CITY COUNCIL AGENDA

Council Chambers, Guelph City Hall, 1 Carden Street

DATE November 26, 2012 – 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 Piper)

***"THAT** the minutes of the Council Meetings held October 16, 22, 24 and November 5 and 6, 2012 and the minutes of the Closed Meetings of Council held October 22 and November 5 and 6, 2012 and October 22, 2012 meeting as Shareholder of Guelph Junction Railway 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 from:

Community & Social Services Committee			
Item	**City Presentation**	**Delegations**	**To be Extracted**
CSS-11 Pilot Evaluation of Alcohol Sales at Hastings Stadium			
CSS-12 Older Adult Strategy			
CSS-13 Volunteer Police Checks – Community Benefit Agreement Proposal			

CSS-15	Macdonald Stewart Art Centre – Interim Agreement			

Adoption of balance of Community & Social Services Committee Fourth Consent Report - Councillor Dennis, Chair

Corporate Administration, Finance & Enterprise Committee				
Item		**City Presentation**	**Delegations**	**To be Extracted**
CAFE-44	Corporate Strategic Plan (CSP) Work Plan 2013-2016 and 2013 Resource Requirements	• Ann Pappert, CAO		√

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

Governance Committee				
Item		**City Presentation**	**Delegations**	**To be Extracted**
GOV-22	Open Government Framework	• Blair, Labelle, City Clerk		√
GOV-23	2013 Council and Committee Meeting Schedule			
GOV-24	Councillor Employment Status			
GOV-25	Governance Framework			
GOV-26	Service Rationalization and Assessment Project			

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

Nominating Committee				
Item		**City Presentation**	**Delegations**	**To be Extracted**
NOM-1	Councillor Appointments to Council Standing Committees			
NOM-2	Councillor Appointments to			

Wellington-Dufferin-Guelph Board of Health			

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

Operations, Transit & Emergency Services Committee			
Item	**City Presentation**	**Delegations**	**To be Extracted**
OTES-35 Guelph Transit – Downtown Services			

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

Planning & Building, Engineering and Environment Committee			
Item	**City Presentation**	**Delegations**	**To be Extracted**
PBEE-45 Waste Management By-law Amendment			
PBEE-46 Sign By-law Variance for 55 Wyndham Street North (Old Quebec Street Mall)			

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

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
- Governance Committee – Mayor Farbridge
- Nominating Committee – Mayor Farbridge
- Operations, Transit & Emergency Services Committee – Councilor Findlay

- Planning & Building, Engineering and Environment Committee– Councillor Piper

SPECIAL RESOLUTIONS

BY-LAWS

Resolution – Adoption of By-laws (Councillor Van Hellemond)

MAYOR'S ANNOUNCEMENTS

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

NOTICE OF MOTION

ADJOURNMENT

Committee Room C
October 16, 2012 6:30 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. L. Alonzo, Internal Auditor, and Mr. B. Labelle, City Clerk

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Audit Process Workshop

Mayor Farbridge introduced Loretta Alonzo the City's Internal Auditor.

Ms. Alonzo lead Council in learning segments with respect to audit types and objectives and the new rating system, categories and weighting of audit reviews.

A group discussion was held on the rating system criteria followed by a general discussion and questions.

ADJOURNMENT

1. Moved by Councillor Kovach
Seconded by Councillor Guthrie
That the special meeting of Guelph City Council of October 16, 2012 be adjourned.

Carried

The meeting adjourned at 8:00 p.m.

Minutes to be confirmed on November 26, 2012.

……..
Mayor

…….
Clerk

Council Caucus Room
October 22, 2012 5:00 p.m.

An Open Meeting of Guelph City Council as Shareholder of Guelph Junction Railway.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein

Absent: Councillor Piper

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, 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; and Mr. B. Labelle, City Clerk

1. Moved by Councillor Dennis
Seconded by Councillor Kovach
THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Guelph Junction Railway Five Year Business Plan
S. 239 (2) (g) a matter in respect of which a Council, Board, Committee or other body may hold a closed meeting under another Act.

Carried

……
Mayor

……..
Clerk

Council Caucus Room
October, 2012 5:01 p.m.

A Closed Meeting of Guelph City Council as Shareholder of Guelph Junction Railway.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein

Absent: Councillor Piper

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, 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; and Mr. B. Labelle, City Clerk

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Guelph Junction Railway Five Year Business Plan

1. Moved by Councillor Findlay
Seconded by Councillor Hofland

THAT the Guelph Junction Railway Five Year Business Plan, be received.

Carried

2. Moved by Councillor Hofland
Seconded by Councillor Dennis

That the closed meeting of Guelph City Council as Shareholder of Guelph Junction Railway of October 22, 2012 be adjourned.

Carried

The meeting adjourned at 5:11 p.m.

……..
Mayor

……
Clerk

Council Caucus Room
October 22, 2012 5:12 p.m.

An Open Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Van Hellemond and Wettstein

Absent: Councillor Piper

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; and Mr. B. Labelle, City Clerk

1. Moved by Councillor Hofland
Seconded by Councillor Burcher

THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Sale of City Land
S. 239(2) (c) of the *Municipal Act* – proposed or pending acquisition or disposition of land

Personal Matters About an Identifiable Individual
S. 239 (2) (b) of the *Municipal Act* – personal matters about an identifiable individual.

Carried

……
Mayor

……..
Clerk

Council Caucus Room
October, 2012 5:13 p.m.

A Closed Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper *(arrived at 5:26 p.m.),* Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; and Mr. B. Labelle, City Clerk

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Sale of City Land

1. Moved by Councillor
   Seconded by Councillor

REPORT

THAT the General Manager of Economic Development be directed to negotiate the purchase price for the sale of city-owned land within the Hanlon Creek Business Park, subject to the parameters outlined in the October 9, 2012 confidential report entitled 'Negotiation of the Purchase Price for the Sale of City-Owned Land – Hanlon Creek Business Park'.

Carried

Staff were excused from the meeting. The Executive Director of Corporate & Human Resources was delegated to serve as the Clerk for the remainder of the closed session.

Personal Matter About an Identifiable Individual

Council discussed a special resolution presented by Councillor Findlay for which notice was given on September 24, 2012.

2. Moved by Councillor Findlay
Seconded by Councillor Laidlaw
THAT Council rise, report and introduce the following motion as a Special Resolution of Council at its October 22, 2012 meeting:

That Guelph City Council confirms their confidence in the leadership of Ann Pappert, Chief Administrative Officer.

A recorded vote was requested.

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

VOTING AGAINST: (0)

Carried

5. Moved by Councillor Piper
Seconded by Councillor Burcher
That Council rise from its Closed Meeting.

Carried

The meeting recessed at 6:15 p.m. and was reconvened at 7:00 p.m.

……..
Mayor

……
Clerk

Council Chambers
October 22, 2012 6:30 p.m.

An Open Meeting of Guelph City Council meeting as the Striking Committee

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, 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; Mr. B. Labelle, City Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

1. Moved by Councillor Kovach
   Seconded by Councillor Dennis

Counc. Guthrie
Mayor Farbridge

THAT Councillor Guthrie be appointed Chair of the Audit Committee for the year 2013.

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

VOTING AGAINST: (0)

Carried

2. Moved by Councillor Findlay
   Seconded by Councillor Guthrie

Counc. Dennis
Mayor Farbridge

THAT Councillor Dennis be appointed Chair of the Community & Social Services Committee for the year 2013.

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

VOTING AGAINST: (0)

Carried

3. Moved by Councillor Burcher
Seconded by Councillor Laidlaw

Counc. Hofland
Mayor Farbridge

THAT Councillor Hofland be appointed Chair of the Corporate Administration, Finance & Enterprise Committee for the year 2013.

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

VOTING AGAINST: (0)

Carried

4. Moved by Councillor Wettstein
Seconded by Councillor Van Hellemond

Counc. Findlay
Mayor Farbridge

THAT Councillor Findlay be appointed Chair of the Operations, Transit & Emergency Services Committee for the year 2013.

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

VOTING AGAINST: (0)

Carried

5. Moved by Councillor Laidlaw
Seconded by Councillor Burcher

Counc. Piper
Mayor Farbridge

THAT Councillor Piper be appointed Chair of the Planning & Building, Engineering and Environment Committee for the year 2013.

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

VOTING AGAINST: (0)

Carried

6. Moved by Councillor Hofland
Seconded by Councillor Piper

That the meeting of Guelph City Council as the Striking Committee of October 22, 2012 be adjourned.

Carried

The meeting adjourned at 6:35 p.m.

Minutes to be confirmed on November 26, 2012.

……..
Mayor

…….
Clerk

Council Chambers
October 22, 2012 7:00 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

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

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

Councillor Findlay declared a possible pecuniary interest with regards to OTES-32 Downtown Guelph – Transit because he has a business in the catchment area and did not discuss or vote on the matter.

PRESENTATIONS

Mayor Farbridge presented Elizabeth Simmons with the Canadian Water and Wastewater Association's Steve Bonk Scholarship Award.

Mayor Farbridge conducted the official swearing in of Janet Roy as the Chair of Guelph Chamber of Commerce.

1. Moved by Councillor Hofland
Seconded by Councillor Furfaro

THAT the minutes of the Council meetings held on September 17, 24, October 1, 2 and 3, 2012 and the minutes of Closed Meetings of Council held on September 24 and October 2, 2012 be confirmed as recorded and without being read.

2. Moved in Amendment by Councillor Bell
Seconded by Councillor Furfaro

THAT the Council minutes of September 24, 2012 be confirmed by replacing Resolution #13 with the following:

THAT the extra costs related to the pilot project relating to downtown bars be referred to the Manager of Downtown Renewal to report back to the Corporate Administration, Finance & Enterprise Committee;

AND THAT the costs and benefits associated with downtown bars be referred to the Operations, Transit & Emergency Services Committee.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie, Kovach and Van Hellemond (5)

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

Defeated

3. Moved by Councillor Hofland
Seconded by Councillor Burcher

THAT the minutes of the Council meetings held on September 17, 24, October 1, 2 and 3, 2012 and the minutes of Closed Meetings of Council held on September 24 and October 2, 2012 be confirmed as recorded and without being read.

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

VOTING AGAINST: Councillors Bell and Kovach (2)

Carried

CONSENT REPORTS AND AGENDAS

Councillor Guthrie presented the Audit Committee Third Consent Report.

4. Moved by Councillor Guthrie
Seconded by Councillor Furfaro

THAT the October 22, 2012 Audit Committee Third Consent Report as identified below, be adopted:

a) **2012 Audit Committee Interim Work Plan Status Report**

Mr. A. Horsman
Ms. L. Alonzo

THAT Report FIN-12-34 dated October 16, 2012, entitled "2012 Audit Committee Interim Work Plan Status Report" be received.

b) **Internal Audit Charter**

Ms. L. Alonzo
Ms. A. Pappert

THAT the Internal Audit Charter as presented in Appendix "A" appended to the report dated October 16, 2012 entitled "Internal Audit Charter" be approved.

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

VOTING AGAINST: (0)

Carried

The following item was extracted from the Corporate Administration, Finance & Enterprise Committee Seventh Consent Report to be voted on separately:

- CAFE-38 Corporate Energy Program Strategic Business Plan

Councillor Hofland presented the balance of the Corporate Administration, Finance & Enterprise Committee Seventh Consent Report.

5. Moved by Councillor Hofland
Seconded by Councillor Laidlaw

THAT the balance of the October 22, 2012 Corporate Administration, Finance & Enterprise Committee Seventh Consent Report as identified below, be adopted:

a) **City Land Sale Approval Process and Guidelines for the Sale of City-Owned Land – Hanlon Creek Business Park**

Mr. P. Cartwright
Mr. A. Horsman

THAT a process for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled 'City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park' be approved;

AND THAT the approval to approve, amend and/or terminate Offers to Purchase/Agreement of Purchase and Sale for the sale of city-owned lands within the Hanlon Creek Business Park be delegated to the General Manager of Economic Development;

AND THAT the City Solicitor be authorized to complete all transactions relating to the Hanlon Creek Business Park and execute, on behalf of the City, all documents relating thereto;

AND THAT the guidelines for the sale of city-owned land within the Hanlon Creek Business Park, as attached to the October 9, 2012 report entitled 'City Land Sale Approval Process and Guidelines – Hanlon Creek Business Park' be approved;

AND THAT the General Manager of Economic Development be directed to negotiate the purchase price for the sale of city-owned land within the Hanlon Creek Business Park, subject to the parameters outlined in the October 9, 2012 confidential report entitled 'Negotiation of the Purchase Price for the Sale of City-Owned Land – Hanlon Creek Business Park'.

b) **Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1**

Mr. P. Cartwright
Mr. A. Horsman

THAT the prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1, as attached to the October 9, 2012 report entitled 'Prices for the Sale of City-Owned Land – Hanlon Creek Business Park Phase 1', be approved;

AND THAT the General Manager of Economic Development report back to Committee/Council on an annual basis to review and establish prices for the sale of city-owned land within the Hanlon Creek Business Park Phase 1 for each subsequent year;

AND THAT the city pay real estate commissions to brokers/realtors who have introduced and registered their client with the Economic Development Office, in the total amount of up to 5% of the total purchase price plus HST on the commission, from the proceeds of the sale on closing.

c) **Amending Agreement to a Development Charge Early Payment Agreement – Wurth Canada Limited, Hanlon Creek Business Park**

Mr. A. Horsman
Mr. P. Cartwright

THAT the Mayor and Clerk be authorized to execute an Amending Agreement to a Development Charge Early Payment Agreement between the Corporation of the City of Guelph and Wurth Canada Limited, for the lands described as all of Block 9, Registered Plan 61M-169 in the Hanlon Creek Business Park, as outlined in the report of the General Manager of Economic Development dated October 9, 2012.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)
VOTING AGAINST: (0)

Carried

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

- OTES-28 Business Licence By-law Amendments
- OTES-29 Ontario Street – Road Narrowing Update
- OTES-31 Goodwin Drive Year Round Overnight Parking
- OTES-32 Downtown Guelph - Transit

Councillor Findlay presented the balance of the Operations, Transit & Emergency Services Committee Ninth Consent Report.

6. Moved by Councillor Findlay
Seconded by Councillor Van Hellemond

THAT the balance of the October 22, 2012 Operations, Transit & Emergency Services Committee Ninth Consent Report as identified below, be adopted:

a) **Critical Triage Acuity Scale – Ambulance Response Standards**

Mr. S. Armstrong
Mr. D. McCaughan

THAT report OT101240 "Critical Triage Acuity Scale – Ambulance Response Standards" be received;

AND THAT the Ambulance Response Standards as set out in report OT101240 be approved.

b) **Guelph Storm Mutual Services Agreement 2012 / 2013**

Mr. D. McCaughan
Mr. M. Anders

THAT the Operations, Transit & Emergency Services Committee Report OT101237 Guelph Storm Mutual Services Agreement 2012/2013 dated October 15, 2012 be received;

AND THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Guelph Storm satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate;

AND THAT all advertising copy on communication collateral associated with this agreement shall comply with existing City policy.

AND THAT the agreement comes into effect immediately upon execution.

c) **Public Works Yard Expansion**

Mr. D. McCaughan
Mr. R. Keller
Mr. J. Stokes

THAT staff be authorized to take the steps outlined in the Report OT101239 Public Works Yard Expansion dated October 15th, 2012 in regard to the possible permanent closure of parts of Denver Road and Municipal Street for the expansion of the Public Works Yard.

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

VOTING AGAINST: (0)

Carried

The following items were extracted from the Planning & Building, Engineering and Environment Committee Ninth Consent Report to be voted on separately:

- PBEE-41 Urban Forest Management Plan
- PBEE-42 Guelph Innovation District: Release of Draft Secondary Plan
- PBEE-43 Sustainable Infrastructure Report

Councillor Piper presented the balance of the Planning & Building, Engineering and Environment Committee Ninth Consent Report.

7. Moved by Councillor Piper
Seconded by Councillor Burcher

THAT the balance of the October 22, 2012 Planning & Building, Engineering and Environment Committee Ninth Consent Report as identified below, be adopted:

a) **Municipal Property & Building Commemorative Naming Annual Report**

Dr. J. Laird
Mr. T. Salter

THAT Report 12-90, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Commemorative Naming Policy Committee's (Naming Committee) recommendations on naming City assets be received;
AND THAT the names and recommendations proposed by the Naming Committee for assets listed in Appendix 1 of the report, be approved.

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

VOTING AGAINST: (0)

Carried

Councillor Burcher presented the Governance Committee Fourth Consent Report.

8. Moved by Councillor Burcher
Seconded by Councillor Hofland
THAT the October 22, 2012 Governance Committee Fourth Consent Report as identified below, be adopted:

a) **Measuring Our Success: Corporate Strategic Key Performance Indicators**

Ms. B. Boisvert
Ms. A. Pappert

THAT the report dated October 9, 2012 entitled 'Measuring our Success: Corporate Strategic Plan Key Performance Indicators' be approved.

b) **Audit-Review – New Rating System and Methodology**

Ms. L. Alonzo
Ms. A. Pappert

THAT the proposed new rating system and methodology for future audit-reviews be approved in principle;

AND THAT staff be directed to prepare a complete list of ranked and rated services with recommendations for selected audits for 2013 by the end of November 2012, at which time they will be presented to Committee for approval.

AND THAT staff bring forward a draft service rationalization/assessment project to the next governance committee meeting.

c) **Enterprise Risk Management Framework**

Ms. L. Alonzo
Ms. A. Pappert

THAT the proposed Enterprise Risk Management Framework be approved for implementation.

VOTING IN FAVOUR: Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (13)
VOTING AGAINST: (0)

Carried

Consent Agenda

9. Moved by Councillor Kovach
Seconded by Councillor Burcher
THAT the October 22, 2012 Council Consent Agenda as identified below, be adopted:

a) **Lease with the County of Wellington – 95 Willow Road – Willowdale Child Care Centre**

Ms. C. Bell
Mr. M. Amorosi
Mr. J. Stokes

THAT the Mayor and Clerk be authorize to execute a Lease between the City and the County of Wellington for a Child Care Center at 95 Willow Road.

B Items for Direction of Council

1) "**Heads and Beds" Payment**

Mayor Farbridge

WHEREAS post-secondary institutions, hospitals and provincial institutions are exempt from paying property taxes to municipalities under provincial law and instead pay a fixed amount set by the provincial government;

AND WHEREAS the amount of the "heads and beds" payment is $75 per head or bed and this amount has not been changed by the province since 1987;

AND WHEREAS Guelph City Council passed a motion on March 3, 2011 with respect to the "heads and beds" payments;

AND WHEREAS communities across Ontario have come together to advocate for this important provincial policy change and efforts to have the provincial government review the "heads and beds" amount have not been met with a positive response to date;

THEREFORE BE IT RESOLVED THAT Guelph City Council to:

- Authorize staff to pursue changes to the heads and beds legislation with coordination determined by the group of Mayors, and

- To collaborate with other interested municipalities on a legal perspective, around the "heads and beds" payment amount;

AND THAT this motion be circulated to all municipalities in Ontario that have universities, colleges, hospitals and

provincial correctional facilities requesting their councils to show their support for this important policy change.

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

VOTING AGAINST: (0)

Carried

DELEGATIONS

Ontario Street Road Narrowing Update

Mr. Renato Cadorin, suggested that the bump out on Ontario Street is not needed as the average speed of traffic has been reduced and Lens Mill and W.C. Wood are no longer located on Ontario Street. He stated that he has no problem with traffic calming in general.

Mr. Antonio Leo suggested that the data does not support the Ontario Street Road narrowing. He advised that before the narrowing there were no accidents but after the installation of the bump out there have been 2 accidents.

Ms. Lorraine Pagnan suggested that it is fiscally irresponsible to remove the road narrowing on Ontario Street as it is reducing the speed and number of vehicles. She urged Council to support the retention of the road narrowing.

Ms. Maureen Blackwood advised of her support for the road narrowing to remain as it slows traffic down and referenced her submission of a petition supporting this position which was signed by 101 residents in the area.

Ms. Nicola Walsh suggested that the traffic calming measure is reasonable and removing it does not make sense.

Ms. Annette Stocco stated that the bump out creates a perception of safety and suggested alternative methods of slowing traffic down.

Council had considerable discussion on the merit of removing the road narrowing.

Councillor Findlay presented Clause 29 that was extracted from the Operations, Transit & Emergency Services Committee Ninth Consent Report.

10. Moved by Councillor Findlay
Seconded by Councillor Furfaro

THAT the City remove the bump out on Ontario Street at the completion of the school year in June, 2013.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie and Kovach (4)

VOTING AGAINST: Councillors, Burcher, Dennis, Findlay, Hofland, Laidlaw, Piper, Van Hellemond, Wettstein and Mayor Farbridge (9)

Defeated

11. Moved by Councillor Hofland
Seconded by Councillor Burcher

Mr. D. McCaughan

THAT Operations, Transit & Emergency Services Committee Report OT101241 'Ontario Street – Road Narrowing – Update' dated October 15, 2012 be received;

AND THAT no action be taken at this time regarding the removal of the road narrowing on Ontario Street.

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

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

Carried

Downtown Guelph – Transit

Mr. Marty Williams, Executive Director, Downtown Guelph Business Association, requested that the bus routes be changed to have some routes travel and stop on Wyndham Street.

There was considerable discussion on options of providing bus stops on Wyndham Street.

Councillor Furfaro presented Clause 32 that was extracted from the Operations, Transit & Emergency Services Committee Ninth Consent Report.

12. Moved by Councillor Furfaro
Seconded by Councillor Bell
THAT a downtown shuttle bus be costed and included as an expansion package for the next two years.

13. Moved in Amendment by Councillor Bell
Seconded by Councillor Furfaro
THAT staff be directed to place a bus stop on Woolwich Street just south of Trafalgar Square, as soon as possible, at a cost of $25,000 to be funded from the 2012 budget.

14. Moved by Councillor Guthrie
Seconded by Councillor Wettstein

Mr. D. McCaughan

THAT the recommendation with respect to Downtown Guelph Transit service be referred to staff to report back through the Operations, Transit & Emergency Services Committee on any options to provide greater route accessibility for transit users within the downtown core, with pre-approval of an upset limit of $25,000 for 2012, and to show Committee the implications of both capital and operational for 2013.

The motion to refer took precedence and was voted on first.

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

VOTING AGAINST: Councillors Dennis, Piper and Van Hellemond (3)

Councillor Findlay refrained from voting due to his declared potential pecuniary interest.

Carried

Councillor Kovach retired from the meeting at 10:00 p.m.

Urban Forest Management Plan

Dr. Hugh Whiteley read Norah Chaloner's comments as she had to leave the meeting. The comments referenced a request that a stronger tree removal by-law be enacted and that the City adopt strict guidelines for the removal and protection of trees on construction sites.

Ms. Judy Martin stated that the urban forest management plan is important and should be approved and funded. She expressed concern that the plan fails to recognize the

collection of tree data and the postponement of properties under half an acre.

Mr. Dave Sills on behalf of the Guelph Civic League spoke in support of the plan but suggested that green infrastructure should be deemed just as important as gray infrastructure.

Councillor Piper presented Clause 41 that was extracted from the Planning & Building, Engineering and Environment Committee Ninth Consent Report.

15. Moved by Councillor Piper
Seconded by Councillor Burcher

Mr. D. McCaughan
Dr. J. Laird

THAT report 12-94 dated October 15, 2012, from Planning, Building, Engineering and Environment entitled "Urban Forest Management Plan" be received;

AND THAT the Urban Forest Management Plan be approved in principle, subject to budgetary approval;

AND THAT the Capital and Operating Budget resources required to implement the Plan be referred to the 2013 budget process and future budget years as appropriate.

AND THAT staff be directed to report back with a cost/benefit analysis of different service delivery models to support the most efficient and effective implementation of the Urban Forest Management Plan.

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

VOTING AGAINST: (0)

Carried

Guelph Innovation District: Release of Draft Secondary Plan

Dr. Hugh Whiteley requested that the text and/or schedules be amended to make clear that a 15 metre buffer from the top of slope will be applied if and when an application for the redevelopment of the Cargyle lands is submitted.

Councillor Piper presented Clause 42 that was extracted from the Planning & Building, Engineering and Environment Committee Ninth Consent Report.

16. Moved by Councillor Piper
Seconded by Councillor Burcher

Dr. J. Laird

THAT Committee Report No. 12-89, dated October 15, 2012 from Planning, Building, Engineering and Environment, regarding the Guelph Innovation District Draft Secondary Plan be received;

AND THAT the correspondence regarding the Special Residential Area received by the Planning & Building, Engineering and Environment Committee be referred to staff to explore alternative servicing prior to the scheduled January, 2013 Statutory Public Meeting for the Guelph Innovation District Secondary Plan;

AND THAT staff consider how flexibility can be incorporated into the Guelph Innovation District Secondary Plan regarding the development of the Specialized Residential Area.

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

VOTING AGAINST: (0)

Carried

Corporate Energy Program Strategic Business Plan

Staff provided clarification regarding payback timing.

Councillor Hofland presented Clause 38 that was extracted from the Corporate Administration, Finance & Enterprise Committee Seventh Consent Report.

17. Moved by Councillor Hofland
Seconded by Councillor Laidlaw

Mr. A. Horsman
Mr. R. Kerr

THAT the report dated October 9, 2012 entitled 'Corporate Energy Program Business Plan' be received;

AND THAT the business case within the Corporate Energy Program Strategic Business Plan dated September 2012 be received as supporting material for Corporate Energy's 2013 Capital and Operating budget requests;

AND THAT the Capital and Operating budget resources required to implement the Corporate Energy Program Strategic Business Plan be referred to the 2013 budget process for consideration;

AND THAT staff report back annually on the corporate energy program dashboard and business case.

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

VOTING AGAINST: (0)

Carried

Suspending Procedural By-law

18. Moved by Councillor Burcher
Seconded by Councillor Hofland
THAT the Procedural By-law be suspended for Council to continue beyond 11 p.m.

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

VOTING AGAINST: Councillors Dennis and Van Hellemond (2)

Carried

Business Licence By-law Amendments

Councillor Findlay presented Clause 28 that was extracted from the Operations, Transit & Emergency Services Committee Seventh Consent Report.

Council had questions of staff relating to enforcement of a driving instructor licence category.

19. Moved by Councillor Findlay
Seconded by Councillor Bell
THAT the Operations, Transit & Emergency Services Committee Report OT101238 regarding Business Licence By-law amendments dated October 15, 2012 be received;

AND THAT staff be directed to prepare amendments to Business Licence By-law (2009)-18855 and Appointment By-laws (2003)-17082 and (1997)-15351 to streamline the licensing of Private Property Agents under Schedule 11.

AND THAT staff be directed to create a Driving Instructor Licence category within the City's Business Licence By-law

(2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

20. Moved in Amendment by Councillor Bell
Seconded by Councillor Guthrie

THAT the issue of tow truck licences be referred back to the Operations, Transit & Emergency Services Committee and that staff be directed to contact the tow truck providers to obtain additional information and alternatives to licensing.

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

VOTING AGAINST: (0)

Carried

21. Moved by Councillor Findlay
Seconded by Councillor Bell

Mr. D. McCaughan

THAT the Operations, Transit & Emergency Services Committee Report OT101238 regarding Business Licence By-law amendments dated October 15, 2012 be received;

AND THAT staff be directed to prepare amendments to Business Licence By-law (2009)-18855 and Appointment By-laws (2003)-17082 and (1997)-15351 to streamline the licensing of Private Property Agents under Schedule 11.

AND THAT staff be directed to create a Driving Instructor Licence category within the City's Business Licence By-law (2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category;

AND THAT the issue of tow truck licences be referred back to the Operations, Transit & Emergency Services Committee and that staff be directed to contact the tow truck providers to obtain additional information and alternatives to licensing.

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

VOTING AGAINST: (0)

Carried

Goodwin Drive Year Round Overnight Parking

Councillor Findlay presented Clause 31 that was extracted from the Operations, Transit & Emergency Services Committee Seventh Consent Report.

Staff provided clarification that the overnight parking pilot was being extended.

22. Moved by Councillor Findlay
Seconded by Councillor Furfaro

Mr. D. McCaughan

THAT the Operations, Transit & Emergency Services Committee Report OT101242 Goodwin Drive Year Round Overnight Parking be received;

AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, on-street parking restrictions;

AND THAT year round temporary overnight parking on Goodwin Drive be continued until April 2013.

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

VOTING AGAINST: Councillor Piper (1)

Carried

Sustainable Infrastructure Report

Councillor Piper presented Clause 43 that was extracted from the Planning & Building, Engineering and Environment Committee Ninth Consent Report.

23. Moved by Councillor Piper
Seconded by Councillor Burcher

Dr. J. Laird

THAT the Sustainable Infrastructure Report dated October 15, 2012 from Planning, Building, Engineering and Environment be received for information.

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

VOTING AGAINST: (0)

Carried

Special Resolution

24. Moved by Councillor Findlay
Seconded by Councillor Laidlaw
THAT Guelph City Council confirms their confidence in the leadership of Ann Pappert, Chief Administrative Officer.

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

VOTING AGAINST: (0)

Carried

BY-LAWS

25. Moved by Councillor Laidlaw
Seconded by Councillor Burcher
THAT By-laws Numbered (2012)-19474 to (2012)-19481, inclusive, are hereby passed.

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

VOTING AGAINST: (0)

Carried

ADJOURNMENT

26. Moved by Councillor Dennis
Seconded by Councillor Findlay
That the meeting of Guelph City Council of October 22, 2012 be adjourned.

Carried

The meeting adjourned at 11:15 p.m.

Minutes to be confirmed on November 26, 2012.

……..
Mayor

…….
Clerk

Council Chambers
October 24, 2012

Council convened in formal session at 6:00 p.m.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, and Van Hellemond

Absent: Councillors Piper, and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Human Resources & Legal Services; Dr. J. Laird, Executive Director of Planning, Building, Engineering & Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Mr. A. Horsman, Executive Director, Finance & Enterprise/Chief Financial Officer; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Council Committee Co-ordinator

Disclosure of Pecuniary Interest and General Natural Thereof

There were no disclosures.

The Mayor advised that the purpose of the meeting was to consider the 2013 Enterprise Funded (non-tax supported) Budget and outlined the agenda for the evening.

Financial Overview

Mr. Al Horsman, Executive Director, Finance and Enterprise/Chief Financial Officer, outlined the multi-year budget forecasts and drivers as shown in his presentation.

Court Services

Mr. Mark Amorosi, Executive Director, Corporate & Human Resources, provided highlights of the Court Services Operating and Capital Budgets. He said there is a reduction of 1.5 per cent in expenditures. He stated that court services are mandatory, and self-supporting due to fine revenues; however, the fines are set by provincial legislation. He also highlighted 2012 court services accomplishments; outlined key budget drivers and explained the court services reserve contribution rates.

Discussion ensued regarding outstanding fines and collection strategies.

1. Moved by Councillor Kovach
Seconded by Councillor Hofland

THAT Council approves:

1. The proposed efficiency expansion package reflecting net savings in the amount of $40,000 for Courts;

2. The 2013 Court Services Operating Budgets in the amount of $3,644,200; and

3. The 2013 Court Services Capital Budget and 2014 – 2022 Capital Forecast in the amount of $539,800.

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

VOTING AGAINST: (0)

Carried

Ontario Building Code

Dr. Janet Laird, Executive Director, Planning, Building, Engineering and Environment, presented the Ontario Building Code (OBC) administration and capital budgets. She advised that costs are fully funded through building permit fees. She addressed the key budget drivers and the 2012 accomplishments, noted the 2013 objectives and performance measures; and the significant changes to the OBC administration budget as outlined within her presentation. She said they are not increasing building permit fees and anticipate increased activity in 2013.

Dr. Laird noted that it is anticipated that the stabilization reserve fund will reach its maximum limit within seven to ten years. She also addressed the three positions being requested under the Ontario Building Code Administration budget.

Staff responded to questions regarding reserves and response rates.

Water and Wastewater Services Budgets

The Executive Director of Planning, Building, Engineering and Environment introduced the Water and Wastewater budgets. She highlighted the rate pressures affecting water and wastewater, outlined the increase to the

average annual residential water bill, and noted the 2012 Water Services accomplishments. She outlined the key budget drivers to the water budget with respect to capital cost increases, operating budget cost increases and proposed efficiency expansions. She explained the Water Services Reserves and reserve funds. Dr. Laird also said that the requested staff expansions are cost neutral.

Staff responded to questions regarding the City's level of water usage, the date of implementing the rate changes, the need to build capital reserves, inspection compliance, availability of gas tax funds, and the cost comparison of building new infrastructure versus reclaimed infrastructure.

Staff explained that the rebate programs are funded from user rates and development charges so any financial cuts to these programs would need to be reflected in the Development Charges By-law.

The Executive Director of Planning, Building, Engineering & Environment highlighted the 2012 Wastewater Services Accomplishments, key budget drivers, and the wastewater services capital budget and forecast. She also provided information regarding the Wastewater Services Reserve and Reserve Funds.

Dr. Hugh Whiteley, resident, raised the concern of the level of water consumption but was pleased with staff actions to date. He said the City needs to be diligent with safeguarding the water supply and the long term outcome would be beneficial economically and environmentally.

2. Moved by Councillor Hofland
Seconded by Councillor Burcher

THAT the Council of the City of Guelph now hold a meeting that is closed to the public with respect to:

Personal Matters About an Identifiable Individual
S. 239 (2) (b) of the *Municipal Act* – personal matters about an identifiable individual.

Carried

The meeting recessed into closed session at 8:35 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Personal Matters About an Identifiable Individual

There was discussion regarding personal matters about an identifiable individual.

The meeting reconvened in public session at 8:50 p.m.

Councillors Bell and Findlay were absent from the meeting.

Ontario Building Code

3. Moved by Councillor Burcher
Seconded by Councillor Van Hellemond
THAT Council approves:

1. The proposed expansion packages in the net amounts of $469,800 for OBC Administration;

2. The 2013 Ontario Building Code Administration Operating Budget in the amount of $2,836,700; and

3. The 2013 Ontario Building Code Administration Capital Budget and 2014 – 2022 Capital Forecast in the amount of $71,400.

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

VOTING AGAINST: (0)

Councillors Bell and Findlay were not present and did not vote on the matter.

Carried

Councillors Bell and Findlay returned to the meeting.

Water and Wastewater Services Budgets

4. Moved by Councillor Laidlaw
Seconded by Councillor Dennis
THAT Council approves:

For Water and Wastewater Services
1. the proposed expansion packages in the net amounts of $0 for Water Services and $0 for Wastewater Services;

2. the 2013 Water and Wastewater Operating Budgets in the amounts of $24,637,340 and $26,884,950 respectively, inclusive of expansions;

3. the 2013 Water and Wastewater Capital Budgets and 2014 – 2022 Forecasts in the amounts of $191,501,800 and $177,021,300 respectively;

4. the City of Guelph water volume charge of $1.38 cents per cubic metre effective January 1, 2013 and the wastewater volume charge of $1.52 cents per cubic metre, effective January 1, 2013;

5. the City of Guelph water and wastewater basic service charges and various fees and charges, be increased as per attached schedule "A" effective January 1, 2013; and

6. the Waterworks Fees and Services By-law be passed.

5. Moved in amendment by Councillor Kovach
Seconded by Councillor Guthrie

THAT the water and wastewater services budget be reduced in the amount of $155,000 which amounts to fifty percent of the toilet rebate program;

AND THAT staff report back at the next year's budget process on the effects of the reduction to the rebate program.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie and Kovach (4)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Hofland, Laidlaw, Van Hellemond and Mayor Farbridge (7)

Defeated

6. Moved in amendment by Councillor Guthrie
Seconded by Councillor Bell

THAT all the City water conservation rebate programs be reduced by fifty per cent in June, 2013;

AND THAT staff report back at the next year's budget process on the effects of the reduction to the rebate programs.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Guthrie and Kovach (4)

VOTING AGAINST: Councillors Burcher, Dennis, Findlay, Hofland, Laidlaw, Van Hellemond and Mayor Farbridge (7)

Defeated

7. Moved by Councillor Laidlaw
Seconded by Councillor Dennis
THAT Council approves:

For Water and Wastewater Services

1. the proposed expansion packages in the net amounts of $0 for Water Services and $0 for Wastewater Services;

2. the 2013 Water and Wastewater Operating Budgets in the amounts of $24,637,340 and $26,884,950 respectively, inclusive of expansions;

3. the 2013 Water and Wastewater Capital Budgets and 2014 – 2022 Forecasts in the amounts of $191,501,800 and $177,021,300 respectively;

4. the City of Guelph water volume charge of $1.38 cents per cubic metre effective January 1, 2013 and the wastewater volume charge of $1.52 cents per cubic metre, effective January 1, 2013;

5. the City of Guelph water and wastewater basic service charges and various fees and charges, be increased as per attached schedule "A" effective January 1, 2013; and

6. the Waterworks Fees and Services By-law be passed.

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

VOTING AGAINST: Councillors Kovach (1)

Carried

BY-LAWS

8. Moved by Councillor Kovach
Seconded by Councillor Findlay
THAT by-law numbers (2012)-19482 and (2012)-19483, inclusive are hereby passed.

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

VOTING AGAINST: (0)

Carried

ADJOURNMENT

9. Moved by Councillor Burcher
Seconded by Councillor Dennis
THAT the meeting of Guelph City Council of October 24, 2012 be adjourned.

Carried

The meeting adjourned at 9:19 o'clock p.m.

Minutes to be confirmed on November 26, 2012.

……..
Mayor

…….
Deputy City Clerk

Council Chambers
November 5, 2012 7:00 p.m.

An Open Meeting of Guelph City Council

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper (arrived at 7:30 p.m.), Van Hellemond and Wettstein

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

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no disclosures.

Consent Agenda

The following items were extracted from the November 5, 2012 Consent Agenda to be voted on separately:

- A-1 Brownfield Redevelopment Community Improvement Plan Update

1. Moved by Councillor
   Seconded by Councillor

THAT the balance of the November 5, 2012 Council Consent Agenda as identified below, be adopted:

a) **1141 Paisley Road: Proposed Zoning By-law Amendment (File: ZC1117) – Ward 4**

Ms. W. Nott
Dr. J. Laird
Mr. D. McCaughan
Mr. A. Horsman
Mr. T. Salter

THAT Report 12-96 regarding an application for a Zoning By-law Amendment to permit a commercial development applying to property municipally known as 1141 Paisley Road from Planning, Building, Engineering and Environment, dated November 5, 2012, be received;

AND THAT the application by Walker, Nott, Dragicevic Associates Ltd. on behalf of Armel Corporation, for a Zoning By-law Amendment from the UR (Urban Reserve), SC.1 (Service Commercial) and Rural Zones to the CC-? (Specialized Community Shopping Centre Zone, the CC-?(H?)

(Specialized Community Shopping Centre Zone with a Holding Provision and P.1 (Conservation Lands) Zone affecting the property municipally known as 1141 Paisley Road, and legally described as Part Lot 6, Concession 1, Division "B", designated as Part 3, 61R9602 and Part 2, 61R8682; and Part Lot 4, Concession 2, Division "E", (formerly Guelph Township), designated as Part 3, 61R8682; and, Part of road allowance between Divisions B and E, (formerly Guelph Township), designated as Part 2, 61R9027, City of Guelph, be approved in accordance with the zoning regulations and conditions as outlined in Schedule 1 attached;

AND THAT in accordance with Section 34 (17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 1141 Paisley Road, as outlined in Report 12-96 from Planning, Building, Engineering and Environment, dated November 5, 2012.

b) **172 Niska Road: Zoning By-law Amendment (File: ZC1210) – Ward 6**

Ms. N. Shoemaker
Dr. J. Laird
Mr. D. McCaughan
Mr. A. Horsman
Mr. T. Salter

THAT Report 12-100 regarding a Zoning By-law Amendment for property municipally known as 172 Niska Road from Planning, Building, Engineering and Environment dated November 5, 2012 be received;

AND THAT the application made by Black, Shoemaker, Robinson & Donaldson Ltd. on behalf of Hira Custom Homes Inc. for approval of a Zoning By-law Amendment from the Urban Reserve (UR) Zone to the Residential Single Detached 'B' (R.1B) Zone affecting the property municipally known as 172 Niska Road and legally described as Part Lot 14, Concession 5, Township of Puslinch, AS IN RO731043, City of Guelph, be approved as outlined in Schedule 2 attached hereto;

AND THAT the request to demolish the detached dwelling at 172 Niska Road be approved;

AND THAT the applicant be required to erect protective tree hoarding at 1 metre from the dripline of the trees identified to be preserved on the Tree Preservation Plan prepared by the Landplan Collaborative Ltd. prior to commencement of demolition and maintain the fencing during demolition and construction activities;

AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.

c) **340 Clair Road East: Proposed Zoning By-law Amendment (File ZC:1210) – Ward 6**

Mr. A. Artinger
Dr. J. Laird
Mr. D. McCaughan
Mr. A. Horsman
Mr. T. Salter

THAT Report 12-99 regarding an application for a Zoning By-law Amendment to permit townhouses and apartments on Blocks A and B located at 340 Clair Road East, from Planning, Building, Engineering and Environment, dated November 5, 2012, be received;

AND THAT the application by Design Plan Services Inc. on behalf of Westminister Woods Ltd. for a Zoning By-law Amendment to change the zoning from the Agricultural (A) Zone according to the Township of Puslinch Zoning By-law 19/85 to a Specialized R.3A-x (Townhouse) Zone to permit cluster townhouses and a Specialized R.3A-y Zone to permit both townhouses and apartments for property legally described as Part Lot 10, Concession 8, former Geographic Township of Puslinch, municipally known as 340 Clair Road East, City of Guelph, be approved in accordance with the zoning and conditions outlined in Schedule 3 attached hereto;

AND THAT in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 340 Clair Road East as outlined in Report 12-99 from Planning, Building, Engineering and Environment dated November 5, 2012.

d) **Proposed Demolition of 81 Metcalfe Street – Ward 1**

Dr. J. Laird
Mr. B. Poole

THAT Report 12-101 regarding the proposed demolition of a detached dwelling at 81 Metcalfe Street, legally described as Part Lot 1 E of Eramosa Road, Division F, Township Of Guelph; Part Block B, Plan 405, as in MS68818, City of Guelph, from Planning, Building, Engineering and Environment dated November 5, 2012, be received;

AND THAT the proposed demolition of the detached dwelling at 81 Metcalfe Street be approved;

AND THAT the applicant be requested to erect protective fencing at one (1) metre from the dripline of any existing trees on the property which can be preserved prior to commencement of demolition and maintain fencing during demolition and construction of the new dwellings;

AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.

e) **Source Protection Program – Re-designation of Guelph's Representative on the Lake Erie Source Protection Committee**

Dr. J. Laird

THAT Guelph City Council appoint the General Manager of Water Services as the City's representative on the Lake Erie Region Source Protection Committee;

AND THAT Guelph City Council appoint the Risk Management Official as the City's representative on the Lake Erie Region Source Protection Committee following Council's consideration of the appointment of a Risk Management Official during the 2013 Budget deliberation process.

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

VOTING AGAINST: (0)

Carried

PLANNING PUBLIC MEETING

Mayor Farbridge announced that in accordance with The Planning Act, Council was now in a public meeting for the purpose of informing the public of various planning matters. The Mayor asked if there were any delegations in attendance with respect to planning matters listed on the agenda.

331 Clair Road East: Proposed Official Plan and Zoning By-law Amendments (Files: OP1202/ ZC1211) – Ward 6

Mr. Tim Donegani, Policy Planner, provided a brief synopsis of the application. He showed a concept plan and explained the zone changes being requested.

Mr. Hugh Handy, Associate and Land Use Planner, GSP Group, representing the applicant, Acorn Developments, provided site context, and explained the requested amendments. He advised of the consultations to date, and servicing issues and noted heritage preservation plans. He said that they have not given further consideration to connection to the larger trail system.

Mr. Pete Graham, Acorn Developments representative, provided information regarding the consultation with the abutting neighbours.

Mr. Glenn de Baeremaeker, consultant, said the owners support the intensification goals in principle, however, they are concerned about the lack of a comprehensive development plan with the surrounding properties. They requested a comprehensive development strategy be established for the entire property abutting Clair Road. He said the proponent has expressed no desire to discuss any changes to the development. He raised concerns regarding connectivity and the amenity area. He suggested the amenity area be made public parkland.

Councillor Piper arrived at 7:30 p.m.

Mr. de Baeremaeker, said the development is inappropriate because schools, parks, the community centre, and commercial shopping are all across a busy street. He said there needs to be traffic lights and sidewalks installed and paid for by the developer. He does not believe the proposed development is compatible with the adjacent built forms.

Mr. John Cox, consultant representing abutting neighbours, advised his clients want a comprehensive study completed. He said the proposal does not meet Section 7.2.7 of the Official Plan which addresses compatibility of design, character and orientation. He said the lack of plans to extend Tolton Drive limits connectivity and there is a need to conduct a secondary plan. He stated the application is premature and specific site plan issues such as buffering, amenity space location and servicing need to be resolved before anything is built.

Councillors would like staff to explore connectivity, and the possibility of using the heritage building as a public asset.

Dr. Hugh Whiteley, resident, stated he is pleased with the particulars of this development. He believes the site is most appropriate and will do the least damage to the

Paris-Moraine. He noted the density and amenity area are at acceptable levels. He said retention of the heritage property and saving 25% of the trees is commendable. He advised the onsite stormwater control by infiltration is a good fit but checking the overall balance of the water table would need to be monitored. He stated that connectivity to the trail system should be further explored and said that a comprehensive secondary plan should be a condition of approval.

Staff said that a Secondary Plan is currently within the 2013-2015 capital budget and will be addressed in the staff analysis when the report comes to Council.

There was discussion by Council requesting more information regarding traffic, parking, public transportation and compatibility issues. There was also a request to ensure roads are built to City standards so the City could assume the roads if desired. Staff were also encouraged to examine options regarding preserving and integrating the heritage property into the plans.

2. Moved by Councillor Kovach
Seconded by Councillor Wettstein

THAT Report 12-97 regarding applications for Official Plan and Zoning By-law Amendments, to permit the development of 60 cluster townhouse units and to permit a personal service establishment and office uses within an existing dwelling, applying to the property municipally known as 331 Clair Road East, and legally described as Part of Lot 11, Concession 8, Township of Puslinch, County of Wellington, from Planning, Building, Engineering and Environment, dated November 5, 2012, be received.

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

VOTING AGAINST: (0)

Carried

Brownfield Redevelopment Community Improvement Plan (CIP) Update

Mr. Tim Donegani, Policy Planner, explained the purpose of the Brownfield Redevelopment Community Improvement Plan (CIP). He outlined the process to date and highlighted key revisions to the existing CIP since the draft in March. He also advised of the next steps of the program.

There was some discussion regarding criteria and obligations for grant recipients. under the CIP.

3. Moved by Councillor Burcher
Seconded by Councillor Piper
THAT Report 12-98 dated November 5, 2012 from Planning, Building, Engineering and Environment regarding the Proposed Brownfield Redevelopment Community Improvement Plan Update be received;

AND THAT The City of Guelph Brownfield Redevelopment Community Improvement Plan, approved on March 9, 2004, and amended on July 28, 2008, be repealed;

AND THAT The City of Guelph Brownfield Redevelopment Community Improvement Plan, included as Attachment 1 to report 12-98, be approved;

AND THAT the Delegation of Authority By-law (2010)-18935 be amended to incorporate the draft Schedule included as Attachment 2 to report 12-98.

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

VOTING AGAINST: Councillor Guthrie (1)

Carried

BY-LAWS

4. Moved by Councillor Laidlaw
Seconded by Councillor Burcher
THAT By-law Numbers (2012)-19484 – (2012)-19487 are hereby passed.

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

VOTING AGAINST: (0)

Carried

ADJOURNMENT

5. Moved by Councillor Furfaro
Seconded by Councillor Hofland
THAT the meeting of Guelph City Council of November 5, 2012 be adjourned.

Carried

The meeting adjourned at 8:48 p.m.

Minutes to be confirmed on November 26, 2012.

……..
Mayor

…….
Deputy City Clerk

Recommended Zoning and Conditions

The property affected by the Zoning By-law Amendment application is municipally known as 1141 Paisley Road and legally described as Part Lot 6, Concession 1, Division "B", designated as Part 3, 61R9602 and Part 2, 61R8682; and Part Lot 4, Concession 2, Division "E", (formerly Guelph Township), designated as Part 3, 61R8682; and, Part of road allowance between Divisions B and E, (formerly Guelph Township), designated as Part 2, 61R9027, City of Guelph.

PROPOSED ZONING

The following zoning is proposed for 1141 Paisley Road:

P.1 (Conservation Land) Zone

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

CC-? Zone (Phase 1, northerly portion of the site)

Permitted Uses

In accordance with Section 6.2.1.2 of Zoning By-law (1995)-14864, as amended, with the following additional permitted uses:

- Warehouse Membership Club
- Home Improvement Retail Warehouse Establishment

The following definitions shall apply in the CC-? *Zone*:

A "*Warehouse Membership Club*" shall mean a Retail Establishment engaged in the retailing to club members of a wide range of non-food items and services, in combination with a general line of food-related products, where the goods, wares, merchandise, substances or articles are displayed, stored and sold in a warehouse format. The warehouse format means a configuration where the floor area devoted to sales is integrated with the storage of things sold and is accessible to patrons of the Warehouse Membership Club.

A "*Home Improvement Retail Warehouse Establishment*" shall mean a *Building* where a full range of home furnishings and home improvement products are displayed, stored and sold in a warehouse format. Such products may include but are not limited to a combination of furniture, appliances, electrical fixtures, lumber and building supplies, hardware, carpets and floor coverings, home décor items, landscape and garden supplies, and plumbing fixtures.

Regulations

In accordance with Section 6.2.2 of Zoning *By-law* (1995) – 14864, as amended, with the following exceptions and additions:

Maximum Lot Area

Despite Table 6.2.2, Row 3, the maximum lot area shall be 130,000 square metres

Maximum *Gross Floor Area*

Despite Table 6.2.2, Row 10, the maximum commercial *Gross Floor Area* shall be 14,000 square metres.

Off-Street Parking
Despite Section 4.13.4.1 of the *By-law*, the minimum off-street parking required shall be 1 space per 23 square metres of *Gross Floor Area*.

CC-?? (H??) (Phase 2, the southerly portion of the site, a separate specialized CC Zone)

Permitted Uses
Notwithstanding Section 6.2.1.2 of the Zoning By-law (1995)-14864, as amended following *Uses* are not permitted in this Zone:

- Carwash, Automatic
- Carwash, Manual
- Vehicle Gas Bar

Regulations
In accordance with Section 6.2.2 of Zoning *By-law* (1995) – 14864, as amended, with the following exceptions and additions:

Maximum *Lot* Area
Despite Table 6.2.2, Row 3, the maximum *Lot* area shall be 130,000 square metres.

Maximum *Front* and *Exterior Side Yard*
Despite Table 6.2.2, Row 5, all *Buildings* located adjacent to Elmira Road or Paisley Road shall be located a maximum of 6.0 metres from the street line. Parking spaces and parking lot drive aisles shall not be permitted closer to the street line than the front face of buildings along both Elmira Road and Paisley Road.

Minimum *Building Height* Requirement
In addition to Table 6.2.2, Row 8, *Buildings* that front along Paisley Road and Elmira Road shall have the appearance of two (2) *Storey Buildings* and shall have a minimum height of 8.5 metres.

Maximum *Gross Floor Area*
Despite Table 6.2.2, Row 10, the maximum commercial *Gross Floor Area* shall be 12,000 square metres.

Maximum Retail Establishment Size
The maximum Gross Floor Area of any individual retail establishment in this zone shall be 3720 square metres.

Off-street Parking
Despite Section 4.13.4.1 of the *By-law*, the minimum off-street parking required shall be 1 space per 23 square metres of *Gross Floor Area*.
Uses Prohibited in Specific Locations

Drive-through *Uses* shall be prohibited from locating in Buildings along the Paisley Road or Elmira Road frontage of this property with the following exception:

A drive-through ***Use*** associated with a ***Financial Establishment*** at the corner intersection of Paisley Road and Elmira Road shall be permitted, subject to the vehicular drive-through facility being designed such that it is:

1. Not located between any ***Building*** and a public ***Street*****.**
2. Significantly screened from public view from all public ***Streets*****.**
3. Safely separated from pedestrian spaces and corridors.
4. Designed in a manner that is compatible with surrounding ***Uses*** and activities.
5. Provides a minimum of five (5) vehicular stacking spaces with a maximum of three
   (3) stacking spaces parallel to the ***Street Line***.

(For purposes of this *Zone*, a Drive-Through *Use* shall be defined as: A *Use* which involves or is designed to encourage a customer to remain in a *vehicle* while receiving a service, obtaining a product or completing a business transaction. The *Use* shall include vehicular stacking spaces, a serving window and may include an order intercom box).

Severability Provision
The provisions of this *By-law (City of Guelph (1995)-14864)* shall continue to apply collectively to the whole of the lands identified on Schedule "A" as CC-?? (H??), despite any future severance, partition or division for any purpose.

Holding Provisions for the CC-??(H??) Zone

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

Conditions:

1. That the zoning regulations for the lands at 963-1045 Paisley Road (the West Hills Plaza Lands) are revised to further limit the amount of retail space permitted in order to meet the requirements set out in the City of Guelph Official Plan regarding retail space capacity in the West End Node.
2. That the actual cost of the redesign and reconstruction of Paisley Road west of Elmira Road is secured to the satisfaction of the City Engineer.
3. That a site plan agreement is registered on title outlining conditions required in this zoning approval to this satisfaction of the City Engineer and the General Manager of Planning Services.

AND

PROPOSED CONDITIONS
The following conditions are provided as information to Council and will be imposed through site plan approval:

1. The Developer will **phase the development** of the subject lands to the satisfaction of the City. For the purposes of these conditions, Phase 1 lands are generally the northerly half of the developable portion of the

site and Phase 2 lands are the southerly half of the site, as shown in Attachment 4 of Planning, Building, Engineering and Environment Report 12-96, dated November 5, 2012.

2. That the Developer shall submit to the City, in accordance with Section 41 of The Planning Act, a **fully detailed site plan(s)**, indicating the location of buildings, landscaping, parking, circulation, access, lighting, grading and drainage on the said lands to the satisfaction of the General Manager of Planning Services and the General Manager/City Engineer, prior to Site Plan approval, and furthermore the Developer agrees to develop the said lands in accordance with the approved plan.

   a. That the site plans meets the criteria outlined in the urban design policies of the current Official Plan related to Mixed Use areas, Planning, Building, Engineering and Environment Report 12-93, dated September 17, 2012 regarding the Urban Design Concept Plan for the West End Mixed Use Node and the submitted Elmira West Retail Development Urban Design Brief and Addendums, to the satisfaction of the General Manager of Planning Services.

3. That the developer/owner shall **pay development charges** to the City in accordance with By-law Number (2009)-18729, as amended from time to time, or any successor thereof, and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.

4. Prior to site plan approval, the owner shall **pay to the City cash-in-lieu of park land dedication** in accordance By-law (1989)-13410, as amended from time to time, or any successor thereof.

5. Prior to site plan approval, the Developer shall have a Professional Engineer design a **grading plan** and stormwater management system, satisfactory to the General Manager/City Engineer.

6. Prior to site plan approval, the Developer shall provide to the City, to the satisfaction of the General Manager/City Engineer, the following studies, plans and reports that may be requested by the General Manager/City Engineer:-
   i) a **Traffic Review undertaken** after the completion of Phase 1 and prior to approval for Phase 2;
   ii) a **geotechnical report** certified by a Professional Engineer that analysis the permeability and hydraulic conductivity of the soils and recommends measures to ensure that they are not diminished by the construction and development;
   iii) a **detailed stormwater management report** certified by a Professional Engineer in accordance with the City's Guidelines and the latest edition of the Ministry of the Environment's "Stormwater Management Practices Planning and Design

Manual" which addresses the quantity and quality of stormwater discharge from the site together with a monitoring and maintenance program for the stormwater management facility;

iv) a **detailed erosion and sediment control plan** in accordance with the Grand River Conservation Authority Guidelines, certified by a Professional Engineer that indicates the means whereby erosion will be minimized and sediment maintained on-site throughout all phases of grading and construction;

7. The Developer shall **pay to the City the actual cost** of the following as determined by the General Manager/City Engineer:

7. **Staging Traffic Infrastructure/ Reconstruction**

- Phase 1 – Design and construct signalized intersection (Access B) providing access to the Costco development and Westend Recreation Centre including underground connections for future signal coordination at Access A.
- Phase 1 - Design and construct the bus lay-bys between Access A and B (northbound and southbound).
- Phase 1 – Design and construct a 30m southbound right turn storage lane on Elmira Road for Access B, subject to finalization during intersection design.
- Phase 1 – Design and construct Access C.
- Phase 1 and Phase 2 – Site entrance works including but not limited to utility relocations, drive entrances and flares, curb/gutter, sidewalk and boulevard restoration.
- Phase 2 – Design and construct a 30m southbound right turn storage lane on Elmira Road for Access A, subject to finalization during intersection design.
- Phase 2 – Design and construct signalized intersection at Access A, subject to traffic review per 4 (i).
- Phase 2 – Design and construct Paisley Road W road improvements to bring it to a full urban cross-section including but not limited to correcting the vertical realignment.
- Phase 2 – Design and construct site access to Paisley Road W and a 30m eastbound left turn storage lane on Paisley Road- Access D.
- Phase 2 – Improvements to the Elmira/ Paisley intersection as required.

Furthermore, prior to site plan approval of each applicable phase, the Developer shall pay to the City the estimated cost of the above noted items, as determined by the General Manager/City Engineer.

8. Prior to site plan approval and prior to any construction or grading on the lands, the Developer shall have a Professional Engineer **design a grading and drainage plan** for the site, satisfactory to the General Manager/City Engineer.

9. The Developer grades, develops and maintains the site including **the storm water management facilities** designed by a Professional Engineer, in accordance with a Site Plan that has been submitted to and approved by the General Manager/City Engineer. Furthermore, the Developer shall have the Professional Engineer who designed the storm water management system certify to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.

10. Prior to any development of the lands and prior to any construction on the lands for Phase 2, the Developer **shall deed to the City free of all encumbrances a 5.182-metre (maximum) wide parcel of land for a road widening** across the **north side** of the Paisley Road frontage where the right-of-way property is less than 30 m.

11. Prior to any development of the lands and prior to any construction on the lands for Phase 2, the Developer **shall deed to the City free of all encumbrances a 5.182-metre (maximum) wide parcel of land** for a road widening along the **south side** of the Paisley Road frontage (to accommodate Paisley reconstruction west of Elmira Road) where the right-of-way property is less than 30 m.

12. Prior to any development of the lands and prior to any construction or grading on the lands, the Developer shall have an Ontario Land Surveyor prepare a **reference plan** identifying the road widening.

13. The developer shall pay to the City the actual cost of constructing, installing or removal of any service laterals required and furthermore, prior to site plan approval, the developer shall **pay to the City the estimated cost of the service laterals,** as determined by the General Manager/City Engineer.

14. The Developer shall have **all easements** for private services and rights-of-way for mutual vehicular access between Phase 1 and Phase 2 on the subject lands, be registered on title, prior to site plan approval.

15. The Developer makes satisfactory arrangements with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval.

16. That all electrical services to the lands are underground and the developer shall make satisfactory arrangements with **Guelph Hydro Electric Systems** Inc. for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to site plan approval.

17. The Developer shall ensure that all telephone service and cable TV service in the Lands shall be underground. The Developer shall enter into a

servicing agreement with the appropriate service providers for the **installation of underground utility services** for the Lands.

18. Prior to the issuance of a building permit, any monitoring wells and boreholes drilled for hydrogeological or geotechnical investigations shall be properly abandoned in accordance with current Ministry of the Environment Regulations and Guidelines. The Developer shall submit a **Well Record** to the satisfaction of the General Manager/City Engineer.

19. Prior to site plan approval, a **chain link fence** with a minimum height 1.84 metres must be installed and maintained along the northerly property line which abuts the CN railway lands.

20. Prior to site plan approval for the **Phase 1 lands**, the Developer shall provide the City with a detailed list of **energy efficiency measures** and evidence that the proposed commercial development will be constructed to the energy efficiency standard set out in Attachment 7 of Planning, Building, Engineering and Environment Report 12-96, dated November 5, 2012.

21. Prior to site plan approval for **Phase 2 lands**, the developer shall submit a detailed list of **energy efficiency measures** to be incorporated into the site development and buildings proposed to be constructed on the Phase 2 lands, to the satisfaction of the General Manager of Planning Services.

22. Prior to site plan approval for the Phase 2 lands, the developer shall provide lands fronting on a public street for the purposes of a **public art or cairn installation** reflecting the site's heritage as the former "Mitchell Farm" to the satisfaction of Heritage Guelph and the General Manager of Planning Services, in keeping with Council Resolution on the demolition of the Mitchell Farmhouse on September 6, 2005.

23. That prior to site plan approval, the Developer shall **enter into an agreement** with the City, registered on title, satisfactory to the City Solicitor, the General Manager of Planning Services and the General Manager/City Engineer, covering the conditions noted above.

Recommended Zoning and Conditions

The properties affected by the Zoning By-law Amendment application are municipally known as 172 Niska Road and legally described as Part Lot 14, Concession 5, Township of Puslinch, AS IN RO731043, City of Guelph.

PROPOSED ZONING

The following zoning is proposed for 172 Niska Road (as reconfigured by the proposed consent applications):

Residential Single Detached 'B' (R.1B) Zone

Permitted Uses

In accordance with the uses listed in Section 5.1.1 of Zoning By-law (1995)-14864:

- Single Detached Dwelling
- Accessory Apartment *in accordance with Section 4.15.1*
- Bed and Breakfast establishment *in accordance with Section 4.27*
- Day Care Centre *in accordance with Section 4.26*
- Group Home *in accordance with Section 4.25*
- Home Occupation *in accordance with Section 4.19*
- Lodging House Type 1 *in accordance with Section 4.25*

Proposed Zoning Regulations

In accordance with Section 5.1.2 of Zoning By-law (1995)-14864:

5.1.2 Within the Residential 1 (R.1) Zones, no land shall be Used and no Building or Structure shall be erected or Used except in conformity with the applicable regulations contained in Section 4 - General Provisions, the regulations listed in Table 5.1.2, and the following:

5.1.2.1 Despite Row 7 of Table 5.1.2, where a Garage, Carport or Parking Space is not provided in accordance with Section 4.13.2.1, one Side Yard shall have a minimum dimension of 3 metres.

5.1.2.2 Despite any required Side Yard on a residential Lot, Carports shall be permitted provided that no part of such Carport is located closer than 0.6 metres to any Side Lot Line.

5.1.2.3 In the event that there is a transformer easement on a particular Lot, portions of the Single Detached Dwelling may be required to be Setback further than specified in Row 6 of Table 5.1.2 in order that a minimum separation of 4.5 metres may be maintained between the transformer easement and any part of the dwelling.

5.1.2.4 Despite Rows 6 and 8 of Table 5.1.2, Buildings or Structures located on Through Lots shall have a Setback the same as the nearest adjacent Main Building and in accordance with Section 4.24.

5.1.2.5 Despite Row 4 of Table 5.1.2, the minimum Lot Frontage for a Corner Lot in a R.1D Zone shall be 12 metres.

5.1.2.6 Despite Row 4 of Table 5.1.2, the Lots located within Defined Area Map Number 66 of Schedule "A" of this By-law shall have a minimum Lot Frontage of the average Lot Frontage established by the existing Lots within the same City Block Face, but in no case less than 9 metres. Nothing in this section shall require the minimum Lot Frontage to be greater than the minimum Lot Frontage established in Table 5.1.2. Where the average Lot Frontage of the existing Lots on the Block Face cannot be determined, the minimum Lot Frontage shall be as indicated in Table 5.1.2.

5.1.2.7 Despite Row 6 of Table 5.1.2, the minimum Front or Exterior Side Yard for dwellings located within Defined Area Map Number 66 of Schedule "A" of this By-law, shall be:

i) the average of the Setbacks of the properties having Lot Frontage within the same City Block Face, provided a legal off-Street Parking Space is located entirely on the Lot. Where the off-Street Parking Space is located within a Garage or Carport, the Setback for the Garage or Carport shall be a minimum of 6 metres from the Street Line. Where the average of the Setbacks of the properties having Lot Frontage within the same City Block Face cannot be determined, the minimum Front or Exterior Side Yard shall be as indicated in Table 5.1.2;

ii) in accordance with Section 4.6 and 5.1.2.3; and

iii) in accordance with the *Ontario Building Code*, as amended from time to time or any successor thereof, regulations for above ground electrical conductor clearances to buildings.

Where a road widening is required in accordance with Section 4.24, the calculation of the required Front or Exterior Side Yard shall be as set out in Section 5.1.2.7, provided that the required Front or Exterior Side Yard is not less than the new Street Line established by the required road widening.

5.1.2.8 Despite Row 7 of Table 5.1.2, properties Zoned R.1B or R.1C with Buildings over 2 Storeys located within Defined Area Map Number 66 of Schedule "A" of this By-law shall have a minimum Side Yard requirement of 1.5 metres.

5.1.2.9 Deleted.

5.1.2.10 Despite Row 7 of Table 5.1.2 in the R.1A Zone, where a Building has a one Storey portion and a 1.5 to 2 storey portion, the required Side Yard shall be 1.5m from the Side Lot Line to the foundation wall of the

1 Storey portion and 2.4m from the Side Lot Line to the wall of the 1.5 to 2 Storey portion.

5.1.2.11 Where Lots have less than 12 metres of Frontage, the Garage is limited to a maximum of 55% of the Lot width (as measured at the Front Yard Setback).

PROPOSED CONSENT CONDITIONS:

The following conditions are provided as information to Council and will be imposed at the time consent applications are considered by the Committee of Adjustment to create two severed lots and one retained lot:

1. Prior to the issuance of building permits, the Owner shall provide the City with written confirmation that the dwellings on the subject site will be constructed to a standard that implements energy efficiency in order to support the **Community Energy Initiative** to the satisfaction of the General Manager of Planning Services in accordance with the letter attached as Attachment 7 to Report 12-100 from Planning and Building, Engineering and Environment dated November 4, 2012.

2. The Owner shall be responsible for the payment of **cash-in-lieu of parkland** dedication in accordance with the City of Guelph By-law (1989)-13410, as amended by By-law (1990)-13545 and By-Law (2007)-18225,or any successor thereof prior to the issuance of building permits.

3. The Developer will be required to pay the proportionate share of the actual costs of the existing **roadworks** and existing municipal **services** and any **street lighting** upgrades on Niska Road across the entire frontage of 172 Niska Road as determined by the General Manager/City Engineer, prior to any severance and prior to any construction and grading of the lands.

4. Prior to any severance and prior to any construction and grading of the lands, the Developer shall provide a complete "**sightline/vertical curve assessment**" report prepared by a professional engineer to determine whether sightline distances are sufficient for the proposed driveways.

5. Prior to any severance and prior to any construction and grading of the lands, the Developer shall be responsible for all of the costs associated with the **demolition** and removal of the existing dwelling from the property.

6. That prior to any severance and prior to any construction and grading of the lands, the Developer will be responsible to decommission the existing **septic system and private well** to the satisfaction of the City's Plumbing/Sewage System Inspector.

7. Prior to any severance and prior to any construction and grading of the lands, the Developer shall pay all of the costs associated with any removal of existing **cedar trees** on the road allowance that are located along the entire frontage of 172 Niska Road, to the satisfaction of the General Manager/City Engineer.

8. That the Developer pays the actual cost of constructing new **service laterals** to the proposed severed lands including the cost of any curb cuts or fills required, with the estimated cost of the works as determined by the General Manager/City Engineer being paid, prior to any severance and any construction and grading of the lands.

9. That the Developer enters into a **Storm Sewer Agreement**, as established by the City, providing a grading and drainage plan, registered on title, prior to any severance and prior to any construction and grading of the lands.

10. That the Developer pays the City the actual cost of construction of the concrete **sidewalk** from Ptarmigan Drive and across the entire frontage of 172 Niska Road, furthermore, prior to any severance and prior to any construction or grading of the lands, the Developer shall pay to the City the estimated costs associated with the construction of a concrete sidewalk from Ptarmigan Drive and across the entire frontage of 172 Niska Road as determined by the General Manager/City Engineer.

11. Prior to any severance and prior to any construction and grading on the lands, the Developer will be required to ensure that any **monitoring wells and boreholes** drilled for hydrogeological or geotechnical investigations are property decommissioned in accordance with current Ministry of Environment Regulations and Guidelines to the satisfaction of the General Manager/City Engineer.

12. Prior to any construction and grading of the lands, the Developer shall pay the flat rate charge established by the City per metre of road frontage to be applied to **tree planting** for the said lands.

13. Prior to any construction or grading of the lands, the Developer shall construct, install and maintain **erosion and sediment control facilities**, satisfactory to the General Manager/City Engineer, in accordance with a plan that has been submitted to and approved by the General Manager/City Engineer.

14. That the Developer pays to the City the actual cost of construction of the **new driveway entrances** and the required curb cuts and furthermore, prior to any construction or grading on the lands, the Developer shall pay to the City the estimated cost of the new driveway entrances and the required curb cuts, as determined by the General Manager/City Engineer.

15. That the Developer pays the actual cost associated with the **removal of the existing asphalt within the road allowance** from the area of the existing driveway entrances, the restoration of the boulevard with topsoil and sod including any required curb fill, with the estimated cost of the works as determined by the General Manager/City Engineer being paid, prior to any construction or grading on the lands.

16. That the Developer makes satisfactory arrangements with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-

of-way for their plants, prior to any construction and grading on the lands.

17. That with the exception of any pad-mounted transformers, all electrical services to the lands are underground and the Developer shall make satisfactory arrangements with **Guelph Hydro Electric Systems Inc.** for servicing of the lands, as well as provisions for any easements and/or rights of way for their plants, prior to any construction and grading on the lands.

18. The Developer shall ensure that all **telephone** service and **Cable TV** service to the lands shall be underground. The Developer shall enter into a servicing agreement with the appropriate service providers for the installation of underground utility services for the lands, prior to any construction and grading on the lands.

19. The Developer shall prepare an updated **Tree Preservation Plan and Compensation Plan** prior to endorsation of the deeds so as to adequately address tree protection for those trees being retained and compensation for those trees proposed to be removed, including ensuring that hedgerows are not impacted by any construction activities or building locations. The proposed sidewalk location is also to be shown on the updated Tree Preservation Plan, along with necessary protection measures.

20. The Developer shall pay **development charges** to the City in accordance with By-law number (2009)-18729, as amended from time to time, or any successor thereof and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board as amended from time to time, or any successor by-laws thereto, prior to issuance of any building permits.

21. The Developer shall pay to the City, the total cost of reproduction and distribution of the **Guelph Residents Environmental Handbook**, with such payment based on a cost of one handbook for each of the three new dwelling units as determined by the City, prior to the issuance of any building permits.

22. That all required fees and charges in respect of the registration of all documents required in respect of this approval and administration fee be paid, prior to the endorsement of the deeds.

23. Prior to any severance and prior to any construction and grading of the lands, the Developer shall enter into an **agreement** with the City, registered on title, satisfactory to the City Solicitor and General Manager/City Engineer, covering the conditions noted above and to develop the site in accordance with the approved plans.

Recommended Zoning and Conditions

The property affected by the Zoning By-law Amendment application is legally described as Part Lot 10, Concession 8, former Geographic Township of Puslinch, municipally known as 340 Clair Road East, City of Guelph (Phase 5, Part 2 of the Westminister Woods East Subdivision File# 23T-02502).

PROPOSED ZONING

The following zones are proposed:

'R.3A – X Zone (Block A)

As shown on Defined Area Map Number 75 of Schedule "A" of this by-law.

Permitted Uses

- *Maisonette* dwelling
- *Stacked Townhouse*
- *Cluster Townhouse*
- *Home Occupation* in accordance with Section 4.19
- *Accessory Use* in accordance with Section 4.23

Regulations

Despite Sections 5.3.2 and 5.4.2 of Zoning By-law (1995) - 14864, as amended, the following regulations shall apply:

Minimum Dwelling Units

A minimum of 52 Dwelling Units shall be constructed in this zone.

Minimum Gross Floor Area (per unit)

50 square metres

Minimum Front Yard

(a) From a public street - 4.5 metres
(b) From a private street - 4.5 metres from the nearest sidewalk
(c) Buildings shall be setback from Clair Road a minimum of 6.0 metres.

Maximum Block Coverage

A maximum of 40% of the area in this zone shall be covered by buildings and structures.

Minimum Common Amenity Area

A minimum of 15m2 per dwelling unit shall be provided and aggregated into areas of not less than 50 m^2. Amenity areas shall be designed so that the length does not exceed 4 times the width.

Minimum Landscaped Open Space

A minimum of 30% of the area of this zone shall be provided.

Minimum Off-Street Parking for Each Dwelling Unit
Townhouse - 1.5 spaces

Frontage on a Street
Despite Section 4.1, access from a Building to a public street may be provided by way of a private street.

Maximum Number of Dwelling Units in a Row
The maximum number of dwelling Units in a row shall be 12 Dwelling Units.'

'R.3A – Y Zone (Block B)
As shown on Defined Area Map Number 75 of Schedule "A" of this by-law.

Permitted Uses
In accordance with Section 5.3.1.1 of Zoning By-law (1995) - 14864, as amended,

- *Maisonette* dwelling
- *Stacked Townhouse*
- *Cluster Townhouse*
- *Home Occupation* in accordance with Section 4.19
- *Accessory Use* in accordance with Section 4.23

with the following additional permitted use:

- Apartment Building

Regulations
Despite Sections 5.3.2 and 5.4.2 of Zoning By-law (1995) - 14864, as amended, the following regulations shall apply:

Minimum Dwelling Units
A minimum of 170 Dwelling Units shall be constructed in this zone.

Minimum Number of Apartment Dwellings
A minimum of 108 Apartment Dwelling Units shall be constructed in this zone.

Minimum Gross Floor Area (per unit)
50 square metres

Minimum Front Yard
(a) From a public street - 4.5 metres
(b) From a private street - 4.5 metres from the nearest sidewalk
(c) Buildings shall be setback from Clair Road a minimum of 6.0 metres.

Maximum Building Height
4 Storeys

Maximum Block Coverage
A maximum of 40% of the area in this zone shall be covered by buildings and structures.

Minimum Common Amenity Area
A minimum of 15m2 per dwelling unit shall be provided and aggregated into areas of not less than 50 m^2. Amenity areas shall be designed so that the length does not exceed 4 times the width.

Minimum Landscaped Open Space
A minimum of 30% of the area of this zone shall be provided.

Minimum Off-Street Parking for Each Dwelling Unit
Townhouse - 1.5 spaces
Apartment - 1.25 spaces

Frontage on a Street
Despite Section 4.1, access from a Building to a public street may be provided by way of a private street.

Maximum Number of Dwelling Units in a Row
The maximum number of dwelling Units in a row shall be 12 Dwelling Units.'

AND

PROPOSED CONDITIONS
The following conditions are provided as information to Council and will be imposed through site plan approval:

1. The Owner shall submit to the City, in accordance with Section 41 of the *Planning Act*, a fully **detailed site plan**, indicating the location of buildings, landscaping, parking, circulation, access, lighting, tree preservation, grading and drainage and servicing on the said lands to the satisfaction of the General Manager of Planning Services and the General Manager/City Engineer, prior to the issuance of a building permit, and furthermore the Owner agrees to develop the said lands in accordance with the approved plan.
2. Further, the Owner commits and agrees that the details of the layout, elevations and design for development of the subject lands shall be in general accordance and conformity with the **Owner's concept plans** attached as Attachment 7 to the November 5, 2012 Planning, Building, Engineering and Environment Report Number 12-99 (Site Plan, prepared by Design Plan Services Inc., Drawing 0112-302 dated August 23, 2012).

3. Prior to the issuance of site plan approval, the Owner shall provide the City with written confirmation that the buildings on the subject lands will be constructed to a standard that implements energy efficiency in order to support the **Community Energy Initiative** to the satisfaction of the General Manager of Planning Services in accordance with the letter attached as Attachment 8 to the November 5, 2012 Planning, Building, Engineering and Environment Report Number 12-99.

4. The developer/owner acknowledges and agrees that the suitability of the land for the proposed uses is the responsibility of the landowner. The developer/owner shall retain a Qualified Person (QP) as defined in Ontario Regulation 153/04 to prepare and submit a **Phase 1 Environmental Site Assessment** and any other subsequent phases required, to assess any real property to ensure that such property is free of contamination. If contamination is found, the consultant will determine its nature and the requirements for its removal and disposal at the developer/owner's expense. Prior to the site plan approval, a Qualified Person shall certify that all properties to be developed are free of contamination.

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

5. The developer/owner grades, develops and maintains the site including the **storm water management facilities** designed by a Professional Engineer, in accordance with a Site Plan that has been submitted to and approved by the City Engineer. Furthermore, the developer/owner shall have the Professional Engineer who designed the storm water management system certify to the City that he/she supervised the construction of the storm water management system, and that the storm water management system was approved by the City and that it is functioning properly.

6. Prior to site plan approval and prior to any construction or grading on the lands, the developer shall construct, install and maintain **erosion and sediment control facilities**, satisfactory to the City Engineer, in accordance with a plan that has been submitted to and approved by the City Engineer.

7. The developer shall pay to the City the actual cost of constructing, installing or removal of any **service laterals** required and furthermore, prior to site plan approval, the developer shall pay to the City the estimated cost of the service laterals, as determined by the City Engineer.

8. The developer/owner shall pay to the City the actual cost of the construction of the **new access** and the required curb cut, prior to site plan approval and prior to any construction or grading on the lands, the developer shall pay to the City the estimated cost as determined by the City Engineer of constructing the new access and the required curb cut.

9. The developer/owner constructs the new buildings at such an elevation that the lowest level of the new buildings can be serviced with a **gravity connection** to the sanitary sewer.

10. The developer/owner shall arrange for a **Draft Reference Plan** to be submitted to City Legal Services for lifting of the 0.3 metre reserve in the areas of proposed accesses prior to site plan approval.

11. That all **telephone and Cable TV** service to the lands be underground and the developer/owner shall enter into a servicing agreement with the appropriate service providers to provide for the installation of underground telephone service, prior to any construction or grading on the lands.

12. That the developer/owner makes satisfactory arrangements with **Union Gas** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.

13. That all electrical services to the lands are underground and the developer/owner shall make satisfactory arrangements with **Guelph Hydro Electric Systems Inc.** for the servicing of the lands, as well as provisions for any easements and/or rights-of-way for their plants, prior to any construction or grading on the lands.

14. That the developer/owner shall pay **development charges** to the City in accordance with By-law Number (2009)-18729, as amended from time to time, or any successor thereof, and in accordance with the Education Development Charges By-laws of the Upper Grand District School Board (Wellington County) and the Wellington Catholic District School Board, as amended from time to time, or any successor by-laws thereto.

15. That any **domestic wells and boreholes** drilled for hydrogeological or geotechnical investigations shall be properly abandoned in accordance with current Ministry of the Environment Regulations and Guidelines to the satisfaction of the City Engineer.

16. The Developer shall prepare and implement a **construction traffic access and control plan** for all phases of servicing and building construction to the satisfaction of the City. All damage or maintenance required to surrounding streets as a result of such traffic shall be at the Developer's cost.

17. The Developer shall ensure that the height of any proposed **retaining wall** does not exceed 1.0metre to the satisfaction of the City Engineer.

18. The Developer shall submit a **Noise Impact Study** to assess the impact of the adjacent traffic and future adjacent commercial block noise on the proposed development to the satisfaction of the Manager of Planning Services and implement the recommendations of the approved study to the satisfaction of the Manager of Planning Services.

19. The Developer shall place the following **notifications** in all offers of purchase and sale or lease for all lots and/or dwelling units and to be registered on title:

    i. that sump pumps will be required for every lot unless a gravity outlet for the foundation drain can be provided on the lot in accordance with a design by a Professional Engineer. Furthermore, sumps pumps must be discharged to the rear yard.

    ii. (ii) if any fee has been paid by the purchaser to the Developer for the planting of trees on City boulevards in front or on the side of residential units does not obligate the City or guarantee that a tree will be planted on the boulevard in front or on the side of a particular residential dwelling.

    iii. (iii) a transit route may be installed on Goodwin Drive at the discretion of the City. The location of such route and bus stops will be determined based on the policies and requirements of the City. Such bus stops may be located anywhere along the route; including lot frontages.

    iv. (iv) prior to the completion of home sales, purchasers and/or tenants are to be advised of the time frame during which construction activities may occur and the potential for residents to be inconvenienced by construction activities such as noise, dust, dirt, debris, drainage and construction traffic.

    v. (v) Clair Road and Victoria Road may be used as a permitted truck route.

    vi. (vi) the Developer shall agree to eliminate the use of any covenants that would restrict the use of clotheslines and the Developer's lawyer shall certify to the Manager of Planning that there are no restrictive covenants which restrict the use of clotheslines.

20. The Developer shall place the following **notifications** in all offers of purchase and sale for all lots and/or dwelling units and agrees that these same notifications shall be placed in the City's subdivision agreement to be registered on title:

a) "Purchasers and/or tenants of all lots are advised that the Stormwater Management Blocks have been vegetated to create a natural setting. Be advised that the City will not carry out routine maintenance such as grass cutting. Some maintenance may occur in the areas that are developed by the City for public walkways, bikeways and trails."

b) "Purchasers and/or tenants of all lots are advised that the Open Space Block has been retained in its natural condition. Be advised that the City will not carry out regular maintenance such as grass cutting. Periodic maintenance may occur from time to time to support the open space function and public trail system."

c) "Purchasers and/or tenants of all lots are advised that the Park Blocks have been designed for active public use and may include sportsfields, playgrounds, trails and other park amenities. Be advised that the City may carry out regular maintenance such as grass cutting. Periodic maintenance may also occur from time to time to support the park functions."

21. Prior to the issuance of site plan approval for the lands, the owner shall pay to the City, the City's total cost of reproduction and distribution of the **Guelph Residents' Environmental Handbook**, to all future households within the project, with such payment based on a cost of one handbook per residential household, as determined by the City.

22. That prior to site plan approval, the owner shall enter into a **site plan control agreement** with the City, registered on title, satisfactory to the City Solicitor, the General Manager of Planning Services and the City Engineer, covering the conditions noted above and to develop the site in accordance with the approved plans and reports.

Room C, City Hall, 1 Carden Street
November 6, 2012, 6:00 p.m.

An Open Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; and Mr. B. Labelle, City Clerk

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

2013 Operating Budget Workshop

Mr. A. Horsman, Executive Director of Finance & Enterprise delivered a presentation which was included as part of the meeting agenda.

Council discussed the budget process, the prospect and impacts of adjustments based on the materials presented as well as further actions and considerations which will be taken with respect to finalizing the 2013 operating budget.

1. Moved by Councillor Dennis
Seconded by Councillor Burcher
THAT the Council of the City of Guelph now hold a meeting that is closed to the public pursuant to section 239 (2) (b) of The Municipal Act, with respect to personal matters about identifiable .

Carried

……
Mayor

……..
Clerk

Room C, City Hall, 1 Carden Street
November 6, 2012, 7:50 p.m.

A Closed Meeting of Guelph City Council.

Present: Mayor Farbridge, Councillors Bell, Burcher, Dennis, Findlay, Furfaro, Guthrie, Hofland, Kovach, Laidlaw, Piper, Van Hellemond and Wettstein

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director of Corporate & Human Resources; Ms. C. Bell, Executive Director of Community & Social Services; Mr. A. Horsman, Executive Director of Finance & Enterprise; Dr. J. Laird, Executive Director of Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; and Mr. B. Labelle, City Clerk

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

2013 Operating Budget Workshop – Confidential Matters

Council discussed issues relating to personal matters about identifiable individuals.

1. Moved by Councillor Kovach
Seconded by Councillor Guthrie

That Council rise from its closed meeting.

Carried

2. Moved by Councillor Kovach
Seconded by Councillor Guthrie

That the meeting of Guelph City Council 2012 be adjourned.

Carried

The meeting adjourned at 8:34 p.m.

……..
Mayor

……
Clerk

CONSENT REPORT OF THE
COMMUNITY & SOCIAL SERVICES COMMITTEE

November 26, 2012

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

Your Community & Social Services Committee beg leave to present their FOURTH CONSENT REPORT as recommended at its meeting of November 13, 2012.

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-11 Pilot Evaluation of Alcohol Sales at Hastings Stadium

THAT the Executive Director and Clerk be authorized to execute an Amending Agreement to the License Agreement between the City and The Guelph Royals Senior Baseball Club that approves the sale of alcohol at Hastings Stadium subject to the following conditions,

1. An Alcohol and Gaming Commission of Ontario licence permit is issued in the name of one officer or director of The Guelph Royals Senior Baseball Club;
2. The Guelph Royals Senior Baseball Club insurance coverage includes the sale of alcohol;
3. The Guelph Royals Senior Baseball Club pays all licensing fees, capital set up costs and operating costs relating to the sale of alcohol;
4. The Guelph Royals Senior Baseball Club complies at all times with the alcohol risk management policies of The Corporation of the City of Guelph;
5. The sale of alcohol is restricted to a fenced-in beer tent with a maximum seating capacity of 75 persons;
6. The Guelph Royals Senior Baseball Club remains in full compliance with the existing agreement with The Corporation of the City of Guelph dated February 2, 2012, including all financial obligations thereunder;
7. The Corporation of the City of Guelph may, upon at least 24 hours' notice, suspend or cancel the sale of alcohol; and
8. The existing agreement dated February 2, 2012 is amended to include the foregoing provisions.

CSS-12 Older Adult Strategy

THAT Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy;

AND THAT Council direct staff to create a cross-department staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly;

AND THAT staff be directed to report back on the plan, timelines and resource requirements.

CSS-13 Volunteer Police Checks – Community Benefit Agreement Proposal

THAT Council directs staff to enter into a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to administer and operate a *Police Check Program* for the City of Guelph under the direction of Community and Social Services.

CSS-15 Macdonald Stewart Art Centre – Interim Agreement

THAT Guelph City Council authorize the Mayor and City Clerk to execute the Interim Agreement between the City of Guelph, the University of Guelph and the Macdonald Stewart Art Centre in a form satisfactory to the City Solicitor and the Executive Director of Community and Social Services;

AND THAT the operating and capital budget request by the Macdonald Stewart Art Centre for 2013 as set out in the Interim Agreement be referred to the 2013 budget process for approval;

AND THAT staff report back to Council on the results of the ongoing negotiations to resolve the existing five party agreement, prior to the February 2014 deadline set out by the County of Wellington.

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, 2012 meeting.

COMMITTEE REPORT

TO	**Community and Social Services Committee**
SERVICE AREA	Community & Social Services Department Business Services
DATE	November 13, 2012
SUBJECT	**Pilot Evaluation of Alcohol Sales at Hastings Stadium**
REPORT NUMBER	CSS-BS-1226

SUMMARY

Purpose of Report: To report back on the evaluation of the sale of alcohol at Hastings Stadium during the 2012 season for Guelph Royals Senior Baseball Club and to make a recommendation on future sales of alcohol.

Committee Action: Staff recommends that Council approve the conditional sale of alcohol for future Guelph Royals Senior Baseball Club baseball games at Hastings Stadium, subject to the listed criteria.

RECOMMENDATION

THAT the Executive Director and Clerk be authorized to execute an Amending Agreement to the License Agreement between the City and The Guelph Royals Senior Baseball Club that approves the sale of alcohol at Hastings Stadium subject to the following conditions,

1. An Alcohol and Gaming Commission of Ontario licence permit is issued in the name of one officer or director of The Guelph Royals Senior Baseball Club;
2. The Guelph Royals Senior Baseball Club insurance coverage includes the sale of alcohol,
3. The Guelph Royals Senior Baseball Club pays all licensing fees, capital set up costs and operating costs relating to the sale of alcohol;
4. The Guelph Royals Senior Baseball Club complies at all times with the alcohol risk management policies of The Corporation of the City of Guelph;
5. The sale of alcohol is restricted to a fenced-in beer tent with a maximum seating capacity of 75 persons;
6. The Guelph Royals Senior Baseball Club remains in full compliance with the existing agreement with The Corporation of the City of Guelph dated February 2, 2012, including all financial obligations thereunder;

7. The Corporation of the City of Guelph may, upon at least 24 hours' notice, suspend or cancel the sale of alcohol; and
8. The existing agreement dated February 2, 2012 is amended to include the foregoing provisions.

BACKGROUND

On May 28, 2012 Council Guelph City Council approved the conditional sale of alcohol at the Guelph Royals Senior Baseball Club home games as a pilot program for the 2012 season, subject to full compliance with Alcohol and Gaming Commission of Ontario (AGCO) regulations and the municipal Alcohol Risk Management Policy (ARMP).

The following report provides an overview of the assessment and the results of the implementation.

REPORT

Alcohol was sold in a contained, 50-seat capacity beer tent located along the third baseline for a total of 17 home games. The licensee was a local pub utilizing their ACGO caterer's endorsement liquor license. The first two games required the club to hire paid duty police officers to assess the public safety issues. Guelph Police Services determined that the paid duty services were unnecessary to ensure public safety for the remainder of the games.

During and post season, City staff conducted an assessment of the pilot by consulting Guelph Police Services, By-law Compliance & Security, and sports field operations staff. No related incidents or complaints were reported. The baseball club was also in full compliance with the ARMP requirements and all AGCO provincial regulations.

In summary there were no issues or public safety concerns regarding the sale of alcohol during the 2012 Guelph Royals baseball games and all conditions set out by the City had been satisfied by the Guelph Royals.

Going forward, the Guelph Royals Senior Baseball Club has expressed an interest to continue to offer the sale of alcohol at all future club home games. As the sale of alcohol is strictly regulated and licensed by the AGCO, city staff contacted the appropriate AGCO regional office and they advised of the following two options available to consider:

Option A: The City applies for the liquor license permit and operates the beer tent during the games with City staff.

Option B: The Guelph Royals apply for the alcohol license permit and operate the beer tent during the games.

Staff evaluated the pros and cons of the City obtaining the liquor license and operating the beer tent, and determined that the costs of City paid servers, security staff, and set up and tear down for each game – all charged back to the club at cost – were not financially feasible for the club. Additionally, staff did not wish to set a precedent for obtaining a liquor license and operating beer tents on behalf of other non-profit community groups' special events.

The recommended option is to have the Guelph Royals Senior Baseball Club apply and obtain the liquor license and operate the beer tent for their games similarly to how other Inter-county baseball teams operate, who also play in municipal-owned stadiums. Although the proposed liquor license would be between the AGCO and Guelph Royals Senior Baseball Club, the City would also like to ensure the following additional conditions are in place:

1. The AGCO license permit be issued in the name of an owner of Guelph Royals Senior Baseball Club;
2. The Guelph Royals Senior Baseball Club must provide additional liability insurance coverage, with the City of Guelph as an additional named insured;
3. All licensing fees, capital set up costs and operation costs will be the responsibility of the Guelph Royals Senior Baseball Club;
4. Ongoing compliance to the City of Guelph's Alcohol Risk Management Policies;
5. The fenced in beer tent seating capacity be limited to a maximum of 75 persons;
6. The City's license agreement to the Guelph Royals Senior Baseball Club remains valid and all financial accounts are current and in good standing;
7. The City of Guelph as landlord retains exclusive rights to suspend or cancel the sale of alcohol within a 24 hour notice; and
8. The existing agreement is amended to outline the specific details and arrangements as approved by Council.

CORPORATE STRATEGIC PLAN

Innovation in Local Government
2.3 Ensure accountability, transparency and engagement

City Building
3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS

There are no financial implications.

DEPARTMENTAL CONSULTATION

Parks and Recreation
By-Law Compliance and Security
Guelph Police Service
Legal Services

COMMUNICATIONS

N/A

ATTACHMENTS

N/A

Recommended By:
Peter C. Avgoustis
Manager, Business Services
Community & Social Services
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Recommended By:
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Executive Director,
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COMMITTEE REPORT

TO	**Community and Social Services Committee**
SERVICE AREA	Community and Social Services Department Community Engagement and Social Services
DATE	November 13, 2012
SUBJECT	**Older Adult Strategy**
REPORT NUMBER	CSS-CESS-1228

SUMMARY

Purpose of Report: To provide Council with the final report of the Older Adult Strategy which will assist the City of Guelph proactively prepare for the impact of the increased aging population on the City's services and programs.

Committee Action: That Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy in planning and decision making within the city; and that Council direct staff to create a cross-departmental staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly.

RECOMMENDATION

THAT Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy;

AND THAT Council direct staff to create a cross-departmental staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly;

AND THAT staff be directed to report back on the plan, timelines and resource requirements.

BACKGROUND

By 2031 the population of the City of Guelph 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). The impact of this demographic shift on the design and delivery of municipal services will present opportunities and challenges.

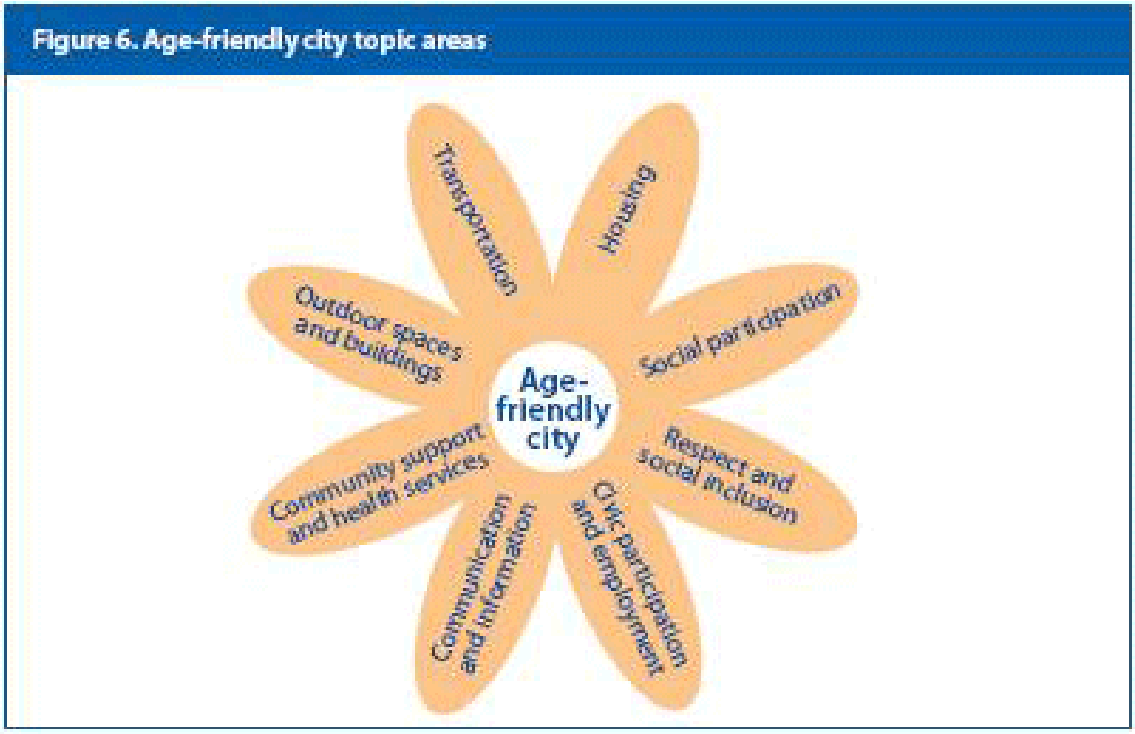
In the spring of 2012, Community and Social Services launched an initiative to develop an Older Adult Strategy. The purpose of the plan is to create an age-friendly community that supports older adults to live in security, maintain their health and participate fully in society. In response, the City will adapt its structure and services to be accessible and inclusive of older people with varying needs and capacities.

The Older Adult Strategy has utilized a framework that is consistent with the World Health Organization Dimensions of Age-Friendliness: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, community support and health supports. Cities around the world are applying this framework, using a set of standard guidelines and tools to become age-ready and age-friendly. This work was also guided and informed by a Steering Committee of ten members, comprised of both community members and City staff.

A comprehensive and innovative Older Adult Strategy is intended to provide a planning framework and implementation plan to ensure that the city is age-ready and age-friendly. To ensure that the City is age-ready, staff have identified the following steps:

- Identify assets and challenges affecting the City with a growing population of older adults;
- Set goals for the corporation to ensure a healthy community for an aging population;
- Provide direction to ensure policies serve individuals with changing needs due to aging;
- Build staff capacity to serve an older adult population;
- Recognize and value the expertise, wisdom, and contribution that older adults provide to a community; and
- Encourage other sectors of the community to collaborate to provide innovative ways to meet challenges of the aging population.

Figure 6. Age-friendly city topic areas



http://www.seniors.gov.on.ca/en/afc/index.php

REPORT

In preparation for the opportunities and challenges that this demographic shift will pose to the City, the Older Adult Strategy is intended to guide the planning and allocation of resources and services to ensure that the City of Guelph becomes an age-friendly city in which residents of all ages choose to live and grow old.

Project Methodology as follows:
A review of documents and materials was conducted to inform this work. Resources came from the City, from three comparator municipalities, as well as from a number of jurisdictions across North America that has developed older adult strategies (Appendix 1, page 79).

The development of the Strategy included a series of engagement opportunities:

- 5 community forums including 1 with caregivers to older adults, engaging a total of 110 community members
- 3 focus groups with community agencies and service providers, engaging a total of 36 individuals
- Interviews with 8 community agencies identified as stakeholders, engaging a total of 10 staff
- Interviews with 35 City staff and presentation to 25 staff of the direct report leadership team, as well as follow up presentation to 20 staff
- PowerPoint presentation distributed to Council and the Executive Team, individual interviews with the Mayor and 2 Councillors
- See Appendix 1, page 82.

An online survey reached 128 additional community members and allowed them to contribute their thoughts and ideas. In the interests of transparency and accountability, the community was engaged a second time to provide a follow-up on the progress of the project and a summary of findings from the consultation phase. Three feedback sessions were held; one each for the public, service providers, and City staff.

Summary of Consultations and Feedback
Many people talked about the City as being a great place to live, with many opportunities to be actively involved. Some of the positive examples of services that are appreciated by seniors of Guelph are:

- Parks, trails, and recreation opportunities
- Snow Angels program
- Affordable bus pass
- Bike paths
- Volunteer culture
- Evergreen Seniors' Centre and the partnering community support services
- City staff are generally considered to be responsive
- Many good partnerships
- Older Adults Generally feel included and engaged

Some of the challenges and barriers faced by seniors are:

- Changing diversity of the community represents a corresponding need for greater awareness of cultural, language and functional challenges facing seniors
- Service inequities that are geographically driven
- Income inequity and low income challenges
- Transit and mobility – service inequity in neighbourhoods, challenges with distances required to walk to access transit, lack of public benches at bus stops
- Built environment, right of way, and navigation challenges
- Shortage of affordable housing
- Lack of community support services within neighbourhoods
- Caregiver stress
- Social isolation
- Community and personal safety
- Easily accessible communication mechanisms from municipal government
- Lack of sufficient health support services to help people continue to reside in their own home

Not all of the gaps identified represent services provided by the City; some are clearly the purview of the province (e.g., health care), and some are services provided in the community, or in partnership with the County of Wellington.

Vision , Guiding Values and Principles
As part of community engagement, community members were asked to articulate their vision for the City as it relates to older adults. The result of this engagement feedback was the creation of the following:

- GOAL: Guelph is a great place to live and age well.
- VISION: Guelph is an age-friendly community that:
  - values and supports older adults
  - optimizes opportunity for choice, independence, and quality of life
  - celebrates diversity
  - is inclusive of all, reducing inequities (is fair and just)

- GUIDING PRINCIPLES: The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, where feasible, using the following guiding values and principles:
  - participation and inclusion of all citizens
  - respect and dignity
  - active engagement in communication and decision making
  - access to a safe living environment
  - fairness and equity
  - self determination and choice

Outcomes
The Older Adult Strategy report prepared by the consultants recommends undertaking a broad set of actions over a number of years to become an age-friendly jurisdiction. The recommendations range from six (6) broad, overarching recommendations to more detailed, specific plans related to the eight (8) dimensions of an age-friendly city in the World Health Organization (WHO) framework.

The Strategy was developed with some knowledge of the City's upcoming Community Well-being Initiative, and efforts have been made to ensure consistency and alignment between the two initiatives. The Strategy also includes some guidance for implementation including proposed timelines and Lead role for each recommendation. This is a multi-year strategy, which will involve all City departments as well as community and provincial partners.

The report recommends that a standing cross departmental Older Adult Strategy Action Team must be created. This team will be mandated to assess the recommendations of the Older Adult Strategy and prioritize and oversee the implementation of the recommendations. The City will be a leader and a partner in the development of plans to address the emerging needs of its residents. Regardless of which level of government is responsible, it is important to consider the needs of older adults in a whole systems approach. In this way, a more thoughtful strategy can be developed that considers the role of the City, the role of partners, opportunities to improve coordination and integration, and to leverage the mandates and activities of a wide range of stakeholders.

CORPORATE STRATEGIC PLAN

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

Innovation in Local Government
2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability

City Building
3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS

Immediate work can begin on implementing the Older Adult Strategy without any impact to the 2012/13 operating budget. It is recognized that a cross departmental Older Adult Strategy Action Team will assess the recommendations, and prioritize and oversee implementation. Some action items will have budget impacts over the longer term. These will be determined by each department, and brought forward to Council for approval.

DEPARTMENTAL CONSULTATION

A Project Steering Committee guided the development of the Older Adult Strategy, with the Manager of Senior Services serving as the Project Manager and Manager of Partnerships and Inclusion chairing the Steering Committee. The committee was comprised of staff from Community and Social Services, Human Resources, as well as representation from the Guelph Wellington Seniors Association, and community members. See Appendix 1, page 79 for listing of Project Steering Committee members.

All Departments, through the Executive Team, received communication regarding the development of the strategy and were provided an opportunity for input.

COMMUNICATIONS

Key community stakeholders were advised of the Older Adult Strategy Development and invited to have input into developing this strategy. An online survey on www.guelph.ca/seniors was hosted for the month of June. Community consultations were held during the month of June.

Consultations were held with community organizations: Wellington Senior Services Network 20 leaders from community organizations providing advocacy for the improvement of community support, social care/services, and health and long term care services for older adults in Wellington County. There is representation from long term care, mental health, health care, hospitals, community support, social

services, housing services, and education, and Guelph Trans-disciplinary team (17 clinicians from across the sectors in health care and mental health who review of high risk case situations with representation from hospital, day programs, specialized geriatric service, Homewood, CCAC, intensive geriatric service program, primary care consultant, seniors at risk program, Alzheimer Society).

Follow up consultations were held in August. See Appendix 1, page 82 for a listing of agencies interviewed.

ATTACHMENTS

Attachment 1 - Older Adult Strategy for The City of Guelph, Report prepared by The Osborne Group

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Attachment 1

OLDER ADULT STRATEGY FOR THE CITY OF GUELPH

Report prepared for
Community and Social Services

The Osborne Group
October 10, 2012

Letter of Transmittal

October 10, 2012

Wendy Kornelsen
Manager of Senior Services – Evergreen
Community Engagement and Social Services
Community and Social Services
City of Guelph

Dear Ms. Kornelsen;

We are pleased to submit this Older Adult Strategy for the City of Guelph to the Community Engagement & Social Services Division of Community & Social Services. This report follows its final review by the project Steering Committee on October 2, 2012.

Thank you for choosing The Osborne Group to do this important work. We hope this report will contribute to your success in creating an age-ready and age-friendly city for Guelph residents.

Sincerely,

Melodie Zarzeczny
Project Lead

Cc: Sheila Hamilton, Managing Principal

190 Attwell Drive, Suite 650, Toronto, ON M9W 6H8 **THE OSBORNE GROUP** Executive Performance on Demand

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1. ACKNOWLEDGEMENTS

It has been a pleasure working in the City of Guelph to develop an Older Adult Strategy. We were warmly received by the Mayor, by various members of Council, by City residents and by community service providers. In addition, the many City staff we met gave generously of their time and expertise.

We would like to acknowledge the leadership and assistance provided by the Project Steering Committee, whose members were dedicated and thoughtful in offering information and feedback to us, and who also facilitated the arrangement of meetings and interviews. We are grateful for the cooperation of the agencies and departments that provided permission for their staff to participate as Steering Committee members.

The team of Lynne Briggs, Chair of the Steering Committee, and Wendy Kornelsen, Project Manager, gave us ongoing advice and guidance and provided us with great support. In particular, the depth and breadth of our community consultation reflects their knowledge of the community and untiring efforts to help us hear from as many people as possible.

All the staff at the Evergreen Centre, both volunteer and professional, made us and the Steering Committee feel most welcome throughout the course of our deliberations. Their hospitality was appreciated.

2. EXECUTIVE SUMMARY

Ontario's older population is set to double over the next 20 years, while its 85 and older population is set to quadruple (*Sinha, Healthcare Papers, 2011*). Guelph's demographic profile will not be unlike that for the province; by 2031 an estimated 34% of Guelph residents will be over the age of 55. A demographic shift of this magnitude is pervasive; it will touch all parts of the City, from services to infrastructure, and will cross all Departments.

Older adults enrich the cities in which they live. They contribute experience, knowledge and skills to make their neighbourhoods rich and vibrant places to live. Cities around the world, including the City of Guelph, are considering how best to accommodate the needs of their aging populations and mobilize the energy and experience of older residents.

In response to the challenges and the opportunities that this shift will pose to the City, the Service Area of Community and Social Services undertook the development of an Older Adult Strategy. This strategy is intended to guide the planning and allocation of resources and services to ensure that the City of Guelph becomes an age-friendly city in which residents of all ages choose to live and grow old.

The development of Guelph's strategy began with a series of consultations with the public (largely focused on older adults), community agencies and service providers, residents who are caregivers to older adults, and City staff. These groups have been engaged throughout the planning process. An online survey reached additional community members and allowed them to contribute their thoughts and ideas. A Steering Committee made up of community members and City staff guided the project.

The recommended Older Adult Strategy for the City of Guelph utilizes the Framework for an Age-Friendly City that has been developed by the World Health Organization (WHO). Cities around the world are applying this framework, using a set of standard guidelines and tools to become age-ready and age-friendly.

The report recommends undertaking a broad set of actions over a number of years to become an age-friendly jurisdiction. The recommendations range from six (6) broad, overarching recommendations to more detailed, specific plans related to the eight (8) dimensions of an age-friendly city in the WHO framework. The Strategy was developed with some knowledge of the upcoming City well-being initiative, and efforts have been made to ensure consistency and alignment of the two initiatives.

The Strategy also includes some guidance for implementation including proposed timelines and Lead role for each recommendation. A number of recommendations have been identified as "Quick Wins", generally indicating a high impact, lower cost action. This is a multi-year strategy, which will involve all City departments as well as community and provincial partners. Because of the wide range of services, programs and policy that affect the lives of older adults, many of which are not the direct responsibility of the City, the City's role in this Strategy includes that of direct service delivery, partner, advocate, and leader.

Proposed guiding statements for an Older Adult Strategy were developed by the Steering Committee, based on input from all of the interviews and consultations. The statements developed are as follows:

GOAL: Guelph is a great place to live and age well.

VISION:
Guelph is an age-friendly community that:

- **values and supports older adults**
- **optimizes opportunity for choice, independence, and quality of life**
- **celebrates diversity**
- **is inclusive of all, reducing inequities (is fair and just)**

GUIDING PRINCIPLES:
The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, using the following guiding values and principles:

- **participation and inclusion of all citizens**
- **respect and dignity**
- **active engagement in communication and decision making**
- **access to a safe living environment**
- **fairness and equity**
- **self determination and choice**

The City of Guelph commits to:

- **long term engagement in the older adult strategy**
- **review recommendations regularly**
- **report annually on progress of the implementation plan**

3. SUMMARY OF RECOMMENDATIONS

The report contains more than 60 recommendations that will, when implemented, make the City of Guelph age-ready and age-friendly. Of these recommendations, six (6) are broad in scope and foundational in importance. The balance of the recommendations focus more specifically on required action in each of the eight (8) WHO dimensions.

Foundational Recommendations

1. THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.

2. THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures:
    - Create an Older Adult Committee of Council
    - Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation , nested under the well-being strategy and reporting to the office of the Chief Administrative Officer
    - Create a standing cross-departmental Implementation Project Team.

3. THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.

4. THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.

5. THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.

6. THAT the City apply a Seniors' lens to all existing and proposed new programs and services.

Recommendations based on the eight WHO Dimensions of Age-Friendliness

Buildings and Outdoor Spaces

7. Undertake a coordinated review of City streets and spaces to consider ways of addressing identified gaps and barriers to accessibility. Such a review to include prioritization of identified maintenance required for sidewalks and curb cuts, with consideration of options for speeding up required maintenance.

8. Broaden the scope of the Snow Angels program to serve more older adults

9. Identify locations throughout the city to install more public washrooms. Review what other cities around the world are doing to ensure safety, cleanliness, design. Develop multi-year action plan.

10. Increase the number of public washrooms throughout the City.

11. Identify locations throughout the city to add more public benches and seating. Consider creative ways of financing these benches – e.g., offer naming rights, sponsorships, donations. Develop multi-year action plan.

12. Increase the amount of public seating throughout the City.

13. Commit to using the principle of Universal Design in the development and re-development of buildings and infrastructure.

14. Develop an incentive plan for builders and developers tied to achieving the first three goals of the Flexhousing™ Principles: Adaptability, Accessibility, Affordability and Healthy Housing™ as well as walkable neighbourhoods and communities.

15. Assemble a list of accessible locations in the City for public meetings and events and encourage their use.

TRANSPORTATION

16. Lengthen walk signals at key intersections where older adult traffic is high (e.g. Evergreen, downtown, libraries)

17. Install audible walk signals at key intersections where older adult traffic is high

18. Publicize and communicate the Community Bus Service – routes, schedules, how to use the service

19. Review (with input from the Older Adult Committee of Council) the Community Bus routes and destinations to ensure they meet the needs of older adults

20. Improve the quality of the Community Bus by using a bus that is smoother in its ride, similar to the buses with the ramp at the front of the bus. These are typically longer routes, being used for frailer adults – they need to be comfortable.

21. Communicate the long-term transit plan to the public (e.g., plans to install shelters and benches; plans to review routes and schedules)

22. Increase the number of accessible taxis over the next 10 years, in 2-year increments, by 10%.

23. Communicate to City residents that anyone who is physically unable to swipe a bus pass is still able to ride the bus

24. Undertake a review of the new transportation routes and schedules from the perspective of seniors.

25. Develop and provide travel information and travel training service specific to older adults

HOUSING

26. Examine zoning and planning regulations to ensure they do not create unintended barriers to development of housing for older adults

27. Establish a working group with partners (builders, developers, provincial government, County – to develop a long-term strategy to increase the supply of accessible, affordable housing for older adults. (Note: the City's revised Official Plan calls for 30% of new residential development to be affordable)

28. Advocate with the province and the LHIN for more funding for in-home supports that will enable older adults to remain in their own homes (health, home care, home maintenance, subsidies)

29. Promote available home modification programs, and provide assistance to older adults in completion of application forms.
Promote Residential Rehabilitation Assistance Programs (RRAP) and the new Health Homes Renovation Tax Credit to allow older adults to adapt their homes to meet their needs as they age (*ref: Sinha presentation, Seniors' Care Strategy*)

30. Ensure that the City's tax deferral program is prominently included in its communications strategy

31. Advocate, facilitate and promote opportunities for more housing options in the City (granny flats, group housing, home sharing, life leases, coops, assisted living, group housing, home sharing, accessory apartments)

32. Strengthen partnership with the County to support the implementation of the County's 10-year housing and homelessness plan.

33. Develop an affordable housing strategy for the City that targets 30% of new residential development as affordable. Note: this recommendation is contained in the City's revised Official Plan, 2012

RESPECT AND SOCIAL INCLUSION

34. Work with City departments (e.g., EMS), community partners, neighbourhood groups and other stakeholders to establish a "seniors' watch" program

35. Develop and deliver targeted public education and awareness campaigns to combat ageism and encourage and instill respect for older adults

36. Develop and deliver an awareness campaign focused on "sharing our roads and sidewalks". Work toward developing a shared understanding of the rights and responsibilities of pedestrians and drivers using cars, bicycles, walkers, scooters, skateboards, e-bikes and other forms of transportation

37. Develop a Community Benefits Agreement with the Guelph-Wellington Seniors Association (GWSA) to ensure continued provision of services and activities for older adults.

SOCIAL PARTICIPATION

38. Work in partnership with community service providers to ensure that older adults who are isolated, frail, vulnerable and/or at risk, as well as immigrant and cultural groups, have knowledge of and access to City programs and services.

39. Enhance services and programs for older adults in the south and western parts of the City.

40. Proceed with plans to establish a facility for older adults in the south end of the City. Reconsider the need for and purpose of dedicated older adult centres; consider options and assess feasibility of
    - offering more programs within existing facilities
    - using existing multi-purpose facilities to provide programs that would be of interest to younger older adults (e.g. 55 – 65)
    - building flexible facilities – more space can be dedicated to older adults when needed, but can then be transformed to service other age groups when needed
    - integrating a variety of services in fixed locations – e.g., health care, home support services, recreation programs

41. Assess the feasibility, with community input, of utilizing existing buildings and facilities to house programs and services for older adults (e.g., schools, libraries, community centres, vacant storefront space), distributed throughout the City's hubs

CIVIC PARTICIPATION AND EMPLOYMENT

42. Continue to support the strong base of volunteerism that exists in Guelph. Support and promote the GWSA "Seniors Offering Support" program. Continue to work in partnership with the Volunteer Centre and Immigrant Services Guelph-Wellington to identify and facilitate opportunities for involvement of older adults.

43. Support the development of a 55+ employment agency. Identify and work with potential partners to operate an employment centre focusing on employees who are 55+.

44. Ensure that the City's existing diversity training addresses the specific needs of older adults (e.g., for accommodation, accessibility)

45. Provide leadership to employers in the City in the development of training and information regarding the needs of older adults

46. Encourage the development of employee benefit programs that recognize and support adult caregivers and increase the awareness around available caregiver tax credits (ref: Sinha)

COMMUNICATION AND INFORMATION

47. Develop and publish a quarterly newspaper pull-out listing services and activities for older adults

48. Expand the targeted distribution of Guelph Community Guide to include more locations where older adults will be able to access them (libraries, community centres, grocery stores, churches)

49. Provide more information to the public about the Community Bus service

50. Develop and deliver all information about programs and services for older adults in multiple modalities and multiple channels. Utilize community newspapers, word of mouth, neighbourhood groups, bulletin boards, newsletters, and churches.

51. Work with Immigrant Services Guelph-Wellington to provide translated materials for older adults

52. Work with community partners to provide older adults with easy access to support in the use of technology:
    - Training
    - Help desk – troubleshooting and support
    - More free computer access in libraries, public buildings and space, and potentially private venues (e.g., cafés).

53. Work with community partners to compile and publish a comprehensive list of resources and information specific to older adults (e.g., health care, home services, transportation services, grocery delivery, respite care, etc.). Note: this recommendation is consistent with Dr. Sinha's recommendation to the WWLHIN, August 2012)

54. Ensure that the City's Web site includes easily accessible information and is intuitive for older adults to use.

55. Add an option to allow the City's Web site to be viewed in several font sizes.

56. Partner with community agencies, and neighbourhood and community groups to deliver targeted messages to older adults, especially those who are vulnerable and isolated (e.g., affordable bus passes; Community Bus, tax deferral program, etc.)

57. Work with Guelph 211 and the Volunteer Centre to ensure that seniors can be directed to the appropriate provider/service.

58. Improve the City's responsiveness by reducing the use of automated voice systems and increasing the use of live answering.

HEALTH AND COMMUNITY SUPPORTS

59. Continue to pilot and expand innovative EMS projects designed to respond to the needs of older adults in the community (e.g., CREMS project, Vial of Life project).

60. Identify and utilize existing service delivery mechanisms to enhance services to older adults and/or to identify older adults at risk, e.g.:
    - Train postal service staff, pharmacists, neighbours, EMS, Snow Angels, etc. to recognize when older adults may be at risk
    - A "gatekeeper" pilot project using formal and informal neighbourhood groups to provide guidance for neighbours in supporting and checking on their older neighbours (see recommendation #33)
    - Expand the existing Snow Angels program (see recommendation #8)
    - Broaden Snow Angels mandate to provide home maintenance help and support
    - Support a peer support model of seniors assisting seniors

61. Work in partnership with community agencies to support the distribution of a resource guide for **caregivers** to help them navigate and know what services are available in Guelph.

62. Review City policy and revise eligibility as necessary to recognize that their employees who are caregivers can live outside the home of the person needing the care.

63. Identify and define the City's role in the provision of health services to City residents.

64. Work in partnership with GWSA and other health providers who offer such services as awareness, education, immunization (e.g., flu clinics), foot care – the City role to contribute to promotion and to provide convenient locations that older adults can easily access – e.g. community centres, libraries, City Hall

65. Monitor and assess best practices and research from other jurisdictions and consider their applicability in the City of Guelph.

4. INTRODUCTION AND PURPOSE

In the Spring of 2012, Community and Social Services of the City of Guelph launched an initiative to look at the impact of the aging population on the City's services and programs. This was in recognition of the implications of shifting demographics in Guelph and the heightened importance of ensuring that the City can:

- Mitigate challenges that will be presented by growth in the number of seniors
- Increase community cohesiveness and reduce isolation
- Optimize the use of human capital (all ages)
- Reduce the need for health expenditures
- Ensure that housing stock is accessible and appropriate for seniors (reduce the need to build expensive facilities)
- Avoid labour shortages by utilizing skills and expertise of seniors (paid and volunteer) (*Qualitative Information Forum, City of Guelph 2010*)

Ontario's older population is set to double over the next 20 years, while its 85 and older population is set to quadruple (*Sinha, Healthcare Papers, 2011*). 14.6% of Ontarians are currently 65 and older, yet account for nearly half of all health and social care spending (Census, 2011). By 2031 an estimated 33% of Guelph residents will be over the age of 55. (*The Growth Outlook for the Greater Golden Horseshoe, Hemson Consulting Ltd., January 2005.)*

Older adults are the fastest growing segment of Guelph's population and the impact of this demographic shift on housing, transportation, recreation, urban planning, social services, and other municipal and public sector services will present both challenges and opportunities to the City. In the area of recreation alone, the "boomer" generation is challenging conventional wisdom about what constitutes "senior" recreation, prompting municipalities to completely re-think their approach to recreational programming for older adults.

The upcoming older adult wave is more fit, more active, and wants services such as personal fitness training, yoga and meditation, spinning classes, and hiking. These older adults want variety and activity. ("*Make Room for the Boom",* Hamilton Spectator, Sept 19/12). This will require a radical shift in how we think about providing recreational programming. Similar shifts in thinking will be required across other City programs and services to ensure that they are relevant, responsive and appropriate for the changing demographic.

A comprehensive Older Adult Strategy can also contribute significantly to the province's looming long-term care challenge. Denmark avoided building any new long-term care beds over two decades by strategically investing in its home and community care services. It is projected, in the absence of a dramatic shift in approach akin to Denmark, that the need for long-term care will grow to 238,000 Ontarians in the next two decades (Conference Board of Canada, 2011). It is estimated that up to 37% of Ontarians residing in LTC homes could be maintained at home with appropriate supports (The

Change Foundation, 2011). Given the significance of this data, the City can and should be a leader and a partner in discussions of strategy to address the coming needs of its residents.
The vast majority of Guelph residents will likely prefer to age successfully in their own homes and in the community. A comprehensive and innovative Older Adult Strategy will provide a planning framework to ensure that the community is 'age ready' and 'age friendly'. The Strategy will ensure that Guelph is a community that is a great place to grow up and grow old.

There is a myriad of programs and services that are either designed for older adults or at least are critical to the quality of life of older adults. From a resident's perspective, it is not always clear who is providing which service and how services are accessed. Appendix E provides a listing of City programs and services that may be relevant for older adults, and a listing of some of the programs and services offered by other levels of government. The key points of this listing are the following:

1) The work of most City departments impacts older adults in some respect. The success of an Older Adult Strategy will require engagement and involvement of a broad representation of City departments and staff.
2) The City has multiple roles to play in supporting its older adult residents. These roles range from directly delivering service, to working in partnership with other providers and stakeholders, to using its influence to advocate for policy and programs at the provincial or federal level.
3) Locating and navigating the range of services, programs and providers can be daunting for older adults who may not be familiar with the levels of government and the various systems responsible for delivery of services. System coordination, support for navigation and clear communication will be important contributors to a successful Older Adult Strategy.

Definitions

To ensure common understanding of the scope and interpretation of the Older Adult Strategy, we have utilized the following definitions:

'Age-friendly'
An **Age-friendly** community is a community that supports older adults to live in security, maintain their health and participate fully in society. An age friendly City has adapted its structure and services to be accessible and inclusive of older people with varying needs and capacities.

'Age-ready'
Age ready is the process of preparing to be an age-friendly city. In this process, the City of Guelph will:

- Identify assets and challenges affecting a community with a growing population of older adults
- Set goals for the City of Guelph to ensure a healthy community for an aging population
- Provide direction to ensure policies serve individuals with changing needs due to aging

- Build staff capacity to serve an older adult population
- Recognize and value the expertise, wisdom, and contribution that older adults provide to a community
- Encourage other sectors of the community to collaborate to provide innovative ways to meet challenges of the aging population

'Older adult' is anyone who is 55 or more.

The World Health Organization (WHO) Framework

This report recommends use of the World Health Organization (WHO) framework for age-friendly cities (see Recommendation #1). There are a variety of alternative frameworks available to support a city's efforts to become more accessible and more inclusive. However, the selection of the WHO framework was made in recognition of its wide applicability to all age groups while still focusing on the older adult population, and importantly, its wide use around the world as a common and recognized indicator of an age-friendly city.

Cities around the world are facing the challenges of ensuring the health and social inclusion of the rapidly growing population of older adults. In 2007, the World Health Organization formalized a framework for analyzing and addressing this challenge, and many cities have since adopted and applied this framework to help guide their efforts. Various cities in most provinces have achieved the WHO designation, and many more are embarking on a plan to do so. The network of age-friendly cities around the world also provides a source of best practices and experience to build more and better structures and processes to support older adults to continue to live and participate in their communities.

The WHO philosophy is an approach to city-building that is rooted in a number of basic principles (*WHO Global Age-Friendly Cities: A Guide*):

- We need to recognize the wide range of capacities and resources among older people
- We need to respond flexibly to aging-related needs and preferences
- We need to respect lifestyle choices
- We need to protect the most vulnerable
- We need to promote inclusion.

The WHO framework uses 8 dimensions against which a city's age-friendliness is measured:

1. Outdoor spaces and buildings
   - (e.g. streets, design, green spaces, sense of physical safety, signage)
2. Transportation
   - (e.g. accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)

3. Housing
   - (e.g. cost, safety, proximity to services, in-home supports, accessibility)
4. Respect and Inclusion
   - (e.g. consultation, intergenerational activities, choice, helpfulness)
5. Social Participation
   - (e.g. social & leisure activities, affordability, accessibility, convenience, times, choice)
6. Civic Participation and Employment
   - (e.g. volunteer opportunities, employment, workplace culture, accessibility)
7. Communication and Information
   - (e.g. access to information and services, helpfulness, usefulness, ease of understanding, visibility)
8. Community Support and Health Services
   - (e.g. accessibility, affordability, responsiveness)

Because active aging is a lifelong process, an age-friendly city is much more than just "elderly friendly". Barrier-free buildings and streets enhance the mobility and independence of people with disabilities, young as well as old. Secure neighbourhoods allow children, younger women and older people to venture outside in confidence to participate in physically active leisure and social activities. Families experience less stress when their older members have the community support and health services they need. The whole community benefits from the participation of older people in volunteer or paid work. Finally, the local economy profits from the patronage of older adult consumers. The operative word in age-friendly social and physical urban settings is enablement.

The age-friendly features checklist is not a system for ranking one city's age-friendliness against another's; rather, it is a tool for a city's self-assessment and a map to chart progress. No city is too far behind to make some significant improvements based on the checklist. Going beyond the checklist is possible, and indeed some cities already have features that exceed the core. These good practices provide ideas that other cities can adapt and adopt. Nevertheless, no city provides a "gold standard" in every area. The checklists of age-friendly urban features are neither technical guidelines nor design specifications. Other technical documentation is available to help implement changes that may be required in individual cities.

5. DEMOGRAPHICS

The purpose of this section is to provide a brief overview of the older adult population in Guelph and projected growth over the next twenty years. In addition, a look at the number of older adults in each of the City's six wards is provided.

Overall, the City's population is targeted to reach 169,000 by 2031 (City of Guelph Planning Services Projection, 2010). This represents a 34.3% increase over 2011. Guelph will be one of the province's faster growing cities, officially designated as a "Place to Grow". Within this growth will be an accompanying shift in the age demographics.

The table below shows the population of older adults for the entire province for the years 2011 and 2031, using the Ontario Ministry of Finance projections and a medium growth scenario. Below that is another table, showing the population for the geographic area of the County of Wellington. Since the City of Guelph comprises such a large proportion of the population of the entire geographic area (58.4%), these numbers are likely instructive for City planning purposes.

ONTARIO

AGE	2011	2031	% GROWTH	% OF POP'N IN 2011	% OF POP'N IN 2031
55+	3,533,610	5,729,850	62.2%	26.4%	34.0%
65+	1,892,440	3,803,180	101.0%	14.2%	22.6%
75+	887,360	1,824,350	105.6%	6.6%	10.8%
80+	532,750	1,088,090	104.2%	4.0%	6.5%
85+	259,210	536,380	106.9%	1.9%	3.2%

One aspect of this table that is perhaps most striking, is the high rate of population growth in ages 65+, 75+, etc. compared to the age group 55+. This is driven by the baby boom cohort reaching the older age category over the next 20 years.

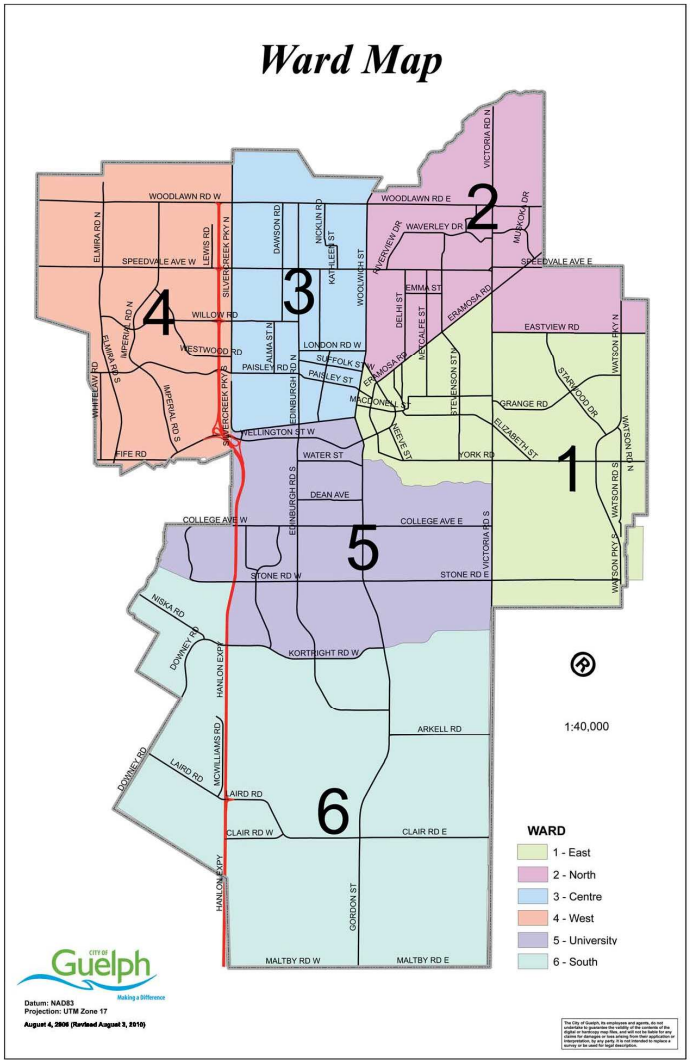
WELLINGTON COUNTY (GEOGRAPHIC AREA)

AGE	2011	2031	% GROWTH	% OF POP'N IN 2011	% OF POP'N IN 2031
55+	56,130	93,950	67.4%	25.6%	34.8%
65+	30,280	63,130	108.5.5	13.8%	23.4%
75+	14,490	30,460	110.2%	6.6%	11.3%
80+	8,830	18,520	109.7%	4.0%	6.9%
85+	4,210	9,300	120.9%	1.9%	3.4%

This table shows that growth in the proportion of older adults in Wellington County is similar to the provincial picture. Having said that, the growth in all five cohorts locally exceeds the provincial totals, albeit to a modest extent. The number of adults age 65 or more will more than double in 20 years, relative to only 34% growth in total population for the province and 34.8% locally.

Although the local population proportions and trends are similar to the Ontario totals, the absolute trends in both tables show supernormal growth in the older adult population in a relatively short time frame, in broad demographic terms. In particular, the growth in the number of adults commonly referred to as 'seniors', i.e. over the age of 65 is the most rapid and is the often considered to be the most significant factor in service planning and delivery for all levels of government. The City of Guelph is no exception.

The City's ward boundaries are defined in the following map:



Analysis of population by ward shows some concentration patterns of older adults in some parts of the city.

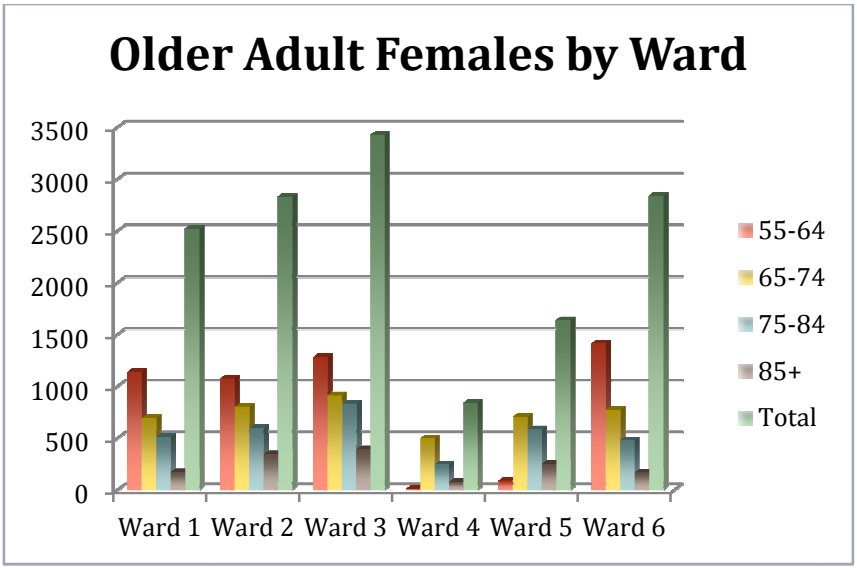
DISTRIBUTION OF GUELPH ADULTS AGE 55+ BY WARD

WARD	# AGE 55+ IN WARD	TOTAL WARD POP'N	% AGE 55+
1	4,410	22,975	19.2%
2	5,110	15,814	32.3%
3	5,864	19,944	29.4%
4	4,021	20,069	20.0%
5	4,835	16,161	29.9%
6	5,364	26,699	20.1%
TOTAL	29,604	121,622	24.3%

Source: 2011 census

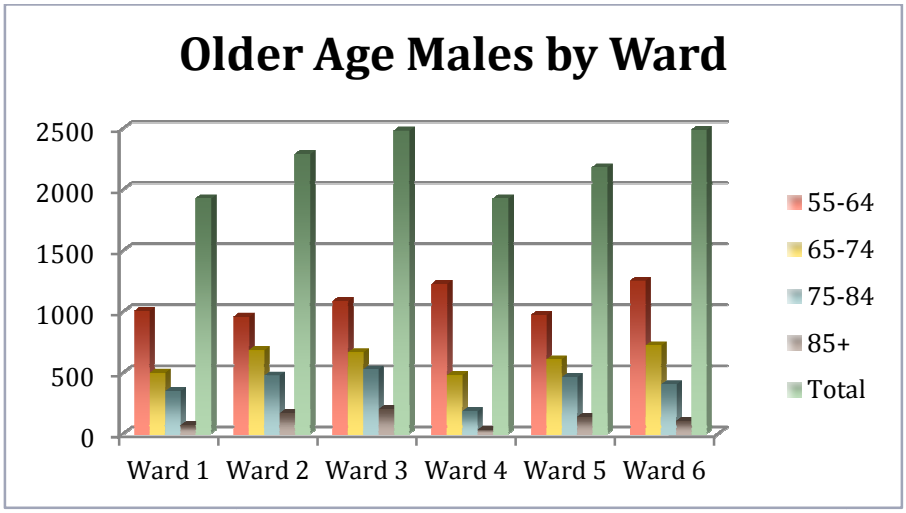
Three Guelph wards have a population that is distinctly older. The combined percentage of people over age 55 in wards 2, 3 and 5 is 30.4%. In stark contrast (in demographic terms) wards 1, 4 and 6 have a combined percentage of older adults of 19.8%.

Further analysis illustrates the distribution of the older adult female population by ward. Wards 1, 2 3 and 6 have a larger number of older female residents.



Source: 2011 census

Similar analysis for older adult males shows a somewhat more even distribution of residents across the 6 wards.



These tables demonstrate the differences in population characteristics from one neighbourhood in Guelph to the next and indicate the importance of obtaining and using population information at the neighbourhood level wherever possible in service planning.

There are 15,848 adults over the age of 65 living in Guelph. Of these, 15,160 or 96% live in private households. (*Statistics Canada, 2011 Census*).

There are 5,125 individuals over the age of 65 who are not part of census-defined family units – i.e., they are without partners or children. Of these, 76% are women and 24% are men. More significant for the purpose of designing an Older Adult Strategy that is inclusive, 4,125 individuals, or 80% of the non-family units of 65+ are living alone.

According to the United Way Guelph Wellington, approximately 7.4% of residents over the age of 65 are living below the Low Income Cut-off (*Older Adults Living on a Low Income, Guelph and Wellington Task Force for Poverty Elimination, August 2012).* This is slightly above the national average of 6%. Further, the National Advisory Council on Aging (2005) indicated that an additional 19% of adults over 65 live just above the LICO (*Guelph and Wellington Task Force of Poverty Elimination, August 2012).*

We were very pleased to have had the cooperation of the Community Well-Being Initiative as we prepared our report. A scan of the preliminary Well-Being data confirmed some of our findings, and also identified areas where the City could benefit from linking the two initiatives.

6. METHODOLOGY

Our approach was intended to not only gather as much information and data as possible from as wide an audience as possible, it was also intended to encourage public discussion, participation and engagement in the development of an Older Adult Strategy.

The work was guided and informed by a Steering Committee of 10 members, comprised of both community members and City staff. A list of the organizations and departments that sent staff and volunteers to be members of the Steering Committee is contained in Appendix A. We would like to acknowledge the instrumental role the Steering Committee played in thoughtfully discussing a vision and plan for the City to consider. The time, expertise and support of all of the Committee members were invaluable and much appreciated.

The five major components of our information gathering work are described below.

1. Information Collection and Analysis

We reviewed a large quantity of documents and materials to inform this work. Resources came from the City, as well as from a number of jurisdictions across North America that have developed older adults strategies. The list of resource information is attached as Appendix B.

2. Consultation Sessions and Interview

A complete list of consultations and interviews is attached as Appendix C. In summary, there were 5 public sessions, 3 sessions with service providers and 35 interviews conducted.

Our intention was to speak with a wide variety of groups and individuals who would have insight in to and interest in an older adult strategy. We facilitated a number of public forums; we spoke with service providers and front line staff; we spoke with staff from across City Departments; and we spoke with a number of external stakeholders including United Way, the Waterloo Wellington Local Health Integration Network (WWLHIN) and the Guelph Family Health Team.

There are no doubt knowledgeable individuals, community agencies and other stakeholders with whom we did not speak. However, this report can be viewed as the first of a number of steps and stages in the development and implementation of an Older Adult Strategy and we anticipate opportunities for further discussion as this report and its recommendations move forward.

We utilized a standard set of interview questions, to gather opinions and facts in a number of key areas relating to service and policy. These were tailored as required for individual interviews. A sample questionnaire can be found in Appendix D.

At the conclusion of the consultations, we consolidated all of the information gathered and undertook an analysis of common threads and themes, gaps and needs, and proposed solutions. All of the information that was provided to us has contributed to the recommendations. A summary of the information we received from the consultation phase can be found in Section 8 of this report.

The full text of our consultations holds many good ideas which are instructive and provide a broad range of observations and suggestions on ways to make the City more age-friendly. These can be found in a companion document titled: *COMMUNITY CONSULTATIONS: Companion Report to the Older Adult Strategy for the City of Guelph.*

3. On-Line Survey

In an effort to reach out to more City residents, we posted an online survey and invited individuals to provide their input electronically. The survey tool was advertised on the City Web site, by word of mouth through the Evergreen Seniors Community Centre staff and volunteers, and through the network of service providers in the City. We received 128 completed surveys.

The online survey asked respondents specific questions relating to the 8 dimensions of an age-friendly city. The survey also asked for suggestions on how to make the City more age-friendly, and what the vision for an age-friendly Guelph might look like. The survey tool is attached as Appendix D.

The survey was not intended to be a scientific survey. As with the face-to-face interviews, it was intended to offer residents an opportunity to have input in to the development of this Strategy, and to engage people in the process.

4. Stakeholder Update

In the interests of transparency and accountability, we returned to the community to provide an update on the progress of the project and a summary of our findings from the consultation phase. We offered 3 feedback sessions: one each for the public, service providers, and City staff.

5. Municipal Comparisons

Many other jurisdictions around the world have established, or are in the process of establishing, formal plans and strategies to ensure that older adults can age well in their communities. We reviewed a number of these plans, as a way to confirm that the City of Guelph would benefit from work in other parts of North America.

We undertook a more thorough review of the status of Older Adult Plans from 3 Ontario municipalities. The criteria for selecting the municipalities of Chatham-Kent, Kingston and Brantford included:

- Listed on Schedule 2 of the City's Governance Committee List of Comparator Municipalities
- roughly comparable size
- single-tier
- with an existing Older Adult Strategy or in the process of developing one

See Section 10 for a summary of the progress each of these municipalities is making in developing an age-friendly city. See Appendix F for a detailed description of the progress and processes underway in each.

7. VISION FOR AN OLDER ADULT STRATEGY IN GUELPH

As part of our consultations we asked people to articulate their vision for the City as it relates to older adults. The project Steering Committee reviewed this input and developed the following goal, vision and principle statements to convey the hopes and intentions for an older adult strategy. It is significant that these statements arise directly from individuals we consulted and interviewed.

GOAL: Guelph is a great place to live and age well.

VISION:
Guelph is an age-friendly community that:

- **values and supports older adults**
- **optimizes opportunity for choice, independence, and quality of life**
- **celebrates diversity**
- **is inclusive of all, reducing inequities (is fair and just)**

GUIDING PRINCIPLES:
The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, using the following guiding values and principles:

- **participation and inclusion of all citizens**
- **respect and dignity**
- **active engagement in communication and decision making**
- **access to a safe living environment**
- **fairness and equity**
- **self determination and choice**

The City of Guelph commits to:

- **long term engagement in the older adult strategy**
- **review recommendations regularly**
- **report annually on progress of the implementation plan**

8. SUMMARY OF CONSULTATIONS AND FEEDBACK

Extensive community consultations were held during the summer of 2012 in order to develop a comprehensive understanding of what matters for older adults in the City of Guelph. Perspectives of people over 55 years of age, caregivers and service providers for older adults, key informants and City staff from a range of departments that provide services relevant to older adults were sought in a series of opportunities for input. Following is a list of those opportunities and the number of people who participated in each.

- 5 public forums (including a feedback forum)
- 3 forums with service providers (including a feedback forum)
- 10 interviews with key stakeholders
- 25 interviews with City staff
- Presentation to Direct Report Leadership Team
- Online survey

Using a structured process, individuals participating in the process were asked what they liked about life in Guelph, what challenges they face, and suggestions to improve the environment for older adults.

Summary of feedback

Following is a summary of 'likes and challenges' from face-to-face focus groups and interviews, and interviews conducted by telephone. The eight WHO dimensions have been used to organize the material. A detailed reporting of all the feedback received can be found in the companion document to this report, "*COMMUNITY CONSULTATIONS: Companion Report to the Older Adult Strategy for the City of Guelph.*

It is important to note that our consultations and discussions were not intended to be a scientific random sampling. For the most part, respondents self-identified and/or were identified based on broad target groups (e.g., providers). Accordingly, what is presented here represents information and evidence based on people's personal experience and knowledge. We have not made an effort to validate what we heard; what are presented are opinions and perceptions.

It is also important to note that our consultations did not restrict people's comments to City services and programs only. We were interested in knowing in general what the barriers to participation are.

The summary of the findings from the online surveys can be found on page 30.

1. **Outdoor Spaces and Buildings** (streets, design, green space, sense of physical safety, signage)

Likes

People like the parks, trails and recreation opportunities in Guelph. There were many examples given of what makes Guelph a special place to live for older adults: lovely parks, well-maintained park spaces, walking paths and trails. Trails are being used by people with walkers. New trails are being introduced into older parks to increase accessibility for seniors. New parks and trails are designed to be accessible. Grandparents are pleased with the City's prompt response in fixing playground equipment. Access to the river is improving. There is a draft Recreation, Parks and Culture Strategic Plan (2009) identifying the aging population as an area for attention. There is a Guelph Trail Master Plan with the goal of a comprehensive trail system to improve trails for all including seniors and people with disabilities. Examples of excellent spaces included the Enabling Garden, Riverside Park and space where people can grow their own food.

City-wide yearly inspections of sidewalks were mandated to begin in 2012 following amendments to provincial legislation requiring the City to identify and fix hazards on sidewalks. In some areas of the City the quality of the sidewalks is reasonable; in others areas some parts of the sidewalks were felt to be hazardous. Sidewalk hazards have been marked for visibility and safety; however, repairs in many cases are outstanding.

The quality of the built space from a seniors' perspective varies. The north end is reported as very 'seniors' friendly'. Nice progress has been made in some areas, e.g., the main City centre is accessible with good curb cuts.

Areas for Improvement

Fear of falling is a serious reality for people as they age. A fall can be catastrophic, easily resulting in such things as a broken hip necessitating hospitalization. This can often spell the premature end of independence. Problems with sidewalk maintenance, curb cuts, and snow clearance are major issues that need to be managed to improve people's ability to age in place and maintain their independence.

Sidewalks are a serious concern for most older adults, especially for people using wheelchairs or scooters. The comment was made regularly that it seems as if the engineers who design sidewalks and curb cuts haven't experienced using a wheelchair or scooter. Lack of maintenance was reported by many respondents. One individual said there was a hole in one sidewalk that had been there, marked by orange paint, for four years. There is a reported lack of sufficient funds in the budget to do all the maintenance identified as needed.

Snow clearing practices are not adequate to allow older adults to remain mobile in the winter months. Windrow build-up, snow and ice on sidewalks and roads isolate seniors or can lead to serious falls.

Urban design has contributed to the isolation of some older adults and resulted in their inability to age in place. Urban sprawl has contributed to a dependence on cars. There is a lack of walkable access to many services.

"Food deserts" have been identified in some part of the city where people without cars do not have access to fresh foods. Even when older adults drive there is insufficient parking close enough to essential services such as doctors' offices.

Traffic lights do not stay green long enough for older adults to cross. In some places, even young people have to run to get across in time. A very visible example of this is the traffic lights on Woolwich Avenue at the entrance to the Evergreen Seniors' Centre, clearly a busy intersection used by older adults where the length of the signal is too short for safe crossing.

In at least one building in the city, people in wheelchairs have been known to get trapped between doors.

2. **Transportation** (accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)

Accessible affordable public transportation was reported as essential if older adults are going to maintain their independence and have a good quality of life. Key themes that ran throughout the discussions about transportation were walking distances, the need for adequate seating at bus stops, affordability and timely access to bathrooms.

<u>Likes</u>

People generally liked the mobility services, the new kneeling buses, the affordable bus passes and new community buses. They appreciate it when drivers go out of their way to be patient, polite and sensitive to their needs.

The new swipe bus pass will allow the City to track utilization so that it will have good data for future planning. For those who can't swipe a card, visual inspection is an option (however, not all riders are aware of this).

Guelph recently received a "Share the Road" award for being a bicycle friendly city. It has over 100km of bicycle lanes.

The Operations Transit and Emergency Services Service Area of the City is meeting with some community groups to hear their concerns. Plans are underway to provide some shuttle service from the bus terminal to the City core. There is interest in having a senior on the Transportation Advisory Committee. There are long-term plans to install either seating or shelter at all bus stops.

Areas for Improvement

There was general consensus among those older adults who use public transportation that recent transit planning did not take their needs into account. While there was general appreciation for the new community buses, there was substantial criticism about the moving of bus stops, creating routes where longer walks and/or transferring became necessary. The new terminal was cited often as creating a challenging distance from the downtown core and given as an example of inadequate bathroom facilities. Availability of public transit was perceived to be inequitable across the city, resulting in more challenges to some residents.

Examples of Innovative Practices:

- *Some cities offer travel training to assist riders with disabilities and older adults to understand how to use public transit*
- *Research in the Department of Transport, New York City, found that average walking speeds of 3 feet/second were 1foot/second slower than programmed times at most traffic lights*
- *Subsidized taxi program in Waterloo allows seniors to take the bus to the grocery store and subsidizes taxi home*

Fear of falling was a theme in many discussions about transportation and transit. There are examples of priority seating being taken by moms with young children and bus drivers not intervening on behalf of the older adults.

Communication about recent changes to the transit routes and schedules has not been effective in reaching many of those dependent upon public transportation. Improvements are not fully appreciated and such things as bus schedules and options for using the new swipe pass to accommodate those with walking assists are not clear.

The "clash of the wheels" was raised consistently. People are unclear about the various rules of the road and sidewalk when it comes to cars, bicycles, e-bikes, scooters, motorized wheelchairs, skate boards and other such devices. Fear of collisions and injuries were paramount in people's conversations.

3. **Housing** (cost, safety, proximity to services, in-home supports, accessibility)

Likes

People identified specific housing and services that they liked. These included:

- St. Joe's new affordable housing
- the Elliott
- the Grange building
- the Evergreen & Riverside
- social housing for seniors and adults close to shopping and bus services
- the partnership between Guelph Community Living and Housing to provide support services in three building locations

- Community Care Access Centre – Independent Assisted Living Program (CCAC-IALP)
- programs to foster a sense of community within seniors' buildings
- some good mixed density housing that is being developed.

The City is aware that increased density in key areas is essential if there is to be a critical mass of people to support services. There is an official plan to support this development.

Areas for Improvement

We heard about a serious shortage of affordable, accessible housing options, including long term care facilities for older adults. Wait lists are so long (6-8 years) that people fear only a crisis will result in access. Retirement and nursing homes wait lists are also long. There are significant worries in the community about living with increasing costs on fixed incomes with the spectre of homelessness a reality for some. There is also a perceived lack of flexible options such as granny flats, co-op housing, etc. The problem of affordable suitable housing is compounded for those with special needs such as mental health challenges, substance abuse issues, acquired brain injury, developmental disabilities and previous homelessness.

There are reported safety issues in some supported housing units that serve some special needs populations. Again, this is a perceived issue that requires additional research and work with community partners including the police and social service agencies.

Many new homes are not suitable for an aging population based on lack of accessibility and distance from services. The new housing being built is seen as: more suitable for young families, neither flexible nor adaptable, located away from the central core and requiring a car for access to essential services. There was a perception that the City's current focus on increased density and intensification would not serve seniors well.

Examples of Innovative Practices:

- *Older adults in Edmonton are being encouraged and supported to develop co-op housing models*
- *ECHO housing in California. Temporary housing, not considered an addition to the housing stock, on existing housing lots.*

4. **Respect and Inclusion** (consultation, inter-generational activities, choice, helpfulness)

Likes

There are excellent volunteer opportunities, outdoor clubs for activities such as cycling, canoeing and bird watching, free City outdoor activities in the summer, subsidized recreation programs and adult learning courses at The University of Guelph. Most programs are cross-generational, focusing on function rather than age as criteria for admission.

Some retailers take special care with seniors, making it easier for them to get service and making them feel welcome. The courts are particularly good at treating seniors respectfully and providing assistance with such things as filling out forms, if necessary.

Some buildings are accessible; some City staff are particularly helpful.

Areas for Improvement

Programs and services seem to favour the active, engaged older adult with moderate to sufficient financial means. Not all programs and services are equally welcoming of seniors, particularly those seniors who are frail and/ or need more support. People living in poverty, those with mental health challenges, addictions issues, cognitive limitations or who are homeless have a particularly difficult time. There are emerging issues for the Lesbian Gay Bi-Sexual Transgender (LGBT) population. Long term care homes, for example, are not very receptive to LGBT individuals. Some seniors are isolated and access virtually no services. Older adults caring for grandchildren are likely to be excluded from programs because they are not allowed to bring young children.

People frequently reported that they don't feel respected by many retailers, service providers and city staff.

Many immigrants are isolated because of different linguistic and cultural backgrounds.

Examples of Innovative Practice:

- *High school students and seniors in Guelph-Wellington developed an information package to be used in high schools to address ageism and elder abuse. www.youtube.com/watch?v=xdhhk1XE-LM*

5. **Social Participation** (social and leisure activities, affordability, accessibility, convenience, time, choice)

Likes

Many respondents praised specific programs and services. Highly valued are the Evergreen Centre and the community support services with whom they partner. The Centre provides social opportunities and 35 different clubs and activity groups for older active adults. People can be picked up. The Centre also provides some community support services. The West End Recreation Centre has a heated pool that many older adults use.

Guelph is good for lifelong learning because the school board and the University of Guelph have many programs for adults, the latter offering courses for free for those over 65 years. There are opportunities for volunteering for older adults, such as a museum volunteer program and the River Run Centre. There are some services for different cultural groups that are well regarded. The library services, particularly the provision of large print and e-books as well as the bookmobile are highly valued. Services that are free, such as the libraries and the festivals, are highly valued.

Areas for Improvement

There is considerable geographic inequity in Guelph. While the north end is seen as having a wealth of services, the south end is reported to have nothing, the west end as having very little. The West End Community Centre is perceived as offering fewer programs and as being more difficult to access using public transit.

Example of Innovative Practice:

- *The City of Toronto waives fees for recreation and leisure programs for older adults who are below the low-income cut-off.*

People report a huge diversity gap. There are not enough opportunities for people from different cultures or for people with special needs or for those who have mobility challenges. Services are inadequate for those with marginal incomes or those living in poverty. There are not enough programs for shut-ins. Evergreen is seen by many as catering to the active, well, financially well-off population, and not sufficiently welcoming to immigrants, people with special needs, or those from lower income groups.

Some programs, including the City programs are seen as too costly for many older adults. Some subsidies are only available on a limited basis. People were upset that the Active Living Pass was cancelled. Many people are dependent on Ontario Works or the Ontario Disability Support Program and can't afford recreation programs. There is some concern about the lack of consistency for the age at which seniors rates are available.

6. **Communication and Information** (access to information and services, helpfulness, usefulness, ease of understanding, visibility)

Older adults are not a homogeneous group. The responses we received to questions about the effectiveness of communication reflect this. All forms of communication were both well received and criticized. However, some themes did emerge.

Likes

People particularly liked personal service. They cited phones that were answered by people rather than machines, the 211 telephone service and the library staff as examples of effective communication.

There was more praise for print materials than the website. People indicated print materials were generally easy to read and informative. People particularly liked the City Guide and the later life learning materials available at the library. They liked material in the media, particularly the notices in the Tribune and on the radio (CJOY and Magic stations). Appreciation was voiced for Council meetings being broadcast on Rogers TV.

Some people did find the website accessible and informative.

Areas for Improvement

Overall there was a feeling of anxiety and frustration about access to information in Guelph. People were not confident that they know how to find what information they need in a timely, efficient way. There was concern that there did not seem to be an integrated communication strategy for all things important to older adults in Guelph so they weren't sure that they knew everything they needed to know at any point in time. For example, not everyone knew about tax relief options and how to access these, about transportation routes and scheduling changes, about what is being planned in the way of sidewalk maintenance and road construction. People with visual impairments, hearing problems and other special needs had even more difficulty accessing information.
While the City website attracted some praise, there was also substantial criticism. A large number of older adults found it challenging, confusing and hard to use. Some couldn't use it at all.

In some areas literature is sparse and hard to come by. Much of it isn't accessible in languages other than English, e.g., 211 telephone information service, etc. For some the required literacy level is too high. The Tribune isn't delivered to all buildings.

Examples of Innovative Practices:

- *New York City Web site provides links to caregiver support groups in every borough in the City*
- *City of Brantford Web site has an alphabetical list of a wide range of services for seniors (e.g., home maintenance services)*
- *New York City has produced a document "Good Practices in Inter-Generational Programming"*

There was a general feeling that input, concerns and complaints that were directed to the City weren't heard. People look for timely action in response to input and, when they don't get it, they feel they haven't been heard. Some older adults still like to send mail.

7. **Civic Participation and Employment** (volunteer opportunities, employment, workplace culture, accessibility)

Likes

The City has a culture that supports volunteerism. There are many opportunities and great participation rates. The City lists agencies that are looking for Board members and volunteers. The Volunteer Centre always welcomes seniors. People report that it is easy to get volunteer positions if you are an older adult.

There are some examples of employment support for older adults. Some seniors work part-time in stores. Some people, regardless of age, address the challenges to make intergenerational work places succeed. In some departments in the City, attention is being paid to the ergonomic needs of seniors.

Some large companies are just beginning to look at expanded benefit programs that could better support caregivers; however, this appears relatively rare. The City as an employer has a caregiver program. The City also has an Alternative Work Arrangements program that may help to support caregivers.

Areas for Improvement

There are language barriers to volunteering.

Work opportunities are not really there for seniors, particularly in the current labour market. Lack of opportunity is exacerbated if you are an immigrant without Canadian experience or aren't fluent in English.

Employers generally do very little for caregivers, especially those who are caught in the 'sandwich generation' caring for their own children and one or more parents.

Examples of Innovative Practices:

- *New York City has a Civic Engagement Coordinator to recruit and place retired professionals in volunteer placements at City agencies*
- *City of Guelph has introduced an "Alternative Work Arrangement" policy*

8. **Community Support and Health Services: Community Support** (accessibility, affordability, responsiveness)

Likes

Respondents strongly supported all things that helped them stay in their own homes as long as possible as their needs increased. People identified a series of specific non-medical supports that were highly valued; e.g., Seniors for Seniors (helping with such things as handy work around the home), Snow Angels, Meals on Wheels, GWSA Outreach programs, Behaviour supports, Seniors-At-Risk coordination, EMS, Vial of Life program, CREMS, medical chart in home for palliative patients etc. Guelph Fire is internationally accredited (Centre for Public Safety Excellence); one of 4 such departments in Canada.

Financial support, such as the municipal funding for low income residents for eye glasses and assistive devices, were highly valued.

Caregiver support is extremely important if people are to be able to stay at home as they age. Accommodating employers are essential and will be more so in the future (see "Civic Participation and Employment" above).

Areas for Improvement

Overall, we heard that there aren't enough non-medical supports, plus what does exist is not coordinated in such a way that people can easily find it. There were several complaints about the redundant and cumbersome paperwork that needed completion.

Examples of Innovative Practices:

- *A partnership between Family Service Regina and high school students provides free grocery shopping and delivery for seniors who are isolated*
- *New York City "Carrier Alert" program enhances letter carriers' ability to respond when an older adult may be in distress*
- *Partnership between the City of Calgary, the distress line and agencies that provide outreach to seniors has trained over 6000 "connectors" to look for signs that a senior is at risk*

There was concern about the reduction in non-medical supports provided by the CCAC without any other organization picking up the slack.

Cost and service limitation based on income was a frequently reported problem. There was universal support for making the Snow Angels program more available.

The need for interpreters was identified.

Many people spoke about the absence of accommodation by employers for those caring for seniors (see "Civic Participation and Employment" above).

Community Support and Health Services: Health Care

Likes

People noted that Guelph no longer has a shortage of family doctors. They liked the Family Health Team, the support by the CCAC for those who need palliative care, Hospice Wellington and its new facility, rehabilitation services at St. Joe's and the West End Centre, HELP (Hospital Elder Life Program) for help with delirium management and prevention, EMS, walk-in clinics. Many people described good experiences with health care generally.

Areas for Improvement

The most frequently heard complaint was about the lack of sufficient health support services to help people stay at home or return home to full functioning after a hospitalization. People did not feel they were given enough hours of care to support them safely at home. Particularly troublesome was the limited after hours and overnight support. People are calling emergency services for non-emergency issues because they don't know whom else to call. Another major problem was the lack of worker consistency so the nature and quality of support varied from day to day, the same information had to be provided repetitively and there could be no development of a trusting relationship.

Examples of Innovative Practices:

- *Guelph "Vial of Life" program encourages older adults to keep vital health information in a safe "vial" on or in the refrigerator for easy access by emergency services*
- *A pilot project in York Region has expanded the scope of practice for paramedics to provide some basic health care services in the home.*

Lack of sufficient funding generally for the CCAC was very troubling. Loss of CCAC funding for previously funded supports was a significant concern.

Hospital overcrowding, long wait times in the ER and high parking fees at the hospital and some Doctors' offices were of concern. Lack of urgent care options other than the ER was expressed by some.

People with mental health and addiction issues get marginalized; translation for those who don't speak English can be a problem.

Summary of Online Survey Results

A link to an online survey was posted on the City's Web site and was provided to agencies and individuals to enable the public to offer thoughts and opinions on the age-friendliness of the city and suggestions for improving age-friendliness. Hard copies of the survey were made available to individuals who preferred to complete them by hand, and the results keyed in by volunteers at the Evergreen Seniors' Centre.

The purpose of the online survey was to facilitate participation in the consultation process by members of the public. The survey is not, nor was it intended to be, scientifically valid. Responses to the survey questions added to the information and opinions gathered in face-to-face consultations and interviews.

A total of 128 surveys were received. 104 (81%) of these surveys came from older adults (55+).

According to survey respondents, the City of Guelph is doing a lot of things well. In the areas of social participation, volunteerism, recreation programming, and trails and parks for example, there was widespread agreement that the city has a lot to offer its older residents. There continue to be areas for improvement, but overall survey respondents gave the City good marks for many high quality, accessible services.

The survey responses were generally more positive than the feedback elicited in face-to-face sessions. Two factors may account for this: 1) because of time limitations, the face-to-face sessions tended to focus on challenges and barriers; and 2) the public sessions may have attracted more individuals who want to bring issues and barriers to the City's attention.

Notwithstanding the slightly more positive responses, the online survey results highlighted and were consistent with most of the same issues and concerns that were raised in face-to-face meetings.

The challenge of developing services and systems of support for "older adults", comprising more than a 30-year age span, is evident in the wide range of responses to many questions. For example, at age 55 one might assume that most residents are still driving and not using public transit, and accordingly, their responses to questions about public transit may mask the significant challenges that are faced by those who are no longer driving and who rely on public transit. It will be important for planners of programs and services to segment the older adult population and to consider needs based on functionality and not on age alone. The needs of the active, working 55-year-old will be very different from those of the retired 85-year-old with multiple impairments.

9. ANALYSIS OF FEEDBACK – IDENTIFICATION OF GAPS, NEEDS AND THEMES

Our consultations were instructive in identifying areas where some older adults, City staff and/or service providers feel there are gaps in service and/or opportunities to better include and engage older adults in the city. We have categorized these gaps into a number of broad themes, and subsequently used this information to formulate specific recommendations for an Older Adult Strategy.

However, ahead of the discussion of gaps and needs, it is important to note that there are a lot of good things happening in Guelph for older adults. As noted in the previous section, many people we spoke to talked about the city as being a great place to live, with many opportunities to be actively involved. Some of the specific items that rose to the top of the list include:

- Parks, trails and recreation programs
- Snow Angels program
- Bike paths
- Volunteerism
- Evergreen Seniors' Centre
- City staff are generally considered to be responsive
- Many good partnerships

But Guelph is not a good place to live for everyone. Many respondents identified challenges and barriers that they face every day in attempting to live in their neighbourhoods.

Not all of these gaps identified represent services provided by the City; some are clearly the purview of the province (e.g., health care), and some are services provided in the community or in partnership with the County. Regardless of which level of government is responsible, it is important to consider the needs of older adults in a broad sense. In this way, a more thoughtful strategy can be developed that considers the role of the City, the role of partners, opportunities to improve coordination and integration, and opportunities to leverage the mandates and activities of a wide range of stakeholders.

The purpose of this section is to identify and analyze the key considerations in developing a strategy for older adults. This is done under the following ten headings:

- Diversity
- Geographic Inequity
- Income Inequity
- Transit and Mobility
- The Built Environment
- Housing
- Community Support Services
- Caregiver Stress
- Valuing Older Adults
- Communication Challenges

Diversity

Older adults are not a homogenous group. Increasingly, Guelph is home to growing numbers of immigrants representing different cultural, language and religious backgrounds. Some grandparents are isolated at home, caring for grandchildren and unable to participate in the life of the city due to lack of language skills or lack of access to programs.

There is also great diversity across the broad age spectrum of the "older adult". The interests and needs of "younger older adults" (55 – 65) are generally very different from those who are 65, 75, or 85+. For example, the "boomer" generation is more active, more fit and is looking for a very different type of leisure and recreational lifestyle than their predecessors.

A commonly used approach to categorizing the needs of older adults focuses on functional ability rather than absolute age:

- Those who are well, active, engaged, requiring little support
- Those requiring some support to participate and maintain independence
- Those requiring significant support to participate.

In this latter category, religious, cultural and language diversity can compound physical or health challenges.

Implications for an Older Adult Strategy:

- *Programs and services should be segmented and tailored by functional capabilities and cultural needs*
- *Recognize and plan for increasing cultural diversity*

Geographic Inequity

Our consultations identified that the south and west areas of the city are underserved for older adult programs and services when compared with what exists in the north. While there is a seniors' centre in the west, it was portrayed as offering fewer programs and being more difficult to access via public transit.

Access to everyday services (groceries, pharmacies, shopping) was also found to be more difficult in some parts of the city, particularly if one doesn't have access to a car.

Implications for an Older Adult Strategy:

Detailed analysis of population, services and need by ward and by neighbourhood will contribute to effective planning of services to ensure that programs and services are provided equitably across the city.

Income Inequity

Programs and services tend to favour the active, engaged, financially stable older adult. These are the residents for whom membership fees, participation fees, and travel costs are not an obstacle. However, there are many older adults who are struggling to make ends meet on fixed incomes, and for whom financial and income barriers are significant obstacles to participation and inclusion. Approximately 7.4% of residents in Guelph and Wellington County over the age of 65 live have incomes below the Low Income Cutoff ("*Older Adults Living on a Low Income",* Research profile, Poverty Elimination Task Force, August 2012). This results in the effective isolation of residents in their homes. Service providers told us that it is difficult to quantify the number of isolated older adults, but this number is believed to be significant.

Some members of the community told us of having to cancel their cable or their telephone service to allow them to continue to live in their homes. Worries about rising costs and fixed incomes means some older adults can't afford to purchase bus passes or pay program fees.

While there are subsidies available for some services (affordable bus pass, Snow Angels program), these subsidies are generally geared to those individuals who meet strict eligibility requirements, usually the Low Income Cutoff (LICO) test. Some older adults who do not meet this test will still find it difficult to find the disposable income to pay for recreation and leisure activities. The cost of transportation even makes it difficult for some older adults to volunteer.

As a result of financial pressure, there is growing concern around older adults who are or who may find themselves homeless.

Implications for an Older Adult Strategy:

- *Need for specific strategies to address those who are in lower income brackets*

Transit and Mobility

Mobility issues are a huge barrier to independence and participation. By far the most feedback we heard from older adults was in respect of public transportation and people's ability to get around the city. Transportation and mobility could well be considered the most significant contributor to independence and inclusion and conversely, the most significant contributor to isolation if it is not available.

We also heard a lot about the challenges older adults face navigating the city as pedestrians or using wheelchairs and motorized scooters. Uneven sidewalks, snow banks, construction zones, inadequate crossing time, and lack of audible crossing signals all contribute to the challenge of getting around safely. Lack of public benches and public washrooms prevents some residents from going downtown, using the trail system or just going out for walks.

Older adults have a large fear of falling, and rightfully so. Falls cause more than 90% of hip fractures in older adults, and 20% die within a year of the fall (Falls Prevention Resources Guide, 2008).

This is the primary reason for the anxiety older adults feel on city sidewalks. The sharing of sidewalks among pedestrians, bicycles, scooters, e-bikes, and skateboards can make sidewalks a dangerous place, especially for anyone who is frail.

Implications for an Older Adult Strategy:

- *Efforts to create navigable communities will require collaboration across a number of City departments*
- *Public transit is a foundation on which older adult independence and participation are built*

The Built Environment

Guelph is not unlike most North American cities. Population growth has been accommodated in low density neighbourhoods comprised of two-storey homes and requiring a car to reach most services and amenities. They can be isolating places once the ability to drive or to walk is impaired.

Guelph has committed to a plan of population intensification along specific City corridors. While this doesn't necessarily prohibit accessible living space for older adults, there is concern among many we spoke to that intensification will not address their need for accessible, affordable housing, nor for walkable neighbourhoods.

Implications for an Older Adult Strategy:

- *The private sector will need to be involved, voluntarily and/or through the use of incentives and fee structures, in helping to build the kinds of neighbourhoods that better meet the needs of older adults.*
- *Planning efforts will require a focus on the specific needs of the older adult population and application of the Principles of Universal Design.*

Social Housing

Social housing is not a City responsibility. However, the availability of appropriate, affordable housing in the city is essential to the ability of older adults to live and grow old in Guelph. Our consultations highlighted the need for more and more affordable housing that is suitable for older adults; the existing wait list appears to be 6 – 8 years, which increases the risk that older adults will face a crisis in accommodation as their needs for support increase.

Some of the barriers to living independently are day-to-day concerns about home maintenance – routine repairs and upkeep that older adults can no longer accomplish easily, or knowledge of reliable, affordable, trustworthy maintenance help. Or it may be the need to increase the safety of a home, using grab bars, or removing scatter rugs, etc.

Implications for an Older Adult Strategy:

- *Strong partnerships will be fundamental to ensuring residents of the City have adequate, accessible and affordable housing*

Community Support Services

The availability of an array of community support services can contribute to the ability of older adults to remain in their own homes and their familiar neighbourhoods. These supports can range from home health care, to meal delivery, grocery delivery, and friendly visiting programs. The benefits of providing these services are substantial, both to the older adult and to society.

The challenge lies in the fact that these services are provided by a myriad of agencies, including the City. Older adults have difficulty knowing what is available, knowing what the eligibility requirements are and how to access service. For the most part, services are not well coordinated across different provider groups.

Implications for an Older Adult Strategy:

- *Support services are not the responsibility of any one entity; strong partnerships are required to develop and deliver coordinated programs and services*

Caregiver Stress

Not surprisingly, caregivers told us that they are under enormous pressure. While the caregivers range broadly in age – some are younger adults looking after aging parents, others are older adults looking after partners, and still others may be looking after both aging parents and young children – their concerns are common. Lack of respite care, lack of personal time, lack of home support, distance caregiving, lack of workplace accommodation all contribute to safety and health concerns and increase levels of stress.

Implications for an Older Adult Strategy:

- *Our system relies heavily on unpaid caregivers. The community needs to acknowledge their contribution address their needs if our collective goal is to support older adults to remain in their own homes and neighbourhoods.*

Valuing Older Adults

Our review found that older adults in Guelph generally feel included and engaged. As noted earlier, however, we did hear about a portion of the population (difficult to quantify) who are isolated and potentially at risk. We also heard from some older adults that they sometimes feel intimidated when they travel throughout the city, by parents with strollers who like the designated seating at the front of the bus, by noisy young people in both the suburbs and in the downtown area.

Older adults clearly want to be included in the life of the city. They have articulated that they have a lot to offer in the way of skills and experience and many are happy to be contributing to the richness and vibrancy of life in Guelph. Older adults expressed a desire that the City's Older Adult Strategy recognize them for the contributions they make to the city.

Implications for an Older Adult Strategy:

- *We should capitalize on the energy, skills, knowledge and experience of our older adults in supporting their peers and contributing to the life of the City*
- *The Strategy should work with, not for older adults*
- *the OAS should be rooted in a positive, affirming framework, not one that focuses on deficits.*

Communication Challenges

The City faces a daunting challenge in conveying its many messages to all of its residents in a timely, accessible way.

With respect to their technological capabilities, older adults are again not a homogenous group. Some are very technologically savvy; others are more comfortable with traditional media, primarily print, radio and television.

The challenge of getting sufficient information from across City departments out to people, through the right channels, at the right time, requires a sophisticated, coordinated strategy. This strategy also needs to provide messages that are consistent across the City's various special initiatives and which can leverage one another and demonstrate alignment of City projects towards the City's vision and mission statements.

The City has done an excellent job of ensuring resident input into the Older Adult Strategy and other special initiatives. However we did hear that there may, in fact, be "consultation fatigue", and that the City has taken action, or intends to take action, but that the message has either not been conveyed or has not been heard. The City's commitment and action plans are not always visible.

Finally with respect to communication challenges, older adults are confused by the array of service providers, City departments, and programs and services offered by community agencies. Knowing what is available and how to find the service one needs is a difficult challenge.

Implications for an Older Adult Strategy:

- *Importance of multi-channel, multi-media delivery of messages*
- *There is so much information, on so many issues; requires a comprehensive, coordinated communications strategy for the City*

10. AGE-FRIENDLY INITIATIVES IN THREE OTHER ONTARIO MUNICIPALITIES

Introduction

Distinct 'Age Friendly' activities have been undertaken in a number of municipalities in recent years; some are quite recent and still ongoing. It can be instructive to examine the overall approaches and specific activities in these other places to see what might be considered appropriate for the City of Guelph.

Three municipalities were chosen based on approximate size compared to Guelph and on the fact that each is known to have devoted public resources to determining how to make their community a better place for its older citizens.

Basic Demography of the Three Municipalities Compared to Guelph

The three municipalities are: City of Kingston, Municipality of Chatham-Kent and the City of Brantford. The following table shows the percentage of people age 55+ in each of the comparator municipalities, as well as the rest of the upper tier area, where applicable.

NAME OF AREA	% POPULATION AGE 55+
ONTARIO	27.3%
CITY OF GUELPH	24.4%
WELLINGTON COUNTY (EXCLUDING GUELPH)	28.7%
CITY OF KINGSTON	29.0%
FRONTENAC COUNTY (EXCLUDING KINGSTON)	35.2%
CITY OF BRANTFORD	28.3%
COUNTY OF BRANT (EXCLUDING BRANTFORD)	27.4%
CHATHAM-KENT	32.3%

Source: Statistics Canada, 2011 Census. Note the percentages do not exactly match the Ministry of Finance percentages in the table below due to methodological differences.

Using the Ontario average of 27.3%, the City of Guelph is relatively 'young'. At the other end of the spectrum, Chatham-Kent is relatively 'old'. Kingston and Brantford are only slightly above the provincial average. In the City of Guelph, the population of adults 55+ is younger than in Wellington County (excluding Guelph).

The next table indicates the projected population of people age 55+ in each of the three municipalities compared to Guelph and the average for the province.

POPULATION GROWTH PROJECTIONS FOR AGE 55+
(ENTIRE GEOGRAPHIC AREA OF COUNTY/REGION)

	% OF POPULATION AGE 55+	
	2011	2031
ONTARIO	26.4%	34.0%
WELLINGTON	25.6%	34.8%
FRONTENAC	29.9%	35.9%
BRANT	27.9%	35.4%
CHATHAM-KENT	30.9%	40.3%

Source: Ontario Ministry of Finance Population Projections, reference scenario. Note the percentages do not exactly match the Statistics Canada percentages in the table above due to methodological differences.

Between 2011 and 2031, the proportion of people age 55+ in the province is expected to grow by 7.6%. The County of Wellington will experience an above-average shift in percentage of people age 55+ over the next 20 years – a jump of 9.2%. This is exceeded only by Chatham-Kent, which will experience an increase of 9.4% on top of a population that already has the highest proportion of people age 55+.

The entire population of the geographic area of the County of Wellington, including the City of Guelph, is estimated in the 2011 Census to be 208,360. The City of Guelph itself is estimated to be 121, 690, or 58.4% of the entire population. Given this situation, it is reasonable to expect the City will experience an above-average shift in the percentage of people age 55+ over the next 20 years, relative to the rest of the province.

Highlights of Approaches and Activities in Each Municipality

The purpose of this section is to provide an overview of each of the three municipalities in turn, with particular emphasis on the role of Council in each case. Appendix F provides a fuller description of the situation in each municipality.

City of Kingston

Council created a special purpose, time-limited body – the Seniors Advisory Committee reporting to Council. Its mandate is to develop an Age Friendly Plan for the City, primarily based on the WHO framework. The City has stated its intention to submit an application to the Global Network of Age-Friendly Cities. One member of Council sits on the nine-member Committee.

The mandate of the Committee is for the planning stage of the WHO process and its work is expected to be done in one year, specifically by November of 2012. Of particular note was their extensive use of focus groups of citizens over the age of 45.

No dedicated funding was provided for this purpose; research and project support to the Committee was provided by selected staff from across City departments, especially the Community Services Department and the Office of Sustainability and Growth.

City of Brantford

In 2008, a volunteer Steering Committee, supported by a grant from the Ontario Trillium Foundation (Trillium), developed a Master Aging Plan for the City of Brantford and the County of Brant. The development of the Plan was led by the Alzheimer Society of Brant. The Plan was presented to City Council in 2008 and a second Trillium grant provided for a detailed action plan presented to Council in 2009.

A cornerstone recommendation was to create a dedicated infrastructure to ensure sustainability of the Plan by creating a non-profit charitable organization. The Grand River Council on Aging (GRCOA) was established in 2010 with a 12 member Board of community representatives and service providers. Grants have been received from Enterprise Brant, the City of Brantford and the County of Brant. An application to Trillium has resulted in funding for an Implementation Facilitator for two years.

It is the view of the GRCOA that an organization that undertakes strategic planning for seniors should be an independent organization that is not a department of the local government or part of any one agency's infrastructure. An independent Council can bring together diverse groups to create innovative solutions.

Municipality of Chatham-Kent

In 2006, municipal Council approved the creation of a standing Seniors Advisory Committee. One older adult from each of the 11 Seniors' Centres within the municipality form the core of the Committee. One member of Council sits on the Committee, which has the stated purpose "to educate and advise Council and community partners regarding ongoing, new, and/or priorities to matters of the quality of life of senior residents of the Municipality".

Council provides $25,000 per year to St. Andrew's Residence in Chatham, a non-profit retirement residence to provide support to the Committee. Council also provides $25,000 per year to the Active Lifestyle Centre to administer the Senior Games. The Committee launched the Chatham-Kent Seniors Portal in 2011.

Council also supports a plan under development by the Committee, to pursue recognition as an Age-Friendly City, using the WHO framework. A separate application to Trillium is underway to support this work.

11. RECOMMENDATIONS

This report proposes a multi-faceted role for the City in supporting its older adult residents. This reflects the complex nature of programs, services and policy delivered by multiple levels of government and community partners. The four major roles for the City are in:

- Service Delivery,
- Advocacy,
- Partnership and Coordination, and
- Leadership.

Our recommendations are presented as follows:

- Recommendations 1 through 6 are broad recommendations, overarching in nature and more significant in positioning and context;
- Recommendations 7 through 64 relate to very specific actions the City can take within each of the World Health Organization (WHO) eight dimensions of an age-friendly jurisdiction. Accordingly, recommendations 7 through 64 can be viewed as more operational in nature.

1.0 THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.

Rationale:

The older adult population in Guelph is expected to account for 33% of the total population by 2031. Older adults are an important group of citizens whose experience and knowledge can enrich the city and contribute to an accessible, welcoming city for all residents. Many older adults have disposable income – they contribute to the tax base and to the City's economy. If older adults don't experience a city that is accessible, affordable and a vibrant place to live, they may look to other jurisdictions, neighbouring and out of province, to live and to spend their money. For those in a lower income bracket, the City should be sharing responsibility for ensuring a satisfying quality of life and an ability to participate and contribute.

The World Health Organization (WHO) has developed international standards that describe and define the elements of an age-friendly city; many cities around the world have achieved or are in the process of seeking an age-friendly designation from the WHO. In an age-friendly City, all members of the community potentially benefit from social inclusion – regardless of race, financial status, gender, ability or age.

Once achieved, the City can identify itself as "Member of the WHO Global Network of Age-friendly Cities". This may be an advantage in attracting new residents to the city, and to building the city's reputation as a great place to live. Further, since "age-friendly" denotes a city as livable and inclusive for all age groups, this designation may also contribute to attracting young families, new business and new employers.

This recommendation meets the Strategic Focus "City Building" in the Corporate Strategic Plan (2012-2016)

Timeline: Quick win

Lead Responsibility:

City Council

Budget impact:

Much of the work required to make an application to the WHO has been completed with the completion of this strategy document. There will be some budget impact related to implementation of some of the actions required. Minimal budget impact in Year 1.

Implementation Considerations:

1. Utilize the WHO "Checklist of Essential Features of Age-friendly Cities" as a guide for City departments and staff

2. Complete the steps required under the WHO application:
   - Online application
   - Letter from the Mayor and municipal administration indicating commitment to the Network cycle of continual improvement
   - Commence the Network cycle:
     - Establishment of mechanisms to involve older people through the Age-friendly Cities and Communities cycle
     - Development of a baseline assessment of the age-friendliness of the city/community
     - Development of a 3-year city-wide action plan based on the findings of this assessment

3. Identify indicators to monitor progress against this plan

2.0 THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures:

- **Create an Older Adult Committee of Council**
- **Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation, nested under the well-being strategy and reporting to the office of the Chief Administrative Officer**
- **Create a standing cross-departmental Implementation Project Team.**

Rationale:

The importance of this Older Adult Strategy to the achievement of the City's Vision warrants targeted attention to the gaps and needs that have been identified in the process of assembling this report. The work required to address these gaps and needs is a complex mix of policy analysis and development, program and service delivery and coordination, partnership development and cultivation – all of these at both a systems level and delivery level.

This report contains some 60 recommendations to build an age-friendly and age-ready city. It is a large, complex task that requires the involvement of all City departments and many external partners and stakeholders. This recommendation is intended to ensure the older Adult Strategy is positioned within the City with the requisite authority and responsibility to ensure success. We believe that the complexity of the work required, and the need for ongoing consultation and partnership with a variety of stakeholders, will require an effective mechanism designed to oversee and manage implementation, coordination and monitoring. We understand that this recommendation may not reflect the way the City has managed special initiatives in the past. However, we are suggesting a reporting structure that will a) allow the City to coordinate and align a number of special initiatives and b) ensure that staff are provided the authority and structure to achieve success.

This recommendation aligns with 3.1 and 3.3 of the Corporate Strategic Plan Framework.

Timeline: 1 – 3 years

Lead Responsibility:

Community and Social Services (to start)

Budget impact:

Dedicated staffing is needed to assume leadership of implementation for the three year period during which WHO designation is being pursued.

Implementation Considerations:

1. An official mandate and role for an Older Adult Committee of Council should include the following components. Official Terms of Reference would be formulated following approval of the concept.

- Facilitation and engagement
    - Mechanisms to involve and engage the City's older adults
    - Facilitation of communication between the City and its older adults
- Promotion of the Older Adult Strategy
    - Fostering a collaborative environment
    - Promoting a healthy environment for Guelph's older adults
- Information collection and dissemination
    - Inform and advise Council of best practices, models, ideas, feedback
    - Disseminate City information to older adults networks and groups

- Educate and advise
    - Advise Council on gaps and needs, status of programs and services for older adults, effect of policy decisions on older adults
    - Educate Council and partners on issues affecting older adults
- Form partnerships in the community
    - Identify and establish partnerships with groups that deliver or receive older adult services
    - Promote outreach activities and programs to ensure the voices of isolated seniors are heard.

2. Membership on this Committee should reflect the diversity of the older adult population of the City, and should be inclusive of those groups that are typically under-represented. Accordingly, a proposed membership structure might include:

- Representatives of the GWSA
- Representative(s) of the mental health and addictions community
- Representative(s) of a disability group or focus (e.g., cognitive or physical impairment)
- Representative(s) of a cultural or immigrant background
- Representative who is a caregiver (this could be the only position that would not be required to be 55+)
- Older adults at large, not members of any of the above groups.

Note: All of these individuals should be older adults. There should be representation across the entire older adult age range (i.e., ensure there are older adults in the 55 year-old range, those in the 65 -75 range, and those in the 75+ range). There should also be equal gender representation as well as members chosen from different geographic parts of the city.

The mandate for this Committee would be larger than the current mandate of the GWSA. Broad membership and mandate will be essential to ensuring that the City hears from and is able to respond to those older adults who currently have little opportunity or voice to participate. GWSA representation on the Committee would ensure that the City continues to benefit from the experience and knowledge that has been developed over many years.

3. Proposed recommendations and actions in the Older Adult Strategy will have an impact on many City departments, services and programs. There will also be opportunities in the implementation of the strategy to leverage existing and new initiatives, within and outside of the City, and to collaborate and coordinate efforts for maximum efficiency and effectiveness. This type of broad approach will benefit from a coordinated implementation effort that will require system-wide coordination and communication and an ability to provide timely response to questions of resource allocation and funding.

An Older Adult Project Team would be responsible for:

- Oversight of the implementation of approved recommendations and actions in the OAS
- Coordination of cross-department initiatives
- Compilation and consolidation of key messages related to the OAS
- Key staff support to the Committee of Council

- Establishment of annual goals and objectives, monitoring of progress
- Preparation of an Annual Report on progress toward meeting goals and objectives

4. The cross-departmental Implementation Project Team requires senior-level membership from City staff to ensure its ability to make decisions around key priorities, coordinated action plans across departments and in concert with other city-wide initiatives (e.g., well-being, community investment), and resource requirements, all in a timely manner.

5. The Well-Being initiative will be a touchstone initiative for the City that will encompass other of the City's projects and strategies including its youth, community investment, and Older Adult Strategies. All of these strategies are designed to make Guelph an attractive place to live and grow old, and there are likely to be many opportunities to align and/or combine the various projects to produce a consistent, coordinated approach. Accordingly, there may be merit in assembling leadership under the umbrella of the Well-Being Initiative, and reporting to the office of the CAO, where responsibility for corporate strategic initiatives resides and where authority for action across all departments can be assured.

3.0 THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.

Rationale

Guelph's demographics are changing. Increasingly, many of the City's older adults will come from different ethnic, cultural, language, income and geographic groups. Many older adults are currently isolated, with little or no access to programs and services. Many are at risk of physical and social isolation, are underhoused or at risk of losing their homes, or are experiencing significant health risks that will force them to leave their homes and their neighbourhoods. It will be important to the success of the Older Adult Strategy to ensure that all of Guelph's older adults are well served by City programs and services.

While the concepts of inclusion and equity seem evident in the development of an Older Adult Strategy, the experience of older adults in Guelph reflects a gap in policy and programming for a number of groups, including (but not limited to) those who are isolated due to financial insecurity, mobility impairments, those from different language, ethnic and/or cultural backgrounds, those with mental health and addictions issues, and those with cognitive impairments (e.g., acquired brain injuries, Alzheimer's, developmental disability). To be truly accessible and "age-friendly" is to be aware of ALL residents, including those who have additional challenges, but for whom an age-friendly city is crucial to their ability to participate. Specific attention to ensuring that policy, programs and services are inclusive and equitable will ensure that the Older Adult Strategy is meaningful for all residents.

The age range used for the purposes of this strategy is wide (55+) and there will be significant differences in need between the low and the high of the range based both on age and functional capacity. Accordingly, it will be important to consider segmenting the needs of older adults using age bands and/or functional capacity, to ensure that programs and services meet the needs of the entire population of older adults in the city.

Timeline: Ongoing

Lead Responsibility:

Older Adult Committee of Council

Budget Impact:

Impacts depend on nature and extent of Committee recommendations and Council actions.

Implementation Considerations:

1. The City should ensure the active involvement of its residents and citizens in the implementation of the Older Adult Strategy. It should utilize neighbourhood groups, existing seniors' networks (e.g., GWSA, Probus, retirement groups) and special interest groups. This strategy is also consistent with the City's strategic initiatives in its Corporate Strategic Plan (City Building)

4.0 THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.

Rationale:

The City is faced with the significant challenge of communicating a large amount of information to a wide variety of residents and stakeholders. What is important to one individual is not important to another. There will always be competing priorities for the dissemination of information. Accordingly, a communications strategy that recognizes the need to coordinate common themes and messages while also targeting specific audiences using a range of appropriate channels will be essential to ensuring that people get the specific information they need, when they need it, as well as understanding the full range of City plans and how they are related.

Themes of inclusion, equity, sharing, respect, and diversity have arisen in the course of developing an Older Adult Strategy. They are universal themes that cut across age groups, income levels, and culture. They are also reflected in other City initiatives and in the City's vision and mission statements. A strong communications strategy will align several initiatives (Community Well-Being, Youth Engagement, Older Adult Strategy, Community Investment). It will serve to provide residents with an overarching view of the City as a welcoming, friendly place for residents of all ages. It will bridge the gap between young and old, and help to combat ageism.

A standardized approach to the provision of updates or progress reports on various initiatives would also provide residents with a better sense of what the City is doing and what action it is taking.

See also recommendations related to "Communications and Information" – page 59

Timeline: Ongoing

Lead Responsibility:

Corporate and Human Resources

Budget Impact:

On a project basis, to be identified

Implementation Considerations:

1. The City has many issues to communicate to its residents and faces an ongoing communications challenge to be heard above the constant battle for the front page, the social media feeds, the high profile Web presence. We also heard in our consultations that while city residents are positive about being consulted on City issues, they are not well informed as to what actions the City is taking and in fact are sometimes critical of the perceived lack of action following extensive consultation processes. A highly visible launch of the Older Adult Strategy would send a clear signal to city residents, as well as to City staff, that this initiative is important to the future of the City.

There are a number of options for a high profile Strategy launch, which City staff and older adults could identify and develop. Ideas might include:

- Promotion of the early adoption of one or more recommendations (e.g., creation of an Older Adult Project Team and an Older Adult Committee of Council)
- Participation of City Councillors and senior City staff in a sensitivity exercise with older adults (navigating the City using public transit, or navigating the sidewalks using a wheelchair). This exercise provides a very visible commitment to the Older Adult Strategy but more importantly, it raises the awareness of staff and Councillors to the very real barriers experienced every day by older adults.

5.0 THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.

Rationale:

The City is responsible for the direct delivery of a large number of programs and services. However, it is also works in partnership with other levels of government and with community agencies, and is in a position of influence from which it can advocate for system improvement and enhancements.

This recommendation proposes that the City be a leader in the development, delivery and coordination of services to older adults – that it be appropriately active and visible in all of its roles – direct service delivery, advocacy, collaboration and partnership. The City can provide leadership by being a strong partner, by participating in community planning tables, by advocating on behalf of older adults and their providers and caregivers, and by developing and delivering service. Leadership can be provided from many vantage points, regardless of official role.

Regardless whether it has direct responsibility for a particular service or initiative, the City can demonstrate leadership through its participation as an active partner and a willing contributor to the initiatives of other levels of government and/or community agencies.

Timeline: Ongoing

Lead Responsibility:

Committee of Council; Project Implementation Team

Budget Impact:

Minimal

6.0 THAT the City apply a Seniors' lens to all existing and proposed new programs and services

Rationale

This review identified a number of key gaps and needs in the availability and accessibility of City programs and services for older adults. However, the review did not systematically assess each City department. A thorough assessment of policy, programs and services across the City would provide opportunities to identify additional areas for improvement, significant gaps, duplication and overlap, or unintended consequences of existing or new programs

The Older Adult Strategy has a number of components and will take many years to fully implement. However, there are some potential "quick wins" that would improve the city's age-friendliness in a short time frame and with relatively little effort. Some of these actions appear in recommendations in this report; other potential actions can be identified by the application of a seniors' lens to all existing programs and services in a systematic fashion.

Routine application of a seniors' lens can also help to ensure that all new programs and services are designed to be fully inclusive and accessible, and that new programs and services don't deliver unintended consequences for the older adult population when they are implemented.

Timeline: Ongoing

Lead Responsibility:

All Departments

Budget Impact:

Possible impact following identification of issues

Implementation Considerations:

1. There are a number of existing "lenses" by which programs and services can be assessed. A lens that measures the extent to which City departments provide services that are responsive to the needs of an older adult population should be selected and provided to every City department and every Committee of Council.
2. Provide education and training to City staff, using the existing diversity training venues and vehicles, to increase the knowledge and skills of staff in developing programs and services that are age-friendly
3. Provide City staff with opportunities to view the City from the perspective of an older adult. E.g., have staff use public transit with seniors; cross busy roadways; navigate streets and sidewalks using a scooter or wheelchair; navigate the City phone system, etc.

Recommendations Based on the Eight WHO Dimensions of Age-Friendliness

The following recommendations are categorized based on the 8 WHO dimensions of an age-friendly city.

"Quick win" implies an action that can be accomplished within a 12-month period. Quick wins are also generally high impact, low cost activities.

The Lead responsibility is defined as the relevant Service Area.

Budget impact identifies the expected scale of investment required.

	Recommendation	Timeline	Lead Responsibility	Budget Impact
	Dimension #1 - Buildings and Outdoor Spaces (streets, design, green spaces, physical safety, signage)			
7.0	Undertake a coordinated review of City streets and spaces to consider ways of addressing identified gaps and barriers to accessibility. Such a review to include prioritization of identified maintenance required for sidewalks and curb cuts, with consideration of options for speeding up required maintenance.	Quick win	Planning, Building, Engineering, Environment (PBE&E)	Possible need for increased funding (e.g. for sidewalk repair)
8.0	Broaden the scope of the Snow Angels program to serve more older adults	1 – 3 years	Operations Transit & Emergency Services (OT&ES)	Yes
9.0	Identify locations throughout the city to install more public washrooms. Review what other cities around the world are doing to ensure safety, cleanliness, design. Develop multi-year action plan.	Quick win	PBE&E	No
10.0	Increase the number of public washrooms throughout the City.	1 – 10 years	PBE&E	Yes
11.0	Identify locations throughout the city to add more public benches and seating. Consider creative ways of financing these benches – e.g., offer naming rights, sponsorships, donations. Develop multi-year action plan.	Quick win	PBE&E	No
12.0	Increase the amount of public seating throughout the City.	1 – 10 years	PBE&E	Yes

	Recommendation	Timeline	Lead Responsibility	Budget Impact
13.0	Commit to using the principle of Universal Design in the development and re-development of buildings and infrastructure.	1 – 3 years	PBE&E	Possible
14.0	Develop an incentive plan for builders and developers tied to achieving the first three goals of the Flexhousing™ Principles: Adaptability, Accessibility, Affordability and Healthy Housing™ as well as walkable neighbourhoods and communities.	4 – 6 years	PBE&E	Possible
15.0	Assemble a list of accessible locations in the City for public meetings and events and encourage their use.	Quick win	C&SS	No
	Dimension #2 – Transportation (e.g., accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)			
16.0	Lengthen walk signals at key intersections where older adult traffic is high (e.g. Evergreen, downtown, libraries)	Quick win	Operations, Transit & Emergency Services (OT&ES)	Possible
17.0	Install audible walk signals at key intersections where older adult traffic is high	Quick win	OT&ES	Minimal
18.0	Publicize and communicate the Community Bus Service – routes, schedules, how to use the service	Quick win	OT&ES	Minimal
19.0	Review (with input from the Older Adult Committee of Council) the Community Bus routes and destinations to ensure they meet the needs of older adults	Quick win	OT&ES	No
21.0	Communicate the long-term transit plan to the public (e.g., plans to install shelters and benches; plans to review routes and schedules)	Quick win	OT&ES (with Corporate & Human Resources)	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
22.0	Increase the number of accessible taxis over the next 10 years.	7 – 10 years	Police Services	No
23.0	Communicate to City residents that anyone who is physically unable to swipe a bus pass is still able to ride the bus	Quick win	OT&ES with Corporate & Human Resources	No
24.0	Undertake a review of the new transportation routes and schedules from the perspective of seniors.	Quick win	OT&ES	No
25.0	Develop and provide travel information and travel training service specific to older adults. Host sessions in multiple accessible locations throughout the city.	Quick win	OT&ES	No
	Dimension #3- Housing (e.g., cost, safety, proximity to services, in-home supports, accessibility)			
26.0	Examine zoning and planning regulations to ensure they do not create unintended barriers to development of housing for older adults	1 – 3 years	PBE&E	No
27.0	Establish a working group with partners (builders, developers, provincial government, County – to develop a long-term strategy to increase the supply of accessible, affordable housing for older adults. (Note: the City's revised OP calls for 30% of new residential development to be affordable)	1 – 3 years	PBE&E	Minimal at start
28.0	Advocate with the province and the LHIN for more funding for in-home supports that will enable older adults to remain in their own homes (health, home care, home maintenance, subsidies)	1 – 10 years	C&SS	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
29.0	Promote available home modification programs, and provide assistance to older adults in completion of application forms. Promote Residential Rehabilitation Assistance Programs (RRAP) and the new Health Homes Renovation Tax Credit to allow older adults to adapt their homes to meet their needs as they age (ref: Sinha presentation, Seniors' Care Strategy)	Quick win	C&SS	No
30.0	Ensure that the City's tax deferral program is prominently included in its communications strategy	Quick win	Corporate & Human Resources (C&HR)	No
31.0	Advocate, facilitate and promote opportunities for more housing options in the City (granny flats, group housing, home sharing, life leases, coops, assisted living, group housing, home sharing, accessory apartments)	4 – 6 years	C&SS	Possible
32.0	Strengthen partnership with the County to support the implementation of the County's 10-year housing and homelessness plan.	1 – 3 years	C&SS	Possible
33.0	Develop an affordable housing strategy for the City that targets 30% of new residential development as affordable. Note: this recommendation is contained in the City's revised OP, 2012	1 – 3 years	PBE&E	Possible
	Dimension #4 - Respect and Social Inclusion (e.g., consultation, intergenerational activities, choice, helpfulness)			
34.0	Work with City departments (e.g., EMS), community partners, neighbourhood groups and other stakeholders to establish a "seniors' watch" program	Quick win	C&SS	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
35.0	Develop and deliver targeted public education and awareness campaigns to combat ageism and encourage and instill respect for older adults	1 – 3 years	C&HR	Minimal
36.0	Develop a Community Benefits Agreement with the Guelph-Wellington Seniors Association (GWSA) to ensure continued provision of services and activities for older adults.	1 – 3 years	C&SS	None
37.0	Develop and deliver an awareness campaign focused on "sharing our roads and sidewalks". Work toward developing a shared understanding of the rights and responsibilities of pedestrians and drivers using cars, bicycles, walkers, scooters, skateboards, e-bikes and other forms of transportation	1 – 3 years	C&HR	Yes
	Dimension #5 - Social Participation (e.g., social & leisure activities, affordability, accessibility, convenience, times, choice)			
38.0	Work in partnership with community service providers to ensure that older adults who are isolated, frail, vulnerable and/or at risk, as well as immigrant and cultural groups, have knowledge of and access to City programs and services.	1 – 3 years	C&SS	Possible
39.0	Enhance services and programs for older adults in the south and western parts of the City.	1 – 3 years	C&SS	Possible
40.0	Proceed with plans to establish a facility for older adults in the south end of the City. Reconsider the need for and purpose of dedicated older adult centres; consider options and assess feasibility of • offering more programs within existing facilities • using existing multi-purpose facilities to provide programs that would be of interest to younger older adults (e.g. 55 – 65)		PBE&E with C&SS	Yes

	Recommendation	Timeline	Lead Responsibility	Budget Impact
	• building flexible facilities – more space can be dedicated to older adults when needed, but can then be transformed to service other age groups when needed • integrating a variety of services in fixed locations – e.g., health care, home support services, recreation programs			
41.0	Assess the feasibility, with community input, of utilizing existing buildings and facilities to house programs and services for older adults (e.g., schools, libraries, community centres, vacant storefront space), distributed throughout the City's hubs	1- 3 years	C&SS	Minimal
	Dimension #6 - Civic Participation and Employment (e.g., volunteer opportunities, employment, workplace culture, accessibility)			
42.0	Continue to support the strong base of volunteerism that exists in Guelph. Support and promote the GWSA "Seniors Offering Support" program. Continue to work in partnership with the Volunteer Centre and Immigrant Services Guelph-Wellington to identify and facilitate opportunities for involvement of older adults.	Quick win	C&SS	No
43.0	Support the development of a 55+ employment agency. Identify and work with potential partners to operate an employment centre focusing on employees who are 55+.	4 – 6 years	C&SS	No
44.0	Ensure that the City's existing diversity training addresses the specific needs of older adults (e.g., for accommodation, accessibility)	Quick win	C&HR	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
45.0	Provide leadership to employers in the City in the development of training and information regarding the needs of older adults	Quick win	C&SS	Minimal
46.0	Encourage the development of employee benefit programs that recognize and support adult caregivers and increase the awareness around available caregiver tax credits (ref: Sinha)	1 – 3 years	C&HR	Possible
	Dimension #7 - Communication and Information (e.g., access to information and services, helpfulness, usefulness, ease of understanding, visibility)			
47.0	Develop and publish a quarterly newspaper pull-out listing services and activities for older adults	Quick win	C&HR	Minimal
48.0	Expand the targeted distribution of Guelph Community Guide to include more locations where older adults will be able to access them (libraries, community centres, grocery stores, churches)	Quick win	C&HR	Minimal
49.0	Provide more information to the public about the Community Bus service	Quick win	OT&ES	Minimal
50.0	Develop and deliver all information about programs and services for older adults in multiple modalities and multiple channels. Utilize community newspapers, word of mouth, neighbourhood groups, bulletin boards, newsletters, and churches.	1 – 3 years	C&HR	Possible
51.0	Work with Immigrant Services Guelph-Wellington to provide translated materials for older adults	1 – 3 years	C&HR	Cost for translation

	Recommendation	Timeline	Lead Responsibility	Budget Impact
52.0	Work with community partners to provide older adults with easy access to support in the use of technology: • Training • Help desk – troubleshooting and support • More free computer access in libraries, public buildings and space, and potentially private venues (e.g., cafés).	1 – 3 years	C&SS	Possible
53.0	Work with community partners to compile and publish a comprehensive list of resources and information specific to older adults (e.g., health care, home services, transportation services, grocery delivery, respite care, etc.). Note: this recommendation is consistent with Dr. Sinha's recommendation to the WWLHIN, August 2012)	Quick win	C&SS	Minimal
54.0	Ensure that the City's Web site includes easily accessible information and is intuitive for older adults to use.	1 – 3 years	C&HR	Minimal
55.0	Add an option to allow the City's Web site to be viewed in several font sizes.	1 – 3 years	C&HR	No
56.0	Partner with community agencies, and neighbourhood and community groups to deliver targeted messages to older adults, especially those who are vulnerable and isolated (e.g., affordable bus passes; Community Bus, tax deferral program, etc.)	1 – 3 years	Project Team & C&HR	No
57.0	Work with Guelph 211 and the Volunteer Centre to ensure that seniors can be directed to the appropriate provider/service.	Quick win	Project Team	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
58.0	Improve the City's responsiveness by reducing the use of automated voice systems and increasing the use of live answering.	Quick win	C&SS	Possible
	Dimension #8- Health and Community Supports (e.g., accessibility, affordability, responsiveness)			
59.0	Continue to pilot and expand innovative EMS projects designed to respond to the needs of older adults in the community (e.g., CREMS project, Vial of Life project).	1 – 3 years	OT&ES	Possible
60.0	Identify and utilize existing service delivery mechanisms to enhance services to older adults and/or to identify older adults at risk, e.g.: • Train postal service staff, pharmacists, neighbours, EMS, Snow Angels, etc. to recognize when older adults may be at risk • A "gatekeeper" pilot project using formal and informal neighbourhood groups to provide guidance for neighbours in supporting and checking on their older neighbours • Expand the existing Snow Angels program (see recommendation #8 • Broaden Snow Angels mandate to provide home maintenance help and support • Support a peer support model of seniors assisting seniors	1 – 3 years	C&SS	Possible

	Recommendation	Timeline	Lead Responsibility	Budget Impact
61.0	Work in partnership with community agencies to support the distribution of a resource guide for **caregivers** to help them navigate and know what services are available in Guelph.	Quick win	C&SS	Minimal
62.0	Review City policy and revise eligibility as necessary to recognize that their employees who are caregivers can live outside the home of the person needing the care	Quick win	C&SS	No
63.0	Identify and define the City's role in the provision of health services to City residents.	1 –2 years	C&SS	Possible
64.0	Work in partnership with GWSA and other health providers who offer such services as awareness, education, immunization (e.g., flu clinics), foot care – the City role to contribute to promotion and to provide convenient locations that older adults can easily access – e.g. community centres, libraries, City Hall	1 – 2 years	C&SS	Minimal
65.0	Monitor and assess best practices and research from other jurisdictions and consider their applicability in the City of Guelph.	1 – 10 years	Project Team	Possible

12. IMPLEMENTATION

We have prepared an Implementation Plan to guide the roll-out of the Older Adult Strategy. The recommendations themselves are presented in a way that guides implementation. Each recommendation contains a proposed timeline, a proposed Lead role, and a flag indicating whether new financial commitments will be required. The six foundational recommendations also contain proposed actions and considerations. The multi-year plan proposes phasing of the recommendations (see Implementation, Year 1 and Implementation, Years 2 – 10).

There are a number of recommendations that are indicated as "Quick Wins". These recommendations are generally high impact, low cost actions. These recommendations have been flagged for Year 1 action, as they can begin without the need for additional budget resources and they provide visible evidence to the community that the City is prepared to act quickly on its commitment to the Older Adult Strategy.

Many excellent plans and strategies ultimately fail at the execution stage. We believe there will be four key factors in successful implementation of the Older Adult Strategy in Guelph:

- Commitment to a cross-departmental approach
- Identification and location of a dedicated staff leadership role with authority, responsibility and accountability
- Application of a project management approach to undertaking recommendations:
    - Project plan for each recommendation including goals, objectives and timeline
    - Confirmation of a lead department or staff for each recommendation
    - Confirmation of the internal and/or external team required for each recommendation
    - Establishment of milestones
    - Establishment of key performance indicators
    - Identification of resource requirements and budget impact
    - Plan for measurement and evaluation
- Consideration and application of change management principles to improve the likelihood of successful outcomes, e.g.:
    - Identification of an overall Strategy champion and/or champions for key recommendations
    - Effective communication plan(s)
    - Project plans that include steps, stages and the communication of incremental successes
    - Development and execution of "Quick wins"
    - Ongoing engagement of stakeholders – consultation, communication, feedback.

City of Guelph Older Adult Strategy
Proposed Implementation Plan - Year One

Activities/Actions by Responsibility	*Recomm#*	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*July*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*
City Clerk/Committee of Council													
Call for members	2												
Appoint Committee	2												
Develop Terms of Reference	2												
Committee meetings (monthly for first year)	2												
OA Secretariat/ Staff Leadership													
Prepare detailed Year 1 work plan	1												
Assemble Implementation Team	2												
Confirm mandate for Implementation Team	2												
Complete online application for WHO designation	1												
Draft letter for Mayor's signature	1												
Using the OA Strategy, prepare 3-year action plan	1												
Develop detailed indicators for 3-year action plan	1												
Assemble list of accessible locations in the City for public meetings	1,4												
Work with Implementation Team& community partners to plan a "seniors' watch" program	35, 61												
Meet with community service providers to identify strategies to identify and provide service to frail, isolated, at-risk older adults	38												
Meet with Volunteer Centre & Immigrant Centre to support strategies for volunteerism	42												
Develop plan to provide enhanced technology training	53												
Work with community partners to establish a viable plan for developing & maintaining a comprehensive data base of programs & services	54												
Work with Volunteer Centre and 211 and Service Guelph to ensure timely and appropriate response to older adult inquiries	58												

Attachment 1

Activities/Actions by Responsibility	*Recomm#*	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*July*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*
Older Adult Committee of Council													
With Secretariat, confirm Seniors' Lens (tool)	6												
Monitor Sinha recommendations for relevance to City OAS	2												
Monitor best practices in older adult strategies from other jurisdictions	66												
Community & Social Services													
Confirm Secretariat role and reporting	2												
Confirm job description	2												
Recruit/appoint staff	2												
Prepare plan for launch of Strategy													
Assess the cost of expanding Snow Angels program	8												
Assess options for enhancing service in the south and west of the city	39, 40, 41												
Install a dedicated phone resource to respond to older adult inquiries	59												
Begin to meet with LHIN, LHIN agencies, Public Health Unit to promote the OAS and to define roles for the City in contributing to non-City programs and services	64, 65												
Operations & Transit													
Consult with Committee of Council to identify key intersections for audible signals &/or longer lights	16,17												
Lengthen walk signals at key intersections	16												
Install audible signals at key intersections	17												
Review Community Bus routes	19												
Assess cost & feasibility of using a higher quality Community bus	20												
Review bus routes and schedules with Committee of Council	24												
Prepare and provide transit training for older adults	25												

Attachment 1

Activities/Actions by Responsibility	*Recomm#*	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*July*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*
Communications													
Meet w Strategy staff & Committee to plan priorities for Year 1 Communications plan	1,4, 18, 21, 23, 30, 31, 36, 37,57												
Publicize the Community Bus service	18												
Communicate long-term transit plan to the community	21												
Communicate how to use bus pass (without swiping)	23												
Develop & publish quarterly newspaper listing of OA services & activities	47												
Review distribution of Guelph Community Guide	48												
Distribute Guelph Community Guide to more locations	48												
Determine key messages/materials requiring translation	52												
Determine cost of translating messages/materials	52												
Consult with Committee of Council to determine older adult priorities for Web site improvements	55												
Planning													
Establish City commitment to principles of universal design	13												
Public Works													
Review identified gaps & barriers in City streets & spaces	7												
Identify locations throughout the City to locate more public washrooms	9												
Identify locations throughout the City to locate more public seating	11												
Human Resources													
Assess existing diversity training tools and Incorporate older adult perspective & issues as required	6,44												
Provide training and education to City staff	6												
Sponsor and host employer training and education sessions	45												

City of Guelph Older Adult Strategy
Multi-Year Implementation Plan (excluding Quick Wins)

Activities/Actions by Responsibility	*Recomm#*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
OA Senior Staff Leadership											
Prepare detailed Year 1 work plan	1										
Apply for WHO designation	2										
Coordinate development of work plans for recommendations	2										
Coordinate cross-departmental work teams	2										
Support cross-departmental Implementation Team	2										
Community liaison & collaboration	2										
Prepare annual report card	2										
Older Adult Committee of Council											
With Secretariat, confirm Seniors' Lens (tool)	6										
Monitor Sinha recommendations for relevance to City OAS	2										
Monitor best practices in older adult strategies from other jurisdictions	64										
Advocate w LHIN for in-home supports	28										
Community & Social Services											
Confirm senior staff role and reporting	2										
Broaden scope of Snow Angels Program	8										
Advocate w LHIN for more in-home supports	28										
Partner w community providers to focus on frail vulnerable	37										
Review services & programs in south & west	38										
Enhance services & programs in south & west	38										
Review plans for new community centre	39										
Inventory existing buildings & facilities (City & partners)	40										
Develop plans for a "seniors' watch program"	59										
Identify partners for a "seniors' watch program"	59										
Train volunteers and agencies	59										
Launch pilot "seniors' watch program"	59										
Work w City staff and partners to define City role in health	62										
Work w providers to coordinate & contribute to seniors' health	63										

Attachment 1

Activities/Actions by Responsibility	*Recomm#*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Operations, Transit & Emergency Services											
Expand Snow Angels program to reach more older adults	8,59										
Expand EMS pilot projects that serve older adults	58										
Corporate & HR (Communications)											
Revise Web site to be more older adult friendly	53										
Determine targeted messages for isolated older adults	55										
Partner w community agencies to deliver targeted messages	55										
Develop public education campaign to combat ageism	35										
Develop public education campaign re: sharing roadways	36										
Review distribution of all communication aimed at older adults	49										
Add new channels & delivery mechanisms for information	49										
Provide more translated materials	50										
Identify resources in the community/City to support tech training	51										
Develop strategy to enhance technology support for older adults	51										
Increase technology support for older adults	51										
Planning, Building, Engineering, Environment											
Establish City commitment to principles of universal design	13										
Examine zoning and planning regulations	26										
Increase # public washrooms	10										
Increase public seating throughout the City	12										
Develop incentive plan for builders & developers	14										
Establish working group w partners re: affordable housing	27										
Strengthen partnership w County re: housing strategy	32										
Build long-term strategy for affordable housing	27										
Inventory housing options in the City	31										
Facilitate more housing options	31										

Attachment 1

Activities/Actions by Responsibility	*Recomm#*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Operations, Transit, EMS (Public Works)											
Increase public washrooms	10										
Increase public seating throughout the City	12										
Commit to the Principles of Universality for development & re-development	13										
Develop an incentive plan for builders and developers											
Corporate & Human Resources											
Meet w existing employment agencies; review 55+ gaps	42										
Identify strategy for serving 55+ job seekers	42										
Environmental scan of benefit programs that support caregivers	45										
Review City benefit plan & revise to better support caregivers	45										
Police Services											
Policy to licence only accessible taxis	22										

13. EVALUATION

As noted earlier, an important component of the Implementation Plan is the identification of Key Performance Indicators (KPIs) that clearly demonstrate whether progress is being achieved toward specified goals and objectives.

As a starting point, we have established a set of KPIs to measure broad progress toward satisfying the 6 overarching recommendations and progress toward achieving the goals of the 8 WHO dimensions. In addition to these broad measures, specific performance targets and measurement indicators should be built in to the action plans required for each recommendation. It will be important to obtain input from individual City departments to discuss and agree on the activities and performance measures that will guide their work on the recommendations.

The quantitative indicators used to measure progress will be directly related and relevant to each recommendation. However, by way of example they may include monitoring the change in such measures as:

- # participants
- # new participants
- # new partnerships
- # services delivered
- # requests for new programs
- # complaints
- service usage data (# riders, # calls, time of day, etc.)
- # telephone calls/requests
- # passes/tickets/subsidies/requests, etc.
- # requests for information

Because the community and social service sector does not always lend itself well to quantitative analysis only, other more qualitative measures can also be used to assess progress. The 7Ps framework (Lusk & Harris, 2011) includes evaluation of:

- People (Have we developed linkages and relationships with the right people?)
- Perceptions (Have we changed perceptions and attitudes?)
- Policy (Have we influenced any policy changes, including organizational policy?)
- Practice/Performance (Have we improved practice or performance?)
- Problems (Have we identified any gaps in system, organization policy or practice and brainstormed potential solutions?)
- Process (Have we created process that can be replicated to facilitate knowledge translation and transfer?)
- Products (have we created any products or tools that support practice?)

Potential tools for gathering data and information may be:

- Satisfaction surveys
- Public forums
- Questionnaires re: specific programs and services
- Feedback forms
- City and partner data (e.g., usage data and client feedback, Public Health data, EMS data)

The City is fortunate to have many resources available to it through such bodies as the University of Guelph, the University of Waterloo and the Research Institute for Aging. All of these resources may be helpful in implementing and evaluating the Older Adult Strategy. Use of an external partner to assist in developing the evaluation framework in early 2013 may make the evaluation more objective, more thorough, and less dependent on staff resources.

There are a number of existing tools that are available to help evaluate progress and success. The WHO Checklist is one such tool. The use of a seniors' lens in assessing City programs and services also provides specific questions and guidelines that serve to evaluate current status and progress.

In summary, we see evaluation as taking place at two distinct levels:

1) The action plan for each recommendation contains performance targets, expected outcomes and performance indicators;
2) Results of these evaluations contribute to an overall assessment of progress toward the goals of the foundational recommendations and the 8 WHO dimensions.

Older Adult Strategy – Preliminary Key Performance Indicators

Note: A "Key Performance Indicator" (KPI) is a measure of performance that contributes to evaluating progress toward a goal or to success in achieving a goal or objective. Choosing the right KPI is dependent on shared agreement as to what is important to the success of the Strategy.

As noted earlier, every action plan dedicated to a specific recommendation should have its own KPIs, which can and should be developed by the project lead or preferably, the project team. This approach has two advantages. First, it makes good use of the expertise of team members to develop the most relevant KPI's. Second, the commitment of the team to work towards achieving each KPI is increased by the heightened sense of ownership. For these reasons, this report respects the mandates of the project teams and does not attempt to develop detailed KPI's for individual recommendations.

This report does make six foundational recommendations which will require early identification of some KPI's to assist in getting implementation underway quickly. In addition, by virtue of recommending the pursuit of WHO designation, the City will be under some obligation to use the 8 WHO dimensions in developing specific KPI's to measure age-friendliness. Accordingly, the balance of this section is devoted to providing some preliminary suggestions of meaningful performance indicators of progress for each of the 6 foundational recommendations and for each of the 8 WHO dimensions of an age-friendly city. In some instances, specific performance targets to accompany the indicators are required; these should be identified in discussion with the relevant partners. The KPIs below are a combination of qualitative and quantitative measures.

In the following chart, 'timeline' refers to the target completion date for the purpose of measuring performance. 'Methodology' refers to the manner in which data and information are collected for the purpose of establishing whether the indicator has been met.

Recommendation	Proposed KPI	Timeline	Methodology
THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.	• Council approval of an Older Adult Strategy	• Q4 2012	• Motion
	• Application process undertaken for WHO designation	• Q1 2013	• Submission
	• Successful designation (3 years)	• by 2016	• WHO designation

Recommendation	Proposed KPI	Timeline	Methodology
THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures: • Create an Older Adult Committee of Council • Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation, nested under the well-being strategy and reporting to the office of the Chief Administrative Officer • Create a standing cross-departmental Implementation Project Team.	• Older Adult Committee of Council created • Appropriate staff resources allocated to the Strategy (e.g. 1 FTE Senior Project Manager + support staff) • Cross-departmental Implementation Team established • Relevant job descriptions and Team Terms of Reference developed	• Q1 2013 • Q1 2013 • Q2 2013 • Q2 2013	• Announcement • Announcement • Announcement • Documentation
THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.	• # older adults from different ethnic, cultural & linguistic backgrounds registered in City programs reflects the diversity of the general population (3 years) • % change in # older adults from lower income brackets who access City programs & services • % change in # frail, isolated or vulnerable older adults who access City programs & services	• 2016 • 2016 • 2015	• Gather data on ethnic, cultural & linguistic background on program registration • Usage data/financial • Gather data on program usage by functional ability & housing situation (ie. those who live alone, those receiving service from CCAC)

Recommendation	Proposed KPI	Timeline	Methodology
THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.	• City communication strategy has specific themes/messages related to the Older Adult Strategy • # older adults who indicate that Guelph is a good place to live and age (ongoing)	• 2014 • 2015	• Monitor messages in City communications strategy • Surveys
THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.	• # partnerships with community agencies that deliver home support services (3 – 5 years) • Older adult satisfaction with delivery of City programs & services	• 2016 • 2013 & ongoing	• Inventory of partnerships and initiatives • Surveys
THAT the City apply a Seniors' lens to all existing and proposed new programs and services.	• Appropriate seniors' lens selected by the Older Adult Committee of Council • All City departments informed & educated on the application of the seniors lens • # existing programs, services & policies flagged for review or revision following application of the seniors lens • # changes to programs, services or policies (ongoing) that impact older adults	• Q3 2013 • Q4 2013 • 2014 • Q4 2014 & ongoing	• Documentation • Documentation • Survey of City Departments • Survey of City Departments • Policy change

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
Outdoor spaces and buildings (WHO Dimensions #1) • (eg. streets, design, green spaces, sense of physical safety, signage)	• # changes to City intersections to accommodate the needs of older adults	• Q4 2013 & ongoing	• City inventory tracking reported annually
	• % increase in public benches	• Q4 2013 & ongoing	• City inventory
	• % increase in public washrooms	• Q4 2013 & ongoing	
	• # improvements to City sidewalks to increase accessibility	• Q4 2013 & ongoing	
	• # of designated drop-off areas and transit stops near stores and services	• 2014	• WHO designation
	• % satisfaction of all WHO checklist items	• 2016	
Transportation (WHO dimension #2) • (eg. accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)	• older adult satisfaction with bus routes & schedules	• Q4 2013	• Customer satisfaction survey
	• % of transit waiting areas with (1) benches (2) shelters (3) both benches and shelters)	• Q4 2013 & ongoing	• Department data
	• increase in # residents using the Community Bus service	• Q4 2013	• Usage data
	• % satisfaction of all WHO checklist items	• 2016	• WHO checklist

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Recommendation	Proposed KPI	Timeline	Methodology
Housing (WHO dimension #3) • (e.g. cost, safety, proximity to services, in-home supports, accessibility)	• # partners and a forum with the County to discuss affordable housing • % increase in the # units of alternative housing opportunities available (co-op, life lease, home sharing, etc.) • % satisfaction of all WHO checklist items	• Q3 2013 • 2015 & ongoing • 2016	• Inventory of partnership • City data sources • WHO checklist
Respect & Inclusion (Who dimension #4) • (eg. consultation, intergenerational activities, choice, helpfulness)	• Public education & awareness campaign to combat ageism • Public education & awareness campaign focused on sharing roads & sidewalks • # residents aware of public education messages • % satisfaction of all WHO checklist items	• 2014 • 2013/4 • 2014 • 2016	• Campaign documentation • Campaign documentation • Survey • WHO checklist
Social Participation (WHO dimension #5) • (eg. social & leisure activities, affordability, accessibility, convenience, times, choice)	• # older adults from different ethnic, cultural & linguistic backgrounds registered in City programs reflects the diversity of the general population (3 – 5 years) • # partnerships dedicated to older adult initiatives with community agencies & providers • % increase in # services and programs and program capacity in the south & west of the City	• 2018 • 2014 & ongoing • 2014	• Usage data • Inventory of partnerships & initiatives • Program data

Recommendation	Proposed KPI	Timeline	Methodology
Social Participation (WHO dimension #5) Cont'd	• % satisfaction of all WHO checklist items	• 2016	• WHO checklist
Civic Participation and Employment (WHO dimension #6) • (e.g. volunteer opportunities, employment, workplace culture, accessibility)	• % increase in # older adults receiving support from the GWSA SOS program • All City departments educated on the Older Adult Strategy • # private sector partners in the Older Adult Strategy • % satisfaction of all WHO checklist items	• Q4 2013 & ongoing • Q4 2013 • 2014 & ongoing • 2016	• Usage data • Documentation • Database of private sector partners & initiatives • WHO checklist
Communication and Information (WHO dimension #7) • (e.g. access to information and services, helpfulness, usefulness, ease of understanding, visibility)	• % increase in # vehicles, sites & locations where information for older adults is available • % increase in # materials for older adults produced and distributed in languages other than English • comprehensive list of resources for older adults developed, distributed & updated • Older adult satisfaction with the City's Web site • % times callers reach a live voice when calling the City	• Q4 2013 • 2014 • Q4 2013 • Q4 2013 • Q4 2013	• Department data • Documentation • Materials • Survey • Electronic tracking

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
Communication and Information (WHO dimension #7) Cont'd	• Tools & strategy developed to increase cross-departmental knowledge, coordination and collaboration	• Q4 2013	• Inventory & feedback
	• % satisfaction of all WHO checklist items	• 2016	• WHO checklist
Community Support and Health Services (WHO dimension #8) • (e.g. accessibility, affordability, responsiveness)	• # partners working with the City to support at-risk older adults to remain safe & secure in their homes	• Q4 2013	• Systematic tracking of partnership initiatives
	• % increase in # older adults using the Snow Angels program	• Q4 2013 & ongoing	• Usage data
	• % satisfaction of all WHO checklist items	• 2016	• WHO checklist

14. APPENDICES

Appendix A – Steering Committee Members

Lynne Briggs (Chair)
Manager, Partnerships and Inclusion
City of Guelph

Wendy Kornelsen – Project Manager
Manager, Senior Services
City of Guelph

Jeff Beaton
Staffing Specialist
City of Guelph

Jennifer Blackie
Board Secretary
Guelph Wellington Seniors Association

Marg Hedley
Board of Directors
Guelph Wellington Seniors Association

Karen Kawakami
Social Services Program & Policy Liaison
City of Guelph

Sheli O'Connor
Seniors at Risk System Coordinator
Trellis
County of Wellington

Jocelyn Pedersen
Seniors Program & Partnership Coordinator
City of Guelph

Cathy Sturdy-Smith
Manager of Specialized Geriatric Services
Trellis

Kimberley Wilson
Community Member & Executive Director
Canadian Coalition for Seniors' Mental Health

Appendix B – List of Resource Materials

1. Advocacy Consortium, *Priorities for the Aging Population of Ontario*, March 2011
2. Article "*New Study Finds America's Communities are not prepared for an aging population",* September 2006
3. Brantford and Brant County, *A Master Aging Plan,* undated
4. British Columbia, *Age-Friendly and Disability-friendly Official Community Plans*, 2010
5. C.D. Howe Institute, *Later Retirement: the Win-Win Solution*, March 2012
6. Canfitpro – *What you need to know about older adults*, undated
7. City of Chatham-Kent, *Outcomes of the 2011 Community Consultation to Inform the Development of an Age-Friendly Plan*, undated
8. City of Chatham-Kent, *Seniors Advisory Committee, Terms of Reference*, January 2011
9. City of Edmonton, *Aging in Place: A Neighbourhood Strategy*, December 2007
10. City of Edmonton, various materials, *Municipal Information, Network Service delivery model, Coordinating Council*, 2006 – 2010
11. City of Edmonton, *Vision for an Age-Friendly Edmonton, Action Plan,* Spring 2011
12. City of Guelph, *The Maturing of Guelph* , undated presentation
13. City of Guelph, *Organizational Model*, 2012
14. City of Guelph, *Official Plan Update*, February-March 2012
15. City of Guelph, *Qualitative Information Form, Community Older Adult Plan*, undated
16. City of Guelph, *Recreation, Parks & Culture Strategic Master Plan (draft),* July 2009
17. City of Guelph, *2011 Community Profile*
18. City of Guelph, *Alternative Work Arrangements,* Policy Procedure and Guidelines, undated
19. City of Guelph, *Community Investment Strategy, Phase 1 Final Report*, April 2012
20. City of Kawartha Lakes, *Age-friendly Project Assessment: Report to the Community*, undated
21. City of Guelph, *Corporate Strategic Plan Framework 2012-2016*
22. City of Kitchener, *Older Adult Strategy*, May 2009
23. City of Kitchener, *Older Adult Strategy – Final Background Report,* May 2009
24. City of London, *Community Action Plan; Working Together to Support London's Seniors,* Fall 2005
25. City of Mississauga, *Older Adult Plan*, February 2008
26. City of Mississauga, *Older Adult Plan,* February 2008
27. City of Mississauga, *Corporate Report (to Council),* March 2008
28. The New York Academy of Medicine, *Toward an Age-Friendly New York City: A Findings Report*, Fall 2008
29. City of Portage La Prairie, *Age-Friendly Cities Project*, April 2007
30. Community Living Guelph Wellington, *Proposal to Address the Issue of Aging Adults with Developmental Disabilities in Wellington County*, May 2012
31. Denver Regional Council of Governors, *Creating Senior-healthy Communities*, May 2007
32. Guelph Wellington Seniors Association, *Member Survey*, August 2010
33. Halifax Site – *Age Friendly Cities Project*, March 2007
34. Hamilton, *Age-Friendly Hamilton; Report to Community*, January 2010
35. Heckman, George, et al, *Developing an Integrated System of Care for Frail Seniors in Waterloo-Wellington, Results of a Consultation Process to Identify System Strengths and Gaps*, presented to WWLHIN, October 2011
36. Library of parliament, *Background Paper, "Canada's Aging Population and Public Policy: 5. The Effects on Employers and Employees)*, February 2012

37. McMaster University, *Directory of Research on Aging,* 2002
38. New York City Department for the Aging, *Good Practices in Intergenerational Programming*, 2010
39. Niagara, *Creating Age-Friendly Communities*, Undated Policy brief
40. Nova Scotia, *Department of Seniors Business Plan*, 2009-2010
41. Ontario LHINs, *Senior Friendly Hospital Care Across Ontario*, September 2011
42. *Parliamentary Committee on Palliative and Compassionate Care*, November 2011
43. Province of Alberta, *A look at Leisure*, undated
44. Sinha, Dr. Samir, *With Respect to Old Age: Developing Ontario's Seniors Care Strategy,* WWLHIn Site Visit meeting, August 2012
45. Transport Canada, *Benchmarking Transport Policy in an Aging Society in Ontario*, 2007
46. Turner, Annie and Leanne Findlay, *Informal Caregiving for Seniors*, Statistics Canada, July 2012
47. Sturdy Smith, Cathy, et al, *A Summary of Senior Friendly Care in WWLHIN Hospitals*, undated
48. United Way of Guelph & Wellington, *Seniors' Demographic*, February 2009
49. United Way, Guelph and Wellington, *A Preliminary Investigation of the Age-Friendliness of Guelph & Wellington*, February 2009
50. United Way of Guelph & Wellington, *Barriers to Independent Living – Vision,* November 2008
51. United Way of Guelph & Wellington, *Seniors and Housing Supports in Guelph and Wellington*, February 2009
52. United Way of Guelph & Wellington, *Seniors and Transportation in Guelph and Wellington County,* October 2008
53. United Way of Guelph and Wellington, *Seniors Poverty and Economic Status in Guelph and Wellington County*, October 2008
54. Waterloo Wellington Senior Friendly Hospital Strategy, *Summary of Senior Friendly Care*, undated
55. Wellington-Dufferin-Guelph, *Health Status of Wellington-Dufferin-Guelph*, February 2012
56. Wellington-Dufferin-Guelph Public Health, *Strategic Plan 2011-2016*
57. Wilson, Kimberley, *Creating an Age-Friendly Guelph, A Backgrounder*, May 2012
58. World Economic Forum, *Global Population Ageing*, 2012
59. World Health Organization, *Global Age-Friendly Cities: A Guide*, 2007
60. World Health Organization, *Checklist of Essential Features of Age-Friendly Cities*, 2007

Appendix C – List of Consultations and Interviews

Interview/Focus Group	# participants
Community Forums	
Care givers group	12
Immigrant Services	23
Public Forum #1	23
Public Forum #2	12
Public Feedback Forum	40
Provider Forums	
Seniors' Services Network*	18
Service Providers, Transdisciplinary Team*	12
Service Providers & Key Stakeholders Feedback Forum	6
Key Community Informants	
Poverty Elimination Task Force	1
Volunteer Centre of Guelph-Wellington	1
Waterloo Wellington LHIN	2
Drop In Centre	1
Guelph Family Health Team	1
Department of Family Relations and Applied Nutrition, University of Guelph	1
Public Health	2
United Way	1
City Staff	
Direct Report Leadership Team	10
Library Services	2
Community Support Services	1
Strategic Planning and Corporate Initiatives	2
Transportation	1
City Clerk	1
Corporate Communications	1
By-law Compliance & security	1
Accessibility Services	1
Human Resources	1
Legal Services	1
Public Works	1
Planning & Building, Engineering & Environment	5
Community & Social Services	3
Social Services Program & Policy Liaison	1
EMS	1
Fire Services	2
City Staff Feedback Forum	20

* Organizations consulted included: Trellis, Mental Health and Developmental Services, Homewood Health Centre, Guelph General Hospital, Hospice Wellington, St. Joseph's Health Centre, County of Wellington, Guelph Independent Living, Guelph Wellington Seniors Association, VON, Community Living, Community Care Access Centre, Family Counselling Support & Services, Guelph Family Health Team, Alzheimer's Society of Guelph-Wellington

Appendix D – Sample Questionnaire and Online Survey Tool

Interview Guide (External)

1. Please describe your position and role.

2. Referring to the WHO's dimensions of an age-friendly community, from your perspective, on which dimensions would you say the city should get good marks for being age friendly?

3. From your perspective, what is not working well? What are the gaps and barriers?

4. What suggestions do you have for the City that would make it more age friendly?

5. Are you aware of any "best practices" in the delivery of services to seniors (transportation, housing, employment, health care, etc.) from other jurisdictions that could be replicated in Guelph?

6. Thinking of municipal governments in general and their role in delivering services to their residents, what do you think should be the City's role in serving seniors?

7. If you could choose one priority for the City to pursue in the next few years, what would it be?

8. What do you see as the primary challenges facing the City in serving an increasingly diverse population?

9. We hear about the challenges that many older adults face in accessing primary health care. In your view, what would assist older adults to live healthier lives, as independently as possible?

10. Can you provide a few key words or phrases that you would like to see reflected in a vision statement for an Older Adult Strategy for the City?

11. Do you have any other comments or recommendations for us?

Attachment 1

Guelph Older Adult Strategy
Online Survey Questions

PART ONE – GENERAL INFORMATION QUESTIONS

1. I am male ___ female ___
2. I am:

   18 – 24
   25 – 34
   35 – 44
   45 – 49
   50 – 54
   55 – 59
   60 – 64
   65 – 69
   70 – 74
   75 – 79
   80 – 84
   85+

3. Which of the following best describes you. Check more than one if relevant:

   Employed full-time ___
   Employed part-time ___
   Retired ___
   Volunteer ___
   Seeking employment ___

4. What are your present living arrangements??

   Live alone ___
   Live with spouse or partner ___
   Live with other relatives ___
   Live with non-relatives __

5. My postal code is ___ ___

6. How would you describe your own health?

   Poor ___ Fair ___ Good ___ Excellent ___

7. Check all of the following that apply to you. I have:

   Difficulty in moving or walking ___
   Visual impairment ___
   Hearing impairment ___
   Mental Impairment ___
   No impairments ____

8. I live :

   In my own home ___
   With my child(ren) in their home ___
   In a Retirement home/village ___

In Public housing rental ___
In Private housing rental ___
In a long term care home ___
Other ____

9. Do you: (check all that apply to you)
   Have strong family ties in Guelph ___
   Have strong social connections in Guelph ___
   Lead an active lifestyle ___
   Feel isolated or lonely ___
10. Are you currently providing support or care to an older adult at home? Yes ___ No ___
11. Are you currently providing support or care to an older adult who is not living in your home? Yes____ No____

PART TWO – SPECIFIC SURVEY TOPICS

For each question, please indicate whether you

1. *Strongly disagree*
2. *Somewhat disagree*
3. *Neither agree nor disagree*
4. *Somewhat agree*
5. *Strongly agree*
6. *Don't know*

OUTDOOR SPACES AND BUILDINGS

1. For older drivers the road signs in my neighbourhood are easy to read and large enough.
2. When crossing the street, there is enough time for a safe crossing by older adults.
3. Street crossings have good audio and visual cues to help older adults cross safely.
4. Sidewalks in most or all areas of my neighbourhood make it easy for older adults to get around walking or using an assistive device such as a cane, scooter or walker.
5. Sidewalks in most or all areas of my neighbourhood are well maintained (even surfaces, curb cuts, not a lot of cracks).
6. There are enough street crosswalks in the busy residential, business and recreation areas for older adults.
7. There are enough public washrooms in the key areas of my neighbourhood (e.g. in business and recreational areas).
8. Older adults can get in to public buildings easily.
9. Snow clearing in my neighbourhood is done in a timely manner so walking and driving is safe.
10. There is sufficient seating for older adults in public spaces, both indoors and outdoors.
11. There is adequate street lighting for older adults so they can easily see and navigate sidewalks, roadways and curbs.
12. Older adults feel safe in the city walking and travelling alone during the day.
13. Older adults feel safe in the city walking and travelling alone at night.

TRANSPORTATION

1. City bus service goes to the places that older adults need to go (shopping, doctor's office, seniors' centres, etc.)
2. The waiting areas at bus stops have enough seats for older adults and are protected from rain and snow.
3. The bus stops are conveniently located for older adults.
4. The Community bus is convenient and easy to use for older adults.
5. Transportation for people with disabilities is sufficient and affordable.
6. There are volunteer drivers or an informal network of drivers available for older adults who need transportation.
7. There is sufficient parking for older adults, close to the buildings or businesses where they go.
8. There are sufficient "disabled" parking spaces close to services and stores.
9. There are enough "drop off' areas close to services and stores.
10. Taxis are easily available to older adults.
11. Seniors feel safe while using public transit.
12. Public transit is affordable for older adults.

HOUSING

1. There is enough choice of housing for older adults in the City of Guelph.
2. Housing in the city is affordable for older adults.
3. Shopping and services (e.g. pharmacy, doctor, groceries) are located conveniently where older adults live
4. It is easy for older adults to stay in their own homes and get the help they need for shopping, indoor cleaning, outdoor maintenance, etc.
5. Wait times for older adults to get in to seniors' housing that provides support services are reasonable.
6. There are good provisions for older adults to reduce or defer their property taxes so they can live longer in their own homes.

SOCIAL PARTICIPATION AND RECREATION

1. My neighbourhood has enough pleasant places for walking for older adults (e.g. walking trails, parks, well-treed streets).
2. Local parks or walking trails are accessible and easy to use for older adults (e.g. paths with even surfaces).
3. There are enough resting areas for older adults along paths and trails.
4. There are enough recreation programs for older adults (e.g. card games, art).
5. Social and recreational programs are available to older adults at convenient times and locations.
6. There are enough lifelong learning programs specifically for older adults (e.g. computer skills).
7. Recreational programs are generally affordable for older adults.
8. Most older adults who live alone have opportunities to attend and participate in activities, and/or have regular visitors.

RESPECT AND SOCIAL INCLUSION

1. People in the city respect and value older adults.
2. Older adults in Guelph are recognized for the contributions they make to the city.
3. Older adults are consulted and listened to.
4. There are enough opportunities for older adults to interact with city residents of all ages including young people and families (e.g. school reading programs, festivals).
5. People working for the City respond helpfully to older adults.
6. Planning processes specifically consider needs of older adults (e.g. planning for housing or transportation).

CIVIC PARTICIPATION AND EMPLOYMENT

1. It is easy to be a volunteer in Guelph if you are an older adult.
2. There are enough opportunities for older adults to easily contribute to city issues through consultation.
3. Older adults who work or volunteer are valued and respected for their contributions.
4. If older adults choose to be employed, there are businesses willing to employ them.
5. Employers are willing to make adjustments to the workplace to accommodate older adults (e.g. hours, adjustments to workplace, etc.).
6. It is easy and affordable for older adults to get to most workplaces in the city.
7. There is enough official recognition for older adults who volunteer in Guelph (e.g. volunteers awards).

COMMUNICATION AND INFORMATION

1. There is enough information in the local newspapers about services and programs for older adults.
2. Information about neighbourhood events is readily available to older adults.
3. Information about City programs and services is helpful and easy to find for older adults (e.g. transit routes, garbage pickup, recreation programs).
4. Information is provided in age friendly formats for older adults.
5. Older adults have good public access to computers and assistance or training in the city.
6. Information about City programs and services on the internet is helpful and easy to find for older adults.
7. There are enough organizations that speak up for older adults (e.g. ombudsman)
8. City telephone answering services are easy to use and adapted to the needs of older adults (e.g. instructions are given clearly and slowly).

COMMUNITY SUPPORT AND HEALTH SERVICES

1. The services that help older adults around the home (e.g. snow removal, lawn care, garbage brought to the street) are sufficient.
2. Meals offered in the Evergreen Seniors Community Centre are necessary and affordable.
3. The meal delivery services that bring meals to older adults are sufficient.
4. Family doctors are accessible and help older adults find the services and supports they need.
5. Paramedics who are called to the homes of older adults help them, when appropriate, to make connections to non-emergency community and health services.

CAREGIVER SUPPORT

1. Caregivers to older adults have access to city services that are helpful (e.g. transit passes, recreation programs)
2. Caregivers can get time off from their employers when they need it.
3. It is easy for caregivers to arrange for respite care for an older adult, so the caregiver can take a break for a few days.
4. There are support groups for caregivers to help them cope with both the physical and the emotional strain.

PART THREE

If you could make one change to your neighbourhood to make it more age friendly, what would it be?

Please provide any key words and phrases that you feel should be part of an overall vision for an age friendly City of Guelph:

_____
_____
_____

THANK YOU FOR YOUR TIME AND HELP IN COMPLETING THIS SURVEY IN SUPPORT OF THIS WORTHWHILE CITY INITIATIVE.
YOU HAVE SUCCESSFULLY COMPLETED THE SURVEY. IT WILL BE USED TO PREPARE A REPORT TO CITY COUNCIL ON HOW BEST TO MAKE THE CITY OF GUELPH 'AGE FRIENDLY AND AGE READY'.

Appendix E – Summary of Who Does What

This list is intended to demonstrate the complexity of delivering programs and services that often require coordination and partnership between different levels of government, as well as coordination and partnership within City departments. This list is not exhaustive; it is intended for illustrative purposes.

City of Guelph – Service Areas and Departments

Planning & Building, Engineering & Environment

Building Services
- Permit and zoning services
- Inspection services

Engineering Services
- Infrastructure planning design and construction
- Transportation and development engineering

Planning Services
- Development planning
- Policy planning and urban design

Solid Waste Resources
- Integrated services
- Material recovery options
- Organic waste processing
- Waste collection

Wastewater Services
- Collection and environmental protection
- Plant maintenance and laboratory services

Water Services
- Water conservation, distribution, supply

Community & Social Services

Business Services
- Facility bookings and program registrations
- Service Guelph

Community Engagement
- Accessibility
- Community Engagement
- Local immigration partnership
- Senior services
- Youth services
- Social services policy and liaison

Corporate Building Maintenance
- Civic precinct
- Corporate property

Culture and Tourism
- Cultural development, museums, tourism

Parks and Recreation
- Tourism
- Museums
- Recreation facilities
- Park planning and development
- Parks infrastructure and horticulture
- Turf and sports fields

Finance & Enterprise

Community Energy
Downtown Renewal
Economic Development
Finance

- **Financial planning**
- **Financial reporting and accounting**
- **Procurement and risk management**
- **Taxation and revenue**

Corporate & Human Resources

City Clerk's Office
Corporate Communications
Court Services

- Administration
- Prosecutions

Human Resources

- Staffing and workforce planning
- Compensation, benefits, HRIS and payroll
- Labour relations/health and safety
- Organizational development

Information Technology

- Client services
- Corporate applications
- Network services
- Project management and business systems

Legal and Realty Services

- Legal services
- Realty services

Operations, Transit and Emergency Services

Bylaw Compliance, Security and Licensing
Emergency Services

- Emergency Preparedness
- Guelph-Wellington Emergency Medical Services
- Fire Operations

Guelph Transit

- Business Services and Operations
- Quality Assurance and Continuous Improvement
- Service Planning and Communications

Public Works

- Fleet & Equipment Management
- Forestry
- Roads and Right of Ways

Traffic and Parking

Boards and Commissions

Library Services
Guelph Police Services
Guelph Hydro
Public Health

County of Wellington
Affordable housing Emergency shelter Ontario Works (eligibility up to age 65 typically)

Province of Ontario
Public Health Health care (primary care, hospitals, home care, palliative care, Community Health Centre, Family Health Team, mental health agencies, home support agencies, CCAC, Local Health Integration Networks) Taxation (income) Long-term care homes Senior Homeowner Property Tax Grant Energy & Property Tax Credits Ontario Disability Support Program (some people with disabilities age 55-64 receive these benefits) Community and Social Services (supports people with developmental disabilities) Community Support Services

Government of Canada
Disability Tax Credit Medical expenses tax credit Caregivers tax credit CPP OAS, GIS, War Veterans' Allowances and health benefits

Community Programs & Services
Wide variety of agencies and programs • Guelph Wellington Seniors Association • United Way • Care providers and agencies (e.g., Alzheimer's Society, mental health agencies, Meals on Wheels) • Non-profit housing providers

Private Sector
Retirement homes Employment opportunities Services (e.g. retail, some health care, home maintenance, etc.)

Appendix F – Full Report of Comparator Municipalities

COMPARATOR MUNICIPALITY: KINGSTON

1. BRIEF MUNICIPAL PROFILE

The population of Kingston is approximately 123,360 (2011) of which some 35,860 , or 29.1% %, are over the age of 55. This is an increase from 22% of the population in 1996 and 27% of the population in 2006. This is projected to grow to 37.4% by 2036.

2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED

The driving force for this activity began with the Mayor and this was quickly followed up with the support of Council.

3. PROCESS TO GET THINGS GOING

Council created a special purpose, time-limited body to work in this area. The WHO process is being followed quite closely, especially with regard to the use of the Vancouver protocol for the use of focus groups.

The Seniors Advisory Committee reports to City Council and has a mandate to develop an "Age-Friendly" Plan for the City of Kingston in keeping with the theme and direction of the World Health Organization (WHO) with its eight categories and for other service areas that may be identified during the plan's development.

The Committee's term is expected to be 12 months and will conclude once the mandate has been fulfilled and council has adopted a recommended plan.

4. FRAMEWORK SELECTED FOR ANALYSIS

The primary reference for the development of the plan will be “Global Age-Friendly Cities: A Guide”, published by the World Health Organization. The Chair of the committee will provide status reports to Council on a regular basis during the committee term. In addition to the preparation of the plan, the City will submit an application for membership to the WHO Global Network of Age-Friendly Cities. Network membership acknowledges commitment from the City to a cycle of continually assessing and improving their age-friendliness through four stages:

- Stage 1 – Planning (Year 1 -2);
- Stage 2 – Implementation (Year 3-5);
- Stage 3 – Progress evaluation (end of year 5); and
- Stage 4 – Continual Improvement.

The mandate of the Seniors Committee relates to Stage 1 – Planning. This stage includes four steps: a) establishment of mechanisms to involve older people throughout the Age-friendly City cycle. b) a baseline assessment of the age-friendliness of the city; c) development of a 3-year city wide plan of action based on assessment findings; d) identification of indicators to monitor progress.

The Seniors Advisory Committee is expected to complete Stage 1 by the end of November 2012 which will conclude with their mandate being fulfilled and the submission of the plan to Council. In order to accomplish this task by November 2012 a Milestone/Timeline Plan was developed and presented to the Seniors Advisory Committee at their first meeting on October 19, 2011. The Milestone/Timeline Plan will be reviewed regularly and the committee chair will provide status reports to Council on a regular basis during the committee's term.
The public over age 45 was asked to participate in focus groups as per the public notice below.

If you are 45 or older, the City wants your input to help develop the Age-friendly Kingston Plan.

The City of Kingston is developing an Age-Friendly Plan in keeping with the theme and direction of the World Health Organization's (WHO) Global Age-friendly Cities guide (see link at right). According to WHO, the population of senior citizens (over age 65), throughout the world will more than double within the next few decades. With one of the largest populations of seniors per capita in the country, Kingston is preparing with the creation of an Age-friendly Cities Plan. The plan will address:

1. *Outdoor Spaces and Places;*
2. *Transportation*
3. *Housing*
4. *Social Participation*
5. *Respect and Social Inclusion*
6. *Civic Participation and Inclusion*
7. *Communication and Information*
8. *Community Support and Health Service*

If you would like to participate in a focus group to provide input into these eight areas, please email AgeFriendly@cityofkingston.ca or call 613-546-0000, ext. 3182.

Please provide: your name, age, address and contact information. If you are selected to participate in a focus group, you will be contacted and provided with more information. Focus groups will take place early in 2012.

The second step was to follow the WHO's "bottom-up" approach and gather information about "the lived experience of older persons regarding what is, and what is not, age-friendly, and what could be done to improve the community's age-friendliness." This was achieved through six focus groups in January and February 2012 with sixty-two citizens between 45 and 83 years of age. Staff utilized the WHO's "Vancouver Protocol" methodology for these focus groups. Information was gathered on the eight key categories of an age-friendly city: outdoor spaces and buildings; transportation; housing; respect & inclusion; social participation; communication & information; civic participation & employment; and community supports and health services.

A separate report featuring the characteristics of Kingston's older adult population has been published based primarily on Statistics Canada census information; it is available through the following link: http://www.cityofkingston.ca/pdf/cityhall/committees/seniors/ProfileOfOlderAdults_2011.pdf

5. THE DECISION MAKERS

The Chair of the committee will provide status reports to Council on a regular basis during the committee term.

MEMBERS:

- One council member: Councillor Liz Schell
- One representative from the Senior's Centre: David Crane
- One representative from the Senior's Centre Executive Staff: Diane Luck
- One representative from the Council on Aging: Mary Carol Thompson
- Two representatives for local/regional organizations serving seniors (not including the Senior's Centre or Council on Aging): Christine Bell, Louise Richer
- Three members of the public: Anne Graham, Michaela Jones, Paul Switzer

6. FUNDING THE INITIATIVE

There is no special purpose funding for this initiative. The Committee receives research and project support from the Commissioner of Community Services' Office and the Commissioner of Sustainability and Growth's office and from selected staff across City departments.

7. CHALLENGES ENCOUNTERED

The premise of the planning process was to focus on municipally provided services and programs under the eight WHO categories. During the focus groups, it was important to focus on capturing feedback on these while respecting and noting input on related provincial or federal programs and services such as health care. Conducting focus groups of older adults in the winter season did present itself as a challenge, but the winter of 2011/12 was not severe and turnout was good.

8. RECOMMENDATIONS

The report is scheduled to proceed to Council in the Fall of 2012.

9. STATUS OF IMPLEMENTATION

This is dependent on Council decisions in the Fall.

10. ONGOING STRUCTURES AND THEIR ROLE

At present the only structure that exists is the time limited Seniors Advisory Committee, which has a one year mandate. At present there is no plan to have an ongoing oversight committee or staff support, although such recommendations could come forward to Council for a decision.

Attachment 1

APPENDIX
SENIORS ADVISORY COMMITTEE WORK PLAN

Age-Friendly City Plan – Milestone Timeline

Milestone Number	Milestone Description	Milestone Delivery Date	Responsibility
M1	First Meeting of Seniors Advisory Committee • Overview of Age-Friendly City Program • Workplan/timelines	October 19, 2011	Staff
M2	Community Profile	November 1, 2011	Staff
M3	Submission of Application for membership to the WHO Global Network of Age-Friendly Cities	November 4, 2011	Staff
M4	Seniors Advisory Committee Meeting • Community Profile • Planning for Focus Groups sessions	November 16, 2011	Committee/Staff
M5	Planning of Focus Group sessions	November/December	Staff/Committee members
M6	Seniors Advisory Committee Meeting • Finalization of planning for Focus Groups sessions	January 18, 2012	Committee/Staff
M7	Age Friendly Focus Groups	January/February 2012	Staff/Committee
M8	Caregivers and local service providers focus groups	February 2012	Staff/Committee
M9	Seniors Advisory Committee Meeting • Debriefing on Focus Groups • Theme identification	February 15, 2012	Committee/Staff
M10	Phase 1 – Focus Groups Results Report	March 12, 2012	Staff
M11	Seniors Advisory Committee Meeting • Review of Focus Groups Results report	March 21, 2012	Committee/Staff
M12	Phase 2 – Developing Local actions - Theme analysis	April/July	Staff
M13	Seniors Advisory Committee Meeting • Phase 2 – Developing local actions - Theme Analysis	April 18, 2012	Committee/Staff
M14	Seniors Advisory Committee Meeting • Theme Analysis	May 16, 2012	Committee/Staff
M15	Seniors Advisory Committee Meeting • Theme Analysis	June 20, 2012	Committee/Staff
M16	Seniors Advisory Committee Meeting • Theme Analysis	July 18, 2012	Committee/Staff

Attachment 1

Age-Friendly City Plan – Milestone Timeline

Milestone Number	Milestone Description	Milestone Delivery Date	Responsibility
M17	Seniors Advisory Committee Meeting • Phase 3 – Identify policies and initiatives in place; and identify and prioritize new projects	September 19, 2012	Committee/Staff
M18	Draft Age-Friendly City Plan	October 1, 2012	Staff
M19	Seniors Advisory Committee Meeting • Review draft Age-Friendly City Plan	October 17, 2012	Committee/Staff
M20	Final Age Friendly Plan	November 1, 2012	Staff
M21	Seniors Advisory Committee Meeting • Committee recommends approval of Age-Friendly City plan to Council	November 21, 2012	Committee
M22	Submission of Age-Friendly City Plan to Council	December 2012	Staff
M23	Submission of Age-Friendly City Plan to WHO for endorsement	January 2013	Staff

COMPARATOR MUNICIPALITY: CHATHAM-KENT

1. BRIEF MUNICIPAL PROFILE

The population in Chatham-Kent in 2011 was an estimated 108,580 with 33,520 age 55 or more. This is 30.9% of the population. For 2031, the projections are 106,490, 43,180 and 40.5% respectively.
Chatham-Kent is a very rural, agriculturally-based municipality with many small communities spread over a large area. A drive from one corner of the County to the other can take almost two hours.

2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED

Given the number of small, dispersed communities (between 23 and 45 depending on the minimum size used to measure a 'community') no less than thirteen seniors centres were created over the years throughout the County.
These centres have long collaborated on various initiatives and, although they now number only 11, Municipal Council has recognized the critical role these centres play. To be specific, in 2006 Council approved the creation of a standing Senior Advisory Committee, with one older adult named by each Centre forming the core of the committee.
Chatham-Kent's population is expected to grow slightly smaller in the future and one initiative that may help to counteract this trend is to promote Chatham-Kent as a desirable retirement destination for older adults from larger urban centres. Having a vibrant set of activities for seniors can be highly supportive of such a strategy; an active committee with a full agenda of events reporting to and partly funded by Council is seen as a winning combination.

3. PROCESS TO GET THINGS GOING

The key body for older adult initiatives is the Chatham-Kent Seniors Advisory Committee, chaired by George Darnley. The Council-approved terms of reference are as follows:

1. Name/Organization

1. This organization will be known as the Chatham-Kent Seniors Advisory Committee, hereafter referred to as 'SAC' or 'Committee'.
2. The Municipality of Chatham-Kent hereafter referred to as 'The Municipality'.
3. This document may be cited as the 'Terms' of the Committee.

2. Purpose & Mandate

1. The purpose of the Committee is to educate and advise Council and community partners regarding ongoing, new, and/or priorities to matters of the quality of life of senior residents of the Municipality.
2. In fulfilling its purpose, the mandate of the Committee shall be to:
    a. Solicit input from Seniors within the Municipality and act as a public forum for issues that affect all Seniors in The Municipality;

b. Act as a liaison for all Seniors in the Municipality, and advise Council on ways to enrich and enhance the health and quality of life of seniors in the community;
c. Provide advice based on input received from Seniors within the Municipality, to improve the programs, policies and services provided to seniors; Identifying barriers to access by seniors to the Municipality's services and programs;
d. Form partnerships in the community to educate, inform and improve quality of life for seniors.
e. Assist the Municipality with Council's Strategic Directions
f. Each Committee member will keep their senior citizen organization or senior centre informed of the Committee's actions.

3. Reports to Council

1. The Committee will provide an annual report for the information of Council to summarize the activities of the Committee in the previous year and suggest a work plan for the coming year. The preparation of these reports will allow the Committee to ensure that it is meeting the goals and adhering to its terms of reference.

4. Fiscal Year

1. The fiscal year of the Committee shall terminate on December 31 in each year.

5. Appointments

Excerpts from By-Law number 325-2004 of the Corporation of the Municipality of Chatham-Kent – A procedure bylaw governing the Council of the Municipality of Chatham-Kent and the conduct of its members.

1. Up to a maximum of three (3) officers will be appointed for a two (2) year term (Chairperson, 1st Vice-Chairperson, 2nd Vice-Chairperson.

Chatham-Kent Seniors Advisory Committee

Approved by Council: Jan 31, 2011 **Terms of Reference** Recommended for Approval by Council on Jan 31, 2011

2. Once applications have been received, they will be reviewed internally by administration, and a report without recommendations will be prepared summarizing the qualifications of each candidate and the committee appointments applied for by each candidate. Council will review the report in 'Closed Session' and subsequently in open Council, in order that appointments to all committees can be completed and members notified.

3. To assist Council in filling Committee vacancies, an invitation to potential applicants within each Seniors Organization will be conducted, followed by a review of applicant's experience and an interviewing process, involving the Chair, 1st Vice-Chair, 2nd Vice-Chair and Coordinator. Council will be provided with a list of two (2) recommended candidates for each if possible and will select from that list.

4. Within sixty (60) days of a vacancy, Council will appoint a member to complete the requisite number of members for the remainder of the applicable term. Vacancies that occur within ninety (90) days prior to completion of their term will not be filled unless there is a need to replace members to achieve a quorum.

5. Appointments of Council members to the Committee will be for a four (4) year term; expiring once the new Council has taken office in an election year.

6. Committee Management

1) Composition

a) The Committee members shall be:

i. Residents of the Municipality who are 50 years of age or older.
ii. 12 members will be a paid member in good standing of a Municipal Senior Centre.
iii. Other members must be in good standing with their Senior Organization
iv. Experience with volunteer organizations
v. Credible within the community
vi. Able to commit the time necessary to serve as a member of the Committee

b) The Committee shall include:

i. A maximum of 17 Volunteer Members comprised of 1 volunteer member from each Senior Club. None of whom shall be an elected member of the Council, an employee or officer of the municipality, or a family member of a Councillor. Membership will aim to represent each Municipal Ward.
ii. 1 Council Member
iii. Human Resource Complement will consist of one (1) Coordinator, who will be the Director of Seniors Services and Staff Resources/Advisors as necessary. The Human Resource Complement are non-voting representatives who will act as technical advisors to the Committee.

c) Members of the Committee shall serve without remuneration but the Municipality of Chatham-Kent shall pay reasonable and necessary out-of-pocket expenses that arise directly out of the performance of their duties (e.g. mileage/training expenses).

4. FRAMEWORK SELECTED FOR ANALYSIS

On June 22, 2011 the Seniors Services Division of the Municipality of Chatham-Kent hosted a community consultation to collect input from a wide range of stakeholders to inform the development of a strategic plan for its aging population. The primary purpose of the consultation was to begin identifying actions needed to meet the needs of local seniors to ensure Chatham-Kent becomes and remains a safe, navigable, affordable, accessible and enjoyable community for its older residents.

This community consultation represented a first step in a series of consultations and was specifically designed to collect input on:

- A vision of a desirable future for older adults/seniors living in Chatham-Kent
- Factors that should be considered in the development of a local plan (i.e. environmental scan)
- Local action needed in a variety of strategic directions to improve the 'age-friendliness' of Chatham-Kent

Mayor Randy Hope provided opening remarks, followed by Colleen Wilson, Director of Seniors Services with the municipality. The consultation was attended by a wide range of individuals including municipal Councillors, municipal Directors, the Ministry of Health Promotion and Sport, the Local Health Integration Network, Chatham-Kent Health Alliance, local Senior's Centres, and Seniors Advisory Committee members, to name a few. In total fifty individuals representing approximately thirty-five different agencies and organizations attended the consultation.

Working in groups, participants began the day developing a vision statement to guide the development of a senior's strategy. The following draft vision statements emerged from these discussions.

	Vision
1.	A socially inclusive community that is respectful, supportive and caring for seniors, enabling healthy aging.
2.	A community that is age friendly ready…or…An age friendly ready community.
3.	A safe, accessible, supportive, inclusive (SASI) place to call home.
4.	Chatham-Kent will be a safe, senior-friendly community, providing cost effective, accessible, senior appropriate support services, resources and infrastructure in order for our older adults to enjoy living comfortably, socially and stress free while contributing to community life.
5.	Putting the WOW in aging. Living up life in Chatham-Kent. Conserving a lifestyle in Chatham-Kent. Aging in place with respect.
6.	Our friendly community provides services and supports to address the needs of seniors focused on health, housing, transportation, communication and respect.
7.	Friendly – neighbours helping neighbours, good neighbour policy Accessible Affordable – fixed incomes with rising costs, assistance with financial planning Activities for seniors, Intergenerational activities Adequate health care – at all levels of need to reduce need for family support

Work on developing a vision of the future was followed by a presentation by Laura Zettler, the Epidemiologist with the Public Health Department of Chatham-Kent. The presentation provided an overview of the local profile of seniors including data on population demographics, health and well-being, income, housing and long term care.

Participants then conducted an audit of the current environment - an environmental scan - discussing strengths, weaknesses, opportunities and threats as they pertain to moving forward with the development of a plan to improve the age-friendliness of Chatham-Kent.

5. THE DECISION MAKERS

The Seniors Advisory Committee is a key advisory body to Council. No other local organization or groups of organizations can represent older adults in similar fashion. At present, it is heavily reliant on an annual grant from Council.

6. FUNDING THE INITIATIVE

In the recent past, Council provided some $35,000 per year for the co-ordination of the various activities for older adults such as the Senior Games:

- "Man does not cease to play because he grows old... He grows old because he ceases to play." - George Bernard Shaw
- Chatham Kent District 33A successfully hosted 2009 & 2011 South Western Regional Seniors Games. Over 1600 participants from the South Western Region competed in numerous physically and mentally active events!

Council, as part of its overall economic and social strategy, is increasing its funding to $50,000 per year. $25,000 of the funding has been provided to St. Andrew's Residence in Chatham, a non-profit retirement residence that also offers condominium units on a life-lease basis as well as community outreach services. St. Andrew's receives the funding on behalf of the Seniors Advisory Committee. The other $25,000 has been allocated to the Active Lifestyle Centre, for the administration of the Senior Games.

An application to the Ontario Trillium Foundation has recently been submitted to fund a 16 month project designed to bridge the generation gap between older adults and youth. Within each seniors' centre, young adults will help seniors to understand and use social media. This will simultaneously address the isolation experienced by some seniors and provide young people with a valuable opportunity to learn some teaching skills, meet their community service requirement and also broaden their perspective on life in general. During this time period ground level community consultations will be conducted to prioritize the findings from the initial environmental scan.

7. CHALLENGES ENCOUNTERED

Sustainable funding of the initiative is a major challenge given the population and hence the tax base of the municipality is not growing.

8. RECOMMENDATIONS

Council supports a plan, being developed by the Seniors Advisory Committee, to pursue recognition as an Age Friendly City that is in compliance with the dimensions developed by the World Health Organization. An application to the Ontario Trillium Foundation is in development to support this initiative.

9. STATUS OF IMPLEMENTATION

The municipality continues to explore its options for continuing to improve the quality of life for its residents. In April of 2012, a Chatham-Kent Community Development Forum was held, including a presentation by Gil Penalosa, Executive Director of the Canadian Non-Profit Organization '8-80 Cities'

Mr. Penalosa spoke about:

1. How to create a vibrant and healthy community for all: from ages 8 to 80 years old.
2. How to create a vibrant and healthy community, where residents live happier and enjoy great public places.
3. Why promoting walking and bicycling activities and urban parks, trails and public spaces is a way to advance economic development, boost and complement our transportation systems, make better recreation for all, and enhance our personal and public health.
4. Why safe walking and cycling infrastructure, and vibrant public places are critical to giving residents the right to the healthiest life possible.

The Seniors Advisory Committee launched the CK Seniors Portal (www.ckseniors.ca) in April 2011, this website is now being updated to incorporate the partnership between the Senior Advisory Committee and St. Andrews Residence.

10. ONGOING STRUCTURES AND THEIR ROLE

See section 3 above.

COMPARATOR MUNICIPALITY: BRANT/BRANTFORD

Note: Most of the following information is from the website of the Grand River Council on Aging and other documents provided by the Council. It has been supplemented through discussions with members of the Board of the Council.

1. BRIEF MUNICIPAL PROFILE

The population of the City of Brantford and the County of Brant in 2011 was about 140,000 with an estimated 39,000 or 27.9%% age 55 or more. By 2031, these figures are expected to be 170,000, 60,000 and 35.4% respectively.

2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED

There have been two 'milestone events' related to the City of Brantford and the County of Brant in recent years, each having a focus on older adults:

- The development of a report titled: A Community for a Lifetime: A Master Aging Plan (2008)
- The recent creation of the Grand River Council on Aging (GRCOA) www.grcoa.ca

The Development of A Master Aging Plan

The first phase, supported by a grant from the Ontario Trillium Foundation (2008), was to develop a Master Aging Plan (MAP). This is a "roadmap" or strategic plan for the delivery of a comprehensive and coordinated set of community services to older adults who have a wide range of needs. It was created "by the community, for the community." The project was directed by a volunteer Steering Committee with representatives from service organizations, local government officials, and community members. An extensive consultation process engaged 40 service providers through committee involvement, more than 100 seniors through focus groups, and 15 community leaders through meetings and interviews. Additional individuals provided comments through a widely circulated public discussion paper.
Work on the project commenced in April 2008 and was completed in September 2008. Planning steps were the following:

- A review of **relevant reports** and a **demographic analysis** of Brantford and Brant County
- Establishment of three **Planning Committees** of service providers to focus on different segments of the aging population: well and fit seniors; seniors requiring some assistance with activities of daily living; and seniors requiring 24-hour assistance with activities of daily living. Each Planning Committee met in May, June and July.
- Eight **community forums** held in June and July to gather information about the views and experiences of seniors and their family members.
- Broad distribution of a **discussion paper** to inform citizens about the project and solicit responses to emerging goals and objectives.
- **Interviews and meetings** with community leaders and other key informants.

  The Steering Committee met on six occasions to monitor the project and assemble the final report.

The final MAP was presented to the City Council in fall 2008.

The second phase, supported by a grant from the Ontario Trillium Foundation (2009), was to develop a comprehensive implementation action plan linking goals and strategies from the MAP to work already underway or planned in the community. After a public launch of the MAP in April, 2009, personal contacts were made by the volunteer Steering Committee with dozens of service providers to inventory work underway related to the MAP and identify commitment to continue and expand initiatives for seniors. A final document and recommendations were presented to the City and County Councils in the fall of 2009. One key recommendation was to create a dedicated infrastructure to ensure sustainability of the Master Aging Plan. The sustainability plan which is currently being undertaken is described below as the second "milestone event".

The Creation of the Grand River Council On Aging

To ensure sustainability a non-profit, charitable organization, The Grand River Council on Aging, was established in 2010. A 12 member Board of Directors (6 senior community representatives and 6 representatives from service providers) has been appointed. A website has been established at www.grcoa.ca

Three formal committees have been created for each of (1) Transportation (2) Housing (3) Education and Awareness. The Members of the Board of Directors are all volunteers (50% of Board Members are retired, 50% are employed in local community agencies that work with, or for, seniors.) Meetings are held once a month in the Community Room of the Grand River Community Health Centre.
Start-up was enabled with a grant from Enterprise Brant and in-kind support from several sources that provided the Council with furnished office space, administrative support, incorporation as a non-profit organization, and the creation of a logo and website. Funding requests to the City and County Councils resulted in two City Grants. A third application to the Ontario Trillium Foundation resulted in funding for an Implementation Facilitator and associated operating costs for two years. A plan for continued sustainability at the end of two years is currently being developed.
Performance indicators have been developed to evaluate the visibility of the Grand River Council on Aging in the community, the continued financial viability of the organization, and the implementation of priorities identified in the Master Aging Plan

3. PROCESS TO GET THINGS GOING

See section two above.

4. FRAMEWORK SELECTED FOR ANALYSIS

See section two above.

5. THE DECISION MAKERS

See section two above.

6. FUNDING THE INITIATIVE

Development of the Master Aging Plan for Brantford and Brant County was funded by a grant from the Ontario Trillium Foundation and led by the Alzheimer Society of Brant.

The GRCOA is working on a number of ideas for sustainable funding:
-Donations (e.g., individuals, businesses)
-Sponsorships
-Memberships
-Fundraising events
-Sponsorships
-Ongoing support (e.g., municipal councils, United Way)
-Grants for specific projects (e.g., local foundations, LHIN Aging at Home Initiatives, New Horizons grants)

7. CHALLENGES ENCOUNTERED

a) There was no established infrastructure to develop the Master Aging Plan and once developed, to implement identified priorities.
b) Although the project was directed by dedicated volunteers, funding was needed to implement the extensive consultation process with service providers, seniors and their families, local government officials, and community leaders.
c) There are segments of the senior population, often the ones with the most needs, that are the most difficult to engage in the planning process. Extra efforts need to be made to be sure that their voices are heard (e.g. urban Aboriginal seniors, rural seniors).

d) Sustainable Funding

8. RECOMMENDATIONS

The 2008 Plan identified six priority objectives for each of three categories of seniors (well-fit, needing some assistance, needing 24 hour assistance). A vision and five major goals with objectives and suggested strategies were also part of the report:
The Master Aging Plan vision is **"a senior population that is able to attain optimal independence and health, and is aware, informed, active and connected with a compassionate community that is adaptive as their individual needs change".**

The five broad goals are:

- Establishing and maintaining a supportive infrastructure
- Optimizing community programs and services
- Fostering health and wellness for seniors
- Continuously improving support systems
- Raising the profile of seniors in the community

9. STATUS OF IMPLEMENTATION

The GRCOA is an ongoing entity with a number of initiatives underway. Its stated goals are as follows:
As a PLANNING BODY, the GRCOA will focus on the needs and best interests of the aging population by:

- Informing the public, professionals, community groups and all levels of government.
- Collecting and disseminating information offering education opportunities, hosting community forums and facilitating planning meetings on relevant issues.
- Fostering a collaborative and supportive environment by promoting accessible/equitable delivery of services to the aging population.
- Promoting the health and welfare of the aging population.

At a recent Strategic Planning Session, the Board of Directors approved their Mission, Vision and Value Statements as follows:

- Mission
  Promoting the voice of seniors

- Vision
  To engage Brantford and Brant County to meet the needs of our aging population through education, awareness and creating linkages
- Value Statements
  - We act with integrity using guiding principles of respect, trust and inclusivity
  - We facilitate access for all regardless of the level of ability or disability
  - We foster community engagement and decision making that supports all citizens

10. ONGOING STRUCTURES AND THEIR ROLE

It is the view of the GRCOA that an organization that undertakes strategic planning for seniors should be an independent organization that is not a department of the local government or part of an agency's infrastructure. Many seniors' issues such as providing an integrated, county wide transportation system involve the cooperation of public, private, and government agencies and organizations. An independent organization such as a Council on Aging can bring together diverse groups who normally don't communicate with each other to help create innovative solutions to these complex problems.

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Older Adult Strategy for the City of Guelph

Presentation to Community and Social Services Committee of Council
November 13, 2012

Project Background & Purpose

- The number of older adults in Guelph is expected to increase substantially over the next 10 – 20 years
- Development of a 10-year Older Adult Strategy will ensure that the City is prepared for the impact of the shift in demographics on municipal services

Project Methodology

- Extensive document review to inform the development of a "made-in-Guelph" strategy
  - Guelph documents
  - Older Adult strategies from other jurisdictions
  - Detailed municipal comparison (3)
- Public and stakeholder consultation and engagement:
  - 5 public sessions
  - 3 sessions with service providers
  - Online survey
  - 35 Interviews (external stakeholders & City staff)
  - Presentation to Direct Report Leadership Team
  - Update to Mayor and Councillors
- Connection with Community Well-Being Strategy

Strategy Framework

The World Health Organization Framework measures age-friendliness across 8 dimensions:

- **Outdoor spaces and buildings** (eg. Streets, design, green spaces, sense of physical safety)
- **Transportation** (eg. Accessibility, affordability, routes, waiting areas, security, street signage)
- **Housing** (e.g. cost, safety, proximity to services, in-home supports, accessibility)
- **Respect and Inclusion** (eg. Consultation, intergenerational activities, choice, helpfulness)
- **Social Participation** (eg. Social & leisure activities, affordability, accessibility, convenience)
- **Communication and Information** (e.g access to information, helpfulness, usefulness)
- **Civic Participation and Employment** (e.g. volunteer opportunities, employment, workplace culture, accessibility)
- **Community Support and Health Services** (e.g. accessibility, affordability, responsiveness)

Why the WHO Framework?

- Recognized and accepted world-wide
- Has been tested and validated
- Developed in 2007
- Includes wide range of indicators, from health to social participation
- Rigour and integrity
- Established tools & checklists

Vision for an Older Adult Strategy in Guelph

GOAL:
Guelph is a great place to live and age well.

VISION:
Guelph is an age-friendly community that:

- **values and supports older adults**
- **optimizes opportunity for choice, independence, and quality of life**
- **celebrates diversity**
- **is inclusive of all, reducing inequities (is fair and just)**

Guiding Principles

The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, using the following guiding principles:

- participation and inclusion of all citizens
- respect and dignity
- active engagement in communication and decision making
- access to a safe living environment
- fairness and equity
- self determination and choice

Guiding Principles (cont'd)

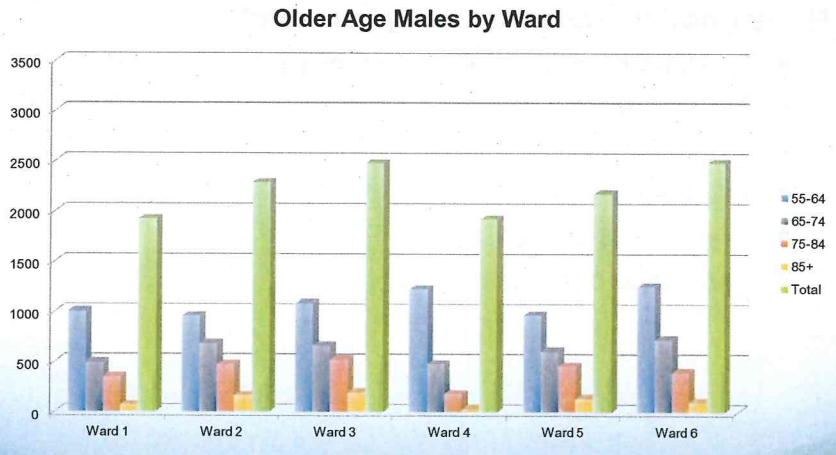
The City of Guelph commits to:

- long term engagement in the older adult strategy
- review recommendations regularly
- report annually on progress of the implementation plan.

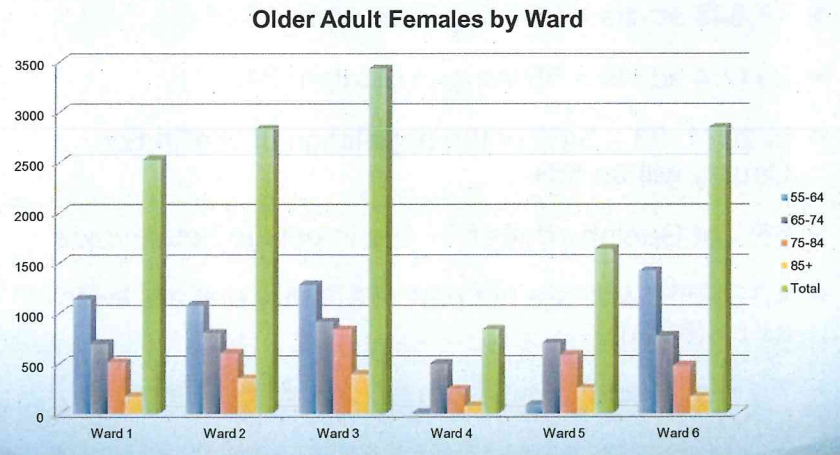
Key Findings - Demographics

- 15,848 adults > 65 living in Guelph (13.0%)
- 29,604 adults > 55 living in Guelph (24.3%)
- In 2031, 33 – 34% of the population of Wellington County will be 55+
- 96% of Guelph adults 65+ live in private households
- 4,125 65+ who are not part of a family unit are living alone (80%)
- 7.4% of residents > 65 are thought to be living below LICO

Key Findings - Demographics



Key Findings - Demographics



Key Findings – Good Things

Many good things happening in Guelph

- Trails, parks, recreation opportunities
- Snow Angels
- Bike paths
- Volunteerism
- Evergreen Seniors' Centre
- Many good partnerships

Key Finding: Inequity

- **Geographic Inequity**
  - South and western parts of the City are underserved for programs/services
  - Some parts of the City are known as 'food deserts' for their lack of access to services
  - Programs and services favour the active, engaged older adult
- **Financial Inequity**
  - Financial and income barriers are a significant contributor to isolation
  - Older adults are living on fixed incomes but their living costs are increasing; poses a threat to home ownership, participation in the life of the community
  - Many programs & services (some of them basic – e.g. cable and newspaper) are out of reach for lower-income residents
  - Lack of affordable housing
  - Growing concern around older adults who are or who may find themselves homeless

Key Finding: Diversity

Older Adults are not a homogenous group

- Great differences in function and ability between 55 and 85+
- There are typically 3 broad categories of older adults:
  - Well, active, engaged, requiring little support
  - Requiring some support to participate and maintain independence
  - Requiring significant support to participate
- There are also those with additional challenges – language, culture, caregivers

Key Finding: Transportation & Mobility

Importance of transit and mobility

- Mobility issues are a huge barrier to independence & participation
- Public transit – routes, cost, convenience, seating – was the most common theme we heard
- Streets and sidewalks – accessibility, maintenance (summer & winter)
- Clash of the wheels – scooters, bicycles, skateboards, cars – how do we share our common space?
- Mobility fears are usually safety fears – falling, collision

Key Finding: Built Environment

The built environment has created barriers to independence & participation

- Urban design has contributed to the isolation of older adults & inability to age in place
- Urban sprawl, low density, intensification along high volume corridors
- Dependence on the car
- Lack of access (walkable) to many services
- Most new homes not suitable for an aging population

Key Finding: Housing

Housing issues are a barrier to aging in place & independence

- Lack of affordable, accessible housing options for older adults
- Long wait lists for affordable, accessible housing
- Worries about increasing costs on fixed incomes
- Most new housing is being built for young families
  - Not flexible or adaptable
  - Not accessible
  - Not centrally located (requires a car)

Key Finding: Community Support Services

Importance of community support services (health, home care, meals, visitors)

- Home care, health care, social support services key to enabling aging in place; must be accessible, affordable, navigable
- Stronger partnerships at senior levels (e.g. City, County, CCAC, LHIN) could identify and pursue common strategic priorities and opportunities

Key Finding: Caregivers

Caregivers are under enormous stress

- Wide age range of caregivers; some are older adults themselves, some are caring for both children and aging parents
- Distance caregiving – trying to look after aging parents in different cities (and sometimes countries!)
- Lack of employer accommodation for employees who need time off, access to resources, flexible working arrangements
- Lack of support – home health care, respite

Key Finding: Being Valued

Older adults want to be valued

- Older adults in Guelph generally feel included and engaged
- Some struggles between older adults and different groups of residents: e.g., moms and tots (for seating on buses), students (noise, intimidation)
- Want the Older Adult Strategy to be rooted in a positive, affirming framework, not one that focuses on deficits

Key Finding: Communication

Effective communication is a challenge

- Older adults are not a homogenous group – broad mix of tech savvy and traditional media users
- Need repetition, multiple delivery channels
- There is no single source of information about services for seniors; navigating different service systems is difficult
- Many respondents talked about consultation fatigue; need to see action

Summary

- The City is doing a lot of things well
- An "Older Adult" lens applied consistently across City programs and services would be useful
- Potential for some low-tech, community solutions to support aging in place (grocery delivery, home maintenance, snow plowing, newspapers, neighbourhood watch programs, etc)
- Potential for stronger, more effective partnerships
- Challenge of communicating effectively
- Importance of ensuring that the Older Adult Strategy does not pit one group of residents against another (e.g., older adults vs students; older adults vs moms and tots)
- Important to ensure an Older Adult Strategy is based in a positive, affirming context that recognizes the value of a vibrant older adult population

Recommendations

- 65 Recommendations
  - 6 broad, overarching recommendations (summarized in the following slides)
  - 59 detailed recommendations addressing the 8 WHO dimensions of an age-friendly city (contained in the full report)
  - Identified "Quick Wins" – ie., those actions that can be taken quickly & that are high impact, lower cost

Summary

Recommendations 1 - 6

Recommendations

Recommendation #1	Rationale
THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.	• Older adults will represent 33% of Guelph's population by 2031 • WHO designation is a set of known "standards" for age-friendliness • Helpful for the City to be able to market itself as "WHO designated age-friendly"

Recommendations

Recommendation #2	Rationale
THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures: • Create an Older Adult Committee of Council • Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation , nested under the Well-Being Strategy and reporting to the office of the Chief Administrative Officer • Create a standing cross-departmental Implementation Project Team.	• Committee of Council a link to older adults across the City • Initiative will require some dedicated resources, existing or new • Staff will require authority – across Service Areas & Departments • City-wide initiative; connect to & align with other City-wide initiatives (e.g., well-being) • Cross-departmental team for implementation & communication

Recommendations

Recommendation #3	Rationale
THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.	• Changing demographics • Responsibility the City has for all its residents

Recommendations

Recommendation #4	Rationale
THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.	• Ensure OAS messages are part of the City's overall communications plan – a genuine commitment, embedded, not an after-thought • Ensure alignment with the Well-Being Strategy messages • Leverage • Multiple channels, modes – all part of a coordinated strategy

Recommendations

Recommendation #5	Rationale
THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.	• Leadership can be demonstrated by direct action, by advocacy, by partnering • City has multiple roles and should demonstrate leadership & be a visible partner in all roles

Recommendations

Recommendation #6	Rationale
THAT the City apply a Seniors' lens to all existing and proposed new programs and services.	• Identify opportunities for change/new programs • Identify high impact/low cost actions across all Service Areas • Understand impacts; avoid unintended consequences

Summary

- Why Do This?
  - Compelling demographics
  - Planning & readiness
  - Reputation and competitive position
- How Do We Do This?
  - Detailed Implementation Plan
  - Project Management approach
  - Apply principles of change management
  - Cross-departmental Team
  - Appropriate leadership and authority
  - Strong, integrated communications plan
  - Early wins – high impact, low cost
  - Phased approach

Questions

COMMITTEE REPORT

TO	**Community and Social Services Committee**
SERVICE AREA	Community and Social Services Department Community Engagement and Social Services
DATE	November 13, 2012
SUBJECT	**Volunteer Police Checks – Community Benefit Agreement Proposal**
REPORT NUMBER	CSS-CESS-1227

SUMMARY

Purpose of Report: To recommend that the Volunteer Centre of Guelph Wellington administer and operate a Police Records Check Program on behalf of the City of Guelph and that a service delivery partnership, known as a Community Benefit Agreement, be implemented between the City of Guelph and the Volunteer Centre of Guelph Wellington.

Committee Action:
To direct staff to proceed with the development of a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to provide a Police Records Check Program for the Guelph Community to begin in March 2013.

RECOMMENDATION

THAT Council directs staff to enter into a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to administer and operate a *Police Records Check Program* for the City of Guelph under the direction of Community and Social Services.

BACKGROUND

Guelph's Community Benefit Sector depends heavily on volunteers to deliver their programs and services. Based on the Ontario statistic of a 48% volunteerism rate, staff estimate that over 60,000 individuals in Guelph are engaged by approximately 800 community benefit organizations, where they contribute an estimated 9 million hours of service to our community per year.

The issue of the cost of Police Records Checks has been amplified over time due to the increased use of Police Records Checks as a primary screening and risk management tool by a vast array of community benefit organizations in Guelph. As part of comprehensive risk management practices, community benefit organizations often request that volunteers obtain a Police Records Check as a part of their screening process. This request normally applies to volunteers who interact with individuals who are more vulnerable than the general population.

During the 2011 budget process, Council approved a grant of 48,000 to the Guelph Police Services to allow the "no fee" situation to continue for 2012 only. Staff was directed as follows:

> *"and that the matter of continuing to provide a subsidy for volunteer police records checks be referred to Community and Social Services to recommend a process to explore best practices in partnership with Guelph Police Services and the Volunteer Centre of Guelph/Wellington".*

The rationale for implementation of the fee was to offset the costs to administer the police checks. Many organizations cannot afford any cost associated with Police Records Checks (survey results by Volunteer Centre of Guelph Wellington). The proposed program will defray costs for obtaining Police Records Checks that community benefit organizations would otherwise be required to absorb.

The proposed program will also help ensure that appropriate screening policies and practices are in place in organizations that serve vulnerable populations in the Guelph community. The proposed program should mitigate the unnecessary use of the Police Records Checks as the only screening tool. It will also provide a unique opportunity for education. It will enable community benefit organizations with the knowledge that Police Records Checks may be only one step in a ten step screening process and may not be required at all depending on the situation. The proposed program will be the first of its kind in Ontario; a collaboration between a police services program and a community organization to manage Police Records Checks appropriately.

REPORT

Identification of Model

Staff from Community Engagement and Social Services, the Volunteer Centre of Guelph Wellington, and Guelph Police Services have researched best practice, other comparator municipalities, and national municipal approaches to expenses incurred for Police Checks for Not for Profit and community agencies. The partnership has identified a program from Alberta called *Volunteer Police Information Check Program* as the preferred approach for the Guelph community. This innovative program in Alberta has been proven successful through the completion of a three year pilot phase and subsequent approval to continue operation. The results addressed the following issues:

- overuse or inappropriate use of Police Records Checks as part of volunteer screening practices;
- education and customized consultation to organizations to help them create volunteer screening policies and provide them with appropriate support, ensuring that vulnerable populations are protected; and
- removing the costs for appropriately needed Police Record Checks.

Alberta has agreed to share all processes and procedures with the Volunteer Centre of Guelph/Wellington with regards to the administration of this program.

Implementation Of Model:

The Volunteer Centre of Guelph Wellington is organizationally prepared to undertake the operation of a *Police Records Check Program* for the Community of Guelph. They will assess the eligibility of community benefit organizations through a two-step process to determine the organization's eligibility for the program (ensuring appropriate volunteer screening policies are in place, ensuring status as a registered nonprofit or charity, etc.) and then to review each volunteer position description and provide a Volunteer Organization Authorization Number (VOAN) to each position where applicable.

Community benefit organizations will present their unique VOAN to the Guelph Police Service when requesting a Police Records Check for an eligible volunteer. The Guelph Police Service will not charge a fee for obtaining a Police Record Check for volunteer positions with a valid VOAN. Community benefit organizations who do not wish to obtain a VOAN number for their organization, or who decide to proceed with a Police Records Check for positions not deemed eligible for a VOAN number by the Volunteer Centre, will then pay the full price to obtain a Police Records Check as determined by the Guelph Police Services.

The Volunteer Centre of Guelph/Wellington will provide ongoing consultation, education and resources related to volunteer screening as part of this agreement. They will communicate with community benefit organizations regarding the VOAN program. The details of this agreement with the City of Guelph will be contained in a community benefit agreement that will include monitoring, accountability requirements and a review period.

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

City Building
3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS

Pending Council approval of the 2013 budget, $48,000 will be allocated via a Community Benefit Agreement to the Volunteer Centre of Guelph Wellington to administer and operate a Police Records Check Program on behalf of the City of Guelph.

DEPARTMENTAL CONSULTATION

Guelph Police Services
Community and Social Services: CESS Volunteer Services

COMMUNICATIONS

A comprehensive communications plan will be developed. There will be targeted consultation and communications plans for impacted community benefit organizations.

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A Community Approach: Volunteer Police Checks Program Option

THE CHALLENGE

- Community benefit organizations are increasingly using Police Records Checks as a primary screening and risk management tool for volunteers
- This practice generates increased administrative costs to the Guelph Police Services, which are difficult to absorb
- The challenge was to find a way to defray costs associated with volunteer police records checks while supporting our community to affordably recruit and retain volunteers and to protect our most vulnerable citizens

Police Services Statistical Snapshot

- From January 2012 through to October 2012 GPS Data Services processed 4,690 requests for Volunteer Police Records Checks

- Over 100 Community Agencies are represented (Minor Sports, Church Groups, Service Clubs, Social Service and Health Agencies)

The Program Model for Guelph

The program will:

- Reduce overuse or inappropriate use of Police Records Checks
- Enhance education and training for agencies regarding volunteer screening policies and applications
- Remove the costs for appropriately needed Police Records Checks
- Ensure that vulnerable populations are protected

Why the Volunteer Centre?

- Demonstrated leadership in volunteer screening and Police Records Check and are the "go to" community resource in this area

- Have expertise in all of the volunteer screening tools available to ensure that Police Records Checks are used appropriately

- Connects citizens of Guelph with meaningful opportunities to become engaged in their communities and with the community benefits sector through volunteerism

Why a Community Benefit Agreement?

The Community Investment Strategy (CIS) supports the development of Community Benefit Agreements that:

- Are mutually beneficial
- Foster Community Wellbeing
- Not done elsewhere (fills a gap/need)
- Venture is non-profit generating
- Protects public interests in the short and long term
- Multi-Year
- Aligns with City Strategic Plan

What's Next?

- Develop a Community Benefit Agreement with VCGW to develop and implement the program
- Target a start date for the program in the first quarter of 2013

COMMITTEE REPORT

TO	**Community and Social Services Committee**
SERVICE AREA	Community and Social Services Department: Culture and Tourism
DATE	November 13, 2012
SUBJECT	**Macdonald Stewart Art Centre – Interim Agreement**
REPORT NUMBER	CSS-CT-1229

SUMMARY

Purpose of Report: To provide an update on the status of negotiations with the University of Guelph and the Macdonald Stewart Art Centre regarding the updating of the agreement that pertains to the City's role and level of support for the facility.

Council Action: Staff recommends that Council authorize the Mayor and City Clerk to execute the Interim MSAC Agreement, refer the operating and capital budget request to the 2013 budget process, and direct staff to report back to Council on the results of the ongoing negotiations to resolve the five party agreement prior to February 2014.

RECOMMENDATION

THAT Guelph City Council authorize the Mayor and City Clerk to execute the Interim Agreement between the City of Guelph, the University of Guelph and the Macdonald Stewart Art Centre in a form satisfactory to the City Solicitor and the Executive Director of Community and Social Services;

AND THAT the operating and capital budget request by the Macdonald Stewart Art Centre for 2013 as set out in the Interim Agreement be referred to the 2013 budget process for approval;

AND THAT staff report back to Council on the results of the ongoing negotiations to resolve the existing five party agreement, prior to the February 2014 deadline set out by the County of Wellington.

BACKGROUND

The Macdonald Stewart Art Centre (MSAC) was incorporated in 1978 through a Provincial Act identifying four official 'sponsors' of the corporation: University of

Guelph, City of Guelph, County of Wellington, and the Upper Grand District School Board.

A separate Five Party Agreement (1981) exists between the sponsors and MSAC which defines responsibilities and obligations of the Sponsors. Under the agreement, the obligations and responsibilities are diverse, unequal and occasionally silent. There is no end date to the agreement and no delineation of responsibilities for capital costs.

The building and surrounding land located at 358 Gordon Street are owned by the Upper Grand District School Board. This property is leased to MSAC for a nominal fee per year. The lease runs until 2019 with an option to renew for another 10 years. In 2010, the Macdonald Stewart Art Centre Board of Trustees proposed that the Sponsors explore options to create a new partnership model that would further position the Art Centre as a valuable cultural asset of Guelph.

In August 2010, Council approved in principle the City's participation in the proposed consultation process which would suggest new governance and partnership models for the Macdonald Stewart Art Centre, and directed staff of the Community and Social Services Department to serve as liaison to the MSAC Task Committee and report back its progress as key milestones are achieved (CSS-AD-1018).

In February 2012, the County of Wellington signed an agreement with the Macdonald Stewart Art Centre that set out the terms for their withdrawal from the original Five Party Agreement. The County has committed to $250,000 in funding (the equivalent of 10 years at the previous level of $25,000 per year), provided that the Five Party Agreement and the MSAC Act are revised prior to February 2014 to release the County of Wellington from any obligations as a Sponsor for the facility.

REPORT

Staff from Community & Social Services, Legal Services and Finance & Enterprise Services have engaged in a number of conversations with representatives from the Macdonald Stewart Art Centre and the University of Guelph throughout 2012.

Negotiations have not yet included representatives from either of the other two named Sponsors - the County of Wellington and the Upper Grand District School Board, although conversations with both organizations have occurred with MSAC Board members.

The City and the University have agreed to enter into an interim agreement with MSAC to address the immediate operating and capital requirements of MSAC pending the negotiation of a final agreement among the remaining Sponsors regarding long-term support and governance of MSAC.

The Interim Agreement is included as Attachment 1. Highlights from the proposed Interim Agreement include:

- Proposed break-down of operating and capital funding from the both the University and City as follows:

	University of Guelph	**City of Guelph**
Operating funding	$374,000	$161,000
Operating support (in-kind)	- grounds maintenance - financial services - purchasing - HR services - security - parking	n/a
Capital funding	50%	50%

- Transfer of provision of all grounds maintenance from the City to the University
- Introduction of programming opportunities for the City using MSAC space and collection
- Naming a CSS staff person to an ex-officio role on the MSAC Board of Trustees
- Capital funding is for on-going capital expenditures as forecasted in the attached document (Attachment 2) and does not cover extraordinary and unanticipated capital expenditures. Any extraordinary capital needs would be dealt with on a case by case basis, and subject to the approval of City Council and the University of Guelph.

This Interim Agreement provides a short-term solution, and clarifies the current issues related to operating and capital budgets, and grounds maintenance. Negotiations between the parties will continue, with the intention of revising the overarching Five Party Agreement, including the necessary revisions to Provincial Legislation, prior to the February 2014 deadline. Future negotiations will need to include representatives from the other two named Sponsors - the County of Wellington and the Upper Grand District School Board.

CORPORATE STRATEGIC PLAN

Organizational Excellence

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

Innovation in Local Government

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

2.3 Ensure accountability, transparency and engagement

City Building
3.3 Strengthen citizen and stakeholder engagement and communications

FINANCIAL IMPLICATIONS

All funding specified within the agreement is still subject to Council approval as part of the annual budget process.

The agreement proposes operating funding for 2013 of $161,000, which represents an increase of 2.81% over 2012. Funding for future years is projected to increase at a rate equal to the Consumer Price Index, again subject to Council approval during the annual budget process.

The agreement proposes that capital expenses as spelled out in the 5 year capital forecast for MSAC be shared equally between the University of Guelph and the City of Guelph. For 2013, this amount would be $32,500. This capital is for on-going capital expenditures as forecasted in the attached document (Attachment 2) and does not cover extraordinary and unanticipated capital expenditures.

DEPARTMENTAL CONSULTATION

Legal Services
Finance

COMMUNICATIONS

N/A

ATTACHMENTS

Attachment 1: MSAC Interim Agreement
Attachment 2: MSAC 5 year capital forecast

Prepared By:
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Recommended By:
Colleen Bell
Executive Director
Community & Social Services
519-822-1260 ext. 2665
colleen.bell@guelph.ca

This agreement made this day of October, 2012

B E T W E E N:

THE CORPORATION OF THE CITY OF GUELPH

(the "City")

And

UNIVERSITY OF GUELPH

(the "University")

And

MACDONALD STEWART ART CENTRE

("MSAC")

WHEREAS:

1. MSAC was incorporated by *The Macdonald Stewart Community Art Centre Act, 1978*, S.O. 1978, c. 131 (the "MSAC Act"), in which the City, the University, the Wellington Board of Education, now the Upper Grand District School Board (the "School Board") and the Corporation of the County of Wellington ("Wellington") were identified as Sponsors of MSAC (collectively referred to as the "Sponsors");

2. The Sponsors and MSAC entered into an agreement dated the 17th of August 1981 to govern the relationship between the Sponsors and MSAC (the "Sponsor Agreement");

3. The University and MSAC entered into an agreement dated the 13th day of April, 1981, which set out the terms upon which the University would undertake the management of MSAC and provide certain services to MSAC (the "University Agreement"). The University Agreement has been extended by the University and MSAC and a new agreement is being negotiated.

4. In February, 2012, Wellington provided notice to MSAC and the other Sponsors that it wished to withdraw as a Sponsor effective February, 2014 and providing a one-time grant conditional upon removal of

DRAFT

Wellington as a Sponsor from the Sponsor Agreement and the MSAC Act on or before February 28, 2014;

5. MSAC has operating and capital requirements which are not adequately addressed in the Sponsor Agreement;

6. The City and the University have agreed to enter into an interim agreement with MSAC to address the operating and capital requirements of MSAC pending the negotiation of a final agreement among the remaining Sponsors regarding long-term support and governance of MSAC;

NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:

Term

1. This Agreement shall commence on January 1, 2013 and continue in force until the earlier of the following:
   (a) December 31, 2014, unless renewed pursuant to section 3, in which case at the end of the renewal term;
   (b) Termination of this Agreement by any of the parties in accordance with section 2;
   (c) Execution of a final agreement among the remaining Sponsors and MSAC and, if appropriate, amendment of the MSAC Act; and,
   (d) Dissolution of MSAC.

Termination

2. This Agreement may be terminated by any party effective December 31st of any year by providing at least six months prior written notice to the other parties.

Renewal

3. This Agreement may be renewed for further periods of two years by agreement of the parties at least 90 days prior to the end of the term or renewal term.

Financial

Operating Contributions

4. The parties acknowledge that the University provides contributions to MSAC in accordance with the University Agreement and also contributes to the operating expenses of MSAC. This Agreement relates only to contributions to the operating expenses of MSAC which are not funded by the University pursuant to the University Agreement or other sources, such as provincial and federal grants (the "Operating Expenses").

5. The City's contribution to the Operating Expenses for 2012 was $161,000 and the University's contribution to the Operating Expenses for 2012 was $374,000.

6. Commencing January 1, 2013, the City shall contribute $161,000 to the Operating Expenses annually and the University shall contribute $374,000 to the Operating Expenses annually, subject to the approval of the Council of the City ("Council") and the University Board of Governers (the "Board"), and subject to any increase pursuant to section 7.

7. Subject to section 8 and to the approval of Council and the Board, the contributions of the City and the University to the Operating Expenses shall be increased annually by the percentage increase year to year of the Consumer Price Index as of October in the year proceeding the next fiscal year of the City and the University.

8. MSAC shall provide a budget annually to Council and the Board during the City's budget process. The MSAC budget shall explain any increases or decreases in their Operating Expenses from the previous year. Council and the Board may approve, amend or deny any increase in the Operating Expenses budget despite the obligations under sections 6 and 7.

9. The City and the University shall be under no obligation to approve any increase to the contribution amount set out in section 6.

10. Commencing January 1, 2013, in addition to the contribution set out in section 5, the University shall assume responsibility for all grounds maintenance and snow plowing at MSAC.

11. The City and the University shall not be required to provide any other in kind or monetary contribution to the Operating Expenses of MSAC except as set out in this agreement.

Capital Contributions

12. The fiscal year of MSAC is May 1 to April 30. The foreseeable capital expense requirements of MSAC (the "Capital Expenses") for its fiscal years 2013 to 2016, inclusive, are set out in Schedule "A" to this Agreement, which schedule forms part of this Agreement.

13. The City and the University shall each contribute fifty percent (50%) of the annual Capital Expenses, subject to Council and Board approval each year.

14. In the event an unforeseeable event causes a need for additional capital expenditures by MSAC ("Extraordinary Capital Expenses"), the parties shall, in consultation with the other Sponsors, reach a consensus regarding contributions to the Extraordinary Capital Expenses, subject to Council and Board approval.

Surpluses

15. Any MSAC operating surplus in excess of $5,000 in any fiscal year shall be allocated as agreed to by all the parties.

16. Any MSAC capital surplus in any fiscal year shall be either placed in a reserve or allocated to the next fiscal year Capital Expenses, as determined by the MSAC Board of Trustees.

Donations

17. MSAC shall use due diligence to obtain donations and grants to offset the amounts required to be contributed by the City and the University to MSAC's Operating Expenses and Capital Expenses. The resulting surplus any fiscal year shall be dealt with in accordance with sections 15 and 16.

Programming

18. In consideration of the contributions by the City and the University above, MSAC shall provide the following:

    (a) To the City:

        (i) Use of meeting rooms as required and subject to other bookings, without charge to the City;

        (ii) Opportunities for the City to offer programming at the Centre consistent with the role of MSAC as a community art gallery;

        (iii) Ongoing use of up to 25 pieces of artwork from the MSAC collection for hanging in public spaces within City Hall, specific pieces to be mutually agreed upon by the City and MSAC staff;

    (b) To the University:

        (i) The services set out in the University Agreement.

Governance

19. In accordance with the provisions of the MSAC Act, the Board of MSAC shall provide for the appointment of at least three Trustees to replace the persons to be appointed by Wellington, which appointments shall be made from the community and agreed upon by both the University and the City.

20. The General Manager of Arts, Culture & Entertainment for the City may attend meetings of the Board of Trustees of MSAC and shall be an ex-officio non-voting member of the Board of Trustees.

Long Term Agreement

21. The parties shall diligently pursue a new long-term agreement between the Sponsors and MSAC, which shall include the following:

    (a) Operating and Capital funding obligations of the Sponsors;

    (b) Ownership of the MSAC land and buildings;

(c) Distribution of MSAC assets in the event of dissolution of MSAC; and,

(d) Updated governance provisions.

Miscellaneous

22. Any notification or written communication required by or contemplated under the terms of this Agreement shall be in writing and shall be deemed to be delivered if transmitted by Email or by Mail to the addresses listed below:

To the City: City Clerk
City of Guelph
1 Carden Street, Guelph ON N1H 3A1
Blair.labelle@guelph.ca

To the University: Vice-President, Finance & Administration
University of Guelph
Guelph, ON
doleary@uoguelph.ca

To MSAC: Director/Curator
Macdonald Stewart Art Centre
358 Gordon Street, Guelph ON N1H 6K5
jnasby@msac.ca

23. This agreement cannot be assigned by any party.

24. Where the provisions of this Agreement are in conflict with the provisions of the Sponsor Agreement, the provisions of this Agreement shall prevail.

25. This Agreement shall enure to the benefit of and be binding on the parties and their respective successors and permitted assigns.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Agreement on, and effective as of, the date first above written.

The Corporation of the City of Guelph

Per: _____
Karen Farbridge – Mayor
Date:

Per: _____
Blair Labelle – City Clerk
Date:

University of Guelph

Per: _____

Date:

Per: _____

Date:

Macdonald Stewart Art Centre

Per: _____

Date:

Attachment 2

5 Year Plan for Building Capital Expenses 2013 to 2018

MACDONALD STEWART ART CENTRE — SEP 2012

Table quotes dollars (anticipated) in the year of the expense

Estimates and Projections are based on *Building Condition Assessment and Preventative Maintenance Plan* (JAN 2009)

Summary of Capital Expenses	2013-14	2014-15	2015-16	2016-17	2017-18
Air Make-up Systems				$38,003	
Ceilings - common and service areas				$6,841	
Domestic Water - Risers and Laterals		$2,388			
Domestic Water Shut-off Valves and Mains		$1,194			
Domestic Water Recirculating System			$1,230		
Domestic Water Treatment System			$1,845		
Drainage Away From Building, footings, pavers				$6,334	
Exterior Walls					$6,524
Emergency Lighting			$3,444		
Exhaust Systems				$1,393	
Fire Alarm System - Bell		$328		$348	
Fire Alarm System - heat detectors		$525		$557	
Fire Alarm System - Pull stations		$239		$253	
Fire Alarm System - smoke detectors		$537		$570	
Floors - common and service areas					$16,636
Heating System - common and service areas			$45,136		
Other (Sump Pump)			$1,845		
Parking Lot				$19,002	$19,572
Passenger Elevator					$36,534
Porch (based on AUG 2012 estimate of $108,359)	$65,000	$43,361			
Sanitary Waste Removal System			$17,218		
Storm Water including Roof Drains		$2,388			
Windows (based on AUG 2012 estimate of $17,961)		$17,960			
GRAND TOTAL	**$65,000**	**$68,920**	**$70,718**	**$73,301**	**$79,266**
Proposed sponsor contribution to capital fund	$61,000	$62,220	$63,464	$64,464	$66,058

CONSENT REPORT OF THE
CORPORATE ADMINISTRATION, FINANCE
& ENTERPRISE COMMITTEE

November 26, 2012

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

Your Corporate Administration, Finance & Enterprise Committee beg leave to present their EIGHTH CONSENT REPORT as recommended at its meeting of November 12, 2012.

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-44 Corporate Strategic Plan (CSP) Work Plan 2013-2016 and 2013 Resource Requirements

THAT Council approve in principle, the "Corporate Strategic Plan (CSP) Work Plan 2013-2016" as outlined in the November 12, 2012 CAFE report CAO-S-1202 and as described in Appendix A of the report;

AND THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

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, 2012 meeting.

COMMITTEE REPORT

TO	**Corporate Administration, Finance and Enterprise (CAFE) Committee**
SERVICE AREA	Corporate Administration
DATE	November 12, 2012
SUBJECT	**2013-2016 Corporate Strategic Plan (CSP) Work Plan and 2013 Resource Requirements**
REPORT NUMBER	CAO-S-1202

SUMMARY

Purpose of Report:
To provide the staff recommended 2013-2016 Corporate Strategic Plan (CSP) Work Plan including 2013 and future year funding requirements for Council consideration.

The 2013–2016 CSP Work Plan builds on the 2012 strategic initiatives approved by Council at its meeting of June 25, 2012. By the end of 2012, six of the original 2012 strategic initiatives identified in the June 25, 2012 CSP will be complete and the remainder will be addressed throughout the 2013-2016 time period.

This Work Plan was developed using a collaborative approach and was reviewed by the Executive Team to ensure viability in terms of pace, capacity and resourcing, subject to budget deliberations. With respect to pace, the Executive Team slowed more than a dozen initiatives, originally planned to begin in 2013 to now begin in 2014. Ongoing review of this living document will require a further evaluation of the 2014-2016 Work Plan.

The recommended 2013 CSP initiatives and strategic action phase work has been assessed to ensure the leveraging of resources between initiatives and the inter-connections between projects. Further, the Work Plan has been assessed against the CSP Key Performance Indicators (KPI's) with a focus on addressing the 'red' scorecard measurements as presented to Council in October. Further KPIs are being developed and refined to help monitor and measure outputs and outcomes.

Finally, the 2013 Work Plan was assessed by grouping the work into five interconnected bundles – a) cost avoidance & system optimization, b) prosperity, c) communications: community & partnership opportunities, d) employee engagement & development, and e) technology.

Taken together, the recommended 2013 CSP work will positively impact the

municipality's competitive advantage, help secure needed resources and more effectively market the advantages of Guelph as a place of business and residency. The suggested work is interconnected, interdependent and addresses performance gaps identified by the CSP key performance indicators.

Committee Action: To review and approve in principle, the CSP Work Plan 2013-2016 (Appendix A) and to refer this report to Council with a recommendation to refer the specific resource requirements identified for 2013 (Appendix B) to the 2013 budget process.

RECOMMENDATION

THAT Council approve, in principle, the "Corporate Strategic Plan (CSP) Work Plan 2013-2016" as outlined in the November 12, 2012 CAFE report CAO-S-1202 and as described in Appendix A of the report; and

THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

BACKGROUND

On June 25th, Council approved the "Corporate Strategic Plan Framework" report and the "Implementing the Strategic Plan: 2012 Funding Requirements for Six Initiatives" report. Staff committed to presenting a multiyear Corporate Strategic Plan 2013-2016 Work Plan in the Fall of 2012.

A Strategic Plan reserve fund was established to provide resources for the 2012 strategic initiatives, acknowledging that some of the phased work for these 2012 projects would carry over into 2013.

Throughout the Summer and into the Fall, the Direct Report Leadership Team (DRLT) through its Subcommittee on Strategic Planning worked collaboratively with the Executive Team to prepare the CSP 2013-2016 Work Plan as presented and recommended in this report.

At the 2013 Operating Budget workshop held on September 17, 2012, Council asked staff to ensure that the pace of delivering the work of the CSP 2013-2106 was achievable and would be clearly distinguished for Council as part of the 2013 budget process.

Pace refers to the speed of execution and is dependent upon resource availability and capacity of the organization to undertake the work.

Council also asked to see how initiatives (projects) were connected to each other (interdependencies) and how resources would be leveraged to achieve multiple strategic directions at one time.

REPORT

The recommended Corporate Strategic Plan 2013-2016 Work Plan is provided as Appendix A of this report.

It is designed to provide Council with a five year projection of management's recommended strategic initiatives to achieve Council's Corporate Strategic Plan. The Work Plan includes specific operating and capital resource requirements for the year 2013 and estimated resource requirements for work beginning in 2014 and flowing into 2015/16.

The CSP 2013-2016 Work Plan as per Appendix A presents the:

- status of the original 50 CSP strategic initiatives;
- adds 7 strategic initiatives; and
- exhibits multi-year "action phases" related to the original strategic initiatives.

With regard to the status of the original 50 CSP strategic initiatives, six (6) will be complete by the end of 2012. Further, these will be the subject of a progress report coming forward in Q1 2013.

Additional strategic initiatives are recommended by staff and are slated to begin in 2013-2014. Of these seven (7) additional strategic initiatives, four (4) are actually 'new' initiatives whereas three (3) are 'existing' projects found within Service Area work plans that, upon review, are now highlighted as part of the CSP, due to both their alignment with strategic directions and their transformational impacts.

The additional strategic initiatives are as follows:

<u>2013:</u>

1. Enterprise Risk Management Implementation - new
2. Storm Water Funding Review - existing
3. Audit Review Framework Implementation - new
4. Service Based Budgeting Framework - new
5. South End Secondary Plan (Clair/Maltby area) - existing

<u>2014:</u>

6. City WiFi Business Case (Joint Wireless Design Review) - existing
7. Talent Management Plan - new

Evaluation Process – Priorities, Pace, Leveraging Resources and 'Connecting the Dots'

Staff has reviewed and prioritized all respective strategic initiatives, identified inter-dependencies between the projects and determined which combination of projects should proceed on a 'first things first' principle.

With regard to pace, ET further aligned and combined projects that best leverage results in multiple strategic focus areas (Organizational Excellence, Innovation in

Local Government, City Building) in order to 'triple leverage' the investment of resources. Examples of these projects are outlined later in this report.

ET further reviewed the "pace" of delivering on the CSP strategic initiatives within the current capacity of the organization. Critical to this thinking is the need to ensure there is the capacity to achieve very practical "first things first" initiatives.

Finally, ET reviewed the prioritization of strategic initiatives to respond to the most pressing Corporate Strategic Plan Key Performance Indicators (KPI's) recently approved by Council.

As a result of their review, several strategic initiatives were added and a number were paused until 2014. If capacity is created in the organization during 2013, ET will revisit the 2014 list and report back to Council with any changes.

Three streams were considered as part of the evaluation process in determining the pace, priorities and opportunities to leverage and connect initiatives in order to achieve value for investment. These are described under the next three headings:

1. First Things First Approach

Taking a "first things first" approach in selecting CSP initiatives, first in the 2012, and now the 2013-2016 work plan, launched a series of phased strategic initiatives (projects) that firmly establish a solid foundation upon which the organization can move forward on meeting our challenges by focusing on three Council approved Focus Areas, namely:

1. Organizational Excellence;
2. Innovation in Local Government; and
3. City Building.

In many cases, the successful completion of one project leverages the future success of another.

For example, the completion of the **Corporate Technology Strategy** (IT Strategy) in 2012 is critical to the City's success in:

a) improving program and service delivery systems (Focus Area 2 Innovation in Local Government)
b) responding in 'real time' to the complex issues and decisions of local government and sharing this information with our citizens (Focus Area 3 City Building)
c) meeting increased demand for the communication of information and providing full context – the "whole picture' for Council decision making (Focus Area 1 Organizational Excellence)
d) sharing knowledge and finding new ways to undertake meaningful engagement to encourage public participation and trust (Focus Area 3 City Building)

As the success of public service delivery is dependent on a range of interconnected business technology systems, the 2013-2016 implementation of the Corporate Technology Strategy leverages success of a number of projects.

Examples of projects leveraging the benefits of the Corporate Technology Strategy:

- Joint Operational Review (phase 2) i.e. Geographic Information Systems (GIS)
- Community Energy Initiative i.e. aligned financial and reporting software
- Open Government i.e. information and data management platforms
- Corporate Performance Management Tracking i.e. information and data management platforms
- City Business Case Development – Baker Street, South End Community Centre, Corporate Energy Initiative i.e. aligned financial, analysis and data software
- Electronic Records Management i.e. information and data management platforms

Another example is the completion of the **Employee Engagement Survey** in 2012. The results of the survey are critical to the City's success in:

a) being a streamlined, agile and recognized top employer (Focus Area 1 Organizational Excellence)

b) having a resilient, safe, connected and whole city (Focus Area 3 City building)

c) ensuring our employees and community share knowledge and find new ways to undertake meaningful engagement practices that encourage public participation and trust (Focus Area 3 City Building)

d) improving program and service delivery (Focus Area 2 Innovation in Local Government)

To be successful here, a "first things first" approach required the City to undertake an Employee Engagement Survey to establish a baseline of relevant information related to our staff engagement and to put in motion (in 2013) staff generated action plans that remove obstacles and create opportunities for increased staff participation with the community.

Examples of projects leveraging the benefits of the Employee Engagement Survey include:

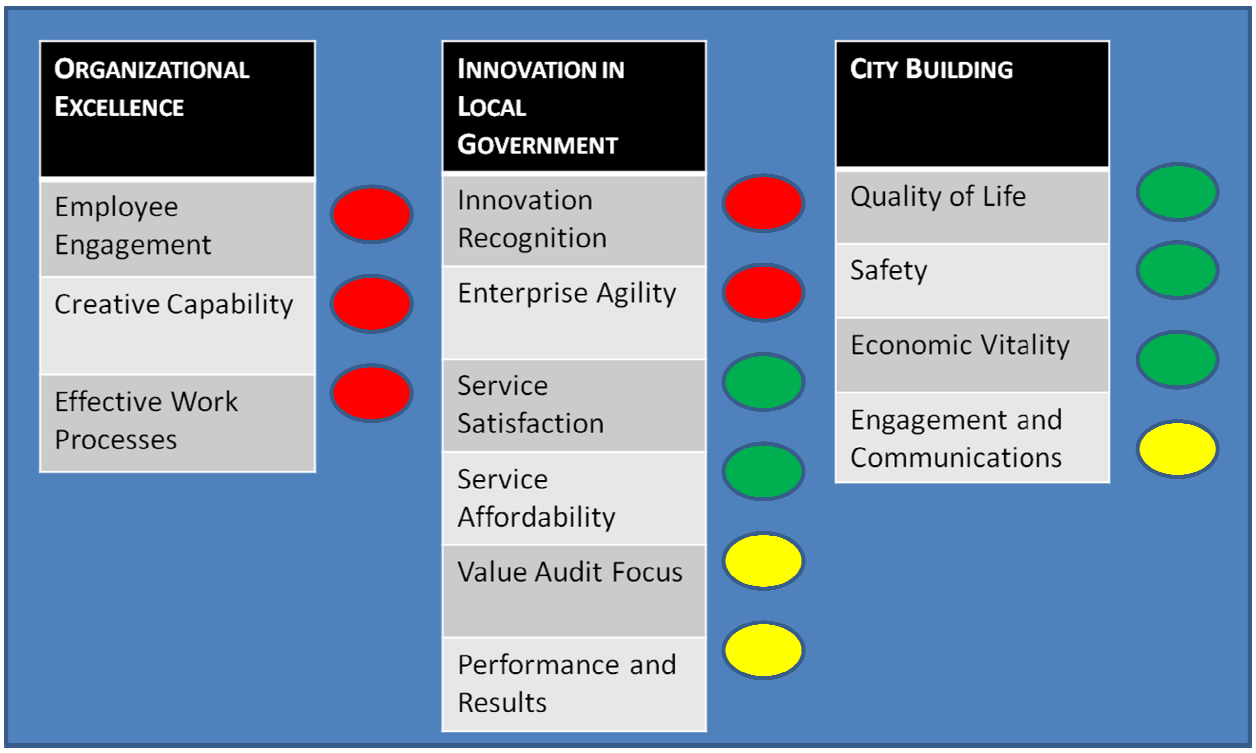
- Employee Roundtables
- Records/Information Management
- Open Government
- Community Engagement Program
- Service Excellence Standards – Customer Service

Similarly, implementation of the Service Excellence standards supports enhanced levels of employee engagement; and as a final example, Open Government initiatives strengthen intergovernmental relations and support staff response to critical issues.

2. Focusing on Key Performance Indicators

Further, as a complementary lens to the 'first things first' approach attention was paid to ensuring that the CSP Key Performance Indicators (KPI's) approved in October, 2012 were considered in deciding what projects should move forward in 2013.

Some of the indicators show as 'red' or 'yellow' which suggests a performance gap to be acted upon for improvement to occur.



For each of the KPIs, a CSP initiative or strategic action can be linked.

For example:

- the Employee Engagement Action Plan links to the Employee Engagement KPI;
- implementation of the Corporate Technology Strategic Plan links to the Effective Work Processes KPI;
- Audit Review Framework has a direct influence on the Performance and Results KPI.

Work will continue throughout 2013 and beyond to both refine the KPIs currently approved and/or develop other measures to assist in monitoring and assessing the level of success achieved in the project outputs and outcomes.

3. Meeting our Challenges and Business Imperatives

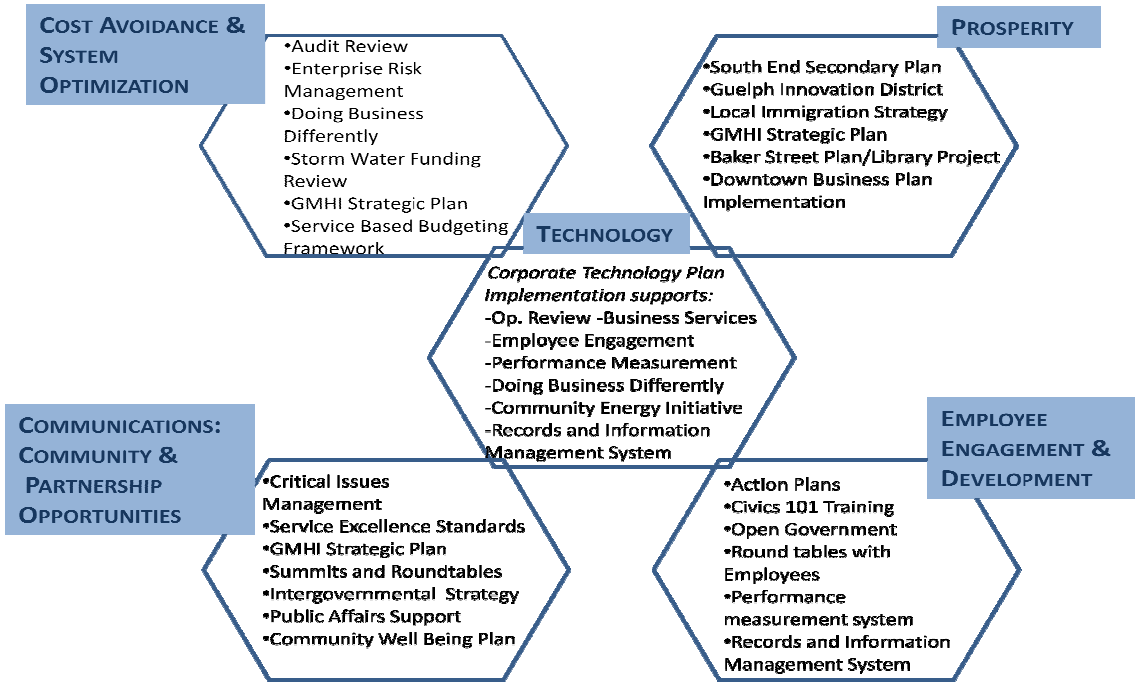
Another way of viewing the leveraging of resources and the connection between CSP initiatives is to display how projects align to the original challenges of the CSP.

As the third stream considered within the evaluation process, the Corporate Strategic Plan Framework outlined a series of business imperatives required to address identified challenges for Guelph. Those four challenges were identified as:

1. Economic
2. Growth & Diversity
3. Information – Knowledge Exchange
4. Speed & Pace of Change

To demonstrate how progress will be made on addressing all four challenges, the work plan can be grouped into five inter-connected bundles of work aligned to prioritize and build results in 2013 related to:

- Cost Avoidance & System Optimization
- Prosperity
- Communications: Community & Partnership Opportunities
- Employee Engagement & Development
- Technology



Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.

Through this lens, the CSP Work Plan 2013-2016 seeks outcomes that will:

- create enhanced competitive advantage for Guelph;
- secure partnerships that source additional resources; and
- more effectively market the advantages and image of Guelph as a place for investment in business and an attractive home for residents.

Summary: Adjusting Pace of CSP 2013-2016 Work Plan

Taking into account these three pillars for evaluating priorities, leveraging of resources, the interconnection between projects and the desire to address pressing challenges impacting on our community, stakeholders, employees and Council, a final review of 'pace' was undertaken in October 2012.

Executive Team adjusted the CSP 2013- 2016 Work Plan to reflect the following pausing of items originally scheduled to begin in 2013. These initiatives are now planned to begin in 2014.

- Citizen First Service Strategy Framing
- Corporate Reputation and Branding Strategy
- Project Management Program
- Civic and Local Engagement Summit
- Knowledge Management Plan/Information Management Strategy
- Parks Model
- Social Media Relationships Approach
- Organizational Roles and Expectations
- Decision Making Excellence
- Integrated Annual Reporting
- Performance Measurement Tracking Scorecards
- Compliance Reporting
- Canada 150th Anniversary Planning
- Succession Plan

Next Steps

Element	Timeframe
Inclusion of CSP resource requirements for consideration at the 2013 Operating Budget Workshop	November 6, 2012 *(completed)*
Council consideration of CSP resource option referral request (if granted by CAFE Committee)	November 26, 2012
Detailed Six Month CSP Implementation Progress Report to Governance Committee	February 11, 2013

CORPORATE STRATEGIC PLAN

This effort supports advancement on all the strategic directions approved by Council at its meeting of June 25, 2012.

It serves to demonstrate the ongoing commitment to administrative excellence and accountability for results.

FINANCIAL IMPLICATIONS

Appendix B of this report details all the required 2013 base operating increases, all 2013 'one time' operating costs and all capital costs required to implement the CSP Work Plan. Of note, the capital requirements of this plan have been presented to Council as part of the 10 year capital budget.

Specific to 2013, the CSP resource requirements are as follows:

2013 Base	2013 One Time	2013 Operating Total	Capital Costs
$1,193,400.00	$205,000.00	$1,398,400.00	$9,662,800.00

Appendix B also displays the ongoing estimated costs of the CSP Work Plan for years 2014, 2015 and 2016.

It is anticipated that as the work of the CSP progresses, further opportunities to secure partnerships and develop more innovative resource solutions will become apparent.

The CSP Work Plan for 2013-2016 is a living document, it is subject to continual review and progress will be reported to Council every six months. Future year financial and operating requirements will continue to be refined as initiatives develop over time and management will continue to monitor the pace of activity and investment.

The future year estimates will be subject to annual review by staff and Council throughout the regular budget process.

DEPARTMENTAL CONSULTATION

The Executive Team and CSP Direct Report Leadership Team members for the Strategic Planning and Budget Subcommittees were consulted in the development of this report content.

Members of the Finance team also effectively supported creation of this report content.

COMMUNICATIONS

Progress reporting on achievements related to the strategic initiatives will take place every six months to Council and the community.

ATTACHMENTS

Appendix A – Recommended CSP Work Plan Pace
Appendix B – CSP Work Plan: 2013 Resource Requirements

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Appendix A - Recommended CSP Work Plan Pace *(*=multi year project; new strategic initiatives shaded and bolded)*

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
1	1.1	*Leadership and Development Training Council and Employees	Training/Dev Program: Assess /Design initiatives		•					
			Orientation: Civics 101 Training and Tools				•			
			Leadership Development Program				•			
			Succession Plan			•				
2	1.1	*Employee Engagement	Complete Engagement Survey, share results, begin action planning	•						
			Employee Engagement Action Plan				•			
			Employee Round Tables		•					
			Employee Engagement Survey (2014)					•		
3	1.1	***Talent Management Plan***	***Talent Management Framework***					•		
4	1.1	***Enterprise Risk Management***	Recommend a ERM Model /Methodology	•						
			Implement ERM throughout the city				•			
5	1.1	Decision Making Excellence - Accountability and Delegated Authority Framework/Matrix	Project framing			•				
6	1.2	Direct Report Leadership Team and Executive Team Development - Roles, Delegated Authorities	Accountabilities, scope, decision making agreements		•					
7	1.3	Performance Measurement and Tracking Scorecards	Complete CSP measurements	•						
			Report every 6 months		•					
			Performance Measurement tracking scorecards			•				
8	1.3	*Phase 2 Operational Review Business Services	Final Report with recommendations completed	•						
			Implementation of recommendations to start mid 2012		•					
9	1.3	Organizational Roles and Expectations	Accountability matrices Council/Community/Executive Team (ET)			•				
			Accountability matrices ET/Direct Report Leadership Team (DRLT)							
			Accountability matrices ET/Subcommittees of DRLT							
10	1.3	*Intergovernmental Relations Focus	Project Framing, SWOT analysis, critical issues mgmt, audit of relationships		•					
			Intergovernmental Strategy				•			
11	1.3	*Information Flow Systems	Assess - Secure Tech Tools for alignment of knowledge and information - service/corporate (phased)	•						
			Critical Issues Management Corporate System		•					
			Critical Issues Training		•					
			Knowledge Management Plan (Information Management Strategy links to IT Strategy also)					•		
12	1.3	Integrated Annual Report (Service Area) Performance Reporting Format	Performance Measurement System/integrated reporting framework		•					
			Integrated Annual Performance Reporting implementation			•				
13	1.3	Aligned Administrative Capacity and Efficiency	Undertake Stop/Start/Pause - all outstanding work/projects ensuring alignment to CSP		•					
			Define how to quantify "organizational capacity' - volume & skills approach		•					
			Establishment of Corporate Work plans		•					

Appendix A - Recommended CSP Work Plan Pace *(*=multi year project; new strategic initiatives shaded and bolded)*

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
14	1.3	Strategic Plan Implementation Planning 2013-2016	Identification of Strategic Initiatives 2013-16; Council consideration	•						
15	1.3	*Business Case Tools and Capacity Building	Determine common approach to business case development		•					
			Secure tools and deliver training		•					
16	1.3	Emergency Management Preparedness	Update all Business Continuity plans		•					
			Add systems to ensure ongoing currency		•					
			Add evaluation of staff competency to execute		•					
			Evaluate effectiveness of current EOCG structure		•					
17	1.3	*Project Planning, Framing and Management	Lessons Learned debriefing on major projects completed		•					
			Project Management Program					•		
18	1.3	Corporate Calendar Coordination with Service Area Work Plans	Introduce Corporate Calendar - Agenda Forecast tool & mechanism to ensure accuracy	•						
			Coordination with Service Area Work plans		•					
19	2.1	*County/City Relationship	Undertake efforts to ensure good working relationships between the two governments		•					
20	2.1	*Corporate Information Technology Strategic Plan	Completion of Strategy	•						
			IT Strategic Plan implementation - Business Analysts				•			
			IT Strategic Plan implementation - Corporate Applications Analysts				•			
21	2.1	*Innovative Pilot Project Teams	Innovation pilot project scoping		•					
			Pilot Projects (open government)				•			
22	2.1	District Heating Proposal	Pursue OPA approval for combined heat and power plants		•					
			Dev Business Plan for growth & governance of local thermal energy		•					
23	2.1	*Framework for Doing Business Differently	Best practice review - business development		•					
24	2.1	*Records and Information Management Program (EDRMS - Phase 1)	Continuation of work to support implementation of a records and information management program		•					
25	2.1	South End Community Centre Business Plan	Business case development		•					
26	2.2	Guelph Community Investment Strategy	Phase 1 framework approved in April 2012 and Phase 2 implementation plan to Council in Sept.	•						
27	2.2	*Community Energy Initiative	Develop next level governance and oversight strategy in cooperation with the Mayor's Task Force on Community Energy. Activity focus on local renewable and clean energy generation, community level engagement programs and advocacy/networking with stakeholders and other levels of government. Develop a long term, risk management-based corporate energy strategy and implementation		•					
			Facility Optimization Coordinator				•			
			Facility Energy Auditing				•			
			Continuous Facility Commissioning				•			
28	2.2	*Citizen First Service Strategy (Service Excellence Strategy)	Standards implementation				•			
			Framing of Citizen First Service Strategy					•		

Appendix A - Recommended CSP Work Plan Pace *(*=multi year project; new strategic initiatives shaded and bolded)*

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
			Service Excellence Strategy Monitoring Tools				•			
29	2.2	Older Adult Strategy	Strategy completed in 2012		•					
30	2.2	2012-2013 Service and Operational Reviews Project	To undertake a number of Service and Operational Reviews as approved by Council (2012-2013)	•						
31	2.2	***Storm Water Funding Review***	Recommend terms of reference for study to Council for approval; issue request for proposals for consultant assignment; hire consultant and commence study.				•			
32	2.2	*Development Charges Background Study	Reframe and implement the background study including an independent peer review team		•					
33	2.2	Guelph Municipal Holding Company Strategic Plan	Develop a Strategic Plan, at the board level, that defines the overall strategy	•						
34	2.2	*Parks Model - use, role of neighbourhoods in place	Identify management and administrative approaches and resource			•				
35	2.3	Land Ambulance Agreement	To negotiate an acceptable agreement that achieves the desired goals		•					
36	2.3	Public Health Strategy	Strategy completed in 2012	•						
			Report To Council in January 2013		•					
37	2.3	***Audit Review Framework***	Introduce an Audit Review Model/Methodology	•						
			Implementation of the Audit System				•			
38	2.3	Financial Reporting and Communication Framework	Scoping of framework elements; determination of next steps		•					
39	2.3	***Service Based Budgeting Framework***	Scoping of framework elements; determination of next steps				•			
40	2.3	Compliance Reporting	Project framing complete for launch in 2013			•				
41	3.1	*Downtown Secondary Plan (Managing Ontario Municipal Board Appeals to OPA 43).	April 2012 – Approval of the Downtown Secondary Plan (Official Plan Amendment 43)	•						
			Implementing the Downtown Secondary Plan and other Downtown Renewal strategies and act as a guide to the City's annual and long-term budgeting processes		•					
42	3.1	Official Plan Update	May 2012 - Council to decide on adoption of the Official Plan Update	•						
43	3.1	***South End Secondary Plan***	Initiation of work to support this significant community plan.				•			
44	3.1	*Community Improvement Plan Downtown Guelph CIP	Downtown CIP Amendment No. 1 approved. Financial support for investment programs approved. Amendments for Brownfield CIP under development for 2012. Grant award recommendations ongoing.		•					
45	3.1	*Baker Street Plan/Library Project	Land assembly ongoing. Project review, including delivery and finance options to be presented to Council in 2012		•					
46	3.2	*Local Immigration Strategy - Implementation	Application for a web portal submitted; 7 action teams complete their work plans and results reflected in the project evaluation		•					
47	3.2	*Guelph Innovation District (GID) - Completion of Secondary Plan	Ongoing project work		•					
48	3.2	*Downtown Business Plan DSP Implementation	Data and metrics development to be scoped and baselines developed in 2012		•					
49	3.2	Joint University/College Campus Business Case	Finalize the business case and present it to the Province of Ontario		•					
50	3.2	*Guelph Innovation District (GID) - Development Strategy	Continuation of work to create a development strategy for the GID		•					

Appendix A - Recommended CSP Work Plan Pace *(*=multi year project; new strategic initiatives shaded and bolded)*

Reference Number	CSP	Strategic Initiative	Strategic Initiative Action Phases	Complete in 2012	Ongoing in 2013	Paused to 2014	New in 2013	New in 2014	New in 2015	New in 2016
51	3.2	***City WiFi Business Case (Joint Wireless Design Review)***	Continuation of work on this tax neutral initiative to create an enterprise wide radio network and modernize the current Automatic Vehicle locational system					•		
52	3.3	*Sustainable Neighbourhood Engagement Strategy	Neighbourhood Support Coalition Steering Committee convened. Executive Director hired. Incorporation as a non profit – fall 2012	•						
53	3.3	*Community Wellbeing Plan (Phases 1-4)	House hold survey and community profile in Sept; draft community plan and priorities - 2012; CE framework to Council -2012		•					
54	3.3	*Guelph Identity and Image	Project framing		•					
			Corporate Reputation and Branding Strategy					•		
55	3.3	*Summits and Roundtables	Economic		•					
			Urban Design				•			
			Civic /Local Government Engagement					•		
56	3.3	Social Media and Relationships Approach	Project framing			•				
57	3.3	*Canada 150th Anniversary	Detailed project plan outlining community celebrations and possible legacy projects will be developed in 2012			•				

CSP Work Plan Summary
50 strategic initiatives in 2012
6 complete in 2012 = 44
5 initiatives in 2013 + 2 initiatives in 2014= 51

	Appendix B - CSP Work Plan: 2013 Resource Requirements (* Estimates)											
CSP WP Reference #	CSP Item	Operating							Capital (currently in Capital forecast)			
		2013 Base	2013 One Time	SI Reserve	Budget Category	2014**	2015*	2016*	2013	2014	2015	2016
1	Orientation: Civics 101 Training and Tools		$ 10,000.00		Expansion							
1	CSP Training		$ 45,000.00		Expansion							
2	Employee Engagement Action Plan			$ 50,000.00								
2	Employee Engagement Survey					$ 60,000.00						
8	Operational Review of Business Services - Phase 2	$ 75,000.00			Expansion							
10	Senior Policy Advisor - Intergovernmental Strategy	$ 120,000.00			Expansion							
11	Issues Management Training		$ 50,000.00									
11	Critical Issues Management Coordinator	$ 85,000.00			Growth							
20	IT Strategic Plan Implementation - 2 Business Analysts; 2 Corporate Applications Analysts	$ 244,200.00			Growth							
		$ 244,200.00			Expansion				$ 998,000.00	$ 865,100.00	$ 999,000.00	
21	Pilot Projects - Open Government		$ 100,000.00		Expansion							
23	Framework for Doing Business Differently			$ 150,000.00								
24	Records and Information Management Program (EDRMS Phase 1)			$ 100,000.00		$ 100,000.00						
25	South End Community Centre Business Plan								$ 500,000.00			
27	CEI- Facility Optimization Coordinator	$ 80,000.00			Expansion				$ 1,249,300.00	$ 985,600.00	$ 1,085,500.00	
27	CEI - Facility Energy Auditing	$ 75,000.00			Expansion							
27	CEI - Continuous Facility Commissioning	$ 50,000.00			Expansion							
31	Storm Water Funding Review											
32	Development Charges Background Study								$ 130,000.00			
37	Audit Framework Implementation	$ 100,000.00			Expansion							
43	South End Secondary Plan								$ 300,000.00	$ 350,000.00	$ 244,700.00	
44	Community Improvement Plan Downtown Guelph CIP								$ 1,750,000.00	$ 1,750,000.00	$ 1,750,000.00	$ 1,000,000.00
45	Baker Street Plan/Library Project								$3,700,000.00	$1,400,000		
49	Joint University /College Campus Business Case			$ 60,000.00					$ 37,300.00	$ 46,400.00		$ 66,100.00

51	City Wifi Business Case (Joint Wireless Review)								$ 998,200.00			
53	Community Wellbeing Plan			$ 137,800.00		$ 97,800.00						
54	Public Affairs Support	$ 120,000.00			Base Budget							
55	Summits and Roundtables			$ 30,000.00	Subject to approval							
	Totals	$ 1,193,400.00	$ 205,000.00	$ 527,800.00		$ 257,800.00	$ -		$ 9,662,800.00	$ 5,397,100.00	$ 4,079,200.00	$ 1,066,100.00

* Estimates

**$197,800 of the 2014 estimated Operating total is already provided for through the Strategic Initiative Reserve.

Corporate Strategic Plan (CSP) Work Plan 2013-2016 and 2013 Resource Requirements

CAFE Committee

Report Overview Presentation

November 12, 2012

Report Recommendations

- THAT Council approve, in principle, the “Corporate Strategic Plan (CSP) Work Plan 2013-2016” as outlined in the November 12, 2012 CAFE report CAO-S-1202 and as described in Appendix A of the report; and

- THAT the financial resources required to implement the 2013 CSP Strategic Initiatives as detailed in Appendix B of CAFE report CAO-S-1202 be referred to the 2013 budget process, for Council consideration.

CSP Work Plan 2013-2016 Overview

- Builds on the Strategic Initiatives approved by Council on June 25, 2012
- Includes paced 'strategic initiatives' and 'strategic action phases' *(interconnected, linked to KPIs)*
- 2013: Five new strategic initiatives
- 2014: Two new strategic initiatives
- Capital requirements included in 10 year capital budget
- Operating requirements identified for 2013 and estimated for 2014-2016.

Initiative Evaluation Process

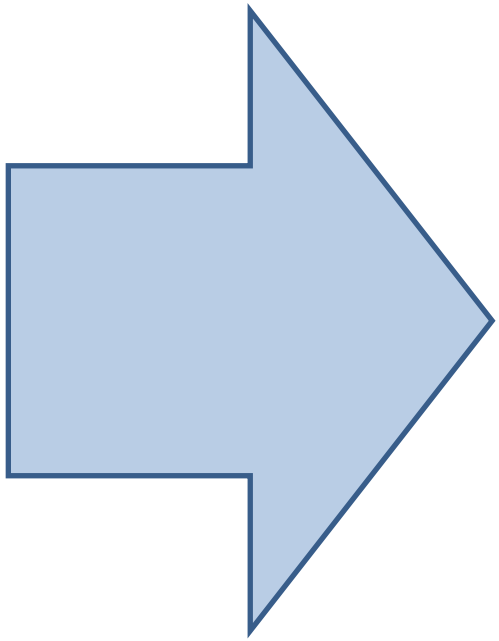
1. ‘First Things First’ approach

2. Focus on Key Performance Indicators

3. Meeting our Challenges and Business Imperatives

1.‘First Things First’ Approach

Corporate Technology Strategy Implementation supports:



-Phase 2 Operational Review of Business Services i.e. Geographic Information Systems

-Community Energy Initiative i.e. aligned financial and reporting software

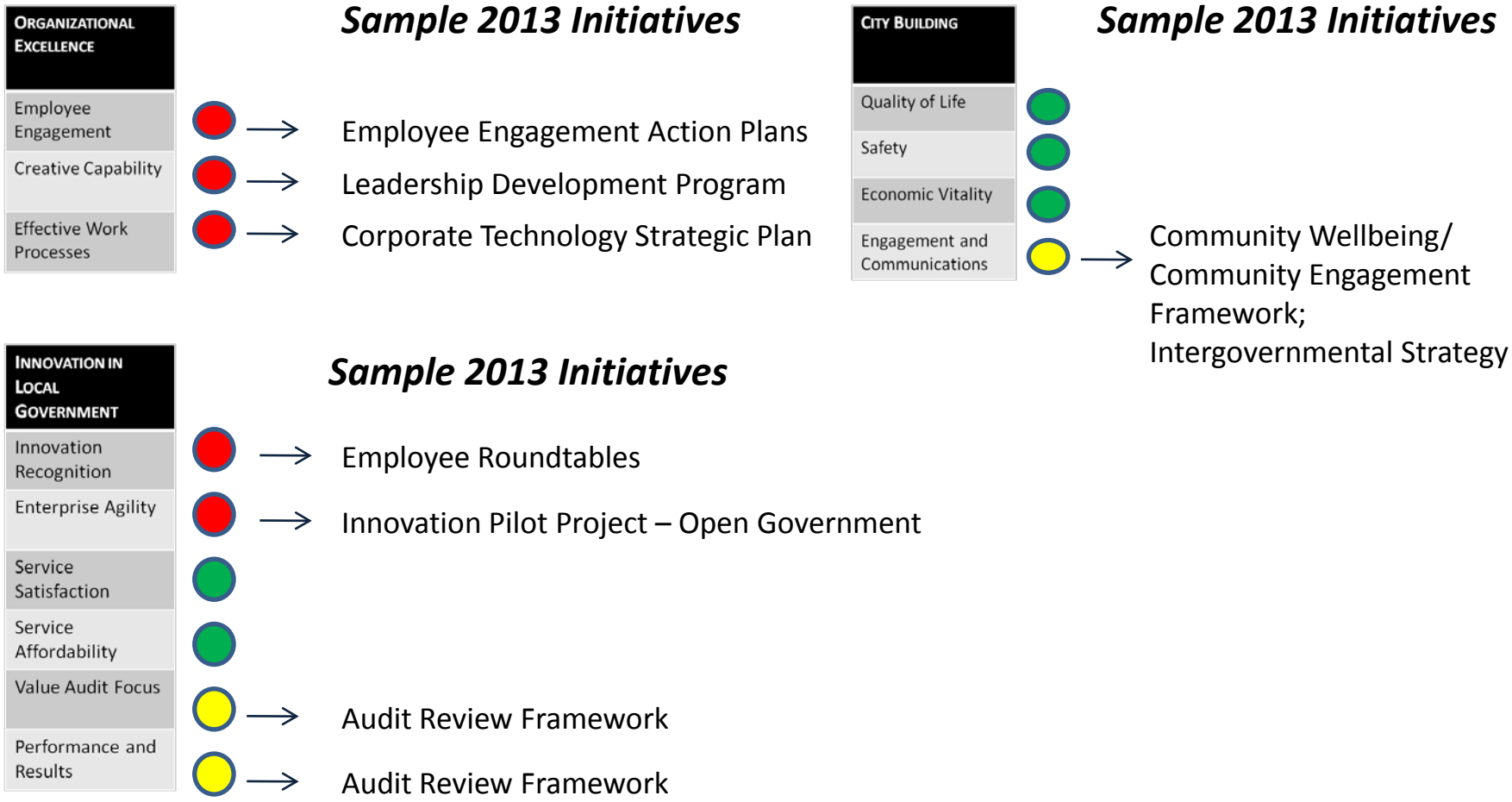
-Open Government i.e. Information and data management platforms

-Corporate Performance Management Tracking i.e. information and data management platforms

-City Business Case Development – Baker Street, South End Community Centre, Corporate Energy Initiative i.e. aligned financial, analysis and data software

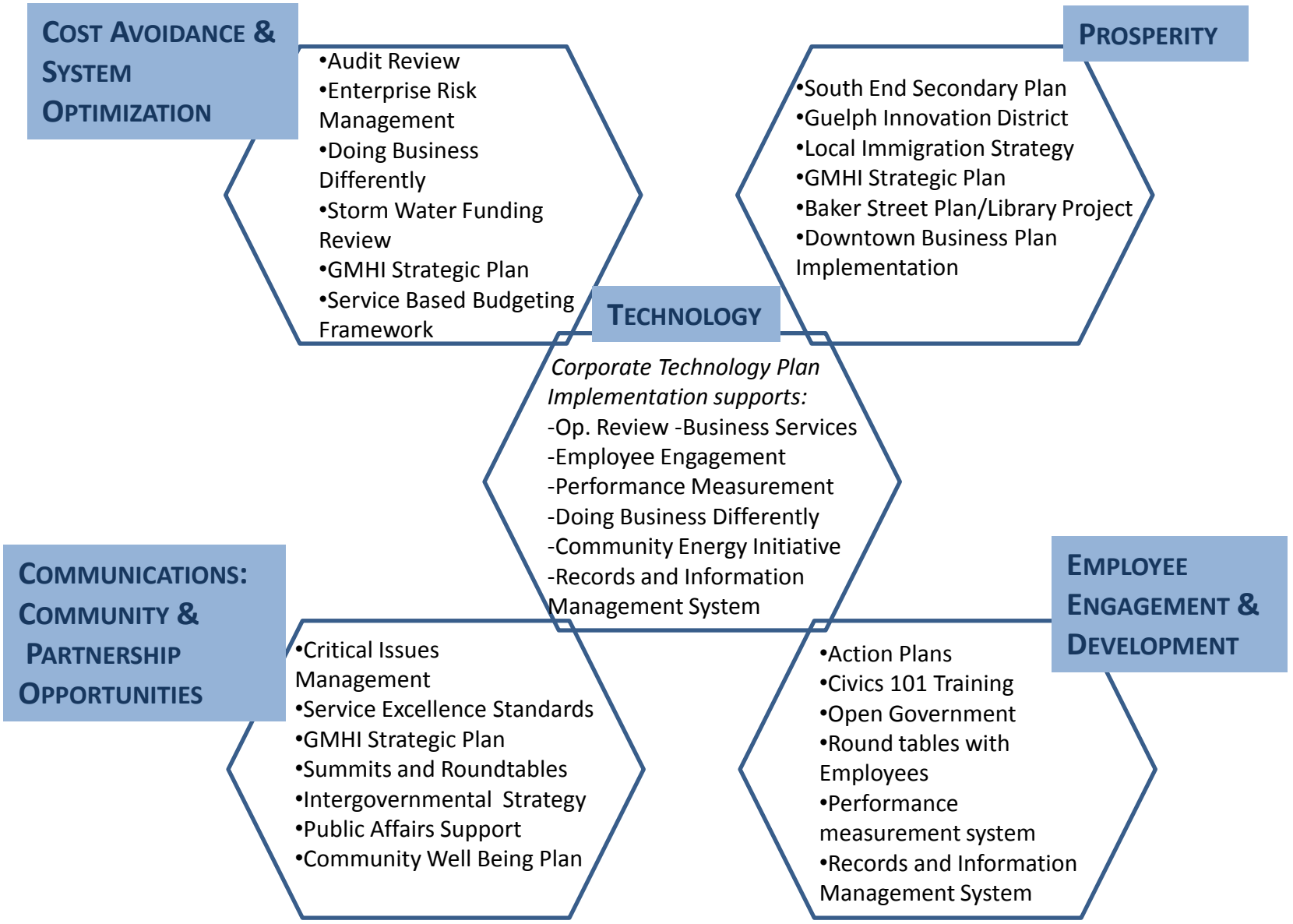
-Electronic Records Management i.e. information and data management platforms

2. Focusing on Key Performance Indicators



Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.

3. Meeting our Challenges and Business Imperatives



Note: All 2013 recommended CSP strategic initiatives can be found in Appendix A.

Adjusting Pace

- Citizen First Service Strategy Framing
- Corporate Reputation and Branding Strategy
- Project Management Program
- Civic and Local Engagement Summit
- Knowledge Management Plan/Information Management Strategy
- Parks Model
- Social Media Relationships Approach
- Organizational Roles and Expectations
- Decision Making Excellence
- Integrated Annual Reporting
- Performance Measurement Tracking Scorecards
- Compliance Reporting
- Canada 150th Anniversary Planning
- Succession Plan

2013 Resource Requirements

Specific to 2013, the CSP resource requirements are as follows:

2013 Base	2013 One Time	2013 Operating Total	Capital Costs
$1,193,400.00	$205,000.00	$1,398,400.00*	$9,662,800.00

*2014-2016 estimated operating costs are included in Appendix B.

Next Steps

Element	Timeframe
Inclusion of CSP resource requirements for consideration at the 2013 Operating Budget Workshop	November 6, 2012 *(completed)*
Council consideration of CSP resource option referral request (if granted by CAFE Committee)	November 26, 2012
Detailed Six Month CSP Implementation Progress Report to Governance Committee	February 11, 2013

CONSENT REPORT OF THE
GOVERNANCE COMMITTEE

November 26, 2012

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

Your Governance Committee beg leave to present their FIFTH CONSENT REPORT as recommended at its meetings November 13, 2012.

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

GOV-22 Open Government Framework

THAT the Open Government Framework for the City of Guelph, enclosed as part of the November 13, 2012 report entitled *Open Government Framework*, be approved.

GOV-23 2013 Council and Committee Meeting Schedule

THAT the 2013 Council and Committee meeting schedule, attached hereto as Appendix "A", be approved.

GOV-24 Councillor Employee Status

THAT staff be directed to report back in 2013 with respect to the options and implications of conducting an employment status and composition review for Guelph City Council during the 2014-2018 term of office with potential changes to take effect for the 2018-2022 term of office;

AND THAT the matter of administrative efficiencies to assist with Councillor workload be included in the scope of the report.

GOV-25 Governance Framework

THAT the report dated November 13, 2012 entitled "Governance Framework", be received;

AND THAT the proposed Governance Framework be approved in principle;

AND THAT staff review the alignment of the proposed framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.

GOV-26 Service Rationalization and Assessment Project

THAT the Organization Assessment Option C be approved for 2013 and refer this to the 2013 budget process;

AND THAT the matter of Service Rationalization be brought back for consideration for 2014, subsequent to the completion of the organizational assessment.

All of which is respectfully submitted.

Please bring the material that was distributed with the Agenda for the November 13, 2012 meetings.

COMMITTEE REPORT

TO	**Governance Committee**
SERVICE AREA	Corporate and Human Resources, City Clerks Department
DATE	November 13, 2012
SUBJECT	**Open Government Framework**
REPORT NUMBER	CHR-2012-55

SUMMARY

Purpose of Report:
To provide historical context and a rational for Open Government and to outline a proposed Open Government Framework from which to build an Open Government Action Plan for the City of Guelph.

Committee Action:
To recommend to Council the approval of an Open Government Framework for the City of Guelph.

RECOMMENDATION

That the Open Government Framework for the City of Guelph, enclosed as part of the November 13, 2012 report entitled *Open Government Framework*, be approved.

BACKGROUND

Through the City's development of a Corporate Technology Strategic Plan (approved by Council on September 24, 2012), it was identified that the IT pillar of Open Government was a component of a much larger strategic objective. As a result, it was determined that staff would further consider Open Government by way of developing a conceptual framework for the City. Open Government is also supported by the Corporate Strategic Plan Framework (approved by Council on June 25, 2012) as it directly relates to several strategic directions under the focus areas of Organizational Excellence, Innovation in Local Government and City Building.

This report will provide a high level summary and overview of the proposed Open Government Framework. The *Survey of Open Government* (Attachment 1) will provide for a more detailed account in relation to the historical evolution of Open

Government and its current context. It also illustrates related initiatives which have been successfully led by a number of jurisdictions. The context included in the paper will serve to provide greater clarity in regards to the proposed Open Government Framework below.

The proposed Open Government Framework can be used as the basis from which to develop an Open Government Action Plan for the City. An Action Plan is necessary as it will allow for a focused use of resources in the preparation of a work plan and implementation schedule. The work plan will propose several new initiatives built on best practice and industry trends in order to supplement existing City programs and services which already support the principles of Open Government. As a long-term strategic focus for the City, Open Government has the potential to be transformational. The proposed framework is a foundational element to inform a strategic roadmap to achieve this vision.

Drivers

As part of an Open Government Summit in 2010, the Organization for Economic Cooperation and Development (OECD) published the following as the key benefits of Open Government:

- Establishing greater trust in government
- Ensuring better outcomes at less cost
- Raising compliance levels
- Ensuring equity of access to public policy making
- Fostering innovation and new economic activity
- Enhancing effectiveness by leveraging knowledge and resources of citizens

Further detail regarding the context and rationale for Open Government can be found in the attached paper.

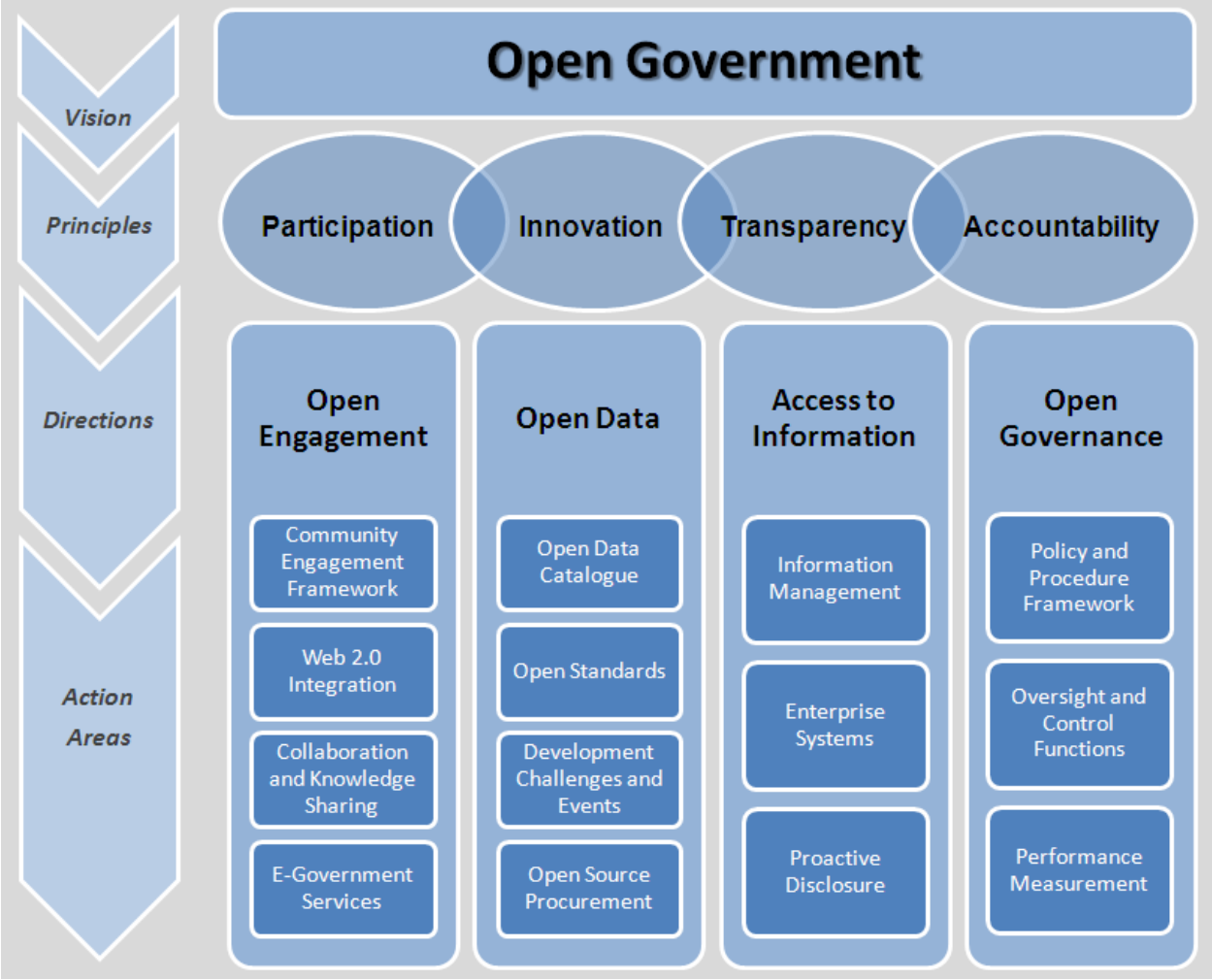
REPORT

Open Government is a movement which seeks to enhance the overall transparency and accountability of government. It is also an attempt to improve the connection between government and citizens - not only to increase democratic participation but also to encourage and support innovation and economic development. Open Government is facilitated by technology but is being driven through public expectation. Related changes are evident in the private sector and in the formation of grassroots and global partnerships focused on moving the agenda forward. Government at all levels have already begun to embrace this new reality, but progress is most apparent at the local levels, especially in Canada.

The implementation of Open Government requires a strategic approach. There are a number of interrelated directions that must be in place to support the overall principles and vision. Consultation with the community around action planning is a key component to the success of any Open Government program. In order to consider an Action Plan, it is necessary to first provide a conceptual account of Open Government through the development of a framework. Within the proposed

framework, the vision of Open Government is supported by four interrelated principles driven through four key directions. There are a number of action areas tied to these directions, however, these are not meant to be exhaustive lists - they are identified only to provide central themes which may be used to inform further development.

The following section provides a summary of the proposed Open Government Framework for the City of Guelph. The attached paper references various examples in an attempt to better operationalize the concepts below.



Vision

The following definition attempts to classify Open Government as a broad and dynamic concept for the City of Guelph.

> **OPEN GOVERNMENT:** To create a fully transparent and accountable City which leverages technology and empowers the community to generate added value as well as participate in the development of innovative and meaningful solutions.

Principles

The vision of Open Government is underpinned by four principles, established in order to provide further clarity and to more fully inform the development of an Open Government Action Plan.

PARTICIPATION: To present the community with an opportunity to contribute to the development of public service, policy and legislation which best serves the common interest. The City of Guelph is committed to the proactive engagement of the community by using a variety of mechanisms to support an open and inclusive dialogue.

INNOVATION: The creation of value through the provision of solutions co-created for the purpose of realizing a shared reward. The City of Guelph is committed to collaborating and partnering with the community in a creative way to inspire a new approach to providing better public service and added value.

TRANSPARENCY: To ensure that the community has access to information with respect to the business and affairs of the City, with limited exceptions, in a timely manner and in open formats without limits on reuse. The City of Guelph is committed to the development and maintenance of information systems designed to manage, safeguard and disseminate civic data in an efficient and meaningful way.

ACCOUNTABILITY: An obligation for the City to account for its activities, accept responsibility for them and disclose the results to the community in a transparent manner. The City of Guelph is committed to supporting a legislative and administrative environment where governance mechanisms manage oversight and drive a commitment to continuous improvement.

Directions

The principles of Open Government are driven through four key directions. Within each direction there are a number of action areas which can encompass a myriad of related initiatives. The attached report references a handful of these initiatives in an attempt to better clarify these areas.

OPEN ENGAGEMENT: To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.

OPEN DATA: To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

ACCESS TO INFORMATION: To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.

OPEN GOVERNANCE: To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

CORPORATE STRATEGIC PLAN

The proposed Open Government Framework establishes a conceptual foundation with which to develop a comprehensive Open Government Action Plan in support of several strategic directions within the Corporate Strategic Plan Framework (2012-2016):

Organizational Excellence
1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions
1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government
2.2 Deliver Public Service better
2.3 Ensure accountability, transparency and engagement

City Building
3.2 Be economically viable, resilient, diverse and attractive for business
3.3 Strengthen citizen and stakeholder engagement and communications

FINANCIAL IMPLICATIONS

An expansion request of $100,000 is included as part of the 2013 budget process in order to retain the services of a subject matter expert to work with the City Clerk and a Collaborative Work Team to develop a comprehensive Open Government Action Plan for the City of Guelph. The Action Plan would set out a strategic implementation program for various Open Government initiatives based on the proposed framework, a best practice review and an internal state readiness assessment. It will address project management, governance, and resourcing when considering deliverables and a related project timetable. The Action Plan will also reference the City's strategy and policy framework to ensure that future initiatives are aligned appropriately.

DEPARTMENTAL CONSULTATION

The following interim collaborative work team was struck in order to provide input and support to the development of the proposed Open Government Framework:

- City Clerk (Chair)
- Deputy Clerk
- Manager of Information Technology
- Corporate Manager, Strategic Planning and Corporate Initiatives
- Manager of Communications

- Senior Communications and Issues Management Coordinator
- Manager of Integrated Services, Community & Social Services
- Deputy City Solicitor
- Access, Privacy and Records Specialist
- Economic Development Marketing Coordinator
- Supervisor, Financial Planning
- General Manager, Planning and Building Services
- Manager, Development Planning

Subject to Council's approval, members of this group will be used as a resource in the development of an Open Government Action Plan. Community engagement will also be a key component to inform the plan. As part of the strategic development process, further consideration will be given to work teams and governance structures which are required to support implementation.

COMMUNICATIONS

Corporate Communications will assist in the development of a communications plan to support an Open Government Action Plan (subject to approval). The plan's communications tactics may include:

- Dedicated web pages on guelph.ca
- Messaging through a variety of social media channels
- Media relations
- Internal communications
- Public engagement opportunities
- Advertising and promotion

ATTACHMENTS

- Attachment 1: *A Survey of Open Government*, November 13, 2012, Blair Labelle, City Clerk

"original signed by Blair Labelle"

_____

Prepared and Recommended By:
Blair Labelle
City Clerk,
Corporate and Human Resources
519 822-1260 x 2232
blair.labelle@guelph.ca

"original signed by Mark Amorosi"

_____

Recommended By:
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Executive Director,
Corporate and Human Resources
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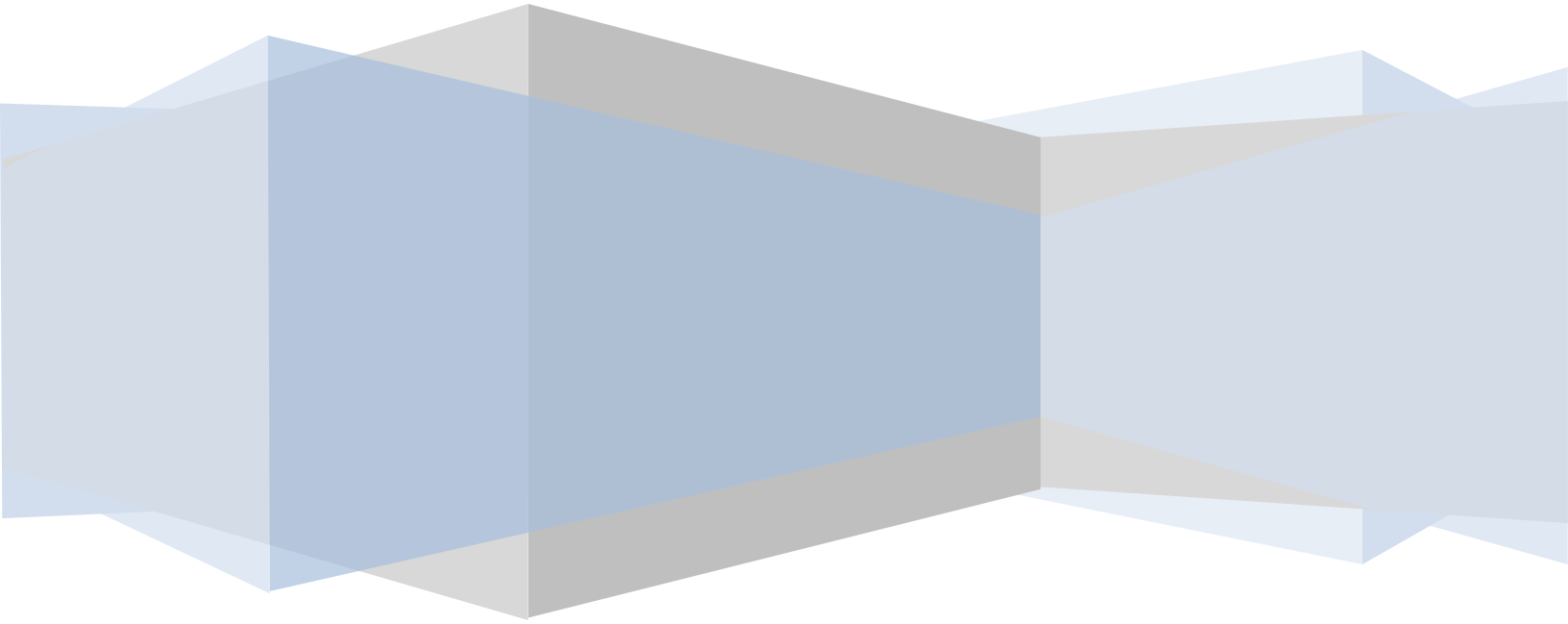
Blair Labelle, City Clerk



Summary

This paper was drafted in order to provide further context in relation to the Open Government Framework proposed for the City of Guelph. It provides background information with respect to the historical evolution and rationale for Open Government. It also attempts to further define the many interrelated concepts and definitions. The proposed Open Government Framework is incorporated below and is examined through the depiction of initiatives led by the City and other jurisdictions. It should be noted that these examples exist only to provide some insight into what is a vast and rapidly evolving landscape.

History

Open Government is a term used in reference to initiatives which relate, in some way, to enhancing the overall transparency, accountability and value of government. Its roots are founded in Freedom of Information (FOI) legislation which mandates the right to access government held information subject to exemptions designed to protect individual privacy. Since the enactment of related statutes and regulations, many have lobbied for a more proactive mechanism for governments to provide information. Some argue that information in the custody and control of the public sector is, by its very nature, civic information which should be made easily accessible to the public. More recently, however, the term Open Government has grown to encapsulate a new way of thinking about the role of government. Over the last decade there has been mounting support for the public sector to better leverage emerging technologies in order to employ a new and revitalized approach to citizen engagement, service delivery and governance.

Advocacy and support efforts have grown exponentially since 2009 when the U.S. administration issued an Open Government Directive to all Federal Departments and Agencies. This strategic direction instructed the executive to take specific actions to implement measures in order to improve transparency, participation and collaboration - all of which are considered to be key principles of Open Government. Since then, many jurisdictions have followed suit to formalize a strategic direction to support these principles. In 2011, the Government of Canada issued an Action Plan on Open Government which commits to fostering three central activity streams; open information, open data and open dialogue.

The Open Government movement has also led to the creation of several international collectives such as the International Open Government Partnership, a global consortium of governments committed to promoting transparency, empowerment and harnessing new technologies to strengthen governance. Notwithstanding these developments, it is difficult to overlook the fact that the success of Open Government has largely been led by local jurisdictions. As noted in the many examples below, governments at the local levels have implemented a wide range of successful initiatives which have inspired others to do the same.

Advancements in technology, particularly in relation to mobile connectivity and Web 2.0 are key drivers for Open Government initiatives. These advancements provide the ability for individuals to connect and carry on conversations in a variety of different ways, a trend furthered by the current demographic shift. This segment of

new workers and consumers have been shaped by technology - not by computers as simple desktop processors or the web as the "information superhighway", but by technology as an assumed means with which create, communicate and enrich all aspects of life. This attitude and approach has proliferated the mainstream to establish an expectation that individuals ought to be able to participate in, and directly shape their environments.

There are obvious parallels to be made between this evolution and the changing context of democracy. Many have suggested that government would be wise to take more direct cues from certain private sector organizations who have revised their modus operandi with respect to doing business within a changing landscape. There are several examples of business models which have been adjusted to better suit a market where value and success can be achieved through openness and collaboration. In *Wikinomics: How Mass Collaboration Changes Everything*, Don Tapscott and Anthony Williams propose that the internet has grown beyond a system with which to simply access information into a complex network to support a dynamic dialogue. In effect, this transformation has resulted in the inception of Web 2.0, which is not considered a new technology but rather a repurposing of the web to facilitate a more user-centric, collaborative experience. This revival has created an approach to business which extends beyond the use of traditional e-business models to embrace new approaches for engaging potential consumers. Rather than simply providing information and a means to acquire goods and services on the web, businesses are now embracing collaboration as a means to develop their products and create an ongoing dialogue around them to inform continuous improvement and marketability.

Individuals now directly participate in the development of the products and services they consume. The term prosumer was first coined in the 1980's in order to describe the blurring and merging role of consumers and producers - this has never been more evident than it is today. It is now commonplace for individuals to have an ability to submit product reviews directly on a manufacturer's website as well as compare and comment on competing services through online marketplaces. Consumer communities are now a vital way for companies to listen and participate in customer conversations in order to gather and act on their feedback. Some technology providers have opened up Application Programming Interfaces (APIs) in order to facilitate the creation of third parties applications to run on their operating platforms. Apple is a case in point. The technology company initially developed a handful of applications for their iPhone product, but instead of focusing on the internal development of additional applications they opened up access to their operating platform to allow for third party development. The Apple App Store now consists of over 500,000 applications which have been downloaded over 10 Billion times. Apple secured market share by allowing its consumer community to focus development on their own individual needs. Apple was certainly not the first to adopt an open, collaborative approach to development, however, its success in doing so is quite possibly unparalleled.

Another important example which further exemplifies the concept of an open and collaborative framework is the Linux computer operating system. The software was

created by Linus Torvalds in 2002 as a means with which to access data on his university server. Once in beta, he released the software code to the development community at large to suggest potential improvements. Through Usenet (an online discussion network forum) and other engagement and development tools, the Linux code was modified through an iterative process by thousands of developers to become what is today – a fully featured computer operating system. Linux is distributed as open source software, licensed under the GNU General Public License (a free software copyleft licence). This allows the software to be used, modified and/or distributed either commercially or non-commercially by anyone who wishes to do so. Since its inception, Linux has grown in popularity in order to become a direct competitor to proprietary software solutions like Microsoft Windows and Mac OS.

Similar to transitioning within the private sector, government can also be transformed from its traditional focus of being a service and solution provider to an institution that seeks to engage and inspire change. Tim O'Reilly, founder of O'Reilly Media and supporter of the free software movement, argues that government should serve as a platform to encourage innovation and creativity. He suggests that government should be run much *like* a computer operating system - a framework to host a multitude of interoperable applications bound by a basic set of rules. This analogy views government as an enabler, or a framework to provide raw materials and support in order to encourage the development of value added solutions. It is important to note that this concept does contemplate the "privatization" of government, nor does it seek to replace its core legislative function, it merely offers a new business for government – one which seeks to enhance transparency, build internal efficiency and promote ingenuity.

Drivers

This new business model for government, often referred to as "Government 2.0", has grown to serve as a foundational concept to support a myriad of knowledge sharing efforts. There are numerous conferences, seminars, workshops and information exchanges led by the public sector in concert with Gov 2.0 agencies and advocates. As part of an Open Government Summit in 2010, the Organization for Economic Cooperation and Development (OECD) published the following as the key potential benefits of Open Government:

- *Establishing greater trust in government. Trust is an outcome of Open Government that can reinforce government performance in other aspects.*

- *Ensuring better outcomes at less cost. Co-design and delivery of policies, programs and services with citizens, businesses and civil society offers the potential to tap a broader reservoir of ideas and resources.*

- *Raising compliance levels. Making people part of the process helps them to understand the stakes of reform and can help ensure that the decisions reached are perceived as legitimate.*

- *Ensuring equity of access to public policy making by lowering the threshold for access to policy making processes for people facing barriers to participation.*

- *Fostering innovation and new economic activity. Public engagement and Open Government is increasingly recognised as a driver of innovation and value creation in both the private and public sectors.*

- *Enhancing effectiveness by leveraging knowledge and resources of citizens who otherwise face barriers to participation. Public engagement can ensure that policies are better targeted and address the needs of citizens, eliminating potential waste.*

Involve, a London based advocacy group produced a working paper entitled *Open Government: Beyond Static Measures* in an attempt to classify Open Government and support its characterization through various case studies. A key concept articulated in this paper is that Open Government can lead to the development of a "FAST" public sector - namely governments which are flatter, more agile and streamlined as well as more tech-enabled. The following is a summary description of this concept as it appears in this paper:

> *FAST governments develop innovative public services, effectively meet citizens' needs, care for scarce natural resources and create new public value. FAST does not necessarily mean speedy, although the time frame for many decisions may be shortened with the help of collaboration platforms, tools and analytics; nor does FAST mean ignoring the core government values of merit, equity, checks and balances, accountability and jurisdiction.*

Framing Open Government

Although there is a surplus of academic and practical work which can be used to define Open Government, it still means different things to different people. Code for America is a non-profit organization which sponsors and supports the development of civic start-ups in an effort to help better connect government with technologists. A recent application process targeting potential developers of civic apps was also used to canvass for language associated with the success of Open Government. The following word cloud was created as a result of this survey:

Clearly, technologists see data and information as a crucial component of Open Government. This is not surprising given that the respondents in this case are those which use information in order to develop technology solutions. Many make the assumption that open data equates to Open Government, however, it needs to be considered more broadly.

The other important terms which were highlighted by the technology community which was surveyed are those which relate to collaboration and stakeholder engagement. Providing access to information is important, but leading community engagement in relation to that data will serve to harness creativity, expand capacity and promote innovation. Success with Open Government can be sustainable by framing this commitment to community engagement as fundamental component of an organization's strategic objectives.

The concept of Open Government is transformational by nature, it replaces the government vending machine model with a notion that the public sector can empower and support a marketplace of ideas to directly participate in finding solutions to problems which effect the community at large. The willingness for governments to explore this new business model is still yet to be determined, however, as illustrated by the numerous examples below, there seems to be a growing commitment to do just that.

The implementation of Open Government requires a strategic approach as there are a number of interrelated directions that must be in place to support the overall principles and vision. Chris Kemp, Chief Technology Officer for IT at NASA (an agency that has fully embraced the U.S. Open Government Directive), adeptly describes the future potential of Open Government;

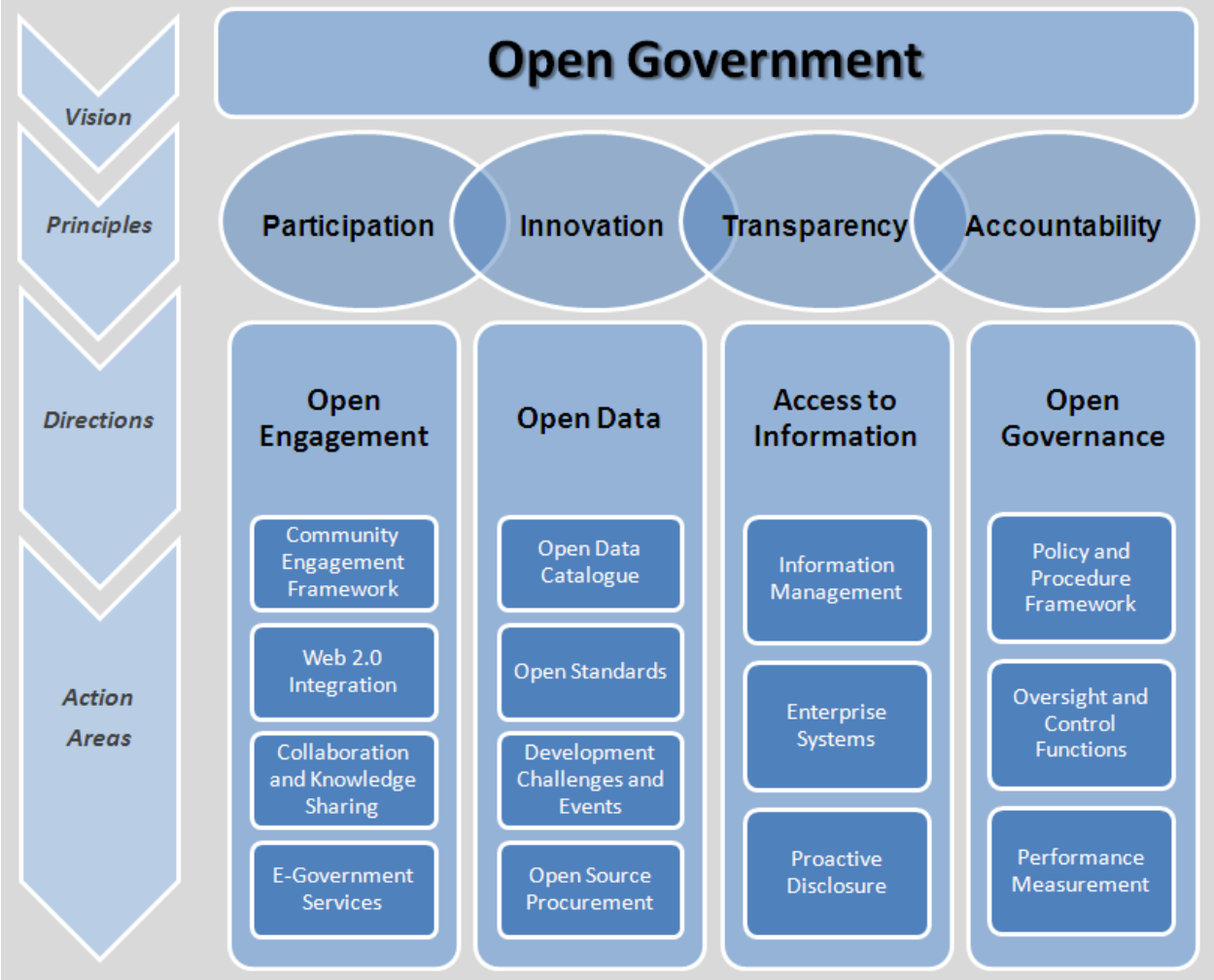
> *The future of open government is allowing seamless conversations to occur between thousands of employees and people. You can't divorce open government from technology. Technology enables and supports the conversation. We're finding that if we don't stand in the way of that conversation, incredible things can happen.*

Proposed Open Government Framework

The proposed Open Government Framework for the City of Guelph is supported by four interrelated principles driven through four key directions. There are a number of action areas tied to these directions, however, these are not meant to be exhaustive lists - they are identified only to provide central themes which may be used to inform further development. As noted above, the intention of the proposed Open Government Framework is to provide a conceptual foundation which can be used as the basis for creating a comprehensive Open Government Action Plan for the City.

The following divides the components of this framework in an effort to provide further detail related to each. Where applicable, a brief description and reference to related Open Government initiatives has been inserted. The implementation of similar initiatives for the City of Guelph may be contemplated through the

development of an Action Plan. Where practical, there is also reference made to City projects which already subscribe to the principles of Open Government.



Vision

The terminology associated with Open Government has been variably applied to fit the circumstance of the moment. Over time, use of this term seems to relate less to the strategic commitments around enhanced transparency and public participation to focus almost solely on the implementation of open technologies. There is no question that value can be driven through the latter, but by losing sight of the former, there is a risk in assuming that the challenges facing government today can simply be solved by implementing technology solutions. The following definition attempts to classify Open Government as a broad and dynamic concept for the City of Guelph.

OPEN GOVERNMENT

To create a fully transparent and accountable City which leverages technology and empowers the community to generate added value as well as participate in the development of innovative and meaningful solutions.

Principles

The vision of Open Government is underpinned by four principles, established in order to provide further clarity and to more fully inform the proposed development of an Open Government Action Plan.

PARTICIPATION

To present the community with an opportunity to contribute to the development of public service, policy and legislation which best serves the common interest. The City of Guelph is committed to the proactive engagement of the community by using a variety of mechanisms to support an open and inclusive dialogue.

INNOVATION

The creation of value through the provision of solutions co-created for the purpose of realizing a shared reward. The City of Guelph is committed to collaborating and partnering with the community in a creative way to inspire a new approach to providing better public service and added value.

TRANSPARENCY

To ensure that the community has access to information with respect to the business and affairs of the City, with limited exceptions, in a timely manner and in open formats without limits on reuse. The City of Guelph is committed to the development and maintenance of information systems designed to manage, safeguard and disseminate civic data in an efficient and meaningful way.

ACCOUNTABILITY

An obligation for the City to account for its activities, accept responsibility for them and disclose the results to the community in a transparent manner. The City of Guelph is committed to supporting a legislative and administrative environment where governance mechanisms manage oversight and drive a commitment to continuous improvement.

Directions

The section below provides an explanation with respect to the four directions and provides various example initiatives related to each action area within the proposed framework. As noted above, this is not an exhaustive list but does serve to operationalize the indentified action areas. Consideration regarding the implementation of similar initiatives would be considered through the development of a comprehensive Open Government Action Plan for the City.

OPEN ENGAGEMENT

To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.

Community Engagement Framework

A Community Engagement Framework (CEF) for the City of Guelph is currently being developed in response to both internal and external demands, both from the community and from City Staff, with respect to enhancing the level of support for the process of engaging the community. The CEF will provide staff with a toolkit of engagement activities which can be used to interface with the community. There are a vast number of tools available to inform, consult, involve, collaborate and empower the public. Alternative modes of dialogue include such things as; Open Space Technology (OST), unconferences, change camps, Delphi decision groups, and world cafes.

The City of Guelph Community Wellbeing Initiative (CWI) is a good illustration of the use of innovative ways with which to engage the community. The CWI is a dynamic conversation between the City and a wide range of community partners for the purpose of developing a shared vision for the City. In addition to using various alternative approaches to community engagement, the CWI also focuses on inspiring individuals to take action within their own neighbourhoods for the purpose of improving the wellbeing of the City.

Web 2.0 Integration

Web 2.0 technologies allow users to interact and collaborate with each other in a social media dialogue as co-creators of their own content. Networking applications such as Facebook, Twitter, YouTube, Flickr, Google+, Linkedin and tools such as Rich Site Summary (RSS) feeds, blogs and mashups (just to name a few) support thousands of virtual communities which allow participants to share and collaborate through the internet. The City of Guelph has been an early adopter of social media and has enthusiastically embraced the web as a platform for transparency. The City's Facebook page, Twitter account, YouTube channel and the Mayor's blog are all great examples of this.

The previous U.S. administration reached out numerous times to the public via social media. The Twitter Town Hall with the President was one of the most followed Twitter events in history. The #askobama hashtag has continued to exist long after the July 6, 2011 event. Although internet based collaborative technologies are at the heart of Web 2.0, teleseminars are also a proven and effective mechanism to remotely engage a large number of participants. In relation to the CWI, Mayor Farbridge hosted Guelph's first telephone Town Hall meeting on September 25, 2012 where hundreds of residents joined a real-time conversation about their community.

Web 2.0 also relates to the development of online portals - websites which can be personalized for individual users. Web portals are designed to be interactive and provide access to online services that are specific to the user. The Planning Portal is a website supported by the UK Government (as part of their very progressive Directgov platform) in an attempt to provide a "one-stop-shop" for services and information related to the planning process for England and Wales. The portal provides access to interactive guides and information with respect to regulations and fees - all of which can be customized by the user to relate to their specific

jurisdiction. It also allows users to submit planning applications for their areas or purchase plans from a list of accredited suppliers. Search capabilities allow users to view the details of development applications in progress, provide commentary on them and/or submit formal appeals. Bizpal is a similar initiative which is managed by a partnership of Canadian governments focused on simplifying the permitting and licensing process for entrepreneurs, businesses, governments and third-parties. In latter stages, the Corporate Technology Strategic Plan would provide the digital platform with which to implement similar services.

Collaboration and Knowledge Sharing

The internet has been used to facilitate the exchange of ideas since the early 1980's, however, the recent proliferation of collaborative technologies and the growing acceptance that *there are more knowledgeable people outside your organization than inside* has created a relatively novel approach to problem solving - crowdsourcing. Crowsourcing, in the context of Open Government, can be defined as a process where government outsources a challenge to the community in order to generate a number of responses. This can be done using social media or in a more structured way supported by a communications plan. Regardless of the methodology applied, the intent is the same - to generate a high number of responses which then are reviewed collectively in order to inform alternative solutions.

It is now becoming standard practice for organizations to leverage technology in order to support collaboration and knowledge sharing efforts. GCPEDIA is an internal wiki which can be accessed and updated by Government of Canada employees. The intent of the site is to provide an opportunity for 250,000 users from over 150 departments and agencies to modify and share content in order to strengthen cross-area knowledge and collaboration efforts. This same principle also applies to Govloop which is the largest government social network of its kind operated by an organization out of Washington, D.C. This forum allows employees from any level of government to share information and ideas with other public sector professionals. MuniGov 2.0 is a similar initiative but involves a more focused conversation on the government adoption of Web 2.0 principles. Beyond the context of government, the Open Knowledge Foundation (OKF) is a not-for-profit agency that provides a forum for the public to exchange ideas and advocate for "free and open knowledge". Through an open partnership with academics, public sector employees, entrepreneurs, data experts, archivists, web developers and independent activists, the OKF co-develops support tools which can be used in order to facilitate independent knowledge sharing efforts.

Collaborative technologies also allow organizations to collect and share information with a broad base of respondents. The Wellbeing Toronto initiative was launched in 2011 as way to collect information from residents by allowing them to rank their neighbourhoods in relation to criterion such as crime, the economy, health, education and housing markets. The format used to report this information is geo-based with overlay controls which can be applied by the user to create a customized map of the City. The City of Guelph's ongoing Cultural Mapping Project is a comparable initiative designed to collect data for the purpose of building a

cultural inventory for Guelph. The gathered information will be compiled and made accessible through an online public portal (to be launched in 2013) which will serve as a valuable planning tool for cultural, economic and tourism development. A cultural mapping project launched for the City of Mississauga is a good reference point to demonstrate the end result of such a project.

E-government Services

Like Open Government, the term e-government is often adapted to fit a particular circumstance. For the purposes of the proposed framework "e-government service" can be referred to as an alternative approach to service delivery where technology is used to enhance the accessibility of City services and improve the efficiency of transactions. The City of Guelph currently provides a number of online services. Residents are able to register for overnight parking exemptions, pay parking tickets, register for community programs and apply for building permits online. ServiceOntario is another example which demonstrates that government services can be delivered through multiple channels. Individuals can renew their driver's license or health card information or apply for a business license either online or by visiting an automated public kiosk.

Initiatives such as on-line voting and alternative approaches to providing services to persons with disabilities demonstrate that by leveraging technology, government can define a new level of service delivery. In addition to mechanisms which are geared towards individuals, there are also a number which can be used by government to deliver services to the business community. The UK's Department for Business, Innovation and Skills (BIS), the Canada Business Network and BC OnLine all exist to create an efficient way to service prospective clients, entrepreneurs and businesses. As the context of local government continues to grow more competitive, e-government services designed to attract and retain business will be an important area of focus.

OPEN DATA

To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

Open Data Catalogue

Launched in 2009 and maintained by the Executive Branch of the U.S. Federal Government, data.gov is one of the largest open data catalogues available online consisting of nearly 400,000 independent datasets. The primary goal of data.gov is to improve access to Federal data in order to enhance transparency and encourage innovative ideas *beyond the walls of government*. Aside from simply offering raw data for download, the website also allows public access to geospatial data and metrics, an interface to visually represent data through online charts and graphs, as well as an open API and other resources to assist users in the development and publication of applications. A similar open data catalogue in the same order of magnitude is data.gov.uk which is maintained by the Government of the United Kingdom.

To date, hundreds of jurisdictions manage open data catalogues, all of which vary in scope and scale. The Government of Canada recently launched an Open Data pilot project which, at the time of this report, contained approximately 13,000 datasets. A number of Canadian municipalities such as Edmonton, Toronto, Vancouver, and Ottawa have also published and maintain open data catalogues. In fact, the local government sector is considered to be at the leading edge of open data efforts, especially in Canada. In 2011, the cities of Edmonton, Toronto, Vancouver and Ottawa collaborated as the "G4" in order to share their experiences with open data, consider common standardized formats, develop an accepted terms of use and provide leadership and support to other jurisdictions considering the development of open data catalogues. Many municipalities have followed suit based on this work including the Region of Waterloo, Hamilton, London and Mississauga (to name only a few).

Open Standards

The development of open standards is an essential component to facilitate the publication of open data. Without the standardization of data, it is difficult and time consuming for users to be able to mine and exploit the information. There are numerous organizations such as the W3C, OpenStandards, and OASIS which advocate for a set of principles which can be used by government to guide the development of their open data catalogues. Although the semantics of the principles can vary somewhat, opengovdata established what has been referred to as the *de facto standard*. The group concluded that open government data should be; complete, primary, timely, accessible, machine processable, non-discriminatory, non-proprietary and license-free.

In 2009, the Council of the City of Vancouver passed an Open City Resolution which formally launched several Open Government initiatives including the adoption of open standards for the organization. Other jurisdictions have also adopted open standards through policy development related to their open data programs. The City of Toronto adopted Open311 which allowed certain mobile applications a direct communication channel with their existing 311 service technology. This decision led to the development of various smartphone applications which allow residents to directly report issues like potholes and graffiti in real-time while they commute through the City. The applications are maintained by the third parties who developed them and are available to the public free of charge.

Development Challenges and Events

One of the motivating factors to open data for unrestricted use is to harness creative capacity in order to realize added value. In order to achieve this end, organizations have to publish the data but they also have to advertise, and in some cases, incentivise its use. A common approach to profiling open data has been to sponsor development contests and events which frame challenges around building applications using the data. Apps for Democracy is one of the most commonly referenced development contests. It was led by the District of Columbia in 2008. The D.C. made an initial investment of $50,000 in order to administer the contest and reward the winners. The end result of this endeavour yielded 47 web, smartphone and social media applications which demonstrated a shared value to

the organization of approximately $2.3 million dollars. Needless to say, this model has been adopted and used by many other jurisdictions since then. Participation in development contests can be restricted by jurisdiction like the Open Data Challenge or framed around a specific theme as seen with the EPA's Apps for the Environment contest. The most common method used, however, are unrestrictive challenges like apps4edmonton and apps4ottawa which simply seek to reward participants for their overall creativity, ingenuity and value added.

ChallengePost is an organization which enables the public and private sector to define a problem, profile a related challenge then crowdsource for potential solutions. It provides a plug-and-play platform where organizations can easily interface and connect to thousands of people with great ideas. Recently, the US General Service Administration (GSA) in conjunction with ChallngePost, created Challenge.gov, a format specifically designed to profile and crowdsource solutions to problems affecting all levels of government in the U.S.

Another frequently used method to publicize the existence of open data resources are Codefest or hackathon events. Organizations who lead these events will either target certain development communities or open an invitation to anyone interested. These events are not restricted to just developers and/or data experts, many others attend in order to provide alternative contributions. The objective of hosting a challenge-based event is to create an environment where participants have an opportunity to meet, collaborate and use open data in order to build value added solutions. An event can run anywhere from a few hours to weeks on end and, subject to the agenda, is typically focused on development using a particular platform, programming language or API. The events are also an opportunity for advocates of open data to network and socialise. Technology start-ups, the public sector and other agencies will often support challenge-based events as a means of crowdsourcing a challenge or generating new ideas which could then be the focus of further development.

PennApps is the largest student driven hackathon event in the U.S. Its last event was hosted by the University of Pennsylvania's computer science club but was sponsored by a number of prominent technology companies including Facebook, Google, Yahoo and Microsoft. The second place winner in a recent event was activist.io who developed a widget built on open data which allows users to access contact information for their congressional representatives. The development philosophy behind the app was focused on creating a solution which could be easily integrated into an advocacy-based website in order to provide users immediate access to their political representatives (phone numbers and social media contact information). This app was developed in less than two days and was awarded $1,500.

The number of value added applications designed using open data is immense. A quick browser search on "open data applications" provides an easy confirmation of this. It is important to note, however, that the quality of innovation realized through the development of applications is directly proportional to the quality of the data made available. In other words, information must be kept accurate and

provided in a useable format. It must also be what the development community wants. This last point was the focus for an event led by the Toronto Transit Commission called Transit Camp. Using an unconference framework, TTC staff met with members of its ridership and local activists to brainstorm ideas to improve transit services. This led to the City's release of real-time GPS data for transit services which then led to the development of Rocket Radar, a smartphone application which allows users to instantly locate a bus or streetcar heading in their direction. The application was developed by a 27 year old Toronto resident and is available for purchase for $.99 cents on the Apple App store.

In 2010, the City of Guelph IT Department published five static datasets in varying formats consisting of information already made available to the public. This initiative was undertaken as a pilot project in response to a request from a local developer group who wanted to work with data that was pertinent to Guelph. Aside from consulting with this group when the data was first published, there has been no communication of the datasets since they were published. In April, 2012 this data was found and then used by a local developer to build a Windows Phone 7 application designed to find the locations of parks, arenas, pools and leash-free areas within the City. The concept of scraping information from government websites is a testament to the enthusiasm that exists with respect to open data.

Open Source Procurement

Open source software is computer software which is available in source code for use free of charge. Open source procurement is a purchasing model which allows for the consideration of open source solutions along with proprietary products. An open-source license essentially permits users to modify and redistribute the software as they see fit. The adaptive use of open source software is now a fairly common practice within the private sector - the Apache HTTP Server and the Linux operating system are both prominent examples of this. Some public sector organizations have also incorporated this procurement model in order to adopt open source solutions as part of their enterprise platforms. In these cases, policy was developed to help evaluate open source alternatives and to provide a cost-benefit analysis.

The United Kingdom Cabinet Office first adopted an open source procurement model in 2004 as a component of their policy entitled Open Source, Open Standards and Re-Use: Government Action Plan. Since then, they have produced an Open Source Procurement Toolkit in order to provide best practices for governments considering the adoption of open source solutions. A number of local jurisdictions have also adopted resolutions to support and encourage open source procurement including San Francisco, Portland and Vancouver.

ACCESS TO INFORMATION

To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.

Information Management

Information Management (IM) best practice is supported by an appropriate infrastructure with which to accept, classify, manage, retrieve and share data. Nowadays, information is available in a variety of different formats (paper, raw data, electronic documents, audio video etc.) requiring organizations to employ a multi-channel approach to IM. As discussed in the City's Corporate Technology Strategic Plan, current information in the custody and control of the City of Guelph is not *consistently stored, catalogued or electronically searchable*. This requires most of the sourcing of information within the organization to be completed manually. Moreover, information can be lost and/or duplicated as there are no standardized IM practices in place or a system designed to manage corporate and civic information.

As part of a memorandum issued to support the U.S. Open Government Directive entitled *Digital Government: Building a 21st Century Platform to Better Serve the American People*, a conceptual model (right) was presented in order to illustrate the various layers associated with what is referred to as *digital service*. As noted in this model, citizens as well as employees are seen as the beneficiaries of an information management system. In order to drive forward this new service delivery model, the following strategic principles were established:

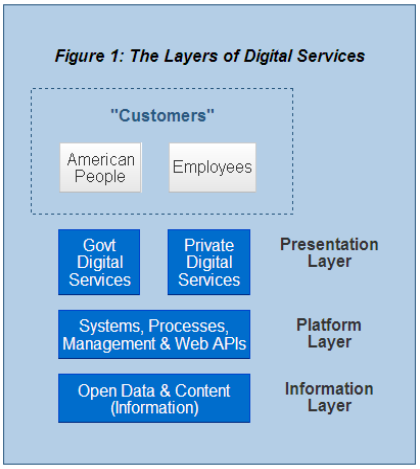


Figure 1: The Layers of Digital Services

- *An "**Information-Centric**" approach – Moves us from managing "documents" to managing discrete pieces of open data and content which can be tagged, shared, secured, mashed up and presented in the way that is most useful for the consumer of that information.*

- *A "**Shared Platform**" approach – Helps us work together, both within and across agencies, to reduce costs, streamline development, apply consistent standards, and ensure consistency in how we create and deliver information.*

- *A "**Customer-Centric**" approach – Influences how we create, manage, and present data through websites, mobile applications, raw data sets, and other modes of delivery, and allows customers to shape, share and consume information, whenever and however they want it.*

- *A platform of "**Security and Privacy**" – Ensures this innovation happens in a way that ensures the safe and secure delivery and use of digital services to protect information and privacy.*

In order to realize the many benefits associated with the concept of information management, it is necessary to transform the culture of an organization. The

Technological infrastructure may be in place to support the transition to becoming a "FAST" organization, however, if mindset does not change, the transformation will undoubtedly stall - as noted in the Corporate Technology Strategic Plan;

> *Effectively leveraging technology for organizational transformation requires a mindset change that embraces technology, digitization, the Internet AND agency openness as being central to service delivery. This requires a change in thinking about how the City designs and delivers its services.*

Enterprise Systems

Information Management requires technology solutions that enable a digital platform. Enterprise systems are implemented in order to collect standardized data, manage it, and then process it for presentation to the customer. The City of Guelph maintains a wide range of business systems which provide operational support for the corporation. The Corporate Technology Strategic Plan recommends that the *City focus on fully utilizing the capabilities of its existing enterprise systems in order to support new business processes*. The development of a Records and Information Management (RIM) program for the City is a key recommendation of the IT Corporate Strategic Plan. In June, 2012, Council approved funding to support the first phase of this program which will focus on the development of an inventory of City records and current records and information management practices. The findings of this assessment review will be used to inform the future development of a broad-based RIM strategy for the City. A RIM strategy will articulate the needs of the organization with respect to information management and will provide a roadmap for the future.

Aside from developing standardized best practices, one of the objectives of a RIM strategy for the City will be to implement productivity tools such as an Electronic Records and Document Management System (ERDMS). An ERDMS can enhance the efficiency of the organization as a whole and improve service delivery to customers. A review by the Information and Privacy Commissioner (IPC) of Ontario concluded that an ERDMS also greatly increases public access to information which serves to enhance the overall transparency and accountability of government.

Good information management practices, and the enterprise systems designed to support them, will lead to the effective and efficient dissemination of information. A principle way with which to present this information to users is through the internet. The form and function of websites are transforming from simple, static reference points to sites which use dynamic and interactive tools to engage and encourage participation. There are numerous examples of websites which not only provide quick and easy access to information and services but also engage visitors to explore and participate in the content. Several noteworthy examples are the NASA, US Air Force, the City of Seattle, the City of Vancouver and the City of Toronto.

As a component of latter, the City of Toronto has developed a Meeting Management Information System (TMMIS) which allows users to track agenda items as they flow

through the legislative process. Users can access real-time meeting agendas, bookmark items of interest and immediately email them to individuals within their own social networks. The Clerk's Office also uses social media to provide real-time information with respect to the business of Council and its Committees. The City of Toronto, like the City of Guelph, also provides easy access to RogersTV where users can find live streams and video archives of Council meetings. Some municipalities such as the City of Oakville and the City of Santa Barbara host their own video stream solutions which also allow users to automatically download the meetings as regular podcast updates.

Proactive Disclosure

The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) establishes a general right of access to records held by municipal government and local agencies, boards and commissions. The purpose of the Act is to ensure the transparency and accountability of government by providing civic information while also ensuring that an individual's right to privacy is protected. MFIPPA provides for a Freedom of Information process whereby individuals can request access to information in the custody and control of the municipality. Upon receipt of a request, a municipality has time to collect the information and, in accordance with MFIPPA, redact that which would inappropriately disclose personal information.

Proactive disclosure is a self-imposed mandatory publication requirement for jurisdictions to automatically release information in order to enhance the transparency and oversight of public resources. The protection of privacy is built into a proactive disclosure model to ensure that which is released does not contain personal information. Dr. Ann Cavoukian, Information & Privacy Commissioner of Ontario released a paper which presents seven fundamental principles for *Access by Design,* an initiative developed to encourage public institutions to take a proactive approach to releasing information. A similar sentiment is echoed in a resolution passed by Canada's Information and Privacy Commissioners. As a result of these calls to action, some jurisdictions have instituted routine and/or proactive disclosure practices. The Canadian Treasury Board of Canada Secretariat, the Government of British Columbia, the City of Toronto and the City of Barrie are just a few noteworthy examples.

OPEN GOVERNANCE

To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

Policy and Procedure Framework

As part of the development of an Open Government Action and Implementation Plan it is important to undertake a review of existing policies, procedures and practices in order to ensure that they support the principles of Open Government. Along with a gap analysis to identify areas where further policy development is required, there is often an opportunity to refresh the existing policy framework to better support the underlying principles. When undertaking this work it is vital for

organizations to ensure that the necessary safeguards exist to protect themselves and the public. Although regulating Open Government does present a bit of an awkward paradigm, lead organizations have a responsibility to ensure that terms of use are explicit and policies are in place to protect against a wide range of potential liabilities.

Oversight and Control Functions

Accountability and transparency, two principles of Open Government, can be reinforced through various oversight and control functions. Within the context of local government, many of these are mandated by way of statutory requirements, however, others are self-imposed and administered in order to fortify good governance practices. There are a number of good examples which already exist to demonstrate effective oversight and control in relation to open governance.

As part of their legislated responsibility, Councils of municipalities in Ontario are required to subscribe to the closed meeting provisions of the *Municipal Act*. The Act provides that individuals are able to submit a complaint for an investigation of a meeting, or part thereof, which was allegedly closed to the public in contravention to the rules. Oversight of this investigation is to be led by an independent oversight body that is responsible for reporting the results directly to Council. To date, most of the reports generated by Closed Meeting Investigators have focused recommendations to support continuous improvement efforts related to the transparency of the legislative process.

Two comparable oversight bodies established by the City of Toronto in relation to the *City of Toronto Act* are the Office of the Lobbyist Registrar and the Office of the Ombudsman. The former provides a mechanism for the public disclosure of individuals and groups who lobby Members of Council. Toronto's Lobbyist Registry is an online searchable index which was the first public online municipal registry in Canada. The Registrar, who reports independently to Council, also provides support, guidance and interpretation of the City's Lobbying By-law. The City of Toronto Ombudsman is an officer of the Toronto City Council who is an impartial investigator of complaints submitted in relation to the administration of City government. The Office of the Ombudsman commits to leading and reporting on formal investigations where required, however, intervention and conflict mediation are also tools employed to resolve grievances. Both the Registrar and Ombudsman report annually to Council regarding their work.

In relation to several discretionary appointments contemplated through the Bill 130 revisions to the Act in 2006, the Council of the City of Guelph approved a Code of Conduct and appointed an Integrity Commissioner to oversee the ethical behaviour of Members of Council. The Integrity Commissioner reports to Council directly and provides advice to Members in order to support a common basis for ethical behaviour. The City also hired an Internal Auditor to provide objective assurance and support as well as to add value and improve the City's overall operational capacity. In relation to this function, the Internal Auditor also provides leadership with respect to risk management best practice. Further accountability and

transparency measures including other control functions can be found on the City's accountability and transparency webpage.

Open data efforts have enhanced the overall transparency of government by facilitating better public oversight. The Sunlight Foundation, a non-profit, non-partisan advocacy group has supported the development of a large number of applications which focus on providing public access to the actions and influence on government. These tools are dedicated to tracking influence on government, the development of legislation and public policy and government spending. Checking Influence is one such application which permits an individual to monitor their own personal purchasing statements to uncover how the companies they do business with influence political parties through lobbying efforts and campaign contributions. Another unique application is Scout, which permits a user to search and bookmark any matter to be considered by Congress. The Scout database is powered by another application called Open States which extends the search capabilities to proposed legislation in all 50 states. The majority of the Sunlight supported applications were built using open data published by the government.

Performance Measurement

In order to assess the overall effectiveness of an Open Government program, it is important to establish metrics which can be used to measure performance. Metrics for the City of Guelph would be established along with the development of an Open Government Action Plan. A common approach to reporting on the progress of Open Government is to first work with community stakeholders to co-create a measurement dashboard to define what to measure, and how to report on it. The Involve report suggests that *surveying and assessing citizens' needs, preferences and satisfaction is key to delivering public value.* This demand-side approach to developing performance indicators is a logical one as it establishes a reporting model that presents information in a format directly requested by the end user.

In response to the U.S. Open Government Directive, the Chief Information Officer developed a White House Open Government Dashboard used to assess the progress of the Executive Branch in its ability to execute the US Open Government Plan. The dashboard provides a high level measurement of each executive department and agency in relation to criteria such as Open Data, an open website, public consultation efforts and in relation to the execution of their own divisional plans. Users can click on any department and/or agency to view more detailed information relating to the divisional plan as well as the related strategic objectives and achievements.

Aside from measuring the effectiveness of Open Government specifically, high performing organizations often establish a broad performance measurement program to gauge the overall efficiency and effectiveness of their operations. In relation to the development of the City of Guelph's Corporate Strategic Plan, Council recently adopted Key Performance Indicators (KPIs) to do just that. The City's performance management system will monitor the progress with respect to established strategic goals and objectives and inform continuous improvement

efforts. A measurement dashboard has been developed to clearly and publically share the City's progress.

Some jurisdictions leverage technology in order to enhance the overall accessibility of their performance data. The City of Boston launched an initiative entitled Boston About Results (BAR) which provides an online tool to report on the success of various community services. The website is divided into categories such as Parks, Police, Public Works, Treasury, Transportation etc., all of which can be visited directly to understand the strategic objectives associated with that division and a measurement of their success in relation to their KPIs. TracDC, an online profile tool administered by the District of Columbia advances this concept even further. The TracDC concept allows users to visit a website dedicated to each internal agency in order to view a plethora of information including an overview of that agency's leadership and mandate, links to related media coverage, a measurement of overall financial performance (which can be subdivided by KPIs), budget and operational information including a real-time footprint of agency spending and customer service statics. Each agency portal also provides the information in open data formats and embeds social media links allowing users to immediately share the information with their own personal networks.

Conclusion

Open Government is a vast agenda which requires a strategic approach to implementation. A proposed Open Government Framework was tailored specifically for the City of Guelph in order to establish a conceptual foundation to focus future efforts. Many of the principles of Open Government have been in practice by the City of Guelph for some time, therefore, the proposed framework serves to reference this ongoing work as well as to account for new directions to strengthen and support the overall vision.

Open Government will require an investment. Physical resources will be essential to supporting implementation. Equally important, however, will be the need to invest in rethinking the business model of government. Moving beyond statutory requirements in relation to the provision of service, engaging in meaningful participation with the public and driving innovation through the platform of government are all necessary landmarks on the roadmap to Open Government.

City of Guelph

Open Government Framework

November 13, 2012 Governance Committee

@blair_labelle, City Clerk

#Overview

- History
- Drivers
- Defining Open Gov
- Proposed OGF
- Next Steps

#History

- Open Gov has roots in FOI legislation
- Growth of collaborative technology and mobile infrastructure
- United States Open Gov Directive
- New agencies and partnership models

Open Government Partnership

Open Knowledge Foundation

#Drivers

#External

- “FAST” organizations are efficient and effective
- Embrace the changing landscape of government
- Makes government relevant and understandable
- Leads to innovation and added value

#Internal

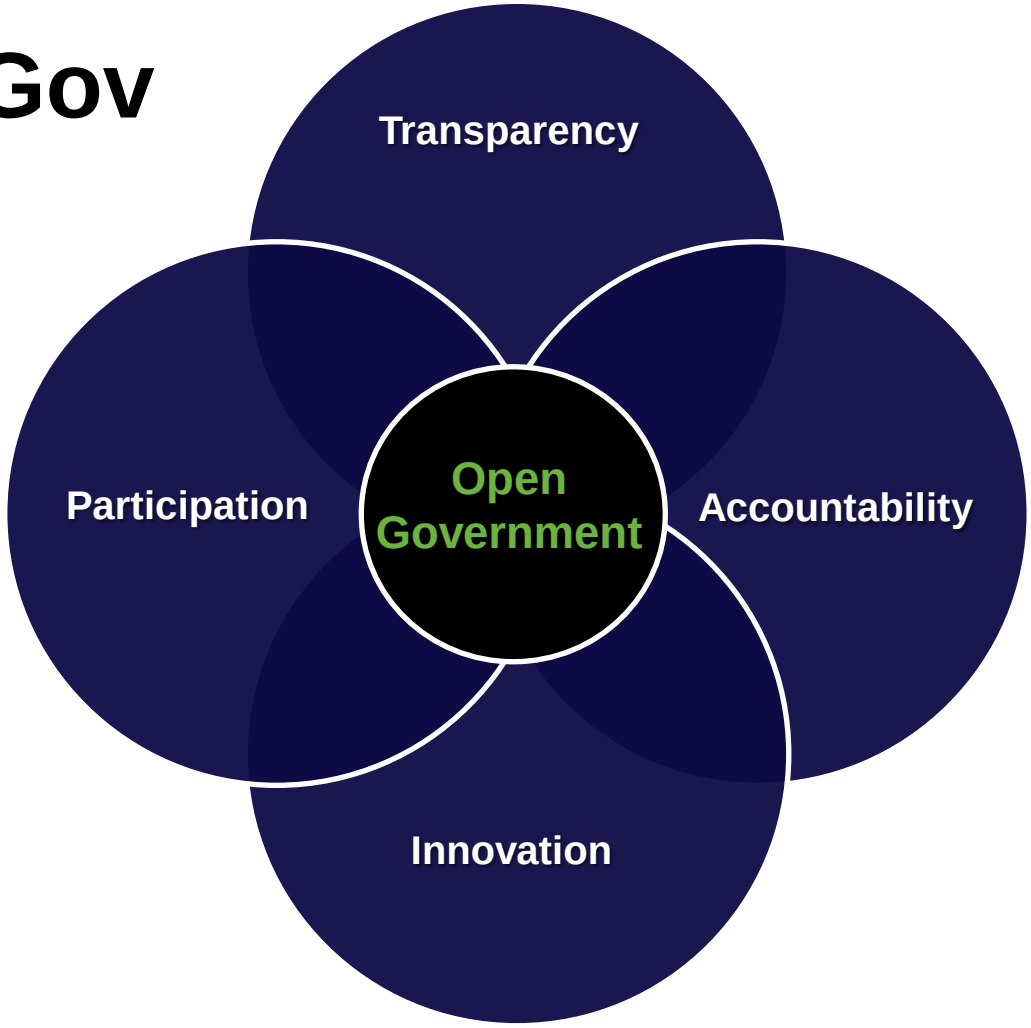
- Open Gov defined as a pillar of the Council approved Corporate Technology Strategic Plan
- Corporate Strategic Plan key initiative

#Defining Open Gov

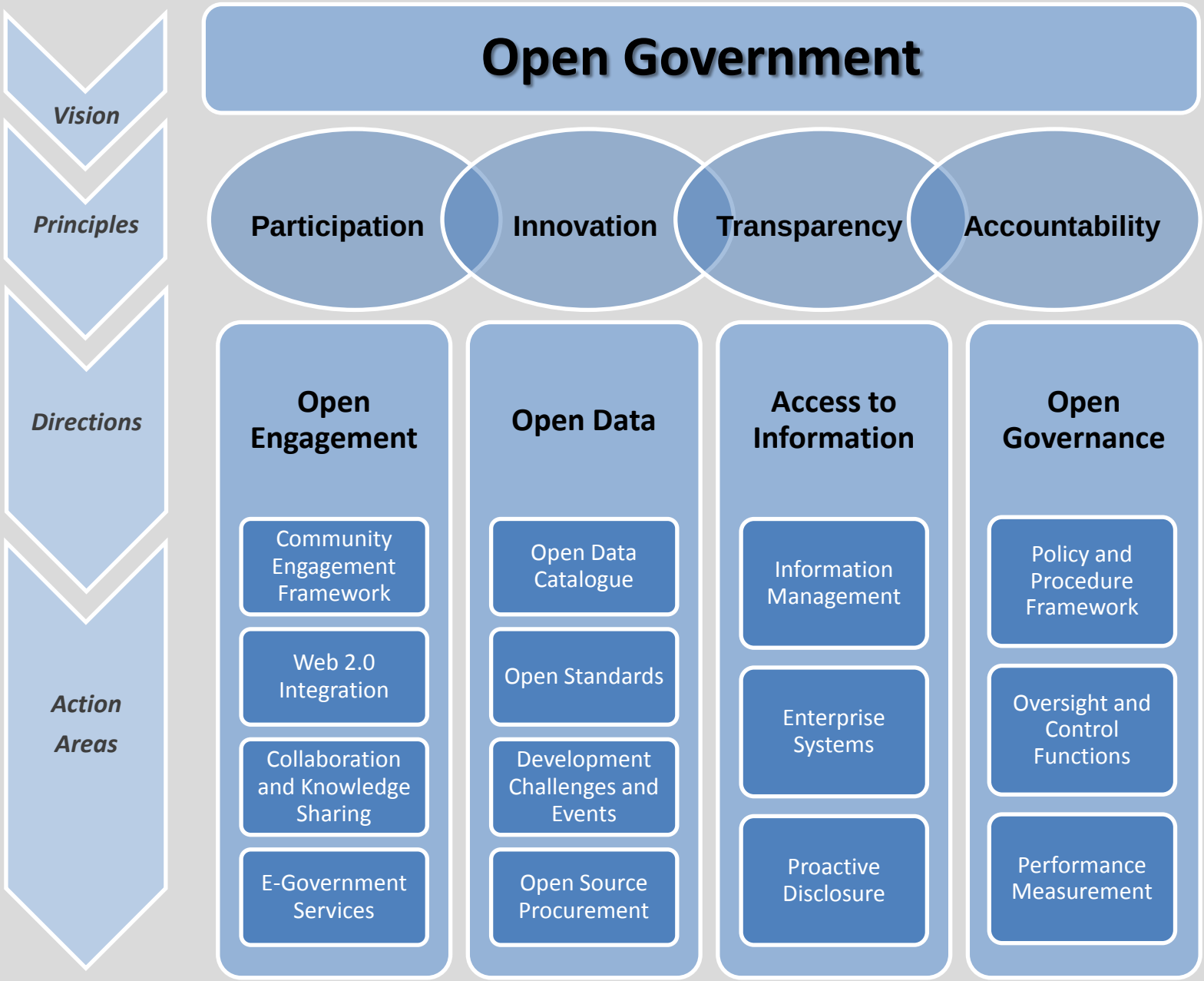
Code for America

#Defining Open Gov

To create a fully transparent and accountable City which leverages technology and empowers the community to generate added value as well as participate in the development of innovative and meaningful solutions.



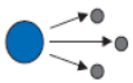
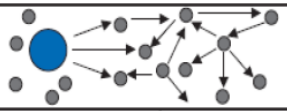
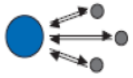
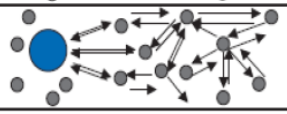
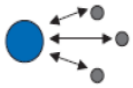
#Proposed Open Government Framework for the City of Guelph



#Open Engagement

To build on the traditional and legislative foundation of public consultation to realize a transformative approach to the way in which the City can inform, consult, collaborate and empower the community.

Figure 5.3. **Shifting paradigms: from Participation 1.0 to Participation 2.0**

	Participation 1.0 model	Tools	Participation 2.0 model	Tools
Information		• E-mail alerts • Websites		• RSS feeds • Tag clouds • Podcasts • Webcasts
Consultation		• Online forms • Online consultation		• Blogs • Online polls • Online surveys
Participation		• Discussion forums • Shared online workspaces		• E-petitions • Mash-ups • Wikis • Tagging • Virtual worlds

Source: State Services Commission of New Zealand (2007), Glossary entry for "Participation 2.0".

#Community Wellbeing Initiative

- A partnership between community stakeholders and the City
- Dynamic conversation to develop a shared vision
- Various engagement methods:
  - Ward conversations
  - 'Places and spaces' conversations
  - Household survey (and contest)
  - Comment cards
  - Workshop-in-a-box (toolkit for community conversations)
  - Online discussions (blogs, RSS, social media)
  - Mayor's telephone Town Hall
- Data will be used to develop a City strategy, but the intent of the CWI is also to inspire individuals to take action within their own communities

Guelph Community Wellbeing Initiative
A Conversation About What Matters

#Open Data

To encourage the use of public data to be made available in practical formats for the purpose of facilitating the development of innovative and value added solutions.

london.gov.uk

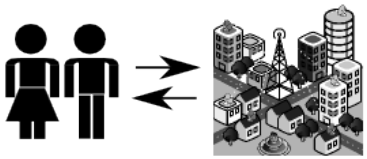
DATA.GOV

open source initiative

open dataTO

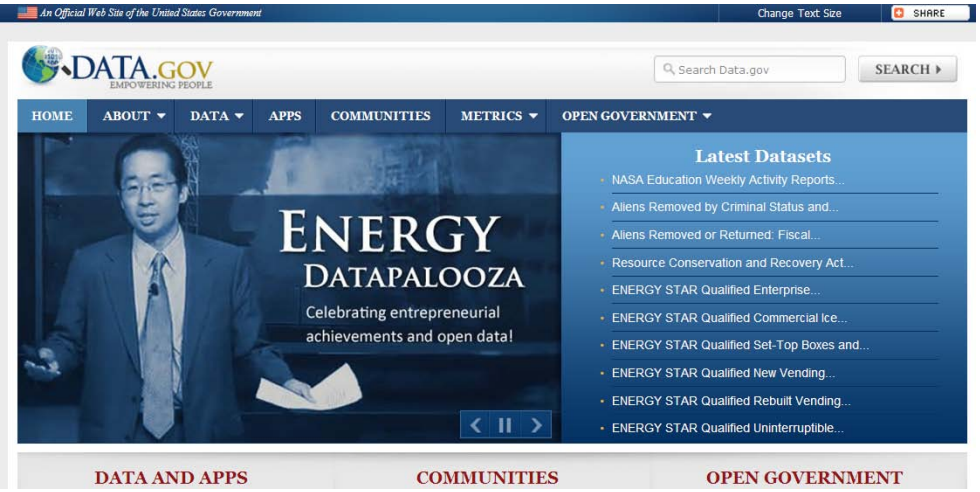
Challenge.gov
Government Challenges, Your Solutions

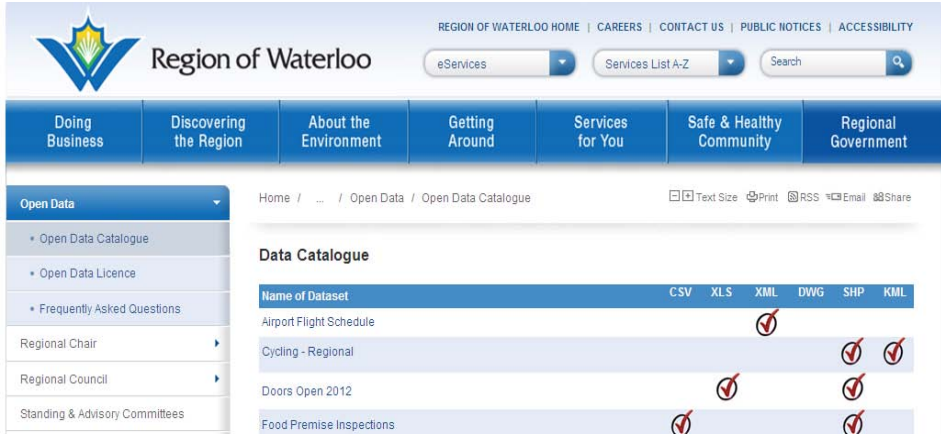
Proyecto aporta



OPEN DATA FOR A READ/WRITE SOCIETY

#Data Catalogues





#Apps for Democracy

- 2008 app challenge for local developers to exploit open data
- DC invested $50K which returned $2.3Million in shared value

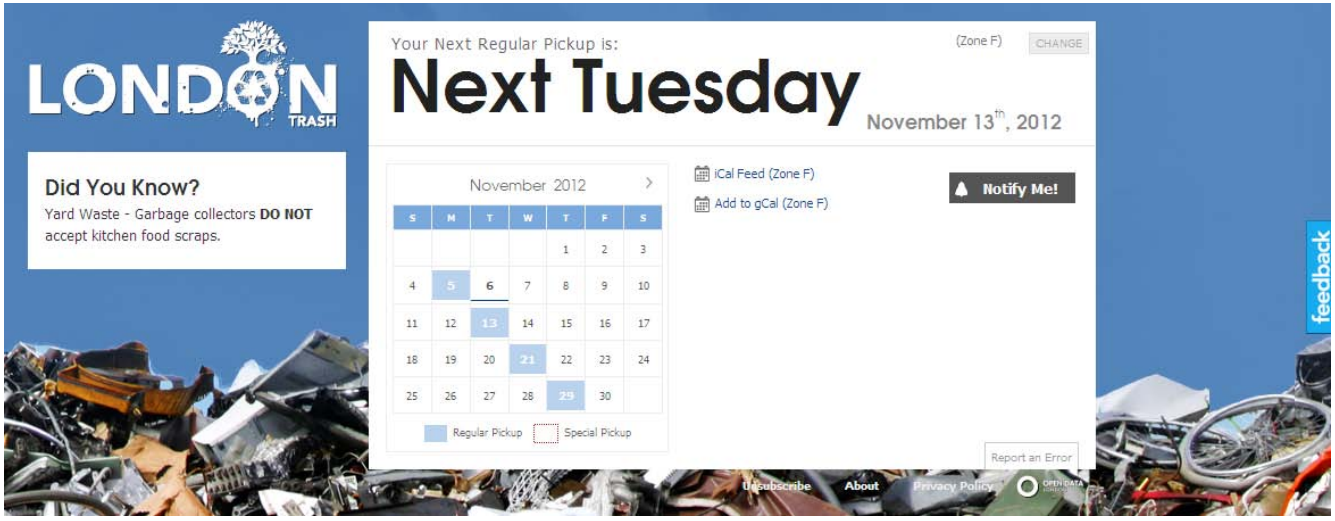
Apps for Democracy
Community Edition

#Toronto 311

- Toronto adopted the Open311 standard
- Led to development of smart phone apps to report issues like potholes and graffiti in real-time

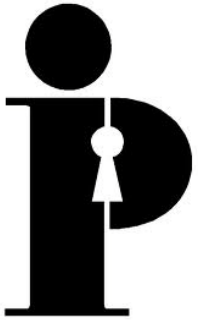
#2010 London Ontario UnLab Hackathon

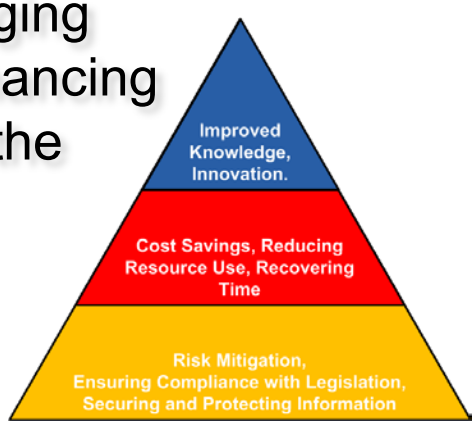
- A 2010 hackathon held by UnLab supported by Open Data London
- Developers, students, photographers and professionals gathered in order to design an application which provides residents information regarding their waste collection
- londontrash.ca can automate reminders through email, text message or by way of a meeting request through Outlook/iCal



#Access to Information

To subscribe to best practices and support the necessary tools with respect managing civic information for the purpose of enhancing the transparency of City business and the enrichment of information assets.



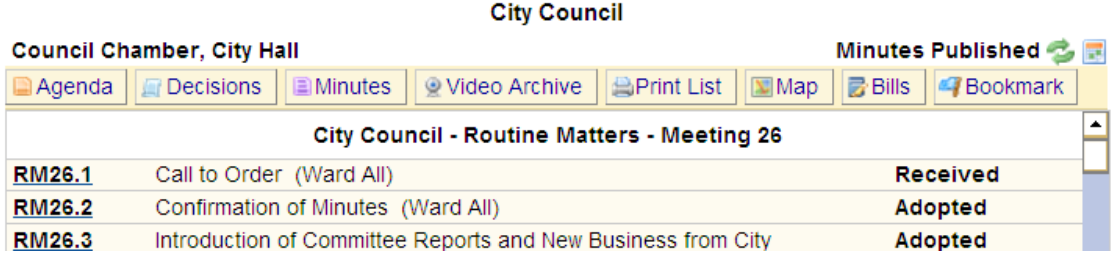


#Records and Information Management (RIM)

- Program designed to standardize, classify and manage info
- Reduces cost, creates efficiencies, improves reporting, mitigates risk and increases transparency
- Supports open data efforts and tools such as an EDRMS

#Toronto's TMMIS

- Allows users to easily search and track the business of the City in real-time as it flows through the legislative process
- Users can bookmark and share items and register for e-updates
- Toronto Clerk 'live tweets' from meetings to provide updates



#Open Governance

To develop a management and control framework as well as the necessary policy instruments to define expectations and verify the performance of strategic initiatives related to Open Government.

involve

Open Government:
beyond static measures

A paper produced by Involve for the OECD

Karin Gavelin, Simon Burall and Richard Wilson

July 2009

#Open Government Dashboard

KEY:

- Meets Expectations
- Progress Toward Expectations
- Fails to Meet Expectations

Agency	Open Gov't Plan									
	High-Value Data	Data Integrity	Open Webpage	Public Consultation	Overall Plan	Formulating the Plan	Transparency	Participation	Collaboration	Flagship Initiative
Agency for International Development	■	■	■	■	■	■	■	■	■	■
Department of Agriculture	■	■	■	■	■	■	■	■	■	■
Department of Energy	■	■	■	■	■	■	■	■	■	■
Department of Education	■	■	■	■	■	■	■	■	■	■
Department of Commerce	■	■	■	■	■	■	■	■	■	■
Department of Defense	■	■	■	■	■	■	■	■	■	■
Department of Health and Human Services	■	■	■	■	■	■	■	■	■	■
Department of Homeland Security	■	■	■	■	■	■	■	■	■	■
Department of Housing and Urban Development	■	■	■	■	■	■	■	■	■	■
Department of the Interior	■	■	■	■	■	■	■	■	■	■
Department of Justice	■	■	■	■	■	■	■	■	■	■
Department of Labor	■	■	■	■	■	■	■	■	■	■
Department of State	■	■	■	■	■	■	■	■	■	■

#Track.dc.gov

track DC DOH - Department of Health
DOH - Department of Health
ine Whether AIDS ... - TheBody.com
Jul 27, 2012: International AIDS Conference News: Researchers Examine Whether AIDS ... - Kaiser Health News
Jul 26, 2012: D.C. alliance gets cre
Agency Profile
DOH - Department of Health
The Department of Health provides programs and services with the ultimate goal of reducing the burden of disease. We do this through a number of mechanisms that center around prevention, >> more
Dr. Saul M. Levin
Interim Director
Stay Connected
Ask the Director
Agency Website
Performance Plans & Reports
FY12 Performance Plan*
Budget & Operational Information
Personnel Spending
Non-Personnel Spending
Budget
Spent
Encumbered
Burn Rate
Fixed Costs
$18,462,066
$16,524,460
$0
90%
Other
$185,454,673
$176,058,266
$3,371
95%
Purchase Cards Spending
$136,000
$102,000
Customer Service
Agency Responsiveness Quality Assurance Results Q1, 2012
80%
85%
Citywide Average
DOH
Performance Indicators
FY12
24
16
11
22
FY11
14
4
20
5
26
FY10
Data
FOIA
Freedom of Information Act
Jul 15, 2010
Assisted Living Residential Facilities
CSV
Jul 12, 2010
Child Placing Agencies
XML
CSV
Accessibility | App Store | DC Guide | Wi-Fi Hotspots | Feedback | Privacy & Security | Terms & Conditions

OPEN GOV
HACKATHON

LONDON
CHANGECAMP
HOW DO WE RE-IMAGINE GOVERNMENT & CITIZENSHIP IN THE AGE OF PARTICIPATION?
JOIN THE DISCUSSION
SAT. JUNE 19TH, 2010
9:30AM - 4PM
MUSEUM | LONDON
421 RIDOUT STREET NORTH
FREE EVENT
REGISTER TODAY
OR WALK-INS WELCOME
LONDON.CHANGECAMP.CA
LONDON@CHANGECAMP.ORG

OPEN DATA
WATERLOO REGION
polychart

Open Demos
Monday, October 22
7:00 PM

Come explore and analyze open data with Polychart's drag-and-drop data visualization software. No coding or statistics required.

Sign up free at http://opendemos.eventbrite.com!

Communitech Hub
The Matrix Room
151 Charles Street West, Kitchener ON

opendatawr.ca @opendatawr polychart.com

Opening the door to
INNOVATION
gov2.0
SUMMIT
Washington, DC
September 7–8, 2010

Apps4Ottawa

Meet. Learn. Grow.
govUP

GOV.UK

APPS FOR
ENERGY
Are you a software developer?
Build the best energy app
and you could win part of a
$100,000 prize.

WATER
HACKATHON
OCT 21–22, 2011
@AUC

BIG
DATA
[BIG OPPORTUNITIES]
EXPLORE
DATA & ANALYTICS CAREERS
November 1
3:00-5:00pm, Maxwell Dworkin 119

WEB
2.0
SUMMIT
TORONTO

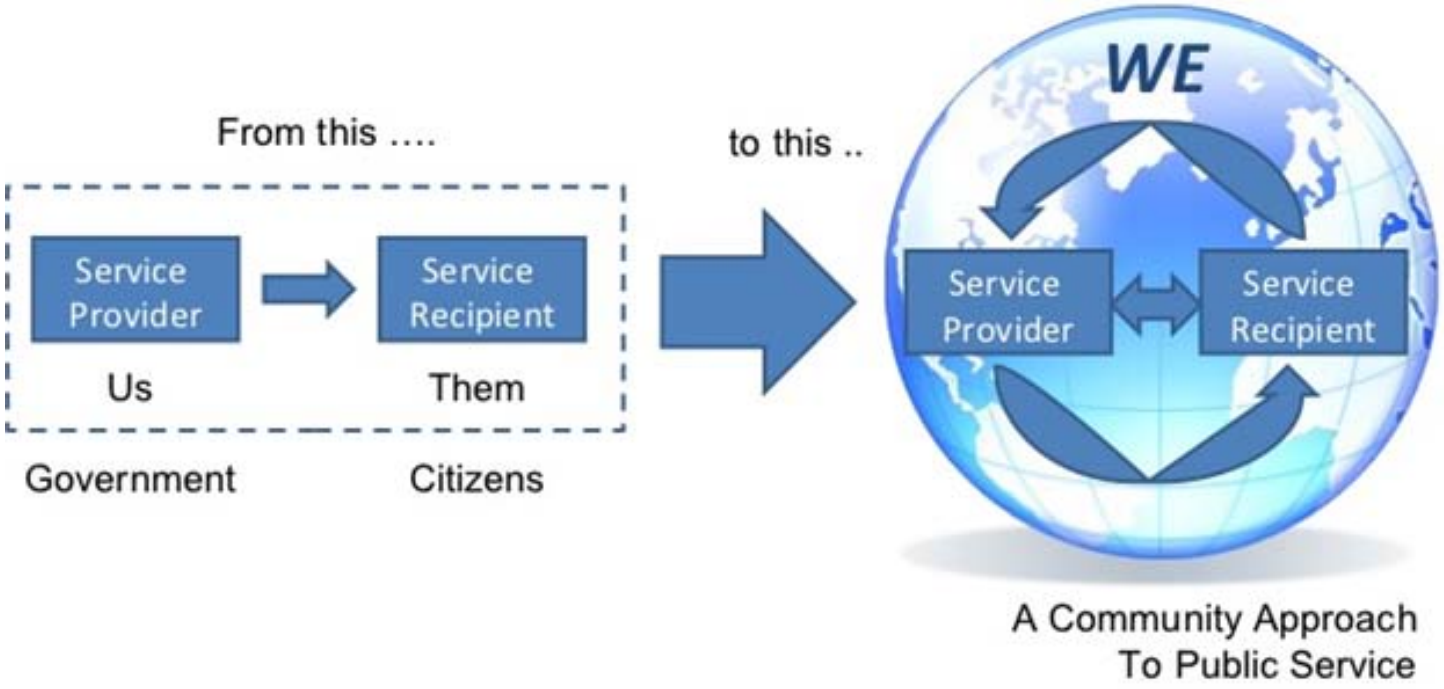
TORONTO
DATA eh?
The City of Toronto's sandbox to meet, play, chat and crunch data

Guelph Community
Wellbeing Initiative
A Conversation About What Matters

Guelph mayor's blog

unLondon
London
CANADA
LONDON OPEN DATA
BUDGET APP CONTEST
ENGAGING THROUGH DATA

#Government 2.0

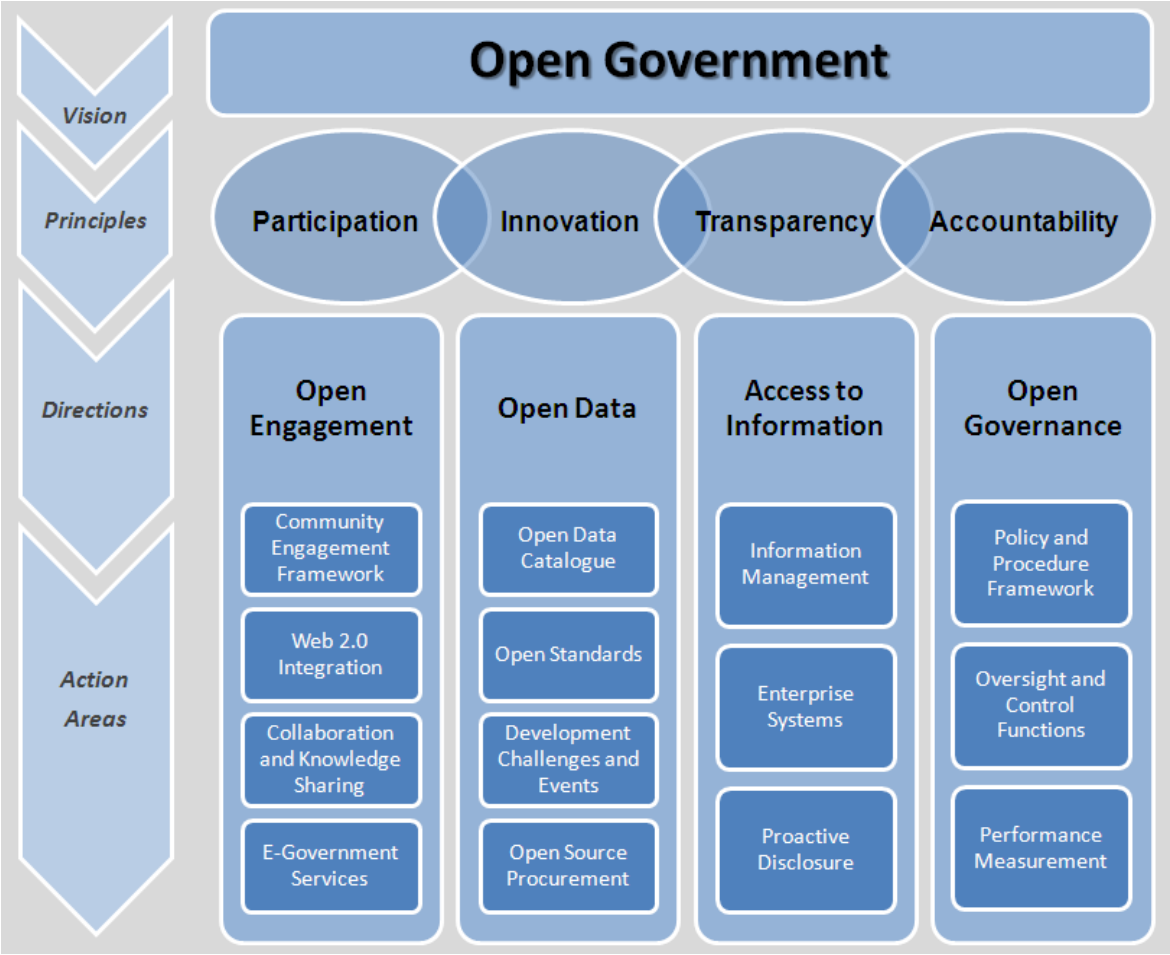


2011 Ontario MISA Conference

#Next Steps

- **Phase 1 (2012)**
  - Council to consider approval of the proposed Open Government Framework
- **Phase 2 (2013 subject to approval)**
  - Expansion request in the 2013 operating budget to retain a subject matter expert to assist in developing an Open Government Action Plan for the City
- **Phase 3 (TBD)**
  - Transform to Open Gov
- **Phase 4 (TBD)**
  - Iterate from community metrics

#Questions?


Vision
Principles
Directions
Action Areas
Open Government
Participation
Innovation
Transparency
Accountability
Open Engagement
Community Engagement Framework
Web 2.0 Integration
Collaboration and Knowledge Sharing
E-Government Services
Open Data
Open Data Catalogue
Open Standards
Development Challenges and Events
Open Source Procurement
Access to Information
Information Management
Enterprise Systems
Proactive Disclosure
Open Governance
Policy and Procedure Framework
Oversight and Control Functions
Performance Measurement

I submit these comments on behalf of the Guelph Civic League for input to the Governance Committee Meeting on Tuesday, November 13th.

First, re the Open Government Framework, the GCL fully supports this initiative.
As you see in the staff report to the committee, the Organization for Economic Cooperation and Development (OECD) identified a number of significant benefits associated with Open Government:

• Establishing greater trust in government • Ensuring better outcomes at less cost • Raising compliance levels • Ensuring equity of access to public policy making • Fostering innovation and new economic activity • Enhancing effectiveness by leveraging knowledge and resources of citizens

These are all desirable outcomes.

However, it should be noted that for Open Government to be successful, there has to be a culture of openness and engagement at City Hall. GCL appreciates that the City has made strides in this direction, but more needs to be done. GCL would be happy to work with the City on the issue of Open Government.

Second, re part-time vs. full-time councillors, the GCL very much appreciates the heavy workload handled by our current part-time councillors. However, it is clear from looking at practices in other municipalities in Ontario (available in the staff report) that Guelph is far from the 22,000 residents per councillor that currently appears to be a threshold for employing full-time councillors. In fact, even if Guelph went from 12 councillors to 6, each representing one ward, we would still be below 20,000 residents per councillor.

Instead of spending time and resources pursuing this 'non-starter' issue, perhaps the better approach would be to investigate ways to reduce the workload of councillors given our current employment practices. One possible change could be enhancing the utility of council and committee agendas. These documents tend to be very long, sometimes more than 500 pages. I imagine very few councillors, if any, actually read all of this material. A condensed version could be made available that outlines only the most pertinent information, with more detailed background documentation available if desired. This would help councillors to understand the issues at hand, and would also help the public to better understand the contents of meeting agendas.

Another idea is to create 12 wards and have each councillor represent one smaller ward. This appears to be the situation in a number of Ontario municipalities close to Guelph in size. The staff report indicates that the councillor activity that requires the greatest number of hours per month is constituency work. This might be reduced if each councillor represented one smaller ward. In addition, there would be a greater connection between the councillor and the ward constituents, and less ground to cover at election time.

I'm sure there are many more ideas that could be generated around reducing councillor workload.

I hope you find these comments to be useful.

Sincerely,

Dave Sills, President
Guelph Civic League

COUNCIL REPORT

TO	**Governance Committee**
SERVICE AREA	Corporate & Human Resources
DATE	November 13, 2012
SUBJECT	**2013 Council and Committee Meeting Schedule**
REPORT NUMBER	CHR-58

SUMMARY

Purpose of Report:
To propose a 2013 Council and Committee meeting schedule.

Council Action:
To approve the 2013 Council and Committee meeting schedule.

RECOMMENDATION

That the 2013 Council and Committee meeting schedule attached hereto as Appendix "A", be approved.

BACKGROUND

Pursuant to the City of Guelph Procedural By-law, Council is required to establish an annual Council and Committee meeting schedule by way of Council resolution.

REPORT

To support the legislative process and to provide public notice regarding meetings of Council and Committee, it is necessary for Council to approve a regular meeting schedule. The approval of a regular schedule does not preclude necessary modifications. Regularly scheduled meetings can be cancelled and others can be called subject to the requirement to do so.

Summary of Proposed 2013 Council and Committee Schedule

Council Meetings

- Regular Council is scheduled to meet on the fourth Monday of the month commencing at 7:00 p.m.

- Planning Council is scheduled to meet on the first Monday of the month commencing at 7:00 p.m.
- Closed meetings will be scheduled immediately prior to a Council meeting subject to the need to do so.

Monthly Standing Committee Meetings

- Community & Social Services Committee (CSS) is scheduled to meet on the second Tuesday of the month commencing at 5:00 p.m.
- Corporate Administration, Finance & Emergency Services Committee (CAFES) is scheduled to meet on the second Monday of the month commencing at 5:00 p.m.
- Operations, Transit & Emergency Services Committee (OTES) is scheduled to meet on the third Monday of the month commencing at 5:00 p.m.
- Planning & Building, Engineering & Environment Committee (PBEE) is scheduled to meet on the third Monday of the month commencing at 12:30 p.m.

Quarterly Governance Committee Meetings

- Governance Committee is scheduled to meet on the second Monday of February, May, September and December commencing at 3:00 p.m.

Bimonthly Audit Committee Meetings

- Audit Committee is scheduled to meet on the second Tuesday of the month every two months beginning in February at 3:00 p.m.

Ad Hoc Meetings

- Nominating Committee will meet at the call of the Chair (November, 2013 will be targeted for Nominating Committee to meet in order to consider annual appointments)
- Emergency Governance Committee will meet only if the need arises.

Holidays and Months with Five Weeks

- The above meeting dates are pushed back by one week in months with five weeks and may be adjusted around statutory holidays in order to provide the necessary time with which to better coordinate the agenda management function.

Proposed Modifications from the 2012 Schedule

Bimonthly Schedule for Audit Committee

In 2012, Audit Committee met at the call of the Chair which resulted in a total of five meetings. In an effort to better inform scheduling efforts and to allow for an enhanced level of public notice six Audit Committee meetings have been proposed for 2013, one every two months beginning in February.

July 2013

An agenda forecast process has been implemented in order to better coordinate and align the business of the City and effectively manage agendas beyond the most immediate meeting cycle in an effort to regulate meeting length and consider

strategic issues management along with the development of reports and presentations. As a result of this process, consideration will be given to consolidate business in an effort to avoid the need for July Council and Committee meetings. The decision to do so will be subject to the quantity of business to be consolidated as well as the associated time sensitivity involved.

January 2014
Informed by the agenda forecast process, staff will advise Council in the fall with respect to a proposed schedule of meetings for January 2014.

CORPORATE STRATEGIC PLAN

N/A

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

The proposed 2013 Council and Committee Meeting Schedule has been reviewed and supported by the Executive Team.

COMMUNICATIONS

The final 2013 Council and Committee Meeting Schedule will be forwarded to the media, internal and community stakeholders, and published on the City's website.

ATTACHMENTS

- Proposed 2013 Council and Committee Meeting Schedule

"original signed by Joyce Sweeney"
_____
Prepared By:
Joyce Sweeney
Council Committee Co-ordinator
519-822-1260 ext. 2440
joyce.sweeney@guelph.ca

"original signed by Blair Labelle"

_____

Reviewed By:
Blair Labelle
City Clerk
519-822-1260 ext. 2232
blair.labelle@gueph.ca

"original signed by Mark Amorosi"

_____

Recommended By:
Mark Amorosi
Executive Director
Corporate & Human Resources
519-822-1260 ext. 2281
mark.amorosi@guelph.ca

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ 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 Council Planning	15	16	17	18	19 20
21	22	23	24	25	26 27
28	29	30	31		

~ FEBRUARY ~

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

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ MARCH ~

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 Council Planning	5	6	7	8	9 10
11 CAFE	12 CSS	13 *March Break*	14	15	16 17
18 PBEE OTES	19	20	21	22	23 24
25 Council	26	27	28	29 Good Friday	30 31 Easter

~ APRIL ~

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

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ MAY ~

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

~ JUNE ~

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

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ JULY ~

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

**Placeholder Meeting*: may be cancelled if business can be consolidated as a part of other regularly scheduled or special meetings of Council/Committee.*

~ AUGUST ~

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3 4
5 John Galt Day	6	7	8	9	10 11
12	13	14	15	16	17 18 AMO Conf.
19 AMO Conf.	20	21	22	23	24 25
26	27	28	29	30	31

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ SEPTEMBER ~

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Labour Day	3	4	5	6	7 8
9 Council Planning	10	11	12	13	14 15
16 GOV CAFE	17 AUDIT CSS	18	19	20	21 22
23 PBEE OTES	24	25	26	27	28 29
30 Council					

~ OCTOBER ~

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5 6
7 Council Planning	8 CSS	9	10	11	12 13
14 Thanksgiving Day	15 CAFE	16	17	18	19 20
21 PBEE OTES	22	23	24	25	26 27
28 Council	29	30	31		

2013 Council and Committee Meeting Schedule

AUD *- Audit Committee @ 3pm*
CSS *- Community & Social Services @ 5pm*
CAFES *- Corporate Administration, Finance & Enterprise Committee @ 5pm*
GOV *- Governance Committee @ 3pm*
OTES *- Operations, Transit & Emergency Services Committee @ 5pm*
PBEE *- Planning & Building, Engineering & Environment Committee @ 12:30pm*

~ NOVEMBER ~					
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday** **Sunday**
				1	2 3
4 Council Planning	5	6	7	8	9 10
11 Remembrance Day	12 CAFE	13 AUDIT CSS	14	15	16 17
18 PBEE OTES	19	20	21	22	23 24
25 Council	26	27	28	29	30

~ DECEMBER ~					
Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday** **Sunday**
					1
2 Council Planning	3 GOV CAFE	4	5	6	7 8
9 PBEE OTES	10 CSS	11	12	13	14 15
16 Council	17	18	19	20	21 22
23	24	25 Christmas Day	26 Boxing Day	27	28 29
30	31				

COMMITTEE REPORT

TO	**Governance Committee**
SERVICE AREA	Corporate & Human Resources
DATE	November 13, 2012
SUBJECT	**Councillor Employment Status**
REPORT NUMBER	CHR-2012-62

SUMMARY

Purpose of Report:
To provide information regarding the requirements to review modifications to the employment status of Councillors.

Committee Action:
To receive the information contained in the report.

RECOMMENDATION

That the November 13, 2012 report entitled "Councillor Employment Status" be received for information.

BACKGROUND

On November 18, 2008 a report entitled "Full vs. Part Time Councillors" (Attachment 1) prepared by the Director of Information Services/Clerk was received for information by Council. This staff report provided information relating to:

- The City's transition from an at large method of election to a ward system
- The statutory framework related to altering the composition of council
- A comparative analysis of full vs. part time councillors in Ontario including the related compensation and costs
- Several process review options which could be engaged in order to inform a recommendation in regards to the potential shift from full to part time councillors
- A method to quantify the time commitment associated with being a councillor

In early 2010, a Citizens Committee for Council Remuneration was struck in order to make recommendations with respect to potential salary adjustments for the Mayor and Members of Council to take effect for the 2010-2014 term of office.

In response to the most recent Council Governance Survey conducted in the summer of 2012, Members of Council were asked to agree or disagree with whether "A City of Guelph Councillor should be a full time position". As a response to this comment, 17% of the respondents strongly disagreed, 8% disagreed, 17% were neutral, 25% agreed and 33% strongly agreed. As part of this survey Members of Council were also asked if "Council has the right number of Councillors". In response, 41% of respondents disagreed or strongly disagreed, 16% were neutral and 32% agreed or strongly agreed.

REPORT

Employment Status

The employment status of a member of council is not specifically contemplated within the *Municipal Act.* The Act does provide that municipalities have the authority to establish remuneration for councillors, employees and officers, but it does not set out any requirements related thereto. Any reference made to the "composition" of council refers to the number of councillors and to the process with which they are elected rather than their employment status. In order to transition members of council from part time to full time status, a council would need to direct staff to make the necessary adjustments. This could be done by way of resolution or by-law.

As noted within the 2008 staff report, there are several considerations to be made when contemplating an adjustment to the council's employment status. Primarily, there would need to be a quantification completed with respect to councillor time commitments. In order to assist the 2010 Citizens Committee for Council Remuneration, a survey of Councillor time commitments (Attachment 2) with respect to the 2006-2010 term of office was undertaken.

There has not been a survey conducted with respect to Councillor time commitments for the current term of office. The only existing pertinent data relates to the length of Council and Committee meetings. Based on a preliminary review, Councillors spend approximately 18.25 hours per month attending Council and Committee meetings. The following is a summary of this time commitment over the past 4 years for both Council and Committee.

Council Meetings	2009	2010	2011	2012 forecasted to Dec. 31/12
Number of Public Council Meetings	40	27	45	36
Average Length of Public Council Meeting	2.5 hrs	2.3 hrs	3.3 hrs	2.55 hrs
Average Length of Closed Council Meeting	1.25 hrs	.5 hrs	1 hr	1.1 hrs
Average Monthly Time Spent Attending Council Meetings	**12.5 hrs**	**6.3 hrs**	**16.1 hrs**	**11 hrs**

Standing Committees	2009	2010	2011	2012 forecasted to Dec. 31/12
Number of Meetings	46	41	51	58
Average length of Meetings*	1.5 hrs	1.3 hrs	1.6 hrs	1.5hrs
Average Monthly Time Spent Attending Committee Meetings	**5.75 hrs**	**4.4 hrs**	**6.8 hrs**	**7.25 hrs**

The above data is an approximate average of all Council and Committee meetings. Clearly it is not reflective of related time commitments such as research and meeting preparation time, attendance at community events, constituency work etc.

Aside from a current quantification of time commitments, other factors which should be considered prior to modifying the employment status of Councillors include, but are not limited to; budgetary impacts associated with an increase in compensation and benefits and the need for an enhanced level of administrative support. The prospect of transitioning to full time councillor status inherently raises further questions surrounding council composition, ward boundary adjustments and community engagement/support.

The 2008 employment status comparative review considered 31 single and lower tier municipalities in Ontario with populations greater than 60,000. The review concluded that 8 of these municipalities considered their Councillors to be full time. The ratio of elected officials to population for these full time councillors ranged anywhere from 22,600 to 60,800 residents. Based on the 2011 Guelph census population (122,362), the ratio of Ward Councillors to population in Guelph is approximately 1 to 10,200.

A full study, comparative assessment and best practices review would need to be conducted in order to inform a recommendation regarding the employment status of Councillors. The time involvement and costs associated with such an investigation would largely be dependent on the process selected to undertake the review. An approximation based on the 2008 process review options could require anywhere from 3 to 8 months of work and could cost up to $10,000 in order to complete. As the review would require staff support from multiple areas, there may also need to be adjustments made to those respective departmental work plans.

It is important to note that this approximation is focused only on the process to review the merits of modifying the employment status of Councillors. If the review were to consider potential adjustments to Council composition or the current ward boundary system, there would need to be an additional allocation of resources in order to support the work.

Council Composition Review

The *Municipal Act* provides that the composition of council can be changed by way of council by-law. If the by-law is passed prior to the year of an election, the new composition would come into force the day the new council is organized (the election held immediately prior to the new composition would be conducted as if

they by-law was already in force). Typically, when considering changes to the composition of a council a comprehensive public engagement process is undertaken. The format for consultation is not legislated, however, due to the significant impacts related to compositional changes there is often a decision made to poll the electorate by submitting a related ballot question on the ballot.

The time required to undertake a council composition review would be dependent upon the process selected. Based on the fact that a compositional change would significantly impact the governance framework of a municipality, it is suggested that an associated review and approval process could take a year or longer in order to complete.

Ward Boundary Review

Guelph City Council was elected through an at large method of election from 1929 to 1988. A question appeared on the 1988 ballot which resulted in the electorate supporting a transition to a ward system. Although the result of the referendum was not binding, Council chose to modify the electoral system from 12 at large Councillors, to 6 wards represented by 2 Councillors. In 2006, the ward boundaries were readjusted in order to ensure an equal distribution of voters and to reinforce effective representation. The changes in 2006 were made in order to support elector growth over the next several terms of office. In response to a question on the 2006 ballot, 80% of the electorate voted in support of retaining the ward system. Based on a review of the final 2010 voters' list, the elector distribution between the City's 6 wards is considered to be fair and balanced.

There are no statutory requirements with respect to the format or frequency of conducting ward boundary reviews. Much like a council composition review, changes to ward boundaries should be considered by way of a comprehensive assessment involving significant public consultation. Reviews are often guided by external consultants who are subject matter experts in electoral geography.

Although the Act is silent on the format for a ward boundary review, it does indicate that a by-law to alter the system must be in place a year prior to the preceding municipal election in which it is contemplated to take effect. That is to say, if ward boundary changes were contemplated for the 2014-2018 term of office, the by-law would need to be passed by December 31, 2013. Such a by-law is subject to an appeal process through the Ontario Municipal Board (OMB). The legislated timing associated with submissions and notice provisions constitutes roughly 2 to 3 months. This does not include the time required for the OMB to consider any such appeals which would be impacted by the number registered and the complexity of the arguments made therein. When considering this along with the time necessary to undertake a related assessment a ward boundary review can take anywhere from 6 months to a year in order to complete.

Question on the Ballot

As noted previously, prior to considering changes which would impact the governance framework, a decision is often made to survey the electorate by way of submitting a question on the ballot. In order to place a question on the ballot there must be at least one public meeting to allow for input with respect to the proposed

wording. Council is then required to pass a by-law to approve the final wording at least 180 days prior to voting day (by April 30, 2014 for inclusion on the October 27, 2014 ballot). The Minister or any other person may appeal to the Provincial Chief Election Officer on the grounds that the question is not clear, concise and neutral, or is not capable of being answered in the affirmative or the negative.

CORPORATE STRATEGIC PLAN

2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

A full investigation into the employment status of Councillors may require financial support subject to the decided method for review. A decision to move forward with a review may also require staff involved to adjust their respective departmental work plans. It is recommended to consider any and all necessary costs associated with a Council composition and/or ward boundary through the annual budget process.

DEPARTMENTAL CONSULTATION

N/A

COMMUNCIATIONS

N/A

ATTACHMENTS

- Attachment 1: November 18, 2008 staff report entitled "Full vs. Part time Councillors"
- Attachment 2: 2006-2010 Survey of Councillor Time Commitments

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COUNCIL REPORT

CITY OF Guelph
Making a Difference

TO	**Guelph City Council**
SERVICE AREA	Information Services
DATE	November 18, 2008
SUBJECT	**Full Vs. Part Time Councillors**
REPORT NUMBER	

RECOMMENDATION

THAT the report of the Director of Information Services/Clerk with respect to full-time vs. part-time councillors, be received.

BACKGROUND

Council requested staff to report back on a process for reviewing full-time vs. part-time councillors, including but not limited to:

1. Establishment and role of a citizen review committee;
2. Measures to quantify time Councillors spent on City business; and
3. Compensation.

REPORT

History: From 1929 until 1988, voters in Guelph elected Councillors under an at large system. The "at large system" meant that all voters were able to vote for every candidate running for a seat as a Councillor.

In early 1988, a group of residents urged the City to change from the current at large system to a ward system for electing councillors. City Council felt it was important to obtain the opinion of the general public, and in November 1988, placed a question on the ballot in the municipal election. 55.43% of the vote returned favoured a change to a ward system. As a result, City Council agreed to implement a ward system of 6 wards with 2 Councillors elected per ward.

In 2006, a question on the ballot in the municipal election, asked voters if they were in favour of retaining the current ward system as the method of electing City councillors. Over 80% of ballots were cast in support of retaining the current system.

Statutory Framework: - Composition is the term used in the Municipal Act to reflect how a council is to be composed, including the method of election. The

Municipal Act provides that a local municipality can change the composition of its council subject to the following rules:

- There shall be a minimum of five members, one of whom shall be the head of council.
- The members of council shall be elected in accordance with the *Municipal Elections Act, 1996*.
- The head of council shall be elected by general vote.
- The members, other than the head of council, shall be elected by general vote or wards or by any combination of general vote and wards.

If the City were to pass a by-law to alter the composition of Council in 2009, it would come into effect for the 2010-2014 term. If the by-law was not passed until 2010, it would come into effect for the 2014-2018 term.

In the event a change in the composition of Council were to necessitate a change in the existing ward structure (i.e. change in number of wards or boundaries of existing wards), the Council would be required to pass a by-law. The Act requires that public notice of the passing of the by-law be given, and the by-law is subject to appeal to the Ontario Municipal Board. Provisions relating to the effective date of a new ward structure law are similar to the composition sections of the Act.

Analysis of Full vs. Part Time Councillors in Ontario: Attached to this report is an analysis of 31 Ontario municipalities with populations over 60,000. Included in the analysis are statistics on population, method of election, number of councillors, full/part time status, ratio of elected representatives to population, etc.

Analysis of the information shows that 8 Ontario municipalities consider their councillors to be full-time. The smallest of these municipalities is Burlington (pop. 151,000), and the largest is Toronto (pop. 2,651,000). Of these 8 municipalities, 3 are single tier and 5 are lower tier. All or a portion of the full-time councillors in the lower tier municipalities serve in a dual capacity on both the local and regional councils.

Where municipalities have deemed their councillors to be full time, the threshold appears to be when the ratio of elected representatives to population exceeds 22,000 per member. In Ontario, this ranges from a low of 22,599 in Richmond Hill, to a high of 60,777 in Mississauga. There are several municipalities with part-time councillors that do exceed this threshold. As well, there are several municipalities that are very close to approaching this threshold. Currently the ratio of elected representatives to population in Guelph is 9,833 per member.

Compensation and Associated Costs: Below is a survey showing annual compensation for Ontario municipalities with full-time councillors. These numbers do not include benefit costs. The salaries for full-time city councillors range from a low of $49,694 (Burlington) to a high of $96,805 in Toronto. Where a full-time councillor serves on both the local and regional councils, they receive compensation at both levels. The current annual compensation for a councillor in Guelph is $27,383.

COMPENSATION FOR FULL-TIME COUNCILLORS					
Municipality	**Number of Councillors**	**Tier**	**City Salary**	**Regional Salary**	**Total Salary**
Burlington	6	Lower Tier - All Councillors also serve on Halton Regional Council	$49,694	$40,550	$90,244
Brampton	10	Lower Tier - Five City/Regional Councillors elected by wards also serve on Peel Regional Council	$59,006	$45,660	$104,666
Richmond Hill	8	Lower Tier - Two City/Regional Councillors elected at large also serve on York Regional Council	$61,902	$46,105	$108,007
Vaughan	7	Lower Tier - Three City/Regional Councillors elected at large also serve on York Regional Council	$62,304	$46,105	$108,409
Hamilton	15	Single Tier	$67,637	n/a	$67,637
Mississauga	11	Lower Tier – All Councillors also serve on Peel Regional Council	$79,237	$45,660	$124,897
Ottawa	23	Single Tier	$89,426	n/a	$89,426
Toronto	44	Single Tier	$96,805	n/a	$96,805

In addition to compensation costs, municipalities with full-time councillors have dedicated support staff and office expense budgets. There has been minimal research done into these costs, since levels of staff support and expenses vary from municipality to municipality.

Process to Review: There are a number of methods that the City could use to gain public input into whether or not Guelph is well positioned to move from part-time to full-time councillors. Below is a summary of options, along with advantages, disadvantages and potential costs:

Option	Advantages	Disadvantages	Costs
Advisory Committee to research full vs. part time councillors and make recommendations to Council.	Includes Public Involvement Saves time at Council/Committee level. Minimal cost.	Resource intensive at the staff level to support citizen committees – research, reports, circulate agendas, attend meetings, prepare minutes. Prepare reports to Council. May be perceived as having a City bias.	$1,000 for advertising costs relating to meeting notices.

Option	Advantages	Disadvantages	Costs
Working with a consultant, the City engages the public directly to form the basis of a recommendation to Council • focus groups; • a mail or telephone public survey (typically 2000 – 4000 residents); • analysis and final reporting on public opinion.	Uses Neutral 3rd Party Generates both qualitative and quantitative information Includes public involvement. Ensures public input that more accurately reflects the general population. Saves time at Council/Committee level. Requires less staff resources.	Most costly of options. Public opinion surveys are occasionally criticized. Assumes public is familiar enough with topic to provide a meaningful response if randomly selected in a survey.	$8,000
Standing Committee to Conduct Public Meetings: • Staff presentations of information; • Public Opportunity to Comment • Staff summarize public comment and report to Council.	Includes public involvement. Minimal advertising cost for meeting notices. Minimal costs for printed material. Council members receive public input directly.	Involves more Council/Committee time. May only attract a vocal minority response. May be perceived as having a City bias. Resource intensive at the staff level.	$2,000.

Quantifying Council Time: A survey could be conducted in order to determine the amount of time commitment for councillors. This could possibly include past councillors in addition to current councillors. Topics covered by the survey could include the time spent in:

- Council and committee meetings;
- Meetings of Council appointed boards and committees;
- Community activities that are not City sponsored;
- Constituency work (calls, meetings, advocacy, social events, etc.)
- Community engagement (blogs, ward meetings, newsletters, etc.)
- Preparation for meetings;
- Strategic planning activities;
- Budget review;
- Training and development;
- Attendance at conferences and seminars; and
- Media relations.

CORPORATE STRATEGIC PLAN

Supports Goal 5 – A community focused, responsive and accountable government.

FINANCIAL IMPLICATIONS

See report summary. No funds are currently included in the proposed 2009 budget for the Qualitative/Quantitative Feedback Option. Existing funds within the corporate advertising budget would cover meeting notices for other options.

DEPARTMENTAL CONSULTATION

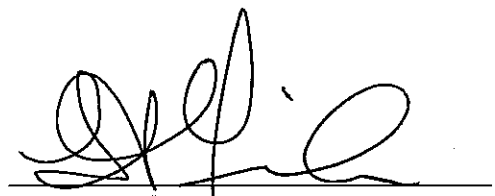
n/a

COMMUNICATIONS

Not at this time.

ATTACHMENTS

1 - Ontario Municipality Survey



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Council Information

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
Kawartha Lakes	72,000	4,500	Single	16 wards	1 per ward *total 16 members*	Part time	n/a
Sault Ste. Marie	75,000	6,250	Single	6 wards	2 per ward *total 12 members*	Part time	No
Chatham-Kent	108,177	6,363	Single	6 wards	2 per 4 wards 3 per 1 ward 6 per 1 ward *total 17 members (wards reflect former municipalities prior to amalgamation)*	Part time	n/a
Peterborough	74,600	7,460	Single	5 wards	2 per ward *total 10 members*		n/a
Sarnia	72,125	9,015	Lower	At large - city councillors at large - city/county councillors at large	4 city/county councillors 4 city councillors *total 8 members*	Part time	4 city/county councillors elected at large serve on Lambton County Council
Thunder Bay	109,140	9,095	Single	7 wards - city councillors by ward - city councillors at large	1 councillor per ward 5 councillors at large *total of 12 members*	Part time	No
Brantford	93,687	9,368	Single	5 wards	2 per ward *total 10 members*	Part time	n/a
Kingston	117,207	9,767	Single	12 wards	1 per ward *total 12 members*	Part time	n/a
Guelph	118,000	9,833	Single	6 wards	2 per ward *total 12 members*	Part time	n/a
Niagara Falls	78,815	9,851	Lower	At large – 8	*total 8 members*	Part time	n/a

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
St. Catharines	132,000	11,000	Lower	6 wards	2 per ward *total 12 members*	Part time	No
Newmarket	80,395	11,485	Lower	7 wards	1 per ward *total 7 members*	Part time	n/a
Barrie	132,000	12,000	Single	11 wards	1 per ward *total 11 members*	Part time	n/a
Gr. Sudbury	157,857	13,154	Single	12 wards	1 per ward *total 12 members*	Part time	n/a
Oakville	165,000	13,750	Lower	6 wards - city councillors by ward - city/regional councillors by ward	1 city councillor per ward 1 city/regional councillor per ward *total 12 members*	Part time	6 city/regional councillors elected by ward serve on Halton Regional Council
Oshawa	150,000	15,000	Lower	7 wards - city councillors by ward - city/regional councillors by ward **council resolution that effective with next municipal election, all offices will be elected at large*	3 city councillors - 1 per 2 wards 7 city/regional councillors -1 per ward *1 ward does not elect a city councillor* *total 10 members*	Do not classify either way – some councillors maintain full-time jobs elsewhere	7 city/regional councillors elected by ward serve on Durham Regional Council
Pickering	91,892	15,315	Lower	3 wards	1 city councillor per ward 1 city/regional councillor per ward *total 6 members*		3 city/regional councillors elected by ward serve on Durham Regional Council
Waterloo	115,400	16,485	Lower	7 wards	1 per ward *total 7 members*	Part time	n/a

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
London	348,000	19,333	Single	14 wards Board of Control elected at large	1 per ward 4 – Board of Control *total 18 members*	Part time	n/a
Cambridge	120,000	20,000	Lower	6 wards	1 per ward *total 6 members*	Part time	n/a
Windsor	216,473	21,647	Single	5 wards	2 per ward *total 10 members*	Part time	n/a
Richmond Hill	**180,795**	**22,599**	**Lower**	**6 wards - city councillors by ward - city/regional councillors at large**	**1 city councillor per ward 2 city/regional councillors at large *total 8 members***	**Full time**	**2 city/regional councillors elected at large serve on York Regional Council**
Markham	287,000	23,916	Lower	8 wards - city councillors by ward - city/regional councillors at large	1 city councillor per ward 4 city/regional councillors at large *total 12 members*	Part time	4 regional councillors elected at large serve on York Regional Council
Burlington	**151,000**	**25,166**	**Single**	**6 wards**	**1 per ward *total 6 members***	**Full time**	**All city councillors elected by wards serve on Halton Regional Council**
Vaughan	**238,573**	**29,821**	**Lower**	**5 wards - city councillors by ward - city/ regional councillors at large**	**1 city councillor per ward (local) 3 city/regional councillors at large *total 8 members***	**Full time**	**3 city/regional councillors elected at large serve on York Regional Council**

Municipality	Population	Ratio of Councillor to Population	Tier	Method of Election	Number of Councillors	Full / Part Time	Dual Representation
Hamilton	**504,559**	**33,637**	**Single**	**15 wards**	**1 per ward** ***total 15 members***	**Full time**	**n/a**
Ottawa	**800,000**	**34,782**	**Single**	**23 wards**	**1 per ward** ***total 23 members***	**Full time** .	**n/a**
Kitchener	214,000	35,666	Lower	6 wards	1 per ward *total 6 members*	Part time	n/a
Brampton	**450,000**	**45,000**	**Lower**	**10 wards** **- city councillors by wards** **- city/ regional councillors by wards**	**1 city councillor per 2 wards** **1 city/regional councillor per 2 wards** ***total 10 members***	**Full time**	**6 city/regional councillors elected by wards serve on Halton Regional Council**
Toronto	**2,651,717**	**60,266**	**Single**	**44 wards**	**1 per ward** ***total 44 members***	**Full time**	**No**
Mississauga	**668,549**	**60,777**	**Lower**	**11 wards**	**1 per ward** ***total 11 members***	**Full time**	**All councillors serve on Peel Regional Council**

2006-2010 Councillor Time Commitments

Topic	Average Time Spent Per Month
Preparing for Meetings of Council – Includes reading agendas, research, inquiries, etc.	**8.3**
Preparing for Meetings of Standing Committees - Includes reading agendas, research, inquiries, etc.	**9.4**
Attending Meetings of Council	**13**
Attending Standing Committees – Average hours is per Committee meeting. This number will be greater for those members who sit on more than one standing committee, or those who regularly attend meetings as an observer.	**2**
Chairing Committee Meetings – Includes consulting with staff, committee members, other agencies, the public, etc. on matters related to the committee's agenda.	**13.3**
Meetings of Council appointed boards and committees – Includes preparation time and attendance. Average number of meetings per month was 6.3.	**16**
Meeting with City Staff	**6.5**
Community activities that are not City sponsored - Includes volunteering, planning community events, fundraising, etc.) Participating in community activities?	**8**
Community activities that are sponsored by the City - Includes Public Information Centres, Open Houses, etc.). Average number of events per month was 3.	**4.7**
Constituency Work – Includes calls, meetings, follow-up (e.g. calls, meetings, e-mails, etc.) and attending community social events.	**39.1**
Community engagement – Includes blogs, ward meetings, newsletters, etc.	**14.1**
Representing the City (includes bringing greetings, cutting ribbons, flag raisings, award ceremonies, etc.) Officially representing the City at various events?	**3.5**
Attending City Corporate Events – Includes recognition events, project kick-off meetings, holiday celebrations, retirements, etc.	**2.1**

2006-2010 Councillor Time Commitments

Topic	Average Time Spent Per Month
Special Projects –Includes preparing for Budget Meetings, Strategic Planning activities, reviewing priorities and annual reports, updates, etc.	**7.1**
Training and Development – Includes assessing and identifying learning and development needs and opportunities, and attending educational seminars or workshops on matters of municipal interest.	**4.2**
Attendance at conferences - Includes travel, attendance, networking, etc.	**3.9**
Municipal Association Activities Includes preparation for and attendance at meetings of the board or committee of a associations such as AMO or FCM.	**1.5**
Media Relations – Includes responding to inquiries from the media.	**2.6**
TOTAL FOR COMMITTEE CHAIRS	**159.3**
TOTAL FOR NON-COMMITTEE CHAIRS	**146**
Other Monthly Activities – *Includes Attending Meetings with Other Levels of Government, Community Research, Other (single responses for activities that are not included in totals above)*	***17***

Average hours per week for Committee Chairs - 36.7
Average hours per week for Non-Committee Chairs - 33.7

COMMITTEE REPORT

TO	**Governance Committee**
SERVICE AREA	Mayor's Office & Corporate Administration
DATE	November 13, 2012
SUBJECT	**Governance Framework**
REPORT NUMBER	CAO–M-1201

SUMMARY

Purpose of Report:
To propose an overarching framework to connect Council's governance principles with practice.

Committee Action:
To approve the proposed Governance Framework in principle and give direction to staff to review the alignment of the framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.

RECOMMENDATION

That the report dated November 13, 2012 entitled "Governance Framework" be received;

And that the Governance Committee approves the proposed Governance Framework in principle;

And that staff review the alignment of the proposed framework with current governance and administrative practices, the Corporate Strategic Plan and Work Plans and report back to the Governance Committee with recommendations in 2013.

BACKGROUND

The "Institute On Governance" defines governance as "the process whereby societies or organizations make their important decisions, determine who has voice, who is engaged in the process, and how account is rendered."

Good governance creates a strong future for an organization by continuously steering towards its vision while at the same time ensuring that all of its activities are aligned with its strategic goals.

At its core, governance is about leadership.

On a more functional level, governance can further be defined as a set of processes, customs, policies, and laws involved in the administration or control of a corporation, including the relationships among the many stakeholders involved and the vision and strategic objectives for which the corporation is governed.

REPORT

Council has made significant strides in strengthening its governance processes over the last several years, particularly with the establishment of the Governance and Audit Committees.

This work has been completed without an overarching governance framework in place.

The value of adopting a governance framework includes:

- Providing a comprehensive framework to communicate the corporation's governance principles and practices
- Bringing greater transparency to Council's system of governance by "connecting the dots" between principles (e.g. Accountability and Transparency) and practice (e.g. Procedural By-law, Delegation of Authority)
- Establishing the framework by which administration can assess and distinguish management framework of principles and practices.

- Assisting in identifying ongoing improvements to our system of governance.

The report recommends adopting the governance framework developed by the Conference Board of Canada (see Attachment A).

The Conference Board of Canada is a not-for-profit Canadian organization dedicated to researching and analyzing economic trends, as well as organizational performance and public policy issues.

The Conference Board of Canada has developed a governance model that recognizes both the "technical and structural" (rules-based) and the "cultural" (principle-based and behavioural) sides of directorship. The model has identified six broad dimensions:

- leadership and stewardship
- empowerment and accountability
- communication and transparency
- service and fairness
- accomplishment and measurement

- continuous learning and growth

These principles are intended to help inform the development of governance processes, customs, policies and laws. They represent best practice in the field of governance for the private, public and not-for-profit sectors.

Attachment B provides a preliminary review of our current practices and aligns them with the proposed governance framework. Also provided in Attachment B are some of the gaps that have been identified over the last year.

CORPORATE STRATEGIC PLAN

Organizational Excellence - 1.3 Build robust systems, structures and frameworks aligned to strategy
Innovation in Local Government - 2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

The Conference Board of Canada Governance Model has been shared with management of the organization through presentations at Management Leadership Forums and in discussion with the Executive Team and Direct Report Leadership Team Subcommittee on Strategic Planning.

COMMUNICATIONS

N/A

ATTACHMENTS

Appendix A – Conference Board of Canada Governance Model
Appendix B – Preliminary Review of Current Governance Practices Relative to the Proposed Governance Framework

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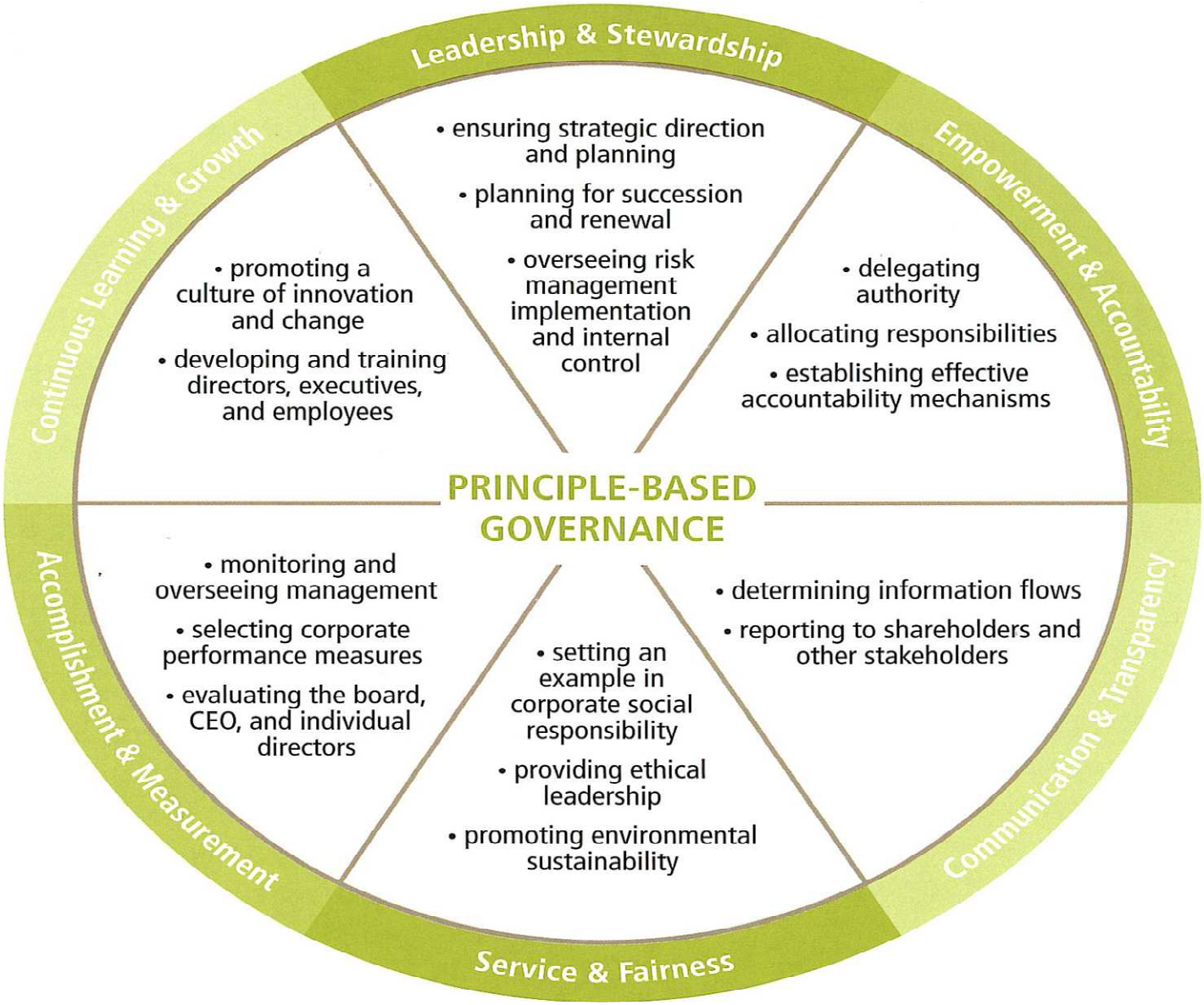
Appendix A – Conference Board of Canada Governance Model



Appendix B - Preliminary Review of Current Governance Practices Relative to the Proposed Governance Framework

Principle	Practice
Leadership & Stewardship	
Ensuring strategic direction and planning	Strategic Planning Guidelines
	Corporate Strategic Plan Framework
Planning for succession and renewal	CAO Employment Policy
	Procedure for Hiring the CAO
	CAO Position Profile
	CAO Employment Agreement Template
Overseeing risk management	Audit Committee
	Enterprise Risk Management (under development)
Empowerment & Accountability	
Delegating authority	CAO By-law
	Delegation of CAO Duties
	Committee of Adjustment By-law
	Procurement By-law
	Delegation of Administrative Authority By-law
	Delegation of Authority to Emergency Governance Committee
Allocating responsibilities	Committee Mandates and Charters
	Acting Mayor Protocol (under development)
	Advisory Committee Terms of Reference
Establishing effective accountability mechanisms	Internal Audit Function
	Delegation of Authority Reporting Framework (under development)
Communication, Engagement & Transparency	
Determining information flows	*Information Flow Protocol (under development)*
Communicating with citizens and stakeholders	Procedural by-law
	Public Notice Policy
	Closed Meeting Protocol
	Electronic Voting at Council meetings
	Citizen Survey
	Accountability and Transparency Policy
Engaging citizens and stakeholders	Guiding Principles of Public Involvement Citizen Advisory Committees
Reporting to taxpayers and	Annual Making a Difference Financial and Community Report
Service & Fairness	
Setting an example in corporate social responsibility	
Providing ethical leadership	Municipal Conflict of Interest Act
	Code of Conduct for Council and Local Boards

	Integrity Commissioner
	Meeting Investigation By-law
	Harassment and Discrimination Policy Statement
	Hiring of Employees Policy
	Sale and Disposition of Land Policy
	Annual report of Integrity Commissioner
Promoting environmental sustainability	
Accomplishment & Measurement	
Monitoring and overseeing management	Annual reports
Selecting corporate performance measures	Corproate Strategic Plan Key Performance Indicators Departmental Performance Measures (Annual Reports)
Evaluating Council, Committees and members of Council	Biannual governance survey
	Principles of compensation for Council
	Citizen Review Committee
Continuous Learning & Growth	
Promoting a culture of innovation and change	Internal Audit Function
Developing administration and employees	Procedure for CAO Performance Appraisal
	CAO Employment Policy
	CAO Annual Performance Objectives
Training Councillors	Council Orientation Program
	Councillor Attendance at Municipal Government Events Policy

COMMITTEE REPORT

TO	**Governance Committee**
SERVICE AREA	Corporate Administration
DATE	November 13, 2012
SUBJECT	**Service Rationalization and Assessment Project**
REPORT NUMBER	CAO-A-1207

SUMMARY

Purpose of Report:
As directed by the Committee at the October 9, 2012 meeting, the purpose of the report is to provide members with options for consideration with respect to conducting a Service Rationalization – Assessment project across the Corporation. The report provides information requested by the Committee including approximate costs, duration, and scope of the project.

Committee Action:
To recommend report CAO-A-1207 entitled "Service Rationalization and Assessment Project" to Council for approval.

RECOMMENDATION

That the Committee approve the Service Rationalization and Organization Assessment projects – Option D of this report, as a two-year, phased project with Phase 1 - Organization Assessment project to be completed in 2013 and Phase 2 – Service Rationalization project to be completed in 2014.

BACKGROUND

On October 9, 2012 the Governance Committee received two reports, CAO-A-1201 entitled Status Report on the Service and Operational Reviews and CAO-A-1202 entitled Audit-Review – New Rating System and Methodology.

During the review of these reports, the committee requested staff to provide further audit-based methodologies to achieve Council's "Service Review Process Principles" approved July 11, 2011 as follows:

1. That the Service Review process should happen outside the budget process.

2. That each year for the next three years, 75 services will be reviewed so that during the 2012-2014 Council term of office, the 300 services will all be examined.
3. That to be effective, the service review process will be a collaborative and respectful process that includes management and resident input.

The question of capacity, pace and prioritization of reviews were further discussed in a Council Workshop on October 16, 2012 and the "Service Rationalization – Assessment" concept was introduced as a possible alternative.

On October 22, 2012 Council passed a resolution to approve report CAO-A-1202 and added a clause directing "THAT staff bring forward a draft Service Rationalization/Assessment project to the next governance committee meeting."

REPORT

Current Situation

Municipalities across the country are focusing on service as a means to address the growing demands from citizens and Councils to manage the cost of delivery and show value for money through:

- ***Improving Services, Programs and Functions***– Can the efficiency, effectiveness and quality of the service be improved?

- ***"Menu" of Services and Programs:*** – What is the total package or menu of services and program that we provide? Are they core to our business and aligned with our mission, values and strategic plan? Are they valued by our community? Are we providing the right "menu" of services and programs to meet our current and future community needs?

- ***Results Based Organizational Alignment*****:** Are the required internal systems and functions aligned and fully integrated to effectively deliver the efficient support for the delivery of services and programs? Is the work of the corporation aligned, prioritized and are interdependencies understood? Does the organization have the capacity to achieve its objectives?

- ***Service Levels*** – Are we providing the right level of service? How much would it cost to improve the service level? Is the public prepared to pay for the current level of service or should it be reduced?

- ***Alternate Service Delivery*** – Can services be delivered in other ways such as partnerships, outsourcing, or electronic delivery for some services?

- ***Allocation of Resources*** – Are we fully utilizing our resources and do we have the appropriate level of resources for the existing level of services? Are current resources optimized to deliver required outcomes?

In an effort to demonstrate efficient and effective management of resources and meet their budget challenges, municipalities have been conducting a plethora of audits and reviews to prioritize programs, determining core services, and challenging the status quo. The conflicting demands of continued or increasing services, holding the line on taxes or increasing the revenue stream is forcing municipalities to systematically evaluate what they do.

Some examples of municipalities that have undergone these core service reviews and/or organizational assessments and achieved tangible results include:

1. The Region of Peel used their service delivery review as a means to develop annual budget processes, a corporate performance measurement framework, a corporate re-organization, architecture for Information Technology and a standard methodology for conducting future in-depth service reviews.

2. The City of St. John, NB faced with declining revenues, used service inventories to identify and prioritize opportunities for service improvements and cost reductions.

3. The City of Windsor started in 2008 with service inventories, and then reviewed all services as a means to address significant budget shortfalls. A series of service improvement opportunities were identified – including the exploration of delivering services differently. Windsor has had a 0.6% tax decrease over the last 3 years – the lowest increase in Ontario. Millions of dollars have been saved annually as a result of their service delivery review process.

4. The City of Toronto has used a core service review as a means to move towards a long-term, multi-year budgeting process based on services and to report service performance as part of the annual budget process.

5. The City of Summerside, PEI used service inventories as an input into the strategic planning process in order to do a core services review and set-up a corporate performance measurement system.

6. The City of Moncton, NB with a taxation report showing that the city needed to manage its finances carefully is using its service delivery review to identify opportunities to decrease the cost of delivering service.

7. The City of Prince George, BC is currently in the process of completing a core service review and expects to publish reports by the end of this year.

Historically, an ad hoc approach to service delivery reviews has been based on audit findings, Council and management direction or technology solutions. While this approach may be effective over a short period of time, it is incremental in nature and does not achieve a wholesale review of the organization.

Acknowledging that municipalities deliver a multitude of services, programs and functions, incremental audits are not a substitute for a broad investigation of all potential opportunities that can provide immediate, wide-range and actionable recommendations for cost-saving initiatives and efficiencies.

The appointment of an Internal Auditor to the organization has enabled the development of a framework for reviews using audit standards and processes and we now have the capacity to conduct robust audits across the organization. With existing resources, we could expect our internal audit cycle to cover all major current services over a five-year period.

While we are now poised to deliver on the promises of our new Corporate Strategic Plan, our challenge is to effect bold, impactful and system-wide change that will optimize the taxpayers' value for money and ensure we are delivering the right services, at the right level, in the most effective and efficient way possible.

The following are two processes that are utilized to address the questions posed in this report.

Service Rationalization

The primary objective of a service rationalization process is to define a complete list of services and programs that have the greatest potential for achieving the community's current and future needs, as defined by Council. A current 'menu' or listing of services, programs and functions are reviewed to answer the following questions:

- ***"Menu" of Services and Programs: -*** What is the total package or menu of services and programs that we provide? Are they core to our business and aligned with our mission, values and strategic plan? Are they valued by our community? Are we providing the right "menu' of services and programs to meet our current and future community needs?

- ***Allocation of Resources*** – Are we fully utilizing our resources and do we have the appropriate level of resources for the existing level of services? Are current resources optimized to deliver required outcomes?

Items on the list are reviewed for measurable cost savings and/or service improvements and/or rationalization.

If conducted internally, this would be achieved through an Operational Audit with a narrow focus on "Value for Money" analysis.

Depending on the number of services or areas on the current list being reviewed and the resources selected to conduct the review, this work could be completed in less than a year for an organization-wide review. As benchmark data, our research suggests that a team of external professional consultants could complete this work in 14 to 16 weeks.

Deliverables would include:

- Identify and assess the costs and cost drivers of all current services
- Broadly review and assess services, activities and programs
- Municipal comparators / benchmarks
- Data collection and analysis
- Key stakeholder interviews
- Community engagement – public input where appropriate
- Interactive workshops to validate current state and opportunities
- Identify corporate duplications or redundancies
- Identify opportunities of alternate service delivery methods such as outsourcing, automation, shared services, service innovation and service rationalization
- Identify possible reallocation of resources
- Identify cost saving and service improvement opportunities
- Provide advice about any risks and implications for service delivery, finances, human resource impacts and other alternatives and changes.
- Alignment of current programs, services and activities to corporate priorities.

Organizational Assessment

Equally important, the second segment of the proposed project is referred to as the "Organization Assessment". The primary objective of an Organization Assessment is to evaluate the capacity of the organization.

Capacity is defined as: *"The maximum amount of output or productivity; a physical ability to do something; the extent to which an enterprise actually uses its potential output".*

Our corporate strategic directions compel us to evaluate our current state and assess whether we have the capacity to achieve corporate objectives.

Specifically, an Organizational Assessment determines if the right resources are in the right places, with the necessary competencies, systems, processes, tools and strengths, to deliver on commitments.

An Organizational Assessment responds to the following questions:

- **Results Based Organizational Alignment: -** Are the required internal systems and functions aligned and fully integrated to effectively deliver the efficient support for the delivery of services and programs? Is the work of the corporation aligned, prioritized and are interdependencies

understood? Does the organization have the capacity to achieve its objectives?

Scope and deliverables must be clearly defined in the initial proposal but we can expect the Assessment Project to include analysis and evaluation of:

- Informal systems such as relationships between and among people
- Skills, influence, strengths and weaknesses of staff
- Formal systems and the integrating mechanisms such as committees, task forces, dotted lines, roles, etc.
- Alignment of the organization to it strategic priorities
- Clarity of roles and responsibilities
- Appropriateness of spans of control and levels of hierarchy
- Areas of duplication or overlap
- Skills and competencies within service areas
- Critical dependencies and organizational risk
- Succession planning and career paths to motivate performance

Our preliminary research suggests the Assessment Project would take approximately 12 to 16 weeks to complete using a consulting firm with strong municipal experience. Costs are estimated to be between $80,000 and $100,000 for this work.

While this type of review does not have cost savings as an objective there may be residual financial benefits as a result of the assessment.

Combining Service Rationalization with Organizational Assessment

The decision to conduct both the Service Rationalization and Organizational Assessment projects answers questions related to approach and pace.

The collective outcomes of a Service Rationalization project will include a number of recommendations, all of which will require intricate implementation planning, vigorous change management and highly effective communication both internally and externally.

Undertaking both of these projects ensures that we have both capacity and capability to deliver the full value of the recommendations and to manage these changes effectively with a minimum of disruption to the community and staff.

Options Considered

While the Assessment project absolutely requires external consultants to complete the work, the Service Rationalization work could be conducted using several different approaches, either as a single approach or a combination of these options.

It is also to be noted that staff are currently re-stating the City of Guelph's list of services or "auditable entities" and will be reducing the list from approximately 300 services to approximately 90 to 110 services for audit purposes.

We have identified five (5) options for consideration and analyzed the risks, benefits, impacts and resources required for each approach. It should be noted that the costs for public input, surveys or other communications have not been included in these estimates. Where appropriate we will seek public input and incorporate this data in the review process.

Option A: Internal Audit Process Only – Current Level

Continue the status quo with the Internal Audit cycle completing Operational reviews of all major services on the existing list of services and programs described as "auditable entities" over the next five years. The prioritization model would be used to select services and programs for individual audits.

Risks - Internal	Benefits-Internal	Impacts-Resources
Pace may not meet needs or expectations of Council.	Audit function already in budget, no additional costs.	• Collaborative and respectful approach meets Council direction. • List of auditable entities will be examined and considered within the audit criteria; this may not satisfy principles set by Council in October 2011. Process will not review ALL services in the term. • Will include public input where appropriate. • Micro approach to reviews. • Could complete approx.7 reviews/yr with staff teams assisting in limited roles to support auditor in research, data collection, etc. • Outcomes will be incremental over 5-year period. • Assumed that the current list of auditable entities meets the current and future needs of the community. • Staff resources will not be over-burdened. Work takes place over a number of years.
Dependency on single auditor with finite capacity. Approximately 7 audits per year.	Staff participation on audit teams to build skills within the organization. 2-3 staff selected to support Internal Auditor with elements such as benchmarking, research etc.	
No material savings may be identified in existing services or levels.	High quality of work is known and reliable.	
Findings may identify that spending or service levels need to be increased, rather than cut.	Pace controlled internally.	
	Management and staff participation and learning. Reinforces the audit function internally.	

Option B: Internal Audit Process Only – Enhanced Level

Expand the capacity of the Internal Audit department with temporary contract employees to conduct multiple, concurrent reviews over a one to two year period utilizing the existing list of auditable entities. The prioritization model would be used to select services for audits. Cost would depend on the number of reviews requested over a given timeline.

Risks - Internal	Benefits - Internal	Impacts-Resources
Recruitment process may be lengthy if hiring more than 1 person.	Expedient completion of multiple, concurrent reviews	• Collaborative and respectful approach meets Council direction. • Could be completed in this term of Council per direction. • Would include public input where appropriate. • Micro and incremental approach to reviews continues. • All existing services will be examined as per Council direction. • Assume 50 major services will be audited over 2 years. Completing 25 reviews per year will require a total of 3 auditors. • Hiring 2 additional contract auditors at $100K per year = **$400K approximate additional costs.** • Staff resources will be significantly impacted by multiple, concurrent reviews affecting every department.
Quality of performance, skill level, and "fit" are unknown. Successful hires may be in the 50% to 60% range.	May cost less than external consultants, dependent on timelines and number of reviews requested	
Commitment of contract employees to stay for extended period, particularly if they are seeking full-time, permanent positions.	Maintain I.I.A. standards under direction of Internal Auditor	
Lack of municipal experience will deeply impede reviews and limit the depth-quality of recommendations.	Management and staff participation and learning.	
No material savings may be identified in existing services or levels.	Reinforces the audit function internally.	
Findings may identify that spending or service levels need to be increased, rather than cut.	Micro and incremental approach to reviews continues.	
Risks - Community	**Benefits - Community**	
No material savings may be identified in existing services or levels or may identify that additional spending is required.	Potential savings will be more quickly realized.	

Option C: Organizational Assessment Only – External

Hire an external consulting firm with significant municipal experience to conduct an Organization Assessment. Internal audit work would continue with the established program of audits based on the prioritization model and approved work plan.

Risks-Internal	Benefits-Internal	Impacts-Resources
Internal focus only on capacity and capabilities of the organization.	Has never been done at City of Guelph. This type of assessment is valuable across the organization at many levels.	• **Cost of Assessment project is $100,000.** • Significant time commitment from executive team to work with consultants. • Will definitely slow other work of the corporation. • 12-16 weeks to complete.
Possible negative perception by staff that "assessment" must mean "reorganization" even though this is not an objective of the project.	Opportunities to align skills, strengths, roles and responsibilities to strategic priorities of organization AND capacity and capability of the staff.	
Highly effective change management and communication skills are required for successful implementation of recommendations.	Opportunity to engage staff by seeking their input and participation.	
Requires executive team commitment and high degree of staff involvement in all departments. Other work will be delayed for duration of project.	Service delivery almost certain to be improved in many areas as a result.	
No rationalization or examination of services included in this scope of work.		
Staff are "change weary" and may not be fully engaged and open to more changes, even those which are positive.		

Option D: Service Rationalization and Organization Assessment Project –Undertaken Externally

Hire an external consulting firm with significant municipal experience to complete a full Service Rationalization and Organization Assessment project. The Organization Assessment would be a requirement for successful completion of the Service Rationalization project. Of note, in this option, internal audits (Option 1) will continue to be undertaken by the Internal Auditor, on a reduced level to allow the Internal Auditor to provide support to the external consultants.

<table>
<tr><th>Risks-Internal</th><th>Benefits-Internal</th><th>Impacts-Resources</th></tr>
<tr><td>No material savings may be identified in existing services or levels.</td><td>Expedient completion of multiple, concurrent reviews – 14 to 16 weeks for full completion of rationalization project.</td><td rowspan="15">Meets Council direction to review all services in this term of office.
Resets the full list of services, programs, and functions of the corporation; Core list will be established by consultants for areas to be reviewed.
Macro approach to reviews
Reviews will be high-level thus reporting will not be as detailed as micro level.
Transformational, organization-wide impacts.
Requires task force of Council and senior management throughout process.
Significant impact on staff time and resources for Rationalization and Assessment projects. This will slow work of the corporation.
Cost estimate is between $600K and $750K depending on scope of work and level of community consultation required.</td></tr>
<tr><td>Findings may identify that spending or service levels need to be increased, rather than cut.</td><td>Additional 12-16 weeks for Organization Assessment project.</td></tr>
<tr><td rowspan="2">Significant time commitment required from management and staff to work with consultants on their schedule.
Current work of the corporation will need to be slowed to allow for staff participation in this process.</td><td>Firm timelines, deliverables and reporting process established.</td></tr>
<tr><td>Provides immediate, actionable recommendations that can be implemented and included in work plans as priorities.</td></tr>
<tr><td rowspan="2">Task Force of Council and senior management is required to achieve success. Time commitments will require the corporation to slow some processes to allow for participation.</td><td>Benefits - Community</td></tr>
<tr><td>Perception of “external review” may be more appealing to Council and community.</td></tr>
<tr><td rowspan="2">Risks - Community</td><td>Expedient completion of multiple, concurrent reviews – 14 to 16 weeks for full completion.</td></tr>
<tr><td>Service delivery almost certain to be improved in many areas as a result.</td></tr>
<tr><td>No material savings may be identified in existing services or levels or may identify that additional spending is required.</td><td rowspan="2">Clear, decisive actions by Administration and Council with respect to menu of services and methods of service delivery in most effective and efficient way possible.</td></tr>
<tr><td>Significant budget implications.</td></tr>
</table>

Option E: Organization Assessment (External) followed by Service Rationalization (Internal)

An Organization Assessment project would be undertaken **(Option C).** Following its completion, the City would establish a task force of Council members and Executive Team with a clear mandate to conduct an internally driven Service Rationalization by consensus.

This is the most holistic approach for the organization as it comes from within. It can only be effective once an organization assessment has been completed first and the stakeholders are fully engaged and committed to the process. Of note, in this option, internal audits (Option 1) will continue to be undertaken by the Internal Auditor, on a reduced level to allow the Internal Auditor to provide support to this work.

<table>
<tr><th>Risks - Internal</th><th>Benefits - Internal</th><th>Impacts-Resources</th></tr>
<tr><td>Requires commitment from the group to make tough decisions in a collective and unified voice.</td><td>Holistic approach from within. Healthy organizational behaviour is reinforced.</td><td rowspan="9">• May not meet Council direction to review all services in this term of office.
• Meets Council direction for “collaborative and respectful” process.
• Macro approach to reviews
• Requires task force of Council and senior management throughout process.
• Impact on staff workloads and time will be paced over multiple years.
• Uses existing list of services per Council direction as a base.
• Estimated cost of Organization Assessment is $100,000, plus $50,000 for external facilitation for rationalization team, plus community consultation as deemed appropriate.</td></tr>
<tr><td>Territorial perspectives would limit the effectiveness of the work if this cannot be overcome.</td><td>Outcomes are powerful as they come from both Council and Management “in unison” therefore easier to implement.</td></tr>
<tr><td>Risks - Community</td><td>Internal relationship –building and trust increased.</td></tr>
<tr><td rowspan="2">Could take 1-2 years to complete depending on pace and scope of work. Information and data collection would be done by staff to assist Task Force in decision-making process.</td><td>Greater level of “buy-in” from staff.</td></tr>
<tr><td>Benefits - Community</td></tr>
<tr><td></td><td>Public perception would be favourable. Administration and Council viewed as proactive and unified.</td></tr>
<tr><td></td><td>Almost certain to reduce costs as that is single focus/objective</td></tr>
<tr><td></td><td>Seeks to ensure that menu of services, functions and programs are right for Guelph.</td></tr>
</table>

	AUDIT PLAN	SERVICE RATIONALIZATION
OBJECTIVES	➢ Examination of existing list of 92 auditable entities / current menu of services.	➢ Redefine the list of services and programs; Recommend a new menu of auditable entities to meet community's current and future needs as defined by Council.
DELIVERABLES	➢ Full scope Operational audits include financial analysis, compliance, structure, staffing, culture, technology, management effectiveness, service quality, service delivery options, value for money analysis, overall performance. Use mix of many audit tools. ➢ Comprehensive, specific findings and reporting on all elements. ➢ May include public consultation	➢ Limited scope on Value for Money analysis as primary tool. ➢ High level findings and reporting including financial analysis, staffing, performance, service quality and delivery options. ➢ Specific recommendations on service levels and delivery options. ➢ May include public consultation.
TIMELINE	➢ 5-year cycle to audit all major services.	➢ 4-month project plan

AUDITABLE ENTITIES = SERVICES, PROGRAMS, FUNCTIONS

Conclusion

Our strategic plan sets our path to the future and we are committed to the concepts of Organizational Excellence, Innovation in Local Government, and City Building. Staff is committed to proposing a method of reviewing our services that meets the needs of Council, the community and the organization as a whole.

There is no single "best" approach for every municipality. The options offered provide us with the ability to choose a design and approach that is right for Guelph.

There are risks in any approach. When done poorly, service rationalizations and organization assessments generate considerable anxiety within the workforce and community. When these projects are done with consideration, finesse and in collaboration with Council, management, staff and residents, the results are highly positive for the organization and motivational for the employees.

CORPORATE STRATEGIC PLAN

2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
2.2 Deliver Public Service better
2.3 Ensure accountability, transparency and engagement

FINANCIAL IMPLICATIONS

Option	Estimated Cost	Funding Source
A	No additional costs	In existing budgets
B	$400,000	To be determined
C	$100,000	To be determined
D	$600,000 to $750,000 + public consultation	To be determined
E	$150,000 + public consultation	To be determined

DEPARTMENTAL CONSULTATION

The executive team has been consulted in the development of this report.

COMMUNICATIONS

A full communication plan will be developed by Corporate Communications staff.

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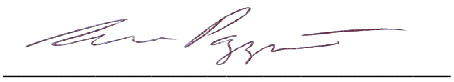

Reviewed By:
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CONSENT REPORT OF THE
NOMINATING COMMITTEE

November 26, 2012

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

Your Council as Committee of the Whole beg leave to present their SECOND CONSENT REPORT as recommended at its meeting of November 14, 2012.

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

1) COUNCILLOR APPOINTMENTS TO COUNCIL STANDING COMMITTEES

THAT Councillors Furfaro, Kovach and Wettstein be appointed to the Audit Committee for a term ending November 30, 2013;

AND THAT Councillors Burcher, Laidlaw and Van Hellemond be appointed to the Community & Social Services Committee for a term ending November 30, 2013;

AND THAT Councillors Kovach, Laidlaw and Wettstein be appointed to the Corporate Administration, Finance & Enterprise Committee for a term ending November 30, 2013;

AND THAT Councillors Bell, Furfaro and Van Hellemond be appointed to the Operations, Transit & Emergency Services Committee for a term ending November 30, 2013;

AND THAT Councillors Bell, Burcher and Guthrie be appointed to the Planning & Building, Engineering and Environment Committee for a term ending November 30, 2013.

2) COUNCILLOR APPOINTMENTS TO WELLINGTON-DUFFERIN-GUELPH BOARD OF HEALTH

THAT Mayor Farbridge be appointed to the Wellington-Dufferin Guelph Public Health Board of Directors for a term ending May 31, 2013;

AND THAT Councillors Hofland and Wettstein be appointed to the Wellington-Dufferin Guelph Public Health Board of Directors for a term ending May 31, 2013.

All of which is respectfully submitted.

CONSENT REPORT OF THE
OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE

November 26, 2012

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

Your Operations, Transit & Emergency Services Committee beg leave to present their TENTH CONSENT REPORT as recommended at its meeting of November 19, 2012.

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 – 33 Guelph Transit – Downtown Service

THAT the Operations, Transit & Emergency Services Committee report #OT111249, Guelph Transit – Downtown Service dated November 19th, 2012 be received;

AND THAT Guelph Transit introduce service to upper Wyndham Street as outlined in OTES report #OT111249.

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 19, 2012 MEETING.

COMMITTEE REPORT

TO	**Operations, Transit & Emergency Services Committee**
SERVICE AREA	Operations, Transit & Emergency Services
DEPARTMENT	Guelph Transit
DATE	November 19th, 2012
SUBJECT	**Guelph Transit – Downtown Service**
REPORT NUMBER	OT111249

SUMMARY
Following direction of City Council, staff have undertaken a full assessment of the implications of rerouting a number of Guelph Transit Routes onto upper Wyndham Street. After considering the risks and benefits of doing so, staff recommend the risk be accepted and buses rerouted accordingly.

Purpose of Report:
To advise the Committee of staff action following the Council resolution dated October 22nd, 2012 regarding transit service to Upper Wyndham Street.

Committee Action:
To recommend the introduction of transit service to upper Wyndham Street.

RECOMMENDATION

THAT the Operations, Transit & Emergency Services Committee report #OT111249, Guelph Transit – Downtown Service dated November 19th, 2012 be received;

AND THAT Guelph Transit introduce service to upper Wyndham Street as outlined in OTES report #OT111249.

BACKGROUND

Committee will recall the issue of limited transit service to upper Wyndham Street as discussed at its last meeting of October 15th and at the Council meeting of October 22nd. At the latter meeting, Council passed two resolutions:

> *THAT staff be directed to place a bus stop on Woolwich Street just south of Trafalgar Square, as soon as possible, at a cost of $25,000 to be funded from the 2012 budget.*

THAT the recommendation with respect to Downtown Guelph Transit service be referred to staff to report back through the Operations, Transit & Emergency Services Committee on any options to provide greater route accessibility for transit users within the downtown core, with pre-approval of an upset limit of $25,000 for 2012, and to show Committee the implications of both capital and operational for 2013.

The previous Committee report of October 15th is attached for reference.

The Downtown Guelph Business Association delegated at the Council meeting and made clear their preferred outcome of this discussion would be to have a number of bus routes realigned such that they were rerouted onto upper Wyndham Street.

Staff took this direction and have been assessing whether it was indeed possible to reroute Routes 2A/B, 3A/B, 12 and 13, thereby negating the need to create an additional bus stop on Woolwich Street, south of Trafalgar Square. Routes 2A, 3B, 12 and 13 would utilize upper Wyndam inbound and 2B, 3A, 12 and 13 would utilize upper Wyndam outbound.

REPORT

Since Council's meeting of October 22nd, staff from Guelph Transit and Public Works have collaboratively discussed the issue of limited transit on upper Wyndham Street with an objective of overcoming the obstacles preventing this service from being provided. They identified a number of issues that required assessment including:

- current traffic signal performance
- potential street friction from parking/unparking of cars
- commercial delivery activity
- potential impacts to on-street parking
- accessing Guelph Central Station (GSC) (turning radii)
- possible impacts on bay assignment at GCS
- possible schedule impacts

Staff considered and addressed each of these issues and have undertaken 36 simulated bus runs during peak morning and afternoon periods to determine whether Guelph Transit can maintain its schedule with these six routes deployed onto upper Wyndham Street. Our findings suggest rerouting these routes will introduce an additional 55 second delay. While on the surface, a delay of this magnitude may seem innocuous, but one must keep in mind the overall system has only an approximate 3 minute layover at Guelph Central Station (GCS). This reduction is of concern. Other implications of rerouting are:

1. Parking

It will be necessary to eliminate all parking on the west side of Wyndham, between Quebec and Cork Streets to create an expanded bus stop for the in-coming runs. This represents a loss of 3 on-street spaces. It will also be necessary to eliminate 7 parking spaces on the east side of Wyndham from Douglas Street north to accommodate the outbound runs. Regarding the east side, the need for 7 spaces is based upon a worst case scenario of all four outbound runs having to stop. If the rerouting proceeds, staff will monitor the usage of the outbound stop. If possible, consideration of reducing the size of the bus stop will happen at a later date.

2. GCS

Two of the outbound re-routed runs are currently positioned on the north side of GCS immediately west of Carden Street's intersection with Macdonell Street. At present, their bay assignment is of no issue as they execute a right turn leaving the station. However, in order to re-route them to Wyndham Street, it is necessary to constrict the roadway to one lane in order to safely position the buses to execute a left turn onto Macdonell Street. We believe this to be a minor accommodation but acknowledge it may lead to changed bay assignments in the future.

In addition, it is necessary to switch bay assignments of 2A with 3B for similar reasons.

3. Traffic Friction

Downtown Guelph is a very animated location. The parking/unparking of cars, commercial delivery activity and heavy concentration of pedestrians all contribute to a dynamic environment, one that inherently will pose delays to transit. While rerouting may add an average increase of travel time of less than a minute, the downtown environment can easily add more delay on an inconsistent and random basis. When this occurs, it is very likely these routes will run late.

4. Traffic Signals

The traffic signals in the Wyndham Street corridor have been adjusted to provide a larger window of progressive movement. This will result in a minor increase in delay for motorists on Quebec Street travelling through St. George's Square. Further, the two pedestrian signals on upper Wyndham have now been incorporated into the progressive window versus being fully actuated by push button. This will guarantee buses and general motorists will not be inadvertently stopped by crossing pedestrians. This change will result in a further delay (worst case) of approximately 10 seconds for pedestrians.

5. Weather

Reducing the layover time for these routes may create additional concern during periods of inclement weather where traffic naturally slows down to take into account road conditions. This may be a challenge that cannot be overcome.

Conclusion

Our investigation suggests it is possible to reroute 4 inbound and 4 outbound routes onto upper Wyndham Street. However, it also suggests to do so isn't without its risks to overall system performance. This concern however must be considered in the overall context of a healthy and accessible downtown. After weighing these risks/benefits, staff recommend Guelph Transit adjust routes 2A/B, 3A/B, 12 and 13 to utilize upper Wyndham Street, effective December 2nd, 2012. The Downtown Guelph Business Association has been consulted and is supportive of this recommendation.

Staff will monitor system performance after implementation. If these routes cannot consistently meet schedule, then further route adjustments or bus stop elimination may be required. This determination will occur at the administrative level, and if indeed necessary, will occur as quickly as possible recognizing the need to provide advance notice of pending changes.

Finally, I wish to acknowledge the effort of staff of both Guelph Transit and Public Works to undertake a comprehensive assessment and overcome challenges in such a short period of time to make this recommendation possible.

CORPORATE STRATEGIC PLAN

Innovation in Local Government: 2.2 Deliver Public Service Better

City Building: 3.2 Be economically viable, resilient, diverse and attractive to business.

FINANCIAL IMPLICATIONS

After further review, there is no requirement to install traffic signals on Macdonell Street to facilitate bus access to Guelph Central Station. This represents a capital cost avoidance of at least $25,000. However, there is a requirement to change bus signage, remove parking spaces, install bus stops and communicate these changes to the public. The estimated cost is $15,000 and will be accommodated if required as part of the 2012 Operating Budget Year End Variance Report.

DEPARTMENTAL CONSULTATION

Finance & Enterprise	Chief Financial Officer Downtown Renewal Officer

Guelph Transit Department
Public Works Department

COMMUNICATIONS

Announcement of changes will be part of a communication package to be developed.

ATTACHMENTS

None

Prepared By: Derek McCaughan, Executive Director

Reviewed By:
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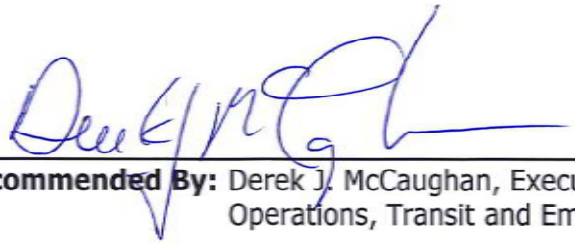

Recommended By: Derek J. McCaughan, Executive Director
Operations, Transit and Emergency Services

CONSENT REPORT OF THE
PLANNING & BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE

November 26, 2012

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

Your Planning & Building, Engineering and Environment Committee beg leave to present their TENTH CONSENT REPORT as recommended at its meeting of November 19, 2012.

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

PBEE-45 Waste Management By-law Amendment

THAT Council approve and enact amendment to By-law (2011)-19199, Waste Management By-law.

PBEE-46 Sign By-law Variance for 55 Wyndham Street North (Old Quebec Street Mall)

THAT Planning, Building, Engineering and Environment Report dated November 19, 2012 regarding sign by-law variances for 55 Wyndham Street North, be received;

AND THAT, the request for variances from the Sign By-law for 55 Wyndham Street North to permit building signage for Old Quebec Street Mall on the second floor elevation, a sign area of 50 square metres and signage to be internally lit, be approved.

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 19, 2012 MEETING.

COMMITTEE REPORT

TO	**Planning & Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	November 19, 2012
SUBJECT	**Waste Management By-law Amendment**
REPORT NUMBER	

SUMMARY

Purpose of Report:
To obtain Council approval to amend By-law Number (2011)-19199 Waste Management By-law to allow certified compostable bags as liners for the organic waste carts.

Council Action:
To amend By-law Number (2011)-19199 Waste Management By-law to allow certified compostable bags as liners for the organic waste carts.

RECOMMENDATION

"THAT Council approve and enact amendment to By-law (2011)-19199: Waste Management By-law."

BACKGROUND

In the Fall 2009, the City began building a state-of-the-art Organic Waste Processing Facility (OWPF) to process Guelph's wet waste stream (organic waste) into clean, nutrient-rich compost.

To operate the OWPF, the City must comply with conditions set by the Ministry of the Environment (MOE). One such condition in the Environmental Compliance Approval (ECA) was that the OWPF could not accept organic waste collected in plastic bags or certified compostable plastic bags. This condition was added to the OWPF's ECA in August 2010.

At that time, the MOE indicated that if the Ottawa-based organic processing facility, Orgaworld Canada Ltd., was successful in its appeal of a similar ECA condition, Guelph would be granted a similar amendment.

On August 30, 2010, Council approved a City staff recommendation to convert Guelph's current manual, bag-based collection system called WetDry+ to an

automatic, cart-based waste collection system. Guelph's automated cart-based waste collection system will increase the City's waste diversion rate and create operational efficiencies.

On November 7, 2011, Orgaworld won its appeal. The City has been in negotiation with the MOE since that time to amend the OWPF's ECA. This amendment will provide our residents with the option of using certified compostable plastic bags to line their green carts The City's cart-based collection system is being phased in over three years, starting in the fall 2012. Cart collection in Guelph started November 5, 2012 for the first phase of neighbourhoods.

REPORT

On November 2, 2012, the City received the amendment to the ECA to permit the Organics plant to receive SSO collected in certified compostable bags.

The City applied to the MOE for permission to collect organic waste in certified compostable plastic bags for three reasons:

- To offer residents the option to use certified compostable plastic bags as liners in their green carts;
- To increase opportunities to accept organic waste from the industrial, commercial, institutional sector (i.e. privately hauled organic waste) or from other municipalities in Ontario currently using certified compostable plastic bags;
- To use waste collection practices consistent with best practices in other municipalities in Ontario.

One of the key concerns raised by our residents during the introduction of the cart-based program was how to keep the carts clean. Residents now have option to use either certified compostable plastic bags or paper bags to line their green carts. Paper bags remain the recommended choice as they break down completely in the composting process whereas certified compostable plastic bags may leave behind trace amounts of plastic film in the processed compost.

The MOE-issued ECA amendment allows the City the opportunity to process organic waste collected by private haulers, or from Ontario municipalities that use certified compostable plastic bags. The latter will enable us to reciprocate with other municipalities during times when we/they require a temporary relocation of the processing of organic waste due to facility shut-down. The City does not have contractual agreements to accept additional organic waste on an on-going basis from any other municipality other than Region of Waterloo at this time.

The OWPF is currently processing traditional plastic bags daily and will continue to do so until 2014, when all residents are converted to waste carts. The OWPF's odour control systems are performing optimally as evidenced by the recent Odour Survey conducted by the MOE.

CORPORATE STRATEGIC PLAN

1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
2.2 Deliver public services better.

FINANCIAL IMPLICATIONS

The amendment also provides the City the opportunity for additional revenue to process organic waste from Ontario municipalities that use certified compostable plastic bags.

DEPARTMENTAL CONSULTATION/CONCURRENCE

Corporate Communications
Legal and Realty Services

COMMUNICATIONS

A number of communications tactics will be released to inform residents of their options for lining their green cart, including print ads, information on the City's website guelph.ca/waste, and through a variety of social media channels.

ATTACHMENTS

By-law to Amend Waste Management By-law

Prepared By:

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Original Signed by:

Recommended By:
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Executive Director
Planning, Building, Engineering and Environment
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THE CORPORATION OF THE CITY OF GUELPH

By-law Number (2012)- XXXXX

A by-law to amend By-law Number (2011)-19199, being the Waste Management By-law.

WHEREAS the Council of The Corporation of the City of Guelph has passed By-law Number (2011)-19199, being the Waste Management By-law;

AND WHEREAS the said Council wishes to amend the said by-law;

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

1. By-law Number (2011)-19199, being the Waste Management By-law, be and hereby is amended as follows:
    a. The following paragraph is inserted in subsection 1(1): "**(d.1) "Certified Compostable Plastic Bag or Liner" means a Plastic Bag or Plastic Liner that has been officially endorsed as compostable under a third party operated accredited certification program, in accordance with specified criteria, to the satisfaction of the General Manager;**";
    b. The definition of "Single-Use Container" in paragraph 1(1)(ss) is amended by inserting the words "**Certified Compostable Plastic Bag or Liner,**" after the words "Plastic Liner," in the first line;
    c. The following is inserted in the table in subsection 5(1) in the cell located in the fourth row, headed "2. Organics, (a) General" in the third column, headed "Automated Collection Method": "**- in a Certified Compostable Plastic Bag or Liner placed inside an Organics Cart**";
    d. The following is inserted in the table in subsection 5(1) in the cell located in the fifth row, headed "2. Organics, (b) Pet Faeces" in the third column, headed "Automated Collection Method": "**- in a Paper Bag or Liner placed inside an Organics Cart - in a Certified Compostable Plastic Bag or Liner placed inside an Organics Cart**";
    e. In the 16th point in Schedule "B", delete the words ", certified compostable plastic"; and

f. The following is inserted as the 17th point in Schedule "B "**a certified compostable plastic container, utensil, plate and the like;**".

2. This By-law shall be effective immediately upon passing.

PASSED this day of , 2012.

_____

KAREN FARBRIDGE -- MAYOR

_____

BLAIR LABELLE – CITY CLERK

COMMITTEE REPORT

TO	**Planning, Building, Engineering and Environment Committee**
SERVICE AREA	Planning, Building, Engineering and Environment
DATE	November 19, 2012
SUBJECT	**SIGN BY-LAW VARIANCES FOR 55 Wyndham Street North (Old Quebec Street Mall)**
REPORT NUMBER	

SUMMARY

Purpose of Report: To advise Council of three (3) Sign By-law variances for 55 Wyndham Street North, requesting building signage on the second storey building face, a sign area of 50 square metres and signage to be internally lit.

Council Action: To approve the request for sign variances from the Sign By-law for 55 Wyndham Street North.

RECOMMENDATION

"THAT Planning, Building, Engineering and Environment Report dated November 19, 2012 regarding sign by-law variances for 55 Wyndham Street North, be received;

AND THAT, the request for variances from the Sign By-law for 55 Wyndham Street North to permit building signage for Old Quebec Street Mall on the second floor elevation, a sign area of 50 square metres and signage to be internally lit, be approved."

BACKGROUND

Barrel Works Guelph Ltd. has submitted a sign variance application on behalf of Old Quebec Street Mall, located at 55 Wyndham Street North to allow for four building sign boxes to be located on the 2nd storey elevations (see Schedule A- Location Map). The property is zoned Central Business District, CBD 1-7 in the Zoning By-law No. (1995)-14864. The Sign By-law No. (1996)-15245 in Table 1, Row 1 restricts building sign placement to the first storey on a building face. Additionally, in the CBD, signage is permitted on the second or third storey elevations with only individual letters or symbols and no lighting. The building technically does not face a public street; therefore only 10 square metres of signage would be permitted.

REPORT

Barrel Works Guelph Limited has applied for three (3) sign variances for 55 Wyndham Street North, (see Schedule B- Signage For Variance). Staff identified that the proposed signage would not comply with the Sign By-law in that building signs are restricted to the first storey elevation in commercial zones; the sign area would be too large and could not be lit. An encroachment agreement has been circulated for approval of the projecting signs as well as façade improvements for the Macdonell Street entry.

The following reasons have been supplied by the applicant in support of this application:

- A new façade is being proposed that would enhance the wall feature currently existing at the Macdonell Street entrance;
- The building's location is set far back from the street;
- The proposed signage on the second floor is proportionate to the building face.

The requested variances are as follows**:**

Building Sign (Commercial zone)	**By-law Requirements**	**Request**
Permitted Location on a Building	1st storey on a building face facing a public road allowance or facing another property	**2nd storey on a building face facing a public road allowance or facing another property**
Maximum Number of Signs or Maximum Size of Sign Faces	10% of the building face to a maximum of 10 m² when fronting an adjacent property	**50 m² of sign face**
Lighting	In the CBD on 2nd and 3rd storey, no lighting permitted	**Permit the sign boxes to be internally lit**

The requested variances from the Sign By-law for 4 building sign boxes on the second storey elevation is recommended for approval because:

- This is a unique situation within the CBD with a commercial mall that has a portion not fronting on a public street;
- The existing building face is being underutilized and the façade improvements are attempting to match the front entrance for a standard entry feature;
- The building is setback approximately 60 metres from the street, which lessens the impact of the signage.

CORPORATE STRATEGIC PLAN:
Urban Design and Sustainable Growth:
Goal #1: An attractive, well functioning and sustainable city

FINANCIAL IMPLICATIONS: N/A

DEPARTMENTAL CONSULTATION: N/A

COMMUNICATIONS: N/A

ATTACHMENTS
Schedule A -Location Map
Schedule B- Signage for Variances

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Recommended By:
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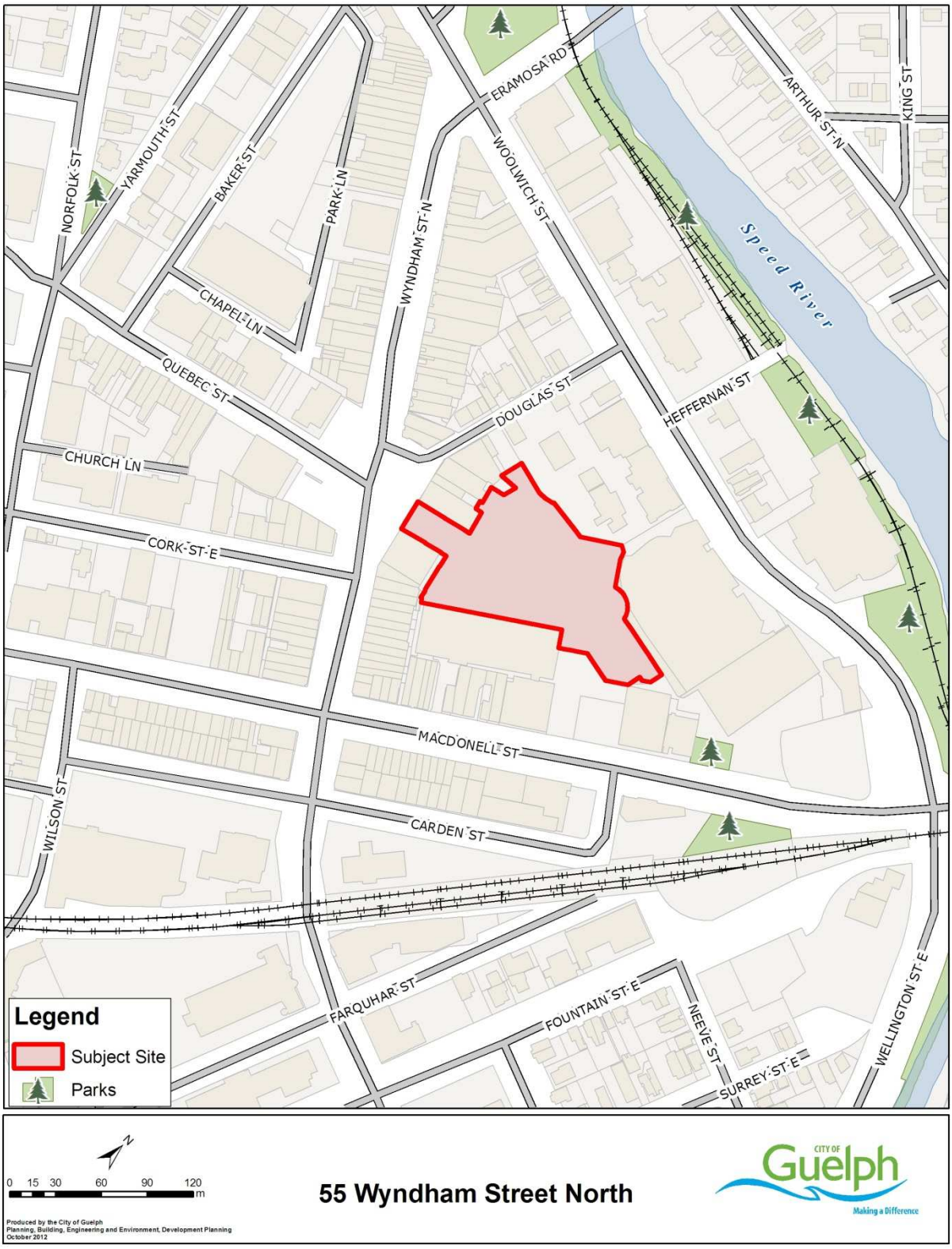
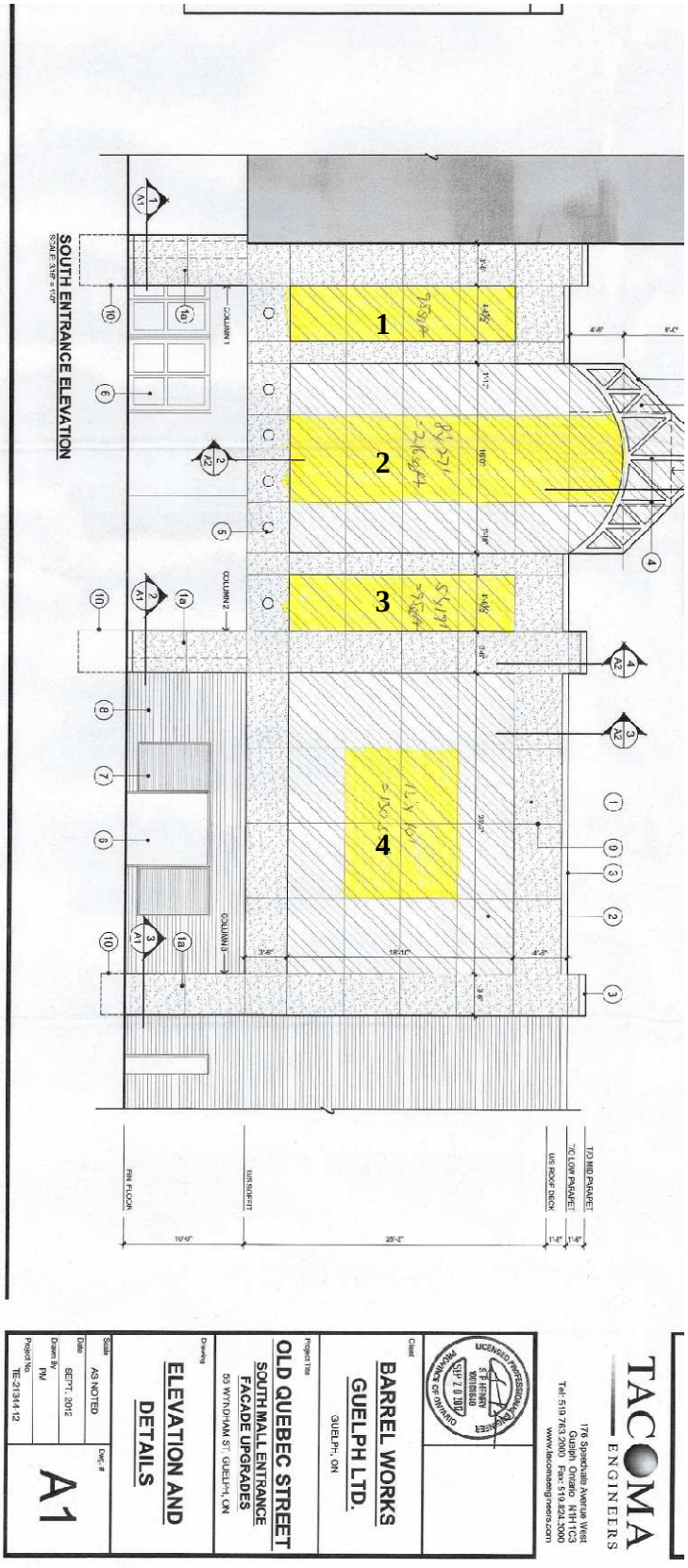
SCHEDULE A- LOCATION MAP



SCHEDULE B- SIGNAGE FOR VARIANCE

SCHEDULE B- SIGNAGE FOR VARIANCE



Please recycle!

- **BYLAWS** –

- **November 26, 2012 –**	
By-law Number (2012)-19488 A by-law to repeal The City of Guelph Brownfield Redevelopment Community Improvement Plan dated March 2004 as amended, and to repeal By-law Number (2002)-16983 and to adopt the Updated City of Guelph Brownfield Redevelopment Community Improvement Plan dated November 2012.	To adopt the updated Brownfield Redevelopment Community Improvement Plan as approved by Council November 5, 2012 and to repeal the Plan dated March 2004 as amended.
By-law Number (2012)-19489 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects property known municipally as 172 Niska Road. (File ZC1119)	To amend the Zoning By-law as approved by Council November 5, 2012.
By-law Number (2012)-19490 A by-law to authorize the conveyance of lands described as Part of Lot 1027, Plan 8 and Part Lot 1027, Plan 8, designated as 1, Reference Plan 61R2863, City of Guelph. (conveyance of land in favour of Trycathlen)	To authorize the conveyance of land.
By-law Number (2012)-19491 A by-law to authorize the execution of release of a Development Agreement with respect to property described as: Part Lot 6, Registered Plan 128; Part of Lots 1 and 2, Division "F" (formerly Guelph Township); 1' Reserve No. 1, Registered Plan 441; Part 1' Reserve No. 2, Registered Plan 441; and Part Lot 7, Registered Plan 128, City of Guelph. (297-299 Eramosa Road and 325 Eramosa Road)	To authorize the release of a Development Agreement with respect to property known municipally as 297-299 Eramosa Road and 325 Eramosa Road.
By-law Number (2012)-19492 A by-law to authorize the execution of a release of an Agreement with respect to property described as:	To release an agreement on property municipally known as 297-299 Eramosa Road.

Part Lot 6, Registered Plan 128; Part of Lots 1 and 2, Division "F" (formerly Guelph Township); 1' Reserve No. 1, Registered Plan 441; and Part 1' Reserve No. 2 Registered Plan 441, City of Guelph. (297-299 Eramosa Road)	
By-law Number (2012)-19493 A by-law to appoint Katrina Maria Powers as Deputy Treasurer and to repeal By-law Number (2008)-18674.	To appoint Katrina Maria Powers as Deputy Treasurer.
By-law Number (2012)-19494 A by-law to authorize the execution of release of an Agreement with respect to property described as Lot 1, Registered Plan 531, City of Guelph. (94 Guelph Street)	To release an Agreement on property municipally known as 94 Guelph Street.
By-law Number (2012)-19495 Being a By-law to amend By-law Number (2002) – 17017 (removing Section 20 under Driving Regulations; and adding a new Section 13(4) under Driving Regulations; adding no stopping zone, except buses, on the east side of Wyndham St. from Douglas St. to 56m north thereof, adding a no stopping zone except buses, on Wyndham St., west side, from Cork St. to Quebec St. in the No Stopping Schedule XVI; removing Wyndham St., both sides from Carden St. to Woolwich St., adding Wyndham St., west side from Carden St. to Cork St., adding Wyndham St., west side from Quebec St. to Woolwich St., adding Wyndham St., east side from Carden St. to Douglas St., and adding Wyndham St., east side from Douglas St. to 56m north thereof in the Restricted Parking Schedule XVII; adding all new Lane Designations for Carden St. at Wyndham St. and Carden St. at Macdonell St. in the Lane Designation Schedule VII; adding the intersection of Victoria Rd. and McAllister Blvd. in Traffic Control Signals Schedule VI), and adopt Municipal Code Amendment #477, amending Chapter 301 of the Corporation of the City of Guelph's Municipal Code.	To amend the Traffic By-law.
By-law Number (2012)-19496 A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects property municipally known as 1141 Paisley Road and legally	To amend the Zoning By-law as approved by Council November 5, 2012.

described as Part Lot 6, Concession 1, Division "B", designated as Part 3, 61R9602 and Part 2, 61R8682; and Part Lot 4, Concession 2, Division "E", (formerly Guelph Township), designated as Part 3, 61R8682; and, Part of road allowance between Divisions B and E, (formerly Guelph Township), designated as Part 2, 61R9027, City of Guelph (File ZC1117).	
By-law Number (2012)-19497 A by-law to authorize the execution of a Financial Agreement and an Internal Project Management Agreement between the Corporation of the City of Guelph, the Wellington-Dufferin-Guelph Public Health Unit, the Corporation of the County of Wellington and the Corporation of the County of Dufferin.	To execute an agreement with respect to funding of the City's portion of the capital funding related to the construction of the new Public health facilities.