

CITY COUNCIL AGENDA



Council Chambers, Guelph City Hall, 1 Carden Street

DATE November 25, 2013 – 7:00 p.m.

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

**O Canada
Silent Prayer
Disclosure of Pecuniary Interest and General Nature Thereof**

PRESENTATION

a) None

CONFIRMATION OF MINUTES (Councillor Van Hellemond)

"THAT the minutes of the Council Meetings held September 25, October 24, 28, November 4, 2013 and the minutes of the Closed Meetings of Council held October 28 and November 4, 2013 be confirmed as recorded and without being read."

CONSENT REPORTS/AGENDA – ITEMS TO BE EXTRACTED

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

Consent Reports/Agenda from:

Community & Social Services Committee			
Item	City Presentation	Delegations	To be Extracted
CSS-2013.30 Guelph Community Sports Lease and Agreement			
CSS-2013.31 Older Adult Strategy First Year Corporate Action Plan			
CSS-2013.32 Affordable Bus Pass Fourth Quarter Report and Program Sustainability Recommendations			

CSS-2013.33 Parks Horticulture Operations – 2013 Budget Reduction Impact			
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Adoption of balance of Community & Social Services Committee Ninth Consent Report - Councillor Dennis, Chair

Corporate Administration, Finance & Enterprise Committee			
Item	City Presentation	Delegations	To be Extracted
CAFE-2013.37 Downtown Renewal Update & Guelph Economic Investment Strategy Discussion	<ul style="list-style-type: none"> Ian Panabaker, Corporate Manager Downtown 		✓

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

Operations, Transit & Emergency Services Committee			
Item	City Presentation	Delegations	To be Extracted
OTES-2013.28 Emergency Response Plan and Emergency Management Program			
OTES-2013.29 Establishing Elementary School Speed Zones			

Adoption of balance of Operations, Transit & Emergency Services Committee Seventh Consent Report - Councillor Findlay, Chair

Planning & Building, Engineering and Environment Committee			
Item	City Presentation	Delegations	To be Extracted
PBEE-2013.36 Municipal Property and Building Commemorative Naming Annual Report			
PBEE-2013.39 Properties at 24 Downey Road and 297 Woodlawn Road			

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

Council Consent Agenda			
Item	City Presentation	Delegations	To be Extracted
CON-2013.35 Extension of Councillor Terms on the Grand River Conservation Authority and the Elliott Board of Trustees			

Adoption of balance of the Council Consent Agenda – Councillor

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

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

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

Reports from:

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

SPECIAL RESOLUTIONS

BY-LAWS

Resolution – Adoption of By-laws (Councillor Wettstein)

MAYOR’S ANNOUNCEMENTS

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

NOTICE OF MOTION

ADJOURNMENT



**Minutes of Guelph City Council
Held in Committee Room C, Guelph City Hall on
Wednesday, September 25, 2013 at 5:30 p.m.**

Attendance

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

Absent: Councillor Burcher, Kovach, Laidlaw and Van Hellemond

Staff: Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. J. Oliver, Workforce Planning & Development Specialist; and Mr. B. Labelle

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

Mayor Farbridge called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Building a Share Awareness – The Value of Diversity

The Mayor provided introductory remarks on the Value of Diversity.

Ms. J. Oliver, Workforce Planning & Development Specialist, introduced the item and the consultant.

Ms. Renee Bazile-Jones facilitated a discussion relating to Diversity.

Open Government Action Plan – Council Stakeholder Interview Session

The Mayor provided introductory comments on the open government action plan.

Mr. B. Labelle, City Clerk, introduced Mr. Adam Froman, CEO, Ms. Rosalina Lin-Allen, Project Manager, and Ms. Amy Sullivan, Delvinia who led Council through a facilitated workshop and visioning sessions with respect to Open Government

Adjournment (7:50 p.m.)

1. Moved by Councillor Hofland
Seconded by Councillor Furfaro

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on November 25, 2013.

Mayor Farbridge

City Clerk



**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
Thursday, October 24, 2013 at 6:00 p.m.**

Attendance

Members: Mayor Farbridge
Councillor Bell
Councillor Burcher
Councillor Dennis
Councillor Findlay
Councillor Furfaro
Councillor Guthrie
Councillor Hofland
Councillor Laidlaw
Councillor Piper
Councillor Van Hellemond
Councillor Wettstein

Absent: Councillor Kovach

Staff: Ms. A. Pappert, Chief Administrative Officer
Mr. M. Amorosi, Executive Director, Corporate & Human Resources
Mr. A. Horsman, Executive Director, Finance & Enterprise
Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment
Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services
Mr. D. Thomson, Executive Director, Community & Social Services
Ms. T. Agnello, Deputy Clerk
Ms. D. Black, Council Committee Coordinator

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

Mayor Farbridge called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

2014-2023 Non-Tax Supported Capital Budget & Forecast

The Mayor provided introductory remarks and advised that the purpose of the meeting is to receive information regarding the non-tax supported budget and refer decisions to the November 5th budget meeting.

Delegations:

Mr. Joe Farwell, CAO, Grand River Conservation Authority (GRCA), explained the role of the GRCA, Guelph's connection with the GRCA, their water management plan and their strategic plan.

Ms. Sonja Radoja, Manager, Corporate Services, GRCA, provided highlights of their 2014 budget and municipal levy for 2014.

Mr. A. Horsman, Executive Director of Finance & Enterprise/Chief Financial Officer, provided an overview of the Non-Tax Supported programs and advised that the blended rate increase is 3.5% for Water and Wastewater rates.

Mr. Mark Amorosi, Executive Director of Human Resources and Dr. J. Laird, Executive Director of Planning, Building, Engineering and Environment provided an overview of their budgets, including 2013 accomplishments, 2014 objectives, multiyear forecasts and reserve trends.

Court Services

The Executive Director of Corporate and Human Resources explained that the Province of Ontario mandates court services through agreement with the City and also approves the amount of fines to be set.

Mr. Brad Coutts, Manager, Court Services, advised that the automated telephone reminder system resulted in closing 30% of outstanding fines and a collection of \$87,924.00 in 2013. Staff will provide information regarding outstanding fines on the budget website.

Ontario Building Code

The Executive Director of Planning, Building, Engineering and Environment provided details regarding the Building Stabilization Reserve which Council has set a maximum reserve limit equal to one year of operating costs.

Water and Wastewater Services

Dr. Laird detailed the relationship between and the pressures on the Water and Wastewater budgets and explained that the multiyear rates are in keeping with the average of the municipal comparators.

With respect to Water Services, a discussion ensued regarding the expansion request and the associated risk assessment, the 2014 water infrastructure gap and backlog, and the need to continue growing the capital reserves.

With respect to Wastewater Services staff advised that the City surpasses provincial regulations for water quality.

1. Moved by Councillor Hofland
Seconded by Councillor Burcher

THAT Council receives and refers to the November 5, 2013 Council meeting:

For Court Services

1. The 2014 Court Services Operating Budgets in the amount of \$3,642,000;
2. The 2014 Court Services Capital Budget and 2015-2023 Capital Forecast in the amount of \$602,900; and

For Ontario Building Code Administration

3. The 2014 Ontario Building Code Administration Operating Budget in the amount of \$2,900,000;
4. The 2014 Ontario Building Code Capital Budget and the 2015-2023 Capital Forecast in the amount of \$49,000.

For Water and Wastewater Services

5. The proposed expansion packages in the net amounts of \$142,900 for Water Services and \$93,500 for Wastewater Services;
6. The 2014 Water and Wastewater Operating Budgets in the amounts of \$26,351,480 and \$28,293,090 respectively, inclusive of expansions;
7. The 2014 Water and Wastewater Capital Budgets and 2015 - 2023 Forecasts in the amounts of \$193,881,300 and \$169,497,800 respectively;
8. The City of Guelph water volume charge of \$1.43 cents per cubic metre effective January 1, 2014 and the wastewater volume charge of \$1.59 cents per cubic metre, effective January 1, 2014;
9. The City of Guelph water and wastewater basic service charges and various fees and charges, be approved as per attached schedule "A" effective January 1, 2014;
10. The Waterworks Fees and Services By-law be passed.

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

VOTING AGAINST: (0)

CARRIED

Adjournment (7:59 p.m.)

2. Moved by Councillor Dennis
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

Minutes to be confirmed on November 25, 2013.

Mayor Farbridge

Deputy Clerk



**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
Monday October 28, 2013 at 6:00 p.m.**

Attendance

Council: Mayor Farbridge
Councillor B. Bell
Councillor L. Burcher (arrived at 6:05 p.m.)
Councillor I. Findlay
Councillor J. Furfaro
Councillor Guthrie
Councillor Hofland
Councillor G. Kovach
Councillor M. Laidlaw
Councillor A. Van Hellemond
Councillor K. Wettstein

Absent: Councillor T. Dennis
Councillor L. Piper

Staff: Ms. A. Pappert, Chief Administrative Officer
Mr. M. Amorosi, Executive Director, Corporate & Human Resources
Mr. D. Thomson, Executive Director, Community & Social Services
Mr. A. Horsman, Executive Director, Finance & Enterprise
Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment
Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services
Mr. B. Labelle, City Clerk
Ms. J. Sweeney, Council Committee Coordinator

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

Mayor Farbridge called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor Hofland
Seconded by Councillor Findlay

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

CARRIED

Closed Meeting (6:01 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

C.2013.25 Potential Sale of Property – Hanlon Creek Business Park – Phase 1

C.2013.31 Personal Matter about an Identifiable Individual

Personal Matter about an Identifiable Individual

Rise from Closed Meeting (6:20 p.m.)

Council recessed.

Open Meeting (7:00 p.m.)

Mayor Farbridge called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

Councillor Hofland declared a potential pecuniary interest with regards to the Brownfield CIP Program Applications for 35 & 40 Silvercreek Parkway South (PBEE-2013.34) as she resides in the neighbourhood and did not speak or vote on the matter.

Presentations

The Mayor presented City medals to the following members of the Guelph Novice 1 Gators Fast Pitch team in recognition of winning the gold medal at the Canadian Championship U14 Girls Fast Pitch Jamboree: Emily Abernethy, Emily Hill, Taylor Hill, Bryanna Kressler, Taylor Philips, Dianne Priamo, Kael Prickett, Mikiella Russell, Sadie Scapinello, Allie Shaw, Dakota Urban, Head Coach Mike Shaw and Coaches Larry Priamo, Todd Abernethy and Emilie Priamo

Ms. Barbara Powell, General Manager of Community Engagement & Social Services presented the Mayor with the 2013 Impact Award from the Community Indicators Consortium the City won in recognition of the City of Guelph's Community Wellbeing Initiative.

Ms. A. Pappert, Chief Administrative Officer provided a progress report on the following focus areas: strategic planning & transformation; leadership – organizational effectiveness; financial stewardship; and building relationships and communications.

Confirmation of Minutes

1. Moved by Councillor Hofland
Seconded by Councillor Bell

That the minutes of the Council Meetings held on September 30, October 1 and 7, 2013 and the minutes of the Closed Meetings of Council held September 30 and October 7, 2013 be confirmed as recorded.

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

VOTING AGAINST: (0)

CARRIED

Consent Reports

Community & Social Services Committee Eighth Consent Report

Councillor Burcher presented the Community & Social Services Committee Eighth Consent Report.

2. Moved by Councillor Burcher
Seconded by Councillor Bell

That the October 28, 2013 Community & Social Services Committee Eighth Consent Report as identified below, be adopted:

CSS-2013.28 Corporate Accessibility Policy and Multi-Year Accessibility Plan

1. That the Corporate Accessibility Plan and Multi-Year Accessibility Plan be approved.
2. That staff be directed to report back in Q4 2015, prior to the biennial report to the Province, specifically on progress, achievements, and compliance to the legislation.
3. That the Accessibility Coordinator to be the repository of progress reports from individual Service Area business units that will illustrate their progress and their evaluation process on applicable accessible goals and achievements that they've realized during the year. In addition, the City's Accessibility Advisory Committee will review these reports as per their terms of reference.
4. That the Corporate Accessibility Policy and Procedures replace the City of Guelph Barrier Free Policy and the Accessibility Standards for Customer Service Policy 2010.

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

VOTING AGAINST: (0)

CARRIED

Corporate Administration, Finance & Enterprise Committee Eighth Consent Report

The following item was extracted:

CAFE-2013.35 Downtown Entertainment District: Safe Semester Update

Operations, Transit & Emergency Services Committee Sixth Consent Report

Councillor Findlay presented the Operations, Transit & Emergency Services Committee Sixth Consent Report.

3. Moved by Councillor Findlay
Seconded by Councillor Furfaro

That the October 28, 2013 Operations, Transit & Emergency Services Committee Sixth Consent Report as identified below, be adopted:

OTES-2013.25 Public Works Yard Expansion - Update

1. THAT the Operations, Transit & Emergency Services Committee Report OTES091326 Public Works Yard Expansion - Update be received.
2. THAT the Operations, Transit & Emergency Services Committee refer back to staff to consider alternate plans to address growth concerns surrounding the Public Works property to include the possibility of a comprehensive needs assessment study for the entire Public Works Department yard and its dependencies.

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

VOTING AGAINST: (0)

CARRIED

Planning & Building, Engineering and Environment Committee Eighth Consent Report

It was requested that PBEE-2013.34, Brownfield CIP Program Applications – 35 & 40 Silvercreek Parkway South be voted on separately due to Councillor Hofland's declared potential pecuniary interest.

Councillor Guthrie presented Planning & Building, Engineering and Environment Committee Eighth Consent Report.

4. Moved by Councillor Guthrie
Seconded by Councillor Bell

That the October 28, 2013 Planning & Building, Engineering and Environment Committee Eighth Consent Report as identified below, be adopted:

PBEE-2013.32 Outside Water Use By-law Review – Findings and Recommended Revisions

1. That the report of the Executive Director of Planning, Building, Engineering and Environment dated October 9, 2013, regarding the Outside Water Use By-law Review, be received.
2. That the revisions to the Outside Water Use Program and By-law as outlined in the report of the Executive Director of Planning, Building, Engineering and Environment, dated October 9, 2013 be approved.
3. That the General Manager of Water Services be authorized to complete housekeeping-based amendments to the Schedules of the Outside Water Use By-law, subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment and the City Solicitor.

PBEE-2013.33 Brownfield Tax Increment Based Grant Application – 139 Morris Street

1. That the application, on behalf of the owners of 139 Morris Street, for a Tax Increment-Based Grant, pursuant to the Brownfield Redevelopment Community Improvement Plan and applying to 139 Morris Street, be approved to an upset limit of \$1,151,879, provided that an agreement to implement the grant is executed within six months of Council approval, and that the property be redeveloped and reassessed at a higher value prior to October 28, 2018.
2. That staff be directed to finalize a Tax Increment-Based Grant agreement between the City and 139 Morris St. Ltd, or any subsequent owner, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer.
3. That the Mayor and Clerk be authorized to execute the agreement for the 139 Morris Street Brownfield Tax Increment-Based Grant Application.

PBEE-2013.35 Brownfield Tax Increment Based Grant Application – 84 & 86 Wyndham Street South, and 68A, 68B and 72 York Road

1. That the application by Terra View Riverside Ltd. for a Tax Increment-Based Grant pursuant to the Brownfield Redevelopment Community Improvement Plan and applying to 84 and 86 Wyndham Street South and 68A, 68B and 72 York Road, be approved in the form of a grant of \$411,000 in addition to the \$138,000 grant approved by Council on July 27, 2009, for a combined upset limit of \$549,000, provided that an agreement to implement the grant is executed within six months of Council approval, and that the property be redeveloped and reassessed at a higher value prior to October 28, 2018.
2. That staff be directed to finalize a Tax Increment-Based Grant agreement between the City and Terra View Riverside Ltd., or any subsequent owner, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer.
3. That the Mayor and Clerk be authorized to execute the agreement for the 84 ad 86 Wyndham Street South and 68A, 68B and 72 York Road Brownfield Tax Increment-Based Grant Application.

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

VOTING AGAINST: (0)

CARRIED

PBEE-2013.34 Brownfield CIP Program Applications – 35 & 40 Silvercreek Parkway South

5. Moved by Councillor Guthrie
Seconded by Councillor Bell
1. That the applications by Silvercreek Guelph Developments Limited for the Tax Assistance and Environmental Study Grant programs and applying to 35 & 40 Silvercreek Parkway South, be refused.
 2. That the application by Silvercreek Guelph Developments Limited for a Tax Increment-Based Grant pursuant to the Brownfield Redevelopment Community Improvement Plan and applying to 35 & 40 Silvercreek Parkway South be approved to an upset limit of \$241,154, provided that an agreement to implement the grant is executed within six months of Council approval, and that the property be redeveloped and reassessed at a higher value prior to October 28, 2018.
 3. That staff be directed to finalize a Tax Increment-Based Grant agreement between the City and Silvercreek Guelph Developments Limited, or any subsequent owner, to the satisfaction of the General Manager of Planning Services, the General Manager of Legal and Realty Services/City Solicitor, and the City Treasurer.
 4. That the Mayor and Clerk be authorized to execute the agreement for the 35 & 40 Silvercreek Parkway South Tax Increment-Based Grant application.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Findlay, Furfaro, Guthrie, Kovach, Laidlaw, Van Hellemond and Wettstein (10)

VOTING AGAINST: (0)

Councillor Hofland did not vote due to her declared potential pecuniary interest.

CARRIED

Council Consent Agenda

The following items were extracted:

CON-2013.32 2014 Council and Committee Meeting Schedule

CON-2013.35 Municipal Support for Local Renewable Energy Projects: Ontario Power Authority (OPA) Feed-In-Tariff 3.0

Extracted Items

CAFE-2013.35 Downtown Entertainment District: Safe Semester Update

Main Motion

6. Moved by Councillor Hofland
Seconded by Councillor Laidlaw
1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received.
 2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved.

Amendment

7. Moved by Councillor Bell
Seconded by Councillor Hofland
1. That a summary of full annual costs associated with late night downtown bars (policing and clean-up), be referred back to the Corporate Administration, Finance & Enterprise Committee.
 2. That a request be made to the Guelph Police Services Board to provide the information on policing costs.

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

VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

8. Moved by Councillor Hofland
Seconded by Councillor Laidlaw
1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received.
 2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved.
 - 3. That a summary of full annual costs associated with late night downtown bars (policing and clean-up), be referred back to the Corporate Administration, Finance & Enterprise Committee.**
 - 4. That a request be made to the Guelph Police Services Board to provide the information.**

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

VOTING AGAINST: (0)

CARRIED

Councillor Findlay retired from the meeting at 7:50 p.m.

CON-2013.32 2014 Council and Committee Meeting Schedule

There was discussion relating to the proposed tentative Advance Vote dates in October.

9. Moved by Councillor Burcher
Seconded by Councillor Furfaro

That the 2014 Council and Committee meeting schedule, attached hereto as Attachment 1, be approved.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein (10)

VOTING AGAINST: (0)

CARRIED

CON-2013.35 Municipal Support for Local Renewable Energy Projects: Ontario Power Authority (OPA) Feed-In-Tariff 3.0

10. Moved by Councillor Hofland
Seconded by Councillor Burcher

Whereas the Province's FIT Program encourages the construction and operation of rooftop solar photovoltaic, groundmount solar photovoltaic and bioenergy generation 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 3.0, Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in these Applications being offered a FIT Contract prior to other Persons applying for FIT Contracts.

Now Therefore Be It Resolved:

1. That Report FIN-CE-03, entitled 'Municipal Support for Local Renewable Energy Projects: Ontario Power Authority (OPA) Feed-In-Tariff 3.0' dated October 28, 2013, 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 "Prescribed Form/Template: Municipal Council Blanket Support Resolution".
4. That Council direct the Corporate Manager, Community Energy to provide a completed and signed "Prescribed Form/Template" Municipal Council Blanket Support Resolution: to applicants requesting same for the purposes of submission to the Ontario Power Authorities Feed-In-Tariff 3.0 Program.
5. That the Corporate Manager, Community Energy be directed to report to Council on a regular basis the activity related to requests for the "Prescribed Form/Template: Municipal Council Blanket Support Resolution.

6. That the Municipal Council Blanket Support Resolution remain in effect for one year from the date of adoption.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Furfaro, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein (9)

VOTING AGAINST: Councillor Guthrie (1)

CARRIED

Special Resolutions

C-2013.25 Potential Sale of Property – Hanlon Creek Business Park – Phase 1

11. Moved by Councillor Guthrie
Seconded by Councillor Wettstein

That the Mayor and Clerk be authorized to execute an Offer to Purchase and Agreement of Purchase and Sale regarding the sale of City-owned land in the Hanlon Creek Business Park Phase 1 to Edgeview Developments Inc. or an affiliate thereof, subject to the Offer to Purchase and Agreement of Purchase and Sale format and content being satisfactory to the General Manager of Economic Development as well as the General Manager of Legal Services/City Solicitor.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein (10)

VOTING AGAINST: (0)

CARRIED

Councillor Guthrie's motion for which notice was given July 29, 2013

12. Moved by Councillor Guthrie
Seconded by Councillor Kovach

That the following resolution be referred to the Governance Committee for consideration:

That staff be directed to review all policies and procedures relating to the Integrity Commissioner position, and establish an evaluation procedure for reviewing the Integrity Commissioner's performance.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein (10)

VOTING AGAINST: (0)

CARRIED

By-laws

13. Moved by Councillor Kovach
Seconded by Councillor Guthrie

That By-laws Numbered (2013)-19645 to (2013)-19648, inclusive, are hereby passed.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein (10)
VOTING AGAINST: (0)

CARRIED

Adjournment (8:15 p.m.)

14. Moved by Councillor Hofland
Seconded by Councillor Burcher

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on November 25, 2013.

Mayor Farbridge

City Clerk

JANUARY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1 New Year's Day	2	3	4 5
6	7	8	9	10	11 12
13	14	15	16	17	18 19
20	21	22 AUD (3:00 pm)	23	24	25 26
27 Council / Council Planning Placeholder (7:00 pm)	28	29	30	31	

FEBRUARY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1 2
3 PBEE (2:00 pm) CAFE (5:30 pm)	4 AUD (3:00 pm) OTES (5:00 pm)	5	6	7	8 9
10 Council Planning (7:00 pm)	11 CSS (5:00 pm)	12	13	14	15 16
17 Family Day	18	19 Special Council Placeholder (6:00 pm)	20	21	22 23
24 Council (7:00 pm)	25	26 Special Council Placeholder (6:00 pm)	27	28	

MARCH					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3 PBEE (2:00 pm) CAFE (5:30 pm)	4 GOV (3:00 pm) OTES (5:00 pm)	5	6	7	8
					9
10	11	12 March Break	13	14	15
					16
17 Council Planning (7:00 pm)	18	19 CSS (5:00 pm)	20	21	22
					23
24 Special Council Placeholder (6:00 pm)	25 Special Council Placeholder (6:00 pm)	26	27	28	29
					30
31 Council (7:00 pm)					

APRIL					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1 Special Council Placeholder (6:00 pm)	2	3	4	5
					6
7 PBEE (2:00 pm) CAFE (5:30 pm)	8 AUD (3:00 pm) OTES (5:00 pm)	9 GOV (3:00pm) CSS (5:00 pm)	10	11	12
					13
14 Council Planning (7:00 pm)	15	16	17	18 Good Friday	19
					20 Easter
21 Easter Monday	22 Special Council Placeholder (6:00 pm)	23	24	25	26
					27
28 Council (7:00 pm)	29	30			

MAY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3 4
5 PBEE (2:00 pm) CAFE (5:30 pm)	6 GOV (3:00 pm) OTES (5:00 pm)	7	8	9	10 11
12 Council Planning (7:00 pm)	13 CSS (5:00 pm)	14	15	16	17 18
19 Victoria Day	20	21 Special Council Placeholder (6:00 pm)	22	23	24 25
26 Council (7:00 pm)	27	28 Special Council Placeholder (6:00 pm)	29	30 FCM Conf.	31

June					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 FCM Conf.	3 AUD (3:00 pm) OTES (5:00 pm)	4	5	6	7 8
9 Council Planning (7:00 pm)	10 PBEE (2:00 pm) CAFE (5:30 pm)	11 CSS (5:00 pm)	12	13	14 15
16 Special Council Placeholder (6:00 pm)	17	18 Special Council Placeholder (6:00 pm)	19	20	21 22
23 Council (7:00 pm)	24	25	26	27	28 29
30					

JULY					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					Sunday
	1 Canada Day	2	3	4	5
					6
7 PBEE (2:00 pm) CAFE (5:30 pm)	8 GOV (3:00 pm) OTES (5:00 pm)	9 AUD (3:00pm) CSS (5:00 pm)	10	11	12
					13
14 Council Planning (7:00 pm)	15	16	17	18	19
					20
21 Special Council Placeholder (6:00 pm)	22	23 Special Council Placeholder (6:00 pm)	24	25	26
					27
28 Council (7:00 pm)	29	30	31		

AUGUST					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					Sunday
				1	2
					3
4 John Galt Day / Civic Holiday	5 PBEE (2:00 pm) OTES (5:00 pm)	6	7	8	9
					10
11 Council Planning (7:00 pm)	12 CAFE (5:30 pm)	13 CSS (5:00 pm)	14	15	16
					17 AMO Conf.
18 AMO Conf.	19	20	21	22	23
					24
25 Council (7:00 pm)	26	27	28	29	30
					31

SEPTEMBER					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Labour Day	2 Special Council Placeholder (6:00 pm)	3	4	5	6 7
8 Council/Council Planning (7:00 pm)	9	10	11	12 Nomination Day	13 14
15	16	17	18	19	20 21
22	23	24	25	26	27 28
29	30				

OCTOBER					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1	2	3	4 5
ADVANCE VOTING (TENTATIVE)					
6	7	8	9	10	11 12
ADVANCE VOTING (TENTATIVE)					
13 Thanksgiving Day	14	15	16	17	18 19
ADVANCE VOTING (TENTATIVE)					
20	21	22	23	24	25 26
27 2014 Municipal Election	28	29	30	31	

NOVEMBER					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3	4	5	6	7	8
COUNCIL ORIENTATION (TENTATIVE)					9
10	11 Remembrance Day	12	13	14	15
COUNCIL ORIENTATION (TENTATIVE)					16
17 Council (7:00 pm)	18	19	20	21	22
COUNCIL ORIENTATION (TENTATIVE)					23
24	25	26	27	28	29
					30

DECEMBER					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Inaugural Council (7:00 pm)	2	3	4	5	6
					7
8 Striking Committee (5:30 pm) Council Planning (7:00 pm)	9	10	11	12	13
					14
15 Nominating Committee (5:00 pm)	16	17	18	19	20
Council (7:00 pm)					21
22	23	24	25 Christmas Day	26 Boxing Day	27
					28
29	30	31			



**Minutes of Guelph City Council
Held in the Council Chambers Room, Guelph City Hall on
Monday, November 4, 2013 at 5:30 p.m.**

Attendance

Council: Mayor Farbridge
Councillor B. Bell
Councillor L. Burcher
Councillor T. Dennis
Councillor I. Findlay
Councillor J. Furfaro
Councillor C. Guthrie
Councillor J. Hofland
Councillor G. Kovach (*arrived at 5:45 p.m.*)
Councillor L. Piper
Councillor M. Laidlaw (*arrived at 5:35 p.m.*)
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff: Ms. A. Pappert, Chief Administrative Officer
Mr. A. Horsman, Executive Director of Finance and Enterprise
Mr. M. Amorosi, Executive Director of Corporate & Human Resources
Mr. D. Thomson, Executive Director of Community & Social Services
Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment
Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services
Ms. D. Jaques, General Manager, Legal & Realty Services/City Solicitor
Ms. S. Smith, Associate City Solicitor
Mr. S. Worsfold, Deputy City Solicitor
Mr. D. Mast, Associate Solicitor
Mr. M. Kershaw, Associate Solicitor
Mr. T. Salter, General Manager, Planning Services
Ms. A. Nix, Environmental Planner - Policy
Ms. T. Agnello, Deputy Clerk
Ms. D. Black, Council Committee Coordinator

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

Mayor Farbridge called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor Dennis
Seconded by Councillor Hofland

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b), (c) and (f) of the *Municipal Act* with respect to personal matters about an identifiable individual; pending acquisition or disposition of property, and litigation or potential litigation.

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.2013.27 OPA 42 Ontario Municipal Board Appeals: Status and Next Steps**
- C.2013.28 OPA 42 (Natural Heritage System) Appeals – Ontario Municipal Board**
- C.2013.29 Pending Acquisition or Disposition of Property**
- C.2013.30 Ontario Municipal Board Hearing – 1159 Victoria Road South (Victoria Park Village) – Proposed Redline Revision to an Approved Draft Plan of Subdivision, Zoning By-law Amendment and Applications for Site Plan Approval (Files: 23T-07506/ZC1206) – Ward 6**
- C.2013.32 Appointments to the Guelph Cemetery Commission**
- C.2013.33 Litigation or Potential Litigation**

Rise from Closed Meeting (6:40 p.m.)

Council recessed.

Open Meeting (7:00 p.m.)

Mayor Farbridge called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Presentations

Ms. Dawn Hamilton, City of Guelph United Way Campaign Manager, presented a \$66,000 cheque to Mr. Ken Dardano, Executive Director and Mr. Terry O'Connor, Labour Coordinator for the United Way.

Mr. Dean Wyman, General Manager, Solid Waste Resources, Ms. Heather Connell, Manager Integrated Systems and Ms. Vivian DeGiovanni, Program Development Supervisor presented the Mayor with the following awards:

- i) the Recycling Council of Ontario 2013 Municipal Gold Award in Communications and Diversion in recognition of excellence and commitment to a sustainable environment;
- ii) the Municipal Waste Association 2013 Gold Promotion and Education Award (over 30,000 households) in recognition of the Conservation Calendar; and
- iii) the Municipal Waste Association 2013 Silver Award Promotion and Education Award (over 30,000 households) in recognition of the Cart Rollout Campaign.

Consent Agenda

The following item was extracted:

CON-2013.33 Proposed Demolition of 1159 Victoria Road South – Ward 6

- 1. Moved by Councillor Dennis
Seconded by Councillor Findlay

That the balance of the November 4, 2013 Consent Agenda as identified below, be adopted:

CON-2013.34 Proposed Merger of 54 and 56 Lyon Avenue - Ward 3

1. That Report 13-68 regarding the proposed consolidation of the properties municipally known as 54 and 56 Lyon Avenue, from Planning, Building, Engineering and Environment dated November 4, 2013, be received.
2. That a by-law to deem Lots 11 and 12, Plan 316 not to be Lots on a Plan of Subdivision, pursuant to Section 50 (4) of the *Planning Act*, which would allow them to merge, be approved.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Planning Public Meeting

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

55 and 75 Cityview Drive North - Proposed Draft Plan of Residential Subdivision and Associated Zoning By-law Amendment (File: 23T-12501 / ZC1202) Ward 1

Mr. Chris DeVriendt, Senior Development Planner, advised that the applicant proposes to develop between 261 and 336 mixed residential units as summarized in the staff report.

Mr. Hugh Handy, on behalf of the applicant, explained the evolution of the subdivision plan. He advised they intend to work with Colterra to make the linkages work between the abutting properties.

Discussion ensued regarding garbage removal, linkages, the "hidden space" and traffic issues.

2. Moved by Councillor Burcher
Seconded by Councillor Guthrie

That Report 13-64 regarding a proposed Draft Plan of Residential Subdivision and associated Zoning Bylaw Amendment application (File 23T-12501 / ZC1202) by IBI Group to permit a range of 261 to 336 dwelling units applying to property legally described as Part of Lots 25, 31 and 32, Registered Plan 53 and Part of Lot 4, Concession 3, Division "C", City of Guelph, from Planning, Building, Engineering and Environment dated November 4, 2013, be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

20 and 37 Cityview Drive North - Proposed Draft Plan of Residential Subdivision and Associated Zoning By-law Amendment (File: 23T-12502 / ZC1208) Ward 1

Mr. Chris DeVriendt, Senior Development Planner, advised that the applicant proposes to develop 264 mixed residential units as summarized in the staff report.

Ms. Nancy Shoemaker, on behalf of the owner, explained the challenges regarding the wetlands and significant slopes. She addressed the proposed trails, storm water management, grading and connection concerns.

Discussion ensued regarding the public view on the east side, encroachment issues, street configurations, frontages and an accessible extension of the trail to Watson and York.

3. Moved by Councillor Findlay
Seconded by Councillor Dennis

That Report 13-65 regarding a proposed Draft Plan of Residential Subdivision and associated Zoning Bylaw Amendment application (File 23T-12502 / ZC1208) by BSRD Inc. to permit a total of 264 dwelling units applying to property municipally known as 20 and 37 Cityview Drive North and legally described as Part of Lot 4, Concession 3, Division C and Lot 34 and Part Lots 30, 32 and 33, Registered Plan 53, City of Guelph, from Planning, Building, Engineering and Environment dated November 4, 2013, be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

12 Summerfield Drive – Proposed Zoning By-law Amendment (File: ZC1311)-Ward 6

Mr. Michael Witmer, Development & Urban Design Planner, advised that the applicant proposes to develop 2 Single family detached homes on two separate lots as summarized in the staff report.

Mr. Peter Graham, on behalf of the applicant, provided two illustrations of the possible elevation of the proposed buildings.

4. Moved by Councillor Kovach
Seconded by Councillor Findlay

That Report 13-66 regarding a Zoning By-law Amendment application by Acorn Development Corporation, on behalf of Fabbian Homes Inc., to permit the development of two (2) single detached dwellings at the property municipally known as 12 Summerfield Drive and legally described as Lot 2, Registered Plan 61M-114, City of Guelph, from Planning, Building, Engineering and Environment dated November 4, 2013, be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Extracted Consent Agenda Items

CON-2013.33 Proposed Demolition of 1159 Victoria Road South - Ward 6

Staff clarified that no barn swallow habitat was deemed present. Staff will investigate and report on enforcement options available for proceeding without a demolition permit.

5. Moved by Councillor Burcher
Seconded by Councillor Wettstein
 1. That Report 13-67 regarding the proposed demolition of a four (4) unit apartment building at 1159 Victoria Road South, legally described as Concession 8, Rear Part Lot 5, City of Guelph, from Planning, Building, Engineering and Environment dated November 4, 2013, be received.
 2. That the proposed demolition of the four (4) unit apartment building at 1159 Victoria Road South be approved.
 3. That the applicant shall erect protective fencing at one (1) metre from the dripline of any existing trees on the property being preserved and also that have the potential of being impacted by demolition activities, prior to commencement of demolition and maintain fencing during demolition.
 4. That the applicant consult with the Ministry of Natural Resources regarding Barn Swallow habitat, undertake any habitat screening activities and obtain clearance as required, prior to commencement of any demolition activities.
 5. That the applicant be requested to contact the General Manager of Solid Waste Resources, within Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Special Resolutions

Councillor Piper's motion for which notice was given September 30, 2013

Ms. Susan Watson supported the motion and requested that no amendments be made. She believes this process would allow public input that was not previously afforded. She noted the City's Official Plan recognizes the property as a community use or alternatively, a residential home.

Ms. Madeleine Digby and Ms. Malkah McNeilly withdrew their requests to speak.

Ms. Daphne Wainman-Wood, on behalf of Heritage Guelph, advised they support the proposed motion because it provides an opportunity for community use or residential use. She requested staff examine all options and start the 120 day period when the request for expressions of interest is complete.

Mr. Mike Lackowicz, on behalf of Northern Heights residents, noted that they do not want to see the property severed, rezoned or farmhouse sold separately. He raised concerns about the maintenance of the property, the lack of incorporation into the redevelopment and a disconnect in this process to City policies.

Mr. Frank Barber, local resident, recapped significant events for this property and noted the City cannot afford to restore the building or run it as a City facility. He requested the farmhouse be demolished, the land remain part of the park and requested Council reject the words "to sever and sell" and not support a third party endeavour.

Ms. Susan Ratcliffe supports the motion and explained that the building has been deemed sound, and potential property community uses need to be determined. She advised that the Architectural Conservancy of Ontario is willing to assist with hosting public forums and said funding options are available to create community uses.

Ms. Marcia Santen concurred with the motion to sever and sell and was supportive of keeping the property.

Dr. Dennis Galon requested the proposed motion be adopted without amendments because it provides a reasonable substitution for public consultation. He noted the proposal provides opportunities for the property and the 120 days is a reasonable time frame to produce options before demolition can occur.

Ms. Mary-Kate Gilbertson, representing Transition Guelph, Net Zero and Trillium Waldorf School said there is much interest from community groups for an alternative use and supports the proposed motion. She advised that Transition Guelph supports an educational use.

6. Moved by Councillor Piper
Seconded by Councillor Dennis

1. That staff be directed to issue a Request for Expressions of Interest for the sale or lease of 80 Simmonds Drive (Wilson Farmhouse) for a period of 120 days for community use or residential use (including its permitted uses under the Zoning By-law).
2. That staff report back at a future meeting of Council all Expressions of Interest received, for evaluation and further direction.
3. That, if no Expressions of Interest are received, or deemed appropriate by Council for further consideration, that the farmhouse at 80 Simmonds Drive be demolished and its materials, where possible, be salvaged for reuse or recycling.

First Amendment

7. Moved by Councillor Bell
Seconded by Councillor Guthrie

That the words "or residential use" be removed from Clause one of the recommendation regarding Wilson Farmhouse.

VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Guthrie, Kovach and Van Hellemond (6)
VOTING AGAINST: Mayor Farbridge, Councillors Burcher, Dennis, Hofland, Laidlaw, Piper and Wettstein (7)

DEFEATED

Second Amendment

8. Moved by Councillor Van Hellemond
Seconded by Councillor Kovach

That the Option 1 configuration as detailed in a staff report be the only option available for Expressions of Interest.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie, Kovach and Van Hellemond (5)
VOTING AGAINST: Mayor Farbridge, Councillors Burcher, Dennis, Findlay, Hofland, Laidlaw, Piper and Wettstein (8)

DEFEATED

Main Motion

9. Moved by Councillor Piper
Seconded by Councillor Dennis

1. That staff be directed to issue a Request for Expressions of Interest for the sale or lease of 80 Simmonds Drive (Wilson Farmhouse) for a period of 120 days for community use or residential use (including its permitted uses under the Zoning By-law).
2. That staff report back at a future meeting of Council all Expressions of Interest received, for evaluation and further direction.
3. That, if no Expressions of Interest are received, or deemed appropriate by Council for further consideration, that the farmhouse at 80 Simmonds Drive be demolished and its materials, where possible, be salvaged for reuse or recycling.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Guthrie, Hofland, Kovach, Laidlaw, Piper and Wettstein (11)

VOTING AGAINST: Councillors Furfaro and Van Hellemond (2)

CARRIED

C-2013.32 Appointments to the Guelph Cemetery Commission

10. Moved by Councillor Guthrie
Seconded by Councillor Wettstein

1. That Murray Cameron, General Manager, Parks & Recreation be appointed to the Guelph Cemetery Commission for a one year term ending November 30, 2014 and Tara Baker, Manager, Financial Reporting & Accounting be appointed to the Guelph Cemetery Commission on a temporary basis until citizen representatives are recruited and appointed.

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

VOTING AGAINST: Councillor Hofland (1)

CARRIED

By-laws

11. Moved by Councillor Laidlaw
Seconded by Councillor Burcher

That By-law Numbers (2013)-19649 to (2013)-19653 are hereby passed.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, and Wettstein (13)

VOTING AGAINST: (0)

CARRIED

Adjournment (9:15 p.m.)

12. Moved by Councillor Burcher
Seconded by Councillor Laidlaw

That the meeting be adjourned.

CARRIED

Minutes to be confirmed on November 25, 2013.

Mayor Farbridge

Deputy Clerk

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

November 25, 2013

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

Your Community & Social Services Committee beg leave to present their NINTH CONSENT REPORT as recommended at its meeting of November 13, 2013.

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

CSS-2013.30 Guelph Community Sports Lease and Agreement

That the following amendments to conditions related to the extension of the Guelph Community Sports loan ratified by Council on September 9, 2013 with respect to Report #CAO-C-1304 be approved:

1. That Guelph Soccer Club Incorporated (Guelph Soccer) not be added to the existing bank loan agreement as an additional party responsible for payment; and,
2. That the following additional conditions be appended:
 - a) That Guelph Soccer publically release audited financial statements along with the Guelph Community Sports audited financial statements as part of the Guelph Community Sports annual report to Council,
 - b) That Guelph Soccer convert the loan advancements of \$379,100 made in 2006 to fund the original capital investment to Guelph Community Sports into a non-repayable grant which will be reflected in the audited statements,
 - c) That Guelph Soccer and Guelph Community Sports work with City staff to explore opportunities to partner and operate recreational programming for our community and include the analysis as part of the Guelph Community Sports business plan.

CSS-2013.31 Older Adult Strategy First Year Corporate Action Plan

1. That the first year corporate action plan of the Older Adult Strategy, which outlines timelines and resource requirements, be approved.
2. That staff be directed to report back on subsequent implementation plans.

CSS-2013.32 Affordable Bus Pass Fourth Quarter Report and Program Sustainability Recommendations

1. That the Affordable Bus Pass Pilot Program become a permanent Corporate program.
2. That the Affordable Bus Pass Program be effective on January 1, 2014 to align with the Corporate budget cycle.

CSS-2013.33 Parks Horticulture Operations – 2013 Budget Reduction Impact

1. That the November 13, 2013 report entitled "Parks Horticulture Operations – 2013 Budget Reduction Impact" be received for information.
2. **That the \$50,000 reduction to the 2013 parks operating budget relating to parks horticulture, be referred to the 2014 budget process.**

All of which is respectfully submitted.

Councillor Todd Dennis, Chair
Community & Social Services Committee

Please bring the material that was distributed with the Agenda for the November 13, 2013 meeting.

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Business Services

DATE November 13, 2013

SUBJECT Guelph Community Sports Lease and Agreement

REPORT NUMBER CSS-BS-1345

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update on the Guelph Community Sports lease negotiations and to make recommendations about next steps.

KEY FINDINGS

Guelph Soccer has indicated they are not in a position to agree to the condition of being added to the existing loan agreement. Subsequently, Guelph Soccer has agreed to substitute this condition with three other conditions that staff has agreed to.

FINANCIAL IMPLICATIONS

In the 2006 lease agreement, the City agreed to be a guarantor of the original bank loan for funds needed for construction of the facility. In the event of a Guelph Community Sports default, the City would be responsible to pay the remaining balance of the loan, being approximately \$500,000.

ACTION REQUIRED

Staff is requesting approval on amendments to the Guelph Community Sports conditions.

RECOMMENDATION

That the following amendments to conditions related to the extension of the Guelph Community Sports loan ratified by Council on September 9, 2013 with respect to Report #CAO-C-1304 be approved:

1. That Guelph Soccer Club Incorporated (Guelph Soccer) not be added to the existing bank loan agreement as an additional party responsible for payment; and,
2. That the following additional conditions be appended:

STAFF REPORT



- a) That Guelph Soccer publically release audited financial statements along with the Guelph Community Sports audited financial statements as part of the Guelph Community Sports annual report to Council,
- b) That Guelph Soccer convert the loan advancements of \$379,100 made in 2006 to fund the original capital investment to Guelph Community Sports into a non-repayable grant which will be reflected in the audited statements,
- c) That Guelph Soccer and Guelph Community Sports work with City staff to explore opportunities to partner and operate recreational programming for our community and include the analysis as part of the Guelph Community Sports business plan.

BACKGROUND

On September 9, 2013, Council approved Report #CAO-C-1304 and a five year extension to the Guelph Community Sports loan with the following seven conditions:

1. Guelph Soccer is added to the existing bank loan agreement, as an additional party responsible for payment.
2. Guelph Community Sports submits a Business Plan to Council demonstrating the financial and operational viability of the facility until 2023 including addressing the funding for future capital requirements for the facility.
3. Guelph Community Sports submits an annual report to Council by June of every year until 2023 on whether and how its performance is fulfilling the Business Plan.
4. Guelph Soccer signs a 10 year field rental agreement with Guelph Community Sports.
5. The Board of Directors of Guelph Community Sports holds regular meetings, with the City staff non-voting representative present.
6. The three parties decide in 2018 whether to replace the turf and decide in 2023 whether to replace the dome, and begin their deliberations two years in advance of each of those decision points.
7. The CAO is authorized to enter into and execute an agreement amending the existing agreement to include the terms set out above, the form and content of which to be approved by the City Solicitor.

REPORT

Staff have been working with bank representatives, Guelph Community Sports and Guelph Soccer representatives to negotiate and execute the conditions as directed by Council. All of the conditions, except one, have been agreed to by all parties. Guelph Soccer will not agree to being added to the existing bank loan agreement, (see ATT-1) as an additional party responsible for payment. In lieu of this, the following substitutes have been agreed to by all parties:

STAFF REPORT



- a) That Guelph Soccer publically release audited financial statements along with the Guelph Community Sports audited financial statements as part of the Guelph Community Sports annual report to Council
- b) That Guelph Soccer convert the loan advancements of \$379,100 made in 2006 to fund the original capital investment to Guelph Community Sports into a non-repayable grant which will be reflected in the audited statements
- c) That Guelph Soccer and Guelph Community Sports work with City staff to explore opportunities to partner and operate recreational programming for our community and include the analysis as part of the Guelph Community Sports business plan

Staff believe that these three conditions represent Guelph Soccer's public transparency, demonstrated risk and investment already taken into Guelph Community Sports, and commitment to build on a longer term partnership with the City and community, and are sufficient to address the risk associated with the original request to have Guelph Soccer be a party to the bank loan agreement.

FINANCIAL IMPLICATIONS

The 2006 lease and agreement made the City a guarantor of the original bank loan. In the event of a Guelph Community Sports default, the City would be responsible to pay the remaining balance of the loan, being approximately \$500,000.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

DEPARTMENTAL CONSULTATION

Community and Social Services – Business Services

Legal Services

Finance

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 Letter from Guelph Soccer

ATT-2 Letter from Guelph Community Sports

STAFF REPORT



Prepared and Approved By
Peter Avgoustis
Manager, Business Services
Community and Social Services
519-822-1260 x 2594
peter.avgoustis@guelph.ca



Recommended By
Derrick Thomson
Executive Director
Community and Social Services
519-822-1260 x 2665
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Guelph Soccer

375 College Avenue West

Guelph, ON

N1G 0C3

519-824-2199

www.guelphsoccer.ca

October 13 2013

Peter Avgoustis
Manager, Business Services
City of Guelph
1 Carden Street
Guelph, Ontario
N1H 3A1

Re: Guelph Community Sports Dome

Peter:

Further to the City staff report to Council for the 9 September City Council meeting and the subsequent motion to approve the loan extension to Guelph Community Sports, the Board of Guelph Soccer agrees to commit to the following:

Staff Report Recommendations affecting Guelph Soccer:

- a) GS is added to the existing bank loan agreement as an additional party responsible for payment

Guelph Soccer Response: Guelph Soccer is unwilling to co-sign or guarantee any loan agreement that could place our club at risk of financial harm or bankruptcy.

While Guelph Soccer cannot agree to co-signing the loan condition, we have worked with City staff to develop and agree the following alternative terms:

1. That Guelph Soccer will publically release audited financial statements along with the Guelph Community Sports audited financial statements as part of the Guelph Community Sports annual report to Council,
2. That Guelph Soccer will convert the initial construction loan advancement to Guelph Community Sports (\$379,100.00) into a non-repayable operating grant,

3. That Guelph Soccer and Guelph Community Sports work with City staff to explore opportunities to partner and operate adult recreational programming for our community and include the analysis as part of the Guelph Community Sports business plan,

d) Guelph Soccer signs a 10 year field rental agreement with Guelph Community Sports.

Guelph Soccer Response: Guelph Soccer agrees to this condition.

f) The three parties decide in 2018 whether to replace the turf and decide in 2023 whether to replace the dome, and begin their deliberations two years in advance of each of those decision points.

Guelph Soccer Response: Guelph Soccer agrees to this condition.

We trust that these agreements will satisfy the requirements of the City staff recommendations of your 9 September report to Council.

Sincerely,

A handwritten signature in black ink, appearing to be 'David Tack', enclosed within a large, loopy circular scribble.

David Tack
Chair, Guelph Soccer



375 College Avenue West
Guelph, ON
N1G 0C3
519-824-2199

October 13 2013

Peter Avgoustis
Manager, Business Services
City of Guelph
1 Carden Street
Guelph, Ontario
N1H 3A1

Re: Guelph Community Sports Dome

Peter:

Further to the City staff report to Council for the 9 September City Council meeting and the subsequent motion to approve the loan extension to Guelph Community Sports, the Board of Guelph Community Sports agrees to commit to the following City Staff Report recommendations:

- b) GCS submits a Business Plan to Council demonstrating the financial and operational viability of the facility until 2023.
- c) GCS submits an annual report to Council by June of every year until 2023.
- e) GCS holds regular meetings, with the City Staff representative present.
- f) The three parties decide in 2018 whether to replace the turf and decide in 2023 whether to replace the dome.

We trust that these agreements will satisfy the requirements of the City staff recommendations of your 9 September report to Council.

Sincerely,

A handwritten signature in black ink, appearing to read "David Tack", enclosed within a large, loopy circular scribble.

David Tack
Chair, Guelph Community Sports

STAFF REPORT



TO Community and Social Service Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE November 13, 2013

SUBJECT Older Adult Strategy First Year Corporate Action Plan

REPORT NUMBER CSS-CESS-1346

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update on the development of the Older Adult Strategy (OAS) cross departmental action team and the first year corporate action plan.

KEY FINDINGS

The approved 10 year Older Adult Strategy (OAS) contained over 60 recommendations to ensure that the Corporation will be age-ready and age-friendly. The 60 recommendations were categorized in the consultant's report according to the 8 World Health Organization dimensions of an age-friendly city: transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, community support and health services, and outdoor spaces and buildings. Staff have further refined the recommendations into a series of first year actions that are foundational to ensure that the further implementation of the remaining nine years of the strategy moves forward from a solid and measureable baseline. The corporate cross departmental action team was assembled, and has reviewed and endorsed the first year corporate action plan, and refined their role for future years of the plan implementation

FINANCIAL IMPLICATIONS

The first year corporate action plan will be completed within existing operating budgets.

ACTION REQUIRED

That the first year corporate action plan of the Older Adult Strategy be approved

RECOMMENDATION

1. That the first year corporate action plan of the Older Adult Strategy, which outlines timelines and resource requirements, be approved

STAFF REPORT



2. That staff be directed to report back on subsequent implementation plans

BACKGROUND

The community of Guelph is changing. By 2031 the population is projected to be 175,000 with the greatest proportional increase in the 55+ age category, or 33% of all Guelph residents (Revised Official Plan, Local Growth Management Strategy, 2009/*The Growth Outlook for the Greater Golden Horseshoe, Hemson Consulting Ltd., January 2005*).

This historically significant demographic shift means that local services, policies, amenities and physical space must adapt to the changing needs of older adults. It also means that the municipality will have to find new ways to work with other service providers, policy makers, and citizens to ensure that Guelph is an age-friendly city in which residents of all ages choose to live and grow old.

In response, Community and Social Services developed an Older Adult Strategy. The development of the strategy was based on the World Health Organization's (WHO) Dimensions of Age-Friendliness, and was designed to be a planning framework for policy, service planning and resource allocation to make Guelph age-ready and age-friendly.

Staff secured the consultancy support of The Osborne Group who worked with the City to develop the Older Adult Strategy, using the following methodology

- Information collection and analysis
- Consultation sessions and key informant interviews with older adults, caregivers, service providers, and City staff
- Online stakeholder survey
- Municipal comparator analysis

In November 2012, staff presented the final Older Adult Strategy to Council (Report #CSS-CESS-1228). At that meeting, Council approved the Vision, Guiding Values and Principles of the Strategy and directed staff to create a cross departmental staff team to develop a corporate action plan to deliver the strategy.

This report is designed to provide Council with an update of this work. It also presents a summary of the priority areas of focus and associated actions for the first year of implementation (ATT-1: Older Adult Strategy Corporate Action Plan Year 1).

REPORT

The Age-Friendly Communities Initiative is a global movement that began formally in 2007. The World Health Organization formalized this framework for analyzing and addressing the needs of the aging population. The need for all levels of government in Canada and around the world to plan for the impact of an aging population is increasingly becoming a high priority policy and operational consideration.

STAFF REPORT

For example, in September 2013 the Ontario government – through the Ontario Seniors Secretariat – released “Finding the Right Fit: Age-Friendly Community Planning” (<http://www.seniors.gov.on.ca/en/afc/>). This initiative states that “Ontario will harness the potential and maximize contributions of seniors by promoting the development of age-friendly communities that weave together services and policies to enhance seniors’ wellbeing and participation”. Twelve Ontario communities have been designated by the World Health Organization as an Age-Friendly Community. Guelph, through the Older Adult Strategy, also aims to become an age-friendly community.

The federal government – through the Public Health Agency of Canada – has released “Age-Friendly Communities in Canada: Community Implementation Guide and Toolbox” (<http://www.phac-aspc.gc.ca>). The government of Canada continues to encourage the uptake of the age-friendly communities’ initiative and to date over 60 municipalities across Canada have been designated and many more are working towards designation.

What is an Age-Friendly Community?

The Older Adult Strategy defined an age-friendly community as a community that supports older adults to live in security, maintain their health and participate fully in society. An age-friendly community has adapted its structure and services to be accessible and inclusive of older people with varying needs and capacities. Being an age-friendly community is an ongoing, ever evolving process that needs to be embedded within the Corporation’s regular planning processes.

Throughout their lifespan, “baby boomers” have changed the way governments work, and this trend will continue as they age further. Communities that provide the services, social and physical environments to create age-friendly communities will reap the benefits that older adults can bring to their communities; they will volunteer and work, they will frequent our community businesses, they will vote, and they will contribute to community vitality.

Implementing the strategy – steps to date

Under the leadership of Seniors Services, the Older Adult Strategy and consultant’s report was communicated to the Direct Report Leadership Team. Following this, a series of one-to-one planning meetings were held with General Managers to identify:

- their department’s role in the implementation of the Older Adult Strategy,
- current strategies or initiatives that link to the Older Adult Strategy, and
- staff most appropriate to be part of the cross-departmental action team

Through this process a cross-departmental action team was formed (ATT-2 Cross Departmental Action Team Members). This process identified that over the past 12 months, the City has been making progress to support the Older Adult Strategy. In summary, some significant projects are:

STAFF REPORT

- **Long-Term Care Project**
Long-term care is an important part of Guelph's community wellbeing, and the number of seniors in need of long-term care is expected to increase in the years ahead. The City has been reviewing its options to meet legislated requirements for a long-term care home. The Long-Term Care Project steering committee is developing a comprehensive business case that supports the designation of The Elliott Community as the City's municipal long-term care home.
- **Review of the Facility Accessibility Design Manual (FADM)**
Ensuring that local amenities and facilities are fully accessible to older adults is a key priority of the City. To support this commitment, the City has a Facility Accessibility Design Manual that sets a standard for all new construction and renovation in all City owned or leased facilities. A recent review confirmed that the City has been successful in making all new construction and renovations accessible for citizens and reaffirmed the City's commitment to designing a safe, inclusive, appealing and sustainable city.
- **Affordable Bus Pass Pilot Program**
The Affordable Bus Pass Pilot Program has supported older adults living with a low-income to access affordable public transit. Evaluation has demonstrated that the program significantly improved the quality of life of the pilot program users and enabled them to allocate more of their budgets to basic needs such as food and clothing.
- **Community Benefit Agreement with the Guelph/Wellington Seniors Association (GWSA)**
The City works in collaboration with the GWSA to deliver a full range of services, programs and activities for older adults in Guelph. This relationship is based on a peer support model and leverages the skills, experience and knowledge of over 500 older adult volunteers and approximately 3,000 members of the GWSA. The City is currently in the final stages of formalising and strengthening this collaboration by developing a new Community Benefit Agreement (CBA). The CBA leverages a significant range of investments from the two organizations to deliver a wide array of critical opportunities to maintain and improve the wellbeing of older adults.
- Two other notable areas of continued efforts are: a) the City has also worked with the County of Wellington to support the development of the County's 10 year housing and homelessness plan, and b) the needs of seniors continue to be considered in all South End Community Centre scoping.

The cross departmental action team also reviewed the first year corporate action plan and the draft terms of reference for the "age-friendly Guelph" Advisory Committee. Staff recognized that a number of the recommendations in the consultant's report will require working with other agencies. Indeed some recommendations fall under the primary responsibility of other agencies. Over the next year, staff will engage with these agencies to develop the most effective approach to delivering these particular recommendations.

STAFF REPORT

The tasks contained in the first year corporate action plan were all identified as:

- foundational - this means that the task is a critical first step to ensuring the success of the strategy overall
- under the direct responsibility of the Corporation, and
- can begin within existing staffing and operational budgets

A summary of each task is provided below.

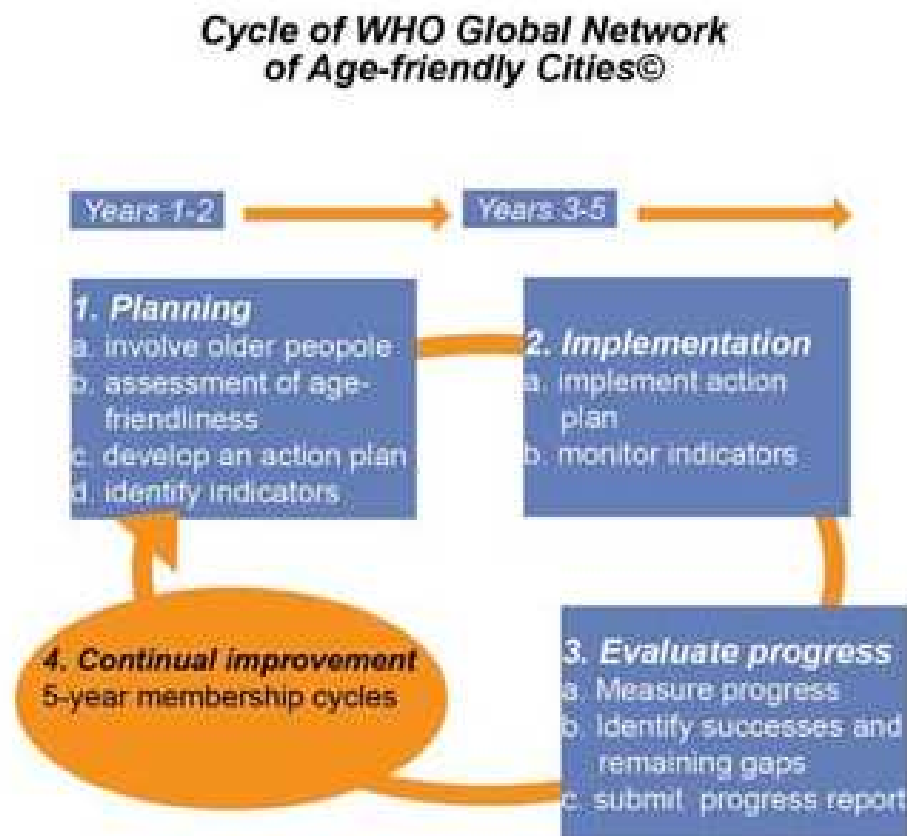
Task 1:

Become an age friendly community, as designated by the World Health Organization (WHO).

- | | |
|----------------------|--|
| What is the task? | <ul style="list-style-type: none">• The Age-friendly designation by the World Health Organization is an international standard by which a community can self-assess and create an action plan for progress.• This process acknowledges the need for community engagement and a framework by which community stakeholders are involved in the process. |
| Why is it important? | <ul style="list-style-type: none">• The framework guides the process, is person-centred, and therefore is appropriate as a framework for all services in the community including municipal services.• Guelph has already begun the process of planning and implementing an action plan. By joining the WHO network, the City of Guelph will be able to use the designation "Member of the WHO Global Network of age-friendly Cities and Communities." The network provides a source of promising practices, news and material on age-friendly City projects, guidance on approaches for developing and implementing age-friendly approaches, and facilitates partnerships or collaborative activities between cities. |
| Summary Actions | <ul style="list-style-type: none">• To become a member of the network, the City must commit to undertake a multi-year process of continually assessing and improving Guelph's age-friendliness (see Figure 1).• The Mayor and CAO must formally indicate their commitment to seeking the designation.• In 2014, we will engage the community for the purpose of creating an "age-friendly Guelph" community steering committee. We will invite key stakeholders to join and provide leadership.• Immediate tasks of this group will be to develop a terms of reference, develop a work plan and explore funding opportunities. |

- The age-friendly Guelph community steering committee will prioritize recommendations into short, medium, and long range goals.
- The age-friendly Guelph community steering committee will be a place where essential collaborations are formed to act on the recommendations that are community focussed and led.
- Budget requirements will be defined, both from other funding sources and from within future operating years of the municipal budget.
- Staff will provide annual updates on the progress of the Older Adult Strategy work through the Community and Social Services annual report.

Figure 1: Process of Continuous Improvement:



STAFF REPORT

Task 2:

Create an age-friendly community profile.

- What is the task?
- “An age-friendly profile is a snapshot of your community’s current age-friendly status” (*Finding the Right Fit: Age-Friendly Community Planning*, pg. 13).
- Why is it important?
- Although a thorough analysis of community strengths, gaps, and suggestions for improvements were documented as part of the development of an Older Adult Strategy, more detailed work is needed.
 - Many Guelph community agencies have imbedded data into their strategic planning, their reports to community, and other like documents that speak to individual components of our aging population, and the impact of this aging population. To our knowledge, this collective community work has not been consolidated into one document that provides a holistic picture of older adults in our community.
 - The community profile will provide the Corporation and the community with an amalgamation of baseline data that can be used to track the impact of the strategy. This data will also enable future short, medium and long term priority setting as part of the cycle of continuous improvement (see Figure 1).
 - Seniors are a diverse population, encompassing a multi-decade age span with diversity in income, education, ethnicity, sexual orientation, family and marital status, health, education, socio-economic realities, and housing situations. Understanding and using this diversity improves the impact of plans, programs and services.
- Summary Actions
- The profile will be created using data from the 2011 census and other community based sources of information that reflect current socio-demographic make-up and projections for the future.

Task 3:

Define a tool that will assist all City of Guelph service areas in applying a senior’s lens to all new and existing programs and services.

- What is the task?
- A senior’s lens aims to ensure that a consistent, systematic, non-biased approach is applied when creating, or assessing existing policies, programs and services.

STAFF REPORT

- Why is it important?
- Applying a senior's lens will ensure all service areas are applying the same rigor of measurement, and help build staff capacity to meet the needs of an aging and diverse population.
- Summary Actions
- Work to develop the tool will begin in 2014 and will include reviewing other tools from municipal and other sources. A draft tool will be piloted.
 - Once tested, it is our intention that this tool will be adopted by the Corporation

Task 4:

Work with the Waterloo Wellington Local Health Integration Network (WWLHIN) to investigate areas of opportunity to ensure Guelph is a great place to live and age well.

- What is the task?
- The Ontario government has identified seniors as a focus area of priority. In 2013, The Ministry of Health and Long Term Care released the landmark "Living Longer, Living Well" strategy aimed at helping seniors stay healthy and live at home longer.
 - The report recommended "*The Ministry of Health and Long-Term Care should support its Local Health Integration Networks (LHINs) to develop more positive and collaborative relationships with their respective municipal councils to increase the number of and strengthen the role of Elderly Person Centres (EPCs) in Ontario.*" (Sinha, "Living Longer, Living Well" page 9). The Ministry of Health and Long Term Care supports programs for seniors at the community level at both the West End Community Centre and the Evergreen Seniors Community Centre.
 - In a recent presentation at the Evergreen Seniors Community Centre, Dr Sinha noted that seniors could benefit from strengthened relationships between the LHIN and EPC's (such as The Evergreen Centre).
- Why is it important?
- This is important because the Corporation has a responsibility to consider the needs of older adults in a whole systems approach. We must consider all factors that affect seniors' ability to age well in Guelph. We cannot effectively address the needs of seniors by looking at one system in isolation of others.
- Summary Actions
- In 2014, the Corporation will seek targeted conversations with the WWLHIN to determine which services, in the future, the Corporation and the WWLHIN could work together on providing for seniors in Guelph.

STAFF REPORT



- Community consultation will be required to develop any initiatives, or programs that may originate from conversations with the WWLHINS.
- Three areas of specific interest to the Corporation are congregate dining at the Evergreen Seniors Community Centre , the CREMS (Community Referrals by Emergency Medical Service) program concept that would potentially be operated by Guelph EMS, and the strengthening of the role of EPCs (Elderly Person Centres) in Guelph.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.2 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

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

DEPARTMENTAL CONSULTATION

The Manager of Senior Services has served as the Project Manager, and Manager of Partnerships and Inclusion has continued to support and guide the process.

All departments, through the Direct Report Leadership Team, received communication regarding the development of the strategy and were provided an opportunity for input.

All members of the Direct Report Leadership Team received an invitation to meet individually with the Project Manager to discuss the role of their department in the implementation of the Older Adult Strategy. Each General Manager was asked to consider what current strategies or initiatives the department is involved in that may have links to the Older Adult Strategy, as well as to determine which staff position would be the most appropriate to be part of the cross-departmental action team.

In September, the first cross departmental action team meeting was held.

STAFF REPORT

COMMUNICATIONS

Presentation at Direct Report Leadership Team

Meetings were scheduled with each General Manager or Manager on the Direct Report Leadership Team

Meetings were held with staff identified to be part of the Cross-Departmental Action Team

ATTACHMENTS

ATT-1 Older Adult Strategy Corporate Action Plan Year 1

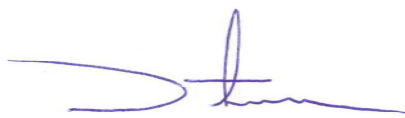
ATT-2 Cross Departmental Action Team Members

Report Author

Lynne Briggs
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Community and Social Services

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CSS-CESS-1346 ATT-1
 Older Adult Strategy First Year Corporate Action Plan



Year One Recommendations and Key Implementation Tasks	Start Date/ Anticipated Length of Time	Leadership	Community Wellbeing	Strategic Linkages	Potential Community Collaborations	Budget Implications	Funding Opportunities	Possible Key Performance Indicators
<p>1. Become an age friendly community, with World Health Organization (WHO) designation.</p> <p>a) Create an Age-Friendly Guelph” Project Steering Committee that includes the active engagement of older adults, municipal staff and key community stakeholders.</p> <p>b) Development of Terms of Reference, and Objectives for committee.</p> <p>c) Investigate funding grant opportunities to support coordination of age-friendly designation.</p> <p>d) Submit WHO age-friendly designation application.</p> <p>e) Begin cycle of continuous improvement: Planning, Implementation, Evaluations, Continuous Improvement</p>	<p>First Quarter, to continue for 5 years</p>	<p>City of Guelph/multiple community partners</p>		<p>Corporate Strategic Plan (CSP)</p> <p>Older Adult Strategy</p> <p>Community Engagement Framework</p> <p>Transportation Master Plan</p> <p>2012 Official Plan</p> <p>FADM</p> <p>5 Year Accessibility Plan</p> <p>CWI</p>	<p>Seniors</p> <p>Guelph/Wellington Seniors Association (GWSA)</p> <p>Seniors Services Network Organizations</p> <p>Business Associations</p>	<p>Provision of staff time considered in kind</p> <p>Provision of In Kind Space</p>	<p>Explore funding opportunities from:</p> <p>Ministry of Health and Long Term Care – Elderly Person’s Centre Grant Special Projects</p> <p>The Ontario Trillium Foundation</p> <p>HRSDC: New Horizons for Seniors Program</p>	<ul style="list-style-type: none"> • Council resolution to actively support, promote and work towards age-friendly designation by the World Health Organization • Guelph is formally designated a WHO Age-Friendly City • Committee Participation: <ul style="list-style-type: none"> – # of seniors – # of community organizations – # of businesses – # of City departments involved • Number (#) and dollar (\$) value of external funding sources secured to support the strategy

CSS-CESS-1346 ATT-1
 Older Adult Strategy First Year Corporate Action Plan

Year One Recommendations and Key Implementation Tasks	Start Date/ Anticipated Length of Time	Leadership	Community Wellbeing	Strategic Linkages	Potential Community Collaborations	Budget Implications	Funding Opportunities	Possible Key Performance Indicators
<p>2. Create an age-friendly community profile.</p> <p>a) Seek collaboration with University of Guelph Research Shop</p> <p>b) Conduct a scan of literature prepared by Guelph community organizations for the purpose of gathering and consolidating socio demographic data specific to Guelph</p> <p>c) Explore the possibility of using GIS to map profile of community</p>	<p>First Quarter – Third Quarter</p>	<p>City of Guelph Led/University of Guelph Partnership</p>	 	<p>Corporate Strategic Plan</p> <p>OAS</p>	<p>University of Guelph Research Shop</p>	<p>Planning and delivering within existing operating budget</p>		<ul style="list-style-type: none"> • Profile completed • Suite of baseline data and indicators developed to help track impact of the strategy and community trends over time
<p>3. Define a tool that will assist all service areas in applying a seniors’ lens to all existing and proposed new programs and services</p> <p>a) Research and develop an analytical tool for the Corporation</p> <p>b) Pilot the tool in one department</p>	<p>Second Quarter - Fourth Quarter</p>	<p>City of Guelph Led</p>		<p>CSP</p>	<p>Public Health Agency of Canada</p>	<p>Planning and delivering within existing operating budget</p>		<ul style="list-style-type: none"> • Tool developed and adopted by the Corporation • # of services, policies and programs reviewed through the lens

CSS-CESS-1346 ATT-1
 Older Adult Strategy First Year Corporate Action Plan

Year One Recommendations and Key Implementation Tasks	Start Date/ Anticipated Length of Time	Leadership	Community Wellbeing	Strategic Linkages	Potential Community Collaborations	Budget Implications	Funding Opportunities	Possible Key Performance Indicators
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<p>4. Work with the Waterloo Wellington Local Health Integration Network (WWLHIN) to investigate areas of opportunity to ensure Guelph is a great place to live and age well.</p> <p>a) Work with the LHINs to determine which services the Corporation and the LHIN could benefit from delivering together</p> <p>b) Investigate community need for congregate dining services at the Evergreen Seniors Community Centre</p> <p>c) Investigate funding for the CREMS program operated by Guelph EMS</p>	<p>To begin discussions in first quarter.</p> <p>Length of time dependent upon collaborations.</p>	<p>City of Guelph and WWLHIN collaboration</p>	 	<p>CWI</p> <p>Older Adult Strategy</p>	<p>Waterloo Wellington Local Health Integration Network (WWLHIN)</p>	<p>Provision of staff time considered in kind</p>	<p>Ministry of Health and Long Term Care through the WWLHIN</p>	<ul style="list-style-type: none"> Seniors have access to affordable nutritious meals and experience feelings of reduced social isolation
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Wellbeing Domain Legend:			
Healthy Populations 	Community Vitality 	Living Standards 	Leisure and Culture 

Older Adult Strategy-Cross-Departmental Action Team

Name	Position
Barbara Powell	General Manager of Community Engagement and Social Services
Colleen Clack	General Manager of Culture and Tourism
David Godwaldt	General Manager, Human Resources
Dean Wyman	General Manager, Solid Waste Resources
Doug Godfrey	Manager, Bylaw, Compliance and Security
Position Vacant	General Manager, IT
Mario Petricevic	General Manager of Corporate Building Maintenance
Fred Gerior	Supervisor, Planning & Scheduling, Transit
Murray Cameron	General Manager, Parks & Recreation
Peter Avgoustis	Manager, Business Services
Peter Busatto	General Manager, Water Services
Shawn Armstrong	General Manger, Emergency Services/Fire Chief
Tara Sprigg	Manager of Corporate Communications
Melissa Aldunte	Manager of Policy Planning
Stephan Dewar	Chief, EMS
Harry Dunning	Manager of Administration & Emergency Planning
Barbara Swartzentruber	Senior Policy Analyst Inter Governmental Affairs
Leanne Warren	Accessibility Services Co-ordinator

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE November 13, 2013

SUBJECT Affordable Bus Pass Fourth Quarter Report and Program Sustainability Recommendations

REPORT NUMBER CSS-CESS-1347

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide the fourth quarter (April 2013 to June 2013) report updating information on the Affordable Bus Pass Pilot Program, including number of passes sold, trend data, and budget variance information. This report will also summarize the results of the formal evaluation and provide staff recommendations regarding the sustainability of the program beyond the pilot phase which is scheduled to end June 30, 2014.

KEY FINDINGS

Fourth Quarter Data

- The number of applicants to date, applying for the Affordable Bus Pass Program is over 3,025 with 2,471 approved applicants
- The average number of applicants who purchased passes for the reporting period is 1,126
- The number of approved applicants to date, who have indicated they are a "new" rider to Guelph Transit is 108 for this quarter
- Sales of the Affordable Bus Pass have increased by approximately 2.7% over last quarter
- For the period ending June 30, 2013 the Affordable Bus Pass Pilot Program reported an unfavourable variance of \$23,575 due largely to the significant increase in the number of passes sold

Program Sustainability

- A third party evaluation prepared by Taylor Newbury Consulting indicates that the pilot phase (as of September 2013) of the Affordable Bus Pass Pilot Program has been very successful and has made a difference in the lives of people living with low income
- The pilot program has achieved all program objectives as outlined in CSS-CESS-1140 dated October 12, 2011 and noted below in the Background section of this report

STAFF REPORT

- The pilot program has attracted more users than expected and has been more challenging to administer due to lack of staff resources
- The program has made public transit more accessible for a diverse cross-section of the community
- The program is recommended to be sustained as a permanent program beyond the pilot phase pending 2014 budget approval

FINANCIAL IMPLICATIONS

The 2013 budget for the Affordable Bus Pass Pilot Program is \$457,700 and staff projections based on 2013 year to date actuals indicate this budget will be overspent by approximately \$39,500 by December 31, 2013.

The pilot program is set to expire on June 30, 2014. With the intent of recommending that the program becomes permanent, staff will be submitting a budget expansion for Council's consideration within the 2014 budget process.

ACTION REQUIRED

That the fourth quarter report regarding the Affordable Bus Pass Pilot Program and the evaluation report be received, and that the Affordable Bus Pass Program be established as a permanent program of the City of Guelph contingent on 2014 budget deliberations.

RECOMMENDATION

1. That the Affordable Bus Pass Pilot Program become a permanent Corporate program
2. That the Affordable Bus Pass Program be effective on January 1, 2014 to align with the Corporate budget cycle

BACKGROUND

In October 2011, Council approved the launch of the Affordable Bus Pass Pilot Program for a period of two years. In December 2011, Council approved the funding of the Affordable Bus Pass Pilot Program to begin in July 2012 for the 2012 tax supported budget year. Council approved a full pilot year funding for the 2013 tax supported operating budget. The pilot phase of the program will end on June 30, 2014.

Objectives of the Program

The development of the Affordable Bus Pass Program is considered an investment in the community by:

1. Enabling more residents living with a limited income to purchase a monthly transit pass;

STAFF REPORT



2. Making a positive impact on the financial burden of low income residents by enabling them to allocate more of their budget to basic needs such as food, clothing and shelter;
3. Improving perceptions of overall quality of life; and
4. Helping people to connect and contribute to their communities in ways such as getting to work/keeping a job; accessing educational, recreational, sporting and cultural opportunities; and maintaining connections to family and friends.

The program was anticipated to receive applications from approximately 1,800 residents and there would be “no cap” on the number of approved applications. The previous Subsidized Bus Pass Program (for persons with disabilities living on a low income) was merged with this new expanded program. Staff was requested to provide quarterly updates to Council on the progress of the pilot and include number of passes sold and other trend data, available program capacity, and budget variance reporting. This is the fourth quarterly report representing April, May, and June of 2013. This fourth quarter report represents a full year of the Pilot Program.

A third party evaluation was conducted by Taylor Newbury Consulting in September 2013 to assess the stated goals of the program, and, contribute to program sustainability recommendations. The evaluation report provides both qualitative and quantitative data that validates the pilot phase of the Affordable Bus Pass Program has been very successful and achieved all stated goals.

REPORT

The report is presented in two sections; the first section will provide the quarterly report metrics that have been consistently supplied during previous quarterly reporting. The second section will report on the findings of evaluation to assess sustainability of the program.

Fourth Quarter Update

As indicated in Report #CSS-CESS-1140, dated October 12, 2012, staff were directed to provide updates on the progress of the pilot program as follows:

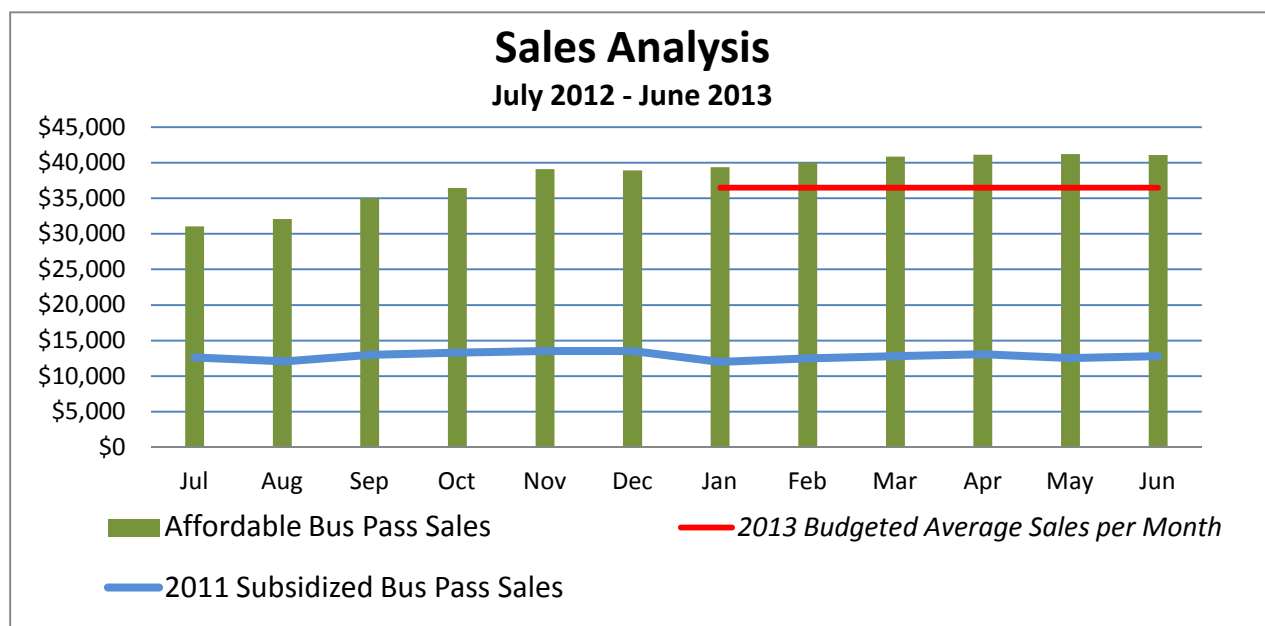
1. Application Information as of June 30, 2013
 - 4,061 applicants have had their applications processed
 - of the 4,061 applicants, approximately 3,025 were first-time applicants and 1,036 were re-applying
 - 74 applicants were not approved
 - of the 74 applicants not approved, approximately 51 applicants were first-time applicants and 16 were re-applying
 - in most cases the applicant’s annual family income exceeded Statistics Canada Low Income Cut-Off “LICO” table
 - 3 applicants were not residents of the City of Guelph

STAFF REPORT

- 568 applicants were incomplete/not applying
 - of the 568 applicants, approximately 416 were first-time applicants and 152 were re-applying
- 3,399 applicants were approved
 - of the 3,399 approved applicants, approximately 2,471 were first-time applicants and 928 were re-applying

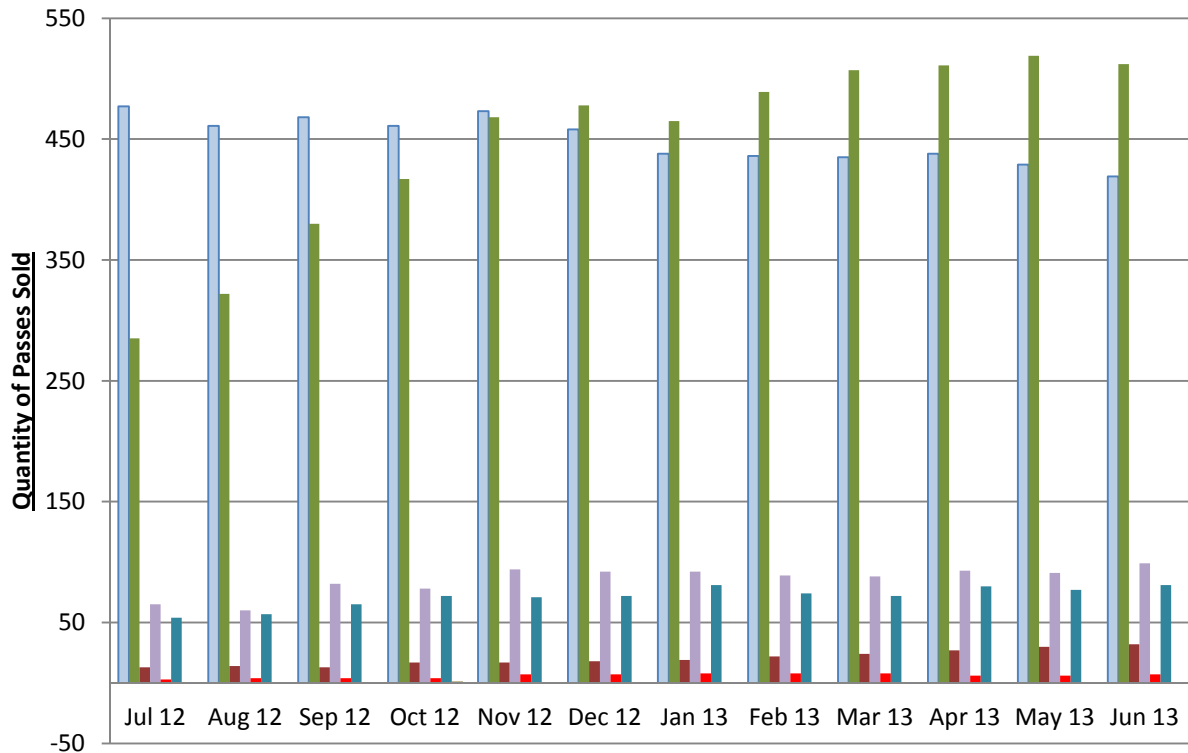
2. Sales

- The chart titled "Sales Analysis" below illustrates the number and monthly value of Affordable Bus Passes sold during the period of July 1, 2012 through June 30, 2013 vs. the value of Subsidized Bus Passes sold over the same period beginning in 2011.
- A 2013 budget average sales per month data line has been added for January through June 2013 to clarify the monthly budget as compared to monthly sales
(Please note: Affordable Bus Pass sales were launched July 1, 2012)



STAFF REPORT

Passes Sold by Category per Month



July 2012 - June 2013

- 1-Adult Existing Subsidized Holder
- 2-Adult Existing User but now Affordable
- 3-Adult New Affordable Holder
- 4-Youth Existing User but now Affordable
- 5-Youth New Affordable Holder
- 6-Senior Existing User but now Affordable
- 7-Senior New Affordable Holder

Purchase Pattern Categories	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13
1-Adult Existing Subsidized Holder	477	461	468	461	473	458	438	436	435	438	429	419
2-Adult Existing User but now Affordable	285	322	380	417	468	478	465	489	507	511	519	512
3-Adult New Affordable Holder	13	14	13	17	17	18	19	22	24	27	30	32
4-Youth Existing User but now Affordable	65	60	82	78	94	92	92	89	88	93	91	99
5-Youth New Affordable Holder	3	4	4	4	7	7	8	8	8	6	6	7
6-Senior Existing User but now Affordable	54	57	65	72	71	72	81	74	72	80	77	81
7-Senior New Affordable Holder	0	0	0	1	0	0	0	0	0	0	0	0
TOTAL	897	918	1012	1050	1130	1125	1103	1118	1134	1155	1152	1150

STAFF REPORT

3. Ridership

Summarized below is the incremental increase in ridership for the first twelve months of the pilot program. Incremental ridership represents the additional rides that Affordable Bus Pass Program customers have taken.

The ridership has been broken down into seven categories of users that have been developed to group applicants by their previous purchase patterns. Please note it has been assumed that there was no increase in monthly ridership for existing subsidized pass users who were merged with the Affordable Bus Pass Program.

Incremental Ridership

	Q1			Q2			Q3			Q4		
	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13
Adult												
- Existing Subsidized Pass User	-	-	-	-	-	-	-	-	-	-	-	-
- Existing Transit User	2,241	3,214	3,314	4,100	4,122	2,542	4,590	3,124	5,220	5,923	6,415	3,804
- New Transit User	577	720	615	713	774	758	826	871	1,054	1,225	1,279	1,495
Youth												
- Existing Transit User	586	343	645	54	634	234	122	174	754	574	637	255
- New Transit User	91	191	138	172	369	366	308	399	393	278	228	171
Senior												
- Existing Transit User	379	374	782	899	714	620	165	406	792	874	626	637
- New Transit User	-	-	-	58	-	-	-	-	-	-	-	-
Total Incremental Rides	3,874	4,842	5,494	5,996	6,613	4,520	6,011	4,974	8,213	8,874	9,185	6,362

Evaluation Information to Assess Sustainability of the Program

The development of an affordable bus pass program is considered an investment in supporting people out of poverty. The anticipated outcomes of this pilot program were based upon the recorded impacts of similar programs in other cities. The program was based on the following objectives:

- enabling more residents living with a limited income to purchase a monthly transit pass;
- making a positive impact on the financial burden of low income residents by enabling them to allocate more of their budget to basic needs such as food, clothing and shelter;
- improving perceptions of overall quality of life;
- helping people to connect and contribute to their communities such as maintaining connections to family and friends, getting to work/keeping a job, accessing educational, recreational, sporting and cultural opportunities

STAFF REPORT



The City of Guelph created the Affordable Bus Pass Pilot Program to ensure that affordable public transportation was accessible to those living with low income. A number of community delegations supported this direction and the Guelph and Wellington Task Force for Poverty Elimination has continued as an important partner in the implementation and administration of this program.

The Affordable Bus Pass Pilot Program was evaluated in September 2013 (ATT-1 for the evaluation document). The evaluation methodology used qualitative data from focus groups and interviews. Quantitative data was analyzed from application forms submitted by residents when applying for the pilot program.

The evaluation sought to provide data on the following questions:

- To what extent was the program utilized by members of the target population?
- Were the program goals and objectives met?
- How did the program impact transit usage?
- What are the program strengths, challenges, and opportunities?
- What are the recommended areas for change and improvement?
- Were the budget and resources allocated to the program sufficient?

The following information is a summary **extracted** from the evaluation report (ATT-1) to illustrate the qualitative benefits of the program:

- The evaluation report indicates that the pilot program has been successful and achieved all stated goals.
- The program has attracted more users than expected, and it has made public transportation via bus more accessible for a very diverse cross section of our community.
- Middle-aged, older adults, and single adults seem to use the pass more consistently than younger people and almost all affordable bus pass users (96%) had used Guelph transit before entering the program.
- More than 80% of those identified as living with low income in Guelph have not yet purchased passes, which illustrates that as the program becomes more imbedded into the community, ridership may increase substantially.
- The program may be most useful to people who have a consistent ongoing need for public transit on a daily basis, and less useful to people whose lives are in such transition or crisis that their transit needs are unpredictable.
- People with low incomes who had not been eligible under the old program are purchasing passes and using transit more frequently, enabling users to get to work, apply for jobs, and access the services they need more consistently.
- Public transportation is consuming less money from monthly budgets of customers, leaving more money for food and shelter needs.
- Increased access to public transit has improved the overall wellbeing of customers and their sense of connection to their community, which is an essential ingredient in any plan to support community members with low income.

STAFF REPORT

- The program has remained customer centred, with sound administrative processes despite the increasing lack of administrative resources.
- The program has required significantly more staff resources, due to the number of applications, the complexity of the pilot application process (internal facing-staff), and the need to manage data across multiple databases and departments.

The evaluation metrics clearly indicate that the Affordable Bus Pass Pilot Program is reaching the people who need it, and making an important difference in their daily lives. Thus, the evaluation document supports staffs' recommendation to sustain the Affordable Bus Pass Program as a permanent program of the Corporation contingent on 2014 budget deliberation outcomes.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Develop collaborative work team and apply whole systems thinking to deliver creative solutions

Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

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

DEPARTMENTAL CONSULTATION

Operations, Transit and Emergency Services
Community and Social Services
Finance and Enterprise Services

COMMUNICATIONS

N/A

ATTACHMENTS

- ATT-1 An Evaluation of the Affordable Bus Pass Program-Taylor Newberry Consulting

STAFF REPORT

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October 1 | 13

An Evaluation of the Affordable Bus Pass Pilot Program



Prepared by Amy Gray & Andrew Taylor, Taylor Newberry Consulting

Presented to Affordable Bus Pass Pilot Program Steering Committee.

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Acknowledgements

The Affordable Bus Pass Pilot Program is funded by the City of Guelph and managed by Community and Social Services. The program steering committee members include

- Lee Merner, Supervisor, Administration and Performance | Business Services | Community and Social Services (evaluation subgroup member)
- Lynne Briggs, Manager of Partnerships and Inclusion | Community Engagement and Social Services Liaison | Community and Social Services
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- Randalin Ellery | Poverty Task Force Representative
- Jennifer Smith, Research Policy Analyst | Community Engagement and Social Services Liaison | Community and Social Services (evaluation sub group member)

The evaluation report was overseen by an evaluation subcommittee that included Lee Merner, Jennifer Smith, and Randalin Ellery. We are grateful to all steering committee members for laying the groundwork for a good evaluation report throughout the pilot test period, and for providing the external evaluation team from Taylor Newberry Consulting with excellent support.

This evaluation report was completed by Amy Gray and Andrew Taylor from Taylor Newberry Consulting.

Introduction

The Affordable Bus Pass Pilot Program (ABPP) is a bus subsidy program designed to increase the affordability of public transit for people living with low income. This evaluation report provides an overview of the program after one year of operation, and itemizes the impact it has had.

The Affordable Bus Pass Pilot Program was initiated in 2012 through a decision of Guelph City Council, and developed by staff at the City of Guelph. It was informed by review of similar programs in other communities, and by research from the Guelph Wellington Task Force for Poverty Elimination. The task force described the need for affordable transit this way in a 2010 research report:

Simply stated, affordable transportation is absolutely necessary for families and individuals who already have to be extremely careful where their limited money is spent. Knowing that there is a reliable, accessible and affordable public transit system means there is more money to save or spend elsewhere, and also means that there are more opportunities for improving one's own and family's wellbeing (Ellery & Peters, 2010).¹

The Affordable Bus Pass Pilot Program was designed to reduce barriers to accessing work, recreation and other amenities in the community so all residents could meaningfully participate in the community.

Although the notion of an affordable bus pass is very simple, making the program work required close collaboration across several different departments within City government. Within Community and Social Services (CSS), The Community Engagement and Social Services Liaison team provides overall leadership, partnership development, program design and evaluation expertise. The Business Services Unit of CSS manages applications and analyzes program data. Front line staff from several different CSS teams (including ServiceGuelph, The West End and Victoria Road Recreation Centres, and the Evergreen Seniors Centre) accept applications to the program and sell monthly passes.

The pilot program steering committee includes staff from several of these teams as well as a representative from the Guelph Wellington Task Force for Poverty Elimination. The pilot program has also developed collaborative working relationships with organizations such as Ontario Works (OW), Ontario Disability Support Program (ODSP), ARC Industries, and Immigrant

¹ http://gwpoverty.ca/wp-content/uploads/2011/02/Transit_Research_Feb_2011.pdf

Services. This collaborative work has been important in deploying the program to its target population as well as supporting their clients through the process of entering the program.

The target population of the program is individuals and families living with a low income in Guelph. For the purposes of determining eligibility, Statistics Canada's Low Income Cut-Off (LICO) is used to define low income, and only those who have incomes below this cut-off are eligible. In 2005, there were approximately 9,420 residents of Guelph living with incomes below Statistics Canada's Low Income Cutoff (which in 2012 varied between \$16,573 to \$35,681 annually per family, depending on family size). This translates to 8.3% of the total population. More than 13% of children and youth in Guelph lived in poverty in 2005.

Many of those who are eligible for the Affordable Bus Pass (ABP) are receiving income from Ontario Works (OW) and Ontario Disability Support Program (ODSP). The Affordable Bus Pass Pilot Program replaced an older program called the Subsidized Bus Pass Program (SBPP). That program was available only to adults with disabilities. The new Affordable Bus Pass Pilot program is currently entering its second year of a 2-year pilot.

The team took a strong person-centred approach to the program from the beginning, and has remained committed to understanding the context of bus pass users and adapting the program to better meet their needs. As a result of this philosophy, the ABPP has evolved since the pilot project began. The application process has been adapted so that recent immigrants with limited proof of income can apply. An appeals process has been added, and a strategy to help users who have lost passes has emerged. Key collaborative relationships have evolved as well.

Evaluation Questions

The evaluation design was intended to address 4 main areas: program objectives and outcomes, program utilization, program resources, and areas for improvement for the future of the program. These goal areas were the basis for the creation of the following key evaluation questions:

- To what extent was the program utilized by members of the target population?
- Was the program inclusive?
- Were the program goals and objectives met?
- How did the program impact transit usage?
- What are the program strengths, challenges, and opportunities?
- What are the recommended areas for change and improvement?
- Were the budget and resources allocated to the program sufficient?

Methods

This section of this report details all methods used for data collection and describes the people who participated in the evaluation process.

Quantitative Data

Most of the quantitative data used for this evaluation comes from the application / reapplication form completed once a year by Affordable Bus Pass Pilot Program applicants. The data from this form is managed and analyzed by Business Services. It includes detailed demographic information about the applicant (such as age, family structure, and income). For those users who are applying to renew their pass for a second year, the form also includes a number of questions about their experiences with the pass to date. For the purposes of this evaluation, we focused on analysis of these “re-application” forms that included answers to both the demographic questions and the feedback questions. This meant that we were able to work with data from 937 individuals and 786 re-application forms (primary applicants may add family members to the form). Almost all of these individuals were successful in their re-applications. Some re-applicants chose not to buy bus passes even though they had been approved.

The ABPP also draws on quantitative data from two other sources. Front line staff in several city locations sell passes, and enter data about these sales into the “CLASS” database. The Business Services team manages and interprets these sales data. The Transit Department keeps ridership data, which shows how often ABP holders rode the bus. The evaluation team did not analyze data from these two sources directly, but analyses conducted by city staff are referenced in this report.

Qualitative Data

The qualitative data used for this evaluation was gathered in two main ways. The first source of qualitative data was the re-application forms (described above). These forms include some open-ended questions. Answers to these questions were reviewed with the evaluation questions in mind. These answers provide a broad overview of the perceptions of close to half of ABP users.

A second type of qualitative data came from focus groups and interviews that were organized by Community and Social Services staff with support from the Taylor Newberry Consulting (TNC) evaluation team. Interviews were conducted over the phone and in person. Focus groups and interviews were semi-structured, and followed a question guide that is included in Appendix A. Participants often shared thoughts and engaged in discussions that were not in the guide. In total, 6 different stakeholder groups discussed the ABPP in 7 focus groups and 10

interviews. In total, the evaluation team spoke with 47 individuals. A detailed section on sampling parameters for each group follows.

Participants

Users

The ABP users recruited for the focus groups were selected by sorting the application database to include those who were primary applicants who had agreed to be contacted regarding the evaluation. By pulling information from the purchasing database and matching it to the records in the application database, city staff were also able to ensure that the focus group sample included only those people who had bought at least one pass from the program. This list was split into 2 sub-lists – those who had used the former subsidized bus pass program before the Affordable Bus Pass Pilot Program was created, and those who had not. From each of these 2 lists, 50 people were randomly selected. An assistant worked through the lists until 7 participants were recruited for each group. All participants in attendance for the first 2 focus groups were female. Consequently, a third focus group was planned in which only men were recruited from a list that included both previous subsidized users and those who had not used the old program. These focus groups had response rates of 71% (n=5), 57% (n=4), and 100% (n=7), respectively, totalling 16 focus group participants. One additional person was interviewed individually, for a total of 17 “user” participants. All users who participated in focus groups received a \$25 gift card from the City of Guelph, which could be used towards the purchase of any City service, such as a bus pass.

Table 1. ABPP Users - representation in focus groups and interview

Demographic	Categories	Number of participants	
Gender	Male	8	
	Female	9	
Family Size	# in Family	Income Limit (2012)	
	1	16,573	12
	2	20,170	3
	4	31,335	1
	5	35,681	1
Income Documentation (on initial application)	Ontario Disability Support Program		6
	CRA tax return		6
	Ontario Works		2
	Immigrant Services Support Letter		2
	Other		1
Age	19-29		1
	30-49		6
	50-64		7
	65+		3

The distribution of gender, family size and income documentation type is very similar to the overall population of people in the ABPP as represented by the application data (see next section for more information). Focus groups and interviews included no youth participants, and very few young adult participants compared to the overall user population. This was an effect of random selection from a database as described above.

This approach to recruitment was not intended to generate feedback that was representative of all bus pass users. Rather, it was hoped that focus groups would generate illustrative stories and examples that would help to paint a richer, more personal picture of how the ABPP functions, and highlight potential challenges or concerns that could be investigated further using more representative data.

Non-Users and Rare-Users

This evaluation had originally been designed to include feedback from people who were eligible for the bus pass but chose not to apply. Understanding the perspectives of this group, it was hoped, might lead to new insights about obstacles to access or how the program might be

better promoted. The logistics and ethics of making contact with this group proved challenging and the steering committee made a decision to shelve this part of the evaluation design.

The evaluation did make contact with people who applied successfully for the ABPP but rarely or never purchased a pass through the program. Non-users were identified by matching purchasing data with data from the application database in order to find individuals who had never purchased a pass. Up to August 28 of 2013, there were 2000 different applicants who had applied for a bus pass at least once. Of these applicants, 479, or roughly 1 quarter, were identified as non-users (i.e. non purchasers). Non-users identified in this way tended to be younger than users. Youth aged 15-18 represented 32% of non-users and only 11% of the entire applicant population. Adults aged 50+ made up 18% of non-users and 39% of all applicants.

In order to identify non-user focus group participants, a list of 73 randomly-selected names was generated from the list of 479 non-users. This list was put into random order and we attempted to contact 53 non-users. We interviewed a total of 8 people, giving a response rate of 15%. These interviewees were each given a \$25 City of Guelph gift card. Of these eight, 3 reported that they had never purchased a pass. One said they had purchased the pass once over the previous year, and three said they had purchased it “once or twice” or “a few times.” One participant reported purchasing a pass every month except one.²

We do not know why more than half of the interviewees coded as non-purchasers in the database appeared to be occasional purchasers. It is possible that interviewees are not remembering passes that they purchased more than a year ago, or that they are thinking of passes purchased for another family member. It is also possible that that some purchases were mis-coded in the database.

Given the challenges involved in contacting true non-users, infrequent users were included in the analysis. A break down of the demographics represented by the non-user and rare-user interview participants is included in table 2.

² This person was interviewed anyway and their input was analyzed along with the data from the user focus groups.

Table 2. ABPP Non-Users and Rare-Users – representation in interviews

Demographic	Categories	Number of participants
Gender	Male	1
	Female	6
Family Size	1	4
	2	1
	3	1
	5	1
Income Documentation (on initial application)	Ontario Disability Support Progrsm	2
	CRA Tax return	2
	Ontario Works	2
Age (range: 35-83)	30-49	3
	50+	4

Six of the 7 rare-user interview participants were women, even though 45% of the 479 non-users identified in the database were male. An attempt was made to contact additional men from the sample list, but only 1 male rare-user responded.

Front Line Staff

This focus group consisted of customer service and administrative staff involved in the operation of the program. Eight staff members were invited to the focus group. Seven indicated that they were available to participate, and 5 attended. The remaining 2 participants agreed to be interviewed over the phone at a later date, resulting in a 88% response rate. In total, the focus group included 5 people who sell Affordable Bus Passes (2 from ServiceGuelph, 2 from the Evergreen Senior Centre, and 1 from West End Community Centre). There were also two staff members from CSS who were involved in ABP application processing and data organization. These participants not only provided feedback on the internal systems and processing of the program, but also on their perceptions of the experiences of applicants/users. Representatives from the other 2 sales locations (Victoria Road Recreation Centre and Guelph Transit) were not able to participate.

Pilot Steering Committee

The role of steering committee members is to oversee the management of the pilot and to ensure good cross-departmental communication. All 7 members of the steering committee attended the focus group and provided information on all aspects of the systems and processes

involved in the pilot, including secondary information they had gathered from front line staff. The names of committee members are included on the cover sheet of this report.

City Managers

This was a small focus group with managers from CSS Business Services, CSS Community Engagement and Social Service Liaison, and Guelph Transit. They provided information on budgetary challenges and goals, staff needs, and high-level system and process insights.

Collaborating Organizations

Local organizations that collaborate with the ABPP include Ontario Disability Support Program (ODSP), Ontario Works (OW), Immigrant Services, and Adult Rehabilitative Centre (ARC) Industries. These organizations assist the ABPP with promoting the program to clients and offer their clients support with applications. OW also pays for bus passes for clients with employment-related transportation needs. Of the 6 collaborating organizations representatives recruited, 4 attended the focus group and 2 (from ARC Industries) contributed thoughts on the ABPP via email. The focus group included 2 representatives from OW, 1 from Immigrant Services, and 1 from ODSP. This group provided information on their organizations' business relationship with CSS, their experiences and roles with applications and special circumstances of users, as well as anecdotes about their clients' experiences with the ABPP.

Who Uses the Affordable Bus Pass?

Successful Applicants and Users

As of July, 2013, approximately 2700 discrete individuals had applied for the affordable bus pass as primary applicants, and 2178 had been approved. Of those who were not approved, only 51 had incomes that were too high. The remaining 482 applications were incomplete or coded as “not applying.” Because applicants can include other family members in their application, we estimate that the successful applications covered a total of 2,596 people.³

Historically, the Low Income Cut Off figure generated by Statistics Canada has been used to track the number of people who live in poverty. LICO cutoffs have also been used as the criterion for eligibility for the ABPP. At the time of the 2006 census, Statistics Canada calculated that 9,420 Guelph residents (or 8.3% of the population) lived below the after-tax LICO in 2005. Based on these figures, we can estimate that approximately 27% of eligible residents have been approved to purchase the Affordable Bus Pass.

For the 2011 census, Statistics Canada began reporting a different measure of poverty, called the Low Income Measure. Approximately 14,586 people in Guelph (or 12.1% of the total population) had incomes that fell below Statistics Canada’s Low Income Measure in 2010⁴. As these figures suggest, the LIM measure uses a higher threshold to define poverty than the ABPP, so some residents of Guelph who fall below the LIM cutoff are not eligible for the ABP. Using the more current, but also more inclusive LIM figures, we can estimate that approximately 17% of people who live below the Low Income Measure in Guelph have been approved to become users of the Affordable Bus Pass.

Use of the pass has exceeded initial projections, and is growing over time. The total number of applications has exceeded the original estimate (of 1800 applications) by 50%. When passes first went on sale in July of 2012, there were \$31,031 in sales for the month. That figure has risen steadily, and there were \$40,832 in sales in March of 2013.⁵

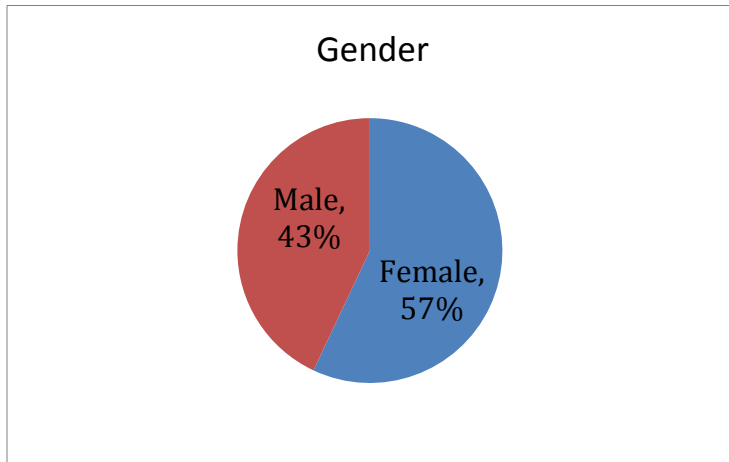
³ The total application figure was calculated by Business Services administration staff using the applications database. Our estimate of the number of family members covered in these applications was created using the ratio of primary applicants to total applicants in the re-application database as a proxy.

⁴ In Guelph, children under six (13.9%) and people under the age of 18 (13.3%) were most likely to be living in below the LIM in 2010, while seniors were least likely (7.4%).

⁵ These data are taken from the Affordable Bus Pass 3rd Quarter Report, July 2013.

By definition, Affordable Bus Pass (ABP) users all fall under Statistics Canada's Low Income Cut-Off (LICO). However, they have differing demographics and therefore differing transit needs. The data presented here comes from re-applications and is also substantiated by qualitative focus group and interview data wherever possible.

Figure 1. Gender Distribution



According to applications data, a similar number of men and women have joined the program. This gender distribution closely reflects that of the City of Guelph overall, 48.7% male and 51.2% female⁶. Table 1, below, shows age distribution of all those who have been part of the program in the first year and have re-applied. The 3rd and 4th columns show a break-down of those who purchased the pass frequently (6-12 months in 1st year) versus those who purchased the pass infrequently (1-5 months in the 1st year)⁷. Guelph public transit is available free for all children under the age of 5, so only those aged 5+ were included in this table.

⁶ Data from Statistics Canada's *Focus on Geography Series*, 2011 Census, retrieved from <https://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=550>

⁷ These categorizations (broken down in the database by 1-5 months, 6-11 months, and every month) were determined by Business Services administration who manage the ABPP data, and the purchasing frequency data was gathered from sales data (not application data).

Table 3. Ages of those Joining and Using the Program

Age Groups	# Applied	Purchased Pass Frequently (6-12 months in 1 st year)	Purchased Pass Infrequently (1-5 months in 1 st year)
5-18	100	44 (44%)	29 (29%)
19-29	165	121 (73%)	30 (18%)
30-49	306	247 (81%)	45 (15%)
50+	364	300 (82%)	42 (12%)

Note. Percentages refer to the percent of people in each age group who applied for the program, purchased the pass frequently, or purchased the pass infrequently.

Although we know from 2011 census information (presented earlier) that Guelph's adults over 65 are less likely to live in poverty than children and youth, the 50+ age group is the largest age group among applicants, and is also the group with the highest proportion of frequent purchasers. Youth are much more likely to purchase the pass infrequently.

Of the 841 *primary applicants* (i.e. not including other family members added to an application) who provided a family size on their applications, the following family sizes/income categories were represented.

Table 4. Family Sizes

Family Size	Income Max After-Tax (according to 2012 LICO cutoffs)	Number of Approved Primary Applicants	Percentage
1	\$16,573	539	64%
2	\$20,170	155	18%
3	\$25,117	76	9%
4	\$31,335	57	7%
5	\$35,681	14	2%

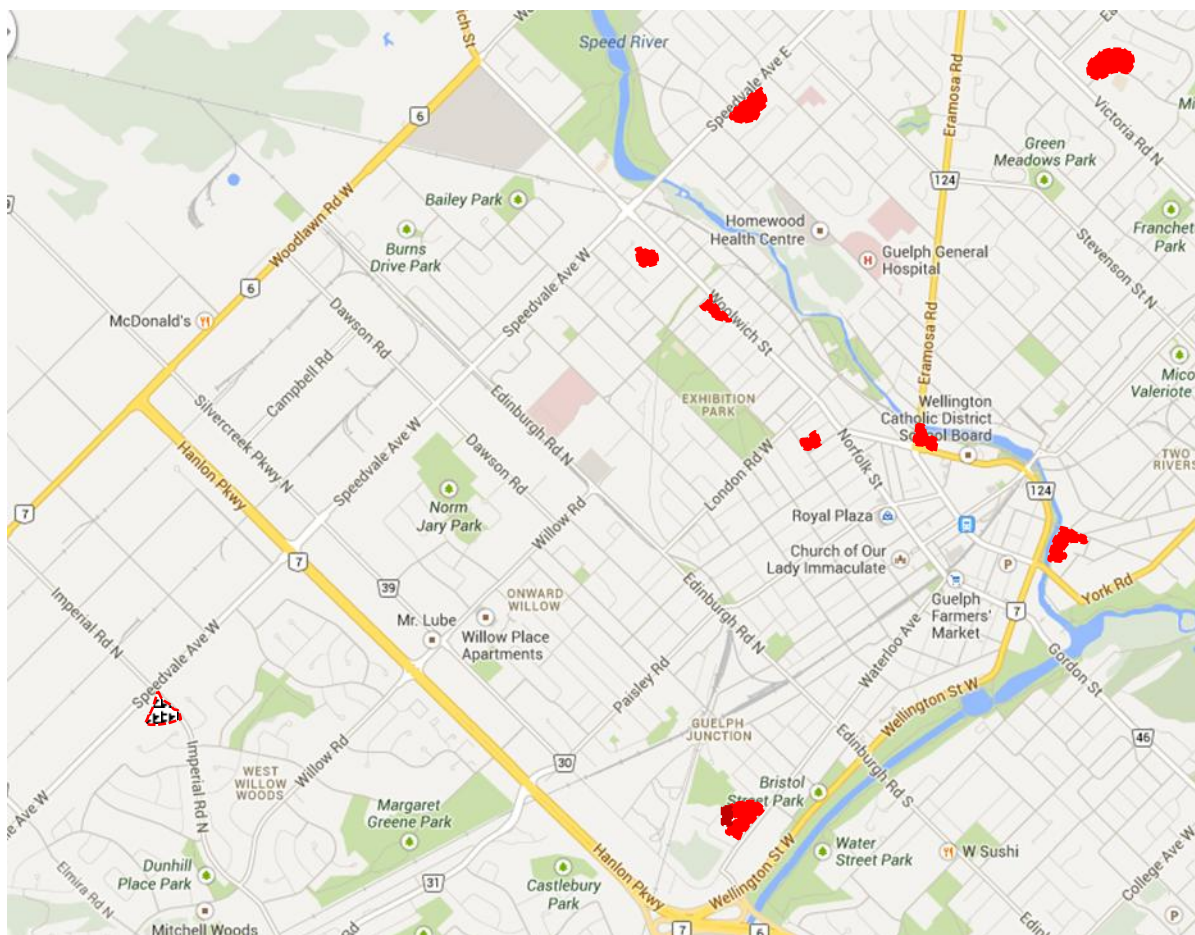
This table shows that single individuals were most likely to apply for bus passes.

By looking at postal codes in the application data, we are able to identify neighbourhoods by postal code area where most people in the program are located. Postal codes of primary applicants only were analyzed so as to count households, rather than multiple individuals within one family. The large majority of applicants (92%) are from three main areas of Guelph

- 48% from p.c. N1H (Downtown to West of Hanlon)
- 31% from p.c. N1E (Downtown East to North East)
- 16% from p.c. N1G (South End to Clair Rd.)

Figure 2, below, highlights the specific neighbourhoods with the highest proportion of ABP applicants. Each of these ten individual postal codes included between 15 and 20 families using the ABP. This figure shows that bus pass applicants are spread across the city.

Figure 2. Most Common Neighbourhoods



According to the data presented in the most recent quarterly report to council, almost all affordable bus pass users (96%) had used Guelph Transit before entering the pilot program. Of the 910 re-applicants who stated that they were transit users prior to their participation in the ABPP, 47% (n=432) were previous subsidized pass holders, 35% (n=323) used cash and/or tickets, and 19% (n=177) used a regular bus pass.

Non-Users

Program take-up, or having the target population use the program to its full extent, is a challenge that every program faces. Some people who applied for the ABPP and were approved did not purchase their monthly passes. We refer to these individuals as non-users. From the beginning of the pilot to March 2013, an average of 50% of successful applicants actually purchase a pass in a given month.

Usually Buy Pass

Information on those who usually buy their pass was gathered from focus groups and one interview. All participants were asked if they ever missed buying their pass. The shared sentiment was that they will only miss a month due to special circumstances, like being sick or in the hospital, or having family/friends visiting for an extended period who can give rides. A user who was interviewed shared that she missed one month in the past year because she lost her job and had to renegotiate her budget. She plans to purchase the pass again in the following month to help with job searching.

Rarely or Never Buy Pass

Phone interviews were conducted with 7 participants who had never or almost never purchased a pass in the first year of the program. Lack of affordability was not a reason for not purchasing the pass long-term, although one participant referred to heating bills in the winter being too high to have money left over for the bus pass. In this case affordability was the cause of low take-up but with a seasonal condition. The main reason this group rarely or never purchased the pass in the past year of the program was due to a long-term illness or disability that prevented them from getting out in the community.

"I have a lung disease so haven't been able to be out in the heat."

"I've had a lot going on in my life [loss of loved one, personal illness and family illness] and haven't been getting out much."

"When I'm feeling good I use the bus every day. I just haven't been feeling good for months."

In fact, all but one participant cited a long-lasting special circumstance as the reason for not purchasing passes. One participant had a son with an illness and she had to temporarily reside outside of Guelph while he received care. Three of the 7 participants applied for the ABPP with the main concern of including family members who *would* use the pass frequently on the application (e.g. "I wanted to get in the program for my son to use the pass. My son uses it quite a few times a week and will use it when he goes back to school.")

Five of the 7 participants expect to use the pass more frequently in the future. All participants expected to use the pass more than they did in the past year. Finally, 2 participants felt that having a sales location at a more convenient location would make it easier to purchase the pass (locations referred to were Victoria x Woodlawn area and Silvercreek x Willow area).

Seasonal Purchasers

Another type of user who does not consistently purchase are those who purchase at certain times of year following seasonal trends. According to focus groups with those who run the program, university students are one example of this type of user. Students who receive the UPass student bus pass are not eligible for the ABP, but students who stay in Guelph to work during the summer when they are not registered for school sometimes qualify for the ABP. Another example of the seasonal purchaser are those individuals with mobility challenges. Some people with mobility issues are not able to travel much in the winter months when the weather is bad (e.g. snowy or icy sidewalks, windy, cold), and so they do not purchase passes in the winter. The reverse is also true: some focus group participants commented that they use the bus more in the winter when the weather is not conducive to walking, and use it less in the summer when they can walk more.

Note on transit challenges providing a barrier

Although transit service standards were beyond the scope of this evaluation, data from interviews, focus groups, and open-ended comments on applications revealed that dissatisfaction with transit service was sometimes a barrier to using the ABPP. The focus group facilitator did not ask questions about transit standards. Nonetheless, all user focus group participants felt it important to share challenges they have experienced with regards to bus stops being moved, routes changing, and availability of priority seating. One interview participant mentioned that transit not running on Sunday evenings makes it less financially worthwhile to purchase the pass, because she always needs to be out on Sunday evenings. An applicant also commented on the application form that "due to very bad transit system I only take the bus rarely." Many people also shared that they were thankful for transit's services and that they can count on the transit system, but dissatisfaction with the transit system was a re-occurring theme.

Non-Applicants

The above data was drawn from people who applied for the pass but did not purchase it. This evaluation has not gathered feedback from people with low incomes who never applied to the program. Due to the privacy challenges involved in identifying people with low incomes who are not already in the subsidy system, accessing this group will take additional time.

- **RECOMMENDATION #1:** Future evaluation efforts should gather feedback from non-applicants, by working collaboratively with organizations that serve people living in poverty.

Summary

Many different groups of people make use of the Affordable Bus Pass. In this respect, the program is inclusive. Middle-aged people, older adults, and single adults seem to use the pass more consistently than younger people or families. Some people with disabilities or other kinds of mobility limitations appear to buy passes intermittently, depending on their health status, the weather, or changes in life circumstances.

It seems clear that the ABP is not bringing many riders who are completely new to Guelph Transit. Most of those who purchase passes are already transit users to some extent. However, feedback obtained through the focus groups suggest that passes have enabled them to use transit more frequently and with more flexibility

Estimates made using LICO figures from 2005 suggest that more than 70% of those living with low incomes in the City have not yet purchased passes. The comments of infrequent pass buyers suggest that the Affordable Bus Pass may be most useful to people who have a consistent, ongoing need for public transit on a daily basis, and less useful to people whose lives are in such transition or crisis that their transit needs are unpredictable. In the next section, we present findings about the process of applying for a pass, in an effort to better understand any obstacles to access that may still exist and perhaps develop a clearer sense of who the program might be missing.

How Accessible is the Affordable Bus Pass?

The ABPP is designed to make the community more accessible to people living with a low income by making transit more accessible. This section reviews what was learned through this evaluation about the process of applying for a pass.

Application Process

In order to qualify for the Affordable Bus Pass, an applicant must complete an application form, including the required documentation and submit it to City Hall by mail or by dropping it off at ServiceGuelph, Evergreen Seniors Centre, Victoria Road Recreation Centre, West End Community Centre or Guelph Transit. The applicant must provide proof of income, normally in the form of a tax return, documentation from OW or ODSP, or a reference letter from Immigrant Services. One application can cover several members of the same family. The application form is quite long, and includes a number of demographic questions as well as questions about past use of the bus pass or transit in general. Once the application is received, the Business Services team makes a decision about eligibility within five business days. Once the applicant has this approval, he or she can buy passes for a period of one year. At the end of that year, the full application process must be completed again.

All users who participated in focus groups found the application form to be clear, straightforward, and easy. However, two interviewees (one service staff and one from a support organization) reported that some users struggle with the application. These observations were not corroborated in user focus groups or open-ended comments on applications. However, it is possible that those who struggle with the application forms may not have been represented in the focus groups, or may have their applications completed by a friend, relative, or other caregiver or caseworker not utilizing the open-ended comments field. Recommendations for the application process will reflect the need to keep applications as a source of user data while focusing on improving clarity.

The application/re-application form is long. Whether or not it is easy to fill in, it is not designed in a way that facilitates easy management of data. Some questions (such as the question about rides per week) allow applicants to respond in an open-ended way that makes coding difficult. Other questions may not be necessary beyond the end of the pilot phase.

All sources suggested the elimination of annual re-applications for at least some groups of users. ODSP clients often have unchanging situations from year to year. OW clients can be very transient which makes it difficult for caseworkers to get the clients to renew their applications, which is of course necessary for continued distribution of the passes.

- RECOMMENDATION #2: For users who are recipients of ODSP and OW, annual re-applications may be replaced with an alternative method of income verification that is more efficient and less intrusive. Collaborations with Wellington County staff who administer these programs may be very useful in negotiating these alternative methods.
- RECOMMENDATION #3: The application form should be reviewed in order to make it shorter to streamline the data entry and analysis process. The focus should be on collection of information that can be applied to monitoring the performance of the program in order for continuous improvement.

The recently unemployed, whose income may have dropped dramatically since their last tax return was filed, cannot currently access the Affordable Bus Pass, even though their current level of income may be below the LICO cutoff.

- RECOMMENDATION #4: The ABPP should consider whether it is possible to extend eligibility to the recently unemployed, if they can demonstrate that their income has fallen below the LICO cutoff for a period of time.

When the program began, proof of income was the only way applicants could demonstrate eligibility. Over time, the staff team became aware that recent immigrants are sometimes unable to provide proof. The program has begun accepting letters from Immigrant Services in such cases. To date, the process has been handled on a “case by case” basis.

- RECOMMENDATION #5: Alternative methods for determining income, suitable for the recently unemployed or new immigrants, should be formalized and clearly explained in Section C of the application package.

Some applicants do not have a fixed address, and the ABPP application requires an address to prove Guelph residency. OW uses their headquarters address (129 Wyndham) for these situations, but this has been an issue when applications are processed. Another residency issue reported is that for immigrants who are international students or in Canada on a work Visa, they are not considered permanent residents by the program’s standards. It is important to know when an applicant is transient as lack of housing may indicate a very low income.

- RECOMMENDATION #6: The requirement for a permanent Guelph address should be removed *if* and *when* a known support organization address is given and this address has been endorsed by the service organization.

Program staff have made ongoing efforts to ensure that the application process is clearly explained to potential applicants. However, further efforts could be made to clarify the process.

- **RECOMMENDATION #7:** Steps could be taken to provide the applicant with more information about the program and about the application process. Applicants would benefit from the addition of a clear, plain-language, single page document that is “About the ABPP” (e.g. rules, regulations, limitations, benefits, etc). Section C of application should include a photo example of required documentation (e.g. Drug Benefit Eligibility Card, Personal Income Tax Notice of Assessment).

Appeal Process

When the ABPP was launched, no formal process for appealing application decisions was created. However, appeals have been requested, and the staff team has responded. To date, appeals have been handled by Business Services and Community Engagement and Social Services Liaison staff on a case-by-case basis. The challenge of maintaining consistency when a customer receives an exception to the rules has been felt by users and service staff alike. Among staff in the focus group and interviews, clear, black-and-white rules are wanted so that case-by-case decisions are not up to individual discretion. City managers agree with this position. However, occasionally an individual’s personal circumstances make a good case for an exception to the rules, such as a person who makes \$5 above the LICO. And as one user said, “they don’t know how much we spend on physio or medications – these expenses are not taken into account when our income is calculated. So for those of us with a lot of medical expenses, our financial situation is worse than it appears”. Although 7 appeals were reviewed in the first pilot year, this process was handled on a case-by-case basis. Users and collaborating organizations report not being aware of an official appeal process. None of the users who participated in the focus group knew that they could appeal an unsuccessful application.

Focus groups and interviews with collaborating organizations and front line staff revealed two demographics that have a need for the program but often require an appeal process to be eligible: women living in shelters and youth under the care of Family and Children’s Services. Should the ABPP be made permanent, strong relationships with women’s shelters and Family and Children’s Services will be an important part of being accessible to the target population. Beyond those who are ineligible by the current criteria, there are those who are eligible but are not aware of the program. Some informants showed concern that individuals under the LICO who are not associated with any agency (like OW or ODSP) will not be “recruited” in the same way that clients of these agencies are. Consistent with this thought, users in the focus groups

revealed that not many of the people they know were aware of the program. This presents challenges in the area of advertising and suggests the need to welcome additional collaborating organizations in the future.

- **RECOMMENDATION #8:** The appeal process needs to be regulated with standards of practice that include a review board for accepting or refusing appeals. The appeal process should be cross-department; i.e., not only for the ABPP. By creating a unified appeal process and appeal review board for all City programs/offices in need of such a process, appeals will be equitable, and will be more streamlined and potentially cost effective than creating separate processes for each program/office.
- **RECOMMENDATION #9:** This appeal process should be advertised to all applicants in an information sheet accompanying all applications so that the process is fair and equitable.

As of March 31, 2013, 2,700 people have applied to the ABPP and only 51 were not approved. This ratio gives some sense of how frequently a more accessible appeals process would be used.

Pass Sales

Locations for sales of passes were deemed sufficient by users who participated in focus groups. However, there is currently no location in the South end of Guelph. Using the first three digits of postal codes provided on applications to gauge broad areas of the city applicants reside in, it was determined that 16% of applicants to the ABPP are located South of Stone Rd.

- **RECOMMENDATION #10:** Sales locations should be reviewed and expanded. In particular, a South Guelph location should be added, and locations near Victoria & Woodlawn and Silvercreek & Willow should be considered. New sales locations would require appropriately trained staff and the capacity to protect the privacy of client data.

Users requested consistent hours at various sales locations so they know when they can arrive to buy passes. Currently, ServiceGuelph offers sales consistently during business hours. Some other locations are less predictable. Their customer service desks are often staffed by volunteers (who cannot sell passes). Paid staff at these locations have many responsibilities and aren't always available to sell passes. Outside of business hours (when ServiceGuelph is closed) there is no outlet that is consistently open.

- **RECOMMENDATION #11:** The possibility of providing after hours service in the downtown area should be explored. This may mean opening up ServiceGuelph for one

evening during peak sales periods, or selling passes out of a different downtown location in the evenings.

Replacement Passes

In general, Guelph Transit does not issue free (or reduced price) replacements to riders who have lost their passes unless they can produce a police report that proves their pass was stolen. However, the purpose of the ABPP is to make transit more accessible to people living with a low income. Program staff take a person-centred approach, and did not want lost passes to become an obstacle to access. Consequently, the program has issued free replacement passes on occasion, on a case-by-case basis. This practice has created some challenges. In the first year of the pilot, staff report that there were some cases in which up to 4 replacement passes were provided to a single user in the course of a year, at no cost to the user. In the first year of the pilot, CSS staff paid transit the full rate for each replacement pass they issued to a user for free. In addition, the process was time consuming for administrative staff.

It has been reported by front line staff and collaborating organizations that there is a distinct possibility some individuals are misusing the replacement pass by giving or selling a pass reported lost to another person. There is currently no way to measure this type of fraudulent use accurately. Although passes can be “stopped” so that they can no longer be scanned by bus drivers, drivers may sometimes assume there is a technical problem with the card and allow the user to ride.

The initial feedback from those involved with the program was to completely eliminate the replacement pass policy. For most members of the user focus groups, eliminating replacement passes was not a concern because they had not known replacements were possible. However, feedback from users with a disability and the- collaborating organizations who support these individuals suggested a serious need for replacement passes. People with some kinds of disability are at much higher risk of losing passes or of having their passes stolen, for reasons beyond their control.

Currently, caseworkers with collaborating organizations may identify a specific client with special circumstances who requires no-cost replacement passes. This process leaves replacement pass distribution entirely up to the agencies’ discretion, as they know their clients’ needs. Formalizing this process would mean that requesting a free replacement pass would no longer be the responsibility (nor the ability) of the user, which may serve to reduce fraudulent use of the replacement passes.

- **RECOMMENDATION #12:** The ABPP should formally adopt Guelph Transit’s more stringent pass replacement policy, with the exception notes below.

- **RECOMMENDATION #13:** The ABPP should meet with collaborating organizations that work with people who are at high risk of losing passes, such as people with certain types of disabilities. Together, they should develop a procedure for ensuring that these riders continue to have access to replacement passes as needed. Ideally, the collaborating organizations should take on responsibility for designating these riders and accessing replacement passes on their behalf.

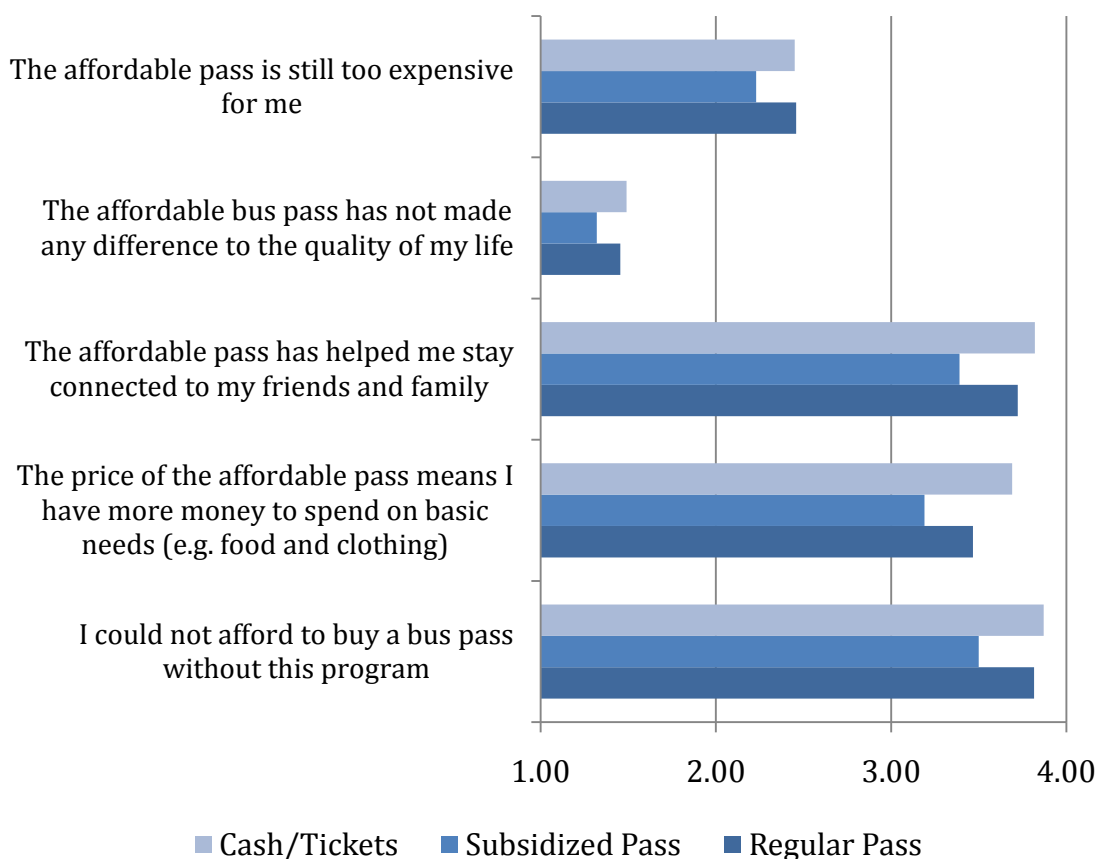
Summary

The process of applying for an affordable bus pass appears to be reasonably straightforward for most current users. The process could be streamlined further by shortening the application forms and by providing plain language information about the application process. A more transparent and consistent set of rules for appealing application decisions, proving income, and replacing lost passes would also help to improve the application process, especially if steps were taken to ensure that all users and collaborating agencies understood these rules. A process that does not require full re-application once a year may better serve some categories of users.

How is the Pass Helping the People who Use It?

At its inception, the Affordable Bus Pass Pilot Program established four primary goals. This section considers each goal in turn, combining the last two goals into one section. The following chart represents ratings of affordability and life impact. Means were calculated from ratings on a 4-point scale (1=strongly disagree to 4=strongly agree).

Figure 3. Evaluation Ratings from Re-Applications



Note. The types of transit use in this figure refer to use *prior* to the ABPP.

Goal: Enabling More Residents Living with a Low Income to Purchase Monthly Transit Passes.

Overall, the information gathered for this evaluation strongly suggests that ABPP has made transit more affordable. The following illustrative comments are from open-ended comments in re-applications:

“\$30 for a subsidized bus pass was perfect, but I think I can afford \$36.00 a month”

“I received the subsidized bus pass before this but still at the increased rate of \$36 it makes it really affordable for me to now to get around... Happy to pay the \$6 increase if it means more people on low income can have use of the service. I've been lucky to have use of.”

Focus group participants surveyed shared that their most common methods of transportation before the ABPP was to use a regular bus pass or bus tickets. These methods were described as too expensive, and tickets were problematic because they are easily lost and also required prioritization of bus trips (e.g. might not visit a friend after going to a medical appointment because it would require use of another 2 tickets for a return trip). Other, less common modes of transportation prior to the ABPP included walking, which was only an option for those who are able bodied and only in good weather; taking a taxi, which was described as too expensive and only used for carrying groceries home; and getting rides from friends, which was not seen by the participants as a reliable method of transportation.

The main method of transportation now with the ABPP is, unanimously among focus group participants, using the affordable bus pass. When asked what they use the bus for, one participant put it aptly: “I use it to do everything that a person with a car might do.” Only two additional uses for transit were brought to the table that weren’t included in the application form: banking and going to the library. Focus group participants told us that they use the bus pass for all of the reasons someone might use a car.

ABP users who participated in the focus groups were in unanimous agreement that the pass was affordable: “100% affordable!” and “reasonable price”. These opinions echo the overall averages in affordability ratings given on re-application forms, summarized in Figure 3.

Figure 3, which draws on data from the re-application form, shows that people who were previous subsidized pass holders rated the affordability of the pass slightly lower than others. This is not surprising, given that this group now pays up to \$7.50 more for the affordable pass than they did for the old subsidized pass. We asked focus group participants about affordability, and those who were previous subsidized pass holders told us that it was slightly less affordable. However, this seemed to be an initial frustration and not a lasting problem for affordability.

Evaluation data show that people are more likely to use the bus as a primary mode of transportation now that they have the ABPP. Through focus groups, we investigated the most common means of transport *prior* to the ABPP, if and how this has changed *since* the ABPP, and we also analyzed “trips per week” data gathered on the re-application forms.

Among focus group participants, the main method of transportation now with the ABPP was unanimously the bus. The focus group participants use the bus about 4-8 times a day (4-8

swipes), or 28-56 trips per week, traveling more on weekends and when the weather is nice. This data was provided in the re-application forms as well.

Factoring in all users (those who had purchased at least 1 ABP; n=1354), the median number of trips (i.e. swipes) per week (as estimated by users on the annual re-application form) is 11, and the mean is $M=10$.

Table 5. Estimated ABPP trips per week

Trips/Wk	n	%
1-6	261	19%
7-21	788	58%
22-42	98	7%
43-72	17	1%
73+	0	—

Note: In the re-application database, there were 184 applicants coded as having reported 0 trips per week over the past year. These zeros were interpreted by Business Services Staff as missing responses, and this table makes the same assumption. However, we do not know whether any of these zeros represent “non-users” (people were approved for the bus pass but chose not to buy passes).

All ABP users who participated in the focus groups agreed that they definitely ride the bus more frequently with the ABPP. Although the ABPP has not led to a substantial increase in new riders, users expressed that shutting down the ABPP would reduce transit usage. Users in the focus groups were asked: “If this program doesn’t continue in the future, would you still use transit?”

“I would try to use the bus would likely just buy single tickets and use the bus a lot less.”

“I’d walk a lot more.”

“I would have to use the taxi.”

Goal: Making a Positive Impact on the Budget of Low-Income Residents

Evaluation findings make it clear that the ABPP saves people money that is used to meet basic needs. In the application and re-application forms, applicants were asked to rate their agreement with the following statement on the same 4 point scale as described above: “The price of the affordable pass means I have more money to spend on basic needs”. The average rating was $M=3.5$, between *somewhat agree* and *strongly agree*. The users in the focus groups reflected this with statements like:

“I have enough money left over now to be able to afford groceries”

“It frees up an extra \$30 to do other things – this can help pay for medical expenses. So not only can I get to swimming and physio, I can pay for it now, too.”

“I can now afford groceries – better groceries.”

And from the re-application open-ended comment field:

“It leaves more money in my budget for food.”

“This program is very useful for new immigrants at Canada as they can use this money for basic needs of settlement.”

“Price of affordable bus pass means I have more money to buy food and clothes.”

“I have more money for food and rent.”

“The cost is perfect for me. Now... I have more money for hygiene products and special food.”

“We are very thankful for this program. It definitely allows us to spend more money for our other necessities that are just as important in our daily life.”

For organizations that do bulk purchasing of bus passes for their clients, the ABPP leaves more money in the budget to provide support in other ways beyond transit. Ontario Works caseworkers have access to a small amount of discretionary funds that can be used to assist individual clients in their efforts to move out of poverty. Before the creation of the ABPP, OW caseworkers often used a significant portion of these funds to purchase transit tickets or, in rare cases, full-price bus passes. The reduced cost of the pass has allowed OW to purchase passes for clients more frequently. It has also allowed them to direct discretionary funds to other employment related incidentals (e.g. clothing for interviews, books, training courses, special equipment for different types of employment opportunities, first aid training, etc.). As a representative from OW put it:

“It has allowed us to do more with less. If a client is going to an educational course, say at Conestoga college, OW will pay for them to get there, no matter what the cost of transit is. Since the cost of the ABP is so reduced, now OW is able to offer extra support, like a book-bag, or other educational materials”.

Goal: Improving Perceptions of Overall Wellbeing and Contributions to Community

Another key goal of this program is improvements in overall wellbeing, through helping people to participate in and contribute to their communities in ways such as getting to work/keeping a job, accessing educational, recreational, sporting and cultural opportunities, and maintaining connections to family and friends. This type of impact was mentioned by focus group and interview participants more often than any other outcome. Program users shared many ways in which the ABPP improved their quality of life, such as creating opportunities for hobbies and enabling them to maintain connections to family and friends. The overall sentiment was that the ABPP provided a sense of freedom to move around, which in turn led to the ability to lead productive lives. A common statement was that they simply would not “get out much” without the ABPP. Before the ABPP, participants in the focus group most often used single-use transit tickets rather than a regular priced monthly bus pass, which led to the need to prioritize transit trips; for example, attending medical appointments *instead of* visiting family or attending recreational therapy. Participants in these focus groups recognized how psychologically beneficial it can be to have a productive day, with the freedom to attend as many appointments, social gatherings, or community events as can be squeezed into each day.

Some statements from user focus groups:

“The ABP has improved my quality of life.”

“It is imperative to our daily lives.”

“I feel better psychologically being able to get out in the community.”

“It created opportunities to have hobbies, to get out more.”

“Thanks to the bus pass, I’m an independent person. I can move around.”

In addition to the direct feedback from the program users, support organizations such as Ontario Works, Ontario Disability Support Program, Immigrant Services, and ARC Industries shared anecdotes and personal stories they have heard from clients who use the ABP.

A representative from ARC Industries shared the following insight:

Community Living is something many of us experience naturally, as part of our daily lives. We live in communities, our children go to neighbourhood schools, we have the opportunity to work at real jobs for real pay and contribute as productive citizens. But, for people who have intellectual disabilities, community living is a dream, an objective yet to be realized. ...With the assistance of the affordable bus pass, barriers are dismantled to enable them to make their way in the community.

ODSP has worked with clients who previously used the Subsidized Bus Pass Program and who have transitioned to using the ABPP. ODSP clients tend to see the ABPP as an improvement upon the Subsidized Bus Pass Program, in large part because now family members of a person with a disability may be eligible for the pass. This means that for low-incomes families that care for a loved one with a disability, it is more affordable to accompany a family member to medical appointments or therapy, as well as to get to work or shopping to support their family.

New immigrant families are also affected in many ways. The ABPP allows these newly arrived, struggling families to build social networks, contribute to their community, and build their understanding about what it means to be a new Canadian. According to a representative of Immigrant Services interviewed for this evaluation, access to transportation is extremely important in helping newcomers connect to the community. This person told us that clients of Immigrant Services consistently ask about transportation support as a high priority. Affordable transportation is of course necessary in the search for and maintenance of paid work. Without the pass, new immigrants who used the bus to get to work would spend \$30 a week on tickets, and would not want to do extra trips after work. Now they feel they can attend ESL school after work, and do other recreational activities that help them connect to the community.

OW covers the cost of travel to medical appointments for which there is a doctor's note. Prior to the ABPP, if the client could not demonstrate that they had enough appointments to make a bus pass worth the cost, OW would issue them money or transit tickets rather than a full-price bus pass. The lower cost of the ABP has made it possible for OW to cover the cost of bus passes more often. When people have the pass they are able to do more. Now that the ABP is a financially feasible option for OW, clients feel encouraged to go to extra counselling appointments or treatment sessions.

A common theme among the users, front line staff, and support organizations alike was that the ABPP reduces isolation. Being isolated has detrimental health effects, whereas being involved with the community, staying connected with family and friends, and simply getting out 'of the house' have positive health effects. Additionally, one representative from a support organization shared the story of a client who, due to the ABPP, was able to visit the senior's centre and attend networking functions there. At these social events this individual received information about senior abuse and felt informed and connected enough to know where to go for help.

One final example from a support organization representative highlights the impact the ABPP can have on people who are struggling with addictions. A client with an addiction felt very ill most of the time, and needed to be consistently near a washroom. This made it difficult to walk to treatment, which was every day for a month. This client shared with her caseworker that the bus pass had enabled her to travel from her home to the treatment centre quickly, which enabled her to attend daily treatment for the full treatment cycle. This caseworker also told us that people with addictions are more likely to stay in touch with their support workers when they have an ABPP because they are more often out in the community, traveling with ease.

In conclusion, focus group participants were asked what it would mean for them if they could no longer get the ABP. They shared the following thoughts:

“It would be depressing.”

“I would worry about getting to appointments.”

“I would be isolated.”

“I wouldn’t be able to do as much, like swimming and physio.”

“I wouldn’t be able to visit the doctor or visit friends as much.”

Summary

Evaluation findings suggest that the ABP Program has achieved its key goals. People living with low incomes who had not been eligible under the old program are purchasing passes and using transit more frequently. Public transportation is consuming less money from their monthly budgets, leaving more for food and shelter. Ontario Works or ODSP report that the reduced cost of bus passes is allowing them more flexibility in helping people with low incomes to cover other costs. Most importantly, increased access to public transit has improved overall wellbeing. In particular, the pass has enabled people with low incomes to use transit more frequently and in a more flexible way. This has led to more of the kinds of “non-essential” trips that create a sense of connection to family, community, and services.

In other words, the Affordable Bus Pass Pilot Program has helped to build the “assets” of people living with a low income in at least four distinct ways. It has left them with more money in their pockets (about \$35 per month, as compared to a full-price pass). It has also enabled some people to apply discretionary funds from Ontario Works or ODSP to other needs. The pass has enabled people to access the services and supports they need to move out of poverty, and it has also enabled them to leverage informal support from their family members (who can

now ride the bus with them). Finally, the pass has helped to foster a stronger sense of connection to community, which is an essential ingredient in any plan to overcome poverty.

How is Program Administration Working?

Currently, responsibility for managing and administering the Affordable Bus Pass Pilot Program is spread over a number of different municipal staff teams. It has been very helpful, during the pilot phase, to have access to the diverse resources and expertise of these teams, and those involved have generally felt that the partnership has been essential to get the program launched. As the program has evolved and matured, the responsibilities of each partner have changed and grown. Our conversations with the staff members who run the ABPP touched on a number of themes that underscore the strengths and challenges involved in managing a new program in a cross-departmental way.

Workload

According to a recent study of time use by the CSS Business Services team that administers the ABPP, team members devoted an average of 50% of available hours to this program over a 10 week period. Processing of forms used up more than half of this time. Form development, database management, and reconciliation were also time consuming. These figures exceed projections made at the design stage, and demonstrate that the ABPP has required more administrative resources than expected.

Focus groups and interviews with front line staff, City managers, and the pilot steering committee support this finding. Many people buy their bus passes on the last two days of the month. This leads to long line-ups at the ServiceGuelph desk on these days (which staff refer to as “Bus Pass Days”). As a result, staff and customers are sometimes put into stressful situations. Applying to qualify for the program can require multiple trips, due to confusion with forms and challenges obtaining all required documents. This can be frustrating for applicants, and it also means that the process consumes more staff time.

The process for managing applications and handling appeals is time consuming as well. Currently, applications must be processed within five business days. The short turn-around time places an additional administrative burden on the staff team. When asked, users who participated in the focus group said that they felt two weeks was a “quick” turnaround time.

There are a number of ways that these challenges might be addressed.

- **RECOMMENDATION #14:** One additional staff member could be assigned to customer service at ServiceGuelph desk on “Bus Pass Days”.
- **RECOMMENDATION #15:** It may be possible to work more strategically with organizations that purchase passes in bulk, such as ARC Industries, Ontario Works, and ODSP, and consequently reduce the bottlenecks at front line counters involved in the

sales process. These organizations could take on responsibility for more aspects of the process, or make passes available to a greater number of their clients in order to reduce line-ups at ServiceGuelph.

- **RECOMMENDATION #16:** Currently the bulk of the program’s administrative work is done by CSS Business Services staff at City Hall. In part, this approach has been used in order to adhere to privacy legislation and records management requirements. Application processing and appeals processing are done by CSS Business Services, and replacement passes are sold primarily through ServiceGuelph. Program staff should explore whether staff responsible for selling passes at various locations can take on additional processing responsibilities and take some of the burden off staff at City Hall.
- **RECOMMENDATION #17:** Extending turn-around times for applications (while maintaining customer focus) should be considered.

Data Collection/Organization

Currently, data used to manage the ABPP is collected by 3 very different means: application forms are completed through ServiceGuelph staff and processed by CSS Business services. Sales data is entered into a corporate software program called CLASS. Data entry is carried out by staff from several different teams in a number of locations throughout the city. CLASS data is then analyzed by Business Services. Ridership data is collected and analyzed by Transit. Each of these three databases is managed by a different team and organized in a somewhat different way. Amalgamating the data has, not surprisingly, created challenges.

Although staff connected to the ABPP have been very effective at extracting and combining information from all three sources, the process is time consuming, and the results are sometimes difficult to understand for people who do not know the data well. Earlier in this report, a recommendation to shorten and streamline the application form was put forth. This recommendation will aid with data management as well as streamlining access. In addition, we offer the following recommendations about data collection and organization.

- **RECOMMENDATION #18:** Processes and procedures for consolidating data across three systems should be reviewed and streamlined where possible, while maintaining compliance to current privacy legislation.
- **RECOMMENDATION #19:** As part of the development of an ongoing evaluation plan, the processes for analyzing, interpreting and reporting data should be reviewed. During the pilot phase, a summary report was submitted to council each quarter. In the future, council will likely maintain an interest in annual updates on key performance indicators, while city management may be interested in receiving more concise semi-annual

reports. Similarly, financial indicators may need to be reported more frequently than narrative, evaluative information.

Program Management

The pilot program has been run by a steering committee made up of staff from different offices. All members have other primary responsibilities, but have made time for this program. According to all accounts, the team has worked very well together and has benefitted greatly from sharing different types of expertise and points of view. Communication between all locations involved in program delivery has also been excellent, and relationships have been described as very supportive. Key contacts at CSS and Transit have been on top of sharing all program changes with sales locations, and likewise, all sales locations have been excellent at communicating with CSS and the ServiceGuelph and Transit staff. This arrangement has been crucial to lifting the pilot off the ground.

During the pilot phase, there has been some need for clarification of roles and responsibilities. CSS has had overall responsibility for setting program goals, convening the steering committee, and communicating with external collaborating organizations like the Poverty Task Force, but the other teams have also contributed to these leadership functions at times. Sometimes, program users and other staff at City Hall have assumed that leadership for the program resides with Guelph Transit. As noted above, bringing together data from three different sources has been challenging, and there have been discussions about how each department should contribute to resourcing the initiative.

- **RECOMMENDATION #20**: Beyond the pilot phase, the program should have a manager and staff based in a single department, whose primary responsibilities include ensuring that the program is promoted well and accessible to all, managing the application process, gathering program data and reporting on program outcomes. While cross-departmental partnerships will continue to be important, the internal structure of the program should be transparent to all involved – staff and users. All support roles need to be clearly defined and agreed upon.

Handling Challenging Customers

“Bus Pass Days” (days near the end of the month when there are long line-ups to buy subsidized passes) can be stressful for staff who sell passes. Some staff feel inadequately trained to serve customers who they see as “difficult”, confused, verbally abusive or aggressive. We have learned anecdotally that it can take 1 minute or 15 minutes to sell a single pass

depending on the customer. This, of course, is a challenge inherent in every customer service role, and can be assuaged with proper training and the opportunity to debrief.

The City provides courses and workshops for training customer service staff, including AODA training (Accessibility for Ontarians with Disabilities Act) and training to cope with difficult customer service situations. One of the veteran customer service staff at a pass sales location reported that she personally acted upon the need to train part time staff around how to handle challenging interactions with customers as opportunities arose, in an informal manner. However, in our focus group interviews with staff, we heard that some people do not feel adequately equipped to handle challenging clients. Some of the staff we spoke to at sales locations other than City Hall were not aware of the formal training that was available and had already been provided. Service staff felt that more training for dealing with difficult situations and challenging customers was needed. They also suggested debriefing opportunities where front—line staff and volunteers from various locations could share ideas for handling difficult customers.

- **RECOMMENDATION #21:** Ongoing efforts to provide customer service staff with adequate training and support to handle challenging customers should continue. Although the number of people raising concerns about the adequacy of this training was small, it may be worthwhile to consider this issue in the process of planning for future training, support, and debriefing sessions.
- **RECOMMENDATION #22:** Management may wish to explore current protocols for de-escalating conflict or removing verbally abusive or aggressive customers from the premises, in order to ensure that the rules keep staff and volunteers safe without creating unnecessary obstacles to access for bus pass users. It may be possible, for example, to allow a case worker, family member, or other personal representative pick up passes on behalf of an individual. According to focus group feedback, this would help to reduce stress for front line staff.

Program Costs and Budget

This evaluation took into consideration whether or not the budget and resources (including staff) allocated to the program were sufficient to deliver the program successfully. While the hard costs associated with the subsidy have been quantified, we heard during interviews that the soft costs (i.e., the staff time required to manage applications, sell passes, handle appeals and manage program data), are difficult to quantify because they are spread across several departments, and because they have been absorbed by existing staff members. The program team has been working to document the time and energy required to run the program effectively. This process has recently been completed, but the findings are outside the scope of this evaluation report.

Information gathered for this evaluation does show that this program has required significantly more staff time than expected, due to the number of applications, the complexity of the application process and the need to manage data across multiple databases in a way that is compliant with standards of confidentiality. It may be possible to run the program more efficiently by acting on some of the recommendations included in this report (i.e., shortening application forms, streamlining the appeals process, and consolidating program leadership within one staff team). Efficiencies may also be found by sharing some functions with other programs, such as the Fee Assistance in Recreation program, or by advances in the bus pass technology used by Guelph Transit.

Even so, it seems clear that the total number of staff hours devoted to the ABPP needs to be increased in order for the program to be run in a stable, efficient way.

Should the Program Model Change?

The ultimate goal of this program is to make public transit more affordable and accessible, in order to improve access to work, recreation/leisure and other amenities in the community. We know that the program has made a big difference in the lives of a large number of people over the last two years. We also know that there are some groups of people that have not been reached, and that managing the program has been time consuming and complex. Over the course of this evaluation, a number of suggestions were made about altering the design of the program to address these challenges and increase the capacity of the ABPP to fulfil its goal.

Making the Pass Less Expensive

The ABPP management team has heard suggestions from the Poverty Task Force and collaborating organizations about making the program cheaper, by increasing subsidy coverage from 50% and by subsidizing tickets as well. At present, a price cut (or, to put it another way, an increase in the subsidy) is not affordable for the program. While the pass may not be affordable for all in the target population (like those who are experiencing homelessness or a complete lack of resources), it is affordable for those who have applied for the program (including those who rarely or never purchase passes). Unfortunately data could not be obtained in time for this evaluation from those who are eligible for the program but have not applied for it. Inquiring into this group will help to determine how to manage the subsidy so as to provide affordable access to those who cannot afford the program currently, while maintaining affordability for the City to maintain the program.

For these reasons, no recommendations are made to increase the amount of subsidy coverage. Also, no recommendations are made to begin covering tickets under the subsidy, as users in the focus groups explained that they benefit more from a monthly pass. None of the users in the focus groups requested subsidized tickets. In fact, they were pleased to be able to afford an unlimited pass and no longer be limited to using tickets.

Extending Eligibility

The findings of this evaluation make it clear that the Affordable Bus Pass Pilot Program is reaching people who need it, and making an important difference in their lives. The resources currently invested in the program are achieving the intended results. Even so, some evaluation participants suggested that the program model be modified to ensure everyone who is in need of the program has access to it. These comments have sometimes focused on the poorest of the poor (who may not be able to afford the current subsidized rate) as well as those who make slightly more than the LICO cutoff and might be categorized as “working poor.”.

Evaluation findings suggest that extending eligibility to the second group may be more impactful than attempting to reach the first. People who are homeless or in deep poverty for other reasons often live in or near crisis. They face immediate challenges to make it through each day, and have limited resources available to plan for the longer-term future. The comments of focus group participants suggest that need for transit is often sporadic and unpredictable for this population. While they undoubtedly have need for mobility, the Bus Pass may not be the best way to meet that need for this population.

In contrast, there was consensus from all informants interviewed for this evaluation that the working poor (whose incomes are just above the LICO cutoff) and the recently unemployed (who may not have up-to-date documentation of their incomes) are groups that could benefit from access to the program. To date, the appeals process has sometimes been used to help this population gain access to the program, but this case-by-case process is not transparent or equitable. We have already recommended that the criteria for appeals be clarified and publicized.

- RECOMMENDATION #23: If additional resources can be found, priority should be given to extending the eligibility criteria to include the working poor (i.e., those with slightly higher incomes).
- RECOMMENDATION #24: The City of Guelph should work with collaborating agencies to better understand the transit needs of people whose lives are in or near crisis due to severe poverty.

Conclusions

The City of Guelph created an affordable bus pass pilot program because the people of Guelph told them that access to transit was essential for people attempting to overcome poverty. This evaluation report makes it clear that the pilot phase of Guelph's Affordable Bus Pass Program has been very successful. It has attracted more users than expected, and it has made transit more accessible for a diverse cross-section of the community. It has continued to meet the needs of people with disabilities (who had been the primary user of the old subsidized pass program) while growing to serve a number of other groups of people who live in poverty.

Moreover, the ABPP has made a meaningful difference in the lives of the people it serves. The Sustainable Livelihoods model of poverty elimination focuses on helping individuals living in poverty to build the assets they need to overcome the obstacles they face. It identifies five domains within which people can work to build the assets needed to move out of poverty and achieve a sustainable livelihood.⁸ These include: social assets (e.g., interconnectedness, relationships, community participation), personal assets (e.g., motivation, self confidence), physical assets (e.g., access to adequate housing and food), human assets (e.g., skills, knowledge, employability and earning power) and financial assets (e.g., income from employment, available savings/finances, income supports, access to credit).

The Affordable Bus Pass Pilot Program has made a tangible difference in at least three of these domains. It has built financial assets by reducing the cost of transit and by enabling social assistance systems to redirect discretionary funds to other needs. It has built physical assets by enabling users to get to work, apply for jobs, and access the services they need more consistently. It has also built social assets, by enabling users to make more trips for a greater variety of reasons and in a more flexible way. Riders are able to bring family members along when they take transit, and they are able to go out to social events and community meetings as well as doctor's appointments and job interviews.

This success is a direct result of the hard work of many people within City government and in the community. Managing the ABPP has taken a great deal of energy and dedication from staff in several different city departments, as well as a willingness to work together towards a common goal. As a result of this commitment to work together and to document the journey

⁸ Murray, J. & Ferguson, M. (2001). *Women in Transition out of Poverty: An asset based approach to building sustainable livelihoods*. Women and Economic Development Consortium.
<http://www.canadianwomen.org/sites/canadianwomen.org/files/PDF%20-%20ED%20Resource%20-WIT-asset.pdf>

carefully, much has been learned. Moving forward, this program requires more administrative support than it has received to date. It also needs dedicated management. There are a number of ways in which the administration of the program can be streamlined to reduce the administrative burdens, as identified in these recommendations.

Recommendations to Reduce Administrative Workload

- **RECOMMENDATION #16:** Currently the bulk of the program’s administrative work is done by CSS Business Services staff at City Hall. In part, this approach has been used in order to adhere to privacy legislation and records management requirements. Application processing and appeals processing are done by CSS Business Services, and replacement passes are primarily sold through ServiceGuelph. Program staff should explore whether staff responsible for selling passes at various locations can take on additional processing responsibilities and take some of the burden off staff at City Hall (see p. 31).
- **RECOMMENDATION #17:** Extending turn-around times for applications (while maintaining customer focus) should be considered (see p. 31).
- **RECOMMENDATION #18:** Processes and procedures for consolidating data across three systems should be reviewed and streamlined where possible, while maintaining compliance to current privacy legislation (see p. 31)
- **RECOMMENDATION #19:** As part of the development of an ongoing evaluation plan, the processes for analyzing, interpreting and reporting data should be reviewed. During the pilot phase, a summary report was submitted to council each quarter. In the future, council will likely maintain an interest in annual updates on key performance indicators, while city management may be interested in receiving more concise semi-annual reports. Similarly, financial indicators may need to be reported more frequently than narrative, evaluative information (p. 32).

Recommendations to Centralize Program Management

- **RECOMMENDATION #20:** Beyond the pilot phase, the program should have a manager and staff based in a single department, whose primary responsibilities include ensuring that the program is promoted well and accessible to all, managing the application process, gathering program data and reporting on program outcomes. While cross-departmental partnerships will continue to be important, the internal structure of the program should be transparent to all involved – staff and users. All support roles need to be clearly defined and agreed upon (see p. 32).

Recommendations to Reduce the Burden on Front Line Staff

- **RECOMMENDATION #14:** One additional staff member could be assigned to customer service at ServiceGuelph desk on “Bus Pass Days” (see p. 30).
- **RECOMMENDATION #15:** It may be possible to work more strategically with organizations that purchase passes in bulk, such as ARC Industries, Ontario Works, and ODSP, and consequently reduce the bottlenecks at front line counters involved in the sales process. These organizations could take on responsibility for more aspects of the process, or make passes available to a greater number of their clients in order to reduce line-ups at ServiceGuelph (p. 30).
- **RECOMMENDATION #21:** Ongoing efforts to provide front line counter staff with adequate training and support to handle challenging customers should continue. Although the number of people raising concerns about the adequacy of this training was small, it may be worthwhile to consider this issue in the process of planning for future training, support, and debriefing sessions (p. 33).
- **RECOMMENDATION #22:** Management may wish to explore current protocols for de-escalating conflict or removing verbally abusive or aggressive customers from the premises, in order to ensure that the rules keep staff and volunteers safe without creating unnecessary obstacles to access for bus pass users. It may be possible, for example, to allow a case worker, family member, or other personal representative pick up passes on behalf of an individual. According to focus group feedback, this would help to reduce stress for front line staff (p. 33).

Recommendations to Improve Ease of Access

The program can continue to grow and improve. In particular, it may be able to do more to help the working poor, and people whose life circumstances are in transition due to immigration, recent unemployment, or transition from school to work. Program accessibility can be improved by some changes to the process of applying for the pass, as itemized in these recommendations.

- **RECOMMENDATION #2:** For users who are recipients of ODSP and OW, annual re-applications may be replaced with an alternative method of income verification that is more efficient and less intrusive. Collaborations with Wellington County staff who administer these programs may be very useful in negotiating these alternative methods (see p. 16).
- **RECOMMENDATION #3:** The application form should be reviewed in order to make it shorter and in order to streamline the data entry and analysis process. The focus should

be on collection of information that can be applied to monitoring the performance of the program in order for continuous improvement (p. 17).

- RECOMMENDATION #5: Alternative methods for determining income, suitable for the recently unemployed or new immigrants, should be formalized and clearly explained in Section C of the application package (p. 17).
- RECOMMENDATION #6: The requirement for a permanent Guelph address should be removed *if and when* a known support organization address is given and this address has been endorsed by the service organization (p. 17).
- RECOMMENDATION #7: Steps could be taken to provide the applicant with more information about the program and about the application process. Applicants would benefit from the addition of a clear, plain-language, single page document that is “About the ABPP” (e.g. rules, regulations, limitations, benefits, etc). Section C of application should include a photo example of required documentation (e.g. Drug Benefit Eligibility Card, Personal Income Tax Notice of Assessment) (p. 18).
- RECOMMENDATION #8: The appeal process needs to be regulated with standards of practice that include a review board for accepting or refusing appeals. The appeal process should be cross-department; i.e., not only for the ABPP. By creating a unified appeal process and appeal review board for all City programs/offices in need of such a process, appeals will be equitable, and will be more streamlined and potentially cost effective than creating separate processes for each program/office (p. 19).
- RECOMMENDATION #9: This appeal process should be advertised to all applicants in an information sheet accompanying all applications so that the process is fair and equitable (p. 19).
- RECOMMENDATION #10: Sales locations should be reviewed and expanded. In particular, a South Guelph location should be added, and locations near Victoria & Woodlawn and Silvercreek & Willow should be considered. New sales locations would require appropriately trained staff and the capacity to protect the privacy of client data (p. 19).
- RECOMMENDATION #11: The possibility of providing after hours service in the downtown area should be explored. This may mean opening up ServiceGuelph for one evening a week, or selling passes out of a different downtown location in the evenings (p. 19).
- RECOMMENDATION #12: The ABPP should formally adopt Guelph Transit’s more stringent pass replacement policy, with the exception notes below (p. 20).
- RECOMMENDATION #13: The ABPP should meet with collaborating organizations that work with people who are at high risk of losing passes, such as people with certain types of disabilities. Together, they should develop a procedure for ensuring that these riders

continue to have access to replacement passes as needed. Ideally, the collaborating organizations should take on responsibility for designating these riders and accessing replacement passes on their behalf (p. 20).

Although the ABPP has made a significant impact in the lives of many people, we know that it has not reached all people living in poverty. It is important, moving forward, that the program continue to reach out to eligible residents.

- **RECOMMENDATION #1:** Future evaluation efforts should gather feedback from non-applicants, by working collaboratively with organizations that serve people living in poverty (see p. 15).
- **RECOMMENDATION #24:** The City of Guelph should work with collaborating agencies to better understand the transit needs of people whose lives are in or near crisis due to severe poverty.

This report offers two recommendations around how the program might be expanded to serve more people, if resources were available.

- **RECOMMENDATION #4:** The ABPP should consider whether it is possible to extend eligibility to the recently unemployed, if they can demonstrate that their income has fallen below the LICO cutoff for a period of time (p. 17).
- **RECOMMENDATION #23:** If additional resources can be found, priority should be given to extending the eligibility criteria to include the working poor (i.e., those with slightly higher incomes) (p. 36).

Final Comments

There are some evaluation questions that remain unanswered. The voices of those living in poverty who have not applied for bus passes are missing from this report. Future evaluation work should seek out people with slightly higher incomes and people whose income status is in transition. People who are living in extreme poverty or crisis, who may need a different kind of program to meet their transit needs, should also be consulted. It is possible that our sample of users over-represents those who are comfortable providing feedback in a focus group or on an application form.

Despite these limitations, this evaluation report makes it clear that the Affordable Bus Pass Pilot Program has made a significant difference in the lives of many people living in poverty, and that this success has been achieved through hard work, a willingness to work outside of accepted approaches and a strong commitment to collaboration. This program takes a meaningful, measurable bite out of poverty in Guelph, and all of those involved deserve to be congratulated.

Appendix

FOCUS GROUP DISCUSSION GUIDE: USERS

1. What was your main method of transportation before you started using the bus pas program? (e.g. cars, walking, bicycle, bus)
2. What is your main method of transport now that you are on the ABP program?
3. How often do you use the bus?
4. What kinds of things do you use the bus to get to?
5. How has the ABP application process been? How is the purchasing of the pass?
6. How was your experience with the customer service staff? Were they able to answer your questions regarding the application? Was the actual purchase of the ABP how you expected it would be?
7. Have there been any months where you haven't bought your pass right at the start of the month, but were perhaps earlier or later in the month? Can you give examples/reasons?
8. Has there ever been a month that you did not buy your pass? If so, why not?
9. Overall, **how has using the ABP affected you?**
10. Have you used the pass as much as you thought you would? If not, why?
11. What would it mean for you if you couldn't get the ABP?
12. If this program doesn't continue in the future, would you still use transit?
13. What would you change about the ABP?

14.

INTERVIEW GUIDE:
ELIGIBLE NON-USERS

Hi, my name is Amy and I'm calling on behalf of the City of Guelph. I am a researcher who has been hired to evaluate the Affordable Bus Pass Program, and on your application form last year you said it would be OK to be contacted.

I'm calling you today to see if you would be willing to answer a few quick questions, over the phone, about the Affordable Bus Pass Program. Are you OK to do this?

We have on record that you did not purchase the ABP in the past year since your application. Is this correct?

If not, how many months did you purchase it?

How do you usually get around town? Do you take the bus, drive a car, ride a bike, walk?

How many times in a week (or month) do you use the bus?

Did you expect to use the bus pass more often than you did?

Will you share with me why you did not purchase the bus pass?

Is there anyone else in your family who was on your application and who does purchase passes regularly?

Is there anything we could change about the program that would make you more likely to use it? (e.g. cost, locations where you can apply or buy the pass, changes to bus routes...)

FOCUS GROUP DISCUSSION GUIDE:
FRONT LINE STAFF

1. Group **introductions**, describe your role (or your team's role) in the ABPS
2. Those of you who are on the front lines helping people with their applications or purchasing of the passes are the eyes and ears of the program. What is your impression of **how the ABP users feel** about the program?
3. Do the bus pass **users ever make special requests** regarding their applications or their transit use? What are some examples?
4. Do you feel adequately **trained and prepared to offer the best service** possible to ABP users?
5. You have been **working as a team** spread out over multiple locations and organizations to implement the ABP program. How has this process been?
6. Do you feel that the ABP **application process** is efficient? Do you have any ideas for how the process could be changed to be more efficient?
7. Do you feel that the ABP **reapplication process** is efficient?
8. What else do you feel is important to discuss regarding the **processes involved in your roles**? How do you think the system is working, overall?
9. One thing we are keeping in mind while doing this evaluation is the process for **replacement of lost or stolen bus passes** and the possibility that this is not fair and equitable to all users (because regular pass holders don't get replacement passes). Do you have any experiences or ideas about this that could help inform future decisions for the pass replacement process?
10. Do you think the **locations where applications can be submitted** / passes can be purchased are ideal or is there room for improvement?
11. In closing, is there **anything else** you would like to suggest for the future of this program?

FOCUS GROUP DISCUSSION GUIDE:
STEERING COMMITTEE

1. Group **introductions**, describe your role (or your team's role) in the ABPS
2. What are some the big picture things that come to mind when you think about **what is going well with the program?**

And **what concerns do you have with the program?**
3. This program has required **collaboration among several different municipal teams**.
How has that process worked?
4. **Who do you see this program helping most?**
5. Have you noticed any **problems with the application process?**
6. Do you think the **locations where applications can be submitted** / passes can be purchased are ideal or is there room for improvement?
7. What do you think is important for the **training of front line staff** who are implementing the program?
8. **How can this evaluation be most helpful** moving forward?
9. In closing, what have been the **major lessons learned** for you to date?

FOCUS GROUP DISCUSSION GUIDE:
CITY MANAGERS

1. What are you happy with and what are your concerns with the way the program has been running in its first year?
2. What have your experiences been like working as a team, coming from different departments and perspectives?
3. What are the main areas of agreement and of disagreement between you (e.g. for what should receive the most attention – like cost or communicating the program to potential users, etc.)
4. What would you like to get out of this evaluation?
5. What are your hopes or expectations for the future of this program?

FOCUS GROUP DISCUSSION GUIDE:
COLLABORATING ORGANIZATIONS

First, I've got some more operational questions about how the pass operates. After that, I'll have some more big picture questions about how you think it is going.

1. How do you identify people who you think might be eligible for the ABP program? Are all of your clients eligible, or a subset?

How do you feel about the eligibility requirements? (this is an opportunity to brainstorm)

2. How are your clients informed of the ABP program? What steps do you take in the process of having them apply?

3. Do you (or does anyone at your organization) help people fill out their applications? If yes, do you have any comments on the application process?

What do the applicants think of it?

4. Are guidelines, rules, or processes regarding the program made clear to you?

*How is communication with ServiceGuelph, CSS, or the people in charge of the program
If no, ever feel like you need more clarity or like program is confusing?*

5. Based on what you hear from your clients, are guidelines, rules, or processes regarding the program made clear to those applying?

6. How does the ABP program complement the services your organization offers?

For those that used to purchase passes on behalf of your clients, how has the ABP program impacted this practice? Has this enabled the organization to redistribute funding? If so, on what?

7. Do [clients] ever come to you when a bus pass has been lost or stolen? If so, what are some of the situations you have heard about?

Now, I'd like to turn to some more big-picture questions

8. Is the affordable bus pass making a difference in the lives of the people you serve?

If so, how, and for who? EXAMPLES.

Has the purchasing of the ABP allowed your clients to have more money for other things?

If you have clients who used the old bus pass, how would you compare the impact of the two?

9. What would you change about the ABP program to improve it?

Are there ways you would improve how your organization connects to the ABP program?

Are there opportunities for more partners to get involved?

10. Do you feel that the ABP is available to everyone who needs it, or are there certain demographic groups or certain individual circumstances that would benefit from the ABP but are not under the LICO?

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Parks and Recreation

DATE November 13, 2013

SUBJECT Parks Horticulture Operations – 2013 Budget Reduction Impact

REPORT NUMBER CSS-PR-1348

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update regarding the impacts of the \$50,000 reduction to the 2013 Parks Operating budget for Horticulture.

KEY FINDINGS

Staff have managed the budget reductions by a corresponding reduction in service standards. The high priority area of the downtown core was preserved throughout the budget year. In order to effectively sustain and manage beautification efforts, staffing levels need to be matched to our assets service standards. Reinstating the four summer student positions eliminated in 2013, for the 2014 season, will be a step towards maintaining those efforts to effectively manage our assets. In addition, priority service standards for horticultural displays need to be developed in conjunction with staff from design and development departments.

Further, correspondence received from a number of individuals and associations demonstrates the value and positive impact of the City's horticulture displays, as they add to the curb appeal of the city.

FINANCIAL IMPLICATIONS

Financial implications are specific to maintenance standards, which should be developed based on city-wide strategic needs. Operational considerations for maintenance costs, including corresponding increases to summer staffing levels, should be assessed based on sustainable growth and development.

ACTION REQUIRED

Receive the report for information.

STAFF REPORT



RECOMMENDATION

1. That the November 13, 2013 report entitled "Parks Horticulture Operations – 2013 Budget Reduction Impact" be received for information

BACKGROUND

The City of Guelph has long held ties to the Ontario Agricultural College and the agricultural sector including emphasis on ornamental crops and horticultural displays. As well, the City was one of the inaugural winners of the *Communities in Bloom* competition, having won provincial titles in 1997 and 1998, a national title in 1999, and an international award in 2002.

On December 5, 2012, during budget deliberations, Council approved an amendment to the 2013 Tax Supported Operating and Capital Budget that the City-wide plantings of all shrubs and flowers be reduced by 20 per cent or \$50,000.

In February 2013, City staff circulated the plan for its 2013 horticulture planting season, which included reductions to, or the elimination of, horticultural displays city-wide. As well, this meant that the Horticulture Division returned to operating at 2009 summer staffing levels.

As part of the City's practice to notify residents of planned horticulture activity, letters were circulated to those in proximity to parks that would be impacted by the reductions, which included: Hewitt's Lane, Carter Park, Oak Street Park, and the Paisley and Edinburgh Road South parkette. See Attachment 1 for a full listing of sites impacted and 2013 maintenance levels.

Shrubs that were salvageable were relocated to Riverside Park, and turf grass was installed where beds were eliminated.

Since 2008, the city's growth has included an increase in floral displays, such as those found in median planting, and park and trail sites. These horticultural assets have been added to increase the city's curb appeal, and are supported through urban design guidelines as well as the Downtown Secondary Plan. Both of these documents speak to an increased floral presence as a vital part of "place-making." As well, per the Official Plan Amendment 42, gateways – where the most significant increases are found – are to have a high standard of design, and include distinctive urban design forms. Median plantings are an integral part of that approach.

The changes to floral displays are summarized in Table 1 below.

STAFF REPORT

TABLE 1: NET CHANGES TO HORTICULTURAL DISPLAYS (2008 – 2012)

LOCATION	INCREASE (2008 – 2012)	NET STAFF MAINTENANCE CAPACITY
Annuals – various locations	(9%)*	No change
Perennials – primarily median plantings	344%	25% decrease in site visits
Shrub beds – park plantings	13,305 ft ²	75% decrease in site visits
Living fences	475,000 ft ²	No capacity
Trail system plantings	38,297 ft ²	No capacity

*represents decrease in number of sites

In order to preserve the floral display initiatives which also support city-wide strategic plans, Parks staff had initiated in 2010 a proactive and managed reduction to horticultural assets at other sites to help maintain the aesthetics of our park system based on available resources. The direction for further reductions to the horticulture budget therefore negatively impacted previously preserved sites.

Critical Responses:

In the weeks following the announcements of the reductions to the horticultural service level and standards, community and media responses were widespread. The greatest number of negative emails was received by the reductions to the most visible sites - median plantings; while planting beds at municipal offices (other than City Hall) tended to go unnoticed by the general public. While most responses were negative, some positive responses were received, including: community donation, community adoption, and increased involvement by other service sectors. Table 2 below, summarizes responses.

TABLE 2: 2013 HORTICULTURAL REDUCTIONS AND NET IMPACTS

GENERAL AREA	RESPONSES	REVISIONS/OPPORTUNITIES
Municipal Addresses	Internal only – no capacity to deliver service from other budgets	Beds sodded over
Horticultural displays - parks	Community adopted	Guelph Horticultural Society: \$2,000 donation to keep Royal City Park 'Crest bed' Local Residents: adopted Carter Park plantings – all maintenance Healthy Landscapes: adopted Heritage Park and John Galt Park plantings
Floral displays – hanging baskets	No community complaints	Eliminated (22) hanging baskets from the downtown area outside the Business Improvement Area
Median plantings	Significant negative comments throughout growing season	Beds at high profile south end city entry-way tended in August at unbudgeted cost of \$1,200.00

STAFF REPORT



Trail plantings	Healthy Landscapes	Adopted one bed
-----------------	--------------------	-----------------

Where possible, staff are seeking opportunities for increased community capacity to mitigate the impacts at park locations. Parks staff supported community adoption efforts through our standard commitments, including mulch delivery and garbage/debris pick-up. The coordination efforts of colleagues in the Healthy Landscapes program proved to be a great opportunity for developing community-based planting bed adoptions for the season.

FINANCIAL IMPLICATIONS

Capital expansion projects that have a maintenance component should also have a financial operational impact. Indeed, one of the tenets of place-making is sustainable design. Key operational considerations, including long-term maintenance and replacements, technical expertise, and public health and safety concerns should be taken into consideration in the development of horticultural displays, particularly those located within the road allowance.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

Innovation in Local Government

- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

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

DEPARTMENT CONSULTATION

N/A

COMMUNICATIONS

Staff from Corporate Communication developed the communication plan surrounding this budget initiative.

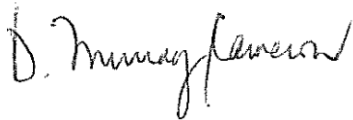
ATTACHMENTS

- ATT-1 2013 Reductions and Responses

STAFF REPORT

Report Author

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2013 Reductions and Response

Location	2013 Horticultural Reductions	Community Response	Actions taken
22 hanging baskets – outside downtown area	Eliminate installations	No community complaints specific to this reduction	Hanging baskets not installed
Royal City Park, carpet/crest bed	Eliminate carpet bed	Guelph Horticultural Society offer to sponsor the display	Donation of \$2,000.00 received; bed planted
Main Fire Station planters	Remove from maintenance roster	Deputy Fire Chief to find money in department's budget	No action by Horticulture staff; Fire Department staff maintained
Heritage Park	Eliminate plantings – sod area	Healthy Landscapes adopted the bed and planted with perennials	Adopted out plantings
Public Works Administration – 45 Municipal Street	Remove foundation and sign bed plantings, and sod over	No community complaints; Public Works requested horticultural maintenance at their expense	Costs for shrub work around the facility sign tied to a Public Works work order
Public Works and Park Operations – 50 Municipal Street	Eliminate planting bed and sod over	No community complaints specific to this reduction	Planting bed sodded over
Riverside Park East, 'John Galt' beds at Windmill	Delete planting beds and sod	Healthy Landscapes to adopt beds and plant with perennials	Beds adopted
Speedvale Avenue East at Riverside Park, bridge planters	Eliminate planters	Email complaints and service requests to reinstate planters	Planters not installed
Paisley Street and Edinburgh Road South	Remove bed and sod	Healthy Landscapes to adopt bed and plant with perennials	Adopted by Healthy Landscapes staff
Gordon Street centre median plantings – Clair to Kortright Road	No maintenance of existing cast-in-place and precast planters	Complaints from local community to newspapers, emails to staff received	One cleanup late August, costing \$1,200.00
Gordon Street precast planters at College Avenue	No maintenance	University to adopt	University maintained planters
Stone Road planter	No maintenance	No community complaints specific to this reduction	No maintenance of planter
South End Community Centre (Larry Pearson Park)	No maintenance of shrub beds	No community complaints specific to this reduction	No maintenance of shrub beds
Farmers' Market	No maintenance of existing beds	No community complaints specific to this reduction	No maintenance of shrub beds

Location	2013 Horticultural Reductions	Community Response	Actions taken
Oak Street Park	No maintenance of shrub beds	Complaints from local community to newspapers, emails received	No maintenance of shrub beds
Hewitt's Lane median plantings	No maintenance of shrub beds	No community complaints specific to this reduction	No maintenance of shrub beds
Suffolk Street Park	Eliminate plantings and sod beds	Healthy Landscapes proposed adoption of bed	No action taken – no maintenance
Arthur Street South and Macdonell Street traffic medians	One site visit for the season – spring cleanup	Complaints from local community to newspapers, and emails to staff received	Spring cleanup only
Carter Park	Eliminate plantings – sod area	Proposed community adoption	Adopted by local residents
Royal City Recreation Trail – Trans-Canada Trail section	Eliminate plantings	Healthy Landscapes to adopt beds and plant with perennials	Partial adoption of trail beds
Victoria Road North centre median	Spring maintenance of median plantings	Complaints from local community to newspapers, emails to staff received	Spring cleanup and additional complaint driven fall cleanup
Reflection Garden	No maintenance of planting beds	Spring cleanup by staff and volunteer adoption	No action taken by volunteers

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

November 25, 2013

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

Your Corporate Administration, Finance & Enterprise Committee beg leave to present their NINTH CONSENT REPORT as recommended at its meeting of November 12, 2013.

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

**CAFE-2013.37 Downtown Renewal Update & Guelph Economic
Investment Strategy Discussion**

1. That the November 12, 2013 committee presentation provided by Enterprise Services, titled 'Downtown Renewal Update and Guelph Economic Investment Strategy Discussion', be received.

All of which is respectfully submitted.

Councillor June Hofland, Chair
Corporate Administration, Finance &
Enterprise Committee

***Please bring the material that was distributed with the Agenda for the
November 12, 2013 meeting.***

STAFF REPORT



TO Corporate Administration, Finance and Enterprise Committee (CAFE)

SERVICE AREA Finance and Enterprise Services: Downtown Renewal

DATE November 12, 2013

SUBJECT Downtown Renewal Update & Guelph Economic Investment Strategy Presentation

REPORT NUMBER FIN-DR-13-05

EXECUTIVE SUMMARY

SUMMARY OF REPORT

This report discusses the role of Enterprise Services which operates as collaborator, facilitator and sometimes developer, in achieving growth in Guelph's economy and value. The role of the City in creating an active investment environment becomes increasingly important in an intensification focused growth plan. This is a challenge to the past practice of growing the edges of the city and Downtown Guelph is one of the first initiatives to focus on the issues of intensification.

Investment in Downtown Guelph is a priority identified in Prosperity 2020 and is implemented through the Downtown Secondary Plan and Downtown Community Improvement Plan. Investments to date have had early success and the momentum is significant. The complexity and challenge to continue the early momentum is raising the need to discuss a more comprehensive investment approach.

The attached presentation provides a high level update to Downtown Renewal activities and detailed initiatives underway. It identifies the need to begin a conversation on a comprehensive investment strategy to provide the ability to maintain early momentum and investor confidence.

Following the approval of the Downtown Secondary Plan in 2012 and the early private sector development approvals, further implementation projects were initiated in 2013. These detailed projects, such as the Parking Master Plan and Baker Street business case development have begun to highlight for staff the risk of incremental decision making outside of an integrated investment framework.

To provide context to the Baker Street business case analysis Staff developed a Downtown Strategic Assessment which begins to provide the rationale and

framework for individual projects and their need for coordinated implementation.

The presentation describes the early findings from the detailed studies and how this is shaping a conversation with Council over the next months.

KEY FINDINGS

The Downtown Renewal project is about the transformation of the historic core of Guelph into a significantly more productive and valuable asset for the community and region. Its role in significantly contributing to the economic development of the city, long-imagined, is emerging as a potential early achievement of the Prosperity 2020 Strategy.

The City's Official Plan and economic strategy is projecting an intensification based approach to building the city. This means emanating from the core, community 'nodes' and major infill projects like GID are to be the source of assessment growth in the future. The lessons learned and practices developed from downtown are seen as emerging methodology for economic development over the long-term.

The intensification of Downtown as envisaged in the Secondary Plan represents assessment growth of 3-4 times current assessment value within the planning area. The City plays a significant role and is a long-term beneficiary in creating the environment for this level of economic intensification.

It has become evident to staff that the implementation of Prosperity 2020 and the detailed support required through the Downtown Secondary Plan requires a predictable long-term investment strategy that provides market confidence in the City as partner.

The coordination of initiatives is key. Individual decisions need to be tested always against the overall economic growth assumptions.

FINANCIAL IMPLICATIONS

Individual projects are subject to detailed approvals through Council at the appropriate time. The quantum of potential additional funding to support the implementation strategy for Downtown is appearing in the order of \$60-80M. These additional investments will be presented in coordination with already committed projects so that the entire package can be understood by Council in upcoming workshops and Council sessions. The scale of investment is recognized as very significant however is not out of proportion with the projected growth in downtown over the planning period. It is understood that this investment would be recovered over the period through increased assessment value and therefore tax income. The implications of all of this is to be explored in detail in upcoming Council workshops.

STAFF REPORT



ACTION REQUIRED

Receive

RECOMMENDATION

That the November 12, 2013 committee presentation provided by Enterprise Services, titled 'Downtown Renewal Update and Guelph Economic Investment Strategy Discussion', BE RECEIVED.

BACKGROUND

This report provides a high level update on a number of downtown implementation initiatives and proposes to start a conversation on Enterprise Strategy to further strategic city-building objectives in the Downtown and beyond.

REPORT

ENTERPRISE STRATEGY

The attached presentation provides the context for Enterprise within the corporation. Enterprise is charged with facilitating the creation of new value in the community through economic development and related investment projects to create a more resilient and prosperous city.

As greenfield development evolves into development through intensification, the role of the City is heightened. Greenfields development relies on the private sector to take the risks of creating new parts of the city. Intensification means that the City is more directly part of the development equation and needs to act more deliberately as a collaborative and facilitative partner to re-attract investment to existing areas.

This highlights the need to talk about city-building as investment in economic development and engages staff and Council in a new forward-looking investment approach that includes private partnerships, stakeholder partnerships, asset leveraging, in-kind contributions and conventional financing to name a few of the avenues.

DOWNTOWN RENEWAL INITIATIVES

Downtown Renewal has been engaged in stewarding a number of high profile projects through detailed studies over 2013.

Downtown Strategic Assessment

The Downtown Strategic Assessment, developed with LiveWorkLearnPlay Inc., is background work developed to inform the business and implementation plan for downtown. The work was undertaken initially as part of the Baker Street project to provide the business case framework for

the upcoming investment discussions for the anchor use on the site. The study however quickly evolved to encompass the downtown as a whole and has become a touch-point for a variety of decisions and directions on other initiatives and projects.

The Assessment provides market, user attraction and physical and environmental strategies to create the economic environment for growth and continued private investment. The Assessment outlines a series of strategies on how to coordinate and get synergistic benefit from discrete projects. It has been used to inform the terms of reference for projects such as the Parking Master Plan, Streetscape and Public Realm Manuals, as well as the Joint-Campus Business Case development.

The complete implementation of activating downtown Guelph to its highest potential requires a consistent focus on business outcomes (more activity) and touches on a number of City-owned or operated services that will require additional discussions and potential re-alignments. This relates substantially to the role of City-owned anchors such as the Sleeman and RiverRun centres as well as the Museum and public squares. While it is too early to indicate a dollar amount, investments in these facilities to enhance performance as interconnected attractions is a highlight of the report.

Work is ongoing to understand the financial impacts and returns of these types of investment and will form part of the Council discussions in the new year.

Baker Street Development

Downtown Renewal has been working with the Guelph Public Library on the anchor investment of the Baker Street development. The Library's space and programme analysis offers a lot of potential for other community partnerships to take part and create a multi-resourced information centre.

Of note was the interest of Conestoga College and University of Guelph – both academic and student service related – in taking a larger part in the anchor proposition. This downtown educational potential has been also identified by the Joint Campus Business Case study under development between the partners and the City. This has spurred a significant conversation amongst the potential anchor tenants as well as groups such as the YMCA. The potential to create a community anchor of significant scale is real, and at this stage needs the City to begin to lead the collaboration to commitments and funding arrangements.

Proforma work developed to understand the financial parameters of the site and the public role in offering it for development has been undertaken. Based on best-practise analysis of other municipalities achieving these types of mixed public anchors, which have all attracted other levels of government

participation, the early indication of the City's financial stake in the project has been identified as in the order of \$25M.

Parking Master Plan

The Parking Master Plan was started with Public Works at the end of 2012 and had a series of public meetings and input sessions over the course of the spring and summer 2013.

Staff have been creating the financial model which will enable review of scenarios and testing of system performance based on alternative assumptions. This has taken longer than anticipated to

The long term goal of establishing an enterprise style unit which is capable of delivering excellent, customer-oriented service and reliable dividends to the community is indicating to staff that seed investment getting this system on its feet is the probable projection. This represents up to \$30M in capital projects to address outstanding inventory and development needs.

Streetscape and Built Form Manuals Updates

This project has been started with Planning/Urban Design to update both the private development guidelines as well as the public realm assumptions about the upcoming redevelopment of streets and squares. This study is fundamentally about creating the fabric that will tie renewed anchors and activated space together and become the regional attraction that promotes local and out of town tourism as well as increases daily activity. The study will be developing the costs and operating implications for new streets, above and beyond the current baseline engineering projects identified in the current capital plan.

The implication is that the City and its community partners needs to raise their game in operating the animating the downtown as public venue as never before. The Downtown Entertainment District concept is one end of the scale of animation and caretaking that will result in significantly increased attendance and metrics around visitation and daily use. While this animation strategy is not part of the physical design standards being developed, it is implied that is achieved as these spaces evolve. This is also an investment figure to be developed over the course of implementing the Downtown Strategic Assessment.

Infrastructure and Energy

It needs to be recognized that there is already substantial commitment by the municipality to renewing infrastructure and establishing leading energy projects in the downtown. The City's capital plan contains significant projects for the renewal of streets, establishment of new park space, trail improvements and operation of community facilities within the downtown.

STAFF REPORT



Staff are already engaged in all areas to servicing and implementing growth in the area.

The introduction of a Thermal Energy network is another example of coupling long-term community goals to the momentum being created in new growth. The established viability of the city’s densest mixed-use fabric supporting the system as well as capturing new users allows the emerging utility to provide highly efficient energy solutions.

This existing commitment in these areas will form part of the financial framing of the overall investment strategy.

Downtown Growth Analysis

Downtown Renewal has been working with Finance to understand the long-term projections of achieving the Downtown Secondary Plan targets and it is summarized as follows:

*All figures present value	2012	2031
		<i>Adding 6,000 new people and 1,500 new jobs</i>
CVA of Urban Growth Centre	\$300,000,000* <small>*excludes non-taxed properties</small>	\$1,300,000,000
Municipal Tax Income	\$4,700,000	\$16,700,000
		<i>Over 3.5X Increase</i>

This is a conservative estimate not based on increased value of existing properties.

It is this scale of transformation, and the early success in achieving it, that is giving Downtown Renewal the confidence to talk about increasing investment in the area to achieve the plan to its fullest extent possible.

STAFF REPORT



SUMMARY & SCHEDULE

The work undertaken to date by Enterprise has laid the foundation to talk about a financial strategy for achieving significant city-building initiatives. Downtown is out the gate first with early momentum however this investment approach is indicative of other Enterprise initiatives such as the future implementation of the Guelph Innovation District or a number of Community Energy related projects.

November 2013	CAFÉ Meeting – November 12 th
January 2014	Council Workshop: Financial tools and options for funding and support of the Guelph Economic Investment Strategy
March 2014	Council Recommendation: Guelph Economic Investment Strategy
Over the intervening months additional detailed reviews of sub-project work will be presented to Council committees to inform the Implementation Strategy decision.	

CORPORATE STRATEGIC PLAN

- 1.3 Build robust systems, structures and frameworks aligned to strategy
- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 3.2 Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

All departments are engaged in the project.

COMMUNICATIONS

Downtown communications developed through DRO – Initial Release at Mayor’s State of The City’ Address November 7, 2013.

Enterprise Communications Plan related to ‘Guelph Economic Investment Strategy’ to be developed as Council discussions take place.

STAFF REPORT

ATTACHMENTS

- ATT-1 DRO Presentation:
"Downtown Renewal Update & Guelph Economic Investment Strategy
Discussion"
- ATT-2 Online: DRAFT Downtown Strategic Assessment, November 8, 2013
<http://guelph.ca/downtownbusiness>



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"original signed by Al Horsman"

Approved & Recommended By

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Finance & Enterprise Services

Downtown Renewal Update & Guelph Economic Investment Strategy Discussion

CAFE Committee, November 12, 2013



Agenda

1. Enterprise Context
2. Downtown Projects Update
3. Investment Strategy

Discussion

POLICY CONTEXT

Provincial

Growth Strategy
Energy Strategy

City of Guelph

- Prosperity 2020
- Community Energy Plan
- Secondary Plans: Downtown, GID, Future South-End
- Integrated Operational Review Implementation Strategy

ENTERPRISE STRATEGY

City Building, Growth, Resiliency, Prosperity

EXPANDED ROLES FOR THE CITY

Collaborator
Facilitator
Developer
Investor/Entrepreneur
Delivery Agent
Negotiator

INITIATIVES

DOWNTOWN
REVITALIZATION

GUELPH
INNOVATION
DISTRICT

EMPLOYMENT
LANDS

COMMUNITY
ENERGY

REGIONAL
TRANSPORTATION

SUPPORTS

Client / Stakeholder Services [Facilitating outside investment interests and needs]

Economic Development Framework [BRE; Marketing; Investment Readiness & Support; FDI]

Economic Investment Strategy [Downtown, IMICO, GID, South-End]

Guelph Municipal Holdings Inc

Downtown -- Where We've Been

We've developed a vision:

Prosperity 2020

→ *Invest in the Downtown: target icon status for a vibrant, transit connected, mixed use centre*

Downtown Secondary Plan

We've created momentum:

Public Infrastructure Investments

Downtown Community Improvement Plan Investments

Early private-sector projects

We've started detailed initiatives:

Baker Street Redevelopment

Parking Master Plan

Streetscape & Built Form Guidelines

Downtown Thermal Network

But we have yet to fully frame the big goal...

Downtown -- What We've Learned



What does a 'greatly intensified' Downtown Guelph mean to the City and the Community?

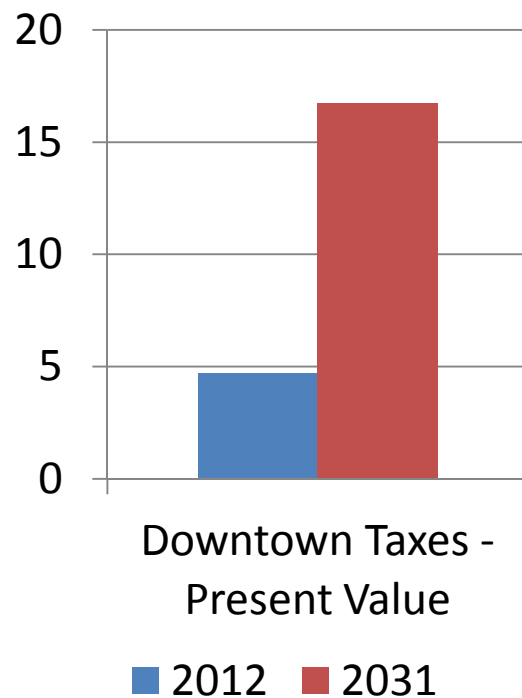
The plans call for adding a subdivision's worth of residential development all the while growing its employment and cultural value

It's about achieving a significant spoke in our economic development strategy

→ its transformational change

Downtown -- What We've Learned

We need to start talking about the project as economic development.

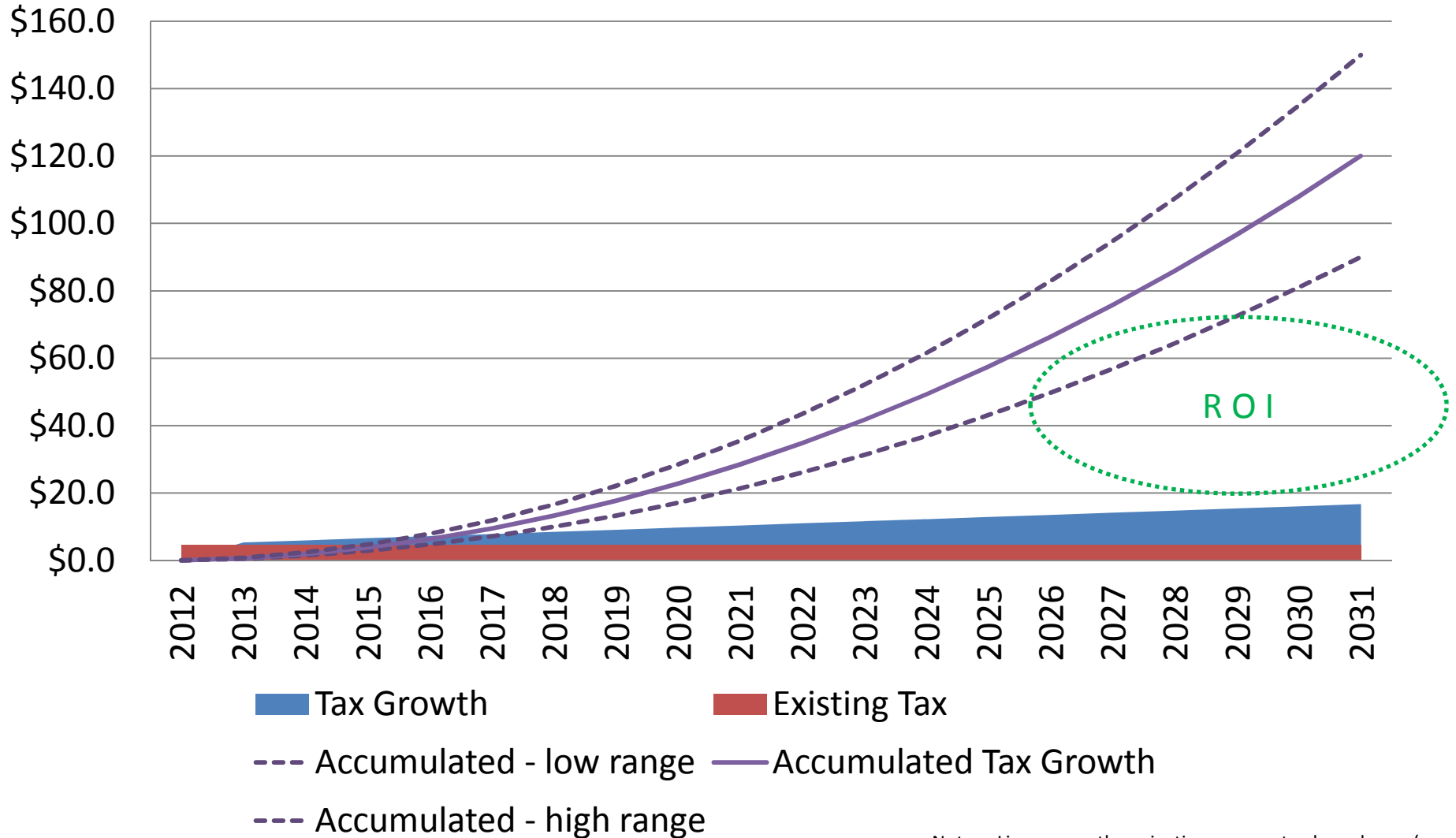


- Its long-term and ambitious – like nothing Guelph has done before
- A fully built-out downtown is **3-4X** more valuable an asset producing **\$3-4X** more taxes.
- A vital downtown is fundamental to **attracting** and **retaining talent** as well as **significant investors** in our community
- Individual **projects need to be tested** against the overall business plan goals

→ the downtown project is valuable to the entire City
→ It's economic development

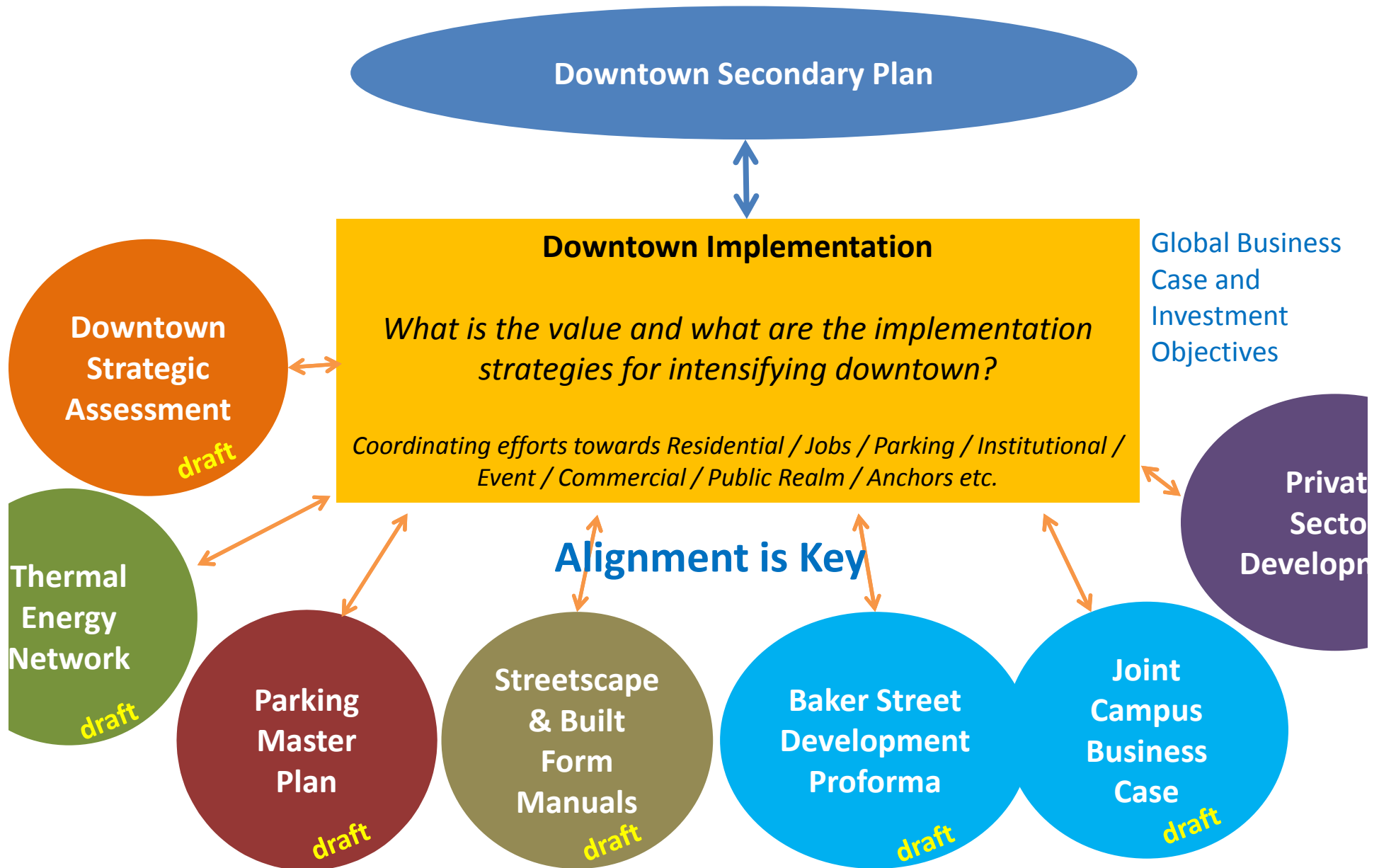
Downtown -- What We've Learned

Downtown Renewal – Projected Tax Income



Notes: Linear growth projection, present values shown (no escalation or appreciation) , range is 25% either side

Downtown -- What We've Learned



Downtown -- What We've Learned



The Downtown Advisory Committee asked Staff:

What is Baker Street's value to the local economy?

→ We developed the **Downtown Strategic Assessment ...**

Downtown -- What We've Learned

Downtown
Strategic
Assessment

draft

The Downtown Strategic Assessment:

- target markets
- attraction strategies
- values and outcomes

children, youth, students, families, zoomers

Residential and employment increases, branding & marketing, physical and operational improvements, strengthened commercial mix, anchor uses optimized

Measures and metrics of success



It confirms that we have been working towards and building the potential to make Guelph great.

→ it's the start of a comprehensive implementation strategy



Understanding End Users

Residents of Guelph



Children

- Child friendly commercial programming
- Safe and healthy environment and activities



Students

- Options for socializing and entertainment
- Informal dining options, Increasing student space



Young Adults

- Diverse quality shopping experience
- Outdoor recreation and public spaces



Families

- Accessible, affordable and convenient shopping experience
- Activity based entertainment



Zoomers

- Entertainment and cultural activities
- Shopping as lifestyle, leisure and social activity

- Families with children make up 41% of the total census families in Guelph, the highest earners and highest spenders⁽¹⁾

-55% of the population in Guelph earns over \$60,000 annually⁽²⁾

-7,500 projected population growth in the downtown by 2031⁽³⁾

-The population is slightly younger, more affluent, more likely to be married, and more likely to be female when compared with both the Ontario and Canadian averages. These factors suggest disposable income and significant economic potential

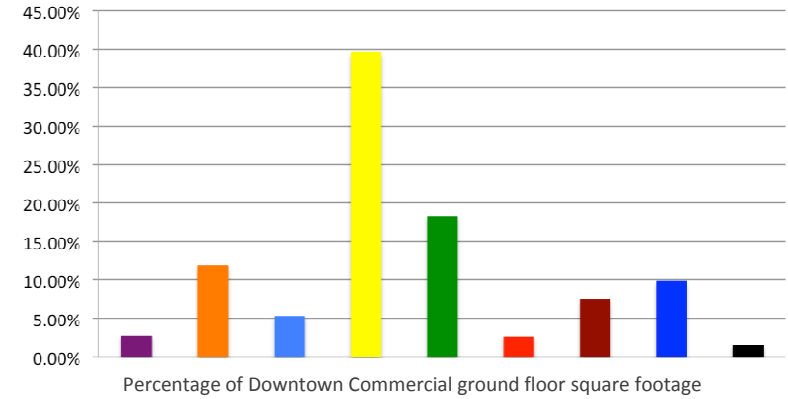
(1)Statistics Canada. (2012). Guelph, Ontario (Code 0343) and Wellington, Ontario (Code 35)(table). Census Profile. 2011 Census.

(2)Statistics Canada. (2007). Guelph, Ontario (Code3523008) (table). 2006 Community Profiles. 2006 Census.

(3)City of Guelph (2012)



Downtown Commercial Inventory



- Entertainment
- Fashion Retail
- Office
- Restaurant
- Vacant
- Convenience Amenities and Service
- Institutional
- Quick Serve & Treats
- Retail

Total ground floor: **1,309,891 sq. ft.***
 Number of ground floor uses: **379***

Key Takeaways

1. Significant portion of ground floor sq. ft. is institutional
2. Sufficient variety of goods and services
3. Quality of goods and services to be improved

*Note: As of November, 2012



Downtown Strategic Assessment

Components of Revitalization = Activation

Residential Density:

A priority well on its way.



Employment Density:

Maximize existing assets

Promote as investment area
BRE Program



Branding & Marketing: Communications

Events
Tourism



Clean, Safe & Convenient:

Parking
Wayfinding



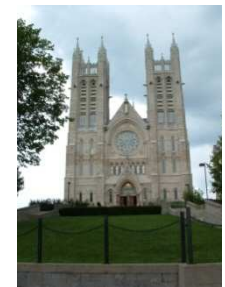
Quality Commercial Mix:

Improve offerings and target new businesses
Special BRE/A Approaches



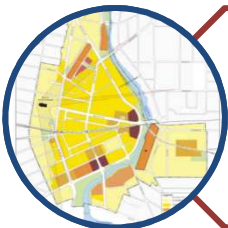
Anchor Uses:

Get more out of the Museum, Entertainment Facilities, Library, City Hall
Etc.





Downtown Strategic Assessment: Has Informed Significant Projects



Downtown Parking Master Plan



Project for Public Spaces (PPS)
Streetscape & Built Form Plans



Joint Campus Study



Baker Street Project

Downtown -- What We've Learned

Baker Street
Development
Proforma

draft

Sub-project

- a potential \$200M+ real estate development
- has uncovered real partnership potentials with the Library:
Conestoga / UofG / YMCA / CSA +
 - the City will need to contribute to anchor and advance partnerships **(\$25M+/-)**
- Needs both the Parking and Institutional investments confirmed to issue RFP

→ a once-in-a-generation investment & partnership opportunity

Downtown -- What We've Learned

Joint
Campus
Business
Case

draft

Sub-project

- Shared initiative between City, County, UofG and Conestoga College
- What is the case for additional investment for college / university-stream programs in Guelph and where?
 - Initial discussions indicating a 'right-sized' College investment Downtown has real potential
 - Study refining targets and parameters for viable expansion in the Guelph market

→ Potential to achieve a significant Prosperity 2020 goal

Downtown -- What We've Learned

Parking
Master
Plan

draft

Sub-project

- Comprehensive review of parking linked to supporting economic development
- Its about how to address long-standing underfunding and support transformational growth & continued business investment
- Early financial modeling indicating public investment required to evolve to a sustainable system (**up to \$30M**)

→ a public infrastructure investment for economic growth

Downtown -- What We've Learned

Streetscape
& Built
Form
Manuals
draft

Sub-project

- Fundamental role of the public realm in activating downtown economy and community identity – Clean and Safe
- Will identify investment beyond already budgeted engineering items (**\$Ms tbd**)
- Will also identify increased investment in programming & operational support (**\$ tbd**)
- Well functioning public space grounds and links other investments to reduce risk of creating isolated investments

→ a community & cultural investment linked to local economy

Downtown -- What We've Learned

Thermal
Energy
Network

draft

Sub-project

- Thermal Master Plan developed jointly by Envida and CEI – Downtown is logical place to start.
- Envida establishing start-up 'John Galt Node' centred on Sleeman Centre plant.
- Local node will be in place to support future development applications and connect to larger system as its established.
- This has challenged existing practices and looks to GMHI to provide business stability

→ using community partners to create strategic value

Downtown -- What We've Learned

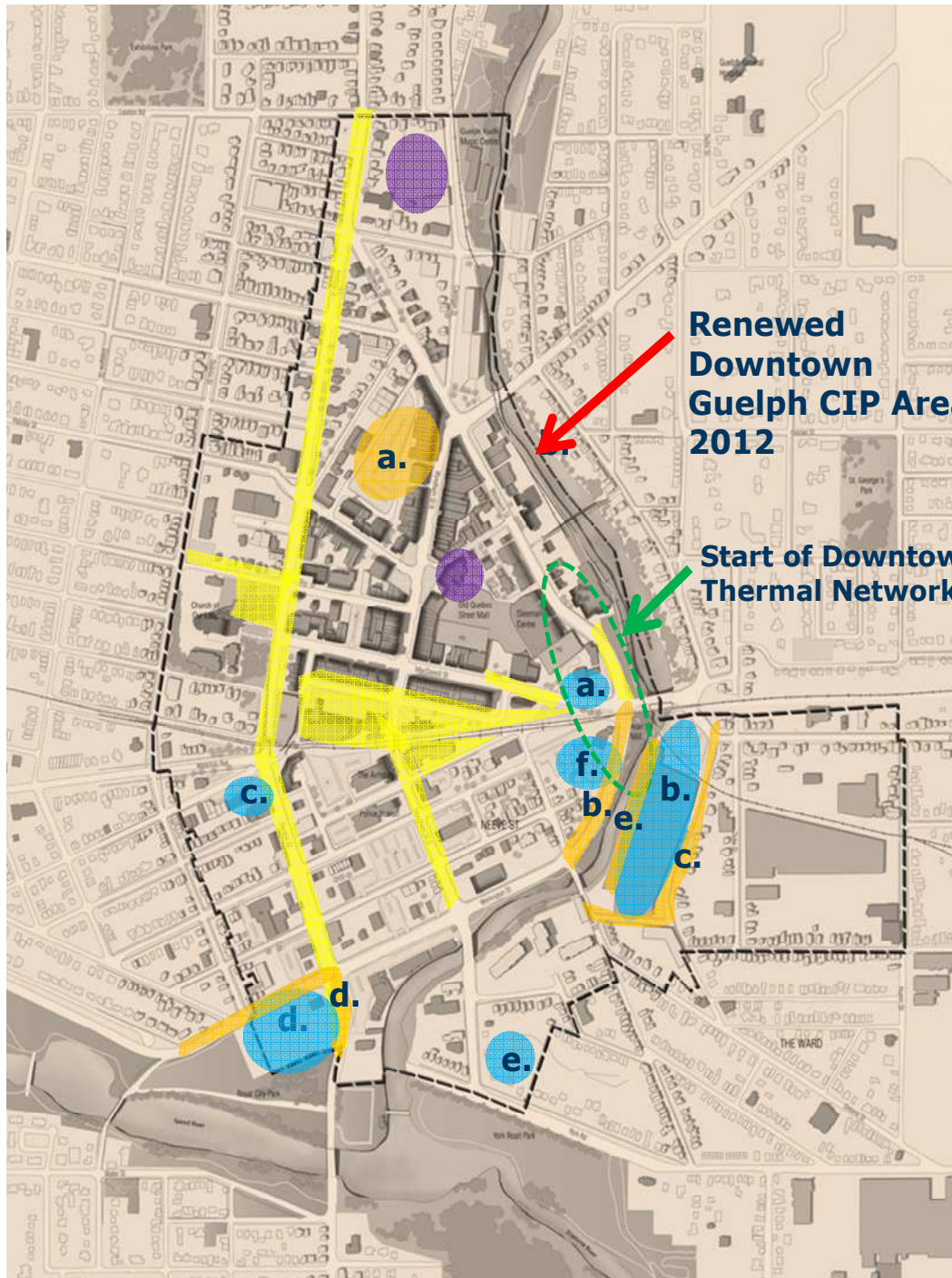


Private Sector Development

- Private Sector investment continues in the Downtown:

- 5 Arthur Street (Kilmer/Fusion) – up to 750 units + Commercial: development recommendations upcoming
- 150 Wellington Street (Tricar) – up to 160 units + Commercial: development recommendations upcoming
- 40 Wellington Street (Belmont Equity) – 35,000 sqft Commercial: under construction
- York/Wyndham Townhouses (TerraView) -- 24 units: construction in 2014
- Other sites emerging

- All sites present unique challenges to staff, budgets and practices
- Market looking for ongoing commitment & confidence



Public



Complete



In Progress

- a. Baker Street (land acquisition phase)
- b. Wellington Street E
- c. Arthur/Cross Street
- d. Wellington/Gordon
- e. Riverwalk / GJR Bridge

Private



Complete



In Progress

- a. Tricar: MacDonnell
- b. Fusion: Arthur St.
- c. Market Commons
- d. Belmont: 40 Wellington
- e. TerraView: Townhouse infill
- f. Tricar: 150 Wellington E

Downtown -- What We've Learned

The projects:

- are complex
- are interdependent
- each require public investment
- will leverage public investments to achieve the larger business case outcomes
- require champions

→ uncoordinated or ad hoc decisions put the overall project at risk

The Emerging Opportunity

While we've seeded early momentum, its time to start talking about a comprehensive investment strategy:

Investment Strategy = (Baker + Streets + Parking + Anchors + CIP + Land + BRE/A) = ROI

... We're where Kitchener was in 2003 – seeing a convergence of opportunities up ahead and figuring out how to seize them...

→ we need to provide predictability and sustained leadership to continue the momentum

The Emerging Opportunity

Downtown Centre Yourself

- Breithaupt Block**
51 Breithaupt Street
 - Perimeter Development project
 - 175,000 sq. ft. of trendy commercial space
 - Modern courtyards
 - Phase I – summer 2011
- University of Waterloo Health Sciences Campus**
 - UW & City of Kitchener joint project
 - Anchors the UW Health Science Campus
 - Opened January 2009
 - First new school in 20 years
- McMaster School of Medicine**
 - Centre for Family Medicine
 - Integrates learning and health care
 - Optometry Clinic & research
 - Opened April 2010
- The Tannery District**
 - Canadian redevelopment project
 - Home to Connected! Digital Media Hub, Desire to Learn, Google
 - Mix of corporate & social space
 - Restoration of historic buildings
- Digital Media Hub**
 - Communicate Hub – digital media and mobile accelerator
 - Located within the Tannery District
 - 30,000 sq. ft. of open commercial space
- Central Transit Hub**
 - Multi-modal station announced by Region of Waterloo
 - Located at the corner of King & Victoria Streets
 - Development options will go before Regional Council in early 2011
- GO Train**
 - Two trains will service downtown Kitchener and Guelph stations
 - Construction to begin 2011

Kitchener www.downtownkitchener.ca

- Mayfair Hotel**
 - Boutique Hotel & Spa
 - Mixing contemporary design with historical features
 - Construction to start 2012
- Wilfrid Laurier University**
 - Historic St. Jerome's College
 - Converted to university campus
 - Lyle S. Hallman Faculty of Social Work
 - Opened September 2006
- Kitchener Public Library Expansion**
 - Renovation to 3 floors of existing library
 - New contemporary exterior
 - 25,000 sq. ft. addition
 - 412 spaces, underground parking garage.
- Charles & Denton Parking Structure**
 - Joint City/Province funding
 - 500 parking spaces
 - Ground floor retail space
 - Opened March 2011
- TriOS College**
 - 16,000 sq. ft. facility
 - Programs include business, paralegal, legal administration, law enforcement, and healthcare
- Waterloo Regional Consolidated Courthouse**
 - Multi-million \$ Provincial Courthouse
 - Consolidates three facilities
 - 3 acre site
 - Construction 2010-2013
- Kitchener Market**
 - 14,000 visitors to Saturday Market
 - New Market Place opened 2010 offering cooking classes, demos and private functions

Kitchener EDIF

2003/4 Kitchener created a \$110M Economic Development Investment Fund:

- + Institutional and Educational Anchors
- + Public Realm projects
- + Parking Investments
- + Incentives Support
- + Social and Innovation Sector Investments

They can now report on the significant impacts of the investments:

- ✓ Assessment Growth
- ✓ Major Employment Gains
- ✓ Residential Investments
- ✓ Partnership Leverage
- ✓ Investor Confidence

→ http://kitchener.ca/en/businessinkitchener/resources/ED_EDIFImpactAnalysis.pdf

POLICY CONTEXT

Provincial

Growth Strategy
Energy Strategy

City of Guelph

- Prosperity 2020
- Community Energy Plan
- Secondary Plans: Downtown, GID, Future South-End
- Integrated Operational Review Implementation Strategy

ENTERPRISE STRATEGY

City Building, Growth, Resiliency, Prosperity

EXPANDED ROLES FOR THE CITY

Collaborator
Facilitator
Developer
Investor/Entrepreneur
Delivery Agent
Negotiator

INITIATIVES

DOWNTOWN
REVITALIZATION

GUELPH
INNOVATION
DISTRICT

EMPLOYMENT
LANDS

COMMUNITY
ENERGY

REGIONAL
TRANSPORTATION

SUPPORTS

Client / Stakeholder Services [Facilitating outside investment interests and needs]

Economic Development Framework [BRE; Marketing; Investment Readiness & Support; FDI]

Economic Investment Strategy [Downtown, IMICO, GID, South-End]

Guelph Municipal Holdings Inc

The Enterprise Strategy:

Research

- Due diligence underway: parking, asset management, thermal energy plan, Library partnerships etc.
- Existing and ongoing examples of leveraging city investments or assets – TIBGs, Envida, IMICO
- Strong inter-governmental work underway
- Development of GMHI will play a key role

Guelph Economic Investment Strategy (GEIS)

- Identifying the unfunded priorities and business case values (due diligence)
- Identify our contributions – money?, assets?, process?
- Confidently project strategy to the private sector and partner “marketplace”

→ Strategy Implementation supported through Investment

The Enterprise Strategy:

Next Steps:

- **Council workshop on financial framework – January 2014**
- **Continue to work with partners on Baker anchor development**
- **Presentation and refinement of individual project findings & financial implications – January thru March**
- **Comprehensive Investment Strategy recommendation -- End of Q1/2014**

Feedback / Discussion

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

November 25, 2013

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

Your Operations, Transit & Emergency Services Committee beg leave to present their SEVENTH CONSENT REPORT as recommended at its meeting of November 6, 2013.

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

OTES-2013.28 Emergency Response Plan and Emergency Management Program

1. THAT the Operations, Transit & Emergency Services Report # OTES111331 Emergency Response Plan and Emergency Management Program dated November 6th, 2013 be received.
2. THAT the bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program be approved.
- 3. THAT the Emergency Response staff training module be incorporated into the City Council orientation program.**

OTES-2013.29 Establishing Elementary School Speed Zones

1. THAT the Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be received.
2. THAT the alternative approach to establishing reduced speed zones adjacent to elementary schools as set out in Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be recommended for Council's consideration when it deliberates upon the 2014 Operating Budget.
- 3. That Finance staff provide a financial strategy or strategies to fund Option 2 within the Establishing Elementary School Speed Zones report OTES111332 for the consideration of Council at the December 5, 2013 budget meeting.**

Page No. 2
November 25, 2013
Operations, Transit & Emergency Services
Seventh Consent Report to Council

All of which is respectfully submitted.

Councillor Findlay, Chair
Operations, Transit &
Emergency Services Committee

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

STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Emergency Services

DATE November 6, 2013

SUBJECT Emergency Response Plan and Emergency Management Program

REPORT NUMBER OTES111331

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council approval of a bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program.

KEY FINDINGS

As part of a Corporate Strategic Plan initiative, the functions of the Emergency Operations Control Group have been reviewed in order to ensure it is effective and sustainable. Findings of the review determined that use of the Incident Management System, based on standards recognized throughout North America, would provide both effectiveness and sustainability.

The change to IMS requires an update of the City of Guelph Emergency Response Plan. When the Plan is changed it is a requirement of the Emergency Management and Civil Protection Act that it be adopted by bylaw.

FINANCIAL IMPLICATIONS

There are no financial implications.

ACTION REQUIRED

Adoption of the 2013 Emergency Response Plan and Emergency Management Program.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report # OTES111331 Emergency Response Plan and Emergency Management Program dated November 6th, 2013 be received.

STAFF REPORT



2. THAT Council approve the bylaw adopting the 2013 Emergency Response Plan and Emergency Management Program.

BACKGROUND

The City of Guelph Emergency Response Plan exists to make provision for extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the City of Guelph when faced with an emergency.

The Emergency Plan enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9.

The City of Guelph Emergency Management Program exists to provide for necessary training, public education and specialized facilities in support of Emergency Management activities and in accordance with the Emergency Management and Civil Protection Act and Ontario Regulation 380/04.

The Emergency Response Plan and Emergency Management Program are reviewed on a yearly basis.

In response to the Corporate Strategic Plan, Emergency Services undertook a review of the functions of the Emergency Operations Control Group (EOCG) to ensure optimal effectiveness and efficiency.

REPORT

In 2012 Emergency Services undertook a project to review the EOCG for both effectiveness and sustainability. Included was a review of comparator communities and industry best practices. The project determined that implementing the use of an Incident Management System (IMS) would allow the EOCG to be more effective and efficient.

The IMS is a standardized approach to emergency management that utilizes a common organizational structure to encompass personnel, facilities, equipment, procedures, and communications. IMS recognizes that every emergency has similar management functions that must be carried out. These management functions must occur regardless of the size of the emergency, the number of personnel affected, or the resources available. IMS is the methodology utilized to manage the emergency response. IMS is utilized as a best practice in many areas of the world, and is based in recognized standards in North America. IMS is flexible in its approach, able to scale up or down in the size and scope of support offered to the emergency site according to the needs of the site.

STAFF REPORT



IMS has been recommended for use by Emergency Management Ontario, and ensures that municipalities and regions are utilizing the same approach to dealing with emergency situations, and utilizing common terminology during the management of emergencies.

IMS essentially consists of 5 functions:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance and Administration

IMS will address the effectiveness of the EOCG and due to its scalability will also address sustainability. IMS will also allow Guelph to interoperate more effectively with other municipalities and levels of government who have or are moving toward use of the system.

In order to incorporate IMS into the Emergency Response Plan it is necessary to update the plan. When the plan is changed there is a regulatory requirement that a municipal bylaw be passed adopting the new plan. Attached to this report is the recommended bylaw amendment, Emergency Response Plan and Emergency Management Program.

CORPORATE STRATEGIC PLAN

1.3 - Build robust systems, structures and frameworks aligned to strategy.

DEPARTMENTAL CONSULTATION

CAO & Executive Team through project reporting / approvals and training in December 2012 and June 2013.

COMMUNICATIONS

During the week of June 17th – 21st, 2013 EOCG members, alternates and support personnel were trained in IMS disciplines and provided with an exercise allowing a practical interpretation of their training.

Upon passage of the bylaw, the Emergency Response Plan will be provided to Emergency Management Ontario. Further it will be placed on Guelph.ca where it will be available for reading and download. It will also be made available in all Guelph Library branches.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

STAFF REPORT



ATTACHMENTS

ATT-1 Bylaw with attached Emergency Response Plan and Emergency Management Program

Report Author: Harry Dunning
Manager of Administration & Emergency Preparedness
Emergency Services

A handwritten signature in black ink, appearing to read "S. Armstrong", positioned above a horizontal line.

Recommended By
Shawn Armstrong
General Manager of Emergency
Services / Fire Chief
519-822-1260 Ext. 2125
shawn.armstrong@guelph.ca

A handwritten signature in black ink, appearing to read "Derek J. McCaughan", positioned above a horizontal line.

Approved By
Derek J. McCaughan
Executive Director of Operations,
Transit, and Emergency Services
519-822-1260 Ext. 2018
derek.mccaughan@guelph.ca

**ATTACHMENT-1
THE CORPORATION OF THE CITY OF GUELPH**

By-law Number (2013)-XXXXX

A by-law to to adopt an Emergency Management Program and an Emergency Response Plan for the protection of public safety, health, the environment, critical infrastructure and property.

WHEREAS the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E-9, requires the development and implementation of an emergency management program by the council of a municipality which must consist of:

- an emergency plan;
- training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- public awareness on risks to public safety and on public preparedness for emergencies; and
- any other element required by the standards for emergency management programs established by the Province of Ontario.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF GUELPH ENACTS AS FOLLOWS:

1. The Emergency Management Program attached hereto as Schedule “A” to this by-law, is hereby adopted.
2. The City of Guelph Emergency Response Plan attached hereto as Schedule “B” to this by-law, is hereby adopted.

Passed this XX day of XX 2013.

Karen Farbridge, Mayor

Blair Labelle, City Clerk

Schedule “A” to By-law (2013)-XXXXX

City of Guelph

Emergency Management Program

Emergency Management Program

The City of Guelph Emergency Management Program shall be established annually, and in order to meet the essential level of emergency preparedness established by the Province of Ontario, shall consist of:

1. Designation of a community emergency management coordinator.
2. Formation of a community emergency management program committee.
3. Publication of an approved community emergency response plan.
4. Development of an appropriate community emergency operations centre
5. Identification of critical infrastructure.
6. Conduct annual training for the emergency operations control group and emergency operations centre staff.
7. Conduct of an annual exercise to evaluate the community emergency response plan.
8. Identification of individuals to act as community emergency information staff.
9. Development and implementation of a community emergency management public education program.
10. Conduct an annual review of the community emergency management program.
11. Conduct hazard identification and risk assessment.

Schedule “B” to By-law (2013)-XXXXXX

City of Guelph

Emergency Response Plan



CITY OF GUELPH

EMERGENCY RESPONSE PLAN

2013

Updated

August, 2013

Glossary of Terms

CAO -	Chief Administrative Officer
CEMC -	Community Emergency Management Coordinator
CEMPC -	Community Emergency Management Program Committee
EMCPA -	Emergency Management and Civil Protection Act RSO 1990
EMO -	Emergency Management Ontario
EMS -	Emergency Medical Services
EOC -	Emergency Operations Centre
EOCG -	Emergency Operations Control Group
ERP -	Emergency Response Plan
GFD -	Guelph Fire Department
GPS -	Guelph Police Service
GRCA -	Grand River Conservation Authority
GWEMS -	Guelph Wellington Emergency Medical Services
HIRA -	Hazard Index and Risk Assessment
ICS -	Incident Command System
IMS -	Incident Management System
MCSCS -	Ministry of Community Safety and Correctional Services
MOH -	Medical Officer of Health
MP -	Member of Parliament
MPP -	Member of Provincial Parliament
ODRAP -	Ontario Disaster Relief Assistance Program
PEOC -	Provincial Emergency Operation Centre
PIO -	Public Information Officer
POO -	Province of Ontario
WSIA -	Workplace Safety and Insurance Act

Executive Director CSS – Executive Director Community and Social Services

Executive Director CHR – Executive Director Corporate and Human Resources

Executive Director FES – Executive Director Finance and Enterprise Services

Executive Director OTES – Executive Director of Operations, Transit, and
Emergency Services

Executive Director PBEE – Executive Director of Planning, Building, Engineering
and Environment

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CITY OF GUELPH EMERGENCY RESPONSE PLAN

PART 1: INTRODUCTION

Emergencies are defined as situations or the threat of impending situations abnormally affecting the lives and property of our society, which by their nature require a coordinated response by a number of agencies, both governmental and private, under the direction of the appropriate elected officials, as distinct from routine operations carried out by the agencies as normal day-to-day procedures.

Such emergencies could include floods, tornadoes, wind storms, blizzards, ice storms, explosions, aircraft or rail crashes, toxic or flammable gas escapes, building collapses, uncontrollable fires, or any threat of the foregoing in which immediate remedial action will be required by the City of Guelph. The most likely community risks to the City of Guelph are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

The population of Guelph is approximately 120,000 residents (138,000 when University students are included).

In order to protect residents, businesses and visitors, the City of Guelph requires a coordinated emergency response by a number of agencies under the direction of the Emergency Operations Control Group. These are arrangements and procedures distinct from the normal, day-to-day operations carried out by emergency response agencies.

The City of Guelph Community Emergency Management Program Committee developed this emergency response plan. Every official, municipal department and agency must be prepared to carry out assigned responsibilities in an emergency. The response plan has been prepared to provide key officials, agencies and departments of the City of Guelph important emergency response information related to:

- Arrangements, services and equipment; and
- Roles and responsibilities during an emergency.

In addition, it is important that residents, businesses and interested visitors be aware of its provisions. Copies of the City of Guelph Emergency Response Plan may be viewed at City Hall and the Library Branches. A copy of the plan and other important emergency management information may be viewed and copied at www.guelph.ca.

PART 2: AIM

The aim of this plan is to make provision for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors of the City of Guelph when faced with an emergency.

It enables a centralized, controlled and coordinated response to emergencies in the City of Guelph, and meets the legislated requirements of the Emergency Management and Civil Protection Act.

Familiarity and Responsibilities

All members of Council, the Executive Team, members of the Emergency Operations Control Group (and alternates), and designated personnel must be familiar with this Emergency response Plan. These persons must be prepared to act, exercising due diligence, in the best interests of the community, carrying out their duties and responsibilities described in this plan.

These responsibilities include:

1. Policy and Strategic Direction
2. Site Support and Consequence Management
3. Information Collection, Evaluation and Distribution
4. Coordination of Response Agencies, and Municipal Resources
5. Resource Management
6. Internal and External Communications

Community Hazard Risk Analysis

Emergency Management Ontario, through Ontario Regulation 380/04, requires that each community conduct an assessment of risks faced in the community. The prescribed standard tool for evaluating these risks in the community is known as a HIRA – Hazard Identification and Risk Assessment.

The assessment is done by the Community Emergency Management Program Committee, and is reviewed annually. The risk assessment is based in the practical history of the community. This is done through a community scan to determine what hazards exist in the community. Once identified and measured in a historical perspective, the likelihood of an incident and the consequences of it occurring in the community are evaluated.

It is possible to have a potential incident that is unlikely to occur, with severe consequences. It is also possible to have an incident that is very likely to occur, with minimal consequences.

There are many types of emergencies which the City of Guelph is prepared to deal with. The HIRA for the City of Guelph indicates that the most likely are:

- 1) Severe Weather (including Tornadoes and Ice Storms).
- 2) Hazardous Material releases from fixed or mobile sites.
- 3) Human Health Emergencies.

This Emergency Response Plan forms the framework to respond to the identified risks for the community, and also allows the flexibility to respond to any hazardous situation that may occur from time to time. The Emergency Response Plan can be tailored to match the incident through use of appropriate subject matter expertise. This framework also provides political oversight and accountability through the involvement of the Head of Council.

PART 3: AUTHORITY

The Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c. E-9 is the legal authority for this emergency response plan in Ontario.

The EMCPA states that the:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

As enabled by the Emergency Management and Civil Protection Act this emergency response plan and its' elements are:

- Issued under the authority of the City of Guelph By-Law(2013) #***** and
- Filed with Emergency Management Ontario, Ministry of Community Safety and Correctional Services.
- Sets out the procedures for notification of the Emergency Operations Control Group
- Assigns responsibilities to municipal employees and identified persons as required

Definition of an Emergency

The EMCPA defines an emergency as:

“An emergency means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise”.

In plain language, an emergency situation affects the safety or health of the public at large, the environment, property, critical infrastructure or economic stability of the community. When an emergency occurs, the initial and prime responsibility for the provision of immediate emergency response rests with the local municipality. Every emergency is a local emergency, and the response is lead locally. The Emergency Response Plan is required to facilitate orderly and effective coordinated responses to emergency situations.

The Emergency Operations Control Group (EOCG) and the municipal Emergency Operations Centre (EOC) are at the disposal of the municipality during an emergency. The EOC is a properly equipped facility that provides space to facilitate municipal response to extraordinary circumstances. The Emergency Operations Centre (EOC)

can be activated for any emergency for the purposes of coordinating any phase of an emergency: monitoring an incident at an early stage, supporting response and recovery efforts at an incident site, and for the purpose of maintaining services to the community.

Action Taken Prior to a Declaration of Emergency

When an emergency exists but has not yet been declared to exist by the Head of Council, City of Guelph employees must take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the citizens and visitors to the City of Guelph.

The actions taken must be done in good faith, exercising due diligence in their responsibilities, and be consistent with the standard response goals established in this Emergency Response Plan:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 4: EMERGENCY NOTIFICATION PROCEDURES

Upon receipt of a warning of a real or potential emergency, a member of the Emergency Operations Control Group or alternate will immediately contact the City of Guelph Police Duty Supervisor to request that the notification system be activated and the required members of the EOCG or Incident Management System (IMS) team convene at the Primary EOC, the Alternate EOC, or any other place they are required.

Upon receipt of the warning, the Guelph Police Duty Supervisor will notify all members of the Emergency Operations Control Group (EOCG) through the approved contact methods, and provide a synopsis of the emergency situation, and request that the required members convene or remain available to monitor the situation as required.

Upon being notified of the need to convene, it is the responsibility of all EOCG officials to notify their staff and affiliated volunteer organizations who may be required for response or support of the ongoing operations, and recovery efforts.

Where a threat of an impending emergency exists, the EOCG will be notified and placed on standby and requested to enhance their situational awareness through monitoring of the impending emergency situation.

A Declared Community Emergency Exists

The Head of Council is responsible for declaring an emergency. This decision is usually made in consultation with other members of the EOCG.

Upon declaring an emergency, the Head of Council will ensure notification of:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services and the Province of Ontario through the Provincial Emergency Operations Centre
- City Council
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement exists and had been invoked to provide assistance to the City of Guelph

A community emergency may be terminated at any time by:

- The Head of Council or the Council.

When terminating an emergency, the Head of Council will ensure notification of:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services
- City Council members
- The Public
- Neighbouring community officials as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Any affected agency or municipality with whom a mutual aid or mutual assistance agreement had been invoked
- The Province of Ontario and Emergency Management Ontario through the Provincial Emergency Operations Centre

Requests for Assistance from the Province or another Municipality

Assistance may be requested from the Province of Ontario at any time without any loss of control or authority at the local level.

Mutual aid /mutual assistance agreements are in place with neighbouring municipalities, and at the request of the EOC Commander, requests can be made for resources or support from those municipalities as needed (utilizing the agreed upon methodology). This can occur at any time, before, during or after an emergency situation should the resources be needed by the City of Guelph.

A request for assistance from the Province of Ontario, or for resources of the Government of Canada, will be made through Emergency Management Ontario and the Provincial Emergency Operations Centre. This contact will be ongoing, and made through the Liaison Officer at the request of the EOC Commander.

All requests for other municipal, provincial or federal resources have a potential financial impact to the City of Guelph. The primary deciding factor for the request of these resources will be found in the guiding principles of the standard response goals:

1. The Safety and Health of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Critical Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

PART 5: EMERGENCY OPERATIONS CONTROL GROUP

Background

In 2012 and prior, the Emergency Operations Control Group followed the “Arnprior Model” of emergency management. As an entire group, they reviewed the circumstances associated to an emergency situation, provided advice on the declaration of emergency to the head of council, and engaged in consensus based decisions to provide support to the site of the emergency. This model worked well to stimulate discussion, evaluate options, and make consensus based decisions. Among the responsibilities of the control group in this model, was to ensure continued municipal services to the area of the community unaffected by the emergency.

In January 2009, Emergency Management Ontario first published the Incident Management System doctrine for Ontario in the IMS for Ontario (2009). The vision of this doctrine was that Ontario have a standardized Incident Management System that would provide functional interoperability at all levels of government. The goal of the Incident Management System is to provide an efficient, flexible, and consistent process and structure that can be scaled up or down in size as needed to manage incidents. This IMS doctrine should be used by all levels of government, emergency response organizations, communities, ministries, non-government organizations (NGOs), and the private sector.

Within Ontario, the emergency management environment is comprised of a diverse mix of emergency management organizations, many of which have implemented or are implementing an incident management system (IMS), invariably based on the Incident Command System (ICS) that was developed within the fire service. Using ICS, they function exceptionally well carrying out their own mandate.

No individual service or organization has the ability to conduct all aspects of incident management. Therefore, the need to coordinate response efforts when working jointly is generally recognized. Nevertheless, there has been a variance of approaches within Ontario, a lack of standardized tools to manage incidents, and hence no single province-wide system to ensure effective coordination.

This doctrine does not involve regulated implementation, nor does it compel an organization to change its response system. Yet, lessons from past incidents continue to indicate the ever-pressing need for all organizations to be integrated into a standardized incident management system (IMS). IMS is recommended for managing all incidents. Wide-scale stakeholder implementation of the IMS in Ontario is the desired outcome.

To achieve a standardized IMS that cuts across organizational boundaries may necessarily involve cultural shifts, over time, among some incident management practitioners. This IMS doctrine builds on the strength of current systems by retaining the ICS component and structure. There is wide buy-in for this approach, and coupled with training, province-wide implementation is envisaged over time.

Source: IMS for Ontario, 2009

Current Status

The members of the EOCG no longer operate utilizing the “Arnprior model”, but now will have assigned tasks and responsibilities dependent on their roles and expertise. The EOCG retains its responsibility for all aspects of Emergency Management in Guelph as assigned to it in legislation and regulation. The EOCG members will be assigned to roles and responsibilities suited to their unique background and expertise while dealing with emergency circumstances.

All members of the EOCG play their part, contributing to the successful prevention, preparation, mitigation, response and recovery phases of dealing with an emergency or incident. EOCG members will be deployed into the IMS model, utilizing their knowledge skills and abilities to populate it.

Leadership and guidance is provided through the EOC Commander. This is normally the CAO, but may be delegated to a subject matter expert (SME) from the Executive Group.

The EOCG members now fill the responsibilities of populating the 5 functional sections: Command, Operations, Planning, Logistics, and Administration and Finance as required. The flexibility in the IMS deployment model allows for as many sections or as few sections to be deployed as are needed to support operations. The following page has an example of how EOCG members may be deployed as a Control Group in response to an emergency situation.

In the sections following, the responsibilities of all members of the EOCG are laid out. Each member of the EOCG retains operational input over their individual agencies, in addition to their overall EOCG responsibilities to operate as a control group in support of emergencies within the City or when required to support mutual assistance agreements with other municipalities.

EOC STAFFING MODEL (deployed as needed, in coordinated stages)

HEAD OF COUNCIL

Mayor or Alternate

EXECUTIVE GROUP/EOCG

Mayor or Alternate

CAO or Alternate

Executive Director CSS

Executive Director CHR

Executive Director FES

Executive Director OTES

Executive Director PBEE

Medical Officer of Health

Chief of Police

General Manager Emergency Services

Wellington County Administrator of Social Services

Chief Operating Officer Guelph Hydro

EOC COMMANDER

Deputy Commander

Issues Management/ PIO

Risk Management / Safety

CAO*and/or designate

CEMC or alternate

Manager of Corporate Communications

Legal representative / Health and Safety manager or coordinator

Liaison Officer

Assigned Duty Officer of the day

OPERATIONS CHIEF

Operations:

(situational)

Police Chief or alternate *

Fire Chief or alternate *

EMS Chief or alternate

General Manager Public Works or alternate

COO Guelph Hydro*or alternate

Transit GM or alternate

Administrator of Wellington Social Services* or alternate

Medical Officer or Health* or alternate

General Manager of Water Services or alternate

General Manager of Wastewater Services or alternate

General Manager of Engineering Services or alternate

SME's as required

PLANNING CHIEF

Planning:

(situational)

Police support members

Fire support members

EMS support members

Transit GM

Waste water support

Water support
Human resources support
SME's as required

LOGISTICS CHIEF

Logistics:

Manager of Procurement or alternate
FES staff
SME's as required

FIN/ADMIN CHIEF

Executive Director of Finance and Enterprise
Services * or alternate
SME's as required

*indicates an EOCG member in a deployed role

Emergency Operations Control Group Members

The emergency response will be directed and controlled by the Emergency Operations Control Group (EOCG) – a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The EOCG consists of the following officials:

- ❖ Mayor, or alternate
- ❖ Chief Administrative Officer, or alternate
- ❖ Executive Director of Community & Social Services, or alternate
- ❖ Executive Director of Finance and Enterprise Services or alternate
- ❖ Executive Director of Corporate and Human Resources or alternate
- ❖ Executive Director of Planning, Building, Engineering & Environmental Services or alternate
- ❖ Executive Director of Operations, Transit, and Emergency Services or alternate
- ❖ Medical Officer of Health or alternate
- ❖ Chief of Police or alternate
- ❖ General Manager of Emergency Services or alternate
- ❖ Chief Operating Officer of Guelph Hydro or alternate
- ❖ Administrator of Wellington County Social Services, or alternate

- ❖ Additional personnel called or added to the EOCG **may** include:
 - ❖ Emergency Management Ontario Representative
 - ❖ Grand River Conservation Authority Representative
 - ❖ Liaison staff from provincial ministries
 - ❖ Community Emergency Management Coordinator, or alternate
 - ❖ Red Cross Representative
 - ❖ School Board Officials
 - ❖ Hospital Officials
 - ❖ Any other officials, experts or representatives from the public or private sector as deemed necessary by the EOCG

The Emergency Operations Control Group will normally utilize the Incident Management System, with members filling or delegating the roles of:

- ❖ Command
- ❖ Operations
- ❖ Planning
- ❖ Logistics
- ❖ Administration and Finance

The EOCG may function with a limited number of persons filling only the roles that are required, depending upon the nature of the emergency. While the EOCG may not require the presence of all the people listed as members, all members must be notified of the activation of the EOCG, so that they may monitor the developing situation and responses.

Emergency Operations Centre

Upon notification required members of the EOCG will report to the primary Emergency Operations Centre (EOC) unless notified of a change of venue to the alternate EOC. In the event the alternate EOC cannot be used, the EOCG will be advised to attend another appropriate location.

Operating Cycle

Members of the EOCG will gather at regular intervals to inform each other of actions taken and problems encountered. The CAO will normally fill the role of EOC Commander. In some instances, the CAO will facilitate this role by delegating to an Executive Group member who is a subject matter expert. The EOC Commander will establish the frequency of meetings of the IMS Section Chiefs. Meetings will normally consist of situational awareness updates for current operations, and planning for ongoing and future operations. The Chiefs of the Operations, Planning, Logistics and Finance sections will normally attend these operating cycle meetings.

Emergency Operations Control Group Responsibilities

The members of the Emergency Operations Control Group (EOCG) are likely to be responsible for the following overarching actions or decisions:

1. Providing Policy and Strategic Direction
2. Site Support and Consequence Management
3. Information Collection, Evaluation, and Distribution
4. Coordination of Agencies and/or Departments
5. Resource Management
6. Internal and External Communications

Additionally, through the IMS system as appropriate, Emergency Operations Control Group members are responsible for the following:

- ❖ Providing support as required to Site Incident Command
- ❖ Confirming the Site Incident Commander (Operations Chief)
- ❖ Utilizing the Incident Management System appropriately
- ❖ Ensuring that systems and services are maintained in the City areas not affected by the ongoing emergency operations

- ❖ Provide support to secure the emergency /incident site to establish crowd control, facilitate emergency operations access / egress, and prevent injuries / casualties
- ❖ Ensure the earliest possible response and overall control of emergency operations
- ❖ Supporting immediate actions to eliminate sources of potential danger within the affected area
- ❖ Ensuring coordinated acquisition and distribution of emergency resources, supplies and equipment
- ❖ Establishing an Emergency Operations Centre and any other necessary emergency operations control facilities, reception / evacuation centres, etc.
- ❖ Arranging Pre-Hospital Care and transport of casualties to hospitals and / or designated sites outside the designated site area
- ❖ Providing timely, factual, and official information to the emergency operations officials, media, public, and individuals information
- ❖ Evacuating any building that poses a threat to public safety
- ❖ Providing for a total or partial controlled evacuation of the City, as required
- ❖ Providing emergency food, lodging, clothing, and essential social services and assistance to persons affected by the incident and to emergency services personnel involved in the incident responses as required
- ❖ Arranging for assistance from private, voluntary, non-profit and government and non-governmental organizations and agencies as appropriate
- ❖ Commencement of coordinated recovery activities
- ❖ Authorization of expenditures
- ❖ Restoration of essential services.
- ❖ Ensuring all employed persons (and volunteers as deemed appropriate as per section 71 of the WSIA) shall be covered for the duration of the declared emergency under the Workplace Safety and Insurance Act, so long as it is declared by the head of council. (In the event of the foregoing, the City of Guelph shall require registration of the volunteer(s) to record that they are, in fact, volunteering on behalf of the City of Guelph, during the declared emergency).
- ❖ Ensuring that contingency planning activities take place in response to community risks identified through the Hazard Index and Risk Assessment tools.
- ❖ Acting as a member of the Executive Group or other role in the IMS structure at the EOC.

Deployment model

In this deployment of the EOC, consistent with the established international practices of the Incident Management System, only the sections of the EOC required will be activated. Primarily, this will be the Command and Operations sections. The initial decision on the activation level is made by the EOCG member or alternate authorizing the EOC deployment.

Planning, Logistics, Finance, PIO, Risk Management / Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Command or Operations sections.

Stage 1 response = Head of Council, EOC Command and Operations Section

Stage 2 response = Head of Council, EOC Command, Operations Section and all other required sections staffed

Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will be made to all members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing response category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the EOC will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required. See the stage 1 diagram contained at Annex D.

Stage 2 & 3 Response

Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from

the Executive Group to assist with the ongoing guidance and leadership for the control group. See the Stage 2 & 3 diagram contained at Annex D.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Response Goals

The following are established goals of this Emergency Management Program:

1. The Health and Safety of All Responders
2. Save Lives
3. Reduce Suffering
4. Protect the public health
5. Protect critical infrastructure
6. Protect property
7. Protect the environment
8. Reduce the economic and social losses in the community

Reporting Relationships

The following reporting relationships and area responsibilities have been established in this plan.

EOC Commander



The EOC Commander is responsible for the overall functioning of the EOC, ensuring that adequate and knowledgeable members are given the responsibility of section chiefs: Operations, Planning, Logistics, Administration and Finance.

The EOC Commander briefs members of the Executive Group, and consults with them for guidance as required. The EOC Commander confirms the appointments of section chiefs, and approves Incident Action Plans

The EOC Commander establishes operating cycles, and approves all current Incident Action Plans. The EOC Commander maintains situational awareness, and directs all efforts in a manner consistent with the Response Goals.

The EOC Commander appoints members to act as the Deputy Commander, Risk / Safety Officer, the Liaison Officer, and the Public Information Officer.

The EOC Commander is responsible for the effectiveness of the overall operations of the Emergency Operations Centre.

Deputy Commander

The role of deputy commander of the EOC will normally be filled by the CEMC or alternate who will act in an advisory capacity to the EOC Commander and the EOCG. May be required to assume the duties of the EOC Commander in their absence. Ensures efficient internal information / communication processes. Facilitates resolution of internal staffing / personnel challenges.

Risk / Safety Officer



The Risk/Safety Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Risk/Safety Officer monitors and assesses current operations to be an advocate for worker safety. The Risk/Safety Officer also provides the EOC Commander with recommendations about risks and liabilities to the City of Guelph. The Risk/Safety Officer in the EOC maintains contact with the Risk/Safety Officer at the site (if activated).

Liaison Officer

The Liaison Officer (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not activated, the EOC Commander assumes these responsibilities. The Liaison Officer is responsible for establishing and maintaining communication with the Provincial Emergency Operations Centre and any other EOC's of other municipalities as required. The Liaison Officer seeks out and invites to the EOC any other agencies or subject matter experts required by the EOC.

Public Information Officer (Issues Management)

The Public Information Officer (PIO) (if activated) is a member of the EOC Commander's staff, and reports to the EOC Commander. If this position is not

activated, the EOC Commander assumes these responsibilities. The PIO is the primary conduit of information to the general public from the EOC. The PIO establishes and maintains information flow to the media and public, ensures that information releases are provided promptly, and establishes a media centre as required. The PIO also monitors news media and other sources to ensure correct information is being conveyed through media and other means. The PIO will also provide background materials for media if required.

Operations Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs to maintain situational awareness of ongoing efforts to mitigate and respond to the emergency. The Operations Chief is confirmed by the EOC Commander.

The Operations Section Chief maintains direct contact with the Site Commander and coordinates the support response to assist the site. The Operations Section will liaise closely with the Planning Section (when activated) to assist in planning for future operational periods and Incident Action Plans for future use. The Operations Section Chief has a close working relationship with the Planning Section Chief, and ensures that the Planning Section maintains situational awareness of the current operational status.

Operations Section Members

Members of the Operations Section report to the Operations Section Chief, and they are responsible for the execution of the current Incident Action Plan.

Planning Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Planning Section Chief is confirmed by the EOC Commander. The Planning Section Chief has a close working relationship with the Operations Section Chief to allow for the identification of future needs, and develops options for future operational periods in consultation with the members of the planning section.

Planning Section Members

The Planning section members report to the Planning Section Chief, and produce Incident Action Plans (IAP) for future operational periods. Planning Section members monitor the current situational status; develop Incident Action Plans for future operational periods that include options for those future operational periods.

Logistics Section Chief

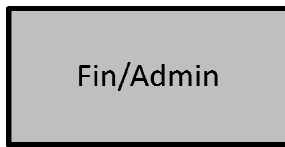


Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Logistic Section Chief is confirmed by the EOC Commander. The Logistics Sections Chief coordinates all requests for resources.

Logistics Section Members

The Logistics Section members report to the Logistics Section Chief, and are responsible for logistic functions for current and future operational periods.

Finance and Administration Section Chief



Reports to the EOC Commander and is responsible for briefing the EOC Commander and section chiefs as required at operating cycle meetings. The Finance and Administrative section will maintain financial records of employee time and materials used to support the site operations.

Finance and Administration Section Members

The Finance and Administration Section members report to the Finance and Administration Section Chief, and are responsible for all financial and administrative duties as assigned for previous, current and future operational periods.

Executive Group Members



All members of the Emergency Operations Control Group are members of the Executive Group. The Executive Group makeup is determined by the response required to the emergency. Normally, Emergency Operations Control Group members not deployed into the IMS system in Command, Operations, Planning, Logistics or Finance and Administration will have duties in the Executive Group. Members of the Executive Group can be named as the EOC Commander or other functional positions. Members of the Executive Group are available to provide policy advice and guidance to the EOC Commander when extraordinary measures are taken by the EOCG.

Annex A to the Emergency Response Plan

Incident Management System (IMS)

The Incident Management System (IMS) is a standardized approach to emergency management that utilizes a common organizational structure to encompass personnel, facilities, equipment, procedures, and communications. IMS recognizes that every emergency has similar management functions that must be carried out. These management functions must occur regardless of the size of the emergency, the number of personnel affected, or the resources available. IMS is the methodology utilized to manage the emergency response. IMS is utilized as a best practice in many areas of the world, and is based in recognized standards in North America. IMS is flexible in its approach, able to scale up or down in the size and scope of support offered to the emergency site according to the needs of the site. IMS has been recommended for use by Emergency Management Ontario, and ensures that municipalities and regions are utilizing the same approach to dealing with emergency situations, and utilizing common terminology during the management of emergencies.

IMS essentially consists of 5 functions:

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance and Administration

In a widespread or sweeping emergency that affects the entire community, all response efforts may be directed from the Emergency Operations Center (EOC), and these responses would include both tactical and strategic responses. In this instance, the EOC Commander may also fill the role as the Incident Commander.

Annex B is a chart showing the overall structure of Guelph's IMS response. The nature of IMS allows for the activation of only the portions of the structure that are required. All emergency response/support will have an EOC Commander and Operations section.

Deployment model

In this deployment of the EOCG, consistent with the established international practices of the Incident Management System, only the sections of the EOCG that are required will be activated. Primarily, this will be the Commander and Operations sections. Planning, Logistics, Finance, PIO, Safety, and Liaison will only be activated as needed when the assigned tasks are not able to be contained within the EOC Commander or Operations sections.

Stage 1 response = Mayor, EOC Commander, and Operations Section

Stage 2 response = Mayor, EOC Commander, Operations Section and all other required sections staffed

Stage 3 response = Full EOCG turnout, all sections PLUS executive group

Notification of an emergency will normally be made to all EOCG members or alternates to advise them of the incident and the level of EOCG activation.

Stage 1 Response

Less serious/routine emergencies will be a stage 1 response. The stage 1 response will encompass emergencies commencing on the lower end of the spectrum, and may be borderline as to whether or not they can be handled by the first response and normal city resources, through to more complicated but low impact or short duration emergencies. Each emergency, during the normal operating cycle meetings, will be consistently re-evaluated to determine if the continuing responses category is valid, or if the response should be up-scaled to engage more IMS sections, and/or the Executive Group. All activations of the Control Group will commence at a stage 1 response, and will be reviewed as part of the first operating cycle meeting, scaling the response to a stage 2 or 3 as required.

Stage 2 & 3 Response

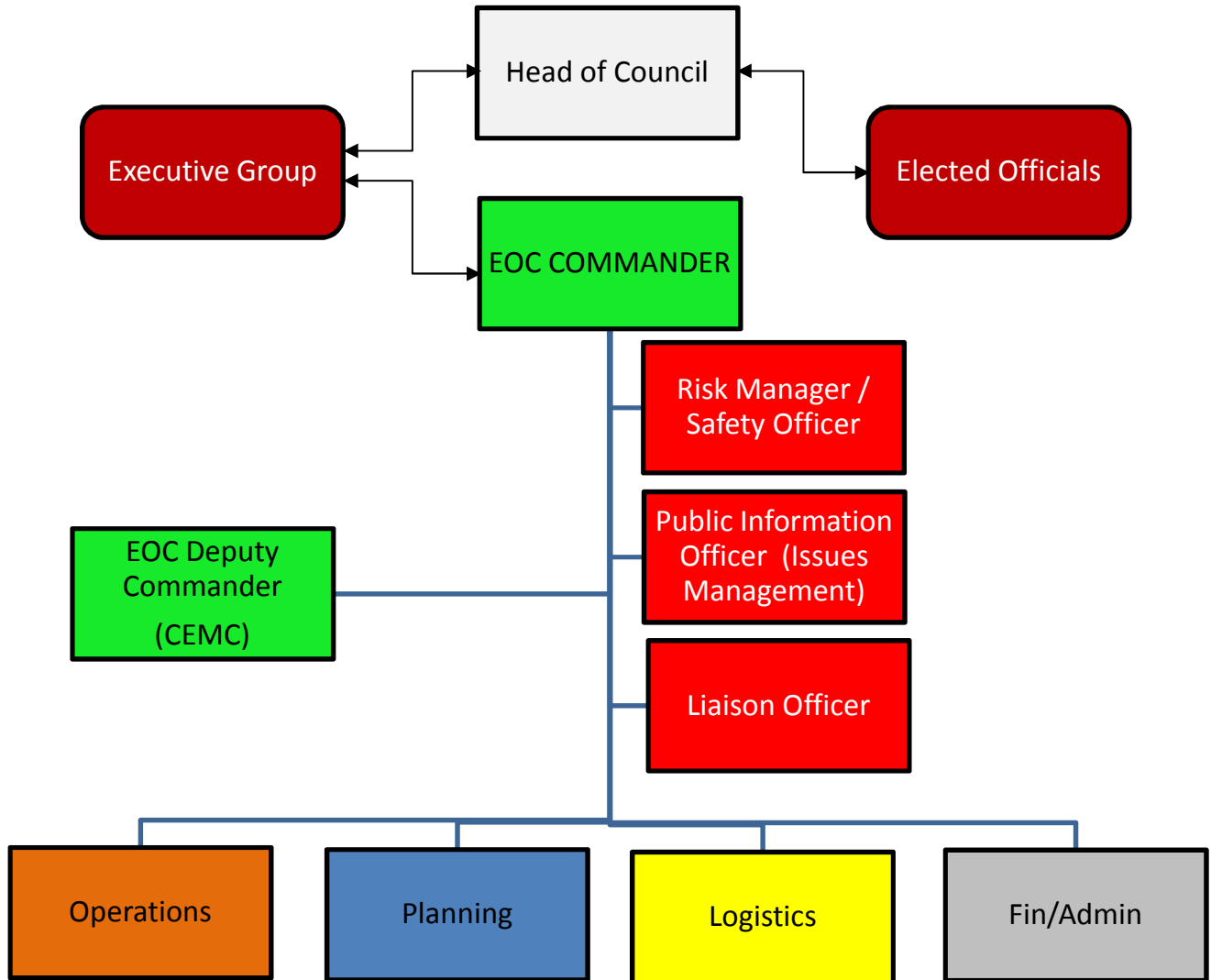
Emergencies that are complicated or have extremely high impact on the community will require a stage 2 or stage 3 response from the outset. These will include emergency situations that immediately require resources that exceed normal City capacities or involve outside agencies.

A Stage 2 response will exceed the Stage 1 response by engaging the required IMS sections as needed. In most instances, the planning section will be the first section engaged beyond a stage 1 response, but all areas may be engaged as required. The EOC Commander may at any time delegate an appropriate subject matter expert from the Executive Group to assist with the ongoing guidance and leadership for the control group.

In a complicated emergency, where the overall impact on the community is severe, extraordinary measures are required, or where coordination with outside agencies (example: PEOC, Transportation Safety Board, Canadian Nuclear Safety Commission) are engaged, an immediate Stage 3 response, with the Executive Group in attendance is appropriate.

The EOC Commander may escalate or de-escalate the EOC staffing as required, and may at any time assemble the Executive Group for briefing or advice.

Reporting Relationships in the Incident Management System structure



Annex C to the Emergency Response Plan

Operations/Operating cycle

During an activation of the Emergency Operations Centre, operations will be conducted in an operating cycle. The tempo of operations and the frequency of the operating cycle will be determined by the EOC Commander or alternate.

In general, the tempo of operations established will require the EOC Commander and the Section Chief's to schedule regular briefing/update meetings to maintain situational awareness across the areas of responsibility, and review priorities and support levels being provided by the EOC to the Site.

In a community wide emergency, when the EOC may take the overall lead during the emergency, these operating cycle meetings will determine both strategic and tactical priorities as the incident progresses.

The operating cycle has the following main areas that are to be addressed:

1. Planning – the time required to assess the situation and develop the incident action plan for the next operational period.
2. Action – the time necessary to implement the plan, evaluate the results and support the emergency response activities.
3. Reporting – the Operations Cycle meeting where the Section Chief's and EOC Commander report on and review the current status of the emergency, assess the results and validity of the current operational plan including any new strategies required, and the confirmation of existing priorities, and identification of any emerging priorities.

At the conclusion of the operating cycle meeting that has reviewed the current status, and the incident action plan for the following operational period, the planning section will begin to plan for future support of the operations section.

Appendix D to the Emergency Plan

EOC Activation Levels 1-3

LEVEL 1 ACTIVATION:

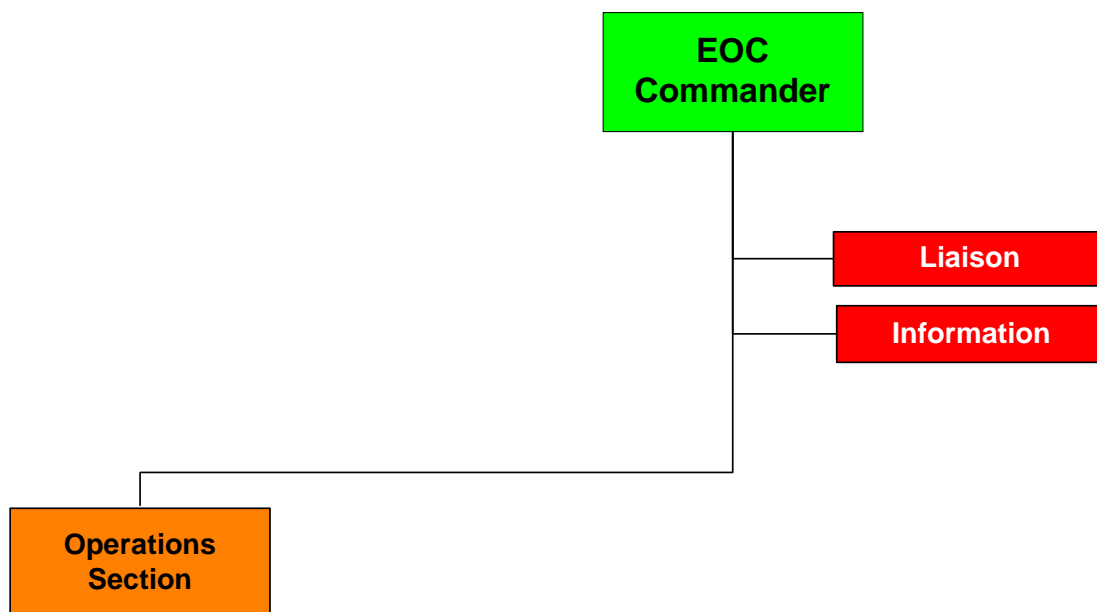


Figure 1: Level 1 Activation of the EOC. Conducting routine operations and monitoring.

LEVEL 2 ACTIVATION:

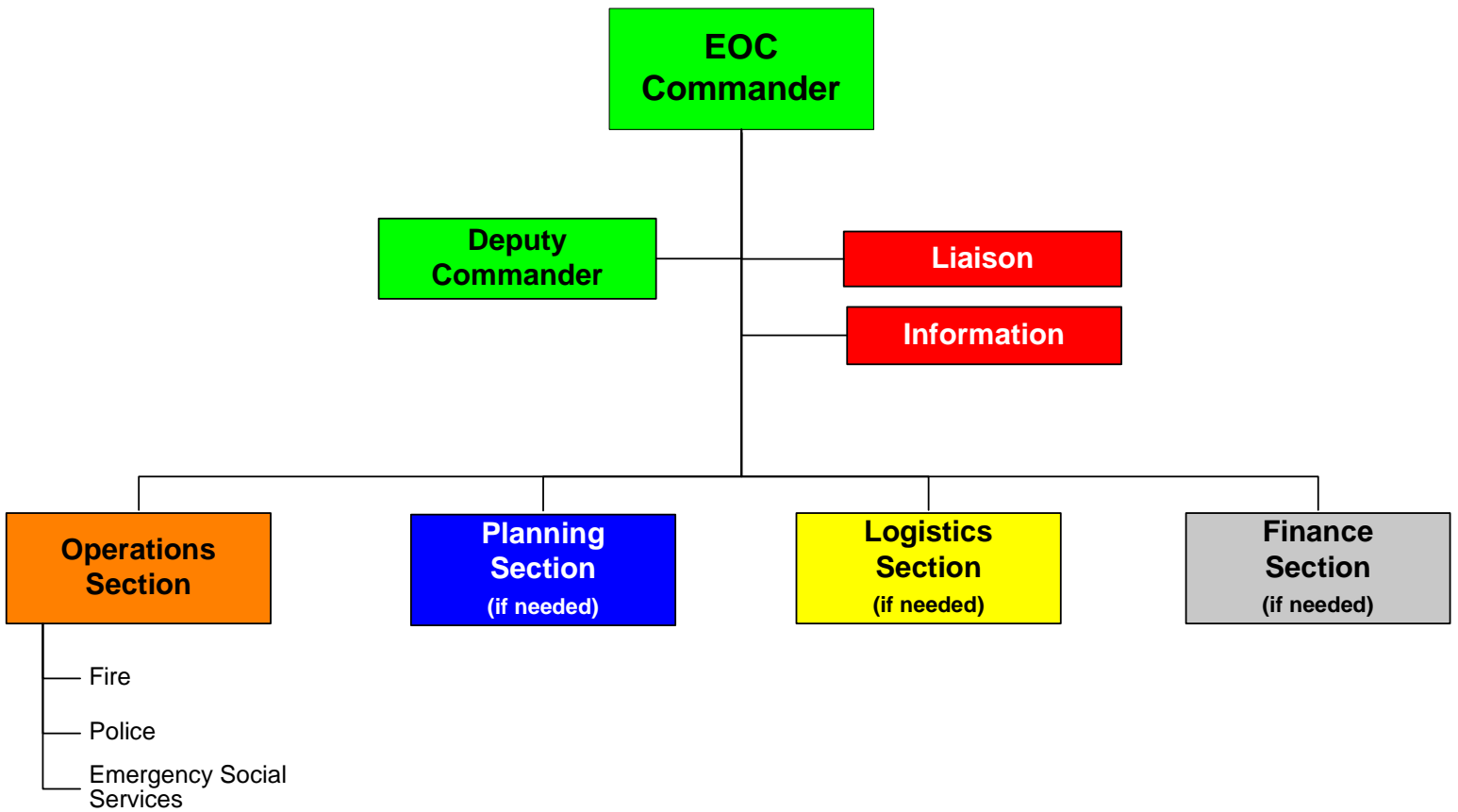


Figure 2: Level 2 Activation of the EOC. Enhanced operations and monitoring.

LEVEL 3 ACTIVATION

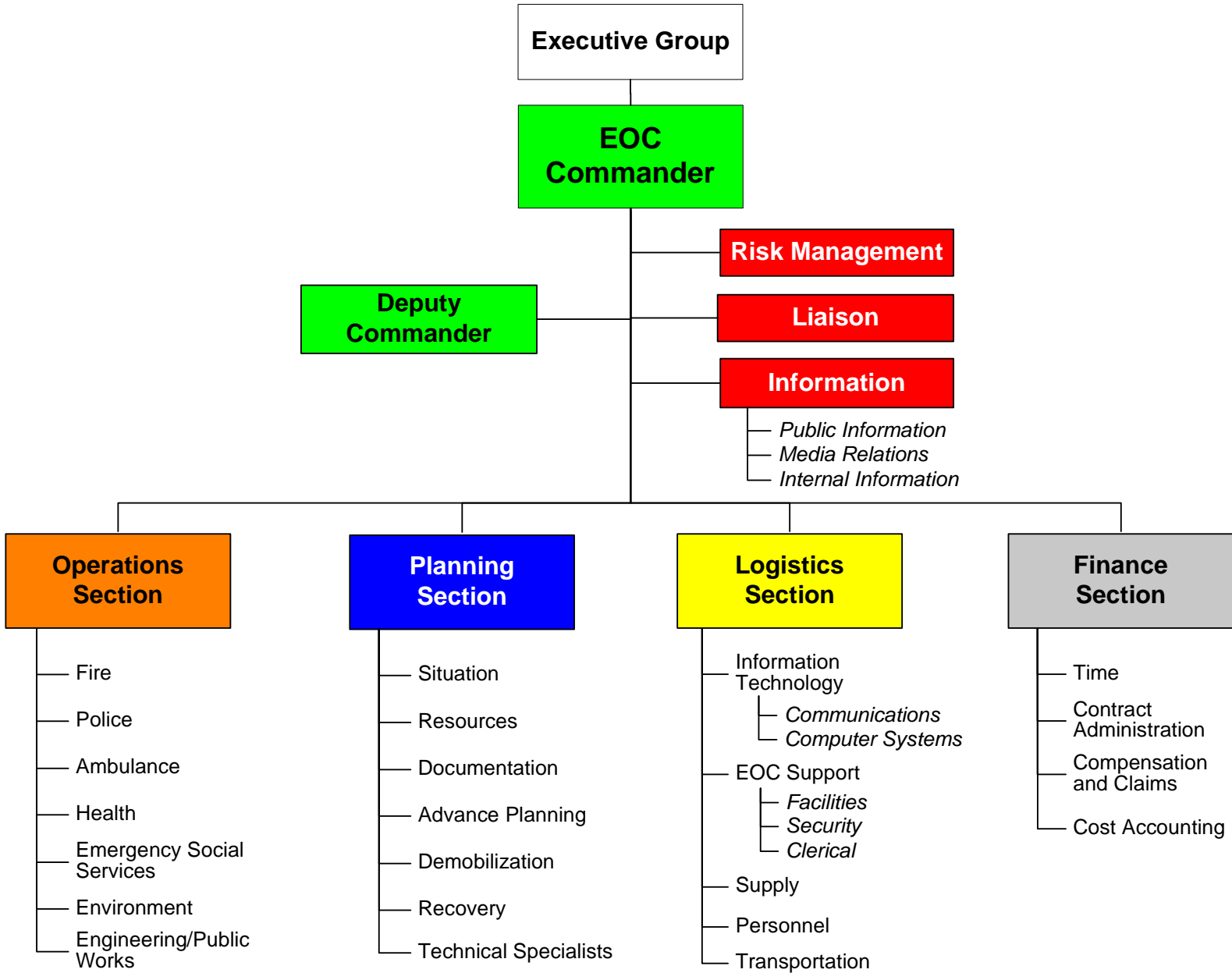


Figure 3: Level 3 Activation of the EOC: Full activation of all areas when sustained ongoing operations are likely to occur.

Emergency Operation Control Group & the Incident Management System



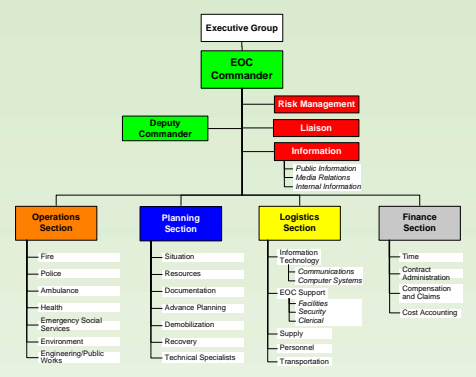
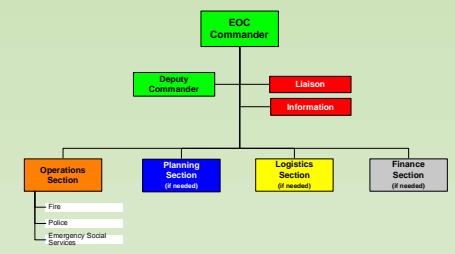
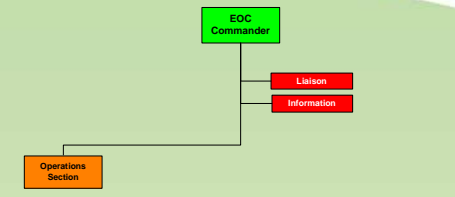
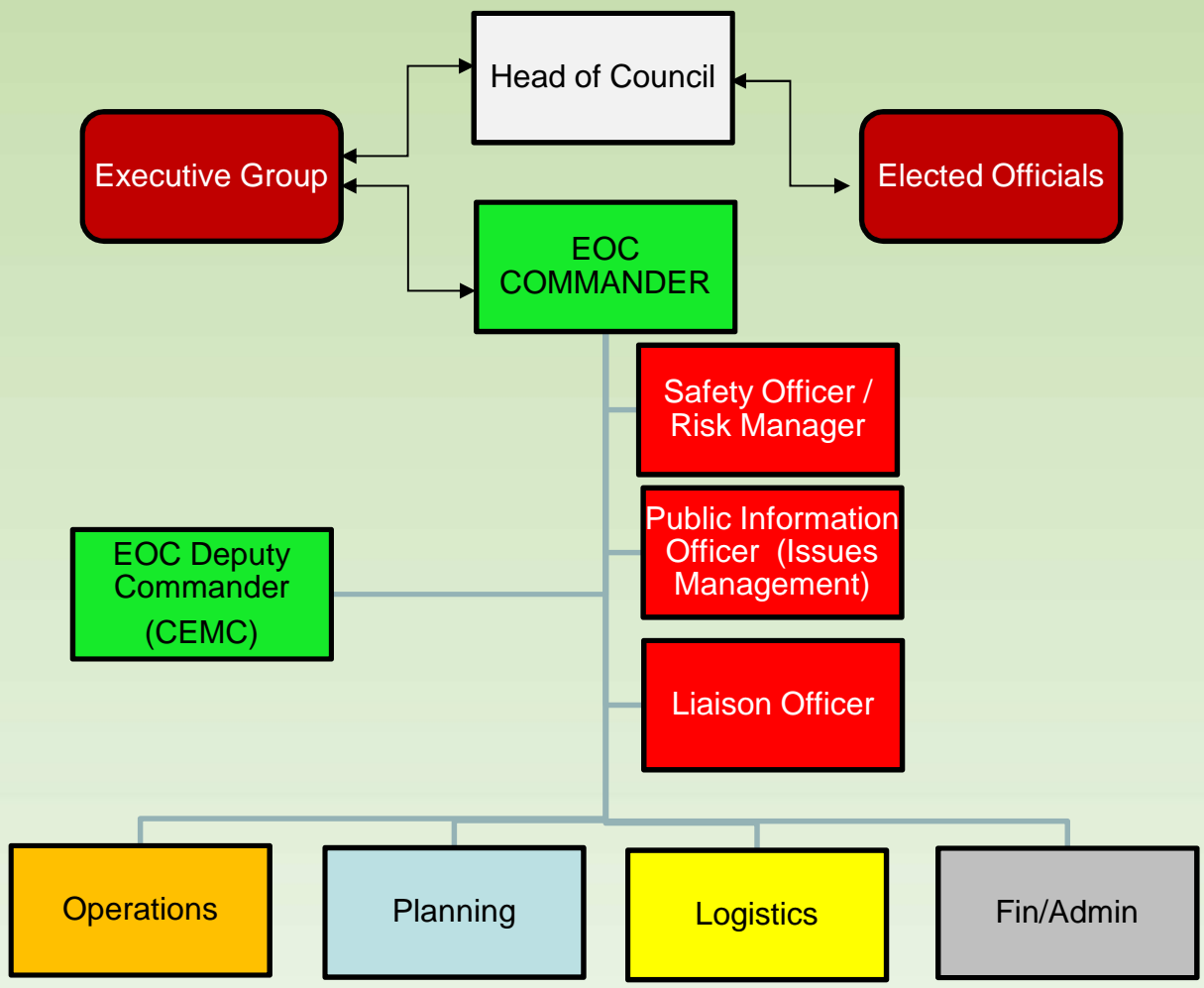
Emergency Operations Control Group

- Responsible for effective leadership and management of serious emergencies in the City of Guelph.
- Large group – a challenge to fully mobilize and continue other necessary functions.
- CSP initiative to ensure EOCG effective & sustainable.
- Project looked at comparator communities, industry best practices and literature review.
- The Incident Management System recommended.

Incident Management System



- Standardized approach to incident management.
- Proper span of control.
- Flexibility / scalability to use as much or as little as is required.
- Common organization structure within Emergency Management community.
- Recognized standard in North America, best practice in much of the world.



Training / next steps

- EOCG training December 2012
- One week of training June 17-21, 2013 for EOCG, alternates, support personnel.
- Included two ½ day practical exercises.
- Yearly training and exercise required by emergency management program & legislation.
- Changes with ITS to EOC set-up / call-out procedure 'in the works'.

STAFF REPORT



TO Operations, Transit & Emergency Services Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE November 6th, 2013

SUBJECT Establishing Elementary School Speed Zones

REPORT NUMBER OTES111332

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To propose an alternative approach to establishing Elementary School Speed Zones.

KEY FINDINGS

The financial impact of fulfilling Council's resolution to implement reduced speed zones in front of elementary schools is significant, beyond the ability to accommodate in the current budget cycle;

Reduced speed limits (in effect at all hours of each day) on arterial-classed roadways in front of elementary schools may not receive the level of voluntary compliance desired.

Motorists utilizing collector/local roadways likely live within the local neighbourhood and are more likely to comply with a reduced speed limit adjacent to elementary schools.

Schools, particularly on collector/local roadways, are more often used by a neighbourhood outside of school hours, year round. This supports implementing a reduced speed limit that is in effect at all times.

Achieving Council's objective of reducing speed limits in front of elementary schools can be achieved in a more affordable manner through implementing reduced speed zones using a different approach.

STAFF REPORT

FINANCIAL IMPLICATIONS

Fulfilling Council's direction is estimated at approximately \$766,000.

The 2014 Operating Budget that will be recommended by staff on November 5th contains only \$70,000 for this initiative.

In discussion with the Guelph Police Service, they will continue to employ a priority based enforcement strategy when responding to requests to enforce these new speed zones. However, as an outcome of the creation of these zones, the public may expect a greater degree of police presence than can be provided with current resources. This may lead to future requests for additional police resources, including the need for increased speed enforcement equipment.

The proposed alternative contained in this report can be implemented for approximately \$210,000.

ACTION REQUIRED

Recommend to Council an alternate means of establishing elementary school speed zones.

Action by Council will be required to augment recommended funding for this initiative when the 2014 Operating Budget is considered.

RECOMMENDATION

1. THAT the Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be received;
2. AND THAT the alternative approach to establishing reduced speed zones adjacent to elementary schools as set out in Operations, Transit & Emergency Services Report #OTES111332 Establishing Elementary School Speed Zones, dated November 6th, 2013 be recommended for Council's consideration when it deliberates upon the 2014 Operating Budget.

STAFF REPORT



BACKGROUND

At the Council meeting of September 30, 2013, the following resolution was approved:

THAT 30km/h speed zones be established in front of elementary schools located on all two lane roadways;

AND that 40km/h speed zones be established in front of elementary schools located on all four lane roadways;

AND THAT all school speed zones be in effect only when children are walking to and from schools;

AND THAT funding to create school speed zones be considered during the 2014 Operating Budget deliberations.

Staff have prepared the necessary budget documentation and have determined to satisfy this resolution will require a capital investment of approximately \$766,000. Given established priorities and economic environment, staff are of the opinion this amount is beyond what can be accommodated in the current budget cycle. This report proposes a different approach to address Council's objective to reduce speed limits on roadways adjacent to elementary schools, at a reduced cost.

REPORT

The driving cost associated with implementing Council's direction to establish reduced speed limits adjacent to elementary schools is the aspect of **time of day** (TOD) speed zones. The technology associated with this type of device is significant and is estimated at approximately \$15,000 per school location. To address the cost associated with this initiative and to develop possible alternatives that could reduce costs, staff gave consideration to the rationale behind the need to have time of day zones in front of all elementary schools.

Reduced speed limit zones adjacent to schools are common in a number of Ontario municipalities. Further, it is also common on major roadways to have these reduced zones only in effect during hours when children are walking to and from schools. Not only does this acknowledge the primary function of the roadway (to move traffic) but it also reinforces to motorists the rationale for the need to reduce speed (safety of children). This consistency of messaging is important if it is expected motorists will voluntarily comply with a reduced speed zone.

STAFF REPORT

Alternatively, collector or local classed roadways serve a different purpose. They are internal to local neighbourhoods and serve to gather and channel traffic from the neighbourhood to our arterial street system. It could be argued many motorists using these roadways have a vested interest in creating a safer environment for children walking to and from school. For this reason, staff have fewer concerns regarding the creation of a reduced speed limit zone that would be *in effect at all times*.

Given the financial implications of this initiative, staff offer the following scenarios as alternatives to Council's existing resolution for the consideration of Committee:

- 1)** to have reduced speed limits ***in effect at all times*** in front of all elementary schools, *regardless of roadway classification*. Cost \$70,000.

Implications:

- Meets original resolution of Committee
- May lead to other challenges because need to reduce speed at all hours of the day and throughout the year isn't readily apparent to motorists.
- Compliance on arterial roadways may become an issue.
- may experience push back from motorists who believe the reduced speed limit at all hours of the day is arbitrary in nature.

- 2)** to establish reduced speed zones **operating on TOD basis** adjacent to elementary schools *located on arterial roadways only* AND to establish reduced speed zones, **in effect at all times**, adjacent to elementary schools *located on all other roadways*. Cost \$210,000.

Implications:

- \$140,000 additional funding will need to be added to the staff recommended funding level of \$70,000 during budget deliberations.
- Constituents having children using those schools located on arterial roadways may be concerned the roadway has reduced speed only when their children are walking to and from school, not when they may go to the school grounds to play.

- 3)** to have reduced speed limits **in effect at all times** in front of all elementary schools *on only collector/local classed roadways*. (No action to establish reduced speed zones in front of schools located on arterial roadways.) Cost \$70,000.

STAFF REPORT

Implications:

- Meets funding levels recommended in the 2014 Operating Budget.
- May have negative reaction from constituents whose children attend schools located on arterial roadways.

4) to undertake a comprehensive communication strategy to influence motorists to obey current speed limits. (take no action to reduce speed limits) Cost \$20,000.

Implications:

- Assumes compliance with the current 50Km/h speed limit would be acceptable.
- Effectiveness of such initiative is unproven.
- Represents a long term strategy to influence speed patterns beyond just school areas

* * * *

After careful consideration of the technical and community issues associated with this initiative, staff recommend option #2 for Council's consideration.

CORPORATE STRATEGIC PLAN

3.1 Build a well designed, safe, inclusive, appealing and sustainable City.

DEPARTMENTAL CONSULTATION

The Executive Team was consulted on the budgetary aspects of this report. The CAO's office was involved in the development of the alternative proposed.

FINANCIAL

Fulfilling Council's direction is estimated at approximately \$766,000. The 2014 Operating Budget that will be recommended by staff on November 5th contains only \$70,000 for this initiative.

In discussion with the Guelph Police Service, they will continue to employ a priority based enforcement strategy when responding to requests to enforce these new speed zones. However, as an outcome of the creation of these zones, the public may expect a greater degree of police presence than can be provided with current resources. This may lead to future requests for additional police resources, including the need for increased speed enforcement equipment.

STAFF REPORT



The proposed alternative contained in this report can be implemented for approximately \$210,000.

Action by Council will be required to augment recommended funding for this initiative when the 2014 Operating Budget is considered.

COMMUNICATIONS

The Chair of OTES has been requested to advise Council at their meeting on November 5th, 2013 wherein the 2014 Operating Budget will be presented that this matter is being considered by the Committee on this date.

Report authored and recommended by:

A handwritten signature in black ink, appearing to read "Derek J. McCaughan". The signature is written over a horizontal line.

Recommended By:

Derek J. McCaughan
Executive Director

Operations, Transit & Emergency Services

519 822-1260 ext. 2018

derek.mccaughan@guelph.ca

**CONSENT REPORT OF THE
PLANNING & BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE**

November 25, 2013

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

Your Planning & Building, Engineering and Environment Committee beg leave to present their NINTH CONSENT REPORT as recommended at its meeting of November 5, 2013.

If Council wishes to address a specific report in isolation please identify the item. The item will be extracted and dealt with immediately. The balance of the Consent Report of the Planning & Building, Engineering and Environment Committee will be approved in one resolution.

**PBEE-2013.36 Municipal Property and Building Commemorative
Naming Annual Report**

1. That Report 13-60, dated November 5, 2013 from Planning, Building, Engineering and Environment, regarding the Commemorative Naming Policy Committee's (Naming Committee) recommendations on naming City assets be received.
2. **That the names and recommendations proposed by the Naming Committee for assets listed in Attachment 1 to Report 13-60 be approved, as amended as follows:**
 - a) **To name asset 4 "Phelan Conservation Area"; and**
 - b) **To name asset 5 "Phelan Heritage Grove."**

PBEE-2013.39 Properties at 24 Downey Road and 297 Woodlawn Road

1. That report CHR-2013-50, entitled "Properties at 24 Downey Road and 297 Woodlawn Road, be received.
2. That staff be directed to proceed to take the steps necessary to demolish the building at 24 Downey Road and allow the property to naturalize for the period leading up to the development of the partial interchange at the Hanlon Expressway and Downey Road and that Council authorizes the issuance of a demolition permit in respect of 24 Downey Rd., pursuant to By-law (1988)-12922 and Section 33 of the *Planning Act*.

Page No. 2
November 25, 2013
Planning & Building, Engineering and Environment Committee
Ninth Consent Report to Council

3. That staff be authorized to negotiate an early termination of the lease for 297 Woodlawn Road with the MTO and, if required by the MTO, that staff be permitted to negotiate a cost sharing agreement with the MTO, whereby the lease would be terminated early and the City would share in the costs of demolishing the building, provided that the City's contribution to the demolition costs would be less than the City's estimated cost savings associated with the early termination of the lease.

All of which is respectfully submitted.

Councillor Piper, Chair
Planning & Building, Engineering and
Environment Committee

***PLEASE BRING THE MATERIAL THAT WAS DISTRIBUTED WITH THE
AGENDA FOR THE NOVEMBER 5, 2013 MEETING.***

STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE November 5, 2013

SUBJECT Municipal Property and Building Commemorative Naming Annual Report

REPORT NUMBER 13-60

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide a report from the Commemorative Naming Policy Committee (Naming Committee) recommending names for new City owned assets.

KEY FINDINGS

The members of the Naming Committee are unanimous in their naming recommendations to Council.

FINANCIAL IMPLICATIONS

Financial implications (e.g. signage) associated with the naming of Grange Road Phase 7, a new asset for 2013, will be accounted under the applicable future capital budget yet to be approved.

Financial implications (e.g. signage) associated with the naming of the Paisley/Edinburgh park, an existing asset, will be accounted under an applicable future park operating budget yet to be approved.

Financial implications (e.g. signage) associated with the naming of the wetland in the Hanlon Creek Business Park are yet to be determined and are currently under discussions between the City and the Developer (Cooper Construction). There are no financial implications associated with the renaming of the Water Street Park.

ACTION REQUIRED

Council is being asked to approve the report recommendations.

RECOMMENDATION

1. That Report 13-60, dated November 5, 2013 from Planning, Building, Engineering and Environment, regarding the Commemorative Naming Policy Committee's (Naming Committee) recommendations on naming City assets be received;

STAFF REPORT



2. That the names and recommendations proposed by the Naming Committee for assets listed in Attachment 1 be approved.

BACKGROUND

This report provides recommendations from the Naming Committee on naming and/or renaming particular City owned assets, as per the Council approved Municipal Property and Building Commemorative Naming Policy. As an annual report, all procedures, financial implications and operating support have been established through interdepartmental consultation.

REPORT

For 2013, the Naming Committee has prepared an Asset Naming List of recommended names for four City owned assets (Attachment 1).

1. An existing open space in Ward 3
2. An existing park recommended by staff to be renamed in Ward 5
3. A new future park as part of the Grangehill Ph. 7 Subdivision in Ward 2
4. A wetland(PSW) within the Hanlon Creek Business Park in Ward 6

Along with the Proposed Asset Naming List, the Naming Committee has a Name Reserve List (Attachment 2) for submitted names that qualify but were not recommended for one of the 2013 assets to be named. The Reserve List is for the use of the Naming Committee in instances where assets to be named in any given year receive no submissions or any appropriate submissions from the public. If a name is not chosen by the Committee from the Reserve List, the Committee will recommend a proposed name based on their own research.

Public Process: In June 2013, the Committee made public three assets to be named/renamed, via the City of Guelph website, Tribune City News Pages, Mercury Newspaper, and circulation letters to local residents (120m radius minimum), as well as radio announcements on local radio stations (Attachment 3). The public were invited to make formal submissions to name two assets and give support for or against a renaming of an existing asset. At this time the public could also submit names for any other City owned asset yet to be named, as per the Naming Policy Submission requirements.

The Committee received thirty (30) submissions.
All naming submissions have been listed (Attachment 5).

Reserve List Additions

The Naming Committee will be adding the following names to the Reserve List in 2013:

- **Frederick Metcalf** – Co-founder of the first Cable TV system in Canada, based out of Guelph in 1952 called *Neighbourhood TV*. He was also the co-founder of Guelph's first radio station called *CJOY* in 1948.

STAFF REPORT



- **Hammill Family** – (Eileen Hammill) With nearly 30 years as a member of the Guelph Public Library Board until her retirement in 2011, she was and continues to be a tireless champion of a free, accessible public library system in Guelph, helping to bring five new locations to fruition. She also served as President on the Guelph Historical Society in the 1960's, establishing the Guelph Museum and the preservation of many of Guelph's most significant heritage buildings. (Ken Hammill) Known in the business community for his demand for excellence from his tenure at Oregon Chain, and then later, Blount Canada, from which he retired in 1994 as Vice President General Manager. As a member of City Council for 29 years, he played a significant role in the shaping of development in our city and was known for his fiscal management as the Chair of Finance for many years. Most recently, Mr. Hammill has established the Guelph Community Foundation, an organization with expertise to help donors fulfill their charitable goals and meet important needs in the community. In addition, he has played an extremely influential role in many of the City's 175th events, always willing to take on a leadership role.

Police Officers Naming Dedication Update:

On July 18, 2013, the Guelph Police Services Board approved in principal the naming of bridges and/or underpasses in the City of Guelph to recognize officers who have courageously and unselfishly given their lives in the line of duty. Any future requests by the public to the Commemorative Naming Committee regarding the recognition of fallen police officers will be referred to the Police Services Board Decision and to contact The Guelph Police Services for further information.

Conclusion:

The following names are recommended by the Naming Committee for approval (Attachment 1):

Asset 1# - Paisley and Edinburgh Park –

Blossom Junction

Asset 2# - Water Street Park Renaming –

Silvercreek Park (to be amalgamated into the existing Silvercreek Park boundary)

Asset 3# - Grangehill Phase 7 Subdivision Park –

Starwood Park

Asset 4# - Hanlon Creek Business Park Wetland (abutting Cooper Drive and Laird Road) -

Phelan Wetland Conservation Area

STAFF REPORT



Approved names shall be implemented immediately on official documents, construction and permanent signage. Planning for the appropriate protocols (e.g. dedication ceremony) will also be implemented.

CORPORATE STRATEGIC PLAN

Strategic Direction 2.3: Ensure Accountability, Transparency and Engagement.

Strategic Direction 3.3: Strengthen Citizen and Stakeholder Engagement and Communications.

DEPARTMENTAL CONSULTATION

Corporate and Human Resources - Corporate Communications
Community and Social Services – Parks and Recreation
Finance and Enterprise Services - Economic Development
Police Services

FINANCIAL IMPLICATIONS

Financial implications (e.g. signage) associated with the naming of Grange Road Phase 7, a new asset for 2013, will be accounted under the applicable future capital budget yet to be approved.

Financial implications (e.g. signage) associated with the naming of the Paisley/Edinburgh park, an existing asset, will be accounted under an applicable future park operating budget yet to be approved.

Financial implications (e.g. signage) associated with the naming of the wetland in the Hanlon Creek Business Park are yet to be determined and are currently under discussions between the City and the Developer (Cooper Construction).

There are no financial implications associated with the renaming of the Water Street Park.

COMMUNICATIONS

Individuals who have made formal naming submissions that are being recommended by the Naming Committee have been notified of the date when this report will be considered by the Planning & Building, Engineering and Environment Committee.

ATTACHMENTS

- Attachment 1 – Proposed Asset Names List by the Naming Committee
- Attachment 2 – Name Reserve List
- Attachment 3 – Public Process (Website and Tribune Advertisement)
- Attachment 4 – Public Process (Survey) (Water Street community, Paisley & Edinburgh Street community, and Grangehill Ph. 7 Subdivision area)
- Attachment 5 – Naming Submissions List
- Attachment 6 – Phelan Family Farm

STAFF REPORT



Report Author

Rory Barr Templeton
Landscape Planner

Approved By

Sylvia Kirkwood
Manager of Development Planning

Original Signed by:

Original Signed by:

Approved By

Todd Salter
General Manager
Planning Services
519-822-1260 ext. 2359
todd.salter@guelph.ca

Recommended By

Janet L. Laird, Ph.D.
Executive Director
Planning, Building, Engineering
and Environment
519-822-1260, ext 2237
janet.laird@guelph.ca

Attachment 1 – Proposed Asset Names List by the Naming Committee

ASSET NAMING LIST



Asset 1#

Paisley and Edinburgh Park – 253 Paisley Street

PROPOSED NAME: **Blossom Junction** (submitted by the Naming Committee)

- **RECOMMENDED**

RATIONALE: Many of the suggested names used words associated with either the Blossom Train (the seasonal horticultural display in the form of a train called - the Blossom Express), or the physical significance of this being the crossing of railway and streets – a junction. The Committee thought that combining these words would best represent the public's suggestions.

Asset 2#

Water Street Park Renaming – 301 Water Street

PROPOSED NAME: **Silvercreek Park** (to be amalgamated into the existing Silvercreek Park boundary)(submitted by City of Guelph staff)

- **RECOMMENDED**

RATIONALE: Water Street Park is bordered by Silvercreek Park, the Speed River and a private development. It is 0.61 hectares in size and is zoned FL (Floodway) in the City Zoning Bylaw. City staff have not been able to conclude any reasoning or history associated with the current name. The Park has only a very narrow street frontage, the only connection to the street is via a walkway. The re-naming would amalgamate this area of the park system making for simplified asset management and operational record keeping. Through the Municipal Property and Building Commemorative Naming Public Consultation Process the results from the public supported the renaming (327 letters were sent to surrounding residents. Staff received 10 responses. 8 supported the renaming, while 2 did not support the renaming).

Asset 3#

Grangehill Phase 7 Subdivision Park – 510 Starwood Drive

PROPOSED NAME: **Starwood Park** (submitted by the public)

- **RECOMMENDED**

RATIONALE: The proposed park fronts onto Starwood Drive at its most westerly limit. The park will act as a 'gateway feature' into the public off-road trail network of the east end for those living in the Grangehill Ph.7 subdivision, as well as those along Starwood and surrounding streets. This is also the only currently planned park along the entire length Starwood Drive.

STAFF REPORT



Attachment 1 – Proposed Asset Names List by the Naming Committee

Asset 4#

Hanlon Creek Business Park Wetland (abutting Cooper Drive and Laird Road)

PROPOSED NAME: **Phelan Wetland Conservation Area** (submitted by the Naming Committee)

- **RECOMMENDED**

RATIONALE: The Phelan Family began farming the area shortly after James Phelan purchased the land from The Crown in the early 1830's (Attachment 6). For over 180 years they operated a successful grain farm up until the lands were purchased for development. In addition to their contribution as founding members of the farming community, the Phelan Family were also building members of The Church of Our Lady (great grandfather Patrick Phelan's name is adorned in the stain glass near the front entrance to the church), and also great contributors and supporters of the Catholic School Board (Mary Phelan was recognized in 1975 by the Catholic School Board for her dedication and contribution – the only lay person to have a school named after her). The original farmstead was close to the wetland (PSW) in question - now protected and part of the Hanlon Creek Business Park Open Space System. The protected area is dominated by mineral marsh, a successional stand of tree species and provides habitat to common amphibians and birds such as the Green Frog and Red-winged Blackbird.

Asset 5#

Hanlon Creek Business Park Heritage Maple Grove (abutting Forestell Road)

PROPOSED NAME: **Phelan Heritage Grove** (submitted by the public)

- **NOT
RECOMMENDED**

RATIONALE: Known as The Heritage Maple Grove within the Hanlon Creek Business Park Environmental Implementation Report, the grove fronts onto Forestell Road and fell within the original Phelan Family property. However, the Naming Committee could not support the naming request for a number of reasons:

1. No background or history was given in the formal submission or in conversation with the Phelan's of the significance of the stand of old growth sugar maple to the Family.
2. It is the suggestion of the Naming Committee to recognize the Phelan Family's contribution to the city by naming the PSW (Asset #4) adjacent to the original homestead sited within the former property boundary.
3. The Phelan name has already been recognized at other locations around the City – The Church of Our Lady, Mary Phelan Catholic School; and a request to rename an existing street within the Hanlon Creek Business Park – Phelan Court, will be coming forward in the near future by Planning Services. The Naming Committee believe the acknowledgement and appreciation of the Phelan Family's contribution to the community is well documented and that the naming of one asset on the former property is more in keeping with the intentions of the Naming Policy and prior Naming Committee practices.

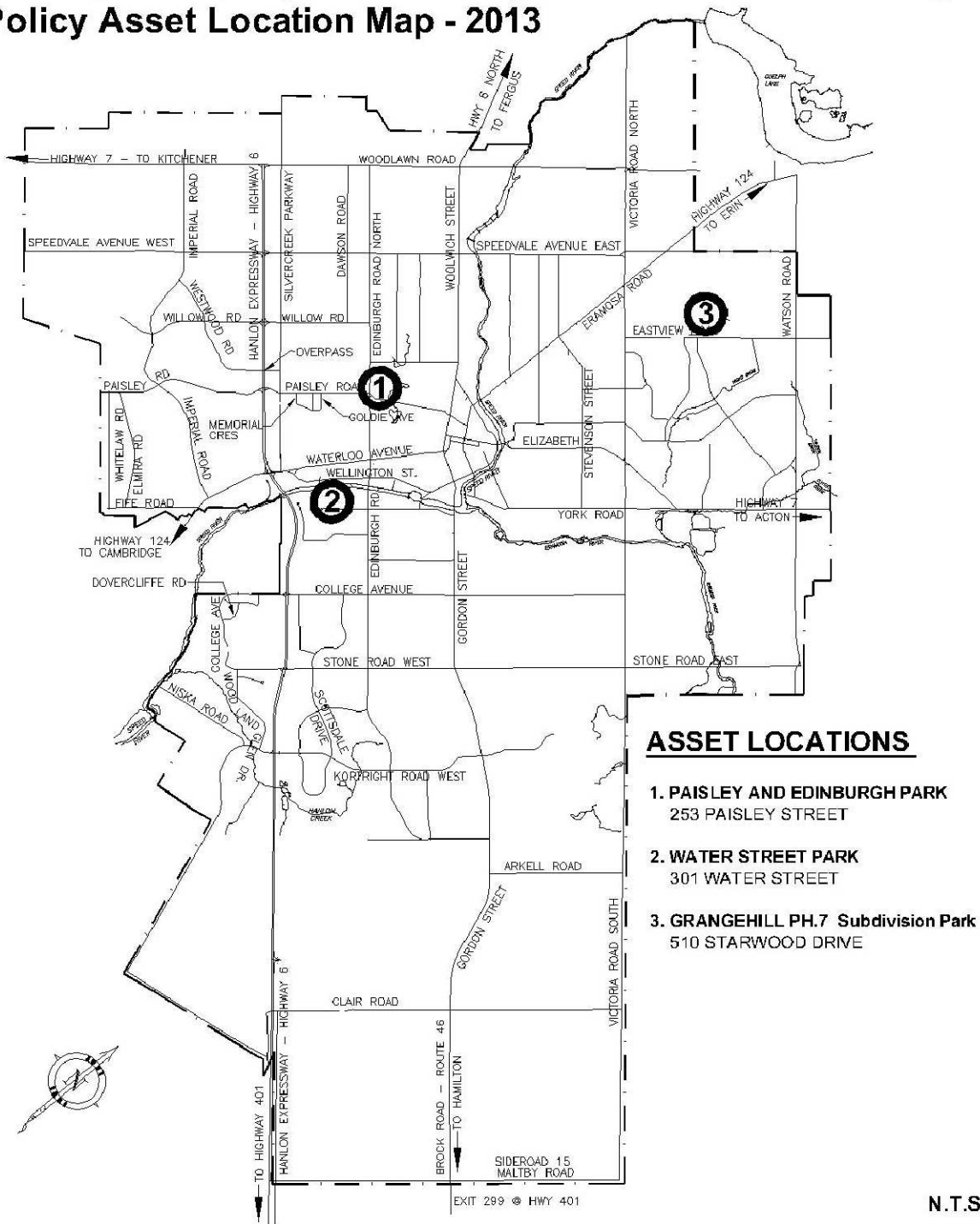
STAFF REPORT

Attachment 2 - Name Reserve List

#	Submitted Name	Year Submitted	Asset Request (if any)
1	Clifford Ian Chappel	2010	Miscellaneous
5	Tiger Dunlop Park	2010	Eastview Landfill
6	Admiral Kingsmill Park	2010	Eastview Landfill
7	John Smith Park	2010	Eastview Landfill
8	Callander Family Park	2010	Eastview Landfill
9	John Sanvido H2O Park	2010	City Hall/POA
10	Sister Christine Leyser Square	2010	City Hall/POA
11	Robert Munsch Story Time Park	2010	Miscellaneous
12	Anne-Marie Zajdik Park	2010	Miscellaneous
13	Jim Garrow Park	2010	Miscellaneous
14	Larry Kelly Hall	2010	Hall in the New Museum
16	Gil Stelter Park	2010	Miscellaneous
18	Edward Johnson	2010	59 Carden St. Entrance Plaza
19	Edward Johnson	2012	Miscellaneous
20	John Lammer	2012	Miscellaneous
21	Frederick Metcalf	2013	Miscellaneous
22	Hammill Family	2013	Miscellaneous

Attachment 3 – Public Process (Website and Tribune Advertisement)

Municipal Property and Building Commemorative Naming Policy Asset Location Map - 2013



STAFF REPORT

Attachment 3 – Public Process (Website and Tribune Advertisement)

PAISLEY ROAD AND EDINBURGH ROAD N. PARK 253 PAISLEY ROAD

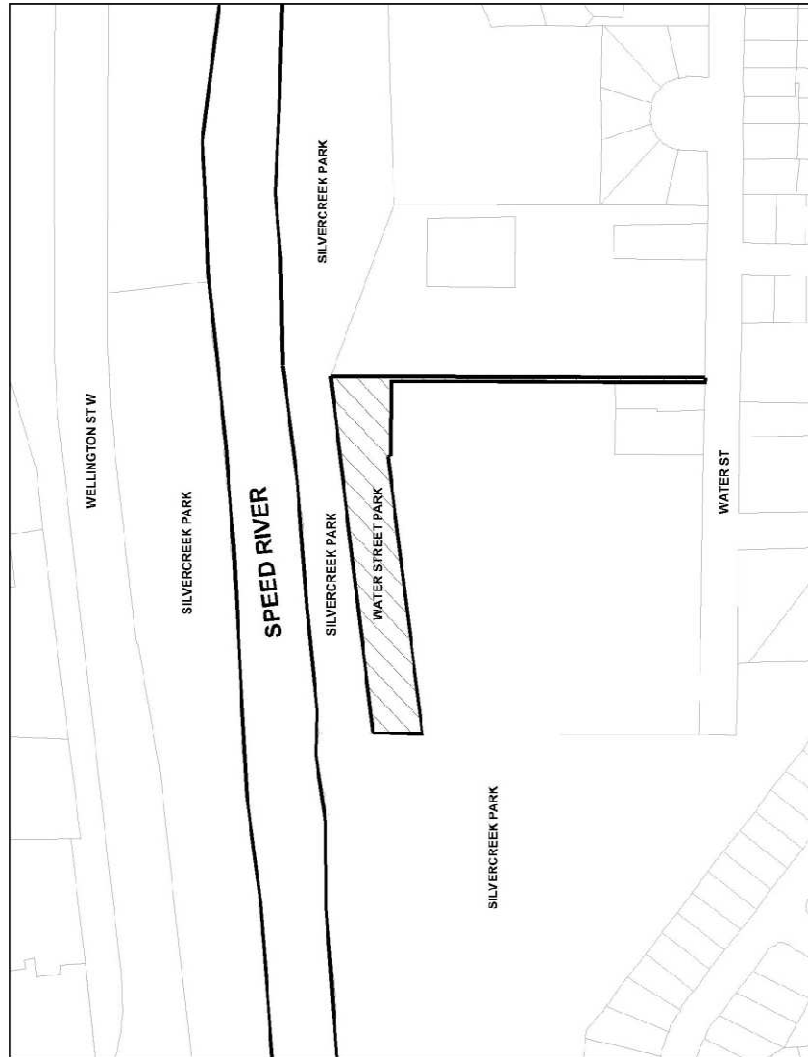
LOCATED ON THE NORTH-EAST CORNER OF THE PAISLEY AND EDINBURGH ROAD INTERSECTION (WARD 3), THE OPEN SPACE IS CONSIDERED A NEIGHBOURHOOD PARK. APPROXIMATELY 0.08 HECTARES, IT IS BEST KNOWN FOR THE BLOSSOM TRAIN THAT RESIDES IN THE PARK DURING THE SUMMER MONTHS AND THE ACTIVE GUELPH JUNCTION RAILWAY THAT RUNS ADJACENT TO IT.



STAFF REPORT

Attachment 3 – Public Process (Website and Tribune Advertisement)

WATER STREET PARK 301 WATER STREET



LOCATED ADJACENT TO THE SPEED RIVER AT THE FAR WEST END OF WATER STREET (WARD 5), BORDERED BY SILVERCREEK PARK ON TWO SIDES, AND A DEVELOPMENT ON ANOTHER, THE PARK HAS A FL ZONING (FLOODWAY). APPROXIMATELY 0.61 Ha., ACCESS FROM WATER STREET IS VIA A NARROW WALKWAY.



STAFF REPORT

Attachment 3 – Public Process (Website and Tribune Advertisement)

GRANGEHILL PH.7 SUBDIVISION PARK 510 STARWOOD DRIVE

LOCATED IN THE NORTH END OF THE CITY, IN THE EASTVIEW ROAD AND STARWOOD DRIVE AREA (WARD 2), THE PARK HAS A P2 ZONING (NEIGHBOURHOOD PARK). APPROXIMATELY 0.25 HECTARES IT HAS FRONTAGE ALONG STARWOOD DRIVE AND IS ADJACENT TO A STORM WATER AREA WITH TRAIL SYSTEM LINKAGES.




N.T.S.



Attachment 3 – Public Process (Website and Tribune Advertisement)

CITY OF GUELPH



Call for submissions
 Don't miss your chance to suggest names for some of Guelph's new and existing facilities.

As part of the City's Municipal Property and Building Commemorative Naming Policy, residents are invited to suggest names for new and existing assets.

Submissions are due by Friday, July 12.

This year, the Naming Committee will consider new names for two facilities:

- Grangehill Phase 7 Subdivision Park (510 Starwood Drive)
- Paisley Road and Edinburgh Road North Park (253 Paisley Road)

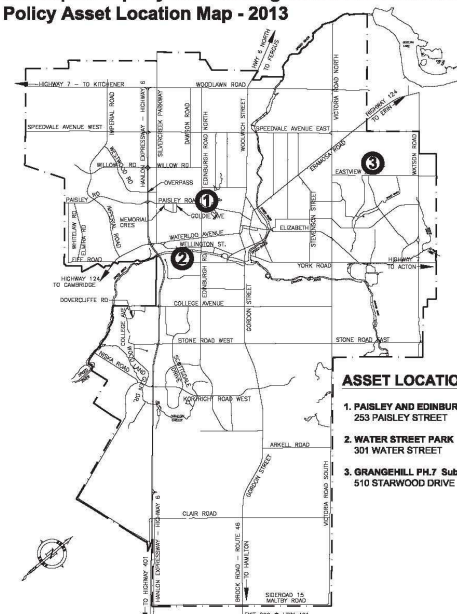
This year, the Naming Committee will consider the renaming of one facility:

- Water Street Park (310 Water Street)

For naming requirements, submission guidelines and form, please visit guelph.ca/city-hall/council-and-committees/.

For more information
 Rory Barr Templeton, Landscape Planner
 Development Planning, Planning, Building, Engineering and Environment
 T 519-822-1260 x 2436
 E rory.templeton@guelph.ca


Municipal Property and Building Commemorative Naming Policy Asset Location Map - 2013



ASSET LOCATIONS

1. PAISLEY AND EDINBURGH PARK
253 PAISLEY STREET
2. WATER STREET PARK
301 WATER STREET
3. GRANGEHILL PH.7 Subdivision Park
510 STARWOOD DRIVE

N.T.S.



Attachment 4 – Public Process (Survey)



June 19, 2013

Dear Resident,

The Municipal Property and Building Commemorative Naming Committee is seeking public input for the **naming** of 253 Paisley Road – a park located at the Paisley and Edinburgh Road intersection. The purpose of this request is to engage residents and get them involved with the naming of their local public facilities.

253 Paisley Road, is 0.08 hectares in size and is zoned P.2 (neighbourhood park) in the City Zoning Bylaw. Attached is a location map of the park.

Known only as the Paisley and Edinburgh Park by City staff, it is home to the Blossom Train in the summer; and the unique feature of an active railway running adjacent to it - Guelph Junction Railway.

Suggested names should be in keeping with the Naming Considerations outlined in The Municipal Property and Building Commemorative Naming Policy, found at <http://guelph.ca/city-hall/council-and-committees/advisory-committees/municipal-property-and-building-commemorative-naming-committee/>. Here you will also find the Submission Form which must accompany each suggested name submitted. Please ensure to provide all historic or background details with your name submission to inform the Naming Committee and help them in the decision making process.

The Naming Committee will be sending a report to a Planning Committee in the Fall with their naming recommendations. If you wish to be kept informed of when the report will come forward, please provide an email address and/or contact information with your submission. Space is provided on the submission form.

Thank you for your interest in the 2013 asset naming process and please do not hesitate to contact me should you have any questions.

Please submit your naming ideas by Friday July 12, 2013

Mail: Planning & Building, Engineering and Environment,
Planning Services, 1 Carden St., Guelph, ON, N1H 3A1
Attention: Rory Templeton

Drop by Planning & Building, Engineering and Environment, Planning
Services, 3rd Floor, 1 Carden St., Guelph, ON, N1H 3A1

Email: rory.templeton@guelph.ca

cc . Karen Sabzali, Manager of Parks and Open Spaces
Sylvia Kirkwood, Manager of Development Planning

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

T 519-822-1260
TTY 519-826-9771

Page 1 of 1

guelph.ca

Attachment 4 – Public Process (Survey)



June 19, 2013

Dear Resident,

The Municipal Property and Building Commemorative Naming Committee is seeking public input for the **re-naming** of Water Street Park - an existing park in your neighbourhood. The purpose of this request is to engage residents and get feedback on the re-naming of this local public facility as per the Municipal Property and Building Commemorative Naming Policy, found at <http://guelph.ca/city-hall/council-and-committees/advisory-committees/municipal-property-and-building-commemorative-naming-committee/>

Water Street Park is bordered by Silvercreek Park, the Speed River and a private development. It is 0.61 hectares in size and is zoned FL (Floodway) in the City Zoning Bylaw. Attached is a location map of the park.

City staff would like to re-name Water Street Park to **Silvercreek Park** – and allow it to become part of the larger park that surrounds it. Staff have not been able to conclude any reasoning or history associated with the current name. Water Street Park has only a very narrow street frontage; the only connection to the street is via a walkway. The zoning is the same as the adjacent Silvercreek Park and there are no identifying features that make it unique to the adjacent open space. The re-naming would amalgamate this area of the park system making for simplified asset management and operational record keeping. Support **for or against** this re-naming can be sent to Rory Barr Templeton.

The Naming Committee will be sending a report to a Planning Committee in the Fall with their naming recommendations. If you wish to be kept informed of when the report will come forward, please provide an email address and/or contact information with your support for or against this renaming.

Thank you for your interest in the 2013 asset naming process and please do not hesitate to contact me should you have any questions.

Please submit your feedback by Friday July 12, 2013

Mail: Planning & Building, Engineering and Environment,
Planning Services, 1 Carden St., Guelph, ON, N1H 3A1

Attention: Rory Templeton

Drop by Planning & Building, Engineering and Environment, Planning
Services, 3rd Floor, 1 Carden St., Guelph, ON, N1H 3A1

Email: rory.templeton@guelph.ca

cc . Karen Sabzali, Manager of Parks and Open Spaces
Sylvia Kirkwood, Manager of Development Planning

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

T 519-822-1260
TTY 519-826-9771

Attachment 4 – Public Process (Survey)



June 19, 2013

Dear Resident,

RE: Municipal Property and Building Commemorative Naming process

The Municipal Property and Building Commemorative Naming Committee is seeking public input for the **naming** of Grangehill Phase 7 Subdivision Park - a future park in your neighbourhood! The purpose of this request is to engage residents and get them involved with the naming of their local public facilities.

Grangehill Phase 7 Park fronts Starwood Drive, is 0.25 hectares in size and is zoned P.2 (Neighbourhood Park) in the City Zoning Bylaw. Attached is a location map of the park.

In the future you will receive a survey regarding what type of facilities you'd like within the park, but first we'd like to ask you to help name the park.

Suggested names should be in keeping with the Naming Considerations outlined in The Municipal Property and Building Commemorative Naming Policy, found at <http://guelph.ca/city-hall/council-and-committees/advisory-committees/municipal-property-and-building-commemorative-naming-committee/>. Here you will also find the Submission Form which must accompany each suggested name submitted. Please ensure to provide all historic or background details with your name submission to inform the Naming Committee and help them in the decision making process.

The Naming Committee will be sending a report to a Planning Committee in the Fall with their naming recommendations. If you wish to be kept informed of when the report will come forward, please provide an email address and/or contact information with your submission. Space is provided on the Submission Form.

Thank you for your interest in the 2013 asset naming process and please do not hesitate to contact me should you have any questions.

Please submit your naming ideas by Friday July 12, 2013

Mail: Planning & Building, Engineering and Environment,
Planning Services, 1 Carden St., Guelph, ON, N1H 3A1

Attention: Rory Templeton

Drop by Planning & Building, Engineering and Environment, Planning
Services, 3rd Floor, 1 Carden St., Guelph, ON, N1H 3A1

Email: rory.templeton@guelph.ca

cc . Karen Sabzali, Manager of Parks and Open Spaces
Sylvia Kirkwood, Manager of Development Planning

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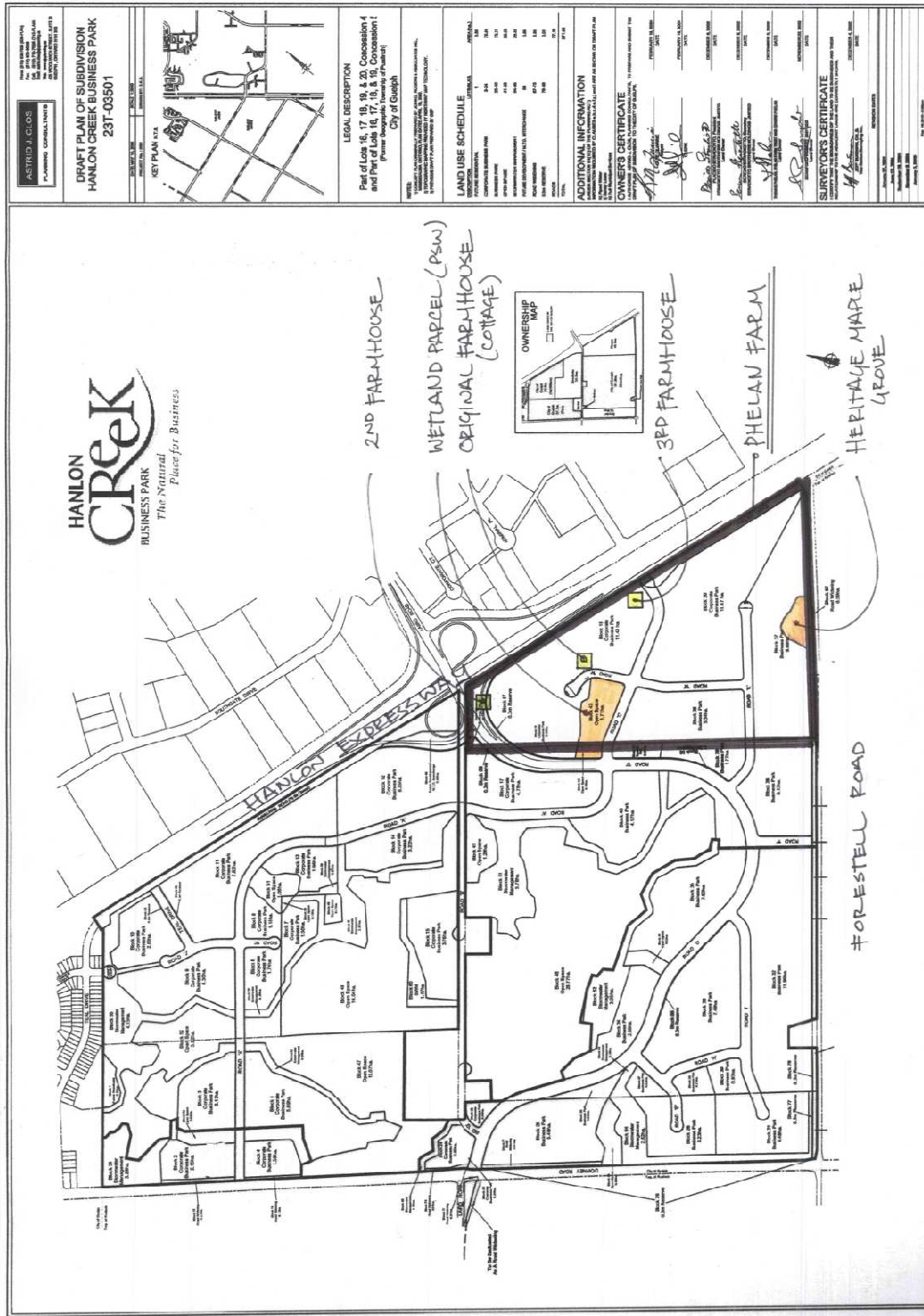
STAFF REPORT

Attachment 5 – Naming Submissions List

Asset #	#	Suggested Name	Location
1	1	Three Points	Paisley and Edinburgh
	2	Eric MacAuley Park	Paisley and Edinburgh
	3	Nick Dicarlo Park	Paisley and Edinburgh
	4	Blossom Express Station - Park	Paisley and Edinburgh
	5	Gus Stahlman Park	Paisley and Edinburgh
	6	Sister Christine Park	Paisley and Edinburgh
	7	Guelph Junction	Paisley and Edinburgh
	8	Great Western	Paisley and Edinburgh
	9	Christie Park	Paisley and Edinburgh
	10	Junction Park	Paisley and Edinburgh
	11	Blossom Park	Paisley and Edinburgh
	12	Sparky Park	Paisley and Edinburgh
	13	Knight Park	Paisley and Edinburgh
	14	Spur Line Park	Paisley and Edinburgh
	15	Junction Park	Paisley and Edinburgh
	16	Short Line Park	Paisley and Edinburgh
	17	Doug Cummings Park	Paisley and Edinburgh
	18	Schuett Park	Paisley and Edinburgh
	19	Kenneth O. Hammill Park	Paisley and Edinburgh
2	20	Silvercreek Park (Renaming from City staff)	Water Street Park
3	21	Starwood Park	Grangehill Phase 7 Subdivision
	22	Albert Einstein Park	Grangehill Phase 7 Subdivision
	23	Kenneth and Eileen Hammill Park	Grangehill Phase 7 Subdivision
	24	David Bernon Park	Grangehill Phase 7 Subdivision
	25	Richard Peverley Park	Grangehill Phase 7 Subdivision
4	26	Phelan Wetland Conservation Area	Hanlon Creek Business Park Wetland (abutting Cooper Drive and Laird Road)
	27	Phelan Heritage Grove	Hanlon Creek Business Park Heritage Maple Grove (abutting Forestell Road)
Misc	28	Robert Munsch Park	N/A
Misc	29	Victor Davis Park	N/A
Misc	30	Frederick T. Metcalf Park	N/A

STAFF REPORT

Attachment 6 - Phelan Family Farm (former property boundary and existing asset location map)



CITY OF GUELPH – STAFF REPORT

We are great, great grandsons of James Phelan who purchased the Crown land in the 1830's on part lots #19 & 20, concession 4 Township of Puslinch. Map on Attachment 6, page 18 of the Staff Report.

Asset #4

We would like to change the proposed naming of the Phelan Wetland Conservation Area to the "Phelan Conservation Area". We believe the word 'wetland' has negative connotations such as 'swampland' or "wasteland". Our reason seems to be supported by the city's proposed offer to buy the land for \$30,000.00 per acre for build land and only \$1,000.00 per acre for wetland. These are the reasons why the word "wetland" should be eliminated.

Asset #5

Phelan Heritage Grove was proposed by the Economic & Planning Departments.

Our great, great grandfather purchased the land in which the proposed area is situated as Crown land in the 1830's and has been farmed until 2008 by the Phelan family. The land was rezoned in the late 1990's to industrial from agricultural. The city approached us to work with them as partners to develop the Hanlon Creek Business Park which the farm had 2.2 Km on the Hanlon Express Parkway, a critical location for the success of the business park. We agreed to work with the City as it was a win, win scenario for both of us.

#1 On Staff Report (asset #5)

Handed Rory Barr-Templeton 'Naming Submission Form' at the September 9th meeting. This meeting was attended by Mr. Peter Cartwright, Ms. Sylvia Kirkwood, Mr. Kris Orsan, Mr. Bill Luffman and Tom and Paul Phelan. The background and history was verbalized at the September 9th meeting where the bush was a source of wood for heating, building and cooking. The maple trees provided a food source namely, maple syrup. Also, a tree study uncovered an Ironwood tree that was over 150 years old on Asset #5 and now is a landmark for the City of Guelph. This Ironwood tree is the tallest and oldest in the Guelph community. This is why this asset has been protected from being developed and remains in the original contour of the Phelan Farm.

#3 ITEM ON STAFF REPORT (asset #5)

The Church of Our Lady – my great grandfather helped build the church and donated funds for the stained glass window.

Mary Phelan School – An honour given to my Aunt as being the first lay female principal of the Wellington Catholic Elementary school system. Also, she taught in the school system for over 35 years.

Phelan Court – Phelan Drive originated in the 1990's and was an exit off the Hanlon Expressway. Although the entrance remained the same, the exit off the Hanlon Expressway was renamed to Cooper Drive. The Phelan family was not aware of this change. As a result, we are working with the Planning Committee to have a secondary road named 'Phelan Court' on the former Phelan property.

The naming of one asset on the former property is more in keeping with the intentions of the naming policy and prior naming practices – The Municipal Property and Building commemorative Naming Policy has not include the restriction naming one asset. There are many examples contrary to this eg Hanlon name. The size of the farm is 113 acres and the 2 assets are at least 1 km apart.

CONCLUSION

Both assets #4 & #5 were very important for the operation of the farm. The Phelan Conservation Area was a source of water for the livestock and the Phelan Heritage Grove was a source for building materials, fuel and food.

The Phelan Heritage Grove was not developed because of the largest Ironwood tree that was claimed to be over 150 years old.

In addition, the 2 assets 4 and 5 would require very little costs to maintain the property for the city.

The City of Guelph prides itself on recognizing people that significantly contribute to the community. We feel our family has accomplished or exceeded those expectations. We would be truly grateful if these two assets on the Phelan Farm would carry the Phelan name as a result of our forefather's contribution to the Guelph community.

STAFF REPORT



TO Planning & Building, Engineering and Environment
Committee

SERVICE AREA Corporate and Human Resources – Legal and Realty Services

DATE November 5, 2013

SUBJECT Properties at 24 Downey Road and 297 Woodlawn Road

REPORT NUMBER CHR-2013-50

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise Council that the City's lease with Matrix Affordable Homes for the Disadvantaged Inc. (Matrix) for 24 Downey Road has been terminated and to request that Council approve the demolition of the building currently located on the property.

To advise Council that the City's sublease with Matrix for 297 Woodlawn Road has been terminated and to request that Council instruct staff to negotiate an early termination of the City's lease with the Ministry of Transportation (MTO) for the property and, if required by the MTO, that staff be permitted to negotiate a cost sharing agreement with the MTO with respect to demolition costs of the building currently located on the property.

KEY FINDINGS

The current plans for the partial interchange at the Hanlon Expressway and Downey Road will require the building at 24 Downey Road to be demolished. Furthermore, once the interchange is built, there would be no feasible opportunity for the property to access any adjoining roads, as such, the land will be landlocked once the interchange is built. Construction of this partial interchange is projected to commence in ten years. Staff have identified 3 potential options for the property during this 10 year interim period prior to construction of the partial interchange.

Due to the poor condition of the building currently located at 297 Woodlawn Road, the City has no financial viable uses for the property. If the MTO is amenable to an early termination of the lease with the City for this property, the City could save ongoing maintenance costs and avoid any potential liability under the lease for events that may occur at the vacant property.

FINANCIAL IMPLICATIONS

Staff estimate that the ongoing maintenance, utility and insurance costs

STAFF REPORT

incurred by the City for 24 Downey Road are between \$5,000 and \$7,000 per year. The financial implications of the 3 potential options for 24 Downey Road are outlined further in the report.

Staff estimate that the ongoing maintenance, utility and insurance costs incurred by the City for 297 Woodlawn Road are estimated to be between \$5,000 and \$7,000 per year. Over the remaining term of the lease with MTO, this would amount to be between \$15,000 and \$21,500 of costs.

ACTION REQUIRED

1. That report CHR-2013-50 entitled Properties at 24 Downey Road and 297 Woodlawn Road be received;
2. That staff be directed to proceed to take the steps necessary to demolish the building at 24 Downey Road and allow the property to naturalize for the period leading up to the development of the partial interchange at the Hanlon Expressway and Downey Road and that Council authorizes the issuance of a demolition permit in respect of 24 Downey Rd., pursuant to By-law (1988)-12922 and Section 33 of the *Planning Act*.

That staff be authorized to negotiate an early termination of the lease for 297 Woodlawn Road with the MTO and, if required by the MTO, that staff be permitted to negotiate a cost sharing agreement with the MTO, whereby the lease would be terminated early and the City would share in the costs of demolishing the building, provided that the City's contribution to the demolition costs would be less than the City's estimated cost savings associated with the early termination of the lease.

RECOMMENDATION

1. That Council receive report CHR-2013-50;
2. That staff be directed to proceed to take the steps necessary to demolish the building at 24 Downey Road and allow the property to naturalize for the period leading up to the development of the partial interchange at the Hanlon Expressway and Downey Road and that Council authorizes the issuance of a demolition permit in respect of 24 Downey Rd., pursuant to By-law (1988)-12922 and Section 33 of the *Planning Act*.
3. That staff be authorized to negotiate an early termination of the lease for 297 Woodlawn Road with the MTO and, if required by the MTO, that staff be permitted to negotiate a cost sharing agreement with the MTO, whereby the lease would be terminated early and the City would share in the costs of demolishing the building, provided that the City's contribution to the demolition costs would be less than the City's estimated cost savings associated with the early termination of the lease.

BACKGROUND

24 Downey Road

24 Downey Road consists of 2 adjacent parcels, the undeveloped westerly portion was acquired by the City in 1974 and the larger easterly portion was acquired by the City in 1998. These acquisitions were completed by the City to facilitate a future partial interchange at the Hanlon Expressway and Downey Road. When the easterly portion of the property was purchased in 1998, the existing home on the property was tenanted. That tenant remained in the property until 2003. A report was brought to Council in October 2003 proposing the provision of an affordable housing opportunity to a non-profit group at no cost to the City. A lease was entered into between the City and Matrix Affordable Homes for the Disadvantaged Inc. (Matrix) on June 21, 2005 for a five year term to be automatically extended on a month-to-month basis after May 31, 2010. As was reported to Council on April 29, 2013, Matrix exercised its right to terminate the lease effective as of May 31, 2013. Since the lease was terminated, Matrix has found alternative housing for the previous residents of the property.

In 2009 the Ministry of Transportation (MTO) obtained an approval under the *Environmental Assessment Act* (Ontario) (EA approval) for certain improvements to the Hanlon Expressway including a partial interchange at Downey Road. The current plans for this partial interchange would require the building at 24 Downey Road to be demolished. Furthermore, once the interchange is built, there would be no feasible opportunity for property to access any adjoining roads, as such, the land will be landlocked once the interchange is built. Construction of this partial interchange is projected to commence in ten years.

297 Woodlawn Road

The MTO owns this property and since December 1, 2002, has leased it to the City of Guelph for a nominal rental fee of \$1.00. The City's lease with the MTO for this property extends to November 31, 2016 although the MTO has the right to terminate the lease at any point upon 60 days notice. Since the commencement of this lease with MTO, the City of Guelph had subleased the property to Matrix who in turn used the property to provide housing to its clients. In February 2013, Matrix requested that the City accept an early termination of the sublease of the property. Council approved this early termination on April 29, 2013. Since Council's passed this resolution, the sublease with Matrix was terminated and Matrix has found alternative housing for the previous residents of the property.

REPORT

24 Downey Road

As mentioned above, the lease with Matrix has been terminated and Matrix has found alternative housing for the previous residents of the property. The property is now vacant and has been secured by building maintenance staff. The City monitors the property monthly and continues to carry insurance for the property.

Upon the property becoming vacant, staff began exploring potential options for the property. The details on the property that were circulated are as follows:

- The property consists of approximately 2.78 acres (see Attachment #1) at the south east corner of the Hanlon Expressway and Downey Road (across from the YMCA).
- The building is a 1.5 story home with 3 bedrooms and 1 bathroom consisting of approximately 1,400 sq. ft.
- the building is vacant but is otherwise in fair condition (see attached exterior photo at Attachment #1).
- Property will need to be vacant with all buildings removed once construction of the partial interchange commences in approximately 10 years.

All departments in the City were consulted as well as Wellington County (as Consolidated Municipal Service Manager over social housing). From this circulation, 3 options have been identified for the property:

- **Option 1 - Demolition:** the City demolishes the building on the property and allow the property to naturalize until it is required for the future partial interchange.
- **Option 2 – Police Services Use:** Police Services has indicated that they would like to use the building located on the property for weekly training sessions on an interim basis until construction of the partial interchange commences or until another use is proposed. Police Services has indicated that they would not be contributing to any maintenance or insurance costs of the City in relation to the building. If the building were demolished, Police Services has indicated that they would have little interest in using the property.
- **Option 3 – Lease to Abbeyfield:** On October 2, 2013, staff was contacted by Abbeyfield Houses Society of Guelph Inc. (Abbeyfield) with a proposal to rent the building from the City for \$800 a month (inclusive of property taxes) with Abbeyfield paying all utilities and being responsible for all maintenance. Abbeyfield would use the building to provide affordable housing to its clients. Abbeyfield is an incorporated non-profit with charitable status that has been

STAFF REPORT

operating exclusively in Guelph for 25 years. They own and operate the building at 40 Baker Street which provides a variety of programs and support to those in need.

Please see the below table which summaries the cost implication and pros and cons of each of these three options:

Option	Estimated Cost Implications	Pros	Cons
1 - Demolition	<ul style="list-style-type: none"> • Building could be demolished for approximately \$25,000. • Once demolished, City would save \$5,000-\$7,000 a year in maintenance costs. After deducting the demolition costs, this would amount to a total savings of approx. \$25,000 to \$45,000 over the 10 year period prior to construction of the interchange. 	<ul style="list-style-type: none"> • Total Cost savings of approx. \$25,000-\$45,000 over a ten year period. • Eliminates the City's potential liability that may arise from vandalism, arson or illegal occupation of the building. 	<ul style="list-style-type: none"> • Building would not be available if a suitable community or City use were to emerge.
2 - Police Services Use	<ul style="list-style-type: none"> • \$5,000-\$7,000 a year in maintenance costs to be borne by the City 	<ul style="list-style-type: none"> • Police Services is able to use the property for training purposes on a weekly basis. • Weekly police presence partially mitigates the City's potential liability that may arise from vandalism, arson or illegal occupation of the building. • Building would be available to repurpose if another suitable community or City use were to emerge. 	<ul style="list-style-type: none"> • \$5,000-\$7,000 a year in maintenance costs to be borne by the City • This option only partially mitigates the City's potential liability that may arise from vandalism, arson or illegal occupation of the building.
3 - Lease to Abbeyfield	<ul style="list-style-type: none"> • City would save \$5,000-\$7,000 a year in maintenance cost in addition to 	<ul style="list-style-type: none"> • City would save \$5,000-\$7,000 a year in maintenance cost in addition to receiving 	<ul style="list-style-type: none"> • City does not currently own any other buildings used for affordable housing. This proposal

STAFF REPORT

Option	Estimated Cost Implications	Pros	Cons
	receiving \$9,600 a year in rental income (inclusive of property taxes).	\$9,600 a year in rental income (inclusive of property taxes). • Provides Abbeyfield with an opportunity to provide housing service to those in need.	would be outside of the City's typical scope of work. • Although the City would not have a contractual relationship with Abbeyfield's clients, there is a risk that having residential tenants in the building may cause delays and additional costs for the City in vacating the property when needed for the partial interchange

Based on the considerations outlined above, staff recommends that option 1 be pursued as staff considers it to be the most prudent in terms of risk management and financial obligations.

24 Downey Road: Demolition Control By-law Analysis

The City's Demolition Control By-law was passed under the authority of Section 33 of the *Planning Act*. The By-law is intended to help the City "...retain the existing stock of residential units and former residential buildings in the City of Guelph."

The subject property is not designated under the *Ontario Heritage Act* and is not listed in the City of Guelph's *Municipal Register of Cultural Heritage Properties* under Section 27 of the *Ontario Heritage Act*. The subject property has not been identified as a built heritage resource in the City's Couling Building Inventory. Therefore, Heritage Planning staff has no objection to the proposed demolition.

As the City would be managing the demolition process, the City's environmental planners and/or arborists would be engaged in determining if any protective hoarding around nearby trees would be required.

As the building would need to be demolished upon commencement of construction of the partial interchange, demolishing the building in advance of such construction does not represent a significant impact on the stock of residential units in the City of Guelph.

Staff would be contacting General Manager of Solid Waste Resources, within Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.

STAFF REPORT



Based on the foregoing, staff recommend that Council authorizes the issuance of a demolition permit in respect of 24 Downey Rd., pursuant to By-law (1988)-12922 and Section 33 of the *Planning Act*.

297 Woodlawn Road

As mentioned above, the sublease with Matrix has been terminated and Matrix has found alternative housing for the previous residents of the property. The property is now vacant and has been secured by building maintenance staff. The City monitors the property monthly and continues to carry contents insurance for the property as required by the lease.

Upon the property becoming vacant, staff began exploring potential options for the property. Inspections of the property by building maintenance staff revealed that the property is in extremely poor shape. Staff estimate that around \$80,000 would be needed to renovate the property to an acceptable standard for a residential use and \$150,000 would be needed to repurpose the building for a public use. Given these costs and the limited remaining term of the City's lease (3 years and 1 month), staff is of the opinion that there are no financially viable uses for the property.

The ongoing maintenance, utility and insurance costs incurred by the City for the property are estimated to be between \$5,000 and \$7,000 per year. Given these ongoing costs, the City's potential liability under the lease for events that may occur at the vacant property and the fact that the City currently has no use for the property, staff have enquired as to whether MTO would be willing to terminate the lease early and demolish the property. The MTO is looking into this request and estimate that they will a response to staff by early November. If acceptable to the MTO, staff is recommending that Council approve the early termination of the lease and that staff be permitted to enter into a cost sharing agreement between the City and the MTO, whereby the lease would be terminated early and City would share in the costs of demolishing the building, provided that the City's contribution to the demolition would be less than our estimated costs savings for the early termination of the lease (between \$15,000 and \$21,500).

297 Woodlawn Road: Demolition Control By-law Analysis

As mentioned above, the City's Demolition Control By-law was passed under the authority of Section 33 of the *Planning Act*. The By-law is intended to help the City "...retain the existing stock of residential units and former residential buildings in the City of Guelph."

In this report, Staff are seeking Council's authorization to negotiate a cost sharing agreement with the MTO, whereby the City's lease with MTO would be terminated early and the City would share in the costs of demolishing the building. As such, if

STAFF REPORT



staff's negotiations with the MTO are successful, MTO would likely be bringing an application to demolish 297 Woodlawn in the near future. A further staff report would be brought forward upon MTO making such an application, but staff would at that time recommend such application given that: (i) there are no heritage considerations associated with the property; and (ii) the limited impact that such

demolition would have on the stock of residential units in Guelph is warranted as the property is required in connection with the MTO's future improvements to interchange at the Hanlon Expressway and Highway 7.

STAFF REPORT



CORPORATE STRATEGIC PLAN

2.1 Ensure accountability, transparency and engagement.

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

DEPARTMENTAL CONSULTATION

Community and Social Services

Planning Services

Procurement & Risk Management

Engineering Services

Police Services

COMMUNICATIONS

None at this time

ATTACHMENTS

ATTACHMENT 1 – 24 Downey Road Property Overview and External Photo

Report Author

Mike Kershaw

Associate Solicitor

Legal and Realty Services

Original Signed by:

Original Signed by:

Approved By

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Recommended By

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Human Resources

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24

NO
PARKING

CONSENT AGENDA

November 25, 2013

Her Worship the Mayor
and
Members of Guelph City Council.

SUMMARY OF REPORTS:

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

A REPORTS FROM ADMINISTRATIVE STAFF

REPORT	DIRECTION
<p>CON-2013.35 EXTENSION OF COUNCILLOR TERMS ON THE GRAND RIVER CONSERVATION AUTHORITY AND THE ELLIOTT BOARD OF TRUSTEES</p> <p>1. That Councillors Bob Bell and Maggie Laidlaw's term of appointment on the Grand River Conservation Authority be extended for one year up to and including November 30, 2014.</p> <p>2. That Councillor Ian Findlay's term of appointment on the Board of Trustees be extended for one year up to and including November 30, 2014.</p>	Approve

attach.

STAFF REPORT



TO City Council

SERVICE AREA City Clerk's Office, Corporate and Human Resources

DATE November 25, 2013

SUBJECT Extension of Councillor terms on the Grand River Conservation Authority and the Elliott Board of Trustees

REPORT NUMBER CHR-2013-41

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To extend the terms of the Councillor appointees to the Grand River Conservation Authority (GRCA) and the Elliott Board of Trustees (Elliott Board) to the end of the current term of City Council.

KEY FINDINGS

The current term for the councillor appointees to the GRCA and the Elliott Board is three years ending November 2013. The GRCA and the Elliott Board have indicated that they would like the term of the appointees to be extended for one year to the remainder of the term of council being November, 2013. The current Councillor members have agreed to stay on for an additional year, should Council extend their term.

FINANCIAL IMPLICATIONS

As this is an administrative/operational matter, there are no financial implications.

ACTION REQUIRED

City Council to approve the extension of City Councillor appointments to the GRCA and the Elliott Board for an additional year to the end of the term of City Council.

RECOMMENDATION

1. That Councillors Bob Bell and Maggie Laidlaw's term of appointment on the Grand River Conservation Authority be extended for one year up to and including November 30 , 2014; and,
2. That Councillor Ian Findlay's term of appointment on the Board of Trustees be extended for one year up to and including November 30, 2014.

STAFF REPORT



REPORT

The Clerk's office received correspondence from the GRCA dated June 27, 2013 advising that the current city council members' terms are expiring November 2013 as the term of appointment for the GRCA is three years. The correspondence also points out that "this does not preclude a municipality from re-appointing the same member for a further term" (see attachment 1). Further to the correspondence, the Secretary Treasurer of the GRCA advised that the original intent of the Councillor Appointees in the *Conservation Authorities Act* enacted in 1990, was to appoint for three years in keeping with the term of Council at that time. The term of council was changed to 4 years in 1996 and the *Conservation Authorities Act* has not been changed to coincide with the new 4 year term. The GRCA is encouraging municipalities to extend the terms of their appointees for an additional year to the end of the term of Council.

Similarly, although the *Elliott Act* states that the members of the Board shall be appointed for a three year term, it is the will of the Elliott Board of Trustees that the term of the Councillor Appointee align with the term of Guelph City Council and that this term be extended for another year (see attachment 2).

The Councillors currently serving on the GRCA and the Elliott Board have agreed to remain as members for an extension of one year to the end of the term of the current Council, being November 30, 2014.

CORPORATE STRATEGIC PLAN

This report supports the following strategic direction:

2.3 Ensure, accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

Staff at the GRCA and Elliot Community as well as the current Councillor appointees were consulted.

COMMUNICATIONS

Not applicable.

STAFF REPORT



ATTACHMENTS

Attachment 1 Correspondence from the GRCA dated June 27, 2013.

Attachment 2 Email from the Elliot Community dated September 25, 2013.

Report Author

Tina Agnello
Deputy Clerk

"original signed by Blair Labelle"

Approved By

Blair Labelle
City Clerk

519 8221269 x 2232
blair.labelle@guelph.ca

"original signed by Mark Amorosi"

Recommended By

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Executive Director,
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400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519.621.2761 Toll free: 866.900.4722 Fax: 519.621.4844 Online: www.grandriver.ca

June 27, 2013

Blair Labelle, Clerk
City of Guelph
City Hall
1 Carden Street
Guelph, ON N1H 3A1

Dear Mr. Labelle

Re: Appointment of Members to Grand River Conservation Authority (GRCA)

Please note that the appointment of Bob Bell and Maggie Laidlaw as representatives of the City of Guelph to the GRCA will expire November, 2013.

When making new appointments, please be aware that Section 14(4) of the *Conservation Authorities Act*, R.S.O. 1990 (the Act) currently provides as follows:

"No member of an Authority shall be appointed to hold office for more than three years at any one time."

This does not preclude a municipality from re-appointing the same member for a further term. It is anticipated that the Act will be revised in the future to provide for members to be appointed for a four year term to coincide with the term of municipal councils.

We would also point out that Section 14(1) of the Act reads in part:

"... each member shall hold office until the first meeting of the Authority after the term for which he was appointed has expired."

To ensure that our records are accurate we would appreciate if you would advise as to the effective and final dates of your new appointments.

We trust that this letter is self-explanatory however should you have any questions please do not hesitate to contact the undersigned.

Yours truly

A handwritten signature in black ink, appearing to read "Keith Murch".

Keith Murch
Assistant CAO/Secretary-Treasurer
Grand River Conservation Authority

c.c. Maggie Laidlaw and Bob Bell

RECEIVED
JUL 4 - 2013
CITY CLERK'S OFFICE

From: Julie Spindler [<mailto:jspindler@elliottcommunity.org>]
Sent: September 25, 2013 10:23 AM
To: Tina Agnello
Cc: Trevor Lee; Ian Findlay
Subject: RE: Vacancies of TEC Board of Trustees - Fall 2013

Good morning Tina,

FYI, the Elliott Board of Trustees met last evening and to confirm, there was 100% support from the Board to have Councillor Ian Findlay's term align to the term of Guelph City Council (extended another year). Please let me know if there's anything further required.

Thanks Tina.

...Julie

Please recycle!

- **BYLAWS** -

- **November 25, 2013** -

<p>By-law Number (2013)-19655 A by-law to remove Lots 8, 9, 77, 78, 79, 80, Plan 61M182, designated as Parts 1 to 8 inclusive and Parts 11 to 14 inclusive, Reference Plan 61R20095, in the City of Guelph from Part Lot Control.</p>	<p>To remove land from part lot control to create separate parcels for semi-detached dwelling units to be known municipally as 175, 179, 183, 187 Summit Ridge Drive and 474 and 478 Starwood Drive.</p>
<p>By-law Number (2013)-19656 A by-law to authorize the execution of an Agreement with Drexler Construction Ltd. And The Corporation of the City of Guelph. (Contract No. 2-1313 Gordon St./Wellington St. E. Reconstruction from Wellington St. to Gordon St. Bridge)</p>	<p>To authorize the execution of Contract No. 2-1313 for Gordon St./Wellington St. E. Reconstruction from Wellington St. to Gordon St. Bridge.</p>