

Special City Council Meeting Agenda



Thursday, December 13, 2018 – 6:00 p.m.
Meeting Room C, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Guelph City Council and Committee of the Whole meetings are streamed live on guelph.ca/live.

Open Meeting– 6:00 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

Special Council Workshop – Council Orientation – Service Area Night

Corporate Services

Presentation:

Trevor Lee, Deputy CAO, Corporate Services

Key Projects:

- Development Charges Background Study and By-law
- Multi-year Budgeting
- Council Composition, Employment Status and Ward Boundary Review
- Labour Relations

Public Services

Presentation:

Colleen Clack, Deputy CAO, Public Services

Key Projects:

- Municipal Accommodation Tax
- Cannabis
- Animal Control Review
- Transit Service Review
- Guelph-Eramosa Contract
- Community Paramedicine Program
- Electronic Fare Media System

- Farmers' Market By-law Review
- Fleet Efficiency
- Guelph Wellington Paramedic Service Master Plan
- Parks and Recreation Master Plan
- South End Community Centre

Adjournment

Council Orientation

Corporate Services

December 13, 2018

Organization Chart

| | | |
|-------------------------------------|--|---|
| Deputy CAO Trevor Lee | |  |
| City Clerk's Office | Stephen O'Brien City Clerk |  |
| Finance | Tara Baker General Manager/ City Treasurer |  |
| Human Resources | David Godwaldt General Manager |  |
| Information Technology | Sasha Einwechter Acting General Manager |  |
| Legal, Realty and Court Services | Christopher C. Cooper General Manager |  |

Overview

Corporate Services supports all City departments to effectively deliver quality services and programs to the community



Overview

Corporate Services provides proactive advice about:

- finances
- human resources
- technology
- Council legislation and compliance
- legal, realty and court services



Corporate Services. The Facts

90,000

Tax bills issued annually which generates \$260,000 in payments



3,503

T4 and T4A Tax slips issued in 2017

33,892

Invoices processed for payment in 2017

171

Requests in 2017

Freedom of Information (FOI)



10,805

IT Help Desk tasks completed in 2017

350

Council Reports prepared annually

68%

Vacancies filled with internal talent

16,003

Charges received by Court Services by October 2018

156 Corporate Services Employees. Proud to Serve.

Support

2,552

digital devices



39,778

Annual interactions at Service Guelph or 162 per day

4,700

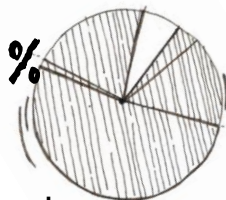
Purchase orders and contracts are issued annually, which amounts to \$33 million

256

Agreement/Contract reviews initiated in 2017

7.8%

Percentage of the City Operating Budget



\$255,000

Defaulted fine revenue collected in 2018



213,700

Cyber threats prevented from accessing City servers as of August this year



359

Claims and Incident Reports received with only 4 leading to litigation in 2017

Corporate Administrative Plan

Our Services

- Digital Services/myGuelph

Our People

- Talent Blueprint
- Expanded Leadership Charter

Our Resources

- Long-term Financial Plan
- Records and Information Management
- IT Core Business Systems



2019 Trends, Opportunities & Influences

- Legislated requirements for municipal financial planning
- Part III prosecution transfer from the Province
- Mandatory training and tracking (health and safety, accessibility)
- Records Information Management - MFIPPA provides a right of access to records and regulates the management of personal information
- Labour relations and contract negotiations

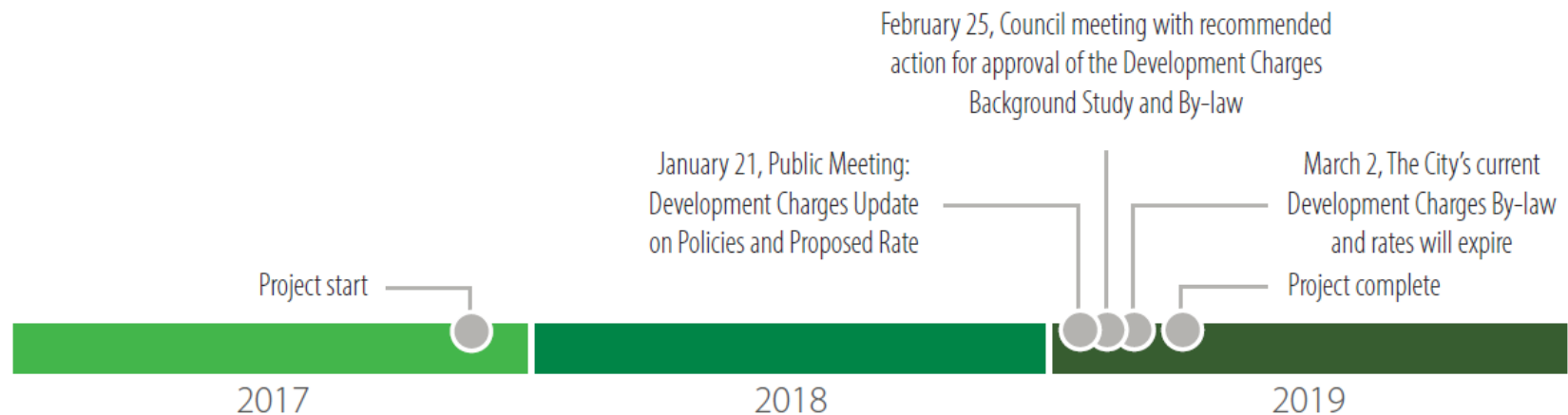
Key Projects

Projects and initiatives that Council will have involvement with in 2019

- Development Charges Background Study and By-law
- Multi-year Budgeting
- Council Composition, Employment Status and Ward Boundary Review
- Labour Relations



Development Charges (DC) Background Study and By-law



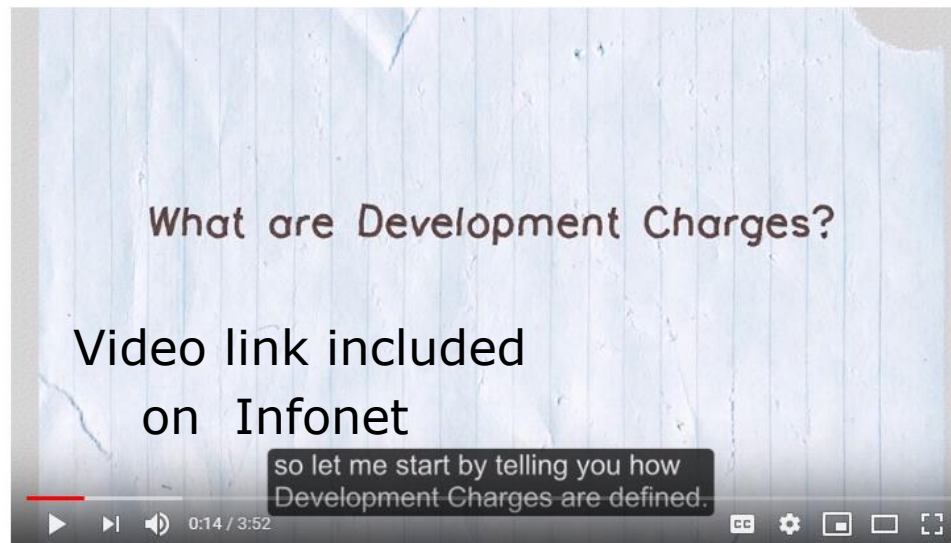
Project Information

- Prepare a DC Background Study and update By-law
- DCs are fees levied on new development that help recover the costs associated with growth
- The DC Act requires the By-law and Background Study be updated every five years
- The current DC By-law will expire March 2, 2019

Development Charges (DC) Background Study and By-law

Project Information

- The DC rate is projected to increase
- By-law policy issues will include:
 - Timing of DC payments
 - Exemptions, (i.e., university, parking structures, farm use)



Development Charges (DC) Background Study and By-law

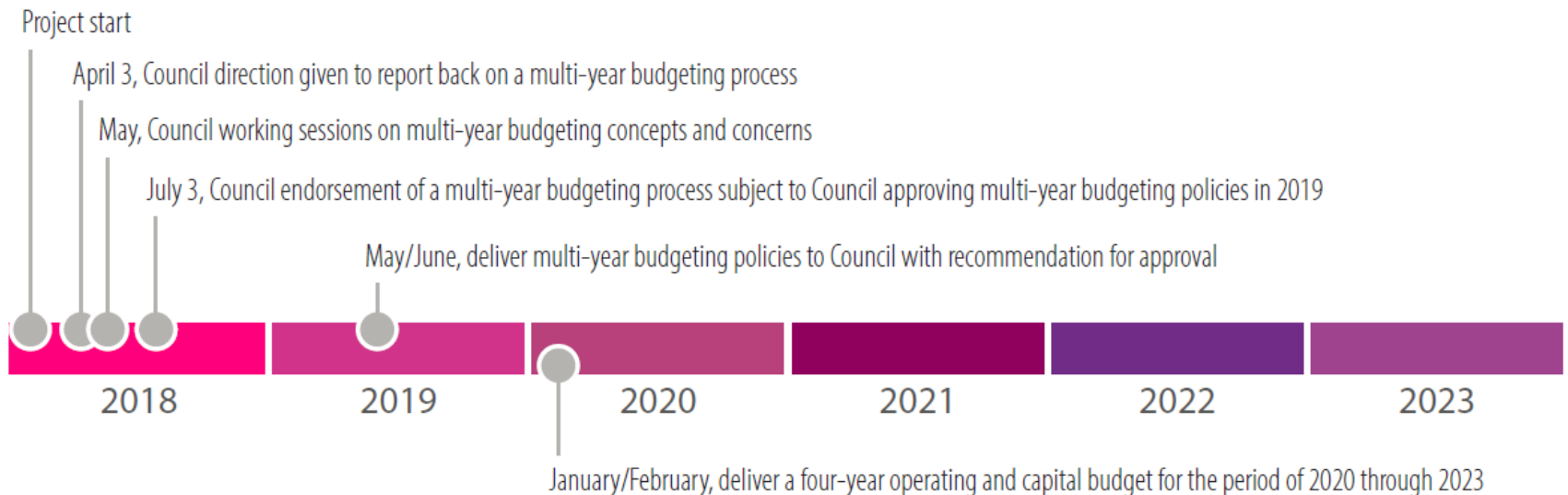
Project Deliverables

- Hosting a mandatory public meeting on January 21, 2019
- Preparing a Background Study
- Revising current policy
- Achieving conformity to the Local Service Policy
- Preparing a new By-law, and rates and fees

Council Decisions

- Council will consider the following:
 - Repeal of the current DC By-law
 - Recommendation for approval of the proposed DC Background Study, By-law, and rates and fees

Multi-year Budgeting



Project Information

- The development and adoption of four-year operating and capital budget for 2020-2023
- Multi-year budgets communicate the City's priorities
- Long-term budgeting and financial planning is integral to the City's financial stability

Collaborate
WE'RE BETTER TOGETHER

MULTI-YEAR BUDGETING

MFOA CONFERENCE 09-20-18



• 583,500 residents in 2016
... expected to be 742,000 by 2031

• 1 in 5 are transient residents (university)

• \$3.5 B in construction!

• **FAST GROWING** City... brings opportunities & challenges



• \$522M over 2016-2025

- ROUTINE
- NON-ROUTINE

... STABILITY ...

★ Develop a **STRONG** multi-year budget policy

★ Strategic plan **DRIVES** your budget



DIVERSE ECONOMY & CULTURE

Incubation area for **START-UPS**

... SAVE TIME ...

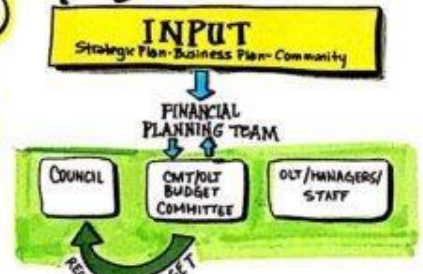
• **MUNICIPAL ACT 5.291** allows for multi-year budgets

• Estimated saves us 10,000 hours



... BUILD CAPACITY ...

- ★ **FILIPA REYNOLDS**
- ★ **BRAD WITZEL**



• Tie approval of **PROJECTS** with **OPERATING CAPITAL**

• Did first MYB in 2008
... 1-year ; 3-year budget

tax increases capped at **MPI**

Developed **PARAMETERS** to reopen budget
↳ 1% max. impact on property tax

- Benefits include:
- ☑ Efficiency improvements
 - ☑ Industry practice
 - ☑ Financial Allocation Decisions
 - ☑ Eliminate redundancy

• We undertook numerous **PUBLIC ENGAGEMENT** events to get input

• Explored **PARTICIPATORY** budgeting

★ Do your **DUE DILIGENCE**

• Efforts in Year 1 you make up in Years 2 & 3

Multi-year Budgeting

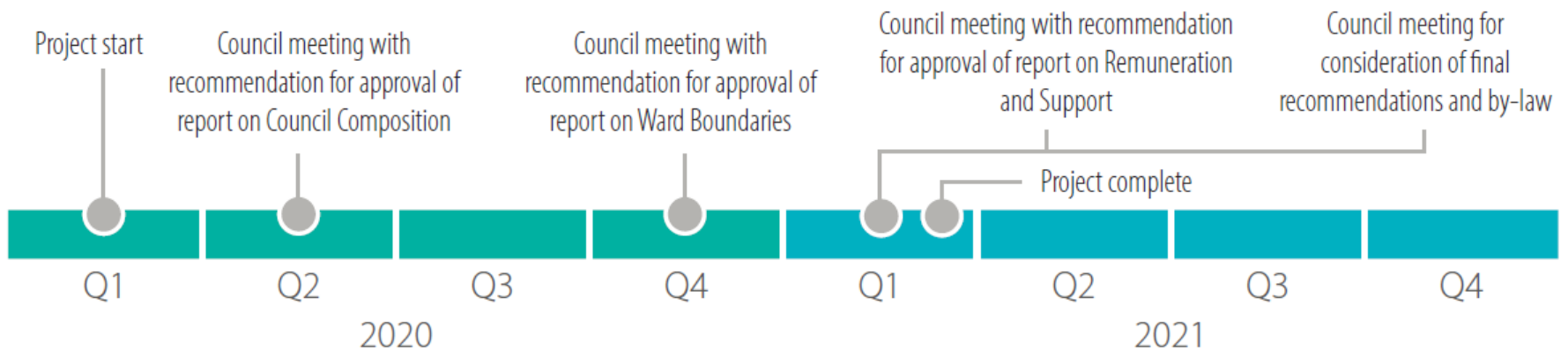
Project Deliverables

- Preparing a Multi-year Budget Policy and Assessment Growth Allocation Policy
- Preparing a Multi-year Budgeting Communication and Engagement Plan
- Preparing and presenting a 2020–2023 Operating and Capital Budget in the January–February 2020 period

Council Decisions

- Repeal of the current Budget Policy
- Recommendation for approval of a new Multi-year Budget Policy
- Recommendation for approval of a 2020-2023 Operating and Capital Budget

Council Composition, Employment Status and Ward Boundary Review



Project Information

- A review of Council composition, employment status and ward boundary to compare best practices, assess the needs of the community and recommend changes
- The employment status and Council composition has remained largely unchanged since 1930
- There are three phases to the project: Phase 1 Council Composition, Phase 2 Ward Boundary Review, Phase 3 Remuneration and Support

Council Composition, Employment Status and Ward Boundary Review

Project Deliverables

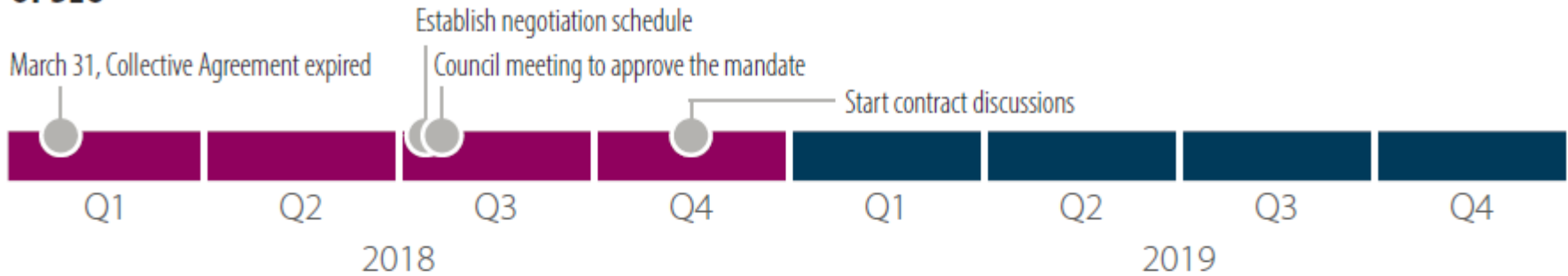
- Procurement of a third-party subject matter expert
- Comprehensive summary report that compiles data from community engagement, review of best practices, and comparison of the options from a representation and financial perspective
- Receiving recommendations from a third-party subject matter expert

Council Decisions

- Recommendation for approval of:
 - Phase 1 Council Composition
 - Phase 2 Ward Boundary
 - Phase 3 Remuneration and Support
 - Final report and by-law

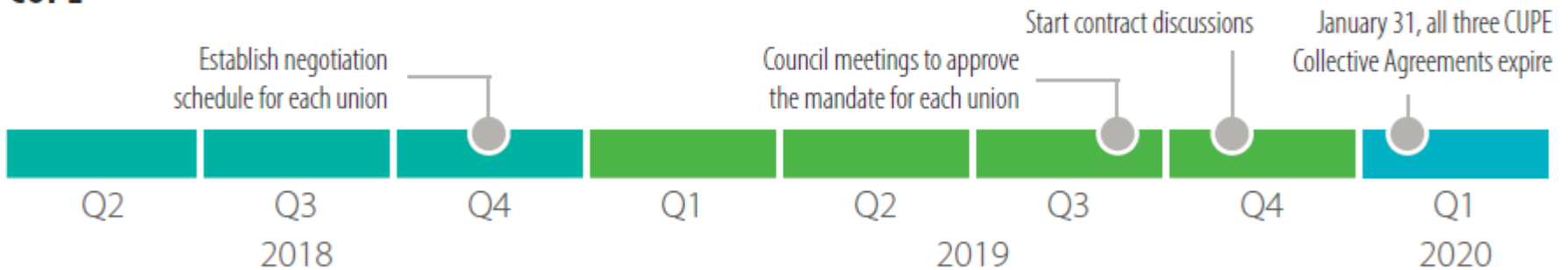
Labour Relations

OPSEU



TBD – Council Approval of a new/ratified Collective Agreement
 TBD – Publishing and distributing updated Collective Agreement document

CUPE



TBD – Council Approval of a new/ratified Collective Agreements for each union
 TBD – Publishing and distributing updated Collective Agreement documents

Labour Relations

Project Information

- The City fosters positive working relationships with seven unions and one non-union employee group
- In 2019 the City will be in contract negotiations with four union groups:
 - OPSEU Local 231, representing paramedics
 - CUPE Local 241, representing outside workers
 - CUPE Local 973, representing inside workers
 - CUPE Local 1946, representing library workers
- All collective bargaining stakeholders share the same interests
- Council approves a mandate for each union
- During the annual Operating Budget process, staff will provide recommendations for a proposed NUME pay increase

Labour Relations

Project Deliverables

- Prepare a mandate for each union
- Achieve a new/ratified collective agreement for each union
- Revised collective agreement documents
- An environmental scan summary of comparable municipalities and recommendations for a NUME pay increase in 2019

Labour Relations

Council Decisions

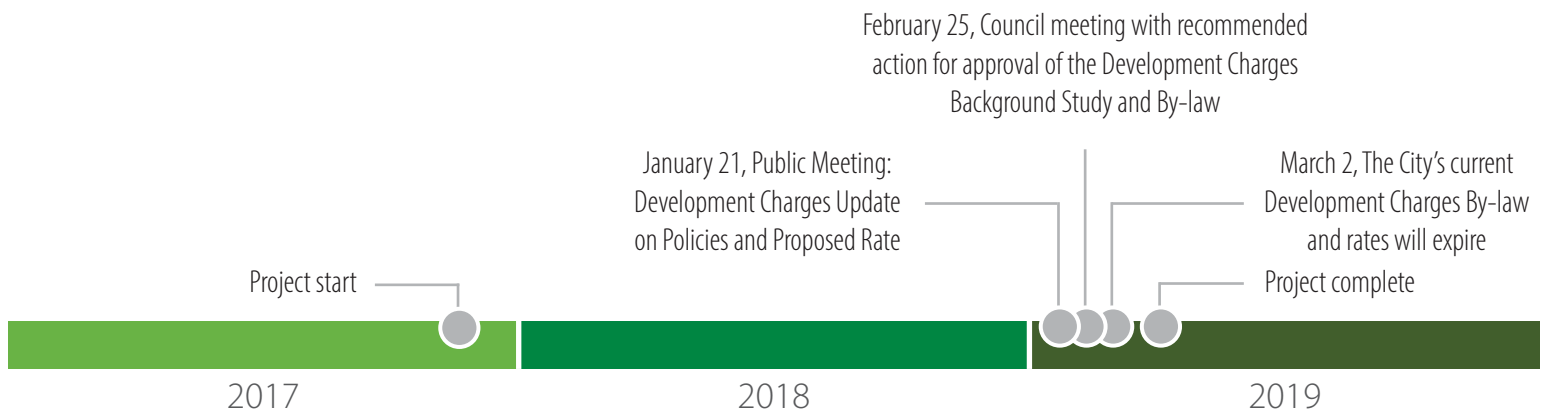
- Recommendation for approval of four collective bargaining mandates
- Delegate responsibility to staff to oversee the bargaining processes
- Recommendation for approval of a new/ratified collective agreements for each union
- Recommendation for approval of a NUME pay increase

Questions

Council Orientation

Development Charges Background Study and By-law

| | |
|------------------------------------|---|
| Project Name | Development Charges Background Study and By-law |
| Service Area and Department | Corporate Services Finance |
| Lead Contact | Tara Baker, General Manager/City Treasurer extension 2084 |



Project Information

Development Charges (DC) are fees levied on new development that help recover costs associated with growth, as outlined in Guelph's By-law. The Ontario DC Act requires the City to complete a Background Study at least every five years to forecast future residential and non-residential growth and determine infrastructure needs and costs. The City's current By-law and rates will expire on March 2, 2019. The previous Background Study took place in 2013 and was used to set the rates in the current By-law.

The Background Study and By-law is an important financial tool in meeting the City's Long-term Financial Plan to achieve financial stability.

Project Deliverables

- Hosting a mandatory public meeting on January 21, 2019
- Preparing new proposed DC rates for residential and non-residential development that are benchmarked with nearby cities
- Preparing a Background Study that includes:
 - a forecast of the amount type and location of anticipated development,
 - the average level of service delivered in the City,
 - a review of future capital projects, and
 - an examination of the long-term capital costs for the capital infrastructure required for services covered in the By-law.

Council Orientation

Development Charges Background Study and By-law

- Revising current policy relating to the types of exemptions, timing of payment collection and providing clarity in the By-law language
- Achieving conformity to the Local Service Policy as set out in the DC Act
- Preparing and presenting a new By-law to Council

Council Decisions

- Repeal of the current Development Charges By-law
- Recommendation for approval of the proposed Development Charge Background Study, proposed rates and fees, and By-law

Links to additional information

[Development Charges on Guelph.ca](https://guelph.ca/city-hall/budget-and-finance/development-charges/)

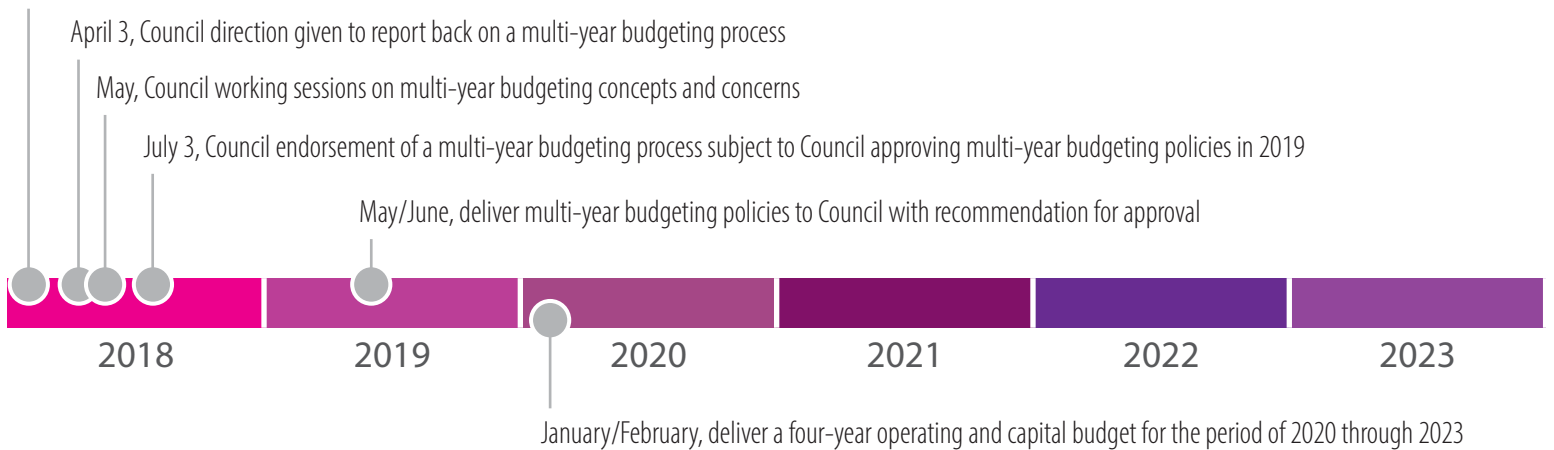
<https://guelph.ca/city-hall/budget-and-finance/development-charges/>

Council Orientation

Multi-year Budgeting

| | |
|------------------------------------|---|
| Project Name | Multi-year Budgeting |
| Service Area and Department | Corporate Services Finance |
| Lead Contact | Tara Baker, General Manager/City Treasurer extension 2084 |

Project start



Project Information

Multi-year budgeting is a primary financial goal of the current administration. This is an important strategic component of developing the City's Long-term Financial Plan and will be a tool to communicate future rate and tax increases that are associated with City Building and Growth initiatives.

The benefits of multi-year budgeting include:

- aligning long-term goals and objectives with long-term funding plans,
- demonstrating the implementation and financial impacts of key plans and strategies over the Council term,
- maintaining a favourable credit rating assessment (generally, bond rating agencies look positively on multi-year budgets as this demonstrates a governments commitment to addressing long-range financial issues and concerns),
- enabling the City to provide the County of Wellington forecasted operating and capital budgets for shared services as an improvement to the current practice of providing a ten-year long-range operating forecast,
- providing greater certainty to taxpayers/residents about the future direction of taxes and the timing of Council initiatives,
- providing fully integrated and transparent identification of the operating impacts from capital projects over the long-term,
- improving the accountability and transparency on spending plan changes,

Council Orientation

Multi-year Budgeting

- prioritizing of routine projects alongside high-profile projects, and
- achieving significant administrative efficiencies which results in greater value-added work in non-budget years.

Project Deliverables

- Preparing a Multi-year Budget Policy and Assessment Growth Allocation Policy
- Preparing a Multi-year Budgeting Communication and Engagement Plan
- The preparation and presentation to Council of a 2020-2023 Operating and Capital Budget

Council Decisions

- Repeal of the current Budget Policy
- Recommendation for approval of the new Multi-year Budget Policy
- Recommendation for approval of 2020-2023 Operating and Capital Budget

Links to additional information

[July 3 COW Report: Multi-year Budget Process](#)

https://guelph.ca/wp-content/uploads/cow_agenda_040318-1.pdf#page=226

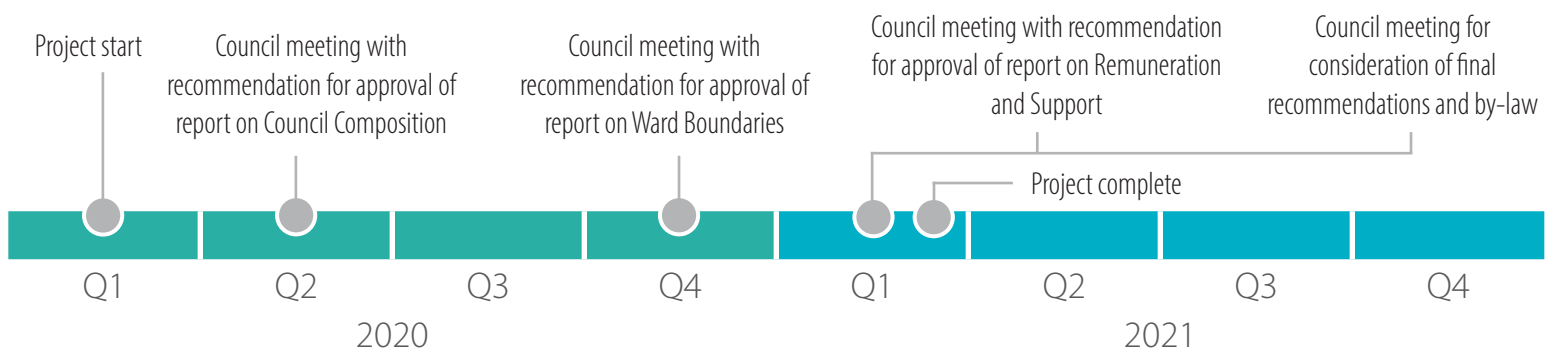
[April 3 COW Report: 2019 Budget Schedule and Process Changes](#)

https://guelph.ca/wp-content/uploads/cow_agenda_040318-1.pdf#page=226

Council Orientation

Council Composition, Employment Status and Ward Boundary Review

| | |
|------------------------------------|---|
| Project Name | Council Composition, Employment Status and Ward Boundary Review |
| Service Area and Department | Corporate Services City Clerk's Office |
| Lead Contact | Stephen O'Brien, City Clerk extension 5644 |



Project Information

The Council Composition, Employment Status and Ward Boundary Review will assess and recommend changes that include remuneration and support.

The employment status and composition of Council has remained largely unchanged since 1930. In 2013 City Council directed that a third party subject matter expert be engaged to conduct a Council Composition and Employment Status / Ward Boundary Review with the intent that any proposed changes take effect for the 2018 – 2022 term of Council. The costs associated with this review, however, were not approved as part of the 2016 budget. A budget request will be included in the 2020 budget. The project will be completed over three phases.

Phase 1 – Council Composition

- Method of Councillor election (at-large, through wards or a combination)
- Total number of Councillors
- Employment status of Councillors (full-time, part-time, or a combination)

Phase 2 – Ward Boundary Review

- Selection of ward boundaries from multiple provided options (based on Council composition)

Phase 3 – Remuneration and Support

- Total salary and total support in terms of staff and resources for the Mayor and Councillors

Council Orientation

Council Composition, Employment Status and Ward Boundary Review

Project Deliverables

- Procurement and securing of third-party subject matter expert to carry out review, engagement, analysis and development of options
- Completing a robust community engagement related to Council composition, ward boundaries, and remuneration and support
- Receiving recommendations from a third-party subject matter expert on Council composition, ward boundaries, and remuneration and support

Council Decisions

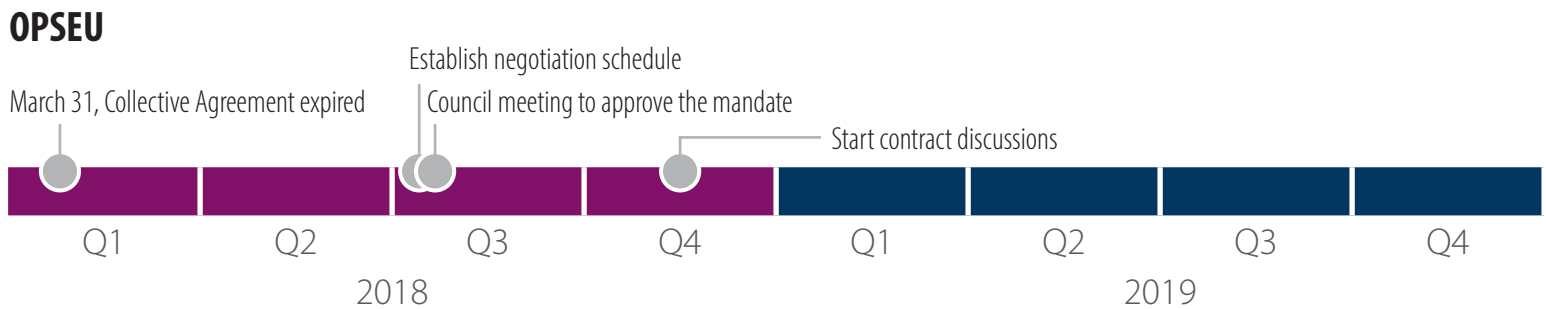
City Council will make a decision at the culmination of each of the three project phases as noted below:

- Phase 1 Council Composition
- Phase 2 Ward Boundary Review
- Phase 3 Remuneration and Support
- Final recommendation and by-law

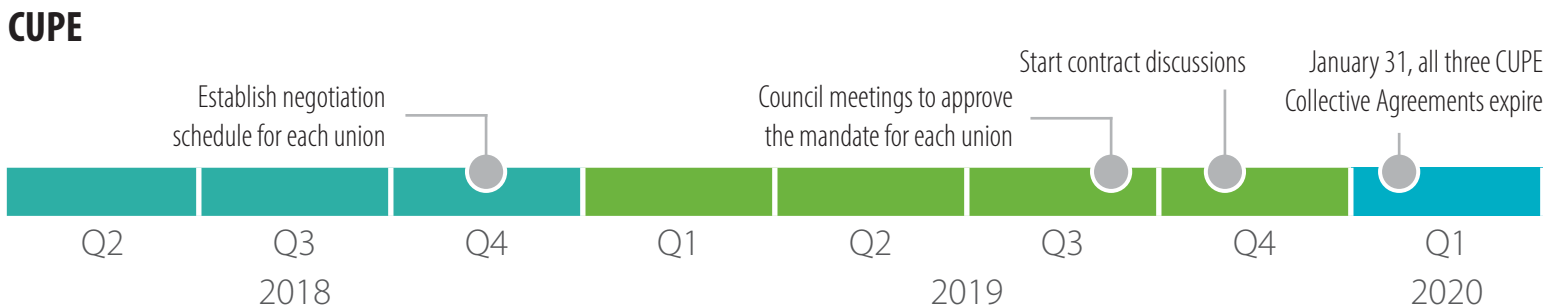
Council Orientation

Labour Relations

| | |
|------------------------------------|--|
| Project Name | Labour Relations |
| Service Area and Department | Corporate Services Human Resources |
| Lead Contact | David Godwaldt, General Manager extension 2848 |



TBD – Council Approval of a new/ratified Collective Agreement
TBD – Publishing and distributing updated Collective Agreement document



TBD – Council Approval of a new/ratified Collective Agreements for each union
TBD – Publishing and distributing updated Collective Agreement documents

Project Information

The City of Guelph fosters positive working relationships with its seven unions and one non union employee groups. This is achieved by maintaining a consultative approach with open communication. Employment related matters are addressed with integrity, while ensuring relevant legislation is met. In 2019 the City will be in contract negotiations with four union groups:

- Ontario Public Service Employees Union (OPSEU) Local 231, representing paramedics
- Canadian Union of Public Employees (CUPE) Local 241, representing outside workers
- Canadian Union of Public Employees (CUPE) Local 973, representing inside workers
- Canadian Union of Public Employees (CUPE) Local 1946, representing library workers

The OPSEU Collective agreement expired March 31, 2018, and all three CUPE agreements expire January 31, 2020.

Council Orientation

Labour Relations

All collective bargaining stakeholders: council, unions, administration, and the community share in the interests of having continuity and quality of service provided to the public while maintaining fiscal responsibility and labour peace. The objective is to negotiate an agreement which balances these interests.

Role of Council in Contract Negotiations

Council plays an important role in collective bargaining by approving a mandate for staff to bargain with each union and approving/ ratifying the collective agreements.

In order to approve four separate mandates for each of the unions, Council will be informed of:

- major bargaining issues,
- recent provincial settlements for the same union, and
- staff recommendations and costing impacts.

Council's approved mandates will include recommendations for:

- economic increases,
- benefit changes, and
- any other monetary adjustments (i.e. shift premium, meal allowances, et-cetera).

Role of Staff in Contract Negotiations

Prior to negotiations commencing, staff will meet with Council to provide specifics on shared interests, legislative requirements, bargaining position and process. Council delegates responsibility to staff, to oversee each bargaining process and to administer the collective agreements.

Role of Council for Non Union Municipal Employees (NUME) Pay Increases

During the annual Tax Supported Operating Budget presentation to Council in the first quarter of 2019, staff will provide recommendations for a NUME pay increase. The recommendations will include an environmental scan of the Council approved eighteen comparator municipalities.

Project Deliverables

- Preparing a mandate for OPSEU and each of the three CUPE unions
- Achieving a new/ratified Collective Agreement for OPSEU and each of the three CUPE unions
- Publishing and distribution of updated Collective Agreement documents for each union
- Preparing and presenting a recommendation for a NUME pay increase as part of the 2019 Tax Supported Operating Budget

Council Decisions

- Recommendation for approval of a mandate for OPSEU and each of the three CUPE unions
- Recommendation for approval of a new/ratified Collective Agreement for OPSEU and each of the three CUPE unions
- Recommendation for approval of a NUME pay increase as part of the 2019 Tax Supported Operating Budget

Council Orientation

Labour Relations

Links to additional information

[Labour Relations - Infonet](#)

<http://infonet/Site/view.cfm?MENUID=2000682&SITEID=2000680&pageID=2000682&PAGETYPEID=1&OldCFID=77ca343d-a925-4e5a-96cf-d6db796d11df>








[Labour Relations - Guelph.ca](#)

<https://guelph.ca/employment-careers/what-we-do/labour-relations-and-collective-agreements/>

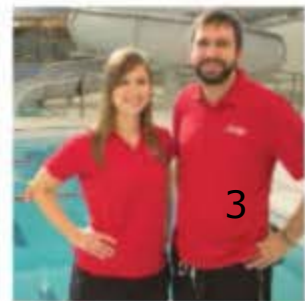
Council Orientation: Public Services (PS)

December 13, 2018

Organization Chart

| | | |
|---|---------------------------------------|---|
| Deputy CAO Colleen Clack | |  |
| Culture, Tourism, & Community Investment | Danna Evans General Manager |  |
| Guelph Fire | John Osborne General Manager |  |
| Guelph Wellington Paramedic Services | Stephen Dewar General Manager |  |
| Operations | Doug Godfrey General Manager |  |
| Parks & Recreation | Heather Flaherty General Manager |  |
| Transit | Robin Gerus Acting General Manager |  |

Overview



Fun Facts...



So far in 2018, paramedics administered 106 amps of Dextrose to diabetic patients in insulin shock. That's like 5,300 grams of sugar or 2,650 mini Mars bars

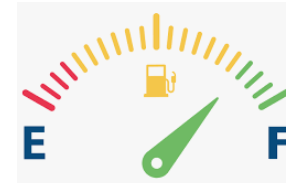


You need 10,000 gallons of water (imagine a small pool) and 329 cans of paint to make the Sleeman Centre ice each year



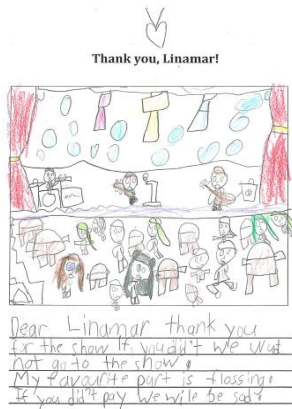
21,000+ traffic and parking signs

300 taxi licences
135 lottery applications
20 liquor clearance letters
1,400 business licences



City fleet consumes over 5M litres of fuel a year

36,000 Grade 1-8 students and teachers attended one of 54 Linamar for the Performing Arts school shows



300 fire safety plans reviewed and approved



3,300 laundry loads of stretcher bed sheets or more than 9 loads of laundry every day for a year

19 site upgrades and play equipment replacements



50+ volunteers replaced 70 meters of boardwalk and removed 4500 kg of old boards



541 active bus stops and 110 bus stop shelters



Trends/Opportunities/Influences

Trends:

- Increase in FOI and privacy concerns
- Declining sponsorships
- Aging and growing population reflected through increased calls to GWPS
- Automating Transit: allowing riders to pay they way they want

Opportunities:

- Aligning Fire contracts with the Counties
- Increase vendor engagement in market operations
- Enhance recreation services to Guelph's south end

Influences:

- Citizens have a significant interest in Parks
- Cannabis – consulting with the Province
- Service Reviews – analyzing how Transit is delivered
- New legislation to enable Guelph to increase tourism

Key Projects

Parks & Recreation

- Parks & Recreation Master Plan
- South End Community Centre

Transit

- Electronic Fare Media System
- *Transit Service Review

Guelph Wellington Paramedic Services (GWPS)

- GWPS Master Plan
- Community Paramedicine Program

Guelph Fire

- *Guelph-Eramosa Contract

Culture, Tourism, and Community Investment (CTCI)

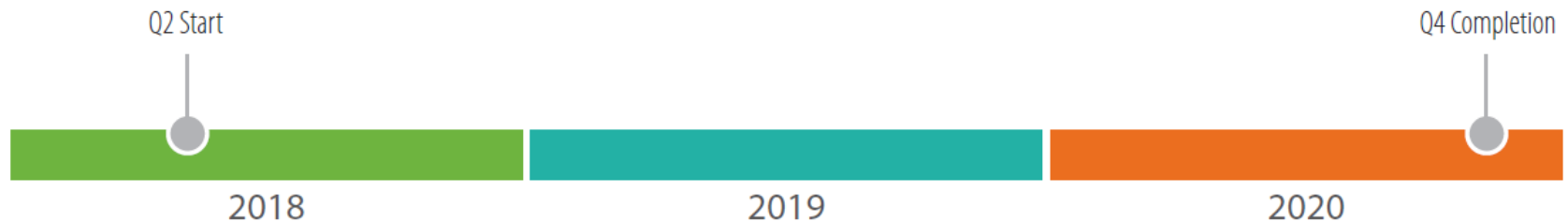
- Farmers' Market Bylaw Review
- *Municipal Accommodation Tax

Operations

- *Cannabis
- Fleet Efficiency
- *Animal Control Service Review

* To be discussed tonight in more detail

Municipal Accommodation Tax (MAT)



Project Information

- Province implemented MAT legislation
 - Allows municipalities to apply a mandatory short term accommodation rate
 - Applied to room night fees and paid by guests in Guelph hotels, motels, and bed and breakfasts
- Legislation prescribes the use of revenue for tourism promotion activities and development of tourism products
 - 50% of the revenue is to be spend by an external not-for-profit

Municipal Accommodation Tax

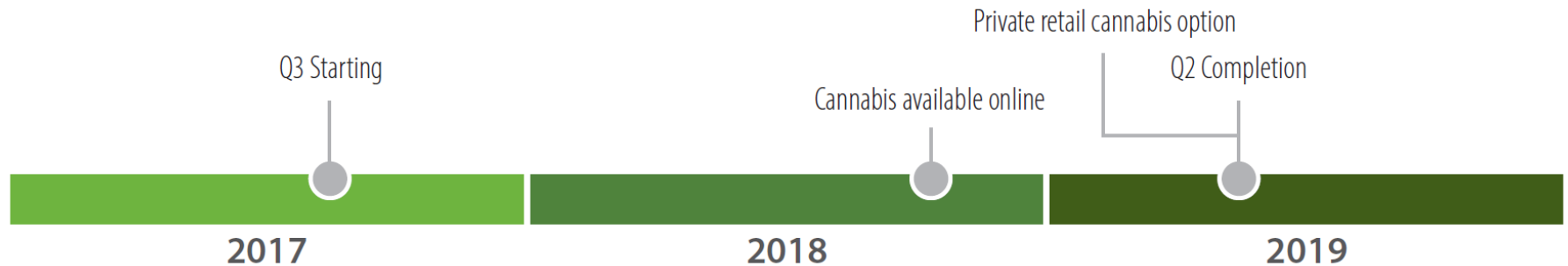
Project Deliverables

- Engagement with companies impacted by this tax
- Monitor comparable municipalities how they apply this new tax
- Grow city's investment in tourism without increasing taxes for local residents
- Develop a strategy for the use of proceeds that supports the city's destination strategy

Council Decisions

- Approve the use of MAT

Cannabis



Project Information

- Legal in Canada as of Oct 17/18
- On-line cannabis can be purchased through the Ontario Government
- As of April 1/19, private brick and mortar retailers, under certain conditions, will be permitted to sell cannabis
 - The City has until Jan 2019 to decide if it wants to participate
- Operations has created a cannabis-working group consisting of representatives from various City depts., external agencies and community groups

Cannabis

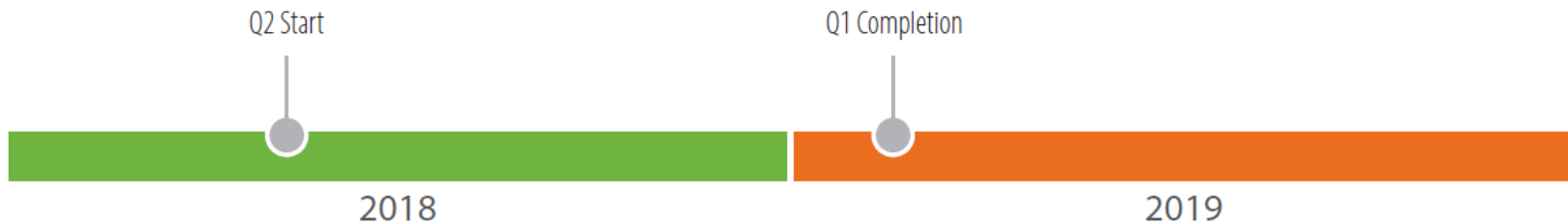
Project Deliverables

- Roles and responsibilities for enforcement of cannabis will be identified
- Interaction and communication of Guelph's perspective with the various provincial ministries will occur
- Information on enforcement and other assistance will be made available to the public

Council Decisions

- Decide on December 17th to "opt in or out" of private retail sales to meet the January 22nd deadline. Cities can't opt out once they opt in.

Animal Control Review



Project Information

- Guelph Humane Society (GHS) has been contracted by the City of Guelph to provide animal control services
- GHS operates from a City owned building (located beside the Wastewater Treatment Plant)
 - Current location and age of building is no longer suitable
 - Prevent the growth of Wastewater Treatment Plant
- GHS has contacted the City for financial assistance to build a new building

Animal Control Review

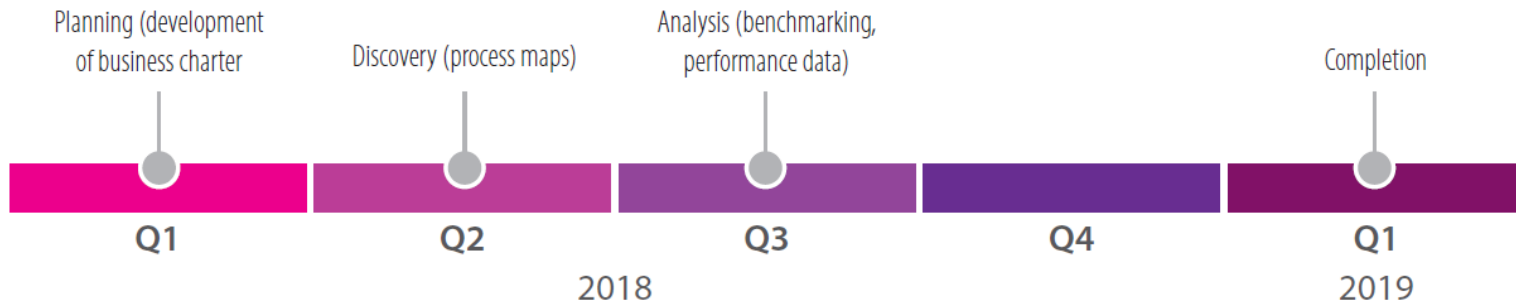
Project Deliverables

- Operations, Legal, and Finance teams are undertaking an internal review on how animal control services are being provided and future options
 - Staff will speak to comparator and other municipalities to determine:
 - How they provide animal control services
 - The relationship and governance of any outside agency

Council Decisions

- Provide direction to staff with respect to how the city provides animal control services (council report)

Transit Service Review



Project Information

- Shine a light on what is done well and what needs to change
- The following questions will be answered:
 - What transit services are currently provided?
 - How are transit services delivered?
 - What transit service levels are currently offered?
 - Can the delivery of transit services be improved?
 - What is the impact to the community, our organization and city employees if transit service levers are increased or reduced?
 - Can transit services be delivered in other ways?

Transit Service Review

Project Deliverables

- The Transit services being reviewed are:
 - Conventional, mobility, and specialized service operations
 - Admin processes (planning and scheduling, CS, and process for fare and route review)
- Review will examine four service delivery options:
 - Rationalization: provide or not provide the service
 - In-house: City of Guelph staff provide the service
 - Outsourcing: the City owns the service and contracts it out to an external organization
 - Partnership: the City aligns with an external organization

Council Decisions

- Final report to Council in Q1 2019

Guelph-Eramosa Township Contract



Project Information

- Guelph provides provision of fire services to what was Guelph Township
 - Lump sum amount paid to Guelph per year with a 3% automatic increase provision
 - Provides fire suppression and prevention, administrative support (including the Chief for Guelph-Eramosa Fire Rescue) and dispatch services for all of Guelph-Eramosa Township
- Balance of Guelph-Eramosa Township is provided by Guelph Eramosa Fire Dept in Rockwood (single station)

Guelph-Eramosa Contract

Project Deliverables

- New contract should include consideration for:
 - Contribution towards the capital expenses of items that are maintained for Guelph-Eramosa Township responses
 - Pay per call for services above the retainer amount
 - Continued provision of administration, suppression, prevention, and investigation
 - Guelph Fire Dept reclaiming any of the MTO contract amounts for services provided on provincial highways
 - Allowance for in-year increase to charges to the Township should significant growth (commercial/industrial/residential) occur during an existing contract

Council Decisions

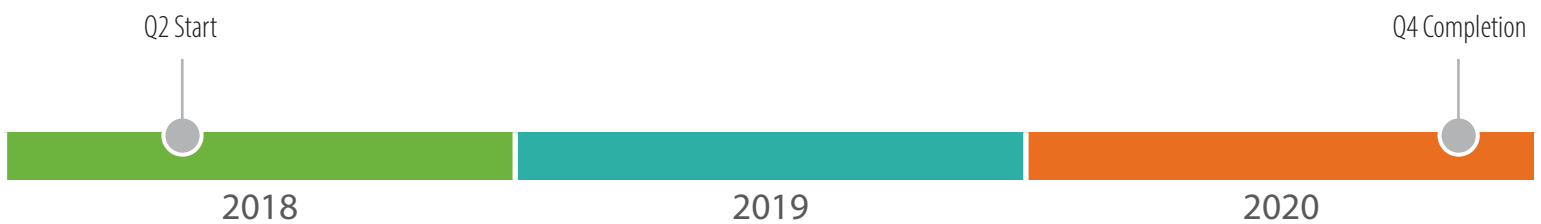
- Approve the renegotiated contract

Questions?

Council Orientation

Municipal Accommodation Tax

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|------------------------------------|--|
| Project Name | Municipal Accommodation Tax |
| Service Area and Department | Public Services Culture, Tourism and Community Investment |
| Lead Contact | Danna Evans, General Manager extension 2621 |



Project Information

The Province implemented legislation to permit Municipal Accommodation Tax (MAT), which allows municipalities across Ontario to apply a mandatory rate on short-term accommodations. The MAT is applied to room night fees and paid by guests in Guelph hotels, motels, and bed and breakfasts. The legislation prescribes the use of revenue for tourism promotion activities and the development of tourism products. At least 50% of revenue is to be spent by an external not-for-profit.

Project Deliverables

- Engagement with companies implicated by this tax
- Monitor comparable municipalities how they apply this new tax
- Grow city's investment in tourism without increasing taxes for local residents
- Develop a strategy for the use of proceeds that supports the city's destination strategy

Council Decisions

Approval of the Municipality Accommodation Tax

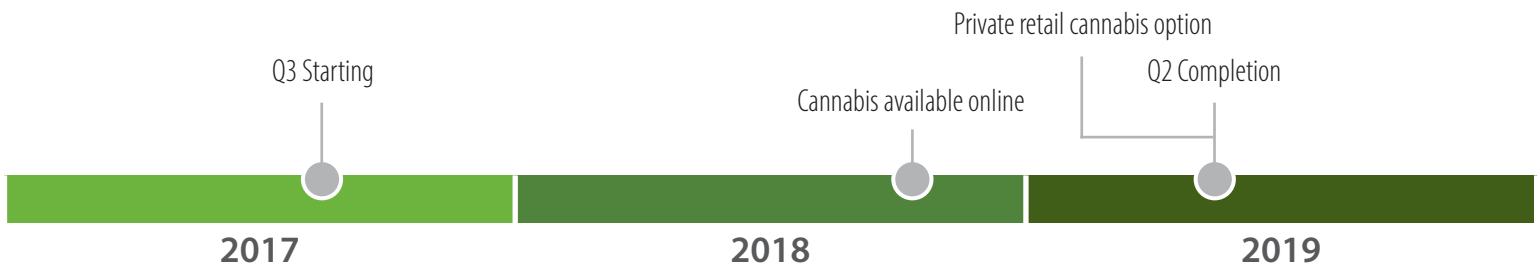
Links to additional information

<https://www.ontario.ca/laws/regulation/170435>

Council Orientation

Cannabis

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|------------------------------------|--|
| Project Name | Cannabis |
| Service Area and Department | Public Services Operations |
| Lead Contact | Doug Godfrey, General Manager extension 2520 |



Project Information

On October 17, 2018, the consumption of cannabis became legal in Canada. As of this date, in Ontario, residents will be able to purchase cannabis on-line through the Ontario Government.

As on April 1, 2019, private retailers under certain conditions through storefront operations will be permitted to sell cannabis in Ontario.

The City's Operations Department (Bylaw Compliance, Security and Licensing Division) has taken the lead to prepare the City for these dates. To prepare for these dates, the Operations Department has created a cannabis-working group consisting of representatives from various City Departments, external agencies and Community groups

Project Deliverables

- Roles and responsibilities for enforcement of cannabis will be identified
- Interaction and communication on Guelph's perspective with the various provincial ministries will occur
- Information on enforcement and other assistance will be made available to the public

Council Decisions

As per the Ontario Government, Council has the opportunity to "Opt Out" of private retail sales by January 22, 2019. Municipalities do have the ability to enact bylaws to further regulate smoking of cannabis.

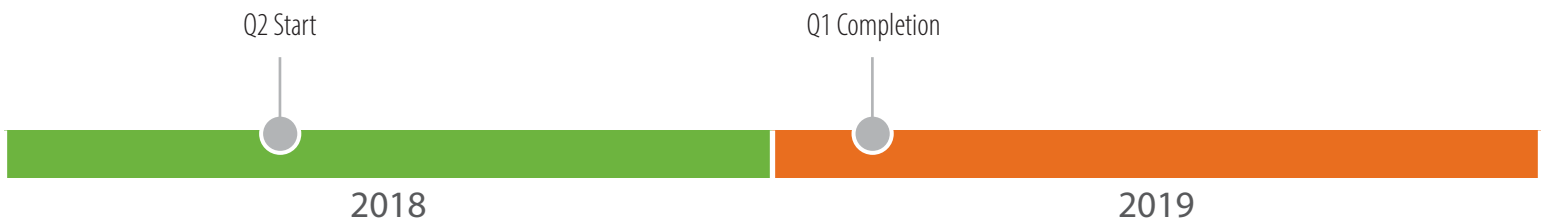
Links to additional information

<https://guelph.ca/living/health-and-safety/cannabis-legalization/>

Council Orientation

Animal Control Review

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|------------------------------------|--|
| Project Name | Animal Control Review |
| Service Area and Department | Public Services Operations |
| Lead Contact | Doug Godfrey, General Manager extension 2520 |



Project Information

The Guelph Humane Society (GHS) has been contracted by the City of Guelph's Operations Department to provide Animal Control Services in the City of Guelph. GHS also provides animal control services to other neighbouring municipalities. GHS operates from a City owned building located beside the Wastewater Treatment Plant. The location and aging building that currently provide administrative offices and animal shelter is no longer suitable for this use, further the building hinders any future growth of the City's Wastewater Treatment Plant. GHS has also contacted the City with respect the City's ability to provide financial support for the development of a new facility. To respond to this inquiry, the City's Operations Department with the assistance of Legal and Finance staff has undertaken an internal review how Animal Control services are currently provided and consider options moving forward.

Project Deliverables

Staff will review the current animal control services and how they are provided.

Staff will speak to comparator and other municipalities to determine how they provide animal control services including reviewing the relationship and governance of any outside agencies.

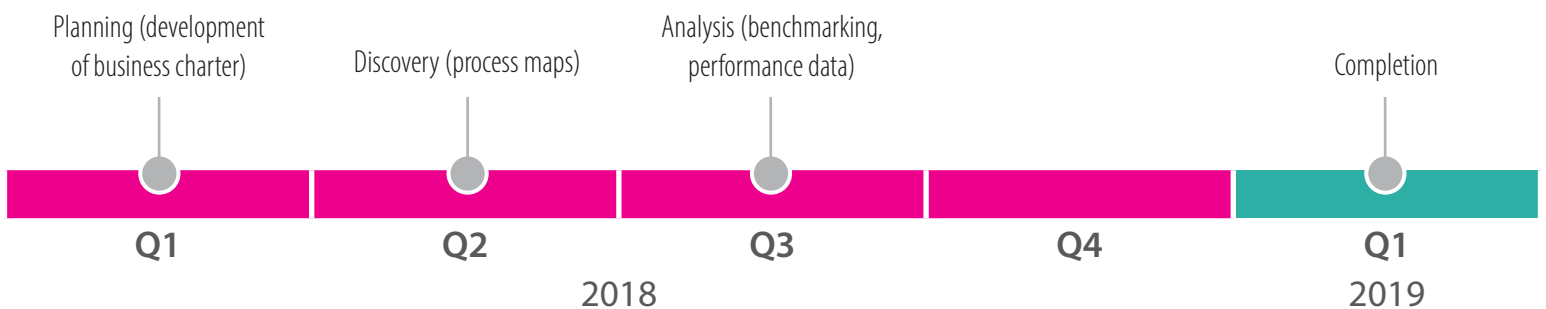
Council Decisions

Through a council report, Council will be asked to provide direction to staff with respect to how the City provides Animal Control Services

Council Orientation

Transit Service Review

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|------------------------------------|--|
| Project Name | Transit Service Review |
| Service Area and Department | Public Services Guelph Transit |
| Lead Contact | Robin Gerus, Acting General Manager extension 3321 |



Project Information

The business service review will shine a light on what is done well and what needs to change. Questions that will be answered: What transit services are currently provided? How are transit services delivered? What transit service levels are currently offered? Can the delivery of transit services be improved? What is the impact to the community, our organization and City employees if transit service levels are increased or reduced? Can transit services be delivered in other ways?

Project Deliverables

The specific Guelph Transit services being reviewed are: 1) Transit service (service operations for conventional, mobility and specialized) and 2) Administration (administration processes as they relate to planning and scheduling, customer service, and the processes for conducting fare and route reviews)

The following Guelph Transit services are not part of this review: route review, fare and fee rate review, fleet: maintenance and repair operations, proposal development, assessment of specific third-party amalgamation/interregional transit services (e.g. GO Transit, Metrolinx, Grand River Transit)

The review will examine four service delivery options:

- Rationalization: provide the service or don't provide the service
- In-house: City of Guelph staff provide the service
- Outsourcing: the City owns the service and contracts it out to an external organization
- Partnership: the City partners with an external organization

Council Orientation

Transit Service Review

Council Decisions

Q1 2019: Final report to Council

Links to additional information

<https://guelph.ca/city-hall/business-service-reviews/guelph-transit-business-service-review/>

Council Orientation

Guelph-Eramosa Contract

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|------------------------------------|---|
| Project Name | Guelph-Eramosa Contract |
| Service Area and Department | Public Services Fire Services |
| Lead Contact | John Osborne, General Manager, Fire Services/Fire Chief extension 2140 |



Project Information

The current contract with Guelph/Eramosa Township has been in effect since January 26, 2009. Following the amalgamation of Guelph Township and Eramosa Township, the agreement with the City of Guelph provides for the provision of Fire Services to what was the original Guelph Township. Fire Services to the balance of Guelph/Eramosa Township is provided by Guelph Eramosa Fire Department out of a single station in Rockwood

That contract has eliminated the per call costs found in previous contracts with Guelph Township in favour of a lump sum amount per year, with a 3% automatic increase provision. That lump sum amount has Guelph Fire Department (GFD) providing the fire suppression services and fire prevention services for the former Guelph Township, administrative support (including the Chief for Guelph/Eramosa Fire Rescue), and dispatch services for all of Guelph/Eramosa Township.

Project Deliverables

If the City of Guelph continues with the current contract, the new contract should:

Reflect some of the historical provisions such as contribution towards the capital expenses of items that are maintained for Guelph/Eramosa Township responses, pay per call for services above the retainer amount, continued provision of administration, suppression, fire prevention, investigation and education services, GFD reclaiming any of the MTO contract amounts for services provided on provincial highways.

An allowance for an in-year increase to the charges to the Township, should significant growth (commercial/industrial/residential) occur as under the current state, the Township can add new development and thereby require the City of Guelph to provide increased coverage, with no increase in revenue.

Council Orientation

Guelph-Eramosa Contract

Council Decisions

Accept the renegotiated contract in the following area's:

- Suppression coverage
- Fire Prevention, Inspections and Investigations
- Fire Administration oversight

Council Orientation

Community Paramedicine Program

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|------------------------------------|---|
| Project Name | Community Paramedicine Program |
| Service Area and Department | Public Services Guelph Wellington Paramedic Services |
| Lead Contact | Stephen Dewar, General Manager extension 2805 |



Project Information

Community paramedicine is an evolving model of community-based health care in which paramedics function outside their traditional emergency response and transport roles. The program aims to support individuals to access collaborative resources in order to reduce dependency on 911 and possible transports to the local emergency departments.

The program is primarily funded through Provincial grants, and includes initiatives such as Remote Patient Monitoring, Community Health Clinics in noted high risk residences, a referral program for paramedics on 911 calls to link patients to community resources and conducting home visits to residents that have used 911 multiple times to try to determine if other resources could assist.

Project Deliverables

Main goals of community paramedicine:

- Reduce the number of repeat emergency medical services calls
- Reduce the number of low acuity patients in the emergency department transported by paramedics
- Enable vulnerable/at risk individuals and older adults to live safely in their own homes and reduce the use of more costly care, such as acute care hospitals and long-term care
- Other benefits:
 - The right service at the right time to the right client
 - Complete the client's "wrap-around" care
 - Improve client care and system coordinator
 - Process development to ensure patient is connected to best suited resource for assessment and service provision

Council Orientation

Community Paramedicine Program

- Collaboration, partnership development amongst stakeholders
- Improve health outcomes for high risk, vulnerable seniors in the community
- Process development for managing crisis mental health issues
- Improve paramedic job gratification
- Expansion of the patient's circle of care and collaborative care plan

Council Decisions

Although the program is funded primarily through Provincial grants, the City contributes management and logistical support to the program. Council is asked to support this ongoing project.

Links to additional information

<https://guelph.ca/living/emergency-services/ambulance-service/about-gwps/community-paramedicine-program/>

Council Orientation

Electronic Fare Media System

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|------------------------------------|--|
| Project Name | Electronic Fare Media System |
| Service Area and Department | Public Services Guelph Transit |
| Lead Contact | Robin Gerus, Acting General Manager extension 3321 |



Project Information

Replace existing Fareboxes in all Transit Vehicles (75 Conventional 12 Mobility). Move to an electronic Fare Media Reader and on demand printed transfers to cut down on fraud and fare disputes.

Project Deliverables

Increase revenue due to less capital costs (i.e. purchasing cards and transfers for the year) reduction in transfers, and fare media fraud. Ability to accurately record cash and ridership.

Council Decisions

Already approved by Council, no decisions required.

Council Orientation

Farmers' Market Bylaw Review

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|------------------------------------|--|
| Project Name | Farmers' Market Bylaw Review |
| Service Area and Department | Public Services Culture, Tourism and Community Investment |
| Lead Contact | Danna Evans, General Manager extension 2621 |



Project Information

The Guelph Farmers' Market bylaw governs weekly market operations, vendor governance and regulations, rental fees and legislative requirements. Through feedback from vendors and the community, the bylaw review will update policies and regulations to reflect the community's vision of the market.

Project Deliverables

- Engagement with stakeholders impacted by bylaw revisions
- Review comparable municipal public market operations
- Develop a market business plan and bylaw
- Update vendor handbook (policy manual) to reflect changes

Council Decisions

Approval of the Guelph Farmers' Market bylaw revision.

Council Orientation

Fleet Efficiency

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|------------------------------------|--|
| Project Name | Fleet Efficiency |
| Service Area and Department | Public Services Operations |
| Lead Contact | Doug Godfrey, General Manager extension 2520 |



Project Information

The Operations Department provides a variety of fleet management and related support services to a number of City departments.

The Fleet Services Division is a critical partner of various City Departments that rely heavily on vehicles and equipment to deliver their services.

An internal cursory review of Fleet Services was completed by external consultant in December 2016. This review provided a starting point for management staff to review our existing operations.

Since the original review, staff have also identified other items that will correct Fleet Service deficiencies and improve future service delivery.

Project Deliverables

Issues included in the report were;

- The immediate need for the “Recruitment of a replacement Fleet manager”
- Requirements for improved “Control and accountability of Fleet expenses”
- Recognition of the “Serious understaffing of Operations mechanics”
- Improving client perception of the Fleet Services Division
- The elimination of the midnight shift during non-winter control periods
- Repair shop tooling and building improvements
- Adjusting Fleet Preventative Maintenance frequency and policy
- Elimination of the 66 Series Fleet (retained loaner vehicles)

Council Orientation

Fleet Efficiency

Council Decisions

Endorsement of project deliverables

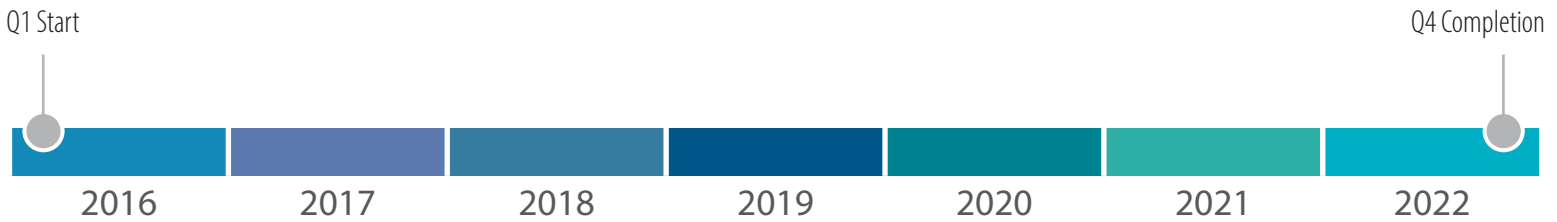
Links to additional information

<http://infonet/Site/view.cfm?pageID=2000589>

Council Orientation

Guelph Wellington Paramedic Service (GWPS) Master Plan

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|------------------------------------|---|
| Project Name | Guelph Wellington Paramedic Service (GWPS) Master Plan |
| Service Area and Department | Public Services Guelph Wellington Paramedic Services |
| Lead Contact | Stephen Dewar, General Manager extension 2805 |



Project Information

In 2016, an external consultant (Operational Research in Health) completed a thorough review of the GWPS. The review included population forecasts provided by City of Guelph and County of Wellington planning staff and sophisticated computer modeling to predict emergency call demand and responses through 2026.

The consultant's findings included recommendations on requirements to meet the future demands of calls for assistance. Staff have created a Master Plan for GWPS to implement the recommended changes and provide the necessary infrastructure support by 2022.

Project Deliverables

Phase 1 (2017 – 20)

- City: New EMS City Site (close Delhi St), extend Clair Rd emergency response unit to 24/7
- County: Move Hillsburgh to optimal site, additional night shift at Hillsburgh & Rockwood

Phase 2 (2020 – 23)

- City: two new EMS sites , close Elmira Rd
- County: Move Rockwood station, additional ambulance for Fergus, Drayton night shift

Phase 3 (2023 – 26)

- County: Move Mount Forest and Harriston stations and an additional day shift for these two towns

Council Decisions

Support and funding of the Master Plan

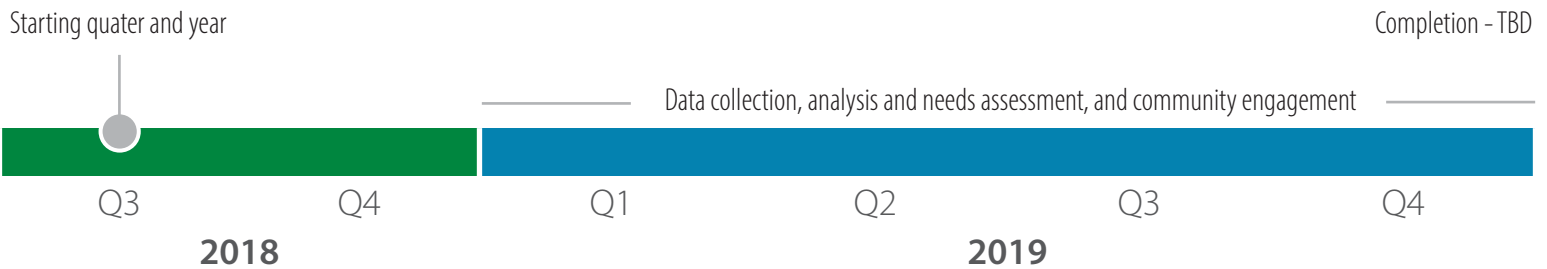
Links to additional information

https://guelph.ca/wp-content/uploads/paramedic_master_plan.pdf

Council Orientation

Parks & Recreation Master Plan

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| Project Name | Parks & Recreation Master Plan |
| Service Area and Department | Public Services Parks and Recreation |
| Lead Contact | Heather Flaherty, General Manager extension 2664 |



Project Information

The plan will shape decision making for Parks and Recreation in the city of Guelph over the next 10 to 15 years. The plan will focus on the three separate areas of the Parks and Recreation department:

1. Open Space Planning;
2. Parks Operations and Forestry;
3. Recreation Services;
 - Facilities;
 - Programs and Community Development;
 - Support Services;
 - Operations

The plan will define user needs, trends, and identify what the City should be providing, including the level of service standards for Recreation and Parks

Project Deliverables

- Finalize project schedule and update work plan based on project kick-off meeting
- Review and approve Stakeholder Engagement Plan (coordinate with communications plan)
- Present to a special meeting of Council a Discussion Paper to outline the findings of the background review, trend/comparator analysis, stakeholder engagement, and any other relevant reviews

Council Orientation

Parks & Recreation Master Plan

Council Decisions

Approve the Parks and Recreation Master Plan

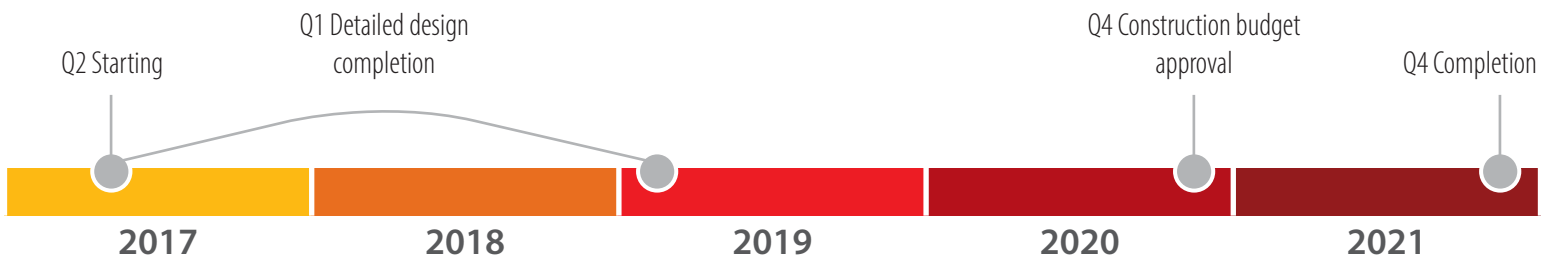
Links to additional information

<https://guelph.ca/plans-and-strategies/parks-trails-planning/guelph-trail-master-plan-update/>

Council Orientation

South End Community Centre

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|------------------------------------|--|
| Project Name | South End Community Centre |
| Service Area and Department | Public Services Parks and Recreation |
| Lead Contact | Heather Flaherty, General Manager extension 2664 |



Project Information

- 165,000-square-foot community centre will feature the following:
 - twin pad arena
 - aquatic complex
 - double gym
 - multi-use program and meeting space
 - indoor walking track and warm up area
- Facility designed to meet the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) standard

Project Deliverables

- Present budget in 2020
- Identify operating budget & impacts to other recreation centres
- Update agreements with Guelph Catholic School Board

Council Decisions

Approve budget in Q4 2020

Links to additional information

<https://guelph.ca/living/construction-projects/south-end-recreation-centre/>