

Committee of the Whole Meeting Agenda

Consolidated as of March 29, 2019

**Monday, April 1, 2019 – 2:00 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 on
guelph.ca/agendas.

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guelph.ca/live.

Changes to the original agenda have been highlighted.

Call to Order – Mayor

Disclosure of Pecuniary Interest and General Nature Thereof

Presentation:

Office of the Chief Administrative Officer Council Orientation

Trevor Lee, Acting Chief Administrative Officer

Barbara Swartzentruber, Executive Director, Strategy, Innovation and
Intergovernmental Services

Tara Sprigg, General Manager, Corporate Communications and Customer Service

Catherine Spence, Internal Auditor

Chair – Councillor Hofland

Staff Recognitions:

1. 2019 Parks and Recreation Ontario Award of Excellence Access and Equity
(for Community Population Size Over 30,000) – Limitless Guelph
Lynne Briggs, Manager, Recreation Services
Adam Rutherford, Program Manager, Programs and Community Development
Eric Pool, Supervisor, Programs and Community Development
2. Economic Developers Council of Ontario 2018 Awards of Excellence
Promotional Award – City of Guelph Tourism's "Sounds of Guelph" Video
Series
Caitlin Crete, Tourism Promotions and Digital Development Coordinator

3. Canadian Public Relations Society – 2 Gold Pinnacle Awards
 - a) Media Relations Campaign of the Year
Michelle Rickard, Communications Officer
Heather Flaherty, General Manager, Parks and Recreation
 - b) Community Relations Campaign of the Year
Katie Burt, Communications Officer
David Wiedrick, Manager, By-law Compliance, Security and Licensing
-

Items for Discussion – Public Services

The following items have been extracted from 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.

Presentation:

Local Immigration Partnership Annual Presentation and Strategic Plan (presentation)

Sandra Cocco, Executive Director, Immigrant Services Guelph-Wellington
Trish McComb, Children's Early Years Division, County of Wellington

Service Area Chair and Staff Announcements

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

Ten-Minute Break for Service Area Change

Consent Agenda – Corporate Services

Chair – Councillor Mackinnon

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.

CS-2019-09 2019 Property Tax Policies

Recommendation:

That the 2019 City of Guelph Property Tax Policy set out in ATT-1 to report CS-2019-09 entitled 2019 Property Tax Policy Report dated April 1, 2019 be approved and incorporated into tax ratio, tax rate and capping parameter by-laws.

Recommendation:

1. That the 2020 budget plan be approved.
2. That the revised phased-in multi-year budget process for both the operating and the capital budgets commencing with a three-year budget in 2021 and a subsequent four-year budget in 2024 be adopted in principle.

Items for Discussion – Corporate Services

The following items have been extracted from 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.

Presentation:

Stephen O'Brien, General Manager, City Clerk's Office/City Clerk

Jennifer Slater, Manager, Information, Privacy and Elections/Deputy Clerk

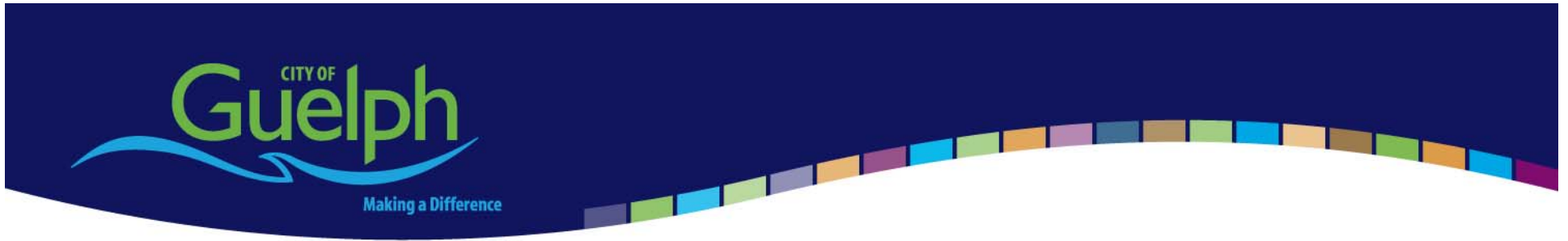
Recommendation:

That the report number CS-2019-27, titled 2018 Municipal and School Board Election Report, be received.

Service Area Chair and Staff Announcements

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

Adjournment



Council Orientation

Office of the Chief Administrative Officer

April 1, 2019



Overview

Office of the CAO; *What Drives Us*

- Growing a culture of innovation and service modernization
- Collaborating with stakeholders, partners, businesses, government and our residents to plan for our future and deliver excellent services and programs that are representative and inclusive
- Responding to expectations from citizens, stakeholders and businesses to be open and accountable.

Departments

Chief Administrative Officer

(Vacant)

519-822-1260 x 2221
cao@guelph.ca

Strategy, Innovation & Intergovernmental Services



Barbara Swartzentruber

Executive Director
519-822-1260 x 3066
barbara.swartzentruber@guelph.ca

Corporate Communications and Customer Service



Tara Sprigg

General Manager
519-822-1260 x 2610
tara.sprigg@guelph.ca

Internal Audit



Catherine Spence

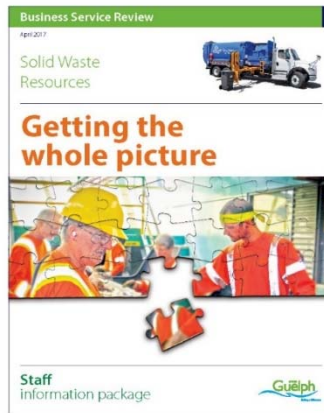
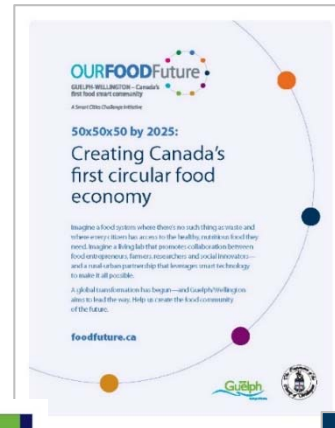
Internal Auditor
519-822-1260 x 3373
catherine.spence@guelph.ca



Trends/Opportunities/Influences

- Evolving role of cities
- Changing demographics and citizen and business needs
- Community engagement and involvement in decision-making
- Digital transformation and data driven innovation
- Evolving federal/provincial political and policy landscape, and support the ongoing housing file
- Trust and transparency
- Balancing local needs with larger issues that are increasingly the focus of forward-thinking councils (e.g. global competitiveness)

Key Projects





Corporate Communications

Core Services

- Strategic communications
- Reputation and issues management
- Media relations
- Communications training and coaching
- Crisis/emergency communications
- Digital communications
- Visual communications
- Employee communications
- Marketing



Internal Communications Plan

Project Deliverables

- The Plan; a roadmap to guide us in communicating with employees, recognize and leverage channels for two-way communications, and ensure communication is aligned with our strategic goals
- Multi-year implementation plan
- Audit of communication channels
- Communication tools such as: mobile app, Infonet, videos, screens and print
- Web/intranet content and plain language training



Digital Communications

Project Deliverables

- Update corporate social media strategy
- Develop web content audit process
- Conduct web audits towards streamlining and improving guelph.ca content
- Review and update social media guidelines for employees
- Support web content accessibility strategy



Internal Audit – Adding Value

The Internal Audit work plan focuses on key areas which are reflective of the City's objectives and priorities, integrated and co-ordinated with risk assessment results and strategic plan.

Assesses quality, economy, and efficiency, and provides accurate and timely communication to management and Committee of the Whole.

Internal Audit — Who we are

Focus:

Provides financial, operational (including value for money), and information technology audits, along with consulting advice, and fraud investigations.

Independence:

Conducts internal audit activity free from the influence of others.

Follow-up:

Monitor departments progress with implementing agreed upon recommendations by:

- Receiving and reviewing quarterly implementation progress reports from staff for reasonableness;
- Conduct follow-up audits when necessary.



Internal Audit — Who we are

Management:

Reports administratively to the CAO and reports to Committee of the Whole-Audit functionally.

Risk:

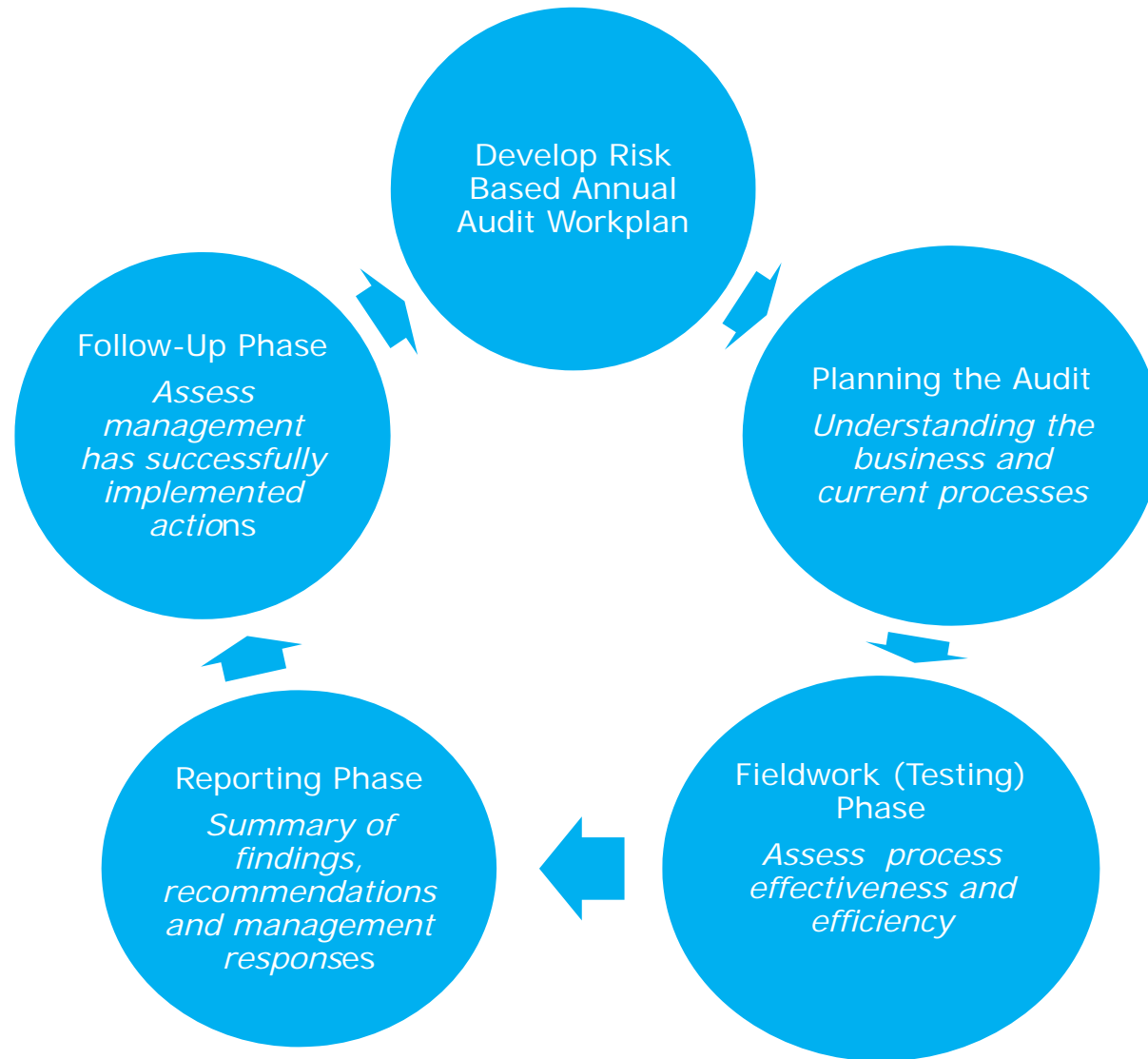
Identifies and qualifies key business risks to estimate likelihood of occurrence and impact on business. Makes appropriate recommendations as a result of the risk assessment.



Role of Committee of the Whole —Audit

Further ensure the City has strong and effective processes relating to governance, internal controls, risk management, compliance, ethics and financial disclosures.

Internal Audit Process





Internal Audit Authority

- Responsible for all internal audit activity for the City of Guelph as outlined in the Internal Audit Charter approved by Council February 2019.
- The Internal Auditor has full, free and unrestricted access to all activities, physical properties and staff necessary in carrying out their work, subject to MFIPPA requirements.

Internal Audit's Key Responsibilities

- Provide independent, objective assurance and advisory services designed to add value and improve processes/programs.
- Assist the City with accomplishing its objectives by bringing a systematic; disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
- Coordinate fraud investigation activities.
- Provide audit reports to CAO, ET and Committee of the Whole-Audit.
- Maintain open communication with the Audit Chair and Vice Chair.
- Ensure all audit activity is carried out with integrity, objectivity, confidentiality, competency, professionalism and transparency.

Planning for the future



The Community Plan

- Shared community vision for the future of Guelph
- Built in collaboration with citizens, partners and business
- Builds alignment across the community
- Platform to track community progress
- Shows the work underway across the community and City

Progress

- Wrapped up “year of listening” and sector workshops
- Reviewed key community stats
- Inventory of key City and partnership plans
- Community Plan discussion paper outlines emerging themes, directions and goals

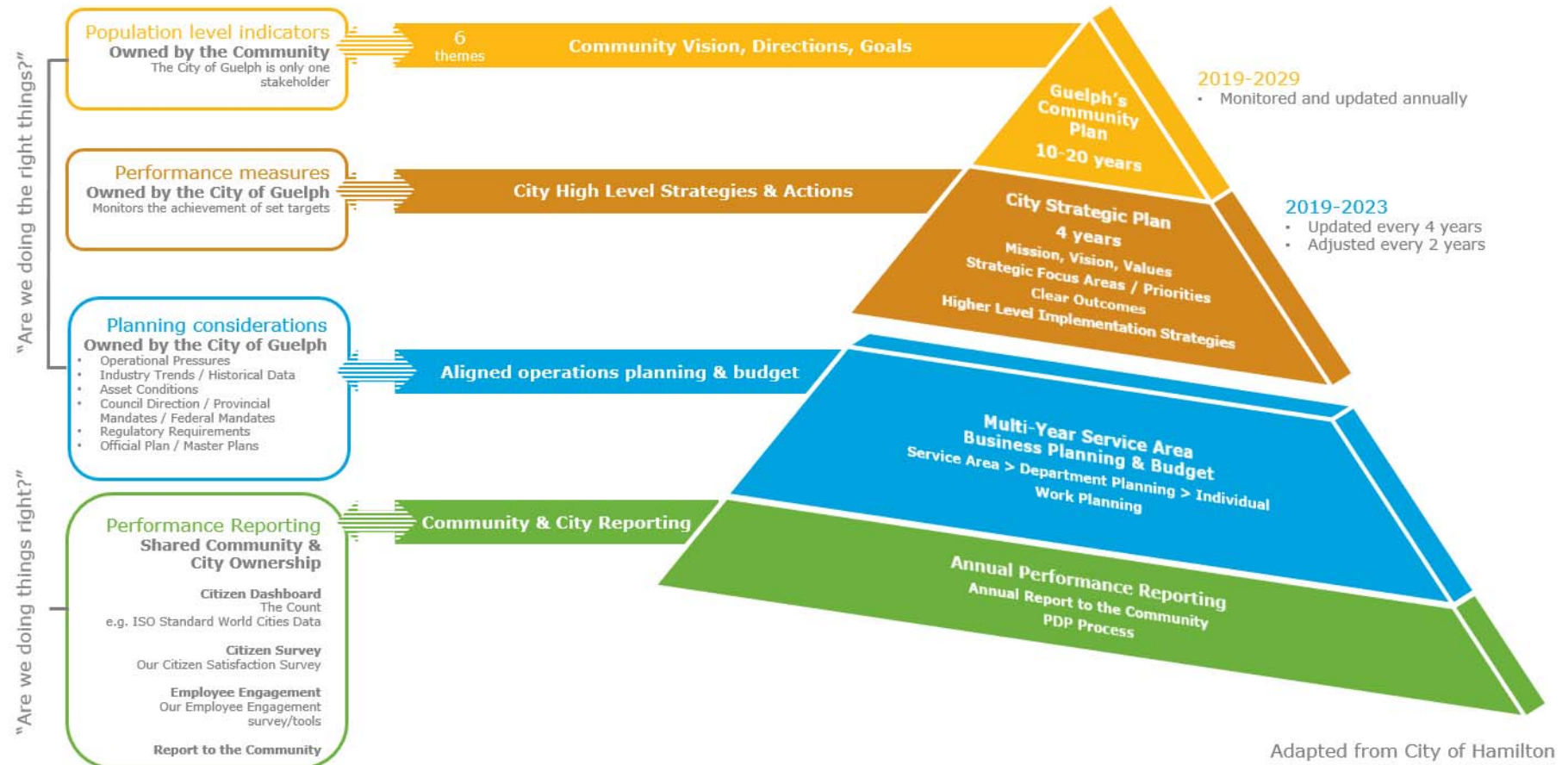
Planning for the future

City Strategic Plan

- Opportunity to show our contribution and alignment to the Community Plan Vision
- Refresh our mission, vision and values as a corporation
- Set clear strategic priorities for next 4 years
- Integrate planning with budget – transitioning to a multi year approach
- Lock-in results based measurement and tracking approach to provide regular Council and ET updates, the Annual Report to the Community and The Count



Our Strategy and Performance





Timeline

Project Deliverables

- Community Plan finalized with sustainable partnership governance framework in place
- City Strategic Plan complete

Council Decisions

- Receive Community Plan May, 2019
- Council and staff retreats May, 2019
- Final City Strategic Plan June, 2019

Intergovernmental Relations and Advocacy

Project Deliverables

- AMO & FCM Planning- Conducting internal engagement to identify advocacy priorities, revising infrastructure booklet, FCM Board opportunities to be presented to Council when released
- Large Urban Mayors Caucus of Ontario (LUMCO)- Ongoing support (advocacy, agenda setting) for the Mayor as Chair of the organization
- Policy Development and IG Issues Management support
- Infrastructure Funding- Ensuring City is applying for and receives fair share of infrastructure funds

Infrastructure Funding

Project Deliverables

- Municipalities are competing for federal and provincial infrastructure funding to help offset the rising cost of aging municipal infrastructure
- The City of Guelph has been successful in acquiring infrastructure grants through the Federal Government's Phase 1 Infrastructure Program

Infrastructure Funding

Project Deliverables

- The City received \$17 million between 2016 and 2017 for projects related to the Clean Water & Wastewater Fund (CWWF), Canada 150 Community Infrastructure Program, and the Federal Public Transit Infrastructure Fund (PTIF)
- Phase 2 Funding has started to flow with PTIF details to be announced on April 2. Staff are working to align the priorities of the 10 year capital plan to the infrastructure funding available
- Funding for the Culture and Recreation and Green infrastructure streams are anticipated to be released in Fall 2019



Innovation programs

Civic Accelerator 2.0

- Evolving the program with other cities, local partners Innovation Guelph, University of Guelph, Chamber of Commerce and MaRS
- Enable us to be early adopters of innovative technologies, products, and services
- Create opportunities for businesses to partner with us in developing innovative and efficient solutions
- Share our learning with and learn from other cities
- Launch round 1 of new Civic Accelerator 2019



Innovation programs

Front line staff innovation - Innovation Fund

- Building capacity for front line staff to problem solve and innovate for improved service to citizens
- Provides micro funding opportunities for ideas to improve efficiency and service enhancements
- Training on problem solving, prototyping, building business case and pitching new ideas
- Launch new round for completion 2019



Innovation programs

Local and national partnerships for innovation

- Working closely with local business and social entrepreneurial ecosystem
- Guelph lab – University of Guelph
- FCM Innovation Network Leaders
- Municipal Innovators Community

Infrastructure Canada's \$10 million Smart Cities Challenge

Creating Canada's first tech-driven circular food economy

Guelph/Wellington, in collaboration with businesses; researchers; governments; and community stakeholders, will re-imagine:

- 50% increase in access to affordable, nutritious food;
- 50 new circular business and collaboration opportunities; and
- 50% increase in economic revenues by reducing or transforming food waste

...all by 2025

Proposal Submitted: March 5, 2019

INFC Announcement: May 14, 2019



Council Orientation

Office of the Chief Administrative Officer

Thank you



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Local Immigration Partnership

Creating a caring, equitable community where everyone thrives.

Sandra Cocco

**GWLIP Co-Chair, Immigrant Services
Guelph Wellington**

Trish McComb

GWLIP Co-Chair, County of Wellington

Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada





Immigration in Guelph





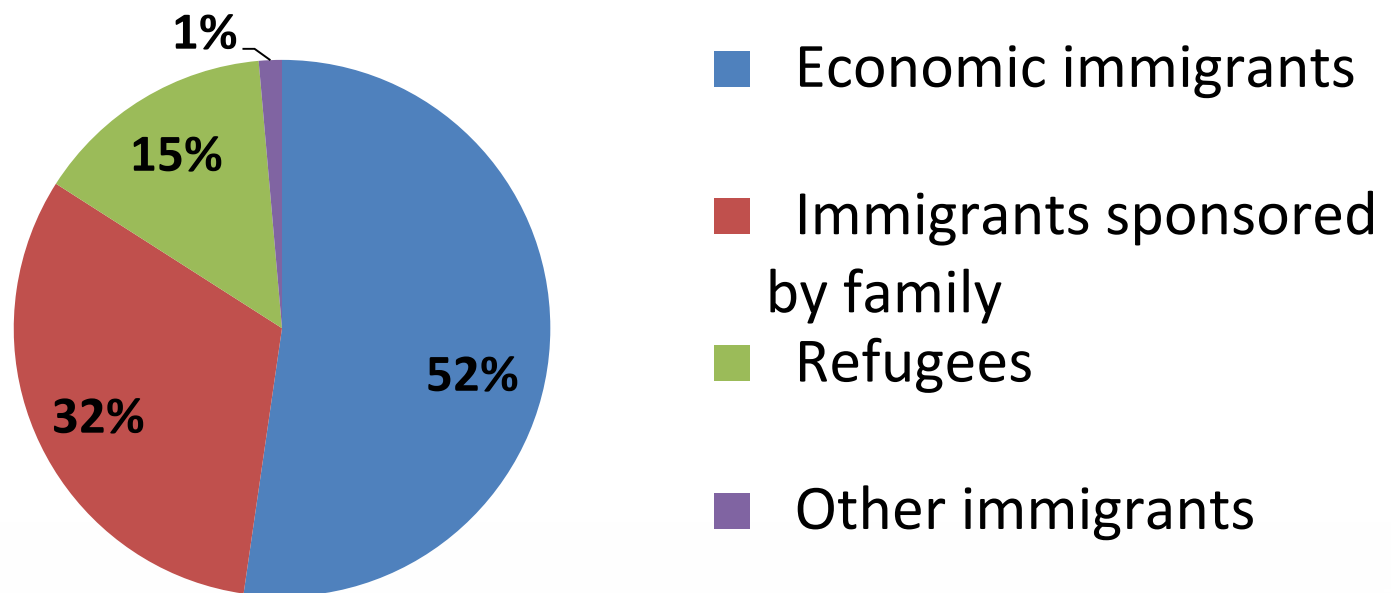
Immigration in Guelph

- **Total Population 131,794**
 - Immigrants: 28,090 (21.3%)
 - Recent Immigrants (2011-2016): 3,580 (2.7%)
- **Top 10 Places of Birth of Recent Immigrants:**
 - Philippines (22%)
 - India (13%)
 - China (10%)
 - Eritrea (5%)
 - Vietnam and Pakistan (4% each)
 - UK and Ethiopia (3% each)
 - US and Syria (2% each)

Source: 2016 Census

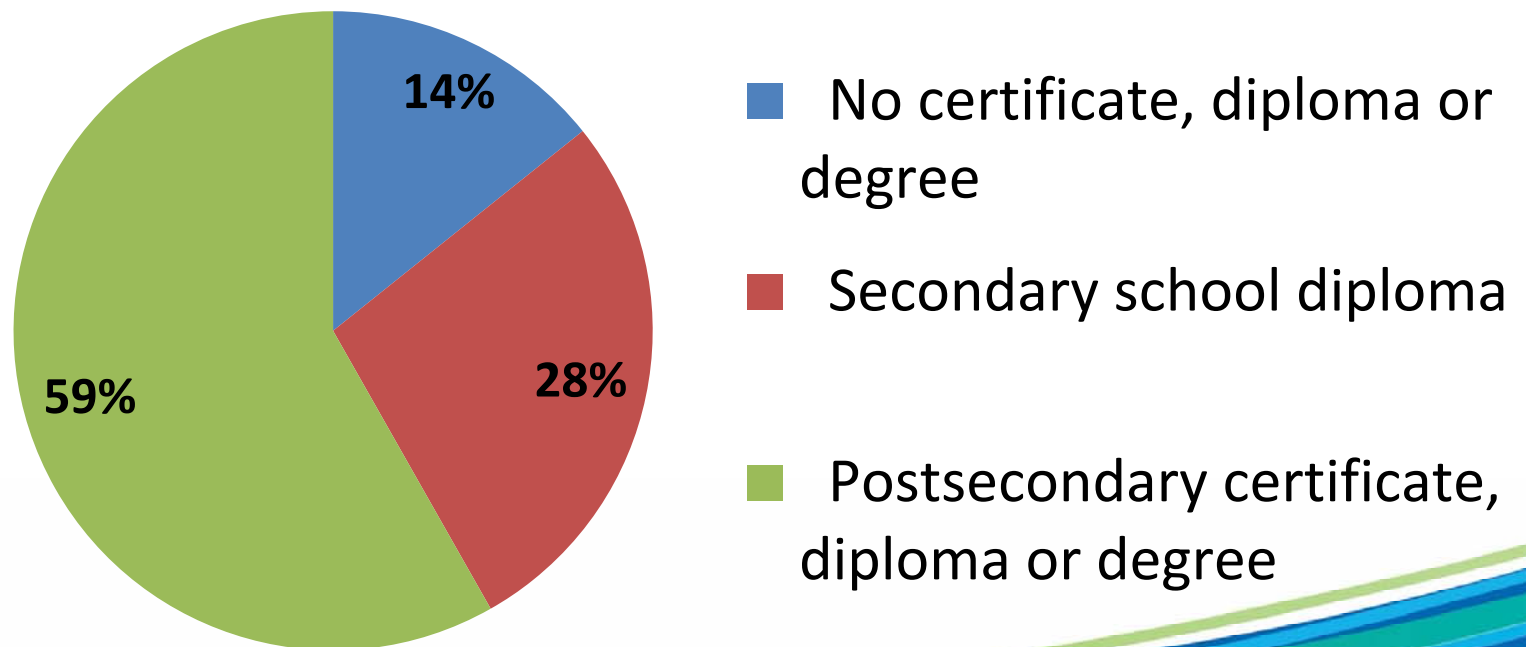


Immigration in Guelph – Recent Immigrants, Admission Category



Source: 2016 Census

Immigration in Guelph – Recent Immigrants, Level of Education



Source: 2016 Census

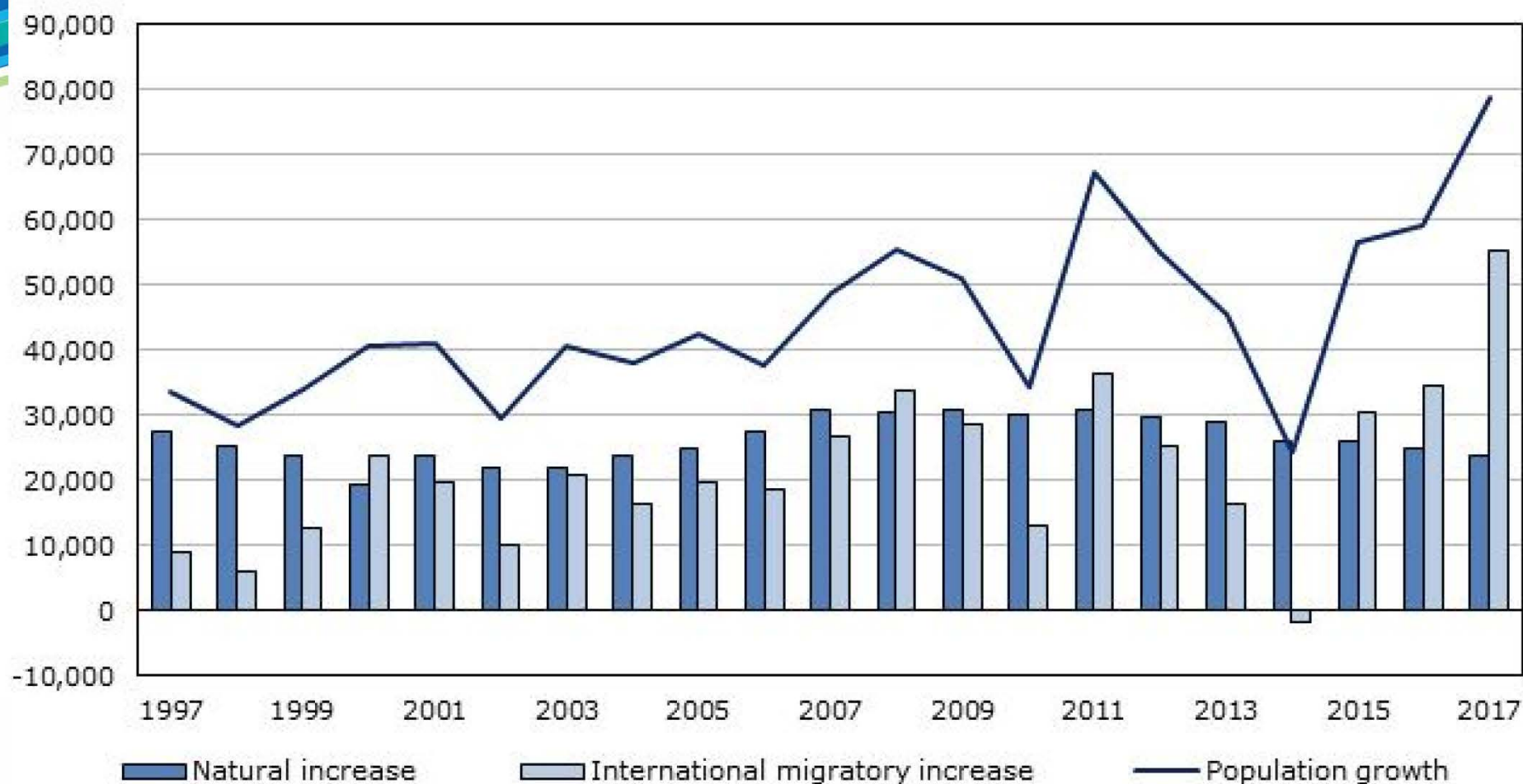


The Opportunity and the Impact



Factors of population growth, October to December, 1997 to 2017, Canada

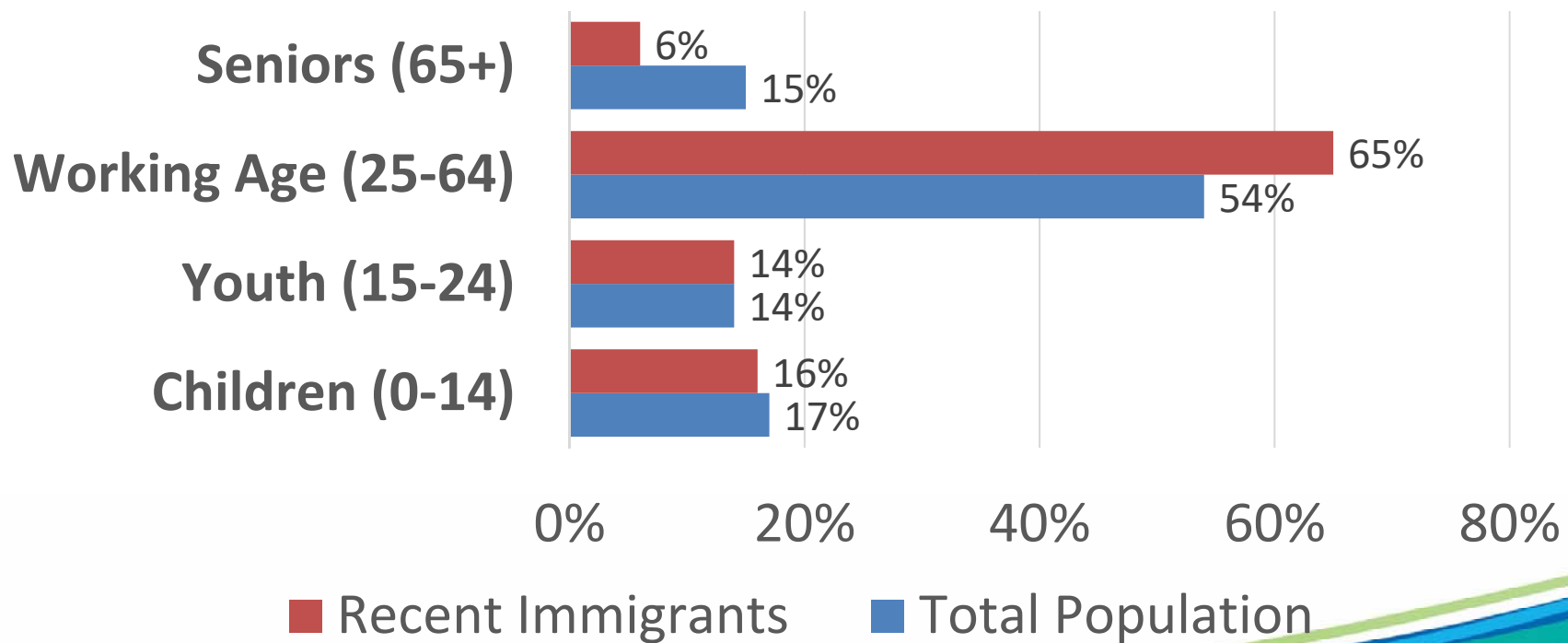
number



Note: Before 2011, population growth is not equal to the sum of natural increase and international migratory increase because residual deviation must also be considered in the calculation.


Source: Statistics Canada, Demography Division.

Demographics – Recent Immigrants to Guelph





Impact

- **By 2038, it is estimated that Guelph population could be around 165,000.**
 - Growth mostly from immigration.
 - Immigrants could account for 27% of the population.
 - **What does that mean to the municipality?**
 - immigration is a significant driver of municipal growth
 - Immigrants create pull and push for services
 - Immigrants pay taxes
 - Immigrants vote in municipal elections and participate in local politics
 - Immigrants create and support local businesses.
- 



Impact

- **Municipalities have a critical role to play**
 - They are increasingly consulted on immigration policy issues
 - They are facing skill shortages
 - Their policies are critical to successful integration of newcomers in the community
 - They can reduce barriers faced by newcomers (access to basic services, meaningful employment...etc.)
 - They can nurture and promote welcoming environment to attract newcomers
- 



What are the Local Immigration Partnerships?



What LIPs Do?

- Systematize local engagement of service providers and other institutions in newcomers' integration process;
 - Support community-level research and strategic planning; and
 - Improve coordination of effective services that facilitate immigrant settlement and integration.
- 



Guelph Wellington Local Immigration Partnership

- **Vision**

“We envision a caring, equitable community where everyone thrives.”

- **Objective**

Enhance collaboration, coordination and strategic planning at the community level in order to foster more welcoming and inclusive communities and improve settlement and integration outcomes.





Funding

- GWLIP is funded by the federal ministry of Immigration Refugees and Citizenship Canada (IRCC)
- Since its inception, GWLIP has received around \$1.8 million in funding



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada





GWLIP Strategic Directions





Strategic Priorities 2019-20

- Access to Services
- Education and Cultural Connections
- Employment and Entrepreneurship



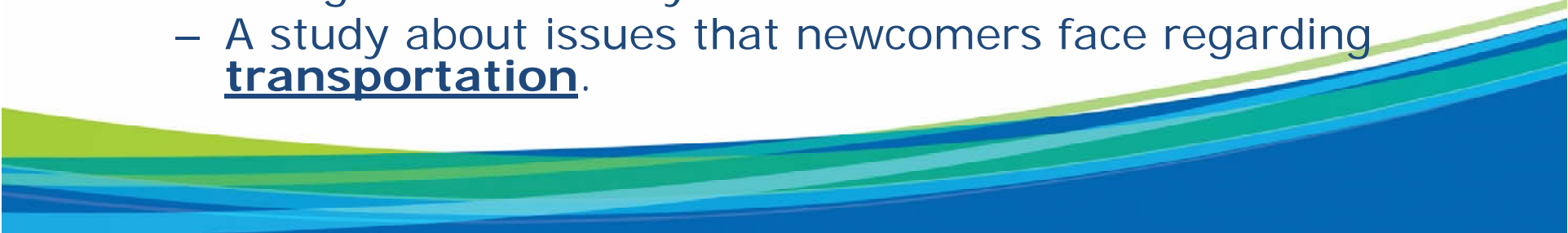


SP 1 – Access to Services

- **Objectives**

- Increase access to data about newcomers and immigration.
- Partnership with organisations to help streamlining and improving timeliness of access to service
- Strengthen newcomer voice in housing issues

- **Selected Projects**

- Neighbourhood snapshots
 - Research to examine **housing** barriers for newcomers
 - Refugees Community Conversation
 - A study about issues that newcomers face regarding **transportation**.
- 




SP 2 – Education & Cultural Connections

- **Objectives**

- Foster cultural connections
- Increase awareness of impact of newcomers

- **Selected Projects**

- Cultural programs and activities.
 - **Community-wide campaigns** to drive change in attitude towards immigration issues and foster more positive environment.
- 



SP 3 – Employment & Entrepreneurship

- **Objectives**

- Reduce the number of newcomers who are unemployed or underemployed.
- Raise employers' awareness about the potential of newcomers and about the support available to employers in this regard.
- Create an enabling environment for newcomers who choose to start up their businesses.

- **Selected Projects**

- International Trained Immigrants Policy paper.
 - Raise awareness about the potential of newcomers and the benefits of employing immigrants.
 - Employers' roundtables.
- 



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Local Immigration Partnership

Creating a caring, equitable community where everyone thrives.

guelphwellingtonlip.ca

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