# **Guelph City Council - Closed Meeting Agenda**

#### September 28, 2009 – 5:30 p.m.

#### **ITEMS FOR DIRECTION**

#### 1. Litigation Status Report

S. 239 (2) (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality

#### 2. Non-Union Compensation

S. 239 (2) (d) labour relations or employee negotiations

#### **3.** Resignation from the Accessibility Advisory Committee

S. 239 (2) (b) personal matters about identifiable individuals including municipal or local board employees

#### 4. Hanlon Creek Business Park

S. 239 (2) (a) and (e) the security of the property of the municipality or local board / litigation or potential litigation, including matters before administrative tribunals, affecting the municipality

# 5. Former Delhi Community Centre Property - 65 Delhi Street

S. 239 (2) (a) the security of the property of the municipality or local board

#### 6. CAO's Objectives

239 (2) (b) personal matters about identifiable individuals including municipal or local board employees

# CITY COUNCIL AGENDA



# **DATE** September 28, 2009 – 7 p.m.

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

### PRESENTATION

a) Presentation of City of Guelph Medals to members of the Guelph Regals Bantam 1 Lacrosse Team in recognition of winning the Provincial "A" Championship: Dante Miller, Nick Peluso, Logan Currie, Jake Cook, Joel Hastie, Cameron Allen, Brody Milne, Zack McClure, Colin Booth, Chris Cobham, Owen White, Matt Austriaco, Sam Natale, Nathan McKenzie and Coaches Randy Milne, Ken Cook, Tony Carvalho, Ken Hastie, Trainer – Tracy Cobham and Manager Kathy Taylor

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

**"THAT** the minutes of the Council Meeting held in Committee of the Whole on July 27, 2009 be amended by changing Resolution #3 to read three years instead of two years, to reflect what is contained within in the Shareholders Declaration;

AND THAT the minutes of the Council Meetings held July 22, 27 and September 8, 2009 and the minutes of the Council meeting held in Committee of the Whole on July 27 and September 8, 2009 be confirmed as amended and without being read."

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

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

# **Consent Reports/Agenda from:**

Community Development & Environmental Services Committee			
Item	<b>City Presentation</b>	Delegations	To be Extracted

CDES-1 Victoria Road North (Woodlawn Road to Speed River): Environmental Assessment & Reconstruction		
CDES-2 Community Energy Plan – Mayor's Task Force on Community Energy	Rob Kerr, Community Energy Program Manager	$\checkmark$
CDES-3 River Valley Development Dolime Site – Update Report		

Adoption of balance of the Community Development & Environmental Services Committee Sixth Consent Report - Councillor Leanne Piper

Emerg	Emergency Services, Community Services & Operations Committee			
Item		<b>City Presentation</b>	Delegations	To be Extracted
ECO-1	Snow Angels Pilot			
	Program			
ECO-2	Farmer's Market By-			
	law Operational			
	Review			
ECO-3	Elizabeth Street		Shayne Campbell	$\checkmark$
	Pavement Markings		and Judy Macerollo	
ECO-4	Cardigan Street On-			
	Street Parking			
	Request			

Adoption of balance of **Emergency Services, Community Services and Operations Committee Sixth Consent Report - Councillor Hofland, Chair** 

Finance, Administration & Corporate Services Committee			
Item	<b>City Presentation</b>	Delegations	To be Extracted
FACS-1 City of Guelph Response to Proposed Standard for Accessible Built Environment			

FACS-2 Operating Budget		
Variance Report as at		
July 31, 2009		

#### Adoption of balance of Finance, Administration & Corporate Services Committee Fifth Consent Report - Councillor Beard, Chair

Govern	Governance Committee			
Item		<b>City Presentation</b>	Delegations	To be Extracted
GOV-1	Guiding Principles for Resident Appointments to Special Purpose			
GOV-2	Bodies Integrity			
	Commissioner			

# Adoption of balance of Governance Committee Fifth Consent Report – Mayor Farbridge, Chair

Land A	mbulance Committee			
Item		<b>City Presentation</b>	Delegations	To be Extracted
LAC-1	Committee Mandate and Charter			
LAC-2	Land Ambulance Service – Balancing Coverage			

Adoption of balance of Land Ambulance Committee First Consent Report - Councillor Leanne Piper, Chair

Council as Committee of the Whole			
Item	<b>City Presentation</b>	Delegations	To be Extracted
COW-1 Citizen Appointment			
to Board of Directors			
of Guelph Hydro Inc.			
COW-2 Citizen Appointments			
as Directors of			
Downtown Guelph			
Business Association			

Adoption of balance of the Council as Committee of the Whole Sixth **Consent Report** –

Council Consent Agenda				
Item		<b>City Presentation</b>	Delegations	To be Extracted
A-1)	Proposed Demolition of 14 William Street			
B-1)	Region of Waterloo International Airport – Aeronautical Noise Management Committee Request for City Appointment			V

Adoption of balance of the Council Consent Agenda – Councillor

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

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

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

Reports from:

- Community Development & Environmental Services Councillor Piper
- Emergency Services, Community Services & Operations Councilor Hofland
- Finance, Administration & Corporate Services Councillor Beard
- Governance Mayor Farbridge
- Land Ambulance Councillor Piper
- Council as Committee of the Whole Councillor Kovach
- Council Consent Mayor Farbridge

# SPECIAL RESOLUTIONS

#### **BY-LAWS**

Resolution – Adoption of By-laws (Councillor Piper)

# 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

Meeting Room C (Room 137) July 22, 2009

# Council convened in session at 5:00 p.m.

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

Absent: Councillor Salisbury

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; 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; Mr. P.
Cartwright, General Manager of Economic Development &
Tourism; Ms. S. Aram, Deputy Treasurer; Ms. B.
Boisvert, Manager of Strategic Planning & Corporate
Initiatives; and Mrs. L.A. Giles, Director of Information

Mr. Glenn Pothier, facilitator provided an overview of the purpose of the meeting with respect to Moving Forward: Reviewing Objectives and Directions.

The Director of Finance briefed the Committee on the current and capital budget preparations.

Manager of Strategic Planning & Corporate Initiatives provided an overview of the operational and service review work currently being undertaken across the corporation, corporate objectives for 2009/2010 and nonresourced and referred initiatives.

Council reviewed currently identified priorities with a view to determining if adjustments were necessary. Council also reviewed the refined prioritization model for assessing future projects and initiatives which incorporates feedback from Council and the community. The meeting adjourned at 8:30 o'clock p.m.

Minutes read and confirmed September 28, 2009.

Mayor

Clerk

Council Caucus Room July 27, 2009 5:30 p.m.

# A meeting of Guelph City Council.

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

Absent: Councillors Billings, Burcher and Laidlaw

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; 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; 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

1. Moved by Councillor Piper Seconded by Councillor Hofland

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

- personal matters about identifiable individuals;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality.

Carried

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

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Mayor

.....

Clerk

Ms. L.E. Payne

Council Caucus Room July 27, 2009 5:32 p.m.

# A meeting of Guelph City Council closed to the public.

Present: Mayor Farbridge, Councillors Beard, Bell, Burcher (arrived at 6:10), Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury and Wettstein

Absent: Councillors Billings and Laidlaw

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; 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; 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

There were no declarations of pecuniary interest.

The Manager of Legal Services provided information relating to a litigation matter.

1. Moved by Councillor Kovach Seconded by Councillor Salisbury

THAT staff be given direction with respect to a litigation matter.

Carried

	2. Moved by Councillor Piper
	Seconded by Councillor Hofland
Ms. L.E. Payne	THAT staff be given direction with respect to litigation
	matters.

REPORT	<ol> <li>Moved by Councillor Hofland Seconded by Councillor Piper</li> <li>THAT William E. Koornstra be appointed to the Directors of Guelph Hydro Inc. for a two year</li> </ol>	
		Carried
REPORT	<ul> <li>Moved by Councillor Hofland Seconded by Councillor Piper</li> <li>THAT Ali Asaria, Lorenz Calcagno and Charles be appointed as Directors to the Downtown O Business Association for a one year term;</li> </ul>	
	AND THAT Charles Cunningham be appointed Downtown Guelph Business Association to re Whiteside as the University of Guelph represe	place Brenda
		Carried
Mrs. L.A. Giles	<ol> <li>Moved by Councillor Kovach Seconded by Councillor Farrelly</li> <li>THAT the correspondence from Goretty Dias resignation from the Environmental Advisory be received with regret.</li> </ol>	-
		Carried
Mr. M. Amorosi	<ol> <li>Moved by Councillor Piper Seconded by Councillor Farrelly</li> <li>THAT staff be given direction with respect to relations matter.</li> </ol>	labour
		Carried
	The Chief Administrative Officer provided the with information relating to a potential litigat	
Mrs. L.E. Payne Mr. P. Cartwright	<ol> <li>Moved by Councillor Kovach Seconded by Councillor Wettstein</li> <li>THAT staff be given direction with respect to litigation matter.</li> </ol>	a potential
		Carried
	Councillor Burcher arrived at 6:10 p.m.	
Mayor Farbridge	<ol> <li>Moved by Councillor Hofland Seconded by Councillor Piper</li> <li>THAT Council consideration of the CAO's object</li> </ol>	ectives

be deferred until September.

Carried

The meeting adjourned at 6:50 o'clock p.m.

Mayor

Clerk

Council Chambers July 27, 2009

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

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

Absent: Councillors Billings and Laidlaw

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; 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; 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 Piper Seconded by Councillor Findlay

THAT the minutes of the Council meetings held on June 9, 22 and July 6, 2009 and the minutes of the Council meetings held in Committee of the Whole on June 22 and 29, 2009 be confirmed as recorded and without being

Carried

# CONSENT REPORTS AND AGENDAS

The following item was extracted from the Audit Committee First Consent Report to be voted on separately:

• AUD-2 Audit Committee Mandate and Charter

# **Councillor Wettstein presented the balance of the Audit Committee First Consent Report.**

 Moved by Councillor Seconded by Councillor
 THAT the balance of the July 27, 2009 Audit Committee
 First Consent Report as identified below, be adopted:

#### a) Recommendation to Approve the 2008 Audited Consolidated Financial Statements

Mrs. M. Neubauer THAT the Finance Report 09-31 dated July 20, 2009 entitled "Recommendation to Approve the 2008 Audited Consolidated Financial Statements", be received;

> AND THAT the 2008 Consolidated Financial Statements for the City of Guelph as audited by Deloitte and Touche LLP be forwarded to Council for approval

AND THAT Finance Report 09-29 dated July 20, 2009 entitled "2008 Financial Report Analysis", be received.

#### b) Recommendation to Appoint Deloitte & Touche LLP as Auditors for 2009 / Recommendation to Issue a Request for Proposal for the Appointment of New Auditors for 2010

Mrs. M. Neubauer THAT the Finance Report 09-30 dated July 20, 2009 entitled "Recommendation to Appoint Deloitte Touche LLP as Auditors for 2009; Recommendation to Issue a Request for Proposal for the Appointment of New Auditors for 2010" be received;

> AND THAT Deloitte Touche LLP be appointed auditors for the City of Guelph for fiscal 2009 in accordance with the attached engagement letter for a fee of \$108,900;

> AND THAT staff proceed with a Request For Proposal for auditors for 2010 to 2014.

Page No. 6 VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (11)

VOTING AGAINST: (0)

Carried

The following items were extracted from the Community **Development & Environmental Committee Fifth Consent** Report to be voted on separately:

- CDES-1 Request for City to Purchase 168 Fife Road for Parkland
- CDES-5 Guelph Natural Heritage Strategy Phase 2 Terrestrial Inventory & Natural Heritage System (March 2009) / MOE Environmental Bill of Rights Review Response – Paris Galt Moraine (April 2009) / Analysis of Growing the Greenbelt
- CDES-6 Bicycle Policy
- CDES-7 Changes to Administrative Procedures for Lodging Houses and Accessory Apartments

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

3. Moved by Councillor Piper Seconded by Councillor Bell THAT the balance of the July 27, 2009 Community **Development & Environmental Services Committee Fifth** Consent Report as identified below, be adopted:

#### **City of Guelph Water Conservation Public** a) **Advisory Committee – Terms of Reference**

THAT Council approve the formation of a Water Conservation and Efficiency Advisory Committee, consistent with the attached Terms of Reference, to support the ongoing implementation of the 2009 Water Conservation and Efficiency Strategy Update;

> AND THAT staff report annually to Council to provide status updates on Water Conservation and Efficiency Advisory Committee activities and the implementation of the 2009 Water Conservation and Efficiency Strategy.

> b) **Brownfield Redevelopment Grant Request for** 84 and 86 Wyndham Street South and 68A, 68B and 72 York Road

Dr. J. Laird Mrs. L.A. Giles July 27, 2009 Mr. J. Riddell Ms. M. Neubauer Ms. L.E. Payne Page No. 7 THAT Community Design and Development Services Report 09-62, dated June 20, 2009, regarding a request for financial assistance pursuant to the City of Guelph Brownfield Redevelopment Community Improvement Plan for the properties municipally known as 84 and 86

Wyndham Street South and 68A, 68B and 72 York Road, be received;

AND THAT the request for financial assistance made by Terra-View Riverside Ltd. under the Tax Increment-Based Grant Program pursuant to the Brownfield Redevelopment Community Improvement Plan for the properties municipally known as 84 and 86 Wyndham Street South and 68A, 68B and 72 York Road be approved to an estimated upset total of \$138,000 to be issued over a period of 3 years subject to the terms and conditions set hereto as Attachment 1;

AND THAT the request for financial assistance made by Terra-View Riverside Ltd. under the Tax Assistance During Rehabilitation Program pursuant to the Brownfield Redevelopment Community Improvement Plan for the properties municipally known as 84 and 86 Wyndham Street South and 68A, 68B and 72 York Road be approved for a duration of up to three (3) (i.e. 2009– 2012) years subject to the terms and conditions attached hereto as Attachment 1, as amended, by deleting paragraph 1(b) and replacing it with the following:

b) Enter into Tax Cancellation and Information Sharing Agreements with the City, which will specify the duration of the program and will include a requirement for milestones to be completed prior to the annual continuation of the program. This agreement shall be satisfactory to the Director of Community Design and Development Services and the Director of Corporate Services/City Solicitor.

AND THAT Council direct staff to prepare a by-law to implement municipal tax assistance during rehabilitation in accordance with the Municipal Act and that the appropriate information and material be sent to the Minister of Finance requesting relief from the education portion of the taxes for the properties municipally known as 84 and 86 Wyndham Street South, 68A, 68B and 72 York Road for a duration of up to three (3) years;

AND THAT staff be directed to proceed with the finalization of Tax Increment-Based Grant, Tax Cancellation, and Information Sharing Agreements with Terra-View Riverside Ltd. to the satisfaction of the Director of Community Design and Development Services and the Director of Corporate Services/City Solicitor;

AND THAT the Mayor and Clerk are authorized to sign the Tax Increment-Based Grant, Tax Cancellation, and Information Sharing Agreements.

#### c) Strategic Urban Forest Management Plan and Tree By-law Update

Mr. J. Riddell THAT the Community Development and Environmental Services Report 09-61 dated July 20, 2009, regarding the Strategic Urban Forest Management Plan and Tree By-law Update, be received;

AND THAT staff be directed to prepare permanent tree protection by-laws within the City of Guelph.

#### d) Wellington Street Dam and Parklands Agreement

Mr. J. RiddellTHAT the Community Development and EnvironmentalMs. M. NeubauerServices Report 09-67, dated July 20, 2009, regarding the<br/>Wellington Street Dam and Parklands Agreement be<br/>received;

AND THAT staff investigate the physical condition of the Wellington Street Dam and the financial, environmental and liability implications of the possible control and maintenance of the dam structure and report back on the results before deciding to take responsibility for the lands and infrastructure;

AND THAT staff continue to work with the Grand River Conservation Authority to resolve the issues associated with the expired agreement;

AND THAT staff hold initial public consultation sessions to gauge the public interest in the long term operation and possible removal of the Wellington Street Dam;

AND THAT staff investigate the possibility of undertaking a Municipal Class Environmental Assessment (EA) under Schedule "B" to assess the long term operation including possible removal of the dam structure and the downstream weir structures;

AND THAT this project be considered for the 2010 Capital Budget.

e) FCM Green Municipal Fund Support for Guelph

#### Innovation District Secondary Plan

Mr. J. Riddell	THAT Report No. 09-65, dated July 20, 2009 from
Ms. M. Neubauer	Community Design and Development Services, regarding
	FCM Green Municipal Fund Support for the Guelph
	Innovation District Secondary Plan be received:

AND THAT Council direct staff to apply for a FCM Green Municipal Fund Grant for the development of the Guelph Innovation District Secondary Plan as a sustainable community plan that includes a sustainable community vision and sustainability targets;

AND THAT the City of Guelph requests \$155,000 from FCM Green Municipal Funds to help offset total projects of \$340,000 which were previously approved by Guelph Council.

### f) Westminster Woods Fencing

Mr. J. Riddell THAT no action be taken with respect to the request for removal or relocation of the proposed fence at the rear of properties adjacent to the Provincially Significant Wetlands in Westminster Woods Subdivision;

AND THAT staff encourage the developer to meet with the residents to determine if any modifications can be made to the proposed fencing while still meeting all of the requirements of the Environmental Impact Report for this subdivision.

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

VOTING AGAINST: (0)

Carried

The following items were extracted from the Emergency Services, Community Services & Operations Committee Sixth Consent Report to be voted on separately:

- ECO-6 Guelph Transit Statutory Holiday Service
- ECO-8 Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration

Councillor Hofland presented the balance of the Emergency Services, Community Services & Operations Committee Sixth Consent Report.  Moved by Councillor Hofland Seconded by Councillor Findlay
 THAT the balance of the July 27, 2009 Emergency
 Services, Community Services & Operations Committee
 Consent Report as identified below, be adopted:

### a) College Avenue West Pavement Markings

Mr. D. McCaughan THAT College Avenue West between Hanlon Road and Stone Road West be remarked to a three lane crosssection with a centre two-way left turn lane, one travel and bike lane in each direction.

#### b) Noise Control By-law Exemption Request for the Guelph Jazz Festival

Mr. D. McCaughan THAT, an exemption from Schedule A of Noise Control Bylaw (2000)-16366, as amended, to permit noise from live amplified music in association with the Guelph Jazz Festival between the hours of 11:00 p.m. to 1:00 a.m. annually, be approved.

#### c) Noise Control By-law Exemption Request for 31 Kendrick Avenue, Guelph, Fundraiser for the Masai Centre

Mr. D. McCaughan THAT an exemption from Schedule A of Noise Control Bylaw (2000)-16366, as amended, to permit noise from the various activities associated with the Masai Fundraiser at 31 Kendrick Avenue, including the amplification of music between the hours of 7:00 p.m. to 10:00 p.m. on August 29, 2009, be approved;

> AND THAT the applicant notifies the surrounding neighbourhood of the activities associated with the Masai Fundraiser before the event occurs.

#### d) Noise Control By-law Exemption for the New Student Orientation Week at the University of Guelph

Mr. D. McCaughan THAT an exemption from Schedule A of Noise Control Bylaw (2000)-16366, as amended, to permit noise from the various activities associated with the New Student Orientation Weekend including the amplification of music and speech and crowd noise between the hours of 11:00 p.m. to 12:00 a.m. annually, be approved.

#### e) Children's Foundation of Guelph and Wellington: Service Agreement Related to Fee Assistance for Children

Ms. A. Pappert THAT the Mayor and Clerk be authorized to execute a service agreement between the City of Guelph and the Children's Foundation of Guelph and Wellington that supports the granting of fee assistance to children and youth for participation in educational, cultural and recreation enrichment activities.

f) Torch Run Relay – Vanoc 2010

Ms. A. Pappert THAT while the City of Guelph encourages citizens to cheer on Olympic Torch Relay Runners as they pass through Guelph for one minute on December 28, 2009, no special civic funded event is planned in conjunction with the Torch Relay.

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

VOTING AGAINST: (0)

Carried

The following items were extracted from the Finance, Administration & Corporate Services Committee Fourth Consent Report to be voted on separately:

- FACS-1 Wellington-Dufferin-Guelph Health Unit facility requirements
- FACS-2 Business Licence By-law Review Process Corporate Administrative Cost Recovery
- FACS-3 Proposed New Business Licensing By-law
- FACS-4 Operating Budget Variance Report as at December 31, 2008 (subject to year end audit)

### **Councillor Burcher presented the Governance Committee Fourth Consent Report.**

 Moved by Councillor Burcher Seconded by Councillor Hofland
 THAT the July 27, 2009, Governance Committee Fourth Consent Report as identified below, be adopted:

# a) Procedural Motions

Mrs. L.A. Giles THAT the votes on all motions be recorded in the minutes of Council meetings, and that By-law (1996)-15200, as amended, be further amended by deleting the requirement to pass the following procedural motions:

- Motion to hear delegations;
- Motion for Council to go into Committee of the Whole to consider reports and correspondence;
- Motion for the Committee to rise with leave to sit again;
- Motion for the action taken in Committee of the Whole to be confirmed by Council.

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

VOTING AGAINST: (0)

Carried

#### Councillor Kovach presented the Council as Committee of the Whole Fifth Consent Report.

 Moved by Councillor Kovach Seconded by Councillor Burcher
 THAT the July 27, 2009, Council as Committee of the Whole Fifth Consent Report as identified below, be adopted:

#### a) Memorandum of Agreement between the City of Guelph and OPSEU Local 231

Mr. M. Amorosi THAT the Memorandums of Agreement between the City of Guelph and OPSEU Local 231 on file with Human Resources, be approved.

#### b) Citizen Appointments – Municipal Property & Building Commemorative Naming Policy Committee

Mrs. L.A. Giles THAT Robin Bergart and Enrico Stradiotto be appointed to the Municipal Property & Building Commemorative Naming Policy Committee for a term ending November, 2010.

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

VOTING AGAINST: (0)

# **Consent Agenda**

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

- A-4 Long Term Capital Forecast Update #1 Five Year Capital Improvement Plan
- B-2 Guelph Hydro Inc. amendment to Shareholders Agreement
- B-3 Councillor Laidlaw request to attend AMO Conference
- B-4 Councillor Laidlaw request to attend AMO Conference
- Moved by Councillor Piper Seconded by Councillor Hofland

THAT the balance of the July 27, 2009 Council Consent Agenda as identified below, be adopted:

# a) Proposed Demolition of 7 Chester Street

Mr. J. RiddellTHAT Report 09-63 regarding the proposed demolition of<br/>a detached dwelling at 7 Chester Street, City of Guelph,<br/>from Community Design and Development Services dated<br/>July 27, 2009, be received;

AND THAT the proposed demolition of the detached dwelling at 7 Chester Street, be approved;

AND THAT 7 Chester Street be removed from the Municipal Register of Cultural Heritage Properties for "nondesignated" heritage structures.

# b) **Proposed Demolition of 37 Callander Drive**

Mr. J. RiddellTHAT Report 09-64 regarding the proposed demolition of<br/>a detached dwelling at 37 Callander Drive, City of Guelph,<br/>from Community Design and Development Services dated<br/>July 27, 2009, be received;

AND THAT the proposed demolition of the detached dwelling at 37 Callander Drive, be approved.

# c) Canada – Ontario Affordable Housing Program

Mr. S. Wilson Hon. J. Watson Liz Sandals Mr. J. Riddell Ms. M. Neubauer Ms. H. Loewig

THAT the following resolution be approved and forwarded to the Ministry of Municipal Affairs and Housing, Liz Sandals, M.P.P. and the County of Wellington:

WHEREAS the Federal/Provincial Stimulus Funding program has allocated funds for affordable housing projects;

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AND WHEREAS two projects have been proposed in Guelph, specifically a project developed by the St. Joseph's Health Centre at their site on Westmount Road, and a second private sector project proposed for 71 Wyndham Street;

AND WHEREAS the City has been advised that the County, as the Consolidated Municipal Service Manager, has submitted these projects for consideration by the Ministry, however before the Ministry will consider the two submissions, a motion from Wellington County is required approving the proposals;

AND WHEREAS City staff have committed to the proponents of the projects that the City will assist to expedite the necessary planning and permit approvals;

AND WHEREAS these affordable housing projects are essential to meeting the shortfall of available housing units in Guelph;

THEREFORE be it resolved that the City of Guelph supports the affordable housing projects proposed by St. Joseph's Health Centre and 71 Wyndham Street;

AND FURTHER THAT the County, as the Consolidated Municipal Service Manager, be requested to pass a resolution, as soon as possible, approving the Affordable Housing Program projects for St. Joseph's Health Centre and for 71 Wyndham Street as required by the Ministry;

AND FURTHER, that municipal incentives for the Guelph projects be that staff be authorized to offer a deferred payment plan for the required municipal fees and charges to coincide with the timing of the receipt of the Affordable Housing Program grant payments, as well as the change to property tax class provisions, which is already in place under the City's by-law;

AND FURTHER that staff be directed to negotiate agreements in respect to future liabilities of these two affordable Housing projects.

# **B** Items for Direction of Council

#### 1) Daltec Canadian Buffalo Manufacturing Ltd. – employee recognition

Mr. P. Csaszar THAT the City of Guelph has no objection to an outdoor event planned by Daltec Canadian Buffalo Manufacturing Ltd. for August 28, 2009.

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

VOTING AGAINST: (0)

Carried

#### PRESENTATIONS

Dr. Nicola Mercer, Medical Officer of Health was present and provided a brief history and responsibilities of the Wellington-Dufferin-Guelph Publi Health. She advised

that the various leases that they have will expire in 2011. She requested that the City support WDGPH's ownership of property as a strategy to manage long term facility costs and future facility needs and to engage with the other funding partners to discuss the facility needs to meet the legislated public health standards.

### Councillor Beard presented Clause 1 of the Fourth Consent Report of the Finance, Administration & Corporate Services Committee.

# Wellington-Dufferin-Guelph Health Unit – facility requirements

8. Moved by Councillor Beard

Seconded by Councillor Wettstein THAT the Council of the City of Guelph support in principle the Wellington-Dufferin-Guelph Public Health's ownership of property;

AND THAT the local MPPs Liz Sandals, Ted Arnott and Sylvia Jones be advised of the City's support in principle;

AND further that staff be requested to meet with the staff of the Counties of Wellington and Dufferin to review the financial analysis and options and report back to the Finance, Administration & Corporate Services Committee.

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

VOTING AGAINST: (0)

9. Moved by Councillor Hofland

Dr. N. Mercer Mr. H. Loewig Ms. Mr. Neubauer Ms. L. Sandals Mr. T. Arnott Ms. S. Jones

July 27, 2009	Coorded by Courseiller Koursch	Page No. 16
Ms. M. Neubauer	Seconded by Councillor Kovach THAT the matter of funding for the Wellir Guelph Public Health ownership of proper the capital budget process for discussion.	ty be referred to
	VOTING IN FAVOUR: Councillors Beard, Farrelly, Findlay, Hofland, Kovach, Piper, Wettstein and Mayor Farbridge (11)	
	VOTING AGAINST: (0)	
		Carried
	Long Term Capital Forecast – Update Capital Improvement Plan	e #1 Five Year
	The Director of Finance provided information impacts of external forces on the City's la forecast and highlighted the proposed fu projects, debt and reserve limits and gui preparation of the 2010-14 capital budge	ong term capital nding of capital delines for the
	It was requested that the clauses be vot	ed on separately.
Ms. M. Neubauer Senior Mgt. Team	<ol> <li>Moved by Councilor Hofland Seconded by Councilor Beard</li> <li>THAT Guelph Hydro be requested to proc monetization of the Notes Receivable from presently held by the City of Guelph, in the million to fund the City's share of Infraster Fund and RInC Programs, as well as a ner reserve fund to be established for purpose Report No. FIN-09-32 entitled 'Long Term – Update #1 Five Year Capital Improvem</li> </ol>	m GHESI, he amount of \$30 ructure Stimulus w capital project ses described in n Capital Forecast
	VOTING IN FAVOUR: Councillors Beard, Farrelly, Findlay, Hofland, Piper, Salisbury Mayor Farbridge (10)	
	VOTING AGAINST: Councillor Kovach (1	.)
		Carried
Ms. M. Neubauer Senior Mgt. Team	<ol> <li>Moved by Councillor Hofland Seconded by Councillor Beard</li> <li>THAT Council authorize an amendment to budget to include the Infrastructure Stim Programs as identified in Schedule A in th \$76,416,000.</li> </ol>	ulus and RInC

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury,

Wettstein and Mayor Farbridge (11)

# VOTING AGAINST: (0)

Carried

12. Moved by Councillor Hofland Seconded by Councillor Beard

THAT Council authorize debenture financing for the Organics Facility project to a maximum amount of \$28 million, for a term not to exceed 20 years; and that the balance of the project be funded from Federal Gas Tax.

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (10)

VOTING AGAINST: Councillor Kovach (1)

Carried

13. Moved by Councillor Hofland Seconded by Councillor Beard

THAT cash flow be managed and debt issued such that the following ratios are maintained:

Outstanding Debt as a % of Operating Revenues – Not to exceed 55%

Principal & Interest as a % of Operating Revenues – Not to exceed 10%

Debt to Reserve Ratio – target of increasing to a 1:1 ratio over the next 5 years, and maintained at 1:1 thereafter.

14. Moved by Councillor Bell Seconded by Councillor Kovach

THAT the matter of establishing debt and reserve ratios be referred to the Finance, Administration & Corporate Services Committee for in-depth discussion.

VOTING IN FAVOUR: Councillors Bell, Farrelly and Kovach (3)

VOTING AGAINST: Councillors Beard, Burcher, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (8)

Defeated

 Moved by Councillor Hofland Seconded by Councillor Beard
 THAT cash flow be managed and debt issued such that the following ratios are maintained:
 Outstanding Debt as a % of Operating Revenues – Not to exceed 55%

Ms. M. Neubauer Senior Mgt. Team

Ms. M. Neubauer Senior Mgt. Team Principal & Interest as a % of Operating Revenues – Not to exceed 10%

Debt to Reserve Ratio – target of increasing to a 1:1 ratio over the next 5 years, and maintained at 1:1 thereafter.

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

VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

	5
Ms. M. Neubauer Senior Mgt. Team	<ol> <li>Moved by Councillor Hofland Seconded by Councillor Beard</li> <li>THAT staff be directed to prepare financial policies for approval by FACS at the September meeting, which incorporate the debt and reserve limits identified above.</li> </ol>
	VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (10)
	VOTING AGAINST: Councillor Kovach (1)
	Carried
Ms. M. Neubauer Senior Mgt. Team	<ol> <li>Moved by Councillor Hofland Seconded by Councillor Beard</li> <li>THAT the following guidelines be considered in preparing the 2010 – 2014 preliminary capital budget and forecast for discussion:</li> <li>Maintaining the above debt and reserve ratios.</li> <li>Considering Council's established strategic priorities as shown on Schedule A to Report FIN-09-32.</li> <li>VOTING IN FAVOUR: Councillors Beard, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (10)</li> </ol>
	VOTING AGAINST: Councillor Bell (1)
	Carried
	18. Moved by Councillor Salisbury

 Moved by Councillor Salisbury Seconded by Councillor Hofland
 THAT persons wishing to address Council be permitted to do so at this time.

Carried

#### DELEGATIONS

#### **Changes to Administrative Procedures for Lodging Houses and Accessory Apartments**

Daphne Wainmann-Wood was present on behalf of the Old University Neighbourhood Residents Association and advised of their support of the staff recommendation with respect to lodging houses and accessory apartments. She expressed concern that two-unit houses are not included and that they should also be required to have a business licence. Angela Morrison expressed concern with the number of poorly run two-unit houses and that they should be required to have a license.

Geoff Allen was not present.

Unto Kihlanki was present and expressed concern with the operation of two-unit houses and the increased demand on city services. He suggested that such establishments are operated as a business and should be licenced as such.

#### Councillor Piper presented Clause 7 of the Fifth Consent Report of the Community Development & Environmental Services Committee.

19. Moved by Councillor Piper Seconded by Councillor Bell

THAT the Community Design and Development Services Report 09-60 regarding the Administrative Procedures for Lodging Houses and Accessory Apartments, dated July 20, 2009, be received;

AND THAT staff be directed to report back with a proposed amendment to the Business Licensing By-law, to require Lodging Houses to have a business license;

AND THAT staff be directed to prepare an amendment to the Zoning By-law to require a licensing process in order to establish priorities for lodging houses;

AND THAT staff be directed to report back with a proposed amendment to the Registration of Two-Unit Houses By-law Number (1997)-15392, to incorporate the expiration of registration after three years to require the reinspection of these properties.

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

VOTING AGAINST: (0)

Carried

20. Moved by Councillor Burcher Seconded by Councillor Findlay

THAT staff be directed to report back on opportunities for licensing and other forms of management, including designation as a lodging house, of two-unit rentals within single family homes.

Mr. J. Riddell Mrs. L.A. Giles

Mr. J. Riddell

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

VOTING AGAINST: (0)

Carried

#### **Guelph Transit Statutory Holiday Service**

Elizabeth Quintanar was present and stressed the importance of bus service.

#### **Councillor Hofland presented Clause 6 of the Sixth Consent Report of the Emergency Services, Community Services & Operations Committee.**

 Moved by Councillor Hofland Seconded by Councillor Findlay
 THAT Guelph Transit statutory holiday schedule service be discontinued, beginning in August 2009 and for the remainder of the year including New Year's Day 2010.

22. Moved by Councillor Hofland

Seconded by Councillor Findlay THAT Guelph Transit statutory holiday schedule service be discontinued, beginning in August 2009 and for the remainder of the year including New Year's Day 2010.

VOTING IN FAVOUR: Councillors Beard and Kovach (2)

VOTING AGAINST: Councillors Bell, Burcher, Farrelly, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (9)

Defeated

### Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration

Mark Rodford was present on behalf of the Nightlife Task Force and provided information on other municipalities who operate pissoirs and the funding associated with the program. He advised that the Task Force has sourced a unit and is requesting the city to participate in funding the units in the amount of \$8,400. He further advised that they are in support of a shorter pilot program of 8 weeks.  23. Moved by Councillor Hofland Seconded by Councillor Findlay
 THAT the matter of the funding and pilot program duration for pissoirs (open air urinals) be re-opened.

VOTING IN FAVOUR: Councillors Beard, Burcher, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (8)

VOTING AGAINST: Councillors Bell, Farrelly and Kovach, (3)

Carried

24. Moved by Councillor Burcher Seconded by Councilor FindlayTHAT the City of Guelph Procedural by-law be suspended to allow Council to continue beyond 11 p.m.

Carried

25. Moved by Councillor Hofland Seconded by Councillor Findlay

Mr. D. McCaughanTHAT Council approve a pilot project of 2 pissoirs (openMs. M. Neubauerair urinals) to be located in downtown Guelph for a periodGuelph Bus. Assoc.not to exceed 8 weeks or the cost of \$8,400.

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

VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

#### Guelph Natural Heritage Strategy Phase 2 Terrestrial Inventory & Natural Heritage System (March 2009) MOE Environmental Bill of Rights Review Response – Paris Galt Moraine (April 2009) Analysis of Growing the Greenbelt

Judy Martin of the Sierra Club was present and expressed concern with the reduction/elimination of some environmental corridors and the buffers around significant natural features. She requested that the City consider protecting more of the land.

# **Councillor Piper presented Clause 5 of the Fifth**

# **Consent report of the Community Development & Environmental Services Committee.**

Mr. J. Riddell	<ul> <li>26. Moved by Councillor Piper Seconded by Councillor Bell</li> <li>THAT the Community Design and Developme Report 09-40 regarding the Natural Heritage dated July 20, 2009, be received;</li> </ul>	
	AND THAT staff be directed to apply the crite through the Natural Heritage Strategy Phase Terrestrial Inventory & Natural Heritage Syst by Dougan and Associates, dated March 2009 summarized in Attachment 2, as the basis for the Natural Heritage System and policies to b incorporated into the Official Plan Update;	2 Report – em prepared 9 and r identifying
	AND THAT staff be directed to address the pr significant portions of the Paris/Galt Moraine Natural Heritage System and policies to be in into the Official Plan Update.	through the
	VOTING IN FAVOUR: Councillors Beard, Bell, Farrelly, Findlay, Hofland, Kovach, Piper, Sali Wettstein and Mayor Farbridge (11)	
	VOTING AGAINST: (0)	
		Carried
	<ul> <li>27. Moved by Councillor Wettstein</li> <li>Seconded by Councillor Burcher</li> <li>THAT Council now go into the Committee of the Whole</li> </ul>	
	consider reports and correspondence.	Carried
	Councillor Wettstein presented Clause 2 extracted from the Audit Committee Firs Report.	
	Audit Committee Mandate and Charter	
	<ol> <li>Moved by Councillor Wettstein Seconded by Councillor Findlay</li> <li>THAT the Audit Committee Mandate and amended, attached as Appendix 1, be adopted</li> </ol>	•

- 29. Moved in Amendment by Councillor Kovach Seconded by Councillor Burcher THAT "III Operating Procedures" be amended by deleting

"The Chair may exercise their opinion to vote on any motion" and replacing it with "The Chair shall always vote on any motion."

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

VOTING AGAINST: (0)

Carried

30. Moved by Councillor Wettstein Seconded by Councillor Findlay THAT the Audit Committee Mandate and Charter, as amended, and attached as Appendix 1, be adopted.

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

VOTING AGAINST: (0)

Carried

**Councillor Piper presented Clause 1 that was** extracted from the Community Development & **Environmental Services Committee Fifth Consent** Report.

#### Request for City to Purchase 168 Fife Road for Parkland

Moved by Councillor Piper 31. Seconded by Councillor Bell

THAT Report 09-53 regarding the request for the City to purchase the property at 168 Fife Road for the purpose of developing a new public park, from Community Design and Development Services, dated July 20, 2009, be received;

AND THAT City Council take no action with respect to the request for the City to purchase the property municipally known as 168 Fife Road, legally described as Part of Lot B, Concession 2, Division E, in the City of Guelph, for the purpose of developing a new public park.

VOTING IN FAVOUR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Piper, Salisbury, Wettstein and Mayor Farbridge (10)

Mr. J. Riddell

Counc. K. Wettstein Ms. M. Neubauer

#### VOTING AGAINST: Councillor Kovach (1)

Carried

#### Councillor Piper presented Clause 6 that was extracted from the Community Development & Environmental Services Committee Fifth Consent Report.

### **Bicycle Policy**

Mr. J. Riddell	<ul> <li>32. Moved by Councillor Piper Seconded by Councillor Bell</li> <li>THAT the Community Design and Development Services Report 09-61, on 'Bicycle Policy', dated July 20, 2009, be received;</li> </ul>
	AND THAT Council approve a policy to provide demarcated bike lanes instead of bike routes as part of reconstruction of arterial roadways that are not identified in the Official Plan as having either bike lanes or bike routes;
	AND THAT Council authorize staff to undertake retrofit construction to include bike lanes in sections of roadways that are designated to include bike lanes but are not scheduled for full reconstruction in the near term.
	VOTING FOR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (11)
	VOTING AGAINST: (0)
	Carried
Mr. J. Riddell	<ul> <li>33. Moved by Councillor Salisbury Seconded by Councillor Hofland</li> <li>THAT Council direct staff to explore best practices with regard to bicycle friendly intersection design for inclusion in the City's bicycle policy.</li> </ul>
	VOTING FOR: Councillors Beard, Bell, Burcher, Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (11)
	VOTING AGAINST: (0)

Carried

#### **Councillor Beard presented Clause 2 that was**

extracted from the Finance, Administration & Corporate Services Committee Fourth Consent Report.

#### Business License By-law Review Process – Corporate Administrative Cost Recovery

It was requested that the clauses be voted on separately.

Mrs. L.A. Giles	<ul> <li>34. Moved by Councillor Beard Seconded by Councillor Wettstein</li> <li>THAT the information report of the Director of Infor Services/City Clerk regarding the Business Licence Review Process dated July 13, 2009 be received.</li> </ul>	
	VOTING IN FAVOUR: Councillors Beard, Bell, Burch Farrelly, Findlay, Hofland, Kovach, Piper, Salisbury, Wettstein and Mayor Farbridge (11)	-
	VOTING AGAINST: (0)	
	Carrie	ed
Mrs. L.A. Giles	<ul> <li>35. Moved by Councillor Beard Seconded by Councillor Wettstein</li> <li>THAT an interim corporate administrative charge in amount of 20% be included in all Business licensing</li> </ul>	
	VOTING IN FAVOUR: Councillors Bell, Findlay, Kov Piper, Wettstein and Mayor Farbridge (6)	′ach,
	VOTING AGAINST: Councillors Beard, Burcher, Fa Hofland and Salisbury, (5)	rrelly,
	Carrie	ed
	Councillor Beard presented Clause 3 that was extracted from the Finance, Administration & Corporate Services Committee Fourth Consen Report.	
	Proposed New business Licensing By-law	
Mrs. L.A. Giles	<ul> <li>36. Moved by Councillor Beard Seconded by Councillor Wettstein</li> <li>THAT staff be directed to prepare a new Business li By-law for Council approval in September 2009, incorporating all the changes to the current by-law noted in the report to the Finance, Administration a Corporate Services Committee from the Director of</li> </ul>	as and

Page No. 27 Information Services/City Clerk dated June 9, 2009 based on cost recovery with an annual fee review, with the exception of a citizen appeals committee.

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

VOTING AGAINST: (0)

Carried

Councillor Beard presented Clause 4 that was extracted from the Finance, Administration & Corporate Services Committee Fourth Consent Report.

### **Operating Budget Variance Report as at December 31, 2008 (subject to year end audit)**

	37. Moved by Councillor Beard Seconded by Councillor Wettstein
Ms. M. Neubauer	THAT the Finance report 09-27 dated July 13, 2009 entitled "Operating Budget Variance Report as at December 31 <sup>st</sup> , 2008" be received;

AND THAT the following surplus and deficit allocations be approved:

Tax Supported Surplus of \$2,406,932

- \$502,769 be allocated to the Police Relocation reserve
- \$91,605 be allocated to the Library Relocation reserve
- \$1,200,000 be allocated to the Parkland Dedication reserve fund
- \$612,558 be allocated to the Tax Rate Stabilization reserve

Userpay

- Water deficit of \$706,880 be funded \$576,931 from the Water Rate Stabilization reserve and \$129,949 from the Water Capital reserve
- Wastewater deficit of \$1,967,001 be funded completely from the Wastewater Rate Stabilization reserve
- Parking deficit of \$677,980 be funded \$353,372 from the Parking Rate Stabilization reserve and \$324,608 from the Parking Capital reserve.

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

VOTING AGAINST: (0)

Carried

#### **Extracted Items from the Consent Agenda**

#### Guelph Hydro Inc. amendment to the Shareholders Agreement

38. Moved by Councillor Kovach Seconded by Councillor Wettstein

THAT the request from Guelph Hydro Inc. to amend the Shareholders Agreement by removing the reference to "the President and CEO" from being members of the Board of Directors and add an additional Director, be approved.

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

VOTING AGAINST: (0)

Carried

#### Councillors Laidlaw and Hofland – request to attend the AMO Conference

39. Moved by Councillor Burcher Seconded by Councilor Piper

THAT Councillors Laidlaw and Hofland be authorized to exceed their 2009 expense allocation in order to attend the AMO Conference in Ottawa.

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

VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

40. Moved by Councillor Beard Seconded by Councillor Farrelly THAT the Committee rise with leave to sit again.

Carried

Ms. L.E. Payne Ms. J. Urisk Mrs. L.A. Giles

Counc. Laidlaw

Counc. Hofland

Mrs. L.A. Giles Ms. M. Neubauer Page No. 28

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

Carried

## **BY-LAWS**

42. Moved by Councillor Kovach Seconded by Councillor Findlay
THAT By-laws Numbered (2009)-18818 to (2009)-18846, inclusive, are hereby passed.

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

VOTING AGAINST: (0)

Carried

## ADJOURNMENT

The meeting adjourned at 12:15 o'clock a.m., Tuesday July 28, 2009.

Minutes read and confirmed September 28, 2009.

.....

Mayor

.....

Clerk

## **Committee Mandate and Charter**

**Audit Committee** 

## A. Mandate of the Audit Committee:

## 1. Mandate

The Committee's mandate defines its core areas of management and responsibility. Established by Procedural Bylaw (1996) 15200 for Standing Committees, it is the mandate of the Audit Committee to ensure that appropriate policies, principles, procedures and roles are established to ensure:

- I. The recommendation of the appointment of the external auditor and the appropriate fees;
- II. Management's financial reporting practices are assessed objectively, financial statements are properly audited and any problems identified in the audit are satisfactorily resolved;
- III. The annual financial statements, including the selection of appropriate accounting policies and practices, are approved by Council;
- IV. The audit results are reviewed and recommendations to management are followed-up; and
- V. Management has established and is maintaining a comprehensive risk and control framework.

## 2. Composition of the Committee

- I. The Committee will be comprised of four members of Guelph City Council and the Mayor.
- II. The Director of Finance or other specialists may be called upon to conduct research, communications or any other Committee identified requirements.

## B. Charter of the Audit Committee:

The Committee's Charter outlines how the Committee will satisfy the requirements set forth by Council in its mandate. This Charter is comprised of:

- Operating principles;
- Responsibilities and duties; and
- Operating procedures

## I. Operating Principles

All Committee work will be carried out in accordance with provisions of the Municipal Act and the Committee will fulfill its responsibilities within the context of the following principles:

## i) Committee Values

The Council's Code of Conduct, transparency and accountability will guide Committee efforts and promote interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met. The Council endorsed corporate values of wellness, integrity and excellence will also be observed.

## ii) Communications

The Committee Chair will act as the primary spokesperson for any related inquiries.

### iii) Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the Committee in consultation with Committee members and staff.

### iv) Notice of Meetings

Public notice of all committee meetings will be provided on the City's electronic general calendar at least 72 hours prior to a meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting.

It is recognized that some items consistent with Section 239 in the Municipal Act may require a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

## v) Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges.

All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes, any supplemental information, public input, media requests etc.

## vi) Reporting to Council

The Committee will report to Council with recommendations for approval.

## II. Responsibilities and Duties

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members include:

## Committee:

## External Audit

• Review the external auditors' proposed audit scope and approach, including coordination of audit effort with City staff.

• Review with management and the external auditors the result of the audit, including any difficulties encountered and all other matters required to be communicated to the Committee under Generally Accepted Auditing Standards.

• Resolve any disagreements between management and the external auditors regarding financial reporting.

• At the conclusion of the audit, consult with the external auditors, without the presence of management, regarding internal financial controls, compliance and the fullness and accuracy of the City's financial statements.

• Ensure the timely presentation of the external auditors' annual audit report to Council.

## **Financial Statements**

• Review significant accounting and reporting issues, including complex or unusual transactions, highly judgmental areas and recent professional and regulatory pronouncements, and understand their impact on the financial statements.

• Review the representation letter provided by management to the external auditors.

• Prior to the presentation of the annual financial statements to Council, review the financial statements and consider whether they are complete, consistent with information known to Committee members and reflect appropriate accounting principles.

• Recommend to Council the approval and distribution of the annual financial statements.

## Auditor Performance and Review

• Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the city, including non-audit services, and discussing the relationships with the auditors.

• Direct and review the performance evaluation process for the external auditor.

• Recommend changes to the external auditor's compensation for Council approval.

• Periodically determine whether a Request for Proposal should be issued to select an external auditing firm. As per the Ontario Municipal Act 2001 section 296 (3), the external auditor shall not be appointed for a term exceeding five years.

• Participate in the selection of an external auditing firm by reviewing the Request for Proposals and bids received, interviewing potential auditing firms and recommending the external auditor for final approval to the Council.

### Compliance

- Obtain regular updates from management and other's (legal counsel, external auditors) regarding compliance with laws and regulations having a material impact on the financial statements including:
  - Tax and financial reporting laws and regulations.
  - Legal withholding requirements.
  - Environmental protection laws and regulations.
- Review by-laws and policies specifically regulating the conduct of members of council, staff and suppliers.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.

• Discuss with the City Solicitor, any significant legal, compliance or regulatory matters that may have a material effect on the financial statements or the business of the City, or on the compliance policies of the City.

• Review the results of management's investigation and follow-up for any instances of non-compliance.

• Review the effectiveness of the systems established to ensure compliance.

#### **Risk Management and Internal Control**

• Understand the scope of the external auditor's review of internal financial control over financial reporting and obtain reports on significant findings and recommendations, together with management's responses and the timing of

the disposition of significant findings.

- Through the use of a risk management framework, assess the financial risks to be managed by the City and any change in significant financial risks.
- Consider the effectiveness of the City's internal control system for the safeguarding assets, including information technology security and control and the adequacy of policies and procedures.
- Review management and program performance regarding efficiency, effectiveness and economy in the use of resources.
- Reviewing the effectiveness of management reporting systems regarding administrative and program performance.

## Reporting Responsibilities

- Ensure the creation of quarterly information reports to Council on progress achieved by the Committee and any concerns or issues that have been identified. The report shall be prepared by the Committee Chair with input from staff.
- Provide an open avenue of communication between the external auditors and City Council.

## Adequacy of the City's Resources

- Review the nature of evolving or developing businesses managed by the City, including those changes occasioned by business or process redesign.
- As new businesses and ventures are embarked on by the City, gain comfort that all appropriate processes have been put in place to evaluate feasibility of the new business and to ensure proper resources, both human and financial, have been provided.

## Other Responsibilities

- In conjunction with management and the external auditors, develop an annual work plan for the Committee that identifies priorities, objectives and timelines for key deliverables.
- Recommend to Council special investigations and funding as required. Institute and oversee special investigations as authorized by Council.
- With Council approval, retain independent counsel, accountants, or others to advise the Committee or assist in the conduct of a review.
- After consultation with the Director of Finance and the external auditors, gain a reasonable assurance, at least annually, of the quality and sufficiency of the City's accounting and financial personnel and other resources.
- Review annually the adequacy and/or need for an internal audit function.

• It is recognized that from time to time, other issues will be referred to the Committee for review and input. These items will be addressed on an as needed basis.

## <u>Chair:</u>

The Committee Chair will be responsible for:

• Calling the meetings.

• Maintaining order and decorum during meetings, deciding questions of procedure, and generally ensuring that the Committee work proceeds smoothly according to the Committee's work plan.

• Ensuring adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings.

• Engaging all members in the decision making process.

## Committee Members:

The Committee members will be responsible for:

- Reading all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the Committee's time;
- Attending meetings and participate fully in all Committee work;
- Debating the issues in an open, honest and informed manner to assist the decision-making process;
- Actively contributing to reaching Committee recommendations and directions; and

• Representing and advocating on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

• Being financially literate, with sufficient understanding of accounting, auditing, financial reporting and internal control in order to deliberate meaningfully on the types of issues likely to come before the Audit Committee;

• Having a general understanding of the City's major economic, operating and financial risks;

• Having a broad awareness of the interrelationship of the City's strategic initiatives and operations with its financial reporting;

• Understanding the difference between the oversight function of the Audit Committee and the decision making function of management; and

• Having a willingness to challenge management when necessary.

## III. Operating Procedures

- i. The Committee shall meet at least four times per year, with the authority to convene additional meetings as may be necessary to exercise its responsibilities.
- ii. A quorum shall be a majority of the whole committee (3).
- iii. The Chair shall vote on any motion.
- iv. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.

Committee Room A September 8, 2009 6:45 p.m.

## A meeting of Guelph City Council

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

Absent: Councillor Hofland

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L. Payne, Director of Corporate Services/ City Solicitor; Ms. T. Sinclair, Manager of Legal Services; Mr. J. Riddell, Director of Community Design and Development Services; Ms. T. Agnello, Deputy Clerk

1. Moved by Councillor Beard Seconded by Councillor Findlay

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

• litigation or potential litigation, including matters before administrative tribunals, affecting the municipality.

Carried

The meeting adjourned at 6:46 o'clock p.m.

Mayor

Committee Room A September 8, 2009 6:47 p.m.

# A meeting of Guelph City Council closed to the public.

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

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L. Payne, Director of Corporate Services/ City Solicitor; Ms. T. Sinclair, Manager of Legal Services; Mr. J. Riddell, Director of Community Design and Development Services; Ms. T. Agnello, Deputy Clerk

# DECLARATIONS UNDER MUNICIPAL CONFLICT OF INTEREST ACT

There was no declaration of pecuniary interest.

The City Solicitor provided information regarding the City of Guelph/County of Wellington Arbitration.

 Moved by Councillor Kovach Seconded by Councillor Salisbury
 THAT city staff be given direction with respect to the City of Guelph/County of Wellington Arbitration.

Carried

The Director of Finance provided an update regarding the Hanlon Creek Business Park development.

## The meeting recessed at 7:00 p.m.

Council Chambers September 8, 2009 7:02 p.m.

## A meeting of Council reconvened at 7:02 p.m.

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

Absent: Councillor Hofland

Staff Present: Mr. J. Riddell, Director of Community Design and Development Services; Mr. S. Hannah, Manager of Development and Parks Planning; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

The Mayor announced that the Royal City Ambassadors have generously provided City Council with a new recording of `O Canada' and that they would lead everyone in the singing of the national anthem.

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

Mr. J.

## PLANNING PUBLIC MEETING

Mayor Farbridge announced that in accordance with The Planning Act, Council was now in a public meeting for the purpose of informing the public of various planning matters.

### 2 CLOUGH CRESCENT – Proposed Zoning By-law Amendment (File ZC0902) – Ward 6

Mr. C. DeVriendt, advised the applicant proposed to rezone the southerly 0.24 hectare portion of the site from the current Residential Apartment (R.4A) Zone to the Specialized On-Street Townhouse (R.3B-7) Zone to permit the development of 11 on-street townhouse units. He stated that the current zoning would allow up to eight stories.

Staff will report back on:

- land use density and compatibility;
- topographical information on the north side of the property;
- measurement of change of grade.

Ms. N. Shoemaker, on behalf of the applicant advised that:

- the on-street townhouses should be continued to provide continuity along the streetscape;
- the intent of the application was to provide a higher density than what the residential zoning could in this area.
- 1. Moved by Councillor Burcher Seconded by Councillor Billings

THAT the procedural by-law be suspended to allow for a recorded vote.

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

VOTING AGAINST: (0)

Carried

	1. Moved by Councillor Findlay
	Seconded by Councillor Billings
Riddell	THAT Report 09-72 regarding a proposed Zoning By-law
	Amendment to permit the development of 11 on-street

townhouse units and a 50 unit apartment building with a minimum rear yard setback of 6 metres applying to property municipally known as 2 Clough Crescent, and

legally described as block 1 on Registered Plan 61M-156, City of Guelph, from Community Design and Development Services dated September 8, 2009, be received.

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

VOTING AGAINST: (0)

Carried

#### **1291 Gordon Street: Proposed Zoning By-law** Amendment (File ZC0905)

Ms. K. Nasswetter, Senior Planner advised the applicant wishes to rezone a 1.7 hectare portion of the southeast corner of the site to a specialized R.4A zone to permit a six storey residential apartment building with approximately 128 residential units. Specialized regulations are requested to permit parking in the exterior side yard, amenity area in the front and exterior side yards, and a Floor Space Index (FSI) of 1.34 where 1.0 is required. She advised they are in receipt of letters that have expressed concern regarding the buffer zones, wetland conservation, de-watering, ground water levels and wildlife and vegetation preservation. She clarified the changes made to the wetland boundary

Staff advised they will report back on:

- wetland boundary;
- criteria for original mapping, what indicators were used by the GRCA todetermine the boundary and why there is a change
- buffer questions re: dewatering, the reasoning for the positioning to buffer whether driven by setbacks or design considerations,
- construction footprint extending 15m into buffer wildlife corridor
- clustering some of the development to the Arkell intersection
- show more clearly the original and redefined wetland boundary, when it was redefined
- study of what rare plants exist on the property and their location
- lighting affecting the wildlife
- fencing options
- soil composition and how it relates to fill and other

engineering that needs to occur

 examine the role of the GRCA and request them to be present when the application comes back to Council

Mr. Hugh Handy, applicant advised of the following:

- there is a land exchange to take place between the Grand River Conservation Authority and the applicant;
- there is a significant grade change that will help offset the height of the building;
- there is a raised deer crossing;
- the applicant is committed to a high level urban design;
- the Official Plan provides for the proposed use;
- the development will assist in achieving Provincial targets for residential densities and will protect the wetland feature and embrace the natural environmental setting;
- there will be a lot of consultation with staff and they will address the Community Energy Plan and its recommendations;
- the Environmental Impact Study, Storm Water Management study and traffic studies have been completed;
- they are not proposing fencing but they do recognize the need for clear definition of the boundary;
- visuals will be provided when the development comes back to Council to assist with understanding the impact the development will have on the landscape.

Laural Gaudette, a city resident, advised of the following concerns with respect to this application:

- contamination of the wetland;
- negative impact on the wetland as a result of increased vehicular traffic;
- that impact is often under-evaluated and mitigation plans are over-evaluated;
- that the Storm Water Management measures are inadequate and the design and maintenance necessary will not be achieved;
- the potential damage to the habitat and possible loss of the intrinsic value to the property as it stands;
- protecting the buffer area.

The resident also urged Council to reject the application.

Ms. Laura Murr, a city resident, expressed the following

#### concerns:

- that this development is being considered a minor development;
- the soil has been deemed to be unsuitable so a sump pump would likely be on at all times; T
- concern with how the groundwater will be affected
- no reference have been made to the recommendations in the 2004 Hanlon Creek watershed study;
- buffer concerns;
- a need for individual evaluation of the trees on site;
- need to review the numerous deer crossings on the south portion of the property and determine why the deer crossing is being proposed at a major exit and storm water pond
- noise studies be completed before the development is approved.
- 2. Moved by Councillor Findlay Seconded by Councillor Burcher

Mr. J. Riddell THAT Report 09-73 regarding a proposed Zoning By-law Amendment for the property municipally known as 1291 Gordon Street, City of Guelph, from Community Design and Development Services, dated September 8, 2009, be received.

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

VOTING AGAINST: (0)

Carried

Councillor Kovach was absent at the time of this vote.

### 47-51 Paisley Street: Proposed Zoning By-law Amendment (File ZC0901) – Ward 3

Ms. K. Nasswetter, Senior Development Planner, advised this property currently consists of a one-storey multiple unit residential dwelling and a garage. The units do not currently conform to the zoning for this property. She stated that staff will be evaluating the proposal against the General Residential policies of the Official Plan, the Provincial Policy Statement, the Places to Grow legislation; and review the proposed zoning for any need for specialized zoning. Ms. N. Shoemaker, on behalf of the applicant, advised:

- this property has been used as apartments but were never correctly zoned and they are to legalize the use of the property;
- parking may be an issue to meet the requirements, but there is sufficient parking to accommodate the apartments.
- 3. Moved by Councillor Billings Seconded by Councillor Burcher THAT Report 09-70 regarding a Zoning By-law Amendment for the property municipally known as 47-51 Paisley Street, City of Guelph, from Community Design and Development Services, dated September 8, 2009, be received.

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

VOTING AGAINST: (0)

Councillor Kovach was absent at the time of this vote.

#### CONSENT AGENDA

#### Councillor Laidlaw's request to attend the Ontario Bike Summit.

4. Moved by Councillor Burcher Seconded by Councillor Beard

Councillor Laidlaw THAT Councillor Laidlaw be authorized to exceed her 2009 expense allocation in order to attend the Bike Ms. M. Neubauer Summit in Waterloo.

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

VOTING AGAINST: (0)

Carried

#### **BY-LAWS**

5. Moved by Councillor Kovach Seconded by Councillor Billings THAT By-law Numbers (2009)-18847to (2009)-18851

Mr. J. Riddell

Mrs. L.A. Giles

inclusive are hereby passed.

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

VOTING AGAINST: (0)

Carried

#### ADJOURNMENT

The meeting adjourned at 9:15 o'clock p.m.

Minutes read and confirmed September 28, 2009.

Mayor

Deputy Clerk

City Council

Committee Room A 9:17 p.m.

# A meeting of Guelph City Council closed to the public reconvened.

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

Absent: Councillors Hofland

Staff Present: Ms. M. Neubauer, Director of Finance; Ms. L. Payne, Director of Corporate Services/ City Solicitor; Mr. P. Cartwright, General Manager of Economic Development and Tourism; Mr. J. Riddell, Director of Community Design and Development Services; Mr. R. Henry, City Engineer; Ms. T. Agnello, Deputy Clerk

The Director of Finance and the Director of Corporate Services/City Solicitor provided an update regarding the Hanlon Creek Business Park development.

Staff will report back with additional information.

The meeting adjourned at 9:50 p.m.

Minutes read and confirmed September 28, 2009.

Mayor

Deputy Clerk

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

September 28, 2009

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

Your Community Development and Environmental Services Committee beg leave to present their SIXTH CONSENT REPORT as recommended at its meeting of September 21, 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) Victoria Road North (Woodlawn Road to Speed River): Environmental Assessment & Reconstruction

THAT the Community Design and Development Services Report 09-79, on 'Victoria Road North (Woodlawn Road to Speed River): Environmental Assessment and Reconstruction', dated September 21, 2009 be received;

AND THAT staff be authorized to proceed with the reconstruction of Victoria Road North including the following improvements as outlined in this report:

- a) Reconstruction of the Victoria Road/Woodlawn Road intersection;
- b) Improvements to the mid-block section as identified in the Victoria Road North Secondary Plan; and
- c) Canoe-launch area and trail accesses in the vicinity of the Speed River.

#### 2) Community Energy Plan – Mayor's Task Force on Community Energy

THAT the Report of the Directors of Environmental Services and Community Design and Development, dated September 21, 2009 with respect to the Community Energy Plan – Mayor's Task Force, be received for information;

AND THAT Council approve the creation of a Mayor's Task Force on Community Energy to provide a governance structure to the multi-stakeholder implementation of the Community Energy Plan;

AND THAT the management and administration of the Task Force be under the direction of the City's Chief Administrative Officer in consultation with the Mayor's office;

#### AND THAT Council receive quarterly update reports from the Task Force. Page No. 2 September 28, 2009 Community Development and Environmental Services Committee Report Consent

#### 3) River Valley Development Dolime Site – Update Report

THAT the report of the Director of Environmental Services, dated September 21, 2009 entitled `Update on the River Valley Development Dolime Site', be received.

AND THAT the Mayor write to the Minister of Natural Resources and the Minister of the Environment regarding City Council's significant concerns with the current quarry operations at the "Dolime" site owned by River Valley Development Inc. and the threat to the City's groundwater resource due to the current mining of the aquitard formation which protects the groundwater aquifer.

All of which is respectfully submitted.

Councillor Leanne Piper, Acting Chair Community Development & Environmental Services Committee

# PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR THE SEPTEMBER 21, 2009 MEETING.

# COMMITTEE REPORT



ТО	<b>Community Development and Environmental Services</b> <b>Committee</b>	
SERVICE AREA DATE	Community Design and Development Services September 21, 2009	
SUBJECT	Victoria Road North (Woodlawn Road to Speed River): Environmental Assessment & Reconstruction	
REPORT NUMBER	09-79	

## RECOMMENDATION

"THAT the Community Design and Development Services Report 09-79, on 'Victoria Road North (Woodlawn Road to Speed River): Environmental Assessment and Reconstruction', dated September 21, 2009, be received;

"AND THAT staff be authorized to proceed with the reconstruction of Victoria Road North including the following improvements as outlined in this report:

- a) Reconstruction of the Victoria Road / Woodlawn Road intersection;
- b) Improvements to the mid-block section as identified in the Victoria Road North Secondary Plan; and
- c) Canoe-launch area and trail accesses in the vicinity of the Speed River."

## BACKGROUND

An Environmental Assessment (EA) was undertaken to review and implement improvements to Victoria Road North from Ferndale Avenue to north of Ingram Road as identified in the 1999 Victoria Road North Secondary Plan. Through the EA process a reconstruction plan for Victoria Road North from Woodlawn Road to the Speed River (Figure 1) has been prepared; it identifies specific improvements for the following three sections of the roadway (Figure 2):

Section 1 – from Woodlawn Road to Ferndale Avenue (165 metres), including the intersection at Woodlawn Road and Victoria Road

Section 2 – from Ferndale Avenue to development limits on either side of Victoria Road (850 metres)

Section 3 – the northernmost section up to Speed River (550 metres)

The Victoria Road North project is one of the approved projects under the

Infrastructure Stimulus Funding program and must be completed before March 31, 2011. The purpose of this report is to obtain Council's approval for the specific improvements included in the project prior to proceeding with detailed design and construction.

## REPORT

The 1999 Victoria Road North Secondary Plan provided the framework for development in the areas north of Woodlawn Road and to the east and west of Victoria Road. Development including the extension of municipal services has been proceeding based on approved plans of subdivision and site plans.

Victoria Road north of Woodlawn Road is currently a four-lane cross-section between Woodlawn Road and Ferndale Avenue and reduces to a two-lane, rural cross-section from Ferndale Avenue to the Speed River.

The 1999 Secondary Plan recommended specific urban features for the section of Victoria Road adjacent to new development (Section 2 in Figure 2) including:

- Four-lane cross-section with on-street parking on either side
- Bicycle lane on either side
- Boulevard and sidewalk on either side with abutting residential developments served by rear lanes for vehicular access
- Centre median with plantings
- East-west cross-streets forming a grid pattern

The City's Trail Master Plan has identified a number of on/off-road features in the Victoria Road North corridor including:

- Trail Gateway at the City Boundary with access to the existing trail along the Speed River on the east side of Victoria Road and the Guelph Off-Road Bicycle Association (GORBA) trail on the west side
- Canoe launch area with parking
- Pedestrian crossing south of Speed River and at Simmonds Drive

The Environmental Assessment was carried out by Stantec Consulting Ltd, and although the initial focus was on the section of roadway that involved pavement widening (Section 2 in Figure 2), the study was extended to address improvements to the entire section from Woodlawn Road to the Speed River. Consultations were undertaken among City staff (Engineering Services, Parks Planning, Policy Planning and Traffic Services), external agencies and stakeholders. Given the varying nature of requirements on Victoria Road North, specific improvements were identified for the three different sections (Figure 2). Natural environmental, archaeological and geotechnical investigations were undertaken as part of the study process. The proposed improvements for each section are as follows:

<u>Section 1 (Woodlawn Road to Ferndale Avenue - 165 metres)</u>: This section is a fourlane cross section and includes the intersection at Victoria Road and Woodlawn Road. At present, there are no turn lanes at the intersection. The proposed improvements for this section include the addition of northbound and southbound Left-turn lanes and an eastbound Right-turn lane. North of the intersection the roadway will be reconstructed with four lanes and two bicycle lanes.

<u>Section 2 (Ferndale Avenue to north of Ingram Road – 850 metres)</u>: This section of the roadway passes through the new development area and urban features were identified in the Victoria Road North Secondary Plan. The proposed improvements consistent with the Secondary Plan and Urban Design policies include the following (see Figure 3):

- A two-lane divided roadway with a 4.5 m centre median
- 1.5 m bicycle lane one either side
- Dedicated on-street parking on either side
- Boulevards and sidewalks

The narrow travel portion of the roadway and the wide centre median along with the low volume of traffic would enable safe pedestrian crossing without additional control measures.

Section 3 (from north of Ingram Road to Speed River – 550 metres):

This section of the roadway is a two-lane rural cross-section and will be reconstructed with the addition of bike lanes. At the north end of the section, near the Speed River, the following improvements will be undertaken consistent with the recommendations of the Trails Master Plan (Figure 4):

- Access to existing trails on either side of Victoria Road with pedestrian crossing across the roadway
- Canoe launch area on the east side of Victoria Road with on/off street parking

Under the municipal Class EA process, roadway modifications that do not result in additional capacity (i.e. addition of new travel lanes), including intersection improvements, are considered pre-approved. The roadway improvements identified for Victoria Road North from Woodlawn Road to the Speed River do not involve new travel lanes and additional capacity, and are therefore pre-approved for implementation. It should be noted that the widening of pavement in Section 2 of the project is designed to accommodate on-street parking and cannot be used as travel lanes.

However, the building of the proposed roadside canoe-launch area requires a Schedule B EA approval. The design of the canoe-launch area and the EA process will be undertaken following Council approval. The EA for the canoe-launch undertaking, including departmental, agency and stakeholder consultation, can be completed in time for construction 2010.

The detailed design for the intersection and roadway improvements including municipal services and utilities will also be undertaken following Council approval, and construction will begin in 2010 for completion by 2011.

## 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

## FINANCIAL IMPLICATIONS

Project funding is approved under two Capital Projects: RD0072 (Victoria Road / Woodlawn Road intersection) and RD0247 (Victoria Road North) for a total amount of \$4.9 M, of which \$3.1 M will be recovered under the Infrastructure Stimulus program. The City's portion of \$1.8 M will be paid from tax revenues, Development Charges and development frontage payment.

## **DEPARTMENTAL CONSULTATION**

During the study staff consultations included Engineering Services, Parks Planning, Policy Planning and Traffic Services. This report has been circulated to Parks Planning, Policy Planning and the Operations Department.

## COMMUNICATIONS

N/A

## ATTACHMENTS

Figure 1 – Key Plan Figure 2 – Project Sections Figure 3 – Proposed Improvements (Section 2) Figure 4 – Proposed Improvements (Section 3)

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**Prepared By:** Rajan Philips, P.Eng., Manager, Transportation Planning & Development Engineering (519) 837-5604, ext. 2369 rajan.philips@guelph.ca

Endorsed By: Richard Henry, P.Eng., City Engineer (519) 837-5604, ext. 2248 richard.henry@guelph.ca

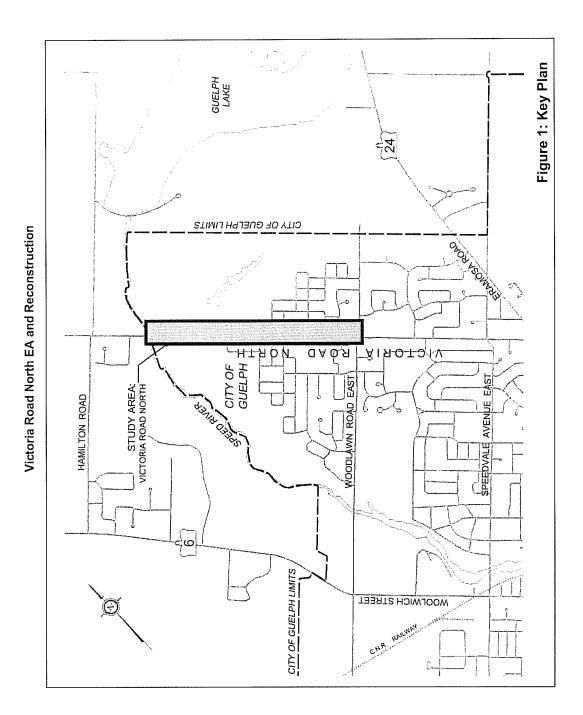
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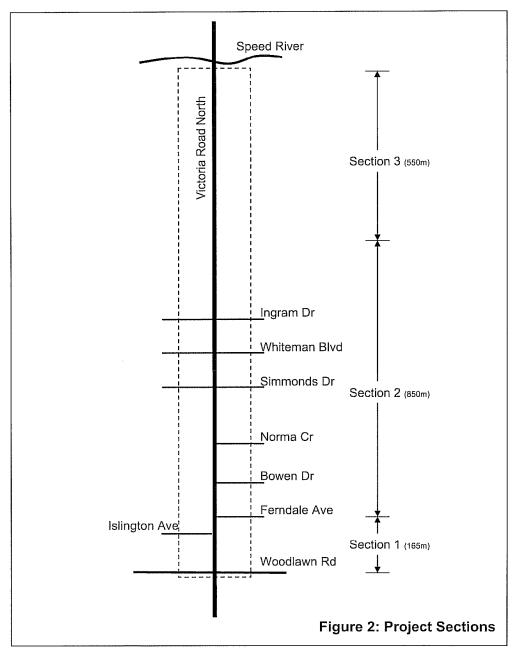
#### **Recommended By:**

James N. Riddell Director, Community Design and Development Services (519) 837-5617, Ext. 2361

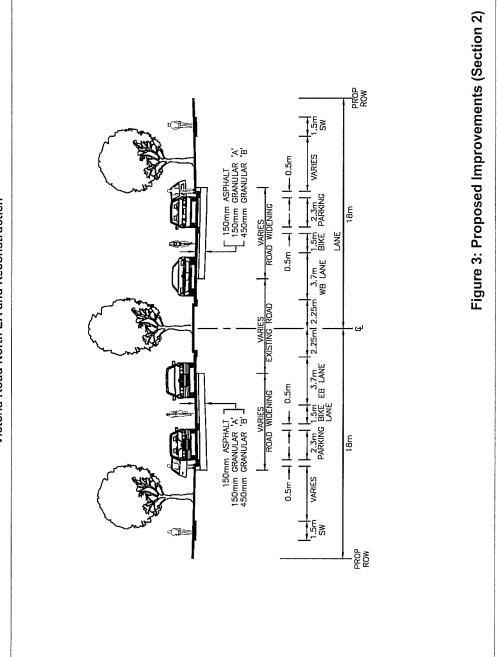
## jim.riddell@guelph.ca

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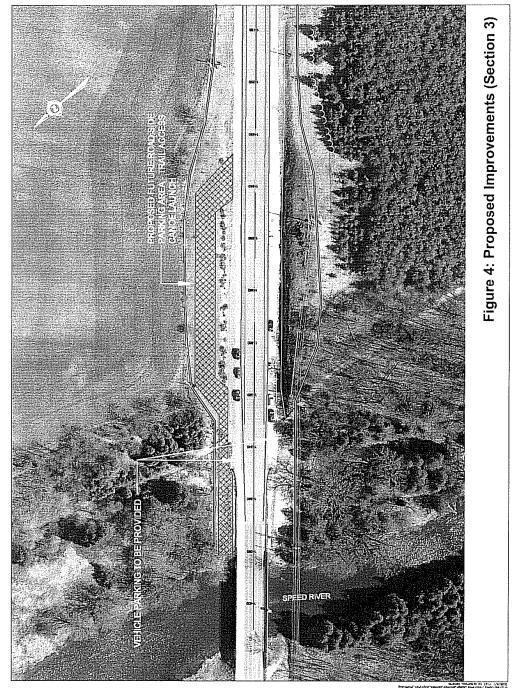




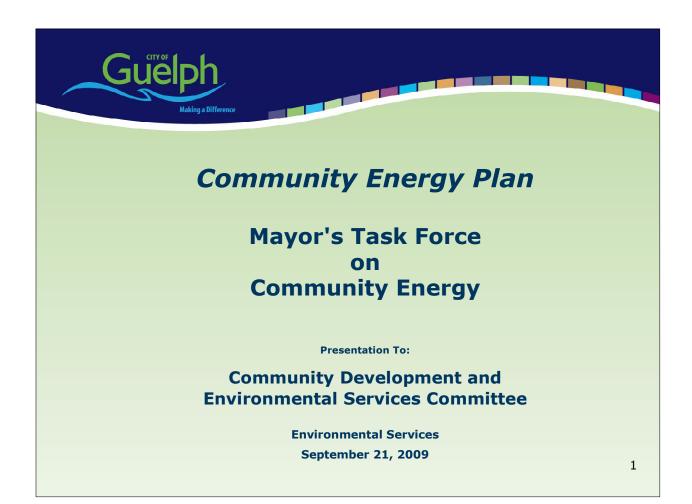
Victoria Road North EA and Reconstruction



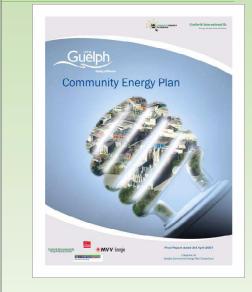
Victoria Road North EA and Reconstruction



Victoria Road North EA and Reconstruction



## Community Energy Plan (2007 - 2031)

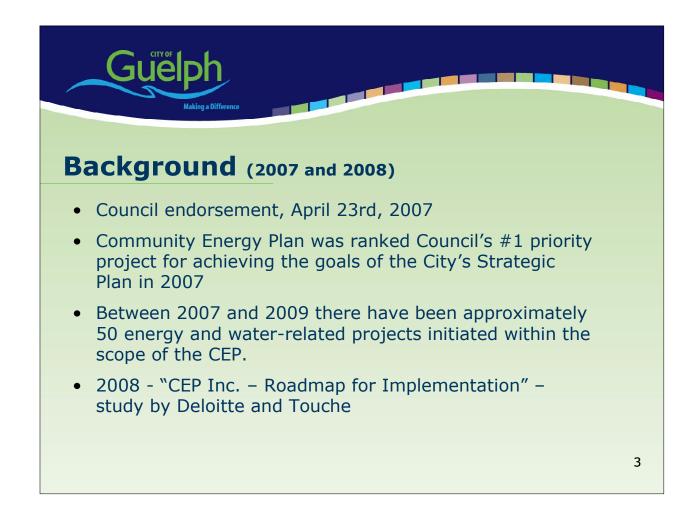


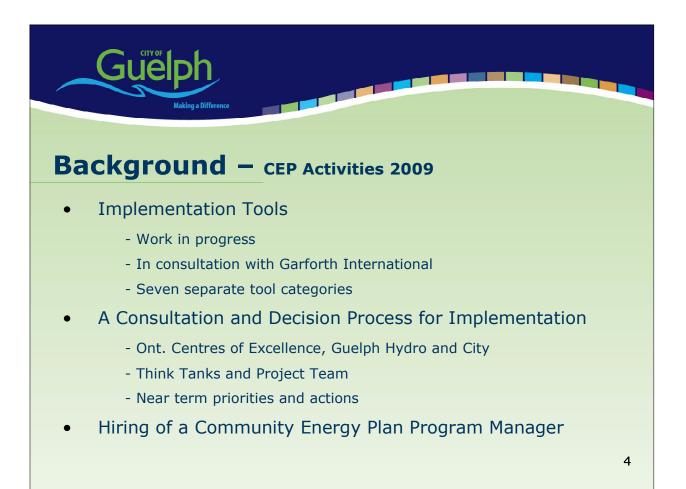
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50% less energy use per capita

60% less GHG emissions per capita

Decouple energy consumption from population growth



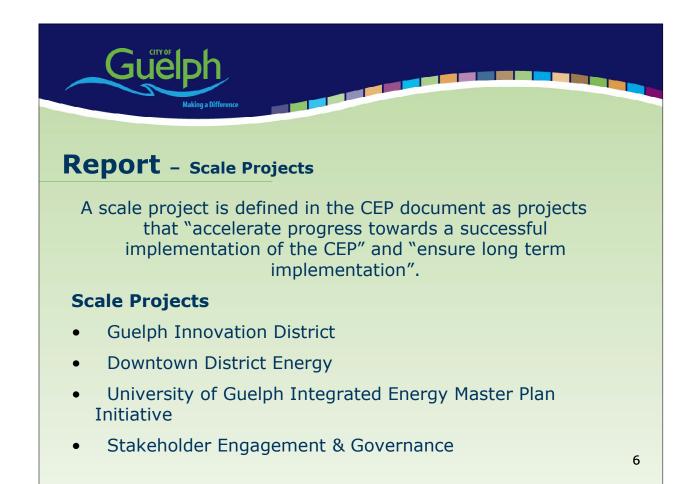




## **Report** – Summary

- Opportunity and recommendation for establishing an interim governance structure necessary for the on-going implementation of the Community Energy Plan (CEP).
- Major outcome of a larger initiative to develop a stakeholder engagement plan and critical path for the ongoing implementation of CEP scale projects.
- Cited in the CEP, scale projects can be used to:

"establish the market framework of a municipal energy service organization that is structured to ensure the highest reliability, least cost and least environmental impact energy services of all types".



## **Report** – Challenges Scale Projects

- Investment for Long-term Infrastructure
- Challenges Implementing the CEP and Scale Projects
- Regulatory Environment and Inter-Governmental Affairs
- Stakeholder Engagement

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- Strategic Communication
- CEP Stakeholder Engagement and Governance







# COMMITTEE REPORT



ТО	<b>Community Development and Environmental Services</b> <b>Committee</b>
SERVICE AREA DATE	Environmental Services September 21, 2009
SUBJECT	Community Energy Plan Mayor's Task Force on Community Energy
REPORT NUMBER	

# RECOMMENDATION

THAT the Report of the Directors of Environmental Services and Community Design and Development, dated September 21, 2009 with respect to the Community Energy Plan – Mayor's Task Force, be received for information;

AND THAT Council approve the creation of a Mayor's Task Force on Community Energy to provide a governance structure to the multi-stakeholder implementation of the CEP;

AND THAT the management and administration of the Task Force be under the direction of the City's Chief Administrative Officer in consultation with the Mayor's Office;

AND THAT Council receive quarterly update reports from the Task Force.

# BACKGROUND

The Community Energy Plan (CEP) is a long-term look at how a community uses energy, to identify future energy needs for a growing municipality, and to guide future efficiency and sustainable energy use in the City. Benefits to the community include energy efficiency, cost savings, economic competitiveness, and a more sustainable future.

# A. The Establishment of the CEP

At their meeting held April 23<sup>rd</sup>, 2007, Council received endorsement of the CEP from a large number of local organizations and endorsed the Vision, the Goals and the directions provided in the CEP as the basis for the community energy planning in Guelph;

The Vision Statement of the Community Energy Plan is:

"Guelph will create a healthy, reliable and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources".

This vision is supported by five goals that focus on the CEP's role in attracting quality investment, in ensuring reliable and affordable energy, in reducing environmental impacts, in enhancing Guelph's competitiveness, and in aligning public investment with the CEP:

Each goal has recommended strategies and long-term targets for measuring success.

# **B. CEP – A Council Priority**

Through a 2007 Council Priority setting process, the implementation of the Community Energy Plan was ranked Council's #1 priority project for achieving the goals of the City's Strategic Plan.

# C. 2007 to Date - Projects Initiated

Since 2007, not including activities in 2009 as described in this report, there have been approximately 50 energy and water-related projects initiated within the scope of the CEP. (See summary Attachment A).

# D. 2008 - Preliminary CEP Governance Analysis

In April 2008, the City, partnered with Guelph Hydro Inc. (GHI) and with assistance from Deloitte & Touche, prepared a draft report: "CEP Inc. – Roadmap for Implementation". The report was substantially informed by a Visioning Workshop conducted in January 2007 and outlined a suggested mission/vision statement, governance/resource structure and an operating plan for a new community-based entity or corporation that would support and guide the implementation of the CEP. The formation and staffing of a new corporation ("CEP Inc.") was considered premature with respect to the implementation process and was also deferred/delayed due to on-going discussions between the City and GHI concerning corporate restructuring.

# E. 2009 – Recent Actions

Recent (2009) actions to further the implementation of the CEP have included:

- 1. **Implementation Tools**. In early 2009, Garforth International was engaged to develop a suite of implementation tools. Work is ongoing. The implementation tools and supporting activities are summarized as follows:
  - a. *CEP At-a-Glance* A guideline to assist in communications to specific community audiences: citizens, small builders, large builders,

industrial, etc.

- b. *Building Efficiency Guidelines* Information on building energy efficiency standards to meet short and long term CEP Goals.
- c. *Energy Performance Labeling* Program description and information document for the energy end use labeling of buildings.
- d. *Solar Photovoltaic* Information document targeting homeowners and commercial owners promoting the increased development and installation of solar photovoltaic generation capacity.
- e. *District Energy Workshop* One day charette for implementation & benefits of district energy.
- f. *Policy & By-law:* A review of implementation tools that can be used by the City including: Energy Zoning, Application Guidelines, Permitting etc.
- g. *Documentation & Execution* Implications and resources needed to develop a Greenhouse Gas registration process and an analysis of the long term potential to generate revenue from emerging carbon markets.
- 2. A Consultation and Decision Process for Implementation was initiated in March 2009 in partnership with Guelph Hydro Inc. and the Ontario Centres of Excellence (OCE). The intent was to identify and set implementation priorities and actions for the near term for the scale projects deemed critical to the success of the CEP. This process, overseen by a Project Team comprised of OCE, GHI and the City, was facilitated by Decision Partners Inc. and included a comprehensive stakeholder consultation process through two Think Tank sessions. One of the key outputs was a focus on CEP governance that led to the recommendation to create the Mayor's Task Force.
- 3. **Hiring of a Community Energy Plan Program Manager**. In late April 2009, a CEP Program Manager was hired and has been active in the following areas:
  - a. Program manage, coordinate and drive all CEP-related City projects, bringing resources together and building needed community stakeholder relationships, ensuring timely communication to the community and Council on achievements, status and next steps.
  - Establish partnerships, seek synergies and coordinate tasks amongst all stakeholders, including other municipal staff, Guelph Hydro, all CEP Consortium members and other community stakeholders;
  - c. Work with City staff, Guelph Hydro and other partners to develop, implement and assess a detailed implementation plan and schedule for all projects showing key deliverables, timelines, resources and key Council decision points.
  - d. Assess and provide recommendations to all Directors and Managers involved in achieving the goals of the CEP, including alternative approaches, best practices and industry experience;
  - e. Establish and maintain excellent networking relationships with both Provincial and Federal agencies engaged in energy and energy conservation;
  - f. Manage consultants engaged in the delivery of programs and projects

to ensure timely and cost-effective delivery;

- g. Secure funding, and approvals from other levels of government, where applicable;
- h. Provide staff and community training sessions and workshops.
- i. Work with Corporate Services Corporate Communications to promote the CEP successes.
- j. Prepare and present reports to Council on progress against CEP goals as required/requested

# REPORT

This report presents the opportunity and recommendation for establishing an interim governance structure necessary for the on-going implementation of the Community Energy Plan (CEP). The identification of this initiative resulted from a larger project to develop a stakeholder engagement plan and critical path for the on-going implementation of CEP scale projects.

# Leadership, Governance and the concept of CEP Scale Projects

The CEP calls for the implementation of scale projects to demonstrate visible and early success and to position Guelph as national leader in emerging markets and regulatory structures. A scale project is defined in the CEP document as projects that "accelerate progress towards a successful implementation of the CEP" and "ensure long term implementation". As cited in the CEP's Executive Summary, scale projects can be used to "establish the market framework of a municipal energy service organization that is structured to ensure the highest reliability, least cost and least environmental impact energy services of all types".

To demonstrate visible and early success, three scale projects – the **Guelph Innovation District , Downtown District Energy**, and the **University of Guelph Integrated Energy Master Plan Initiative** were identified as projects that could maximize the return on energy potential as envisioned by the CEP.

A fourth scale project – **Stakeholder Engagement & Governance** – was identified through the strategic Think Tank planning process as being critical to the CEP goal of ensuring long term successful implementation.

Successful implementation of these four scale projects is central to the achievement of CEP goals. However, this report is specifically addressing recommendations focused only on the fourth scale project - **Stakeholder Engagement & Governance.** 

# **Challenges Implementing the CEP and Scale Projects**

Since Council's adoption of the CEP, a number of implementation challenges have become apparent. Each of the scale projects described above has multiple stakeholders, occurs within a complex decision-making system, and requires some significant shifts in culture and organizational behaviours. Further, each requires long-term commitment, sustained financial investment, as well as coordinated participation by a diverse set of stakeholders. More specifically, challenges implementing the four scale projects have been related to:

# 1. Investment for Long-term Infrastructure:

Securing the investment requirements for building physical infrastructure that supports the CEP goals is one of the most acute implementation challenges. This challenge is most significant in the area of District Energy, which requires the installation of an energy distribution infrastructure network substantially different from current electricity and natural gas distribution systems. A fundamental challenge is the upfront investment requirements in the context of long-term returns, whether by investor(s) from the public or private sector.

# 2. Regulatory Environment and Inter-Governmental Affairs

The Ontario Government's Bill 150, the *Green Energy and Economy Act*, is enabling legislation designed to stimulate the transition of the Ontario energy landscape. The promise of Bill 150 is consistent with the goals of the CEP. As well, the Government of Canada is becoming increasingly aware of the benefits of integrated community energy planning and its important contribution to national energy and climate change objectives. The challenge has been in positioning and resourcing the City in a non-traditional, assertive role to advocate, promote, lobby and intervene in a complex, policydevelopment process.

As well, community-to-community interaction is critical to the success of the CEP. Municipalities have a long tradition of cooperating and sharing resources and Guelph holds a place of responsibility to both sharing with and learning from other communities with common energy-related goals. To this end, the City has welcomed the involvement of the Ontario Centres of Excellence. The OCE views the CEP as an innovative process that can be modeled and followed by other municipalities.

# 3. Stakeholder Engagement

There is a range of diverse stakeholders – those individuals, groups and organizations – who affect, are affected by, or who perceive themselves to be affected by the CEP and its implementation. There has been a challenge in systematically defining and integrating the meaningful engagement of key stakeholder groups. While a small group of key decision-makers has continued their involvement in the implementation of the CEP since 2007, stakeholder engagement has moved away from the original level of community participation that characterized the Plan's development. There is the opportunity to significantly expand stakeholder engagement in order to build sustained stakeholder and community support and participation in the implementation of the CEP and scale projects.

# 4. Strategic Communication

While a substantial number of important speaking/meeting opportunities with the community have occurred, along with the promotion of special events, community polling has shown there is only a moderate level of general awareness about the CEP among Guelph citizens (Citizen's Satisfaction Survey, July 2008). There is a need to develop a strategic communication process that ensures and measures whether communication efforts are systematically building citizens' and stakeholders' understanding of the potential that the CEP represents for the community.

# 5. CEP Stakeholder Engagement and Governance

The CEP is a community plan, not a city hall plan, with multiple stakeholders. Establishing a clear governance model that engages the community and all stakeholders is identified as critical to the successful implementation of the CEP and scale projects. Uncertainties related to respective roles, responsibilities and regulatory issues have already begun to result in gaps in the early integration and coordination of CEP initiatives and implementation strategies. *Furthermore, the integration of the three main components of CEP – energy generation, delivery and conservation – fall well beyond the purview of any one stakeholder. To address this challenge, the formation of a clear governance model has been identified as a fundamental next step in the implementation phase of the CEP.* 

# The Need for CEP Stakeholder Engagement & Governance

To address the challenges, as itemized above, and continue to move implementation of the scale projects forward, the City and Guelph Hydro Inc. recognized the need for a robust strategic implementation process to engage all stakeholders. To this end, the Ontario Centres of Excellence agreed to partner with Guelph Hydro Inc. to support the City in the development of a stakeholder engagement and implementation strategy.

In March 2009, the Project Team, which included the City, GHI and OCE, engaged the consulting firm of Decision Partners Inc. to support and facilitate the process which was dependent on significant stakeholder engagement. In addition to facilitating ongoing and regular interaction among representatives of the Project Team members, the consultant also facilitated two full-day Think Tank workshops, held on April 30, 2009 and June 11, 2009, that brought approximately 30 stakeholders and experts from across Ontario together to discuss, validate and build consensus around the next key implementation activities that would ensure the success of the CEP. Attachments B and C outline the invitation lists and framework, for the two Think Tanks sessions.

Effective dialogue, coordination and buy-in from a wide and diverse set of stakeholders was necessary. The Project Team followed the consultant's Strategic Risk Communications (SRC) process of skilled interaction supported by appropriate information to enable well-informed decision-making and action.

The process identified the need for a more clearly defined CEP governance structure. In addition, workshop participants generally recognized the opportunity for Guelph to position itself as a leader in green development and energy efficiency however, participants perceived a low level of community engagement in and understanding of the CEP. There was consensus around the need to build and sustain long-term interest and participation by effectively communicating with citizens and other stakeholders about CEP initiatives and successes along the way. There was also an emphasis on the need to build greater shared understanding amongst stakeholders of what the CEP is, who "owns" it and how it will be achieved. Participants raised questions about the level of integration and synergy among the various projects and stakeholders that fall under CEP, and the need to work closely with regulators and relevant government ministries to support the City's implementation of the CEP.

An outcome of the Think Tank discussions and ongoing meetings of the Project Team, was the identified need to place greater emphasis on an interim solution to CEP governance. Increased CEP governance is needed to facilitate the processes of bringing resources together, building stakeholder relationships and creating integration and synergy amongst CEP initiatives.

# Formation of an Interim Task Force:

As a first step towards realizing a long-term self-sustaining governance structure, an interim Task Force, to be chaired by the Mayor, is recommended. The Task Force will have a two-year mandate ending December 2012 and will be composed of representatives of the City, Guelph Hydro and community representation (to be determined). The organization of the Task Force is envisioned as a central committee supported by three networked sub-committees. The sub-committees will be chaired by a Task Force member.

The first three Task Force sub-committees are expected to be: the Communications/Stakeholder Engagement Sub-committee; the Governance and Finance Sub-committee; and the Inter-Governmental Affairs Sub-committee. The early organization of these sub-committees will represent the first steps towards addressing the implementation challenges as described above.

Specific to Governance and Finance, the Task Force will be responsible for building the framework for a self-sustaining structure to deliver the CEP objectives. The framework is expected to include: the organizational and legal structure, terms of reference, work plans, funding mechanisms, and identification of community and regional leaders capable of delivering on a broad range of integrated multi-element and multi-stakeholder initiatives.

The key benefits of a well defined and strong governance structure would include: clearly sharing the CEP vision and goals with a wide range of community members and stakeholders; establishing sustainable funding; developing and overseeing the implementation of a comprehensive stakeholder engagement strategy; coordinating resources; ensuring alignment of activities and initiatives and measuring/communicating CEP process and progress.

The short term objectives and deliverables of the Task Force, as recommended are:

#### **Key Objectives:**

- 1. Establish the Mayor's Community Task Force by the end of 2009.
- 2. Establish the Communications and Stakeholder Engagement Sub-Committee in January, 2010.
- 3. Develop a strategic Communications overview, in February 2010, for further

development and implementation, under the guidance of the Task Force, through 2011.

- 4. Establish the Governance and Finance Sub-Committee in January, 2010.
- 5. Build the framework for a self-sustaining governance structure to deliver the CEP objectives in the first half of 2010, under the guidance of the Task Force, with implementation beginning in the fall of 2010 through 2011.
- 6. Establish the Intergovernmental Affairs Sub-Committee by June, 2010.
- 7. Develop a comprehensive Intergovernmental Outreach Plan by September, 2010, under the guidance of the Task Force, and begin implementation in fall 2010.

#### Key Deliverables (August 2009 – January 2010):

- 1. Task Force members confirmed December 2009.
- 2. Draft workplan and budget established November 2009.
- 3. Mayor's Community Task Force Terms of Reference defined January 2010.
- 4. First Task Force Meeting held January 2010.
- 5. Communications and Stakeholder Engagement Sub-Committee members confirmed January 2010.
- 6. Governance and Finance Sub-Committee members confirmed January 2010.

#### **Next Steps**

Once established, the Task Force will report to Council in February/March 2010. The Report will reflect the initial establishment activities for the Task Force including:

- Terms of Reference
- Task Force and committee membership
- Management and administration plan
- Workplan

# CORPORATE STRATEGIC PLAN

The highly integrative nature of the Community Energy Plan touches on a number of the Goals of the City's 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 3: A diverse and prosperous local economy

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

Goal 6: A leader in conservation and resource protection/enhancement

# FINANCIAL IMPLICATIONS

In addition to the existing resources already allocated in the City's budget there will be minimal administrative costs. These costs will be part of the CAO's budget

# **DEPARTMENTAL CONSULTATION**

The following Departments were consulted in the preparation of this Report:

Environmental Services Community Design and Development Services Economic Development and Tourism Corporate Services

# COMMUNICATIONS

N/A

# ATTACHMENTS

ATTACHMENT A - CEP-related Projects to Date; ATTACHMENT B – Guelph Sustainable Community Energy Project, Think Tank Workshop #1; ATTACHMENT C – Guelph Sustainable Community Energy Project, Think Tank Workshop #2

Original signed by:

# Prepared By:

Robert Kerr Community Energy Plan Program Manager 519-822-126 ext. 2079 rob.kerr@guelph.ca Original Signed by:

# **Recommended By:**

Janet Laird Director, Environment Services 519-822-1260 ext. 2237 janet.laird@guelph.ca

Original Signed by:

# Recommended By:

Jim Riddell Director, Community Design and Development 519-822-1260 ext. 2361 jim.riddell@guelph.ca

# ATTACHMENT A

# **CEP-related Projects to Date**

Following is a brief summary of City-led or City sponsored projects that are completed or underway that support the goals and objectives of the CEP:

# LARGE SCALE PROJECTS:

- South End Including Hanlon Creek Business Park
- Downtown Including Guelph General Hospital
- University of Guelph Integrated Energy Plan
- Ecotricity Waste Heat Utilization
- York Watson Innovation Lands Integrated Energy Plan
- New City Hall
- New South End Emergency Facility
- New Organic Waste Processing Facility

### **RENEWABLE ENERGY:**

- 1,000 Solar Roofs
- Solar Park
- Biomass Generation Facility (wood waste)
- Biofuels in City Fleet
- Assess geo-thermal for larger developments
- Cogeneration from wastewater biosolids

# **PROJECTS/PILOTS:**

- Great Refrigerator Round-up
- Peak Saver Program
- Summer Savings Program
- Electricity Retrofit Incentive Program (ERIP)
- Operation Power-Down
- Mayor's Megawatt Challenge (City facilities)
- Energy Audits & Retrofits of City facilities
- First LEED Platinum home in Canada (Partnership)
- Green Impact Guelph (Ministry of Energy \$148,000) GEL
- Energy Productivity Improvements (OPA \$521,000) GEL
- NRCan Building Performance Labeling Pilot
- Energy Efficient Student Housing Project
- City Fleet Testing Energy Efficient Vehicles
- Project Porch Light
- Development Approval Process
- Green Electricity Purchase Waterworks

#### WATER CONSERVATION:

- Healthy Lawns Education Program (20 Programs)
- Outside Water Use Program

- Residential Rebate Program Toilets, Front Loading Washers
- Waterloo-Wellington Children's Groundwater Festival
- Outdoor Water Efficiency Kits \ GIRC Rain Barrel Sales
- Outdoor Water Efficiency Demonstration Project
- WaterFacts Newsletters/Insight Guelph
- Residential Grey Water Reuse Pilot
- U. of G. Rain Water Harvesting Project
- Promotion of Tap Water
- Inflow/Infiltration Reduce Water Wastage
- IC&I Capacity Buy-back Program
- Beneficial Use of Biosolids
- Wastewater Effluent Reuse
- Heat Recovery from Wastewater
- Energy Retrofits in Water/Wastewater Processing
- Capacity Optimization
- Cogeneration from Biosolids (green power)

### ATTACHMENT B

# Guelph Sustainable Community Energy Project Think Tank Workshop #1 Location: Committee Room C – Guelph City Hall April 30, 2009 8:30 a.m. – 4:00 p.m.

#### **Sponsors:**

Mayor Karen Farbridge, City of Guelph Janet Laird, Director of Environmental Services, City of Guelph Don Lewis, Director Business Development, Ontario Centres of Excellence Ian Miles, Vice President, Business Development, Guelph Hydro Jasmine Urisk, Vice Chair of the Board, Guelph Hydro

#### **Participants:**

Lloyd Longfield Tony Mizzi	President & CAO	Guelph Chamber of Commerce Guelph General Hospital
Tom Krizsan	President & CAO	Guelph Development Association
Don Drone	Director of Education	Wellington Catholic District School Board
Mike Annable		
Janet Laird	Director of Environmental Services	City of Guelph
Jim Riddell	Director of Community Design and Development Services	City of Guelph
Peter Cartwright	General Manager of Economic Development	City of Guelph
Hans Loewig	Chief Administrative Officer	City of Guelph
Ian Miles	Vice President Business Development and Chief Financial Officer	Guelph Hydro
Art Stokman	President	Guelph Hydro
Mark Unsworth		Guelph Hydro
Don Lewis		OCE
Lois Payne	Director of Corporate Services	City of Guelph
Charles White	Guelph Glass Plant Leader	Owens Corning
Bob Carter		University of Guelph
Rob Vanderspek		University of Guelph
Mark Cowie	Executive Vice President	Colliers International
Rob Kerr		City of Guelph
Marion Plaunt	Manager of Policy Planning and Urban Design	City of Guelph
Mel Ydreos	Vice President, Operations	Union Gas Ltd.
Julia McNally	Conservation Authority	Ontario Power Authority
Mary Ellen Richardson	Vice President	Ontario Power Authority

#### Facilitators:

Sarah Thorne – Decision Partners -- with Tanya Darisi, Guelph University and Decision Partners

#### **Project Purpose:**

The City of Guelph's top priority is implementation of the Sustainable Community Energy Plan (CEP). Guelph Hydro Inc. (GHI) and the Ontario Centres of Excellence Inc. (OCE) have formed a strategic relationship to support the implementation the Plan. The goal of the Plan is to effect a reduction in energy use per capita, reduce the carbon footprint, and contribute to climate change improvements in both the City of Guelph and the Province of Ontario.

Decision Partners has been asked to support the ongoing implementation of this Plan by designing and facilitating two or three "Think Tank" Workshops between April and June 2009. The purpose of these Workshops is to develop the Strategic Planning Process and Critical Path for the implementation of three core elements of this Plan: the Guelph Innovation District Initiative, the Guelph University Initiative and the Guelph Downtown Initiative.

#### Workshop #1 Purpose: Design

The purpose of this workshop is to design the strategic planning framework for implementing the three core elements of the Plan.

#### Workshop #1 Objectives:

The objectives of the workshop are to:

- Build shared understanding of the opportunities and challenges presented by the Sustainable Community Energy Plan
- Discuss the strategic planning process, opportunities and challenges
- Define the Opportunity Statement, including requirements for success, for each of the three Initiatives: the Guelph Innovation District Initiative, the Guelph University Initiative and the Guelph Downtown Initiative.
- Discuss Next Steps, including May Consolidation

#### **Pre-workshop Assignment:**

Please review the Executive Summary of Guelph's Sustainable Community Energy Plan.

# ATTACHMENT C

# **Guelph Sustainable Community Energy Project** Think Tank Workshop #2 Location: Community Room C - Guelph City Hall June 11, 2009 8:30 a.m. – 3:30 p.m.

#### **Sponsors:**

Mayor Karen Farbridge, City of Guelph Janet Laird, Director of Environmental Services, City of Guelph Doug Wright, Managing Director, Ontario Centres of Excellence Art Stokman, President, Guelph Hydro Inc. Ian Miles, Vice President Business Development and Chief Financial Officer, Guelph Hydro Inc.

Jasmine Urisk, Vice Chair of the Board, Guelph Hydro Inc.

#### **Participants:**

Mike Annable Scott Vokey	Energy Services Coordinator	Association of Municipalities of
Scott Vokey	Energy Services Coordinator	Ontario
Mike Cleland	President and CEO	Canadian Gas Association
Brent Gilmour	Director, Urban Solutions	Canadian Urban Institute
John Warren		Canadian Urban Institute
Jim Riddell	Director of Community Design	City of Guelph
	and Development Services	
Hans Loewing	Chief Administrative Officer	City of Guelph
Lois Payne	Director of Corporate Services	City of Guelph
Rob Kerr	Community Energy Plan	City of Guelph
	Program Manager	
Marion Plaunt	Manager of Policy Planning and Urban Design	City of Guelph
Lloyd Longfield	President & CAO	Guelph Chamber of Commerce
Tom Krizsan	President & CAO	Guelph Development Association
Tony Mizzi	Director, Environmental Services	Guelph General Hospital
Mark Unsworth	Vice President Sustainable Energy Solutions	Guelph Hydro Inc.
Jonathan Norman	Director of Special Projects	Ministry of Energy and Infrastructure
Don Lewis	Director	Ontario Centres for Excellence
Jamie Doran	Business Development Associate	Ontario Centres for Excellence
Howard Carter	Executive Director, Strategic Planning Unit	Ontario Centres for Excellence
Marika Hare	Managing Director of Applications & Regulatory Audit	Ontario Energy Board
Mary Ellen Richardson	Vice President, Conservation Programs and External Relations	Ontario Power Authority

Julia McNally	Manager, Planning, Codes & Standards	Ontario Power Authority
Charles White	Guelph Glass Plant Leader	Owens Corning
Rob Nixon	Guelph Glass Plant Leader	Owens Corning
Gordon Miller	Environmental Commissioner	Province of Ontario
Mel Ydreos	Vice President, Operations	Union Gas Ltd.
John Miles	Assistant Vice-President, Finance	University of Guelph
Bob Carter	Assistant Vice-President, Physical Resources	University of Guelph

#### **Facilitators:**

Sarah Thorne – Decision Partners -- with Tanya Darisi, Guelph University and Decision Partners

#### **Project Purpose:**

Successful implementation of a Community Energy Plan (CEP) is a top priority for the City of Guelph. To achieve the goals of the CEP, the City of Guelph, Guelph Hydro Inc. (GHI) and the Ontario Centres of Excellence Inc. (OCE) have formed a strategic partnership to support the implementation of three core initiatives. These initiatives, or scale projects, are the Guelph Downtown Initiative, the University of Guelph Initiative, and the Innovation District Initiative.

Decision Partners has been asked to support the City of Guelph and its partners in their efforts designing and facilitating two Workshops in April and June 2009. The first Think Tank was designed to provide the insight needed to define the draft Opportunity Statements and begin development of a Strategic Plan and Critical Path for the implementation of the three scale projects.

The second Validation Workshop has been designed to enable dialogue among key community, municipal, provincial and industry stakeholders and experts about the characterization of five Opportunities critical to the realization of the CEP. The focus of this Workshop will be sharing progress on the work to date, validation of the approach, and gaining insight into best practices and key learnings from the expert participants.

#### Workshop Purpose: Validation

The purpose of this workshop is to validate the next phase of the implementation process for the Community Energy Plan. Participants' expertise and experience will provide critical guidance into the draft Opportunity Statements and how to address strategic challenges and barriers related to the three scale projects, along with leadership and strategic communications of the CEP initiative.

#### Workshop Objectives:

The objectives of the workshop are to:

- Provide an overview of the CEP and its critical importance to Guelph.
- Discuss progress to date on the three scale initiatives the Downtown Initiative, the University Initiative and the Innovation District Initiative -- and get participant insight into the draft Opportunity Statements.

- Discuss the importance of CEP leadership and strategic communication and get participant insight into the draft Opportunity Statements for each.
- Define the Next Steps.

#### **Pre-workshop Assignment:**

Please review the Executive Summary of the Community Energy Plan and the document *Draft Opportunity Statements to Support Implementation of Guelph's Community Energy Plan.* 

# COMMITTEE REPORT



ТО	<b>Community Development and Environmental Services</b> <b>Committee</b>
SERVICE AREA DATE	Environmental Services September 21, 2009
SUBJECT REPORT NUMBER	River Valley Development Dolime Site – Update Report

# RECOMMENDATION

"THAT the report of the Director of Environmental Services, dated September 21, 2009 entitled <u>Update on the River Valley Development Dolime Site</u>, be received."

# BACKGROUND

On November 29, 2007, Mayor Farbridge wrote to the Ministry of Natural Resources (MNR) in response to correspondence received by the City on an application by River Valley Development (RVD) to vary a condition of their current aggregate license which would authorize an increase in the number of tonnes of aggregate to be mined per annum. The Mayor's response re-affirmed the City's opposition to the requested license change. The Mayor requested assurances, in writing, that continued mining at the quarry would not adversely impact the City's water supply, now or at any time in the future. The City requested that MNR, in consultation with MOE, review an attached technical document prepared by Dave Belanger, Water Supply Program Manager, and respond to the City's concerns and questions.

A year later, on November 4, 2008, the City received a response from MNR, indicating, amongst other things, that MNR would require RVD to undertake a study to better understand the depth of the quarry in relation to the various geological layers, prior to the approval of the requested tonnage increase. MNR also indicated that a Steering Committee would be formed to develop the Terms of Reference for this study and that the committee would include representatives from:

- MOE;
- MNR;
- City of Guelph;
- RVD Inc.;

• Ministry of Northern Development and Mines (MNDM).

On December 22, 2008, Mayor Farbridge replied to MNR reiterating the City's belief that the <u>current</u> quarry operation threatens and endangers the City's water supply and thereby endangers the health of the citizens of Guelph, plus the City's concern that increasing the annual tonnage would increase the threat to the City's water supply. The Mayor also referred to new mapping information obtained from the Ministry of Northern Development and Mines (MNDM)/Ontario Geological Survey (OGS) that has significant impact on the interpretation of the geological conditions at the quarry site. The letter included a detailed technical response to MNR and MOE, posed a number of questions, and requested that both agencies reconsider their positions in light of the new geological information.

Specifically, the Mayor recommended:

- 1) That MNR immediately limit the extent of the excavation of the quarry such that no further excavation of the aquitard, which protects the City's drinking water source, occurs;
- 2) That the MNR and MOE re-review the potential impacts of the quarry given the new and additional information obtained from OGS and the discussions presented in the letter, and respond back to the City on its original submission and the additional concerns raised in the letter;
- 3) That MNR add a condition on the quarry's aggregate license to require mitigation through the backfilling of the quarry to a specified depth with a specified material that would result in the municipal wells to be considered non-GUDI, (i.e. non-Groundwater Under the Direct Influence of Surface Water) when the dewatering pumps are turned off; and
- 4) That MNR provide additional details on any proposed changes to the blasting program and that MNR consider the potential nuisance or excessive annoyances that would likely occur as a result of more frequent or larger blasting. And that MNR also consult with both the City and its residents prior to any proposed changes to the blasting program.

The first meeting of the Steering Committee was held January 23rd, 2009. In addition to the representatives noted above (Pg. 1), there were also representatives from the Grand River Conservation Authority (GRCA). During that meeting, recent and very detailed geological information was presented by MNDM/Ontario Geological Survey (OGS), including information on the depth of the current aggregate extraction compared to the depth of the aquitard (which protects the bedrock aquifer) and the depth of the aquifer itself.

City staff expressed concerns regarding the protection of the City's pristine ground water source and both the current and future risks represented by the mining operation. Current legislation, including the *Clean Water Act*, was discussed and many issues were raised, including the concerns raised by local residents regarding the noise and vibration levels. The City also requested answers to the specific questions raised in the Mayor's correspondence to MNR dated December 22, 2008. Staff understood from the discussion that one of RVD's concerns was the value of the dolomite aggregate to the Ontario construction industry.

It was agreed that MOE would arrange a technical sub-committee to meet prior to the next meeting of the Steering Committee, the purpose of which would be to develop the Terms of Reference (TOR) for additional work to be done by RVD, including a geotechnical study. Although staff sought a voluntary commitment that during the interim RVD would not resume blasting in the area of concern, no such commitment was made. However, it was understood that RVD would inform both MNR and MOE, in writing, prior to resuming any blasting operations.

The Technical Sub-committee was formed and their first meeting was held on February 9th, 2009. The Technical Sub-committee confirmed the need for further geological work to delineate the depth of the both the aquitard and the aquifer.

A second meeting of the Technical Sub-committee was held on February 23rd, 2009. That meeting was attended predominately by the geologists representing RVD and the City, along with representatives from the MOE. During that meeting, City staff understood that a "statement of facts" was agreed to by all present concerning the current geological conditions of the site and the extent to which the blasting had already impacted the aquitard protecting the City's water supply.

On February 25th, 2009, a second meeting of the Steering Committee was held, during which representatives of RVD indicated that they did NOT agree with the "statement of facts". As that statement was the starting point for the agenda, representatives from MNR adjourned the meeting and, after some discussion, recommended mediation to include MNR, MOE, RVD and the City. The intent of mediation was understood to be to seek solutions which would be protective of the City's groundwater resource, which are either agreeable to RVD or required by MNR and/or MOE. RVD committed to not mine further in the area of concern until the end of 2009 to allow this process to proceed.

# REPORT

The mediation process has not as yet been initiated. MNR representatives indicated that they intend to arrange the first meeting to discuss the mediation process after receipt from RVD of the technical report on the results of the most recent geological testing conducted at the site. That work is an outcome of the recommendations of the Technical Sub-committee and reports on additional information related to the hydrogeological characteristics of the site and possible linkages to adjacent wells, as well as on the drilling conducted to more accurately map both the top of the aquifer and the thickness of the aquitard in a study area that encompasses the planned quarrying activities of the next five years. The results of that work were received on July 8th, 2009 and are currently under review by all involved.

In response to the resumption of blasting operations which occurred March, 2009, MNR has advised the City that RVD are excavating the aquitard but not breaching the aquitard, (i.e. they are leaving several metres of aquitard in place above the

aquifer and are not operating in the site area where the aquitard had been breached previously).

On July 28th, 2009, Mayor Farbridge wrote (letter attached) to MNR indicating the City's understanding that, during a visit to the mine by staff from MOE, MNR and MNDM/OGS, it was confirmed that the aquifer from which the City draws its drinking water supplies had been exposed by excavation in the quarry. The Mayor indicated that it is the City's view that the City's water supply wells are at risk and have been adversely impacted by the removal of the aquitard. The Mayor requested that both MNR and MOE reconsider their positions and issue an updated technical review based on the new MNDM/OGS information.

The Mayor also asked how, by whom, and based on what data it has been determined that excavating the aquitard but leaving "several meters" is adequate to protect the City's water supply, given that blasting increases the possibility of fractures penetrating through the remaining aquitard.

On Friday August 14th, 2009 City staff met with representatives of MNR and MOE. The purpose of the meeting was to clarify, in advance of any potential mediation process, the City's position and concerns, MNR's role and procedures, MOE's roles and authority, applicable provincial legislation, and MOE's and MNR's ability to address the City's concerns. Prior to the meeting, MNR/MOE had provided answers to some, but not all, of the questions originally posed by the Mayor in her letters dated November 29th, 2007 and December 22nd, 2008.

At the meeting MOE representatives indicated that more technical information was likely needed and requested that the Technical Sub-committee meet to determine what gaps there are in the technical data based on the review of the most recent work conducted on behalf of RVD, and that any additional technical work be completed. Staff advised the representatives from MNR/MOE that the City is seeking constraints on RVD regarding the location and depth of the blasting while these studies are on-going. Specifically, we requested that the entire aquitard, not just several metres, be protected.

On September 4, 2009, the Mayor received a response from MNR (attached) indicating that the MOE is reviewing the results of the most recent hydrogeological work and will prepare a response to the City's request for an updated technical review within the next few weeks. In addition, the MOE has arranged for a technical meeting on September 30, 2009 to discuss the hydrogeological scope of work and hopefully to reach consensus on the technical work that is required to better understand the level of connection between the City's wells and the exposed aquifer at the quarry.

In his response, Mr. Hagman, District Manager, Guelph District Office, MNR, indicated that it was his "decision to maintain several metres of aquitard and allow continued operations at the quarry based on considerations of balancing, the City's concerns with potential impact to the City's water supply, with the licensed operation of the quarry."

The next step will be the technical meeting scheduled for September 30, 2009 during which the most recent technical work will be reviewed and any additional technical work required will be determined.

# CORPORATE STRATEGIC PLAN

Goal 1 - An attractive, well-functioning and sustainable City:

- 1.2 Municipal sustainability practices that become the benchmark against which other cities are measured.
- Goal 6 A leader in conservation and resource protection/enhancement:
- 6.1 Coordinated management of parks, the natural environment and the watershed.
- 6.3 A safe and reliable local water supply.

# FINANCIAL IMPLICATIONS

As reported in a previous Council report, financial impacts are uncertain. As a worst case, upon closure of the mine at least one City water supply well and perhaps as many as four wells may require treatment ranging from capital costs of \$1 million to \$2 million per well. As a minimum, the City's regulatory responsibilities and the resultant costs for Source Water Protection will increase as a result of the increased vulnerability presented by the quarry.

# **DEPARTMENTAL CONSULTATION**

Corporate Services – Legal Services Division

# COMMUNICATIONS

N/A

# **ATTACHMENTS**

- 1. Copy of Mayor Farbridge's letter dated July 28, 2009 to MNR.
- 2. Copy of MNR's letter dated September 4, 2009 to Mayor Farbridge.

Original Signed by:

#### Written and Recommended By:

Janet L. Laird, Ph.D. Director of Environmental Services 519.822.1260, ext. 2237 janet.laird@guelph.ca July 28, 2009

Ministry of Natural Resources Guelph District I Stone Road West Guelph, ONT NIG 4Y2

Attention: Ian Hagman

# **RE: GUELPH DOLIME QUARRY - PROPOSED TONNAGE INCREASE**

#### Dear Mr. Hagman

Thank you for your November 4, 2008 reply to our correspondence dated November 29, 2007. Your reply included a technical review prepared by the MOE. That review concluded the City's wells will not be adversely impacted by the current and past aggregate operations or following rehabilitation of the site.

As you are aware, staff from the MNR and the MOE have since visited the quarry with staff from the Ontario Geological Survey to view the City's Gasport Aquifer. During that visit it was determined that the Gasport Aquifer has now been exposed by excavation in the quarry. It is now evident that the floor of the quarry is directly connected to the same aquifer from which the City pumps much of its drinking water supplies. This new information supersedes that which was available to the MOE at the time of your technical review. It is our view and the view of the Technical Subcommittee, that the City's wells are at risk and have been adversely impacted by the removal of the aquitard and that the MOE's opinion on adverse impact can not now be supported.

I respectfully request that the MNR request the MOE to issue an updated technical review. The record should clearly state that the City's aquifer is now exposed in the quarry and the previous November 4, 2008 opinion can no longer be supported.

In addition, you have recently indicated that the operator is excavating part of the aquitard, but is leaving several metres in place above the aquifer. Please advise how, by whom and based on what data, it has been determined that "several metres" is adequate to protect the City's water supply? Given that several metres of the aquitard will be blasted at surface, the possibility of fractures penetrating through the remaining aquitard is high.



#### Office of the Mayor

City Hall 1 Carden St Guelph, ON Canada N1H 3A1

T 519-837-5643 TTY 519-826-9771 F 519-822-8277 E mayor@guelph.ca

guelph.ca



What assurances can MNR or MOE provide to the City that "several metres" is adequate to protect the City's water supply and that fractures will not occur?

We look forward to your timely response to this request.

Sincerely, Karen-Farb ze Mayor

cc: Jane Glassco, MOE, Guelph District Manager
Don Hamilton, MOE, Supervisor of Drinking Water Inspection
Sandra Gagne, MOE, Regional Hydrogeologist
Richard Vantfoort, MOE, Water Resources Scientist – Hydrogeologist
Alistair MacKinnon, MNR, Policy Advisor
David Webster, MNR, Regional Hydrogeologist
Carson Reid, River Valley Developments Inc.
Dave Belanger, Water Supply Program Manager, City of Guelph
Janet Laird, Director of Environmental Services, City of Guelph

Ministry of Natural Resources Ministère des Richesses naturelles

Telephone: (519) 826-4955

Facsimile: (519) 826-4929

Guelph District 1 Stone Road West Guelph, Ontario N1G 4Y2

September 4, 2009

Mayor Karen Farbridge City Hall 1 Carden Street Guelph, ON N1H 3A1

City of Guelph SFP 0 8 2009 Office of the Mayor

Dear Mayor Farbridge,

Thank you for your letter of July 28, 2009 regarding the Guelph Dolime Quarry – Proposed Tonnage Increase. I wish to respond to the number of questions within the letter.

The Ministry of the Environment (MOE) has reviewed a letter report on the summary of the hydrogeological work completed in the spring of 2009 dated June 25, 2009 from Conestoga Rovers and Associates and has responded to them requesting clarification on the hydrogeological work being conducted at the quarry.

The Ministry of the Environment is presently reviewing the general technical hydrogeological information in preparation of a response to the City's request for an updated technical review and will provide comments to me in the next few weeks. The Ministry of the Environment has organized a technical meeting on my behalf to all parties for September 30, 2009 to discuss the full extent of the hydrogeological scope of the project. At this time, it is my hope that we reach consensus on the technical work that is required to better understand the level of connection between the City's well and the exposed Gasport Formation at the quarry.

It was my decision to maintain several metres of aquitard and allow continued operations at the quarry based on consideration of balancing, the City's concerns with potential impact to the City's water supply, with the licensed operation of the quarry.

The Ministry of Natural Resources and the Ministry of the Environment will continue to work with the City and River Valley Developments to provide a solution that best meets the needs of all parties.

Again, thank you for your letter and if you have any further questions or concerns please feel free to contact me at any time.

Sinderely, lan Hagman

District Manager Guelph District 519-826-4931 ian.hagman@ontario.ca cc Janel Land Dave Belancel Poter Busalto

Ontario

Ministry of the Environment West Central Region Technical Support Section

119 King Street West 12<sup>th</sup> Floor Hamilton, Ontario L8P 4Y7 Tel.: 905 521-7640 Fax: 905 521-7820 Ministère de l'Environnement Région du Centre-Ouest Section d'appui technique



119 rue King ouest 12e étage Hamilton (Ontario) L8P 4Y7 Tél. : 905 521-7640 Téléc. : 905 521-7820

#### Memorandum

Date: September 15, 2009

- To: Jane Glassco, Guelph District Manager Lynnette Latulipe, Environmental Officer – Guelph District
- From: Pam Grande, Hydrogeologist West Central Region
- Re: Updated Review of Dolime Quarry Proposed Tonnage Increase- Response to July 28, 2009 Letter from City of Guelph Former Guelph DoLime Quarry, Guelph, Ontario

In preparation of this memorandum I have reviewed the following documents:

- Letter to Ian Hagman, MNR, from Karen Farbridge, Mayor, City of Guelph, RE: Guelph Dolime Quarry – Proposed Tonnage Increase, July 28, 2009.
- Guelph Dolime Technical Subcommittee Meeting Outcomes Meeting Dates: February 9 and 23, 2009
- Letter to Ian Hagman, MNR, from Karen Farbridge, Mayor, City of Guelph, RE: Guelph Dolime Quarry Proposed Tonnage Increase, December 22, 2008.
- Letter to Karen Farbridge, Mayor, City of Guelph, from Ian Hagman, District Manager, MNR, RE: Guelph Dolime Quarry Proposed Tonnage Increase, November 4, 2008.
- OGS Open File Report 6226 "31. Project Unit 08-04. Proposed revisions to the Early Silurian stratigraphy of Niagara Escarpment: integration stratigraphy/sedimentology/hydrogeology to delineate hydrogeological units (HGUs)" authored by Frank R. Brunton, 2008.
- Letter to James Williams, Aggregate Inspector, Ministry of Natural Resources, from Karen Farbridge, Mayor, City of Guelph, RE: EBR Registry No. 010-1086 River Valley Developments Inc., November 29, 2007.

#### Background:

As requested, I have provided comments in response to the letter from Karen Farbridge, Mayor of the City of Guelph, submitted to Ian Hagman, Ministry of Natural Resources (MNR), RE: Guelph Dolime Quarry - Proposed Tonnage Increase, dated July 28, 2009. In this letter, Ms.

Farbridge requests the Ministry of Environment (MOE) provide an updated technical review of River Valley Development's (RVD) request for Aggregate License amendment for proposed tonnage increase at the Dolime quarry.

A previous hydrogeological review of RVD's request for Aggregate Licence amendment was completed by Sandra Gagne of MOE in April of 2008. Since this time, there were discoveries made by Frank Brunton of the Ontario Geological Survey (OGS) pertaining to the hydrostratigraphy of the quarry site, highlighting the potential hydraulic connection between the exposed formation within the quarry excavation and the City of Guelph's (referred to hereafter as "the City") Membro production well. In light of the discoveries made by OGS, the City has requested the MOE reconsider their technical position that the City's wells are not likely to become GUDI at the time of quarry closure when dewatering permanently ceases and the water within the quarry excavation returns to static conditions.

The intent of this review is to comment on the technical issues raised since Ms. Gagne's letter and to provide the status of the MOE's technical position considering the new information. Based on my review, I offer the following comments/recommendations which may be forwarded to the Technical Subcommittee:

#### Site Geology/Hydrogeology:

The findings of work completed by the OGS revealed that the confining unit, the Eramosa Formation, has been breached at or above the licensed elevation in some areas of the quarry. Through site visits and discussion with Mr. Brunton of OGS, it is acknowledged that the Goat Island Formation or "Upper Amabel" does not appear to be present at the site, therefore the exposures below the Eramosa represent the Amabel production zone- reclassified by OGS as the Gasport Formation. Furthermore, the section of exposed Gasport Formation is comprised of crinoidal grainstones indicative of reefal mound deposits. These reefal mound deposits are hydrogeologically significant features within the Gasport Formation due to their high capacity for bearing water. This discovery suggests that there is a stronger hydraulic connection between the Gasport Formation exposed on the quarry floor/walls and the former Amabel production zone (which provides supply to the City's Membro well located ~530 m from the quarry's licensed perimeter) than previously understood.

#### Technical Subcommittee:

In response to the findings of the OGS, a Technical Subcommittee was formed whose main agenda was to develop the Terms of Reference for the geotechnical and hydrogeological studies recommended by the MOE. The Technical Subcommittee was "chaired" by the MOE and comprised of attendants from the MNR, MOE, the City, and technical consultants on behalf of both RVD and the City.

The outcome of the Technical Subcommittee meetings was a list of agreed upon statements pertaining to the site, geotechnical goals, and geotechnical and hydrogeological action items. According to the Technical Subcommittee, the following statements are considered "knowns" for the site:

WCR File: WE GT O4 05

- Mining to 285 masl as provided in the quarry license will likely increase the exposure of the Gasport Formation
- The potential implications of additional Gasport Formation exposure are:
- Increased pumping (dewatering at the quarry) resulting is less water available to the City of Guelph
- Risk that the Membro well becomes a GUDI well increases
- Mitigation measures become more complex and potentially not feasible
- The base of sump #3 is hydraulically connected and may be completed in the Gasport Formation
- At least 50% of the water pumped at the sump #3 is from the Gasport Formation
- At mine closure, the natural recovery of water levels in the quarry to static conditions increases the risk that Membro becomes a GUDI well
- A better understanding of the geological setting before further mining will reduce the potential to increase the exposure to the Gasport.

#### Comments and Recommendations:

Based on the outcome of the Technical Subcommittee meetings it was concluded that the Membro well may be flagged as potentially GUDI in the future under quarry closure conditions. Additional exposure of the Gasport Formation may also increase the likelihood of the City's wells becoming GUDI in the future. Determination of GUDI status of a well is primarily the responsibility of the municipality. The MOE Terms of Reference document entitled "Hydrogeological Study to Examine Groundwater Sources Potentially Under Direct Influence of Surface Water" (October 2001) provides guidance for conducting a GUDI assessment. Hypothetically, it is presumed that if a GUDI assessment was completed for the Membro well now, according to this guidance document, the results would most likely indicate that the well is considered a groundwater source (not GUDI). Therefore, confirmation that the well will be considered GUDI under the anticipated future conditions can not be made until quarry closure takes place and dewatering ceases. Furthermore, it is possible that effective in situ filtration may also exist between the quarry and the Membro well, therefore relieving the necessity for chemically assisted filtration and/or additional treatment. Again, the effectiveness of the in situ filtration can not be determined until closure conditions are at hand.

While the GUDI status of the Membro well under future conditions cannot be determined now, there are knowledge gaps that can be addressed now to provide a better foundation for managing quarry operations to minimize environmental risk. To date there has been limited characterization of the hydrostratigraphy in the remaining areas to be quarried and between the quarry site and the Membro well. There are questions surrounding the thickness and elevations of the Eramosa Vinemount Member across the site and the level of hydraulic connection between the quarry excavation and the City's well. As such, I have identified the

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following outstanding issues to be resolved, to the extent possible, through discussions of the Technical Subcommittee and possibly by additional site work where necessary:

- 1. What is the extent to which the Eramosa will be breached and Gasport become exposed in the remaining areas if quarrying continues to the licensed elevation? Also, what is the thickness/elevation of the Eramosa Vinemount Member at the site?
- 2. What is the level of hydraulic connection between the quarry and the City's Membro well?
- 3. Are the reef mounds present throughout the remaining areas of the site, and do they also persist in the area between the quarry site and the City well?
- 4. What are the possible mitigation measures which could be implemented to reduce or eliminate risk to the City's Membro well?

Based on the emerging information relating to the site stratigraphy and reef mounds, it is concluded that the reef mounds are highly variable with respect to hydraulic conductivity, transmissivity and paleorelief over relatively small areas making this unit very complex in nature. In order to account for this unit in a groundwater model, input parameters would have to become over-simplified and therefore the results would be questionable and may not add value. I do not recommend additional modeling at this time. I do recommend that the geotechnical and hydrogeological action items be addressed to better understand the site conditions and to help answer the questions listed above. The action items identified by the Technical Subcommittee are the following:

#### Geotechnical Action Items:

- CRA to finalize map by Feb 25th outlining the proposed quarrying area for the short term (3 to 5 years). The map should indicate the areas where the 295 to 290 bench is present and is scheduled to be removed over in the next 3 to 5 years. The map would also delineate the recently excavated areas where the Gasport is now exposed
- CRA to work with Dr. Tony Endres of the University of Waterloo and in-house expertise to develop workplan for site characterization of 290 to 295 bench using GPR and coring.

#### Hydrogeological Action Items:

- A water balance for the site should be prepared using metered pumping and water level data from the quarry, the City's pumping and water level data and available climate data.
- Metering should be upgraded at #3 and #4 sump pumps to resolve discrepancy in pumping rates, as reported in CRA monitoring report.
- MOE to review the 2006/2007 Bi-Annual Hydraulic Monitoring Report (completed: insert date)

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#### Conclusions:

It is my opinion that the MOE can not support the City's view of adverse impact to the City's well at this time based on the current site conditions and available data. Since the GUDI status of the well can not be confirmed until closure conditions are at hand, I recommend that the Technical Subcommittee address the knowledge gaps and previously identified geotechnical/hydrogeological action items to provide a better understanding of site conditions for mitigation of environmental risk.

#### Limitations:

The purpose of the preceding review is to provide advice to the Ministry of the Environment regarding subsurface conditions based on the information provided in the above referenced documents. The conclusions, opinions and recommendations of the reviewer are based on information provided by others, except where otherwise specifically noted. The Ministry cannot guarantee that the information that has been provided by others is accurate or complete. A lack of specific comment by the reviewer is not to be construed as endorsing the content or views expressed in the reviewed material.

I trust that this hydrogeological review is sufficient for your purposes. If you have any further comments or questions, please feel free to contact me by phone at (905)521-7671 or by e-mail at <u>pamela.grande@ontario.ca</u>.

Original signed by

Pamela Grande, M.Sc., P.Geo. Hydrogeologist

cc: J. Connelly, Groundwater Group Leader, Water Resources UnitC. Slater, Manager, Technical Support Section

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#### CONSENT REPORT OF THE EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE

September 28, 2009

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

Your Emergency Services, Community Services & Operations Committee beg leave to present their SIXTH CONSENT REPORT as recommended at its meeting of September 21, 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 Emergency Services, Community Services & Operations Committee will be approved in one resolution.

THAT the Operations Department report of September 21, 2009 `Snow Angels Pilot Program' be received;

AND THAT the Mayor and City clerk be authorized to execute an agreement with the Volunteer Center of Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.

THAT the September 21, 2009 Emergency Services, Community Services and Operations Committee report `Guelph Farmers' Market Operating Review' be received;

AND THAT the report be approved for implementation with the exception of the insurance clause, which is referred back for a report from staff at the next committee meeting.

THAT the issue of the Elizabeth Street Pavement Markings be brought forward to the September 28, 2009 Council meeting for decision.

Resolution Defeated on a Tie Vote at Committee

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street;

AND THAT a "No Parking Anytime" restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

#### Page No. 2 September 21, 2009 <u>Emergency Services, Community Services & Operations Committee Report Consent</u>

THAT the report on the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be received;

AND THAT no further action be undertaken at this time to provide additional onstreet parking on Cardigan Street between Norwich Street East and London Road East.

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 SEPTEMBER 21, 2009 MEETING.





# TO Emergency Services, Community Services & Operations Committee

SERVICE AREA	Operations
DATE	Monday September 21, 2009

# SUBJECT Snow Angels Pilot Program

# RECOMMENDATION

THAT the Operations Department report of September 21, 2009 <u>Snow Angels Pilot</u> <u>Program</u> be received;

AND THAT the Mayor and City Clerk be authorized to execute an agreement with the Volunteer Center of Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.

# BACKGROUND

In the 2009 Operating Budget, Council approved funding of a pilot program called *Snow Angels* to provide a volunteer-based snow windrow<sup>\*</sup> removal service through a joint partnership between the City of Guelph and the Volunteer Centre of Guelph/Wellington (the Centre). The program was implemented through execution of an agreement which expires at the end of September 2009. The intent of the pilot was to evaluate the effectiveness of the service at meeting the needs of the community through a volunteer-based approach.

\* A windrow is essentially a row of accumulated snow that rolls off the curb-end of the snow plow's blade as it passes by an opening in the street curb. (i.e. driveway, intersection). The removal of this windrow, which is often very dense, poses a major challenge for those residents unable to perform physical work.

# REPORT

Although approved by Council in December 2008, the Snow Angels program was not in a position to provide service to the community until February 9, 2009 due to time required to set up the administrative requirements and recruit volunteers. Unfortunately, winter weather conditions ceased abruptly in early February and as such did not produce any snowfalls of significance to allow the program to be administered or evaluated. Attached are two reports from the Center summarizing their activities to date. Staff continue to support the Snow Angels concept and recommend the pilot program be continued for the coming 2009-2010 winter season to allow a proper evaluation to occur.

# CORPORATE STRATEGIC PLAN

Goal #5: A community focused, responsive and accountable government.

# FINANCIAL IMPLICATIONS

The cost for 2010 is \$54,360.00.

# **DEPARTMENTAL CONSULTATION**

Volunteer Center of Wellington/Guelph

# COMMUNICATIONS

N/A

# ATTACHMENTS

Evaluation & Recommendations (May 31<sup>st</sup>, 2009) Snow Angels Program Summary (May 2009)

Derek [M Carl

Prepared By: Sam Mattina Manager, Roads and Rights of Way 519-837-5628 ext 2017 Sam.Mattina@guelph.ca Recommended By: Derek J. McCaughan Director of Operations 519-837-5628 ext 2018 Derek.McCaughan@guelph.ca





# *Evaluation and Recommendations May 31, 2009*

# Successes

- Wide promotion of program throughout the community (service providers, general public, educational institutions, media, etc.)
- Ten residents successfully matched to a volunteer and eleven volunteers trained and screened
- Administrative processes, staffing, program branding and key messages completed and in place for future

# Challenges

- Program launch occurred late in the season (week of February 8, 2009)
- Uncharacteristically mild later half of winter yielding no official significant snowfalls in February, March or April
- Recruitment of volunteers in balmy weather. Volunteers want to feel their services are needed.
- From a resident's perspective, *"How is a physically disabled person supposed to clear the snow from the rest of their driveway & sidewalk?"*

# Learnings

• At least 1/3 of all resident applicants were not eligible due to not meeting low income measures criteria. <sup>1</sup>

# Unanticipated outcomes of the program

• A very small core of dedicated volunteers who not only shoveled snow for residents at their own discretion but are committed to continue again next year. A true reflection of the Snow Angels motto, "The neighbourly thing to do."

# Recommendations for Consideration

- 1. Continue to promote the program throughout the summer and fall, simultaneously recruiting for both residents and volunteers.
- 2. Increase intensity of promotion and recruitment of both residents and volunteers in the fall (September on into snowfall season)
- 3. Engage neighbourhood groups and volunteers in promotion and recruitment of residents

<sup>&</sup>lt;sup>1</sup> 'low income measures' as published by Statistics Canada. Criteria utilized consistent with eligibility requirements of other City of Guelph programs.

- 4. Emphasize traditional forms of communications (print media, face-to-face contact) to engage and inform residents
- 5. Continue to utilize all forms of promotion and outreach to recruit volunteers.
- 6. Broaden scope of service to include clearing snow from the driveway and walkway.
- 7. Increase income measures utilized for eligibility criteria of resident.
- 8. Clarify messaging about privacy, confidentiality and boundaries in communications to residents. Include strategies the Volunteer Centre utilizes in working with existing volunteers.





Snow Angels Program Summary May 2009					
Promotion and Publicity of the Snow Angels ProgramVenues through which the program was promotedPrint materialsWebsiteOnline Databases (volunteer opportunity and 	Print Material Communication materials distributed to promote the program and recruit volunteers and residents ie., posters (specify type, quantity & audience)	<ul> <li><sup>1</sup>/<sub>4</sub> page hand outs</li> <li>375 - high schools</li> <li>50 - City of Guelph</li> <li>50 - Libraries</li> <li>50 - Community Centres</li> <li>130 - Neighbourhood Groups</li> <li>160 - Service Partners</li> <li>315 - Faith Centres</li> <li>50 - University of Guelph</li> </ul> Full size posters <ul> <li>14 - High Schools</li> <li>25 - City of Guelph</li> <li>2 - Evergreen Senior Centre</li> <li>10 - Libraries</li> <li>10 - Community Centres</li> <li>26 - Neighbourhood Groups</li> <li>126 - Faith Centres</li> <li>10 - University of Guelph</li> </ul>			

#### C . $\mathbf{\alpha}$ 1 D

Webpage Hits Webpage Hits There is a Snow Angels webpage on the Volunteer Centre website	December (18 <sup>th</sup> to 31 <sup>st</sup> ) 52 January 179 February 79 March 42 April 35 <b>Total # of Hits 387</b>
<b>Online Databases</b> Community Information Guelph Database (Jan-May 09)	Snow Angels community information record viewed 199
Volunteer Centre Guelph/Wellington Database (Jan-May 09)	Volunteer Opportunity Posting viewed 189
Engagement of local media	Newspaper Articles
Media Outlets involved	Press Release (Jan. 29/09)
Guelph Mercury Guelph Tribune Magic 106/CJOY	Electronic ad on the City of Guelph community pages (Jan 09)
Rogers Cable	Volunteer recruitment Ad (Jan. 30/09)
	Features in the newspaper (ie. Comic)
	Radio Announcements
	<b>5</b> Media stories (radio, television, print)

Volunteer Recruitment Strategies Local Area High Schools	High Schools involved and strategies used to recruit student volunteers	<ul> <li>7 High schools engaged in recruitment</li> <li>1 High School directly involved with assembly style presentation <ul> <li>St. James (May 09)</li> </ul> </li> <li>Direct recruitment through displays in cafeteria &amp; Public Service <ul> <li>Announcements read over the PA system</li> <li>Bishop Macdonell</li> </ul> </li> <li>Direct involvement at joint parent &amp; student council meeting (Feb 09) <ul> <li>John F. Ross C.V.I.</li> </ul> </li> <li>5 High Schools indirectly through their Guidance Dept. &amp; advertised through out school <ul> <li>Centennial C.V.I.</li> <li>College Heights S.S.</li> <li>Guelph C.V.I.</li> <li>John F. Ross C.V.I.</li> </ul> </li> </ul>
		<ul> <li>All High Schools</li> <li>Word of mouth through students already registered encouraging their friends to also join</li> <li>Monthly Student Volunteer Recruitment Ads (Jan-May 09) posted in high schools and on Volunteer Centre FaceBook page</li> </ul>

Resident Recruitment Strategies		
Service Partners	Strategies used to recruit residents through service partners	Direct involvement in stakeholders meeting (December 19, 2008) & follow-up with contact person.
		Stakeholders involved; Leanne Warren, City of Guelph Anne Weller, Guelph Independent Living Bob Butella, Community Living Guelph/Wellington Lynn Briggs, Evergreen Seniors Centre Maryanne Wilford, Seniors Offering Support
		<ul> <li>Indirectly through distribution of;</li> <li>electronic (2 campaigns) &amp;</li> <li>hard copy of print material</li> </ul>
		Promotion at internal (staff) meetings • Caregiver & Advocates/ Community Living Guelph/Wellington
		<ul> <li>Articles published in stakeholder newsletter</li> <li>The Sentinel (Guelph Wellington Seniors Association Newsletter)</li> <li>VolunteerLINK (Jan/09) Volunteer Centre Newsletter distributed to over 250 members, local government officials etc.</li> </ul>

Recruitment of Volunteers and Residents Member Agencies of the Volunteer Centre (includes over 100 local nonprofit/charitable organizations in Guelph and Wellington)	Strategies used to recruit residents & volunteers through Volunteer Centre member agencies	<ul> <li>Distribution of electronic broadcast to nonprofit membership - MemberLINK (Audience 235)</li> <li>Distribution of electronic broadcast to 36 employer members (Employer Link). Audience 1266.</li> <li>Direct involvement through presentations and displays including: <ul> <li>Hillside Inside (Feb. 7/09)</li> <li>Chamber of Commerce Breakfast (Feb.20/09)</li> <li>Involving Group Volunteers Workshop (Feb. 10/09)</li> <li>Rotary Club Breakfast meeting (March4/09)</li> <li>Chamber of Commerce Table Top Trade Show (April 1/09)</li> </ul> </li> </ul>
Volunteer Orientation & Training	Type & number of activities	<ul> <li>7 Orientation/Training Sessions (February 11, 13, 14 &amp; 23, March 2, 3 &amp; 5)</li> <li>11 Volunteers participated</li> <li>0 Significant Snow Events</li> <li>5 hrs Shovel Time</li> </ul>

	Total number registered to date Total number of inquiries responded to	<ul> <li>15 Residents</li> <li>11 Volunteers</li> <li>13 Residents</li> <li>19 Volunteers</li> </ul>
Appendix	Copies available upon request	Press Release Advertisement Guelph Mercury - article Guelph Tribune – article and editorial Newsletters • The Sentinel • Volunteer Centre Guelph/Wellington Snow Angels • Posters • Post card/leave behind • Handout Snow Angel Survey Results • Resident • Volunteer Statistical Report (Jan - May 2009)

Date: May 31, 2009



46 cork street east, unit 1, guelph, ontario n1h 2w8 tel•519•822•0912 toll free\*1\*866\*693\*3318 fax\*519\*822\*1389 e-mail\*info@volunteerguelphwellington.on.ca web\*www.volunteerguelphwellington.on.ca

		2	009 Snow	Angels	Reporting			
	Jan-09	Feb-09	Mar-09	Apr-09	May-09	TOTAL		Notes: of Feb
General								
# of snow events	0	0	0	0	0	0	Sum	# of Signation
# of general inquiries re: snow removal, other city services	0	2	0	0	0	2	Sum	see ad
# of displays/presentations re: outreach	1	7	6	6	3	23	Sum	**
Residents/Applicants								
# of inquiries from prospective residents (email, phone)	7	2	4	0	1	14	Sum	Total Y
# of total applicants	5	17	2	0	1	25	Sum	TYD
# of eligible applicants	4	10	0	0	1	15	Sum	TYD
# of ineligible applicants	1	7	2	0	0	10	Sum	TYD **
# of residents matched with volunteer	0	7	3	0	0	10	Sum	TYD
# of residents on waiting list	4	5	5	5	6	N/A	not accumulat total	ive # of res month
# of complaints (details separate)	3	0	0	0	0	3	Sum	**
# of external referrals for other services	0	0	0	0	0	0	Sum	**
# of service cancellations by participant	0	0	0	0	0	0	Sum	
# of households served	0	7	2	0	0	9	Sum	
Volunteer								
# of inquries from prospective volunteers (email phone)	, 5	12	2	0	0	19	Sum	
# of volunteer applications received	3	8	1	0	0	12	Sum	
# of volunteers trained and screened	0	7	4	0	0	11	Sum	
# of active volunteers	0	5	1	0	0	6	Sum	TYD v
# of volunteers unmatched		2	5	5	5	N/A	not accumulat total	ive no resi ie.,stuc
# of volunteer resignations (leaving program)	0	0	1	0	0	1	Sum	**
# of volunteer hours	0	12	4	0	0	16	Sum	orienta TYD vo



# TO Emergency Services, Community Services and Operations Committee

SERVICE AREAOperationsDATESeptember 21, 2009

# SUBJECTGuelph Farmers' Market Bylaw Operating ReviewREPORT NUMBER

#### RECOMMENDATION

That the September 21, 2009 Emergency Services, Community Services and Operations Committee Report <u>Guelph Farmers' Market Operating Review</u> be received;

AND THAT the recommendations as presented in the Emergency Services, Community Services and Operations Committee reports of November 12, 2008, June 15, 2009 as amended by the September 21, 2009 report be approved for implementation.

#### BACKGROUND

The following Committee resolution was adopted on June 15, 2009:

"THAT the matter of the "Guelph Farmers' Market Operating Review' be referred back to staff to address the following issues:

- Insurance requirements;
- Market hours;
- Roles and responsibilities of the Market Clerk;
- Arts and crafts stipulations;
- Vendor access to the market building;
- The City's approval process;
- Terms of reference; and
- Consequences of non-compliance."

#### REPORT

City staff met with the Market Vendor Executive Committee to discuss and attempt to find resolution to outstanding matters. This report addresses the proposed resolutions to the eight issues. All resolutions presented are supported by the Market Vendor Executive Committee.

**Insurance Requirements** - As noted in both the November 12, 2008 and June 15, 2009 reports, the requirement of insurance continues to be a contentious topic with vendors. Staff have concluded their investigation into group insurance and have

identified an Insurance provider willing to offer group insurance to the vendors at a cost of \$20 for a daily contract or a \$100 for a six month contract. Vendors with existing general commercial liability insurance would be exempt from participating in the group insurance under the condition their policy provide \$2 million in coverage and names the City as an additional insured party. It should be noted, at previous meetings there was discussion of product insurance. The proposed group insurance policy does not cover product insurance however it is deemed acceptable by the City's Risk Manager.

While staff acknowledge that the implementation of the insurance requirement will result in termination or non-renewal of current vending relationships where the requirement is not met, City staff recommend that the current practice of requiring a certificate of insurance naming the City as an additional insured be upheld and for risk management reasons, that the Guelph Farmers' Market not be exempt from this requirement.

**Market Hours** – the Guelph Farmers' Market is a City-owned building. As such, it was conveyed to the Market Vendor Executive Committee that use of the facility would not be permitted without a City representative (Market Clerk) being present. While consensus to change the official market hours was not reached amongst the vendors, it was agreed to have a Market Clerk on site one-half hour earlier to accommodate and allow casual, non regular vending between the hour of 6:00 am and 7:00 am. Official Market Hours are to remain, 7am to 12 noon.

**Roles & Responsibilities of the Market Clerk**– Staff's position and rationale (to ensure neutrality) was reiterated to the Market Vendor Executive. Staff's position remains the same, Market Clerks are not permitted shop at the Market while on duty.

**Arts & Crafts stipulations** – the Market Vendor Executive requested the insertion of additional wording to the definition that would allow for exceptions to apply in circumstances where the product is unique or brings added value to the Market. Concern regarding the timing of addressing issues related to quality of product, was also expressed. It was requested that such concerns be dealt with at the end of a contract term and in consultation with the Arts & Craft Jury. Staff have agreed to both requests.

**Vendor Access to Market building** – the Market Vendor Executive requested additional access be granted for vendors who had special requirements. Staff reiterated to the Executive the objective of the access restriction; to reduce the number of problems encountered in the past and improve building security while continuing to provide vendors with ample opportunity to set up. City staff have agreed that short term temporary accommodation for special circumstances would be accommodated whenever possible.

**City's Approval Process** – the Market Vendor Executive requested denials of product be carried out in consultation with the Executive and rationale for denial be provided to the applicant. City staff reiterated that both points are noted in the revised Bylaw (pending) and operating procedures\*.

(\*operating procedures, along with Rules & Regulations and the Vendor License Agreement documents were developed from the recommendations tabled at the Emergency Services, Community Services and Operations Committee meeting of November 12, 2008).

**Terms of Reference** – the Market Vendor Executive was seeking clarification and reaffirmation of the opportunities available to vendors and applicants for appeals. Staff reiterated the proposed dispute resolution process noted in the revised Bylaw (pending). Market Vendor Executive were appeased with the previously defined process.

**Consequences of non compliance** – the Market Vendor Executive was concerned the process of termination was too rigid in nature and did not provide flexibility to staff when dealing with non-compliance issues. They requested staff have discretionary authority to issue further notices requesting compliance rather than compelled to issue notice of termination when circumstances warranted a less strict response. Staff confirmed there was discretion in the non-compliance process.

These proposed alterations to staff's original recommendations were communicated to all Market Vendors by the Market Vendor Executive Committee on August 22, 2009. In conclusion, staff and the Market Vendor Executive have worked together to find resolutions that are believed to be to the satisfaction of the majority while not compromising the integrity of the Market operations. Notwithstanding the proposed rules and procedures, staff will work to help market vendors during this transition phase.

Staff recommend the recommendations set out in the reports dated November 12, 2008, June 15, 2009 and September 21, 2009 be approved for implementation. Assuming approval is forthcoming; a by-law to execute these changes will be submitted at a subsequent meeting of City Council.

#### CORPORATE STRATEGIC PLAN

Goal 4, Objective 4.5 Goal 5, Objectives 5.2, 5.3 and 5.4

#### COMMUNICATIONS

Market Vendors have been advised that this matter is before Committee on this date.

#### ATTACHMENTS

Market Rules & Regulations ECO Committee Report – June 15, 2009 ECO Committee Report – November 12, 2008

Prepared By: Lucy Meyer

Just Mayha

**Recommended By:** Derek J. McCaughan

Supervisor, Administration 519-837-5628 X2019 lucy.meyer@guelph.ca

Director, Operations Department 519-837-5628 X2018 derek.mccaughan@guelph.ca

# **RULES & REGULATIONS**

# **Rental Fees**

- First and last month's rental fees are due at time of reservation
- Monthly payments are due first week of the preceding rental month
- Temporary weekly fees are due at time of reservation before market day

### Products:

- All pre-packaged food products must comply with the Nutrition Labelling requirements stipulated by Canadian Food Inspection Agency.
- All pre-packaged food products, not sold by the individual who prepared and processed the product, must comply with the Nutrition Facts Table requirements as stipulated by Canadian Food Inspection Agency.
- All products and equipment brought onto Market property must comply with all applicable law.
- Signs designating the variety, price, grade or origin of product must not be misleading.

# Vending Space Standards

- Merchandize may not be hung from ceiling or on walls.
- Signs cannot be permanently affixed to the building, walls or tables. Signs affixed to the building walls shall be fastened by the City.
- Coolers and refrigerator units are not permitted in the center section of the Market.
- Height of table shelves to be nor more than 3ft from table surface.
- Rental table space is defined as the table surface only and does not include area behind the rental table. Licensee's are to utilize only the vending space allocated to them – no encroaching or extensions permitted. Extensions include Licensee-owned tables.
- Licensee is responsible for all expenses associated to any improvements to the licensed space. No alteration or changes to building, parking lot or other City property without prior written authorization from the City.
- Licensee is able to decorate table by temporarily affixing objects to table utilizing nondamaging holding devices such as clamps. Display equipment must be securely fastened.
- Licensee is responsible to ensure all canopies and tents, utilized for vending activities, are securely fastened. Tents must be weighted down with concrete squares (1ft x 1ft x 1ft). Blocks are to be painted a bright colour to prevent a tripping hazard.

# Leaving Product Behind

- No product to be left on the floor following the end of market day.
- All food products to be removed at the end of each market day, unless stored within a refrigerator unit.
- City is not responsible for lost, stolen or damaged product, including refrigerated products and Licensee equipment
- All items to be removed from the market at the end of the Licensee Agreement.

# Set up/ Clean up

• All licensee's must be set up by 7:00 am each market day. Removal of product cannot commence until the end of market day (12:00 noon) and Licensee to have





vacated the Market Building and lot by 2:00 pm.

• No vending activities to take place outside of Market hours.

#### Housekeeping

- Licensee is responsible for the cleanliness of vending space in such a manner that no rubbish, garbage or waste material is deposited on or about the licensed space. This includes providing refuse containers and emptying them at end of market day.
- Licensee's are responsible for sweeping & mopping the floor space within booths, if part of licensed space.

#### **Equipment/Rental Space Improvements**

- All equipment must be CSA or CLU and ESA compliant and pre-approved by the City prior to installation and use. All related wiring and plumbing must be approved and coordinated by the City, at the expense of the Licensee.
- City is not responsible for vandalism or damages to Licensee's equipment.

### Market Parking Lot

- From April 1 to November 30<sup>th</sup>, no parking shall be allowed within parking lot unless vending from a vehicle. Those vending from vehicles must be set up by 6:45 am and cannot move vehicles until 30 minutes (12:30) following the end of market day.
- From December 1 to March 31<sup>st</sup>, a specific number of spaces will be reserved for vending purposes within the parking lot. The remainder of the lot will be utilized for customer parking.
- The safe operation of a vehicle within the Market parking lot is the Licensee's responsibility. The City strongly encourages the use of a spotter at all times while vehicles are in motion.

#### Licensee Conduct

- Smoking shall not be permitted in Market Building or lot during market hours.
- Alcohol and drug use is not permitted at the Market Building or lot.
- Each Licensee shall remain on the assigned space when selling products or services.
- Sales shall be conducted in an orderly business manner. No shouting or other objectionable means, such as hawking through amplified means, for soliciting trade shall be tolerated.
- Licensee's who bring their young children to the Market, shall ensure that they are supervised at all times and not disrupting customers or other Licensees.
- Licensees shall not be confrontational with other Licensees, customers, staff or others. If a Licensee has a problem with any issue it is to be dealt with in a calm and professional manner. Issues between Licensees are to be dealt with outside of Market hours.

# Notice of Non-Occupancy of Rental Space

• Licensee to provide 48 -hour notice of absence; City will rent out space if possible and refund Licensee. If unable to rent out space, Licensee is responsible for rental fee.

2



- Seven (7) days notification to be provided in written format to the Market Clerk for leaves of absence such as vacation. In the event where the leave is greater than 2 weeks in length, the licensed space may be temporarily rented out to others. Licensee shall be reimbursed any unused portion if the Market Clerk was able to rent out space.
- In the event that a Licensee allows the licensed space to be vacant for more than 1 market day **without** providing 48-hours notice to the Market Clerk, their Agreement may be cancelled and their licensed space reassigned. Licensee shall be responsible for rental fee if the Market Clerk is unable to rent out the space.
- License Agreements maybe cancelled at any time for breach of any of the provisions in the By-law, Rules & Regulations or terms of the License Agreement. The Licensee shall be entitled to a refund for the unexpired portion of the term of the License Agreement.
- A Licensee who wishes to cancel their License Agreement must provide 7-days written notification of their intentions to vacate the licensed space. Upon delivery of the notification, the Licensee may request a refund for the unexpired fee portion. A refund shall be conditional upon the Market Clerk receiving 7-days written notice.



3



# TO Emergency Services, Community Services and Operations Committee

SERVICE AREA Operations DATE June 15, 2009

SUBJECT Guelph Farmers' Market Operating Review

### RECOMMENDATION

That the June 15, 2009 Emergency Services, Community Services and Operations Committee Report, Guelph Farmers' Market Operating Review be received.

### BACKGROUND

The following Council resolution was passed on November 24, 2008:

"THAT staff be directed to draft a new by-law for the consideration of Council, to regulate the Guelph Farmers' Market based on the recommendations contained in Schedule 1;

AND THAT staff be directed to incorporate revisions as contained in Schedule 2 attached, to the operating policies/procedures."

# REPORT

This report serves as notification to the Committee that the By-law governing the Farmers' Market is coming forth for approval by Council on June 22, 2009. This report addresses the outstanding issue of insurance, item additions and changes to the November 12, 2008 report (attached).

As directed by Council, standardized agreements and Rules & Regulations<sup>\*</sup> were developed for Vendors. The Rules & Regulation document will form part of the License Agreement with vendors. The by-law will authorize the Market Clerk to sign the agreements on behalf of the City.

(\* - Rules & Regulations were previously referenced as Operating Policies & Procedures in the November 12, 2008 report.)

The November 12<sup>th</sup> report identified insurance requirements as a contentious topic with vendors. The City's current practice with the exception of the Guelph Farmers' Market is to request a certificate of insurance naming the City as additional insured from any person/group undertaking organized activity on public property. i.e. Special Events.

While staff recommended Market Vendors be required to maintain \$2 million

general commercial liability insurance naming the Corporation of the City of Guelph as an additional insured party, staff committed to investigate alternative strategies that would possibly reduce the cost of insurance for those vendors that participate at the Market on a casual basis.

Extending the City's own insurance to cover the vendors and the establishment of separate group insurance was pursued through collaborated efforts of staff. Our investigation revealed the extension of the City's insurance is not possible. The City's current insurance provider does not have a policy of this nature to offer expanded coverage for individual vendor insurance.

Separate group insurance for the vendors can be obtained. However, in order to do so, a formal, organized group (Association) must be created. If an Association was to be formed, Council would need to define the role of the group to ensure that as an entity, it did not conflict with the interests of the City as the owner of the Market. Staff are somewhat concerned with this potential solution as individuality is a cornerstone of the Guelph Farmers' Market. To create an Association may result in a loss of what makes the Market so renowned.

Most vendors already have insurance to meet the City's requirements. To be clear, the issue regarding the insurance requirement is cost, not availability. Those most likely unable to meet the requirements would be casual weekend and transient vendors. For risk management reasons, staff are not prepared to recommend this requirement be waived. The implementation of this requirement to operate within the Market will result in the termination or non-renewal of current vending relationships where the requirement is not met.

Finally upon review of the Rules & Regulations, staff noticed an issue that had been omitted. As a result, a new clause has been inserted within the Rules & Regulations document that pertains to the requirement of vendors, for safety purposes, to weigh down canopies and tent structures that are utilized by them for their vending operations at the Market.

Upon approval of the Bylaw by Council, staff will begin to implement the Rules & Regulations. We anticipate some resistance and strained relationships as vendors are impacted. As noted in the November 12, 2008 report, in order to minimize these impacts, *grandfathering* of vendors present at the Market before October 9, 2008 will be implemented where possible. Determination of what rules and regulations could be grandfathered was based on factors including potential health and safety risks, public disruption and magnitude of vendor impact. Where grandfathering cannot be accommodated, reasonable notice to comply or vacate will be given.

# CORPORATE STRATEGIC PLAN

Goal 4, Objective 4.5 Goal 5, Objectives 5.2, 5.3, 5.4

# **DEPARTMENTAL CONSULTATION**

Corporate Services - Legal Services, Realty Services Finance Department - Procurement and Risk Management

# COMMUNICATIONS

Market Vendors have been advised that this matter is before Committee on this date.

# ATTACHMENTS

Market Rules & Regulations ECO Committee Report - November 12, 2008

ret Mayk

# Prepared By:

Lucy Meyer Supervisor, Administration 519-837-5628 X2019 lucy.meyer@guelph.ca

### **Recommended By:**

Derek J. McCaughan Director, Operations Department 519-837-5628 X2018 derek.mccaughan@guelph.ca Petition to delay the amending of the insurance component of the new Guelph Farmers Market by-law until July 2010. Also, we request that costs of coverage be shared by all vendors and be part of the rental fee

Petition summary and background	The requirements for insurance have changed due to a miscommunication. We are confident that an extension of the deadline would allow us to explore alternate policies that would better serve our needs. An umbrella policy with shared cost would be of great mutual benefit to all parties. Our objective is to preserve and support the markets unique attributes as well as our community of small businesses, local artists/crafters and non-profit organizations.
Action petitioned for	We, the undersigned, concerned vendors of the Guelph Farmers Market are requesting a delay on the insurance component of the new by-law for the Guelph Farmers Market until July 2010 and to amalgamate insurance and rental fees.

70 Signatures Were on the Petition



#### TO **Emergency Services, Community Services and Operations Committee**

SERVICE AREA Operations Monday, September 21, 2009 DATE

#### SUBJECT **Elizabeth Street Pavement Markings**

**REPORT NUMBER** 

# RECOMMENDATION

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street.

AND THAT a "No Parking Anytime" restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

### BACKGROUND

At a meeting of the Emergency Services, Community Services and Operations Committee (ECO) held on May 19, 2009, the following resolution was adopted:

"THAT staff be directed to determine the feasibility of putting bicycle lanes on Elizabeth Street, west of Stevenson Street and report back to Committee".

### REPORT

In response to Council's direction at its meeting of May 19, 2009, staff conducted an investigation into the feasibility of installing bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South. The following report summarizes the results of staff's investigation.

#### Existing Conditions:

Elizabeth Street between Arthur Street South and Stevenson Street South is designated as a two-lane arterial road with on-street parking permitted on the north side (refer to Appendix A for the Study Area). Land use along this section of Elizabeth Street is primarily low-density residential. The land use changes to predominantly commercial/industrial uses east of Stevenson Street.

The existing speed limit on this section of Elizabeth Street is 50 km/h with an annual average daily traffic (AADT) volume of 8,000 vehicles per day.

#### Collision Review:

Collisions involving cyclists were reviewed during the past five year period (March, 2004 to March, 2009). There were two collisions involving cyclists during this time period. The first collision involved a northbound vehicle turning right from Morris Street striking a cyclist traveling westbound along the sidewalk on Elizabeth Street (no charges were laid). The second collision, involved an eastbound motorist striking an eastbound cyclist on Elizabeth Street (motorist was charged). There have been no collisions involving pedestrians within the past five years.

#### Resident Survey:

In recognizing that the introduction of on-street bicycle lanes would result in the elimination of the existing on-street parking on the north side of Elizabeth Street, between Arthur Street South and Stevenson Street, staff surveyed the affected residents. A total of 97 surveys were issued of which 23 (24%) were returned. Of the 23 surveys returned, 18 (78%) were not in favour of changing the existing pavement markings to accommodate bike lanes.

The main concerns identified in the returned surveys were:

- Elimination of on-street parking from the north side of the street;
- Not enough cyclists to justify re-marking the roadway.

While the implementation of bicycle lanes on Elizabeth Street would require elimination of the existing on-street parking, observations conducted by staff over the last several weeks indicate that on-street parking is under utilized. Furthermore, the majority of properties have ample on-site parking for one or more vehicles. If additional parking is required, on-street parking is available for residents on adjacent side streets. A summary of on-street parking available for use between Elizabeth Street and Alice Street is illustrated in Appendix B to this report.

#### Recommendation:

Although the majority of residents (18) who responded to the survey do not support introduction of on-street bicycle lanes, they only represent 18.5% of those surveyed. In keeping with the City's Official Plan which identifies bicycle lanes on Elizabeth Street, and Council's Strategic Plan that promotes the use alternative and sustainable modes of transportation, staff recommend that bicycle lanes be installed on Elizabeth Street between Arthur Street South and Stevenson Street. This will also provide a connection to the bicycle lanes recently installed to the east as part of the Elizabeth Street reconstruction project. Furthermore, in order to accommodate the addition of bicycle lanes, staff recommend a No Parking Anytime restriction be implemented along the north side of Elizabeth Street.

If approved by City Council, staff are prepared to install the bicycle pavement markings and No Parking Anytime signing this fall.

#### **CORPORATE STRATEGIC PLAN**

A sustainable transportation approach that looks comprehensively at all modes of travel to, from and within the community.

#### FINANCIAL IMPLICATIONS

The pavement marking changes and installation of No Parking Anytime signs along

Elizabeth Street will cost approximately \$3,500 and be funded through the approved 2009 Operations Operating Budget.

# DEPARTMENTAL CONSULTATION

- In preparation of this report Operations staff asked Engineering Services (TDM Coordinator) for comments regarding the potential installation of bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South. Engineering Services supports the installation of bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South as it will provide a connection from the downtown to bicycle lanes being constructed on Elizabeth Street east of Stevenson Street and Victoria Road South.
- Guelph Police Services and Guelph Transit both advised of no concerns should bike lanes be installed along this section of Elizabeth Street.

#### COMMUNICATIONS

Affected residents have been notified this report is being presented to the Emergency Services, Community Services and Operations Committee on this date.

### ATTACHMENTS

Appendix A – Study Area and Survey Respondents Appendix B – Existing On-Street Parking

Original Signed by:

#### **Prepared By:**

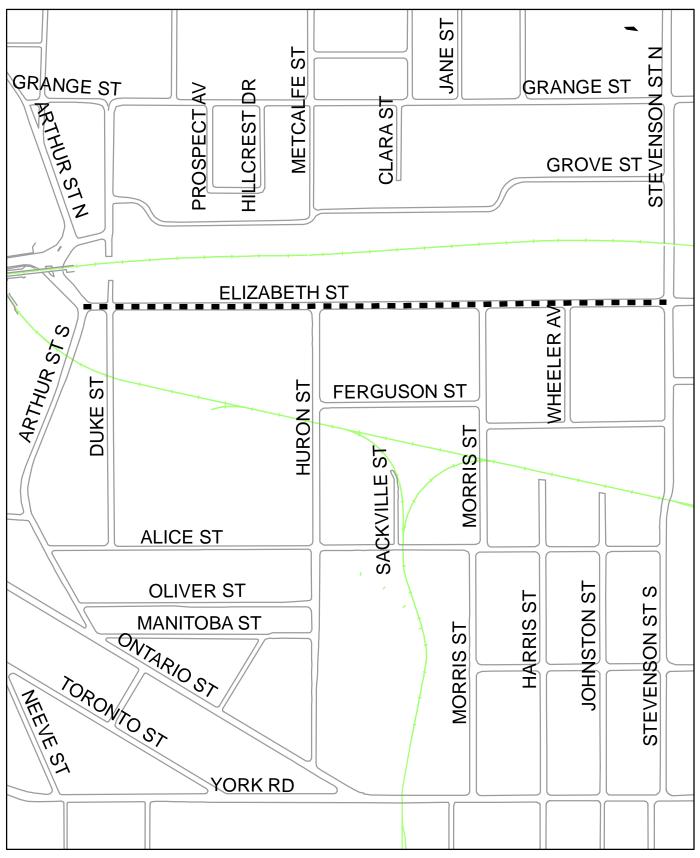
Dean McMillan Traffic Technologist II 519-822-1260 x2041 dean.mcmillan@guelph.ca Original Signed by:

**Recommended By:** Allister McIlveen Manager, Traffic & Parking 519-822-1260 x2275 allister.mcilveen@guelph.ca

DutMayha

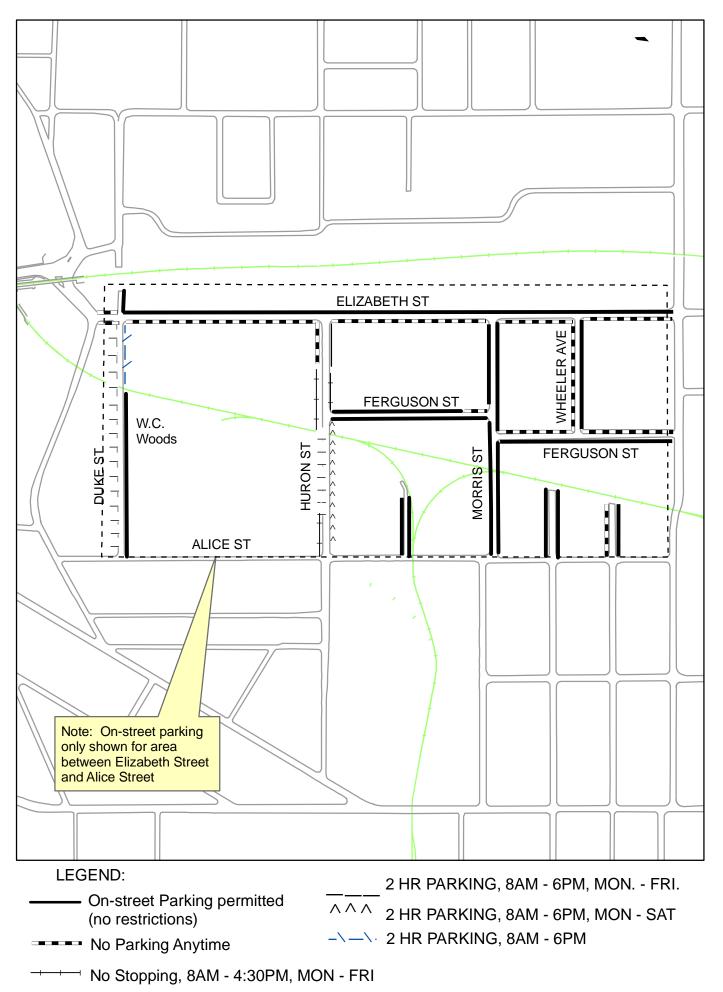
Recommended By: Derek J. McCaughan Director, Operations 519-822-1260 x2018 derek.mccaughan@guelph.ca

# **APPENDIX A - STUDY AREA**



LEGEND:

Appendix B - Existing On-Street Parking



RECEIVED SEP 16 2009

**CITY CLERK'S OFFICE** 

September 16, 2009

To: ECO Committee

I am a resident on Elizabeth Street. Unfortunately, my family and I were away when the street parking survey was sent to our household. Consequently, we did not have a chance to submit our concerns.

My wife and I have three young children. We also own a house, two vehicles and a single lane driveway (predominantly all driveways on Elizabeth Street are single lane). During the winter months, from at least November to April, when there are few (if any at all) bicycles on the road, where you would like me to park? The temperatures will be sub-zero, with lots of snow. This snow will be plowed onto my driveway by city trucks. Are we really expected to park on a side road, pull three children out of car seats, drudge them through the snow to our house, shovel the driveway, drudge back, put them back in car seats and then hope to get into the driveway before the city plows the sidewalk? This is insanity. It is far more convenient to park adjacent to our house. Besides, lets face it, who cycles at -5 with a wind chill of -25.

Please rethink the proposed changes. Seventy six percent of people who bothered to respond were against it. I hope that council's decision will reflect the desires of our street. Thank you.

Jim Duffy

113 Elizabeth Street Guelph, Ontario N1E 2X4 (519) 767-9574



# TO Emergency Services, Community Services and Operations Committee

SERVICE AREA	Operations
DATE	Monday, September 21, 2009

#### **SUBJECT** Cardigan Street On-Street Parking Request REPORT NUMBER

# RECOMMENDATION

THAT the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be retained.

AND THAT no further action be undertaken at this time to provide additional on-street parking on Cardigan Street between Norwich Street East and London Road East.

### BACKGROUND

The Guelph Youth Music Centre (GYMC) and Goldie Mill Park frequently host events such as concerts and weddings that draw large groups of people. During these events the City-owned parking lot next to the GYMC as well as on-street parking are in high demand, particularly when multiple events are occurring at the same time. The GYMC requested Operations staff to investigate the possibility of providing additional on-street parking on Cardigan Street. Although the parking lot at Goldie Mill Park is scheduled to be paved and expanded this year, spaces will remain limited for larger events and on-street parking would still be utilized to address the shortfall. It is unknown at this time exactly how many spaces will be provided since the parking lot design has not been finalized.

The current gravel parking lot provides approximately 23 spaces and when the parking lot is full patrons can park on nearby streets. Recently the Muslim Society of Guelph has agreed to allow free public parking in their parking lot at 126 Norwich Street East. Both Community Services (who book Goldie Mill Park) and GYMC are aware of this arrangement and are encouraged to share this information with patrons who use their facilities.

#### REPORT

Cardigan Street between Norwich Street East and London Road East is a two-way local street with on-street parking permitted on the east side limited to 2 hours, Monday to Friday, 8 a.m. to 6 p.m. Parking is prohibited at anytime on the west side. (refer to Appendix A – Cardigan Street Area Map)

Operations staff investigated the following options to provide additional on-street parking spaces on Cardigan Street between Norwich Street East and London Road East.

Option	West Side Parking	East Side Parking	Directio n of Travel	Total Spaces
Retain	No Parking Anytime	Parallel	Two-way	30 existing
Existing		(Monday to Friday		
		8 a.m. to 6 p.m.)		
Option 1	No Parking Anytime	30° reverse-in angle	One-way	34
		parking		projected
Option 2	Parallel	Parallel	One-way	42
	(Monday to Friday	(Monday to Friday		projected
	8 a.m. to 6 p.m.)	8 a.m. to 6 p.m.)		

Other options considered, but ruled out:

- <u>One-way traffic</u>; Pull-in/reverse-out angle parking on one side not adequate road width. It should be noted that unlike reverse-in angle parking, pullin/reverse-out angle parking (similar to the angle parking currently in place on Macdonell Street) requires a manoeuvring area in between the marked angle parking stalls and adjacent travel lane in order to safely reverse out of the parking space. Because of the need for a manoeuvering area additional road width is required when compared to Option 1 listed above – reverse-in angle parking.
- <u>Two-way traffic</u>; Parallel parking on both sides not adequate road width to accommodate on-street parking with two-way traffic. The high demand for parking during events at the GYMC and Goldie Mill Park and the generated congestion may compromise pedestrian safety.

Due to the street network in this area, one-way traffic on this section of Cardigan Street would significantly affect access to the properties in this area, particularly due to turn restrictions at the intersection of Woolwich / Norfolk / Norwich (5-Points). Access would be less restrictive if a roundabout at this intersection is constructed. A roundabout is being considered as part of the intersection's future reconstruction in 2010.

#### Resident Survey:

Staff conducted a resident survey based on Option 2 to determine if area residents were in favour of changing this section of Cardigan Street to one-way traffic. Option 2 (parallel parking on both sides of Cardigan Street) provided 12 additional on-street parking spaces.

A total of 157 properties were surveyed with 48 (30%) returned. Of the 48 surveys returned, 15 (31%) were in support of the proposed implementation of parallel parking on both sides of Cardigan Street, between the hours of 8 a.m. to 6 p.m., Monday to Friday.

Comments from residents included:

- Norwich Street is a more desirable route out of the neighbourhood in the winter since the hill is not as steep as London Road. Northbound one-way traffic on Cardigan Street would eliminate this option for residents who live north of Norwich Street. They wish consideration of southbound one-way traffic.
  - Staff do not support the idea of southbound one-way traffic, as it would create confusion at Norwich Street where northbound and southbound oneway sections meet. Additionally, many patrons having a destination of GYMC or Goldie Mill Park are not familiar with the area and opposing one-way sections of Cardigan Street would make it more confusing to access these destinations.
- Residents at 60 Cardigan Street (Stewart Mill Lofts), although open to the idea of one-way traffic, are strongly opposed to permitting parking on the west side as they feel it would affect their residences. (Additional condominium townhouse units fronting Cardigan Street are approved for future development)

#### Conclusions:

- In order to increase on-street parking on Cardigan Street (Norwich Street East to London Road East) it would be necessary to convert Cardigan Street to oneway traffic.
- 30° reverse-in angle parking would result in a minimal increase of on-street parking-4 spaces.
- Providing parking on the west side of this section of Cardigan Street is strongly opposed by the directly affected residents.
- Access to the properties in the area would be significantly affected by one-way traffic.

#### Recommendation:

Based on the resident survey results, the impact on traffic access to the area and the minimal gain in on-street parking (4 spaces via 30° reverse-in angle parking), staff do not recommend changing Cardigan Street between Norwich Street East and London Road East to one-way traffic. Therefore no further action is recommended at this time.

# CORPORATE STRATEGIC PLAN

A healthy and safe community where life can be lived to the fullest.

# FINANCIAL IMPLICATIONS

n/a

#### DEPARTMENTAL CONSULTATION

n/a

#### COMMUNICATIONS

The Guelph Youth Music Centre and the affected property owners will be informed that this report is being presented to the Emergency Services, Community Services

#### and Operations Committee. **ATTACHMENTS** Appendix A – Cardigan Street Area Map

Original Signed by:

**Prepared By:** John Gaddye, C.E.T. Traffic Technologist II 519-822-1260 x2040 john.gaddye@guelph.ca Original Signed by:

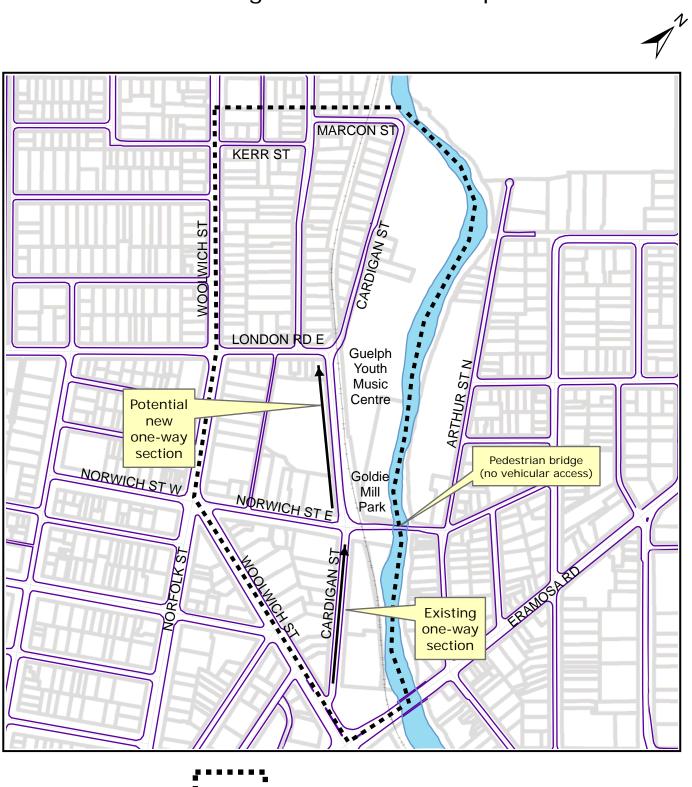
**Recommended By:** Allister McIlveen Manager, Traffic & Parking 519-822-1260 x2275 allister.mcilveen@guelph.ca

flick MCa

#### **Recommended By:**

Derek J. McCaughan Director, Operations 519-822-1260 x2018 derek.mccaughan@guelph.ca

Appendix A Cardigan Street Area Map



Survey distribution area

#### CONSENT REPORT OF THE FINANCE, ADMINISTRATION & CORPORATE SERVICES COMMITTEE

September 28, 2009

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

Your Finance, Administration & Corporate Services Committee beg leave to present their FIFTH CONSENT REPORT as recommended at its meeting of September 14, 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 Finance, Administration & Corporate Services Committee will be approved in one resolution.

# 1)

THAT staff be directed to prepare and forward a response to the Ministry of Community and Social Services' request for feedback regarding the Provincial Accessible Built Environment Standards Development Committee's draft standard.

#### 2)

THAT the Finance report dated September 14, 2009 entitled 'Operating Budget Variance Report as at July 31, 2009, be received;

AND THAT staff be encouraged to continue to develop further mitigation efforts to offset negative variances.

All of which is respectfully submitted.

Councillor Vicki Beard, Chair Finance, Administration & Corporate Services Committee

# PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR SEPTEMBER 14, 2009 MEETING.



ТО	Finance, Administration and Corporate Services Committee
SERVICE AREA DATE	Corporate Property, Corporate Services Sept 14, 2009
SUBJECT	City of Guelph response to Proposed Provincial Standard for Accessible Built Environment
REPORT NUMBER	Standard for Accessible built Environment

# RECOMMENDATION

THAT staff be directed to prepare and forward a response to the Ministry of Community and Social Services' request for feedback regarding the Provincial Accessible Built Environment Standards Development Committee's initial proposed standard.

# BACKGROUND

Over the past 4 years the Ministry of Community and Social Service have formed committees to develop standards under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). These standards include Accessible Customer Service, Accessible Transportation, Accessible Employments, Accessible Information and Communication and, the topic of this report, Accessible Built Environment.

The social value of a barrier free built environment is substantial. It provides persons with disabilities greater ability to live independently, self sufficiently, with dignity and to participate fully in all aspects of Ontario life. People with disabilities should be able to get in and around and make use of buildings and facilities whether they are stores or factories, courts, theatres, hotels or office buildings or outdoor public spaces like sidewalks, parks, trails and playgrounds.

Over 1.85 million Ontarians report that their daily life is limited by a disability. For over two thirds of these individuals, the limitation is barriers which prevent access to buildings, facilities, parks or other aspects of the built environment. Over 50% of Ontarians age 75 or older report having such limitations. As a result, as Ontario's population ages, the number of persons facing access limitations will grow and will include many individuals who do not now experience such difficulties.

Ontarians with disabilities have talents and contributions to make to the economy and an accessible built environment enables such valuable contribution which benefits all Ontarians.

It is believed that in a better built environment, people with various abilities will be able to live independently or at least with less need for assistance to complete the normal activities of daily living. This will reduce the need for family or care workers to provide support.

The Standard Development Committee (Committee) has now proposed their draft of the Accessible Built Environment Standard (Standard) to the Ministry who has in turn asked the public to provide feedback on this initial draft. The Ministry asks the public if the requirements of the proposed standard are appropriate in terms of scope, application, technical feasibility and timelines and if the way forward is clear enough. After considering the results of the public review, the Committee will finalize a proposed Standard and recommend it to the Minister of Community and Social Services.

# REPORT

The City of Guelph supports an accessible Ontario by 2025 and works diligently towards the elimination of barriers for all members of the community. At the end of 2005 City Council approved the newly developed facility accessibility design manual of local standards which set out specific requirements for an accessible built environment using universal design principles as there were no other standards at the time that allowed for true inclusive access. Since this time the City has designed, built and renovated its interior and exterior facilities to meet these standards.

#### Application and Scope of the Initial Proposed Provincial Standard

The application of the initial proposed Standard would include all new construction and construction when a building has a change of use or is slated to undergo extensive renovations. There will be separate, specialized requirements for certain types of building and facility usage such as jails and heritage sites.

The initial proposed Standard was released with a component that addresses accessible retrofit construction of existing public use buildings. This component could impose significant financial strain for those who own public use buildings, including private business. Upon the release of the Standard the Ministry stated that they do not intend to consider the retrofit requirements for regulation at this time. However staff recommend that comments regarding this component be included in the City's feedback as it is not known if there will be an opportunity to comment at a later date. The initial proposed standard covers elements currently regulated by the Ontario Building Code (Ontario Regulation 350/06) (OBC) as well as elements that are not currently regulated by the OBC such as play areas and amusement parks.

For the purposes of the Standard the "built environment" includes all public and private sector:

- buildings (including all features that would impede persons with disabilities from fully accessing or using the building or its facilities or circulating within it);
- site development (built elements, external parcels of land bounded by property lines);
- public ways (portions of land such as a street, road, highway, public square or other built area not designated as of a private nature); and
- public parks, trails and playgrounds.

The scope of this Standard extends beyond the City of Guelph's current accessible design manual to include further specific details for the following spaces:

- building performance and maintenance;
- special rooms;
- transient residential;
- recreation elements and facilities;
- transportation elements; and
- housing.

# Potential Implications for the City of Guelph

The proposed Standard presents significant financial implications for the City of Guelph for both interior and exterior building initiatives. With several unclear requirements, few allowances for construction tolerances and significant consumption of floor space, the City will see an increase in the cost of building projects in the future.

The lack of allowances for construction tolerances could also lead to improper installation or incorrect choice of product. Staff are concerned that it is not yet clear if there will be penalties for incorrect installation or how the Administration (the authority related to this regulation that has not yet been named) will provide guidance.

Throughout the document there are several sections with unclear or conflicting requirements. Staff recommendations include clarification of these requirements otherwise the result to the City will be an increase in design time to sort out the most accessible solution, research time to ensure that installation is consistent with other projects, and could include improper installation that would lead to re-installation, possibly at the City's cost.

Staff members have also commented on several elements in the Standard that maybe excessive. A balance of providing the most useful accommodations that benefit people with disabilities yet ensuring the elements are not excessive is of the utmost importance for this document to be of use. As well, with more information staff will be able to design the most efficient use of each space allowing for flexibility in unique applications.

Further, the standard, in some cases, prescribes undersized spaces similar to the OBC which may result in barriers to access for a number of individuals in our community who use medium and large size mobility devices. The accessible manual that the City currently uses was developed because of concerns such as this in the OBC. Staff members are concerned that the potential result for the City could be re-construction of elements or areas to provide true universal access.

In addition to the concerns regarding compliance for retrofit construction within this Standard the Committee also proposes a process that would see retrofit plans submitted three years before the construction can take place. Staff are concerned that this lengthy process extends the amount of time that it will take to remove barriers for people in our community and it increases the possibility of manufacturers discontinuing specified materials or items over this period of time.

In summary, the City of Guelph understands the importance of providing accessible built environments and has worked with a standard that is, in many cases, similar to the proposed regulation. It is felt that with clear requirements, reasonable space allowances, flexibility in material choice and a practical reporting process that the Accessible Built Environment Standard will assist the City to further provide access for people with disabilities.

# **CORPORATE STRATEGIC PLAN**

The City of Guelph consistently works toward being a healthy, safe and accessible community where life can be lived to the fullest.

#### FINANCIAL IMPLICATIONS

There are no financial implications of providing feedback to the Province. There is however significant financial implications associated with the proposed standard for accessible built environment as outlined in this report.

#### DEPARTMENTAL CONSULTATION/CONCURRENCE

Corporate Property

#### COMMUNICATIONS

The City of Guelph has participated in a Provincial public feedback forum about the proposed Standard and expects to provide and receive feedback to and from AMCTO and AMO as this has been the practice with similar standards.

A feedback form detailing the City's concerns, as summarized in this report, will be submitted to the Ministry of Community and Social Services by the October 16, 2009 submission deadline.

#### Prepared By:

Leanne Warren Administrator of Disability Services Corporate Property 519-822-1260 x 2670 leanne.warren@guelph.ca

#### Recommended By: Lois Payne

Director of Corporate Service and City Solicitor 519-822-1260 x 2288 lois.payne@guelph.ca



# TO Finance, Administration and Corporate Services Committee

SERVICE AREA	Finance
DATE	September 14, 2009

# SUBJECTOperating Budget Variance Report as at July 31, 2009REPORT NUMBER09-34

#### RECOMMENDATION

THAT the Finance report dated September 14, 2009 entitled "Operating Budget Variance Report as at July 31, 2009" be received;

### REPORT

#### Tax Supported Budget

Some tax supported services have experienced sizable decreases in revenues in 2009. The downturn in the economy is a major factor in the decreased revenue numbers that could lead to a negative year end variance. The Senior Management Team has acted to mitigate the revenue shortfalls and are projecting no variance for year end. Details of the variances are listed by department in Attachment 1.

#### Revenues

The main areas of net revenue shortfall are:

- 1. Investment income (\$950,000). Interest rates are at historically low levels that were not anticipated when the budget was prepared.
- 2. Sale of recyclable goods (\$775,000). Market prices for recyclable commodities like paper, plastic and aluminum are well below the average rates for the past few years.
- 3. Transit revenue (\$718,000). Fare revenue in Transit is not meeting budgeted levels.
- 4. Fine revenue (\$266,000). Court Services is experiencing a reduction in charges filed and fines paid.

These revenue shortfalls total \$2.7M, but some of the revenue trends have improved in the past few months.

Investment income and sale of recyclable goods are tied directly to the downturn in the economy. As financial and commodity markets strengthen, so will the City's revenues in these two areas.

Transit revenue is not tied directly to the current economy, but to usage. Ridership has increased as a result of moving to 20 minute service, but revenues have not increased as quickly as expected. Significant changes to transit service can take several years to be adopted by users. Guelph is undertaking a Transit Growth Strategy, which includes a third party operational review of conventional and

mobility services. Recommendations from this strategy will be used to inform future budgets.

Fine revenue in the courts is tied both to enforcement and to the economy. The amount of fines levied to the end of July is less than budgeted. As well, fewer people are paying their tickets in a timely manner than when the economy was strong. If the number of fines increases or the economy improves, fine revenue should also increase.

As part of the 2009 budget presentation, staff identified a number of risk items including revenues that are sensitive to interest rates, and revenues that are sensitive to usage patterns or price adjustments. The four areas identified above fall into these categories.

#### Mitigation

The Senior Management Team will continue to regularly monitor the projected revenue shortfalls and adjust their operating budget spending accordingly so that no year end deficit occurs. The Senior Management Team have already implemented some strategies to offset projected variances and may initiate others before year end if required. These have included/may include:

- OPERATING CHANGES (approx \$1.5M)
- Deferring contracted service expenditures
- Managing vacancies to save costs on wages
- Updating the projected operating costs for the east end library branch to match the construction timeline
- Reducing transfers to reserves
- Implementing continuous improvements
  - Fleet acquisitions through a buying group
  - Energy procurement through a consortium of municipalities
  - Employee benefit administration changes with provider
- CAPITAL CHANGES (approx \$1.8M)
- Reducing scope and tax supported funding to capital projects such as:
  - o GG0119 Technology Growth & Software
  - o GG0039 Capital Asset Management
  - WM0042 WRIC Equipment Replacement
  - o RD0204 Dublin: London-Suffolk
  - o RO0432 Guelph Investment Strategy Program
  - o TR0030 Mobility Dispatch System

#### Other Possible Impacts

There are two other items that could have significant impacts on the year end variance. First, the County is projecting a negative variance for social service costs. The City's share is projected to be \$467,000 and has been included in this report. Social service costs could be higher or lower by year end depending on economic conditions.

Second, there is an outstanding legal settlement in favour of the City. If the amount of the settlement is known before the end of the year, this would be a favourable variance for the City.

#### Water and Wastewater Budget

There is a negative variance projected in both Water and Wastewater due to revenue shortfalls. The shortfall in Water represents 1% of expected rate revenue while the shortfall in Wastewater represents 2% of expected rate revenue. Staff will reduce expenditures to mitigate the projected variance.

#### CORPORATE STRATEGIC PLAN

5.3 Open, accountable and transparent conduct of municipal business.

#### FINANCIAL IMPLICATIONS

Where mitigation efforts are not able to offset a negative variance, reserves will be used to fund the deficit.

#### DEPARTMENTAL CONSULTATION

City departments have provided their year end projected variances for this report.

#### **ATTACHMENTS**

1. Operating Budget Variance Summary as at July 31, 2009 – Departmental Summary

"original signed by Ryan Hagey"

**Prepared By:** Ryan Hagey, CGA Supervisor of Budgets "original signed by Sue Aram"

**Recommended By:** 

Sue Aram, CGA Deputy Treasurer

"original signed by Margaret Neubauer"

**Recommended By:** Margaret Neubauer, CA Director of Finance

## Attachment #1 Operating Budget Variance as at July 31, 2009 Departmental Summary

(\$ AMOUNTS IN THOUSANDS)						
Department	Approved 2009 Budget	Net Actual as of July 31, 2009	Net Budget as of July 31, 2009	YEAR TO DATE VARIANCE	Projected Variance at 31-Dec-09 (Brackets indicate a favourable variance)	Comment
TAX SUPPORTED SERVICES						
CITY DEPARTMENTS						
ADMINISTRATION	1,391	738	790	(52)	-	
HUMAN RESOURCES	3,145	1,829	1,823	6	-	
OPERATIONS	17,652	12,226	12,857	(632)	50	A combination of a number of variances.
ENVIRONMENTAL SERVICES	9,919	5,692	5,441	251	775	Negative variance in Wet/Dry revenues due to significantly decreased commodity prices.
COMMUNITY SERVICES	13,726	9,624	9,879	(255)	783	Shortfall in Transit revenue as actual
EMERGENCY SERVICES	19,890	11,432	11,567	(135)	(100)	Positive salary gapping variance due to retirements.
COMMUNITY DESIGN AND DEVELOPMENT SERVICES	4,611	2,649	4,178	(1,529)		Negative variance in Planning Services revenues due to less than anticipated applications
ECONOMIC DEVELOPMENT & TOURISM SERVICES	1,299	730	746	(16)	-	
CORPORATE SERVICES	2,671	1,764	1,701	63	310	Negative variance projected due to a reduction in POA court revenues and unbudgeted costs for the Delhi centre.
INFORMATION SERVICES	5,531	2,752	3,056	(305)	30	Negative variance due to fewer licenses issued and higher than budgeted postage
FINANCE	2,149	1,083	1,196	(113)	-	
GENERAL EXPENSES	2,718	1,500	1,866	(366)	(3,315)	\$3.3M positive variance due to identified mitigation strategies.
GENERAL REVENUES	(170,697)	(163,333)	(165,909)	2,576	950	\$950k negative variance due to poor investment income due to low market rates.
CAPITAL FINANCING	22,776	17,689	17,708	(19)		
SUBTOTAL CITY DEPARTMENTS	(63,218)	(93,626)	(93,101)	(526)	(367)	

## Attachment #1 Operating Budget Variance as at July 31, 2009 Departmental Summary

		(\$ AM	OUNTS IN THOUSAN	DS)		
Department	Approved 2009 Budget	Net Actual as of July 31, 2009	Net Budget as of July 31, 2009	YEAR TO DATE VARIANCE	Projected Variance at 31-Dec-09 (Brackets indicate a favourable variance)	Comment
LOCAL BOARDS						
POLICE	29,080	15,363	16,201	(839)	(100)	Overall positive variance due to position vacancies projected to year end which is based on current assumptions (subject to review/change due to unforseen and/or unknown factors/circumstances).
LIBRARY	6,735	3,886	3,970	(84)	-	
MUSEUM	576	330	396	(65)	-	
SUBTOTAL LOCAL BOARDS	36,391	19,579	20,567	(988)	(100)	
OUTSIDE BOARDS & AGENCIES						
SOCIAL SERVICES	11,790	5,345	2,336	3,009	467	Projected variance by County for Income Services \$120k. Variance of \$347 due to difference in City and County budgets.
SOCIAL HOUSING	12,116	5,422	2,302	3,120	-	
HEALTH UNIT	1,943	1,497	1,457	40	-	
GRANTS & COMMUNITY PROGRAM FEES	606	453	508	(55)	-	
YOUTH SHELTER	372	306	216	90	-	
SUB-TOTAL OUTSIDE BOARDS & AGENCIES	26,828	13,023	6,819	6,204	467	
TOTAL TAX SUPPORTED SERVICES	0	(61,025)	(65,715)	4,690		
USER PAY SERVICES						
WATERWORKS		4,446	2,833	1,613		Revenues tracking below budget.
WASTE WATER		3,857	3,558	298		Revenues tracking below budget.
TOTAL USERPAY SERVICES		8,303	6,392	1,911	600	

# CONSENT REPORT OF THE GOVERNANCE COMMITTEE

September 28, 2009

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

Your Governance Committee beg leave to present their FIFTH CONSENT REPORT as recommended at its meeting of September 14, 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 the following draft documents, as amended, related to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:

- Advisory Committees Policy
- Advisory Committee Resident Appointments Guiding Principles
- Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments – Guiding Principles

AND THAT the policy with respect to the maximum number of years a resident may serve on any particular special purpose body be amended to a maximum number of 8 consecutive years for those who are appointed for the first time to a special purpose body following adoption of this policy.

#### 1)

THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.

All of which is respectfully submitted.

# PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA FOR THE September 14th, 2009 MEETING.

# COMMITTEE REPORT



#### TO Governance Committee

SERVICE AREAInformation ServicesDATESeptember 14, 2009

# SUBJECT Guiding principles for Resident Appointments to Special Purpose Bodies

REPORT NUMBER

## RECOMMENDATION

That the following draft documents relating to special purpose bodies included in the report of the Director of Information Services dated September 14, 2009 be approved:

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies, Boards and Commissions/Committees (ABC's) Resident Appointments-Guiding principles

## BACKGROUND

In order to develop policies for Guelph's special purpose bodies, Information was gathered from various sources.

Existing municipal policies and procedures were reviewed in order to determine best practices for Guelph.

The staff liaisons for all ABC's were contacted to solicit their thoughts regarding the process regarding resident appointments.

The community at large has also been considered in development of the policy and guiding principles. Statistics Canada 2006 data indicates that of the total population of 114,940 people, approximately 18,190 have English as a second language.

The Volunteer Centre of Guelph/Wellington whose diverse membership base has outreach to many diverse communities within the City was consulted. Their membership includes 110 non profit organizations and 15 employers who encourage and promote volunteer opportunities such Immigrant Services Guelph-Wellington, the Guelph Inclusiveness Alliance, the Shelldale centre, and Onward Willow. Information from expert agencies, such as the Maytree Foundation was also referenced. The Maytree foundation "works with civil society organizations, with employers, and with institutions to make them more effective in building strong and prosperous communities."

The benefits of broadening our search criteria to encourage a more diverse composition on our special purpose bodies are many. Diversity can create an atmosphere that prompts diverse thinking, question assumptions and guide reasoning. It gives a voice to segments of society that may not otherwise be represented. It satisfies social needs, and produces outcomes such as a sense of belonging, compliance with rules and regulations, and trust in government (summarized from <u>Maytree Foundation</u> publication- "Diversity Matters").

On July 13 a report came before the Governance committee which included three policies related to resident appointments to special purpose bodies. The Governance committee resolved that the drafts be circulated for comment and that any comments received be considered in the preparation of a final report to come forward to the Governance Committee in September, 2009.

#### REPORT

The policies were circulated to all the staff liaison and contact people of the city's advisory committees, the City's ABC's, and the Guelph Wellington Volunteer Centre. Many responded that they had reviewed the policies and had no further comments. As a result of some questions a few minor housekeeping changes were made.

## CORPORATE STRATEGIC PLAN

This recommendation supports strategic objective 5: A community –focused, responsive and accountable government; specifically, 5.2 a consultative and collaborative approach to community decision making.

## FINANCIAL IMPLICATIONS

Not applicable.

## **DEPARTMENTAL CONSULTATION**

Consultation with staff liaison representatives of City Advisory Committees.

## COMMUNICATIONS

Communications with representatives of the ABC's and the Guelph Wellington Volunteer Centre.

### ATTACHMENTS

- Advisory Committees Policy
- Advisory Committee Resident Appointments- Guiding Principles
- Agencies/Boards Commissions/Committees (ABC's) Resident Appointments-Guiding principles

"original signed by Tina Agnello"

#### Prepared By:

Tina Agnello Deputy Clerk (519) 822 1260 Ex. 2811 tina.agnello@guleph.ca "original signed by Lois Giles"

### **Recommended By:**

Lois Giles Director of Information Services/ City Clerk (519) 822 1260 Ex. 2322 lois.giles@guleph.ca

## **Information Services/Clerks**

Subject:	Advisory Committees Policy
Section:	Information Services
Revision Date:	
Approval Date:	

#### **INDEX:**

- 1) Definitions
- 2) Introduction
- 3) Purpose
- 4) Creation, Amendment or Dissolution
- 5) Committee Administration

Appendix A: Template for Terms of Reference Appendix B: Nominating Panel Interview Guide

## 1) **DEFINITIONS**

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this policy resident also includes and person who owns property in the City of Guelph.

Advisory Committee means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "Ad Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

Agencies, Boards, Commissions/Committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* means the Standing Committee under whose jurisdiction the Advisory committee reports to Council or a sub- group chosen from amongst its membership for the purpose of recommending appointees to Council. This may include reviewing applications and holding interviews.

*Special Purpose Bodies* means Advisory Committees or Agencies, Boards / Committees (ABC's).

Sunset Clause means a clause in the terms of reference which states that the committee has a limited term of office because it has been established for a special purpose and once the mandate of the committee is completed, the committee ceases to exist. This may include an expiration of term of the Committee based on the completion of task or mandate or the resolution of issues for which it was formed.

## 2) INTRODUCTION

Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic to give representation to such interests. They report on a regular basis to the Standing Committee.

These committees can be responsible for making recommendations to Council or the Standing Committees on matters relating to specific subject areas, while in other cases, the committees are aligned with a corporate service area. The advantages of Advisory committees are numerous, and can be briefly summarized as follows:

- Because Advisory committee members aren't directly involved in a service area, they feel free to raise critical questions that may prompt Guelph City Council and staff to re-evaluate traditional outlooks on certain issues.
- Being people with substantial experience themselves, they contribute fresh ideas that often work well.
- Ease the meeting workload of Standing Committees and Council.
- Provide for improved community outreach within their mandated areas.

Effective with the 2010-14 term of Council, members of Council will no longer be appointed to Advisory committees. This avoids placing councillors in the position of being not only the givers and the recipients of advice, but the decision makers as well. The advantages of no longer having councillors serve on Advisory committees include:

- Will not add to the already very heavy workload for councillors.
- Council's focus remains with its important governance role.

The volume of Advisory committees directly impacts the capacity of the governance system overall. The number of meetings currently being held restricts Council's our capacity to deal with new and emerging issues. Before creating new Advisory committees, serious consideration must be given to availability of resources and time in Council's legislative calendar.

Notwithstanding the foregoing, members of Council may attend the meetings of the Advisory committees if they so choose.

## 3) PURPOSE

The purpose of these guiding principles is to support the creation, amendment,

dissolution of Advisory committees, and the framework for Advisory committees authorized by Council and associated with the City.

The City of Guelph acknowledges the value of Advisory committees and the advice they provide to Council. The creation, amendment, dissolution and administration of Advisory committees shall be conducted in a fair and equitable manner and in accordance with applicable legislation or Council-approved procedures.

The principles serve as a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

#### 4) CREATION, AMENDMENT OR DISSOLUTION OF ADVISORY COMMITTEES

#### Procedure for creation of a new committee

- a) When the creation of an Advisory committee is being considered, Council shall take the following into consideration:
  - i. Is the existence of this Advisory committee required by legislation and regulation (Federal/Provincial/Municipal);
  - ii. Is this Advisory committee's mandate relevant;
  - iii. Is this Advisory committee's mandate achievable;
  - iv. Is this Advisory committee's mandate unique;
  - v. Is this Advisory committee's mandate aligned with the corporate strategic plan and/or the priorities plan;
  - vi.Is there another Advisory committee in existence that could deal with the matter;
  - vii) Is the issue of sufficient public Interest, community support or feedback.

The appropriate department shall prepare a staff report which shall include the following:

- a) Link to the City's Strategic Plan, Council Priorities and Departmental work plans.
- b) Financial considerations;
- c) Availability of staff resources;
- d) Impact on other Departments and users;
- e) Proposed Terms of Reference using the Council approved template **(Appendix A).**

After Council has approved the creation of a new Advisory Committee and its terms of reference, the Clerk's division will facilitate the appointment process, in accordance with guiding principles for appointments to Advisory Committees.

#### **Changes to Terms of Reference**

Changes to Terms of Reference of an Advisory Committee requires the approval of

Council.

The following factors may be considered by Council when amending an Advisory committee's term of reference:

- a) Measurement of progress towards original mandate;
- b) Lack of material purpose, function or public interest;
- c) New priorities established by Council;
- d) Changes to legislation;
- e) Advisory committee sunset clause.

Staff will report to the appropriate standing committee on the need to amend the terms of reference for an Advisory Committee, and shall include such information as:

- a) Indication of which factor led to the amendment;
- b) Supporting information;
- c) cause/effect;
- d) cost analysis, and;
- e) resources required.

## **Dissolution of an Advisory Committee**

Dissolution of an Advisory committee may be triggered by one of the following:

- a) Expiration of term;
- b) Completion of task or mandate;
- c) Resolution of issues;
- d) Legislative requirement no longer exists;
- e) Merger with another Advisory committee;
- f) Following a review process by Council.

Regardless of an Advisory committee sunset clause, all Advisory committees created by Council will formally be dissolved by Council resolution.

The following steps will be taken following the dissolution of an Advisory committee:

a) Advisory committee will be designated as inactive;

b) Thank you letters on behalf of Council will be sent to Advisory committee members;

c) Relevant staff members will be informed.

## 5) ADVISORY COMMITTEE ADMINISTRATION

#### Roles

Role of Standing Committee Members:

- To act as Nominating Panel for recommendation of appointments to Council;
- To review applications and conduct interviews as required (with the use of the Interview Guide: **Appendix B**);
- To receive advice and information from the Advisory committee.

Role of Advisory Committee Members:

- To provide needed skill/knowledge areas;
- To provide desired representation of interests in the community.

#### Role of Advisory committee Chair:

- To facilitate and chair the Advisory committee meetings;
- To speak as the official representative of the Advisory committee on Advisory committee approved statements.

#### Role of Staff

A staff liaison required to support a Advisory committee will be assigned by the Director of the relevant Department or by the Chief Administrative Officer:

- To submit an annual report to the Standing Committee and Council
- To submit the annual schedule of meetings for inclusion in the Council information package.
- To submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term
- To provide special skills and expertise required to be listed in the notice for vacancy in the selection of Advisory committee members
- To act as a resource in the selection and interview process, including a briefing.
- To prepare reports to bring Advisory committee decisions forward to Council on behalf of the Advisory committee
- To provide orientation at the first meeting of the Advisory committee and when there is a turnover of a majority of members
- To provide clerical, administrative and/or technical support to the Advisory committee as required including the preparation and distribution of minutes and agendas
- To communicate the Corporate Strategic Plan, Advisory committee related policies and information items, departmental goals and objectives as required
- To provide guidance regarding timelines, workplan initiatives
- To incorporate formal Advisory committee comments and resolutions into Staff Reports where appropriate or where Advisory committee advice has been sought

Staff are not formal members of Advisory committees and have no voting privileges.

Advisory Committees do not have the authority to commit City resources or direct the work of staff.

#### **Rules of Procedure**

The Rules of Procedure for Advisory committees shall be same as Council as set out in the City of Guelph Procedural By-Law.

#### Frequency of Meetings

The meeting frequency will be dictated in the Council approved Terms of Reference.

### Quorum

A quorum of half plus one of the total members of an Advisory committee is required for an Advisory committee meeting.

#### **First Meeting**

At the first meeting of an Advisory committee term the Advisory committee will elect a Chair and Vice-Chair. The Vice-Chair will act in the stead of the Chair, when required, due to the Chair's absence or resignation mid-term. Unless otherwise specified in the Council approved Terms of Reference, the Chair and Vice-Chair will be resident representatives.

Following the election of the chair and vice chair, the staff liaison shall provide an orientation and training session to clarify goals and objectives.

Upon the request of an Advisory committee member, meetings may be scheduled so that they do not conflict with major cultural holidays.

Meetings are to be held in accessible locations.

#### Agenda and Minutes

Advisory committees may meet to discuss matter pertinent to their Council approved Terms of Reference or as referred to the Advisory committee by Council. The Agenda will be developed in conjunction with the staff liaison and Chair of the Advisory committee.

Advisory Committee Agendas and Minutes shall be distributed to the Advisory Committee by the staff liaison and posted on the City website.

Agendas, Minutes and relevant discussion items shall be distributed to all Advisory committee members in advance of the meeting.

#### **Closed Meetings**

All meetings are open to the public unless closed by resolution of the Advisory committee in accordance with the *Municipal Act*, 2001 as amended.

#### **Reporting to Council**

Advisory Committees exist to serve in an advisory capacity to Council. Advisory committee members should not present themselves as spokespersons on behalf of the City.

Advisory Committees will submit an annual report to the standing committee and Council.

The annual report will include:

- 1) An overview of the activities of the Advisory committee during the previous year.
- 2) Where applicable, activities planned for the next year in keeping with the

Advisory committee's mandate.

3) Where applicable, measurement of progress towards mandate.

The staff liaison shall submit a staff review of the mandate and terms of the Advisory committee prior to the end of each Council term.

Council upon receiving the annual reports and term reports may provide direction to the Advisory committee, determine if amendments to the Terms of Reference are required or determining if the Advisory Committee should be dissolved.

#### **Recommendation to Council Re: Forfeited position**

If a resident misses more than three consecutive meetings without a resolution of the Advisory committee allowing such, the appointee will be deemed to have forfeited their Advisory committee position subject to an opportunity for the member to address the Advisory committee in writing regarding their absenteeism. The staff liaison will advise the standing committee as such with a recommendation to the Advisory committee. Council reserves the right to make the final decision regarding ending appointments.

#### Budget

Funding for Advisory committees will be established in the Council-approved Terms of Reference and included in the affiliated department's budget.

## Appendix A

## TEMPLATE FOR TERMS OF REFERENCE

Advisory committee Name:		Type: (see definitions)			
Standing committee to which it reports:					
Sub Committees:					
Date of Formation:				nset Date:	
Staff liaison Position:			De	partment Linkage:	
Applicable Legislation/By-Law					
Total # of Members	Public:		Other (specify):		
Staff resources:					
Meeting Frequency:					
Budget::	Top Expend	litures:			
Describe how this ties into t					
Attractive/Well-functionin				ant/valued Arts Culture & Heritage Identity	
Healthy & Safe Commun	ity	(	Cor	nmunity-focused/responsive/accountable Govn't	
Diverse & Prosperous Ec	conomy	L	Lea	der in conservation/resource protection/enhancement	
Explain:					
Relationship to Council Prioriti	es:				
Frequency of Reporting:					
Mandate:					
Casta/Objectives					
Goals/Objectives:					
Special Skills required for mer	nbers:				
Budget:					
Dudgot.					

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#### Appendix B

## Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

#### **Opening Criteria:**

Provide Committee mandate/goals/objectives

Provide Committee time commitments i.e., date and time of meetings, number of meetingsProvide introduction and outline format of interview(s)

#### **Potential Questions:**

#### 1. Interest

.What about this committee (or Agency/Board/Commission) most interests you?

#### 2. Experience

• What in your past experience and education relates to the work of this committee?

3. Skills - (General) Liaison, Communication, Negotiation, Decision Making

•Give examples of strategies you have used to communicate effectively with people who have different points of view

•Please give us an example of when you have thought outside the box, what were the associated challenges?

How do you go about making important decisions?

#### 4. Skills (specific to the position)

•What skills do you bring to the table?

• Please explain your skills related to ..... ( details to be provided by staff liaison)

#### 5. Problem Solving & Conflict

Give an example of a difficult interaction or conflict you have had and how you dealt with it.
Describe a creative solution that you have developed to solve a problem.
How would you define a good working atmosphere?

#### 6. Potential conflict of interest

Are you, your partner or children:

-currently doing business with, or working as a consultant for the agency or the City?

-have any conflict of interest direct or indirect, in outstanding litigation involving the City?

#### 7. Meeting commitment

• Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)

#### **Closing:**

Solicit questions or additional comments from the candidate
Ask any follow up questions
Provide candidate with a timeline to conclude interviews and make a selection decision

#### **Interview Synopsis:**

## Information Services/Clerks

Subject:	Advisory Committee Guiding Principles	Resident	Appointments-
Section:	Information Services		
Revision Date:			
Approval Date:			

## **INDEX:**

- 1) Definitions
- 2) Introduction
- 3) Purpose
- 4) Appointment of Resident Members

Appendix A: Nominating Panel Interview Guide Appendix B1 & B2: Templates for Applications

## 1) **DEFINITIONS**

Advisory Committee means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

Agencies, Boards, Commissions/Committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

*Nominating Panel* makes recommendations of candidates for appointment to Council. This may include reviewing applications and holding interviews.

*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

Special Purpose Bodies means either Advisory Committees or Agencies, Boards / Committees (ABC's).

## 2) INTRODUCTION

Advisory committees are special purpose bodies established at Council's discretion and provide a means of regular, on-going community input with respect to particular issues and policies. Advisory committees report to a specific Standing Committee and have a relationship with a specific City Department. Advisory Committees enlist persons with special knowledge or interest in a particular topic. Some advisory committees have an on-going function, while others are created to deal with a specific issue and are established for a limited period of time.

## 3) PURPOSE

The purpose of these guiding principles is to support the appointments of residents to committees authorized by Council.

The City of Guelph acknowledges the value of committees and the advice they provide to Council. It provides a guide for Council Members and City staff involved in the process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

## **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the City's decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of City committees.

The benefits of having Resident Appointees to advisory committees are to:

(i) provide a variety of perspectives, reflecting the diversity of the community;(ii) represent stakeholder groups;

- (iii) bring specific skills and expertise that contribute to good governance;
- (iv) represent specific groups of service users; and
- (v) bring external funding, sponsorship, volunteers, or profile to the service.

The objective is that committee members collectively cover the range of required qualifications, with individual members bringing a variety of perspectives, interests, or skills.

It is also recognized that the City is best served by committees that reflect the geographic distribution and diversity of the community that they serve.

#### Open, fair and equitable process

These guiding principles provide a framework aimed at ensuring that the appointment is open, fair and equitable and that the most suitable candidates are selected and appointed as members of City committees.

•" Open" means that clear expectations for each position are identified, and communicated to all associated with the selection process.

• "Fairness" means that there is public recruitment for positions and a commitment to evaluating applicants on merit.

• Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph's commitment to a discrimination-free environment includes the responsibility to remove barriers to the recruitment, selection, and retention of members of all segments of society, including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

#### Variations from these Guiding principles

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

## Applicability

These guiding principles apply only to the appointment of Residents to Advisory Committees.

## 4) APPOINTMENT OF RESIDENT MEMBERS

The Council resolution appointing committee members shall state the name of the appointee, the committee, the term of appointment.

#### **Eligibility and Qualifications**

Persons selected for an appointment must be Residents of at least 18 years of age (unless otherwise specified and approved in the terms of reference).

To remain on the Committee, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

City staff are not eligible to apply for committee appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the Advisory committee.

#### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the Advisory Committee, including any direct or indirect pecuniary interest with the City.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

#### Single appointments

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional committee if it is created for a specific and limited purpose and has a finite term.

#### **Advisory Committee specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for membership on each Advisory Committee shall be established.

It is recognised that the needs of the City are best met when candidates are matched to the Advisory Committees' individual requirements. Upon the recommendation of the staff liaison, the Standing committee under whose jurisdiction the Advisory Committee reports shall approve qualifications relevant to the responsibilities of the Advisory Committee and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications: (a) the ability to perform the duties of the Advisory Committee, including any necessary competencies;

(b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and

(c) skills and knowledge requirements for the positions should not be more specialized than necessary.

#### **Term of appointment**

Unless otherwise legislated or mandated, the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

#### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated or mandated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire simultaneously during the term of appointment. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

#### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

#### Limits on Length of Service

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. An effort should be made to achieve a balance between new members and those with experience serving on the Advisory Committee. Unless otherwise provided for in legislation, the limit on length of service for any resident is 10 consecutive years on the same Advisory Committee for those appointed to the Advisory Committee prior to the adoption of this policy, and 8 consecutive years for those appointed to an Advisory Committee for the first time following adoption of this policy. Exceptions are noted as follows:

(a) When an insufficient number of applications have been received.

(b) If a particular area of expertise is required and there are no other eligible and qualified candidates.

(c) If the Advisory Committee would suffer from a lack of continuity if all or the majority of members are replaced at once.

(d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the advisory committee.

Any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

#### Limits on Service as Chair

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the advisory committee to a maximum of 4 successive years.

## Standing Committee as Nominating Panel

The Standing Committee under whose jurisdiction the Advisory Committee reports to Council will serve as the nominating Panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The decision to recommend appointments to Council shall me made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Committee which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants. The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

### **Stakeholders as Nominating Panels**

Where the terms of reference indicate that the interests of stakeholders are to be represented on a Advisory Committee or to obtain special expertise from a professional or technical organization persons may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate candidates. The nominations shall be forwarded to Council for approval.

#### **Notice of Vacancy**

There are three specific occasions when recruitment occurs.

- 1. Immediately after a Civic Election
- 2. Annually in the third quarter of the year
- 3. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

\*A mid-term vacancy may occur on:

- a) The date a member resigns;;
- b) The date a member no longer meets the eligibility requirements
- c) The date a member is removed by Council;
- d) The date a member is deceased or incapacitated.

#### **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the City's web site for more detailed information on the Advisory Committee.

The notice shall contain the name of the Advisory Committee, approximate number

of meetings per year, usual meeting date/time, a brief description of the Advisory Committee and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

#### **Application Process**

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

Applications shall be kept on file for the term of Council.

With the exception of those applying to be members of the Accessibility Advisory Committee, all applicants must fully complete the standard application form **(Appendix B1)** which may be downloaded from the City website or obtained from ServiceGuelph. As there are legislative requirements regarding the membership composition of the Accessibility Advisory Committee, those applying to be members must complete a form specific to that Advisory Committee **(Appendix B2)** 

#### Incumbents

Incumbents who are eligible and willing to seek reappointment to a Advisory Committee must reapply in the same manner as other applicants.

#### **Multiple Applications**

Applicants applying for more than one ABC or advisory committee may submit the names of multiple Advisory Committees which they wish to serve on one application form.

#### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



### Appendix A

## Nominating Panel INTERVIEW GUIDE

Candidate : Position : Interviewer : Date :

#### **Opening Criteria:**

Provide Committee mandate/goals/objectives

Provide Committee time commitments i.e., date and time of meetings, number of meetings
 Provide introduction and outline format of interview(s)

#### **Potential Questions:**

#### 1. Interest

.What about this committee (or Agency/Board/Commission) most interests you?

#### 2. Experience

• What in your past experience and education relates to the work of this committee?

3. Skills – (General) Liaison, Communication, Negotiation, Decision Making

•Give examples of strategies you have used to communicate effectively with people who have different points of view

•Please give us an example of when you have thought outside the box, what were the associated challenges?

•How do you go about making important decisions?

4. **Skills** (specific to the position)

•What skills do you bring to the table?

• Please explain your skills related to ..... ( details to be provided by staff liaison)

#### **5. Problem Solving & Conflict**

Give an example of a difficult interaction or conflict you have had and how you dealt with it.
Describe a creative solution that you have developed to solve a problem.
How would you define a good working atmosphere?

#### **6.** Potential conflict of interest

Are you, your partner or children:

-currently doing business with, or working as a consultant for the agency or the City? -have any conflict of interest direct or indirect, in outstanding litigation involving the City?

#### 7. Meeting commitment

• Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)

#### **Closing:**

Solicit questions or additional comments from the candidate
Ask any follow up questions
Provide candidate with a timeline to conclude interviews and make a selection decision

#### **Interview Synopsis:**



### APPLICATION TO COUNCIL FOR CONSIDERATION OF APPOINTMENT TO ADVISORY COMMITTEES/BOARDS

Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: guelph.ca

Name:	
Address:	
*Home Tel:	Fax:
*Business Tel: * Please note if the Phone numbers a	Email: are TTY
Advisory Committee(s) or Board(s) To Which Please list order of preference:	h You Are Seeking Appointment
1. 2.	
3.	
Are you currently a member of any other city If so, please list the name and the date of ter	
Please list the reasons for seeking appointm Information you feel may be helpful in consi	
Please list the skills/qualifications/knowledg	e you would bring to the committee position.

Please list prior or current community involvement or experience with the City or otherwise: (past experience is not necessarily a pre-requisite for appointment)
City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.
Have You Served On This Committee Before? YesNoNumber Of Years
Please attach any additional information

#### Signature:

Date:

Please return your completed application to the attention of:

City Clerks Office City Of Guelph 1 Carden Street Guelph, ON N1H 3A1 or: fax to: 519-837-5603 or: email to <u>clerks@guelph.ca</u>

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.

# Appendix B.2 APPLICATION TO CITY COUNCIL FOR APPOINTMENT TO GUELPH ACCESSIBILITY ADVISORY COMMITTEE (AAC)

Name:		
Address:		
*Home Tel:	Fax:	
*Business Tel:	Email:	
*Please note if the Phon	e Numbers are TTY	
	h Disabilities Act requires that at le	
Accessibility Advisory C	Committee be persons with disabilit	ies. This
information will be kept	confidential.	
I am a person with a o	disability	
I am a care-giver for a	a person with a disability	
I am familiar with issu	les facing persons with disabilities	
None of the above, but	ut I am interested in being a member of	of the committee
Are you currently a memb	per of any other City committee/board?	2
If so, please list the name	e and the date of term expiry.	
	r seeking appointment to this Commit be helpful in considering your applicat	

Please list the skills/qualifications/know committee position.	wledge that you w	ould bring to the
<b>COMMITTEE &amp; COMMUNITY EXPER</b> (past experience is not necessarily a p List any past or current involvement w Boards beginning with the most recent	ore-requisite for ap ith Community Ad	
COMMITTEE/ORGANIZATION A.	<u>FROM</u>	<u>T0</u>
В.		
С.		
May we contact any of the above nam Yes No Comment: City Council's Policy Limits Membe		
Maximum Of Ten (10) Years. Have Served On The Committee Ber If yes, Number of Years	•	No
Please attach any additional information of the second sec	ation Date:	
Please return your completed applic	ation to the atten	tion of:
City Clerks Office, City Of Guelph 1 Carden Street Guelph, ON N1H 3A	1	

- or: fax to: 519-837-5603
- or: email to <u>clerks@guelph.ca</u>

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over

If you would like help to complete this form or would like additional

## *information please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269 Applications are due by 4:30 p.m. on the closing date.*

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Information Services/Clerks		
Subject:	Agencies, Boards, Commissions/Committees (ABC's) Resident Appointments-Guiding principles	
Section:	Information Services	
Revision Date:		
Approval Date:		

#### **INDEX:**

- 1) Definitions
- 2) Introduction
- 3) Purpose
- 4) Appointment of Resident Members

*Appendix A: Template for Applications Appendix B: Nominating Panel Interview Guide* 

## 1) **DEFINITIONS**

Advisory Committee means a committee established to provide advice to Council as mandated in the Terms of Reference. They are ongoing and do not have a finite term. Some advisory Committees may be "AD Hoc" which means that they are for a specific purpose and have a mandate with a finite end.

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*Resident* means all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this guiding principle resident also includes and person who owns property in the City of Guelph.

Special Purpose Bodies means Advisory Committees or Agencies, Boards / Committees (ABC's).

## 2) INTRODUCTION

Agencies, boards and commissions/committees (ABC's) are usually established through legislation that mandates the composition whether it is elected members or resident members or both, have responsibility for the management and administration of certain public services, are appointed in whole or in part by Council and have such authority as is delegated to them by the relevant by-laws of Council or by an Act of the provincial or federal government.

## 3) PURPOSE

The purpose of these guiding principles is to support the appointments of residents to ABC's authorized by Council and associated with the City.

The City of Guelph acknowledges the value of resident participation on ABC's and the advice they provide them. It provides a guide for Council Members and City staff involved in the appointment process to ensure consistency, integrity, and fairness in administering the process and provides information about how the City's process works for those who are interested in applying.

#### **Appointment Strategy**

A commitment to community participation and community service is considered an integral part of the decision making process. Part of that commitment can be fulfilled by recruiting and selecting Guelph residents who will provide high calibre direction as members of ABC's.

The benefits of having resident appointees on agencies, boards and commissions are to:

(i) represent the city's interests on the ABC;

(ii) provide a variety of perspectives, reflecting the diversity of the community;(iii)bring specific skills and expertise that contribute to good decision making;(iv)represent specific groups of service users; and

(v) bring external funding, sponsorship, volunteers, or profile to the service.

#### Open, fair and equitable process

These guiding principles provide a framework aimed at ensuring that the appointment process is open, fair and equitable and that the most suitable candidates are selected and appointed as members of the ABC's.

•" Open" means that clear expectations for each position are identified, and communicated to all associated with the selection process.

• "Fairness" means that there is public recruitment for positions and a commitment to evaluating applicants on merit.

• Equity means that practices are consistent with achieving participation that affirms the diversity of our society. Guelph's commitment to a discrimination-free environment includes the responsibility to remove barriers to the recruitment, selection, and retention of members of all segments of society,

including women, youth (ages 18 to 30), aboriginal people, people with disabilities, and racial minorities.

### Variations from these Guiding principles

Variation from these guiding principles should only occur in unusual circumstances and such variation requires the approval of Council.

#### Applicability

These guiding principles apply only to the appointment of Residents to ABC's.

### 4) APPOINTMENT OF RESIDENT MEMBERS to ABC's

The Council resolution appointing residents to ABC's shall state the name of the appointee and the ABC, the term of appointment and the fact that they are appointed at the pleasure of Council.

#### **Eligibility and Qualifications**

Unless otherwise regulated or legislated, persons selected for an appointment must be Guelph residents of at least 18 years of age.

To remain on the ABC, appointees are required to maintain their eligibility and qualifications throughout their term of their appointment.

Where required by law for specific boards, residents must also be Canadian citizens. Under current legislation, Canadian citizenship is required to serve on the Guelph Public Library Board.

City staff are not eligible to apply for ABC appointments. They may attend as resource and participate in discussions at meetings without being members. They shall not have voting rights on the ABC.

#### **Potential Conflicts**

Applicants should consider whether they have a real or perceived conflict of interest with the ABC, including any direct or indirect pecuniary interest.

Disclosure of such potential conflicts does not mean that an applicant is automatically ineligible for an appointment, but the nominating panel may assess potential conflicts in its determination of whether the applicant should be considered further.

#### Single appointments

To encourage the broadest degree of resident involvement, Council shall not appoint any individual to serve concurrently on more than one Advisory Committee or ABC. Council may appoint an individual to serve on an additional ABC if it is created for a specific and limited purpose and has a finite term.

#### **ABC Specific qualifications**

In addition to general eligibility requirements, the specific skills and experience for membership on each ABC may be identified by the ABC.

It is recognised that the needs of the City and the ABC's are best met when candidates are matched to the ABC's individual requirements. Upon the recommendation of the staff liaison or ABC representative, the Standing committee through which the ABC reports shall approve qualifications relevant to the responsibilities of the ABC and make appointments that ensure that the members collectively cover the range of skills and experience required to effectively make decisions.

Resident members are not expected to have the same knowledge as staff .They are expected to add a perspective beyond the staff view.

The following guidelines may be considered in establishing the qualifications: (a) the ability to perform the duties of the ABC, including any necessary competencies;

(b) clear, yet flexible, defining areas of specialization where required, experience, or community service; and

(c) skills and knowledge requirements for the positions should not be more specialized than necessary.

### Term of appointment

Unless otherwise legislated the term of appointment is generally one year on the initial appointment and three, two or one years thereafter in order to coincide with the term of the Council that appoints the members.

### **Staggered Terms**

The full recruitment process is performed only at the beginning of each term of Council and each year thereafter. Unless otherwise legislated, terms will be staggered within the term of Council, in order to maintain continuity of knowledge base so that all resident appointments do not expire in knowledge base or at the beginning of a new board term for corporations. Gradual turnover can be achieved by the Standing Committee ensuring that there is a balance of new members and returning incumbents recommended for each term.

### **Continuation Past End of Council Term**

Despite the term of appointment, all residents are appointed at the pleasure of Council and Council retains the right to replace any appointed member at any time and for any reason.

### Limits on Length of Service

Acknowledging the value of experience and the need for continuity, incumbents who are eligible and willing to seek reappointment, may apply for a subsequent term.

The City recognizes the importance of engaging as many residents as possible and infusing new ideas and perspectives from time to time. An effort should be made to achieve a balance between new members and those with experience serving on the ABC. Unless otherwise legislated, the limit on length of service for any resident is 10 consecutive years on the same ABC for those appointed to the ABC prior to the adoption of this policy and 8 consecutive years for those appointed to the ABC for the first time following adoption of this policy. Exceptions are noted as follows:

(a) When an insufficient number of applications have been received.

(b) If a particular area of expertise is required and there are no other eligible and qualified candidates.

(c) If the ABC would suffer from a lack of continuity if all or the majority of members are replaced at once.

(d) To allow an appointee to serve out their term on the board of a municipal association related to the mandate of the Advisory committee.

Unless otherwise legislated, any recommendation to reappoint an incumbent who has reached his or her sunset date shall identify these special circumstances and recommend a waiver of the limit on length of service.

### Limits on Service as Chair

Unless otherwise legislated, resident appointments shall be limited to serve as chairs of the ABC to a maximum of 4 successive years.

### **Standing Committee as Nominating Panel**

In many cases, the Standing Committee recommending the appointment to Council will serve as the nominating panel to Council. The standing committee may choose a group from amongst its membership for the purpose of holding interviews. The Nominating panel is encouraged to use the "Nominating Guide" attached as **Appendix A**. The staff Liaison will act as a staff resource in the appointment process, including the provision of a briefing to the nominating panel, upon request. In this case the staff liaison may be a staff of the ABC who liaises with the City regarding the City's appointments.

The standing committee will choose the successful candidates from amongst the applications or will meet to choose a short-list and determine if interviews are required. In special circumstances, the standing Committee has the right to invite others to join the recruitment process or appoint a separate recruiting panel for the purpose of the recruitment and short-listing process. The decision to recommend appointments to Council shall me made by members of the standing committee only. Council will consider the recommendations and appoint members.

All applications received by the established deadline will be forwarded to the Nominating Panel which will be responsible for reviewing the applications and recommending appointments. The applicant review process will be completed in camera as the process involves reviewing personal information of the applicants.

The City Clerk will notify all applicants, in writing, of Council's decision and retain all applications on file for a maximum of twelve (12) months from the date of the Council decision.

### Stakeholders and ABC's as Nominating Panels

### Stakeholders

Where the terms of reference indicate that the interests of stakeholders are to be represented on a ABC or to obtain special expertise from a professional or technical organization one or more positions may be nominated by specific interest groups. In that case, the designated special interest/stakeholder group, or professional/technical organization is invited to nominate members. The nominations shall be forwarded to Council for approval.

### ABC's

In a few instances, and as may be noted in the composition of the ABC in the terms of reference, nominations for appointments are made by the ABC itself. Applications are received by the City Clerk and forwarded to the ABC for nomination. Currently the following ABC's nominate the resident appointees for Council approval:

Board of Commissioners of Guelph General Hospital Board of Directors of Guelph Hydro Inc. Board of Trustees of the Elliott Community Downtown Guelph Business Association Guelph Junction Railway Company Directors Macdonald Stewart Art Centre Board of Trustees

Where a stakeholder or an ABC is the nominating panel, the applications will be forwarded to the representative or staff liaison of the ABC, after which the ABC will nominate a candidate(s) for Council to consider as appointee(s) to the ABC.

### Notice of Vacancy

There are three specific occasions when recruitment occurs.

- 4. Immediately after a Civic Election
- 5. Annually in the third quarter of the year
- 6. As vacancies occur throughout the year

For vacancies that occur immediately after a civic election or annual in the third quarter of the year, the notice of vacancy shall occur in the following manner:

- \* Two Notices of vacancy are to be placed one week apart in the City pages
- \* Posting on the City website (also available in large print format)
- \* Posting at Public City Facilities
- \* Announcement by the Mayor at televised Council meeting (timelines permitting)
- \* Communicating vacancies to the Volunteer Centre of Guelph
- \* Posting in City mail outs or newsletters (timelines permitting)
- \* Email distribution lists to any individuals or groups requested to be notified

For vacancies that occur throughout the year\* the vacancy will be filled in the last quarter of each year. In the event of urgency for an appointment (e.g. lack of quorum) the appointment may be made from the list of previous candidates.

\*A mid-term vacancy may occur on:

- e) The date a member resigns;;
- f) The date a member no longer meets the eligibility requirements
- g) The date a member is removed by Council;
- h) The date a member is deceased or incapacitated.

### **Notice Contents**

The notice should describe the position broadly enough to elicit a wide response from qualified applicants and outline the eligibility criteria and key qualifications for the position.

Where applicable, the notice should direct potential applicants to the ABC's web site for more detailed information on the ABC.

The notice shall contain the name of the ABC, approximate number of meetings per year, usual meeting date/time, a brief description of the ABC and any specific skills or expertise required. It shall specify the process for submitting applications, specify a deadline date for receipt of applications, and advise that late applications may not be considered.

All advertisements shall state that the City encourages applications from diverse communities.

### Application Process

Application forms shall be made available at ServiceGuelph, in City Hall and in electronic form on the City's web site, along with the Notice of Vacancy. Applications are to be available in large format.

Applicants may submit their completed application forms electronically.

All applicants must fully complete the standard application form **(Appendix B)** which may be downloaded from the City website or obtained from ServiceGuelph.

Applications shall be kept on file for the term of Council.

### Incumbents

Incumbents who are eligible and willing to seek reappointment to a ABC must reapply in the same manner as other applicants.

### Multiple Applications

Applicants applying for more than one ABC or Advisory committee may submit the names of multiple committees which they wish to serve on one application form.

### **Communication following appointments**

When Council makes an appointment, the City Clerk shall immediately advise all applicants of the status of their applications, thanking all candidates for their interest. All applications shall be acknowledged after Council has made the appointments.



### APPLICATION TO COUNCIL FOR CONSIDERATION OF APPOINTMENT TO ADVISORY COMMITTEES/BOARDS

Please note: If you are applying for the Accessibility Advisory Committee, a different application must be used. Available at ServiceGuelph in City Hall or on our website: guelph.ca

Name:					
Address:					
Hama Tak	Fau				
Home Tel:	Fax:				
Business Tel:	Email:				
Committee(s) or Board(s) To Which You Are Seeking Appointment Please list order of preference:					
1.					
2.					
3.					
Are you currently a member of any other city committee/board? If so, please name and provide date of term expiry.					
Please list the reasons for seeking appointment to this (these) Committee(s) and other pertinent Information you may deem helpful in considering your application.					
Please list the skills or qualifications you wo	ould bring to the committee position				

Please list prior or current community involvement or experience within the City or otherwise: (past experience is not necessarily a pre-requisite for appointment)				
City Council's Policy Limits Membership on A Board Or Committee To A Maximum Of Ten (10) Years. Indicate Below If You Have Served On The Committee Before And If So, For How Many Years.				
Have You Served On This Committee Before? YesNoNumber Of Years				
Please attach any additional information				

### Signature:

Date:

Please return your completed application to the attention of:

City Clerks Office City Of Guelph 1 Carden Street Guelph, ON N1H 3A1 or: fax to: 519-837-5603 or: email to <u>clerks@guelph.ca</u>

In order to be eligible for appointment, you must be a resident of Guelph, 18 years of age or over.

If you would require assistance to complete this form or would like additional information, please contact the City Clerk's Office at phone: (519) 837-5603; fax: (519) 763-1269

Applications are due by 4:30 p.m. on the closing date.

Personal information, as defined by Section 2(i) of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information on this form will be used to assess the candidates qualifications for appointment to one of the City's various committees or boards. Personal information may form part of meeting agendas and minutes, and therefore may be made available to members of the public at the meetings, through requests, and through the website of the Corporation of the City of Guelph. Questions regarding the collection, use, and disclosure of this personal information may be directed to the Information, Privacy and Records Coordinator, City Clerk's Office, 1 Carden Street, Guelph, Ontario, N1H 3A1. The Nominating Panel reserves the right to check references and verify information contained on these forms.



### **Appendix B**

### Nominating Panel INTERVIEW GUIDE

Candidate :	
Position :	
Interviewer :	
Date :	

### **Opening Criteria:**

Provide Committee mandate/goals/objectives

Provide Committee time commitments i.e., date and time of meetings, number of meetings
Provide introduction and outline format of interview(s)

### **Potential Questions:**

### 1. Interest

.What about this committee (or Agency/Board/Commission) most interests you?

#### 2. Experience

• What in your past experience and education relates to the work of this committee?

3. Skills – (General) Liaison, Communication, Negotiation, Decision Making

•Give examples of strategies you have used to communicate effectively with people who have different points of view

•Please give us an example of when you have thought outside the box, what were the associated challenges?

•How do you go about making important decisions?

4. Skills (specific to the position)

•What skills do you bring to the table?

• Please explain your skills related to ...... (details to be provided by staff liaison)

#### 5. Problem Solving & Conflict

Give an example of a difficult interaction or conflict you have had and how you dealt with it.
Describe a creative solution that you have developed to solve a problem.
How would you define a good working atmosphere?

#### 6. Potential conflict of interest

Are you, your partner or children:

-currently doing business with, or working as a consultant for the agency or the City?

-have any conflict of interest direct or indirect, in outstanding litigation involving the City?

#### 7. Meeting commitment

• Are you able to attend meetings on .....(state the time dates and locations as per the Notice of vacancy ;the staff liaison may provide additional information)

#### **Closing:**

Solicit questions or additional comments from the candidate
Ask any follow up questions
Provide candidate with a timeline to conclude interviews and make a selection decision

#### **Interview Synopsis:**

# COMMITTEE REPORT



### Governance Committee

SERVICE AREAInformation ServicesDATESeptember 14, 2009

SUBJECT REPORT NUMBER

TO

**Integrity Commissioner** 

### RECOMMENDATION

THAT staff prepare a budget package for contracting the services of an Integrity Commissioner for consideration during the 2010 operating budget deliberations.

### BACKGROUND

Among the Municipal Act's various accountability and transparency provisions is the discretionary power of a municipal council to appoint an Integrity Commissioner. This position would report to council and is responsible for performing in an independent manner the functions assigned by the municipality regarding the application of the code of conduct for members of council and the code of conduct for members of council and the code of conduct for members of local boards. In addition, an Integrity Commissioner may be assigned functions related to the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and local boards. All reports from the Integrity Commissioner with respect to the investigation of complaints are required to be made public, and may include recommendations for penalties to be imposed.

In 2008, Council determined that it would not take any action to appoint an Integrity Commissioner, as well as the other discretionary positions provided for in the Municipal Act (*Ombudsman, Auditor General, Lobbyist Registrar*). Council did agree to review the need for these discretionary appointments prior to the end of the current term of Council.

In 2008, Council adopted a Code of Conduct, and requested that staff develop a process for responding to a complaint that a contravention of the Code of Conduct may have occurred. A procedure was drafted, however the Governance Committee referred the matter back to staff to include provisions relating to the use of an external independent resource to investigate complaints.

### REPORT

In light of the Committee's interest in having independent investigations of complaints of contraventions of the Code of Conduct, staff have contacted other municipalities for information on how they conduct their investigations. From the

information that is available to us, the municipalities appear to take three different approaches:

- Appoint an Integrity Commissioner and make provision for procedures for investigations under the Code of Conduct.
- Assign responsibility to a member of senior management and/or the head of council to conduct investigations under the Code of Conduct.
- Make no provision for investigations.

Staff have not found examples of where a municipality has simply used an independent investigator to conduct investigations without appointing that person as an Integrity Commissioner. This may be due to the fact that an independent investigator would not have the powers that are available to an Integrity Commissioner under the legislation, including:

- right of free access to all records of a municipality, a Council or a local board that the Commissioner believes is necessary to investigate an inquiry; and
- ability to elect to exercise the powers of a commission under Parts I and II of the *Public Inquiries Act*, such as the power to summon witnesses, power to administer oaths and require evidence under oath.

In most cases, the individuals appointed by Ontario municipalities have a background in law, either through its practice, or through law enforcement. Recent recruitments for Integrity Commissioners call for candidates to have broad knowledge in the areas of current municipal law, municipal conflict of interest matters, and other administrative law, as well as expertise in investigative techniques and conducting inquiries.

Budgets vary widely depending on whether the position is considered to be full time, and whether the position is also required to provide advice or education to members of Council. At the high end, Toronto budgets approximately \$200,000 annually for the Office of the Integrity Commissioner to cover salary, benefits and clerical support. In addition to conducting investigations, Toronto requires their Integrity Commissioner to:

- Provide written and oral advice to individual members of Council and local boards on:
  - the Code of Conduct and other by-laws, policies and protocols governing ethical behaviour;
  - the Municipal Conflict of Interest Act; and
  - City statutes, by-laws, policies and protocols regulating conduct.
- To provide outreach programs to members of Council, their staff, members of local boards, and City staff on issues of ethics and integrity including relevant statutes, codes of conduct, City by-laws, policies, protocols and office procedures.

On a lesser scale, the City of Kitchener has recently appointed a lawyer specializing

in ethics as its Integrity Commissioner to conduct investigations only. This individual is on retainer to the City at a cost of \$2,000 per year with additional costs to be charged at the rate of \$150/hr plus expenses on an as-needed hourly or daily basis for conducting investigations.

The experience of the municipalities contacted in the investigation of complaints since 2007 has varied:

Municipality	# of Formal Complaints
Hamilton	2
Kitchener	0
Oakville	0
Toronto	17
Vaughan	2
Windsor	7

During discussions with other municipalities contacted, staff were advised that the number of appointed Integrity Commissioners in Ontario has actually gone down in the past year. This may be partially due to the low number of complaints that have been filed.

If it is the wish of Council that the complaint process be handled independently, it is recommended that as part of the 2010 budget deliberations, a package be prepared for contracting the services of an Integrity Commissioner to conduct investigations of contraventions of the Code of Conduct.

### **CORPORATE STRATEGIC PLAN**

This recommendation supports Goal 5 of the Strategic Plan to have a communityfocused, responsive and accountable government.

### FINANCIAL IMPLICATIONS

\$6,800 - 2010 Operating Budget (if approved)

### **DEPARTMENTAL CONSULTATION**

Corporate Services

### ATTACHMENTS

S. 223.2 and 223.3 of the Municipal Act

### Recommended By:

Lois A. Giles, Director of Information Services/Clerk. (519) 822-1260, x 2232 <u>lois.giles@guelph.ca</u>

### Code of conduct

**223.2** (1) Without limiting sections 9, 10 and 11, those sections authorize the municipality to establish codes of conduct for members of the council of the municipality and of local boards of the municipality. 2006, c. 32, Sched. A, s. 98.

### No offence

(2) A by-law cannot provide that a member who contravenes a code of conduct is guilty of an offence. 2006, c. 32, Sched. A, s. 98.

### **Integrity Commissioner**

**223.3** (1) Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

- (a) the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them;
- (b) the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards or of either of them; or
- (c) both of clauses (a) and (b). 2006, c. 32, Sched. A, s. 98.

### Powers and duties

(2) Subject to this Part, in carrying out the responsibilities described in subsection (1), the Commissioner may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality. 2006, c. 32, Sched. A, s. 98.

### Delegation

(3) The Commissioner may delegate in writing to any person, other than a member of council, any of the Commissioner's powers and duties under this Part. 2006, c. 32, Sched. A, s. 98.

### Same

(4) The Commissioner may continue to exercise the delegated powers and duties, despite the delegation. 2006, c. 32, Sched. A, s. 98.

### Status

(5) The Commissioner is not required to be a municipal employee. 2006, c. 32, Sched. A, s. 98.

### **Inquiry by Commissioner**

**223.4** (1) This section applies if the Commissioner conducts an inquiry under this Part,

- (a) in respect of a request made by council, a member of council or a member of the public about whether a member of council or of a local board has contravened the code of conduct applicable to the member; or
- (b) in respect of a request made by a local board or a member of a local board about whether a member of the local board has contravened the code of conduct applicable to the member. 2006, c. 32, Sched. A, s. 98.

### **Powers on inquiry**

(2) The Commissioner may elect to exercise the powers of a commission under Parts I and II of the *Public Inquiries Act*, in which case those Parts apply to the inquiry as if it were an inquiry under that Act. 2006, c. 32, Sched. A, s. 98.

### Information

(3) The municipality and its local boards shall give the Commissioner such

information as the Commissioner believes to be necessary for an inquiry. 2006, c. 32, Sched. A, s. 98.

### Same

(4) The Commissioner is entitled to have free access to all books, accounts, financial records, electronic data processing records, reports, files and all other papers, things or property belonging to or used by the municipality or a local board that the Commissioner believes to be necessary for an inquiry. 2006, c. 32, Sched. A, s. 98.

### Penalties

(5) The municipality may impose either of the following penalties on a member of council or of a local board if the Commissioner reports to the municipality that, in his or her opinion, the member has contravened the code of conduct:

- 1. A reprimand.
- 2. Suspension of the remuneration paid to the member in respect of his or her services as a member of council or of the local board, as the case may be, for a period of up to 90 days. 2006, c. 32, Sched. A, s. 98.

### Same

(6) The local board may impose either of the penalties described in subsection (5) on its member if the Commissioner reports to the board that, in his or her opinion, the member has contravened the code of conduct, and if the municipality has not imposed a penalty on the member under subsection (5) in respect of the same contravention. 2006, c. 32, Sched. A, s. 98.

### **Duty of confidentiality**

**223.5** (1) The Commissioner and every person acting under the instructions of the Commissioner shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of his or her duties under this Part. 2006, c. 32, Sched. A, s. 98.

### Exception

(2) Despite subsection (1), information may be disclosed in a criminal proceeding as required by law or otherwise in accordance with this Part. 2006, c. 32, Sched. A, s. 98.

### Section prevails

(3) This section prevails over the *Municipal Freedom of Information and Protection of Privacy Act.* 2006, c. 32, Sched. A, s. 98.

### Report to council

**223.6** (1) If the Commissioner provides a periodic report to the municipality on his or her activities, the Commissioner may summarize advice he or she has given but shall not disclose confidential information that could identify a person concerned. 2006, c. 32, Sched. A, s. 98.

### Report about conduct

(2) If the Commissioner reports to the municipality or to a local board his or her opinion about whether a member of council or of the local board has contravened the applicable code of conduct, the Commissioner may disclose in the report such matters as in the Commissioner's opinion are necessary for the purposes of the report. 2006, c. 32, Sched. A, s. 98.

### **Publication of reports**

(3) The municipality and each local board shall ensure that reports received from the Commissioner by the municipality or by the board, as the case may be, are made available to the public. 2006, c. 32, Sched. A, s. 98.

### Testimony

**223.7** Neither the Commissioner nor any person acting under the instructions of the

Commissioner is a competent or compellable witness in a civil proceeding in connection with anything done this Part. 2006, c. 32, Sched. A, s. 98.

### **Reference to appropriate authorities**

**223.8** If the Commissioner, when conducting an inquiry, determines that there are reasonable grounds to believe that there has been a contravention of any other Act or of the *Criminal Code* (Canada), the Commissioner shall immediately refer the matter to the appropriate authorities and suspend the inquiry until any resulting police investigation and charge have been finally disposed of, and shall report the suspension to council. 2006, c. 32, Sched. A, s. 98.

### CONSENT REPORT OF THE LAND AMBULANCE COMMITTEE

September 28, 2009

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

Your Land Ambulance Committee beg leave to present their FIRST CONSENT REPORT as recommended at its meeting of September 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 the Finance, Administration & Corporate Services Committee will be approved in one resolution.

### 1)

THAT the Land Ambulance Committee Mandate and Charter, as amended, attached as Appendix 1 be approved.

### 2) Land Ambulance Service – Balancing Coverage

THAT the report regarding Land Ambulance Service – Balancing Coverage dated September 9, 2009 be received;

AND THAT Wellington County Fire Services continue to receive funding for medical supplies and equipment as necessary to support tiered fire department responses to medical emergencies as part of an overall emergency 1<sup>st</sup> responder program;

AND THAT the Ontario Association of Fire Chiefs and the Ontario Professional Firefighters Association Discussion Paper, Saving Life in 6.0 Minutes or Less by utilizing the efficiencies of the Ontario Fire Service be received for information;

AND THAT staff be instructed to contact the Ministry of Health and Long Term Care, (MOHLTC), and request that the Central Ambulance Communications Centre dispatch EMS and Fire life saving resources simultaneously in order to improve response times to the patient;

AND THAT Guelph Wellington Emergency Medical Service and County Fire medical response times are reported to the Land Ambulance Committee on a quarterly basis commencing October 1, 2009.

AND THAT the request for an ambulance in Erin be referred to the City of Guelph 2010 budget process.

All of which is respectfully submitted.

Councillor Leanne Piper, Chair Land Ambulance Committee

PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE AGENDA September 9, 2009 MEETING.

### **Committee Mandate and Charter**

Land Ambulance

### A. Mandate for the Land Ambulance Committee

### 1. Mandate

The Committee's Mandate defines its core areas of management and responsibility.

Established by Procedural Bylaw (1996) 15200 for Standing Committees, it is the mandate of the Land Ambulance Committee to ensure that appropriate policies, principles and procedures are established to guide and enhance:

- I. To ensure that land ambulance services are provided as effectively and efficiently as possible within the City of Guelph and County of Wellington, in line with the basic principles established by the Province of Ontario, which include:
  - a. Accessibility
  - b. Integration
  - c. Seamlessness
  - d. Accountability
  - e. Responsiveness
- II. To deal with policy and significant operational matters, and make recommendations to Guelph City Council on same.
- III. To receive updates and presentations on financial matters, including variance reports, operating and capital budgets.

### 2. Composition of the Committee

- I. The Committee is comprised of three members of Guelph City Council and the Mayor, and three members of Wellington County Council and the Warden.
- II. Chairing of the Land Ambulance Committee will alternate between the City and the County on an annual basis.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### B. Committee Charter

The Committee's Charter outlines how the committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

### I. Operating Principles

All Committee work will be carried out in accordance with provisions of the Municipal Act and the Committee shall fulfill its responsibilities within the context of the following principles:

### i. Committee Values

The City Council's Code of Conduct, transparency and accountability will guide Committee efforts and promote interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met. The Council-endorsed corporate values of wellness, integrity and excellence will also be observed. Committee members from the County will observe and be governed by their respective values.

### ii. Communications

The Committee Chair will act as the primary spokesperson for any inquiries.

### iii. Meeting Agenda

The Director of Emergency Services will consult with the Chair of the Committee in preparing committee agendas.

### iv. Notice of Meetings

Public notice of all committee meetings will be provided on the City's electronic general calendar at least 72 hours prior to a meeting; by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting.

It is recognized that some items consistent with Section 239 in the Municipal Act may require a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

### v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

Any discussions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges.

All pertinent information will be shared with all Committee members in advance of meetings. This can include, but not be limited to, meeting minutes, any supplemental information, public input, media requests etc.

### vi. Reporting to City Council

The Committee will report to City Council with recommendations for approval.

### II. Responsibilities and Duties

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members include:

### Committee:

- 1. To make recommendations for the consideration of Guelph City Council with respect to land ambulance matters.
- 2. To receive statistical and financial reports regarding land ambulance service.
- 3. To annually review the governance and accountability framework.

### Committee and Council Effectiveness

<u>Chair:</u>

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate;
- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

### Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the committee's time;
- To attend meetings and participate fully in all committee work;
- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

### III. Operating Procedures

- i. The Committee shall meet on the second Wednesday of each month at 12 noon.
- ii. A quorum shall be a majority of the whole committee (5).
- iii. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
- iv. The Chair of the Committee shall establish regular meeting dates and be responsible for calling the meetings.

- v. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.
- vi. The Chair, may at their discretion, exercise their right to vote at any time.
- vii. The location of the meetings shall alternate between City and County facilities as necessary.

# COMMITTEE REPORT



### TO Land Ambulance Committee

SERVICE AREAEmergency ServicesDATESeptember 9, 2009

SUBJECTLand Ambulance Service - Balancing CoverageREPORT NUMBER

### RECOMMENDATION

"THAT the report regarding Land Ambulance Service – Balancing Coverage dated September 09. 2009 be received,

AND THAT Wellington County Fire Services continue to receive funding for medical supplies and equipment as necessary to support tiered fire department responses to medical emergencies as part of an overall emergency 1<sup>st</sup> responder program,

AND THAT the Ontario Association of Fire Chiefs and the Ontario Professional Firefighters Association Discussion Paper, Saving a Life in 6.0 Minutes or Less by utilizing the efficiencies of the Ontario Fire Service be received for information,

AND THAT staff be instructed to contact the Ministry of Health and Long Term Care, MOHLTC, and request that the Central Ambulance Communications Centre dispatch EMS and Fire life saving resources simultaneously in order to improve response times to the patient,

AND THAT Guelph Wellington Emergency Medical Service and County Fire medical response times are reported to the Land Ambulance Committee on a quarterly basis commencing October 1, 2009."

### BACKGROUND

On February 11, 2009 a report was presented to the Land ambulance Committee titled, "Beyond the Transition of Royal City Ambulance Service to Guelph wellington Emergency Medical Service." Staff committed to return with a business case detailing incremental service adjustments during peak service demand periods.

There is no identified source of funding in the 2009 Land Ambulance operating budget, for the annual expanded service staffing cost of **\$425,583.25**. In addition one additional ambulance with equipment would be required at a cost of approximately **\$175,000** 

EMS staff has investigated opportunities to shift existing ambulance coverage to improve ambulance service times. It was determined that any adjustments to existing ambulance coverage would negatively impact service times in areas with a higher service demands. Attachment # 2 - Identifies ambulance call volumes in existing coverage areas including the Town of Erin.

### REPORT

In 1996 the Ministry of Health and Long term Care, (MOHLTC) legislated response times for Guelph and Wellington County at 14 minutes, 55 seconds. This means that ninety times out of one hundred an ambulance must arrive within this time or better. This is known as the 90<sup>th</sup> percentile response time standard.

By the end of 2008 the actual 90<sup>th</sup> percentile response time achieved for the County of Wellington and the City of Guelph was 12 minutes:51 seconds. This time is 2 minutes and 4 seconds better than the legislated standard of 14 minutes, 55 seconds set in 1996. This response time improvement is a worthy achievement considering growth and development of the area since 1996. In addition, demands for services have increased, on average, over the last seven years, by 8 percent each year.

90<sup>th</sup> percentile response times for all areas of Guelph and Wellington County are consolidated to form the overall 90<sup>th</sup> percentile rating of 12 minutes, 51 seconds.

In 2008, Royal City Ambulance reported a call volume of 47,262 responses. While not all of the 47,262 responses were immediate emergencies, ninety percent (90%) of the urgent and emergent calls were responded to in 12 minutes 51 seconds or less.

The Central Ambulance Communication Centre, (CACC) positions ambulances to provide seamless ambulance coverage for several ambulance services. Paramedics are positioned by the CACC in order to provide a timely, seamless response to a majority of the areas in the event of a medical emergency. This often requires that Guelph Wellington Emergency Medical Service, (GWEMS) and neighbouring ambulance services work together to provide standby and response coverage in support of each other. Seamless coverage is mandated as a principle for the delivery of land ambulance services.

In some areas serviced by Guelph Wellington Emergency Medical Service (GWEMS), the demands for services are lower and as a result, response times can be longer than higher call demand areas. This is because land ambulances are positioned where demands are highest. Resources are often placed between areas in the event a call is received to a lower service demand area. This is known as a code 8 or request for "standby". A standby is considered by the CACC as an urgent request.

### **Tiered Response Agreements with Wellington County Fire Services**

In order to ensure life saving care is available to all residents, ambulance services across the Province have entered into "tiered response agreements" with fire services. The agreement provides for Firefighter 1<sup>st</sup> responder medical care to patients as required, in advance of responding Paramedics.

Currently, fire services within Wellington County participate and provide 1<sup>st</sup> responder medical care and are activated through local tiered response agreements. Attachment #3 is an example of a Tiered Response Agreement used in Wellington County.

Wellington County Fire Departments are equipped with trained Firefighters providing early intervention, support and emergency care to stabilize a patient's condition and make the surrounding environment safe. Fire Services across the County carry cardiac equipment, oxygen and trauma kits.

Wellington County Fire Services receive financial support from the Land Ambulance Operating Budget covering the replacement of all medical supplies used in the course of their duties.

It is not the practice of the Central Ambulance Communication Centre, CACC to dispatch fire services to medical emergencies. The CACC will contact fire dispatch centres and request the attendance of fire services to a tiered medical emergency response if a tiered response agreement is in place with the responding service.

First priority for the CACC is to ensure that ambulances are activated for a timely response across many coverage areas. This often means that requesting a tiered fire department response from a fire dispatch centre is often delayed. This is due to pressures placed on busy Ambulance Communicators who are actively processing several emergencies. This often means that fire services are notified to respond minutes later and arrive after ambulances are already on scene. This adds no immediate value to the patient who requires life saving medical attention.

Attachment # 4 is a discussion paper prepared in November 2008, identifying the benefits of utilizing Ontario fire services in support of land ambulance services across the Province. The Discussion Paper recognizes the benefits of simultaneous dispatching of EMS and Fire to a medical emergency.

### Percentile Response Time

The December 2008 land ambulance 90<sup>th</sup> percentile time for the Erin area was 23 minutes and 23 seconds. That is, 90% of the time ambulances arrive to the location in 23 minutes and 23 seconds or less. This response time is added into the overall 90<sup>th</sup> percentile response time of 12 minutes - 51 seconds for Guelph and Wellington County.

Additional peak period coverage for the Erin area may reduce the current 23 minutes and 23 second response time by 2 minutes 30 seconds or roughly 10

percent.

The Town of Erin Fire Department responds to medical emergencies as part of a Tiered Response Agreement. The overall Fire Department response time, (pager activation to on scene time) to a medical emergency is 10 minutes 30 seconds. The travel time of the Erin Fire Department to medical emergencies is 5 minutes, 32 seconds. This is well below the combined 90<sup>th</sup> percentile time of 12:51 seconds for Guelph and Wellington. This provides life saving care over 12 minutes sooner and would assist patient care until the Ambulance arrives.

### Simultaneous Dispatching of Fire Services with Land Ambulances

Critical minutes can be shaved from response times when Fire Services are activated appropriately by the Central Ambulance Communication Centre, CACC. This ensures life saving care is made available to the patient from existing Fire Service resources. Across the Province the average response time for fire services is 6 minutes, while the average provincial response times for ambulance is roughly 13 minutes.

Fire Departments are located within communities and trained to provide timely life saving services to many types of emergencies. Additional minutes are saved when fire services are utilized to provide life saving medical attention as quickly as possible. This can occur if Fire services are dispatched without delay by the Ambulance Communications Centre.

### **Impacts on Ambulance Response Times**

In some situations within the County of Wellington the Fire Department is being notified to assist with a medical emergency 7 minutes after an Ambulance has been dispatched.

This is not a situation unique to the County of Wellington, this is problem is occurring across the Province. Additional ambulances and peak service adjustments will assist but will not reduce ambulance response times as significantly as utililizing Fire Services to assist through Tiered Responses. The continued assistance of County Fire Services for Tiered Medical Responses when activated simultaneously will ensure improved response times, utilize existing resources more effectively and efficiently and optimize the use of available resources.

If Emergency Services continue to build on local Tiered Responses then significant improvements to response times will result. This will ultimately benefit the patient in need of care. Attachment # 5 identifies the benefits to having improved communication methods for activating life saving resources.

The efficient activation, support and continued use of the Fire Services for medical emergencies would provide average response times of less than 10 minutes. This utilization of fire services would ultimately support and improve the overall care to residents within the Town of Erin and Eastern portions of the County.

### 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 – Peak Service Expansion - Erin Area**

Capital Costs	i.	Co	st/Unit Ur	nits Unit	- 71	Fotal Cost	Notes
Ambulance			175,000.00			am	ully equipped bulance
Subtotal Capit Staff Costs Costs	al Wage/Hour	Hours	Wages	Benefit %	1/5 Benefits	,000.00 Total Cost	Notes
Paramedics Paramedic Uniforms	35.48	8,760.00	310,804.80	26.0%	80,809.25	391,614.05 3,200.00	5 4 FTEs 4 uniforms x \$800
Administrative Support	22.00	1,110.00	24,420.00	26.0%	6,349.20	30,769.20	1 PTE
Subtotal Staff Costs						425,583.25	i -

There is no provision in the 2009 operating budget for this enhancement. Any mid year approval would cause a negative budget variance.

### **DEPARTMENTAL CONSULTATION**

Finance assisted in the estimate of staffing and capital costs. More qualitative and quantitative information will be required for 2010 budget deliberations. Guelph Wellington Emergency Medical Service prepared response time statistics and coverage areas.

### COMMUNICATIONS

### ATTACHMENTS

Attachment # 1 identifying costs peak service adjustments for the Town of Erin and

eastern portions of Wellington County – (See Financial Implications Section)

Attachment # 2 - Identifies ambulance call volumes in existing coverage areas including the Town of Erin.

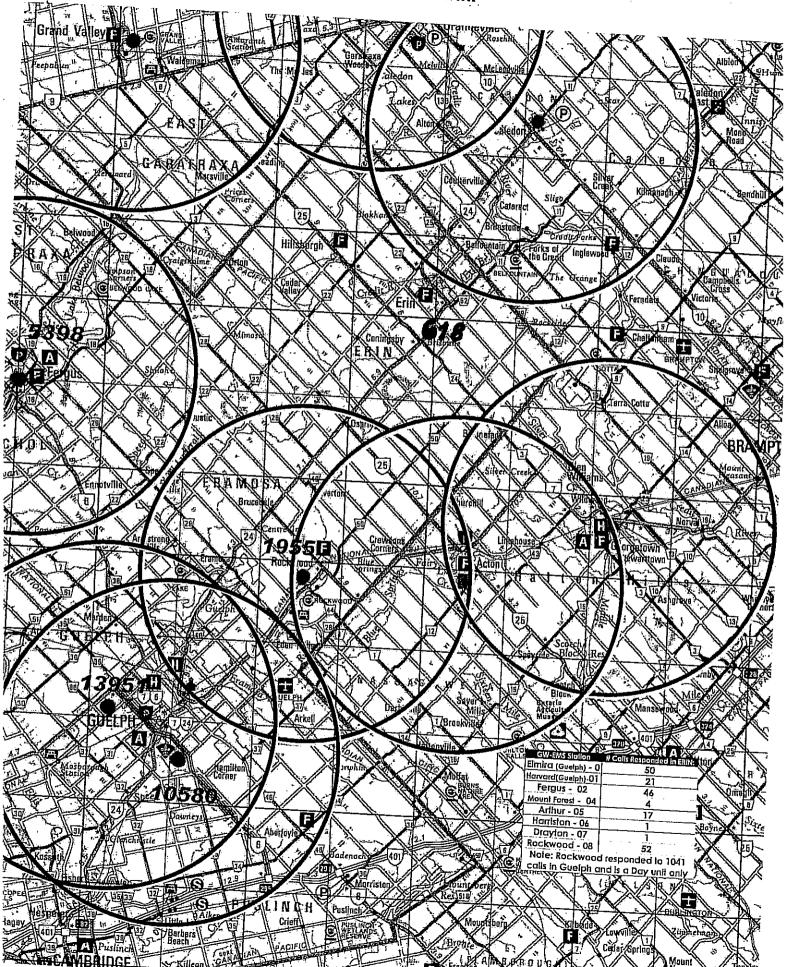
Attachment #3 is an example of a Tiered Response Agreement used in Wellington County.

Attachment # 4 is a discussion paper prepared in November 2008, identifying the benefits of utilizing Ontario fire services in support of land ambulance services across the Province.

Attachment # 5 identifies the benefits to having improved communication methods for activating life saving resources.

**Prepared By:** K. Shawn Armstrong Director, Emergency Services, 519-822-1260, 2125 Shawn.armstrong@guelph.ca **Recommended By:** K. Shawn Armstrong

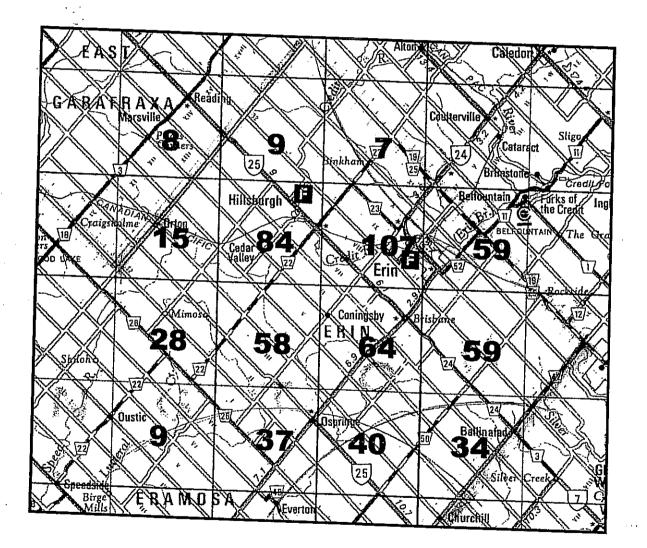




Attachment # 2 - Identifies ambulance call volumes in existing coverage areas including the Town of Erin.







Data Source: MOHLTC ADDAS Code 3 and 4 Response: Valid T4 Tier 737 All Services 6/1/2009

# Attachment #3 is an example of a Tiered Response Agreement used

# Letter of Agreement for the Activation of Tiered Response

The Guelph Eramosa Fire Department agrees to respond to the following medical emergencies within the County of Wellington, when tiered by Cambridge Central Ambulance Communications Centre on behalf of Guelph Wellington Emergency Medical Service:

### Tiered Response Criteria:

- 1. Breathing Problems Code 4 only
- 2. Chest Pain / Heart Problem
- 3. Choking
- 4. CVA/ Stroke Code 4 only
- 5. Farm and Industrial Accidents
- 6. Motor Vehicle Collisions Code 4 only
- 7. Trauma Penetrating/ Wound 8. Unconscious
- 9. Unknown

10. Vital Signs Absent/ Cardiac Arrest

a. Cambridge Central Ambulance Communications Centre will tier Guelph Eramosa Fire Department within sixty (60) seconds of committing the call to the CACC System for all call types identified above.

b. Cambridge CACC will not tier Guelph Eramosa Fire Department to Nursing Homes, Medical Clinics, Medical Facilities or Retirement Homes where there is a Medical Doctor (MD), Registered Nurse (RN) or Registered Practical Nurse (RPN) on scene with access

Exception: All Vital Sign Absent calls will be tiered regardless if there is a MD, RN or

- c. This agreement acknowledges that fire emergencies take precedence over requests for tiered response, but the Guelph Eramosa Fire Department will respond to the call types identified above if not already engaged and having acknowledged acceptance of the
- d. During emergencies declared under Wellington County or local municipal Emergency Response Plan, the emergency takes precedence and this Letter of Agreement may be
- e. In the event of a conflict or the need to clarify issues arising from this agreement, the parties agree that they will first attempt to resolve such issues at an operational level. Failing which and for any other purposes regarding this Letter of Agreement, the following individuals shall be the contacts for formal resolution:

Contact for EMS: Sandy Smith Chief EMS, GW-EMS

Contact for Fire: Lyle Quan Deputy Fire Chief, Guelph Eramosa FD

f. This agreement shall commence on the date signed by both parties and continue on an annual basis, renewed automatically unless terminated in writing effective thirty (30) days

For Guelph Eramosa Fire Department:

### Memorandum of Understanding – Notification of Fire for Assistance

- 1. Cambridge Central Ambulance Communications Centre notifies allied agencies for assistance on behalf of Guelph Wellington Emergency Medical Service.
- 2. Regardless of whether a Tiered Response Agreement is in operation, Cambridge Central Ambulance Communications Centre is mandated to notify Guelph Eramosa Fire Department, when time permits of the following incidents:
  - a. When extrication or rescue of patients is required;
  - b. Calls involving structural hazards;
  - c. Any situation that a fire service would normally attend, but the call originator is other than the fire service (e.g., motor vehicle collision with fuel leak, wires down, construction accident, etc);
  - d. Environmental/ hazardous materials emergencies (e.g. nuclear, biological, chemical releases);
  - e. Report of an Mass Casualty Incident or disaster;
  - f. As requested from a scene by Ambulance Crews.
- 3. It is at the discretion of Guelph Eramosa Fire Department as to whether they will respond to the notification for assistance.
- 4. In the event of a conflict or the need to clarify issues arising from this Memorandum of Understanding, the parties agree that they will first attempt to resolve such issues at an operational level. Failing which and for any other purposes regarding this Memorandum of Understanding, the following individuals shall be the contacts for formal resolution:

Contact for EMS: Sandy Smith Chief EMS, GW-EMS

Contact for Fire Department: Lyle Quan Deputy Fire Chief, Guelph Eramosa FD

For Guelph Eramosa Fire Department:

Lyle Quan Deputy Fire Chief, Guelph Eramosa FD

Date

For Guelph Wellington Emergency Medical Service:

Sandy Smith Chief EMS, GW-EMS

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Date

Attachment # 4 is a discussion paper prepared in November 2008, identifying the benefits of utilizing Ontario fire services in support of land ambulance services across the Province.

# **Ontario Association of Fire Chiefs**

and the

# **Ontario Professional Fire Fighters Association**

### Discussion Paper:

# Saving a Life in 6.0 Minutes or Less By Utilizing the Efficiencies of the Ontario Fire Service

November, 2008

"The mission of Ontario's fire services is to protect and save lives and property. There are no conflicting agendas!"

Richard Boyes, President, Ontario Association of Fire Chiefs

"Fire departments are strategically positioned to deliver time critical response and effective patient care rapidly." Fred LeBlanc, President, Ontario Professional Fire Fighters Association

"Remember, it's all about the people of Ontario receiving the quickest prehospital medical care possible, in their time of need!" The men and women of Ontario's Fire Service

### Saving a Life in 6.0 Minutes or Less By Utilizing the Efficiencies of the Ontario Fire Service

November, 2008

### Introduction

Response to life threatening emergency calls in the province of Ontario is at a crossroads. EMS Ambulance funding has increased significantly and demands for even more provincial and municipal funding grow louder, but service hasn't improved accordingly, as critical response time benchmarks continue to go unmet.

Rapid, efficient and effective delivery of emergency medical response for life threatening 9-1-1 calls is a critical element in patient survivability. Patient outcomes are dependent on the speed with which trained personnel can arrive at the scene.

With ambulance response times averaging 13.1 minutes<sup>1</sup> for life-threatening emergencies, standalone EMS providers seem to be having difficulty improving upon response times. This has and continues to be clearly documented.<sup>2</sup>

One approach that hasn't garnered the desired result has been "more paramedics and more ambulances". This is not to say paramedics are not delivering quality services, but the reality of increased strain on an already strained system cries for a different solution and a more effective use of all of our current emergency response resources.

Ontario's fire services have the ability to respond effectively and quickly to ALL HAZARDS; fires, motor vehicle accidents, Haz-Mat/Chemical, Biological, Radiological and Nuclear(CBRN) incidents, terrorists attacks and yes, with existing medical skills, life threatening medical calls such as cardiac arrest.

In many cases, patients only require immediate life saving treatment, but they may also require physical rescue, protection from the elements and protection in the way of scene safety.

The fire service is structured to address all of the above simultaneously and is perfectly positioned to complement and enhance a struggling EMS delivery system across Ontario, thus significantly improving patient outcomes.

The Ontario Professional Fire Fighters Association (OPFFA) and the Ontario Association of Fire Chiefs (OAFC) – union and management - are joining <u>together</u> on this issue because we believe it's time to seriously look at utilizing the existing resources of the fire service, including fire fighters trained in cardio-pulmonary resuscitation (CPR) and defibrillator use, as a key to efficiently and effectively improving emergency medical response times in Ontario.

### Case and Point: Cardiac Arrest

For the purpose of demonstrating how utilizing the existing resources of Ontario's fire services will result in many more Ontarians lives being saved, let's look at the impact of emergency response times on Cardiac Arrest.

"Cardiac disease is the most common cause of death in Canada".<sup>3</sup> Approximately 17,000 Ontarians die of sudden cardiac arrest each year.<sup>4</sup> Sudden cardiac arrest is the most time sensitive of all emergency medical conditions. Irreversible brain death may begin to occur within six minutes after circulation stops. The sooner the patient receives CPR and/or defibrillation, the greater the probability of survival.

The speed with which first responders arrive on scene and administer early intervention, is critical to the victim's survival. The average response time for the Fire Service in Ontario is 6.0 minutes<sup>5</sup> and much less in some of the larger urban areas. This is less than half of the average response time for EMS, which is approximately 13.1 minutes. The chance of successful resuscitation is reduced by 7% - 10% for each minute of delay in intervention.<sup>6</sup> When it comes to the patient's survival, every minute counts.

Dispatching Fire and EMS simultaneously would ensure that Ontarians receive prompt and trained emergency medical response when they need it most.

(See Appendix 1: Heart and Stroke Foundation Chain of Survival)

### Problem: Lack of Simultaneous Dispatch

The Ontario Fire Service can help to save more lives by being dispatched simultaneously with ambulance to life-threatening emergency calls, such as sudden cardiac arrest. Under the current system, many fire departments are either not being dispatched, or are being dispatched significantly later than the Emergency Medical Service (EMS) ambulance.

Research conducted by the Ontario Association of Fire Chiefs (OAFC) has revealed that there are problems in many areas of the province where EMS and Fire are not being dispatched simultaneously. The OPFFA and the OAFC have received repeated reports where ambulances with full lights and sirens speed past a fire hall several minutes before the Fire Department received the call from the ambulance dispatch centre to respond to the same incident.

Failure to call the community fire department simultaneously, despite existing agreements to do so, compromises the public and severely hampers the fire service's ability to provide rapid and effective emergency response. While not only being a frustrating situation for both the public and for firefighters this could also have a significant impact on patient outcome.

<sup>4</sup> Estimation based on total number of cardiac arrest deaths for Canada, supplied by the Canadian Heart and Stroke Foundation, and Ontario's percent of the population Office of the Fire Marshal, calculated from the Standard Incident Reports

<sup>6</sup> The American Heart Association's Textbook of Advanced Cardiac Life Support

<sup>2</sup> 

<sup>&</sup>lt;sup>3</sup> Stiell, I. et al (1999). "Modifiable Factors Associated with Improved Cardiac Arrest Survival in a Multicenter Basic Life Support/Defibrillation System: OPALS Study Phase 1 Results. Annals of Emergency Medicine, 33:1, 44-50.

### The Current Approach: Not Working

Although municipal governments and the provincial government have poured millions of dollars into ambulance services over the past few years, this has not helped to significantly reduce ambulance response times. The 2005 Auditor General's Report stated that in Ontario, "two-thirds of land ambulance operators were not meeting their legislated response times, and the total cost of the program has increased by <u>94%</u> over the last four years."<sup>7</sup>

And despite nearly doubling the cost from 2002-2005, even more funding was added between 2005 and 2007 - and ambulance performance times still have not improved. This clearly demonstrates the current model isn't effective, and that the current approach to fixing it isn't working either.

We must look at other alternatives within our existing resources. The best way to reduce response times is to better utilize the fire departments.

(See Appendix 2: The OPALS STUDY)

### The Winnipeg Model

An excellent example of better utilizing community fire departments in emergency medical response has been demonstrated in Winnipeg, Manitoba, where the emergency response system has Fire and EMS working closely together.

<u>Greater use of the fire department in Winnipeg has cut emergency medical response</u> <u>time in half to 4.5 minutes and is expected to save 10,000 ambulance calls in one</u> <u>year. It will free up ambulance resources for where they're really needed; and save</u> <u>the city \$8.5 million.</u>

(See Appendix 3: The Winnipeg Model)

Imagine the impact of a similar system in a large Ontario municipality...

### Summary: WHAT CAN BE DONE TO SAVE THE LIVES OF MORE ONTARIANS

The Fire Service is designed for rapid emergency response. By deploying firefighters as first responders, who are trained to administer CPR and defibrillation, the Ontario Fire Service can help their communities and the province of Ontario achieve higher survival rates.

All Ontarians deserve a rapid response however recognizing the unique challenges presented in the rural areas of our province we believe the following steps need to be first initiated in urban areas wherever we have full-time fire fighters.

<sup>&</sup>lt;sup>7</sup> 2005 Annual Report of the Office of the Auditor General of Ontario

The Ontario Association of Fire Chiefs and the Ontario Professional Fire Fighters Association are requesting the following three actions of the Government of Ontario:

- 1. Mandate simultaneous dispatch of the community fire department and EMS for life threatening emergencies in communities served by full time professional fire fighters.
- Recognize that trained firefighters can provide rapid medical assistance and "stop the clock". This should be included in all documentation when it comes to capturing response times.
- 3. Create an all-stakeholder committee that will design a proposed integrated system of emergency response for life threatening emergency calls. Also include the fire service in any discussions of a "fully coordinated emergency response system" that the province may be currently having with its stakeholders.

Respectfully submitted,

Fred LeBlanc President Ontario Professional Fire Fighters Association

Richard Boyes President Ontario Association of Fire Chiefs

### Appendix 1:

### The Heart and Stroke Foundation of Canada's Chain of Survival TM



The Heart and Stroke Foundation of Canada's (HSFC) Chain of Survival is a sequence of related links that demonstrate how to improve the outcomes of victims of cardiac arrest. The Chain of Survival is only as strong as its weakest link.

This means that if there is a missing, or weak link, then the remaining links will be limited in their effectiveness. The Chain of Survival is comprised of the following seven links, four of which are time sensitive and depend on rapid emergency response. Increasing the fire services role in emergency medical responses will significantly improve success rates in these four critical areas:

- Healthy Choices
- Early Recognition
- Early Access (911 & Fire/EMS dispatch)
- Early CPR (Fire)
- Early Defibrillation (Fire)
- Early Advanced Care (EMS assisted by Fire)
- Early Rehabilitation

Survival rates are proven to be higher in those communities where CPR and/or defibrillation are administered in less than 6 minutes from the start of a sudden cardiac arrest. Again, the average response time for the fire service in the province of Ontario is 6.0 minutes and for Ambulance it is 13.1 minutes.

### Appendix 2:

### The OPALS Study 8

The Ontario Pre-hospital Advanced Life Support (OPALS) Study was a landmark study in pre-hospital care, and it used data from right here in Ontario. OPALS revealed that rapid response by fire departments can make a significant difference in survival rates. Funded by the province, the OPALS study was conducted in three phases between 1994 and 2000. The objective was to determine the benefits of the time-sensitive links in the chain of survival in Ontario communities. The evaluation was based on the data collected from more than 30,000 survivors of cardiac arrest, major trauma, respiratory distress and chest pain.

When the OPALS study was published, it represented the largest pre-hospital study conducted worldwide at the time. Led by Dr. Ian Stiell, the study revealed that the overall survival rate in Ontario communities is 2.5%, which was among the lowest reported in Western countries. In conversation, Dr. Stiell pointed out that communities such as Calgary and Seattle have survival rates 4 to 6 times higher than that of Ontario's, (10% and 15% respectively).

Results from Phase I of the OPALS Study demonstrated the beneficial effect of having firefighters administer CPR to someone in cardiac arrest before ambulance arrival.

Phase II results demonstrated that all aspects of survival were improved when the participating communities used better dispatch procedures, firefighter first responder defibrillation programs and more efficient use of Basic Life Support–Defibrillation (BLS-D) ambulances. The benefits of these improvements were an increase in the number of lives saved.

The OPALS Study research findings showed that the survival rate for out-of-hospital cardiac arrest victims approximately doubles with firefighter first responder CPR.

6

<sup>8</sup> Stiell, I. et al (1999). "Modifiable Factors Associated with Improved Cardiac Arrest Survival in a Multicenter Basic Life Support/Defibrillation System: OPALS Study Phase 1 Results. Annals of Emergency Medicine, 33:1, 44-50.

Stiell, I. et al (1999) "Improved Out-of-Hospital Cardiac Arrest Survival Through the Inexpensive Optimization of an Existing Defibrillation Program: OPALS Study Phase 11." The Journal of the American Medical Association, Vol 281, NO. 13, 1175-1181.

#### Appendix: 3

#### The Winnipeg Model

Under a system implemented in 2007, a licensed Primary Care Paramedic now rides on city fire trucks. According to Fire and Paramedic Chief Jim Brennan, the Winnipeg Fire Department (WFD) has a combined Fire EMS dispatch centre, a common radio channel for Fire and EMS and the ability to move information from a fire vehicle to an ambulance electronically due to their combined system. Each fire crew has a dual trained, licensed firefighter/paramedic on board.

Fire crews are used as "field triage"; they are sent as first responders who, when they arrive on scene, will cancel the ambulance, treat the patient themselves, or say they need an ambulance right away.

With the Winnipeg Fire Department model there is the ability to decide what resource is best dispatched. Fire paramedics on fire apparatus attend many EMS calls where an ambulance is not needed. This model allows for ambulances to be freed up and thus allowing Paramedics to utilize their skills at emergencies where they are required.

Chief Brennan goes on to say that, "in its second year of adapting to a new method of operation, of modifying the response profile, the Winnipeg Fire Department will probably save the ambulance 10,000 calls annually, and that's being conservative". If they hadn't modified the response profile they would have "needed an additional 10 ambulances 24-7. Each ambulance costs about \$850,000 to operate on an annual basis, so the total cost avoided is about eight and a half million".

# Attachment # 5 identifies the benefits to having improved communication methods for activating life saving resources.



#### Simultaneous response

Ontario chiefs push for modified dispatch

#### Written by Laura King

Six minutes. That's the span between cardiac arrest and the start of irreversible brain death. Firefighters and paramedics know this. But given the complicated dispatch systems and the tiered and varied response protocols for fire and EMS across Canada, it's clear that many politicians, administrators and taxpayers don't understand it.



Lethbridge's integrated fire/EMS, which began in 1912, has proven effective with all firefighters trained as paramedics. Platoon Chief Bill Mellafont confers with firefighter/paramedic on scene during a fire at a high-rise last summer. Photo by Laura King

The Ontario Association of Fire Chiefs is trying to change that. At its annual conference in May, Fire Chief Shayne Mintz, chair of the OAFC Pre-Hospital Care Committee, spoke clearly and passionately about the flaws in – and politics of – Ontario's Central Ambulance Communication Centres (CACCs – pronounced "kacks") dispatch system and the need for a new protocol that embraces the superior response capabilities of the fire service.

The OAFC's pre-hospital care committee has spent more than two years researching fire and EMS response times and the benefits of a combined service. Now, despite some anticipated opposition from EMS, the OAFC is lobbying the provincial government for a more cohesive fire/EMS system, following the lead of jurisdictions such as Winnipeg, Lethbridge, Alta., and Seattle, Wash.

"The mission of Ontario's fire services is to protect and save lives and property," says OAFC president and Oakville Fire Chief Richard Boyes. "There are no conflicting agendas."

Indeed, increased use of the Winnipeg fire service for EMS calls has cut response time in half to 4.5 minutes and is expected to save 10,000 ambulance calls in one year and \$8.5 million. In Lethbridge, which has had integrated fire/EMS since 1912, all firefighters are trained paramedics who may ride an ambulance one day and a pumper the next.

"Irreversible brain death starts six minutes after circulation stops," Mintz told the Ontario chiefs convention. "We have a system that can help avert that."

The gist of the problem in Ontario is that many fire departments are not being dispatched by the CACCs or they're being dispatched significantly later than EMS. (The Ontario Ministry of Health and Long-Term Care operates 11 CACCs; five others are operated by hospitals and there are four local ambulance communications services in the province.)

In a video on the merits of a fire/EMS response system shown to OAFC delegates, proponents of a strengthened fire/EMS system noted that:

- Firefighters cross trained as EMTs and paramedics can deliver similar care as paramedics;
- Firefighters can and have received 1,200 to 1,800 hours of training to become paramedics;
- Firefighters will always be the front line;
- Firefighters can perform in ways that are patient centred and that single-role paramedics can't they can handle an entire incident from an extrication to an elevator rescue because they have different equipment, skill sets and authorities than paramedics.

Lethbridge firefighter/paramedic Dana Terry outlines his city's program on the video.

"What we see is the built-in efficiency of joint disciplines who are able to come as one and treat the patients. What it comes down to is patient treatment. It provides an efficiency for the city..."

In the U.S. the International Association of Fire Fighters and the International Association of Fire Chiefs are embracing combined fire/EMS system and a national lobby group, Fire Service-Based EMS Advocates, is raising awareness of the benefits of fire-based EMS.

In Ontario, Boyes, Mintz and others have made it clear that the OAFC supports EMS ambulance services and paramedics but they note that some EMS budgets in Ontario have increased considerably over the last few years yet two-thirds of EMS services still fail to meet prescribed response times.

"It's not about the EMS people, they're doing a great job," Mintz said during the OAFC presentation. "It's about the lack of us [firefighters] being made aware when we can provide patient centred, lifesaving help to those in urgent need."

"The EMS skills and abilities are all there – we're not trying to take over EMS here. This is about citizen and patient centred services that, with timely notification from the ambulance dispatch centres will get the quickest response to citizens in need."

Fire departments in many Ontario communities were approached in 1995 (or earlier) by the health-care community to come help with emergency assistance; that's when defibrillators were put on fire trucks.

"Lives are needlessly at risk," says Mintz. "The current approach is not working. There are people collapsing in the streets needing urgent care."

Mintz said he's received letters from people thanking the fire service for arriving quickly to emergency medical calls. One was from a paramedic noting that the fire response time was excellent and crucial to a patient who had collapsed while shovelling snow.

"That's because in most cases we can get there in six minutes or less, so that's where we need to be stepping forward and saying, 'Hey, call us'. No one wants to see their mother or father collapsing at the end of the driveway and needlessly waiting for help because there's a policy that says the EMS shows up first."

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Mintz says politicians and taxpayers should consider the fire service a health-care partner given that its men been doing CPR and defibrillation for more than a decade.



Lethbridge firefighters/paramedics Scott Lane, Chris Carney, Randy Crow and Chris Tomaras handle paperwork after an afternoon fire and other incidents. Photo by Laura King

responses can get to accident scenes or medical calls faster than paramedics and ambulances, the OAFC say

A November 2008 discussion paper on pre-hospital care by the OAFC and the Ontario Professional Fire Fig Association, called Saving Lives in 6.0 Minutes or Less by Utilizing the Efficiencies of the Ontario Fire Ser points out the 2005 Ontario auditor general's findings that says ambulance response times average 13.1 min life-threatening emergencies and notes that standalone EMS providers seem to be having difficulty bettering times.

"Ontario's fire services have the ability to respond effectively and quickly to all hazards; fires, motor vehicl accidents, hazmat/chemical, biological, radiological and nuclear (CBRN) incidents, terrorists attacks and ye existing medical skills, life threatening medical calls such as cardiac arrest," the discussion paper says.

"In many cases, patients only require immediate life saving treatment, but they may also require physical reprotection from the elements and protection in the way of scene safety. The fire service is structured to addr the above simultaneously and is perfectly positioned to complement and enhance a struggling EMS delivery across Ontario, thus significantly improving patient outcomes."

Getting back to those six crucial minutes after cardiac arrest: obviously, the sooner the patient receives CPR defibrillation, the greater the probability of survival.

According to the OAFC, the average response time for the fire service, as reported by the Ontario Fire Mars minutes. That means the average response time in many urban areas is less than six minutes. That's less that the average 13.1-minute response time for EMS in Ontario. The chance of successful resuscitation is reduce between seven per cent and 10 per cent for each minute of delay in intervention.

"Dispatching fire and EMS simultaneously would better ensure that Ontarians receive prompt and trained en medical response when they need it most," the association says.

Indeed, the OPFFA and the OAFC say they have heard many accounts of ambulances with lights and sirens past a fire hall several minutes before the fire department received a call from the ambulance dispatch centre respond to the same incident.

Hence, the OAFC argument: "Failure to call the community fire department simultaneously, despite existing agreements to do so, compromises the public well being and severely hampers the fire service's ability to pr rapid and effective emergency response. While not only being a frustrating situation for both the public and firefighters this could also have a significant impact on patient outcome."

Indeed, Ontario's 2005 auditor general's report noted that two-thirds of ambulance operators were not meet.

#### Simultaneous response - Fire Fighting in Canada

legislated response times yet the cost of the service increased by 94 per cent over four years. More funding was provided between 2005 and 2007 with no change to overall ambulance response times.

"This clearly demonstrates the current model isn't effective, and that the current approach to fixing it isn't working either," the OAFC says. "We must look at other alternatives within our existing resources to create a truly patient centred system. The best way to reduce response times is to better utilize the fire departments."

Phase II of the Ontario Pre-hospital Advanced Life Support Study (OPALS) as sponsored by the Canadian Health Services Research Foundation and the Ontario Ministry of Health and Long-Term Care showed that municipalities can more than double its cardiac arrest survival rate, for little cost, if a defibrillator unit can be on scene within five minutes of the call 90 per cent of the time. "Full-time fire departments in Ontario typically can meet this response target," the OAFC says in its March 2009 update to its 2008 discussion paper.

"The breakdown typically occurs in dispatch. When fire and ambulance are not dispatched at the same time there is a delay between the first emergency call for help and fire's response. As a result, patient survivability suffers. The fire service is not being used to its fullest potential in critical emergency medical situations.

"Fire trucks already respond to medical calls, so there are no additional costs. We are only highlighting the merits of sending them sooner."

The OAFC has been working closely with the Ontario Professional Fire Fighters Association on this issue with Mark McKinnon, chair of the OPFFA's EMS committee co-presenting the discussion papers with Chief Mintz.

"It's not about EMS services and what they're doing and fire services and what we're doing," he told the OAFC conference. "It's about making sure the best, fastest service delivery gets to the public."

#### Lobbying for fire-based EMS

The OAFC has asked the Ontario government to:

- Where requested mandate simultaneous dispatch of the community fire department and EMS for life threatening emergencies in communities served by full time professional firefighters.
- Recognize that trained firefighters can provide rapid medical assistance and "stop the clock". This should be included in all documentation when it comes to capturing response times.
- Create an all-stakeholder committee that will design a proposed integrated system of emergency response for life threatening emergency calls. Also include the fire service in any discussions of a "fully co-ordinated emergency response system" that the province may be currently having with its stakeholders.

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#### The Lethbridge model

The atmosphere at Lethbridge fire headquarters is more charged than usual. On a sunny June day, a visitor f Ontario is observing fire-based EMS, a truck manufacturer is demonstrating a new aerial (driven south from Alberta fire chiefs trade show in Edmonton) and an EMS trainee is along for the ride. The stars, it seems, ar for an interesting day.



Firefighters/paramedics Scott Lane (left) and Randy Crow prepare to attend to patients at the scene of a high-rise fire in June 2008. Photo by Laura King

hosptial.

According to its website (http://www.lethbridge.ca/home/City+Hall/Departments/Fire+Department+-+Emergency+Medical+Services/default.htm ) when the Lethbridge fire brigade acquired the ambulance servi started to emphasize first-aid training. By 1913 all members held St. John Ambulance certificates, making I one of the first integrated services in Canada.

Platoon Chief Bill Mellafont says Lethbridge hires only registered paramedics who are then trained as firefi paramedics are firefighters and all department members have worked on the ambulance in their careers, incl officers.

EMS operations officer Lynn Villiger says the most junior department members – who are already paramed almost exclusively on the ambulances but if a fire call comes in they automatically become front-line firefig "Everybody knows exactly what their role is," Villiger says.

Lethbridge was one of the first cities in Alberta to use advanced life support pumpers equipped with parame drugs and monitoring equipment found in an ambulance. When all ambulances are responding to other calls pumpers can respond to other emergencies requiring medical assistance and/or fire suppression.

I spent the day riding along with firefighter/paramedics Scott Lane and Randy Crow, who were on EMS dut has been a paramedic for 19 years and a firefighter for eight; Crow has 18 years as a paramedic and 10 as a firefighter. The morning started typically – a call for shortness of breath at a meat-packing plant. Later, a main his bathroom at home and hit his head.

It was quiet over lunch so I tagged along with Deputy Chief Mike Ross and a crew who were checking to se demo aerial would fit in the alley near an industrial building.

As sure as Alberta has Rocky Mountains, we were there just a short time when crews bolted for the pumper call had come in from a subsidized housing high-rise.

Like in most centres, structure fires account for a small percentage of calls so the incident provided a key or to see fire-based EMS in action. Lane and Crow remained on EMS duty while other paramedics changed int gear in a nearby parking lot. Afterwards, crews in bunker pants waited in the hospital with patients they had transported by ambulance – prime examples of the flawless transfer of fire and EMS responsibilities and duties among Lethbridge's dual-trained firefighters/paramedics.

On April 1, the province of Alberta took over ambulance delivery and service. Lethbridge's firefighter union was worried that the change would result in the breakup of the dual-service department and lead to reduced response capabilities.

"It's the model that other cities envy. So to risk breaking it up, and losing a system that's served the city well for almost 100 years doesn't make any sense." Rob Chollak, president of the Lethbridge Fire Fighter-Paramedics Association, IAFF Local 237, said on the union website.

In March, the province and the city agreed to a two-year contract under which Alberta Health Services has responsibility for delivery of ambulance services and Lethbridge is the contracted service provider. The contract expires in April 2010 when three provincial centres will provide ambulance dispatch for the province and Calgary will dispatch Lethbridge's ambulances.

Lethbridge Chief Brian Cornforth, who is also president of the Alberta Association of Fire Chiefs, said the association worries about the impact of the regional dispatch model.

"We are very concerned that a similar situation that is happening in Ontario will occur here once EMS moves into this new three-centre model."

#### Ambulance response time standard

The Ontario Ministry of Health and Long-Term Care website

(http://www.health.gov.on.ca/english/public/program/ehs/land/responsetime.html#ambulance\_dispatch) provides details of the province's plan to modernize ambulance response times starting in 2011. Essentially, municipalities will determine response times and ambulance services will no longer be required to meet provincially established response guidelines.

In addition, the time that a call requesting emergency ambulance response is first received at the communication service will be included in the overall response time reported by the ministry. According to the website, this change acknowledges that up to the first two minutes of all calls for emergency ambulance response is used by the ambulance communication service call taker to elicit call and patient information, and to determine and dispatch the closest and most appropriate ambulance to the call.

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New vehicle technology

## Attachment # 5 identifies the benefits to having improved communication methods for activating life saving resources.

# TOWNSHIP OF SOUTH STORMONT

4949 County Road No. 14 P. O. Box 340, Ingleside, ON K0C 1M0 Phone: (613) 537-2362, info@southstormont.ca

May 15, 2009

To: All municipalities in Ontario Re:

Request for simultaneous dispatch for Emergency Medical Service (EMS) and Fire Response

Council of the Township of South Stormont passed Resolution No. 94/2009 adopting a report (summarized below)requesting simultaneous dispatch for EMS and Fire Response. Your support and endorsement in this regard would be appreciated. Please send any resolution of support to the Ministry of Health and Long Term Care and your local MPP with a copy to the Township of South Stormont.

## Summary of Recommendation:

That Council receive this Report, and instruct staff to forward a letter to our local MPP and lobby the Ministry of Health and Long Term Care to provide a simultaneous EMS and Fire Dispatch.

- To provide a simultaneous Fire and EMS Dispatch:
  - That the patient has a better chance of survival,
  - To reduce unnecessary cost to the taxpayer,

  - To reduce the risk of an accident when responding to a false alarm, and To eliminate the frustration that firefighters experience when being dispatched several minutes after

### Background / History

In the mid-nineties the South Stormont fire service entered into an agreement with base hospital to provide First Response with Defibrilitors. The concept of this delivery service was designed for rapid intervention by deploying firefighters as first responders. Fire departments are strategically positioned especially in the rural areas to deliver a rapid emergency response. Under the current system, many fire departments are either not being dispatched, or they are being dispatched significantly later than the EMS Ambulance.

In 2008, the South Stormont Fire Service responded to a total of sixty six (66) EMS calls. Thirty (30) of the calls were either cancelled or the ambulance was already on scene requiring no assistance from the Fire Service. This is a clear example of the situation that is currently occuring daily across the Province. Failure to call the community fire department simultaneously, despite existing agreements to do so, compromises the public and severly hampers the fire service's ability to provide rapid and effective emergency response. While not only being a frustrating situation for both the public and the firefighters this could also have a significant impact on a patient's outcome.

The Ontario Association of Fire Chiefs and the Ontario Professional Fire Fighters Association have drafted a "Discussion Paper" (Saving a life in 6.0 minutes or less by utilizing the efficiencies of the Ontario Fire Services) which explains the Winnipeg (Manitoba) Model where the emergency response system has Fire and EMS working closly together and reducing the response time in half. This is an excellent example of better utilization of community fire departments in emergency medical responses.

The Council of the Township of South Stormont appreciates your support in this regard.

Yours truly, Betty de Haan, CMO CAO/Cierk



#### CONSENT REPORT OF THE COUNCIL AS COMMITTEE OF THE WHOLE

September 28, 2009

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

Your Council as Committee of the Whole beg leave to present their SIXTH CONSENT REPORT as recommended at its meeting of July 27, 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 APPONTMENTS TO BOARD OF DIRECTORS OF GUELPH HYDRO INC.

THAT William E. Koornstra be appointed to the Board of Directors of Guelph Hydro Inc. for a three year term.

#### 2) CITIZEN APPOINMENTS AS DIRECTORS OF DOWNTOWN GUELPH BUSINESS ASSOCIATION

THAT Ali Asaria, Lorenz Calcagno and Charles R. Davidson be appointed as Directors to the Downtown Guelph Business Association for a one year term;

AND THAT Charles Cunningham be appointed to the Downtown Guelph Business Association to replace Brenda Whiteside as the University of Guelph representative.

All of which is respectfully submitted.

Councillor Gloria Kovach

#### **CONSENT AGENDA**

Her Worship the Mayor and Members of Guelph City Council.

#### **SUMMARY OF REPORTS:**

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

#### A Reports from Administrative Staff

REPORT		DIRECTION
A-1)	PROPOSED DEMOLITION OF 14 WILLIAM STREET	Approve
	THAT Report 09-81 regarding the proposed demolition of a detached dwelling at 14 William Street, City of Guelph, from Community Design and Development Services dated September 28, 2009, be received;	
	AND THAT the proposed demolition of the detached dwelling at 14 William Street, be approved.	
В	ITEMS FOR DIRECTION OF COUNCIL	
B-1)	REGION OF WATERLOO INTERNATIONAL AIRPORT – AERONAUTICAL NOISE MANAGEMENT COMMITTEE REQUEST FOR CITY APPOINTMENT	
	See attached correspondence from the Regional of Waterloo International Airport requesting a City appointment to the Aeronautical Noise Management Committee.	
С	ITEMS FOR INFORMATION OF COUNCIL	
		l

attach.

## COMMITTEE REPORT



то	Guelph	City	Council
		/	

SERVICE AREA DATE	Community Design and Development Services September 28, 2009
SUBJECT	Proposed Demolition of 14 William Street, Ward 1, Guelph
REPORT NUMBER	09-81

#### RECOMMENDATION

"THAT Report 09-81 regarding the proposed demolition of a detached dwelling at 14 William Street, City of Guelph, from Community Design and Development Services dated September 28, 2009, BE RECEIVED; and,

THAT the proposed demolition of the detached dwelling at 14 William Street, BE APPROVED."

#### BACKGROUND

An application to demolish the existing detached dwelling at 14 William Street has been received by Community Design and Development Services.

The subject property is located on the westerly side of William Street, south of Grange Street (see **Schedule 1** - Location Map). The property is zoned R.1B (Residential Detached) which permits detached dwellings.

The existing dwelling is not listed on the City's Inventory of Heritage Properties.

#### 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 existing house is to be replaced with a new dwelling unit, therefore there is no loss of residential capacity proposed as a result of this application. The currently proposed replacement dwelling is a two-storey dwelling that complies with the minimum setbacks required by the R.1B zone, however, has a larger footprint than that of the existing dwelling (see **Schedule 3** - Proposed Replacement Dwelling).

The new dwelling will have a front yard setback of approximately 5.70 m (18.70 ft.) to the front wall of the dwelling which is in keeping with the character of the neighbourhood and respects the existing front yard setbacks to the dwellings on either side of this property.

#### CORPORATE STRATEGIC PLAN

Goal 1: An attractive, well-functioning and sustainable city.

#### FINANCIAL IMPLICATIONS

N/A

#### **DEPARTMENTAL CONSULTATION**

None

#### 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 Replacement Dwelling

"original signed by Stacey Laughlin"

#### Prepared By:

Stacey Laughlin Development and Urban Design Planner 519.837.5616 x2327 stacey.laughlin@guelph.ca "original signed by Scott Hannah"

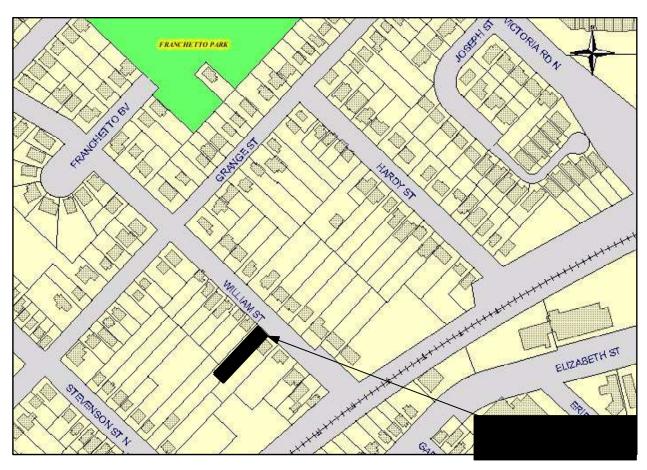
#### **Recommended By:**

R. Scott Hannah Manager of Development and Parks Planning 519.837.5616 x2359 scott.hannah@guelph.ca

"original signed by James Riddell"

#### **Recommended By:**

James N. Riddell Director of Community Design and Development Services 519.837.5616 x2361 jim.riddell@guelph.ca T:\Planning\COUNCIL REPORTS\Council Reports - 09\(09-81) Proposed Demolition of 14 William Street (Stacey).doc



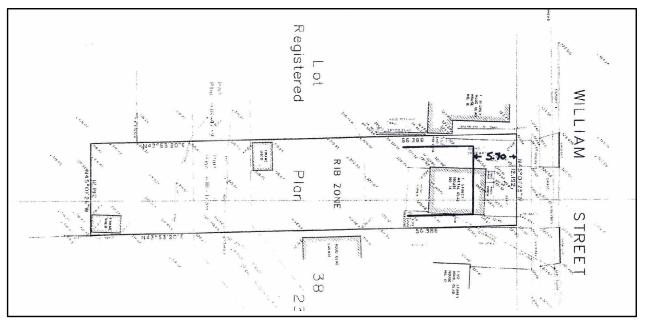
SCHEDULE 1 – Location Map

SCHEDULE 2 – Site Photograph (September 2009)

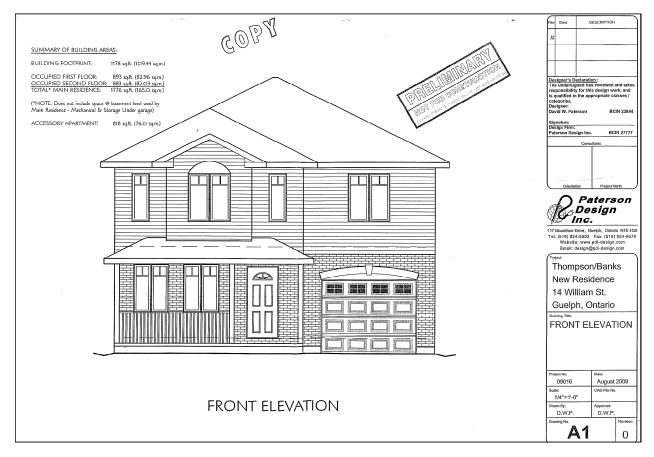


#### SCHEDULE 3 – Proposed Replacement Dwelling

#### Site Plan



### **Front Elevation**





1-4881 Fountain Street North Breslau ON Canada NOB 1MO Telephone: 519-648-2256 Toll free: 1-866-648-2256 Fax: 519-648-3540 www.waterlooairport.ca



August 6, 2009

Tina Agnello Deputy City Clerk City of Guelph City Hall 1 Carden Street Guelph, ON, N1H 3A1

CITY CLERK'S OF, ICE

#### RE: Aeronautical Noise Management Committee (ANMC) - Residential and Municipal Appointment

Dear: Tina,

The Aeronautical Noise Management Committee for the Region of Waterloo International Airport has been without any representation from the City of Guelph since 2008. The last representing members were Tom Smith (Resident) who moved out of city limits in 2008 and Bill McAdams (Municipal Representative) who completed his membership in 2003.

As the airport grows we are receiving a number of concerns and issues from your constituents in the Guelph Area. Your letter of June 11, 2008 (copy enclosed), stated that the City of Guelph was revising procedures for appointments of Boards and Commissions, has this review been completed and if so will you be appointing new members to the Aeronautical Noise Management Committee?

We appreciate your attention to this matter. If you have any further questions please do not hesitate to contact myself at 519.648.2256 ext 8511 or Dalila Figueiredo at ext 8506.

Yours sincerely

Kevin **B**. Campbell, C.R.S.S., C.M. Manager, Operations

Region of Waterloo International Airport

JUN 1 6 2008



**Making a Difference** 

## RECEIVED

June 11, 2008

Mr. Kevin Campbell Region of Waterloo International Airport, 4881 Fountain St. N., P.O. Box 160, Breslau ON NOB 1M0

Dear Mr. Campbell:

We are in receipt of your request to appoint a new residential member to the Aeronautical Noise Management Residential Committee. We are currently in the process of revising our procedures for appointment to Boards and Commissions.

As such, we are would not be recommending any new member appointments until completion of our review. We will advise you in due course.

Yours truly,

Topon

Tina Agnello, Deputy City Clerk

> City Hall 1 Carden St Guelph, ON Canada N1H 3A1

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### - BYLAWS -

- September 28, 2009 –		
By-law Number (2009)-18852 A by-law to appoint Deloitte and Touche as Auditors for The Corporation of the City of Guelph (for one year)	To appoint auditors for the City of Guelph as approved by Council.	
By-law Number (2009)-18853 A by-law to amend By-law Numbers (2003)-17082 and (1997)-15351 with respect to appointment of persons serving as municipal by-law enforcement officers, known as "private property agents" to add Slade.	To amend the appointment of municipal by-law enforcement officers known as private property agents.	
By-law Number (2009)-18854 A by-law to remove Lot 28, Plan 61M144 designated as Parts 19 and 20, Reference Plan 61R10879, in the City of Guelph from Part Lot Control. (38 & 40 Acker St.)	To remove land from part lot control to create 2 semi-detached lots to be known municipally as 38 & 40 Acker Street.	
By-law Number (2009)-18855 A By-law respecting the licensing of Businesses operating within the City of Guelph and to adopt Municipal Code Amendment 499 which shall replace Chapter 176 "Business Licences", in the Corporation of the City of Guelph's Municipal Code, and to repeal Bylaw(2004) – 17551 as amended.	To approve the new business licensing by-law as approved by Council July 27, 2009.	
By-law Number (2009)-18856 A by-law to amend By-law (1996)- 15200, as amended, being a by-law to provide rules for governing the order and procedures of the Council of the City of Guelph, and to adopt Municipal Code Amendment #496 which amends Chapter 20 of the Corporation of the City of Guelph's Municipal Code.	To approve changes to the procedural by- law as approved by Council July 27, 2009, with respect to votes on all motions and to delete the requirement to pass procedural motions.	

By-law Number (2009)-18857 A by-law to amend By-law (2009)-18715 being a by-law to impose user fees or charges for services or activities relating to Community Services, Corporate Services, Community Design & Development Services, Finance, Operations and Information Services and to adopt Municipal Code Amendment #497 which amends Chapter #303 to the City of Guelph Municipal Code.	To include fee for copy of ambulance call report.
By-law Number (2009)-18858 A by-law to amend By-law Number (2002)-17017 and to adopt Municipal Code Amendment #498, amending Schedules II and XII of Chapter 30 of the Corporation of the City of Guelph's Municipal Code. (to amend Prohibited turns in Schedule II - temporary left turn restrictions onto Norfolk St. between Paisley St. and Green St. due to temporary northbound closure of Norfolk St. for Norfolk St. Phase II Reconstruction Project; amend speed limits in Schedule XII - temporary speed limit reduction for work zone on Gordon Street Reconstruction project)	To amend the Traffic By-law.
By-law Number (2009)-18859 A by-law to authorize the execution of an Agreement between PCN Construction Group Inc. and The Corporation of the City of Guelph. (Contract No. 2-0913 for the Speedvale Avenue West Watermain Replacement from Imperial Road North to Lewis Road)	To execute Contract No. 2-0913 for the Speedvale Avenue West Watermain Replacement from Imperial Road North to Lewis Road.
By-law Number (2009)-18860 A by-law to dedicate certain lands known as 1 foot Reserve, Plan 534, City of Guelph as part of Joseph Street.	To dedicate land as part of Joseph Street.

By-law Number (2009)-18861 A by-law to dedicate certain lands known as Part of Block 56, 61M122, designated as Part 1, 61R11199 and Part Block 57, 61M122, designated as Part 2, 61R11199 as part of Simmonds Drive, City of Guelph.	To dedicate land as part of Simmonds Drive.
By-law Number (2009)-18862 A by-law to authorize the execution of release of an Agreement with respect to property described as Lots 19 to 50 inclusive, Blocks 52 to 54 inclusive and Part of Block 51, 61M150, City of Guelph.	To release an agreement as the conditions have been met to the satisfaction of the City,
By-law Number (2009)-18863 A by-law to authorize the acquisition of property described as Part of Lot 11, Concession 8, (formerly Puslinch Township), designated as Parts 1 and 2, Reference Plan 61R11186, City of Guelph.	To acquire lands to form part of a public highway known as Gordon Street.
By-law Number (2009)-18864 A by-law to remove Part Block 98, Plan 61M146 designated as Parts 15 to 26, Reference Plan 61R10976 inclusive, in the City of Guelph from Part Lot Control. (19-31 Clough Cres.)	To remove land from part lot control to create 7 on-street townhouses to be known municipally as 19-31 Clough Cres.
By-law Number (2009)-18865 A by-law to remove Part Block 51, Plan 61M150, designated as Parts 13 to 24 inclusive, 61R10969, in the City of Guelph from Part Lot Control. (17-29 Amsterdam Cres.)	To remove land from part lot control to create separate parcels for seven on- street townhouse parcels to be known municipally as 17-29 Amsterdam Crescent.
By-law Number (2009)-18866 A by-law to authorize the execution of an Application to release an Easement over Part of Lot 13, Concession 7 (formerly Puslinch Township), designated as Part 4, 61R10368, City of Guelph.	To execute an application to release an easement as it is no longer required.

By-law Number (2009)-18867 A by-law to remove Lot 145, Plan 61M152 designated as Parts 27 and 28, Reference Plan 61R11040 in the City of Guelph from Part Lot Control. (21 and 23 Dougall Street)	To remove land from part lot control to create separate parcels for semi detached dwellings to be known municipally as 21 and 23 Dougall Street.
By-law Number (2009)-18868 A by-law to authorize the execution of an Agreement between The Corporation of the City of Guelph and The Children's Foundation of Guelph and Wellington.	To execute an agreement as approved by Council.
By-law Number (2009)-18869 A by-law to remove Lot 89, Plan 61M146 designated as Parts 5 and 6, Reference Plan 61R10990, in the City of Guelph from Part Lot Control. (100 & 102 Clough Cres.)	To remove land from part lot control create 2 semi-detached lots to be known municipally as 100 & 102 Clough Cres.