

# CITY COUNCIL AGENDA



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

**DATE Monday, September 28, 2015 – 5:30 p.m.**

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

## **AUTHORITY TO MOVE INTO CLOSED MEETING**

***THAT the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:***

- |                                       |   |
|---------------------------------------|---|
| <b>CON-C-2015.32/<br/>PS-C-2015.4</b> | <b>Report from the Public Services Committee: Citizen Appointments to the Wellbeing Grants Allocation Panel</b><br>Section 239 (2) (b) personal matters about an identifiable individual.                             |
| <b>CON-S-2015.33/<br/>PS-C-2015.5</b> | <b>Report from the Public Services Committee: Feasibility of Development of Brant Community Hub</b><br>Section 239 (2) (c) proposed or pending acquisition or disposition of land by the municipality or local board. |
| <b>CON-C-2015.34</b>                  | <b>Potential Sale of Property – Closed Portion of Laird Road – Hanlon Creek Business Park</b><br>Section 239 (2) (c) proposed or pending acquisition or disposition of land by the municipality or local board.       |
| <b>CON-C-2015.35</b>                  | <b>Guelph Junction Railway Update</b><br>Section 239 (2) (a) the security of the property of the municipality or local board.   |
| <b>CON-C-2015.36</b>                  | <b>Re-Organization Update</b><br>Section 239 (2) (b) personal matters about an identifiable individual.   |
| <b>CON-C-2015.37</b>                  | <b>Guelph Storm Negotiation Update</b><br>Section 239 (2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.  |

## **CLOSED MEETING**



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## OPEN MEETING – 7:00 P.M.

**O Canada – Faith VanderWerf**  
**Silent Reflection**  
**Disclosure of Pecuniary Interest and General Nature Thereof**

## PRESENTATION

- a) Rick Johal, Director of Member & Sector Relations for AMCTO, presenting the E.A. Dandy Certificate of Merit to Guelph City Council in recognition of the 2014 Dragon's Den initiative
- b) Lindsay Sytsma and Meg Dunning, Guelph Gives 2015 Campaign Presentation

## CONFIRMATION OF MINUTES (Councillor Gordon)

***"THAT** the minutes of the Council Meetings held July 13, 14, 20 and 28 and the minutes of the Closed Meetings of Council held July 13 be confirmed as recorded and without being read."*

## CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED

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

### Consent Reports/Agenda from:

Closed Meeting of Council			
Item	City Presentation	Delegations	To be Extracted
CON-C-2015.32 Report from the Public Services Committee - Citizen Appointments to the Wellbeing Grants Allocation Panel			

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



<b>Audit Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
AUD-2015.14 Revised 2015 Internal Audit Workplan			

Adoption of balance of Audit Committee Consent Report – Councillor Wettstein, Chair

<b>Corporate Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CS-2015.32 2015 Interim Investment Performance Report			
CS-2015.34 2015 Q2 Capital Variance Report			
CS-2015.36 Service Rationalization Options			

Adoption of balance of Corporate Services Committee Consent Report - Councillor Hofland, Chair

<b>Infrastructure, Development &amp; Enterprise Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
IDE-2015.29 Guelph Energy Efficiency Retrofit Strategy (GEERS)		Kithio Mwanzia, President, Guelph Chamber of Commerce	✓
IDE-2015.30 Residential Water and Wastewater Billing Frequency and Renewal of Meter Reading and Billing Agreement with Guelph Hydro Electric Systems Inc.			
IDE-2015.31 Sign By-law Variances – 170 Metcalfe Street			
IDE-2015.32 Sign By-law Variances – 230 Silvercreek Parkway North			
IDE-2015.33 Sign By-law Variances – 21 Surrey Street West			



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IDE-2015.34 Sign By-law Variances – 75 Speedvale Avenue East			
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Adoption of balance of Infrastructure, Development & Enterprise Committee  
Consent Report – Councillor Bell, Chair

<b>Public Services Committee</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
PS-2015.26 Guelph Youth Council Update	Jenn Bucci, Youth Services Coordinator Lexis Braund, Sophie Rymill, Heather Duff and Yang Xu, Guelph Youth Council Members		✓
PS-2015.27 Response to Outstanding Council Resolution Regarding Climate Change			
PS-2015.29 Guelph Trail Master Plan Update			

Adoption of balance of Public Services Committee Consent Report – Councillor Downer, Chair

<b>Council Consent Agenda</b>			
<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
CON-2015.41 Standard and Poor's Credit Rating Review 2015			
CON-2015.42 By-law Authorizing Third-Party Payment Processors to Charge Fees for Credit Card Payments			
CON-2015.43 Portion of Hawkins Drive – Proposed Permanent Road Closure			
CON-2015.44 Poppy Drive East and Kirvan Crossing Proposed Street Name Change			



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CON-2015.45 Association of Municipalities of Ontario re: Support for Syrian Refugee Crisis			
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## **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:

- Closed Meeting of Council – Mayor Guthrie
- Audit Committee – Councillor Wettstein
- Corporate Services Committee– Councillor Hofland
- Infrastructure, Development & Enterprise Committee – Councillor Bell
- Public Services Committee – Councillor Downer
- Consent – Mayor Guthrie

## **SPECIAL RESOLUTIONS**

### **BY-LAWS**

Resolution – Adoption of By-laws (Councillor Piper)

### **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**

Notice of motion from Councillor Bell

Notice of Motion from Councillor Gibson

### **ADJOURNMENT**



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday July 13, 2015 at 5:30 p.m.**

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**Attendance**

Council: Mayor Guthrie  
Councillor Bell  
Councillor Billings  
Councillor Gibson  
Councillor Gordon  
Councillor MacKinnon  
Councillor Piper  
Councillor Salisbury  
Councillor Van Hellemond  
Councillor Wettstein

Staff: Ms. A. Pappert, CAO  
Mr. M. Amorosi, Deputy CAO, Corporate Services  
Mr. A. Horsman, Deputy CAO, Infrastructure, Development and Enterprise  
Mr. D. Thomson, Deputy CAO, Public Services  
Ms. B. Swartzentruber, Executive Director, Intergovernmental Relations, Policy and Open Government  
Mr. P. Busatto, Plant Manager, Water Services  
Mr. D. Belanger, Water Supply Program Manager  
Mr. T. Salter, General Manager, Planning, Urban Design & Building Services  
Ms. S. Kirkwood, Manager of Development Planning  
Mr. R. Kerr, Manager, Community Energy  
Mr. M. Witmer, Development Planner II  
Mr. C. DeVriendt, Senior Development Planner  
Ms. L. Sulatycki, Senior Development Planner  
Mr. S. O'Brien, City Clerk  
Ms. D. Black, Council Committee Coordinator

Also

Present: Mr. P. Pickfield, Solicitor

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

Mayor Guthrie called the meeting to order.

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

1. Moved by Councillor Bell  
Seconded by Councillor Van Hellemond

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

CARRIED



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

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

There were no disclosures.

The following matters were considered:

**C-2015.25 Dolime Update**

**C-2015.29 Citizen Appointments to the Board of Trustees of the Elliott**

**Rise and recess from Closed Meeting** (7:00 p.m.)

**Open Meeting** (7:05p.m.)

Mayor Guthrie called the meeting to order.

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

Based upon counsel he received, Councillor Gibson advised that he would not be declaring a pecuniary interest as he did for the IDE -2015.25 Municipal Support for Local Renewable Energy Projects: Independent System Operator Feed-In-Tariff 4.0 item at the July 7, 2015 Infrastructure, Development and Enterprise Committee.

**Presentation**

Mayor Guthrie announced that Guelph was the recipient of the United Way 2014 Campaign of the Year, Public Sector award. He thanked Sean Finlay, Dawn Hamilton, Dana McKellar and Tina MacKinnon for their hard work and creative ideas for the campaign.

Mr. Sean Finlay, the City's United Way 2014 Campaign Manager highlighted some of the activities and advised the City exceeded their goal.

The Mayor introduced Alex Chapman, the City's 2015 Campaign Manager and acknowledged Misty Gagne the campaign coordinator. Mr. Chapman advised of some planned events for the upcoming campaign.

The Mayor advised the campaign officially kicks off August 31<sup>st</sup> and noted that if every employee donated \$1 per week, we would reach \$100,000

He presented the Campaign of the Year, Public Sector award to Mr. Finlay.

**Infrastructure Development & Enterprise Committee Sixth Consent Report**

The following item was extracted:

**IDE-2015.25            Municipal Support for Local Renewable Energy Projects:  
Independent System Operator Feed-In-Tariff 4.0**



The Manager of Community Energy provided clarity regarding the regulations for the program and terminology used for the applications.

2. Moved by Councillor Bell  
Seconded by Councillor Gordon

WHEREAS the Province's FIT Program encourages the construction and operation of rooftop solar photovoltaic and ground mount solar photovoltaic projects (the "Projects");

AND WHEREAS one or more Projects may be constructed and operated in the City of Guelph;

AND WHEREAS, pursuant to the FIT Rules, Version 4.0, Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in these Applicants being offered a FIT Contract prior to other Persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED:

1. That Report IDE-BDE-1506 from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.
2. That Council of the City of Guelph supports without reservation the construction and operation of the Projects anywhere in the City of Guelph.
3. That Council direct the City Clerk to sign the attached "Template: Municipal Council Blanket Support Resolution" (Attachment 1 to the report).
4. That Council direct the Manager, Community Energy to provide a completed and signed "Template: Municipal Council Blanket Support Resolution" (Attachment 1 to the report) to applicants requesting same for the purposes of submissions to the Independent Electricity System Operator's Feed-In-Tariff 4.0 Program.
5. That the Municipal Council Blanket Support Resolution remain in effect for one year from the date of adoption.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

### **Consent Agenda**

The following item was extracted:

**CON-2015.35      44, 56, 66 and 76 Arkell Road: Proposed Zoning By-Law Amendment (File: ZC1314) and Proposed Demolitions - Ward 6**



3. Moved by Councillor Wettstein  
Seconded by Councillor Billings

That the balance of the July 13, 2015 Consent Agenda as identified below, be adopted:

**CON-2015.33      1023 Victoria Road South - Proposed Draft Plan of Residential Subdivision and Associated Zoning By-Law Amendment (File: 23T-01508 / ZC1306) (Phase 4 of Kortright East Subdivision) - Ward 6**

1. That the application from Black, Shoemaker, Robinson and Donaldson Limited on behalf of Fusion Homes for approval of a proposed Draft Plan of Residential Subdivision consisting of 186 to 215 residential units, consisting of 128 to 157 single detached dwellings, 29 semi-detached dwellings (58 units) and an open space/wetland block, as shown in Attachment 7, applying to the property municipally known as 1023 Victoria Road South and legally described as Part of the Northeast Half of Lot 4, Concession 8 (Geographic Township of Puslinch), City of Guelph, be approved for a three (3) year period in accordance with conditions outlined in Schedule 1 attached hereto.
2. That the application by Black, Shoemaker, Robinson and Donaldson Ltd. on behalf of Fusion Homes for approval of a Zoning By-law Amendment from the Township of Puslinch "Agriculture" (A) Zone, to the "Specialized Residential Single Detached" (R.1D-43) Zone, to two separate "Specialized Residential Semi-Detached/Duplex (R.2-?) Zones, "Conservation Land" (P.1) Zone and "Wetland" (WL) Zone to implement a residential Draft Plan of Subdivision comprising 186 to 215 residential units, be approved, as outlined in Schedule 1 attached hereto.
3. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 1023 Victoria Road South.

**CON-2015.34      Request For An Extension of Draft Plan Approval 927 and 1023 Victoria Road South (Phase 3 of Kortright East Subdivision) (File: 23T-01508) - Ward 6**

That the application by Black, Shoemaker, Robinson and Donaldson Limited on behalf of Gamma Developers Limited and Fusion Homes (formerly owned by Northmanor Estates Inc.) for an extension to the Draft Plan Approval of subdivision on lands municipally known as 927 and 1023 Victoria Road South (23T-01508) and legally described as Part of Lots 3 and 4, Concession 8 (Geographic Township of Puslinch), City of Guelph, be approved with a three (3) year lapsing date, subject to the conditions contained in Schedule 2 attached hereto.

**CON-2015.36      0 Lee Street Proposed Zoning By-Law Amendment (File: ZC1501) - Ward 1**



That the City initiated Zoning By-law Amendment to rezone a portion of the former Grange Road alignment from the UR (Urban Reserve) Zone to the R.2-6 (Residential Semi-Detached/Duplex) Zone to facilitate the creation of three (3) single detached lots for the property municipally referred to as 0 Lee Street, be approved, as outlined in Schedule 3 attached hereto.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Items**

#### **CON-2015.35      44, 56, 66 and 76 Arkell Road: Proposed Zoning By-Law Amendment (File: ZC1314) and Proposed Demolitions - Ward 6**

Staff provided clarity regarding the waste management plan and the site plan approval process. They also addressed questions regarding how current development projects relate to the City's potential affordable housing goal.

4. Moved by Councillor Billings  
Seconded by Councillor Gordon
  1. That the application by Astrid J. Clos Planning Consultants on behalf of Moshi Holdings Ltd. for approval of a Zoning By-law Amendment to change the Zoning from the UR (Urban Reserve) Zone, WL (Wetland) Zone, R.1B (Residential Single Detached 'B') Zone and R.3A-48 (Specialized Cluster Townhouse) Zone to a R.3A-58 (Specialized Cluster Townhouse) Zone, P.1 (Conservation Land) Zone and WL (Wetland) Zone to permit the development of ninety-three (93) cluster townhouse dwelling units on the properties municipally known as 44, 56, 66 and 76 Arkell Road, legally described as Part of Lot 6, Concession 8 (Geographic Township of Puslinch) and Lots 3, 4, 5, And 6, Registered Plan 514, City of Guelph, be approved in accordance with the zoning regulations and conditions outlined in Schedule 4 attached hereto.
  2. That in accordance with Section 34(17) of the *Planning Act*, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 44, 56, 66 and 76 Arkell Road.
  3. That the proposed demolitions of the four (4) single detached dwellings at 44, 56, 66 and 76 Arkell Road be approved.
  4. That if demolition is to occur during breeding bird season (approximately May 1 to July 31), a nest search be undertaken by a wildlife biologist prior to demolition so as to protect the breeding birds in accordance with the federal *Migratory Birds Convention Act* (MBCA) prior to any works occurring.



5. That the applicant shall erect protective fencing at one (1) metre from the dripline of any existing trees to be retained on the property or on adjacent properties which may be impacted by demolition and construction activities.
6. That the applicant shall contact the City's Environmental Planner to inspect the tree protection fence prior to demolition and/or site alteration commencing.
7. That the applicant be requested to contact the General Manager of Solid Waste Resources, within Infrastructure, Development and Enterprise regarding options for the salvage or recycling of all demolition materials.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

### **By-laws**

5. Moved by Councillor Gibson  
Seconded by Councillor Piper

That By-laws Numbered (2015)-19930 to (2015)-19935, inclusive, are hereby passed.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (13)*

*VOTING AGAINST: (0)*

CARRIED

### **Adjournment (7:38 p.m.)**

6. Moved by Councillor Billings  
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

CARRIED

*Minutes to be confirmed on September 28, 2015.*

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Mayor Guthrie

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Stephen O'Brien, City Clerk



**1023 Victoria Road South  
Draft Plan of Subdivision (23T-01508) – Phase 4 of Kortright East Subdivision  
Conditions and Zoning Regulations**

**PART A: DRAFT PLAN OF SUBDIVISION CONDITIONS**

"THAT the application by Black, Shoemaker, Robinson and Donaldson Limited on behalf of Fusion Homes for approval of a proposed Draft Plan of Residential Subdivision applying to property municipally known as 1023 Victoria Road South and legally described as Part of Northeast Half of Lot 4, Concession 8, formerly Township of Puslinch, now City of Guelph, BE APPROVED, subject to the following conditions:

**CITY CONDITIONS**

1. That this approval applies only to the draft plan of subdivision prepared by Black, Shoemaker, Robinson and Donaldson Limited, Project No. 12-9247-2, dated April 15, 2013, as shown in Attachment 7, including road widenings and reserves.

**Conditions to be met prior to grading and site alteration**

2. The Developer shall complete a **tree inventory, preservation and compensation plan**, satisfactory to the General Manager of Planning, Urban Design and Building Services and City Engineer, in accordance with the City of Guelph By-law (2010)-19058, prior to any tree removal, grading or construction on the site.
3. The Developer shall obtain a **site alteration permit** in accordance with City of Guelph By-law (2007)-18420 to the satisfaction of the City Engineer if grading/earthworks is to occur prior to entering into the subdivision agreement.
4. The Developer agrees that no work, including, but not limited to **tree removal, grading or construction**, will occur on the lands until such time as the Developer has obtained written permission from the City Engineer or has entered into a Subdivision Agreement with the City.
5. The Developer shall enter into an **Engineering Services Agreement** with the City, satisfactory to the City Engineer.
6. The Developer shall prepare an overall **site drainage and grading plan**, satisfactory to the City Engineer, for the entire subdivision. Such a plan will be used as the basis for a detailed lot grading plan to be submitted prior to the issuance of any building permit within the subdivision.
7. The Developer shall construct, install and maintain **erosion and sediment control** facilities, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer.
8. The Developer shall retain a qualified **environmental inspector**, satisfactory to the City, to inspect the site during all phases of development and construction including grading, servicing and building construction. The environmental inspector



shall monitor and inspect the erosion and sediment control measures and procedures and compliance with the Environmental Impact Study and the Environmental Implementation Report. The environmental inspector shall report on their findings to the City.

9. The Developer shall submit a detailed **Storm Water Management Report and Plans** to the satisfaction of the City Engineer which shows how storm water will be controlled and conveyed to the receiving water body. The report and plans shall address the issue of water quantity and quality in accordance with recognized best management practices, Provincial Guidelines, the City's "Design Principles for Storm Water Management Facilities" and the Storm Water Management Design Report for the applicable watershed. Maintenance and operational requirements for any control and/or conveyance facilities must be described.
10. The Developer shall ensure that any **domestic wells located within the lands be properly decommissioned** in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer. Any **boreholes** drilled for hydrogeological or geotechnical investigations must also be properly abandoned.
11. The Developer shall **stabilize all disturbed soil** within 90 days of being disturbed, control all noxious weeds and keep ground cover to a maximum height of 150 mm (6 inches) until the release of the development agreement on the block/lot so disturbed.
12. The Developer acknowledges that the City does not allow **retaining walls higher than 1.0 metre** abutting existing residential properties without the permission of the City Engineer.
13. The Developer shall prepare an **Environmental Implementation Report (EIR) Addendum** to update the EIR prepared by Stantec Consulting and dated 2007/2008 to the satisfaction of the General Manager of Planning, Urban Design and Building Services and the Grand River Conservation Authority (GRCA). The EIR Addendum will provide details with respect to the wildlife corridors and crossings, tree management plan, pedestrian trails and connectivity with existing and proposed trails, stormwater management plan as well as a grading, drainage and erosion and sediment control plan within the Phase 4 lands.
  - a. The Developer shall implement all recommendations of the EIR to the satisfaction of the City and GRCA.
14. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The Developer shall retain a Qualified Person as defined in Ontario Regulation 153/04 to prepare and submit a **Phase One Environmental Site Assessment** and any other subsequent phases required, in accordance with Ontario Regulation 153/04, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its



removal and disposal at the Developer's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.

15. If contamination is found, the Developer shall:
- submit all environmental assessment reports prepared in accordance with the **Record of Site Condition** (O. Reg. 153/04) describing the current conditions of the land to be conveyed to the City and the proposed remedial action plan to the satisfaction of the City;
  - complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be conveyed to the City meet the Site Condition Standards of the intended land use; and
  - file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.

**Conditions to be met prior to execution of subdivision agreement**

16. That any dead ends and open sides of road allowances created by the draft plan be terminated in **0.3 metre reserves**, which shall be conveyed to the City at the expense of the Developer.
17. The Developer shall have **engineering drawings** and final reports prepared for the approval of the City Engineer.
18. With the exception of any share determined by the City to be the City's share in accordance with Its by-laws and policies, the Developer is responsible for the total **cost of the design and construction of all municipal services** within and external to the subdivision that are required by the City to service the lands within the plan of subdivision including such works as sanitary facilities, storm facilities, water facilities, walkways and road works including sidewalks, boulevards and curbs, with the distance, size and alignment of such services to be determined by the City. This includes the Developer paying the cost of the design, construction and removal of any works of a temporary nature including temporary cul-de-sacs, sewers, stormwater management facilities, watermains and emergency accesses.
19. The Developer shall submit a **Geotechnical Report** to the satisfaction of the City Engineer which describes the potential impacts of groundwater and provides recommendations for pavement design and pipe bedding.
20. The Developer shall supply and erect **street name and traffic control signs** in the subdivision, to the satisfaction of the City.
21. The Developer shall prepare a **street tree planting plan** and implement such plan to the satisfaction of the City.
22. The Developer shall pay to the City the cost of installing **bus stop pads** at locations to be determined by Guelph Transit.



23. The Developer shall provide an **On-Street Parking Plan** for the subdivision to the satisfaction of the City Engineer.
24. The **site plans for all corner building lots**, as determined by the City, shall be submitted to the City for approval of driveway location.
25. The Developer shall pay the cost of the installation of one Second Order **Geodetic Benchmark** within the proposed subdivision to the satisfaction of City Engineer.
26. The Developer conveys to the City any lands in the plan that are required by the City for Stormwater Management Facilities, parks, wetlands and buffers and open space.
27. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings for approval by the City and the administration of the construction contract up to the end of the warrantee period by an Ontario Association of Landscape Architects (OALA) member to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Deputy CAO of Public Services.
28. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** in accordance with the "Environmental Implementation Report" to the satisfaction of the Deputy CAO of Public Services. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by a full member of Ontario Association of Landscape Architects (OALA) for approval to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City's estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Deputy CAO of Public Services.
29. The Developer shall be responsible for the cost of detailed design of the **Pedestrian Trail System** for the Storm Water Management & Open Space Blocks. This shall include obtaining any required permits, submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Deputy CAO of Public Services and the City Engineer. This shall include the submission of drawings for approval completed by a full member, with seal, of Ontario Association of Landscape Architects (OALA) member to the satisfaction of the Deputy CAO of Public Services.
30. The Developer shall be responsible for the cost of design and development of the **"Basic Trail Development"** as per the City of Guelph current "Specifications for Basic Trail Development", which includes rough grading and drainage, any associated infrastructure (bridges and abutments, guard and hand rails, retaining walls) and sodding/ seeding to the satisfaction of the Deputy CAO of Public



Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the Basic Trail Development to the satisfaction of the Deputy CAO of Public Services.

31. The Developer shall provide Community and Social Services and Infrastructure, Development and Enterprise with a **digital file** in either AutoCAD - DWG format or DXF format containing the following final approved information: parcel fabric, street network, grades/contours and landscaping of the park, open space and storm water management blocks.
34. The Developer shall install, at no cost to the City, chain link fencing, adjacent to Blocks 30, 31, 33, 34, 35, 38, 39, and Lots 8 and 9. The Developer further agrees that the fencing will be installed following grading operations of the subdivision in accordance with the current standards and specification of the City and to the satisfaction of the General Manager of Planning and Building Services. Further, all property lines must be accurately surveyed and clearly marked in the field prior to establishing all fence line locations. Fences shall be erected directly adjacent to the established property line within the City owned lands.
35. The Developer agrees to provide temporary signage describing the existing/proposed park, open space, trail and required fencing on all entrance signs for the development, at the street frontages of the park block and Open Space Block 40 to the satisfaction of the General Manager of Planning, Urban Design and Building Services. The signage shall:
  - advise prospective purchasers of dwellings in the area of the type of park, open space and trail and level of maintenance of these parcels of land by the City;
  - clearly state that the maintenance of the park and open space blocks are the responsibility of the Developer until such time as the City accepts the park and open space blocks, and
  - clearly state that all questions relating to the maintenance of the park and open space block shall be directed to the Developer until such time as the City accepts the park and open space blocks.
  - The signage shall be erected when rough grading on and adjacent to the building lots has begun and must be maintained by the Developer until acceptance of the park and open space blocks by the City.
36. The Developer further agrees that the proposed park block, open space block, trails and fencing be identified on any marketing or promotional materials.
37. The Developer shall **phase the subdivision** to the satisfaction of the City. Such phasing shall conform to the current Development Priorities Plan.
38. The Owner acknowledges and agrees that the dwelling units on the subject property will be constructed to a standard that promotes energy efficiency in order to comply with the **Community Energy Initiative**, to the satisfaction of the City in accordance with the letter attached as Attachment 11 in Infrastructure, Development and Enterprise Report 15-59 dated July 13, 2015.



**Conditions to be met prior to registration of the plan**

39. The Developer shall obtain approval of the City with respect to the availability of **adequate water supply and sewage treatment capacity**, prior to the registration of the plan, or any part thereof.
40. The Developer shall enter into a **Subdivision Agreement**, to be registered on title, to the satisfaction of the City Solicitor, which includes all requirements, financial and otherwise to the satisfaction of the City of Guelph.
41. That the **road allowances** included in the draft plan be shown and dedicated at the expense of the Developer as public highways and that prior to the registration of any phase of the subdivision, the City shall receive a letter from the O.L.S. preparing the plan that certifies that the layout of the roads in the plan conforms to the City's "Geometric Design Criteria – July 23, 1993".
42. That all **easements, blocks and rights-of-way** required within or adjacent to the proposed subdivision be conveyed clear of encumbrance to the satisfaction of the City of Guelph, Guelph Hydro Electric Systems Inc. and other Guelph utilities. Every Transfer Easement shall be accompanied by a Postponement, satisfactory to the City Solicitor, for any mortgage, charge or lease and such Postponement shall be registered on title by the City at the expense of the Developer.
43. The Developer shall pay any **outstanding debts** owed to the City.
44. The Developer shall pay **development charges** to the City in accordance with By-law Number (2014) - 19692, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board as amended from time to time, or any successor by-laws thereto.
45. The Developer **dedicates to the City** Block 40 (Open Space/Wetland Block).
46. The Developer shall erect and maintain **signs** at specified entrances to the subdivision showing the proposed land uses and zoning of all the lots and blocks within the proposed subdivision and predominantly place on such signs the wording "For the zoning of all lands abutting the subdivision, inquiries should be directed to Planning Services, City Hall". The signs shall be resistant to weathering and vandalism.
47. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:
  - a. "Purchasers and/or tenants of specified lots are advised that sump pumps will be required for every lot unless a gravity outlet for the foundation drain can be provided on the lot in accordance with a certified design by a



Professional Engineer. Furthermore, all sump pumps must be discharged to the rear yard."

- b. "Purchasers and/or tenants of all lots or units are advised that if any fee has been paid by the purchaser to the Developers for the planting of trees on City boulevards in front of residential units does not obligate the City nor guarantee that a tree will be planted on the boulevard in front or on the side of a particular residential dwelling."
- c. "Purchasers and/or tenants of all lots or units located in the subdivision plan, are advised prior to the completion of home sales, of the time frame during which construction activities may occur, and the potential for residents to be inconvenienced by construction activities such as noise, dust, dirt, debris, drainage and construction traffic."
- d. "Purchasers and/or tenants of all lots or units are advised that the boundaries of the Open Space and Stormwater Management Blocks will be demarcated in accordance with the City of Guelph Demarcation Policy."
- e. "Purchasers and/or tenants of all lots or units abutting City owned lands are advised that abutting City owned lands may be fenced in accordance with the current standards and specifications of the City."
- f. "Purchasers and/or tenants of all lots or units abutting City owned lands are advised that no private gates will be allowed into Blocks 30, 31, 33, 34, 35, 38, 39, and Lots 8 and 9 that abut City lands."
- g. "Purchasers and/or tenants of all lots or units are advised that a public trail will be installed or exists abutting or in close proximity to Blocks 30, 31, 33, 34, 35, 38, 39, and Lots 8 and 9 and that public access to this trail will occur adjacent to Block 30, between Lots 8 and 9, between Blocks 34 and 35, between Blocks 33 and 39, between Blocks 38 and 39."
- h. "Purchasers and/or tenants of all lots are advised that the Stormwater Management Blocks have been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public walkways, bikeways and trails."
- i. "Purchasers and/or tenants of all lots are advised that the Open Space Blocks have been retained in their natural condition. Be advised that the City will not carry out regular maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."
- j. "Purchasers and/or tenants of all lots are advised that the Park Block has been designed for active public use and may include sportsfields, playgrounds, trails and other park amenities. Be advised that the City may carry out regular maintenance such as grass cutting. Periodic



maintenance may also occur from time to time to support the park functions."

- k. "Purchasers and/or tenants of all lots or units are advised that the boundaries of the open space and park blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy. This demarcation will consist of black vinyl chain link fence adjacent to Blocks 30, 31, 33, 34, 35, 38, 39, and Lots 8 and 9.
- 48. The Developer agrees to eliminate the use of any **covenants that would restrict the use of clotheslines** and that prior to the registration of all or any portion of the plan, the Developer's lawyer shall certify to the General Manager of Planning, Urban Design and Building Services that there are no restrictive covenants which restrict the use of clotheslines.
  - 49. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the Lands.
  - 50. The Developer shall ensure that **street lighting** and underground wiring shall be provided throughout the subdivision at the Developer's expense and in accordance with the policies of the City of Guelph and Guelph Hydro Electric Systems Inc.
  - 51. The Developer shall pay to the City, the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook**, to all future residents within the plan, with such payment based on a cost of one handbook per residential dwelling unit as determined by the City.
  - 52. The Developer shall meet all conditions and recommendations of the **Traffic Impact/Management Report** and shall implement all conditions and recommendations to the satisfaction of the City, prior to the registration of each phase of the subdivision. Further, the Developer has submitted a Traffic Calming Management Plan to the City for approval and shall incorporate the recommendations into the final subdivision design and shall implement all conditions and recommendations to the satisfaction of the City. Further, the Developer shall implement the recommended traffic calming measures described in the Kortright East Extension – Traffic Calming Recommendations report prepared by Paradigm Transportation Solutions Limited dated January 3, 2005.
  - 53. The Developer shall pay to the City the **cost of any existing** services within or abutting the proposed subdivision, as determined by the City.
  - 54. The Developer shall make arrangements, satisfactory to the City, concerning the **scheduling of the development** and the developers payment of cost for services for the subdivision.



**Conditions to be met prior to the issuance of a building permit**

55. All **Stage 1 Services** are to be constructed to the satisfaction of the City Engineer.
56. The Developer shall provide the City with written confirmation from the Engineering Department of **Guelph Hydro Electric Systems Inc.** that the subdivision hydro servicing has been completed to the satisfaction of Guelph Hydro.
57. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official certifying that all **fill** placed below proposed building locations has adequate structural capacity to support the proposed building. All fill placed within the allowable Zoning By-law envelope for building construction shall be certified to a maximum distance of 30 metres from the street line. This report shall include the following information; lot number, depth of fill, top elevation of fill and the area approved for building construction from the street line.
58. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official providing an opinion on the presence of **soil gases (Radon and Methane)** in the plan in accordance with applicable provisions contained in the Ontario Building Code.

**AGENCY CONDITIONS:**

59. That prior to any grading or construction on the site and prior to the registration of the plan, the owners or their agents shall submit the following plans and reports to the satisfaction and approval of the **Grand River Conservation Authority**:
- a. A final stormwater management report in accordance with the Preliminary Site Servicing and Stormwater Management Design report;
  - b. An erosion and siltation control plan in accordance with the Grand River Conservation Authority Guidelines for sediment and erosion control, indicating the means whereby erosion will be minimized and silt maintained on site throughout all phases of grading and construction.
  - c. Detailed lot grading and drainage plans.
  - d. The approval and issuance of a Permit from the GRCA for any development within the regulated areas on the subject lands pursuant to Ontario Regulation 150/06 (Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation).
  - e. Addendum to the "2007 Kortright East Extension Subdivision – Remaining Lands Environmental Implementation Report (EIR)".
60. The Developer and the **Wellington Catholic School Board** shall reach an agreement regarding the supply and erection of signage, at the Developer's expense, affixed to the subdivision sign advising potential Separate School supporters of the location of schools serving the area and the current practice of busing students outside the immediate area should schools in the area be at capacity.



61. The Developer agrees to provide the **Upper Grand District School Board** with a digital file of the plan of subdivision in either ARC/INFO export or DXF format containing the following information: parcel fabric and street network.
62. The Developer agrees in the subdivision agreement to **advise all purchasers** of residential units and/or renters of same, by inserting the following clause in all offers of Purchase and Sale/Lease, until such time as a permanent school is assigned:
  - "Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bused to a school outside the area, and further, that students may in future have to be transferred to another school.
63. The Developer and the **Upper Grand District School Board** shall reach an agreement regarding the supply and erection of a sign (at the developer's expense and according to Upper Grand District School Board specifications) affixed to the permanent development sign advising perspective residents that students may be directed to schools outside the neighbourhood.
64. The Developer shall satisfy all requirements and conditions of **Canada Post** including: set-up fees, advisories and suitable mailbox locations. The developer shall ensure that the eventual lot/home owner is advised in writing by the developer / subdivider / builder that Canada Post has selected the municipal easement to their lot for a Community Mail Box installation and the developer shall be responsible for the installation of concrete pads in accordance with the requirements of Canada Post, in locations to be approved by Canada Post to facilitate the placement of Community Mail Boxes.

**NOTES:** That this **Draft Plan Approval shall lapse** at the expiration of 3 years from the date of issuance of Draft Plan approval.

That prior to the registration of all or any portion of the plan, the **Grand River Conservation Authority** shall advise the City in writing how conditions 13 and 58 have been satisfied.

That prior to the registration of all or any portion of the plan, the **Wellington Catholic District School Board** shall advise the City in writing how condition 59 has been satisfied.

That prior to the registration of all or any portion of the plan, **Upper Grand District School Board** shall advise the City in writing how conditions 60, 61 and 62 have been satisfied.



That prior to the registration of all or any portion of the plan, **Guelph Hydro Electric Systems Inc.**, shall advise the City in writing how conditions 42, 49 and 55 have been satisfied.

That prior to the registration of all or any portion of the plan, **Canada Post** shall advise the City in writing how condition 63 has been satisfied.

AND

### **PART B: ZONING REGULATIONS**

That the Zoning By-law Amendment application be approved and that City Staff be instructed to prepare the necessary amendment to Zoning By-law Number (1995)-14864, as amended, to transfer the subject lands from the Township of Puslinch 'A' (Agriculture) Zone, as follows:

### **PROPOSED ZONING**

The following zoning is proposed for the subject site:

#### **R.1D - 43 (Single Detached Residential) Zone**

In accordance with Section 5.1 of Zoning By-law (1995)-14864, as amended.

#### **Permitted Uses**

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

#### **Regulations**

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

Despite Table 5.1.2, Row 6, and Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7 and 5.1.2.2, the minimum front yard shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

### **EXCERPT FROM TABLE 5.1.2 - REGULATIONS GOVERNING R.1 ZONES**

1	Residential Type	Single Detached Dwellings
2	Zone	<b>R.1D</b>
3	Minimum Lot Area	275 m <sup>2</sup>
4	Minimum Lot Frontage	9 metres and in accordance with Sections 5.1.2.5 and 5.1.2.6.
5	Maximum Building Height	3 Storeys and in accordance with Section 4.18.
6	Minimum Front Yard	6 metres and in accordance with Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7.
6a	Minimum Exterior Side Yard	4.5 metres and in accordance with Sections 4.6, 4.24, 4.28, 5.1.2.3, 5.1.2.4 and 5.1.2.7.
7	Minimum Side Yard 1 to 2 Storeys Over 2 Storeys	0.6 metres and in accordance with Sections 5.1.2.1 and 5.1.2.2.



8	Minimum Rear Yard	7.5 metres or 20% of the <i>Lot Depth</i> , whichever is less and in accordance with Section 5.1.2.4.
9	Accessory Buildings or Structures	In accordance with Section 4.5
10	Fences	In accordance with Section 4.20.
11	Off-Street Parking	In accordance with Section 4.13.
12	Minimum Landscaped Open Space	The <i>Front Yard</i> on any <i>Lot</i> , excepting the <i>Driveway (Residential)</i> shall be landscaped and no parking shall be permitted within this <i>Landscaped Open Space</i> . Despite the definition of <i>Landscaped Open Space</i> , a minimum area of 0.5 metres between the <i>Driveway (Residential)</i> and nearest <i>Lot Line</i> must be maintained as landscaped space in the form of grass, flowers, trees, shrubbery, natural vegetation and indigenous species.
13	Garbage, Refuse and Storage	In accordance with Section 4.9.
14	Garages	For those <i>Lots</i> located within the boundaries indicated on Defined Area Map Number 66, attached <i>Garages</i> shall not project beyond the main front wall of the <i>Building</i> . Where a roofed porch is provided, the <i>Garage</i> may be located ahead of the front wall of the dwelling (enclosing <i>Habitable Floor Space</i> on the first floor) equal to the projection of the porch to a maximum of 2 metres.

**R.2 - ? (Specialized Residential Semi-Detached/Duplex) Zone (Lots 1 to 20 and 26 to 29)**

In accordance with Section 5.2 of Zoning By-law (1995)-14864, as amended.

Permitted Uses

In accordance with Section 5.2.1 of Zoning By-law (1995) – 14864, as amended.

Regulations

In accordance with Section 5.2.2 of Zoning By-law (1995) – 14864, as amended (Table 5.2.2 below), with the following exceptions:

Despite Table 5.2.2, Row 2, the minimum lot area shall be 448 square metres for every two units and 224 square metres for every unit.

Despite Table 5.2.2, Row 3, the minimum lot frontage for every lot shall be 13.7 metres and the minimum lot frontage per unit shall be 6.8 metres.



Despite Table 5.2.2, Row 5, and Sections 4.6, 4.24 and 5.2.2.1, the minimum front yard shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

Despite Table 5.2.2, Row 11, the maximum lot coverage shall be 50% of the lot area.

## **R.2 - ? (Specialized Residential Semi-Detached/Duplex) Zone (Lots 21 to 25)**

In accordance with Section 5.2 of Zoning By-law (1995)-14864, as amended.

### Permitted Uses

In accordance with Section 5.2.1 of Zoning By-law (1995) – 14864, as amended.

### Regulations

In accordance with Section 5.2.2 of Zoning By-law (1995) – 14864, as amended (Table 5.2.2 below), with the following exceptions:

Despite Table 5.2.2, Row 2, the minimum lot area shall be 416 square metres for every two units and 208 square metres for every unit.

Despite Table 5.2.2, Row 3, the minimum lot frontage for every lot shall be 13.7 metres and the minimum lot frontage per unit shall be 6.8 metres.

Despite Table 5.2.2, Row 5, and Sections 4.6, 4.24 and 5.2.2.1, the minimum front yard shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

Despite Table 5.2.2, Row 5a, and Sections 4.6, 4.24, 4.28 and 5.2.2.1, the minimum exterior side yard shall be 3.0 metres.

Despite Table 5.2.2, Row 11, the maximum lot coverage shall be 50% of the lot area.

**TABLE 5.2.2 – REGULATIONS GOVERNING THE R.2 ZONE**

1	Residential Type	<ul style="list-style-type: none"> <li>• <b>Duplex Dwelling</b></li> <li>• <b>Semi-Detached Dwelling</b></li> <li>• <b>Accessory Apartment</b> in accordance with Section 4.15.1</li> <li>• <b>Bed and Breakfast establishment</b> in accordance with Section 4.27</li> <li>• <b>Group Home</b> in accordance with Section 4.25</li> <li>• <b>Home Occupation</b> in accordance with Section 4.19</li> </ul>
2	Minimum <b>Lot Area</b>	460 m <sup>2</sup> for every two units 230 m <sup>2</sup> for each unit
3	Minimum <b>Lot Frontage</b>	15 metres for every two units. 7.5 metres for each unit. Despite the above, the <b>Lots</b> located within the boundaries of Defined Area Map Number 66 of Schedule "A" shall have a minimum <b>Lot Frontage</b> of not less than the average <b>Lot Frontage</b> established by existing <b>Lots</b> within the same <b>City Block Face</b> .
4	Minimum <b>Ground Floor Area</b> 1 <b>Storey</b> 1.5 <b>Storeys</b> 2 or more <b>Storeys</b>	80 m <sup>2</sup> 55 m <sup>2</sup> 40 m <sup>2</sup>



Schedule 1  
Page 14

5	Minimum <b>Front Yard</b>	6 metres and in accordance with Sections 4.6, 4.24 and 5.2.2.1.
5a	Minimum <b>Exterior Side Yard</b>	4.5 metres and in accordance with Sections 4.6, 4.24, 4.28, 5.2.2.1.
6	Minimum <b>Side Yard</b> (each side)	1.2 metres Where a <b>Garage, Carport</b> or off- <b>street Parking Space</b> is not provided for each <b>Dwelling Unit</b> , each <b>Side Yard</b> shall have a minimum width of 3 metres to accommodate off- <b>street</b> parking. Despite the above, no interior <b>Side Yard</b> is required along the common <b>Lot</b> line of <b>Semi-Detached Dwellings</b> .
7	Minimum <b>Rear Yard</b>	7.5 metres or 20% of the <b>Lot Depth</b> , whichever is less.
8	Accessory <b>Buildings</b> or <b>Structures</b>	In accordance with Section 4.5.
9	<b>Fences</b>	In accordance with Section 4.20.
10	Maximum <b>Building Height</b>	3 <b>Storeys</b> and in accordance with Section 4.18.
11	Maximum <b>Lot Coverage</b>	40% of the <b>Lot Area</b> .
12	Off- <b>Street</b> Parking	In accordance with Section 4.13.
13	<b>Garages</b>	For those <b>Lots</b> located within the boundaries indicated on Defined Area Map Number 66, where a roofed porch is provided, the <b>Garage</b> may be located ahead of the front wall of the dwelling (enclosing <b>Habitable Floor Space</b> on the first floor) equal to the projection of the porch to a maximum of 2 metres.
14	Garbage, Refuse Storage and Composters	In accordance with Section 4.9.
15	Minimum <b>Landscaped Open Space</b>	The <b>Front Yard</b> of any <b>Lot</b> , excepting the <b>Driveway (Residential)</b> , shall be landscaped and no parking shall be permitted within this <b>Landscaped Open Space</b> . Despite the definition of the <b>Landscaped Open Space</b> , for <b>Buildings</b> that do not have a shared <b>Driveway (Residential)</b> access, a minimum area of 0.6 metres between the driveway and nearest <b>Lot Line</b> must be maintained as landscaped space in the form of grass, flowers, trees, shrubbery, natural vegetation and indigenous species and may include a surfaced walk in accordance with Section 4.13.7.2.4.

**P.1 (Block 40)**

In accordance with Section 9.1.1 of Zoning By-law (1995)-14864, as amended.

**WL (Block 40)**

In accordance with Section 13.2 of Zoning By-law (1995)-14864, as amended.



## **927 and 1023 Victoria Road South (Phase 3 of Kortright East Subdivision) Conditions of Draft Plan Approval**

### **Part A: Draft Plan of Subdivision Conditions**

That the application by Black, Shoemaker, Robinson & Donaldson Ltd, on behalf of Wolf von Teichman and Northmanor Estates Inc. for approval of a draft plan of subdivision to permit Phase 3 of the Kortright East Subdivision comprising a total of 215 dwelling units on lands legally described as described as Part of Lots 3 and 4, Concession 8, Geographic Township of Puslinch, and municipally known as 927 and 1023 Victoria Road South, City of Guelph, **be approved**, with a three year lapsing provision, subject to the following conditions:

### **CITY CONDITIONS**

1. That this approval applies only to a **draft plan of subdivision** prepared by Black, Shoemaker, Robinson & Donaldson Ltd (Project No. 07-7364-5), on behalf of Wolf von Teichman and Northmanor Estates Inc. dated March 16, 2012, identifying 215 dwelling units, including the following minor adjustment: That the road allowance for Streets 3 and 4 adjacent to Lots 26 and 31 be extended to permit full servicing of the lots to the satisfaction of the City Engineer and that both road allowances terminate with a 0.3 metre reserve.

### **Conditions to be met prior to any grading or site alteration**

2. The Developer shall follow the approved **tree inventory and conservation plan**, satisfactory to the General Manager of Planning, Urban Design and Building Services and City Engineer, in accordance with City of Guelph By-law (2010)-19058, prior to any grading, tree removal or construction on the site.
3. The Developer shall obtain a **Site Alteration Permit** in accordance with City of Guelph By-law (2007)-18420 to the satisfaction of the City Engineer if grading/earthworks is to occur prior to entering into the subdivision agreement.
4. That the Developer shall prepare a **construction traffic access and control plan** for all phases of servicing and building construction based on the use of Victoria Road as the sole means of access to the satisfaction of the City. Any costs related to the implementation of such a plan shall be borne by the Developer. Any damage or maintenance required to surrounding streets as a result of such traffic shall be at the Developers cost.
5. The Developer agrees that no work, including, but not limited to tree removal, grading or construction, will occur on the lands until such time as the Developer has obtained **written permission** from the City Engineer or has entered into a Subdivision Agreement with the City.
6. The Developer shall enter into an **Engineering Services Agreement** with the City, satisfactory to the City Engineer.
7. The Developer shall prepare an overall **site drainage and grading plan**, satisfactory to the City Engineer, for the entire subdivision. The plan will place emphasis on the minimal disruption of the lands natural topography and shall minimize cut and fill and area grading to that which is required to service the



subdivision to the required standards. The plan will be used as the basis for a detailed lot grading plan to be submitted prior to the issuance of any building permit within the subdivision.

8. The Developer has prepared an **Environmental Implementation Report (EIR)** based on terms of reference approved by the City and Grand River Conservation Authority (GRCA). The report includes a monitoring program to assess the performance of the storm water management facilities and a public education program for residents. The Developer shall implement all recommendations of the EIR to the satisfaction of the City and GRCA.
9. The Developer shall construct, install and maintain **erosion and sediment control** facilities, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer.
10. The Developer shall retain a qualified environmental inspector, satisfactory to the General Manager of Planning, Urban Design and Building Services to inspect the site during all phases of development and construction including grading, servicing and building construction. The **Environmental Inspector** shall monitor and inspect the erosion and sediment control measures and procedures, and compliance with the Environmental Impact Study and the Environment Implementation Report on a weekly or more frequent basis if required. The Environmental Inspector shall report on their findings to the City on a monthly or more frequent basis.
11. The Developer shall submit a detailed **Storm Water Management Report** and Plans to the satisfaction of the City Engineer which shows how storm water will be controlled and conveyed to the receiving water body. The report and plan shall address the issue of water quantity and quality in accordance with recognized best management practices, Provincial Guidelines, the City's "Design Principles for Storm Water Management Facilities" and the Storm Water Management Design Report for the Torrance Creek Subwatershed. Maintenance and operational requirements for any control and/or conveyance facilities must be described.
12. The developer shall ensure that any **domestic wells** located within the lands be properly decommissioned in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer. Any boreholes drilled for hydrogeological or geotechnical investigations must also be properly abandoned.
13. The Developer shall **stabilize all disturbed soil** within 90 days of being disturbed, control all noxious weeds and keep ground cover to a maximum height of 150 mm (6 inches) until the release of the development agreement on the block/lot so disturbed.
14. The Developer acknowledges that the City does not allow **retaining walls** higher than 1.0metre abutting existing residential properties without the permission of the City Engineer.
15. Prior to any development or grading of the site, the Developer shall submit to the City, a report indicating how regular **dust suppression** will be accomplished during the servicing and house construction phases of the subdivision.



16. The developer has completed an **archaeological assessment** of the subject property and mitigated, through preservation or resource removal, adverse impacts to any significant archaeological resources found. No demolition, grading or any soil disturbances shall take place on the subject property, prior to the issuance of a letter from the Ministry of Citizenship, Culture and Recreation to the City indicating that all archaeological assessment and/or mitigation activities undertaken have met licensing and resource conservation requirements.

**Conditions to be met prior to execution of subdivision agreement**

17. That any dead ends and open sides of road allowances created by the draft plan be terminated in **0.3 metre reserves**, which shall be conveyed to the City at the expense of the Developer.
18. The Developer shall have engineering drawings and **final reports** prepared for the approval of the City Engineer.
19. With the exception of any share determined by the City to be the City's share in accordance with its by-laws and policies, the Developer is responsible for the **total cost of the design and construction of all municipal services** within and external to the subdivision that are required by the City to service the lands within the plan of subdivision including such works as sanitary facilities, storm facilities, water facilities, walkways and road works including sidewalks, boulevards and curbs, with the distance, size and alignment of such services to be determined by the City. This includes the Developer paying the cost of the design, construction and removal of any works of a temporary nature including temporary cul-de-sacs, sewers, stormwater management facilities, watermains and emergency accesses.
20. The Developer shall submit a **Geotechnical Report** to the satisfaction of the City Engineer which describes the potential impacts of groundwater and provides recommendations for pavement design and pipe bedding.
21. The Developer shall pay the cost of supplying and erecting **street name and traffic control signs** in the subdivision, to the satisfaction of the City.
22. The Developer is responsible for the total cost of preparing a **tree planting plan** for the roadways shown on the plan of subdivision and implementing such plan to the satisfaction of the City.
23. The Developer shall pay to the City the cost of installing **bus stop pads** at locations to be determined by Guelph Transit.
24. The Developer shall provide an **On-Street Parking Plan** for the subdivision to the satisfaction of the City Engineer.
25. The site plans for all **corner building lots**, as determined by the City, shall be submitted to the City Engineer for approval of driveway location.



26. The Developer shall pay the cost of the installation of one Second Order Geodetic **Benchmark** within the proposed subdivision to the satisfaction of City Engineer.

**Conditions to be met prior to registration of the plan**

27. The Developer shall obtain approval of the City with respect to the availability of **adequate water supply and sewage treatment capacity**, prior to the registration of the plan, or any part thereof.
28. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The Developer shall retain a Qualified Person (QP) as defined in Ontario Regulation 153/04 to prepare and submit a **Phase 1 Environmental Site Assessment** and any other subsequent phases required, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Developer's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.
29. If contamination is found, the Developer shall:
- a) submit all environmental assessment reports prepared in accordance with the **Record of Site Condition** (O. Reg. 153/04) describing the current conditions of the land to be developed and the proposed remedial action plan to the satisfaction of the City;
  - b) complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be developed meet the Site Condition Standards of the intended land use;
  - c) and file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.
30. The Developer shall enter into a **Subdivision Agreement**, to be registered on title, satisfactory to the City Solicitor, which includes all requirements, financial and otherwise to the satisfaction of the City of Guelph.
31. That the **road allowances** included in the draft plan be shown and dedicated at the expense of the Developer as public highways and that prior to the registration of any phase of the subdivision, the City shall receive a letter from the O.L.S. preparing the plan that certifies that the layout of the roads in the plan conforms to the City's "Geometric Design Criteria – July 23, 1993", with the exception of any road widths.
32. That all **easements, blocks and rights-of-way** required within or adjacent to the proposed subdivision be conveyed clear of encumbrance to the satisfaction of the City of Guelph, Guelph Hydro Electric Systems Inc. and other Guelph utilities.



Every Transfer Easement shall be accompanied by a Postponement, satisfactory to the City Solicitor, for any mortgage, charge or lease and such Postponement shall be registered on title by the City at the expense of the Developer.

33. The Developer shall pay any **outstanding debts** owed to the City.
34. The Developer shall pay **Development Charges** to the City in accordance with By-law (2014)-19692, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.
35. The Developer shall **erect and maintain signs** at specified entrances to the subdivision showing the proposed land uses and zoning of all lots and blocks within the proposed subdivision and predominantly place on such signs the wording "For the zoning of all lands abutting the subdivision, inquiries should be directed to Planning Services, City Hall." The sign is to be resistant to weather and vandalism.
36. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title :
- a) "Purchasers and/or tenants of all lots are advised that sump pumps will be required for every lot unless a gravity outlet for the foundation drain can be provided on the lot in accordance with a certified design by a Professional Engineer. Furthermore, all sump pumps must be discharged to the rear yard."
  - b) "Purchasers and/or tenants of all lots or units are advised that if any fee has been paid by the purchaser to the Developers for the planting of trees on City boulevards in front of residential units does not obligate the City or guarantee that a tree will be planted on the boulevard in front or on the side of a particular residential dwelling."
  - c) "Purchasers and/or tenants of all lots or units are advised that a transit route may be installed on any street at the discretion of the City. The location of such route and bus stops will be determined based on the policies and requirements of the City. Such bus stops may be located anywhere along the route, including lot frontages."
  - d) "Purchasers and/or tenants of all lots or units located in the subdivision plan, are advised prior to the completion of home sales, that ongoing construction activities may occur, and there will be potential for residents to be inconvenienced by construction activities such as noise, dust, dirt, debris, drainage and construction traffic".
  - e) "Purchasers and/or tenants of all lots or units are advised that the boundaries of the Open Space and Stormwater Management Blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy."



- f) "Purchasers and/or tenants of all lots or units are advised that the stormwater management pond has been vegetated to create a natural wetland setting. The City will not carry out routine maintenance such as grass cutting."
- g) "Purchasers and/or tenants of all lots or units are advised that Streets 3, 4 and Macaslister Blvd. will be extended at some future date when the adjacent lands are developed."
37. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the Lands.
38. The Developer shall ensure that **street lighting and underground wiring** shall be provided throughout the subdivision at the Developer's expense and in accordance with the policies of the City of Guelph and Guelph Hydro Electric Systems Inc.
39. That site plans for all corner building lots, as determined by the City Engineer, shall be submitted to the City Engineer for approval of **driveway location**.
40. The Developer shall pay to the City the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook** to all future residents within the Plan with such payment based on a cost of one handbook per residential dwelling unit as determined by the City.
41. The Developer shall demarcate the boundary of the Stormwater Management Pond with a 1.8metre high black vinyl **chain link fence** to the satisfaction of the City.
42. The Developer shall convey **Lots 26 and 31** at the expense of the Developer to the City and held until the adjacent future street can be constructed and extended beyond the current terminus, unless the future streets can be extended to adequately service the lots to the satisfaction of the City Engineer. Ultimately, the Developer is responsible for maintaining these two lots including, but not limited to, weed and pest control.
43. The Developer shall meet all conditions and recommendations of the **Traffic Impact/Management Report** and shall implement all conditions and recommendations to the satisfaction of the City, prior to the registration of each phase of the subdivision. Further, the Developer has submitted a Traffic Calming Management Plan to the City for approval and shall incorporate the recommendations into the final subdivision design and shall implement all conditions and recommendations to the satisfaction of the City. Further, the Developer shall implement the recommended traffic calming measures described in the Kortright East Extension – Traffic Calming Recommendations report prepared by Paradigm Transportation Solutions Limited dated January 3, 2005.



44. That the developer **deeds to the City** any lands in the plan that are required by the City for Storm Water Management Facilities, parks, wetlands and buffers and open space. Furthermore, the developer shall demarcate the boundaries of any lands conveyed to the City in accordance with the policies of the City.
45. That the developer shall pay to the City the cost of any **existing services** within or abutting the proposed subdivision, as determined by the General Manager, Planning Services.
46. That the developer makes arrangements, satisfactory to the General Manager of Planning, Urban Design and Building Services, concerning the **scheduling** of the development and the developers payment of cost for services for the subdivision.
47. That the developer **phases** the subdivision to the satisfaction of the City.
48. That the developer shall at its expense implement and address all recommendations contained in the **Environmental Impact Study** that has been approved by the City, for the subdivision, and the developer shall address each recommendation to the satisfaction of the Grand River Conservation Authority and the City.
49. That the developer shall dedicate **Block 158 for parks purposes** in accordance with the provisions of City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545, or any successor thereof.
50. The Developer shall be responsible for the cost of design and development of the **"Basic Park Development"** as per the City of Guelph current "Specifications for Parkland Development", which includes clearing, grubbing, topsoiling, grading and sodding for any phase containing a Park block to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of development of the Basic Park Development for the Park Block to the satisfaction of the Deputy CAO of Public Services.
51. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Deputy CAO of Public Services.
52. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** in accordance with the "Environmental Implementation Report" to the satisfaction of the Deputy CAO of Public Services. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an



53. Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with cash or letter of credit to cover the City approved estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Deputy CAO of Public Services.
54. The Developer shall design and develop the **Storm Water Management Facility Landscaping** in accordance with the City's current "Design Principles for Storm Water Management Facilities" to the satisfaction of the Deputy CAO of Public Services and the City Engineer. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by an Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Deputy CAO of Public Services.
55. The Developer shall be responsible for the cost of design of the **Pedestrian Trail System** for the Storm Water Management & Open Space Blocks. This shall include submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Deputy CAO of Public Services and the City Engineer. This shall include the submission of drawings completed by an Ontario Association of Landscape Architects (OALA) member for approval to the satisfaction of the Deputy CAO of Public Services.
56. The Developer shall provide Planning Services and Public Services with a **digital file** in either AutoCAD - DWG format or DXF format containing the following final approved information: parcel fabric, street network, grades/contours and landscaping of the park, open space and storm water management blocks.
57. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:
- a) "Purchasers and/or tenants of all lots or units are advised that public trails will be installed abutting or in close proximity to Lots 1-17, 51-56 and 62-72, and that public access to these trails will occur adjacent to Lots 1 and 17.
  - b) "Purchasers and/or tenants of all lots are advised that the Stormwater Management Block has been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public walkways, bikeways and trails."
  - c) "Purchasers and/or tenants of all lots are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out regular maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."



- d) "Purchasers and/or tenants of all lots are advised that the Park Block has been designed for active public use and may include sportsfields, playgrounds, trails and other park amenities. Be advised that the City may carry out regular maintenance such as grass cutting. Periodic maintenance may also occur from time to time to support the park functions."
  - e) "Purchasers and/or tenants of all lots or units are advised that the boundaries of the open space, stormwater management and park blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy. This demarcation will consist of black vinyl chain link fence adjacent to all lots abutting these lands."
  - f) "Purchasers and/or tenants of all lots or units abutting City owned lands to be demarcated with fencing are advised that no private gates will be allowed."
58. The Developer shall identify the proposed park, open space, trails and demarcation types on all **temporary entrance signs** for the development to the satisfaction of the Deputy CAO of Public Services.
59. The Developer shall provide **two temporary signs on the park block frontages** clearly stating: that the maintenance of the park block is the responsibility of the Developer until such time as the City accepts the park; that all questions relating to the maintenance of the park block shall be directed to the Developer; and the Developer's contact details. The signage shall be erected when rough grading on and adjacent to the building lots has begun and must be maintained by the Developer until acceptance of the Blocks by the City.
60. The Developer shall ensure that the proposed park block, open space blocks, trails and demarcation **fencing** are identified on any marketing or promotional materials.

**Conditions to be met prior to the issuance of a building permit**

61. All **Stage 1 Services** are to be constructed to the satisfaction of the City Engineer.
62. The Developer shall provide the City with written confirmation from the Engineering Department of **Guelph Hydro** that the subdivision hydro servicing has been completed to the satisfaction of Guelph Hydro.
63. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official certifying that all **fill** placed below proposed building locations has adequate structural capacity to support the proposed building. All fill placed within the allowable zoning bylaw envelope for building construction shall be certified to a maximum distance of 30 metres from the street line. This report shall include the following information; lot number, depth of fill, top elevation of fill and the area approved for building construction from the street line.



64. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official providing an opinion on the presence of **soil gases** (Radon and Methane) in the plan in accordance with applicable provisions contained in the Ontario Building Code.

#### **AGENCY CONDITIONS**

65. That the developer agrees to provide the **Upper Grand District School Board** with a **digital file** of the plan of subdivision in either ARC/INFO export or DXF format containing the following information: parcel fabric and street network.
66. That the developer agrees in the subdivision agreement to advise all purchasers of residential units and/or renters of same, by inserting the following **clause** in all offers of Purchase and Sale/Lease, until such time as a permanent school is assigned:

"Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bussed to a school outside the area, and further, that students may in future have to be transferred to another school."

67. That the developer and the **Upper Grand District School Board** shall reach an agreement regarding the **supply and erection of a sign** (at the developer's expense and according to Upper Grand District School Board specifications) affixed to the permanent development sign advising perspective residents that students may be directed to schools outside the neighbourhood.
68. That the developer and the **Wellington Catholic District School Board** reach an agreement regarding the **supply and erection of signage**, at the developer's expense, affixed to the subdivision sign advising potential Separate School supporters of the location of schools serving the area and the current practice of bussing students outside the immediate area should school in the area be at capacity.
69. That prior to any grading or construction on the site and prior to the registration of the plan, the owners or their agents shall submit the following plans and reports to the satisfaction and approval of the **Grand River Conservation Authority**:
- a) A detailed storm water management report and plans in accordance with the 1994 Ministry of Environment and Energy Report entitled, Stormwater Management Practices Planning and Design Manual.
  - b) A Storm Servicing Plan showing the layout of the storm sewer system.



- c) A Lot Grading and Drainage Control Plan showing the limits of all grading, including existing and proposed grades.
  - d) An erosion and sediment control plan and plan in accordance with the Grand River Conservation Authority's Guidelines on Erosion and Sediment Control for construction sites, including the means whereby erosion will be minimized and sediment maintained on site throughout all phases of grading and construction, including a monitoring and maintenance plan and provisions for timely revegetation of the site.
70. That the **subdivision agreement** between the owners and the municipality contain provisions for:
- a) The completion and maintenance of the works in accordance with the approved plans and reports contained in condition 68.
  - b) The maintenance of all storm water management systems in accordance with the approved plans throughout all phases of grading and construction.
71. The Developer shall complete to the satisfaction of the City Engineer and **Canada Post**:
- Include on all offers of purchase and sale, a statement that advises prospective purchasers:
- a) that the home/business mail delivery will be from a designated Centralized Mail Box; and,
  - b) that the developers/owners be responsible for officially notifying the purchasers of the exact Centralized Mail Box locations prior to the closing of any home sales.
72. The Developer further agrees to:
- a) Work with **Canada Post** to determine and provide temporary suitable Centralized Mail Box locations which may be utilized by Canada Post until the curbs, boulevards and sidewalks are in place in the remainder of the subdivision.
  - b) Install a concrete pad in accordance with the requirements of, and in locations to be approved by, Canada Post to facilitate the placement of Community Mail Boxes.
  - c) Identify the pads above on the engineering service drawings. Said pads are to be poured at the time of the sidewalk and/or curb installation within each phase of the plan of subdivision.
  - d) Determine the location of all centralized mail receiving facilities in cooperation with Canada Post and to indicate the location of the centralized mail facilities on appropriate maps, information boards and plans. Maps are to be prominently displayed in the sales office(s) showing specific Centralized Mail Facility locations.



Canada Post's multi-unit policy, which requires that the owner/developer provide the centralized mail facility at their own expense, will be in effect for buildings and complexes with a common lobby, common indoor or sheltered space.

73. Prior to the registration of the plan, the developer shall arrange for all departments and agencies to submit **clearance letters** to the City, confirming each department and agency is satisfied and the plan can proceed to registration.

**Note to Draft Plan Approval:**

That this Draft Plan Approval shall lapse at the expiration of **3 years** from the date of issuance of Draft Plan Approval."



## **0 Lee Street Recommended Zoning**

The property affected by the Zoning By-law Amendment application is municipally referred to as 0 Lee Street, comprising a portion of the former Grange Road alignment.

### **PROPOSED ZONING**

The following zoning is proposed:

#### **R.2-6 (Residential Semi-Detached/Duplex) Zone**

As shown on Defined Area Map Numbers 56, 57, 61 and 62 of Schedule "A" of this By-law

#### **Permitted Uses**

Notwithstanding the Uses permitted by Section 5.2.1 of By-law Number (1995)-14864, as amended, the permitted Uses in the R.2-6 Zone shall be limited to the following:

- Single-Detached Dwelling
- Semi-Detached Dwelling
- Accessory Apartment in accordance with Section 4.15.1
- Bed and Breakfast establishment in accordance with Section 4.27
- Day Care Centre in accordance with Section 4.26
- Group Home in accordance with Section 4.25
- Home Occupation in accordance with Section 4.19
- Building or Structure accessory to the foregoing permitted uses

#### **Regulations**

Notwithstanding the provisions of Section 5.2.2 of By-law Number (1995)-14864, as amended, the following provisions shall apply:

##### Regulations for Single Detached Dwellings

In accordance with the provisions of Sections 4 and 5.1.2 of By-law (1995)-14864, as amended, with the following additions or exceptions:

Minimum Lot Area – 285 m<sup>2</sup>

Minimum Lot Frontage – 9.5 metres

Maximum Lot Frontage – 14.5 metres for all lots other than a Corner Lot

##### Minimum Front Yard

- i) From Grange Road, Watson Road, and Starwood Drive: 7.5 metres from the Street Line;
- ii) From all other Streets: 6 metres from the Street Line

Minimum Exterior Side Yard – 4.5 metres

##### Location of Legal Off-Street Parking Space

Notwithstanding Sections 4 and 5.1.2 of this By-law, the legal off-street Parking Space shall be located to the rear of the Setback line and a minimum distance of 6 metres from the Street Line



Minimum Side Yard

0.6 metres and in accordance with Sections 5.1.2.1 and 5.1.2.2

Regulations for Semi-Detached Dwellings

In accordance with the provisions of Sections 4 and 5.2.2 of this By-law (1995)-14864, as amended, with the following additions or exceptions:

Minimum Lot Area – 485 m<sup>2</sup>

Minimum Side Yard (Each Side\*)

1 to 2 storeys – 1.2 metres

Over 2 storeys – 2.4 metres

\* Notwithstanding the above, where a garage, carport or off- Street Parking Space is not provided for each Dwelling Unit, each Side Yard shall be a minimum width of 3 metres

Minimum Front Yard

i) From Grange Road, Watson Road and Starwood Drive: 7.5 metres from the Street Line

ii) From all other Streets: 6 metres from the Street Line

Minimum Exterior Side Yard – 4.5 metres

Location of Legal Off-Street Parking Space

Notwithstanding Sections 4 and 5.2.2 of this By-law, the legal off-street Parking Space shall be located to the rear of the Setback line and a minimum distance of 6 metres from the Street Line



**44, 56, 66 and 76 Arkell Road  
Recommended Zoning Regulations and Conditions**

The property affected by the Zoning By-law Amendment application is municipally known as 44, 56, 66 and 76 Arkell Road and legally described Part of Lot 6, Concession 8 (Geographic Township of Puslinch) And Lots 3, 4, 5, And 6, Registered Plan 514, City of Guelph.

**PROPOSED ZONING**

The following zoning categories are proposed for the subject site, as shown in Attachment 6:

**R.3A-58 (Residential Cluster Townhouse) Zone**

In accordance with Section 4 (General Provisions) and Section 5.3.1 and Table 5.3.2 (Residential Townhouse) Zone regulations of Zoning By-law (1995)-14864, as amended, with the following exceptions:

- That the minimum lot area per dwelling unit be 255 m<sup>2</sup> whereas the Zoning By-law requires 270 m<sup>2</sup>;
- That the minimum front yard be 3.9 m whereas the Zoning By-law requires 6 m;
- That the minimum side yard be 3 m whereas the Zoning By-law requires half the building height;
- That the maximum building height be 4 storeys whereas the Zoning By-law requires 3 storeys (for units 81 to 93 only);
- That a private amenity area be a minimum of 1.4 m from a side lot line whereas the Zoning By-law requires 3 m (for unit 93 only);
- That the maximum density of the site be 41 units per hectare whereas the Zoning By-law requires 37.5 units per hectare; and
- That the above provisions shall continue to apply collectively to the whole of the subject lands that are within in the R.3A-58 Zone, despite any future severance, phase of condominium registration, partition, or division for any purpose.

**P.1 (Conservation Land) Zone**

In accordance with Section 9 of Zoning By-law (1995)-14864, as amended.

**WL (Wetland) Zone**

In accordance with Section 13.2 of Zoning By-law (1995)-14864, as amended.

**PROPOSED CONDITIONS**

The following conditions are provided as information to Council and will be imposed through a future site plan control agreement, pursuant to Section 41 of the *Planning Act*, registered on title for the subject site:

1. That the Developer shall submit to the City, in accordance with Section 41 of The *Planning Act*, a fully detailed **site plan**, including, but not limited to the location of the building, elevations and building design, landscaping, parking, traffic circulation, access, lighting, recommended noise attenuation measures,



grading and drainage on the said lands to the satisfaction of the General Manager of Planning, Urban Design and Building Services and the General Manager/City Engineer, prior to any construction or grading on the lands.

2. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The Developer shall retain a Qualified Person as defined in Ontario Regulation 153/04 to prepare and submit a **Phase One Environmental Site Assessment** and any other subsequent phases required, in accordance with Ontario Regulation 153/04, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Developer's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.
3. If contamination is found, the Developer shall:
  - a. submit all **environmental assessment reports** prepared in accordance with the RSC (O. Reg. 153/04) describing the current conditions of the land to be developed and the proposed remedial action plan to the satisfaction of the City;
  - b. complete any necessary **remediation work** in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the lands to be developed meet the Site Condition Standards or Site Specific Standards of the intended land use; and
  - c. file an **RSC** on the Provincial Environmental Registry for lands to be developed.
4. Prior to site plan approval and prior to any construction or grading on the lands, the Developer shall provide to the City, to the satisfaction of the General Manager/City Engineer, any of the following studies, plans and reports that may be requested by the General Manager/City Engineer:-
  - i. a **stormwater management report** and plans certified by a Professional Engineer in accordance with the City's Guidelines and the latest edition of the Ministry of Environment and Climate Change's "Stormwater Management Practices Planning and Design Manual", which addresses the quantity and quality of stormwater discharge from the site together with a monitoring and maintenance program for the stormwater management facility to be submitted;
  - ii. a **geotechnical report** certified by a Professional Engineer that analyzes the permeability and hydraulic conductivity of the soils and recommends measures to ensure that they are not diminished by the construction and development;
  - iii. a **grading, drainage and servicing plan** prepared by a Professional Engineer for the site;
  - iv. a detailed **erosion and sediment control plan**, certified by a Professional Engineer that indicates the means whereby erosion will be minimized and sediment maintained on-site throughout grading and construction.



5. The Developer shall, to the satisfaction of the General Manager/City Engineer, address and be responsible for **adhering to all the recommended measures** contained in the plans, studies and reports outlined in subsections 4 i) to 4 iv) inclusive.
6. That the Developer shall pay to the City, their share of the actual **cost of constructing a sidewalk** on the north side of Arkell Road across the frontage of the subject lands. Furthermore, prior to site plan approval and prior to any construction or grading on the lands, the Developer shall pay to the City, the estimated cost as determined by the General Manager/City Engineer of the Developer's share of the cost of the sidewalk.
7. The Developer shall be responsible for the actual cost of any **service laterals** required for the lands and furthermore, prior to site plan approval and prior to any construction or grading on the lands, the Developer shall pay to the City, the estimated cost as determined by the General Manager/City Engineer of any service laterals.
8. That the Developer pay the actual cost of removing or decommissioning to the satisfaction of the General Manager/City Engineer, any **existing sanitary sewers, storm sewers, manhole and/or watermains** that are not going to be used for service laterals. Furthermore, prior to site plan approval and prior to any construction or grading on the lands, the Developer shall pay to the City, the estimated cost as determined by the General Manager/City Engineer of the Developer's share of the cost of the removals and decommissioning works.
9. The Developer shall pay to the City the actual cost of the construction of the **new driveway entrances** and required curb cut and/or curb fills. Furthermore, prior to site plan approval and prior to any construction or grading on the lands, the Developer shall pay to the City, the estimated cost as determined by the General Manager/City Engineer of the construction of the new driveway entrance and required curb cut and/or curb fill.
10. The Developer shall pay the actual cost of the removal of the **existing driveway entrances** including the asphalt pavement and gravel within the road allowance, the restoration of the boulevard with topsoil and sod including the required curb fill, with the estimated cost of the works as determined by the General Manager/City Engineer being paid, prior to site plan approval and prior to any construction or grading on the lands.
11. That the Developer constructs, installs and maintains **erosion and sediment control measures**, satisfactory to the General Manager/City Engineer, prior to any grading or construction on the lands in accordance with a plan that has been submitted to and approved by the General Manager/City Engineer.
12. That the Developer constructs the new building at such an elevation that the lowest level of the new building can be serviced with a **gravity connection to the sanitary sewer**.



13. That the Developer **grades, develops and maintains the site** including the storm water management facilities designed by a Professional Engineer, in accordance with a Site Plan that has been submitted to and approved by the General Manager/City Engineer. Furthermore the Developer shall have the Professional Engineer who designed the storm water management system certify to the City that he/she supervised the construction of the storm water management system and that the storm water management system was built as it was approved by the City and that it is functioning properly.
14. That the Developer will ensure that any **existing domestic wells** as well as all boreholes and monitoring wells installed for environmental, hydrogeological or geotechnical investigations are properly decommissioned in accordance with current Ministry of the Environment and Climate Change regulations (O. Reg. 903, as amended) and to the satisfaction of the General Manager/City Engineer, prior to site plan approval and prior to any construction or grading on the lands.
15. The Developer acknowledges that the City does not allow **retaining walls** higher than 1.0-metre abutting existing residential properties without the permission of the General Manager/City Engineer.
16. That with the exception of any pad-mounted transformers, all **electrical services** to the lands are underground and the Developer shall make satisfactory arrangements with Guelph Hydro Electric Systems Inc. for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval and prior to any construction or grading on the lands.
17. That the Developer makes satisfactory arrangements with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval and prior to any construction or grading on the lands.
18. The Developer shall ensure that all **telephone service and cable TV** service on the Lands shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers for the installation of underground utility services for the Lands, prior to site plan approval and prior to any construction or grading on the lands.
19. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by a Ontario Association of Landscape Architect (OALA) member for approval to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Deputy CAO of Public Services.



20. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** as per the approved 'Environmental Implementation Report' and 'Landscape Plans' to the satisfaction of the Deputy CAO of Public Services. This shall include the submission of drawings for approval and the administration of the construction contract up to the end of the warrantee period completed by a full member with seal of Ontario Association of Landscape Architects (OALA) to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Deputy CAO of Public Services.
21. The Developer shall be responsible for the cost of design of the **Pedestrian Trail System** for the Open Space Blocks. This shall include obtaining any required permits, submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Deputy CAO of Public Services. This shall include the submission of drawings completed by Ontario Association of Landscape Architects (OALA) full member with seal for approval to the satisfaction of the Deputy CAO of Public Services.
22. The Developer shall be responsible for the cost of design and development of the **"Basic Trail Development"** as per City's current trail standards as outlined in the Local Service Policy under City's Development Charges Bylaw, to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of the 'Basic trail development' to the satisfaction of the Deputy CAO of Public Services.
23. The Developer shall install, at no cost to the City, **chain link fencing**, adjacent to stormwater management area, common amenity area and in between conservation area and lots. The Developer further agrees that the fencing will be installed following grading operations in accordance with the current standards and specification of the City and to the satisfaction of the Deputy CAO of Public Services. Further, all property lines must be accurately surveyed and clearly marked in the field prior to establishing all fence line locations. Fences shall be erected directly adjacent to the established property line within the City owned lands.
24. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and the condominium declaration(s), and agrees that these same notifications shall be registered on title:
  - a. "Purchasers and/or tenants of all lots or units abutting City owned lands are advised that abutting City owned lands may be fenced in accordance with the current standards and specifications of the City".
  - b. "Purchasers and/or tenants of all lots or units abutting City owned lands are advised that no private gates will be allowed into Blocks XX and Lots XX that abut these Blocks and Lots".



- c. "Purchasers and/or tenants of all lots or units are advised that a public trail will be installed or exists abutting or in close proximity to Blocks XX and Lots XX and that public access to this trail will occur between Blocks XX and Lots XX". *\*(Block and Lot Nos. to be confirmed at site plan approval)*
  - d. "Purchasers and/or tenants of all lots are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out regular maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."
  - e. "Purchasers and/or tenants of all lots or units are advised that the boundaries of the open space blocks will be demarcated in accordance with the City of Guelph Property Demarcation Policy. This demarcation will consist of black vinyl chain link fence adjacent to lot numbers \_\_\_\_." The Developer shall also send written notification of proposed demarcation type to any existing homeowners in lots adjacent to open space blocks.
25. The Developer agrees to **provide temporary signage** describing the existing/proposed park, open space, trail and required fencing on all entrance signs for the development, at the street frontage of park block XX and open space block(s) XX, and entrance/exit of trails, to the satisfaction of the Deputy CAO of Public Services. The signage shall:
- a. advise prospective purchasers of dwellings in the area of the type of park, open space and/or trail and level of maintenance of these parcels of land by the City;
  - b. clearly state that the maintenance of the park block and/or trail are the responsibility of the Developer until such time as the City accepts the park and/or trail, and partially releases the associated Letter of Credit; and
  - c. clearly state that all questions relating to the maintenance of the park block and/or trail shall be directed to both the Developer and the City.

The signage shall be erected when rough grading on and adjacent to the building lots has begun and must be maintained by the Developer until acceptance of the Blocks by the City.

The Developer further agrees that the proposed park block, open space block(s), trails and fencing be identified on any marketing or promotional materials.

26. The Developer shall **dedicate conservation lands** and natural open space for trail purpose as per the Council approved Guelph Trail Master Plan.
27. The Developer shall pay **cash in-lieu of parkland conveyance** for the entire development, under City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545, By-Law (2007- 18225), or any successor thereof.
28. The Developer shall prepare and implement an **Environmental Implementation Report** (EIR) to the satisfaction of the General Manager of Planning, Urban Design and Building Services, prior to the issuance of site plan approval. The EIR will provide details with respect to stormwater management and wetland water



balance, vascular plant surveys, additional groundwater monitoring using data loggers, design of trail layout supported by detailed impact assessment, mitigation measures and an analysis confirming no negative impacts to the Natural Heritage System, salt management, tree management, restoration and enhancement including invasive species removal and education and stewardship information, and erosion and sediment control plan. As well the EIR will be based on an approved Terms of Reference and will include grading, drainage, interim and final erosion and sediment control plans and report, baseline data to inform the effectiveness monitoring program and will address the Environmental Advisory Committee motion from June 10, 2015.

29. The Developer shall complete a **Tree Inventory, Preservation and Compensation Plan**, satisfactory to the General Manager of Planning, Urban Design and Building Services and in accordance with the City of Guelph Bylaw (2010)-19058 prior to any grading, tree removal or construction on the site.
30. The Developer will undertake a **post-development monitoring** program as detailed in the Environmental Implementation Report to the satisfaction of the General Manager of Planning, Urban Design and Building Services. The developer shall provide the City with a letter of credit to cover the City approved cost estimate for the post-development monitoring program to the satisfaction of the General Manager of Planning should the monitoring program extend beyond registration of the Draft Plan of Condominium.
31. The Developer shall retain a qualified **environmental inspector**, satisfactory to the General Manager of Planning, Urban Design and Building Services to inspect the site during all phases of development and construction including grading, servicing and building construction. The environmental inspector shall monitor and inspect the erosion and sediment control measures and procedures. The inspector shall report on their findings to the City.
32. The Developer agrees to incorporate a **noise attenuation barrier** into the final design of the site, as recommended in the Preliminary Environmental Noise Assessment, for any outdoor living areas between the Arkell Road right-of-way and Setback Line 1.
33. The Developer agrees to make provisions for **central air conditioning** for any dwellings constructed between Setback Line 2 and Setback Line 1, as recommended in the Preliminary Environmental Noise Assessment.
34. The Developer agrees to include the following **warning clause** in purchase and sale agreements for all dwellings constructed between Setback Line 2 and Setback Line 1, as indicated and recommended in the Preliminary Environmental Noise Assessment:
  - a. "Purchasers and/or tenants are advised that the sound levels due to increasing road traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels exceed the sound level limits of the



City of Guelph and the Ministry of Environment and Climate Change. This dwelling unit has been designed with the provision for adding central air conditioning at the occupant's discretion. Installation of central air conditioning by the occupant in low and medium density developments will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the City of Guelph and the Ministry of Environment and Climate Change."

35. The Developer agrees to maintain a **minimum distance** of 1.5 metres between any driveways/entrances and street light poles or pad-mounted transformers, and any relocations required would be at the Developer's expense.
36. The Developer agrees to maintain a **minimum distance** of 3.0 metres between any dwelling units and pad-mounted transformers.



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Tuesday July 14, 2015 at 6:00 p.m.**

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**Attendance**

Council: Mayor Guthrie  
Councillor P. Allt  
Councillor B. Bell  
Councillor C. Billings  
Councillor J. Gordon  
Councillor D. Gibson (arrived at 6:10 pm)  
Councillor M. MacKinnon  
Councillor K. Wettstein  
Councillor M. Salisbury  
Councillor A. Van Hellemond

Absent: Councillor C. Downer  
Councillor J. Hofland  
Councillor L. Piper

Staff: Mr. M. Amorosi, Deputy CAO, Corporate Services  
Mr. D. Thomson, Deputy CAO, Public Services  
Mr. A. Horsman, Deputy CAO, Infrastructure, Development & Enterprise  
Mr. P. Cartwright, General Manager, Business Development and Enterprise  
Mr. I. Panabaker, Manager, Downtown Renewal  
Mr. R. Kerr, Manager, Community Energy Strategy  
Mr. J. Krauter, Manager, Taxation and Revenue  
Mr. W. Gott, Manager, Financial Planning and Budgets  
Ms. A. O'Connell, Supervisor, Parking Administration  
Mr. C. Walsh, Project Director, Strategic Planning and Corporate Initiatives  
Ms. C. Gregson, Senior Corporate Analyst  
Mr. R. Goller, Community Engagement Coordinator  
Mr. S. O'Brien, City Clerk

Others: Mr. K. Mwanzia, President and CEO, Guelph Chamber of Commerce

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**Call to Order (6:00 p.m.)**

Mayor Guthrie called the meeting to order.

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

There were no disclosures.

**Parking Master Plan Development Community Engagement**

Mr. Ian Panabaker, Manager of Downtown Renewal, highlighted the importance of downtown parking in the context of economic growth, tax revenue, and land use planning.

Mr. Kithio Mwanzia, President and CEO of the Guelph Chamber of Commerce, discussed the role of the Downtown Advisory Committee and the critical importance of parking to the economic prosperity of downtown Guelph.



Mr. Cam Walsh, Project Director, Strategic Planning and Corporate Initiatives, presented information on the current downtown parking environment, including constraints, opportunities and timelines for the implementation of the Parking Master Plan.

Mr. Peter Cartwright, General Manager, Business Development and Enterprise, discussed the financial context and implications of the Parking Master Plan.

Mayor Guthrie left the meeting and Councillor Salisbury assumed the Chair. (7:43 pm)

Mayor Guthrie returned to the meeting and assumed the Chair. (7:47 pm)

Mr. Rodrigo Goller, Community Engagement Coordinator, provided information on the community engagement plan for the 2013 Downtown Parking Master Plan, identifying stakeholders and high level timelines for 2015 – 2016, before asking Council to review and provide feedback on the proposed Downtown Parking Master Plan community engagement survey.

### **Motion**

1. Moved by Councillor MacKinnon  
Seconded by Councillor Wettstein

That the presentation on Parking Master Plan Development, be received.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Gibson, Gordon, MacKinnon, Salisbury, Van Hellemond and Wettstein (10)*

*VOTING AGAINST: (0)*

CARRIED

### **Adjournment (7:55 p.m.)**

5. Moved by Councillor Bell  
Seconded by Councillor Allt

That the meeting be adjourned.

CARRIED

*Minutes to be confirmed on September 28, 2015.*

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Mayor Cam Guthrie

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Stephen O'Brien, City Clerk



**Minutes of Guelph City Council  
Held in the Council Chambers, Guelph City Hall on  
Monday July 20, 2015 at 7:00 p.m.**

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**Attendance**

Council:	Mayor C. Guthrie	
	Councillor P. Allt	Councillor M. MacKinnon
	Councillor B. Bell	Councillor L. Piper
	Councillor C. Billings	Councillor M. Salisbury
	Councillor C. Downer	Councillor A. Van Hellemond
	Councillor D. Gibson	Councillor K. Wettstein
	Councillor J. Gordon	
Absent:	Councillor J. Hofland	
Staff:	Ms. A. Pappert, CAO	
	Mr. M. Amorosi, Deputy CAO of Corporate Services	
	Mr. A. Horsman, Deputy CAO of Infrastructure, Development & Enterprise	
	Mr. D. Thomson, Deputy CAO of Public Services	
	Mr. S. O'Brien, City Clerk	
	Ms. J. Sweeney, Council Committee Coordinator	

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Mayor Guthrie called the meeting to order.

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

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Gordon  
Seconded by Councillor Allt
  1. That the minutes of the Council Meetings held June 9, 17 and 22, 2015 and the minutes of the Closed Meetings of Council held June 9 and 22, 2015 be confirmed as recorded and without being read.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

**Consent Reports**

**Corporate Services Committee Fifth Consent Report**

The following items were extracted:



**CS-2015.29                      Budget Formula City Guideline**  
**CS-2015.31                      Capital Renewal Reserve Fund: Urbacon Settlement**

**Balance of Corporate Services Committee Consent Items**

Councillor Billings presented the balance of the Corporate Services Committee Fifth Consent Report.

2.      Moved by Councillor Billings  
         Seconded by Councillor Allt

That the balance of the July 20, 2015 Corporate Services Committee Fifth Consent Report as identified below, be adopted:

**CS-2015.30                      Councillor Allt's Motion from Council February 23, 2015 re:  
Reinstatement of the Long Form Census**

1.      That the City of Guelph affirm its support for the reinstatement of the long form census.
2.      That the Mayor send a letter to the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO), the Large Urban Mayors Caucus of Ontario (LUMCO) and the Minister of Industry.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: Councillor Gibson (1)*

CARRIED

**Governance Committee Second Consent Report**

The following items were extracted:

**GOV-2015.4                      Procedural By-law and Associated Documents Review**

**Balance of Governance Committee Consent Items**

Councillor Downer presented the balance of the Governance Committee Second Consent Report.

3.      Moved by Councillor Downer  
         Seconded by Councillor Wettstein

That the balance of the July 20, 2015 Governance Committee Second Consent Report as identified below, be adopted:

**GOV-2015.3                      Conflict of Interest in Hiring**

That the Conflict of Interest in Hiring Policy be approved.



**GOV-2015.9 Councillor Kovach's motion from Council July 28, 2014 re: Quarterly Reporting from Council Appointees to Government Associations**

That no action be taken on Councillor Kovach's motion adopted by Council 28, 2014 with respect to quarterly reporting from Council Appointees to Government Associations.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Infrastructure, Development & Enterprise Committee Sevent Consent Report**

The following items were extracted:

**IDE-2015.17 Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design – Referred from June 22<sup>nd</sup> Council Meeting**

**IDE-2105.28 Town of Aurora Resolution Regarding Installation of Community Mailboxes**

**Balance of Infrastructure, Development & Enterprise Committee Consent Items**

Councillor Bell presented the balance of the Infrastructure, Development & Enterprise Committee Seventh Consent Report.

4. Moved by Councillor Bell  
Seconded by Councillor Salisbury

That the balance of the July 20, 2015 Infrastructure, Development & Enterprise Committee Seventh Consent Report as identified below, be adopted:

**IDE-2015.21 Integrated Operational Review (IOR) – Annual Report (2014-2015)**

1. That Report 15-63 from the Infrastructure, Development and Enterprise Services, regarding the Integrated Operational Review Annual Report and associated process enhancements and mandatory pre-consultation for the period 2014-2015, be received.
2. That the draft by-laws as shown in Attachment 3 – Pre-consultation By-law – in Report 15-63 from the Infrastructure, Development and Enterprise Services, regarding mandatory pre-consultation and complete application requirements be approved and adopted.

**IDE-2105.23 Essex Street On-Street Parking: Background to Notice of Motion and Recent Survey**



1. That Report IDE-BDE-1504 titled "Essex Street On-Street Parking", from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.
2. That staff undertake the proposed on-street parking pilot as described in the report, and report back to IDE Committee by Q2 2016.
3. That staff report back to the IDE Committee, through the Information Sheets, by Q4 2015 while maintaining the 1 year pilot project.

**IDE-2105.24 Sign By-law Variances – 275 Hanlon Creek Boulevard**

1. That the report from Infrastructure, Development and Enterprise dated July 7, 2015 regarding sign by-law variances for 275 Hanlon Creek Boulevard, be received.
2. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 5.89m<sup>2</sup> to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.
3. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 12.59m<sup>2</sup> to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.

**IDE-2105.26 Green Meadow Park Flood Protection Facility – Schedule B Municipal Class Environmental Assessment**

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Schedule B Municipal Class Environmental Assessment - Green Meadow Park Flood Protection Facility be received.
2. That staff be authorized to complete the Municipal Class Environmental Assessment process as required and to proceed with the implementation of the preferred alternative (#4 – New Storm Sewer on William Street) as outlined in the report from Infrastructure, Development and Enterprise report dated July 7, 2015.

**IDE-2015.27 Federation of Canadian Municipalities – Green Municipal Fund Leadership in Asset Management Program**

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Federation of Canadian Municipalities – Green Municipal Fund Leadership in Asset Management Program (LAMP) be received.
2. That Council support the City of Guelph's participation in the LAMP program.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED



## **Public Services Committee Sixth Consent Report**

The following items were extracted:

- |                    |   |
|--------------------|---|
| <b>PS-2015.21</b>  | <b>Business Licence By-law Review – Food Vehicle Schedule and Temporary Food Sales Update</b> |
| <b>PS-2105.224</b> | <b>Speedvale Avenue Bridge Underpass</b>  |
| <b>PS-2105.25</b>  | <b>Crane Park Footbridge</b>  |

## **Balance of Public Services Committee Consent Items**

Councillor Downer presented the balance of the Public Services Committee Sixth Consent Report.

5. Moved by Councillor Downer  
Seconded by Councillor Billings

That the balance of the July 20, 2015 Public Services Committee Sixth Consent Report as identified below, be adopted:

### **PS-2015.22 Northview Park – Conceptual Master Plan**

1. That the Public Services Report # PS-15-32 "Northview Park – Conceptual Master Plan" dated July 6, 2015 be received.
2. That Council approve the Conceptual Master Plan for Northview Park.

### **PS-2105.23 New Trail Section Near Hanlon Creek**

1. That the Public Services Report # PS-15-33 "New Trail Sections Near Hanlon Creek" dated July 6, 2015 be received.
2. That the proposed trail sections near Hanlon Creek be considered in the next Guelph Trail Master Plan update.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

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

Mayor Guthrie presented the Closed Meeting of Council Third Consent Report.

6. Moved by Councillor Bell  
Seconded by Councillor Billings

That the July 20, 2015 Closed Meeting of Council Third Consent Report as identified below, be adopted:



**CM-2015.29      2015 Citizen Reappointments to the Board of Trustees of the Elliott**

That Barry Elder and Stephan Warley be reappointed to the Board of Trustees of the Elliott for a term ending June 30, 2018 or until such time as successors are appointed.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Council Consent Agenda**

7. Moved by Councillor Billings  
Seconded by Councillor MacKinnon

That the July 20, 2015 Consent Agenda as identified below, be adopted:

**CON-2015.32      Proposed Demolition of 1517 Gordon Street and 15 Lowes Road West – Ward 6**

1. That Report 15-46 regarding the proposed demolition of two (2) single detached dwellings at 1517 Gordon Street and 15 Lowes Road West, legally described as Lots 1 and 2, Registered Plan 508 (Geographic Township of Puslinch), City of Guelph, County of Wellington from Infrastructure, Development and Enterprise dated July 20, 2015, be received.
2. That the proposed demolition of two (2) detached dwellings at 1517 Gordon Street and 15 Lowes Road West be approved.
3. The applicant shall complete an updated Tree Inventory, Preservation and Compensation Plan, satisfactory to the General Manager of Planning, Urban Design and Building Services and in accordance with the City of Guelph Bylaw (2010)-19058 prior to undertaking activities which may injure or destroy regulated trees.
4. That the applicant erect protective fencing at one (1) metre from the dripline of any existing trees to be retained on the property or on adjacent properties which may be impacted by demolition and construction activities, prior to the issuance of any demolition permits.
5. That the applicant shall contact the City's Environmental Planner to inspect the tree protection fence prior to demolition and/or site alteration commencing.
6. That if demolition is to occur during breeding bird season (approximately May 1 to July 31), a nest search be undertaken by a wildlife biologist prior to demolition so as to protect the breeding birds in accordance with the federal *Migratory Birds Convention Act* (MBCA) prior to any works occurring.



7. That the applicant be requested to contact the General Manager of Solid Waste Resources, within Infrastructure, Development and Enterprise regarding options for the salvage or recycling of all demolition materials.

**CON-2105.33    Decision Report: 24, 26, 28 and 0 Landsdown Drive – Proposed Draft Plan of Vacant Land Condominium and Associated Zoning By-law Amendment and Proposed Demolition (File23CDM-1307 / ZC1317)**

1. That the application from Astrid J. Clos Planning Consultants on behalf of Dunsire (Landsdown) Inc. for approval of a proposed Draft Plan of Vacant Land Condominium of 26 condominium residential single detached dwellings and one freehold residential single detached dwelling located at 28 Landsdown Drive, as shown in Attachment 6, applying to the property municipally known as 24, 26, 28 and 0 Landsdown Drive and legally described as Lot 10 and Part of Lots 6, 9 and 13, on Plan 488, designated as Parts 1, 2, 3 and 4 on Reference Plan 61R20544, City of Guelph, be approved for a period of three (3) years in accordance with Conditions noted in Attachment 1 attached.
2. That the application by Astrid J. Clos Consultants on behalf of Dunsire (Landsdown) Inc. for approval of a Zoning By-law Amendment from the "Residential Single Detached" (R.1B) Zone to three separate "Specialized Residential Single Detached" (R.1B-?) Zones with 'Holding' (H) provisions, "Conservation Land" (P.1) Zone and "Wetland" (WL) Zone to permit the development of 26 single detached dwellings fronting on a private condominium road and one lot for a free hold single detached dwelling at 28 Landsdown Drive, be approved, as outlined in Attachment 1 attached.
3. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 24, 26, 28 and 0 Landsdown Drive.
4. That the proposed demolition of one single detached dwelling at 28 Landsdown be approved.
5. That the applicant provide protective fencing at one (1) metre of the dripline of any existing trees on 28 Landsdown Drive or on adjacent properties that are to be preserved as recommended in the Environmental Impact Study dated July 2014 prior to the demolition of the single detached dwelling.
6. That if demolition is to occur during breeding bird season (approximately May 1 to July 31), a nest search be undertaken by a wildlife biologist prior to demolition so as to protect the breeding birds in accordance with the Migratory Birds Convention Act (MBCA) prior to any work occurring.
7. That the applicant contact the General Manager of Solid Waste Resources, within Infrastructure, Development and Enterprise regarding options for the salvage or recycling of all demolition materials



*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

### **Extracted Items**

#### **CS-2015.29      Budget Formula Guideline**

Mr. Kithio Mwanzia, President and CEO of the Guelph Chamber of Commerce stressed the importance of predictability in the preparation of the City Budget. He expressed support for a budget formula guideline of 5-year average for Ontario CPI + 5-year average of MPAC's Market Change.

8.      Moved by Councillor Gibson  
          Seconded by Councillor Billings

That staff be directed to present to Council a draft 2016 budget using the 2014 rate of inflation of 2.4%.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson and Van Hellemond (5)*

*VOTING AGAINST: Councillors Allt, Downer, Gordon, MacKinnon, Piper, Salisbury and Wettstein (7)*

DEFEATED

9.      Moved by Councillor MacKinnon  
          Seconded by Councillor Wettstein

That staff be directed to prepare the 2016 budget with no budget formula guideline.

*VOTING IN FAVOUR: Councillors Allt, Gordon, MacKinnon, Salisbury and Wettstein (5)*

*VOTING AGAINST: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Piper and Van Hellemond (7)*

DEFEATED

10.     Moved by Councillor Salisbury  
          Seconded by Councillor Bell

That Council approve the use of the following budget formula to guide staff budget development:

(5-year average for Ontario CPI) + (5-year average of MPAC's Market Change) + investment factor

*VOTING IN FAVOUR: Councillors Allt, Downer, Piper, Salisbury and Wettstein (5)*

*VOTING AGAINST: Mayor Guthrie, Councillors Bell, Billings, Gibson, Gordon, MacKinnon and Van Hellemond (7)*

DEFEATED



11. Moved by Councillor Piper  
Seconded by Councillor Bell

That Council approve the use of the following budget formula to guide staff budget development:

(5-year average for Ontario CPI) + (5-year average of MPAC's Market Change)

*VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Piper, Salisbury and Wettstein (6)*

*VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson, Gordon, MacKinnon and Van Hellemond (6)*

LOST ON A TIE VOTE

12. Moved by Councillor Bell  
Seconded by Councilor Piper

That Council approve the use of the following budget formula to guide staff budget development:

(5-year average for Ontario CPI) + (5-year average of MPAC's Market Change) + 0.2 investment factor

*VOTING IN FAVOUR: Councillors Bell, Downer, Piper and Wettstein (4)*

*VOTING AGAINST: Mayor Guthrie, Councillors Allt, Billings, Gibson, Gordon, MacKinnon, Salisbury and Van Hellemond (8)*

DEFEATED

13. Moved by Councillor Bell  
Seconded by Councillor Gibson

1. That Council approve the use of the following budget formula to guide staff budget development:

(5-year average for Ontario CPI) + (5-year average of MPAC's Market Change) + investment factor

2. That staff provide a list of options to Council to decrease the budget to 2.4%.

*VOTING IN FAVOUR: Councillors Bell, Gibson, Piper and Van Hellemond (4)*

*VOTING AGAINST: Mayor Guthrie, Councillors Allt, Billings, Downer, Gordon, MacKinnon, Salisbury and Wettstein (8)*

DEFEATED

14. Moved by Councillor Downer  
Seconded by Councillor Piper

That Council reconsider Resolution #9 with respect to prearing the 2106 budget with no budget formula guideline.

*VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Gibson, MacKinnon, Piper, Salisbury and Wettstein (8)*



*VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson and Van Hellemond (4)*  
CARRIED

15. Moved by Councillor Downer  
Seconded by Councillor MacKinnon

That staff be directed to prepare the 2016 budget with no budget formula guideline.

*VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Gordon, MacKinnon, Piper, Salisbury and Wettstein (8)*

*VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson and Van Hellemond, (4)*  
CARRIED

Council recessed at 9:27 p.m.

Council resumed at 9:35 p.m.

**PS-2015.21 Business Licence By-law Review – Food Vehicle Schedule and Temporary Food Sales Update**

Ms. Jakki Prince spoke in support licencing food trucks. She requested that food trucks be allowed on Freshfield Street and encouraged a small mixed use area downtown this year which would provide data to assist in the preparation of a more robust by-law.

16. Moved by Councillor Downer  
Seconded by Councillor Billings

1. That the Public Services Report # PS-15-36 "Business Licence By-law Review – Food Vehicle Schedule and Temporary Food Sales Update" dated July 6, 2015 be received.
2. That the amendments to Business Licence By-law (2009)-18855 to permit Mobile Food Preparation Vehicles to operate on city streets under certain conditions substantially in the form as attached in Public Services Report # PS-15-36, but subject to the approval and revision by the City Solicitor be brought before Council for approval.
3. That staff be directed to complete the recommendations as set out in Attachment 2 of the Public Services Report # PS-15-36, **as amended**, and that where the recommendations direct staff to create amendments to the City's by-laws, that such amendments are brought back to Council for approval by the dates identified.

That recommendation number 8 in Attachment 2 of the report entitled Business License By-law Review – Food Vehicle Schedule and Temporary Food Sales Update be amended to the following:

That Mobile Food Preparation Vehicles be permitted to operate in the Guelph Farmers' Market parking lot and along Gordon Street/Wilson Street along the frontage of the Farmers' Market to Carden Street



during market hours, providing that such operation complies with the Farmers' Market By-law (2009)-18874 and does not impede traffic flow on Wilson Street, with the exception of special events.

4. That after one year of implementation of the initial and the final amendments to the Business Licence By-law (2009)-18855 with respect to Food Vehicles and Temporary Food Sales as contained in Public Services Report # PS-15-36, staff be directed to engage the public along with representatives of the Food Vehicle, Temporary Food Sale industries to identify the effectiveness of the amended licensing regime.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

#### **PS-2015.24      Speedvale Avenue Bridge Underpass**

Mr. Mike Darmon requested that the City give consideration to exploring all options for trail connection. He further requested that the traffic signals at the fire station on Speedvale Avenue be retained.

#### **Main Motion**

17. Moved by Councillor Downer  
Seconded by Councillor Billings

1. That the Public Services Report # PS-15-34 "Speedvale Avenue Bridge Underpass" dated July 6, 2015 be received.
2. That staff be directed to proceed with the preliminary design, environmental impact study of the proposed expansion of the existing Trans Canada Trail up to Riverside Park along the west side of the Speed River including an underpass at Speedvale Avenue Bridge.
3. That staff be directed to complete the detail design of the trail including the underpass in conjunction with the Speedvale Avenue Bridge Reconstruction project.

#### **Amendment**

18. Moved by Councillor Bell  
Seconded by Councillor Gordon

That the bridge connection from the west side of the river to the east side be referred to the Trail Master Plan process.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED



## **Main Motion as Amended**

19. Moved by Councillor Downer  
Seconded by Councillor Billings

1. That the Public Services Report # PS-15-34 "Speedvale Avenue Bridge Underpass" dated July 6, 2015 be received.
2. That staff be directed to proceed with the preliminary design, environmental impact study of the proposed expansion of the existing Trans Canada Trail up to Riverside Park along the west side of the Speed River including an underpass at Speedvale Avenue Bridge.
3. That staff be directed to complete the detail design of the trail including the underpass in conjunction with the Speedvale Avenue Bridge Reconstruction project.
- 4. That the bridge connection from the west side of the river to the east side be referred to the Trail Master Plan process.**

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

### **IDE-2015.17      Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design – Referred from June 22, 2015 Council Meeting**

Ms. Lindsay Core advised that as a cyclist she avoids using Speedvale Avenue in favour of using the trail. She expressed concern with the potential congestion that would be created by the reduction to two lanes, a turning lane and bike lanes.

Mr. Nathan Proper advised that Speedvale Avenue has a high volume of traffic and any reduction of the current four lanes would create a giant backup of traffic similar to what was experienced during the recent construction.

Ms. Marcia Santen requested that Council consider the need of cyclists who need direct and safe bike routes and just bike trails.

Ms. Vicki Beard spoke in support of three lane configuration with bike lanes. She expressed concern with the loss of property, house values, trees and increased traffic if Speedvale Avenue is designed with four lanes.

Mr. Martin Collier suggested implementing a road diet would improve the safety for cyclists and cost less which would provide funding for other projects.

Mr. Mike Darmon supported option 4 but without turning lanes in the area of Delhi and Metcalfe Streets. He urged Council to consider all options for modification to the design.



Mr. Bryan McPherson suggested to increase bicycle ridership, a safe cycling network needs to exist. He advised of his support for a road diet design and a bridge at Emma/Earl.

Mr. Luke Weiler advised he was not in favour of any particular option but would like to see Council commit to cycling provision in any road design.

Mayor Guthrie left the Chair and Councillor Billings assumed the Chair.

Ms. Richelle Forsey advised that she supports the comments of Bryan McPherson and Luke Weiler.

Mr. Patrick Sheridan supported the creation of a pedestrian bridge at Emma/Earl and the construction of an underpass at the Speedvale bridge. He outlined Boulder, Colorado's cycling network.

The Mayor resumed the Chair.

### **Extension of Meeting per Procedural By-law**

20. Moved by Councillor Salisbury  
Seconded by Councillor Bell

That the Section 21.1 of the Procedural By-law be revoked to allow Council to continue to 11:59 p.m.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

Ms. Mirelle Martinez was not present.

Ms. Sue Rietschin spoke on behalf of Guelph Urban Forest Friends (GUFF) and expressed concern with the removal of a number of trees if the road is widened. She advised that they believe that trees should be considered in every project and a dollar value for every eco service they provide be included in the project.

21. Moved by Councillor Bell  
Seconded by Councillor Gibson

1. That the report from Infrastructure, Development and Enterprise entitled "Supplementary Report for Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design", dated July 7, 2015, be received.
2. That the 2009 Bike Policy and 2013 Cycling Master Plan be amended to re-route the bike lanes identified for Speedvale Avenue from Manhattan Court to Woolwich Street to an alternate location on Emma Street such that Speedvale Avenue is reconstructed in accordance with the Recommended Option to retain the existing four lanes of traffic and sidewalks on both sides of the road.



3. That funding for the reconstruction of Speedvale Avenue East from Manhattan Court to Woolwich Street be referred to the 2016 budget process for consideration.
4. That staff be directed to commence an Environmental Assessment for a pedestrian bridge across the Speed River from the west end of Emma Street to the east end of Earl Street.

### **Suspending the Procedural By-law**

22. Moved by Councillor Piper  
Seconded by Councillor Bell

That the Procedural By-law be suspended to allow Council to continue beyond 12:00 a.m.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

It was requested that the clauses be voted on separately.

23. Moved by Councillor Bell  
Seconded by Councillor Gibson

1. That the report from Infrastructure, Development and Enterprise entitled "Supplementary Report for Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design", dated July 7, 2015, be received.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*  
*VOTING AGAINST: (0)*

CARRIED

24. Moved by Councillor Bell  
Seconded by Councillor Gibson

2. That the 2009 Bike Policy and 2013 Cycling Master Plan be amended to re-route the bike lanes identified for Speedvale Avenue from Manhattan Court to Woolwich Street to an alternate location on Emma Street such that Speedvale Avenue is reconstructed in accordance with the Recommended Option to retain the existing four lanes of traffic and sidewalks on both sides of the road.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson, MacKinnon, Van Hellemond and Wettstein (7)*  
*VOTING AGAINST: Councillors Allt, Downer, Gordon, Piper and Salisbury, (5)*

CARRIED



25. Moved by Councillor Bell  
Seconded by Councillor Gibson

3. That funding for the reconstruction of Speedvale Avenue East from Manhattan Court to Woolwich Street be referred to the 2016 budget process for consideration.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

26. Moved by Councillor Bell  
Seconded by Councillor Gibson

4. That staff be directed to commence an Environmental Assessment for a pedestrian bridge across the Speed River from the west end of Emma Street to the east end of Earl Street.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Billings, Gibson, MacKinnon, Salisbury, Van Hellemond and Wettstein (8)*

*VOTING AGAINST: Councillors Allt, Downer, Gordon and Piper (4)*

CARRIED

27. Moved by Councillor Downer  
Seconded by Councillor MacKinnon

That the Tree Management Plan for the Speedvale Avenue reconstruction, use larger caliber trees than the standard size.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

### **CS-2015.31 Capital Renewal Reserve Fund: Urbacon Settlement**

28. Moved by Councillor Billings  
Seconded by Councillor Bell

1. That report CS-2015.63 "Capital Renewal Reserve Fund: Urbacon Settlement", be received.
2. That staff be directed not to repay the amount transferred from the Capital Renewal Reserve Fund to fund the Urbacon Settlement and unfunded legal and project costs.
3. That Council approve a one-time exemption from the Capital Renewal Reserve Fund Policy as established by By-law Number (2013)-19536 related to the requirement to repay funding to the reserve.



4. That staff include a recommendation in the 2016 budget related to the Capital Renewal Reserve Fund as part of the consideration of the findings of the BMA Financial Condition Assessment, thereby ensuring highest and best use of the funding of reserves.
5. That the BMA Financial Condition Assessment, reviewing the current funding level of all reserves be brought forward to the Corporate Services Committee meeting of October 5, 2015.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: Councillor Gordon (1)*

CARRIED

#### **GOV-2015.4      Procedural By-law and Associated Documents Review**

29. Moved by Councillor Downer  
Seconded by Councillor Wettstein

1. That the report dated June 30, 2015 entitled "Procedural By-law and Associated Documents Review", be received.
2. That Council approve of the redline changes to Procedural By-law (2014)-19784, through the repealing of this by-law and the enactment of a new Procedural By-law, with the following amendment:  
That Section 2.8(f) be amended to read as follows:  
"The Clerk may delegate the Clerk's duties with respect to recording minutes in a Closed Meeting of Council to a staff person. For Closed meetings of Committee or Council where CAO performance is addressed, the Clerk may delegate the Clerk's duties with instructions to a third party."
3. That the following documents be revised to align to the new corporate structure and amendments to the Procedural By-law be approved:  
Council Terms of Reference  
Standing Committee Terms of Reference  
Closed Meeting Protocol  
Meeting Flow for Chairs.
4. That City of Guelph By-law (1989)-13137, being a by-law adopting codification of the By-laws of the Corporation of the City of Guelph be repealed.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

#### **IDE-2015.28      Town of Aurora Resolution Regarding Installation of Community Mailboxes**



## Main Motion

30. Moved by Councillor Salisbury  
Seconded by Councillor Piper

1. That the City of Guelph Council direct the Mayor to send a letter, copied to Members of Parliament, Ontario Members of Provincial Parliament, the Federation of Canadian Municipalities, and the Association of Ontario Municipalities, that the Federal Minister of Transport, who oversees Canada Post, to require Canada Post to halt installation of community mailboxes immediately and adhere to its Five-point Action Plan requirement to engage in full and meaningful consultation with all stakeholders, including the City of Guelph and its residents.
2. That Council direct staff to bring forward recommendations to a future 2015 meeting of the IDE committee, in consultation with legal services, on a process and timeline to update the City of Guelph Encroachment of City Owned Lands By-law (2009)-18799 regarding the installation of Canada Post Community Mailboxes in established neighbourhoods.
3. That Council direct staff to develop a recommended process to require Canada Post to apply for installation permits, with an appropriate fee that reflects the resources required and costs incurred by the City to install and/or maintain community mailboxes in established neighbourhoods.

## Deferral

31. Moved by Councillor Billings  
Seconded by Councillor MacKinnon

That Clauses 2 and 3 of the resolution relating to the Town of Aurora with respect to the installation of community mailboxes, be deferred.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, MacKinnon, Salisbury, Van Hellemond and Wettstein (6)*

*VOTING AGAINST: Councillors Allt, Bell, Downer, Gibson, Gordon and Piper (6)*

LOST ON A TIE VOTE

## Main Motion

It was requested that the clauses be voted on separately.

32. Moved by Councillor Salisbury  
Seconded by Councillor Piper

1. That the City of Guelph Council direct the Mayor to send a letter, copied to Members of Parliament, Ontario Members of Provincial Parliament, the Federation of Canadian Municipalities, and the Association of Ontario Municipalities, that the Federal Minister of Transport, who oversees Canada Post, to require Canada Post to halt installation of community mailboxes immediately and adhere to its Five-point Action Plan requirement to engage



in full and meaningful consultation with all stakeholders, including the City of Guelph and its residents.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

33. Moved by Councillor Salisbury  
Seconded by Councillor Piper

2. That Council direct staff to bring forward recommendations to a future 2015 meeting of the IDE committee, in consultation with legal services, on a process and timeline to update the City of Guelph Encroachment of City Owned Lands By-law (2009)-18799 regarding the installation of Canada Post Community Mailboxes in established neighbourhoods.

*VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Gordon and Piper (5)*

*VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson, MacKinnon, Salisbury, Van Hellemond and Wettstein (7)*

DEFEATED

34. Moved by Councillor Salisbury  
Seconded by Councillor Piper

3. That Council direct staff to develop a recommended process to require Canada Post to apply for installation permits, with an appropriate fee that reflects the resources required and costs incurred by the City to install and/or maintain community mailboxes in established neighbourhoods.

*VOTING IN FAVOUR: Councillors Allt, Bell, Downer, Gordon and Piper (5)*

*VOTING AGAINST: Mayor Guthrie, Councillors Billings, Gibson, MacKinnon, Salisbury, Van Hellemond and Wettstein (7)*

DEFEATED

35. Moved by Councillor Piper  
Seconded by Councillor Allt

In the absence of on-street bicycle lanes, staff be directed to explore wider multi-use sidewalks alternative design along Speedvale between Manhattan Court and Riverview Street during detailed site design.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Van Hellemond and Wettstein (11)*

*VOTING AGAINST: Councillor Salisbury (1)*

CARRIED



**PS-2015.25 Crane Park Footbridge**

36. Moved by Councillor Downer  
Seconded by Councillor Billings

1. That the Public Services Report # PS-15-37 "Crane Park Footbridge" dated July 6, 2015 be received.
2. That staff proceed with an environmental impact study for the proposed trail and bridge location in 2016 subject to budget approval.
3. That discussions on the installation of a footbridge take place during the Guelph Trails Master Plan update.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**By-laws**

37. Moved by Councillor Allt  
Seconded by Councillor Salisbury

That By-laws Numbered (2015)-19936 to (2015)-19945, inclusive, are hereby passed.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)*

*VOTING AGAINST: (0)*

CARRIED

**Adjournment (12:35 a.m.)**

38. Moved by Councillor MacKinnon  
Seconded by Councillor Billings

That the meeting be adjourned.

CARRIED

*Minutes to be confirmed on September 28, 2015.*

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Mayor Guthrie

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Stephen O'Brien - City Clerk



**Recommended Draft Plan of Vacant Land Condominium (23CDM-1307)  
Conditions and Zoning Regulations**

**PART A: DRAFT PLAN OF VACANT LAND CONDOMINIUM CONDITIONS**

THAT the application by Astrid J. Clos Planning Consultants on behalf of Dunsire (Landsdown) Inc. for approval of a proposed Draft Plan of Vacant Land Condominium applying to property municipally known as 24, 26, 28 and 0 Landsdown Drive and legally described as Lot 10 and Part of Lots 6, 9 and 13, on Plan 488, designated as Parts 1, 2, 3 and 4 on Reference Plan 61R-20544, City of Guelph, save and except those lands shown as "Proposed Lot" on Schedule A, be **APPROVED**, subject to the following conditions:

**CITY CONDITIONS**

This approval applies to a **Draft Plan of Vacant Land Condominium Application** prepared by Astrid J. Clos Planning Consultants (Project No. 1323), on behalf of Dunsire (Landsdown) Inc. dated December 3, 2014, identifying 26 single detached dwellings within a condominium and one lot for a freehold single detached dwelling at 28 Landsdown Drive, including the following minor adjustment to the draft plan of condominium: include new common element blocks that contain any shared services (watermain, sanitary sewer and stormwater infiltration galleries) located on or shared between individual units.

**Conditions to be met prior to grading and site alteration**

1. The Developer shall complete a **tree inventory, preservation and compensation plan**, satisfactory to the General Manager of Planning, Urban Design and Building Services and City Engineer, in accordance with the City of Guelph By-law (2010)-19058, prior to any tree removal, grading or construction on the site.
2. The Developer shall obtain a **Site Alteration Permit** in accordance with City of Guelph By-law (2007)-18420 to the satisfaction of the City Engineer if grading/earthworks is to occur prior to the approval of the required engineering studies plan, plans and reports.
3. The Developer agrees that no work, including, but not limited to **tree removal, grading or construction**, will occur on the lands until such time as the Developer has obtained written permission from the City Engineer or has entered into a Condominium Agreement with the City.
4. The Developer shall prepare and implement a **construction traffic access and control plan** for all phases of servicing and building construction to the satisfaction of the City Engineer. Any costs related to the implementation of such a plan shall be borne by the Developer.
5. Prior to any construction or grading on the lands, the Developer shall provide to the City, to the satisfaction of the General Manager/City Engineer, any of the **following studies, plans and reports;**



- i) a revised functional servicing report including a stormwater management report that is certified by a Professional Engineer in accordance with the City's Guidelines and the latest edition of the Ministry of the Environment's "Stormwater Management Practices Planning and Design Manual", which addresses the quantity and quality of stormwater discharge from the site together with a monitoring and maintenance program for the stormwater management facility to be submitted;
  - ii) revised grading, drainage and servicing plan prepared by a Professional Engineer for the site;
  - iii) and a detailed erosion and sediment control plan, certified by a Professional Engineer, that indicates the means whereby erosion will be minimized and sediment maintained on-site throughout grading and construction.
- 6. The Developer shall, to the satisfaction of the General Manager/City Engineer, address and be responsible for **adhering to all the recommended measures** contained in the plans, studies and reports outlined in subsections 5 i) to 5 iii) inclusive.
- 7. The Developer shall retain a **qualified environmental inspector**, satisfactory to the General Manager of Planning, Urban Design and Building Services and the City Engineer, to inspect the site during all phases of development and construction including grading, servicing and building construction. The environmental inspector shall monitor and inspect the erosion and sediment control measures and procedures on a weekly or more frequent basis if required. The environmental inspector shall report on their findings to the City on a monthly or more frequent basis.
- 8. The Developer shall ensure that any **domestic wells as well as all boreholes and monitoring wells installed for environmental, hydrogeological or geotechnical investigations are properly decommissioned** in accordance with current Ministry of the Environment Regulations (O. Reg. 903 as amended) and to the satisfaction of the City Engineer, prior to site plan approval and prior to any construction or grading on the lands.
- 9. The Developer shall prepare **an off-site private domestic well monitoring program** to the satisfaction of the City and shall implement the program to the satisfaction of the City. The program will be used for pre-development, during construction and post-development monitoring.
- 10. The Developer shall **stabilize all disturbed soil** within 90 days of being disturbed, control all noxious weeds and keep ground cover to a maximum height of 150 mm (6 inches) until the completion of the landscaping within the unit boundary.
- 11. The Developer shall prepare an **Environmental Implementation Report (EIR)** based on terms of reference approved by the City and Grand River Conservation Authority (GRCA).
  - a. The EIR will provide details with respect to: stormwater management and wetland water balance mitigation; hydrogeological related details confirming that predevelopment infiltration rates will be maintained post



development, including a post construction monitoring program and baseline information; discussion of soils and topography in relation to drainage, detailed tree management plans including compensation plans, detailed habitat management plans including any invasive species management, buffer enhancement/design, detailed landscape plans (by an accredited landscape architect), detailed design and mitigation plans to support the trail and detailed trail design, a salt management plan, a dewatering plan and, a monitoring plan with identified thresholds as well as any other information to implement recommendations from the Environmental Impact Study dated July 2014, the EIS Addendum dated December 2014 and the 2<sup>nd</sup> EIS Addendum dated July 2, 2015. As well, the EIR will include: grading, drainage and erosion and sediment control plans, baseline data to inform an effectiveness monitoring program and will address the Grand River Conservation Authority comments from their letter dated April 30, 2015. The EIR will also address comments from Beacon Environmental dated June 16, 2015.

- b. The Developer will undertake a post-development monitoring program as detailed in the Environmental Implementation Report to the satisfaction of the General Manager of Planning, Urban Design and Building Services. The Developer shall provide the City with a letter of credit to cover the City approved cost estimate for the post-development monitoring program to the satisfaction of the General Manager of Planning.
  - c. The Developer shall implement all recommendations of the EIR to the satisfaction of the City and GRCA.
12. The Developer acknowledges that the City does not allow **retaining walls higher than 1.0** metre abutting existing residential properties without the permission of the City Engineer.
13. The Developer shall be responsible for the **actual cost of any service laterals** required for the lands and furthermore, prior to any grading or construction on the lands, the Developer shall pay to the City, the estimated cost as determined by the City Engineer of any service laterals.
14. The Developer shall pay the **actual cost of removing or decommissioning** to the satisfaction of the General Manager/City Engineer, any existing sanitary sewers, storm sewers, manhole and/or watermain that are not going to be used for service laterals. Furthermore, prior to any grading or construction on the lands, the Developer shall pay to the City, the estimated cost (as determined by the City Engineer) of the Developer's share of the cost of the removals and decommissioning works.
15. The Developer shall pay to the City the **actual cost of the construction of the new driveway entrance and required curb cut and/or curb fill**. Furthermore, prior to any grading or construction on the lands, the Developer shall pay to the City, the estimated cost as determined by the City Engineer of the construction of the new driveway entrance and required curb cut and/or curb fill.



16. The Developer shall pay the **actual cost of the removal of the existing driveway entrance** including the asphalt pavement and gravel within the road allowance, the restoration of the boulevard with topsoil and sod including the required curb fill, with the estimated cost of the works as determined by the City Engineer being paid, prior to any grading or construction on the lands.
17. The Developer acknowledges that all **electrical services** to the lands shall be underground and the Developer shall make satisfactory arrangements with Guelph Hydro Electric Systems Inc. for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.
18. The Developer shall make satisfactory arrangement with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.
19. The Developer shall ensure that all **telephone service and cable TV service** in the plan shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground utility services for the lands prior to any construction or grading on the lands.
20. The Developer shall ensure that the Lands marked as "Proposed Lot" on the attached Schedule A are excluded from the draft plan of vacant land condominium and the description of the condominium shown in the declaration.

**Conditions to be met prior to execution of the Condominium Agreement**

21. The Developer shall be responsible for the cost of design and development of the **demarcation** of all lands conveyed to the City in accordance with the City of Guelph Property Demarcation Policy. This shall include the submission of drawings for approval by the City and the administration of the construction contract up to the end of the warrantee period by an Ontario Association of Landscape Architects (OALA) member to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the demarcation for the City lands to the satisfaction of the Deputy CAO of Public Services.
22. The Developer shall be responsible for the cost of design and implementation of the **Open Space Works and Restoration** in accordance with the "Environmental Implementation Report" to the satisfaction of the Deputy CAO of Public Services. This shall include the submission of drawings and the administration of the construction contract up to the end of the warrantee period completed by a full member of Ontario Association of Landscape Architects (OALA) for approval to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City's estimate for the cost of the Open Space works and restoration for the City lands to the satisfaction of the Deputy CAO of Public Services.
23. The Developer shall be responsible for the cost of detailed design of the **Pedestrian Trail System** for the Storm Water Management & Open Space Blocks.



This shall include obtaining any required permits, submitting drawings for approval, identifying the trail system, interpretative signage and trail design details, to the satisfaction of the Deputy CAO of Public Services and the City Engineer. This shall include the submission of drawings for approval completed by a full member, with seal, of Ontario Association of Landscape Architects (OALA) member to the satisfaction of the Deputy CAO of Public Services.

24. The Developer shall be responsible for the cost of design and development of the **"Basic Trail Development"** as per the City of Guelph current "Specifications for Basic Trail Development", which includes rough grading and drainage, any associated infrastructure (bridges and abutments, guard and hand rails, retaining walls) and sodding/ seeding to the satisfaction of the Deputy CAO of Public Services. The Developer shall provide the City with **cash or letter of credit** to cover the City approved estimate for the cost of development of the Basic Trail Development to the satisfaction of the Deputy CAO of Public Services.
25. The Developer shall provide Public Services and Infrastructure, Development and Enterprise with a **digital file** in either AutoCAD - DWG format or DXF format containing the following final approved information: parcel fabric, street network, grades/contours and landscaping of the trail corridor open space blocks.
26. The Developer shall install, at no cost to the City, a 1.5m high black vinyl chain link fence adjacent to Units/Lots 1-12. The Developer further agrees that the fencing will be installed following grading operations of the Vacant Land Condominium in accordance with the current standards and specification of the City and to the satisfaction of the Deputy CAO of Public Services. Further, all property lines must be accurately surveyed and clearly marked in the field prior to establishing all fence line locations. Fences shall be erected directly adjacent to the established property line within the City owned lands.

#### **Conditions to be met prior to registration of the plan**

27. The Developer acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the Developer and/or the owner of the lands. The Developer shall retain a Qualified Person as defined in Ontario Regulation 153/04 to prepare and submit a **Phase One Environmental Site Assessment** and any other subsequent phases required, in accordance with Ontario Regulation 153/04, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the Developer's expense. Prior to site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.
28. If **contamination** is found, the Developer shall:
  - a. submit all environmental assessment reports prepared in accordance with the **Record of Site Condition** (O. Reg. 153/04) describing the current conditions of the land to be conveyed to the City and the proposed remedial action plan to the satisfaction of the City;
  - b. complete any necessary remediation work in accordance with the accepted remedial action plan and submit certification from a Qualified Person that the



- lands to be conveyed to the City meet the Site Condition Standards of the intended land use; and
- c. file a Record of Site Condition (RSC) on the Provincial Environmental Registry for lands to be developed.
29. The Developer shall obtain approval of the City with respect to the availability of **adequate water supply and sewage treatment capacity**, prior to the registration of the plan, or any part thereof.
30. That all **easements, blocks and rights-of-way** required within or adjacent to the proposed vacant land condominium be conveyed free and clear of any encumbrances to the satisfaction of the City of Guelph, Guelph Hydro Electric Systems Inc. and other Guelph utilities. Every Transfer Easement shall be accompanied by a Postponement, satisfactory to the City Solicitor, for any mortgage, charge or lease and such Postponement shall be registered on title by the City at the expense of the Developer.
31. The Developer shall ensure that all **buildings and structures shown in the Declaration and Description** as being included in the common elements shall be constructed prior to final approval and registration of the Plan of Condominium.
32. Prior to final approval and registration of the Plan of Condominium, the Developer shall provide **certification** to the General Manager of Engineering/City Engineer that all buildings, structures, facilities and services (including landscaping and grading) shown on the Plan of Condominium as being included in the common elements have been completed, installed, and provided in accordance with the requirements of the *Condominium Act, 1998*.
33. Should all facilities and services (including landscaping and grading) not be installed and provided prior to final approval, the Developer shall have his professional engineer provide a written, detailed estimate of 100% of the cost to install and provide the facilities and services shown in the Plan of Condominium to be included in the common elements, to the City's satisfaction, and provide security in the accepted amount plus 25% for administration and contingencies in a form acceptable to the City Treasurer.
34. That prior to registration of the Plan of Condominium the Developer shall provide the City with a **certificate from a Professional Engineer** certifying that the sanitary sewers, building drains, building sewers, building storm drains, building storm sewers, watermains, water distribution system, hydrants, catchbasins, roadways, driveways, parking areas and sidewalks that are to become part of the common elements and areas, are in good repair, free from defects and functioning properly.
35. That prior to registration of the Plan of Condominium the Developer shall provide the City with a **drainage certificate from an Ontario Land Surveyor or a Professional Engineer** stating that the buildings constructed and the grading of the units is in conformity with the drainage plan and that any variance from the plan has received the prior approval of the City Engineer.



36. That prior to the registration of the Plan of Condominium the Developer shall have the **Professional Engineer who designed the storm water management system certify** to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.
37. The Condominium Declaration shall contain appropriate provisions setting out responsibility for maintaining, repairing and replacing services which serve:
  - a. More than one unit, whether or not those services are within the common elements or within a unit;
  - b. An owner's unit only, that are located within the owner's unit or another unit; and
  - c. The owner's unit only, that are located within the common elements.
38. The Developer shall pay any **outstanding debts** owed to the City.
39. The Developer shall pay **Development Charges** to the City in accordance with By-law Number (2014) - 19692, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board as amended from time to time, or any successor by-laws thereto, prior to the issuance of any building permits, at the rate in effect at the time of issuance of a building permit.
40. That prior to the registration the owner shall provide the City with a **drainage certificate from an Ontario Land Surveyor or a Professional Engineer** stating that the buildings constructed and the grading of the units is in conformity with the drainage plan and that any variance from the plan has received the prior approval of the City Engineer.
41. That prior to the registration the owner shall provide the City with a **certificate from a Professional Engineer** certifying that the sanitary sewers, building drains, building sewers, building storm drains, building storm sewers, watermains, water distribution system, hydrants, catchbasins, roadways, driveways, parking areas and sidewalks that are to become part of the common facilities and areas, are in good repair, free from defects and functioning properly.
42. That a **Professional Engineer and/or Ontario Land Surveyor identifies** all the sanitary sewers, building drains, building sewers, building storm drains, storm sewers, stormwater management system, watermains and water distribution system serving the site and also identifies the locations where easements are required prior to registration.
43. That prior to the registration, an **independent lawyer shall certify that the proposed vacant land condominium has valid easements and reciprocal maintenance agreements registered with and certified by the Land Registry Office** for all the sanitary sewers, building drains, building sewers, building storm drains, storm sewers, stormwater management system, watermains and water distribution system serving the vacant land condominium, which are located on private lands other than the lands included in the Plan of Condominium.



44. That prior to the registration of the Plan of Condominium the Developer shall have the **Professional Engineer who designed the storm water management system certify** to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.
45. Prior to registration, the Developer is required to **reimburse the City Engineering Department for the cost of reviewing development plans** at a rate of 5% of the estimated cost of all the site works.
46. The Developer shall erect and maintain **signs** at specified entrances to the subdivision showing the proposed land uses and zoning of all the units/lots and blocks within the proposed subdivision and predominantly place on such signs the wording "For the zoning of all lands abutting the condominium, inquiries should be directed to Planning, Urban Design and Building Services, City Hall". The signs shall be resistant to weathering and vandalism.
47. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots/units and agrees that these same notification shall be placed in the Condominium Agreement between the Developer and the City and shall be registered on title, as well as the Condominium Declaration:
  - a. "Purchasers and/or tenants of all Units/Lots abutting City owned lands are advised that abutting City owned lands may be fenced in accordance with the current standards and specifications of the City."
  - b. "Purchasers and/or tenants of all Units/Lots abutting City owned lands are advised that no private gates will be allowed from Units/Lots 1-12 into City owned lands."
  - c. "Purchasers and/or tenants of all Units/Lots are advised that a public trail will be installed or exists abutting or in close proximity to Units/Lots 1 to 12 and that public access to this trail will occur close to these Units/Lots."
  - d. "Purchasers and/or tenants of all Units/Lots are advised that the Open Space Block has been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public trails."
  - e. "Purchasers and/or tenants of all Units/Lots are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out routine maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."
48. The Developer shall place the following **notification** in all offers of purchase and sale for units/lots 1, 2, 11, 12, 16 and 17 and agrees that this same notification shall be placed in the Condominium Agreement between the Developer and the City and shall be registered on title:
  - a. "Purchasers and/or tenants are advised that storm water will flow in the drainage swale located in the sideyard adjacent to the dwelling and is designated as an overland flow route to convey high levels of storm water



during heavy rainfall events. Be advised that this drainage swale must not be blocked or obstructed with any buildings or structures.”

49. The Owner shall prior to or upon registration of the plan register on title to the said lands to the satisfaction of the City Solicitor, or create pursuant to Section 20 of the Condominium Act, 1998, **rights of easement for access and servicing** in favour of the property located directly north of the said lands, municipally known as 16 Landsdown Drive. Such easement shall provide for the opportunity, but not any obligation, for the property 16 Landsdown to use the roads and access, watermain and sanitary sewer on the said lands, subject to an appropriate payment of a share of the costs for the use of these facilities, to ensure the potential use of shared facilities and reciprocal rights of easements to roads and services is available to allow for further future development on the private lands to the north of the said lands.
50. The Developer agrees to provide **temporary signage** describing the existing/proposed open space, trail and required fencing on all entrance signs for the development, at the street frontage of open space blocks and entrance/exits of trails, to the satisfaction of the Deputy CAO of Public Services. The signage shall:
- a. Advise prospective purchasers of dwellings in the area of the type of open space and/or trail and level of maintenance of these parcels of land owned by the City;
  - b. Clearly state that the maintenance of the trail are the responsibility of the Developer until such time as the City accepts the trail, and partially releases the associated Letter of Credit;
  - c. Clearly state that all questions relating to the maintenance of the trail shall be directed to both Developer; and,
  - d. Be erected when rough grading on and adjacent to the building lots has begun and must be maintained by the Developer until acceptance of the Blocks by the City. The Developer further agrees that the proposed open space block, trails and fencing be identified on any marketing or promotional material.
51. The Developer shall **dedicate to the City** lands owned by the Developer that are adjacent to the Draft Plan of Vacant Land condominium that form part of the wetlands, buffers and open space. Furthermore, the Developer shall demarcate the boundaries of any lands conveyed to the City in accordance with the policies of the City.
52. The Developer shall pay **cash-in-lieu of parkland dedication** for the entire development, in accordance with Section 51.1(1) of The Planning Act.
53. To determine the value of the cash-in-lieu of parkland payment, the property shall be appraised by a qualified real estate appraiser appointed by the City and the **Developer shall pay for such appraisal.**
54. The Developer agrees to eliminate the use of any **covenants that would restrict the use of clotheslines** and that prior to the registration of all or any portion of the plan, the Developer’s lawyer shall certify to the General Manager of Planning,



Urban Design and Building Services that there are no restrictive covenants which restrict the use of clotheslines.

55. The Developer shall pay to the City, the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook**, to all future residents within the plan of condominium, with such payment based on a cost of one handbook per residential dwelling unit as determined by the City.
56. The Developer acknowledges and agrees that the dwelling units on the subject property will be constructed to a standard that promotes energy efficiency in order to comply with the **Community Energy Initiative**, to the satisfaction of the City in accordance with the letter attached as Attachment 12 in Infrastructure, Development and Enterprise Report 15-62 dated July 20, 2015.
57. The Developer shall enter into a **Condominium Agreement** with the City, to be registered on title, to the satisfaction of the City Solicitor and General Manager/City Engineer which includes all requirements, financial and otherwise as noted to the satisfaction of the City of Guelph.

**Conditions to be met prior to the issuance of a building permit**

58. Prior to the issuance of a building permit, the Developer shall provide a **Waste Management Plan** in accordance with the Waste Management By-law (2011) - 19199 outlining how the three stream sorting requirements and provision of information to potential users of the program will be met. The waste management plan will be required to provide a description of the program including how storage, handling and collection of the anticipated volumes of waste will be conducted whether provided by the City or by a private collection service.
59. The Developer constructs the new dwellings at such an elevation that the **lowest level of the new dwellings** can be serviced with gravity connection to the sanitary sewer.
60. The Developer shall ensure that homes built on **Lots 1, 2, 11, 12, 16 and 17 be constructed without any basement or at-grade openings** on the building elevation directly adjacent to the overland flow route as shown on the Site Grading Plan prepared by Strik Baldinell Moniz (Sheet C5) and dated March 27, 2015.
61. The Developer shall grade, develop and maintain the site including the **storm water management facilities** designed by a Professional Engineer, in accordance with the grading and drainage, site servicing and stormwater management plans and report that has been submitted to and approved by the General Manager/City Engineer.
62. The Developer shall provide the City with written confirmation from the Engineering Department of **Guelph Hydro Electric Systems Inc.** that the vacant land condominium hydro servicing has been completed to the satisfaction of Guelph Hydro.
63. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official certifying that all **fill** placed below



proposed building locations has adequate structural capacity to support the proposed building. All fill placed within the allowable Zoning By-law envelope for building construction shall be certified to a maximum distance of 30 metres from the street line. This report shall include the following information: lot number, depth of fill, top elevation of fill and the area approved for building construction from the street line.

64. The Developer shall submit a report prepared by a Professional Engineer to the satisfaction of the Chief Building Official providing an opinion on the presence of **soil gases (Radon and Methane)** in the plan in accordance with applicable provisions contained in the Ontario Building Code.

**AGENCY CONDITIONS:**

65. Prior to any grading or construction on the site and prior to the registration of the plan or any phase thereof, the owners or their agents shall submit the following plans and reports to the satisfaction and approval of the **Grand River Conservation Authority**:

- a. A detailed stormwater management report in accordance with the 2003 Ministry of the Environment Report entitled, "Stormwater Management Practices Planning and Design Manual. This report should include geotechnical information addressing the infiltration potential on the site. In addition, a storm-servicing plan for the site should be included.
- b. An erosion and siltation control plan in accordance with the Grand River Conservation Authority Guidelines for sediment and erosion control, indicating the means whereby erosion will be minimized and silt maintained on site throughout all phases of grading and construction.
- c. Detailed lot grading and drainage plans showing existing and proposed grades.
- d. Plans illustrating that no basement windows are proposed on the sides of dwellings adjacent to the proposed overland flow routes.
- e. An Environmental Implementation Report (EIR) to the satisfaction of the GRCA in consultation with the City. The EIR should include the above noted reports and monitoring, recommendations, and mitigation outlined in these reports.
- f. The approval and issuance of a Permit from the GRCA for any development within the regulated areas on the subject lands pursuant to Ontario Regulation 150/06 (Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation).

66. The Developer and the **Wellington Catholic School Board** shall reach an agreement regarding the supply and erection of signage, at the Developer's expense, affixed to the subdivision sign advising potential Separate School supporters of the location of schools serving the area and the current practice of busing students outside the immediate area should schools in the area be at capacity.

67. The Developer agrees to provide the **Upper Grand District School Board** with a digital file of the plan of subdivision in either ARC/INFO export or DXF format containing the following information: parcel fabric and street network.



68. The Developer agrees in the Condominium Agreement to **advise all purchasers** of residential units and/or renters of same, by inserting the following clause in all offers of Purchase and Sale/Lease, until such time as a permanent school is assigned:
- "Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bused to a school outside the area, and further, that students may in future have to be transferred to another school."
  - "This development has private road access, Service de transport de Wellington-Dufferin Student Transportation Services does not run school buses on private roadways and therefore potential busing students will be required to meet the bus at a congregated bus pick-up point."
69. The Developer and the **Upper Grand District School Board** shall reach an agreement regarding the supply and erection of a sign (at the developer's expense and according to Upper Grand District School Board specifications) affixed to the permanent development sign advising perspective residents that students may be directed to schools outside the neighbourhood.
70. The Developer agrees in the Condominium Agreement to advise the future **Condominium Corporation** that adequate sidewalks, lighting and snow removal must be provided to allow children to walk safely to school or a congregated bus stop.
71. The Developer shall satisfy all requirements and conditions of **Canada Post** including but not limited to: advisories and suitable mailbox locations. The Developer shall ensure that the eventual unit/homeowner is advised in writing by the developer / subdivider / builder that Canada Post has selected the municipal easement to their lot for a Community Mail Box installation and the developer shall be responsible for the installation of concrete pads in accordance with the requirements of Canada Post, in locations to be approved by Canada Post to facilitate the placement of Community Mail Boxes.

**NOTES:** That this **Draft Plan Approval shall lapse** at the expiration of 3 years from the date of issuance of Draft Plan approval.

That prior to the registration of all or any portion of the plan, the **Grand River Conservation Authority** shall advise the City in writing how conditions 11 and 65 have been satisfied.

That prior to the registration of all or any portion of the plan, the **Wellington Catholic District School Board** shall advise the City in writing how condition 66 has been satisfied.

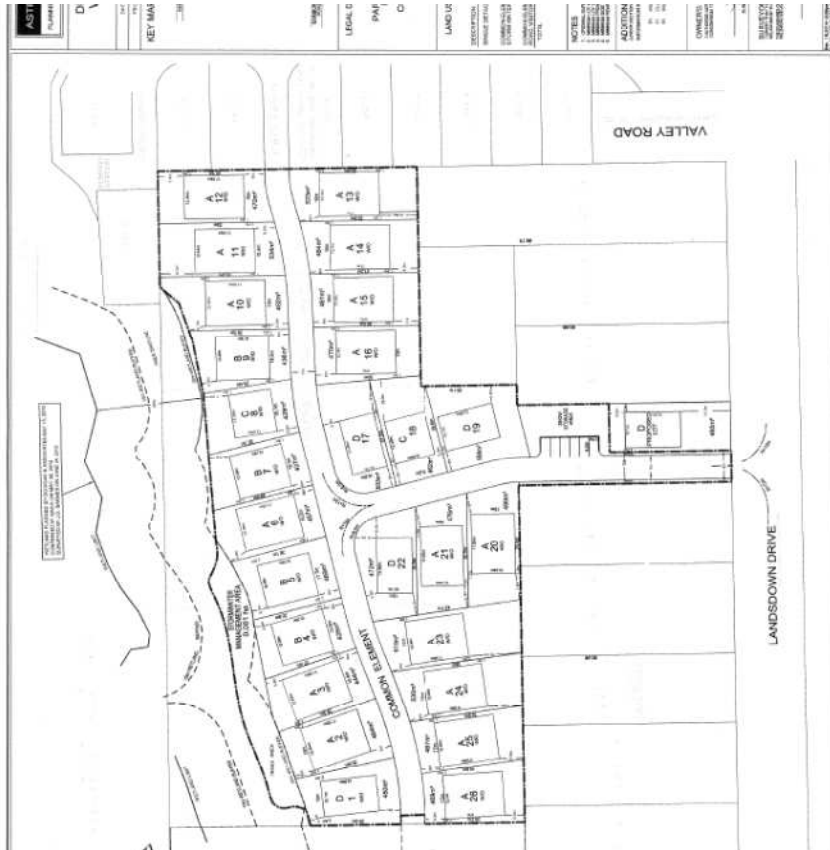
That prior to the registration of all or any portion of the plan, **Upper Grand District School Board** shall advise the City in writing how conditions 67, 68, 69 and 70 have been satisfied.



That prior to the registration of all or any portion of the plan, **Guelph Hydro Electric Systems Inc**, shall advise the City in writing how conditions 17, 30 and 62 have been satisfied.

That prior to the registration of all or any portion of the plan, **Canada Post** shall advise the City in writing how condition 71 has been satisfied.

### Schedule 'A'



**AND**

### **PART B: ZONING REGULATIONS**

That the Zoning By-law Amendment application be approved and that City Staff be instructed to prepare the necessary amendment to Zoning By-law Number (1995)-14864, as amended, to transfer the subject lands from the "Residential Single Detached (R.1B) Zone with a "Lands Adjacent to Provincially Significant Wetlands Overlay", as follows:

### **PROPOSED ZONING**

The following zoning is proposed for the subject lands:

### **R.1B - ? (H) (Specialized Residential Single Detached with a Holding Provision) Zone (Lots 1,2,3,6, 7, 8, 11-19, 23, 24, 25)**

In accordance with Section 5.1 of Zoning By-law (1995)-14864, as amended.

### **Permitted Uses**

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



### Regulations

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

Despite Section 4.1, development in this zone may occur on a privately owned **Street**.  
Despite Table 5.1.2, Row 3, the minimum **Lot Area** shall be 425 square metres.

Despite Table 5.1.2, Row 5, and Section 4.18, the maximum **Building Height** shall be two storeys plus a partially exposed walk out or look out basement as required for grading.

Despite Table 5.1.2, Row 6, and Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7, the minimum **Front Yard** shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

Despite Table 5.1.2, Row 7, and Sections 5.1.2.8, 5.1.2.1 and 5.1.2.2, the minimum **Side Yard** shall be 1.2 m including the **Exterior Side Yard** of corner lots on a private road.

Despite Table 5.1.2, Row 8, and Section 5.1.2.4, the minimum **Rear Yard** shall be 4.5 metres.

In addition to the requirements of Table 5.1.2, no **Buildings, Structures or Swimming Pools** (excluding fences) shall be located or constructed within 2.4 metres of the Rear Lot Line in order to protect the underground infiltration storm gallery.

### **R.1B - ?? (H) (Specialized Residential Single Detached) Zone (Lots 1,2,3,6, 7, 8, 11-19, 23, 24, 25) (Lots 4, 5, 9, 10, 20-22, 26)**

In accordance with Section 5.1 of Zoning By-law (1995)-14864, as amended.

### Permitted Uses

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

### Regulations

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

Despite Section 4.1, development in this zone may occur on a privately owned **Street**.  
Despite Table 5.1.2, Row 3, the minimum **Lot Area** shall be 425 square metres.

Despite Table 5.1.2, Row 5, and Section 4.18, the maximum **Building Height** shall be two storeys plus a partially exposed walk out or look out basement as required for grading.

Despite Table 5.1.2, Row 6, and Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7, the minimum **Front Yard** shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

Despite Table 5.1.2, Row 7, and Sections 5.1.2.8, 5.1.2.1 and 5.1.2.2, the minimum **Side Yard** shall be 1.2 m including the **Exterior Side Yard** of corner lots on a private road.



Despite Table 5.1.2, Row 8, and Section 5.1.2.4, the minimum **Rear Yard** shall be 4.5 metres.

**R.1B - ??? (H) (Specialized Residential Single Detached) Zone (Lot D, currently known municipally as 28 Landsdown Drive)**

In accordance with Section 5.1 of Zoning By-law (1995)-14864, as amended.

Permitted Uses

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

Regulations

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

Despite Section 4.1, development in this zone may occur on a privately owned **Street**.

Despite Table 5.1.2, Row 3, the minimum **Lot Area** shall be 425 square metres.

Despite Table 5.1.2, Row 4, and Section 5.1.2.6, the minimum **Lot Frontage** shall be 13 metres.

Despite Table 5.1.2, Row 5, and Section 4.18, the maximum **Building Height** shall be two storeys plus a partially exposed walk out or look out basement as required for grading.

Despite Table 5.1.2, Row 6, and Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7, the minimum **Front Yard** shall be 4.5 metres to habitable floor space and 6 metres to the front wall of the garage.

Despite Table 5.1.2, Row 7, and Sections 5.1.2.8, 5.1.2.1 and 5.1.2.2, the minimum **Side Yard** shall be 1.2 metres and the **Exterior Side Yard** on a private road shall be 0.9 metres.

Despite Table 5.1.2, Row 8, and Section 5.1.2.4, the minimum **Rear Yard** shall be 4.5 metres.

Holding Provision

Purpose: To ensure that development of the subject lands does not proceed until the following conditions have been met to the satisfaction of the **City** related to the subject development.

Prior to the removal of the 'Holding' (H) provision, the Developer shall complete the following conditions to the satisfaction of the City:

- a. The Developer's solicitor certifies that the **easements/right-of-ways** in favour of the Developer on 15 Valley Road for access and servicing has been granted and are registered on title.



- b. That a **Reference Plan** is prepared and deposited indicating the boundaries of the easements/rights-of-ways on 15 Valley Road (Wellington Vacant Land of Condominium Corporation No. 169).
- c. The **servicing/cost-sharing agreement between Dunsire (Landsdown) Inc. and Wellington Vacant Land of Condominium Corporation No. 169** be registered on title. Furthermore, prior to the removal of the (H), the Developer's solicitor certifies that the agreement has been registered on title.
- d. The Developer shall pay to the City, their share of the **frontage assessment costs** for the existing sanitary sewer main and existing watermain and the actual costs associated with the installation of the sanitary sewer lateral and the water service lateral to the property line, on Landsdown Drive across the frontage of 28 Landsdown Drive as determined by the General Manager/City Engineer.

Severability Provision

The provisions of this By-law shall continue to apply collectively to the whole of the subject lands in this zone, despite any future severance, phase of registration, partition or division for any purpose.

**EXCERPT FROM TABLE 5.1.2 - REGULATIONS GOVERNING R.1B ZONE**

1	Residential Type	Single Detached Dwellings
2	Zone	<b>R.1B</b>
3	Minimum Lot Area	460 m <sup>2</sup>
4	Minimum Lot Frontage	15 metres and in accordance with Section 5.1.2.6.
5	Maximum Building Height	3 Storeys and in accordance with Section 4.18.
6	Minimum Front Yard	6 metres and in accordance with Sections 4.6, 4.24, 5.1.2.3, 5.1.2.4 and 5.1.2.7.
6a	Minimum Exterior Side Yard	4.5 metres and in accordance with Sections 4.6, 4.24, 4.28, 5.1.2.3, 5.1.2.4 and 5.1.2.7.
7	Minimum Side Yard 1 to 2 Storeys Over 2 Storeys	1.5 metres 2.4 metres and in accordance with Sections 5.1.2.8, 5.1.2.1 and 5.1.2.2.
8	Minimum Rear Yard	7.5 metres or 20% of the <i>Lot Depth</i> , whichever is less and in accordance with Section 5.1.2.4.
9	Accessory Buildings or Structures	In accordance with Section 4.5
10	Fences	In accordance with Section 4.20.
11	Off-Street Parking	In accordance with Section 4.13.
12	Minimum Landscaped Open Space	The <i>Front Yard</i> on any <i>Lot</i> , excepting the <i>Driveway (Residential)</i> shall be landscaped and no parking shall be permitted within this <i>Landscaped Open Space</i> . Despite the definition of <i>Landscaped Open Space</i> , a minimum area of 0.5 metres between the <i>Driveway (Residential)</i> and nearest <i>Lot Line</i> must be maintained as landscaped space in the form of grass,



		flowers, trees, shrubbery, natural vegetation and indigenous species.
13	Garbage, Refuse and Storage	In accordance with Section 4.9.
14	Garages	For those <i>Lots</i> located within the boundaries indicated on Defined Area Map Number 66, attached <i>Garages</i> shall not project beyond the main front wall of the <i>Building</i> . Where a roofed porch is provided, the <i>Garage</i> may be located ahead of the front wall of the dwelling (enclosing <i>Habitable Floor Space</i> on the first floor) equal to the projection of the porch to a maximum of 2 metres.

**P.1 (Conservation Land) Zone**

In accordance with Section 9.1.1 of Zoning By-law (1995)-14864, as amended.

**WL (Wetland) Zone**

In accordance with Section 13.2 of Zoning By-law (1995)-14864, as amended.



**Minutes of Guelph City Council  
Held in Meeting Room C, Guelph City Hall on  
Tuesday, July 28, 2015 at 6:00 p.m.**

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**Attendance**

Council:	Mayor Guthrie	Councillor Hofland
	Councillor P. Allt	Councillor M. MacKinnon
	Councillor B. Bell	Councillor L. Piper
	Councillor C. Billings	Councillor M. Salisbury
	Councillor C. Downer	Councillor A. Van Hellemond
	Councillor J. Gordon	Councillor K. Wettstein
Absent:	Councillor D. Gibson	
Staff:	Ms. A. Pappert, Chief Administrative Officer	
	Mr. M. Amorosi, Deputy CAO, Corporate Services	
	Mr. D. Thomson, Deputy CAO, Public Services	
	Mr. A. Horsman, Deputy CAO, Infrastructure, Development & Enterprise	
	Ms. B. Swartzentruber, Executive Director, Intergovernmental Relations, Policy and Open Government	
	Ms. J. Sheehy, General Manager, Finance/Treasurer	
	Mr. G. Clark, Senior Corporate Analyst, Capital Asset Planning	
	Ms. A. Thompson, Communications Officer	
	Ms. T. Agnello, Deputy City Clerk	

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**Call to Order (6:00 p.m.)**

Mayor Guthrie called the meeting to order.

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

There were no disclosures.

**Council Shared Agenda Workshop**

Mark Amorosi, presented a summary of the work completed at the previous Council Shared Agenda Workshops and reviewed the agenda.

Greg Clark outlined sources of capital funds.

Jim Bruzzese of BMA Consulting Inc. provided a comprehensive presentation on condition assessment and the current state of reserves and assets.

Barb Swartzentruber led Council in an exercise to prioritize proposed capital funding projects and operational funding.

Greg Clark provided an overview of Capital funding allocation.



Janice Sheehy facilitated a Council exercise regarding the allocation of funds to the three buckets of City Building, Growth and Infrastructure.

Alison Thompson provided an overview of the budget simulator demo, which will be available to the public on the City Website.

**Recommendation**

1. Moved by Councillor Hofland  
Seconded by Councillor Bell

1. That staff be directed to consider input from the workshop for the development of Council's Shared agenda and the 2016 capital and operating budget.

CARRIED

**Adjournment (8:30 p.m.)**

Moved by Councillor Gordon  
Seconded by Councillor McKinnon

That the meeting be adjourned.

CARRIED

*Minutes to be confirmed on September 28, 2015.*

\_\_\_\_\_  
Mayor Guthrie

\_\_\_\_\_  
Tina Agnello, Deputy City Clerk



**CONSENT REPORT OF  
CLOSED MEETING OF COUNCIL**

September 28, 2015

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

Your Council as Committee of the Whole beg leave to present their  
FOURTH CONSENT REPORT as recommended at its meeting of September  
28, 2015.

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

**CON-C-2015.32/ Citizen Appointments to the Wellbeing Grant  
PS-C-2015.4 Allocation Panel**

Wellbeing Grant Allocation Panel

1. That \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ be  
appointed to the Wellbeing Grant Allocation Panel for a term ending  
June 30, 2018 or until such time as successors are appointed.

All of which is respectfully submitted.



**CONSENT REPORT OF THE  
AUDIT COMMITTEE**

September 28, 2015

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

Your Audit Committee beg leave to present their Fourth CONSENT REPORT as recommended at its meeting of September 8, 2015.

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

**AUD-2015.14      Revised 2015 Internal Audit Workplan**

That the Internal Auditor's report entitled Revised 2015 Internal Audit Work Plan and Appendix A be approved.

All of which is respectfully submitted.

Councillor Karl Wettstein, Chair  
Audit Committee

***Please bring the material that was distributed with the Agenda for the September 28, 2015 Audit Committee meeting.***



# STAFF REPORT



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TO **Audit Committee**

SERVICE AREA CAO - Administration

DATE September 8, 2015

**SUBJECT Revised 2015 Internal Audit Work Plan**

REPORT NUMBER CAO-A-1509

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To recommend approval by Committee of the Revised 2015 Internal Audit Work Plan, as outlined in the Internal Audit Charter.

### KEY FINDINGS

Unexpected reduction of hours available to complete the number of audits in 2015 due to staff resource issues.

The results of two (2) follow up audits are presented to the September 8, 2015 Audit Committee, namely: Print Shop and Cash Handling Guelph Transit.

Internal Audit plans to complete three (3) further audits by the end of 2015, namely: Follow up audits of Overtime and Learning and Development; and an operational audit of Solid Waste (Curbside Collection).

Five (5) audits are being deferred to 2016. These are: Audits of Purchase Cards, Fleet and Library Operations; Follow up Audits relating to Service Guelph and External Consulting.

The audit work plan has been revised to accommodate the complexity of the audits planned and availability of audit resources.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

Audit Committee receive and approve the report, Revised 2015 Internal Audit Work Plan



# STAFF REPORT

## RECOMMENDATION

1. That the Internal Auditor's report entitled Revised 2015 Internal Audit Work Plan and Appendix A be approved.

## BACKGROUND

The Internal Audit Annual Work Plan was approved by the Audit Committee on April 8, 2015.

## REPORT

There has been an unexpected reduction of hours available to complete the number of audits in 2015 due to staff resource issues. The Department was without an Internal Auditor for at least 12 complete weeks of 2015.

To ensure efficient allocation of limited resources, the 2015 Internal Audit Work Plan has been revised, as detailed in *Appendix A: Revised Internal Audit Work Plan*. *Appendix B: 2015 Approved Internal Audit Work Plan* (previously approved 2015 Audit Work Plan) has been appended for information and comparison purposes.

To date, two (2) follow up audits have been completed. The audit work planned for the remainder of 2015 (17 weeks) includes two follow up audits and one operational audit.

Five (5) audits are being deferred to 2016. These will be prioritized and considered within the 2016 and multi-year Internal Audit Work Plan.

## CORPORATE STRATEGIC PLAN

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

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

## DEPARTMENTAL CONSULTATION

N/A

## COMMUNICATIONS

N/A



# STAFF REPORT



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## ATTACHMENTS

Appendix A: Revised Internal Audit Work Plan

Appendix B: 2015 Approved Internal Audit Work Plan

A handwritten signature in black ink, appearing to read "R. Shaubel".

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### Recommended and Approved By

Ruvani Shaubel

Internal Auditor

519-822-1260 x 3373

[ruvani.shaubel@guelph.ca](mailto:ruvani.shaubel@guelph.ca)



## REVISED INTERNAL AUDIT WORK PLAN

AUDIT	TYPE	SCHEDULE	COMMENTS
<b>CARRY OVER FROM 2014</b>			
Purchase Cards Phase I	Compliance	Deferred 2016	See Proposed New Audits below
<b>FOLLOW-UP AUDITS</b>			
Overtime Service Guelph		Q4 Deferred 2016	Deferred to 2016 annual follow up process
External Consulting		Deferred 2016	Deferred to 2016 annual follow up process
Learning & Development Print Shop Cash Handling – Transit		Q4 Complete Complete	
<b>PROPOSED NEW AUDITS</b>			
Solid Waste	Operational, Comprehensive	Q4	
Fleet – Operations (Mechanics, Scheduling, Life-Cycle Management)	Operational	Deferred 2016	Deferred due to lack of capacity
Library	Operational, Comprehensive	Deferred 2016	Deferred due to lack of capacity
Cash Handling – Corporate Wide	Controls, Compliance		Replaced by Cash Handling – Transit Follow up Audit (see Follow Up Audits above)
Purchase Card Phase I & II	Compliance	Deferred 2016	Phase I identified need for expanded scope; Phase II added.
<b><u>Approximate # of weeks (Audit)</u></b>		<b><u>17 Weeks</u></b>	



## 2015 INTERNAL AUDIT WORK PLAN

AUDIT	TYPE	SCHEDULE	COMMENTS
CARRY OVER FROM 2014			
Purchase Cards	Compliance	Q1 - 4 wks.	Started Nov 2014, completed Jan 2015
FOLLOW-UP AUDITS			
Overtime		Q4 - 8 wks.	Required by I.I.A. standards.
Service Guelph		Q3 - 2 wks.	
External Consulting		Q3 - 4 wks.	
Learning & Development		Q4 - 4 wks.	
Print Shop		Q4 - 1 wk.	
PROPOSED NEW AUDITS			
Solid Waste	Operational, Comprehensive	Q1 - Q2 18 wks.	Capacity dependant
Fleet – Operations (Mechanics, Scheduling, Life-Cycle Management)	Operational	Q2 - Q3 13 wks.	
Library	Operational, Comprehensive	Q3 - Q4 16 wks.	
Cash Handling – Corporate wide	Controls, Compliance	Q3 - 4 wks.	
Approximate # of weeks (Audit)		74	
E.R.M. RISK MANAGEMENT		4	
ALLOWANCE FOR ADHOC		8	Based on 2 year averages
TOTAL FOR ALL PROPOSED	APPROX.	86	



## **CONSENT REPORT OF THE CORPORATE SERVICES COMMITTEE**

September 28, 2015

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

Your Corporate Services Committee beg leave to present their SIXTH  
CONSENT REPORT as recommended at its meeting of September 9, 2015.

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

### **C-2015.32 2015 Interim Investment Performance Report**

1. That Report CS-2015-66 entitled "Interim Investment Performance Report", be received for information.
2. That Council approve the amendments as proposed to the City's Investment Policy.

### **C-2015.34 2015 Q2 Capital Variance Report**

1. That report CS-2015-69 entitled "2015 Q2 Capital Variance Report", be received for information.
2. **That future variance reports include an outline of larger capital projects for Council information.**

### **C-2015.36 Service Rationalization Options**

1. That Council approve in principle a Service Rationalization review of City programs and services and refer the cost to the 2016 Budget process.

All of which is respectfully submitted.

Councillor June Hofland, Chair  
Corporate Services Committee

***Please bring the material that was distributed with the Agenda for the  
September 9, 2015 Corporate Services Committee meeting.***



# STAFF REPORT



TO Corporate Services Committee

SERVICE AREA Corporate Services, Finance

DATE September 9, 2015

**SUBJECT 2015 Interim Investment Performance Report**

REPORT NUMBER CS-2015-66

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To report on the interim 2015 investment portfolio performance and holdings as required by Ontario Regulation 438/97 of the *Municipal Act, 2001*, and the City's Council approved Investment Policy.

### KEY FINDINGS

The City has earned \$2.7 million in investment interest income as of June 30, 2015. This is \$0.2 million less than the budgeted amount and comparable for the same period in 2014 (\$2.6 million).

The City also earned a \$1.95 million capital gain on the sale of an investment made prior to its maturity date to capitalize on the volatile bond market.

The average rate of interest return in 2015 declined to 2.13% as compared to 2.41% in 2014. This drop in interest return is due to the reduction in interest rates that was announced by the Bank of Canada (BOC) January 21, 2015. The decrease affected both the daily interest rate with Toronto Dominion (TD) Bank and two investments that are linked to market rates.

Including the capital gain of \$1.95 million, the average rate of return on total investments plus cash balances increases to 3.57% as of June 30, 2015.

With the exception of the items listed in section C of this report, the City has managed its investment portfolio in accordance with Ontario Regulation 438/97 of the *Municipal Act, 2001*, and in accordance with the December 2011 Council approved Investment Policy.

To adapt to the current low interest rate environment, staff reviewed the City's Investment Policy and have determined minor amendments are required in order to appropriately manage the investment portfolio and maximize the rate of return.



# STAFF REPORT

## **FINANCIAL IMPLICATIONS**

Investment income reduces the amount otherwise required from property taxation to finance City services, as well as increasing the value of reserve funds used to finance capital projects.

## **ACTION REQUIRED**

That Report CS-2015-66 2015 Interim Investment Performance Report be received; AND

That Council approve the amendments as proposed to the City's Investment Policy.

## **RECOMMENDATION**

THAT Report CS-2015-66 2015 Interim Investment Performance Report be received for information;

AND

THAT Council approve the amendments as proposed to the City's Investment Policy.

## **BACKGROUND**

Ontario Regulation 438/97 of the *Municipal Act, 2001*, requires a municipality to adopt a statement of investment policies and goals and requires an investment report to be provided to Council at least annually. This report has been prepared in compliance with this regulation.

The primary objectives of the investment policy are as follows:

- Adherence to statutory requirements,
- Preservation of capital,
- Maintaining liquidity, and
- Earning a competitive rate of return

Provincial legislation requires that the Treasurer submit an investment report to Council, each year or more frequently as specified by Council. The City's current Investment Policy requires a report on the financial position, investment performance, market value, and compliance status of the portfolio at least twice per year.



# STAFF REPORT

Additionally, the Investment Policy approved by Council in 2011 is required to be reviewed at every change in Council and/or as needed. For that reason, finance staff have reviewed the current policy and included amendments for approval in **Schedule III** to this report.

## REPORT

### Definitions

Carrying Value – Also known as book value. The portion of an asset's value that is not depreciated. Carrying value is not market value, which is determined by market forces, such as stock prices.

Face Value - The value of a bond or another type of debt instrument at maturity. Also called par value.

Market Value - The price at which a security currently can be sold.

### A. Statement of Performance

The cash and investment positions (carrying value) of the City are as follows:

	June 30, 2015 (Carrying Value)	June 30, 2014 (Carrying Value)
Long-Term	\$ 172,426,199	\$ 114,190,383
Short-Term	\$ 45,000,000	\$ 75,000,000
Total Investments	\$ 217,426,199	\$ 189,190,383
Cash	\$ 79,303,608	\$ 77,158,831
<b>Total</b>	<b>\$296,729,807</b>	<b>\$266,349,214</b>

The total investment and cash market value was \$301.2 million (2014 - \$235.3 million).

The attached **Schedules I and II** provide the portfolio mix, term limits, and holding limits as at June 30, 2015.

Interest earned on investments and cash as of June 30, 2015 is \$2.7 million which is \$200k less than budget but comparable to June 30, 2014 earnings (\$2.6 million). The City also earned a \$1.95 million capital gain on the sale of an investment made prior to its maturity date to capitalize on the volatile bond market. This was an unbudgeted gain and will be used to offset the projected losses expected due to the low interest rate environment and low Canadian dollar. Any remaining gain will be



# STAFF REPORT

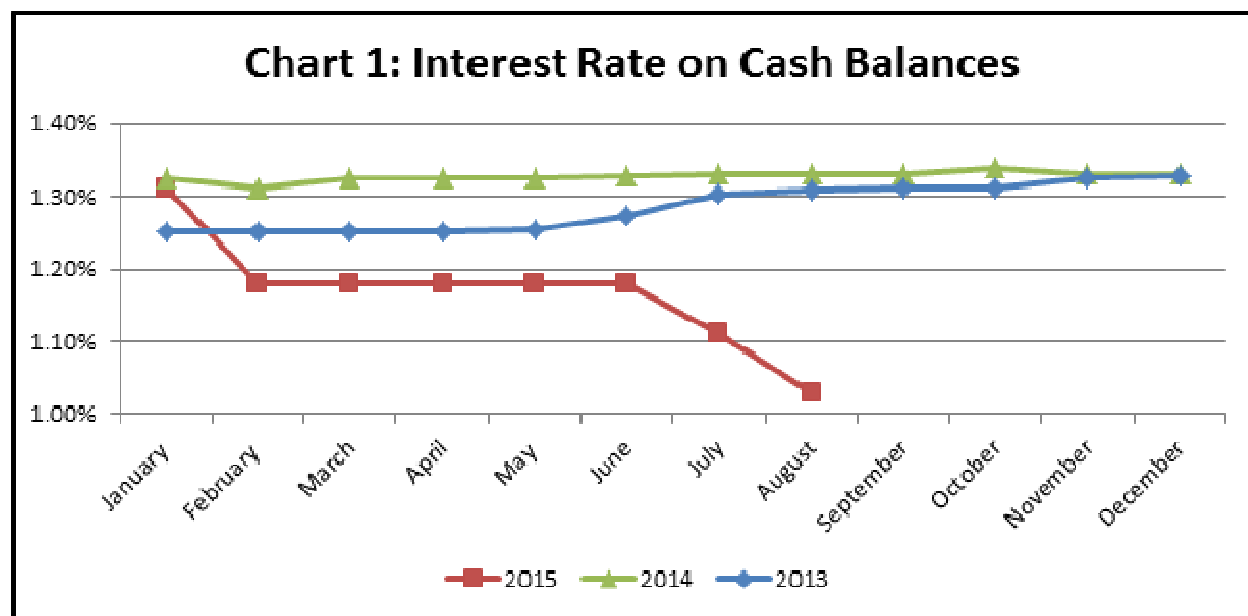
allocated to the reserve and reserve funds in accordance with the General Reserve and Reserve Fund Policy.

The carrying value of the total investment portfolio as of June 30, 2015 was \$217.4 million, plus cash holdings of \$79.3 million. This computes to an average rate of return of 2.13% (2014 – 2.41%). With the inclusion of the capital gain, the average rate of return for 2015 increases to 3.57% as of June 30, 2015. City staff caution against the benchmarking of capital gain returns in 2015 as these are a one-time return due to the current market conditions. City staff made the decision to sell investments prior to maturity in order to capitalize on the volatile bond market and may not have this opportunity again in 2016.

Investment income earned on investments and cash balances will be allocated to the reserve and reserve funds at year end in proportion to their average balances. This is in accordance with the City's General Reserve and Reserve Fund Policy.

## 2015 Investment Activity - Cash

Bank of Canada announced a cut in the prime rate from 3% to 2.70% on January 21, 2015. TD normally sets the City's deposit rate at prime minus 1.67% but only dropped their rate by 15 basis points to 1.18%. The drop in prime rate has affected the City's earning returns on the bank account as can be seen below in **Chart 1**. This lowering of prime translates into \$31k of lost revenue as of June 30, 2015 and could be as high as \$70k for the full year.





# STAFF REPORT



On July 17, 2015, the Bank of Canada further reduced prime by another 25 basis points and TD Bank then followed by reducing their interest rate from 1.18% to 1.03%. This low interest rate environment is negatively affecting the City's investment returns and has city staff analyzing the function of investment management and what alternative options are advantageous in this climate.

The City attempts to maximize the long-term investment position of the portfolio by using a cash flow model to estimate cash needs over the next 18 months. The City's cash and short term investment holdings are determined by balancing the availability of high yielding investment options in the market with the appropriate level of liquidity for operations. This balancing must also be done within the limits of the City's Investment Policy which guarantees that the portfolio is diversified across varying types of securities.

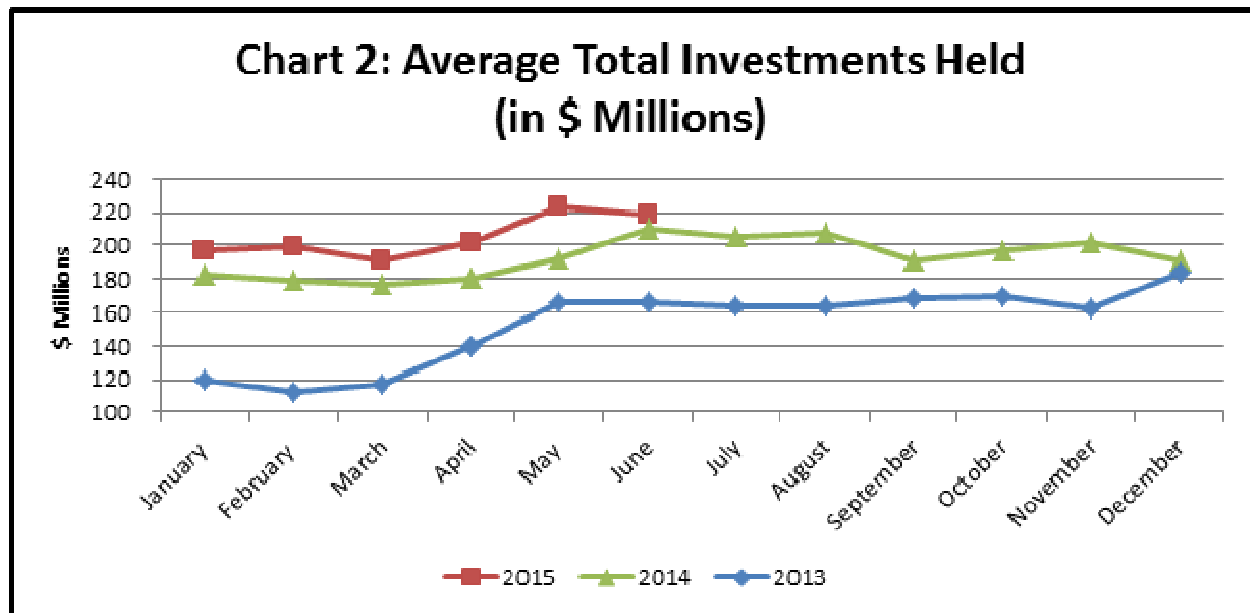
In today's market, Schedule I financial institutions are providing the most competitive long-term rates as they are creating specialized investment vehicles for the municipal sector to combat the low interest rate environment. Historically the best long-term options had been government and corporate issued bonds which left a large portion of the short-term portfolio open for Schedule 1 banks. The change in the Canadian investment landscape has caused the City to near the 75% maximum on the amount that can be invested with Schedule 1 banks and begin looking for alternative short-term options.

The City is investigating the use of high-interest savings accounts (HISA's) as a solution to the Schedule 1 bank portfolio limit issue. A HISA would not be subject to the limitations of Investment Policy as it is a liquid bank account similar to the city's operating bank account. Currently the City is considering two HISA's; an option through the ONE Fund and also an option through a local credit union.

## 2015 Investment Activity – Investment Portfolio

The City has earned a total of \$2.4 million (excluding capital gains of \$1.95 million) from the investment portfolio. This represents a return of 2.35% (excludes the return on cash) as at June 30, 2015 compared with \$2.4 million and 2.63% return for 2014. See **Chart 2** below for a comparison of average total investments held in 2015, 2014 and 2013.





Interest earned during the first half of 2015 was negatively affected by the reduction in the Bank of Canada interest rate of 25 basis points on January 21, 2015.

## MITIGATION STRATEGY

Following are the events concerning the negative impacts on the interest earned and action that was taken by the City to minimize those impacts.

i) The City of Guelph currently holds two investments totalling \$30 million with TD Bank, purchased in 2013 and 2014 which provide for higher than normal interest returns. These were investment vehicles specially designed for the municipal sector that feature the following attributes:

1. The notes are 100% principal guaranteed at maturity,
2. The notes have a 10 year maturity but can be sold at market value at any time,
3. The notes pay interest quarterly on a fixed step-up schedule,
4. They are subject to early recall by the bank at any time,
5. They are subject to banker's acceptance interest rates with both lower and upper limits. If the market rate is outside the limits, interest is not paid.

With the drop in the Bank of Canada prime rate, these investments are no longer within the lower limit of the note terms and therefore are no longer earning any return.



In 2013 and 2014 these investments earned the City approximately 3.5% annually with the prospect of this increasing in 2015 forward due to the step-up factor in the rates. The unexpected lowering of prime in January and the subsequent second lowering of prime in July has temporarily put these investments "out-of-the-money".

The City's best plan of action for these investments is to hold until the market rebounds as the principle is guaranteed and once prime has rebounded, these investments will earn above market rates. In this temporary hold position, the City is not earning any return and alternative sources of investment income will be required to offset this loss. The current value of the lost revenues as of June 30, 2015 is approximately \$400k, projected to be \$950k by year end. Both notes are currently trading around 95 cents on the dollar and other municipalities are also holding on to these investments that are similar in nature until the interest rates increase.

ii) In this lower interest rate environment the Canadian Bond Market is trading at a premium. The City's Investment Policy has ensured a diverse portfolio and as such, the City of Guelph holds a significant value of municipal and provincial bonds that pay a coupon/strip rate above current market. This means that the market value of these bonds is significantly higher than when purchased and can be sold to realize a one-time capital gain.

The City proceeded with this strategy in June 2015 and sold a \$20 million provincial strip bond purchased in April 2014, which generated a \$1.95 million capital gain. This capital gain will be used to offset the lost revenues from the drop in the prime rate in 2015.

The circumstances which gave rise to this capital gain included:

1. When purchased the fixed income market was projecting the Bank of Canada would raise interest rates in 2015. Not only did this not happen but due to the selloff in oil, Bank of Canada reduced interest rates.
2. As a result, safe investments such as this bond were in higher demand creating a significant rise in the bond price.

The City holds other bonds that are also being analysed in this same capacity to see if it makes sense financially to sell for the capital gain or hold for to the on-going high coupon/strip rate. The sale only makes financial sense if a certain reinvestment rate can be achieved.



# STAFF REPORT

iii) The City has opened an investment account with the ONE Fund Investment Program and started investing funds in the Universal Bond Portfolio effective June 29, 2015. Given the historical returns that this fund has achieved, the City believes that this is a new way that the City can achieve competitive long-term returns and diversify the overall portfolio. The ONE Fund has dedicated, skilled investment managers that specialize in municipal finance and building funds that are in compliance with the *Municipal Act*. Staff will monitor the City's investment in the ONE Fund and if the rate of return continues to be favourable relative to alternative investments, plans will be made to invest the 15% maximum allowed by the City's Investment Policy by year end.

iv) City staff have reviewed the function of investment management and considered if there was a business case in contracting this function out to a third-party. Staff met with two external advisors to discuss the cost of this service and the incremental increase in annual returns that would be expected due to using a highly skilled, dedicated resource. Based on conversations and figures provided, it was determined that due to the conservative and restrictive nature of the City's Investment Policy, there was little room for improving annual returns by using a third party service and the added cost would be in the range of .35 to .45 basis points or \$500k annually. Current staff time needed would not be reduced considerably by contracting out the service as cash flow management and portfolio oversight would still be required. Based on this review, it was not in the best interest of the City to contract out this service at this time. In the future, in an environment of better yields and a portfolio of larger value, this business case can be revisited to determine if it does become a financially viable option.

## Asset-Backed Commercial Paper (ABCP) Restructuring

There has been no change in City's holding of the MAV II notes since December 31, 2014. The investments as detailed below have a face value of \$2.066 million and a market value of \$1.972 million. The asset impairment provision related to MAV II notes is \$94,925.

The remaining MAV II notes as of December 31, 2014, are as follows:

Class	Maturity	Rating	Face Value	Market Value	Impairment Provision
MAV II A-1	07/15/2056	A+	\$ 502,795	\$ 487,711	
MAV II A-2	07/15/2056	BBB+	\$ 1,270,940	\$ 1,220,103	
MAV II B	07/15/2056	Not Rated	\$ 230,711	\$ 212,254	
MAV II C	07/15/2056	Not Rated	\$ 62,043	\$ 51,496	
<b>Total</b>			<b>\$ 2,066,489</b>	<b>\$ 1,971,564</b>	<b>\$94,925</b>



# STAFF REPORT

The City is currently investigating the option of selling these investments since they are earning very little income. It is not in the City's best interest to hold these funds until 2056, however, there currently isn't an active market for these investments.

## **B. Own Securities**

The City has not invested in its own long-term or short-term securities.

## **C. Investment Policy and Regulation Investment Standard Compliance**

To aid in the achievement of the primary objectives of the Investment Policy, the policy places restrictions and limitations on investment quality, diversification, and term. The current portfolio is in compliance with the *Municipal Act* and Ontario Regulation 438/97 and within the targets set out in the current City Investment Policy in all but the following respects:

- Under Ontario Regulation 438/97, a municipality **shall not invest in a bond, debenture, promissory note or evidence of indebtedness with a Dominion Bond Rating Service Limited (DBRS), or equivalent, rating lower than AA (low)**. As outlined above, most of the MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet this requirement. At the time of purchase these notes were rated above AA (low).
- Under the current policy, the **City shall not invest in a security with a DBRS or equivalent bond rating lower than A**. As outlined above, most of the MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet this requirement. At the time of purchase these notes were rated above A.
- Under the current policy, the **maximum term** for asset backed securities is 5 years. As outlined above, the MAV II notes acquired in January of 2009 and maturing in 2056 do not meet this requirement.
- The City should have a minimum investment in Government of Canada and Federal Guarantees of 5%. We currently hold 2.2% of our portfolio in this type of investment. However, investment rates in these vehicles are very low, and in today's market are not practical. Long term investment vehicles such as Corporate Guaranteed Investment Certificates earn between 1.90% and 2.05% while Government of Canada and Federal Guarantees earn about 1.5%.

In all other respects, investments are fully consistent with the investment policies and goals adopted by the City.



## D. Investment Policy Review

The Investment Policy approved by Council in 2011 is required to be reviewed at every change in Council and/or as needed. For that reason, finance staff have reviewed the current policy and included amendments for approval in **Schedule III** to this report.

The proposed amendments and reasoning are as follows:

1. Authorized Investment Dealers – add the following clause:

*The City may invest funds directly through the administrators of the identified sectors in Schedule 1 at the approval of the Treasurer and/or Deputy Treasurer subject to the Schedule 1 limits for those sectors.*

Currently, the City's investment policy allows for investments in these sectors but due to the limitations on authorized investment dealers, the City cannot access these investments. This added language ensures that the City can access all allowable investments.

2. Separate the "Credit Union" sector from "Loans/Trust Corporations" sector and limit investments to 2 years in accordance with the *Municipal Act*. Additionally, the portfolio maximum limitations will be lower than Schedule II & III banks to reflect the risk of this sector's difficulty in accessing a credit rating.
3. Eliminate the requirement of having minimum portfolio balances in federal and provincial guarantees. This minimum requirement is a restrictive limitation that does not allow management to maximize returns in our current low interest rate environment. The maximum portfolio limitations already ensure diversification, security and liquidity.

## CORPORATE STRATEGIC PLAN

Innovation in Local Government

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

2.3 – Ensure accountability, transparency and engagement.

## DEPARTMENTAL CONSULTATION

None noted

## COMMUNICATIONS



# STAFF REPORT



No communications are required

## ATTACHMENTS

Appendix 1: Investment Reporting Requirements

Schedule I – City of Guelph Investment Portfolio by Issuer as of June 30, 2015

Schedule II – City of Guelph Investment Portfolio by Security as of June 30, 2015

Schedule III – Amendments to the City Investment Policy

David Haylett, Supervisor of Accounting  
**Report Author**

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### Recommended By

Janice Sheehy  
GM Finance and City Treasurer  
Corporate Services  
519-822-1260 Ext. 2289  
janice.sheehy@guelph.ca

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### Approved By

Mark Amorosi  
Deputy CAO, Corporate Services  
519-822-1260 Ext. 2281  
mark.amorosi@guelph.ca



## Investment Reporting Requirements

These investment reporting requirements are in accordance with Ontario Regulation 438/97 of the *Municipal Act, 2001*.

### 1. Statement of Performance

The City of Guelph earned an average return of 3.57% on its investment and cash as at June 30, 2015.

### 2. Investments in Own Securities

None of the 2015 investments of the City were invested in its own long-term or short-term securities.

### 3. Record of Own Security Transactions

None of the 2015 investments of the City were invested in its own long-term or short-term securities.

### 4. Statement of Treasurer re Investment Policy Compliance

I, Janice Sheehy, GM Finance and City Treasurer for the City of Guelph, hereby state that:

- a) \$1,563,694 in MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet the requirement of a DBRS or equivalent bond rating of at least A.
- b) \$2,066,489 in MAV II notes acquired in January of 2009 and maturing in 2056 exceed the maximum term of 5 years for asset backed securities.
- c) The City should have a minimum investment in Government of Canada and Federal Guarantees of 5%. The City currently hold only 2.2% of our portfolio in this type of investment.

The remaining investments have been made in accordance with the investment policies adopted by the City of Guelph.

(continued)



# STAFF REPORT



## 5. Statement of Treasurer re O.R. 438/97 Investment Standard Compliance

I, Janice Sheehy, GM Finance and City Treasurer for the City of Guelph, hereby state that:

\$1,563,694 in MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet the requirement of a DBRS or equivalent bond rating of at least AA(low).

None of the other investments held by the City of Guelph fell below the required standard during the first 6 months of 2015.

\_\_\_\_\_  
Janice Sheehy, GM Finance and City  
Treasurer

\_\_\_\_ August 13, 2015\_\_\_\_\_  
Date



# STAFF REPORT

## Investment Portfolio by Issuer as at June 30, 2015 (Schedule I)

Short-Term Investment Portfolio						
Issuer	Yield	Maturity Date	Carrying Value	Term to Maturity (Days)		
				At June 30/15	Restriction	Exceeded
Bank of Nova Scotia	1.85%	15-Oct-15	10,000,000	107	365	-
TD Bank	1.27%	22-Dec-15	10,000,000	175	365	-
Bank of Nova Scotia	1.88%	06-Jan-16	5,000,000	190	365	-
Bank of Nova Scotia	1.50%	18-Apr-16	20,000,000	293	365	-
Short-Term Investment Total			45,000,000			
Long-Term Investment Portfolio						
Issuer	Yield	Maturity Date	Carrying Value	Term to Maturity (Years)		
				At June 30/15	Restriction	Exceeded
MAV II CL A-1 Note	-	15-Jul-56	502,795	41.1	5	37.6
MAV II CL A-2 Note	-	15-Jul-56	1,270,940	41.1	5	37.6
MAV II CL B Note	-	15-Jul-56	230,711	41.1	5	37.6
MAV II CL C Note	-	15-Jul-56	62,043	41.1	5	37.6
CIBC	2.69%	02-Nov-15	5,000,000	0.3	10	-
FCC (Farm Credit Corp)	2.00%	15-Dec-15	4,956,085	0.5	20	-
CIBC	3.20%	15-Mar-16	10,000,000	0.7	10	-
Bank of Montreal	2.60%	08-Jul-16	10,000,000	1	10	-
Bank of Montreal	2.90%	08-Jul-16	2,431,142	1	10	-
Bank of Montreal	2.86%	08-Jul-16	2,004,874	1	10	-
Bank of Montreal	3.03%	08-Jul-16	2,499,999	1	10	-
Regional Municipality of Waterloo	3.51%	01-Dec-16	1,145,719	1.4	10	-
City of Toronto	5.08%	18-Jul-17	4,997,926	2	10	-
Bank of Nova Scotia	1.60%	17-Apr-17	20,000,000	1.8	10	-
Bank of Nova Scotia	1.81%	15-Apr-19	10,000,000	3.8	10	-
Bank of Nova Scotia	2.50%	06-Jan-20	15,000,000	4.5	10	-
TD Bank	4.00%	15-Jul-21	12,000,000	6	10	-
Province of Ontario	2.98%	02-Dec-21	13,458,386	6.4	20	-
TD Bank	3.04%	02-Dec-22	5,000,010	7.4	20	-
TD Bank	3.65%	09-May-23	18,000,000	7.8	10	-
Provincial	3.30%	12-Feb-24	7,418,387	8.6	20	-
Provincial	4.08%	02-Dec-26	6,447,182	11.4	20	-
ONE Investment Program	Market Based	Current	20,000,000	Current	NA	-
Long-Term Investment Total			172,426,199			



# STAFF REPORT

## City of Guelph Investment Portfolio by Security as at June 30, 2015 (Schedule II)

Securities	Investment Value	Investment Percentage of Holdings	Policy Maximum Portfolio Percentage Limit
<b>Federal</b>			
Government of Canada	\$0	0.0%	100%
Federal Guarantees	\$4,956,085	2.2%	50%
<b>Provincial Governments &amp; Provincial Guarantees</b>	\$32,323,965	14.9%	75%
<b>Country Other than Canada</b>			5%
<b>Municipal</b>			
City of Guelph			50%
Other Municipalities & OSIFA – AAA & AA	\$6,143,645	2.8%	50%
Other Municipalities & OSIFA – A			10%
<b>School Board, Ont. University, Local Board, Conservation Authority, Public Hospital, Housing Corp.</b>			20%
<b>Financial Institutions</b>			
Schedule I Banks	\$151,936,015	69.9%	75%
Schedule II and III Banks			25%
Loan or Trust Corporations, Credit Union			5%
<b>Supranational Financial Institution or Government Organization</b>			25%
<b>Asset Backed Securities</b>	\$2,066,489	1.0%	25%
<b>Corporate Debt</b>			25%
<b>Commercial Paper</b>			15%
<b>Joint Municipal Investment Pools</b>	\$20,000,000	9.2%	15%
<b>TOTAL</b>	<b>\$217,426,199</b>	<b>100.00%</b>	



# CORPORATE POLICY AND PROCEDURE



POLICY	INVESTMENT POLICY
CATEGORY	CORPORATE
AUTHORITY	FINANCE
RELATED POLICES	
APPROVED BY	COUNCIL
EFFECTIVE DATE	September 28, 2015
REVISION DATE	Review at every change in Council and/or as needed

## POLICY STATEMENT

The City of Guelph strives for the optimum utilization of its cash resources within statutory limitations and the basic need to protect and preserve capital, while maintaining solvency and liquidity to meet on-going financial requirements.

## SCOPE

The investment policy applies to all financial assets of the City of Guelph held within the following:

- General Funds;
- Reserve Funds and
- Funds held in Trust with the City of Guelph.

## OBJECTIVES

The primary objectives of the Investment Program, in priority order, shall be:

- A. Adherence to statutory requirements;
- B. Preservation of capital;
- C. Maintaining liquidity and
- D. Earning a competitive rate of return.

### **A) Adherence to Statutory Requirements:**

All investment activities shall be governed by the *Municipal Act* as amended. Investments, unless limited further by Council, will be those deemed eligible under



Ontario Regulation 438/97 or as authorized by subsequent provincial regulations. Relevant excerpts of the regulation are attached to this policy as Schedule 2.

## **B) Preservation of Capital:**

Safety of principal is an important objective of the investment program. Investments of the City shall be undertaken in a manner that protects and preserves the capital of the portfolio. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Staff shall endeavour to mitigate credit risk and interest rate risk as follows:

### **Credit Risk:**

- Limiting investments to safer types of securities
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized; and
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the Region does business.

In determining the composition of the portfolio, it will be recognised that the combination of several different investments ("diversification") is likely to provide a more acceptable level of risk exposure than having a single investment. As a result, some reasonable diversification of the portfolio will be undertaken. To attain this goal, the City will undertake to establish limitations with respect to credit and investment size.

### **Investment Quality**

All investments shall have a minimum rating within the limitations as set out in Schedule 2. In addition investments are further restricted by credit rating limitations as outlined in this policy.

- 1) The City shall not invest in a security offered by any Borrower (except City/Municipal Notes) with a bond rating lower than 'A' as established by Dominion Bond Rating Services (DBRS) or their equivalent ratings provided by Moody's Investor Services (Moody's), Fitch Ratings (Fitch), or Standard & Poors (S&P).
- 2) The City shall not invest in securities with a Commercial Paper/ST debt rating lower than 'R-1' Mid (except Financial Institutions in Schedule I with ratings no lower than R1 Low) as established by Dominion Bond Rating Services (DBRS) or their equivalent ratings provided by Moody's Investor Services (Moody's), or Standard & Poors (S&P)

Publications of the relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, an exception report must be prepared and reviewed by the Treasurer with



the appropriate action taken to ensure the City's portfolio remains within the limitations and terms outlined in this policy.

### Investment Diversification

Institutional exposure limitations have been established to reflect the relative safety of various issuers and the maximum desired exposure to various levels of government and financial institutions.

Diversification will include sector limitations outlined in Schedule 1 to this policy. All eligible investments (excluding cash held in the bank accounts of the City of Guelph) must adhere to the institutional sector limits as established under Schedule 1.

### **C) Maintaining Liquidity:**

The investment portfolio shall remain sufficiently liquid to meet all operating and cash flow requirements and limit temporary borrowing requirements. This shall be done where possible by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in eligible investment pools which offer liquidity for short-term funds.

### **D) Earning a Competitive Rate of Return:**

The Rate of Return on the investment portfolio will be optimized to the extent possible given the investment objectives of legality, safety of principal and the need to maintain adequate liquidity. Return on investment is of secondary importance compared to the safety and liquidity objectives described above.

Normally longer term investments offer higher yields than shorter term investments. Investments will be made to obtain the most advantageous yields while at the same time ensuring that funds can be made available to meet expected cash requirements. The composition of the portfolio, including its term and class of investments will be adjusted within the guidelines of this policy to take advantage of market opportunities which arise to enhance the rate of return on the portfolio.

### Performance Standards/Benchmarking

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout the budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs of the City. The market yields should be higher than the rate given by the City's general bank account.



## **ELIGIBLE INVESTMENTS**

The City will invest only in securities permitted under the *Municipal Act* and Ontario Regulation 438/97, as amended from time to time.

Only Canadian Dollar investments are authorized for the purposes of this Policy within the limitations set out in Schedule 2 and as further limited by Schedule 1.

## **AUTHORIZED INVESTMENT DEALERS**

The City may invest funds through the investment arm of various Schedule I banks. The following Schedule I banks are authorized to be the City's primary investment dealers:

1. RBC Royal Bank
2. BMO Bank of Montreal
3. CIBC
4. TD Bank Financial Group
5. Scotiabank (The Bank of Nova Scotia)
6. National Bank of Canada

**The City may invest funds directly through the administrators of the identified sectors in Schedule 1 at the approval of the Treasurer and/or Deputy Treasurer subject to the Schedule 1 limits for those sectors.**

## **STANDARD OF CARE**

### **A) Prudence**

Investments shall be made with judgment and care, under circumstances then prevailing, following the prudent person principle of investment management and considering the probable safety of their principal as well as the probable income to be derived. Consideration will be given to obtaining independent legal and/or financial advice in circumstances in which the municipality believes additional expertise is warranted.

Investment staff acting in accordance with written procedure, this investment policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risks or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidation or the sale of securities are carried out in accordance with the terms of this policy.

### **B) Ethics and Conflicts of Interest**

Staff involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment policy, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.



Employees and officers shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the City.

### **C) Delegation of Authority**

The investment policy and any amendments thereto must be adopted by City Council. This policy will delegate to the Treasurer the authority to make investments which comply with this policy, pursuant to section 418(5) of the Act. The Treasurer has overall responsibility for the prudent investment of the City's portfolio.

### Investment Procedures and Internal Control

The Treasurer will be responsible for the development and maintenance of suitable procedures to provide for the effective control and management of investments. The procedures include the following requirements:

- The Treasurer or designate is authorized to obtain a reasonable number of quotations with the approved institutions on any individual investment transaction prior to the decision to invest in a transaction on behalf of the City of Guelph;
- All investments are confirmed by signature of the individual making the investment and ratified by signatures of either the Treasurer or the Deputy Treasurer;
- All cash management transactions are recorded and interest earnings distributed to the various funds, as the case may be, in accordance with City policies and generally accepted accounting principles for Ontario municipalities;
- Periodic audits are carried out to determine whether or not the investment guidelines provided by this policy are being followed. An external audit is carried out to evaluate the adequacy of internal controls and
- Provision is made to obtain insurance coverage at all times to guard against any losses that may occur due to misappropriation, theft or other acts of fraud by employees.

### Reporting to Council

In accordance with legislation, submit to Council at least twice per year, a report on the financial position, investment performance, market value and compliance status of the portfolio. The investment report will include reporting requirements as outlined in Schedule 2 and should include:

- A summary, by amount and percentage, of the composition of the investment portfolio;
- Monthly investment balances;



- Year end balance; and
- Such other information that City Council may require or that, in the opinion of the Treasurer, should be included.

#### **D) Safekeeping and Custody**

All investments shall be held for safekeeping in the name of the City of Guelph by financial institutions approved by the City. The depository shall issue a safekeeping receipt to the City for each investment transaction, listing the specific instrument, rate, maturity and other pertinent information. On a monthly basis, the depository will provide reports which list all investment activity, the book value of holdings, the market value as of month-end and income earned by the investments.

#### **COLLATERALIZATION**

In order to mitigate the City's exposure to credit risk, the City will only invest in Bank Sponsored asset-backed securities and repurchase agreements having satisfactory collateralization in place. The level of collateralization for these investments must be at least 100% of their market value.

#### **DEFINITIONS**

**Asset Backed Securities:** fixed income securities (other than a government security) issued by a Special Purpose Entity, substantially all of the assets of which consist of Qualifying Assets.

**Credit Risk:** the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Diversification:** a process of investing assets among a range of security types by sector, maturity, and quality rating.

**Duration:** a measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Interest Rate Risk:** the risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

**Liquidity:** a measure of an asset's convertibility to cash.

**Market Risk:** the risk that the value of a security will rise or decline as a result of changes in market conditions.



**Market Value:** current market price of a security.

**Master Repurchase Agreement:** an agreement between a dealer and a client which substantiates that the securities the client receives under a repurchase agreement are the property of the client in the event of a dealer failure.

**Maturity:** the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity".

**ONE – The Public Sector Group of Funds ("ONE Fund"):** A local government investment pool in which Ontario municipalities may invest. ONE is operated by Local Authorities Service Limited (a wholly owned subsidiary of the Association of Municipalities of Ontario), together with CHUMS Financing Corporation (a wholly owned subsidiary of the Municipal Finance Officers' Association of Ontario).

**Portfolio:** collection of securities held by an investor.

**Prudent Person Rule:** an investment standard outlining the fiduciary responsibilities relating to the investment practices of public fund investors.

- a) The standard of prudence to be used by investment managers shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio.
- b) The "prudent person" must act in all matters regarding investments with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.
- c) The "prudent person" must diversify the investments of the Funds so as to minimize the risk of large losses, unless under the circumstances it is clearly not prudent to do so.

**Qualifying Assets:** financial assets, either fixed or revolving, that, by their terms convert into cash within a finite time period, plus any rights or other assets designed to assure the servicing or timely distribution of proceeds to security holders.

**Rate of Return:** the yield obtainable on a security based on its purchase price or its current market price. Yield reflects coupon, term, liquidity and credit quality.

**Repurchase Agreement:** an agreement between a dealer and client to sell a security and to repurchase that security, with interest, at a later date.



**Safekeeping:** holding of assets (e.g., securities) by a financial institution.

**Securities:** include bonds debentures, treasury bills, commercial paper, repurchase agreements, promissory notes and asset-backed securities.

**Sinking Fund:** money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

**Special Purpose Entity:** a trust, corporation, partnership or other entity organized for the sole purpose of issuing securities that entitle the holders to receive payments that depend primarily on the cash flow from Qualifying Assets, but does not include a registered investment company.

**Weighted Average Maturity (WAM):** the average maturity of all the securities, that comprise a portfolio.



## AUTHORIZED INVESTMENTS AND LIMITATIONS

Sector <sup>(1)</sup>		Minimum DBRS <sup>(2)</sup> Credit Rating		Maximum Term (years)	Maximum Credit Exposure	
		Short Term	Long Term		Individual Limit by Credit Rating	Portfolio Limit (max)
Federal	Government of Canada <sup>(3)</sup>	n/a	n/a	20	100%	100%
	Federal Guarantees	n/a	n/a	20	100%	50%
Provincial	Provincial Governments & Provincial Guarantees <sup>(4)</sup>	R1 high	AAA	20	75%	75%
		R1 mid	AA low	20	75%	
		R1 low	A low	7	50%	
Country other than Canada			AA low	1	5%	5%
Municipal	City of Guelph					50%
	Other Municipalities & OSIFA		AAA AA low	10	50% 40%	50%
			A low	5	10%	10%
School Boards			AA low	2	10%	20%
University in Ontario, Board of Governors of a College						
Local Board or Conservation Authority						
Board of a Public Hospital						
Non-profit Housing Corporation, Local Housing Corp.						
Financial Institutions	Schedule I Banks	R-1 low	AA low	10	75%	75%
	Schedule II & III Banks	R-1 mid	AA low	5	25%	25%
	Credit Unions	n/a	n/a	2	10%	10%
	Loan/Trust Corporations, Credit Unions	R-1 high	AA low	1	5%	5%
Supranational Financial Institution or Supranational Government Organization			AAA	5	25%	25%
Asset Backed Securities <sup>(5)</sup>		R-1 high	AAA	5	25%	25%
Corporate Debt			AAA AA low	5 > 5	25% 15%	25%
Commercial Paper		R-1 mid		1	15%	15%
Joint Municipal Investment Pools					15%	15%
Portfolio Term To Maturity				ST – 1 LT - 10		

Note (1) Per definitions and restrictions contained in O.R. 438/97

Note (2) Equivalent ratings from Moody's Investor Services, Standard and Poor's or Fitch Ratings are acceptable as well.

Note (3) Minimum 5% of the portfolio must be in Government of Canada or Federal Government Guarantees.

Note (4) Minimum 10% of the portfolio must be in Provincial Governments or Provincial Guarantees, rated AA (low) or higher.

Note (5) Canadian Bank administered with a minimum of 2 credit ratings.



**NOTE: Complete and up to date version is available on [www.e-laws.gov.on.ca](http://www.e-laws.gov.on.ca)**

## **Municipal Act, 2001**

### **ONTARIO REGULATION 438/97**

#### **ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS**

Last amendment: O. Reg. 52/11.

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation.

2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:

1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,
  - i. Canada or a province or territory of Canada,
  - ii. an agency of Canada or a province or territory of Canada,
  - iii. a country other than Canada,
  - iv. a municipality in Canada including the municipality making the investment,
  - iv.1 the Ontario Strategic Infrastructure Financing Authority,
  - v. a school board or similar entity in Canada,
  - v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,
  - v.2 the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*,
  - vi. a local board as defined in the *Municipal Affairs Act* (but not including a school board or a municipality) or a conservation authority established under the *Conservation Authorities Act*,
  - vi.1 a board of a public hospital within the meaning of the *Public Hospitals Act*,
  - vi.2 a non-profit housing corporation incorporated under section 13 of the *Housing Development Act*,
  - vi.3 a local housing corporation as defined in section 2 of the *Social Housing Reform Act, 2000*, or
  - vii. the Municipal Finance Authority of British Columbia.
2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,
  - i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the *Trustee Act*, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and
  - ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.
3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,
  - i. a bank listed in Schedule I, II or III to the *Bank Act* (Canada),
  - ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*, or
  - iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.
- 3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,
  - i. a bank listed in Schedule I, II or III to the *Bank Act* (Canada),
  - ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*,
  - iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.



4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.
5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,
  - i. a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,
  - ii. the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, or
  - iii. a board of a public hospital within the meaning of the *Public Hospitals Act*.
6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.
- 6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.
7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the *Loan and Trust Corporations Act*.
- 7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.
- 7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.
8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
- 8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the *Electricity Act, 1998*.
10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.
11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.
12. Shares of a corporation if,
  - i. the corporation has a debt payable to the municipality,
  - ii. under a court order, the corporation has received protection from its creditors,
  - iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and
  - iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order.
- 2.1** A security is prescribed for the purposes of subsection 418 (1) of the Act as a security that a municipality may invest in if,
  - (a) the municipality invested in the security before January 12, 2009; and
  - (b) the terms of the municipality's continued investment in the security have been changed pursuant to the Plan Implementation Order of the Ontario Superior Court of Justice dated January 12, 2009 (Court file number 08-CL-7440) and titled "In the matter of the *Companies' Creditors Arrangement Act*, R.S.C. 1985, c. C-36 as amended and in the matter of a plan of compromise and arrangement involving Metcalfe & Mansfield Alternative Investments II Corp. et al".
- 3.** (1) A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,
  - (b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;
- (b.1) by Fitch Ratings as "AA-" or higher;
- (c) by Moody's Investors Services Inc. as "Aa3" or higher; or



(d) by Standard and Poor's as "AA-" or higher.

Schedule 2 cont.

(2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(b) by Fitch Ratings as "AAA";

(c) by Moody's Investors Services Inc. as "Aaa"; or

(d) by Standard and Poor's as "AAA".

(3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(a.1) by Fitch Ratings as "AAA";

(b) by Moody's Investors Services Inc. as "Aaa"; or

(c) by Standard and Poor's as "AAA".

(4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(high)";

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+".

(4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher.

(4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "A" or higher;

(b) by Fitch Ratings as "A" or higher;

(c) by Moody's Investors Services Inc. as "A2"; or

(d) by Standard and Poor's as "A".

(5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(mid)" or higher;

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+".

(6) If an investment made under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2 or paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2 falls below the standard required by this section, the municipality shall sell the investment within 180 days after the day the investment falls below the standard.

(6.1) Subsection (6) does not apply with respect to an investment made by a municipality under paragraph 7 of section 2 on a day before the day this subsection comes into force.

(7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation.

(8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality's investment in debt of any corporation incorporated under section 142 of the *Electricity Act, 1998* that would



result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made.

Schedule 2 cont.

(9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made.

(10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the *Electricity Act, 1998*, if the municipality acquired the security through a transfer by-law or otherwise under that Act.

(11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality.

**4.** (1) A municipality shall not invest more than 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality.

(2) In this section,

“short-term debt” means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred.

**4.1** (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

(a) the municipality itself is rated, or all of the municipality’s long-term debt obligations are rated,

(i) by Dominion Bond Rating Service Limited as “AA(low)” or higher,

(i.1) by Fitch Ratings as “AA-” or higher,

(ii) by Moody’s Investors Services Inc. as “Aa3” or higher, or

(iii) by Standard and Poor’s as “AA-” or higher; or

(b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality’s agent for the investment in that security, promissory note or commercial paper.

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing corporation to act together as the municipality’s agent for the investment in the security.

(2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the public sector group of funds of the Local Authority Services Limited and the CHUMS Financing Corporation with,

(a) another municipality;

(b) a public hospital;

(c) a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*;

(d) the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;

(d.1) a foundation established by a college mentioned in clause (d) whose purposes include receiving and maintaining a fund or funds for the benefit of the college;

(e) a school board; or

(f) any agent of an institution listed in clauses (a) to (d.1).

**5.** A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,

(a) the money raised by issuing the security is to be used for school purposes; and

**6.** (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars.

**7.** (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality’s investment policies and goals.

(2) In preparing the statement of the municipality’s investment policies and goals under subsection (1), the council of the municipality shall consider,

(a) the municipality’s risk tolerance and the preservation of its capital;

(b) the municipality’s need for a diversified portfolio of investments; and

(c) obtaining legal advice and financial advice with respect to the proposed investments.



(4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers.

Schedule 2 cont.

**8.** (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report.

(2) The investment report referred to in subsection (1) shall contain,

- (a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
- (b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
- (c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;
- (d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and
- (e) such other information that the council may require or that, in the opinion of the treasurer, should be included.

(2.1) The investment report referred to in subsection (1) shall contain a statement by the treasurer as to whether any of the following investments fall below the standard required for that investment during the period covered by the report:

- 1. An investment described in subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2.
- 2. An investment described in paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2.
- 3. An investment described in subsection 9 (1).

(3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition.

**8.1** If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it.



# STAFF REPORT

TO Corporate Services Committee

SERVICE AREA Corporate Services, Finance

DATE September 9, 2015

**SUBJECT 2015 Q2 Capital Variance Report**

REPORT NUMBER CS-2015-69

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to provide the following: a summary of current year capital activity; an update on longer term projects; and to disclose any budget adjustments and project closures.

### KEY FINDINGS

The 2015 tax supported capital budget was approved at \$51.7 million. When 2014 carry-over of \$78.1 million was added in, the total available capital funding for the year is \$129.8 million. Funding adjustments of \$3.0 million have been processed and current year capital spending to date is \$8.7 million leaving a cumulative unspent budget of \$124.2 million. Current open purchase orders totaled \$21.3 million for an uncommitted balance of \$102.9 million as of June 30, 2015.

The 2015 non-tax supported capital budget was approved at \$36.0 million. When 2014 carryover of \$69.8 million is added in, the total available capital funding for the year is \$105.8 million. Funding adjustments of \$335k have been processed and current year capital spending to date is \$8.2 million leaving a cumulative unspent budget of \$97.9 million. Current open purchase orders totaled \$15.3 million for an uncommitted balance of \$82.6 million as of June 30, 2015.

Unspent capital budgets have been growing over the past five years, with the current City total unspent balance at \$222.1 million as of June 30, 2015.

Note however that significant tendering was completed in May and June with expected work to be completed from July to October.

### FINANCIAL IMPLICATIONS

Unspent capital budgets have increased over the past five years, which greatly restricts the flexibility of both capital reserves and debt funding for current opportunities and unexpected events.



# STAFF REPORT

## **ACTION REQUIRED**

THAT CS-2015-69 2015 Q2 Capital Variance Report be received for information.

## **RECOMMENDATION**

THAT CS-2015-69 2015 Q2 Capital Variance Report be received for information.

## **BACKGROUND**

This report provides a summary of the detailed reporting process that is completed on a monthly basis. Each month capital reports are circulated to all Project Managers (PMs); responses are received and compiled by Finance. Quarterly a summary of this process is provided to Council.

Through the monthly and year end process, PMs and Finance work together to:

- Provide a status update and expected completion date for each capital project,
- Identify risks, such as delays, potential overspending, etc.,
- Identify an alternative source of funds for projects that will be overspent,
- Close any completed capital projects in a timely manner.

## **REPORT**

### Current Year Spending

Capital spending is \$16.9 million as of June 30, 2015; \$8.7 million on tax supported projects and \$8.2 million on non-tax supported projects. Of this spending, the following are the significant areas:

Vehicle replacement (incl. Transit, Police, Ambulance and Fleet)	\$3.8 million
Waste Water and Water Services Facility Upgrades and Expansions	\$2.8 million
York Trunk Paisley Clythe Feedermain	\$2.9 million
Pavement Deficit	\$0.5 million
Facilities Maintenance and Upgrades	\$1.3 million

Planned activity as indicated by the largest open purchase orders are in the following areas:

Roads reconstruction and Paving	\$4.4 million
Water and Sewer Replacement and upgrades	\$7.6 million
Waste water and Water services facility upgrades and expansions	\$4.0 million
IT Lifecycle and replacement	\$1.5 million
Transit Technology system	\$2.5 million
Vehicle Replacement (incl. Transit, Police, Ambulance, Fire and Fleet)	\$3.7 million
Police Head Quarters renovations	\$2.6 million
Victoria Road Recreation Facility upgrades	\$1.0 million



# STAFF REPORT



Schedule "A" provides a summary by Department of the current year spending.

The total City unspent budget as at June 30, 2015 is \$222.1 million, this is a concern as it has been increasing over the past four years.

Through the Capital Budget process in 2015 there was a continued focus on capacity constraints. Managing ongoing projects against new requests will once again be a concern that will be considered during the upcoming 2016 capital budget development. It is imperative that departments have sufficient resources to complete approved projects in a timely manner.

## Long Term Projects

There are a number of significant projects currently approved which for justifiable reasons have had minimal spending as of June 30, 2015. These projects are expected to accelerate over the next 12 months and reach completion within 24 to 36 months.

**Baker Street Land Purchase** (\$8.9 million uncommitted) – Negotiations are currently ongoing with landowners. Discussions are planned with the Executive Team in Q3 2015 regarding how to proceed. Further updates will be provided to Council directly regarding plans for the Downtown as a whole based on these discussions.

**Police Head Quarters Renovation** (\$31.1 million uncommitted) – Guelph Hydro work is currently underway to relocate the services to the site to allow for changes required to the buildings layout.

**Victoria Road Recreation Centre Renovation** (\$11.5 million uncommitted) – Construction is scheduled to begin in April 2016 with completion in 2017. Currently there are no expected budget or schedule adjustments required.



# STAFF REPORT



## Over Budget Projects

Any projects currently forecasted to go over budget will be mitigated through budget reallocation from other projects. As work progresses through the summer this will be monitored to ensure that scope and expenditures are managed within expectations.

In June, Facilities Management brought forward a report requesting additional funding for the replacement of the Operations salt domes, Council approved a \$1.6 million in funding for this project, Report CON-2015.32 Construction of Salt Storage Facility at 45 Municipal, Reference Number 15-086.

## Capital Projects Closed and Budget Adjustments

As of June 30, 2015 49 projects have been closed and/or had budget adjustments totaling \$3.4 million. There were 14 projects that had budgets adjusted for year-end, 13 have been closed and 22 have been adjusted year to date.

The 14 year-end adjustments were due to the following: seven to account for prior year sales of assets proceeds; one received approval (2014) to use additional donations; two to realign funding in the correct project and four that were closed incorrectly. The net budget correction was \$1.3 million and had no impact to the reserves or operating budget.

Of the 13 projects that were closed, five were consolidated into new projects that carry on the same activities (\$377k transferred) and the remaining eight were net over budget of \$3k.

The budget reallocations completed for the 22 projects year to date, were done for the following; four for project splits, nine project consolidations, five to cover overages in related projects, one to move budget from an operating business unit and the following three because of additional approved funding.

Operations Salt Domes – Council approved \$1.6 million in additional funding in June 2015

Transit GO Stops – Transit entered into a partnership with Metrolinx to construct shared GO-Guelph Transit stops over the next 20 years totaling \$500k. Metrolinx is providing \$250k in 2015 towards the first phase of the project. The City is managing the 20 year project that is fully funded by Metrolinx.

Traffic Accessibility – A Federal grant of \$50k was received to install signals to improve pedestrian accessibility.



# STAFF REPORT



Schedule "B" provides a summary by department of Projects Closed or Budget Adjusted.

## Conclusion

The review and accurate monitoring of financial reporting and asset management is critical to the effective utilization of funding, and contributes to better cash flow modeling that can lead to improved investment opportunities.

## **CORPORATE STRATEGIC PLAN**

Innovation in Local Government

2.3 – Ensure accountability, transparency and engagement

## **DEPARTMENTAL CONSULTATION**

The role of monitoring the capital budget work-in-progress is shared by the departments responsible for the management of the project and supported by the Finance department. Departments must manage the project to completion according to municipal standards, on time and within the approved budget.

## **COMMUNICATIONS**

Finance staff have worked closely with all City departments in obtaining the status of projects, expected completion times and impact on budget.

## **ATTACHMENTS**

Schedule "A" Summary of all open Capital Projects as at June 30, 2015

Schedule "B" Summary of Projects Closed or Budget Adjusted during 2015

## **Report Author**

Greg Clark CPA, CMA

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# STAFF REPORT

## Schedule A: CS-2015-69 Summary of All Open Capital Projects as at June 30, 2015

	# of Open Projects	Budget Carried over from 2014	2015 Budget	2015 Expenditures	Net Funding Adjustment	Unspent
	Note 1	Note 2			Note 3	
<b>Tax Supported</b>						
<b>Infrastructure, Development &amp; Enterprise Services</b>						
Engineering	439	10,023,438	17,630,000	1,424,839	(218,062)	26,010,537
Business Development & Enterprise	14	11,850,053	-	181,503	(22,404)	11,646,145
Facilities Maintenance	201	2,511,350	4,390,300	933,373	1,600,000	7,568,277
Planning & Building Services	49	1,581,774	462,400	156,793	-	1,887,381
Environmental Services	67	4,565,448	850,000	265,727	-	5,149,722
<b>IDE Total</b>	<b>770</b>	<b>30,532,063</b>	<b>23,332,700</b>	<b>2,962,235</b>	<b>1,359,534</b>	<b>52,262,062</b>
<b>Public Services</b>						
Culture, Tourism & Community Investments	92	393,377	350,000	372,392	157,027	528,012
Emergency Services	48	496,308	1,102,900	375,190	-	1,224,017
Parks & Recreation	499	5,352,402	17,154,000	211,398	992,971	23,287,974
Operations	50	1,607,330	3,696,300	725,068	(127,080)	4,451,481
Transit	99	5,984,687	2,242,000	2,236,150	251,692	6,242,229
<b>PS Total</b>	<b>788</b>	<b>13,834,102</b>	<b>24,545,200</b>	<b>3,920,197</b>	<b>1,274,610</b>	<b>35,733,715</b>
<b>Corporate Services</b>						
Finance	20	(2,795,269)	-	-	300,000	(2,495,269)
Information Technology	84	1,319,797	2,611,751	717,739	-	3,213,809
<b>CS Total</b>	<b>104</b>	<b>(1,475,472)</b>	<b>2,611,751</b>	<b>717,738</b>	<b>300,000</b>	<b>718,539</b>
<b>Local Boards</b>						
Library	29	255,738	210,000	243,522	-	222,216
Police	59	34,929,367	1,062,500	833,976	79,069	35,236,960
<b>Local Boards Total</b>	<b>88</b>	<b>35,185,104</b>	<b>1,272,500</b>	<b>1,077,498</b>	<b>79,069</b>	<b>35,459,177</b>
<b>TAX SUPPORTED TOTAL</b>	<b>1,750</b>	<b>78,075,797</b>	<b>51,762,151</b>	<b>8,677,670</b>	<b>3,013,212</b>	<b>124,173,493</b>
<b>Non-Tax Supported</b>						
POA	8	53,087	302,400	34,781	-	320,705
Environmental Services	386	69,758,434	35,674,500	8,211,145	334,828	97,556,616
<b>NON-TAX SUPPORTED TOTAL</b>	<b>394</b>	<b>69,811,521</b>	<b>35,976,900</b>	<b>8,245,927</b>	<b>334,828</b>	<b>97,877,322</b>
<b>CITY TOTAL</b>	<b>2,144</b>	<b>147,887,318</b>	<b>87,739,051</b>	<b>16,923,597</b>	<b>3,348,040</b>	<b>222,050,815</b>

Note:

1 Projects open as of June 30, 2015

2 Finance negative unspent is due commitment to fund GO Metrolinx which is currently unbudgeted.

3 "Net Funding Adjustment" details provided in Schedule B



# STAFF REPORT

## Schedule B: CS-2015-69 Summary of Capital Projects Closed or Budget Adjusted during 2015

	# of Adjusted Projects	Net Funding Adjustment	Prior Year Adjustments	Grants & Subsidies	Other Non-Tax	Current Revenue	Capital Reserve
(Note 1)							
<b>Tax Supported</b>							
<b>Infrastructure, Development &amp; Enterprise Services</b>							
Business Development & Enterprise	2	(22,404)	(22,400)	-	-	-	(4)
Engineering	6	(218,062)	(225,015)	-	-	-	6,953
Environmental Services	-	-	-	-	-	-	-
Facilities Maintenance	6	1,600,000	-	1,600,000	-	-	-
Planning & Building Services	-	-	-	-	-	-	-
<b>IDE Total</b>	<b>14</b>	<b>1,359,534</b>	<b>(247,415)</b>	<b>1,600,000</b>	<b>-</b>	<b>-</b>	<b>6,949</b>
<b>Public Services</b>							
Culture, Tourism & Community Investments	3	157,027	159,000	-	-	-	(1,973)
Emergency Services	-	-	-	-	-	-	-
Operations	6	(127,080)	(173,531)	50,000	-	-	(3,549)
Parks & Recreation	8	992,971	33,136	-	-	-	959,834
Transit	3	251,692	-	-	250,000	-	1,692
<b>PS Total</b>	<b>20</b>	<b>1,274,610</b>	<b>18,605</b>	<b>50,000</b>	<b>250,000</b>	<b>-</b>	<b>956,004</b>
<b>Corporate Services</b>							
Finance	1	300,000	150,000	-	-	150,000	-
Information Technology	-	-	-	-	-	-	-
<b>CS Total</b>	<b>1</b>	<b>300,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>-</b>
<b>Local Boards</b>							
Library	-	-	-	-	-	-	-
Police	6	79,069	79,069	-	-	-	-
<b>Local Boards Total</b>	<b>6</b>	<b>79,069</b>	<b>79,069</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TAX SUPPORTED TOTAL</b>	<b>41</b>	<b>3,013,212</b>	<b>259</b>	<b>1,650,000</b>	<b>250,000</b>	<b>150,000</b>	<b>962,953</b>
<b>Non-Tax Supported</b>							
Environmental Services	8	334,828	1,295,000	-	-	-	(960,172)
POA	-	-	-	-	-	-	-
<b>NON-TAX SUPPORTED TOTAL</b>	<b>8</b>	<b>334,828</b>	<b>1,295,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(960,172)</b>
<b>CITY TOTAL</b>	<b>49</b>	<b>3,348,040</b>	<b>1,295,259</b>	<b>1,650,000</b>	<b>250,000</b>	<b>150,000</b>	<b>2,780</b>

Note

1 Details for "Prior Year Adjustments" are included in the main report on page 3.



# STAFF REPORT

TO Corporate Services Committee

SERVICE AREA Corporate Services

DATE September 9, 2015

**SUBJECT Service Rationalization Options**

REPORT NUMBER CS-2015-74

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to recommend an option and approach to implementing a service rationalization/service delivery review.

### KEY FINDINGS

The issue of implementing a corporate wide service rationalization has previously been discussed with Council. An organizational assessment was completed in 2013 and Senior Management recommended that service rationalization be deferred for at least two years and then be reassessed. This report is in response to that recommendation.

### FINANCIAL IMPLICATIONS

It is estimated that \$500,000 to \$850,000 would be required to conduct a corporate wide Service Rationalization.

There are no financial implications at this time; however, should Council wish to proceed with the review, staff will include a recommendation in the 2016 budget for consideration.

### ACTION REQUIRED

THAT Council approve the recommendations in CS-2015-74 Service Rationalization Options.

## RECOMMENDATION

THAT Council approve in principle a Service Rationalization review of City programs and services and refer the cost to the 2016 Budget process.



# STAFF REPORT

## BACKGROUND

On October 9, 2012 the Governance Committee received two reports, CAO-A-1201 entitled Status Report on the Service and Operational Reviews and CAO-A-1202 entitled Audit Review – New Rating System and Methodology. As part of the review of these reports the committee requested the following to achieve Council’s “Service Review Process Principles” as approved July 11, 2011. Namely that a Service Review process occurs outside of the budget, that for the following three years 75 services be reviewed and that the service review process be collaborative and respectful including both management and resident input. Subsequently:

- On October 22, 2012 Council passed a resolution to approve report CAO-A-1202 and added a clause “THAT staff bring forward a draft Service Rationalization/Assessment project to the next governance committee meeting.”
- At the Governance Committee meeting of November 13, 2012, staff returned with report CAO-A-1207 entitled Service Rationalization and Assessment Project. This report provided members with options for consideration with respect to conducting a Service Rationalization and Assessment project, along with information on the approximate costs, duration and scope of the project. Committee chose to proceed with a two-year, phased project with Phase 1 – Organization Assessment project to be completed in 2013 and Phase 2 – Service Rationalization project to be completed in 2014.
- Western Management Consultants was hired and on September 16, 2013 staff highlighted the results of the project in report CAO-C-1306 entitled Organizational Assessment Results. The report recommended that systems be developed and that the City begin gathering analytical data for each service area. This information would be used to evaluate a service area’s effectiveness and efficiency.
- In discussion with the consultants it was suggested that a service rationalization would be counterproductive while there was so much work to be done on the organizational assessment and as follow up to the employment engagement results.

Through Report CAO-A-1308 entitled Service Rationalization Project Status the committee deemed that no further action would be taken on implementing a service rationalization project for 2014; further within the report it was the recommendation of the Internal Auditor and Chief Financial Officer that the need for service rationalization be deferred for at least two years and be reassessed at that time. This report is in response to that recommendation.

It is noted that the City of Guelph, like most municipalities in Ontario is facing significant financial challenges related to the affordability of programs while continuing to provide high quality services to the public. The timing may be appropriate to implement a service delivery review to ensure the municipality’s long-term financial sustainability.



# STAFF REPORT

## REPORT

While now slightly dated, KPMG's survey The Wolf is at the Door: The Global Economic Crisis and the Public Sector is still considered an important piece of research into how six countries, including Canada, were planning on dealing with fiscal challenges. In 2010 it was believed that the coming squeeze to the public sector would not be fully felt for at least five and possibly ten years. However, in Canada the research concluded that "government needs a new way of thinking. They should think about the longer term, and what can be done now to equip ourselves [sic] with better capacity". True radical change will mean that the business or service delivery model of the public sector will have to change. A final conclusion was that public sector agencies' IT systems must also be improved or it is unlikely that they will "have the depth and breadth of knowledge needed to make and implement the radical changes that are necessary to improve performance".

As part of the evolution of any organization, it is valuable to pause and review the mandate and service inventory to determine if changes to the business model are required. As such, interest has been expressed in initiating a service rationalization/service delivery review to maintain existing service levels in the face of competing priorities; meet increased demands for services; reduce costs and improve revenues.

### Service Rationalization/Service Delivery Review

A service rationalization/service delivery review is one in which each specific municipal service is systematically reviewed to determine the most appropriate way to provide it.

A service delivery review is not a value-for-money audit. A value-for-money audit assesses the effectiveness and efficiency of the utilization of public funds only. A service delivery review is much broader in scope and focuses on setting priorities and making choices in order to reduce the cost of delivery while maintaining or improving services and service levels. This requires asking the following questions:

- ***Improving Services, Programs and Functions***– Can the efficiency, effectiveness and quality of the service be improved?
- ***"Menu" of Services and Programs:*** – What is the total package or menu of services and programs that we provide? Are they core to our business and aligned with our mission, values and strategic plan? Are they valued by our community? Are we providing the right "menu" of services and programs to meet our current and future community needs?
- ***Capacity:*** Does the organization have the capacity to achieve its objectives?



# STAFF REPORT

- **Service Levels** – Are we providing the right level of service? How much would it cost to improve the service level? Is the public prepared to pay for the current level of service or should it be reduced?
- **Alternate Service Delivery** – Can services be delivered in other ways such as partnerships, outsourcing, or electronic delivery for some services?
- **Allocation of Resources** – Are we fully utilizing our resources and do we have the appropriate level of resources for the existing level of services? Are current resources optimized to deliver required outcomes?

Many municipalities have been conducting service reviews in an effort to ensure the efficient and effective management of resources and to meet their budget challenges, as well as identifying programs or areas that require additional resources.

Details of the environmental review are highlighted in Attachment 1 – Municipal Scan.

The executive team of the City of Guelph is fully supportive of pursuing a review, in an effort to deliver better and value added services to the public as well as being transparent in the evaluation of these services. There are two options related to the implementation of a service rationalization/service delivery review:

1. External Resourcing – Many municipalities have utilized consulting firms that specialize in conducting service delivery reviews (ex. Deloitte, KPMG, etc.). There are several advantages to using external firms, including objectivity, defined expertise and subject matter knowledge, and the ability to start and complete the engagement relatively quickly. To proceed in this manner and in compliance with the purchasing By-law (2014) – 19771, staff would need to issue a Request for Proposal (RFP).
2. Internal Staff – In previous reports it was recommended that the Internal Auditor be utilized to perform the function of service rationalization. However, the Institute for Internal Auditors' (IIA) Standards deem this to be an impairment to their independence and/or objectivity. Therefore, temporary staff would need to be hired. The ability to perform such reviews would require specialized knowledge which may be difficult to obtain on a contract basis. In order to have the review completed on a timely basis, several staff would be required. Regardless of skill level, there will be a significant learning curve.
  - a. Conduct the review within a one year time frame. This would involve the evaluation of 300+ entities and would be very disruptive to corporate wide programs and operations, due to the involvement of management in the review. Proceeding with the review in an expedited manner would impact on the timeframes related to other City priorities including the Council Shared Agenda and departmental work plans.



# STAFF REPORT



- b. Phase in the review over the remaining term of Council. This would involve the analysis of approximately 100 entities per year, resulting in the ability to phase in both the costs and results.

Management is recommending that the review be undertaken by an external consulting firm obtained through a RFP. This will ensure that the work is done by resources with the appropriate technical knowledge and expertise, and completed within a one year time frame. It is anticipated that accelerating the review will ultimately be the least disruptive option to the organization.

## **CORPORATE STRATEGIC PLAN**

Innovation in Local Government

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

2.2 Deliver public services better.

2.3 Ensure accountability, transparency and engagement.

## **DEPARTMENTAL CONSULTATION**

The executive team have been consulted in the development of this report.

## **FINANCIAL IMPLICATIONS**

It is estimated that a range of \$500,000 to \$850,000 would be required to conduct a corporate wide Service Rationalization.

## **COMMUNICATIONS**

A full communication plan will be developed by Communications staff.

## **ATTACHMENTS**

ATT-1 Municipal Scan

## **REPORT AUTHOR**

**Janice Sheehy, General Manager, Finance/City Treasurer**

**Approved & Recommended By:**

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**“Service Reviews” - Municipal Jurisdictional Scan**

Question	London	Oshawa	Kitchener	Waterloo	Toronto
<b>What was the scope of the review?</b>	<ul style="list-style-type: none"> <li>• Service Reviews have been proposed and are a component of the strategic plan.</li> <li>• A few years ago, London had a Council-created Service Review Committee with a mandate to find efficiencies in service delivery. Each of the nearly 100 services presented business plans to the Committee, and there was a significant time investment in looking at ways to improve services.</li> </ul>	<ul style="list-style-type: none"> <li>• A core service review was requested by Council a couple years ago as part of the development of the Financial Strategy.</li> <li>• A staff report was prepared presenting various options for completing a core service review by staff with/without external consultant assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Kitchener has been completing service reviews for 11+ years.</li> </ul>	<ul style="list-style-type: none"> <li>• To determine whether the Region is providing the best value to the community, or how the Region could provide even better value. Specific project objectives included:               <ul style="list-style-type: none"> <li>◦ understanding whether the Region is providing the desired level of service as efficiently and effectively as possible, and identifying ways to enhance the efficiency and effectiveness of the Region's services;</li> <li>◦ identifying whether there are any changes to the levels of service the Region should consider, to better respond to changing community circumstances;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In 2011, the City of Toronto launched a Service Review Program.</li> <li>• In consultation with the public, the program reviewed all of the City's services.               <ul style="list-style-type: none"> <li>◦ The Service Review Program included a Core Service Review that examined which services the City should deliver;</li> <li>◦ Service Efficiency Studies examined service levels and how to ensure the most efficient and cost effective delivery of City services;</li> <li>◦ User Fee Reviews examined all current user fees to determine the extent to which they are fair and cover the full cost of providing the service.</li> </ul> </li> </ul>



Question	London	Oshawa	Kitchener	Waterloo	Toronto
				<ul style="list-style-type: none"> <li>and, <ul style="list-style-type: none"> <li>recommending mechanisms of continuous improvement that can improve the efficiency and effectiveness of Regional service delivery on an ongoing basis.</li> </ul> </li> </ul>	
<b>What was the cost?</b>	<ul style="list-style-type: none"> <li>Not available.</li> </ul>	<ul style="list-style-type: none"> <li>Council referred the core service review to the Auditor General with no additional resources/funding (no progress was made as Auditor General then left the City).</li> </ul>	The average cost for external consultant led "specific" reviews is \$100K.	Approximately \$280K.	Not identified, however media quotes the cost as up to \$3m.
<b>Was it done by an external party or internal staff?</b>	<ul style="list-style-type: none"> <li>An internal and external process (led by expert consultants) looked for inefficiencies. This has resulted in more tangible savings but is specific to a process or service.</li> </ul>	<ul style="list-style-type: none"> <li>All services were recently reviewed by Department staff with the goal of identifying additional efficiencies or what services could be stopped or delivered differently. Only a couple of minor services were identified as possible to discontinue. Beyond what was identified it is up to Council to provide</li> </ul>	<ul style="list-style-type: none"> <li>99% of the reviews are completed by internal staff.</li> <li>Approximately 3 out of 11 years of reviews were outsourced due to the requirement of specialized knowledge of the topic / industry being reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Region conducted on RFP search and hired KPMG to perform the necessary services, in conjunction with Regional Council and Senior Management.</li> </ul>	<ul style="list-style-type: none"> <li>KPMG did the Core Service Review; various consultants were hired for the individual Service Efficiency Studies.</li> </ul>



Question	London	Oshawa	Kitchener	Waterloo	Toronto
		direction on service levels, uploading of services or other alternative service delivery options, many of which have been presented to Council.			
<b>What were their findings and if there were savings.</b>	<ul style="list-style-type: none"><li>Specific savings are unknown, as the results seemed to be more about modest improvements in service delivery and in some cases increased investment.</li></ul>	<ul style="list-style-type: none"><li>Significant cost avoidance and efficiencies have been achieved to date through continuous improvement and lean processes and were presented to Council in a presentation. It is questionable if there are any more “rabbits in the hat”.</li><li>Staff has been asked to report back on a core service review following the hiring of a new City Manager.</li></ul>	Typically the reviews are looking to improve something (e.g. efficiency, effectiveness, culture, process, customer satisfaction, risk), as opposed to defining/translating into quantifiable savings.	It is anticipated that the consulting firm will summarize all of the work completed during the previous phases and develop recommendations and a final report. The report will include practical, achievable and realistic recommendations regarding ways for the Region to improve its efficiency, effectiveness and service delivery.	The overall cost savings is the subject of a staff report to Council this fall; it cannot be shared at this time.

Note that Hamilton, Mississauga and Windsor were contacted for information and did not respond.



## **CONSENT REPORT OF THE INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE COMMITTEE**

September 28, 2015

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

Your Infrastructure, Development & Enterprise Committee beg leave to present their EIGHTH CONSENT REPORT as recommended at its meeting of September 8, 2015.

*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 Infrastructure, Development & Enterprise Committee will be approved in one resolution.*

### **IDE-2015.29      Guelph Energy Efficiency Retrofit Strategy (GEERS)**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 entitled *Guelph Energy Efficiency Retrofit Strategy* (GEERS) be received.
2. That staff be directed to continue with the detailed design of the GEERS program including establishing an advisory group, developing a financing structure, designing a business process using Local Improvement Charges to facilitate energy efficiency retrofit projects, and investigating potential investors.
3. That staff be directed to draft the necessary by-laws to allow the use of Local Improvement Charges for energy projects.
4. That staff be directed to report back by Q1 2016, with a full report on program details, as described.

### **IDE-2015.30      Residential Water and Wastewater Billing Frequency and Renewal of Meter Reading and Billing Agreement with Guelph Hydro Electric Systems Inc.**

1. That Council approve and the Mayor and Clerk be authorized to execute the five year agreement with Guelph Hydro Electric Systems Incorporated for the provision of water and wastewater meter reading and billing services, subject to the satisfaction of the Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, and the City Solicitor.



2. That the Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, be authorized to update Schedule "A" of the Agreement for Water and Wastewater Billing Services as appropriate, to reflect current rates and fees as agreed to between the parties.
3. That Council approve the change to monthly billing for residential customers of municipal water and wastewater services.

**IDE-2015.31      Sign By-law Variances – 170 Metcalfe Street**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variance for 170 Metcalfe Street, be received.
2. That the request for a variance from the Sign By-law for 170 Metcalfe Street to permit a freestanding sign to be a height of 3.23m above the adjacent road, be approved.

**IDE-2015.32      Sign By-law Variances – 230 Silvercreek Parkway North**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 230 Silvercreek Parkway North, be received.
2. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North one (1) sign with an area of 7.91m<sup>2</sup> to be located 0.06m above the ground surface, be approved.
3. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 3.17m<sup>2</sup> to be located 0.11m above the ground surface, be approved.
4. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 3.15m<sup>2</sup> to be located 2.15m above the ground surface, be approved.
5. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 4.7m<sup>2</sup> to be located 1.28m above the ground surface, be approved



**IDE-2015.33      Sign By-law Variances – 21 Surrey Street West**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 21 Surrey Street West, be received.
2. That the request for a variance from the Sign By-law for 21 Surrey Street West to permit 20.08m<sup>2</sup> of signage in an Office Residential Zone, including a 1.52m<sup>2</sup> building sign located 1.52m above the ground surface, be approved.

**IDE-2015.34      Sign By-law Variances – 75 Speedvale Avenue East**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 75 Speedvale Avenue East, be received.
2. That the request for a variance from the Sign By-law for 75 Speedvale Avenue East to permit a freestanding sign with an area of 5.2m<sup>2</sup> be approved.

All of which is respectfully submitted.

Councillor Bell, Chair  
Infrastructure, Development &  
Enterprise Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE  
AGENDA FOR THE SEPTEMBER 8, 2015 INFRASTRUCTURE, DEVELOPMENT &  
ENTERPRISE COMMITTEE MEETING.***



# INTERNAL MEMO



DATE September 16, 2015

TO **Derrick Thomson, Interim D/CAO IDE  
Guelph City Council**

FROM Peter Cartwright, General Manager  
Business Development and Enterprise

SUBJECT **Guelph Energy Efficiency Retrofit Strategy (GEERS)  
Summary of Questions and Issues Raised at  
IDE Committee, September 8th, 2015**

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This memorandum is to summarize the questions and issues raised regarding the above named report at IDE Committee, September 8, 2015.

Further, this memorandum is to acknowledge and thank the Committee for input to the Report and to indicate that it will be fully considered when reporting back to Committee/Council as per recommendations #2 and #4 of Report #IDE-BDE-1507:

2. That staff be directed to continue with the detailed design of the GEERS program including establishing an advisory group, developing a financing structure, designing a business process using Local Improvement Charges to facilitate energy efficiency retrofit projects, and investigating potential investors.
4. That staff be directed to report back by Q1 2016, with a full report on program details, as described.

## **Summary of Questions/Issues Raised:**

- a) Why is focus on residential? Why not also include industrial, commercial and/or institution uses?
- b) What criteria will be used to vet qualified contractors? This matter appears to need more work.
- c) The goals, especially with respect to an 80% market penetration rate, appears to be aggressive. Final report will need to consider different, less aggressive targets and different ramp up scenarios.
- d) Program needs to allow for the approved use of new technologies which may evolve over time.
- e) Will there be any restrictions in using solar?
- f) Why does local government need to be so involved in administering the program? Can some of the administrative obligations/requirements be transferred to the homeowner or other stakeholders?
- g) The business assumptions require a better sensitivity analysis.
- h) Can an assessment of the energy cost savings vs. loan repayments be shown as there are concerns regarding the financial burden of homeowners? What is the expected payback period of the capital outlay?



- i) The projected administrative costs of the program appear to low, and too much front ended. A re-assessment has been suggested.
- j) What will happen to discarded or replaced material? How will it be disposed?
- k) Greater clarity required regarding how the loan is to be secured, and the obligations/risks to the homeowner. Specifically, what happens when a homeowner is in default of making payments?
- l) Greater clarity is required with respect to the City providing guarantees to the private sector investment that will back the program loans. Specifically, will this impact the City's credit ratings?
- m) Will Electric Vehicle hookup be eligible?
- n) What will be the economic impact/benefit to the business community?
- o) Can this program be done as a pilot (possibly one or two year)?

We trust this memorandum captures the questions and issues presented by the IDE Committee on September 8th, 2015.

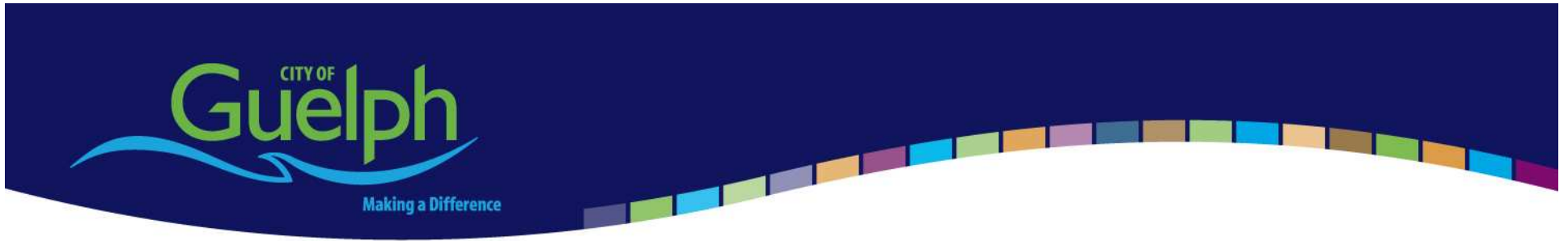


**Peter Cartwright**  
General Manager

**Business Development and Enterprise**  
Location: City Hall, 1 Carden Street

T 519-822-1260 x 2820  
F 519-837-5636  
E [peter.cartwright@guelph.ca](mailto:peter.cartwright@guelph.ca)





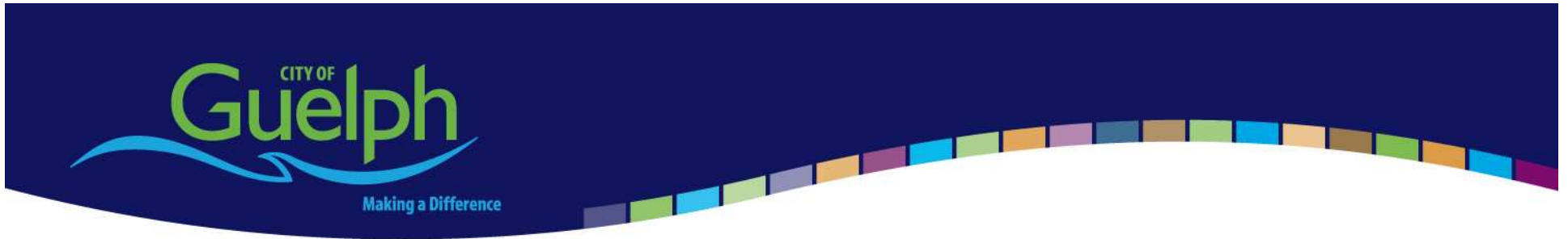
# **Guelph Energy Efficiency Retrofit Strategy**

## **GEERS**

Infrastructure, Development and Enterprise  
Committee

September 8, 2015





## Summary

- **Why GEERS?**
- **Stakeholders**
- **Business Processes**
- **Funding**
- **GEERS and the Community Energy Initiative**
- **Local Improvement Charges**
- **The Business Plan**
- **Stakeholder Benefits**
- **Retrofit Example**



# Objections to Homeowner Retrofits

Why homeowners don't invest in energy efficiency

Eight year  
payback? I don't  
know if I'll be  
living in this  
house that long.



The interest rate  
and term from my  
bank just don't fit  
the savings  
stream.

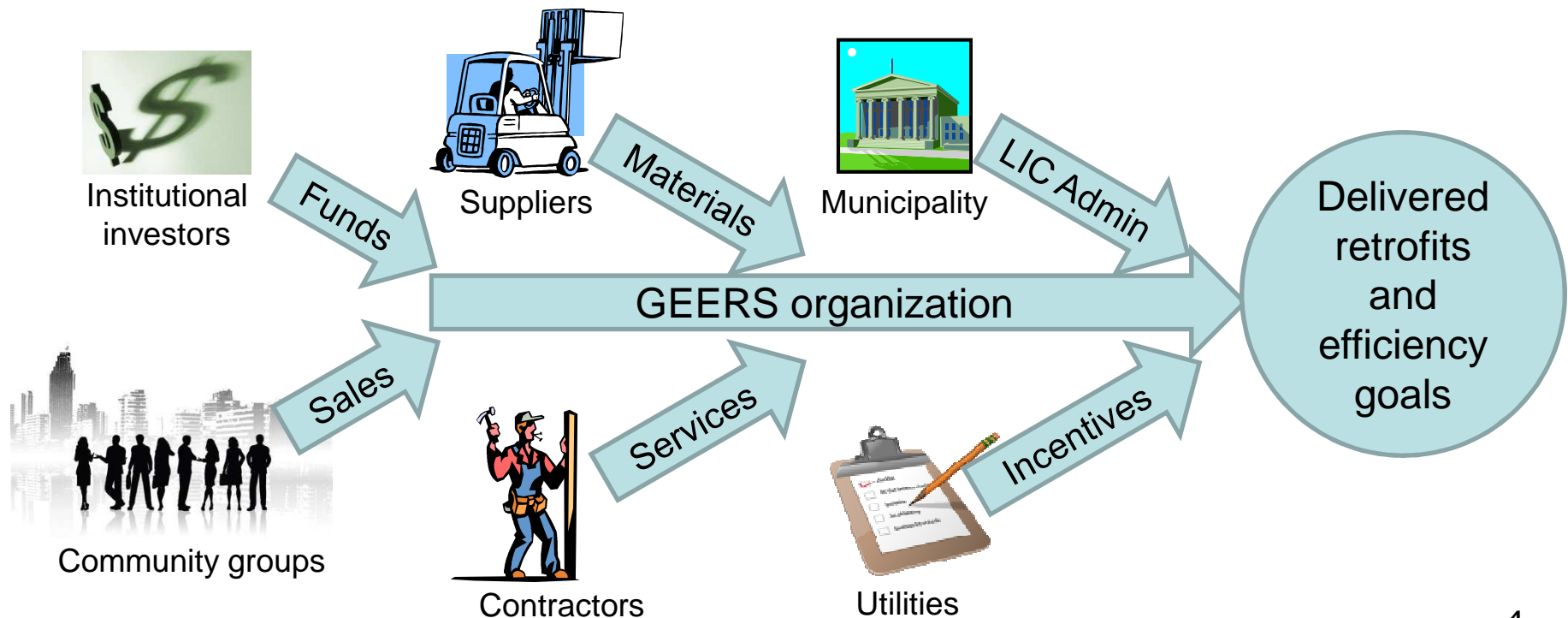
I have to pay up  
front, and I get  
my incentive after  
the work is done?  
Yeah, right.

The materials and  
contracting costs  
are too high.

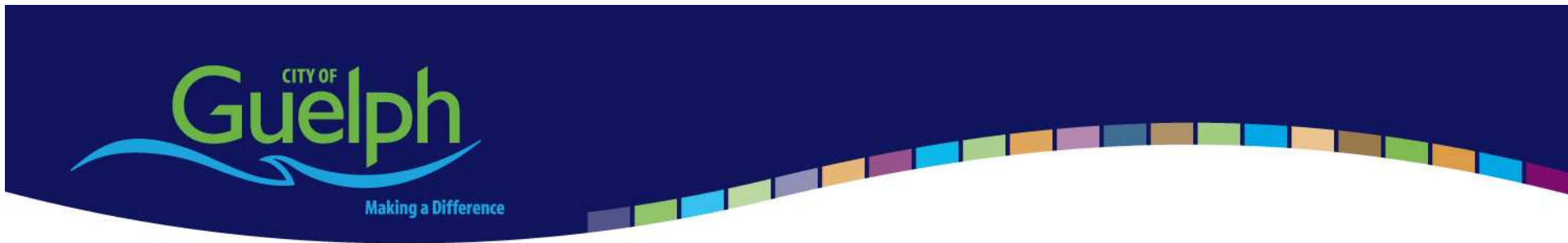


# Stakeholders

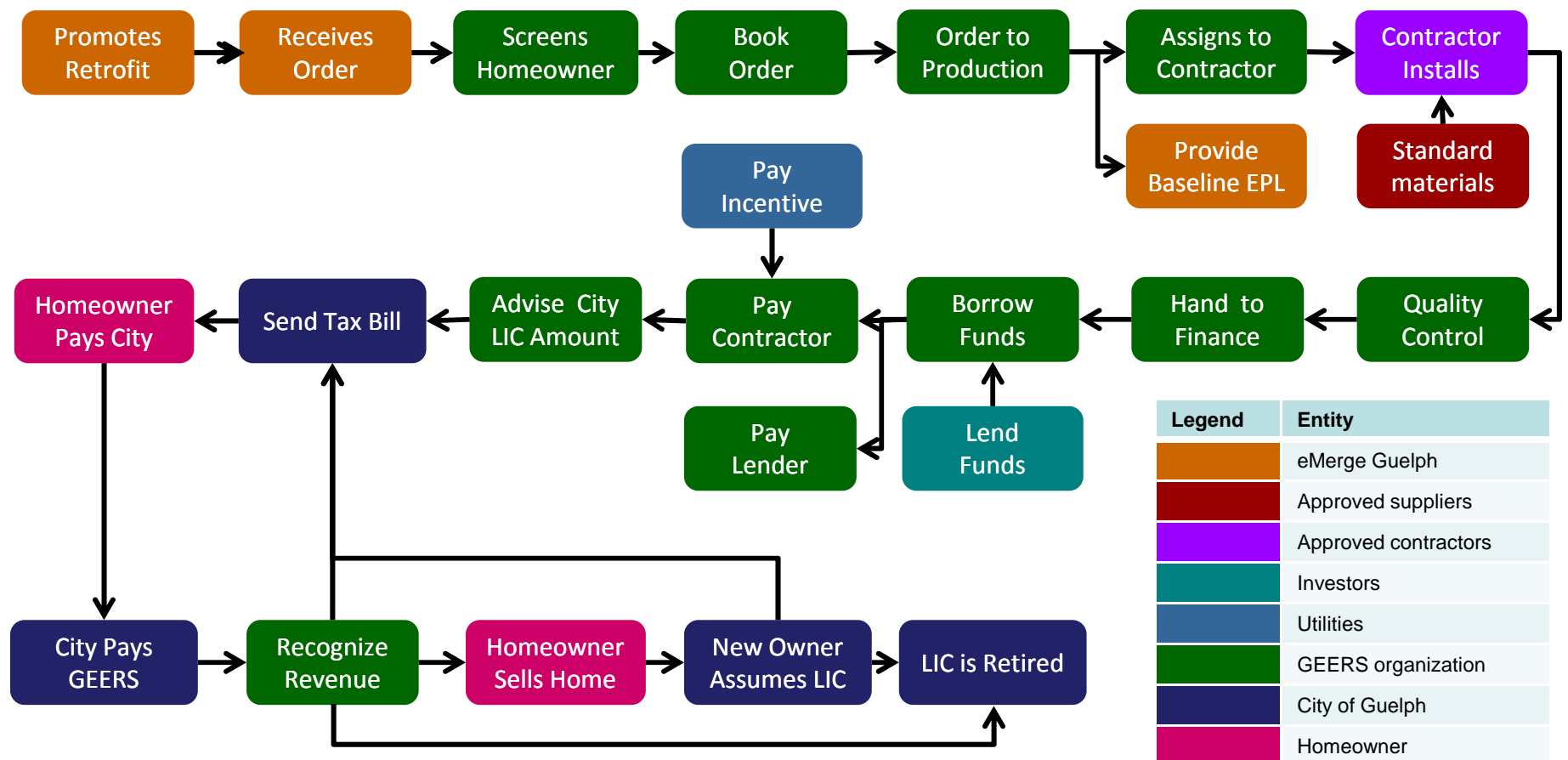
GEERS brings together all the key players





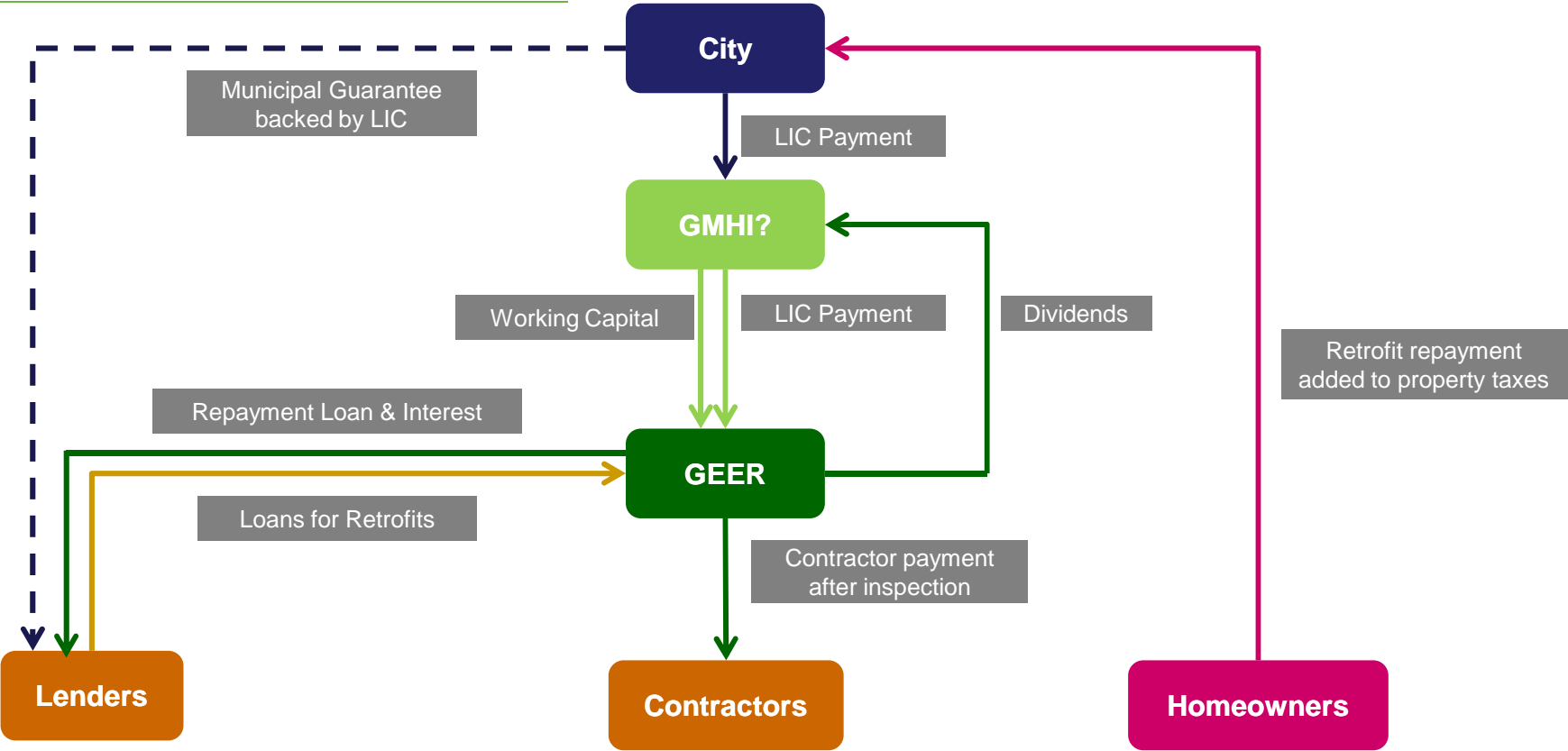


## Business Process





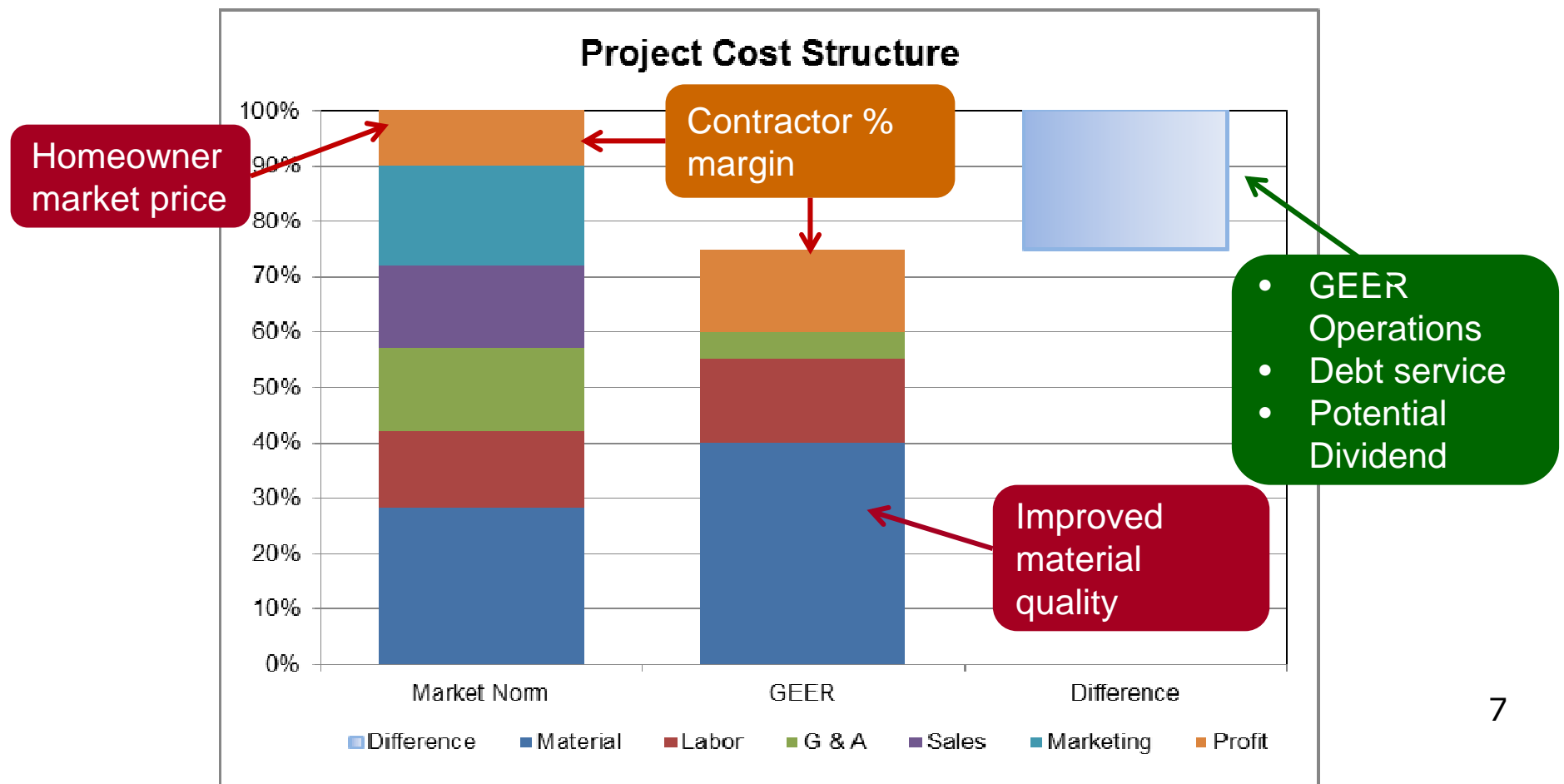
# GEER Funds Flow



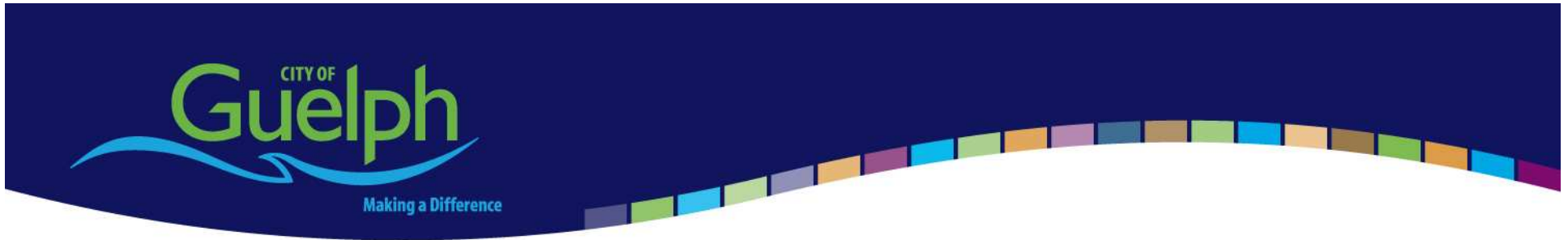


# Retrofit Revenue / Cost Structure

## Current / GEER Comparison







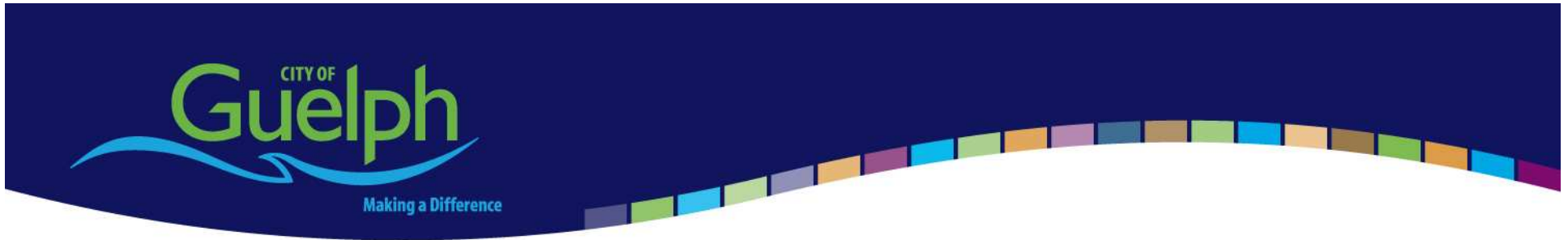
## **How Does GEERS Support CEI Goals?**

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**“Use efficiency to meet all the energy needs to support the growth of the residential sector”**

- **Fully implement Ontario 2012 Code followed by efficiency gain of 1.5% / year to 2031**
- **Renovation: 25% higher than Baseline average of 309 kWh/m<sup>2</sup> followed by efficiency gain of 3% / year to 2031**
- **New developments >100 homes/ha could explore micro-grid**
- **Energy Performance Labeling for new and existing homes adds 5% compliance efficiency**





# GEERS - Business Plan Goals/Benefits

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## Overall GEER

- Efficient retrofit of 80% of 38,400 homes by 2031
- Individual stakeholder goals are met

## Homeowner

- Enhanced property value
- Reduced energy costs
- Increased comfort

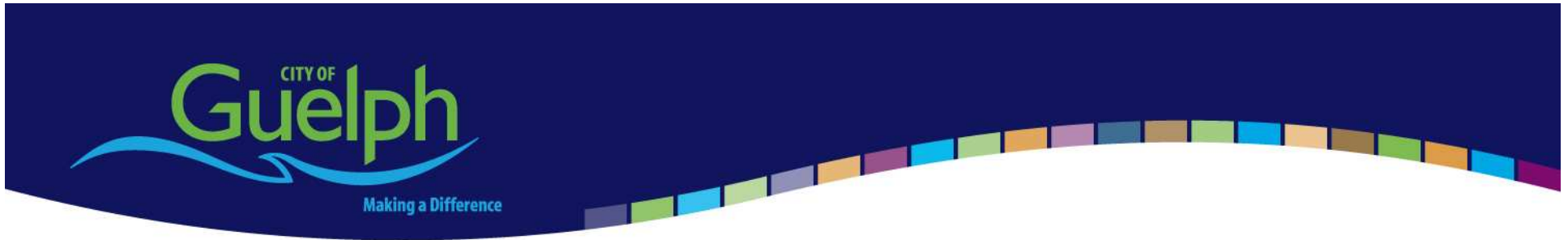
## City

- Meet 2031 CEI targets for existing homes
- Energy use and cost and GHG emission
- Support economic development - employment
- Minimal financial risks for City

## Third-Party Investor

- Acceptable returns





# **GEERS - Business Plan Goals/Benefit**

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## **Retrofit Contractor**

- High-volume predictable retrofit project flow
- Equal or better margin than current remodeling market
- Growth potential – GEER in other cities

## **Strategic Implementation Network**

- New market development
- Significant incremental sales volume
- Reduced selling expense

## **Electricity and Gas Utility**

- Meet statutory incentive programmes' efficiency targets

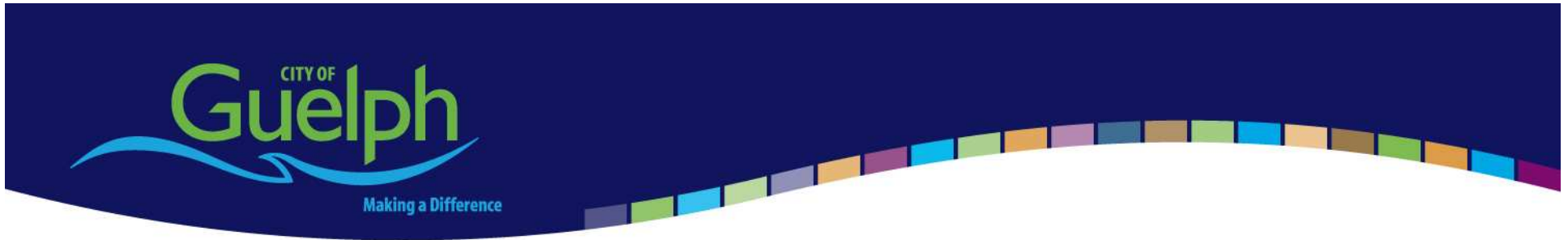
## **Community Groups**

- Improved neighbourhoods
- Greater housing affordability
- Environmental performance

## **Key Process**

- Implemented within current regulatory constraints



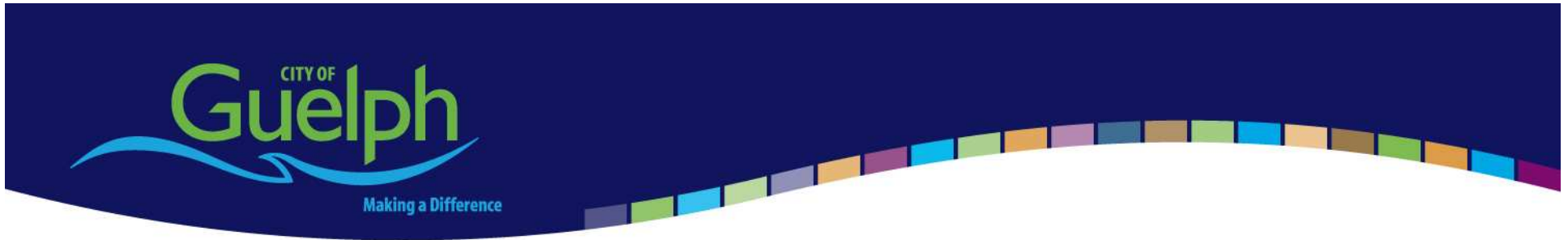


# Local Improvement Charges

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- Ontario Municipal Act 2001 allows communities to finance local improvement project via Local Improvement Charge (LIC)
- LIC is collected via a Property Tax Assessment
- Ontario Regulation 586/06 extends LIC to energy conservation, renewable energy and water conservation projects on private residential or non-residential property
- GEER retrofits will be funded using LIC mechanism
- Retrofit added to property valuation increases property taxes
- Property tax increase runs at least through service life of retrofit
- Changes of ownership do not affect obligations of current owner
- City retains all collection rights as senior creditor on unpaid property taxes including possession and forced sale
- Third-party loans to GEER backed by municipal guarantee

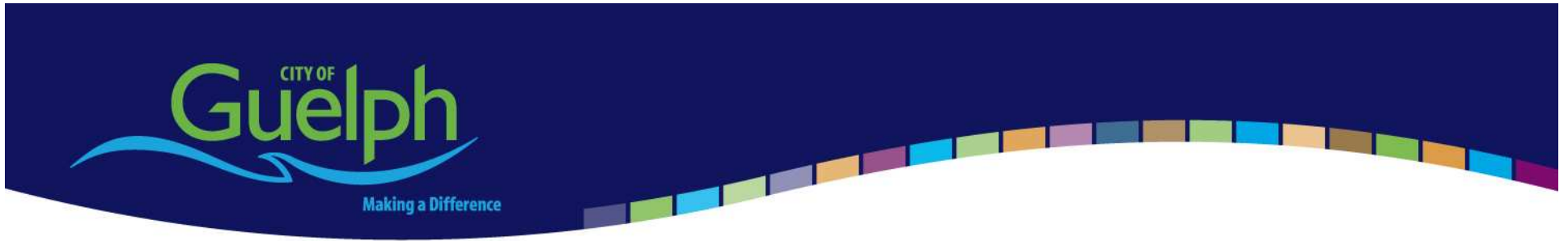




**“The Ministry of Municipal Affairs and Housing (MMAH) proposed an amendment to the Local Improvement Charges regulations under the Ontario Municipal Act, 2001 (O.Reg. 586/06) and the City of Toronto Act, 2006 (Government of Ontario, 2012). Under the amendment (O.Reg. 322/12), as approved in October 2012, the municipality is permitted to raise funds to undertake works on a private property by agreement with the owner and to impose a special charge on the lots of the consenting property owners.**

**Another aspect of note is that the LIC assessments imposed do not constitute an encumbrance on the land unless they are unpaid and in arrears. In the event of a default, the municipality can establish a priority lien, as with unpaid taxes, and seize the property to recuperate the portion of the LIC financing repayments that are in arrears through the sale of the property.”**





## **Key Business Plan Elements**

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- **Market Size Estimate**
- **Retrofit packages**
- **Financing**
- **Organizational Structure**
- **Performance and Validation**
- **Strategic Implementation Network**



# **GEER Retrofit Content and Cost**

## **Homeowner's Perspective**

### **Home**

- Single Family Home dating from 1975
- Finished area of 190 square meters

### **Retrofit Costs**

- \$26,000 (priced at \$135/m<sup>2</sup>)
- 2.5% interest rate

### **Repayments**

- Property Tax increase \$1,700 per year for 20 years
- Total payments \$34,000

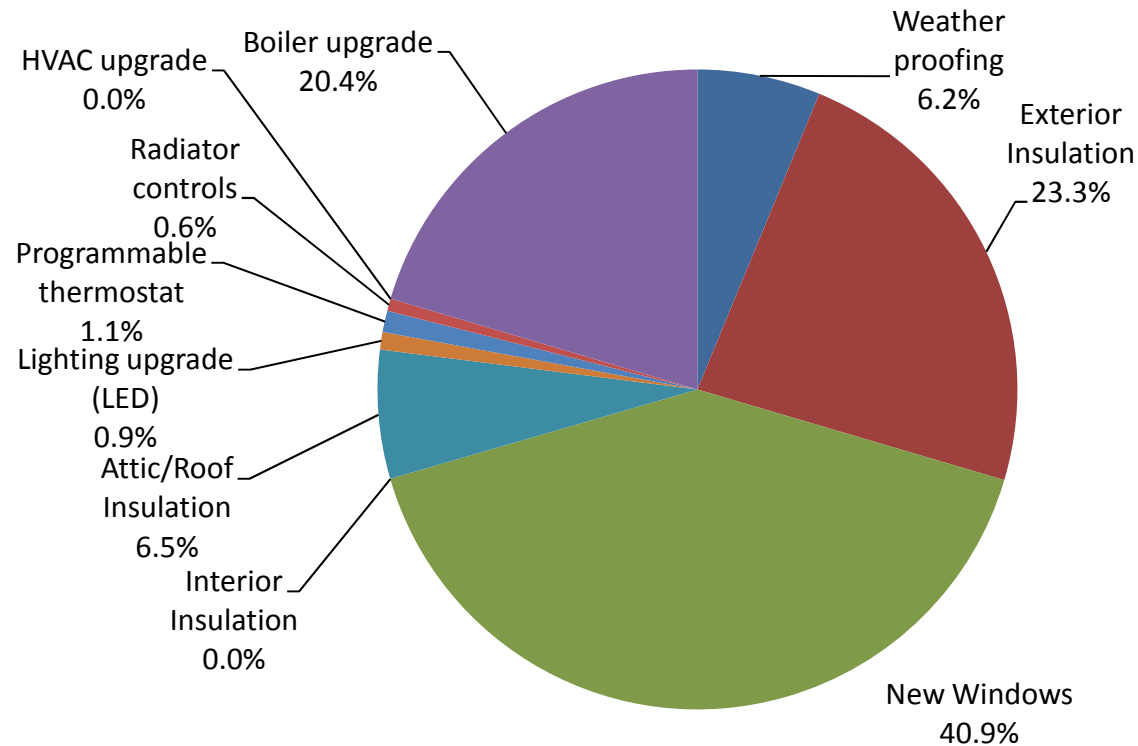
### **Retrofit Content**

- Weatherproofing
- Exterior insulation
- New windows
- Attic insulation
- LED Lighting
- Programmable Thermostat
- New boiler and pipe insulation

**Easy to Buy – Easy to Pay**



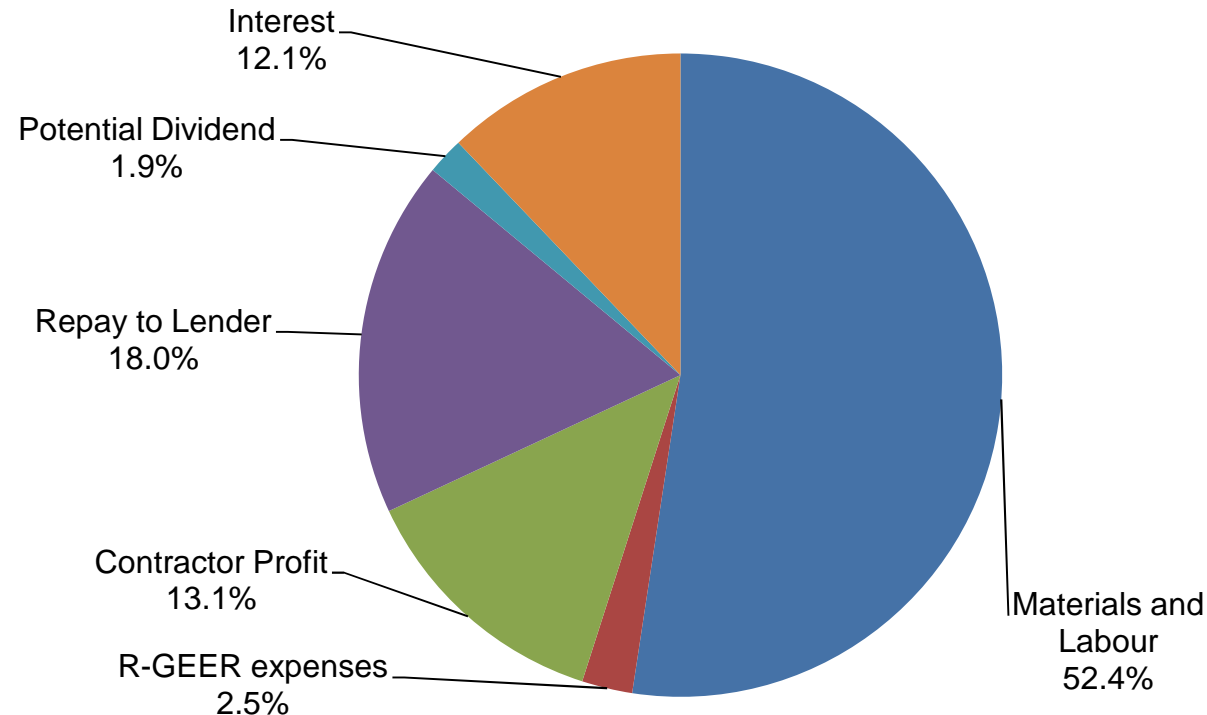
## Retrofit Example - Content and Cost Homeowner's Perspective



**Comprehensive Energy Retrofit for \$26K**



## Retrofit Example – Use of Funds Homeowner's Payments

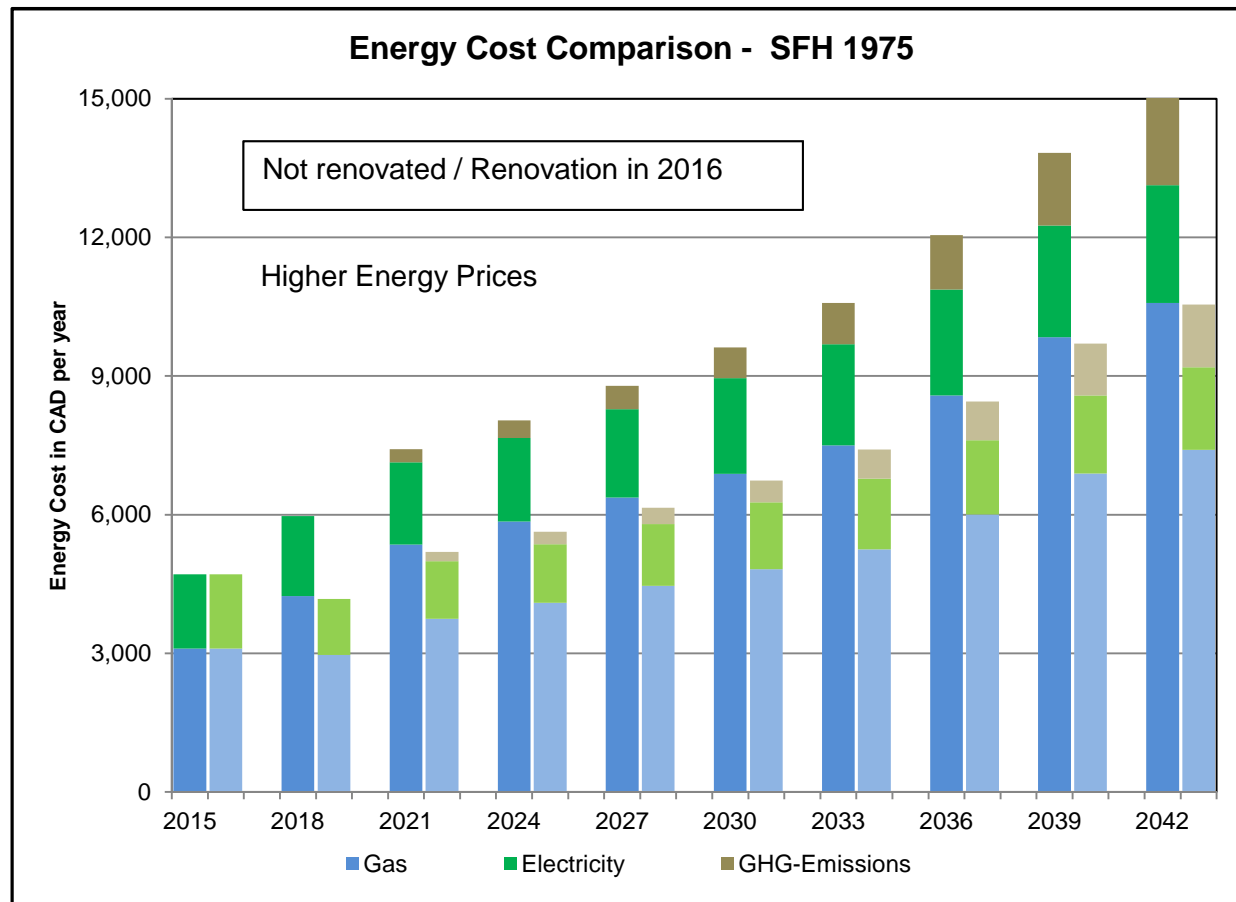


**Uses of \$1,700 per year**



# Retrofit Example

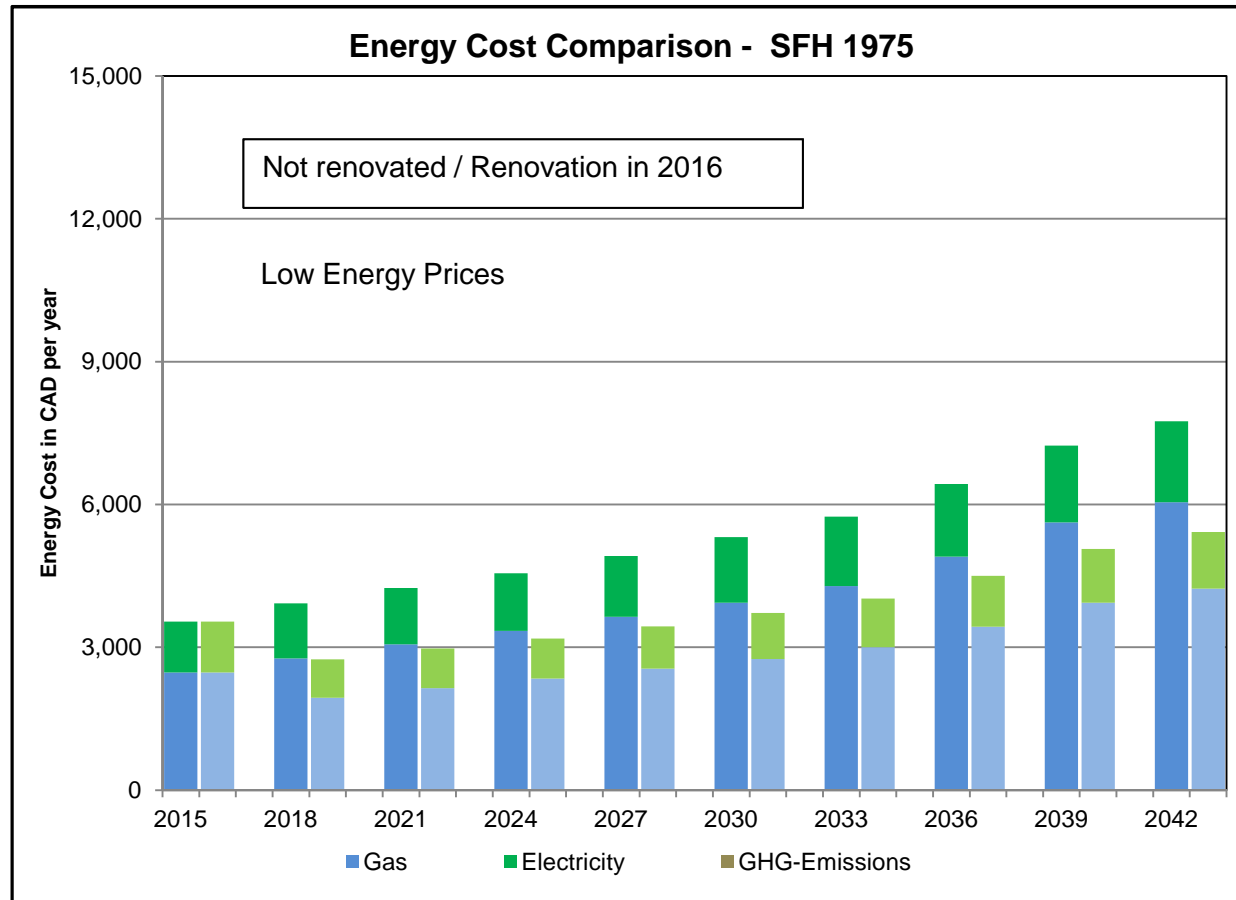
## Homeowner's Savings – Higher Energy Price Case



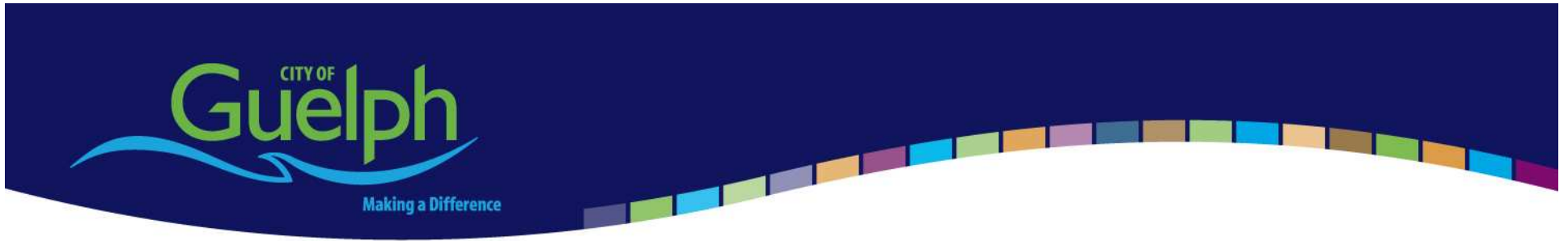


# Retrofit Example

## Homeowner's Savings – Lower Energy Price Case







**Thank You**



# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT Guelph Energy Efficiency Retrofit Strategy (GEERS)**

REPORT NUMBER IDE-BDE-1507

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To seek Council's approval to continue developing a program to facilitate energy efficiency retrofits for residential properties in the City of Guelph.

### KEY FINDINGS

The GEERS business plan provides an approach to energy efficiency retrofits which will achieve Community Energy Initiative goals for residential energy efficiency without cost to Guelph taxpayers, at minimal risk to the Corporation, and with significant potential for economic development.

### FINANCIAL IMPLICATIONS

This program is envisioned to be implemented on a full cost recovery basis with no requirement for funding from the City of Guelph. When the program attains its target rate of program delivery, it is expected to yield a dividend.

### ACTION REQUIRED

Direct staff to proceed according to the recommendations below.

## RECOMMENDATIONS

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 entitled *Guelph Energy Efficiency Retrofit Strategy (GEERS)* be received.
2. That staff be directed to continue with the detailed design of the GEERS program including establishing an advisory group, developing a financing structure, designing a business process using Local Improvement Charges to facilitate energy efficiency retrofit projects, and investigating potential investors.
3. That staff be directed to draft the necessary by-laws to allow the use of Local Improvement Charges for energy projects.
4. That staff be directed to report back by Q1 2016, with a full report on program details, as described.



# STAFF REPORT

## BACKGROUND

The Community Energy Initiative (CEI), which began in 2007 with Council adoption of the Community Energy Plan, is a ground-breaking and award-winning program with the following Vision:

**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.**

A primary goal of the CEI is to reduce per-capita energy consumption in Guelph by 50% over the period of 2007-2031. The first recommendation of the CEI to achieve this goal is to "use efficiency to create at minimum all the energy needed to support the growth of the residential sector"<sup>1</sup>.

In 2007, there were 33,000 homes in Guelph. Per the projections in the Places to Grow Act, another 20,000 homes will be added by the reference year of 2031<sup>2</sup>. Meeting this CEI objective will necessitate significant improvements in the energy efficiency of Guelph's residential building stock.

Many factors prevent the open market for energy efficiency retrofits from achieving its full potential. Government/utility incentives, such as the Government of Canada's *EcoEnergy for Homes* program, have attempted to remove some market frictions, but have had disappointing uptake (on the order of 10% at best). The following barriers have historically inhibited the success of residential energy efficiency retrofit programs:

- A payback period longer than the time a homeowner typically intends to remain in the home (eight years versus five years);
- Unwillingness or inability to acquire financing (typically through a home equity line of credit);
- Unattractive financing terms available from prospective lenders, particularly interest rate and amortization period;
- Anxiety with retrofit program complexity and the number of relationships that the property owner must manage (energy auditor, contractor, suppliers, utilities, banker);
- Delays between completion of the retrofit project and receipt of incentive payment;
- High costs of materials, equipment, and contractor services

A potentially transformative innovation is the recent amendment to legislation related to Local Improvement Charges (LICs)<sup>3</sup>. LICs had hitherto provided a user-pay model for municipal infrastructure such as sewers, water mains, and roads.

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<sup>1</sup> Community Energy Plan, April 2007, p 14

<sup>2</sup> Ibid

<sup>3</sup> Per the *Local Improvement Charges Regulation Amendments Under the Municipal Act*, which came into force October 25, 2012



# STAFF REPORT



LICs permitted the municipality to mandate that property owners would pay for the cost of infrastructure installation and/or upgrades servicing their property. The LIC concept was extended in a number of jurisdictions in the United States to allow its use on a voluntary basis to finance energy-related projects. This took shape in two ways, namely PACE (Property Assessed Clean Energy) and PAPER (Property Assessed Payments for Energy Retrofits). The Province of Ontario followed suit in 2012 through an amendment to LIC legislation.

Along with a number of other municipalities, the City of Guelph proceeded to explore how to implement programming based on this innovation. This investigation was a collective effort coordinated by the Clean Air Partnership, and was named the Collaboration on Home Energy Efficiency Retrofits in Ontario (CHEERIO). The work of CHEERIO led the City of Toronto to become the first Ontario municipality to begin using LICs for residential energy efficiency retrofits via its Home Energy Loan Program (HELP), launched in March of 2014.

A similar approach is being used by the Halifax Regional Municipality with its Solar City program, launched in March of 2013. In Ontario, a growing number of cities are in various stages of utilizing the LIC mechanism to drive energy efficiency in their residential sectors.

The Community Energy unit of Development and Enterprise has prepared a strategic plan for a program to deliver the CEI residential energy efficiency recommendation entitled "Guelph Energy Efficiency Retrofit Strategy" (GEERS).

## REPORT

The GEERS strategic plan lays out the details of how a citywide residential energy efficiency retrofit program would work. This report constitutes a summary of that strategy.

## Goals

The goals of the strategy are listed below.

1. 80% of the current stock of 48,000 homes will be retrofitted by 2031 (38,400 homes in total, an average of 2400 homes per year);
2. **Homeowner goals:** Enhanced property value, reduced energy costs, and increased comfort;
3. **CEI goals:** Reduction of energy use/spend and greenhouse gas emissions;
4. **Broader City goals:** Economic development, provision of high-quality employment, and minimal financial risk;
5. **Investor goals:** Acceptable returns based on the associated investment risk;
6. **Retrofit contractor goals:** High-volume, predictable retrofit project flow with equal or better margin than the current remodeling market;
7. **Strategic material partner goals:** New market development, significant incremental sales volume, and reduced selling expense; potential for further



- enhancing market development by duplicating the GEERS model in other communities;
8. **Electric, gas, and water utility goals:** Meet the efficiency targets of statutory incentive programs;
  9. **Community goals:** Improved neighbourhoods, greater housing affordability;
  10. **Key process goal:** Implement the program within current regulatory constraints.

## SUMMARY OF BUSINESS FRAMEWORK

Appendix 1 provides details of the business framework envisioned for GEERS. The following is a summary of the details in the Appendices.

The GEERS program envisions an aggressive scale approach to retrofits with the business analysis modeling from 900 to up to 2,900 homes per year, ultimately aiming at 80% of all homes, over the term of the program horizon to 2031.

GEERS is designed to provide maximum local economic impact. Energy savings alone could keep up to \$125M in the local economy. Contracted services, with as much local content as possible could create up to 100-150 jobs at program maturity.

The product offering through GEERS is aimed at making transaction costs and administrative complexity as minimal as possible with packages of retrofit offerings aimed at specific market segments (type and age of home). The cost of these retrofits is imagined to be consistent across all retrofits to serve this goal. A risk mitigation strategy will be put in place to deal with variations in actual costs as they become known.

*Local Improvement Charges (LIC's) are at the heart of the GEERS program and the enabling mechanism for the City's role in developing the GEERS program. Municipalities, through Local Improvement Charges, have the ability to recover the costs of capital improvements made on public or privately owned land from property owners who will benefit from the improvement. In October, 2012 the applicability of LIC's to energy retrofit activity on private property came force under the amendments to the Municipal Act.*

The flow of funds within the GEERS program has several key elements:

- Investors provide initial working capital, which is used to build the GEERS organization to the point where it is able to begin retrofit projects, and is repaid over time from program proceeds.
- Lenders provide the GEERS organization with loan capital, which this is repaid over time (with interest) from GEERS revenues. This loan is guaranteed by the municipality and is backed by LIC revenues.



# STAFF REPORT



- The Corporation receives LIC repayments together with property tax remissions from homeowners. It retains the portion of these funds required for LIC program administration and forwards the remainder to the GEERS organization. The Corporation also receives dividends from the GEERS organization from retained earnings.
- The GEERS organization receives working capital from investors and loan capital from lenders, and repays these funds over time as described above. The GEERS organization pays contractors out of the loan capital received from lenders, receives LIC revenues forwarded from the Corporation, and returns dividends to the Corporation.
- Contractors receive funds from GEERS in payment for their energy efficiency retrofit installation services.
- Homeowners remit their LIC repayments to the Corporation along with their property tax payments.
- The flow of funds described above is depicted in *Appendix 4: GEERS Funds Flow*.

The development of the GEERS program to date includes details in the following key areas:

- The GEERS business process is depicted in Appendix 5: GEERS Business Process.
- The proposed GEERS organizational structure is depicted in Appendix 6: GEERS Organizational Structure.
- GEERS Promotion and Sales Structure is further detail in Appendix 1

Program performance measurement will be based on an approach, originally identified in principle in the Community Energy Plan – Energy Performance Labelling (EPL). A baseline EPL would be issued by GEERS based on utility data or a peer model, with an independent certification partner. GEERS may offer a post-retrofit EPL as future paid service.

It is envisioned that GEERS will develop a Strategic Implementation Network (SIN) of material suppliers that are leaders in their product category. The GEERS Materials Manager will negotiate with these suppliers to develop default specifications and establish a price range, as well as setting standards for product quality, innovation, and contractor guidance. SIN members will include contractors as well as suppliers of all components of the GEERS standard retrofit package and all available options.



# STAFF REPORT

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## SUMMARY OF BENEFITS

**Homeowners** - GEERS customers can expect reduced energy and maintenance costs. They can also expect increased property value, increased comfort, and the satisfaction of making a contribution to improving the environment.

**Contractors** - GEERS approved contractors can expect a very high project volume with little or no marketing expense. This will result in higher margins and lower general and administration costs.

**Corporation** - GEERS offers the City of Guelph the ideal avenue to meet CEI goals for energy cost and GHG reductions. Reducing energy costs will increase disposable income for Guelph residents, and it can be anticipated that these savings will be spent in community with improved economic results. The program also promises to increase local employment both directly through the GEERS organization and approved contractors, and indirectly through the opportunity for suppliers to site distribution and/or manufacturing facilities in the local area to meet the increased demand.

**Community Groups** - GEERS will help community groups such as eMerge Guelph to deliver on their missions. This will include neighbourhood revitalization, environmental improvement, and revenues which provide potential funds for other social projects.

**Gas and Electric Utilities** - The scale of the GEERS program supports the utilities in reaching their statutory efficiency targets.

**Province** - GEERS offers the Province of Ontario the opportunity to develop a scale prototype of an LIC-based residential energy efficiency retrofit program, which can then be deployed in other Cities.

**Suppliers** - GEERS offers material suppliers considerable benefits including a high sales volume, and future sales potential through program expansion to the non-residential market, to other cities, and to other provinces.

## CONCLUSIONS

GEERS has been determined to be operationally viable with minimal financial risk to the Corporation. It has the potential to yield annual payments to the owning entity in two to three years. Both the worst and best case pricing scenarios yielded clear energy cost savings.

The program is expected to deliver overall societal, comfort and home value benefits. Simple pricing, simple product definition, simple financing, and simple execution make it easy for the homeowner to decide to do a GEERS retrofit.



# STAFF REPORT

Contractors participating in the GEERS program could experience higher net margins than the current market offers. The program will yield high-quality employment for many citizens.

GEERS will meet or exceed CEI efficiency, emissions and energy cost goals for the existing residential sector. It supports Guelph as a centre of excellence for community energy retrofitting. The business model is expandable to residential water conservation measures, to non-residential buildings, and to other municipalities in Ontario and beyond.

## NEXT STEPS

Should Council decide to proceed, the following steps are envisioned:

1. Continue detailed design of the GEERS program;
2. Draft the necessary bylaws to allow the use of Local Improvement Charges for energy projects;
3. Design a structure for the financing of the GEERS program (both start-up capital and ongoing operating capital);
4. Investigate the interest of potential investors for the GEERS program;
5. Create an advisory group to assist with detailed design of the GEERS program;
6. Design a business process using Local Improvement Charges to facilitate energy efficiency retrofit projects;
7. Prepare a report on all of the above by July 7, 2015, so that City Council may consider a recommendation to proceed with implementation of the GEERS program.

## CORPORATE STRATEGIC PLAN

The GEERS program is entirely aligned with the City of Guelph vision "To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world." The program begins with an intense local focus and, once success is demonstrated, offers the potential to export that success to other communities in Ontario, in other provinces, and indeed other countries. It is particularly aligned with the following strategic directions:

- *2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.* The GEERS program is a ground-breaking innovation that will be delivered with no requirement to use Corporation operating or capital budget funds.
- *3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City.* GEERS will improve the sustainability of our community by reducing dependence on imported energy.
- *3.2 Be economically viable, resilient, diverse and attractive for business.* GEERS will improve the economic viability of our community by reducing the amount of money homeowners spend on utilities. These savings will be



# STAFF REPORT



available for spending on other products and services available in the community. The program will also create attractive business opportunities for contractors and suppliers, while enhancing the market for real estate transactions and for financing of non-energy renovation projects.

## DEPARTMENTAL CONSULTATION

This report was developed in consultation with the Direct Report Leadership Team and the Executive Team. Other consultations included Building Services, Water Services, Planning, Legal, and Finance.

## FINANCIAL IMPLICATIONS

The GEERS program can be implemented with no requirement for funding from Corporation capital or operating budgets. It is anticipated that the program will eventually yield a dividend to the owning entity. By its completion in 2031, the program will deliver to the Guelph community sustained annual energy savings of between \$75 million and \$120 million.

## COMMUNICATIONS

GEERS will be implemented in close coordination with Communications to ensure maximum awareness of the program amongst potential customers.

## ATTACHMENTS

Appendix 1: Business Framework for GEERS.....	10
Appendix 2: GEERS Computer Model .....	23
Appendix 3: Market Prices by Building Category .....	24
Appendix 4: GEERS Funds Flow.....	25
Appendix 5: GEERS Business Process .....	25
Appendix 6: GEERS Organizational Structure .....	26
Appendix 7: GEERS Customer Case Study.....	27
Appendix 8: Sample Conditions for Business Plan Testing .....	30



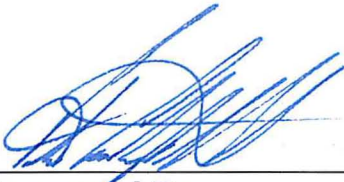
# STAFF REPORT

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## Appendix 1: Business Framework for GEERS

### Business volume

Two renovation rate profiles were assessed, starting in 2015. The first assumed a slow start of 900 renovations per year rising to 2,900 per year in 5 years. The second assumed a fast start and an annual volume of 2,400 renovations. The modeling assumed that 80% of all existing homes in Guelph would be retrofitted by 2031, and that GEERS would have 100% penetration of that retrofit market. The value of installed retrofits (in millions) for the two renovation rate profiles are shown below.

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 6	2031
<b>Slow</b>	\$10.5	\$16.1	\$21.7	\$33.3	\$33.5	\$33.9	\$36.7
<b>Fast</b>	\$26.4	\$26.9	\$27.2	\$27.4	\$27.7	\$28.0	\$30.9

Please refer to *Appendix 2: GEERS Computer Model* for details on the parameters used for GEERS financial modelling.

### Economic Benefits

The GEERS business model is designed to maximize local economic benefits. The retrofit value includes a high local labour component of 15% for installation and 5% for retrofit contract management. When the program reaches maturity, GEERS contractors are expected to employ 100-150 tradespeople and supervisors. Contractor margins of 15% will constitute additional local added value.

A high local material content was also assumed, accounting for 40% of retrofit value. Insulation would be sourced from within Ontario, windows from within Canada, and products such as Heating, Ventilation and Air Conditioning (HVAC) and comfort controls also have potential for local sourcing.

It was determined that the program would yield sustained energy cost reduction of \$75 million to \$125 million by completion in 2031. It would also yield dividends to the owning entity of 1-5%. There is also the opportunity to package and export the business model to other municipalities, with potential revenues that were not estimated.

### Product Offering

The GEERS business model is designed to achieve scale as rapidly as possible through standardization. Each combination of home type and age will have a standard retrofit package consisting of:

- Weatherization of envelope;
- Insulation wherever feasible (including ducts);
- Furnace, boiler, and air conditioning;
- Domestic hot water;
- Windows;
- Lighting;



- Comfort controls.

Attractive options will also be available for each package, including:

- Reroofing;
- Solar PV and/or thermal;
- Electric vehicle supply equipment (EVSE);
- Ground source heat pump (geo-exchange);
- Water conservation (internal), e.g. rainwater harvesting;
- Water conservation (landscape), e.g. permeable paving.

## **Home Type and Age Categories**

The following categories of home type were modeled:

1. High rise;
2. Multi-family home;
3. Mixed use/residential;
4. Semi-detached;
5. Single family home.

The following house age categories were used:

1. Historical;
2. 90.1-1975;
3. Post 1980s;
4. 90.1-2004;
5. Generic.

Prices for each category combination are given in *Appendix 3: Market Prices by Building Category*.

## **GEERS vs. Traditional Project Approach**

The traditional pricing model for energy efficiency retrofits is characterized by high transaction costs and complexity. The package itself is highly customized to the home, and pricing is based on time and materials. This leads to a difficult sales process for buyer and seller. Pre-order construction expertise is required, and the associated cost may not be recovered if the prospective buyer declines to proceed. Pricing is based on low market volumes, and includes a large risk premium (or an agreed approach for budget overruns), which further discourages customers from placing their order. An energy audit is necessary, and is paid for by the homeowner. This complexity places pressures on contractor margins.

The GEERS pricing model minimizes transaction cost and complexity. The service consists of a core package defined by type and age of home, priced on the basis of the area of the home. The core package is supplemented by attractive options such as roofing and solar PV. This makes the package easy to buy, resulting in high sales volumes and making it easy for community groups to sell. It also avoids the costs and activity associated with site evaluation prior to sale.



## **Risks and Mitigation Measures**

The GEERS pricing model introduces the potential risk of a gap between the estimated and actual cost. However, this risk is minimized when sales volumes are sufficiently high; the occasional high-cost project is offset by many normal-cost projects. This will be facilitated through a periodic assessment of the gap between estimates and actuals, with pricing adjusted if the gap is significant.

A homeowner may already have completed one or more elements of the package (e.g. they have already replaced their furnace). In this case, specific conditions will need to be defined regarding whether that element could be excluded from the package, and what credit would be offered against the base package cost. For example, a high-efficiency furnace replaced recently may meet the GEERS criteria for energy efficiency, and therefore the portion of the project cost attributable to the furnace would be deducted.

Another risk is that there may not be a direct relationship between the project cost and the value of the home. The project cost for an upscale home may be a small percentage of the property value, while for an entry-level home the cost may be significant. It may be worthwhile to include a pool of funds to assist with project cost where affordability is a community objective.

## **Local Improvement Charges**

LICs are the recommended mechanism for financing GEERS retrofit projects and ensuring the program will attain the volumes necessary to meet its objectives. The project cost, including its share of administrative overhead, will be financed via the LIC over the service life of the retrofit. In the event that the property changes ownership, the LIC will be transferred to the new owner at the time of sale, when the property tax roll is updated. The City retains all collection rights as the senior creditor on unpaid property taxes, including powers of seizure and forced sale.<sup>4</sup>

## **Sources and Uses of Funds**

Lending funds will be provided primarily by partner investors. These funds will be repaid over time through LIC payments. Interest on unused loans will provide another modest source of revenue. Other potential funding sources include grants and loans such as:

- Infrastructure Ontario loan programs;
- Federation of Canadian Municipalities (FCM) Green Municipal Fund;
- Independent Electricity System Operator (IESO) Conservation Fund.

Funds will be used for lender interest and capital repayment, contractor payments, administrative/operational expenses of the GEERS organization, and community group sponsorship (likely in the form of commissions for completed project sales).

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<sup>4</sup> *Local Improvement Charge (LIC) Financing Pilot Program Design for Residential Buildings in Ontario*, Dunskey Energy Consulting, Montreal for CHEERIO Working Group of Clean Air Partnership



# STAFF REPORT



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## **Lender Relationship**

Funds will be obtained through market-based loans, with likely rates from 50 to 100 basis points above typical municipal debt obligations. The loans will be structured as annual coupon (interest) payments with principal payable at maturity. The loan term will be 20 years. Institutional investors such as pension funds are expected to be the most likely lenders. Canadian entities will be targeted to minimize currency risks, with US entities as a less-preferred alternative.

As it was considered desirable to involve potential investors at an early stage, some initial contact has already taken place. An investor "teaser" document has been prepared and tested with two local financial institutions (one credit union and one insurance company). The initial reaction has been strongly positive. Guelph is viewed as an attractive risk, given its high credit rating (better than the Province of Ontario and the City of Toronto) and its very low municipal tax default rate (2.4%).

It is worth noting that the Halifax Regional Municipality found that their Solar City program actually served to *decrease* instances of property tax arrears. It is a precondition for participation in the program that applicants be current on their taxes. Some prospective applicants were not current when they applied, but cleared their arrears in order to ensure their eligibility.<sup>5</sup>

## **Homeowner Relationship**

Retrofits will be priced at competitive market rates, with the cost repaid by homeowners over time. Interest rates will be between 50-100 basis points below municipal bonds, paid through an additional line item on the property tax bill for 20 years. These payments will be sufficient to cover retrofit repayments, lender interest, GEERS operating costs and (potentially) a dividend to the owner of the GEERS entity. Total payments will be less than the energy cost savings. As is the case with all municipal taxes, non-payment may result in forced sale of home. This minimizes risk to the owner of the GEERS entity. It is anticipated that these powers will need to be exercised only in very rare cases, if ever.

## **GEERS Funds Flow**

Investors provide initial working capital, which is used to build the GEERS organization to the point where it is able to begin retrofit projects, and is repaid over time from program proceeds.

Lenders provide the GEERS organization with loan capital, which this is repaid over time (with interest) from GEERS revenues. This loan is guaranteed by the municipality and is backed by LIC revenues.

The Corporation receives LIC repayments together with property tax remissions from homeowners. It retains the portion of these funds required for LIC program administration and forwards the remainder to the GEERS organization. The

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<sup>5</sup> Conversation between A. Chapman and Councillor Jennifer Watts, District 8, Halifax Regional Municipality, Feb. 13, 2015



# STAFF REPORT

Corporation also receives dividends from the GEERS organization from retained earnings.

The GEERS organization receives working capital from investors and loan capital from lenders, and repays these funds over time as described above. The GEERS organization pays contractors out of the loan capital received from lenders, receives LIC revenues forwarded from the Corporation, and returns dividends to the Corporation.

Contractors receive funds from GEERS in payment for their energy efficiency retrofit installation services.

Homeowners remit their LIC repayments to the Corporation along with their property tax payments.

The flow of funds described above is depicted in *Appendix 4: GEERS Funds Flow*.

## **GEERS Business Process**

The GEERS business process is depicted in *Appendix 5: GEERS Business Process*. Order-to-delivery tasks are shown below:

1. GEERS Order Handling Tasks
  - a. Confirm homeowner credit risk
  - b. Conclude homeowner contract
  - c. Issue Baseline Energy Performance Label
  - d. Transfer Order to Production
  - e. Pay contractors
2. GEERS Production Team Tasks
  - a. Contractor Management
    - i. Contactor advice resource
    - ii. Confirm and schedule contractor order
    - iii. Conduct QC and final acceptance against standardized criteria
  - b. Material Management
    - i. Select and conclude agreements with Strategic Implementation Network partners for core material categories
  - c. Contractor Management
    - i. Select 2 to 4 contractors from existing pool
3. GEERS Contractor Partner Tasks
  - a. Apply for any permits
  - b. Procure material from SIN partners
  - c. Install retrofit

Centralized material sourcing, to gain the benefit of centralized purchasing, was considered not to add value since contractor partners would already have this as a core expertise. The GEERS production team will conclude frame agreements with approved suppliers, which should give the benefits of centralized purchasing



# STAFF REPORT

without the costs and risks of setting up a parallel physical procurement and payment structure.

## **GEERS Organizational Structure**

The proposed GEERS organizational structure is depicted in *Appendix 6: GEERS Organizational Structure*.

## **GEERS Organization Costs**

The GEERS program is estimated to require a staff complement of 10-12 full-time equivalents (FTEs), including the following roles:

1. General Manager
2. Assistant to the GM
3. Finance Manager
4. Finance Specialist (1 to 2)
5. Sales Trainer
6. Sales Assistance/Support
7. Marketing Specialist
8. Production Manager
9. QC/Training Specialist
10. Material Manager

The payroll cost associated with this staffing requirement is approximately \$1.3 million per year. Other costs include legal, marketing and sponsorship, rent, travel /miscellaneous, and payroll overhead. Inflation is assumed at the rate of 1.3% per year. All costs will be fully recovered from program revenues.

## **GEERS Promotion and Sales Structure**

The two basic requirements of the sales structure are that the various efforts do not compete, and are designed to maximize early success for contractors. Current plans are to partner with local environmental NGO eMerge Guelph as the primary sales channel. Extensive preparatory work has already been performed to prepare eMerge for this challenge. Other channels include:

- Contractors, by cross-selling a GEERS retrofit project as an add-on to an existing planned renovation;
- Realtors, by promoting a GEERS retrofit as a low-cost method to enhance the value of a house that will be sold or that has been recently purchased (see additional background below on Energy Performance Labelling);
- Investors, by promoting GEERS to existing financial services clients via account statements and other collateral;
- Utilities, by promoting GEERS as a method to reduce energy bills.

Each sales channel partner will be responsible for the sales process up to the receipt of an unscreened order. GEERS will support the sales process with training and promotional material. A small amount of sponsorship funding is budgeted.

An Outreach Centre will be developed in a high-traffic location near City Hall, likely building on the existing eMerge Commons space in the Old Quebec Street Mall. This



# STAFF REPORT

centre will be modeled on the Bottrop Innovation City near Essen, visited by City energy staff one year ago as part of the Transatlantic Urban Climate Dialogue. This facility will have simple presentations of the elements of the retrofits (insulation, lighting, windows etc.) and “show and tell” material and display aids available. It will also have space available for the Community Groups to hold discussions with clients and to have small community group meetings.

The Outreach Centre will also have presentation material and guides available to explain GEERS to policy makers and representatives of other cities, to encourage provincial and federal support, and to encourage other cities to follow similar courses furthering both the social good, and opportunities for Guelph to propagate the GEERS business model to other communities.

The centre will be jointly funded by GEERS and Strategic Implementation Network (SIN) Partners, including approved retrofit installation contractors as well as suppliers of:

- Insulation (wall, roof, dusting);
- Residential controls;
- Euro spec windows;
- Boilers/Furnaces;
- Air-conditioners;
- District Energy services and equipment (for GEERS customers in a DE-designated area);
- Solar PV;
- Solar hot water;
- Re-roofing;
- Approved retrofit contractors.

It is anticipated that GEERS will integrate with Water Services conservation strategies in some fashion. This element of the GEERS program will be added after initial success has been demonstrated.

## **Assessing Building Performance**

Baseline Energy Performance Labelling (EPL) is considered to be an effective, low-cost method to validate retrofit performance. A baseline EPL would be issued by GEERS based on utility data or a peer model, with an independent certification partner. GEERS may offer a post-retrofit EPL as future paid service.

The format of the EPL is open, but will likely be an adaptation of the Natural Resources Canada Energuide. The EPL supports sale or rental value. GEERS will engage real estate agents to accelerate the process using the EPL as a sales feature. It is also anticipated that GEERS will be able to engage with NRCan to use the program as a national policy prototype.

It is expected that the GEERS organization will brief and train real estate agents on the EPL element of the program. This will include engagement to:



- Encourage sellers to include post-retrofit EPLs;
- Encourage buyers/renters to ask for EPLs;
- Include EPLs in advertising (e.g. on the Multiple Listing Service);
- Encourage sellers to retrofit before selling a property;
- Encourage buyers to retrofit after purchasing a property;
- Include the LIC and energy savings balance in the sales pitch for the property.

Anticipated benefits include premium prices for retrofitted homes, a competitive edge against other agents, shorter holding times for retrofitted homes, and accelerated GEERS retrofit rates. These benefits are based on experience in many EU markets where EPLs have become the market norm and are requested by most or all buyers and renters.

### **Post-Retrofit Performance Risk Management**

A key reason past residential retrofit programs have failed to get traction is that they tried to ensure that every single transaction would precisely meet its cost and performance expectations. This resulted in high costs for baseline estimation, contract setup, and performance verification. It is anticipated that a well-installed retrofit of the type offered by GEERS will meet or exceed the calculated energy performance in the vast majority of cases. A key innovation in the GEERS business plan is to eliminate the vast majority of the complexity, and to trust that a GEERS retrofit will deliver. In unlikely event that it does not, this will be managed as an exception.

The GEERS sales pitch will be based on the average efficiency for a home of the same type as that of the prospective customer. This assumes that the efficiency gain will be within one standard deviation of the median. The estimated homeowner cost savings will be based on this average. It is recommended not to include routine energy auditing and Measurement and Verification (M&V) in the program. As a result, a few customers will fall outside of the one standard deviation band.

The guiding principle for addressing atypical performance is to manage such cases as exceptions. This maintains program simplicity and keeps transaction costs low. The recommended approach would be to track deviations year on year, and to adjust the content of the sales approach based on actual results in Guelph. A key success factor will be to maintain transparency, by reporting on program performance to City administration, Council, lenders, and the community at large.

Another measure to mitigate atypical performance will be to articulate and emphasize the total value of the retrofit in terms of:

- Comfort
- Property value
- Environment
- Energy costs savings



# STAFF REPORT

If the retrofit is only viewed as an energy cost-saving measure, the other, equally important values will be lost or diminished.

In cases of below-average performance, a GEERS representative will make an on-site visit to clarify the issue. They will provide counselling on energy use habits and practices. GEERS will make a provision to allow for a solution through rectification or enhancement, and to offer extended fee-for-service services in some circumstances. Some situations may not yield immediate saving and it will be necessary to re-emphasize the property value enhancement and future cost risk avoidance. Transparency will be provided through a standardized community communications process with explanations and examples of constructive follow up.

In cases of above average performance, there will be a similarly standardized community communications process with explanations and examples of higher performance. This should avoid conflicts with clients who fall in the average range.

## **GEERS Strategic Implementation Network (SIN)**

It is envisioned that GEERS will develop a network of material suppliers that are leaders in their product category. The GEERS Materials Manager will negotiate with these suppliers to develop default specifications and establish a price range, as well as setting standards for product quality, innovation, and contractor guidance.

SIN members will include contractors as well as suppliers of all components of the GEERS standard retrofit package and all available options.

The GEERS program offers the following benefits to perspective of SIN members:

- Community leadership that is committed to implementation;
- A city that is seen as municipal leader on energy matters in Ontario/Canada;
- A low-cost prototype for Ontario of city-wide home retrofit plan;
- The potential to extend the model to include the non-residential market;
- Risks minimized by Strategic Implementation Network;
- A model that is scalable to multiple cities in Ontario/Canada, and potentially transferable to the USA.

The GEERS program offers SIN members the opportunity to secure high-volume contracting and material sales, with similar sales potential by extending the model to non-residential properties. There are up to 50 comparable cities in Ontario alone where the model could be deployed with minimal adjustment. The rest of Canada offers at least three times the potential of the Ontario market.

SIN members will be expected to provide export support to finalize the GEERS program, as well as early stage implementation support. Their senior management will need to be visibly supportive of GEERS, and they will be expected to have their materials and application examples on display in the GEERS Outreach Centre. They will also be expected to provide training assistance to installation contractors, and to provide strategic engagement in the assessment of future opportunities to propagate the GEERS model beyond the Guelph residential market.



# STAFF REPORT

## Case Study: A Typical GEERS Customer

A detailed example of a typical property owner participating in the GEERS program is given in:

*Appendix 7: GEERS Customer Case Study.*

## GEERS Expected Results

The computer model of the GEERS business plan allows for any combination of parameters. Two specific cases are presented here. The *Least Attractive Case* assumes low energy prices, high interest rates to lenders, and slow market adoption. The *Most Attractive Case* assumes high energy prices, low interest rates to lenders, and fast market adoption. The latter case is considered the more likely. Details regarding the sample conditions of each case are given in *Appendix 8: Sample Conditions for Business Plan Testing*.

Both scenarios assume that GEERS runs from 2015 to 2031, or 17 years. Financing will run for another 20 years to 2051.

In the least attractive picture, during the active phase (to the end of 2031), net savings of \$111 million will accrue to Guelph residents after all costs of GEERS have been met. The vast majority of this will be spent in Guelph. This does not include the financial leverage of any increases in property value. In the following 20 years, the net savings will exceed \$1 billion as the efficiency remains and the GEERS program costs run out.

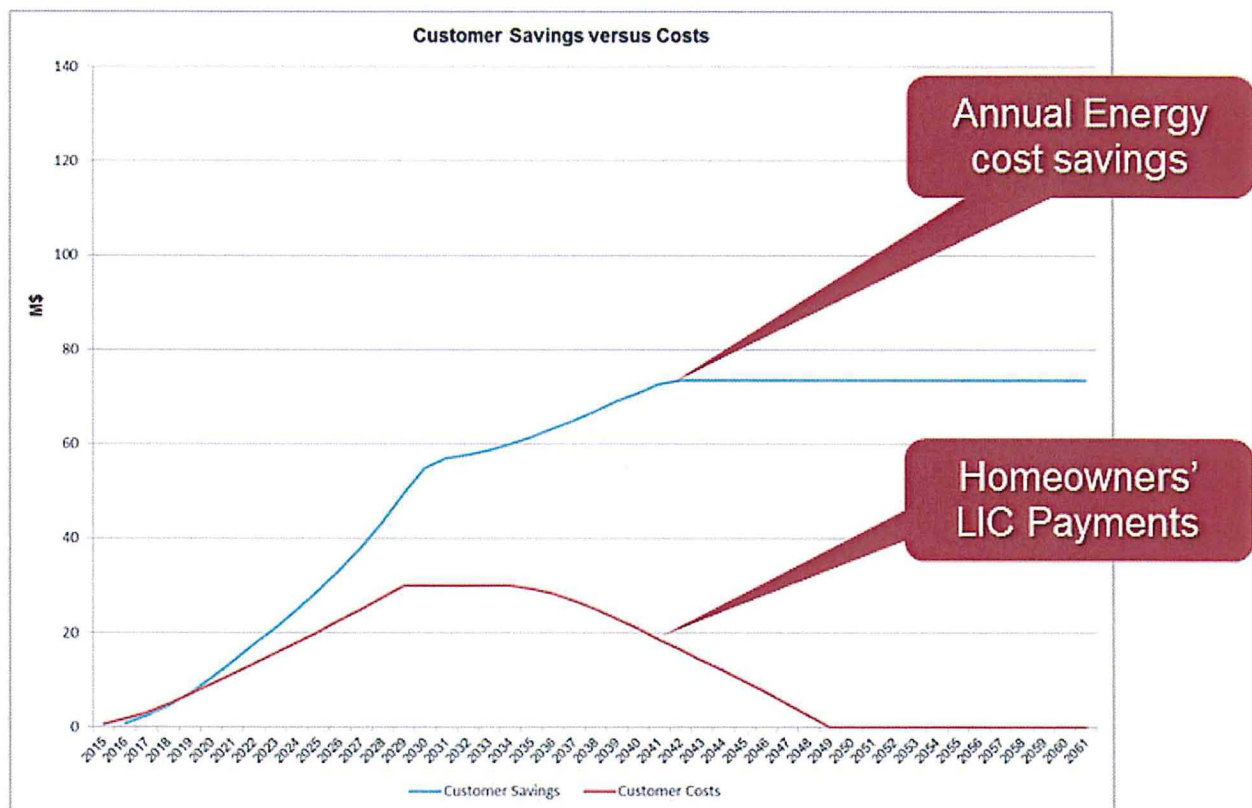
The detailed results of the **Least Attractive Case** are as follows:

<i>Low Energy Prices</i>	Units	2031 Renovation Complete	2051 Financing Complete
Electricity saved	MWh/yr	195,750	195,750
Gas saved	MWh/yr	343,640	343,640
<b>Total Energy Saved</b>	<b>MWh/yr</b>	<b>539,390</b>	<b>539,390</b>
<b>GHG avoided</b>	<b>mt CO<sub>2e</sub>/yr</b>	<b>117,670</b>	<b>117,670</b>



# STAFF REPORT

<i>Low Energy Prices</i>	Units	2031 Renovation Complete	2051 Financing Complete
Electricity cost reduction	\$ <sub>cumulative</sub>	\$263,139,000	\$1,085,032,000
Gas cost reduction	\$ <sub>cumulative</sub>	\$145,114,000	\$703,127,000
GHG cost reduction	\$ <sub>cumulative</sub>	\$0	\$0
<b>Energy cost reduction</b>	<b>\$<sub>cumulative</sub></b>	<b>\$408,253,000</b>	<b>\$1,788,159,000</b>
<b>Homeowner payments</b>	<b>\$<sub>cumulative</sub></b>	<b>\$296,620,000</b>	<b>\$657,200,000</b>
<b>Net savings</b>	<b>\$<sub>cumulative</sub></b>	<b>\$111,633,000</b>	<b>\$1,130,959,000</b>



The resulting sustained annual productivity gain at project completion is \$75 million.

In the Most Attractive Case, during the active phase, net savings of \$405M will accrue to the city residents after all costs of GEERS have been met. The vast majority of this will be spent in Guelph. Again, this does not include the financial



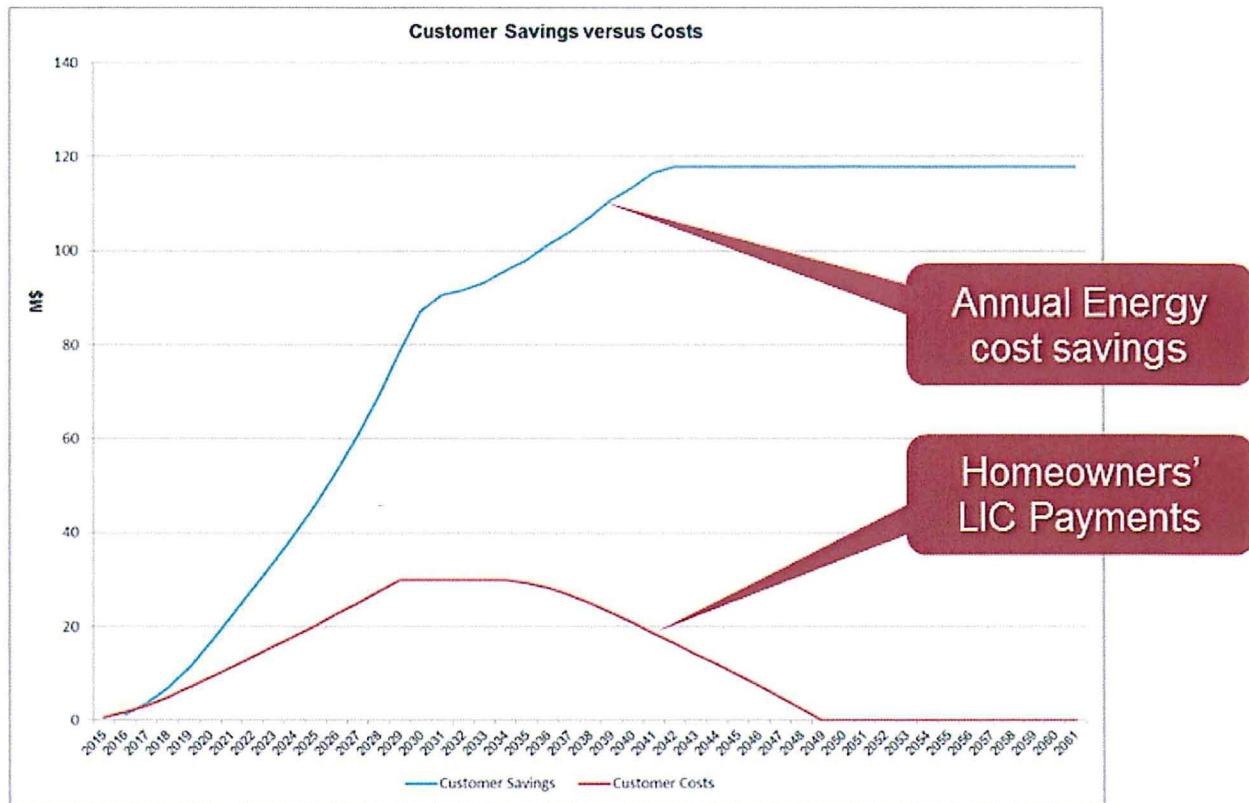
# STAFF REPORT

leverage of any increases on property value. In the following 20 years, the net savings exceed \$2 billion as the efficiency remains and the GEERS program costs run out.

The detailed results of the **Most Attractive Case** are as follows:

<i>Higher Energy Prices</i>	Units	2031 Renovation Complete	2051 Financing Complete
Electricity saved	MWh/yr	195,080	195,080
Gas saved	MWh/yr	342,460	342,460
<b>Total Energy Saved</b>	<b>MWh/yr</b>	<b>537,540</b>	<b>537,540</b>
<b>GHG avoided</b>	<b>mt CO<sub>2e</sub>/yr</b>	<b>104,880</b>	<b>92,790</b>
<i>Higher Energy Prices</i>	Units	2031 Renovation Complete	2051 Financing Complete
Electricity cost reduction	\$ <sub>cumulative</sub>	\$399,463,000	\$1,628,063,000
Gas cost reduction	\$ <sub>cumulative</sub>	\$253,858,000	\$1,227,027,000
GHG cost reduction	\$ <sub>cumulative</sub>	\$27,237,000	\$226,440,000
<b>Energy cost reduction</b>	<b>\$<sub>cumulative</sub></b>	<b>\$680,558,000</b>	<b>\$3,081,530,000</b>
<b>Homeowner payments</b>	<b>\$<sub>cumulative</sub></b>	<b>\$275,420,000</b>	<b>\$598,800,000</b>
<b>Net savings</b>	<b>\$<sub>cumulative</sub></b>	<b>\$405,138,000</b>	<b>\$2,482,730,000</b>





The resulting sustained annual productivity gain at project completion is \$120 million.

## Future Program Expansion Opportunities

Once GEERS has established early success, there are several opportunities to expand beyond the base offering described in this report. The first such opportunity is to expand the program to include non-residential retrofits. This could be accomplished using the established GEERS structure and existing lenders, with additional suppliers added to the Strategic Implementation Network.

The second opportunity is to expand the GEERS model to other communities. This could be done through joint ventures with partner municipalities. The existing GEERS business model would be replicated with minor adjustments to reflect local market characteristics. The existing lenders and SIN partners would be leveraged, along with a mix of existing GEERS contractors and local companies that meet GEERS criteria.

Finally, there is the opportunity to add services to the basic GEERS package where such services are not in competition with existing energy efficiency businesses. This could include post-retrofit energy performance labels, continuous improvement energy efficiency services, energy consulting services to other communities, and consulting on provincial energy policy.



## Appendix 2: GEERS Computer Model

The GEERS business plan included the following assumptions:

1. The planning period begins with a baseline of 2012 with all retrofits completed by 2031 and the final LIC payment in 2051.
2. Existing buildings neither gain nor lose efficiency during the plan period.
3. Energy pricing forecasts are the same as those used for the District Energy Strategic Plan, with the exception that residential electricity price forecasts are based on the Ontario Ministry of Energy Long-Term Energy Plan (LTEP).
4. The emission index for natural gas is 200kg/MWh<sub>equivalent</sub>.
5. Under a low risk pricing scenario, the emission index for electricity is 250kg/MWh<sub>equivalent</sub>. Under the high risk scenario, the emission index reduces to 140kg/MWh<sub>equivalent</sub>.
6. Rising temperatures due to climate change are assumed to have no net cost impact.
7. There will be a potential benefit to homeowners from avoided costs due to carbon pricing.
8. Domestic Hot Water (DHW) and space heating will predominantly be supplied by natural gas during the plan period.
9. Although on-site solar thermal is a possible source for DHW or space heating, it is not included in data modelling.
10. Cooling will predominantly be supplied by electricity through the plan period.
11. Although on-site solar photovoltaic (PV) electricity generation is possible, it is not included in data modelling.
12. If a home is close to the District Energy network, the retrofit may involve substituting a DE sub-station for a furnace and water heater. This aspect is recognized but not included in the data modelling.

The GEERS business plan is based on the 2013 building stock of 48,115 existing homes. Energy end-use needs were modelled in 20 building type and age categories from 2012 to 2031 and included space heating, DHW, cooling, lighting, and other uses. The base case was no retrofit, while the efficient case included the retrofit.

Retrofit packages were designed to be standardized by building category and age, yielding an efficiency gain of 30 to 40% above the baseline. The homeowner investment is expected to range from \$ 31/m<sup>2</sup> to \$125/m<sup>2</sup> (\$3/ft<sup>2</sup> to \$12/ft<sup>2</sup>).

Baseline parcel data, building efficiency profiles, weather data, and the general city plan were used to create an energy model comprising 28,000 parcels. This was combined with metered data to produce an energy demand computer model.



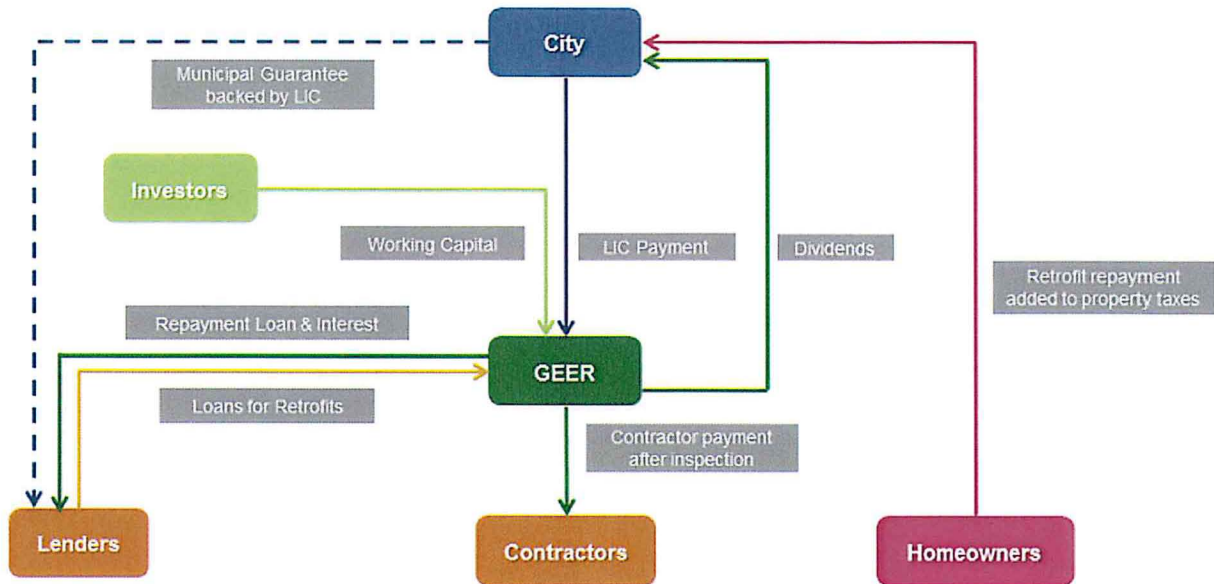
# STAFF REPORT

## Appendix 3: Market Prices by Building Category

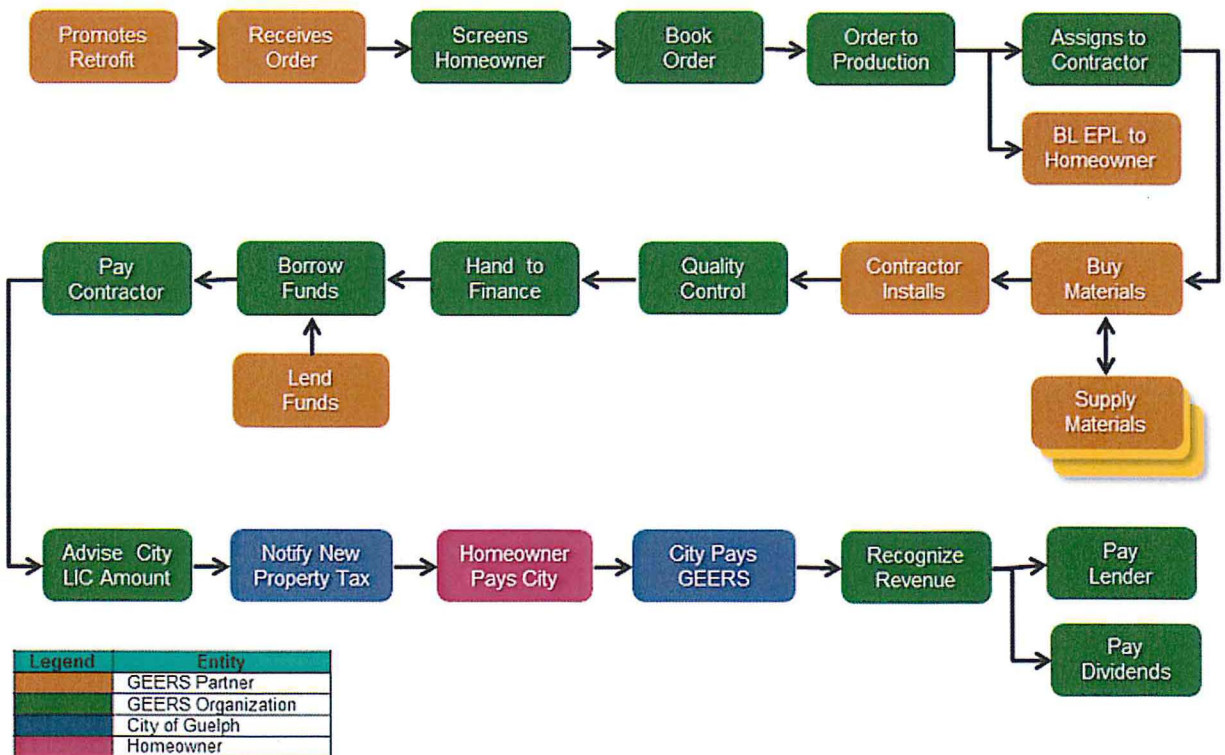
Type	Cost \$/m2	Type	Cost \$/m2
High rise - Historical	\$64	Semi detached - Historical	\$125
High rise - 90.1-1975	\$70	Semi detached - 90.1-1975	\$121
High rise - post 1980's	\$70	Semi detached - post 1980's	\$77
High rise - Generic	\$68	Semi detached - 90.1-2004	\$69
MFH medium - Historical	\$112	SFH - Historical	\$141
MFH medium - 90.1-1975	\$117	SFH - 90.1-1975	\$135
MFH medium - post 1980's	\$31	SFH - post 1980's	\$90
MFH medium - Generic	\$87	SFH - 90.1-2004	\$79
Mixed Use/residential - Historical	\$86	SFH - Generic	\$111
Mixed Use/residential - 90.1-1975	\$80		
Mixed Use/residential - post 1980's	\$32		



## Appendix 4: GEERS Funds Flow

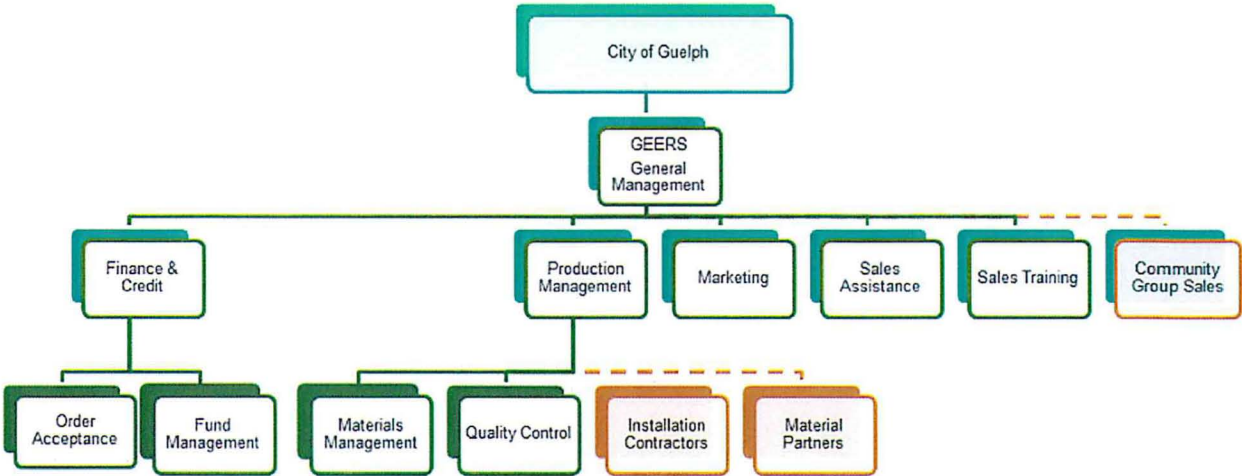


## Appendix 5: GEERS Business Process





Appendix 6: GEERS Organizational Structure



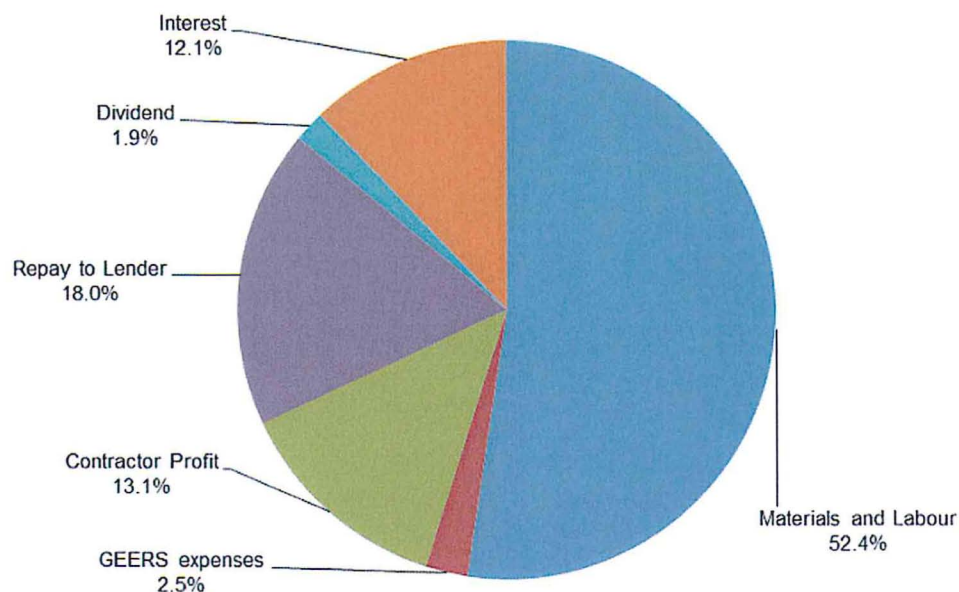


## Appendix 7: GEERS Customer Case Study

This Appendix provides an example of a typical GEERS customer.

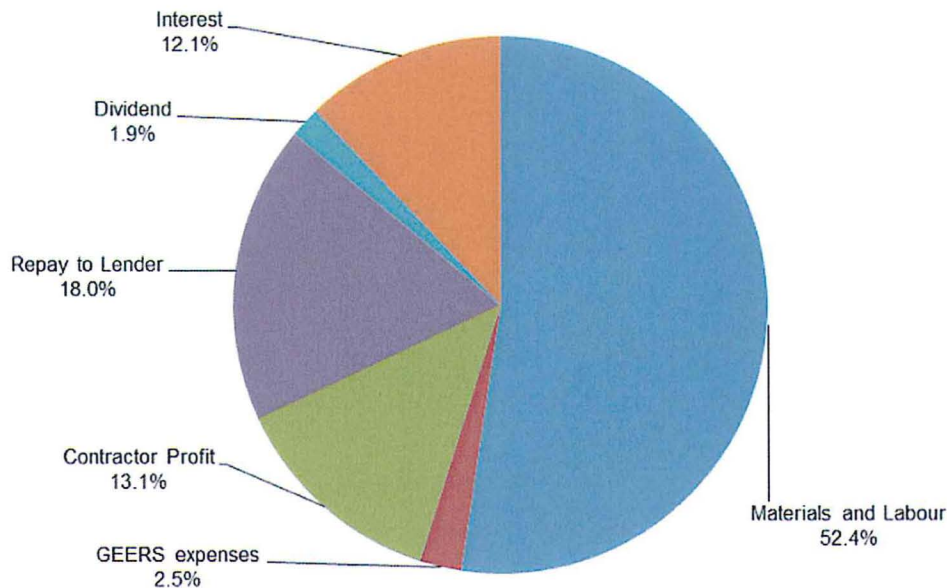
Building:	Single-family home dating from 1975
Area:	190 m <sup>2</sup> (2000 ft <sup>2</sup> )
Price:	\$135/m <sup>2</sup> (\$12/ft <sup>2</sup> )
Project cost:	\$26,000
LIC interest rate:	2.5%
Retrofit content:	Weatherproofing Exterior insulation New windows Attic insulation LED lighting Programmable thermostat New boiler and pipe insulation
LIC payment:	\$1,700/year for 20 years (total \$34,000)

### Content and Cost

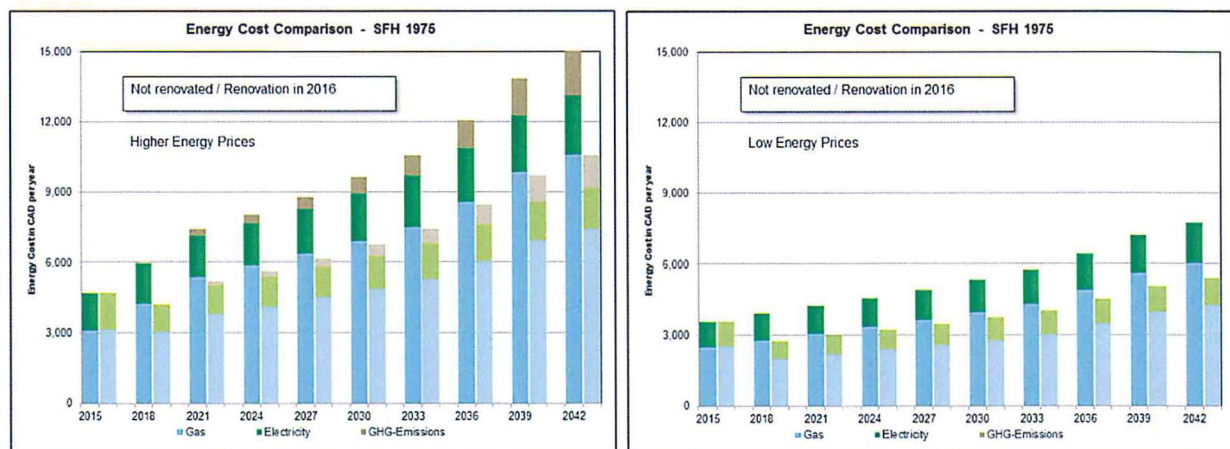




## Homeowner's Payments



## Homeowner Savings vs. Non-Retrofit Base Case



## Outcomes for Homeowner

In the worst-case scenario, the retrofit is cost-neutral. The greatest benefit (and also the most likely) occurs in the high energy price scenario. The presence of the completed retrofit puts the tools in place for further energy cost reductions through such avenues as behavioural change.



# STAFF REPORT

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The homeowner experiences the following benefits:

- Immediate increase in comfort;
- Property value increase;
- Reduced maintenance costs;
- Increased understanding of energy value;
- Environmental satisfaction;
- Future owner responsible for retrofit financing.



# STAFF REPORT

## Appendix 8: Sample Conditions for Business Plan Testing

Condition	Least Attractive	Most Attractive	Comments
<b>Retrofit Rate</b>	Slow	Fast	Fast or faster likely
<b>Organization costs</b>	Full Q4 2014	Full Q4 2014	Possible slower phasing
<b>Lender Term</b>	20 years	20 years	
<b>Borrower Term</b>	20 years	20 years	
<b>Lender Coupon</b>	4%/4.5% from '25	3%/3.5% from '25	50 to 100bp above municipal bonds
<b>Borrower Rate</b>	Lender -0.5%	Lender -0.5%	Homeowner pays municipal rate
<b>Set-up fees</b>	None	None	Homeowner pays no initial costs
<b>Energy Prices</b>	Low Price Case	Higher Price Case	Higher is most likely
<b>Sponsorship</b>	\$100 / Retrofit	\$100 / Retrofit	Reserved for Community Groups
<b>Legal fees</b>	\$50/ Retrofit	\$50 / Retrofit	Incidental contract fees paid by GEERS



# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT Residential Water and Wastewater Billing Frequency and  
Renewal of Meter Reading and Billing Agreement with  
Guelph Hydro Electric Systems Inc.**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To obtain Council approval for the staff recommended change from a bi-monthly to monthly billing frequency for residential customers of municipal water and wastewater services (similar to current non-residential monthly billing frequency), effective December 2015.

To obtain Council approval for the Mayor and Clerk to execute an agreement for water and wastewater meter reading and billing services provided by Guelph Hydro Electric Systems Incorporated.

### KEY FINDINGS

The recommended transition to residential monthly water and wastewater billing is consistent with Guelph Hydro's pending, regulatory requirements for monthly billing for all electrical customers. Monthly billing is consistent with industry best practices and will allow City staff to provide more timely customer service in response to high and abnormal customer bills. Currently only non-residential customers are billed on a monthly basis, equalling approximately 1,700 accounts. The proposed change will extend monthly billing to all 34,000 customers.

This response would contribute to both customer and utility savings related to billable leaking water and improved customer relations. The estimated annual increased cost to the water and wastewater operating budgets for the change to monthly residential billing totals approximately \$230,000 to be equally funded by each respective budget.

The existing water and wastewater meter reading and billing agreement with Guelph Hydro Electrical Systems Inc. has expired. City and Guelph Hydro staffs have prepared a five year agreement for continuation of this essential, cost-effective, and mutually beneficial service. The proposed agreement includes



# STAFF REPORT



enhanced financial and operational reporting of this critical revenue collection process.

## **FINANCIAL IMPLICATIONS**

The five year meter reading and billing agreement will have an overall financial impact of \$7.5M. City staff have determined that these costs are reasonable based on an informal survey of surrounding municipalities and the higher anticipated costs of bringing this service in-house.

Meter reading and billing costs are divided equally between the Council-approved water and wastewater operating budgets. Included in the above total is the additional \$230,000 annual cost of monthly billing for all customers. The 2015 total cost for this change is estimated to be \$60,000 and will be funded by 2015 water and wastewater operating budget contingency funds.

## **ACTION REQUIRED**

That Guelph City Council approve the change to monthly billing for residential customers, and authorize the Mayor and Clerk to execute the meter reading and billing services agreement with Guelph Hydro Electrical Systems Incorporated.

## **RECOMMENDATION**

1. That Council approve and the Mayor and Clerk be authorized to execute the five year agreement with Guelph Hydro Electric Systems Incorporated for the provision of water and wastewater meter reading and billing services, subject to the satisfaction of the Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, and the City Solicitor.
2. That the Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, be authorized to update Schedule "A" of the Agreement for Water and Wastewater Billing Services as appropriate, to reflect current rates and fees as agreed to between the parties.
3. That Council approve the change to monthly billing for residential customers of municipal water and wastewater services.

## **BACKGROUND**

In 2008, Council approved an agreement that formalized the meter reading and billing relationship between Guelph Hydro Electrical Systems Incorporated (Hydro) and Guelph Water Services and Wastewater Services (the City). This agreement has provided the municipally owned hydro utility with additional revenue to offset electrical system costs, and has provided Water and Wastewater with cost-effective customer billing and collection services. Although the previous agreement has expired, both the City and Hydro have informally followed the agreement terms



# STAFF REPORT



while working to develop a renewed service agreement. This new agreement seeks to enhance customer service by implementing changes in billing frequencies and enhancing financial reporting to best support management's administration of this critical revenue collection process.

In the past, the agreement required monthly billing for non-residential customers and bi-monthly billing for residential customers in consistency with the billing frequencies implemented by Hydro for its customers. Historically these billing frequencies were consistent with industry practice and accepted by customers when water, wastewater, and electricity bills represented a smaller portion of household budgets than they do today. Over time, both staff and customers have noted that a bi-monthly residential billing frequency does not support the timely resolution of abnormal bills (poor estimates, missed reads, etc.) or of high water bills caused by leaks and excessive water use. Furthermore, the many household services provided by utilities and related companies have moved to monthly or more frequent billing cycles (telephone, cable, internet, natural gas etc.). Monthly water and wastewater billing would improve household budgeting and enhance service expectations of the City's water and wastewater utilities amongst its customers.

In 2014, all Ontario municipal electrical utilities including Hydro received a notice from the Ontario Energy Board (OEB) requiring the mandatory move to monthly billing for all customers by December 31, 2016. To comply with the OEB's mandate, Hydro is making the required changes to meter reading schedules, supporting software and business practices for all electrical residential customers. In December 2015 Hydro is planning to issue the first residential monthly electrical bill as it transitions to monthly residential billing. Hydro will no longer be able to simply and cost-effectively accommodate the current bi-monthly billing frequency for municipal water and wastewater residential customers.

Hydro, Water Services and Wastewater Services share the same group of customers that receive a single, combined electricity, water, and wastewater bill. This cost-effective, elegant arrangement continues to benefit all utilities and the customer. A move to accommodate monthly and bi-monthly billing frequencies on the same bill would result in the water and wastewater component of the bill cycling on alternate bills from estimated usage to actual usage (with corrections). City staff are concerned that this cycling could confuse customers and ultimately lead to increased customer dissatisfaction. Staff anticipate that this option would result in the need for additional customer service support to resolve increased billing confusion and high bills resulting from inaccurate estimates. This support would be costly.



# STAFF REPORT

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## REPORT

City and Hydro staff have updated the 2008 water and wastewater meter reading and billing service agreement to reflect these upcoming changes. Also included in the updated agreement are additional financial and operational reporting requirements to confirm the accuracy and quality management of this critical process for revenue capture. The draft agreement has been reviewed by Water Services, Wastewater Services, Legal Services, and the Finance Department. It is supported by City staff due to its overall value to the City and the enhancements it brings to financial reporting and management of these core revenues streams.

The draft 2015 Meter Reading and Billing Agreement builds on the formalized 2008 Agreement approved by Council and works to further enhance the service levels, eliminate contractual ambiguity, promote accountability, and present the agreed upon cost of services for the proposed switch to monthly meter reading and billing for water and wastewater residential customers. Highlights of the agreement include:

- Hydro's continued provision of services including meter reading, invoicing, cash collection, and customer service;
- Enhanced financial and operational reporting features which minimize revenue losses, limit use of estimated reads, and provide detailed operational information to the City for timely financial analysis and trending; and
- An agreement term spanning the period from January 1, 2016 until December 31, 2020 that could be terminated by either party with 18 months' notice. The contract is automatically renewed thereafter and the cost of the service is tied to the Consumer Price Index rate issued by Statistics Canada.

The move to monthly residential billing will provide the following benefits:

- Improved customer understanding of water use and related costs;
- Improved ability to identify and resolve high bills caused by leaks and excessive water use. Overall system leakage volumes are also expected to decline;
- Improved ability for households to develop and manage budgets;
- Improved feedback for customers on the impacts of their conservation and efficiency efforts;
- More timely resolution of abnormal and estimated bills;
- Enhanced alignment with industry best practice for customer billing frequencies and increase information available to customers; and
- The continuation of a simple, consistent, and cost-effective bill for electricity, water, and wastewater customers in Guelph.

## CORPORATE STRATEGIC PLAN:

Goal 2.2 Deliver public services better

Goal 3.2 Be economically viable, resilient, diverse and attractive for business



# STAFF REPORT

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## **FINANCIAL IMPLICATIONS:**

Meter reading and billing costs are split equally between the Water and Wastewater budgets and funded through the Council approved Water and Wastewater Operating budgets.

The five year meter reading and billing agreement will have an overall financial impact of \$7.5M (averaging \$1.5M annually or 2.69% of the overall budget). City Staff believe these costs are reasonable based on an informal survey of surrounding municipalities and the higher cost of bringing this service in-house.

Included in the above total is the additional \$230,000 (0.4%) annual cost of monthly residential billing. The 2015 total cost for this change, estimated to be \$60,000, will be funded from the approved Water and Wastewater 2015 operating budget contingency funds.

This increased cost is expected to be somewhat offset by the following improvements and reductions:

- Improved cash flow;
- Reductions to customer arrears;
- Reduced write-offs or adjustments of high water balances resulting from leakages which are identified sooner;
- Efficiencies gained in staff time currently required to manage follow up related to high water use and estimated reads;
- Efficiencies in communications costs required to explain complex billing; and
- Recovery of valuable, finite groundwater supply as a result of leakages being identified sooner.

These offsetting cost reductions, though typically difficult to quantify, are an important consideration of the overall value of the move to monthly billing for residential customers.

## **DEPARTMENTAL CONSULTATION:**

- Guelph Hydro Electrical Services Inc.
- Legal Services Division
- Finance Department
- Wastewater Services
- Corporate Communications



# STAFF REPORT

## COMMUNICATIONS:

Hydro is currently planning and rolling out communications about their switch to monthly billing and reading. To date the City has not released any communication to the public pending a decision from Council on the recommended change to monthly billing.

When a final decision is reached by Council, Corporate Communications will work with Hydro to implement a billing change communications strategy to inform all residential customers of the details of the change based on Council's decision. Corporate Communications will work with water and wastewater staff to ensure that customer questions are effectively addressed.

## ATTACHMENTS

N/A

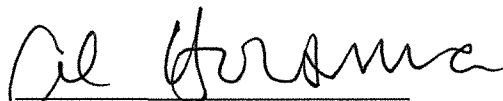
### Report Author

Florence Akinloye  
Corporate Analyst  
Financial Reporting & Accounting



### Approved By

Peter Busatto  
Plant Manager, Water Services  
Environmental Services  
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peter.busatto@guelph.ca



### Recommended By

Albert Horsman  
Deputy CAO  
Infrastructure, Development and Enterprise  
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al.horsman@guelph.ca



# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT SIGN BY-LAW VARIANCES  
170 Metcalfe Street**

REPORT NUMBER 15-72

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of two Sign By-law variance requests for 170 Metcalfe Street.

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts the height of a freestanding sign to a maximum height of 1.8m above an adjacent roadway in an Institutional Zone.

Scutt Signs has submitted a sign by-law variance application on behalf of the owner of the Elliott Community to permit a freestanding to be a height of 3.23m above the adjacent road.

The requested variance from the Sign By-law is recommended for approval for the following reasons:

- The Elliott Community representatives have provided a signed affidavit stating that the message will only change once every twenty-four hours, therefore the sign will not flash or be animated;
- The sign will comply with all other provisions of the Sign By-Law;
- The request is reasonable given that the sign is 1.8m high and it is the grading of the property that elevates the height to 3.23m above the adjacent road; and
- The proposed sign will not have a negative impact on the streetscape or surrounding area.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

To approve the requested Sign By-law variance for 170 Metcalfe Street.



## RECOMMENDATION

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variance for 170 Metcalfe Street, be received.
2. That the request for a variance from the Sign By-law for 170 Metcalfe Street to permit a freestanding sign to be a height of 3.23m above the adjacent road, be approved.

## BACKGROUND

Scutt Signs had submitted a sign permit application on behalf of the owner of 170 Metcalfe Street (see "Schedule A - Location Map"). Upon review of the application, it was observed that the proposed sign exceeds the maximum permitted height of 1.8m above the adjacent roadway in an institutional zone. For this reason, the permit could not be issued.

## REPORT

Scutt Signs has submitted a sign by-law variance application on behalf of the owner of the Elliott Community to permit a freestanding to be a height of 3.23m above the adjacent road.

See "Schedule B- Sign Variance Drawings" for illustrations. Scutt Signs has also provided the following in support for the variance:

*"Based on the unique situation and type of facility, The Elliott Community feels that the proposed sign is necessary for public communication and building identification"*

The requested variance is as follows:

	By-Law Requirements	Variance Request
Maximum Permitted Height Above Adjacent Roadway(s)	1.8m	3.23m

The requested variance from the Sign By-law is recommended for approval for the following reasons:

- The Elliott Community representatives have provided a signed affidavit stating that the message will only change once every twenty-four hours, therefore the sign will not flash or be animated;
- The sign will comply with all other provisions of the Sign By-Law;
- The request is reasonable given that the sign is 1.8m high and it is the grading of the property that elevates the height to 3.23m above the adjacent road; and



# STAFF REPORT

- The proposed sign will not have a negative impact on the streetscape or surrounding area.

## **CORPORATE STRATEGIC PLAN:**

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

## **FINANCIAL IMPLICATIONS:**

N/A

## **DEPARTMENTAL CONSULTATION:**

N/A

## **COMMUNICATIONS:**

N/A

## **ATTACHMENTS**

Schedule A                      Location Map  
Schedule B                      Sign Variance Drawings

## **Prepared By:**

Bill Bond  
Zoning Inspector III

## **Approved By:**

Patrick Sheehy  
Program Manager – Zoning

## **Recommended By:**

Bruce A. Poole  
Chief Building Official

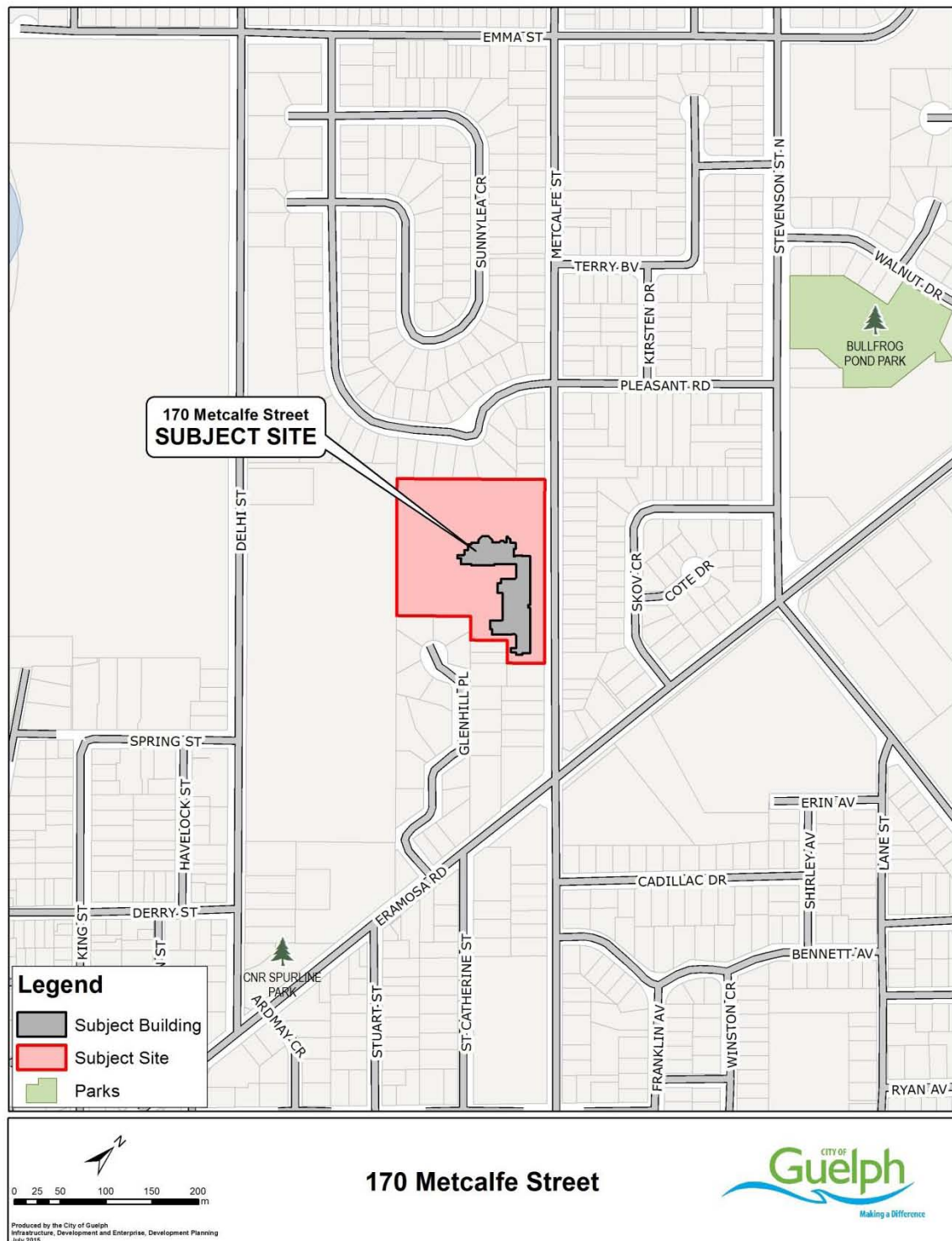
  
**Approved By**  
for Todd Salter  
General Manager  
Planning, Urban Design, and  
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519-837-5615, ext. 2395  
todd.salter@guelph.ca

  
**Recommended By**  
Al Horsman  
Deputy CAO  
Infrastructure, Development and Enterprise  
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# STAFF REPORT

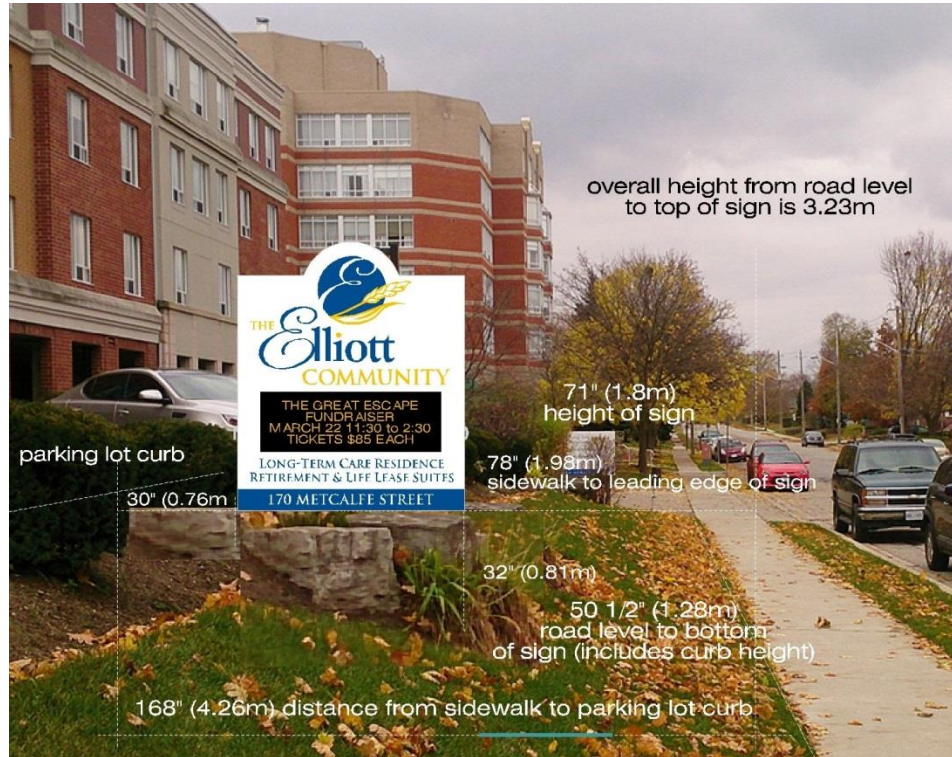
## SCHEDULE A- Location Map





## SCHEDULE B- Sign Variance Drawings

### Signage





# STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT SIGN BY-LAW VARIANCES  
230 Silvercreek Parkway North**

REPORT NUMBER 15-75

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of four Sign By-law variance requests for 230 Silvercreek Parkway North.

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that all building signs with an area over 1m<sup>2</sup> be located a minimum of 2.4m above the ground surface.

JTD Enterprise has submitted a sign variance application for 230 Silvercreek Parkway North:

- To permit one (1) sign with an area of 7.91m<sup>2</sup> to be located 0.06m above the ground surface;
- To permit one (1) sign with an area of 3.17m<sup>2</sup> to be located 0.11m above the ground surface;
- To permit one (1) sign with an area of 3.15m<sup>2</sup> to be located 2.15m above the ground surface; and
- To permit one (1) sign with an area of 4.7m<sup>2</sup> to be located 1.28m above the ground surface.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The three signs located less than 2.15m above the ground surface will project minimally from the building and therefore will not pose a hazard to any pedestrians;
- The sign located 2.15m above the ground surface projects 0.15m from the building but is at a sufficient height and will not pose a hazard to pedestrians; and
- This is a unique building with a low roof line which limits opportunities to display effective signage in compliance with the Sign By-law; and
- The signs will not be illuminated and their location on the building does not detract from the appearance of the building or negatively impact the surrounding area.



# STAFF REPORT

## **FINANCIAL IMPLICATIONS**

N/A

## **ACTION REQUIRED**

To approve the requested Sign By-law variances for 230 Silvercreek Parkway North.

## **RECOMMENDATION**

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 230 Silvercreek Parkway North, be received.
2. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North one (1) sign with an area of 7.91m<sup>2</sup> to be located 0.06m above the ground surface, be approved.
3. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 3.17m<sup>2</sup> to be located 0.11m above the ground surface, be approved.
4. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 3.15m<sup>2</sup> to be located 2.15m above the ground surface, be approved.
5. That the request for variances from the Sign By-law for 230 Silvercreek Parkway North to permit one (1) sign with an area of 4.7m<sup>2</sup> to be located 1.28m above the ground surface, be approved.

## **BACKGROUND**

Sign permit applications were submitted to permit signs to be located on the building at 230 Silvercreek Parkway North(see "Schedule A - Location Map"). Upon review of the applications, it was observed that all four of the proposed signs exceed an area of 1m<sup>2</sup> and are located less than the required minimum of 2.4m above the ground surface. For these reasons, the permits could not be issued.

## **REPORT**

JTD Enterprise has submitted a sign variance application for 230 Silvercreek Parkway North:

- To permit one (1) sign with an area of 7.91m<sup>2</sup> to be located 0.06m above the ground surface;
- To permit one (1) sign with an area of 3.17m<sup>2</sup> to be located 0.11m above the ground surface;
- To permit one (1) sign with an area of 3.15m<sup>2</sup> to be located 2.15m above the ground surface; and



# STAFF REPORT

- To permit one (1) sign with an area of 4.7m<sup>2</sup> to be located 1.28m above the ground surface.

See "Schedule B- Sign Variance Drawings" for illustrations.

The requested variances are as follows:

	By-Law Requirement	Variance Requests
Minimum clearance required above ground surface for a sign exceeding 1m <sup>2</sup>	2.4m	0.06m 0.11m 2.15m 1.28m

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The three signs located less than 2.15m above the ground surface will project minimally from the building and therefore will not pose a hazard to any pedestrians;
- The sign located 2.15m above the ground surface projects 0.15m from the building but is at a sufficient height and will not pose a hazard to pedestrians; and
- This is a unique building with a low roof line which limits opportunities to display effective signage in compliance with the Sign By-law; and
- The signs will not be illuminated and their location on the building does not detract from the appearance of the building or negatively impact the surrounding area.

## **CORPORATE STRATEGIC PLAN:**

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

## **FINANCIAL IMPLICATIONS:**

N/A

## **DEPARTMENTAL CONSULTATION:**

N/A

## **COMMUNICATIONS:**

N/A

## **ATTACHMENTS**

Schedule A                      Location Map  
Schedule B                      Sign Variance Drawings



# STAFF REPORT

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**Prepared By:**

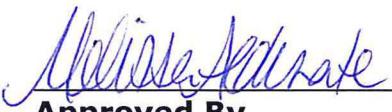
Bill Bond  
Zoning Inspector III

**Approved By:**

Patrick Sheehy  
Program Manager – Zoning

**Recommended By:**

Bruce A. Poole  
Chief Building Official

  
for **Approved By**

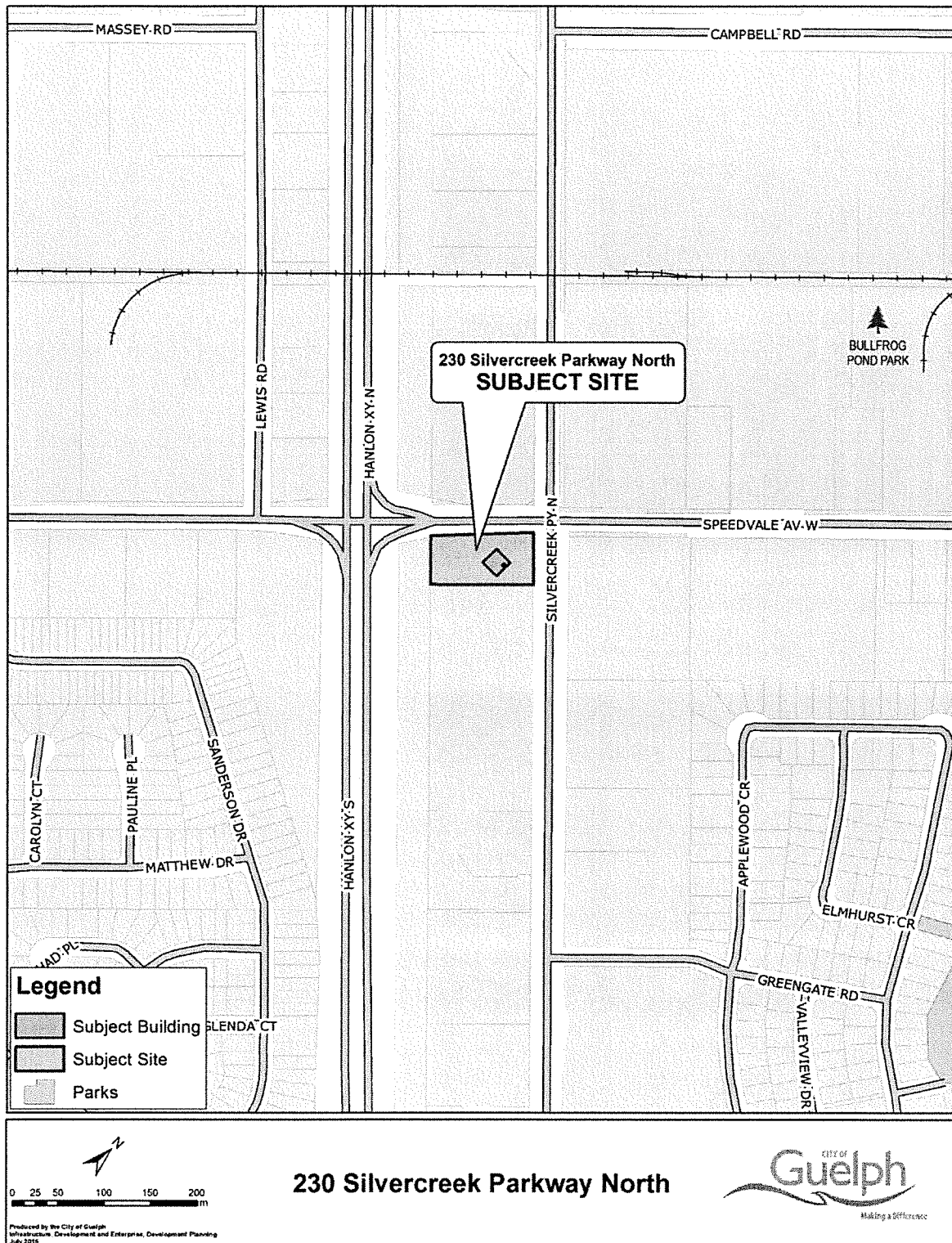
Todd Salter  
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**Recommended By**

Al Horsman  
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Infrastructure, Development and Enterprise  
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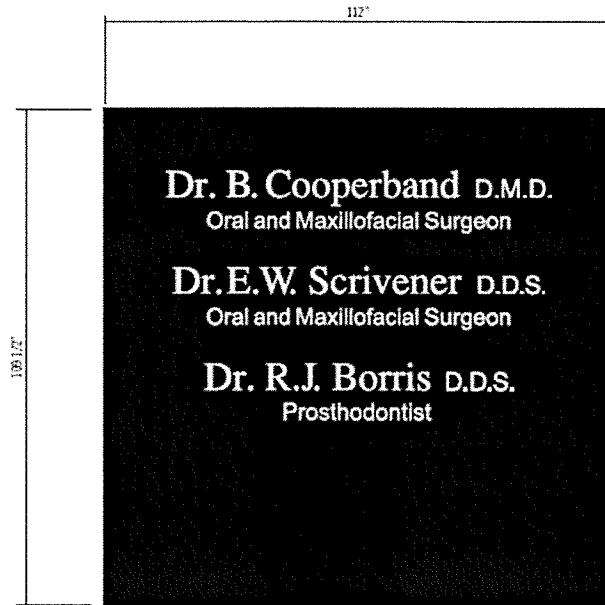
## SCHEDULE A- Location Map





## SCHEDULE B- Sign Variance Drawings

### Signage

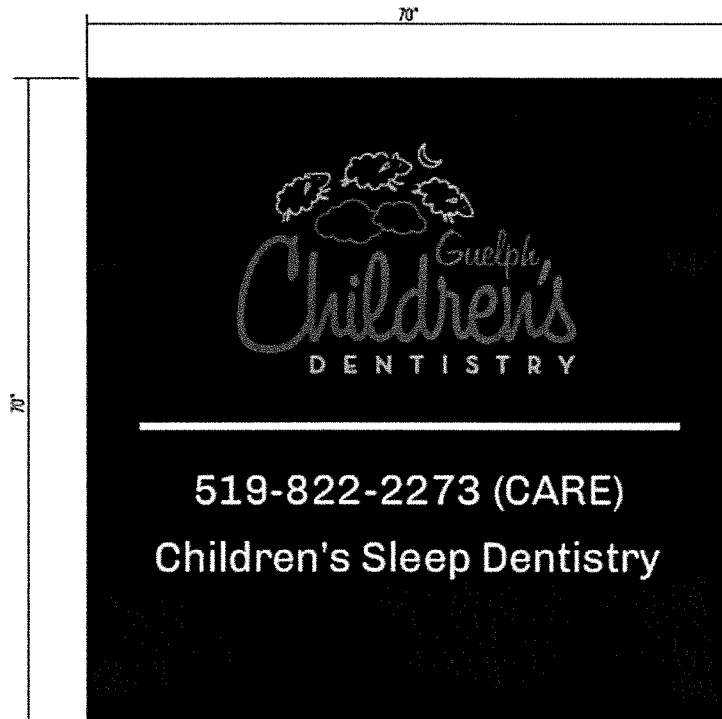


Sign with an area of 7.91m<sup>2</sup> located 0.06m above the ground surface with a projection of 0.05m from the building



## SCHEDULE B- Sign Variance Drawings

### Signage

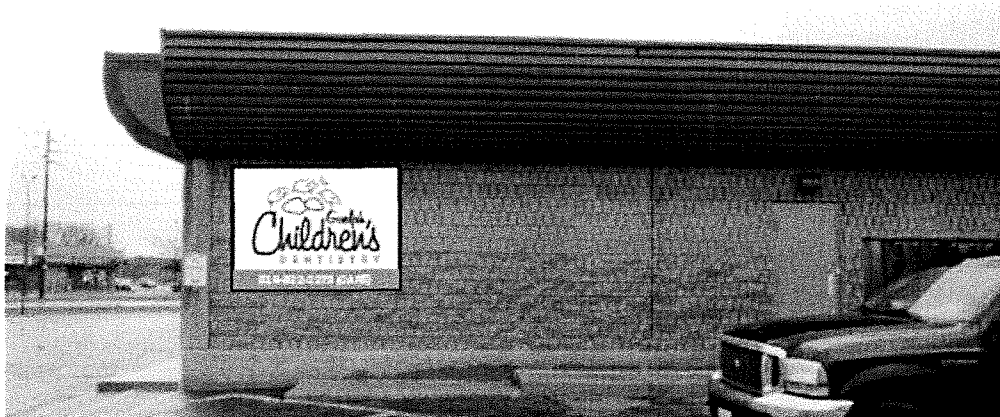
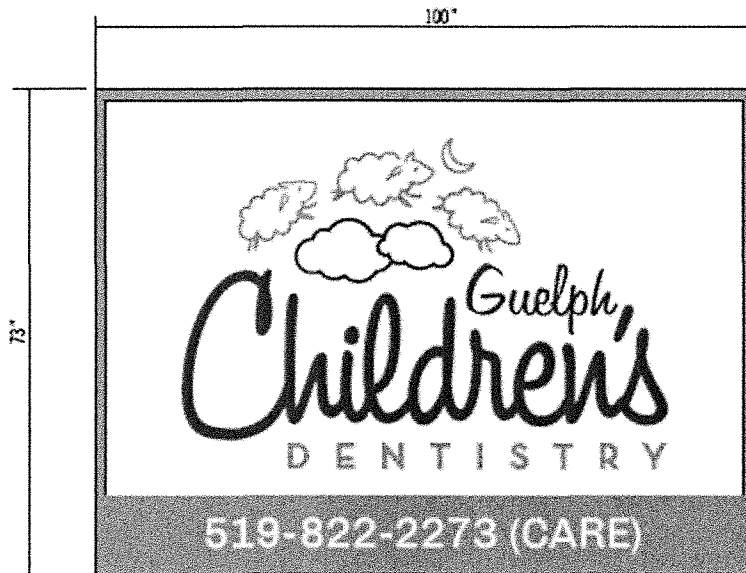


Sign with an area of 3.17m<sup>2</sup> located 0.11m above the ground surface with a projection of 0.06m from the building



## SCHEDULE B- Sign Variance Drawings

### Signage

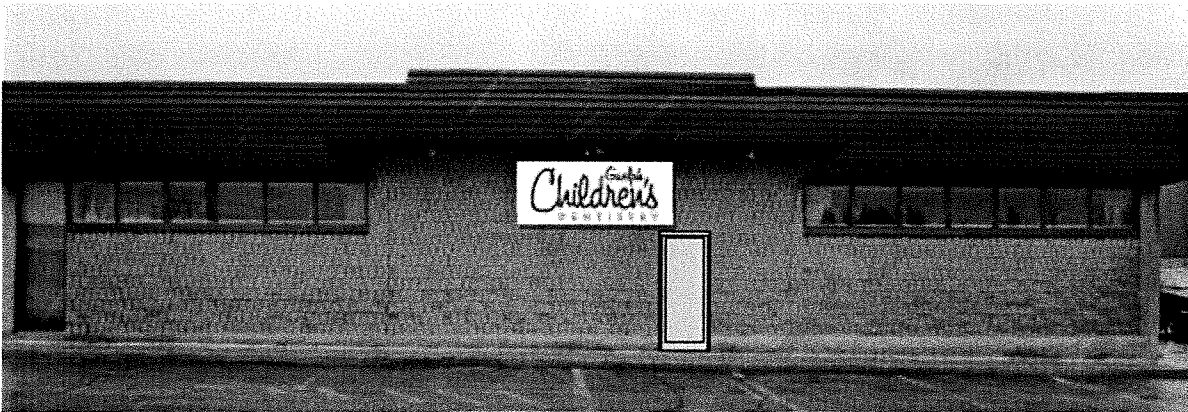
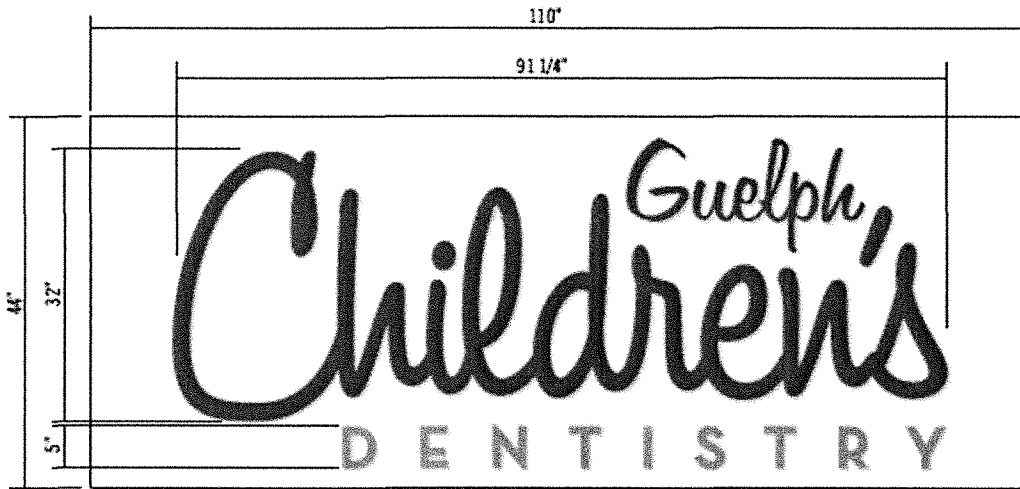


Sign with an area of  $3.15\text{m}^2$  located 2.15m above the ground surface to project 0.15m from the building



## SCHEDULE B- Sign Variance Drawings

### Signage



Sign with an area of 4.7m<sup>2</sup> located 1.28m above the ground with a projection of 0.11m from the building.



# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT SIGN BY-LAW VARIANCES  
21 Surrey Street**

REPORT NUMBER 15-73

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of Sign By-law variance requests for 21 Surrey Street West.

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts the total maximum size of all sign faces permitted at any one place in an Office Residential zone to 4.5m<sup>2</sup>. Further the Sign By-law requires that all building signs over 1m<sup>2</sup> are required to be a minimum 2.4m above the ground surface.

Scutt Signs has submitted a sign by-law variance application on behalf of the owner of 21 Surrey Street to permit 20.08m<sup>2</sup> of signage in an Office Residential Zone, including a 1.52m<sup>2</sup> building sign located 1.52m above the ground surface.

The requested variances from the Sign By-law is recommended for approval for the following reasons:

- The request is reasonable given the large size of the property and building;
- The signage will better identify the building and will assist visiting patients;
- The signage located 1.52m above the ground surface will have a minimal projection from the building (6mm) and therefore will not pose a hazard to any persons entering or exiting the building;
- The signage will comply with all other provisions of the Sign By-law; and
- The signage will not have any lighting and will not have a negative impact on the surrounding area.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

To approve the requested Sign By-law variances for 21 Surrey Street West.



# STAFF REPORT

## RECOMMENDATION

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 21 Surrey Street West, be received.
2. That the request for a variance from the Sign By-law for 21 Surrey Street West to permit 20.08m<sup>2</sup> of signage in an Office Residential Zone, including a 1.52m<sup>2</sup> building sign located 1.52m above the ground surface, be approved.

## BACKGROUND

Scutt Signs had submitted a sign permit application on behalf of the owner of 21 Surrey Street West (see "Schedule A - Location Map"). Upon review of the application, it was observed that the proposed signage exceeds the total maximum size of all sign faces permitted at any one place in an Office Residential Zone . Further, one of the proposed building signs was identified as being over 1m<sup>2</sup> and located less than the required minimum of 2.4m above the ground surface. For these reasons, the permit could not be issued.

## REPORT

Scutt Signs has submitted a sign by-law variance application on behalf of the owner of, 21 Surrey Street Holdings Inc., to permit 20.08m<sup>2</sup> of signage in an Office Residential Zone, including a 1.52m<sup>2</sup> building sign located 1.52m above the ground surface.

See "Schedule B- Sign Variance Drawings" for illustrations. Scutt Signs has also provided the following in support for the variance:

*"Owner would like better building identification for the large number of patients visiting the medical offices. Owner feels that the proposed signage is tasteful and that the size isn't too large in relation to the overall building. Directory sign height allows better visibility to patients entering medical offices."*

The requested variance is as follows:

	By-Law Requirements	Variance Request
Total maximum size of all sign faces permitted at one place in Office Residential Zone	4.5m <sup>2</sup>	20.08m <sup>2</sup>
Minimum clearance required above ground surface for a sign exceeding 1m <sup>2</sup>	2.4m <sup>2</sup>	1.52m <sup>2</sup>

The requested variance from the Sign By-law is recommended for approval for the following reasons:



# STAFF REPORT

- The request is reasonable given the large size of the property and building;
- The signage will better identify the building and will assist visiting patients;
- The signage located 1.52m above the ground surface will have a minimal projection from the building (6mm) and therefore will not pose a hazard to any persons entering or exiting the building;
- The signage will comply with all other provisions of the Sign By-law; and
- The signage will not have any lighting and will not have a negative impact on the surrounding area.

## **CORPORATE STRATEGIC PLAN:**

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

## **FINANCIAL IMPLICATIONS:**

N/A

## **DEPARTMENTAL CONSULTATION:**

N/A

## **COMMUNICATIONS:**

N/A

## **ATTACHMENTS**

Schedule A	Location Map
Schedule B	Sign Variance Drawings

## **Prepared By:**

Bill Bond  
Zoning Inspector III

## **Approved By:**

Patrick Sheehy  
Program Manager – Zoning




## **Approved By**

Todd Salter  
General Manager  
Planning, Urban Design, and  
Building Services  
519-837-5615, ext. 2395  
todd.salter@guelph.ca

## **Recommended By:**

Bruce A. Poole  
Chief Building Official



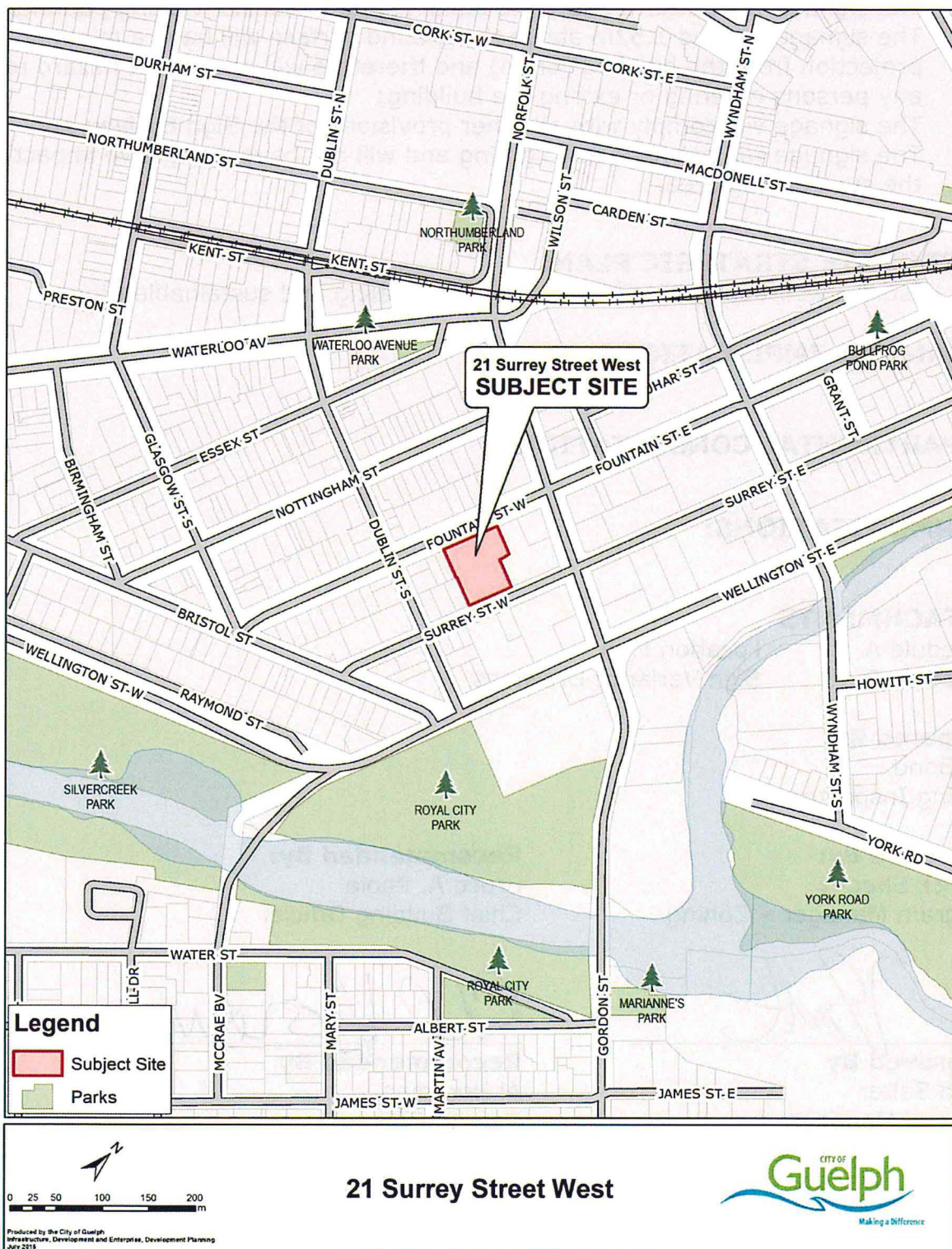
## **Recommended By**

Al Horsman  
Deputy CAO  
Infrastructure, Development and Enterprise  
519-822-1260, ext. 5606  
al.horsman@guelph.ca



# STAFF REPORT

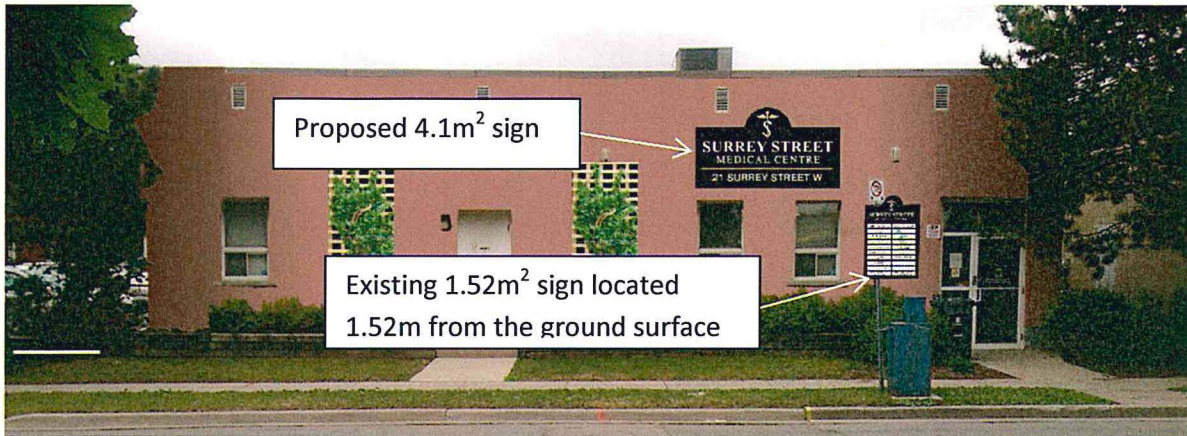
## SCHEDULE A- Location Map





## SCHEDULE B- Sign Variance Drawings

### Signage



Facing Surrey Street West



Facing the parking lot



Facing Fountain Street West



# STAFF REPORT

TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 8, 2015

**SUBJECT SIGN BY-LAW VARIANCES  
75 Speedvale Avenue East**

REPORT NUMBER 15-74

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise Council of a Sign By-law variance request for 75 Speedvale Avenue East.

### KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, does not permit freestanding signs in the Floodway Zone.

Scutt Signs has submitted a sign by-law variance application on behalf of Corus Entertainment Inc. to permit a freestanding sign with an area of 5.2m<sup>2</sup> at 75 Speedvale Avenue East which is in the Floodway Zone.

The requested variance from the Sign By-law is recommended for approval for the following reasons:

- The Grand River Conservation Authority has indicated that the installation of a freestanding sign will have no measurable impact on flooding;
- The proposed sign meets the general intent of the Sign By-law;
- The sign will better identify the long standing business; and
- The sign is not adjacent to a residential zone and will not have a negative impact on the surrounding area.

### FINANCIAL IMPLICATIONS

N/A

### ACTION REQUIRED

To approve the requested Sign By-law variances for 75 Speedvale Avenue East.

## RECOMMENDATION

1. That the report from Infrastructure, Development and Enterprise dated September 8, 2015 regarding sign by-law variances for 75 Speedvale Avenue East, be received.



# STAFF REPORT

2. That the request for a variance from the Sign By-law for 75 Speedvale Avenue East to permit a freestanding sign with an area of 5.2m<sup>2</sup> be approved.

## BACKGROUND

Scutt Signs had submitted a sign permit application on behalf of the owner of Corus Entertainment Inc. at 75 Speedvale Avenue East (see "Schedule A - Location Map"). Upon review of the application, it was noted that the Sign By-Law does not permit freestanding signs in a Floodway Zone. For this reason, the permit could not be issued.

## REPORT

Scutt Signs has submitted a sign by-law variance application on behalf of Corus Entertainment Inc. to permit a freestanding sign with an area of 5.2m<sup>2</sup> at 75 Speedvale Avenue East.

See "Schedule B- Sign Variance Drawings" for illustrations. Scutt Signs has also provided the following in support for the variance:

*"Corus Entertainment Inc. Entertainment Inc. (1460 CJOY and Magic 106.1) wishes to promote their business by installing a freestanding sign in front of their building within their property lines. The area chosen is within a flood plain. We (Scutt Signs) checked with the GRCA (Grand River Conservation Authority) and they have permitted us to build a sign in the area in question. This is a very unique situation and should be an isolated case. Allowing Corus Entertainment Inc. to promote their business would be greatly appreciated."*

The requested variance is as follows:

	<b>By-Law Requirements</b>	<b>Variance Request</b>
Freestanding Sign in a Flood Zone	The Sign By-law does not permit a freestanding sign in a Flood Zone	To permit a freestanding sign in a Flood Zone

The requested variance from the Sign By-law is recommended for approval for the following reasons:

- The Grand River Conservation Authority has indicated that the installation of a freestanding sign will have no measurable impact on flooding;
- The proposed sign meets the general intent of the Sign By-law;
- The sign will better identify the long standing business; and
- The sign is not adjacent to a residential zone and will not have a negative impact on the surrounding area.



# STAFF REPORT

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## CORPORATE STRATEGIC PLAN:

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

## FINANCIAL IMPLICATIONS:

N/A

## DEPARTMENTAL CONSULTATION:

N/A

## COMMUNICATIONS:

N/A

## ATTACHMENTS

Schedule A	Location Map
Schedule B	Sign Variance Drawings

## Prepared By:

Bill Bond  
Zoning Inspector III

## Approved By:

Patrick Sheehy  
Program Manager – Zoning

## Recommended By:

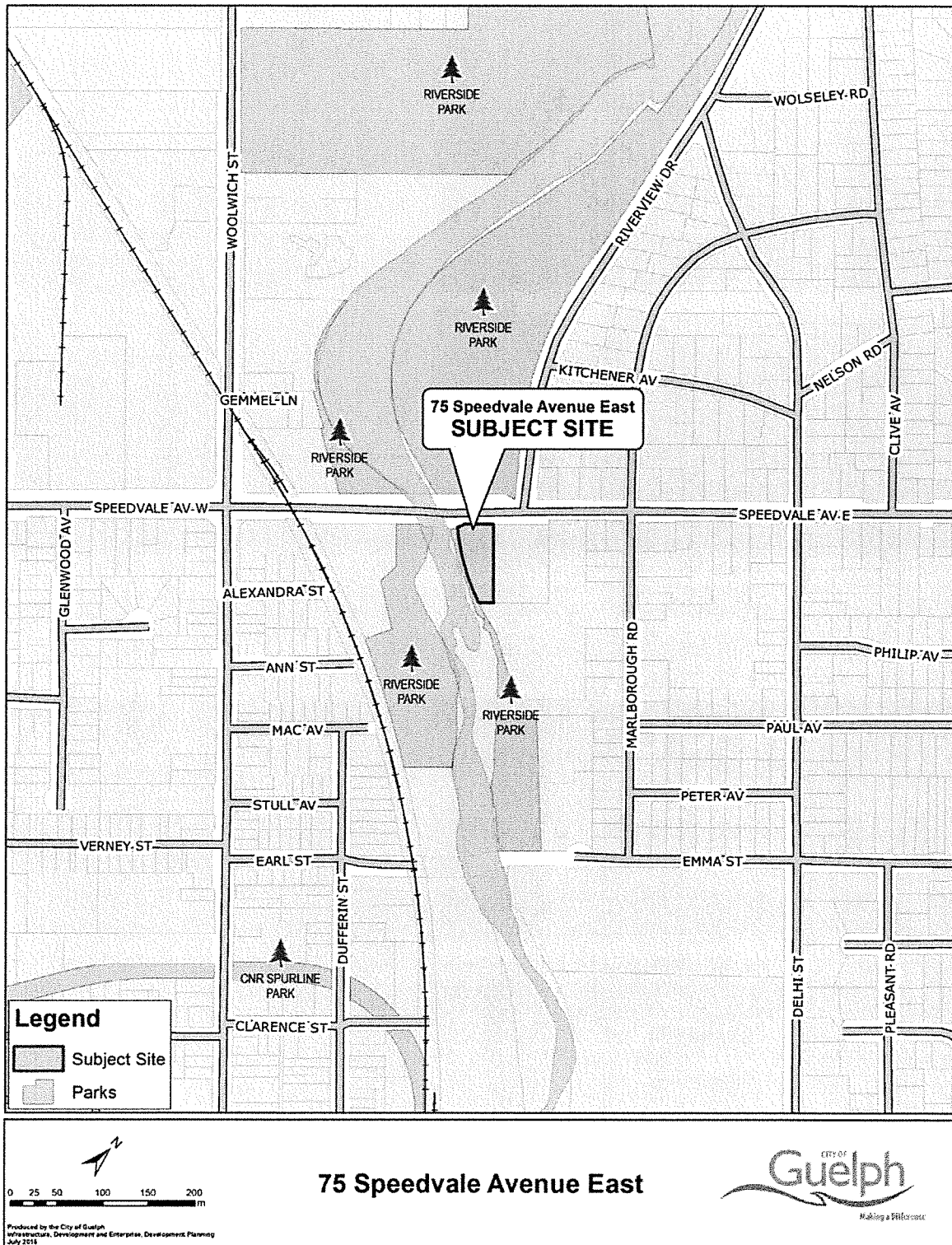
Bruce A. Poole  
Chief Building Official

  
Approved By  
Todd Salter  
General Manager  
Planning, Urban Design, and  
Building Services  
519-837-5615, ext. 2395  
todd.salter@guelph.ca

  
Recommended By  
Al Horsman  
Deputy CAO  
Infrastructure, Development and Enterprise  
519-822-1260, ext. 5606  
al.horsman@guelph.ca



## SCHEDULE A- Location Map





## SCHEDULE B- Sign Variance Drawings

### Signage



Freestanding Sign with an area of 5.2m<sup>2</sup> (1.83m x 2.84m)



## **CONSENT REPORT OF THE PUBLIC SERVICES COMMITTEE**

September 28, 2015

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

Your Public Services Committee beg leave to present their SEVENTH  
CONSENT REPORT as recommended at its meeting of September 9, 2015.

*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 Public Services  
Committee will be approved in one resolution.*

### **PS-2015.26 Update from the Guelph Youth Council**

That the Public Services Report # PS-15-40 "Update from the Guelph Youth  
Council" dated September 9, 2015 be received.  
(report and presentation forwarded to Council by a resolution of the Public  
Services Committee)

### **PS-2015.27 Response to Outstanding Council Resolution Regarding Climate Change**

- 1. That the report dated September 9, 2015 and entitled "Response to  
Outstanding Council Resolution Regarding Climate Change" be  
received.**
- 2. That a Climate Change Adaptation Team be approved to continue to  
work on the integration of current and proposed initiatives that  
address the impacts of climate change, severe weather events and  
the make-up and mandate of the Climate Change Adaption Team by  
the end of Q4, 2015.**

### **PS-2015.29 Guelph Trail Master Plan Update**

1. That the Public Services Report # PS-15-43 "Guelph Trail Master Plan  
Update" dated September 9, 2015 be received.
2. That Council endorses the "Expansion of the Royal Recreational Trail" project  
as submitted to the Canada 150 Community Infrastructure Program  
approved by the Federal Economic Development Agency of Southern Ontario  
in the amount of \$289,743.00 conditional on a contribution agreement  
between the two parties.

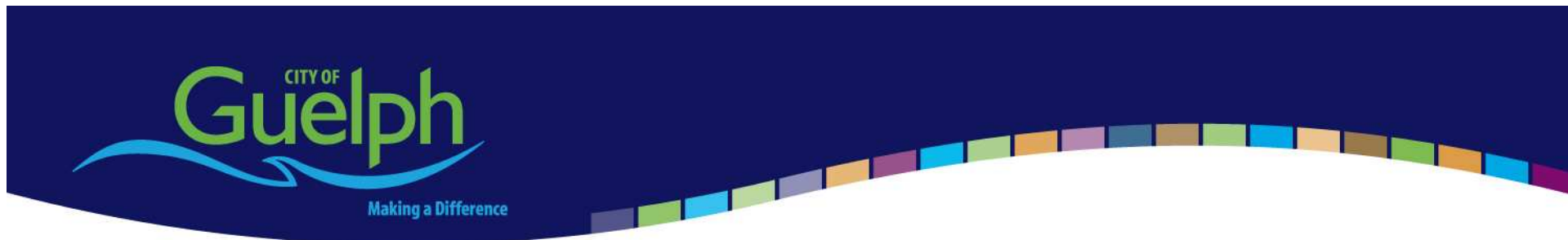


All of which is respectfully submitted.

Councillor Cathy Downer, Chair  
Public Services Committee

***Please bring the material that was distributed with the Agenda for the  
September 9, 2015 Public Services Committee meeting.***

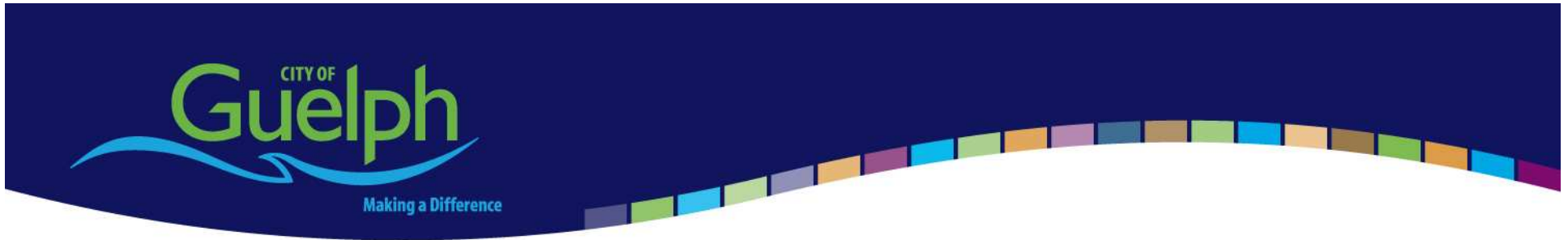




# guelph youth council

## 2014 – 2015 Guelph Youth Council Review



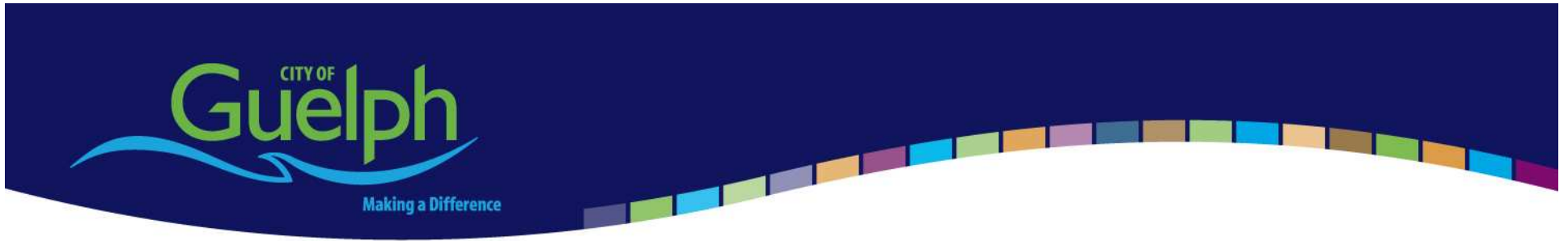


**The Guelph Youth Council (GYC) is a group of local youth volunteers (ages 13 – 18) who strive to preserve and enhance the youth culture within our community.**

***To accomplish this we:***

- ❖ Plan and implement various special events and activities**
- ❖ Engage in leadership training and development**
- ❖ Advocate on behalf of youth in our city**



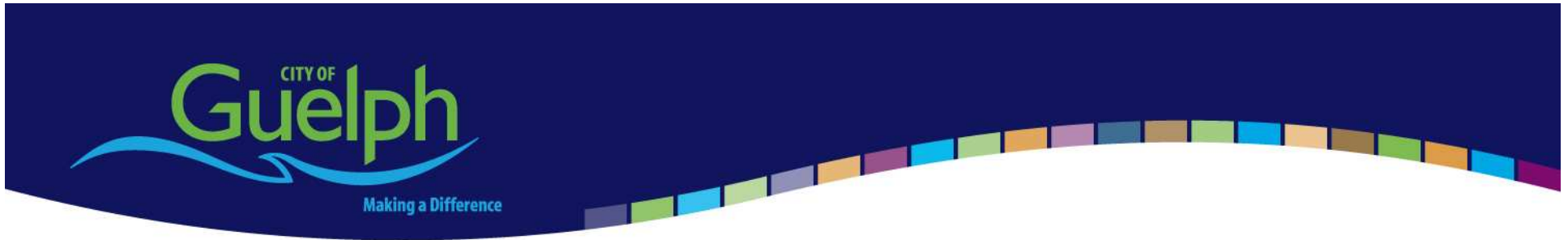


# **MANDATE**

The GYC will be responsive to all youth within the community and will be committed to serving city-wide youth needs and interests.

Through the actions of the group, the GYC will empower the youth population in Guelph by providing youth with an opportunity to lead, achieve, and play within our community.





## **THE 2014 – 2015 GYC SEASON REVIEW**

30 general members and 15 event ambassadors

Young leaders between the ages of 13 – 18

Upper Grand District School Board and  
Wellington District Catholic School Board schools  
and a variety of City Wards

More than **3,000** hours of volunteer service and  
engaged more than **1,400** young people in  
Youth Council activities



## Community Involvement

- Youth Street Art Mural Project
- Multicultural Festival
- Adopt-a-Family
- 2013 – 2018 Guelph Youth Strategy
- M&T Graphics Factory
- Mayor Town Hall

## Leadership and Training

- Guelph Wellbeing
- Youth Focus Groups
- Training Workshops
- Prime Time Youth Radio Show
- Youth Week
- Music Works Stage Works
- Multicultural Festival
- MP Frank Valerioté's Volunteer of the Month

## Celebration of Youth

- Rock the Square
- Youth Week
- Music Works Stage Works
- Multicultural Festival
- Prime Time Youth Radio Show











# ROCK

# THE SQUARE



**FEATURING**  
The Adelaines  
Growing Irons  
Noah and the Roaches  
Swanfleet  
5 Live Rock

**FRIDAY, SEPTEMBER 26**  
**7:30 – 10:30 P.M.**

Local bands on stage  
for Culture Days

**culture days**  
  
**CREATE, PARTICIPATE & CELEBRATE**  
September 26, 27 & 28, 2014

CITY OF  
**Guelph**  
Making a Difference

1 Carden Street · Downtown  
[guelph.ca/marketsquare](http://guelph.ca/marketsquare)





# YOUTH WEEK 2015

## May 1

7:00pm - 9:00pm **FREE Basketball and Art Attack**  
West End Community Center Gym and Lounge

7:30pm - 9:00pm **FREE Youth Swim** Tentative  
West End Community Center Lounge

8:00pm **(FEE) Charlie and the Chocolate Factory**  
First Light Theatre, Centennial CVI

## May 3

10:00am - 12:00pm **FREE Amazing Race: Youth edition**  
University of Guelph

2:00pm **(FEE) Charlie and the Chocolate Factory**  
First Light Theatre, Centennial CVI

## May 5

4:45pm - 6:00pm **FREE STEPS Hot Yoga**  
Moksha Yoga

7:30pm - 9:30pm **FREE Music Works Stage Works**  
River Run Center

## May 7

10:30am - 11:30am **FREE Mayor Town Hall**  
Guelph Collegiate Vocational Institute

1:00pm - 2:00pm **FREE STEPS Yoga**  
Community Health Center

7:00pm - 9:00pm **FREE Improv Workshop**  
Guelph Public Library

## May 2

**FREE Read to Seniors TAG** 10:00pm - 11:00am  
The Elliott Community

**FREE 'I am a Survivor of my Own Mind'** 12:00pm - 5:00pm  
Exhibition Park, Find us on Facebook!

**(FEE) Charlie and the Chocolate Factory** 2:00 pm & 8:00pm  
First Light Theatre, Centennial CVI

## May 4

**FREE Mayor Town Hall** 9:00am - 10:00am  
Our Lady of Lourdes

**FREE STEPS Rock Climbing** 4:30pm - 6:30pm  
The Grotto

**FREE Skateboarding** 5:00pm - 9:00pm  
The Ward

## May 6

**FREE Badminton** 3:45pm - 5:00pm  
West End Community Center

**FREE Music Works Stage Works** 7:30pm - 9:30pm  
River Run Center

Ticket Purchase: [www.firstlighttheatre.ca](http://www.firstlighttheatre.ca)  
For more information contact Youth Week Coordinator Jenn Bucci  
[youth.council@guelph.ca](mailto:youth.council@guelph.ca) • 519-822-1260 ext 2678

MAYOR GUTHRIE

# YOUTH TOWN HALL

POLITICS • EMPOWERMENT  
STRENGTH • LEADERSHIP  
COMMUNITY • CULTURE

Thursday, May 7  
at Guelph Collegiate  
Vocational Institute  
10:30am - 11:30am

This is a 2015  
Youth Week Event

For further information please  
contact Jenn Bucci,  
Youth Services Coordinator  
for the City of Guelph at:  
519-822-1260 ext. 2678 or  
[Youth.council@guelph.ca](mailto:Youth.council@guelph.ca)



Designed by the M&T Graphics Factory





**MusicWorks | StageWorks**

# YOUTH IN THE SPOTLIGHT

High school students showcase musical talents on stage at River Run Centre



**JOIN US** MAY 5, 2015, 7 PM  
MAY 6, 2015, 7 PM

**RIVERRUN.CA • FREE ADMISSION**

Seating on first-come basis. Info: **RIVERRUN.CA**

**MusicWorks | StageWorks** is a joint mentorship program of River Run Centre and Guelph Youth Council for high school students to learn the art of putting on a professional-style show.







GUELPH AND DISTRICT MULTICULTURAL FESTIVAL

# YOUTH TENT '15

JUNE 5 - 7

**SPORTS MUSIC  
EVENTS ACTIVITIES**

**AND MORE!**  
**FREE** for all **YOUTH**  
and **COMMUNITY MEMBERS!**

For more information,  
Contact Jenn Bucci  
Youth Services Coordinator  
For the city of Guelph

Phone: (519)822-260 ext 2678  
Email: youth.council@guelph.ca

See [www.guelph.ca/youth](http://www.guelph.ca/youth)  
for event details!



GUELPH AND DISTRICT MULTICULTURAL FESTIVAL

# YOUTH TENT '15



June 5th - 7th

sports,  
activities,  
events, music  
and more!  
**FREE!**

for a list of events visit  
[www.guelph.ca/youth](http://www.guelph.ca/youth)  
Contact Jenn Bucci,  
Youth Services Coordinator at  
519-822-1260 ext 2678  
[youth.council@guelph.ca](mailto:youth.council@guelph.ca)













# **2013-2018 Guelph Youth Strategy**

## **Guelph Youth Council Contributions to the Youth Strategy**





# Guelph Youth Council Supports the Youth Strategy

**Community Champions**

**Youth Advisors to Youth Strategy**

**Youth Ambassadors**

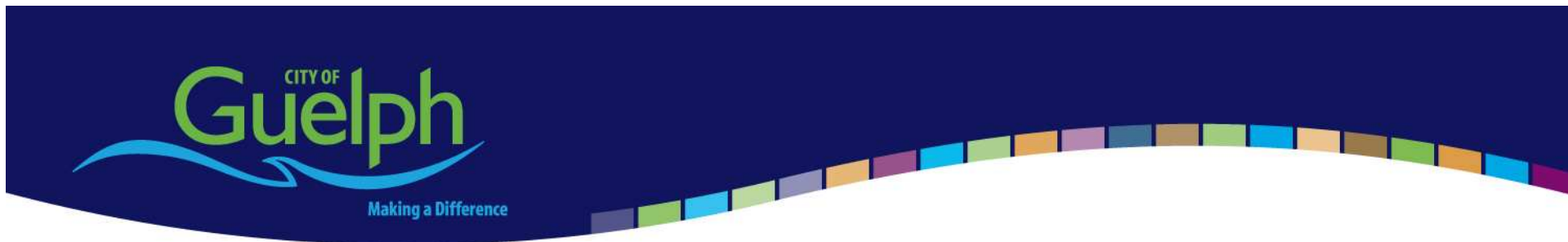
**Participants in Tasks and Leadership**

**Youth Liaisons to the Strategy**

**Youth Voice in Strategy Implementation,  
Monitoring and Evaluation**







## **Objectives 2015 – 2016**

### **Community Involvement**

- Culture Days 2015
- Multicultural Festival 2016
- Adopt-a-Family
- Youth Council Garden
- Guelph Youth Strategy

### **Leadership and Training**

- Host Provincial Youth Forum
- Music Works Stage Works 2016
- Youth Leadership Training
- Guelph Youth Strategy
- Mayor for the Day

### **Celebration of Youth**

- Multicultural Festival 2016
- Youth Week 2016
- Mayor Town Hall 2016
- Volunteer Youth Challenge 2015
- Music Works Stage Works 2015



# Thank you!



# Questions?



# STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Parks and Recreation

DATE September 9, 2015

**SUBJECT Update from the Guelph Youth Council**

REPORT NUMBER PS-15-40

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to provide Council with a review of 2014 – 2015 Guelph Youth Council's meetings and an overview of the 2015 – 2016 goals and objectives.

### KEY FINDINGS

Since the inception of the Guelph Youth Council, local youth are actively engaged in the community and are key stakeholders in connecting youth at large. The Guelph Youth Strategy is the catalyst to developing personal growth and leadership of our City's youth and played a key factor in Guelph's Play Works' gold designation. Play Works defines a Youth Friendly Community as a community that actively supports and provides opportunities for the growth and development of youth through play – non-school activities that have elements of choice, lead to satisfaction, and encourage progressive learning.

### FINANCIAL IMPLICATIONS

Guelph Youth Council is supported by funds designated within the operating budget of the Public Services Youth Services budget.

### ACTION REQUIRED

That the report be received for information

## RECOMMENDATION

1. THAT the Public Services Report # PS-15-40 "Update from the Guelph Youth Council" dated September 9, 2015 be received



# STAFF REPORT

## BACKGROUND

The Guelph Youth Council (GYC) is a group of local youth volunteers (ages 13 – 18) that strive to preserve and enhance the youth culture within our community. To accomplish this, we liaise with City Council, plan and implement various special events and activities, engage in leadership training and development, and advocate on behalf of youth in our city.

The GYC strives to facilitate and forge strong connections between youth in the community and the City of Guelph. They advocate to City Council and other key decision-makers on behalf of young people in our City. The GYC aims to respect and celebrate the diversity of the youth community in Guelph, while providing their peers with leadership opportunities that will encourage personal growth.

## REPORT

### 2014 – 2015 Review

This year's Youth Council features a diverse group of young leaders, representing the Upper Grand District School Board, the Wellington District Catholic School Board and a variety of City wards. The GYC is currently made up of 30 regular meeting participants and one youth council assistant coordinator (volunteer or student placement). Additionally, there are 15 youth who participate in various events and activities throughout the year, with a total of 45 active youth members. In total, the GYC engaged over 1,400 young people through events, activities and youth initiatives, with participation rates exceeding 10,000 hours. Over 3,000 hours of volunteerism were contributed.

The GYC strives to actively participate in various goals set by the 2013 – 2018 Guelph Youth Strategy. The GYC has equal opportunity for all young people from both school boards and alternative education programs across the city. The Youth Blog is monitored to support and advertise existing community employment and volunteer opportunities available to young people. The GYC continues to advertise, support and participate in public youth art displays such as the Youth Street Art Mural Project. Additionally, our members create, support and promote community events that engage youth and promote youth culture such as Culture Days, Fourth Friday Events, Youth Week, and the Multicultural Festival.

### Community Involvement

<i>Month</i>	<i>Event/Activity</i>
August 2014	<ul style="list-style-type: none"><li>The Youth Street Art Mural Project engaged 15 youth in a week long public art initiative</li></ul>
September 2014	<ul style="list-style-type: none"><li>GYC co-hosted Culture Days' Rock the Square in Market Square. Various</li></ul>



# STAFF REPORT

	<p>youth bands took to the stage to promote youth culture and talent among our young artists</p> <ul style="list-style-type: none"> <li>• Resumed the Prime Time Youth Radio Show</li> </ul>
October 2014	<ul style="list-style-type: none"> <li>• GYC hosted a pumpkin auction to fundraise for the United Way Campaign. The group raised \$146.00</li> <li>• Hosted the Prime Time Youth Radio Show</li> </ul>
November 2014	<ul style="list-style-type: none"> <li>• Participated in the Children's Foundation Adopt-a-Family program. The GYC collected over \$1,000 to support two families over the holidays.</li> <li>• Participated in We Day Waterloo</li> <li>• Hosted the Prime Time Youth Radio Show</li> </ul>
December 2014	<ul style="list-style-type: none"> <li>• Participated in the Children's Foundation Adopt-a-Family program. The GYC rose over \$1000.00 to support two families over the holidays.</li> <li>• Hosted a table for Guelph Gives to fundraise for Free the Children's Adopt-a-Goat Initiative</li> <li>• Hosted the Prime Time Youth Radio Show</li> </ul>
January 2015	<ul style="list-style-type: none"> <li>• Developed partnership with M&amp;T Graphics Factory to produce youth led design, marketing, and advertisement for Youth Council events and activities.</li> </ul>
February 2015	<ul style="list-style-type: none"> <li>• Engaged over 50 participants at the West End Community Centre Winterfest activities and over 100 participants at Market Square</li> </ul>
March 2015	<ul style="list-style-type: none"> <li>• Improv Workshop with the Making Box. Engaged 25 GYC members to build confidence, foster creativity, and think on their feet.</li> </ul>
April 2015	<ul style="list-style-type: none"> <li>• Music Works Stage Works Rehearsals and concept development. Performing arts showcase for youth in Guelph, a partnership with the River Run Centre and TD Canada</li> </ul>



# STAFF REPORT

	Trust
May 2015	<ul style="list-style-type: none"><li>• Youth Week 2015 engaged over 500 youth and over 2,000 hours of participation. Activities include rock climbing, yoga, skateboarding, badminton, Music Works Stage Works, a basketball tournament and an art attack project.</li><li>• The Youth Amazing Race was a partnership with the YMCA-YWCA's Young Leaders Committee and was hosted at the University of Guelph</li><li>• The Youth Mayor Town Hall event was hosted at GCVI and was a one hour civic engagement assembly surrounding youth voice, youth engagement, and civic issues present in Guelph.</li></ul>
June 2015	<ul style="list-style-type: none"><li>• Guelph and District Multicultural Festival was hosted on June 5 – 7 at Riverside Park. The Youth Tent engaged over 250 youth through various activities over the weekend.</li></ul>

## Leadership and Training

Leadership and training opportunities are vital in developing young ambassadors within our city. Over the course of the 2014 – 2015 year, our members have held membership on the Guelph Wellbeing Leadership team, hosted youth focus groups with the YMCA-YWCA Youth Leader Corps Leadership group, the Teen Advisory Committee with the Guelph Public Library and The Volunteer Centre of Guelph Wellington.

These focus groups were based on youth development, youth voice, recreation, and programming. Additionally, Improv for Business was conducted by the Making Box, which is an organization that focuses on live comedy and education through improvisation. Through this workshop, GYC learned about networking, community engagement and leadership skills.

The GYC supported the development of the City of Guelph's Playworks application process to gain Youth Friendly Designation in Guelph. The Prime Time Youth Radio Show on CFRU 93.3FM resumed in September 2014 with three new GYC hosts. Since the initial show in November 2013, our youth have aired over 50 shows with a variety of topics, interviews and music choices.



# STAFF REPORT

During Youth Week, the GYC partnered with the River Run Centre for the third year in a row to present Music Works Stage Works 2015, a youth performing arts and mentorship program sponsored by TD Canada Trust. Youth Council members learned how to put on a show from concept development to the performance, including promotion, hospitality, technical and stage etiquette. The Guelph Youth Council was awarded with Guelph Liberal MP Frank Valeriote's Volunteer of The Month for May 2015.

## Celebration of Youth

Month	Event/Activity
August 2014	<ul style="list-style-type: none"><li>Youth Street Art Mural Project</li></ul>
September 2014	<ul style="list-style-type: none"><li>Partnered with the City of Guelph's Culture, Tourism and Community Investments Department to host Rock the Square during the Culture Days Celebration</li></ul>
October 2014 – April 2015	<ul style="list-style-type: none"><li>Prime Time Youth Radio Show - Monthly</li></ul>
May 2015	<ul style="list-style-type: none"><li>Planned and participated in 7 days of youth activities for Youth Week May 1 – 7, 2015</li><li>During Youth Week, Guelph Youth Council and the River Run Centre presented Music Works Stage Works 2015, a youth performing arts and mentorship program sponsored by TD Canada Trust. Over 100 youth were engaged over a two-day showcase in music, dance and theatre.</li></ul>
June 2015	<ul style="list-style-type: none"><li>Hosted a Youth Tent at the Multicultural Festival June 5 – 7 at Riverside Park. The Youth Tent includes recreational activities, workshops, art and music</li><li>The Guelph Civic Museum and the GYC collaborated to host a Fourth Friday Event on June 26. This event featured a local all-girl rock band, 5 Live Rock.</li></ul>

## 2015 – 2016 Objectives

Preliminary objectives set by the Youth Council include but are not limited to:

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- Host a Provincial Youth Council/Youth Group Forum
- Continue hosting Guelph District Multicultural Festival's Youth Tent
- Continue supporting Children's Foundation Adopt-A-Family campaign
- Plan seven days of youth activities for National Youth Week May 1-7, 2016
- Partner with the Volunteer Centre of Guelph-Wellington to plan the 2016 Youth Challenge volunteering initiative
- Continue to partner with the River Run Centre to host Music Works Stage Works, the TD Youth Mentorship performing arts program for youth during Youth Week in May 2016
- Host two Youth Mayor Town Hall events during Youth Week
- Lead a Youth Garden Project
- Participate in Youth Leadership Training Centre of Ontario's Learning Retreat
- Expand Youth Council's capacity to support, inform and discuss municipal strategies and direction as they pertain to youth
- Support and monitor the ongoing implementation of Guelph's 2013 – 2018 Youth Strategy

## **CORPORATE STRATEGIC PLAN**

### Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

### City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

Community Engagement/Youth Services

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A

## **Report Author**

Jenn Bucci


Youth Services Coordinator

Public Services



# STAFF REPORT

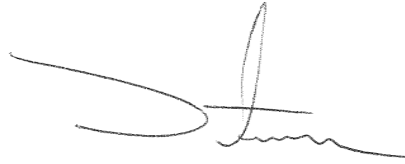
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# STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Community Emergency Management

DATE September 9, 2015

**SUBJECT Response to Outstanding Council Resolution Regarding Climate Change**

REPORT NUMBER PS-15-41

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To consider and respond to the outstanding Council resolution from May 26, 2014 directing:

“That the General Manager of Public Works report back prior to the 2015 budget process, with an integrated response plan to address the impact of climate change on his service area, including consideration of the City’s goals to promote walking and cycling throughout the year.”

Also, to provide a summary of activities to date which considers the impact of climate change when delivering a range of municipal services.

### KEY FINDINGS

The City of Guelph maintains existing policies that reference and address impacts of climate change. There are many direct and indirect references to climate change contained within a multitude of Council approved City planning documents.

Existing climate change adaptation measures and plans are contained within department-specific strategic policy documents. No project has been undertaken to integrate these plans, so some may overlap or even contradict one another. There may also be significant matters that are not addressed by any existing plans. Further adaptation of existing policies and plans will increase the City’s resiliency to the impacts of climate change.

There are many actions that require consideration in order to increase the City’s resiliency around the impacts of climate change. An inventory of what the City is already undertaking will aid in future risk considerations toward improved



resiliency. The promotion of walking and cycling is enhanced when a resilient community proactively prepares, responds and mitigates extreme weather events.

## **FINANCIAL IMPLICATIONS**

Annual membership of ICLEI Canada of \$20,000 per annum (minimum two years) to be forwarded for consideration at the 2016 tax supported operating budget process.

## **ACTION REQUIRED**

That the report be approved by Public Services Committee and Council.

## **RECOMMENDATION**

1. THAT a Climate Change Adaptation Team be approved to continue to work on integration of current and proposed initiatives that address the impacts of climate change and severe weather events
2. THAT the Climate Change Adaptation Team reports back to Committee with a proposed operating team mandate for approval prior to 2016 budget deliberations
3. THAT the City retain a two year membership on the ICLEI Canada – Building Adaptive and Resilient Communities (BARC) Program
4. THAT recommendation for funding to develop an integrated plan, including soft costs be forwarded to the 2016 budget process for consideration

## **BACKGROUND**

On May 26, 2014 Council directed the General Manager of Public works to consider the impacts of climate change with an integrated response plan. As a result, internal consultation occurred within the service area. Wider collaboration was necessary to explore integration of current mitigation and adaptation efforts. Unplanned events due to severe weather and climate change impacts cause risk to the community as a whole. As a result, the City of Guelph's Emergency Services convened a group to assist with integrating a response plan.

It is well known that human activities are a contributor to climate change. Climate change results from the emissions of greenhouse gasses when energy is generated from fossil fuels. The effects of climate change impacts human health and safety,



# STAFF REPORT

and damages property as well as the natural and cultural environment. The effects of climate change impacts the economy in many ways.

Mitigation and adaptation are two complementary sets of strategies that assist in responding to the impacts of climate change.

Mitigating actions reduce greenhouse gas emissions to reduce or delay climate change. Guelph's approach to mitigation is embedded throughout the City's Community Energy Plan (CEP) and throughout other plans including policies addressing the natural heritage system, transportation, transit growth initiatives, urban structure, urban design and land use.

Adaptation involves minimizing the impacts of climate change and includes planning and strategic decisions that proactively prepare for changes in temperature, precipitation, severe weather and increased climate variability both globally and locally. Climate adaptation is particularly important to infrastructure planning, flood protection, emergency management and planning for sustained access to water and food.

## REPORT

In order to address the Council resolution of May 26, 2014, a staff representative group met on two separate occasions, December 16, 2014 and February 13, 2015. At the meeting of February 13, 2015, staff retained the services of Ewa Jackson, from the organization of ICLEI Canada, Local Governments for Sustainability. Ewa Jackson facilitated the staff discussion and provided a summary of the meeting (ATT-1).

It is clear that the City of Guelph has many plans and policies that respond to climate change impacts such as the increased frequency of extreme weather. It is evident from the discussion that continued work is required to enhance the City's resilience from the related impacts of climate change.

Recommended work includes:

- Developing a mandate for a Climate Change Adaptation Team with the purpose of collecting information on climate change impacts and offer advice to the Executive Team and Council on the most credible, aggressive and economically viable option(s) for adaptation to climate change through the creation and implementation of a community adaptation plan that integrates current and proposed initiatives relating to extreme weather events
- Consideration of membership for the Climate Change Adaptation Team could essentially continue from the Climate Change Adaptation Committee



# STAFF REPORT

To ensure the most fulsome plan available, the City would join and participate with the broader public sector in Building Adaptive and Resilient Communities (BARC). BARC provides online tools and expert support from ICLEI Canada as staff work to integrate adaptation into current and proposed initiatives. Participation in the BARC program and related support from ICLEI Canada is for a minimum of two years at \$20,000 per year. This external program (2 year commitment) would ensure the Climate Change Adaptation Team is successful in ensuring adaptation is considered and integrated into public services in Guelph.

It is recommended that staff continue with adaptation work in the following areas:

1. Research climate change and impacts for the City
2. Identify the service areas that will be impacted by those changes
3. Assess the vulnerabilities of those service areas to the projected impacts
4. Complete risks assessment for those service areas identified as the most vulnerable to climate change

This further work will assist in creating a more resilient community that is well integrated with our stakeholders, responsive, adaptive and recovers efficiently from the impacts of climate change.

## **CORPORATE STRATEGIC PLAN**

### Innovation in Local Government

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

## **DEPARTMENTAL CONSULTATION**

The following department were consulted and provided input to this report:

Planning  
Wastewater Services  
CAO's Office  
Transit  
Water Services  
Operations  
Emergency Services  
Engineering and Capital Infrastructure Services  
Plants and Infrastructure

## **FINANCIAL IMPLICATIONS**

Annual membership of ICLEI Canada of \$20,000 per annum (minimum two years) to be forwarded for consideration at the 2016 tax supported operating budget process.



# STAFF REPORT

## COMMUNICATIONS

A press release and internal communications will be prepared to highlight the creation of the City's Climate Change Adaptation Team.

## ATTACHMENTS

ATT-1          Summary of February 13, 2015 meeting facilitated by Ewa Jackson of ICLEI.



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**Recommended By**

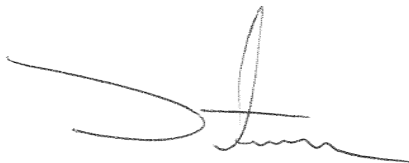
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## City of Guelph Climate Change Adaptation Committee

### February 13, 2014 Meeting Summary

The Committee was gathered to discuss several topics related to extreme weather and climate change:

- Are there any existing broad plans or policy documents that address extreme weather;
- What are the specific measures or actions that already respond to weather; and
- What is the vision of a resilient Guelph?
- What are the Committee's practical goals and the key objectives to help achieve the vision?

#### Existing plans, policies, or actions that address extreme weather

The Committee was divided into two small groups each asked to answer three questions about existing plans, policies or actions that address extreme weather and how they might be adapted to include considerations for a changing climate. The tables below outline the findings of the two groups.

Questions relating to plans and policies	Small group responses
1 (A): What is the existing plan or policy?	<ul style="list-style-type: none"> <li>• Community Energy Plan (CEP) reduce carbon emissions (linked to O.P.)</li> <li>• Severe weather – risk identifies emergency management (E.P.)</li> <li>• Dept based BDPs <ul style="list-style-type: none"> <li>○ Waterworks</li> <li>○ P.W. reacting</li> </ul> </li> <li>• Inclement weather policy</li> <li>• H &amp; S Policy – Sunscreen</li> </ul>
1 (B): Is there any direct or indirect reference to planning for weather/climate change?	<ul style="list-style-type: none"> <li>• Yes – O.P. <ul style="list-style-type: none"> <li>○ Emergency Management Plan</li> <li>○ Wastewater – COGEN on digester gas (30% of facilities, roughly \$500K)</li> <li>○ CSP – BCP initiative references seasons</li> <li>○ Ontario low water response</li> <li>○ Storm water management master plan</li> <li>○ UFMP – urban forest MP</li> <li>○ WSMP – water supply MP</li> <li>○ CEP – district energy</li> <li>○ Water and wastewater linear MP</li> <li>○ Flood plain policy in OP</li> </ul> </li> </ul>
1 (C): How might resilience or adaptation tie into it?	<ul style="list-style-type: none"> <li>• Link – Risk based planning to emergency management planner, how we design out auxiliary supply to add value, day-to-day OPs</li> <li>• Prioritizing infrastructure on how we reduce assets through cap planning</li> <li>• UMFP: when trees come down, what to do? → Plantable Places Study</li> <li>• Special policy area and floor plain planning. Update Modeling</li> <li>• Redundancy in service system</li> </ul>



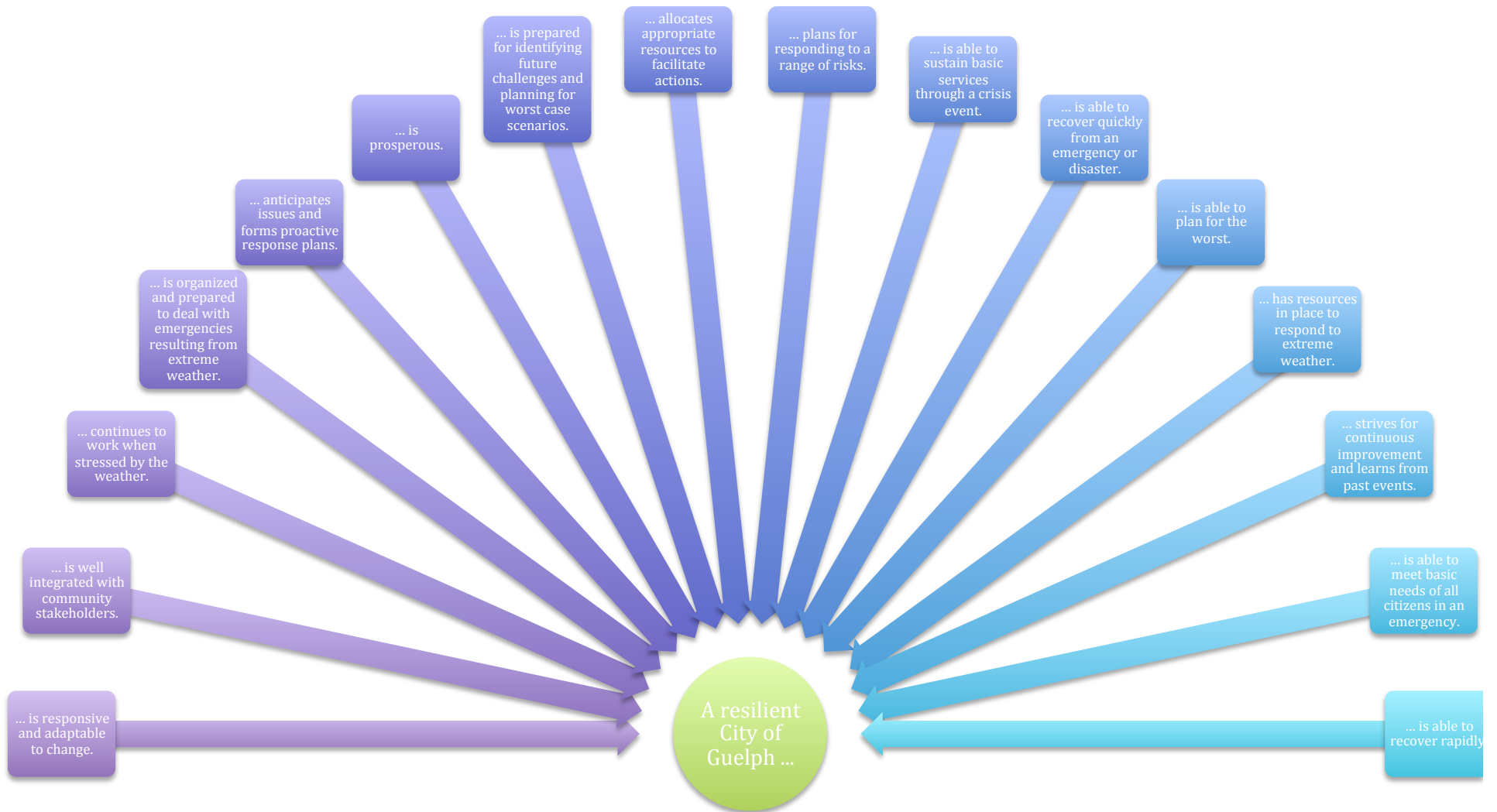
Questions relating to existing measures and actions	Small group responses
2 (A): What is the existing action?	<ul style="list-style-type: none"> <li>• Outdoor water use restrictions</li> <li>• Sensitive customer registry programs</li> <li>• Operation procedures (e.g. Eramosa water taking) respond to environmental conditions</li> <li>• Rain barrel program</li> <li>• Water conservation program</li> <li>• Emergency response plan</li> <li>• Infrastructure priority for households with storm water problems</li> <li>• Emergency preparedness day</li> <li>• Business continuity plan (drills)</li> <li>• SWM plans for new development (although only sized to 'old' standard)</li> <li>• Local/MP changes for financing adaptation measures (GEERS → Guelph Energy Efficiency Retrofit Strategy)</li> <li>• Proactive flushing of wastewater collections (Flushing Program)</li> <li>• Reserve staffing for call back</li> <li>• Skills inventory</li> <li>• Snows on ambulance</li> </ul>
2 (B): How does that action respond to weather?	<ul style="list-style-type: none"> <li>• Drought and freezing, rain events, heat, ice storms, snow storms</li> <li>• Intense water hurts water quality</li> </ul>
2 (C): Possible considerations for climate change?	<ul style="list-style-type: none"> <li>• Brantford and Six Nations downriver get own poor water quality in their drinking water</li> <li>• Enhance CEMC staffing by hiring a 'resiliency officer'. This person would meet with departments when prioritizing/considering risks surrounding infrastructure, replacement, etc.</li> </ul>

### Recommendation

Though not directly labeled as climate change adaptation or resilience, it is clear based on the results of the above exercises, that the City of Guelph has many existing plans and policies that address aspects of climate change and increased frequency of extreme weather. Additionally there are many actions that could be scaled to include considerations of resilience. These should be documented formally to show the bread of what the City is already doing and how a future risk considerations could be layered into this broader umbrella of work.



## VISIONING EXERCISE: WHAT DOES A RESILIENT CITY OF GUELPH LOOK LIKE?





**What are the practical goals we want to achieve? In other words, what are the priority objectives of this Committee?**

Participants in each of the two small groups were asked to reflect on the questions above and write down their list of answers on a piece of paper. After some reflections each member was to choose their top two answers and place them in the centre of the table. After clustering and grouping like responses, members indicated the answers that most resonated with them by placing dots on their top two responses. This resulted in the ones with the most dots being the objectives which are most important. Below is a listing of all of the responses (sorted by those with the most dots).

- Develop a city-wide comprehensive strategy for climate change that is fully integrated into department BCPs **(4 dots)**
- [Use a] community collaboration model to move forward **(4 dots)**
- Prioritize recommended adaptation actions (based on impacts, timing, and cost) **(3 dots)**
- Integrate current and proposed initiatives relative to adaptation to identify gaps and opportunities **(3 dots)**
- Develop a framework showing how we would work together at a corporate level on adaptation/resiliency issues **(3 dots)**
- Implementation strategies **(2 dots)**
- Utilize neighbourhood groups to build a sense of community plans for neighbourhoods **(1 dot)**
- Council and community acceptance of plan **(1 dot)**

**(Remaining responses that were not 'ranked' with dots)**

- Cross pollination
- Significant preparation
- Engage employees or citizens through survey or other means to gather feedback on opportunities
- Achieve council endorsement and appropriate resourcing for plan/adaptation
- Practical results: develop a city of Guelph education program at the residential level
- Comprehensive plan
- Form plan based on triple bottom line and local need → must be tangible to stakeholders
- Understand gaps in planning
- Shared resource plans and leveraging of other areas successes
- Establish integrated response to climate change *not* individual 'siloed' plans which have positive results for that silo but negative for other areas
- Foundational work: establish framework to thread the considerations of climate change every aspect of municipal services
- Produce a plan that can be shared with the staff, council, and public
- Roll out city initiatives to educate the public on the city's preparedness to deal with climate change and to raise awareness
- Identify how "staff" fit into a corporate frequency response team
- Make inventory, compare the best practice, identify gaps and fill them

**Operating principles for the Adaptation Team**



The group was asked to explore the basic understanding of the Committee's work. Several guiding questions were presented to explore the basic operating principles of the Team:

- What basic principles will guide the Committee's work?  
*Openness? Capacity building? Interdisciplinary?*
- To whom is the Committee accountable?  
*Council? Residents? Senior management?*
- What principles would Guelph residents and Council expect the Committee to uphold?  
*Inclusion? Transparency? Open dialogue?*
- How will people participate in the Committee?  
*In-person meetings? Email exchange? Webinars? Lunch-and-Learns? Combination?*
- How will decisions be made?  
*Consensus? Majority rules? Team Leader?*
- How will any disputes be resolved?  
*One-on-One? Through a third party? Other?*
- Is the Committee being established as a permanent group?  
*Yes/No? How long?*
- How much time does the Committee have to accomplish the City's goals?  
*And/or its specific objectives?*
- What authority does the Committee have?  
*Make decisions? Make recommendations? Financial arrangements? Etc.*

An additional consideration is that the Committee should represent a broad range of stakeholders and interests relevant to climate change adaptation and extreme weather. The group must consider which perspectives and voices are currently missing, if any.

**Recommendation: Consider developing a mandate for the Climate Change Adaptation Team**

Once the Committee has addressed the questions above, the answers can be used to craft a Committee mandate or terms of reference. A mandate will describe the authority of the adaptation team, its purpose (i.e. decision-making, providing information, gathering information, etc.) and the time commitment required of team members. A clear and strong mandate will not only help the team with its work but will also give legitimacy to the work that is being carried out from an outside perspective.

Based on priority objectives identified in the above exercise, a sample mandate for the City's Adaptation Team could be:

*The City of Guelph Climate Change Adaptation Team was created by Council to research, draft, and implement our community's integrated adaptation strategy. The Team is led by Shawn Armstrong, the General Manager of Emergency Services for the City of Guelph.*

*Our purpose is to collect information on climate change impacts and offer expert advice to Council on the most credible, aggressive and economically viable options for adaptation to climate change through the creation and implementation of our community's adaptation plan by integrating current and proposed initiatives relative to adaptation and extreme weather.*



*Team members must commit to monthly meetings for a minimum of XX hours each in addition to project specific tasks to be determined collectively by the group. The Adaptation Team, on behalf of the community at large, has committed to an ongoing process of monitoring and review for the duration of the planning and initial implementation (approximately two years).*

Ultimately, the creation of the City's Climate Change Adaptation Committee should be formalized through Council and the Team's mandate should be presented and adopted by Council to ensure the corporation's commitment to the Team and process.

### **Proposed next steps**

There are clear next steps that the City should consider once it has formally established the Climate Change Adaptation Committee and its mandate has been approved. The following list includes actions that should be carried out by the Team to proceed with developing a city-wide adaptation strategy:

- Research the climatic changes and impacts for the City
- Identify the service areas that will be impacted by those changes
- Assess the vulnerability of those service areas to the projected impacts
- Complete risk assessments on those services areas that are deemed to be most vulnerable to climate change

### **Working with ICLEI-Canada**

ICLEI-Canada would be delighted to work with the City in moving forward on the above next steps and in-turn developing the City's adaptation strategy. There are several mechanisms through which we could collaborate.

### **City participates in the Building Adaptive and Resilient Communities (BARC) Program**

The City would join the consultant-led BARC Program and receive all of the benefits of participation, including: full access to the online BARC Tool, research assistance, expert input, planning guidance, and more. By purchasing the "Facilitation Add-on" ICLEI-Canada staff would develop and carry-out customized workshop materials and activities, provide training and facilitation, as well as support the CCAT meetings. Committee members would work with ICLEI staff in between meetings on the identified next steps and actions.

*Cost: \$20,000 annually (included BARC fees and all facilitation) for a minimum of two-years*

### **Pre-arranged ICLEI-Canada led facilitated workshops and training**

The City could work with ICLEI Canada on retainer to come in and lead workshops and Committee meetings and establish the priority actions and next steps. ICLEI would document key meeting outcomes and next steps, and Committee members would be left to carry out specific tasks on their own in between the pre-arranged meetings.

*Cost: approximately \$5,000 per meeting with a minimum commitment of five (5) meetings per year (Support is limited to materials for Committee meetings and workshops - no support is given to Committee members between meetings for ongoing work)*



# STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Parks and Recreation

DATE September 9, 2015

**SUBJECT Guelph Trail Master Plan Update**

REPORT NUMBER PS-15-43

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

The purpose of this report is to update the Council on the status of the Guelph Trail Master Plan (GTMP).

### KEY FINDINGS

Trail planning and development is not a static process; as Guelph grows and diversifies, new trail opportunities, connections and needs arise. Since approval of the Guelph Trail Master Plan in November of 2005, there have been many variables and initiatives, which influence the planning, design and implementation of trails. Such influences include:

- The 2015 – 2018 Council Shared Agenda has identified priority projects for trail planning and development in Guelph
- The 2009 Recreation and Parks Master Plan received public input that identified trails as the most popular leisure activity
- New trail funding opportunities and partnerships have been established
- The City has commenced an Active Transportation Network Design Guidelines and Feasibility Study (ATN)
- The Province of Ontario has set accessibility requirements for recreational trails
- The Downtown Secondary Plan and Guelph Innovation District envisions trail connections that promote walking and cycling
- New development applications that create opportunities for trail connections

The GTMP recommends an update be completed at least every five years; however, this has not been done since the plan was approved. It is important to review and update the GTMP to ensure it takes advantage of trail development opportunities that arise, re-evaluate and confirm priorities, encapsulate new policies and standards, identify funding to support the trail network and engage the public.



# STAFF REPORT

Provided that the funding for the update to the GTMP is approved through the 2016 Capital Budget, staff will be proceeding with a full review of the plan to ensure Guelph has a well-connected, designed and managed trail network.

## **FINANCIAL IMPLICATIONS**

Funding of approximately \$125,000 is required for consulting services and community engagement to update the GTMP. The funding is being requested through the 2016 Capital Budget.

## **ACTION REQUIRED**

No action is required at this time.

## **RECOMMENDATION**

1. THAT the Public Services Report # PS-15-43 "Guelph Trail Master Plan Update" dated September 9, 2015 be received.

## **BACKGROUND**

Like many cities in southern Ontario, Guelph is expanding in population. Increased population brings increased demand for access to trails for recreation, exercise, promotion of healthy lifestyles, encouraged alternative modes of transportation and tourism. To address Guelph's short, medium and long-term trail needs, Council approved the GTMP in 2005 (see ATT-1).

Providing guidance on the development of trails, the intent of the GTMP is to ensure that a well-designed, connected and managed network is established. The GTMP is envisioned as a long-term 20-year initiative that would complement other City of Guelph planning documents. The GTMP goal is to:

*Develop a cohesive city wide trail system that will connect people and places through a network of off-road wherever possible and supported by on-road where necessary.*

Since approval of the GTMP, OPA 48 – Official Plan update has been revised to reflect the GTMP and provide policy for trails (see ATT-2). OPA 48 is currently under appeal at the Ontario Municipal Board.

## **REPORT**

What Has Been Accomplished Since 2005:



# STAFF REPORT

The GTMP identifies short, medium and long-term priorities for trail development. The table below lists trails that have been completed, and some main trails identified in these GTMP priority stages that have yet to be completed.

Term	Trail Development
Short term (2005 – 2010)	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>- Approximately 3.0 kms of trails within new development areas in the north, east and south ends of the city</li> <li>- Approximately 3.0 kms of trails for the Northeast Trail system – Hadati Creek network, Laura Baily Memorial Trail</li> <li>- Approximately 4.0 kms of trail in various parks and open spaces such as Deerpath Park and O'Connor Lane Park</li> <li>- 0.18 kms of trail in the Hanlon Creek Conservation Area</li> <li>- Trail connection from north side of Eramosa River to the south side in conjunction with Victoria Road Bridge</li> </ul> <p><b>To Be Completed</b></p> <ul style="list-style-type: none"> <li>- Remaining sections of the West End Drainage Channel trail</li> <li>- Repairs, upgrades and rerouting trails in the Hanlon Creek Conservation Area</li> <li>- Hanlon Creek Business Park Phase 3 trails</li> </ul>
Medium term (2011 – 2021)	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>- Approximately 1.4 kms of Trans Canada Trail from Eramosa Road to Speedvale Avenue</li> <li>- Approximately 11.0 kms of new trails in the Hanlon Creek Business Park</li> <li>- Approximately 4.0 kms in trails within new development areas in the east and west end of the city</li> <li>- Approximately 2.0 kms of trails in various parks and open spaces such as Castlebury Park, Wilson Farm Park, Pinch Park, Goldie Mill Park and Jubilee Park</li> </ul>



# STAFF REPORT

	<ul style="list-style-type: none"> <li>- Approximately 0.26 kms of boardwalk in the Hanlon Creek Conservation Area</li> <li>- Approximately 4.8 kms of new trail in the Eastview Community Park</li> </ul> <p><b>To Be Completed</b></p> <ul style="list-style-type: none"> <li>- Trails within the proposed Clair Maltby Secondary Plan area and Southgate Business Park</li> <li>- Trails in the Crane Park and Kortright Waterfowl Park open space</li> <li>- Trail within the Hydro corridor beside the Hanlon Expressway</li> <li>- Trails within the Royal Jaycees Park and Guelph Innovation District</li> <li>- Speed River Trail west from Edinburgh Road following the Speed River and establishing a connection under the Hanlon Expressway</li> <li>- Trans Canada Trail from Woodlawn Road to the city limits</li> <li>- Trail connection from Eastview Community Park to Guelph Lake Sportsfields and trails within Guelph Lake Sportsfields</li> </ul>
Long term (2021 – beyond)	<p><b>To Be Completed</b></p> <ul style="list-style-type: none"> <li>- Exploring trail connections from Guelph to Cambridge via the rail corridor (should it become abandoned)</li> <li>- A boulevard trail along Woodlawn Road between Imperial Road and Edinburgh to connect in with the Trans Canada Trail</li> </ul>

Since approval of the GTMP, approximately **35.0 kilometres** of off-road trails have been built. The following table provides a breakdown of these by GTMP term.

Existing trails in 2004	73.9km	
<b>Term</b>	<b>Proposed in GTMP</b>	<b>Completed</b>
Short term (2005-2010)	57.6km	10.87km
Medium term (2011-2021)	69.2km	23.89km
Long term (2021-beyond)	10km	



# STAFF REPORT

The proposed trail development targets identified in the short-term time frame of 2005 – 2010 were not achieved. There were a number of reasons why the targets were not met which include: funding constraints, shortfall in staff resources, unexpected delays in development applications, land ownership issues and slower than anticipated progress on partnership creation.

The GTMP is currently in the middle of the medium term target (2011 – 2021). Currently trail development is on track and is half way to achieving the anticipated projection of 69.2 km.

It is important to note that trail planning requires flexibility to adjust priorities and timelines in order to effectively capitalize on opportunities as they arise such as partnerships, funding and shared development projects. Further, it is typical for a trail project to take several years from initial planning to construction. Much like building a road, trail development requires a number of steps which can include: securing the land, completing studies on the viability and/or sensitivity of the lands, public engagement, design process, budget approvals, preparation of construction drawings, permitting (if required) and construction.

## Current Trail Project Priorities

There are a number of trail projects planned in 2015, 2016, 2017 and 2018, most outlined in the Council Shared Agenda. The projects include:

- Design and construction of trails in **Grangehill Phase 7 to Eastview Community Park** and new trail access at Speedvale Avenue West;
- Design and Construction of **Victoriaview North Phase 1, 2 and Northview** trail connections;
- Planning, design and construction by 2017 of the **Trans Canada Trail** from Woodlawn Road to the city limits;
- Planning, design and construction by 2019 of the **Speed River Trail West** from Edinburgh Road to Imperial Road;
- Planning, design and construction by 2018 of the **Northwest drainage channel**;
- Planning for trail development in **Crane Park**;
- Planning, design and construction of a **trail underpass at Speedvale Avenue** to establish an off-road connection of the Trans Canada Trail from downtown to Riverside Park;
- In partnership with Fusion Homes, design and construction of the **riverwalk at 5 Arthur Street**; and
- Planning, design and construction of a **new downtown trail bridge** across the Speed River at the GJR bridge and Arthur Street.

As part of any trail development project, staff looks for partnership and funding opportunities. For the current project priorities, Guelph has been successful in achieving funding from the Canada 150 Community Infrastructure Grant offered by



# STAFF REPORT



the Federal Economic Development Agency in the amount of \$289,743 to facilitate the establishment of the **Speed River Trail West**. The funding is a great accomplishment for Guelph as we received the full amount requested and were successful over a significant number of other applications.

There is potential funding through the Trans Canada Trail Foundation for implementation of Guelph's section of Trans Canada Trail from Woodlawn Road to the city limits. In order to achieve a connected trail system, both the funding and the trail development are dependent upon partnerships that include the Guelph Eramosa Township and the County of Wellington.

## GTMP Update

Going forward, the GTMP update will review what has been completed to date, identify where gaps exist and define new opportunities, and plan into the future. The update will include reviewing how we build trail partnerships, securing lands for trails, building accessible trails, supporting trails, and engaging the community.

## Partnerships

Trail development is achieved by working in partnership with other departments, the public, stakeholders, trail associations/foundations/clubs, private and public agencies, to name a few. Trail partnerships come in many forms and provide a variety of resources, such as: land access, funding, planning of trails, knowledge, donation of materials, volunteering of time, assessing new trail routes, etc.

Partnerships are the key to establishing a successful trail network. The GTMP update will explore how partnerships can continue to aid in the development of Guelph's trails.

## Getting Trails

Substantial portions of new trails in Guelph are attained through the land development process. Where new residential and industrial subdivisions are being planned, establishment of trails is an integral component. The GTMP update will evaluate best practices for establishing trails in development areas and ensure that trails are being located, planned and built effectively.

## Accessibility

One of the guiding principles of the GTMP is that trails should be accessible to a variety of permitted uses and levels of physical ability. Since approval of the GTMP in 2005, new provincial standards have come into effect to achieve more universal design for recreational trails. The standards outline design requirements for the construction of new trails as well as redevelopment of existing trails. The updated GTMP will need to incorporate the design requirements.



## Funding Impacts

Building and maintaining trails require significant capital and investment. With each new trail that is constructed, it must also be maintained. It is essential that trails are well supported through the identification of funding in the capital and operating budgets to build, upgrade and maintain the approved trail network. The GTMP Update will include a review of the financial requirements needed from 2016 and beyond to build, upgrade and maintain trails identified within the plan.

## Community Engagement

Community engagement is the framework for successful planning and prioritizing of trails in Guelph. The GTMP Update will reach out to the public and stakeholders for input on trails, which aligns with Council's Strategic Direction to 'strengthen citizen and stakeholder engagement and communication.'

## **CORPORATE STRATEGIC PLAN**

### Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver public services better.

### City Building

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

## **DEPARTMENTAL CONSULTATION**

Infrastructure, Development and Enterprise

- Planning Services

## **COMMUNICATIONS**

- Guelph Hiking Trail Club (GHTC)
- Guelph Off Road Bicycling Association (GORBA)
- Grand River Conservation Authority (GRCA)
- Guelph Coalition for Active Transportation (GCAT)
- Guelph Junction Railway (GJR)
- River System Advisory Committee (RSAC)
- Environmental Advisory Committee (EAC)



# STAFF REPORT



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## ATTACHMENTS

ATT-1 City Wide Trail Master Plan Map 4: Trail Network  
ATT-2 OPA 48 – Official Plan Update: Schedule 7 – Trail Network

### Report Author:

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Program Manager, Open Space Planning  
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---

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---

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## November 2005



This map is to be used as a planning tool. Background information depicted (e.g. land use designations) is included for illustrative purposes only. Please consult the appropriate official documents for further details. The location and exact alignment of the rail routes will evolve through more detailed technical and community consultation as required. At the same time, it is important to note that the extensive community consultation that established the direction for this plan must be respected, therefore changes to the routing will be evaluated in the context of the overall network.



This Schedule is to be read in conjunction with the other Schedules and the text of The Official Plan

TransCanada Trail to Elora (North) and Elmira (Northwest via Kissing Bridge Trail)

GORBA Trails developed and maintained under special agreement with the Grand River Conservation Authority.

GUELPH LAKE CONSERVATION AREA

Guelph Off-Road and Bicycling Association (GORBA) Trails  
Refer to the GORBA Trail Club for trails in this area.

**LANDS SUBJECT TO OFFICIAL PLAN AMENDMENT no.43**  
For transition purposes, the existing land use designations and related existing policies of the Official Plan will continue to apply until such time as OPA 43 is in effect.

Continue to explore trail connections with the University of Guelph

Potential Connection to Guelph Radial Line Trail and Starkey Hill Trail

Trail routing in the new section of the Hanlon Business Park is based on the Draft Plan of Subdivision.

The City of Guelph, its employees and agents, do not undertake to guarantee the validity of the contents of the digital or hardcopy map files, and will not be liable for any claims for damages or loss arising from their application or interpretation, by any party. It is not intended to replace a survey or be used for legal description. This map may not be re-produced without the permission of the City of Guelph. Please contact the City of Guelph's GIS group for additional information at 519-822-1260.

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- Legend**
- City Streets
  - Future City Streets
  - County Roads
  - Railways
  - Watercourses
  - Waterbodies
  - Natural Heritage System (subject to OPA 42)\* & Open Space
  - Corporate Boundary

- Trail Network**
- Existing City Trails
  - Proposed City Trails
  - Structure Required
  - Staging Area
  - Canoe Launch & Node
  - Trail Gateway

General note for all future development areas:  
It is imperative that the City Wide Trail Master Plan be referenced in conjunction with this schedule as supporting documentation. Trail routing is to be provided as part of the development planning process and will be consistent with the goals, objectives and guiding principles of the GTMP.

This schedule is intended to be used for planning purposes only.

\*For transition purposes, the existing land use designations and related existing policies of the Official Plan will continue to apply until such time as OPA 42 is in effect.

## CITY OF GUELPH OFFICIAL PLAN

### SCHEDULE 7: TRAIL NETWORK





## CONSENT AGENDA

Monday, September 28, 2015

His Worship the Mayor  
and  
Members of Guelph City Council.

### **SUMMARY OF REPORTS:**

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

#### **A REPORTS FROM ADMINISTRATIVE STAFF**

<b>REPORT</b>	<b>DIRECTION</b>
<b>CON-2015.41      Standard and Poor's Credit Rating Review</b>  That report CS-2015-72 dated September 28, 2015, entitled Standard and Poor's Credit Rating Review 2015 be received for information.	Receive
<b>CON-2015.42      By-law Authorizing Third-Party Payment Processors to Charge Fees for Credit Card Payments</b>  1. That the Staff Report regarding the expansion of By-law authorization for third-party payment processors, operating under agreement with the City, to charge fees for payments by credit card be received as information.  2. That Council enact a by-law to permit the payment of processing fees in connection with payments to the City made by means of credit cards and to repeal By-law (2014)-19695.	Approve
<b>CON-2015.43      Portion of Hawkins Drive – Proposed Permanent Road Closure</b>  1. That the report (CAO-LR-1509) entitled "Portion of Hawkins Drive - Proposed Permanent Road Closure" be received.  2. That Council enact a by-law to stop-up and close certain lands that are currently dedicated as a public highway described as:	Approve



Hawkins Drive, Plan 61M-201, designated as Part 3 on Reference Plan 61R-20619.

**CON-2015.44      Poppy Drive East and Kirvan Crossing Proposed Street Name Change**

Approve

1. That Poppy Drive, as shown on Attachment 1 of Infrastructure, Development and Enterprise Report 15-81 be renamed to Poppy Drive West;
2. That Council enact a By-law authorizing the name change of Poppy Drive to Poppy Drive West;
3. That Kirvan Crossing, as shown on Attachment 2 of Infrastructure, Development and Enterprise Report 15-81 be renamed to Burcombe Crossing;
4. That Council enact a By-law authorizing the name change of Kirvan Crossing to Burcombe Crossing.

**CON-2015.45      Association of Municipalities of Ontario re: Support for Syrian Refugee Crisis**

*Extracted from the Information Items for the week ending September 11, 2015 at the request of Councillor Gordon.*

attach.



# STAFF REPORT

TO City Council

SERVICE AREA Corporate Services, Finance

DATE September 28, 2015

**SUBJECT Standard and Poor's Credit Rating Review**

REPORT NUMBER CS-15-72

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide an overview of the credit rating process undertaken by Standard & Poor's and to highlight the findings resulting from their review.

### KEY FINDINGS

Standard and Poor's affirmed the City's credit rating of AA+ with a stable outlook based on Guelph's:

- Strong and diversified economy
- Exceptional liquidity
- Good financial management and robust financial policies
- Detailed operating and capital budgets
- Low debt burden

### FINANCIAL IMPLICATIONS

An AA+ rating assists the City in securing lower interest rates when issuing debt to finance large capital expenditures, resulting in savings to the organization.

### ACTION REQUIRED

That Council receive the report for information purposes only.

## RECOMMENDATION

That report CS-15-72 Standard & Poor's Credit Rating be received for information.



# STAFF REPORT

## BACKGROUND

Standard and Poor's rates local and regional governments in Canada and internationally to determine the risk to credit profiles arising from liquidity, financial management and contingent liabilities. Standard and Poor's is a recognized leader of financial market intelligence and known by investors worldwide.

A good credit rating demonstrates that the municipality is maintaining a sound financial position in order to meet its long-term planning, financial and management objectives. When rating local and regional governmental organizations, Standard and Poor's uses a combined qualitative and quantitative framework of eight main factors to establish the ratings. These main rating factors consist of:

- Institutional framework
- Economy
- Financial management
- Budgetary flexibility
- Budgetary performance
- Liquidity
- Debt burden
- Contingent liabilities

## REPORT

On August 26, 2015 Standard and Poor's affirmed the City's 'AA+' long-term credit and debt rating with a stable outlook. The rating reflects Guelph's solid and diverse economic base, strong liquidity levels and budgetary flexibility resulting from excellent financial management.

The City's rating is attributable to key characteristics that affect the score in each of the Standard and Poor's criteria identified below:

### Institutional Framework:

- Standard and Poor's views the Canadian Provincial-Municipal system as "well balanced and predictable" because of its maturity and stability.

### Economy:

- Guelph has a stable employment level resulting from a diversified economy consisting of a manufacturing sector, a sizable public sector, a large university, and the presence of local boards, schools and hospitals.
- The City's focus to bring more serviced employment lands online and encourage downtown redevelopment has contributed favorably to the credit rating score.



## Financial Management:

- The City's robust financial policies, statements and detailed budgets contribute to the outstanding results in liquidity and debt management.

## Budgetary Flexibility & Performance

- Guelph has relatively strong budgetary flexibility due to the high level of modifiable revenues (revenues that the municipality has direct control over) which made up 85% of all operating revenues in 2014.
- Financial flexibility of all Canadian municipalities is considered moderately constrained on the expense side due to the high degree of provincially mandated and legislated services, and proportionately high compensation expenses. The City's wages and benefits account for a significant percentage of all operating expenditures (net of amortization) and are often subject to collective agreements.

## Liquidity, Debt Financing & Contingent Liabilities

- Guelph continues to maintain an exceptionally strong liquidity position that has a very positive impact on the credit rating profile. Adjusted cash and liquid assets at the end of 2014 equal more than 7.5 times the estimated debt service for 2015.
- Guelph's consolidated debt burden in 2014 totaled \$91.8 million or 25.1% of consolidated operating revenue, representing a 4.8% drop from 2013. S&P considers this to be "very low" relative to comparable municipalities. The City has two significant new debt issues planned for 2016 and 2017 that collectively total \$59.3 million, which will bring the projected debt burden back up to 30% of operating revenues by 2017.
- The City's contingent liabilities, consisting mainly of employee future benefits and landfill post-closure liabilities are considered very low, representing just 6.6% of consolidated operating revenues at the end of 2014.

**Attachment 1 Standard and Poor's Full Report** provides a complete description of the City's credit rating score.

## **CORPORATE STRATEGIC PLAN**

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

## **DEPARTMENTAL CONSULTATION**

Finance, Economic Development, Planning and Building Services, were consulted with respect to information requested as part of Standard and Poor's review.



# STAFF REPORT



## COMMUNICATIONS

Communications regarding the City's credit rating and long-term debt position to City Council and members of the public was coordinated with Standard and Poor's media release on August 26, 2015.

## ATTACHMENTS

Attachment 1: Standard and Poor's Full Report

Christel Gregson, Sr. Corporate Analyst  
Development Charges and Long Term Planning  
**Report Author**

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---

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# RatingsDirect®

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## Supplementary Analysis: City of Guelph

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## Table Of Contents

---

Rationale

Outlook

Institutional Framework: Very Predictable And Well-Balanced For  
Canadian Municipalities

Very Strong Economic Profile

Strong Financial Management

Strong Budgetary Flexibility Is Constrained On The Expenditure Side

Strong Budgetary Performance

Liquidity Could Drop Slightly But We Expect It To Remain Exceptional

Debt Burden Is Very Low

Very Low Contingent Liabilities

Key Statistics

Ratings Score Snapshot



## Table Of Contents (cont.)

---

Key Sovereign Statistics

Related Criteria And Research



## Supplementary Analysis:

# City of Guelph

This report supplements our research update "City of Guelph 'AA+' Ratings Affirmed On Exceptional Liquidity And Strong Budgetary Performance," published on Aug. 25, 2015. To provide the most current information, we may cite more recent data than that stated in the previous publication. These differences have been determined not to be sufficiently significant to affect the rating and our main conclusions.

## Rationale

The ratings on the City of Guelph, in the Province of Ontario, reflect Standard & Poor's Ratings Services' assessment of the city's very strong economic fundamentals, strong budgetary performance, exceptional liquidity position, and very low debt burden. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, our assessment of the positive impact Guelph's strong financial management has on its credit profile, and its very low level of contingent liabilities. We view Guelph's budgetary flexibility as strong overall but somewhat constrained on the expenditure side, which is similar to that of many Canadian municipalities and only partially mitigates these credit strengths.

### Issuer Credit Rating

AA+/Stable/--

In our opinion, Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

We believe the city's economy is very strong, given its relative diversification for a city of its size, and that GDP per capita is in line with the provincial average of about US\$48,600 in 2012-2014. Guelph's economy focuses largely on manufacturing which accounts for a large portion of the labor base. However, a sizable public sector, supported a large university, schools, hospitals, and municipal, county, and provincial government offices, helps stabilize the employment base.

Guelph demonstrates strong financial management, in our view, which has a positive impact on its credit profile. The city has a robust set of financial policies and annual financial statements are audited and unqualified. Guelph provides transparent, easy-to-access disclosure to pertinent information and prepares detailed operating and capital budgets.

The city's budgetary flexibility is what we view as strong, with high modifiable revenues, primarily from taxes, fees, and user charges, typically accounting for more than 85% of operating revenues. We expect them to remain above 70%, on average, in our base-case scenario. We also expect capital expenditures to average about 17% of total expenditures for 2013-2017. Nevertheless, in our opinion, Guelph's limited ability to materially cut operating



expenditures somewhat constrains its budgetary flexibility. While large capital spending suggests some ability to defer unessential capital projects, we believe that its operating expenditure flexibility is somewhat limited, similar to that of many Canadian municipalities, primarily due to provincially mandated service levels, collective agreements with employees, inflation, and political pressures. However, we expect that financial flexibility will remain strong and largely stable within our two-year outlook horizon.

In 2014, Guelph's operating performance improved to historical levels after an exceptional decline in 2013 on higher-than-expected operating expenses. The operating balance was 13.8% of operating revenue, up from 4.9% in 2013 (all ratios are Standard & Poor's-adjusted). We expect that this ratio will remain above 10% throughout our outlook horizon. Lower-than-budgeted capital expenditures together with higher capital revenues resulted in an after-capital surplus of 6% of total adjusted revenues in 2014. This has significantly improved from the previous years' modest deficits. With the city's capital plan calling for elevated spending over the next several years, under our base-case scenario, we estimate that after-capital deficits could occur again, but we do not expect them to exceed 5% of total adjusted revenues, on average.

We believe Guelph has a very low debt burden. At Dec. 31, 2014, the city had about C\$92 million in tax-supported debt outstanding, or almost 25% of consolidated operating revenues. Interest costs were very low at 1.3% of operating revenue in 2014, and we expect that modest debt borrowing, that repayments and operating revenue growth will mitigate, will result in both ratios remaining below 30% and 5% of operating revenues, respectively, during our outlook horizon.

We view contingent liabilities, stemming largely from standard employee benefits and landfill postclosure liabilities, as very low. They represent about 6.6% of consolidated operating revenues at year-end 2014 and do not have a significant impact on the city's credit profile. We believe that in the event of financial stress at either one of the government-related enterprises Guelph owns, its support would be limited to less than 2% of its operating revenues. Guelph Hydro Electric Systems Inc. is by far the largest entity, and given its size, self-supporting status, our investment-grade ratings on it, and our assessment of "low" likelihood of extraordinary government support, we do not expect it to require the city's assistance in a stress scenario.

## **Liquidity**

Guelph has maintained what we view as exceptional liquidity, with free cash and liquid assets well exceeding debt service requirements. Adjusted free cash and liquid asset balances of C\$132 million at year-end 2014 were sufficient to cover about 7.5x debt service costs (Standard & Poor's estimate) in 2015. Under our base-case scenario, which includes use of liquidity to internally fund capital expenditures, we believe that free cash and liquid assets will be sufficient to cover all debt service requirements throughout our two-year outlook horizon.

In our view, the city has satisfactory access to external liquidity given its proven ability to raise funds from public debt markets and the presence of a secondary market for Canadian municipal debt instruments.



## Outlook

The stable outlook reflects Standard & Poor's expectation that, throughout the two-year outlook horizon, Guelph will maintain exceptional liquidity levels, and tax-supported debt will not exceed 60%. The outlook also reflects our expectation that the city's budgetary performance will remain strong, with operating surpluses of above 5% and after-capital deficits will not exceed 5% of total adjusted revenues. A negative rating action would be possible if operating balances fell to less than 5% of operating revenue; spending under the capital plan resulted in significant after-capital deficits greater than 10% of total revenue; and higher-than-expected borrowing pushed tax-supported debt to more than 60% of operating revenue. Conversely, a positive rating action is possible if budgetary performance were to improve materially, particularly through the consistent generation of after-capital surpluses, and tax-supported debt were to remain below 30% of consolidated operating revenues.

## Institutional Framework: Very Predictable And Well-Balanced For Canadian Municipalities

We view the Canadian provincial-municipal intergovernmental system as being "very predictable and well-balanced" because of its maturity and stability, low-to-moderate degree of mismatching of revenues and expenditures, moderate levels of transparency and accountability, and strong likelihood of extraordinary support from provincial governments.

Provincial-municipal relationships have proven to be more dynamic than the federal-provincial one, largely because the municipal governments are established through provincial statute and not the constitution. Historically, the provinces have taken a more active role in municipal affairs than the federal government in provincial matters. Although there have been long periods of relative stability, provincially imposed large-scale changes to municipal revenue powers and expenditure responsibilities have occurred.

Provinces mandate a significant proportion of municipal spending and, through legislation, require municipalities to pass balanced operating budgets (although they also provide operating fund transfers). Nevertheless, municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive for some. Many have been limited in their ability to renew their infrastructure, roads, water, and wastewater, due to constraints on fee and property tax increases. Property taxes are the primary source of own-source revenues for Canadian municipalities, followed by fees and transfers from both the provincial and federal governments. Chief expenditure categories of Canadian municipalities are transportation services, which include roads and transit; environmental services, which include water distribution and treatment and wastewater collection; protection services such as fire and police; and recreation and cultural services. Small and rural municipalities generally receive higher provincial transfers, for both operating and capital programs, compared with those of their more urban counterparts, but there are no formal equalization schemes.

We believe financial information is quite timely. National accounting standards are strong and improving, in our view, although adoption can vary somewhat. Statutes require audited statements. While there are no national standards that apply to budgeting practices, a five-year capital budgeting process is usually the minimum. In addition, only



current-year budgeting is required generally for operations.

The provinces have an established history of assisting their distressed municipalities through grants.

## **Very Strong Economic Profile**

Guelph is in southwestern Ontario and had a population of about 128,000 in 2014 according to the city's estimate. Based on 2011 Census, its population was 5.9% higher in 2011 compared with 2006 and is close to the provincial growth rate of 5.7%. Guelph is designated as a growth area under the province's Places To Grow initiative, which expects that the city's population will approach 200,000 by 2031. Unemployment has typically been below that of the province, and was 3.7% in June 2015.

In our view, Guelph's economy is very strong, has been fairly stable in the past several years and we believe it is fairly well-diversified, given its population. The city's tax base is also relatively wealthy, in our view, with average household incomes estimated to be more than C\$91,000, above the regional average but slightly below the provincial average of about C\$93,000. Although municipal GDP data are not available, given Guelph's fairly broad economy and high average household income, we believe that its economy would generate GDP per capita not significantly different from the approximately US\$48,600 the province averaged in 2012-2014. We believe that the city's economy will experience stable growth and remain very strong in the medium term.

Guelph's economy focuses largely on manufacturing, which accounts for a large portion of the labor base. The economy also benefits from a sizable and stable public sector, including local school boards, local and provincial governments, and the University of Guelph. The city has been focusing on bringing more serviced employment online as well as redeveloping its downtown; numerous condo and commercial projects are evidence of the latter. It has also partnered with the province, the County of Wellington, the University of Guelph, and Conestoga College to develop the Guelph Innovation District, a 1,000-acre plot that aims to foster job growth in innovative and green sectors.

## **Strong Financial Management**

In our view, Guelph demonstrates strong financial management, which has a positive impact on its credit profile. The city provides transparent, easy to access disclosure to pertinent information; prepares a detailed operating and capital budget annually; and updates its 10-year capital forecast; in addition, its operating budgets include multiyear forecasting. Guelph also has a robust set of financial policies dealing with debt management, reserves, and investments.

The city council consists of one mayor and 12 councilors (two elected to each of the six wards), and serves a four-year term; the current one has been in place since November 2014. The municipal election of October 2014 resulted in the election of Cam Guthrie, who had been a city councilor since 2010, as mayor for a first term. Unlike Canada's members of federal or provincial parliaments, municipal councilors do not operate under a political party system.



## Strong Budgetary Flexibility Is Constrained On The Expenditure Side

Similar to most Canadian municipalities, Guelph has a relatively strong budgetary flexibility, with modifiable revenues historically exceeding 85% of operating revenues. Modifiable revenues are those the municipality has direct control over and Canadian municipalities derive the vast majority of operating revenues from modifiable sources, such as property taxes (54% of Guelph's adjusted operating revenue in 2014) and user fees and service charges (14%, predominately from water and sewer rates). In general, we view the financial flexibility of Canadian municipalities as moderately constrained on the expenditure side due to a high degree of municipal services that the provinces mandate and provide municipal governments little discretion over the costs of delivering these services. The city's largest operating expenses relate to protection (mostly police and fire services), transportation services (largely roads and transit), and the environment, which together consumed 54% of all adjusted operating expenditures in 2014. Wages and benefits accounted for about 58% of adjusted operating expenditures and exert a significant stress on operating budgets. These expenses are often subject to collective agreements, which can further limit budgetary flexibility.

We expect that capital spending will ramp up significantly in the medium term, as Guelph has to continue to invest to keep up with a growing population and aging infrastructure. We believe capital expenditures will average about 17% of total expenditures from 2013-2017. We believe the city has limited flexibility to defer capital expenditures under a stress scenario, particularly growth-related capital, if development does not occur as planned.

## Strong Budgetary Performance

To improve comparability across local and regional governments globally, Standard & Poor's adjusts the published figures of all municipalities to reflect their budgetary balances on a cash basis. This includes adjusting for major accruals, restating capital spending to a cash basis by removing the influence of capital amortization and net income of certain government business enterprises, and adjusting for one-time revenues.

Guelph's operating performance has been fairly robust historically as its steady growth has expanded its assessment base and increased property tax revenue. The city has also raised user rates generally in step with operating expenses to maximize cost recovery. Operating surpluses have typically exceeded 10% of operating revenue, despite a decline in 2013 due to higher-than-usual expenses for transportation materials and purchased services in general government, together with continued growth in employee-related expenses. Operating balance was 14% of adjusted operating revenues in 2014. We expect that this ratio will remain in line with historical levels throughout our outlook horizon.

Lower-than-budgeted capital expenditures together with higher capital revenues (development charges, provincial and federal gas tax, and proceeds from the sale of assets) resulted in an after-capital surplus of 6% of total adjusted revenues in 2014. This was a significant improvement from the previous years' modest deficits. With the city's capital plan calling for elevated spending over the next several years, under our base-case scenario, we forecast that after-capital deficits will occur again, but will not exceed 5% of total adjusted revenues, on average.

Guelph's capital expenditures totaled C\$52.3 million in 2014, or 26% higher than that of the previous year. The city expects its capital spending will intensify in the next two years, as some of the large projects will occur in the next two



years. Its 2015-2017 capital plan calls for almost C\$250 million in total capital spending. The 2015 capital budget contains almost C\$88 million in projects, of which about two thirds is to support the city's infrastructure, with the largest portion dedicated to roads, storm water systems, and water and wastewater services. However, the city expects that some projects will be carried over, so we have estimated a deferral rate of 25%, resulting in a lower spending for the year.

## **Liquidity Could Drop Slightly But We Expect It To Remain Exceptional**

In our view, Guelph's liquidity position is exceptional and has a very positive impact on its credit profile. The city had an adjusted cash and liquid asset balance at the end of 2014 of C\$132 million; this equals more than 7.5x the estimated debt service for 2015. This high level is typical of Canadian municipalities and contributes to our generally strong ratings on them. Although Guelph has borrowed internally to finance a significant portion of its capital plan in order to reduce reliance on external debt issuance, leading to a slight decline in liquidity in the medium term, we expect that liquidity will remain exceptional and sufficient to cover all debt service requirements in the outlook horizon.

In our view, the city has satisfactory access to external liquidity given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments.

## **Debt Burden Is Very Low**

At year-end 2014, Standard & Poor's-calculated total tax-supported debt for Guelph totaled C\$91.8 million, or 25.1% of consolidated operating revenue, which we consider a very low debt burden. This was below the previous year's level of 29.9%, despite an increase in capital requirements, because the city borrowed internally about C\$25 million to fund its capital plan in 2014. Interest costs were what we consider very modest, at 1.3% of operating revenue, and we expect this to be stable over the outlook horizon. Guelph does not plan on issuing any debt in 2015, but it has budgeted for C\$7.7 million and C\$51.6 million in debt issuance in 2016 and 2017, respectively. With debt repayment exceeding debt borrowing in the next two years, we expect the debt burden to decrease in 2015 and 2016. Although the city will see its debt issuance growing considerably in 2017 resulting in an increase in its tax-supported debt, we believe it will not exceed 30% of consolidated operating revenues.

## **Very Low Contingent Liabilities**

Contingent liabilities mainly relate to its major government-related enterprises (GREs), Guelph Junction Railway Co. and Guelph Municipal Holding Inc. (GMHI). The entities' combined long-term debt totaled C\$65.4 million at the end of 2014, equal to 18% of the city's annual operating revenue. GMHI is by far the largest entity; its primary holding is a local electrical distribution company. Given the utility's size, its self-supporting status, our investment-grade ratings on it, and our assessment of "low" likelihood of extraordinary government support, we do not expect it to require the city's assistance in a stress scenario. We believe that in the event of financial stress, Guelph's support for its GREs would be limited to less than 2% of the city's operating revenues.



Guelph has standard employee benefits and liabilities, as well as vacation pay and landfill postclosure costs, which combined totaled about 6.6% of 2014 operating revenue. We do not consider this significant, and the city has reserves in place to cover more than half of these liabilities. Guelph recently settled a lawsuit with a construction contractor involved with the recent building of the new city hall. We believe the total cost (about C\$8 million in proposed settlement and related legal fees), which the city will fund through reserves and reserve funds, will have a very limited impact on its finances, given its exceptional liquidity position.

## Key Statistics

**Table 1**

City of Guelph -- Economic Statistics			
	--Fiscal year ended Dec. 31--		
(%)	2012	2013	2014
Population	123,087	124,503	125,934
Population growth	1.2	1.2	1.2
Unemployment rate	5.5	7.1	7.6

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

**Table 2**

City of Guelph -- Financial Statistics						
	--Fiscal year ended Dec. 31--					
(Mil. C\$)	2012	2013	2014	2015bc	2016bc	2017bc
Operating revenues	324	342	366	378	392	406
Operating expenditures	281	325	316	327	340	355
Operating balance	42	17	51	51	52	51
Operating balance (% of operating revenues)	13.1	4.9	13.8	13.6	13.3	12.5
Capital revenues	19	12	25	21	32	27
Capital expenditures	50	41	52	66	98	85
Balance after capital accounts	11	(13)	23	6	(15)	(7)
Balance after capital accounts (% of total revenues)	3.3	(3.6)	5.9	1.6	(3.5)	(1.5)
Debt repaid	20	10	10	14	15	24
Balance after debt repayment and onlending	(8)	(23)	13	(7)	(29)	(31)
Balance after debt repayment and onlending (% of total revenues)	(2.4)	(6.5)	3.3	(1.8)	(6.9)	(7.1)
Gross borrowings	10	0	0	0	8	52
Balance after borrowings	2	(23)	13	(7)	(22)	21
Operating revenue growth (%)	5.2	5.5	7.2	3.3	3.5	3.6
Operating expenditure growth (%)	5.1	15.5	(2.9)	3.6	3.9	4.5
Modifiable revenues (% of operating revenues)	88.1	88.2	87.4	87.8	88.2	88.6
Capital expenditures (% of total expenditures)	15.0	11.3	14.2	16.9	22.4	19.3
Direct debt (outstanding at year-end)	112	102	92	78	71	99
Direct debt (% of operating revenues)	34.7	29.9	25.1	20.7	18.2	24.3



Table 2

City of Guelph -- Financial Statistics (cont.)						
Tax-supported debt (% of consolidated operating revenues)	34.7	29.9	25.1	20.7	18.2	24.3
Interest (% of operating revenues)	1.4	1.2	1.3	1.1	1.0	1.4
Debt service (% of operating revenues)	7.5	4.1	4.1	4.7	4.8	7.3

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case.

## Ratings Score Snapshot

Table 3

City of Guelph -- Ratings Score Snapshot	
Key rating factors	Assessment
Institutional Framework	Very predictable and well-balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Strong
Liquidity	Exceptional
Debt Burden	Very low
Contingent Liabilities	Very low

Note: Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating on the government.

## Key Sovereign Statistics

- Sovereign Risk Indicators, June 30, 2015. Interactive version available at <http://www.spratings.com/sri>

## Related Criteria And Research

### Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

### Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, Feb. 5, 2015
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

Ratings Detail (As Of September 11, 2015)	
<b>Guelph (City of)</b>	
Issuer Credit Rating	AA+/Stable/--



**Ratings Detail (As Of September 11, 2015) (cont.)**

Senior Unsecured

AA+

**Issuer Credit Ratings History**

29-Aug-2013

AA+/Stable/--

24-Aug-2012

AA/Positive/--

09-Apr-2001

AA/Stable/--

\*Unless otherwise noted, all ratings in this report are global scale ratings. Standard & Poor's credit ratings on the global scale are comparable across countries. Standard & Poor's credit ratings on a national scale are relative to obligors or obligations within that specific country. Issue and debt ratings could include debt guaranteed by another entity, and rated debt that an entity guarantees.



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# STAFF REPORT



TO City Council

SERVICE AREA Corporate Services

DATE September 28, 2015

**SUBJECT By-law Authorizing Third-Party Payment Processors to Charge Fees for Credit Card Payments**

REPORT NUMBER CS-2015-79

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide information for Council regarding the expansion of By-law authorization for third-party payment processors, operating under agreement with the City, to charge fees for payments made by credit card.

### KEY FINDINGS

The current By-law authorizing third-party payment processors, operating under agreement with the City, to charge fees for payments made by credit card applies only to tax payments.

Expanded authorization is required to cover fees for other payment types such as payments for POA fines.

### FINANCIAL IMPLICATIONS

None.

### ACTION REQUIRED

City Council to receive for information.

## RECOMMENDATION

1. THAT the Staff Report regarding the expansion of By-law authorization for third-party payment processors, operating under agreement with the City, to charge fees for payments by credit card be received as information.
2. That Council enact a by-law to permit the payment of processing fees in connection with payments to the City made by means of credit cards and to repeal By-law (2014)-19695.

## BACKGROUND



# STAFF REPORT



In 2014, Council passed By-law (2014)-19685 to authorize third-party payment processors, under agreement with the City, to charge a surcharge for persons paying municipal taxes by credit card. That authorization is specific to the payment of taxes only.

## REPORT

The Court Services Department is establishing an on-line payment solution, through a third-party payment processor, to allow for Provincial Offences Act fines to be paid using credit cards. By-law authorization is required to allow the payment processor to charge fees associated with POA fine payments made by credit card.

Rather than pass a separate By-law to authorize such fees with respect to POA fine payments, staff have prepared a By-law to address all payment situations, taxes, POA fines or others, where the payment is being made by credit card using a third-party payment processor that is under agreement with the City to provide such service.

The proposed By-law, before Council for approval at today's meeting, includes provisions to repeal the current By-law (2014)-19685.

## CORPORATE STRATEGIC PLAN

2.2 Deliver Public Service Better.

## DEPARTMENTAL CONSULTATION

Finance Services

Legal & Realty Services

## FINANCIAL IMPLICATIONS

None.

## COMMUNICATIONS

N/A

## ATTACHMENTS

Draft By-law

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### Authored and Recommended By

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### Approved By

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**THE CORPORATION OF THE CITY OF GUELPH**

**By-law Number (2015) – XXXX**

A by-law to permit the payment of processing fees in connection with payments to the City made by means of credit cards and to repeal By-law (2014)-19695.

**WHEREAS** pursuant to By-law Number (2014)-19685 the City authorizes third-party payment processors to charge a surcharge to taxpayers who pay their City of Guelph property taxes by means of credit cards;

**AND WHEREAS** the City of Guelph wishes to authorize third-party payment processors, who have agreements with the City of Guelph, to charge surcharges to persons who make payments to the City of Guelph by means of credit cards;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:**

1. The City of Guelph hereby authorizes third-party payment processors, who have agreements with the City of Guelph, to charge credit card payment processing fees to all persons who make payments to the City of Guelph by means of credit cards through the third party payment processors.
2. By-law Number (2014)-19685 is hereby repealed.
3. This by-law shall come into force and take effect on the date this by-law is passed.

**PASSED this TWENTY-EIGHTH day of SEPTEMBER, 2015.**

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**CAM GUTHRIE – MAYOR**

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**STEPHEN O'BRIEN – CITY CLERK**



# STAFF REPORT



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TO City Council

SERVICE AREA Office of the Chief Administrative Officer  
City Solicitor's Office  
Realty Services

DATE September 28, 2015

**SUBJECT Portion of Hawkins Drive - Proposed Permanent Road Closure**

REPORT NUMBER CAO-LR-1509

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

This report provides support for a recommendation that a portion of the Hawkins Drive road allowance be stopped up and closed as a public highway to rectify a clerical error with Plan of Subdivision No. 61M-201.

### KEY FINDINGS

A clerical error was made when the plan of subdivision dedicating Hawkins Drive as a public highway was registered with the Land Registry Office (Plan No. 61M-201) on April 13, 2015.

To rectify this error, the Hawkins Drive road allowance must be shifted to the North-West by 1.2 metres.

To move the road allowance, a 1.2 metre-wide portion of Hawkins Drive must be transferred back to the adjacent developer, Reid's Heritage Homes ("Reid's"), while the City must acquire a 1.2 metre-wide portion of Reid's Lands.

The City Solicitor has entered into a conditional land exchange agreement with Reid's in exercise of Council's delegated authority granted by By-law 2013-19529 as amended by By-law 2014-19749. The Land Exchange Agreement is conditional upon Council approving a By-Law to stop up and close a portion of Hawkins drive shown as Part 3 on Attachment 1 (the "Hawkins Drive Parcel").

Public notice of the City's intention to stop-up and close the Hawkins Drive Parcel will be published in the local paper during the weeks of September 7, 2015 and September 14, 2015.



# STAFF REPORT

## **ACTION REQUIRED**

Council to enact a by-law to stop-up and close Part 3 on Reference Plan 61R-20619.

## **RECOMMENDATION**

1. That the report (CAO-LR-1509) entitled "Portion of Hawkins Drive - Proposed Permanent Road Closure" be received.
2. That Council enact a by-law to stop-up and close certain lands that are currently dedicated as a public highway described as:

Hawkins Drive, Plan 61M-201, designated as Part 3 on Reference Plan 61R-20619.

## **REPORT**

Hawkins Drive was dedicated as a public highway on April 13, 2015 by a Plan of Subdivision registered as Plan No. 61M-201 (the "Plan"). No road has yet been constructed on the Hawkins Drive road allowance.

Prior to registration of the Plan, City staff informed Reid's Heritage Homes ("Reid's") that the draft plan needed to be amended to move the Hawkins Drive road allowance to the North-West by 1.2 metres. Unfortunately, this amendment was not incorporated by Reid's when the Plan was registered with the Land Registry Office.

To rectify this error, the Hawkins Drive road allowance must be shifted to the North-West by 1.2 metres.

After registration of the Plan, the only way to effectively move the road allowance is to transfer a 1.2 metre-wide portion of Hawkins Drive back to Reid's and the City must acquire a 1.2 metre-wide portion of Reid's Lands.

The City Solicitor has entered into a conditional land exchange agreement with Reid's in exercise of Council's delegate authority granted by By-law 2013-19529 as amended by By-law 2014-19749. The Land Exchange Agreement is conditional on Council approving a By-Law to stop up and close a portion of Hawkins drive shown as Part 3 on Attachment 1 (the "Hawkins Drive Parcel").



# STAFF REPORT



Public notice of the City's intention to stop-up and close the Hawkins Drive Parcel will be published in the local paper during the weeks of September 7th and 14th, 2015.

Realty Services Staff have consulted with the Planning and Engineering Departments and determined that there are no existing services located beneath the Hawkins Drive Parcel and it is not being used by the City.

To effect the stopping up and closing of the Hawkins Drive Parcel, Council must enact a By-law. A draft By-law is attached as Attachment 2.

## **CORPORATE STRATEGIC PLAN**

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

## **DEPARTMENTAL CONSULTATION**

Urban Design & Planning  
Engineering

## **FINANCIAL IMPLICATIONS**

There are no financial implications.

## **COMMUNICATIONS**

Notice of the proposed stopping up and closure of the portion of Hawkins Drive have been published in the local paper during the weeks of September 7, 2015 and September 14, 2015 to comply with City of Guelph's Public Notice Provisions and in accordance with section 34 of the Municipal Act.

## **ATTACHMENTS**

ATT-1 Map of Part to be Stopped and Closed  
ATT-2 Draft By-law

## **Report Author**

Katherine Hughes  
Associate Solicitor – Realty Services

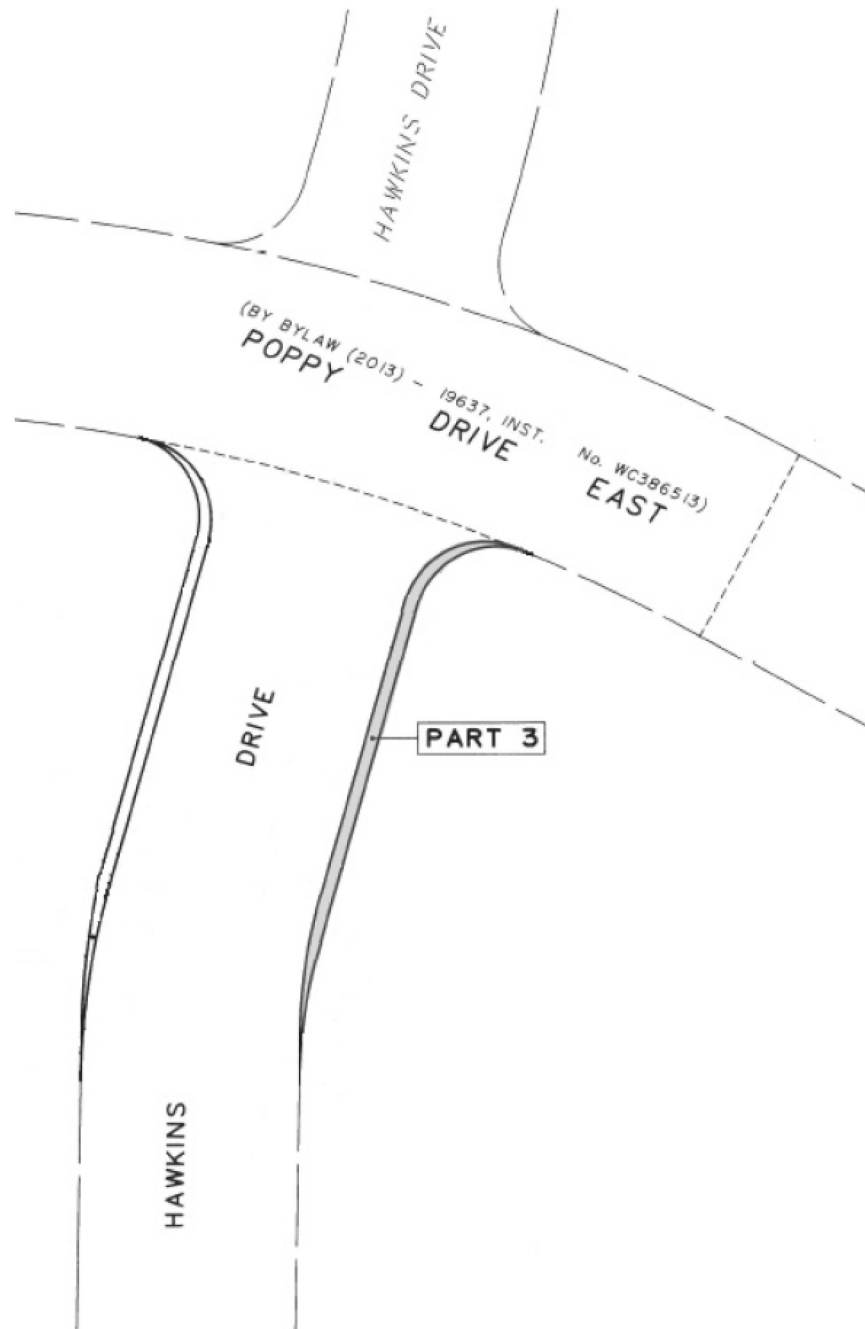
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## **Recommended By**

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Attachment – 1  
**Map of Parts to be Stopped and Closed**





## Attachment – 2 Draft By-law

### THE CORPORATION OF THE CITY OF GUELPH

By-Law Number (2015) – \_\_\_\_\_

A By-law to stop up and close part of Hawkins Drive described as part of Hawkins Drive, Plan 61M-201, designated as Part3, Reference Plan 61R-20619, City of Guelph.

**WHEREAS** by virtue of Section 34(1) of the Municipal Act, 2001 the Council may pass by-laws for stopping up and closing any highway or part thereof;

**AND WHEREAS** notice of the proposed stopping up and closure of part of Hawkins Drive, Plan 61M-201, designated as Part3, Reference Plan 61R-20619, City of Guelph was published in a newspaper in accordance with the City of Guelph policy with respect to public notice provisions and Council has heard any person who applied to be heard;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:**

1. That the land described as part of Hawkins Drive, Plan 61M-201, designated as Part3, Reference Plan 61R-20619, City of Guelph, is hereby stopped up and closed.
2. And that this by-law shall take effect upon registration of a copy of this by-law, certified under the hand of the Clerk and the seal of the Corporation, in the Registry Office for the Land Titles Division of Wellington No. 61.
3. The office of the City Solicitor is authorized to execute by electronic means the documents requiring registration to give effect to Section 1 and 2 herein.

**PASSED** this **TWENTY-EIGHTH** day of **September, 2015**.

\_\_\_\_\_  
**CAM GUTHRIE – MAYOR**

\_\_\_\_\_  
**STEPHEN O'BRIEN – CITY CLERK**



# STAFF REPORT



TO City Council

SERVICE AREA Infrastructure, Development and Enterprise

DATE September 28, 2015

**SUBJECT Poppy Drive East and Kirvan Crossing  
Proposed Street Name Change  
Ward 6**

REPORT NUMBER 15-81

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide a recommendation on a staff initiated proposal to change the name of Poppy Drive in the Bird subdivision to Poppy Drive West and to change the name Kirvan Crossing in the Dallen subdivision to Burcombe Crossing.

### KEY FINDINGS

City staff recognized that when Poppy Drive East was registered, Poppy Drive as shown on Registered Plan 61M198 and as Part 1, Reference Plan 61R-8731, required the directional suffix West.

After the name Kirvan Crossing was registered on Plan 61M200 on April 2, 2015, staff realized that a street name Kirvan Drive had previously been registered on Plan 61M197 on December 4, 2014. Since these two names are too similar sounding from an Emergency Services perspective and there are currently no addresses assigned to Kirvan Crossing, staff are recommending that the street be renamed to Burcombe Crossing.

The renaming of these streets is consistent with the City's street naming protocols and there are no major concerns with the request.

### FINANCIAL IMPLICATIONS

Any costs associated with publishing required notification(s) and signage changes regarding these renamings are to be at the City of Guelph's expense.

### ACTION REQUIRED

Council is being asked to approve the renaming of Poppy Drive to Poppy Drive West, the renaming of Kirvan Crossing to Burcombe Crossing and pass a by-law to legally authorize such changes.



# STAFF REPORT

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## RECOMMENDATION

1. That Poppy Drive, as shown on Attachment 1 of Infrastructure, Development and Enterprise Report 15-81 be renamed to Poppy Drive West;
2. That Council enact a By-law authorizing the name change of Poppy Drive to Poppy Drive West;
3. That Kirvan Crossing, as shown on Attachment 2 of Infrastructure, Development and Enterprise Report 15-81 be renamed to Burcombe Crossing;
4. That Council enact a By-law authorizing the name change of Kirvan Crossing to Burcombe Crossing.

## BACKGROUND

Poppy Drive is located within the Bird subdivision as part of Registered Plan 61M198 and as Part 1, Reference Plan 61R-8731 (See Attachment 1 – Poppy Drive Location Map) and was formally named upon registration of the subdivision on November 29<sup>th</sup>, 2012. The subsequent registration of Poppy Drive East as part of Registered Plan 61M200 on April 2<sup>nd</sup>, 2015 has resulted in staff identifying the need to rename Poppy Drive to Poppy Drive West. Currently the South End Community park is the only address affixed to Poppy Drive and Parks and Recreation staff have indicated they have no concerns with this proposed name change. Although Bishop Macdonell Catholic High School's entrance is located on Poppy Drive it is formally addressed as 200 Clair Road West.

Kirvan Crossing is located within the Dallen subdivision as part of Registered Plan 61M200 (See Attachment 2 – Kirvan Crossing Location Map). Kirvan Drive was registered as part of Registered Plan 61M197. It was upon circulation of Registered Plan 61M200 that City Staff noticed that the name Kirvan was used as a street name on both Registered Plan 61M197 and 61M200. At this time Kirvan Crossing is not a constructed public highway and there are no addresses associated with Kirvan Crossing.

## REPORT

Kirvan Drive was named to recognize World War I veteran Frederick Sylvester Kirvan who was a member of the Canadian Infantry's 87<sup>th</sup> Battalion and was killed in action on September 2, 1918 in France. Since Kirvan has already been used staff is recommending that Kirvan Crossing be replaced with Burcombe Crossing which recognizes World War II veteran Private Albert George Burcombe who was a member of the Royal Canadian Army Medical Corps, 11 Field Ambulance, and was deemed missing in action on August 19, 1942 after the Battle of Dieppe.

### Street Naming Policy Summary

In 2000, the City implemented a policy that 75% of all new street names constructed in the City be named after:



# STAFF REPORT



- Guelph residents who gave their lives in defense of Canada, including World War I, World War II, and the Korean Conflict;
- Those persons who died while in the service of the City of Guelph (e.g.: municipal, fire, police); and
- Those persons who made significant contributions to the history of the City of Guelph and/or the Townships of Puslinch and Guelph/Eramosa.

The remaining 25% of street names are comprised of recommendations from the public or development proponents which do not meet the criteria listed above. In order to simplify the categorization of received street name requests, staff sort the names into the following categories:

1. **VETERAN STREET NAMES** – World War I (1914-1918); Deceased
2. **VETERAN STREET NAMES** – World War II (1939-1945); Deceased
3. **VETERAN STREET NAMES** – Korean Conflict (1950-1953); Deceased
4. **CITY** – EMPLOYEES WHO DIED WHILE IN SERVICE TO THE CITY
5. **CITY** – PERSONS WHO MADE SIGNIFICANT CONTRIBUTIONS TO THE HISTORY OF THE CITY
6. **MAYORS** – FORMER CITY OF GUELPH MAYORS
7. **REQUESTED** – STREET NAMES OF SURVIVING WAR VETERANS AND PUBLIC REQUESTS

Staff's request to change Kirvan Crossing to Burcombe Crossing would fit into category 2 above. Street name requests involving Guelph residents who gave their lives in defence of Canada are reviewed by Planning staff for their authenticity. A brief description of Albert George Burcombe's military service is provided later in this report (Attachment 7).

Staff have also consulted with Emergency Services and Guelph Police Services regarding the name change who have no concerns (See Attachments 5 and 6). Staff are also satisfied that Burcombe Crossing does not share any phonetic similarities with any other existing street within the City of Guelph Puslinch or Guelph-Eramosa Townships.

## Albert George Burcombe

Albert George Burcombe was the son of Reginald S. D. Burcombe and Annie A. Burcombe, of Guelph. He was a member of the Army in the Royal Canadian Medical Corps unit, 11<sup>th</sup> Field Ambulance division. His service number was A/27031. He was listed as missing after the Battle of Dieppe and was deemed missing in action on August 19, 1942 at the age of 20. His name is inscribed on the Brookwood Memorial located in Surrey, United Kingdom (See Attachment 7).

Staff are recommending the proposed public highway name change from Kirvan Crossing to Burcombe Crossing as the street will be named after World War II veteran which is consistent with the City's street naming policy. Emergency Services staff have no concerns with the request.



# STAFF REPORT



## CORPORATE STRATEGIC PLAN

**Strategic Direction 3.1:** Ensure a well-designed, safe, inclusive, appealing and sustainable City.

## FINANCIAL IMPLICATIONS

As requestors of the public highway name change, staff are recommending that hard costs associated with the name change are to be at the City of Guelph's expense. All costs will be minimal and will be paid through existing budgets.

## COMMUNICATIONS

Notification was published for two (2) consecutive weeks in local print media regarding the proposed street name change, consistent with the requirements of the *Municipal Act*.

## DEPARTMENTAL CONSULTATION

Planning staff have consulted with Emergency Services staff, Guelph Police Services staff and Parks and Recreation staff regarding the name change.

## ATTACHMENTS

- Attachment 1 – Poppy Drive Location Map
- Attachment 2 – By-law (2002) – 16841
- Attachment 3 – Kirvan Crossing Location Map
- Attachment 4 – 61M200 Registered Plan showing Kirvan Crossing
- Attachment 5 – Correspondence from Guelph Police Services
- Attachment 6 – Correspondence from Emergency Services
- Attachment 7 – Verification of Burcombe as a WWII veteran

### Report Author

Randy Harris  
Administrator of Planning Technical  
Services

### Approved By

Todd Salter  
General Manager  
Planning, Urban Design and  
Building Services  
519-822-1260, ext.2395  
todd.salter@guelph.ca

### Approved By

Sylvia Kirkwood  
Manager of Development Planning

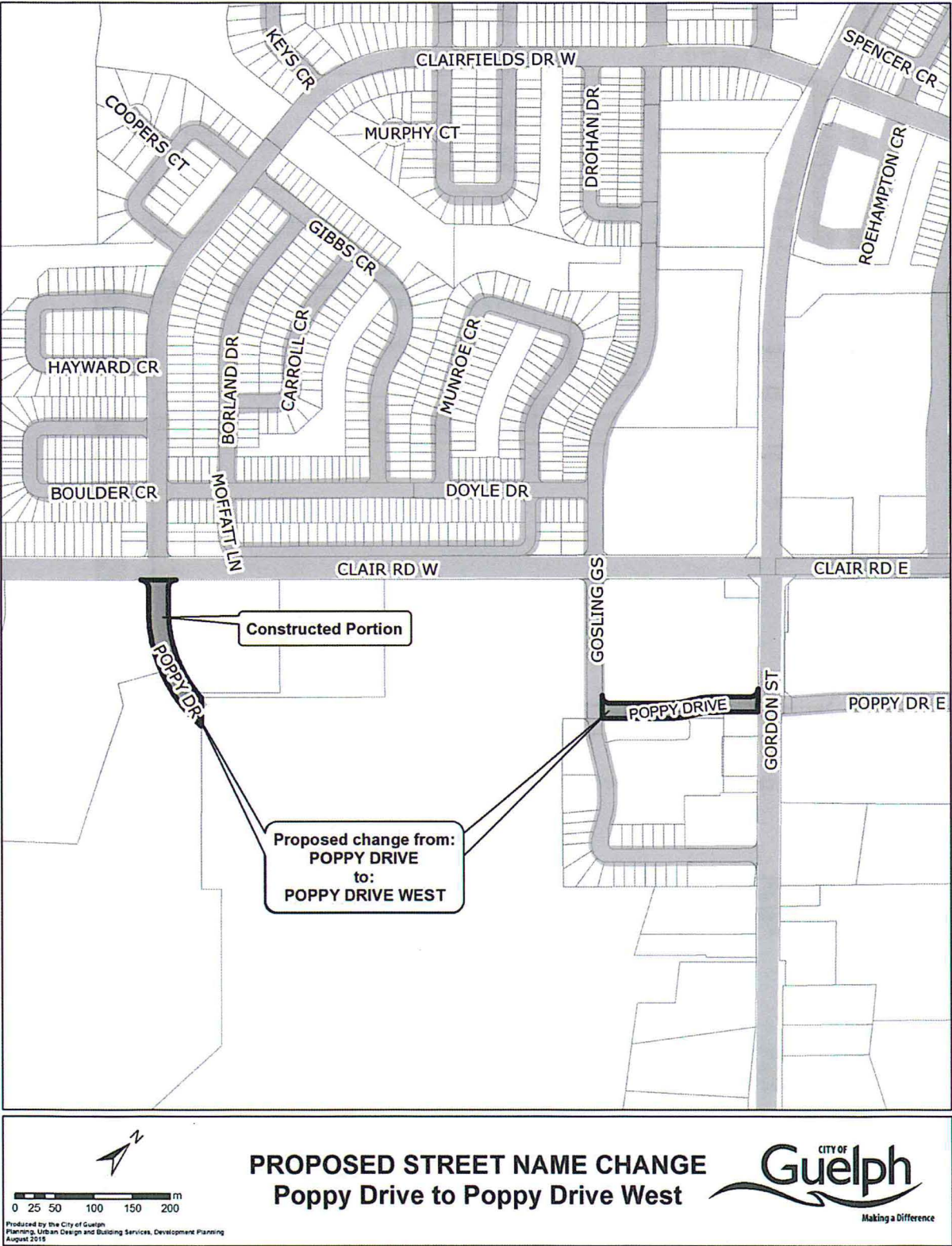
### Recommended By

Derrick Thomson  
Interim Deputy CAO  
Infrastructure, Development and  
Enterprise  
519-822-1260, ext. 2665  
derrick.thomson@guelph.ca



# STAFF REPORT

## ATTACHMENT 1 – Poppy Drive Location Map





# STAFF REPORT

## ATTACHMENT 2 - By-law (2002) - 16841

Province of Ontario		Document General Form 4 - Land Registration Reform Act		SoftDocs® 41 Wordprocessor Interface		D						
<p>FOR OFFICE USE ONLY</p> <p>LT078957</p> <p>CERTIFICATE OF RECEIPT WELLINGTON (61) GUELPH</p> <p>*02 APR 18 PM 2 38</p> <p><i>Danica Bait</i> LAND REGISTRAR/REGISTRAR</p>		(1) Registry <input type="checkbox"/> Land Titles <input checked="" type="checkbox"/>	(2) Page 1 of 2 pages									
		(3) Property Identifier(s) 71199	Block	Property 0059 PT	Additional: See Schedule <input type="checkbox"/>							
		(4) Nature of Document BY-LAW NUMBER (2002)-16841										
		(5) Consideration Dollars \$										
<p>New Property Identifier</p> <p>Additional: See Schedule <input type="checkbox"/></p> <p>Executions</p> <p>Additional: See Schedule <input type="checkbox"/></p>		<p>(6) Description City of Guelph, County of Wellington, Part of the Rear or Northeast Half of Lot 11, Concession 7, (formerly Puslinch Township), designated as Part 1, Reference Plan 61R-8731.  Land Titles Division of Wellington No. 61.</p>										
		<p>(7) This Document Contains: (a) Redescription New Easement Plan/Sketch <input type="checkbox"/> (b) Schedule for: Description <input type="checkbox"/> Additional Parties <input type="checkbox"/> Other <input checked="" type="checkbox"/></p>										
<p>(8) This Document provides as follows:  See By-law Attached.</p> <p>Continued on Schedule <input type="checkbox"/></p>												
<p>(9) This Document relates to instrument number(s)</p>												
<p>(10) Party(ies) (Set out Status or Interest) Name(s)</p> <p>THE CORPORATION OF THE CITY OF GUELPH</p> <p>Signature(s) <i>Karen Farbridge</i> Date of Signature 2002-04-16 KAREN FARBRIDGE - MAYOR</p> <p><i>Lois A. Giles</i> LOIS A. GILES - CITY CLERK</p>												
<p>(11) Address for Service: 59 Carden Street, GUELPH, Ontario N1H 3A1</p>												
<p>(12) Party(ies) (Set out Status or Interest) Name(s)</p> <p>Signature(s)</p> <p>Date of Signature Y M D</p>												
<p>(13) Address for Service</p>												
<p>(14) Municipal Address of Property</p> <p>NOT ASSIGNED</p>		<p>(15) Document Prepared by:</p> <p>Lois E. Payne, City Solicitor, 59 Carden Street Guelph, Ontario N1H 3A1</p>		<p>Fees and Tax</p> <table border="1"> <tr> <td>Registration Fee</td> <td>60.00</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>60.00</td> </tr> </table>			Registration Fee	60.00			Total	60.00
Registration Fee	60.00											
Total	60.00											

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# STAFF REPORT

## ATTACHMENT 2 - By-law (2002) - 16841 (continued)

Page 2 of 2.

### THE CORPORATION OF THE CITY OF GUELPH

I hereby certify the above copy to be a true copy of

By-law (2002) - 16841

of the City of Guelph.

IN TESTIMONY WHEREOF, I have hereunto set the seal

of The Corporation of the City of Guelph and the

hand of the Deputy Clerk of the Corporation

this 17 day of APRIL 2002.

Z. Charles Lange

Deputy Clerk

By-Law Number (2002) - 16841

A By-law to dedicate certain lands known as Part of the Rear or Northeast Half of Lot 11, Concession 7 (formerly the Township of Puslinch) designated as Part 1, Reference Plan 61R-8731, City of Guelph, as Poppy Drive.

WHEREAS it is expedient to establish and to dedicate to the public use certain lands within the City of Guelph as a public highway;

AND WHEREAS the lands to be established, laid out and dedicated hereby are owned by The Corporation of the City of Guelph;

AND WHEREAS Section 297 of The Municipal Act, Revised Statutes of Ontario, 1990, Chapter M.45, authorizes the Council of every municipality to pass by-laws for the establishing and laying out of highways or for the widening, altering or diverting any highway or part of a highway;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. That Part of the Rear or Northeast Half of Lot 11, Concession 7 (formerly the Township of Puslinch) designated as Part 1, Reference Plan 61R-8731, City of Guelph, is hereby dedicated as a public highway to be known as Poppy Drive.

PASSED this FIFTEENTH day of APRIL, 2002.



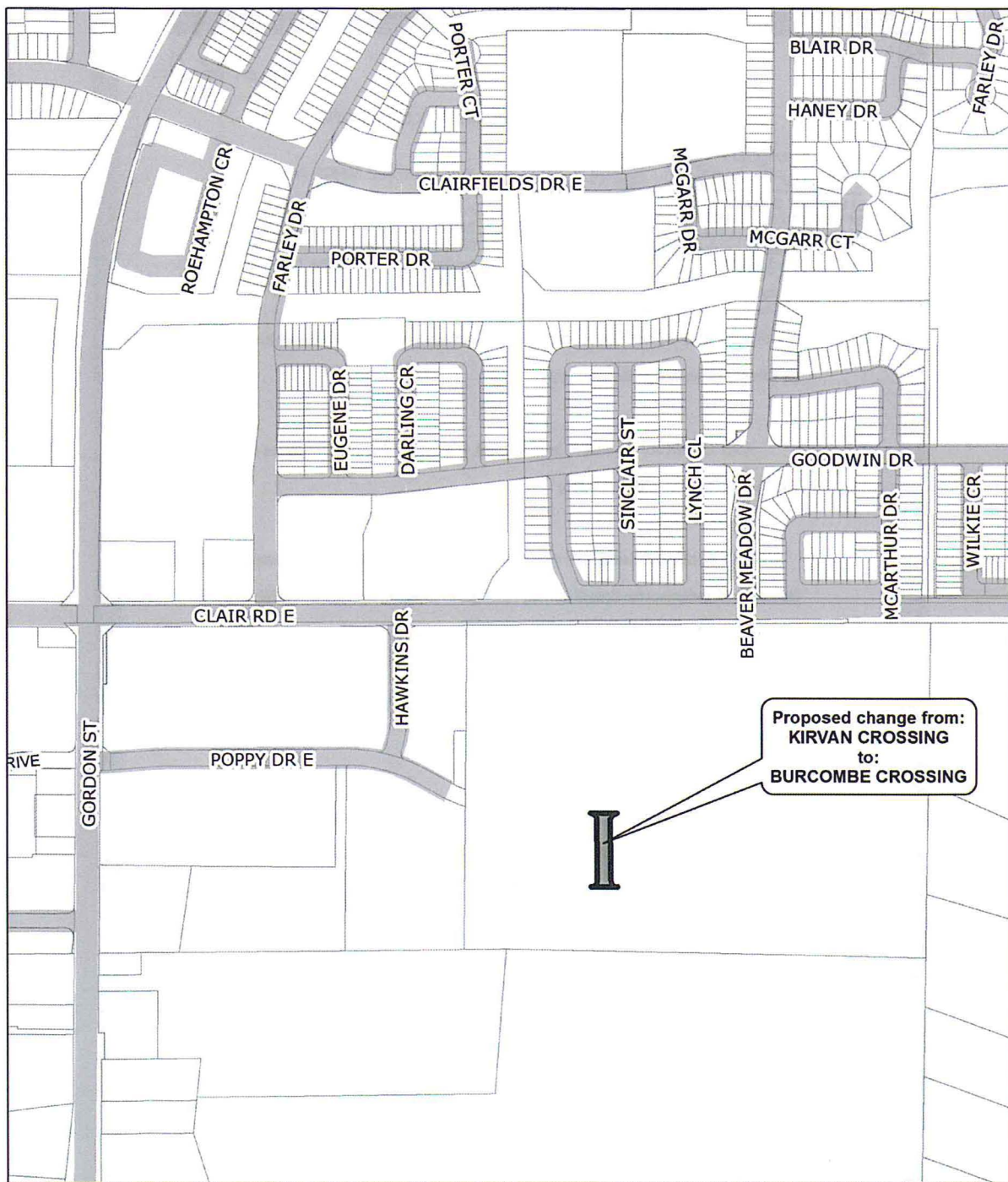
Karen Farbridge  
KAREN FARBRIDGE - MAYOR

Lois A. Giles  
LOIS A. GILES - CITY CLERK



# STAFF REPORT

## ATTACHMENT 3 – Kirvan Crossing Location Map



0 25 50 100 150 200 m

Produced by the City of Guelph  
Planning, Urban Design and Building Services, Development Planning  
August 2016

### PROPOSED STREET NAME CHANGE

### Kirvan Crossing to Burcombe Crossing

**CITY OF Guelph**  
Making a Difference



## ATTACHMENT 4 – 61M200 Registered Plan, Kirvan Crossing





# STAFF REPORT

## ATTACHMENT 5 – Correspondence from Guelph Police Services

**Randy Harris**

---

**From:** Kris Orsan  
**Sent:** August 13, 2015 4:12 PM  
**To:** Randy Harris  
**Subject:** FW: Street Name Burcombe

**Kris R. Orsan, CPT | Urban Design Technician II**  
**Planning, Urban Design and Building Services**  
**City of Guelph**

T 519-837-5616 x 2617 | F 519-822-4632  
E [kris.orsan@guelph.ca](mailto:kris.orsan@guelph.ca)



Please consider the environment before printing this email

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**From:** Laura Phillips [<mailto:L.Phillips@guelphpolice.ca>]  
**Sent:** April 27, 2015 2:14 PM  
**To:** Kris Orsan; Chris Sambol; Dave Elloway; Michael Bartholomew; Penny Dollery; Randy Harris; Sandra Varga; Spencer Stroszka-Li; Tracey Lesage; Wendy Hamilton  
**Cc:** Scott Grover  
**Subject:** RE: Street Name Burcombe

No issue with name --- please consider a street type other than "COURT" so will not be confused with BURKE COURT (also in south end off Periwinkle)  
Thanks,  
Laura

Laura Phillips  
Communications Trainer/Auditor  
Guelph Police Service  
15 Wyndham St S  
Guelph, Ontario  
N1H 4C6  
519-824-1212, ext 7355

---

**From:** [Kris.Orsan@guelph.ca](mailto:Kris.Orsan@guelph.ca) [<mailto:Kris.Orsan@guelph.ca>]  
**Sent:** Monday, April 27, 2015 2:00 PM  
**To:** [Chris.Sambol@guelph.ca](mailto:Chris.Sambol@guelph.ca); [Dave.Elloway@guelph.ca](mailto:Dave.Elloway@guelph.ca); Laura Phillips; [Michael.Bartholomew@guelph.ca](mailto:Michael.Bartholomew@guelph.ca); [Penny.Dollery@guelph.ca](mailto:Penny.Dollery@guelph.ca); [Randy.Harris@guelph.ca](mailto:Randy.Harris@guelph.ca); Sandra Varga; [Spencer.Stroszka-Li@guelph.ca](mailto:Spencer.Stroszka-Li@guelph.ca); [Tracey.Lesage@guelph.ca](mailto:Tracey.Lesage@guelph.ca); [Wendy.Hamilton@guelph.ca](mailto:Wendy.Hamilton@guelph.ca)  
**Subject:** Street Name Burcombe

Hello All,  
Please review the name "Burcombe" and provide any concerns you may have regarding this name such as similar sounding or spelling to an existing street name.



## ATTACHMENT 5 – Correspondence from Guelph Police Services (continued)

If there are no issues, this name will be used in the Dallan Subdivision on the south side of Clair road east.

Kind regards,

**Kris R. Orsan, CPT** | Planning Technician II  
**Planning, Urban Design and Building Services**  
**City of Guelph**

T 519-837-5616 x 2617 | F 519-822-4632  
E [kris.orsan@guelph.ca](mailto:kris.orsan@guelph.ca)



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# STAFF REPORT

## ATTACHMENT 6 – Correspondence from Emergency Services

**Randy Harris**

---

**From:** Kris Orsan  
**Sent:** August 13, 2015 4:11 PM  
**To:** Randy Harris  
**Subject:** FW: Burcombe

**Kris R. Orsan, CPT | Urban Design Technician II**  
**Planning, Urban Design and Building Services**  
City of Guelph

T 519-837-5616 x 2617 | F 519-822-4632  
E [kris.orsan@guelph.ca](mailto:kris.orsan@guelph.ca)



Please consider the environment before printing this email

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**From:** Wendy Hamilton  
**Sent:** May 1, 2015 6:06 PM  
**To:** Kris Orsan  
**Subject:** Burcombe

Possible confusion with Burke. I concur with Laura Philips that you don't use Court

**Wendy**

Communications Division

Guelph Fire Department  
50 Wyndham St S  
Guelph, Ontario  
N1H4E1

(519) 824-3232, Ext 0  
(519) 824-2270 FAX #  
Email: [Wendy.hamilton@guelph.ca](mailto:Wendy.hamilton@guelph.ca)







## ATTACHMENT 7 – Verification of Burcombe as a WWII Veteran (continued)

8/14/2015

Albert George Burcombe - The Canadian Virtual War Memorial - Veterans Affairs Canada




[Veterans Affairs Canada \(/eng/\)](#)

[Home](#) → [Remembrance](#) → [Memorials](#) → [The Canadian Virtual War Memorial \(CVWM\)](#)

→ [Albert George Burcombe](#)

### Canadian Virtual War Memorial

 [Share this page](#)

In memory of

Private

***Albert George Burcombe***

August 19, 1942

#### **Military Service:**

**Service Number:**

A/27031

**Age:**

20

**Force:**

Army

**Unit:**

Royal Canadian Army Medical Corps

**Division:**

11 Field Amb.

#### **Additional Information:**

Son of Reginald S. D. Burcombe and Annie A. Burcombe, of Guelph, Ontario, Canada.

Commemorated on [Page 61 \(/eng/remembrance/memorials/books/page?](#)

[page=61&book=2&sort=pageAsc\)](#) of the Second World War Book of Remembrance. [Request a copy \(/eng/remembrance/memorials/books/book\\_form?bn=2&pn=61\)](#) of this page.



## ATTACHMENT 7 – Verification of Burcombe as a WWII Veteran (continued)

8/14/2015

Albert George Burcombe - The Canadian Virtual War Memorial - Veterans Affairs Canada

### Burial Information:

#### Cemetery:

BROOKWOOD MEMORIAL (/eng/remembrance/memorials/canadian-virtual-war-memorial/cem?cemetery=2012400) ; Surrey, United Kingdom

#### Grave Reference:

Panel 25. Column 1.

#### Location:

The Brookwood Memorial stands in the large Brookwood Military Cemetery, which forms part of the London Necropolis at Brookwood, west of Woking, about 48 kilometres from London. The garden in which the Memorial stands is at the south end of the Canadian Section (Second World War) located on the far side of St. Lawrence Avenue, the highway leading in from the main entrance on the Pirbright road. The memorial commemorates 3,475 men and women of the land forces of the British Commonwealth and Empire who died during the Second World War and whose names could not appropriately be recorded on any of the campaign memorials in the different theatres of war. There are names of men and women who served as special agents and died as prisoners or while working with Allied underground movements. A few of the names on the memorial commemorate those whose bodies were never recovered or those graves which could not, for some other reason, be marked and maintained by the Commonwealth War Graves Commission. The names of over 200 Canadians are remembered on the Brookwood Memorial. Some perished in ships that were sunken in waters outside the territorial limits of any major campaign; some were lost overboard; some died from various causes on hospital ships or troop transports and were given burial at sea. Also commemorated are those who died during the campaign in Norway in 1940, and in raids on enemy-occupied territory in Europe, including the costly operation against Dieppe in August 1942.

**i** Information courtesy of the Commonwealth War Graves Commission  
(<http://www.cwgc.org>).

### Digital Collection

Send us your images (/eng/remembrance/memorials/canadian-virtual-war-memorial/image/2145424)

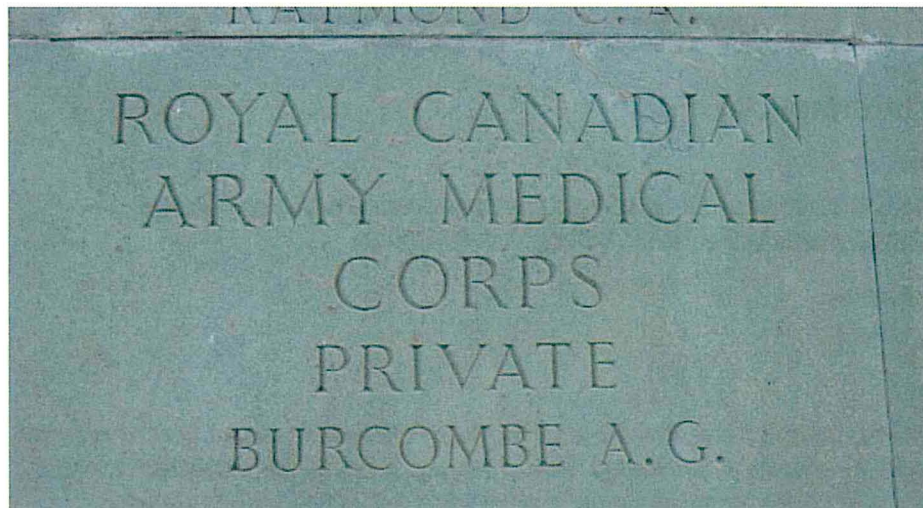
<http://www.veterans.gc.ca/eng/remembrance/memorials/canadian-virtual-war-memorial/detail/2145424>

2/3



# STAFF REPORT

## ATTACHMENT 7 – Verification of Burcombe as a WWII Veteran (continued)



**Brookwood Memorial, Surrey, United Kingdom**





September 9, 2015

## **AMO Support for the Syrian Refugee Crisis – Call to Action**

Dear Colleagues,

Like you, I have been deeply affected by the disturbing images and stark realities of the Syrian refugee crisis. It is a situation that cries out for compassion and action.

AMO is challenging all of its member municipalities to donate at least \$100 to aid in the international effort to resettle the Syrian refugees in safe countries. We hope to raise at least \$40,000. This goal will help save two families and if we raise a greater amount, we can help save more families.

Donations can be made by cheque payable to Association of Municipalities of Ontario, with "Syrian Refugee Crisis" in the description field, and forwarded by Friday, October 2.

AMO will donate all of the proceeds to Lifeline Syria. This organization is seeking to resettle and integrate 1,000 Syrian refugees in Ontario over the next two years, reuniting them with their families. Lifeline Syria is a community-based initiative that will do this by helping to recruit, train, and match private refugee sponsors in Ontario with Syrian refugees approved for resettlement by the federal government. Sponsors will include organizations, individuals, or groups of individuals such as faith-based groups. The Ontario government has provided seed funding to Lifeline Syria to support its work but it is reliant on public donations to fulfill its mandate. More information about the organization and the initiative is found on the [Lifeline Syria](#) website.

I know how municipal governments in Ontario rally to help one another and their neighbours. I implore you to accept this challenge and donate to this worthy cause. It is one small way we can help ease the suffering of others through our financial contributions.

Sincerely,



Gary McNamara  
President, Association of Municipalities of Ontario

P.S. For other ways to help, see [International Organizations Seeking to Assist Syrian Refugees](#).



**- BYLAWS -**

<b>- September 28, 2015 -</b>	
By-law Number (2015)-19962 A by-law to permit the payment of processing fees in connection with payments to the City made by means of credit cards and to repeal By-law (2014)-19695	To authorize third-party fees for credit card payments for payment of Provincial Offences fines.
By-law Number (2015)-19963 A By-law to change the name of Kirvan Crossing, Plan 61M-200 to Burcombe Crossing.	To authorize a street name change.
By-law Number (2015)-19964 A By-law to change the name of Poppy Drive, Plan 61M-198 to Poppy Drive West and to change the name of Poppy Drive described as Part Lot 11, Concession 7, (formerly Township of Puslinch), designated as Part 1, Reference Plan 61R-8731, to Poppy Drive West.	To authorize a street name change.
By-law Number (2015)-19965 A By-law to stop up and close part of Hawkins Drive described as part of Hawkins Drive, Plan 61M-201, designated as Part 3, Reference Plan 61R-20619, City of Guelph.	To authorize a street name change.



# NOTICE OF MOTION



**Title of Motion:** Reconsideration of Downtown Streetscape Manual

**Moved by:** Councillor Bell

---

## SUMMARY

Design of Downtown Streetscapes with angled parking creates a safety hazard for cyclists, is not best practices, and does not encourage active transportation in the city core

**Do not use "Whereas" or "Now Therefore be it Resolved That"**

## RECONSIDERATION: [indicate if this section is not needed]

2. That the Streetscape Manual (contained in Chapter 2 of Attachment 1) be adopted and that staff be directed to use the Streetscape Manual to guide the design of the City's public realm capital projects and private investments that impact the public realm in the Downtown.

original motion (August 25, 2014) on the Downtown Streetscape Manual (Council Meeting)

## RECOMMENDATIONS

"THAT the current Downtown Streetscape Manual be referred to Council through the appropriate Standing Committee of Council to consider design options which may arise from additional consultation, including;

Consultation with cycling organizations and professionals in cycling infrastructure



# NOTICE OF MOTION



**Title of Motion:** Reconsideration of the Design of St. Georges Square

**Moved by:** Councillor Gibson

---

## SUMMARY

The new design for St. Georges Square does not have the support of the citizens of Guelph

**Do not use "Whereas" or "Now Therefore be it Resolved That"**

## RECONSIDERATION: [indicate if this section is not needed]

4. That Council endorse the vision, principles and general design elements illustrated by the Conceptual Design for St. George's Square (contained in Chapter 4 of Attachment 1).  
(August 25, 2014) on the Downtown Streetscape Manual (Council Meeting)

## RECOMMENDATIONS

"THAT the current Downtown Streetscape Manual be referred to Council through the appropriate Standing Committee of Council to consider design options which may arise from additional consultation, including;

- Consultation with merchants in the vicinity of St. Georges Square