim snow clearing service in
7.2	Determine if sidewalk plows can keep blade down to remove snow on road as it moves across intersections.	continue	This is being done.	Staff will be instructed to

Summary of Service Improvement Suggestions from Focus Groups

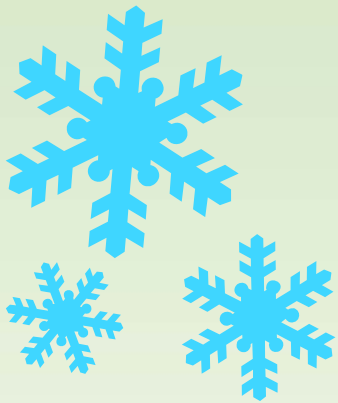
Ref. #	Recommendations from Focus Groups	Staff Recommend Y / N	Staff Comment	Staff A
<b>8 GENERAL SIDEWALK CONDITION</b>				
8.1	Inspect all sidewalks annually to identify repairs (uneven sidewalks difficult to clear well)	Y	Routine inspection program required, recommend a 4 year inspection cycle. Require additional resources for inspection and subsequent repair.	Staff will investigate the support the inspection c
8.2	Mark hard landscaping for operator awareness	continue	Public involvement required - Operations inspect and install hazard markers at start of season.	Public involvement requ from unwanted removal. and education could be

<b>9 PUBLIC EDUCATION</b>				
9.1	Implement an annual communication strategy/campaign (see examples below)  <i>radio messages, TV ads on local channels, Jingle / Slogan bus advertising (who to call); flyer to each household, posters at city facilities, preprinted City envelopes, promotion of programs to assist include Flyer or Fridge Magnet with November tax bill</i>	Y	Communication activities currently in place as part of Corporate Communications strategy. Could be incorporated n 4.2 above.	Forward suggestions to their recommendations

**TOTAL COST OF SUGGESTED IMPROVEMENTS**

<b>* Assumptions/Estimates:</b>	
3.2 Improve Accessible parking clearing practices	25 spaces cleared 10 times manually
3.3 8 additional snow removals downtown	\$18750 per snow removal, 4 year cost average. Lower costs could be realized c
4.2 advertising campaign/strategy	Additional promotion to enhance Corporate Communications budget & plan
6.2 plow slush from residential sidewalks	4 additional plows per year x \$11,500 each
6.3a Sand boxes throughout city	250 additional boxes x \$700 (\$350 capital , \$350 operating)
6.3b Provide sand/salt to residents from one facility	\$3,000 estimated material cost to provide sand/salt to public from Operations ya

# Sidewalk Winter Control Service Review



June 15, 2009  
ECO Committee

# Service Review – Phase One

## Objectives

- 👍 Make an informed recommendation for either continuing to provide the service or not

### **Council Resolution Nov. 23, 2008:**

- 👍 Continue to be a service provided to the citizens of Guelph
- 👍 Implement Operational Improvements for 2008/2009
- 👍 Phase 2 – Public consultation

# Service Review - Phase Two

## Objectives

Public consultations (1<sup>st</sup> Q 2009)



**Community defined levels of service**



**Identify service delivery outcomes**

# Service Review - Phase Two

## Focus Groups






- Guelph Accessibility Committee (Feb. 17)
- Guelph & Wellington Seniors Association (Feb. 19)
- Neighbourhood Associations (March 2)
- Guelph Downtown Business Association

Professional facilitation (Summerset Group)  
Presentation of current service  
Round table discussion & list of suggestions

- 23 recommended service improvements

# Service Review - Phase Two

## Focus Groups – General Observations

-  Bus stop clearing
-  Snow clearing
-  Education, understanding the service
-  Treatment of ice on all sidewalks
-  Downtown (parking, snow banks)



# Service Review - Phase Two

## Staff Support these Recommendations

1. Downtown
  - Accessible parking spaces & curb
  - Removal of snow banks
  
2. Sidewalks in General
  - Treatment of ice
  - Removal of slush

## Service Review - Phase Two

### **Staff Do Not Support these Recommendations**

1. Establish snow clearing by-law
2. Bus Stops – clearing to bare concrete
3. High Priority areas – clearing bare
4. Providing sand boxes throughout city

# Service Review

## Next Steps

1. Develop & implement 1-year pilot program to provide deicing material to all residents
2. Prepare budget submissions for 2010
3. Evaluate operational improvements & report
4. Report on Service Review process

# Questions?



# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services  
**DATE** June 15, 2009

**SUBJECT** **Notification and Recommendation of a Special Event at Goldie Mill**

**REPORT NUMBER** CS-IS-0912

## RECOMMENDATION

**THAT** an application for a special events permit to serve alcohol at a wedding to be held on Saturday, July 4, 2009 at Goldie Mill Ruins - Amphitheatre (closed in area) be approved.

## BACKGROUND

On May 26, 2009, Facility Booking staff received an amendment to a special events application requesting permission to serve alcohol at the Goldie Mill Ruins for a wedding celebration. The event set-up will commence on Saturday, July 4 at 4:00 pm with the wedding celebration and cocktail reception commencing at 6:15 pm and concluding at 8:30 pm the same day. The wedding party and guests will then move to the Guelph Youth Music Centre for the reception. The expected attendance at the wedding is approximately 100 guests.

Staff spoke with the applicants on May 26, 2009 to confirm the specific operational requirements to host the event, as well as the specific limitations of site, i.e. prohibition of amplified sound at the site, limitations for available parking and staff's ability to respond to last minute/overnight graffiti or vandalism at the mill.

## REPORT

The ruins have been reserved in the past for special events and in accordance with the Alcohol Risk Management Policy the event requires Council approval based on the organizer's request to serve alcohol.

Staff has confirmed with the organizer the requirement to use Smart-Serve trained bartenders and have Event Staff from the City on-site while alcohol is served. Alcohol will be served between the hours of 6:15 pm and 8:30 pm on July 4, 2009.

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The public would still have permission of passage using the upper path between the Guelph Youth Music Centre and the ruins.

## **CORPORATE STRATEGIC PLAN**

Goal 2: A healthy and safe community where life can be lived to the fullest

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

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

Community Services staff have consulted with:

Operations/Parks staff

Building Department staff

Fire Prevention Officer

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A

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### **Prepared By:**

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### **Recommended By:**

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### **Recommended By:**

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Director of Community Services

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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services  
**DATE** June 15, 2009

**SUBJECT** **County of Wellington: Partnership Agreement with Neighbourhood Support Coalition**

**REPORT NUMBER** CS-NE-0913

## **RECOMMENDATION**

THAT the Mayor and Clerk be authorized to execute the service agreement between the City of Guelph and the County of Wellington for the funding support of the Neighbourhood Support Coalition and the provision of neighbourhood group programs and services.

## **BACKGROUND**

In July 2002, the Joint Services Committee for Wellington County agreed to enter into a partnership with the Neighbourhood Support Coalition (NSC) to support a Community Based Poverty Reduction Strategy. This strategy focused on the support of neighbourhood-based programs, services and outreach to families. To solidify this partnership the County agreed to annualized funding to the Neighbourhood Support Coalition to support the work of neighbourhood groups across the City.

## **REPORT**

Since 2002 the City of Guelph has acted as a transfer payment organization receiving funds from the County on behalf of the Neighbourhood Support Coalition. These funds are received as partner contributions and then allocated to neighbourhood group business units that are included in the City's annual operating budget. The NSC recommends the breakdown of fund distribution to each neighbourhood group through their annual participatory budgeting process. The County is agreeing to provide \$75,000 in 2009 through four equal installments to support the work of neighbourhood groups across the city.

The City has been signing the annual service agreement on behalf of the NSC since 2002 and agrees to ensure that the Neighbourhood Support Coalition continues to act in the capacity as outlined in the attached service description schedule. Up until 2008 the agreement has been signed by the City's Community Development Manager. The County has requested that the 2009 service agreement be signed by the Mayor on behalf of the Corporation.

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## **CORPORATE STRATEGIC PLAN**

Goal 2: A healthy and safe community where life can be lived to the fullest

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

## **FINANCIAL IMPLICATIONS**

Partner contributions received in the City's operating budget

## **DEPARTMENTAL CONSULTATION**

Legal and Risk Management Services

## **COMMUNICATIONS**

## **ATTACHMENTS**

Service agreement and service description schedule.



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### **Prepared By:**

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### **Recommended By:**

Ann Pappert  
Director of Community Services  
519-822-1260 ext. 2665  
ann.pappert@guelph.ca



## **SERVICE AGREEMENT**

This agreement made in triplicate this first day of January 1, 2009

BETWEEN

**The Corporation of the County of Wellington**  
("The County")

AND

**The Corporation of the City of Guelph**  
(The Guelph Neighbourhood Support Coalition)  
("Service Provider")

The Parties agree:

1. The County will provide **\$75,000.00** dollars annually to the Service Provider in four equal installments.
2. The Service Provider agrees to provide services in accordance with the attached service description schedule. Should any fundamental changes occur in the manner in which services are delivered the Service Provider shall notify County staff and submit a new funding proposal to the County.
3. The Service Provider will submit to The County a status report on the project's progress at its yearly midpoint, including statistics indicating the number of clients served through the funding provided to the program. It is understood that failure to submit this report will be deemed a breach of the agreement by the Service Provider.
4. One month after the conclusion of the calendar year the Service Provider will submit to The County a summary project report including, at a minimum, the number of clients served, a statement of revenue and expenditures, indicating the County's share of overall funding and an evaluation of the project's outcomes. At the same time the Service Provider will return to The County any monies advanced by The County but not expended in accordance with this agreement.
5. The Service Provider, its directors, officers, employees, agents, and volunteers will hold confidential and will not disclose or release to any person at any time during or following the term of this agreement, except where required by law, any information or documentation that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to release or disclosure of such information or documentation.

6. The Service Provider agrees that the staff and/or volunteers responsible for provision of the services pursuant to this agreement will upon reasonable request be available for consultation with County staff.
7. The Service Provider will, both during and following the term of this agreement, give indemnity and save harmless The County, its officers, employees, Council members, agents, and partners from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints, or other proceedings in any manner, based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents, or volunteers in connection with the services provided, purported to be provided, or required to be provided by the Service Provider pursuant to this agreement. Without limiting the generality of the foregoing, such indemnity shall include all legal costs, fees, and disbursements, and any administrative costs incurred by the County.
8. The Service Provider will obtain and maintain in full force and effect, during the term of this agreement, general liability insurance acceptable to the County in an amount of not less than \$1,000,000 (one million) Canadian Dollars per occurrence in respect of the services provided pursuant to this agreement. This insurance shall:
  - (a) include as an additional insured, "The Corporation of the County of Wellington" in respect of and during the provision of services by the Service Provider pursuant to this agreement;
  - (b) contain a cross-liability clause endorsement; and
  - (c) contain a clause including liability arising out of the agreement.

The Service Provider will submit to The County, upon request, proof of insurance.
9. The Service Provider will not assign this agreement, or any part thereof, without the prior written approval of The County, which approval may be withheld by The County or given subject to such conditions as The County may impose.
10. The Service Provider will not sell, change the use of, or dispose of any item, furnishing, or equipment purchased with The County with funds pursuant to this agreement without the prior written consent of The County, which consent may be given subject to such conditions as The County may impose.
11. The Service Provider agrees that the Service Provider and its employees and representatives, if any, shall at all times comply with any and all applicable Federal, Provincial, and Municipal laws, ordinances, statutes, rules, regulations, and orders in respect of the performance of this

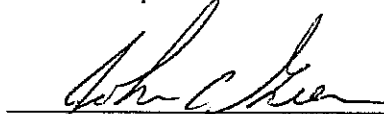
agreement.

12. It is understood that The County may withhold payments, if the Service Provider is in breach of this obligations under this agreement.
13. This agreement may be terminated by either party by giving thirty (30) days' written notice. In the event of termination, the Service Provider will immediately refund to The County any monies advanced by the County and not expended in accordance with the project's budget.

Signed and dated:

Dec. 2/08  
(Date)

The Corporation of the County of Wellington

  
Donna M. Wyeck

The Corporation of the City of Guelph

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
\_\_\_\_\_

**SERVICE AGREEMENT  
SERVICE DESCRIPTION SCHEDULE**

**Effective January 1, 2009**

**ORGANIZATION: The City of Guelph**

**SERVICE NAME: Guelph Neighbourhood Support Coalition**

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**Service Description:**

The Guelph Neighbourhood Support Coalition is a network of neighbourhood groups, sponsoring agencies and program partners. Each neighbourhood group operates in an autonomous way at the grass roots level to meet needs for children, youth and their families that have been identified in their neighbourhood. Through the Coalition, the neighbourhood groups bring together their collective resources to share information, provide support, distribute available resources, advocate for community issues and required funding.

**Vision**

The Coalition envisions a Guelph community of healthy children, strong families, and vibrant neighbourhood, that embraces diversity, creates opportunities, and promotes a high quality of life for all residents.

**Mission**

The Neighbourhood Support Coalition is a network of neighbourhood and community organizations that is committed to building and sustaining neighbourhood groups, strengthening individuals and families, ensuring healthy growth and development for every child.

**Core Values**

**Building Community ...** we believe in the strength of citizens' participation and their ability to build safe, healthy and vibrant Neighbourhood for families and children.

**Partnerships ...** through intersectoral partnership we can identify valuable resources and become more responsive to community needs.

**Diversity ...** respect for Neighbourhood diversity drives the Coalition to represent the carrying needs of all citizens.

**Innovation ...** we embrace innovative, cost effective approaches to problem solving utilizing the strength of our partners, community research and community lessons learned.

**Healthy Citizens ...** by investing in the skills and knowledge of our members we will provide opportunities for families, vulnerable children and the personal growth of youth and adults.

**Trust ...** we will keep commitments and be dependable, honest, and truthful.

**Respect ...** we treat people fairly and equally.

**Service Objectives/ Values:**

- To strengthen citizens' participation and engagement
- To develop intersectoral partnerships to identify resources and to be responsive to community need
- To embrace innovative, cost effective approaches to problem solving
- To invest in the skills and knowledge of community members through providing opportunities for families, vulnerable children and the personal growth of youth and adults

**Expected Outcomes/Vision:**

- A Guelph community of healthy children, strong families, and vibrant neighbourhood that embrace diversity, creates opportunities, and promotes a high quality of life for all residents.
- A model of collaboration and an innovative community based approach that will lead the way for enhanced social development and strengthen community capacity building while increasing community economic growth.

**Reporting Requirements:**

The service provider is required to provide the County of Wellington with the Coalition's progress at its yearly midpoint, including statistics indicating the number of clients served through the funding provided to the Service Provider. One month after the conclusion of the calendar year the Service Provider will submit to the County a summary project report including, at a minimum, the number of clients served, a statement of revenue and expenditures, indicating the County's share of overall funding and an evaluation of the project's outcomes.

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**Agency Authorized Signatures:**

On behalf of the City of Guelph:

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

On behalf of The Corporation of the County of Wellington:

Elda Ate Date: March 20/09

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# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations Department  
**DATE**                            June 15, 2009

**SUBJECT**                        **Metcalfe Street – 2 hour zone**  
**REPORT NUMBER**

## **RECOMMENDATION**

THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

## **BACKGROUND**

Over the past three years, public concerns have been raised with respect to motorists parking vehicles for extended periods on Metcalfe Street between Eramosa Road and Pleasant Road (Attachment A). These concerns include driveway access being constrained, unavailable on-street space for visitors to their homes and the narrowing of the street because Operations' crews are unable to clear snow accumulation because of parked

Concerns indicate that a large number of these vehicles belong to visitors and staff of the Elliott Community Home, who choose to park on-street rather than utilize the Elliott Community Home's parking lot. Under the current Council approved procedures, where safety concerns are not present but a neighbourhood requests a change to the existing on-street parking restrictions, staff utilize the City's On-Street Parking Changes Convenience Requests Procedure (Attachment B) to process the request. This procedure requires that a minimum of 75% of those residents affected respond in favour of a parking restriction before it is implemented. The high favourable response rate is to ensure changes to on-street parking regulations do not occur with only marginal support of the residents affected.

As the width of Metcalfe Street does not warrant parking restrictions for safety reasons, in March 2008 at the request of residents, staff conducted a survey to determine residential support for the implementation of an on-street parking restriction. The favourable response rate received for this survey was 29%, as this rate was below the required 75%, staff did not proceed further with the matter.

In January 2009, due to on-going concerns, representatives of the Elliott Community Home held a public meeting in which Councillor Findlay and the majority of affected residents attended. During this meeting, all parties voiced their support for the implementation of a 2-hour zone from 8:00a.m. to 6:00p.m. Monday to Friday and requested a second survey be completed by staff.

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A second survey was conducted in February 2009, but again staff could not proceed with a 2-hour zone, as the favourable response rate was only 36% of those surveyed. In total 33 properties were surveyed, 12 residences were in favour of a 2 hour zone, 1 residence was opposed and 20 properties failed to respond including some who voiced support at the public meeting.

While the Elliott Community Home did not respond to the February 2009 survey, on May 26, 2009, the Elliott Board of Trustees passed a motion requesting that the current parking arrangement on Metcalfe Street remain and that the matter not proceed before Council as the favourable response rate to the survey was below the required 75%.

## **REPORT**

Although an overall 75% favourable response rate has not been received by surveying, there continues to be strong residential support for a parking restriction within the area immediately affected.

Staff are somewhat empathetic to these homeowners that must endure this parking activity created because of an institutional/commercial land use within the neighbourhood. While the Elliott Community Home encourages their staff to park on their property, Metcalfe Street is a public roadway and there is nothing illegal about their staff or visitors taking advantage of publicly available on-street parking.

The current policy does not permit the creation of part-block parking regulations because of the migratory nature of parking. If regulations are to be implemented, it is highly desired they continue to be done so on a block by block basis.

In light of the foregoing, staff are requesting a variance to the City's On-Street Parking Changes Convenience Procedure to allow for the implementation of a 2-hour zone from 8:00a.m. to 6:00p.m., Monday to Friday on Metcalfe Street from Eramosa Road to Pleasant Road. It is hoped a regulation of this nature will address the on-going long-term parking that currently takes place, yet continue to provide for visitor parking to both the Eliot Community Home and the residents of this street.

## **ALTERNATIVES**

To take no action until the parking activity affects a sufficient number of residents such that the parking policy thresholds are met.

## **CORPORATE STRATEGIC PLAN**

5.2 A consultative and collaborative approach to community decision making

## **FINANCIAL IMPLICATIONS**

None

## **DEPARTMENTAL CONSULTATION**

N/A

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## **COMMUNICATIONS**

Affected property owners on Metcalfe Street were notified by letter that this report would be brought to the Emergency Services, Community Services & Operations Committee on June 15, 2009 for review. (Attachment C)

## **ATTACHMENTS**

Attachment "A" – On-Street Parking Changes Convenience Requests Procedure

Attachment "B" – Map of affected residents

Attachment "C" – Residential Notice

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### **Prepared and Recommended By:**

Doug Godfrey  
Acting Manager, Traffic & Parking  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca

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### **Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca



# Corporate Policy and Procedure



**Policy No.** 20  
**Page** 1 of 2  
**Effective Date** June 16, 2003  
**Revision** A

**File No.** 15.114.\*\*\*  
**Authority** Parking Regulations & Enforcement  
**Subject** On-Street Parking Changes Convenience Requests  
**Related Policies** n/a  
**Approved by** City Council, June 16, 2003  
**Revision Date**

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**Policy Statement** Traditionally staff have accepted any written request to change existing on-street parking regulations. If the request was deemed not to be a safety concern then it was treated as a convenience request. Meaning a change to an existing parking regulation was not required to protect the safety and/or property of the general public.

Common requests include:

- Requests to remove parking on a local road from one side of the street because two vehicles cannot pass each other
- Restricting parking opposite a driveway in order to allow an easier egress from adjacent properties
- Requests to prohibit parking in order to discourage long term parking on their street.

Requests of convenience have generally been approved when supported by the majority of area property owners. However, these requests needlessly reduce the City's on-street parking inventory and tend to consume a significant amount of Council, Committee and staff time.

**Purpose** To maximize the City's on-street parking inventory

**Approval**  Staff  Bylaw Amendment  Committee of Council/Council

**Funding**  Operating  Capital  None Required

Business unit: New Sign Installations 720-3141

**Eligibility** Any street within the City of Guelph, excluding those streets within the Central Business District.

**Fee** Not Applicable

# Corporate Policy and Procedure



**Policy No.** 20  
**Page** 2 of 2  
**Effective Date** June 16, 2003  
**Revision** A

## Procedure

Upon receiving a written request to change an existing on-street parking regulation, staff will determine if the request is warranted as a safety concern (see Policy 03-002, On-street Parking Changes: Safety Requests Policy). If the request is not warranted as a safety concern and does not prohibit on-street parking the request will be dealt with in the following manner:

### Petition

1. The requesting resident will be advised that in order for staff to proceed with the request a petition with valid signatures from at least 75% of the *households* in the *affected area* must be submitted to the Traffic Services Division. The petition will be provided by the Traffic Services Division to ensure all of the relevant information is provided.

### City Survey

2. Upon receiving an acceptable petition, staff will circulate a survey to *affected property owners* to confirm their support.
3. Property owners will be given 10 *business days* after the survey has been issued to return their completed surveys.
4. Surveys will be summarized by staff after the submission deadline.
5. 75% of the *affected property owners* must be in favour of the requested change in order for staff to support the request.
6. Staff will then notify all *affected property owners* identifying the results of the survey, with staff's decision to install the requested change or to take no further action.

There will be no opportunity to object to the results of the survey, and no action will be taken on requests that have been reviewed within two years of the date of the request, unless a significant change has occurred within that area.

## Notification

Not Applicable

## Enforcement

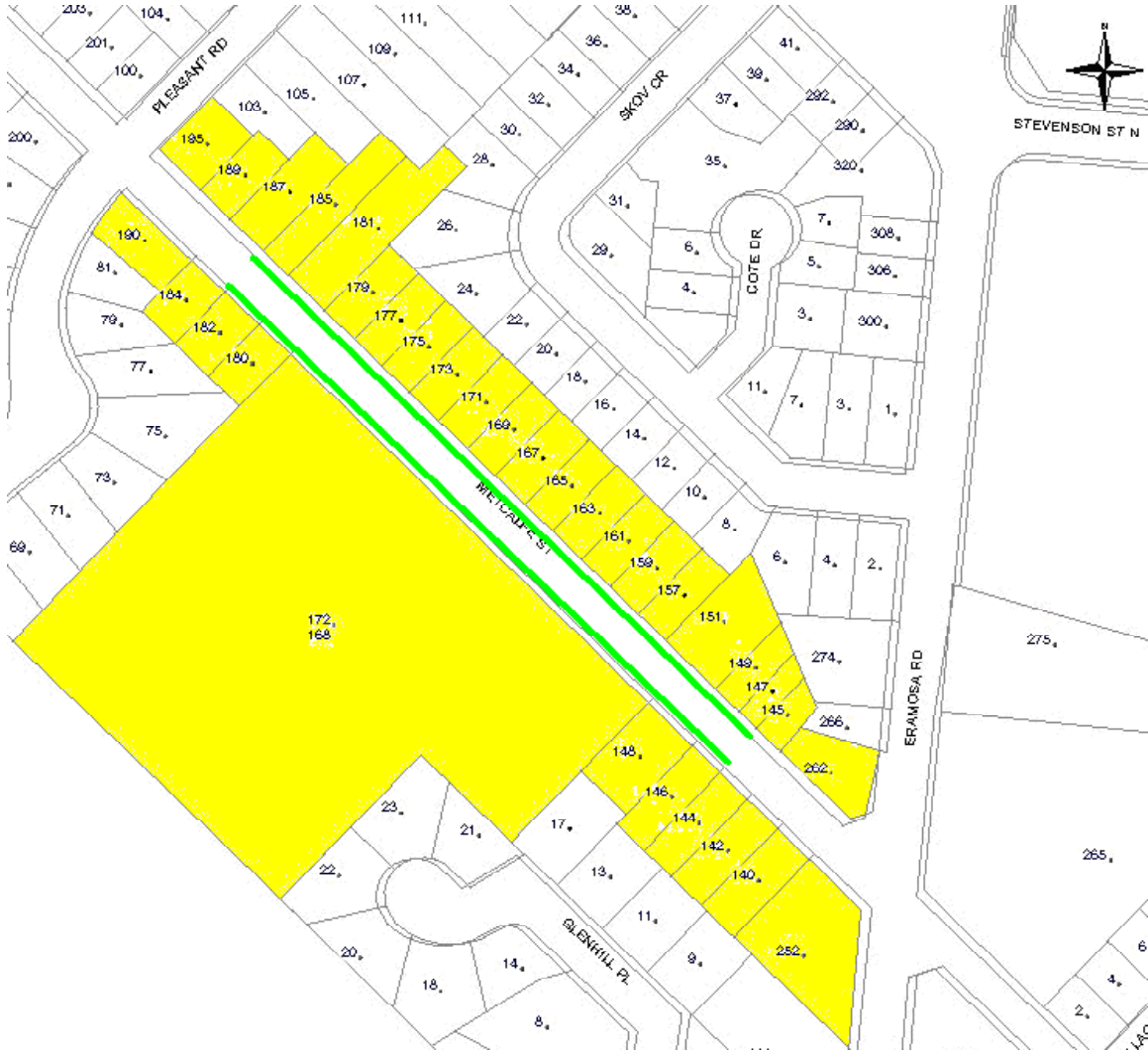
Routine  Complaint Received  Not Applicable



## Attachment(s)

Refer to Traffic By-law (2002)-17017 Schedule XV: No Parking, Schedule XVI: No Stopping and Schedule XVII: Restricted Parking.

# Attachment "B"

## Map of Affected Metcalfe Street Properties



-  Affected Properties
-  Proposed 2-hour restriction 8am-6pm, Monday to Friday

Attachment "C"

June 2, 2009

Residents of Metcalfe Street

**RE: Parking Concerns - Metcalfe Street**

As you are aware, early this year staff surveyed residences on Metcalfe Street requesting input into whether to implement a 2-hour time limit zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road.

Please note that of the residences surveyed only 36% responded in favour of implementing the proposed 2-hour time limit zone. As the requisite number of responses in favour of the 2-hour time limit zone was below the 75% required as indicated in the City's On-Street Parking Changes Convenience Procedure, staff are unable to proceed to implement a on-street parking restriction at this time. This being said, given the on-going public concerns, staff will request City Council to grant a variance to the required 75% favourable response rate and approve the creation of a 2-hour zone from 8:00a.m. to 6:00a.m., Monday to Friday on both sides of Metcalfe Street from Eramosa Road to Pleasant Road.

The Metcalfe Street 2-hour zone variance request will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on June 15, 2009 at 5:00 p.m. in Committee Room 212, City Hall, 1 Carden Street, Guelph, ON.

As with all staff reports, if you wish to speak to the Committee about this matter, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than June 12, 2009. If you are unable to attend this Committee meeting and wish to make comment, send or email your written comments to Dolores Black, 1 Carden Street, N1H 3A1, Dolores.Black@Guelph.ca no later than June 12, 2009.

I would like to thank you for your assistance in this matter.

Yours truly,

Doug Godfrey,  
Acting Manager, Traffic and Parking

Cc:  
Ian Findlay, Ward 2 Councillor  
Vicki Beard, Ward 2 Councillor  
Derek McCaughan, Director, Operations Department

File #15.114.219

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE June 15, 2009

**SUBJECT Open Air Urinals**

## **RECOMMENDATION**

THAT, in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

## **BACKGROUND**

The Night Life Task Force, (chaired by Guelph Downtown Business Association), Guelph Police Service and staff have been wrestling with the negative affects of public urination in downtown Guelph for some time. The Task Force is presently working to introduce a public education campaign. A primary challenge to the campaign is the absence of public washrooms, especially during the early hours of each morning when local bars close.

## **REPORT**

Public urination has been an on-going downtown issue for a number of years. A major challenge in addressing this has been the absence of facilities for public use when local bars let out in the early hours of the morning. Without addressing this absence of infrastructure, the success of any initiative to curtail this activity will be limited.

The Night Life Task Force is currently working on an anti-public urination campaign which is anticipated to be launched over the summer. There has been on-going dialogue regarding introducing portable washrooms within the Wyndham Street/Macdonell Street vicinity, which seems to be the most problematic area downtown. However, there are security and public safety concerns regarding the inherent portable toilets' enclosed design and absence of internal lighting.

It has been suggested that both security and lighting issues could be resolved with the introduction of 'open-air' urinals. These facilities are quite common in Europe but not in Canada. Open air urinals are either permanently plumbed or portable man-made facilities. Their pertinent design feature is they are not fully enclosed to prevent viewing from passer-bys. Designs range from no concealment to mid-waist concealment-only to 'screened' concealment.

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In collaboration with the Night Life Task Force, staff are recommending the fabrication and placement of a facility on Macdonell Street near its intersection with Wyndham Street during the coming summer months to evaluate its effectiveness at reducing the frequency of public urination and its public acceptance. It is proposed the facility be put in place each Thursday late-afternoon and removed the following Sunday morning with it being removed, emptied and sanitized daily. The design being considered would screen users from public viewing from their knee upwards. Users' knees downward would be exposed to public viewing.

Of particular note, the facility being considered will be designed exclusively for use by men, those known to be mostly responsible for creating this issue. Consequently, the facility will not be designed, nor intended for use by women, nor will it be accessible. It is important to re-iterate a primary objective of this initiative is to evaluate public acceptance of such facilities through a short-term trial period. Should it be deemed acceptable, then the issues of gender accommodation and accessibility would be addressed when permanent facilities are considered.

In conclusion, Operations agree this on-going issue needs attention and is prepared to manage its approved operating budget in order to identify funding to undertake this evaluation. That said, we are also of the opinion this issue should not be resolved solely through City efforts. In that regard, it is further recommended that staff undertake discussion with the Night Life Task Force and other downtown stakeholders to determine if a level of outside funding of this initiative is possible.

### **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city.

Goal 2: A healthy and safe community where life can be lived to the fullest.

Goal 5: A community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

The cost of this initiative will range between \$700 - \$1200 per week.

### **DEPARTMENTAL CONSULTATION**

Environmental Services – Waste Water

### **COMMUNICATIONS**

The Downtown Night Life Task Force and Downtown Co-ordinating Committee are aware this matter is before committee.



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### **Prepared & Recommended By:**

Derek J. McCaughan

Director

(519) 822-1260 ext 2018

derek.mccaughan@guelph.ca

**CONSENT REPORT OF THE  
GOVERNANCE COMMITTEE**

June 22, 2009

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

Your Governance Committee beg leave to present their THIRD CONSENT REPORT as recommended at its meeting of June 9, 2009.

*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 Governance Committee will be approved in one resolution.*

1)

THAT staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" with a focus on those calls requiring a higher level of assistance, and preparation of short and long term range plans in keeping with the customer service strategy.

All of which is respectfully submitted.

**PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDAS FOR THE June 9th, 2009 MEETING.**

# COMMITTEE REPORT



**TO** Governance Committee

SERVICE AREA Information Services  
DATE June 9, 2009

**SUBJECT** Options for Improving Telephone Customer Service  
REPORT NUMBER

### RECOMMENDATION

That staff be directed to bring forward a proposal in the 2010 budget for City of Guelph "live answer" and preparation of short and long range plans in keeping with the customer service strategy.

### BACKGROUND

#### Research

The telephone is generally the most frequently used channel by citizens contacting public sector organizations due to its ease of use, speed, convenience, immediacy, privacy, and the personal service that it provides. While the telephone is highly used, it can also be a source of frustration for citizens with one of the lowest levels of citizen satisfaction of any channel including internet, e-mail, mail, office, and fax. Some of the typical challenges that are encountered by citizens and impact satisfaction levels include:

- problems with being bounced around by interactive voice response (IVR) and voice mail systems;
- the telephone is a less cost effective channel than others, e.g. internet, due to technical requirement;
- the overall speed of the telephone service can be delayed by being put on hold, multiple transfers, needing multiple calls for resolution
- inconsistencies between staff and their responses can create low quality service and call volumes can exceed capacity.
- conflicting, wrong, or incomplete information creates service problems
- limited hours of service are inconvenient for some

(Source: Answering the Call: Improving Public Sector Telephone Service for Canadians)

#### Current Call Statistics

Below are statistics for 822-1260 by month for the five months between November 2008 and March 2009. Numbers below include both calls and zero outs (number of times a person pressed '0' for a live person from the voice menu) These zero outs are based on those people who pressed "0" upon the first point at which the call came to the City.

Month	Calls	Zero Outs	%
Nov-08	16948	4910	29%
Dec-08	16478	4467	27%
Jan-09	17474	4918	28%
Feb-09	15641	3983	25%
Mar-09	9578	1593	17%



<b>TOTAL</b>	<b>76119</b>	<b>19871</b>	
<b>MONTHLY AVERAGE</b>	<b>15223</b>	<b>3974</b>	<b>26%</b>

### Option 1: Status Quo

No additional staff or financial resources dedicated to telephone customer service. Some revisions to voice menus could occur to improve the customer's ability to reach a department or staff person. There would be no financial implications to this option.

### Option 2: Live Answer

#### Objective

A live answer initiative would involve answering a majority of the calls to the City's 822-1260 line in a live format during business hours by two designated Customer Service Representatives (CSRs). This initiative would increase personal interaction between staff and customers and lessen frustration for customers (no voice-mail or menu) for their first point of contact. Live answer would focus on call transfers only, and not call resolution.

#### Pros

- more personal and direct for customer
- less frustrating for customer
- minimal training required for switchboard operators

#### Cons

- customer may be transferred multiple times to get answer to question
- additional staff required so that a majority of switchboard calls can be answered by a live person

#### Financial Estimates\*

<b>Implementation Costs (Year 1)</b>		<b>Operating Costs (Year 2+)</b>	
1 additional CSR FTE (salary+benefits)	59,900	1 additional CSR FTE (salary+benefits)	59,900
1 phone	500	supplies/training	1,000
1 computer	1,100		
1 workstation (desk+chair)	2,500		
supplies/training	1,500		
<b>TOTAL Implementation</b>	<b>65,500</b>	<b>TOTAL Operating</b>	<b>60,900</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

### Option 3: Customer Contact Centre

#### Objective

- A customer contact centre is an enhanced, centralized approach to handling customer contacts to the City through various channels including telephone, e-mail, website, mail, and fax. All contacts by customers (regardless of method) flow through a single contact centre. Customers communicate with trained Customer Service Representatives (CSRs) who are knowledgeable in the many services and functions of the City. The highest industry standard service level for customer contact centres is 80/20 - 80% of the calls are answered within 20 seconds. Municipal customer contact centres adjust this service level to a realistic 80/30 or 75/35.
- The CSRs use a CRM (Customer Relationship Management) application to track any customer requests for service or to search for answers to questions or inquiries. The CRM is a corporate application that integrates with other corporate systems to improve the efficiency and response time to customer service requests.

*Pros*

- focus is first point of contact resolution (by CSR) – less frustrating for customer (not being transferred)
- all customer contacts are handled by a single co-ordinated and knowledgeable team that shares information and knowledge
- calls, service request, and inquiry statistics can be tracked and reported on by CRM to promote further improvements

*Cons*

- customer contact centres place calls in a queue and they are answered by the next available CSR. This can result in customer frustration from being placed on hold.
- higher start-up costs due to larger staffing and technology resource needs.

*Financial Estimates\**

<b>Implementation Costs (Year 1)</b>		<b>Operating Costs (Year 2+)</b>	
9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000	9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000
1 Supervisor/Co-ordinator FTE	77,700	1 Supervisor/Co-ordinator FTE	77,700
10 phones	5,000	technology (licensing/maintenance)	50,000
10 computers	11,000	supplies/training	5,000
10 workstations (desks/chairs)	25,000		
technology (CRM/IT/telephony)	550,000		
supplies/training	10,000		
<b>TOTAL Implementation</b>	<b>1,218,700</b>	<b>TOTAL Operating</b>	<b>672,700</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

**Option 4: 311**

*Objective*

A 311 initiative includes the centralized approach of a customer contact centre implementation and introduces of a more complex telephony system for routing calls. The telephone technology of 311 means that a citizen can dial '311' and have that call automatically routed to the City's customer contact centre where they can receive assistance on municipal matters. This eliminates the need for a customer to know what number is the correct number to call or to be transferred multiple times. 311 provides residents with a simple, easy to remember point of contact for non-emergency, municipal inquiries.

*Pros*

- easy convenient number for customers to remember
- 311 redirects non-emergency calls away from 911 to the appropriate contact point
- many calls answered at first point of contact – less frustrating for customer
- all calls handled by a single team of co-ordinated team
- advanced telephony allows for advanced call reporting and statistics

*Cons*

- customer contact centres place calls in a queue and they are answered by the next available CSR. This can result in customer frustration from being placed on hold.
- higher start-up costs due to larger staffing and technology resource needs.

*Financial Estimates\**

<b>Implementation Costs (Year 1)</b>	<b>Operating Costs (Year 2+)</b>
--------------------------------------	----------------------------------

9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000	9 CSR FTEs (salary/benefits) (based on 1500 calls per month per FTE)	540,000
1 Supervisor/Co-ordinator FTE	77,700	1 Supervisor/Co-ordinator FTE	77,700
10 phones	5,000	technology (licensing/maintenance/telephony )	100,000
10 computers	11,000	supplies/training	5,000
10 workstations (desks/chairs)	25,000		
technology (CRM+IT+telephony+311)	750,000		
supplies/training	10,000		
<b>TOTAL Implementation</b>	<b>1,418,700</b>	<b>TOTAL Operating</b>	<b>722,700</b>

\* Financial estimates are a fair representation of municipal experiences and not necessarily the actual costs the City would incur.

To ensure that the City continues to deliver the best telephone service, ongoing monitoring of call statistics and telephone customer service will continue, to ensure where improvements can be made where possible.

## **CORPORATE STRATEGIC PLAN**

Enhancement of telephone customer services addresses Strategic Plan objective 5.1 of attaining the highest municipal customer service satisfaction rating of any comparable-sized Canadian community.

## **FINANCIAL IMPLICATIONS**

Financial estimates are included with each option above. Any monetary requirements would be pursued through regular budget planning processes.

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

The CAO and Service Excellence Strategy development team were consulted in the development of this report.

## **COMMUNICATIONS**

Once confirmed, the planning process and implementation will be communicated internally and to the general public in co-ordination with Corporate Communications.

## **ATTACHMENTS**

n/a

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“original signed by Markham Wismer”

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**Prepared By:**

Markham Wismer  
Supervisor, ServiceGuelph  
x 2489  
[markham.wismer@guelph.ca](mailto:markham.wismer@guelph.ca)

“original signed by Lois Giles”

---

**Recommended By:**

Lois A. Giles  
Director of Information  
Services/City Clerk  
x 2232  
[lois.giles@guelph.ca](mailto:lois.giles@guelph.ca)

**CONSENT REPORT OF THE  
COUNCIL AS COMMITTEE OF THE WHOLE**

June 22, 2009

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

Your Council as Committee of the Whole beg leave to present their FOURTH  
CONSENT REPORT as recommended at its meeting of May 25, 2009.

*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 as Committee of the  
Whole will be approved in one resolution.*

**1) CITIZEN APPOINTMENTS TO ECONOMIC DEVELOPMENT ADVISORY  
COMMITTEE**

THAT Tony Matteis and Scott Richardson be reappointed to the Economic  
Development Advisory Committee as the local business representatives for a term  
ending November 2013;

AND THAT Peter Kastner be appointed to the Economic Development Advisory  
Committee for a term ending November 2010.

All of which is respectfully submitted.

Councillor Gloria Kovach

## CONSENT AGENDA

June 22, 2009

Her Worship the Mayor  
and  
Members of Guelph City Council.

### **SUMMARY OF REPORTS:**

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

#### **A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>A-1) <b>PROPOSED DEMOLITION – 190-192 WATERLOO AVENUE, WARD 5</b></p> <p>THAT Report 09-56 regarding the proposed demolition of a detached dwelling at 190-192 Waterloo Avenue, City of Guelph, from Community Design and Development Services dated June 22, 2009, be received;</p> <p>AND THAT the proposed demolition of the detached dwelling at 190-192 Waterloo Avenue, be approved.</p>	Approve

A-2) **AWARD CONTRACT TO DEVLAN CONSTRUCTION LTD. –  
GENERAL CONSTRUCTION SERVICES FOR THE  
CONSTRUCTION OF A SOUTH END EMERGENCY SERVICES  
FACILITY**

Approve

THAT the City of Guelph award the contract for General Construction Services for the building of the new South End Emergency Services Station, to Devlan Construction, of Guelph, Ontario, in the total amount of \$8,993,000.00 exclusive of GST @5% (100% refundable);

AND THAT Procurement and Risk Management Services be authorized to issue the necessary purchase order;

AND THAT Finance be authorized to issue a maximum of \$8.1 million in debt for a term between 10 to 25 years;

AND THAT the Mayor and Clerk be authorized to sign the CCDC 2-1994, Form of Agreement between Client and General Contractor, amended by the Supplemental Conditions, subject to the satisfaction of the Director of Emergency Services and the City Solicitor.

A-3) **Infrastructure Stimulus Fund Projects**

Approve

THAT Council delegate to the Chief Administrative Officer, or his designate, authority to exercise its administrative powers for the implementation of the City's approved infrastructure stimulus program, with such delegation to include:

- Awarding of all construction contracts;
- Retention of professional services where required, i.e. consultants, design, supervision, inspection;
- Retention of contract services, including project managers, project engineers, accounting.

AND THAT in recognition of the mandatory deadline for completion of all infrastructure projects by March 31, 2011, such delegation is to be exercised to the degree possible in accordance with the Ontario Public Buyers Association's Code of Ethics as identified in the City's procurement by-law.

AND THAT the CAO provide regular reports to Council, outlining all actions taken under Council's delegation of authority.

**B ITEMS FOR DIRECTION OF COUNCIL**

B-1) **GRAND RIVER CONSERVATION AUTHORITY – COUNCIL APPOINTMENTS**

Approve

THAT Councillors Vicki Beard and Mike Salisbury be appointed to the Grand River Conservation Authority for a one year term expiring November 2010.

B-2) **RESOLUTION FROM THE TOWN OF PICKERING RE: HARMONIZED SALES TAX**

Receive

THAT the correspondence from the Town of Pickering advising of a resolution adopted by their Council with respect to the Harmonized Sales Tax, be received for information. (pulled forward from the Items for Information of Council – June 4, 2009 (Green Sheets))

**C ITEMS FOR INFORMATION OF COUNCIL**

attach.



TO **Guelph City Council**

SERVICE AREA Community Design and Development Services  
DATE June 22, 2009

**SUBJECT Proposed Demolition – 190-192 Waterloo Avenue,  
Ward 5, Guelph**

REPORT NUMBER 09-56

## RECOMMENDATION

**"THAT Report 09-56 regarding the proposed demolition of a detached dwelling at 190-192 Waterloo Avenue, City of Guelph, from Community Design and Development Services dated June 22, 2009, BE RECEIVED; and,**

**THAT the proposed demolition of the detached dwelling at 190-192 Waterloo Avenue, BE APPROVED."**

## BACKGROUND

An application to demolish the existing detached dwelling at 190-192 Waterloo Avenue has been received by Community Design and Development Services.

The subject property is located on the southerly side of Waterloo Avenue, east of Edinburgh Road (see **Schedule 1** - Location Map). The property is zoned C.1-6 (Commercial) which permits a maximum of 3 one-bedroom apartments and the following uses:

- artisan studio
- convenience store
- dry cleaning outlet
- laundry
- personal service establishment

Two buildings exist on the subject property. The building proposed to be demolished is a residential building (detached dwelling) which is currently vacant and is known as 192 Waterloo Avenue. The second building is a one-storey commercial building known as 190 Waterloo Avenue and is currently occupied by a personal service establishment (Buzz Hair Salon).

This property and the adjacent property to the west, 194-196 Waterloo Avenue are both under the same ownership. The parking at the rear of the subject property is

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accessed from Edinburgh Road by way of an easement over 194-196 Waterloo Avenue. Community Design and Development Services staff are currently reviewing an application for Site Plan Approval for both properties, 190-192 Waterloo Avenue and 194-196 Waterloo Avenue. The site plan application was submitted to obtain approval for the development of a parking area in the rear yard of the subject property for the existing hair salon. The site plan has not yet been approved, however, the proposed demolition of the residential structure will not impact the application.

The existing detached dwelling is listed on the City's Inventory of Heritage Properties and is a small bungalow with "tapestry" textured brown brick. The exact date of construction is unknown but is estimated to be around 1900. On June 2, 2009, Heritage Guelph passed the following motion:

"That Heritage Guelph request that the owner provide a photographic record of the site, including documentation of the demolition, to the City for its records;

Salvage of quality material be carried out where possible; and

THAT Heritage Guelph members be consulted on the design of the replacement structure"

The applicant has been advised of the motion passed by Heritage Guelph and planning staff anticipate that through a future development application for this property the members of Heritage Guelph can be consulted on the design of the replacement structure.

## **REPORT**

The City's Demolition Control By-law was passed under the authority of Section 33 of the *Planning Act*. The By-law is intended to help the City "...retain the existing stock of residential units and former residential buildings in the City of Guelph." Section 33 of the *Planning Act* allows that Council's decision may be appealed by the applicant to the Ontario Municipal Board. In addition, an applicant may appeal if there is no decision within 30 days of filing the application.

The approval of the demolition application is recommended as the heritage concerns relating to the structure and property are being addressed and the applicant has provided a concept plan demonstrating how the property may be redeveloped in the future. The proposed redevelopment concept (see **Schedule 3** – Proposed Redevelopment Concept) will require further planning approvals and refinement and will also require that the existing commercial building on this property (Buzz Hair Salon) also be demolished. The redevelopment concept includes a new mixed use building with three commercial units at grade and three residential units on the upper floor. The applicant is not proposing to proceed with the redevelopment in the immediate future, however, is requesting approval of the demolition of the residential dwelling at this time because it has fallen into a state of disrepair.

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## **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city.

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

Legal Services has reviewed this report.

## **COMMUNICATIONS**

A sign was posted on the subject property advising that a demolition permit has been submitted and that interested parties can contact Building Services for additional information.

## **ATTACHMENTS**

Schedule 1 - Location Map  
Schedule 2 - Site Photograph  
Schedule 3 - Proposed redevelopment concept

“original signed by Stacey Laughlin”


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**Prepared By:**  
Stacey Laughlin  
Development and Urban Design Planner  
519.837.5616 x2327  
stacey.laughlin@guelph.ca

“original signed by Scott Hannah”

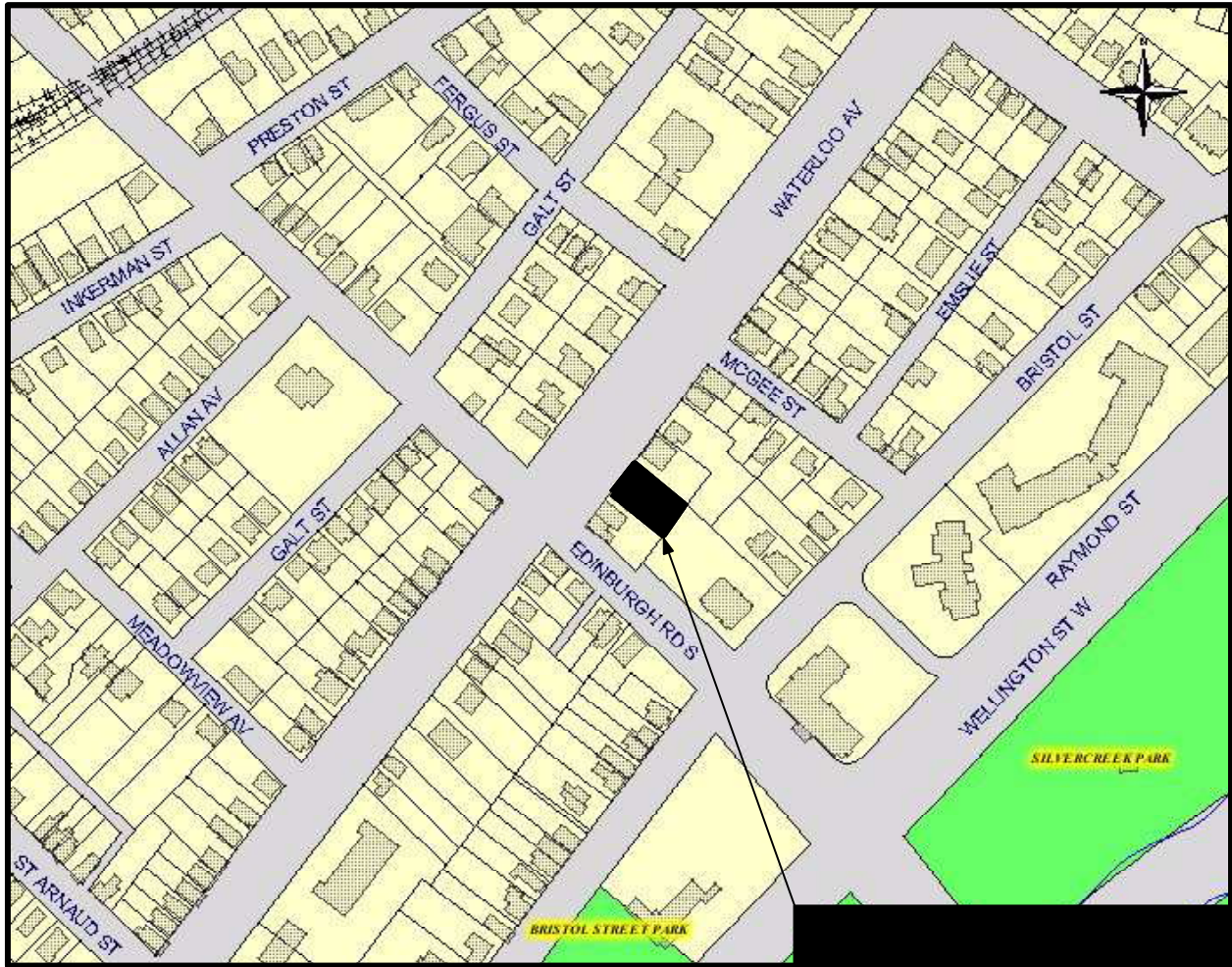
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**Recommended By:**  
R. Scott Hannah  
Manager of Development and  
Parks Planning  
519.837.5616 x2359  
scott.hannah@guelph.ca



**Recommended By:**  
James N. Riddell  
Director of Community Design and Development Services  
519.837.5616 x2361  
jim.riddell@guelph.ca

## SCHEDULE 1 – Location Map





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**SCHEDULE 2 -- Site Photographs (May 2009)**



**Detached dwelling proposed to be demolished - 192 Waterloo Avenue**

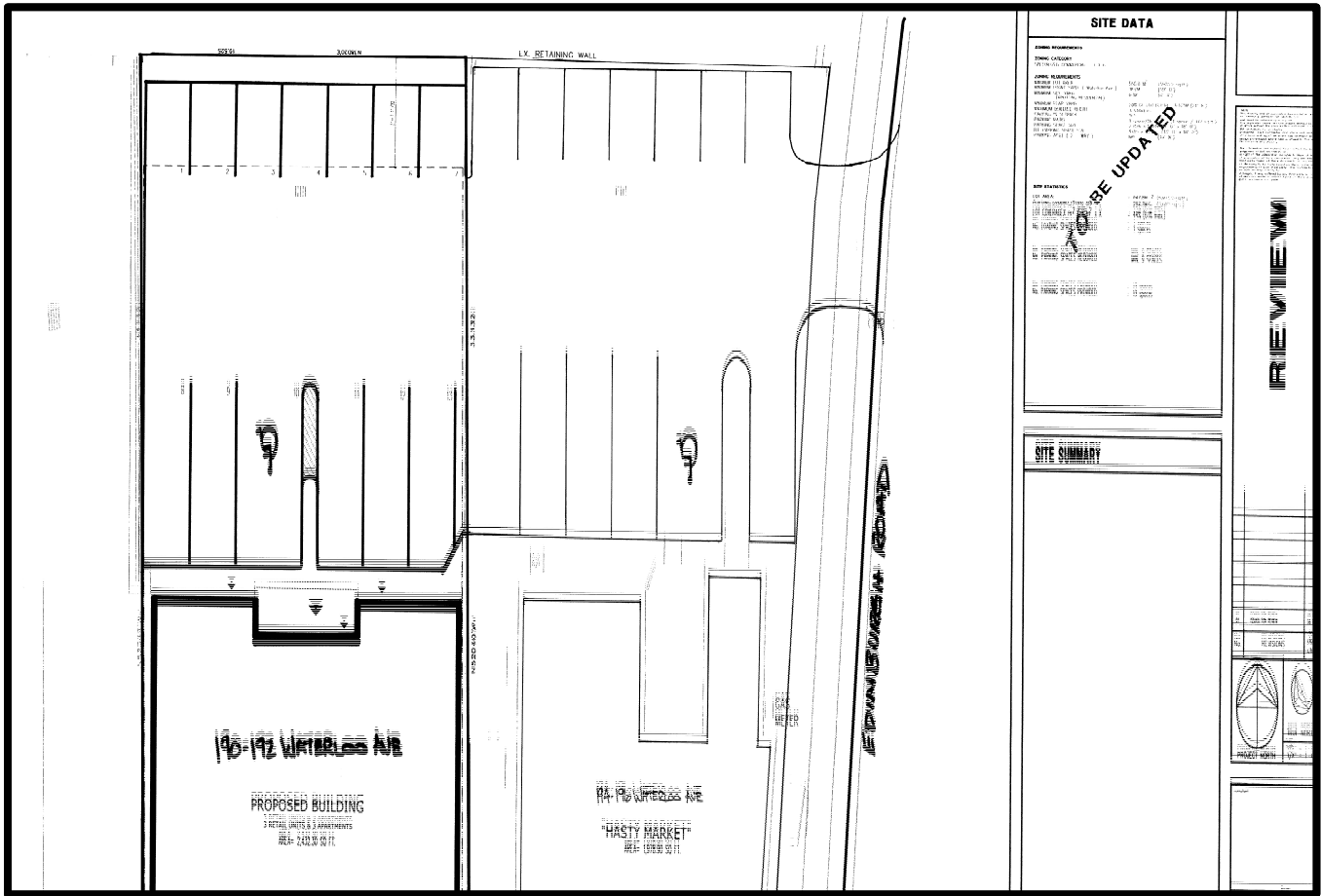


**190 Waterloo Avenue**



**Rear of 192 Waterloo Avenue**

## SCHEDULE 3 – Proposed Redevelopment Concept



Conceptual Site Plan for 190-192 Waterloo Avenue



Conceptual Elevation Drawings for 190-192 Waterloo Avenue

# COUNCIL REPORT



TO **Guelph City Council**

SERVICE AREA Emergency Services  
DATE June 22, 2009

**SUBJECT Contract Award to Devlan Construction Ltd. - General Construction Services for the construction of the South End Emergency Services Facility**

REPORT NUMBER Consent A-2

## **RECOMMENDATION**

"THAT the City of Guelph award the contract for General Construction Services for the building of the new South End Emergency Services Station, to Devlan Construction, of Guelph, Ontario, in the total amount of \$8,993,000.00 exclusive of GST @5% (100% refundable);

AND THAT Procurement and Risk Management Services be authorized to issue the necessary purchase order;

AND THAT Finance be authorized to issue a maximum of \$8.1 million in debt for a term between 10 to 25 years;

AND THAT the Mayor and Clerk be authorized to sign the CCDC 2- 1994, Form of Agreement between Client and General Contractor, amended by the Supplemental Conditions, subject to the satisfaction of the Director of Emergency Services and the City Solicitor.

## **BACKGROUND**

The South end Emergency Service Station (SEESS) is a 35,000 square foot building that will encompass shared facilities for Police, Fire and EMS who will provide emergency services to the south end of the city.

The facility will encompass space for forty-five police personnel responsible for various operational and administrative functions. There will also be a privately managed Collision Reporting Centre.

The EMS will have administrative offices for seven staff in addition to six paramedics operating two vehicles 24 hours, seven days a week, and one vehicle for 12 hours, seven days a week. Guelph Fire will have one crew of four fire fighters operating 24 hours a day, seven days a week.

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The public will have access to a portion of the barrier-free facility, including: Collision Reporting Centre, Community Room with attached kitchen, Safe Haven vestibule that has access to emergency dispatch for persons in distress, and Community Living Wall in the main reception area. An Emergency Services Commemorative Parkette will be developed adjacent to Clair Road and will be accessible from the visitor parking area.

### **LEED initiatives**

The South End Emergency Station is being designed and built to achieve the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver certification. The following is a list of the initiatives to pursue for LEED Silver:

achieving approximately 50% energy reduction (i.e. automatic lighting controls and occupancy sensors)

30% water use reduction (i.e. low flow fixtures, not site irrigation)

5% on-site energy generation (i.e. wind or solar power)

construction materials and assemblies from local sources (up to 800 km radius)

high recycled content and/or utilizing rapidly renewable resources (i.e. wheat board)

more than 75% construction waste diverted from landfill

15% of all wood content from sustainable forests

high user control over interior environment (i.e. ample thermostats, operable windows)

75% of interior spaces having daylight and views of the exterior

low VOC interior finishes

shower facilities and bike storage to encourage less dependence on auto transport

no ozone-depleting chemicals in HVAC systems

exterior luminaries which reduce light pollution

on-site recyclables collection, rainwater harvesting for flushing of toilets, truck fill and truck washing

implementation of a green housekeeping plan (i.e. solvent free cleaners)

### **REPORT**

On May 26, 2008 Council received the conceptual design for the SEESS and authorized staff to proceed to prepare and issue tender documents for the construction of the proposed facility.

In addition, subject to the contract amount being less than 9.3 million dollars, the Mayor and Clerk were authorized to execute all agreements and documents necessary to award and proceed with construction of the proposed Emergency Services Facility.

The following tenders were received on June 9, 2009 at 2:30 p.m. In addition to the base bid, optional prices for bi-fold Fire and EMS garage bay doors were submitted with the tenders. The bidder with the lowest base bid is being recommended.



	Base Bid	Option	Total
1. Devlan Construction Ltd., Guelph, Ontario	\$8,843,000.00	\$150,000.00	\$8,993,000.00*
2. Sierra Construction Ltd., Woodstock, Ont.	\$8,996,595.00	\$148,155.00	\$9,144,750.00
3. J.J. McGuire GC Inc., Pickering, Ont.	\$9,400,000.00	\$143,000.00	\$9,543,000.00
4. Merit Contractors Niagara, St. Catharines, ON	\$9,595,000.00	\$169,000.00	\$9,664,000.00
5. Aquicon Construction Ltd., Bampton, Ont.	\$9,833,000.00	\$147,000.00	\$9,980,000.00

\*The low bid met all project requirements.

## CORPORATE STRATEGIC PLAN

Goal #1 – “An Attractive well Functioning and Sustainable City.”

Goal #2 – “A Healthy and Safe Community Where Life Can be Lived to the Fullest.”

Goal #6 – “A Leader in Conservation and Resource Protection/ Enhancement

## FINANCIAL IMPLICATIONS

### South end Emergency Services Facility Capital Budget

	Total	Funding Source				
		County	Tax Reserves	Tax Debt	DC Reserves	DC Debt
Fire	4,113,700			2,661,406		1,452,294
Land Ambulance	2,500,000	1,075,500		166,300	58,200	1,200,000
Police	5,912,400		1,194,400		2,132,000	2,586,000
	12,526,100	1,075,500	1,194,400	2,827,706	2,190,200	5,238,294

The capital budget identifies tax supported debt to be issued in the amount of \$2.93 million and development charge funded debt of \$5.25 million. The South End Emergency Service Facility is an appropriate capital project to fund through the issuance of debt at a 20 year term based on the expected life of the structure. The amount of debt currently forecast to be funded from development charges relies on forecasted development charge revenues and the requirement to have both hard and soft service development charge reserve categories remain in a positive position. It should be noted that for fire and ambulance combined, the 2008 DC Background Study identifies \$1.22 million as post-period benefit, indicating these amounts will be recovered from development charges collected beyond the ten year forecast. All growth related financing costs will be recovered from future development as identified in subsequent development charge studies. The City’s annual debt repayment limit will remain below legislated levels should a maximum debt amount of \$8.1 million be issued externally. Where possible, through either greater development charge revenues received or internal borrowing, the amount of development charge funded debt currently forecast to be issued will be reduced.

Operating Budget Impact: The new facility will add an additional estimated utility and facility operating cost of \$234,500 to the 2011 operating budget. The annual servicing of the principal and interest for the Tax Supported Debt of \$2.83 million will be approximately \$227,000. Financing costs associated with the growth related debt will be funded from the appropriate DC reserve. The need for 20 additional

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firefighters will add \$1.1 million to the 2011 operating budget. An additional \$82,420 will be required for firefighter equipment costs in 2011; however, these costs can be funded from development charges.

## **DEPARTMENTAL CONSULTATION**

Finance  
Corporate Properties  
Guelph Police Services

## **COMMUNICATIONS**

Key dates:

SEESS Conceptual Design Open House – April 30, 2009

Estimated Construction start is July, 2009 with a ground breaking ceremony to be announced at the site once the Contractor is set to commence work.

SEESS anticipated completion date – October, 2010

Information for the Community regarding the SEES project has been placed on Guelph.ca. Updates will continue as the project progresses.

## **ATTACHMENTS**

“original signed by Shawn Armstrong”

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**Prepared By:**

Shawn Armstrong  
Director - Emergency Services  
519-824-6590  
shawn.armstrong@guelph.ca

“original signed by Shawn Armstrong”

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**Recommended By:**

Shawn Armstrong  
Director – Emergency Services

“original signed by Rob Broughton”

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**Prepared By:**

Rob Broughton  
Project Manager  
Corporate Property

“original signed by Shelagh Morris”

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**Recommended By:**

Shelagh Morris  
Director - Corporate Services  
Guelph Police Services

TO **Guelph City Council**

SERVICE AREA Corporate Administration  
DATE June 22, 2009

**SUBJECT Infrastructure Stimulus Fund Projects**  
REPORT NUMBER Consent A-3

## RECOMMENDATION

THAT Council delegate to the Chief Administrative Officer, or his designate, authority to exercise its administrative powers for the implementation of the City's approved infrastructure stimulus program, with such delegation to include:

- Awarding of all construction contracts;
- Retention of professional services where required, i.e. consultants, design, supervision, inspection;
- Retention of contract services, including project managers, project engineers, accounting.

AND THAT in recognition of the mandatory deadline for completion of all infrastructure projects by March 31, 2011, such delegation is to be exercised to the degree possible in accordance with the Ontario Public Buyers Association's Code of Ethics as identified in the City's procurement by-law.

AND THAT the CAO provide regular reports to Council, outlining all actions taken under Council's delegation of authority.

## BACKGROUND

As Council is aware, the City of Guelph has received Federal/Provincial funding allocation of \$44.35 million for 21 projects. These projects must be completed by March 31, 2011, which is a very short construction period to complete the magnitude of work involved.

Staff are gearing up to proceed with implementation of the program and there are a number of issues that need to be addressed to allow the projects to begin immediately and not lose the 2009 season. As well, a focused and comprehensive communications plan will need to be implemented to inform the community of the interruptions that this work program will create. Most specifically, the Downtown

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area will require extensive consultation and regular updated information.

Staff teams are being empowered to administer, manage, and communicate the program, and ongoing meetings will occur to ensure that all aspects and challenges of this program are addressed and managed.

To assist in an expeditious and immediate implementation a recommendation has been prepared to provide the CAO or his designate the authority to make decisions which would include, awarding of contracts, hiring and other matters to expedite the projects.

“original signed by Hans Loewig”

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**Prepared By:**

Hans Loewig  
Chief Administrative Officer  
519-837-5602  
hans.loewig@guelph.ca



Consent # B-1  
June 22, 2009

400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519.621.2761 Toll free: 866.900.4722 Fax: 519.621.4844 Online: www.grandriver.ca

June 1, 2009.

City of Guelph,  
City Clerk's Division,  
City Hall,  
59 Carden Street,  
Guelph, ON N1H 3A1

RECEIVED  
JUN - 5 2009

**Attention: Lois A. Giles,  
City Clerk/Manager of Council  
Administrative Services**

Dear Ms. Giles:

**Re: Appointment of Members**

Please be advised Section 14(4) of the *Conservation Authorities Act, R.S.O 1990, c.C.27* provides:

"No member of an authority shall be appointed to hold office for more than *three* years at any one time".

The records of the Grand River Conservation Authority (GRCA) indicate that Vicki Beard and Mike Salisbury were appointed as members by the City of Guelph on December 18, 2006 for a *four* year term (in keeping with the election schedule pursuant to the *Municipal Elections Act, 1996*).

This term is contrary to the provisions of the *Conservation Authorities Act*, and we would therefore appreciate City council passing a resolution re-appointing its GRCA members until November 30, 2010 to rectify this situation.

We trust that this letter is self-explanatory and look forward to hearing from you. However, should you have any questions please do not hesitate to contact the undersigned.

Yours truly,

Keith Murch,  
Assistant CAO/Secretary-Treasurer,  
Grand River Conservation Authority.

c.c. Vicki Beard  
Mike Salisbury



Consent # B-2  
June 22, 2009

One The Esplanade  
Pickering, Ontario  
Canada L1V 6K7  
Direct Access 905.420.4660  
Toll Free 1.866.683.2760  
cityofpickering.com

CORPORATE SERVICES DEPARTMENT

Clerk's Division

Division 905.420.4611

Facsimile 905.420.9685

clerks@city.pickering.on.ca

May 26, 2009

Association of Municipalities of Ontario  
200 University Avenue  
Suite 801  
Toronto, ON M5H 3C6

Subject: Notice of Motion  
Harmonized Sales Tax  
File: A-2200-001-09

The Council of the Corporation of the City of Pickering considered the above matter at a meeting held on May 19, 2009 and the following motion was adopted.

RECEIVED  
JUN - 2 2009

WHEREAS the economy in Canada and in the Province of Ontario is faced with an unstable climate and high unemployment rates; and

WHEREAS peoples savings and portfolios have been drastically affected by the world economic condition; and

WHEREAS the Provincial Government recently announced the harmonization of the 5% GST and the 8% PST; and

WHEREAS this harmonized sales tax will negatively impact all consumers, young and old, married or single, by implementing the proposed harmonized tax to almost all goods and services that were previously exempt from PST; and

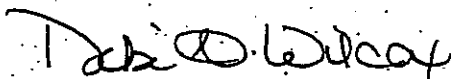
WHEREAS the 8% PST will be added to items such as, but not limited to, gasoline, home heating fuel, water, hydro, used cars, real estate commissions, home renovations, personal services, chiropractor, massage therapy, consultants, lawyers fees, prescriptions, registration fees and memberships for recreational services used by seniors and children.

THEREFORE BE IT RESOLVED that we, The Council of the City of Pickering, appeal to the Province of Ontario to stop the implementation of the proposed Provincial Harmonized Sales Tax until more public consultation and input is received; and

BE IT FURTHER RESOLVED that we, The Council of the City of Pickering, request that AMO lobby the Province of Ontario on our behalf, and that a copy of this resolution be sent to all municipalities in Ontario requesting their support.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660 extension 2153.

Yours truly



Debi A. Wilcox, GMO, CMM III  
City Clerk  
DW/lcr

Copy: All Ontario Municipalities  
Chief Administrative Officer  
(Acting) Chief Administrative Officer

Please recycle!

- **BYLAWS** -

- **June 22, 2009** -

<p>- <b>June 22, 2009</b> -</p>	
<p>By-law Number (2009)-18804 A by-law to remove Lot 23, Plan 61M144 designated as Parts 29 and 30, Reference Plan 61R10879; and Lot 32, Plan 61M144 designated as Parts 11 and 12, Reference Plan 61R10879 in the City of Guelph from Part Lot Control. (22 &amp; 24 Acker St. and 58 &amp; 60 Acker St.)</p>	<p>To remove land from part lot control to create 4 semi-detached lots to be known municipally as 22 &amp; 24 Acker St. and 58 &amp; 60 Acker St.</p>
<p>By-law Number (2009)-18805 A by-law to remove Lot 69, Plan 61M152 designated as Parts 5 and 6, Reference Plan 61R11108; Lot 70, Plan 61M152 designated as Parts 3 and 4, Reference Plan 61R11108 and Lot 71, Plan 61M152 designated as Parts 1 and 2, Reference Plan 61R11108 in the City of Guelph from Part Lot Control. (24 &amp; 26 Vipond St., 28 &amp; 30 Vipond St.; 32 and 34 Vipond St.)</p>	<p>To remove land from part lot control to create separate parcels for semi detached dwellings to be known as 24 &amp; 26 Vipond St.; 28 &amp; 30 Vipond St.; 32 and 34 Vipond St.</p>
<p>By-law Number (2009)-18806 A by-law to authorize the execution of an Agreement between Network Site Services Ltd. and the Corporation of the City of Guelph. (Contract No. 2-0918 for the Norfolk Street Reconstruction from Waterloo Avenue to Paisley/Quebec Street)</p>	<p>To execute Contract No. 2-0918 for the Norfolk Street Reconstruction as approved by Council May 25, 2009.</p>
<p>By-law Number (2009)-18807 A by-law to authorize the release of a Development Agreement with respect to property described as Part of Lot 9, Registered Plan 128, designated as Parts 1 to 5 inclusive, 61R5347, City of Guelph. (377 Eramosa Road)</p>	<p>To release a development agreement for 377 Eramosa Road.</p>



<p>By-law Number (2009)-18808  Municipal Code Amendment #494  A By-law to amend By-law Number (2002) – 17017 and adopt Municipal Code Amendment #494, amending Schedules IX and XVI of Chapter 301 of the Corporation of the City of Guelph’s Municipal Code. (new interim all-way stops on Summerfield Drive prior to a full traffic calming review being conducted in All-way Stops in Schedule IX; no stopping zone implemented near the traffic signal at the intersection of Clairfields Drive and Gordon Street in No Stopping Zones in Schedule XVI)</p>	<p>To amend the Traffic By-law.</p>
<p>By-law Number (2009)-18809  A by-law to authorize the execution of release of a Storm Sewer Agreement and a Development Agreement with respect to property described as Part of Lot 8, Registered Plan 128, City of Guelph. (365 Eramosa Road)</p>	<p>Release of Storm Sewer and Development Agreements for property known municipally as 365 Eramosa Road.</p>
<p>By-law Number (2009)-18810  A by-law to authorize the execution of a Transfer Release and Abandonment of an Easement over Part of Lot 247, Registered Plan 671, designated as Part 2, 61R2333, City of Guelph. (temporary turning circle, 219 Cole Road)</p>	<p>Transfer Release and Abandonment of an Easement. (temporary turning circle, 219 Cole Road)</p>
<p>By-law Number (2009)-18811  A by-law to remove Lot 88, Plan 61M146 designated as Parts 7 and 8, Reference Plan 61R10990, in the City of Guelph from Part Lot Control. (104 &amp; 106 Clough Crescent)</p>	<p>To remove land from part lot control to create 2 semi-detached lots to be know municipally as 104 &amp; 106 Clough Crescent.</p>

By-law Number (2009)-18812  
A by-law to authorize the execution of an Agreement between Devlan Construction and The Corporation of the City of Guelph. (general construction services for the construction of a South End Emergency Services Facility)

To execute the agreement for the general construction services for the construction of a South End Emergency Services Facility, as per Consent Report A-2.