

City Council Meeting Agenda

Consolidated as of September 23, 2016



Monday, September 26, 2016 – 5:00 p.m.
Council Chambers, 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 via guelph.ca/agendas.

Changes to the original agenda have been highlighted.

Authority to move into closed meeting

THAT Council as Shareholder of Guelph Municipal Holdings Inc. and Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

GMHI-C-2016.1 Appointment of Board Member

Section 239 (2) (b) and (g) personal matters about an identifiable individual and a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act, respectively.

GMHI-C-2016.2 Release of Information on Transaction Committee

Section 239 (2) (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act.

C-2016.55 Closed Meeting Requirements – Solicitor/Client Privilege

Section 239 (2) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Closed Meeting

Open Meeting: 6:30 p.m.

O Canada and Canada My Home – presented by the Over Tones
Silent Reflection
Disclosure of Pecuniary Interest and General Nature Thereof

Closed Meeting Summary

Presentation:

- a) United Way Campaign – Suzanne Holder, Project Coordinator, Office of the CAO
(presentation)

Confirmation of Minutes: (Councillor Downer)

That the minutes of the open Council meetings held July 11, 12, 13, 18; the Audit Committee meeting held June 14, the Corporate Services Committee meeting held July 4, Governance Committee meeting held May 3 and June 1; the Infrastructure, Development & Enterprise Committee meeting held July 5, and the Public Services Committee meeting held June 8, be confirmed as recorded and without being read.

Committee of the Whole Consent Report:

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Committee of the Whole Consent Report, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

COW-IDE-2016.1 Outstanding Motions of the Infrastructure, Development and Enterprise Committee

Recommendation:

That the following motions previously passed by Council be eliminated from staff work plans and from the outstanding motion list:

- i) September 24, 2012 – "That staff be directed to conduct an orientation session for Council in consultation with Heritage Guelph."

- ii) February 26, 2014 – "That Council endorses the principles outlined in Attachment 1 to structure the development of the Guelph Economic Investment Fund as identified in the staff report and that the Investment Fund recommendation be brought forward to Council at a meeting in May 2014."

COW-IDE-2016.2 Site Alteration By-Law (2007-18420) Update

Recommendation:

That proposed revisions to the Site Alteration By-Law (2007-18420) outlined in the report titled, "Site Alteration By-Law (2007-18420) Update, dated September 6, 2016, from Infrastructure, Development and Enterprise be approved and the By-Law be updated accordingly.

COW-IDE-2016.3 Guelph Heritage Action Plan Project Charter

Correspondence:
Hugh Whiteley

Recommendation:
That the Guelph Heritage Action Plan project charter attached to Infrastructure, Development & Enterprise Services Report (16-62), dated September 6, 2016, be endorsed.

COW-IDE-2016.4 Sign By-law Variance for 175 Stone Road West

Recommendation:
That the request for a variance from the Sign By-law to permit two (2) non-illuminated Walmart "PickUp" signs, each with a sign area of **0.74m²**, to be located a distance of 1m apart, be approved.

COW-IDE-2016.6 Stormwater Fees or Charges By-law and Sustainable Funding Strategy

Correspondence:
Hugh Whiteley (refer to correspondence enclosed with Guelph Heritage Action Plan Project Charter)

- Recommendation:**
1. That the Stormwater User Fee Draft Policies and Framework as outlined in the report Stormwater Fees or Charges By-Law and Sustainable Funding Strategy dated September 6, 2016 be approved; and
 2. That the Draft Stormwater Fees or Charges By-Law as outlined in the report Stormwater Fees or Charges By-Law and Sustainable Funding Strategy dated September 6, 2016 be approved; and
 3. That the City retain Guelph Hydro Electric Systems Inc. (GHESI) to carry out all applicable billing and collection activities for such fees or charges relating to the Stormwater Program; and
 4. That an increase to the 2016 Tax Supported Capital Budget in the amount of \$210,000 for project SW0060 Storm Water Funding Study be approved to support associated **administrative costs** with billing, collection and communication support for the Implementation Strategy for the remainder of 2016; and
 5. That a dedicated Stormwater Operating Reserve be established as described in the report Stormwater Fees or Charges By-Law and Sustainable Funding Strategy dated September 6, 2016; and

6. That the Stormwater Sustainable Funding Strategy options as outlined in the report be referred to the 2017 Non-Tax Budget Process.

COW-IDE-2016.7 2016 Water Efficiency Strategy Update

Recommendation:

1. That City Council approves the 2016 Water Efficiency Strategy Update in principle with financial recommendation to come forward through the 2017 Non-Tax Budget proceedings.
2. That the Water Conservation and Efficiency Public Advisory Committee Terms of Reference be updated to support implementation of the 2016 Water Efficiency Strategy Update and include required administrative changes.
3. That City Council provide delegated authority to the Deputy CAO of IDE to implement program recommendations of the 2016 Water Efficiency Strategy Update subject to budget approval, and subject to the satisfaction of the Deputy CAO and City Solicitor.

**COW-IDE-2016.8 Frozen Water Services Response Update –
Substandard Water Service Replacement Grant and
Linear Infrastructure Vulnerability Assessment**

Recommendation:

1. That Guelph City Council endorses the Substandard Water Service Replacement Grant Program and related terms and conditions as outlined in the this report of the Deputy CAO of Infrastructure, Development and Enterprise.
2. That the Deputy CAO of Infrastructure, Development and Enterprise be provided with delegated authority to modify the Lead Water Service Replacement Grant Program and Substandard Water Service Replacement Grant Program, subject to Council-approved funding, and the satisfaction of the Deputy CAO of Infrastructure, Development and Enterprise and the City Solicitor.

**COW-GOV-2016.1 Committee of the Whole and Council Terms of
Reference**

Recommendation:

That the Committee of the Whole and Council Terms of Reference as outlined in Attachment 1 to Report Number CS-2016-74 dated September 6, 2016, be approved.

COW-GOV-2016.2 Municipal Election Modernization, Service Expansion and Ranked Ballot Election

Correspondence:

Hugh Whiteley (refer to correspondence enclosed with Guelph Heritage Action Plan Project Charter)

Recommendation:

1. That Council maintain the existing first past-the-post election model for the 2018 municipal election; and
2. That the City Clerk be directed to monitor ranked ballot elections in Ontario and report back to Council with a comprehensive report after the 2018 election.

Council Consent Agenda:

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

CON-2016.55 Heritage Review Application regarding demolition of the brick stable/garage building at 457 Woolwich Street and proposed removal from the Municipal Register of Cultural Heritage Properties.

Recommendation:

1. That staff be authorized to remove all references to the brick stable/garage building at 457 Woolwich Street from the *Municipal Register of Cultural Heritage Properties*;
2. That, should the demolition of the stable/garage building be approved, that the applicant be requested to consult the Senior Heritage Planner and the Manager of Integrated Services, Solid Waste Resources within Infrastructure, Development and Enterprise regarding options for the salvage, reuse or recycling of all demolition materials.

Items for Discussion:

The following items have been extracted from the Committee of the Whole Consent Report and the Council Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

COW-IDE-2016.5 Downey Road Transportation Improvement Study

Delegation:

Hugh Whiteley (presentation)

Correspondence:

Hugh Whiteley (refer to correspondence enclosed with Guelph Heritage Action Plan Project Charter)

Recommendation:

1. That Downey Road remain classified as an arterial roadway.
2. That the preferred Downey Road traffic calming conceptual design as described in the report "Downey Road Transportation Improvement Study," dated September 6, 2016, be approved **and that staff report back on alternative types of traffic controls at Downey Road and Niska intersection.**
3. **That funds be allocated for a phased approach for design and construction options in the 2017 budget and forecast allowing staff to proceed to a detailed design and construction.**

CON-2016.56 Medium-Term Corporate Administrative Plan

Presentation:

Derrick Thomson, Chief Administrative Officer

Mark Amorosi, Deputy CAO – Corporate Services

Colleen Clack, Deputy CAO – Public Services

Scott Stewart, Deputy CAO – Infrastructure, Development and Enterprise Services (presentation)

Delegation:

Pat Fung

Correspondence:

Pat Fung

Recommendation:

That report CAO-S-1602, 'Medium-Term Corporate Administrative Plan', be received.

CON-2016.57 S&Ps Global Ratings Credit Rating Review

Presentation:

Raquel Gurr, Sr. Corporate Analyst, Development Charges and Long Term Planning (presentation)

Recommendation:

That report CS-2016-49 dated September 26, 2016 titled 'S&Ps Global Ratings Credit Rating Review', be received.

Special Resolutions

Motion for which notice was given on September 12, 2016 by Councillor Gordon.

That the following motion be referred to the October 3rd Committee of the Whole meeting.

Recommendation:

1. That Council, with support from Intergovernmental Relations, Policy and Open Government staff, submit comments through the Ontario Environmental Registry Process in relation to the recent Nestle Water Permit to Take Water and express Council's concern that the permit to take water is not in the best interest of the City of Guelph and the watershed shared by the City of Guelph.
2. That this letter be sent to the Province, along with staff comments, during the registry process.

By-laws

Resolution to adopt the By-laws (Councillor Gibson)

"THAT By-law Numbers (2016)-20096 to (2016)-20098, inclusive, are hereby passed."

| | |
|----------------------------|---|
| By-law Number (2016)-20096 | A by-law to amend By-law Number (2002)-17017 – the Traffic By-law. (To amend Schedule XV, V, IX, XVIII related to No Parking, Thru Highways, All-way Stop Signs, and 15 Minute/ Public Loading Zones) |
| By-law Number (2016)-20097 | A by-law for prohibiting or regulating the alteration of property within the City of Guelph and to amend By-law Number (2007)-18420 (Site Alteration By-law) |
| By-law Number (2016)-20098 | A by-law to confirm the proceedings of a meeting of Guelph City Council held September 6 and 26, 2016. |

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

2016 United Way Campaign



United Way
Guelph Wellington
Dufferin

1

City of Guelph



Pulling up our socks for the
United Way.



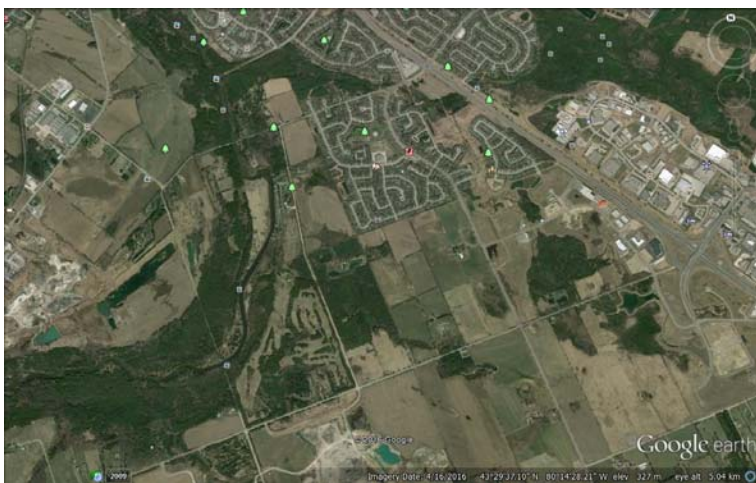
United Way
Guelph Wellington
Dufferin

2

Downey Road Improvements A Presentation to Guelph City Council

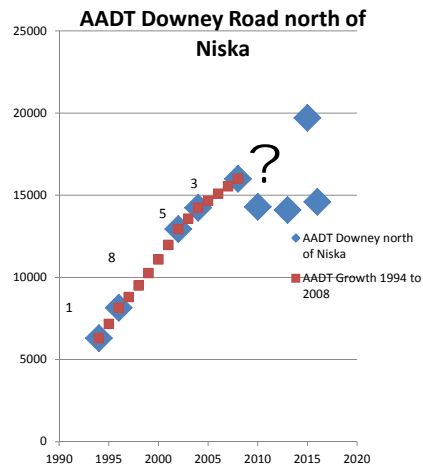
By Hugh Whiteley
September 16 2016

Downey Road Improvements Current and Future Conditions



Is there an AADT problem ?

- Trends in AADT for Downey Road north of Niska 1994 to 2016
- AADT limits for arterial 20,000 south of Niska
- No limit on AADT north of Niska
- AADT on Niska a problem at Downey



Traffic Volumes on Downey

- Volumes on Downey are well within the expected range for a minor arterial.
- The Downey/Niska intersection is a problem because of volume of infiltrating traffic on Niska.
- Trigger for concern for infiltrating traffic is > 600 vehicles/d for neighbourhood collector.
- Niska volume of infiltrating traffic is > 3600 vehicles/d (six times the trigger for Traffic Calming to restrict infiltrating volume).

Traffic calming options effective for control of infiltrating traffic

- **The 2006 Guelph Neighbourhood Traffic Management Study Guidelines: a two-lane Collector with > 30% infiltrating (through) traffic and with an AADT > 2500 vehicles/d requires a Traffic Review.**
- **Canadian Guide to Neighbourhood Traffic Calming lists seven measures to achieve substantial volume reduction.**
- **These are: Full closure, directional closure, diverter, one-way, chicane one-lane, right-in/right-out island, raised median through intersection.**
- **None of these options has been considered for Niska in the Niska Road Improvement EA.**

Options for Control of Infiltrating Traffic on Niska

- A chicane at the southwest corner of Niska at Ptarmigan that prevents eastbound entry to Niska (forcing a right turn to Ptarmigan) is inexpensive and effective in reducing infiltrating traffic from the west.
- Left turn traffic from Niska to Downey would be reduced to locally-generated traffic.
- With this volume reduction it is likely no change in Niska/Downey intersection would be needed.
- If cut off infiltrating traffic from Ptarmigan to Trendell Lane or Bates Rd develop this could be controlled by no left turn (similar to control on Gordon at Macdonald Drive).

Downey Road Improvement Recommended Amended Motion

- 1. That Downey Road remain classified as an arterial roadway.
- 2. That the preferred Downey Road traffic calming conceptual design as described in the report “Downey Road Transportation Improvement Study,” dated September 6, 2016, be approved **in principle** and that staff report back on options **for demand management control of volumes on Niska Road and** alternative types of traffic controls at Downey Road and Niska intersection.
- 3. That funds be allocated for a phased approach for design and construction options in the 2017 budget and forecast allowing staff to proceed to a detailed design and construction **after reporting back on options.**

Our Plan 2016-2018

City of Guelph Corporate Administrative Plan

Our Commitment to Guelph

Our 2016-2018 Plan will deliver excellent public services that are financially sustainable, continuously improved and modernized to meet resident expectations.



A sharp focus for next two years

- Closing out 2012-2016 Corporate Strategic Plan
- Corporate Administrative Plan acts as a medium-term bridge between old and new
- Provides foundational support to deliver on Council Shared Agenda and service area work plans
- Options for new longer-term community plan coming to Council later this year

Our three goals for 2016-2018

Service excellence

Achieving quality and showing results

Financial stability

Managing our resources to achieve maximum public value

Innovation

Modernizing how we do things





| | OUR SERVICES | OUR PEOPLE | OUR RESOURCES |
|---|---|--|---|
| | Municipal services that make lives better | Building a great community together | A solid foundation for a growing city |
| SERVICE AREA OPERATIONAL WORK PLANS COUNCIL SHARED AGENDA | | | |
| | Service Modernization Program | Leadership and Engagement Program | Sustainable Resources Program |
| | Customer Service Framework | Talent Blueprint | Asset Management Program |
| | Digital Services/ myGuelph | Expanded Leadership Charter | Long-Term Financial Plan |
| | Accountability and Performance Management Framework | Culture of Collaboration | Project Management office and Complex Capital Projects |
| | Service Review and Improvement Network | | IT Core Business Systems and Records and Information Management |
| Financial Stability | | | |
| Service Excellence | | | |
| Innovation | | | |

OUR SERVICES

Delivering municipal services that make lives better



We will deliver easy access to the services our community needs and provide an exceptional service experience



OUR SERVICES

Delivering municipal services that make lives better

Service Modernization Program

Objectives

- The right services delivered in an effective and efficient way
- Convenient ways to access services
- Clear quality customer standards that we are consistently achieving

Initiatives

- Customer Service Framework
- Digital Services/myGuelph
- Accountability & Performance Management Framework
- Service Review & Improvement Network

OURPEOPLE

Building a great community together



Policies and practices that encourage an environment of openness and culture of collaboration to promote employee development, growth and satisfaction.



OURPEOPLE

Building a great community together

Leadership & Engagement Program

Objectives

- More opportunities for employee growth and development
- Front-line staff empowered to lead
- Culture of openness and collaboration with our community partners

Initiatives

- Talent Blueprint
- Expanded Leadership Charter
- Culture of Collaboration

OUR RESOURCES

Ensuring a solid foundation for a growing city



A disciplined, long-term approach that ensures financial stability and maximum value from our municipal assets.



OUR RESOURCES

Ensuring a solid foundation for a growing city

Sustainable Resources Program

Objectives

- Plans in place to ensure we get the best value from our municipal assets
- Well-managed capital projects that respond to growth and city building and excellent public service
- Long-term financial sustainability

Initiatives

- Asset Management Program
- Long-term Financial Plan
- Project Management Office and Complex Capital Projects
- IT Core Business Systems and Records and Information Management

Questions

From: "pat.fung pat.fung"
 To: Guelph Clerk office <clerks@guelph.ca>
 Date: September 22, 2016 at 9:48 PM
 Subject: Delegation for Monday Sept 26, 2016 CON 2016.56 Medium Term Corp
 Administrative Plan

I would like to delegate on

Report # CAO - S - 1602

One of the stated goals in the plan is:

Financial Stability: Managing our resources to **achieve maximum public value**

- Where are the reports from the Office of the CAO that show how it is achieving **maximum public value.**
- How is the city managing our resources when it seems the only solution in the Office of the CAO to perceived shortfalls for expenditures, is to either increase taxes or increase / create new user fees? Why aren't substantial expense cuts ever considered? Managing means managing, not just adding taxes or fees because you can.

According the 2014 BMA Report, Guelph spends more than the typical Ontario city in these areas. Could someone please explain how we are getting maximum public value in the following:

| Selected areas from 2014 BMA report | Guelph cost per person | Ontario cost per person | Excess spending relative to other Ontario Cities based on 120,000 population in Guelph |
|--|-------------------------------|--------------------------------|---|
| 1) General government | \$229 | \$104 | \$15,000,000 |
| 2) Fire | \$185 | \$165 | \$ 2,400,000 |
| 3) Waste collection | \$29 | \$10 | \$ 2,280,000 |
| 4) Roads | \$244 | \$198 | \$ 5,520,000 |
| 5) Parks | \$77 | \$59 | \$ 2,160,000 |
| 6) Library | \$72 | \$50 | \$ 2,640,000 |
| Total | \$836 | \$586 | \$30,000,000 |
| 2014 Operating costs | \$3,138 | N/A | |

- I have yet to hear from the City why our costs in these areas are so high relative to other cities in Ontario. Where is the value in the amount that Guelph spends in General Government? This is overhead, not a service, and provides **NO DIRECT** value to the citizens of Guelph.
- Where is the value in a Corporate Communications Department which has 11 people including a General Manager and two supervisors? By its own measurements according to its 2015 data tables, the ratio for communications staff to city staff in Guelph is the **second worst** (1:110), Burlington is the only one worse at 1:70, the others that it is used for comparisons range between 1:140 to 1:300. Guelph by its own measurements has the **worst ratio** of communications staff to city population at 1:10,450, the others range from 1:14,640 to 1:26,760. Included in the Corporate Communications department is a Communications Advisor to the CAO. What value is this to Guelph residents? The department must at least be cut in half to be comparable to other cities.

The current corporate Strategic Plan 2012 to 2016 referred to in CAO - S - 1602 states among other things these business imperatives:

- Administrative Excellence

- Demonstrating value for tax dollars

- Where is the demonstrated administrative excellence when the City cannot even manage its Council approved budget. Since 2008 there has only been one year where expense came in under budget, yet expenses have increased 56% from 2008 to 2015.
- Where is the demonstration of value for tax dollars. It is 2016 now. Have there been any public reports to demonstrate value for tax dollars. Please refer to the above tables which show Guelph spending on a per capita basis to be higher than other municipalities.

The DCAO Corporate Services has said that costs per person are irrelevant, yet I have given you references to such learned institutions as BC Council of Business, Fraser Institute, Trent University and University of Toronto all stating that they are relevant. If cost per person were irrelevant why is the DCAO using per person stats for his Communications Department? **The only difference is the currency. He is using is employees per population, the BMA report is using dollars.** I would like the DCAO of Corporate Services to step up and answer this question which has been outstanding since December 2015. What does the DCAO consider to be relevant metrics? The answer to this question has been outstanding since that time as well. Will he answer these questions, here and now?

Regards,

Pat Fung, B. Comm., CPA,CA

Ward 6

S&P Global Ratings Credit Rating Review 2016

1

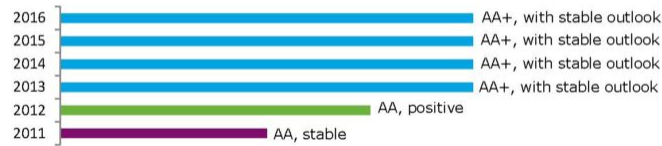
What is a credit rating?

- an independent opinion of the City's financial capacity to meet its debt payment obligations
- reflects the credit risk of an organization and the quality of an individual debt issue
- impacts the interest rate of a debt issue
(higher rating = lower rate)

2

Historical credit ratings

Guelph's Credit Rating: 2011-2016



3

City of Guelph's 2016 credit rating

AA + stable

What does this mean?

4

City of Guelph Rating Score Snapshot

Key Rating Factors Assessment

- Institutional Framework - Very predictable & well-balanced
- Economy - Very strong
- Financial Management - Strong
- Budgetary Flexibility - Average
- Budgetary Performance - Very strong
- Liquidity - Exceptional
- Debt Burden - Very low
- Contingent Liabilities - Low

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Report Link

S&P Global Ratings Credit Rating Review Staff Report
S&P Global Ratings report: City of Guelph 'AA+' Ratings
Affirmed On Exceptional Liquidity; Outlook Stable

http://guelph.ca/wp-content/uploads/council_agenda_092616.pdf#page=324

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