TO Community & Social Services Committee

DATE May 8, 2012

LOCATION Council Chambers
TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST

CONFIRMATION OF MINUTES – April 11, 2012

PRESENTATIONS (Items with no accompanying report)

a) Raechelle Devereaux, Manager, Wellington Guelph Drug Strategy – a review of current projects and progress.

CONSENT AGENDA

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

<table>
<thead>
<tr>
<th>ITEM</th>
<th>CITY PRESENTATION</th>
<th>DELEGATIONS</th>
<th>TO BE EXTRACTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSS-4</td>
<td>Community and Social Services Committee Rolling Calendar</td>
<td></td>
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<tr>
<td>CSS-5</td>
<td>Greenhouse Plant Production: Expression of Interest Update</td>
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Resolution to adopt the balance of the Community & Social Services Committee Consent Agenda.

ITEMS EXTRACTED FROM THE CONSENT AGENDA

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

1) delegations (may include presentations)
2) staff presentations only
3) all others.
NEXT MEETING – June 12, 2012
A meeting of the Community & Social Services Committee was held on April 11, 2012 in the Council Chambers at 5:00 p.m.

Present: Councillors Dennis, Burcher, Laidlaw, Van Hellemont and Mayor Farbridge

Also Present: Councillors Bell, Furfaro, Guthrie, Hofland and Kovach

Staff Present: Ms. C. Bell, Executive Director, Community & Social Services; Ms. T. Agnello, Deputy Clerk; Ms. J. Sweeney, Council Committee Coordinator

There was no disclosure of pecuniary interest.

1. Moved by Councillor Burcher
   Seconded by Mayor Farbridge
   THAT the minutes of the Community & Social Services Committee meeting held on February 14, 2012 be confirmed as recorded and without being read.

   VOTING IN FAVOUR: Burcher, Dennis, Laidlaw, Van Hellemont and Mayor Farbridge (5)

   VOTING AGAINST: (0)

   Carried

Consent Agenda

The following item was extracted from the Consent Agenda to be dealt with separately:

CSS-2012 A.3 Community Investment Strategy Phase 1 Final Report

Presentations

a) Sonya Poweska, Executive Director of the Guelph Arts Council provided information on the formation of the organization and their mission. Ms. Poweska briefly outlined some of the programs and services they offer and the partnerships they have with various projects. She provided statistics of funding received by art groups, choirs and Arts Councils in other municipalities. She requested that the City increase support for artists and organizations in coming years.
b) Rosslyn Bentley, Executive Director of Hospice Wellington outlined their mission and the services they provide. She thanked the City for their support over the past 5 years and showed pictures of their new facility.

**Community Investment Strategy – Phase 1 Final Report**

Eden Grodzinski of JPMC advised that a Community Investment Strategy increases the City’s ability to respond to changing community needs, addresses the patchwork of investment mechanisms, and fosters innovation. Ms. Grodzinski outlined the background research and the numerous consultations conducted.

Rebecca Sutherns of JPMC outlined the strategic policy framework which includes the vision, guiding principles, investment model, and evaluation approach. Ms. Sutherns reviewed the strategic directions, values, community investment mechanisms and community impact.

2. Moved by Councillor Burcher
   Seconded by Mayor Farbridge

   REPORT

   THAT the draft CIS Strategic Policy Framework as outlined in this report (Appendix 1 – Community Investment Strategy – Phase 1 Final Report), be approved as the foundation for the development of comprehensive operational investment programs and tools in Phase 2.

   VOTING IN FAVOUR: Burcher, Dennis, Laidlaw, Van Hellemond and Mayor Farbridge (5)

   VOTING AGAINST: (0)

   Carried

The meeting adjourned at 6 p.m.

..................................................
Chairperson
A Review of Current Projects and Progress

City of Guelph Community and Social Services Committee
Presented by Raechelle Devereaux, Manager, WGDS
Heather Kerr, Chair WGDS, Stonehenge TC Executive Director
May 8, 2012
Sustaining Evidence-Based Prevention Bridging Family To Community

  - Funded through fundraising efforts, as well as contributions from F&CS, WDG Public Health and Trellis Mental Health
  - Facilitated by Women in Crisis, Stonehenge Therapist, Public Health and Ontario Works Employment Facilitator
  - 8 Families completed the program.

- Strengthening Families for Parents and Youth –April –June 2012
  - Funded through Win Mar Restorations/Guelph Police Services partnership, and surplus from Fall 2012
  - Facilitated by Women in Crisis, F&CS Family Support and Wellington County Social Services staff
  - 12 families commenced the program last week.
Developing a Community Framework for Mental Health Promotion and Drug Prevention

- To be effective, drug prevention and mental promotion efforts must be evidence-informed, comprehensive and coordinated.
- Resources are scarce, and must be used effectively.
- Professionals and community members need to know their role in supporting families and youth.
- Community Planning Table involving key partners and stakeholders.
- Learning Summit Fall 2012.
- Framework Development Fall 2012-Spring 2013.
- Healthy Communities Grant application to support development and implementation.
Drug Treatment Court

- Provide opportunities for treatment rather than incarceration.
- Research indicates DTCs contribute to considerable reduction in recidivism (Toronto DTC 15%, compared to 90% for non-participants).
- Visits to and consultations with other neighbouring community models.
- Consultations with the Canadian Drug Treatment Court Association.
- Meeting with Justice Douglas, who is open to implementing a local model.
- Community planning is underway to develop our model.
Reducing Harm and Decreasing Stigma

The Wellington Guelph Drug Strategy proudly presents

Harm Reduction Forum 2012
Bridging the Divide
Supporting Youth In Our Community

When
May 16th, 2012
8:30 am—4:00 pm

Where
Guelph Youth Music Centre
75 Cardigan St Guelph

Cost $35
Lunch and Refreshments Will Be Provided

AGENDA
8:30 Registration and Coffee
9:00 Introductory Remarks
9:15 Keynote Speaker Kyla Zanardi
10:15 Break
10:30 Youth Voices Video
10:45 Address from Community Leaders
11:00 Breakout Session One
12:15 Lunch
1:00 Breakout Session Two
2:15 Break
2:30 Harm Reduction Service Review,
University of Guelph Research Shop
3:00 Youth Panel Presentation
4:15 Closing Remarks

To Register visit www.aidsguelph.org
Space is limited so Sign Up Today!
OxyContin to OxyNEO

- Changes to the formulation and to the access mechanisms.
- March 5th-9th
  - Community Survey
  - Community Forum
- Report to the Ministry of Health and WWLHIN outlining our community’s recommendations, including:
  - Increased access to Withdrawal Management Services for Guelph Wellington residents, particularly those living in rural areas;
  - Increased support to individuals transitioning and on treatment waitlists;
  - Broad distribution of overdose prevention training;
  - Increased access to Naloxone (Narcan) and Suboxone.
Website Development:

www.wgd drugstrategy.ca

- Launched on February 5, 2012.
- Providing an opportunity to profile our activities and engage the community and provincially.

“I was quite impressed with your website and I think you have done an excellent job in making it user-friendly and easy to navigate. This is a critical initiative and the partnerships you have fostered are essential in its success. As part of our drug strategy committee in Thunder Bay we are very pleased to see the innovation and progress of other centres. Guelph, in particular, as my hometown always has my attention when it makes major advances like this in promoting well-being of the individual and community. Congratulations.”

Paul G.G. Mulzer MD FRCP(C)
Staff Psychiatrist
Sister Margaret Smith Centre, Thunder Bay
Questions, Comments or Feedback
COMMUNITY & SOCIAL SERVICES COMMITTEE
CONSENT AGENDA

May 8, 2012

Members of the Community & Social Services Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Community & Social Services Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

<table>
<thead>
<tr>
<th>REPORT</th>
<th>DIRECTION</th>
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<tbody>
<tr>
<td>CSS-2012 A.4 COMMUNITY AND SOCIAL SERVICES COMMITTEE ROLLING CALENDAR</td>
<td>Receive</td>
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<tr>
<td>THAT Report #CSS-ADM-1215 dated May 8, 2012 and titled “Community and Social Services Committee Rolling Calendar” be received.</td>
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<tr>
<td>CSS-2012 A.5 GREENHOUSE PLANT PRODUCTION: EXPRESSION OF INTEREST UPDATE</td>
<td>Approve</td>
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<tr>
<td>THAT the seasonal greenhouse plant production operation undergo a formal operational review to identify potential efficiencies and new revenue generating opportunities, as part of the Service and Operational Review initiative currently underway.</td>
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attach.
SUMMARY

Purpose of Report: To provide Committee with a ‘Rolling Calendar’ outlining regular reports expected throughout a calendar year.

Committee Action: To receive for information.

RECOMMENDATION

THAT Report # CSS-ADM-1215 dated May 8, 2012 and titled “Community and Social Services Committee Rolling Calendar” be received.

BACKGROUND

Council has requested each Standing Committee develop a Rolling Calendar which outlines, for Council and the public, reports that can be anticipated throughout a calendar year.

REPORT

Staffs have developed the attached Rolling Calendar which outlines reports that are to be submitted in any one calendar year period. The Calendar includes required activities for each meeting (such as approval of minutes) and all anticipated yearly reports. The Rolling Calendar has been populated on a quarter-annual, incremental basis to allow a degree of flexibility in reporting requirements. It is intended the Rolling Calendar will evolve over time to better reflect the needs of Committee and City Council.
CORPORATE STRATEGIC PLAN

Goal 5: A community focused, responsive and accountable government

FINANCIAL IMPLICATIONS

N/A

DEPARTMENTAL CONSULTATION

Community and Social Services Department

COMMUNICATIONS

The Rolling Calendar will be updated regularly to reflect any additions or deletions of reports as well as to reflect changes to timing of the reports. The Rolling Calendar will be posted on the City’s website.

ATTACHMENTS

Attachment 1 – Community and Social Services Committee Rolling Calendar

Recommended By:
Colleen Bell
Executive Director
Community and Social Services
519-822-1260 ext. 2665
Colleen.bell@guelph.ca
# Community & Social Services Ck Rolling Calendar for 2012

<table>
<thead>
<tr>
<th>Meeting Activity Schedule/Performance &amp; Accountability Reporting</th>
<th>Report</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tr>
<td>● Regular Meetings</td>
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<td>Presentations</td>
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<td>Consent Agenda Reports</td>
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● Performance Reporting

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<th>● Mandate and Charter Reporting</th>
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<tr>
<td>Cultural Advisory Committee annual report</td>
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<td>Guelph Museums Advisory Committee annual report</td>
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<td>Guelph Sports Hall of Fame annual report</td>
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<td>Youth Council</td>
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<td>Accessibility advisory Committee</td>
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● - scheduled ● - as required

SUMMARY

**Purpose of Report:** To provide committee with an update on the results of an Expression of Interest issued for plant production associated with our municipal greenhouses.

**Committee Action:** To receive the report and refer the greenhouse plant production to a formal operational review that considers revenue generating opportunities.

RECOMMENDATION

THAT the seasonal greenhouse plant production operation undergo a formal operational review to identify potential efficiencies and new revenue generating opportunities, as part of the Service and Operational Review initiative currently underway.

BACKGROUND

At the Operations & Transit Committee held on October 17, 2011, staff provided a report on the cost comparison of greenhouse plant production versus contract growing, including supervisory and overhead costs of the operation. As part of the committee report, staff had provided a Service Factsheet (Attachment 1) which provided an overview of the seasonal greenhouse plant production. The following resolutions were adopted in response to the report:

"THAT the Operations and Transit Committee Report OT071154 'Greenhouse Plant Production’ dated October 17, 2011 pertaining to greenhouse plant production be received;
AND THAT be staff be encouraged to explore the possibility of purchasing from, or entering into partnership with a commercial grower if it will result in cost savings.

To address the second resolution of committee, Parks staff developed an Expression of Interest (EOI) in consultation with the Procurement and Risk Management team. The two objectives of the EOI were to determine the ability of commercial growers to supply the specific plant stock required for public spaces, and to identify potential cost savings arising from the contracted service. The EOI identified desired plant size and estimated production numbers, including hanging baskets, grown at our municipal greenhouse operation.

Staff also requested that submissions include opportunities for partnerships or sponsorship opportunities with the vendor that would meet our plant production requirements to encourage cost-savings. Results of the EOI were received in January 2012.

REPORT

The Expression of Interest resulted in only one reply from a commercial greenhouse operation. The sole submission identified they had sourced 90% of the requested material at no cost savings compared to the value of the plants produced in-house. The grower’s EOI submission has not been included in this public report as it contains propriety information. The public release of this information may compromise the grower’s competitiveness in the event the City chooses to issue a request for proposal, as a possible next step.

Concerned about the poor response to the EOI, Procurement staff asked the Ontario Public Buyers Association (OPBA) to survey member municipalities on their greenhouse operations and experience with commercially grown plant stock. Five municipalities responded and the results are attached (Attachment 2). Two of the five survey respondents cited plant quality concerns as part of their experience. One municipality reported that their plant production had been outsourced and then taken back due to their dissatisfaction with the plant quality.

As reported in the ‘Greenhouse Plant Production’ report to the Operations and Transit Committee on October 17, 2011, the quality of ornamental plant stock grown by commercial operations is not directly comparable to the higher quality of the plants grown by municipal operations. Where commercial growing operations are many times the size of our greenhouse infrastructure, their focus is to ship plants at the earliest opportunity to minimize costs of on-going care at their operations.

Although the plants may appear to be healthy, their root systems are often underdeveloped and not ready for planting. When shipped to commercial vendors, the stock can often sit for additional weeks and be further nurtured by the vendor. This additional time in the pots or cell packs on a greenhouse or nursery bench allows the root systems time to further develop. This production approach is
contrary to our municipal operation where our plants are grown with larger, well developed root systems. Municipally grown stock must be developed to a higher level of maturity because once planted, the aftercare is not conducted on a daily basis. It is not the same frequency of a homeowner who can tend to their newly planted stock on a daily basis.

Recognizing the commercially grown stock is not as robust as municipal stock, and the likelihood of having to replace the substandard stock in a public garden is greater. This likelihood of having to replace the less developed plant stock will negate any initial cost-savings due to increased plant stock requirements for replacements, and associated labour costs.

The benefit to the community of municipally run greenhouse operations is greater in the superior quality and diversity of stock grown in-house, from year-to-year, compared to commercial stock. Our plant quality is highly desirable by the clients for whom we contract grow. Significant revenue has been generated historically, from plant produced for the Downtown Guelph Business Association displays, Woodlawn Memorial Park Cemetery, Wellington Catholic District School Board, Guelph Horticultural Society, Guelph Civic Museum, and the University of Guelph. Further, our in-house production readily affords opportunities to replace stolen, vandalized plants, or prepare horticultural displays for City functions, in short notice and as a value-added service.

Our municipal operation is one that has also fostered a positive working relationship with other area municipal growers and park commissions. When our respective operations experience challenges with crop production, our industry peers are ready to assist at a moment’s notice, including replacement plants or offering new plant varieties for our stock plant collection. Just two years ago, staff acquired, at no cost, several new plant species from the Niagara Parks Commission for our carpet bedding displays, such as the floral clock located at Riverside Park. As a municipal greenhouse operation, we have the opportunity to acquire seed, produce and feature in our public displays, the latest in plant cultivars not yet available to commercial growers.

Based on internal staff’s municipal greenhouse plant production expertise and the survey results from the five municipalities, we would not recommend acquiring plant stock available from commercial growers, at this time. However, staff do recommend a formal operational review of our municipal plant production operation to identify potential efficiencies and explore further revenue generation opportunities as part of the Service and Operational Review initiative currently.

**CORPORATE STRATEGIC PLAN**

Goal 5: A community-focused, responsive and accountable government
Goal 6: A leader in conservation and resource protection/enhancement
FINANCIAL IMPLICATIONS

It is recommended that any operational review be performed within the existing budgeted resources of the department.

DEPARTMENTAL CONSULTATION

Finance Department---Procurement and Risk Management

COMMUNICATIONS

N/A

ATTACHMENTS

Attachment 1 – Service Fact Sheet
Attachment 2 – OPBA Greenhouse Survey

Prepared By:  
D. Murray Cameron  
General Manager  
Parks and Recreation  
519-822-1260 ext. 2007  
Murray.cameron@guelph.ca

Recommended By:  
Colleen Bell  
Executive Director  
Community & Social Services  
519-822-1260 ext. 2665  
colleen.bell@guelph.ca
# Service fact sheet

**TITLE:** Municipal Greenhouses Plant Production, including Floral Clock and Greenhouse Boilers

**DESCRIPTION:**
Annuals Plant Production for Horticultural Displays city-wide for 2010, including the Downtown Guelph Business Association and other external stakeholders, i.e., Woodlawn Memorial Park, Wellington Catholic District School Board, Guelph Horticultural Society, Guelph Museum, and the University of Guelph.

**LEGISLATED/ NON-LEGISLATED:**
- Non-Legislated

**% OF TAX BASE FUNDING:**
- 100%

**GROSS AND NET COSTS:**
- 2010 gross costs: $182,920.80, with revenues of $43,464.33
- 2010 net costs: $139,456.47

**STAFFING STRUCTURE:**
- (1) Supervisor of Infrastructure and Horticulture
- (1) Lead Hand Horticulture
- (4) Gardeners

1.39 FTE's dedicated to plant production, and the greenhouse and floral clock infrastructure.

**2012 OBJECTIVES:**
- Maximize plant production in the most efficient and cost-effective manner, while producing the highest quality stock for both general and specialized horticultural displays city-wide,
<table>
<thead>
<tr>
<th>service standard</th>
<th>including carpet bed beds and topiary features. Staff will trial for a second year the effectiveness of plant plugs vs. seed production, new ‘self-watering’ hanging basket for the BIA, as well as formalizing the process to order and pick-up plant orders</th>
</tr>
</thead>
</table>
| CONSEQUENCES OF NOT PROVIDING THE SERVICE: | - Lesser quality of stock from commercial growers  
- Palette of plant selection is greatly reduced when stock is grown commercially, including carpet bedding material  
- Floral clock, Royal City raised carpet bed and the ‘Blossom Express’ topiary as unique features of the city would be lost.  
- Greenhouse and Finance’s staff time/cost to administer tender/contract  
- Requirement to receive contracted order as one full shipment, to minimize additional shipping costs  
- Ability to replace vandalized/stolen stock is greatly reduced  
- Ability to prepare additional planters/baskets for one-off special events is lost.  
- Opportunities to collect specimen/stock plants from other municipal growers, or the like of Niagara Parks Commission is lost.  
- Lost opportunity to introduce affordable new species, including ‘Proven Winners’---the latest in plant cultivars not yet available commercially.  
- Lost opportunity to grow plug trays native herbaceous stock for demonstration gardens in the off-season.  
- Lost opportunity to propagate larger perennial stock  
- Smaller diameter baskets from contracted growers for the BIA program  
- Loss of approx. $32,000.00 worth of stock plants. |
## Appendix 2

### Ontario Public Buyers Association

#### Plant Production Survey Results

<table>
<thead>
<tr>
<th>Location</th>
<th>Do you have a Greenhouse and who runs it?</th>
<th>Have you ever farmed out production and had to bring it back in house?</th>
<th>What is your estimated annual cost of running your Greenhouse?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Township of Centre Wellington</td>
<td>2 greenhouses both run by their horticulturalist</td>
<td>No</td>
<td>Approximately $25,000</td>
</tr>
<tr>
<td>City of Brantford</td>
<td>They have greenhouses run by Municipal staff</td>
<td>No, they weren’t able to duplicate the quality and value that can be produced in house</td>
<td>Approximately $350,000</td>
</tr>
<tr>
<td>County of Wellington</td>
<td>2 Greenhouses managed by 5 internal staff + some students and volunteers</td>
<td>No</td>
<td>Approximately $850,000</td>
</tr>
<tr>
<td>City of St. Thomas</td>
<td>Yes, run by internal Parks &amp; Recreation Staff</td>
<td>No</td>
<td>Approximately $73,000 + utilities</td>
</tr>
<tr>
<td>Town of Aurora</td>
<td>Yes, run internally</td>
<td>Yes more than 13 years ago. They were unhappy with the product they were receiving and the costs. At that time they had just hired a very knowledgeable Horticulturalist with greenhouse experience and had the opportunity to acquire a poly greenhouse (100 x 35 ft) for free from a research project that had just wrapped up.</td>
<td>Costs for the total operation including soil, plant material, hydro, basket liners etc. are approximately $80,000.00. Just to quantify that, they get 90 - 28&quot; baskets, 20-18&quot; baskets, 100 half whiskey barrels and 200+ flats of 3.5&quot; pots.</td>
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</tbody>
</table>