

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE February 17, 2009

LOCATION Council Chambers

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

October 29, 2008 and November 12, 2008

## **PRESENTATIONS/DELEGATIONS**

- a) Todd Brown of Monteith Brown Planning Consultants: Recreation, Parks & Culture Strategic Master Plan & South End Centre Component Study

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**  
b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"**THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## **IN CAMERA**

THAT the Emergency Services, Community Services & Operations Committee now hold a meeting that is closed to the meeting, pursuant to Section 239 (2) (b) of the Municipal Act with respect to:

- personal matters about identifiable individuals.

## **Other business**

### **Next meeting**

March 16, 2009

Council Chambers  
October 29, 2008 5:00 p.m.

**A meeting of Emergency Services, Community Services & Operations Committee.**

Present: Councillors Beard, Farrelly, Hofland, Laidlaw, and Mayor Farbridge

Also Present: Councillors Bell, Burcher, Findlay, Salisbury and Wettstein

Staff Present: Mr. H. Loewig, Chief Administrative Officer; Chief S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. A. Pappert, Director of Community Services; Mr. J. Riddell, Director of Community Design & Development Services; Ms. M. Neubauer, Director of Finance; Mr. R. Hagey, Supervisor, of Budgets; Mr. B. Chapman, Manager, Traffic & Parking; Ms. S. Aram, Deputy Treasurer, Ms. L. Warren, Administrator of Disability Services; Mr. D. Hosker, Deputy Chief – Operations; Ms. Tina Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

Councillor Hofland assumed the Chair.

**ON STREET TWO-HOUR FREE PARKING PILOT EVALUATION**

The Director of Operations advised that the recommendation for the On-Street Two-Hour Free Parking Pilot Evaluation Report should be changed to just receive the report.

Mr. M. Rodford, on behalf of the Downtown Guelph Business Association advised the pilot program is working well and stated the businesses in the downtown core have noticed a positive change in their sales. They are strongly in support of the program becoming permanent.

Councillor Laidlaw arrived at 5:30 p.m.

1. Moved by Mayor Farbridge  
Seconded by Councillor Beard

Mr. D. McCaughan

THAT the October 29, 2008 report of the Director of Operations entitled "On-street two hour free parking pilot – evaluation, be received.

Carried



Councillor Hofland vacated the Chair and Councillor Laidlaw assumed the Chair.

### **2009 BUDGET PRESENTATIONS**

Ms. Jane Cabral, on behalf of the Neighbourhood Support Coalition outlined that the \$50,000 they received in 2008 was used for various programs which benefit the community and requested \$50,000 again in 2009.

Mr. M. Neumann was not present.

Mr. J. Taylor, representing Trees for Guelph provided background information of their organization and advised of their accomplishments to date.

The Director of Operations advised Council they will receive a report on the status of the Urban Forestry Program.

Mr. Paul Reeve, representing the Accessibility Advisory Committee requested:

- that the mobility service be increased to meet the increased number of persons with disabilities within the City;
- that a new pool lift for the Victor Davis Pool be approved; and
- that the snow angel program be approved.

Ms. A. Pappert, the Director of Community Services noted that these programs are being requested for approval in the 2009 budget.

The Director of Finance provided information outlining the budget process.

Councillor Burcher left the meeting at 6:50 p.m.

### **Emergency Services – Fire/Ambulance 2009 Budget**

Chief S. Armstrong reviewed budget highlights including:

- Fire protection services for Guelph & Fire coordination of Rockwood volunteers
- Provision of Land Ambulance Services; Guelph-Wellington Emergency Medical Services (EMS)
- Emergency Management, Community Emergency preparedness
- South End Emergency Services Facility construction

The Director of Emergency Services advised there are no new services planned other than the assumption of the land ambulance service. He also provided information with respect to the proposed capital budget relating to the construction of the south end facility, planning for a new training facility, vehicle and equipment replacement costs, including a new ambulance.

### **Community Services Budget**

The Director of Community Services highlighted the proposed 2009 departmental budget. She advised their focus for 2009 will be engagement, inclusion & communication pre-planning and business cases. She stated their budget increase is largely accredited to wages/benefits, utility increases, staff training/development, other internal charges and the 20 minute transit service. She also advised that there has been a revenue increase due to internal recoveries, transit gas tax funds, user fees and transit fare increases. She explained that the part-time positions recommended for full-time positions would offset overtime costs. She outlined the new services they would like to implement for 2009. She stated that the capital highlight budgets were focusing on:

- Community convergence/engagement and growth
- Accessibility & Communications – transit operations
- Strategic goals – positioning & sustainability.

The Committee adjourned for five minutes.

### **Operations Budget**

The Director of Operations explained that funding was being requested for:

- Maintenance of infrastructure
- Operation of assets
- Provision of services.

He stated that their department is very subjected to climatic influences beyond anyone's control. He advised there funding requests, no fee increases in the Parks areas and a major shift in parking revenues has affected the budget. He outlined efficiencies the department has realized including, but not limited to:

- Introduction of community responders
- Bylaw enforcement consolidation
- New hydro purchasing deal

- City Hall Security
- Pooling of vehicles

**October 29, 2008**

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- Service review for winter control on sidewalks
- Cross-training of staff
- Farmers' Market Service Review
- Removing fees for Splash Pads

He also advised of new services that will be implemented in 2009. He stated that the capital budget did not include any traffic calming funding, but did include retrofitting previously deferred intersections, baseball lighting at Guelph Lakes Sportsfields, Traffic Signal Installations, a feasibility study of Operations main building, parkade structural rehabilitation and the Wilson Street parkade. He mentioned that Operations are initiating green initiatives for 2010 including vehicles and winter control. He advised of new services within parking services being proposed.

Mr. Hagey provided information regarding the budget process and advised he will be providing further information and clarifications based upon input received at the committee level.

The meeting adjourned at 8:45 p.m.

.....  
Chairperson

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Wednesday, November 12, 2008, 5:00 p.m.**

A meeting of the Community, Operations and Emergency Services Committee was held on Wednesday, November 12, 2008 in Council Chambers at 5:00 p.m.

Present: Councillors Laidlaw, Beard, Farrelly, Hofland and Mayor Farbridge

Also Present: Councillors Bell & Piper

Staff in Attendance: Chief S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. A. Pappert, Director of Community Services; Ms. S. Smith, Associate Solicitor; Mr. M. Rea, Associate Solicitor; Mr. B. Chapman, Manager, Traffic & Parking; Ms. A. McKee, Supervisor, Traffic Investigations; Mr. D. Godfrey, Supervisor, Parking Regulation & Enforcement; Ms. L. Meyer, Supervisor, Administration; Ms. L. Warren, Administrator of Disability Services; Mr. M. Cameron, Manager, Parklands & Greenways; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Beard  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on October 15, 2008 be confirmed as recorded and without being read.

Carried

**Guelph Fire Department Establishing & Regulating By-law, and Mutual and Automatic Aid By-law**

The item was deferred to later in the meeting.

**Power of Entry By-law**

2. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT the Power of Entry By-law attached as Appendix A to the Director of Operations report of November 12, 2008 be approved.

Carried

REPORT

**Notification and Recommendation of a Special Event at Goldie Mill**

REPORT

3. Moved by Councillor Farrelly  
Seconded by Councillor Beard

THAT an application for a special event permit to serve alcohol at a wedding to be held on Saturday, July 18<sup>th</sup>, 2008 at Goldie Mill Park be approved;

AND THAT the applicant be given permission to erect a temporary fence that would block the lower pedestrian path along the top of the bank at the river and erect a tent within the fenced area to host their wedding dinner. The tent will measure approximately 30 ft by 70 ft and will require issuance of a building permit.

Carried

Mrs. L.A. Giles

4. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT matters regarding special events be referred to staff for consideration under the "delegation of authority" review.

Carried

**Ken Danby Public School Traffic Concerns – Update**

5. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT two adult crossing guards be approved at the intersection of Starwood Drive and Grange Road.

Defeated

REPORT

6. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT traffic signals be provided at the intersection of Starwood Drive and Grange Road subject to Ken Danby school providing student safety patrols and subject to budget approval for 2009.

Carried

**2:00 a.m. to 6:00 a.m. Parking Exemption Pilot**

7. Moved by Councillor Farrelly  
Seconded by Mayor Farbridge

Mr. D. McCaughan

THAT the Emergency Services, Community Services & Operations Committee Report ` 2:00 a.m. to 6:00 a.m. Parking Exemption Pilot' of November 12, 2008 be received.

Carried

**Guelph Farmer's Market Operating Review**

Ms. Lucy Meyer, Supervisor, Administration, advised that a review of the operation was conducted to gain clarification of processes and address ongoing issues for the market. She stated the contentious issues included:

- space allocation
- lack of variety of products
- consumer demand for seasonal needs and organic products not being met.
- payment terms
- impeded market operations
- delinquent and late payments
- receipts and notices
- administrative costs

She advised that the insurance currently only covers City staff and property and they are recommending vendors provide proof of general liability insurance for \$2 million; however, they are investigating options to avoid causing financial hardship for the vendors. She advised they will continue to work with the vendors to resolve any of the outstanding issues.

Mr. Ewen Lewis, a member of the Guelph Farmers' Market Executive Committee and a vendor at the Farmer's Market stated that most vendors understand that the recommendations are in their best interest despite some unresolved issues to date. He appreciates all the effort put forth by all parties to come to a resolution of the issues surrounding the Guelph Farmers' Market.

8. Moved by Councillor Beard  
Seconded by Councillor Hofland

REPORT

THAT the Emergency Services, Community Services and Operations Committee report of November 12, 2008, entitled `Guelph Farmers' Market Operating Review' be received;

AND THAT staff be directed to draft a new by-law for the consideration of Council, to regulate the Guelph Farmers' Market based on the recommendations contained in the report dated

November 12, 2008;

**November 12, 2008**

**Emergency Services, Community Services & Operations Committee**

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AND THAT staff be directed to incorporate revisions as contained in the report dated November 12, 2008 to the operating policies/procedures.

Carried

**Guelph Fire Department Establishing & Regulating By-law, and Mutual and Automatic Aid By-law**

REPORT

9. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT a By-law to continue and regulate the Guelph Fire Department, to be known as the Guelph Fire Department Establishing & Regulating By-law be approved.

AND THAT a By-law authorizing the Guelph Fire Department leave the boundaries of the City of Guelph to provide services in various circumstances, including to continue in the participation in the Mutual and Automatic Aid Program for the County of Wellington, and to provide services under the Fire Protection Agreement between The Corporation of the City of Guelph and The Corporation of the Township of Guelph/Eramosa, be approved.

Carried

10. Moved by Councillor Beard  
Seconded by Councillor Hofland

THAT the Emergency Services, Community Services & Operations Committee now hold a meeting that is closed to the meeting, pursuant to Section 239 (2) (b) of the Municipal Act with respect to: personal matters about identifiable individuals.

Carried

The remainder of the meeting was held In-Camera

REPORT TO COMMITTEE OF THE WHOLE

1. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

2. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

**November 12, 2008**

**Emergency Services, Community Services & Operations Committee**

Carried  
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3. Moved by Councillor Hofland  
Seconded by Councillor Beard

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

4. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

5. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

6. Moved by Councillor Beard  
Seconded by Councillor Hofland

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

7. Moved by Councillor Beard  
Seconded by Mayor Farbridge

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

Carried

8. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

REPORT TO COMMITTEE OF THE WHOLE THAT staff be given direction with respect to personal matters about identifiable individuals.

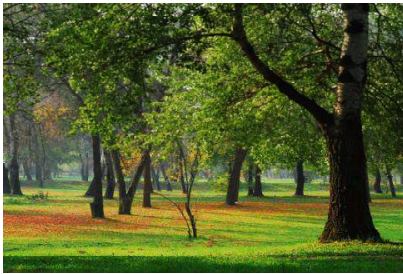
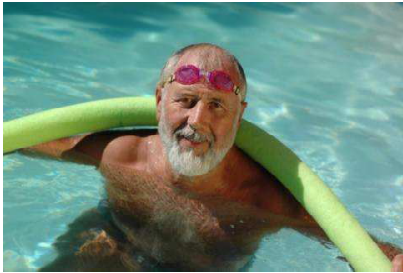
Carried

Next Meeting: December 10, 2008



The meeting adjourned at 6:45 p.m.

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Chairperson



**Recreation, Parks & Culture  
Strategic Master Plan**

and

**South End Centre  
Component Study**

Emergency Services, Community Services,  
and Operations Committee Meeting

February 17, 2009



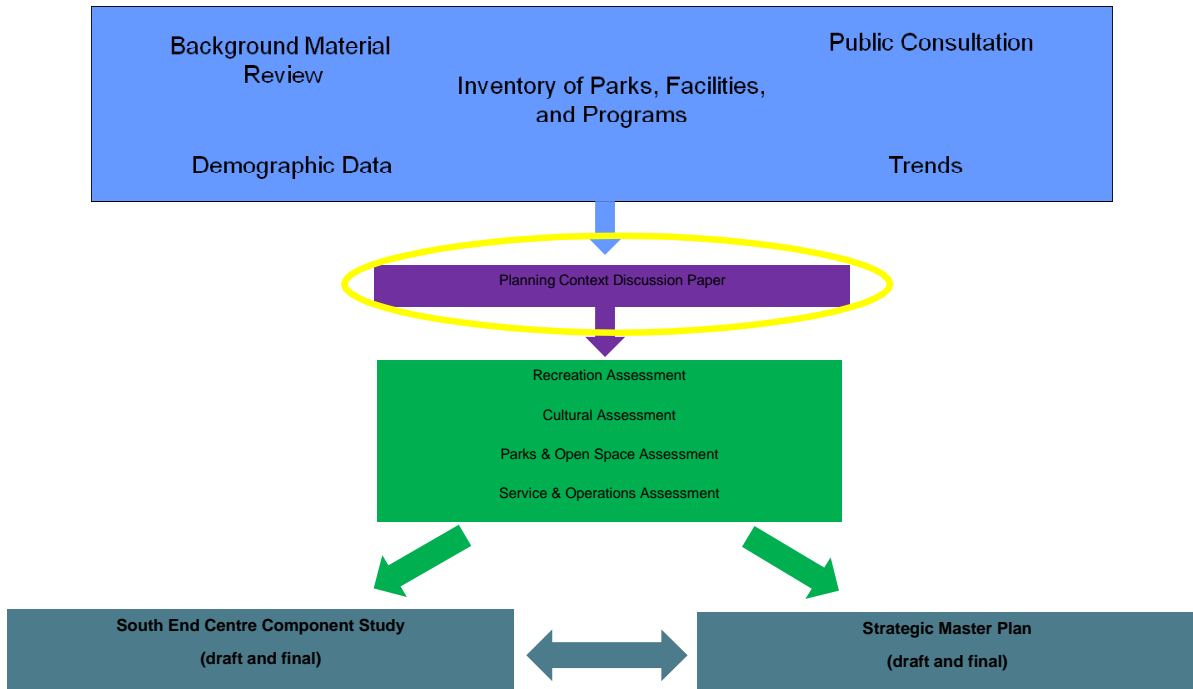


#### Purpose of this Presentation

- To describe the context within which the study process is occurring
- To provide a summary of the findings to date, including trends
- To communicate the results of consultation efforts completed to date, including input from the public, City staff, City officials, and this Committee



Relationship Between Inputs and Deliverables

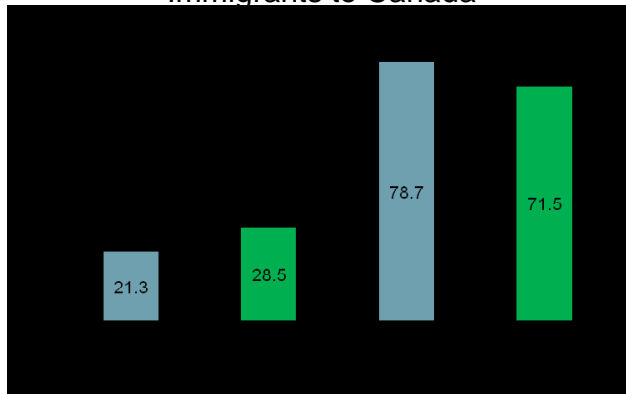




## Local Demographics

- Guelph's population is projected to grow to 169,000 in 2031 (an increase of 47% in 25 years)
- Much of the City's growth over the next 5-10 years will occur in the South End
- Guelph's median family income of \$74,927 is above the provincial average of \$69,156

### Percentage of Population that are Immigrants to Canada



### Local Demographics

- The number of residents over the age of 55 will increase faster than ever before
- Guelph is generally more homogeneous than the province as a whole
- However, the City is becoming increasingly diverse



## ○ Key Trends

- Increasing demand for diverse recreation opportunities for adults and older adults
- High levels of inactivity and obesity – a growing concern for children and youth
- Lack of time is a major deterrent to participation in recreation and culture
- Walking and swimming remain the most popular activities for all ages





## ○ Key Trends

- Demand for unstructured, 'drop-in' opportunities to respond to busy lifestyles
- Trend towards more resource sharing and partnerships in service delivery
- Aging infrastructure will require strategic investment
- Regulations of the *Ontarians With Disabilities Act* will impact facility provision and require barrier-free access over the span of its implementation





## ○ Key Trends

- Growing importance of the cultural sector in the economy
- Almost all cultural and heritage activities saw an increase in the number of Ontarians attending or participating between 1992 and 2005
- Cultural participation is a vital element of childhood development



## ○ Key Trends

- Growing interest in trails and hiking
- Increased environmental awareness and stewardship
- Volunteers are essential to the sport, recreation, culture, and trails sectors



## ○ Consultation

- Household Survey
- Stakeholder Group Survey
- Community Search Conference
- Arts & Cultural Workshop
- South End Centre Open House
- Interviews
  
- Each consultation method achieves a different end result dependent upon those who attend and the statistical significance

○ Consultation – Household Survey

- 500 randomly sampled Guelph residents responded to questions regarding household's activity choices, participation, facility usage, needs satisfaction, recreation, parks, and arts and cultural participation, desired programs, municipal recreation spending, and demographics
- Sample yielded a confidence level of 95% (correct 19 times out of 20) with a confidence interval of  $\pm 4.4\%$
- To be eligible, participants had to reside within the City of Guelph and be at least 16 years of age





## Consultation – Household Survey

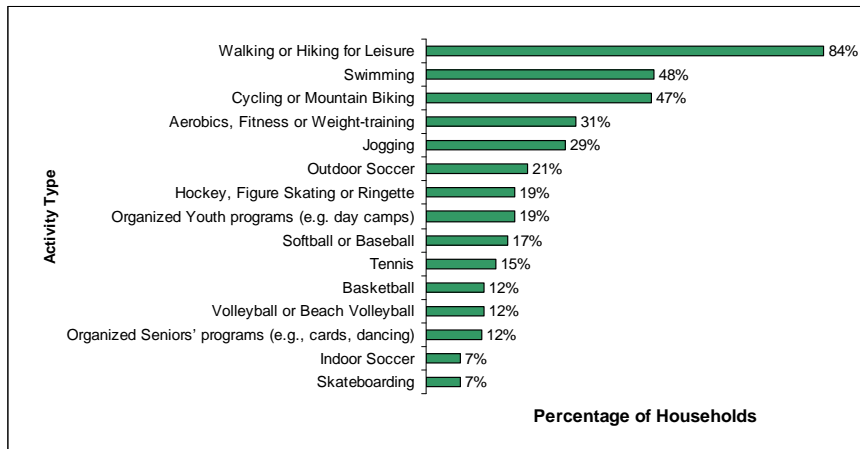
- The average household size for survey respondents was 2.8 persons
- The median age of survey respondents was 48 years
- 60% of respondents were female and 40% were male
- The geographic distribution of responding households is generally representative of the population

Geographic Area	Household Survey	2008 Household Counts (Canada Post)
N1C	4%	2%
N1E	26%	27%
N1G	26%	23%
N1H	33%	37%
N1K	5%	5%
N1L	6%	6%
Total	100%	100%



## Consultation – Household Survey

- Leisure Activity Participation
  - Walking, swimming, and cycling or mountain biking were the most popular leisure activity types
  - The top five leisure activities mentioned are unorganized and generally self-scheduled





## Consultation – Household Survey

- Leisure Activity Participation
  - Residents participated in recreation activities primarily at City-owned facilities, parks and trails most often (40%)
  - 83% of residents reported that all or most of their recreation needs were met within the City of Guelph

### **Needs Met Within the City**



## Consultation – Household Survey

- Arts and Cultural Activity Participation
  - 38% of respondents reported household participation in performance arts (i.e. acting, singing, dancing or playing music); 31% in visual arts (i.e. painting, drawing or crafts); and 17% in creative arts (i.e. writing stories, poetry or plays)
  - The most common activity type attended was performance (i.e. theatre, music, dance, opera)





○ Consultation – Household Survey

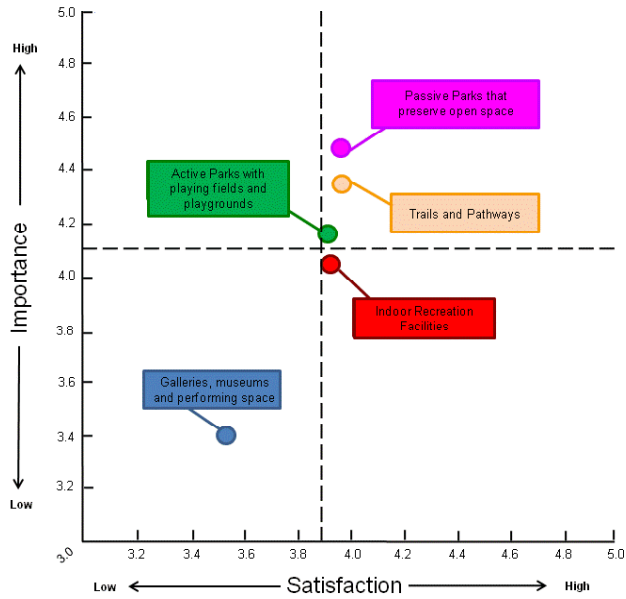
- Barriers to Participation

- 44% of households were not able to participate in recreation and parks activities as often as they would like
- 37% of households were not able to participate in arts and cultural activities as often as they would like
- Lack of personal time was the most common reason cited for inadequate participation – 63% for recreation and parks activities; 62% for arts and cultural activities



○ Consultation – Household Survey

- Importance and Satisfaction Regarding Facility Types

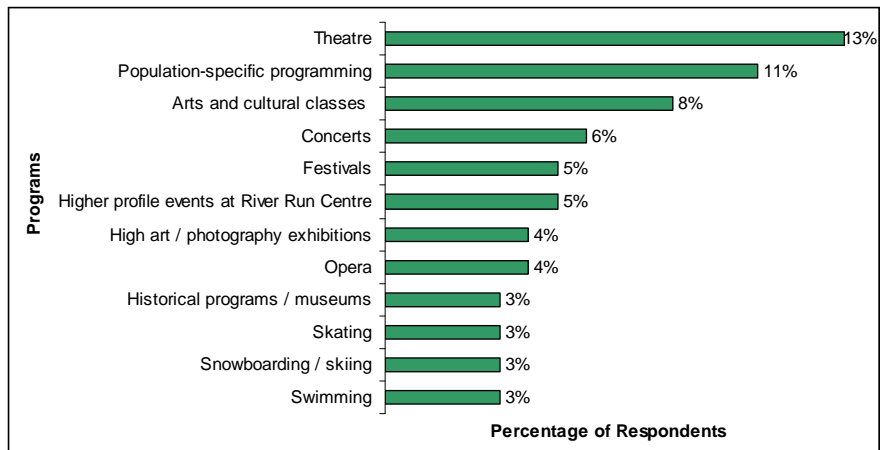




## Consultation – Household Survey

- Future Directions

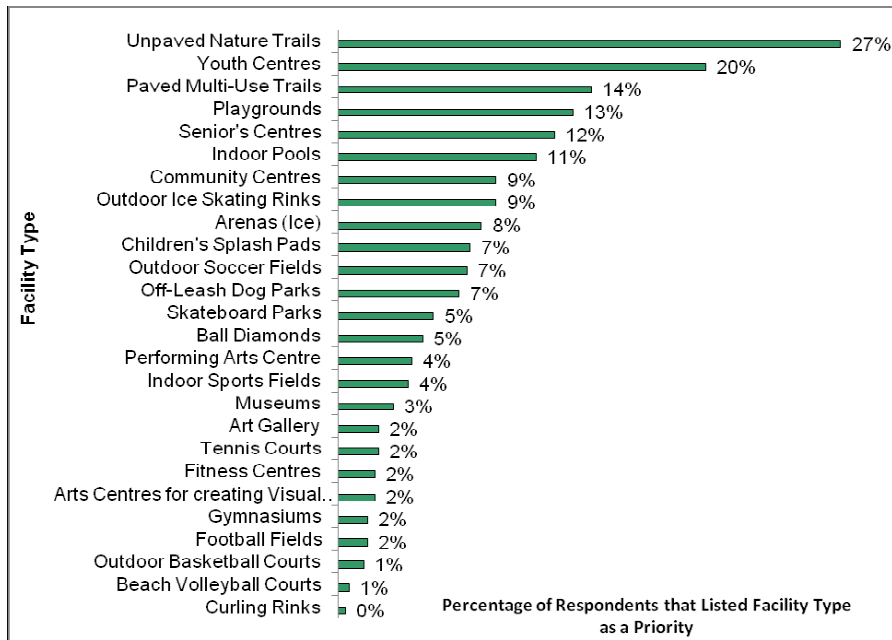
- 25% of respondents stated that there were parks, recreation, arts or cultural programs missing from those available in Guelph
- Of those 25%, the most commonly mentioned program was 'theatre'





## Consultation – Household Survey

- Priority for Development or Improvement of Public Facilities





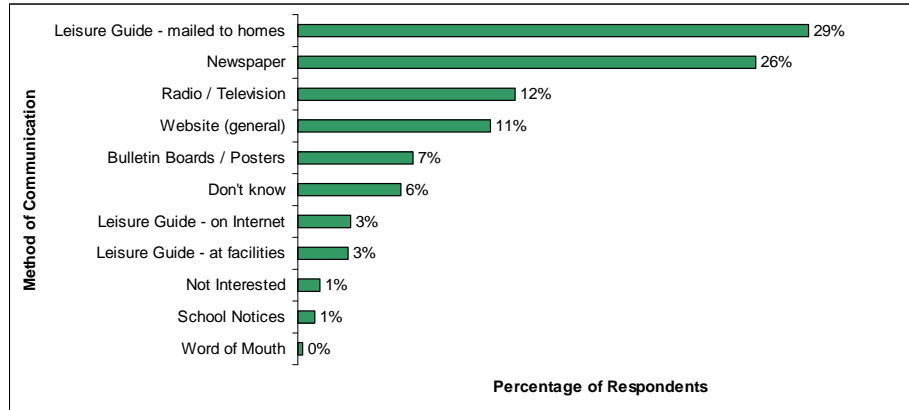
## Consultation – Household Survey

- Willingness to spend
  - 54% of respondents stated that they would be willing to pay higher taxes for facility improvements
  
- Cost of Participation
  - The majority (68%) of respondents felt that parks, recreation, arts and cultural programs in Guelph were fairly priced
  - 17% felt that programs were too expensive



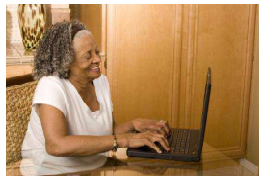
## Consultation – Household Survey

- Communication from the City
  - Preferred forms of communication were having the Leisure Guide mailed to homes (29%), and the newspaper (26%)



## ○ Consultation – Stakeholder Group Survey

- The City sent stakeholder groups copies of a stakeholder group survey that collected data regarding participation statistics, facility usage and needs, and delivery issues
- 90 respondents - 55 community / recreation groups and 35 cultural groups
  - Key areas of input:
    - Facilities – affordability and time / access
    - Service Delivery – Respondents felt that the City should facilitate, and community should implement
    - Funding – Respondents felt that the City should increase funding and/or subsidies
    - Partnerships – Many organizations expressed an interest in partnering with the City on facilities and/or programs





## Consultation – Community Search Conference

- The City invited representatives of community, recreation and cultural groups to attend a brainstorming session regarding strengths, weaknesses, opportunities for improvement and roles
- Most valued elements of local recreation, parks and cultural opportunities:
  - Citizenship
  - Community
  - Parks / green space
  - Open space
  - Trails
  - Historical planning consideration for open space
  - Walkability
  - Programs
  - Transit
  - Facilities
  - Efficient management
  - Financial access
  - Opportunities for seniors
- City and community roles in service delivery

City	Community
<ul style="list-style-type: none"><li>• Provider of affordable and well-maintained facilities</li><li>• Partner with groups to provide programs</li><li>• Prioritization of community needs</li><li>• Providing leadership in all aspects of recreation, parks, culture, and arts</li></ul>	<ul style="list-style-type: none"><li>• Facilitator</li><li>• Partner</li><li>• Innovator</li><li>• Program delivery</li><li>• Renting City facilities</li></ul>





## Consultation – Community Search Conference

- Elements needing improvement - Arts and Culture
  - Publicity / marketing / City involvement
  - Facilities
  - Population-specific considerations
  
- Elements needing improvement – Recreation, Parks and Open Space
  - Geographic inequalities
  - Maintenance
  - Facility design and components
  - Better communication regarding recreation opportunities within the City



## ○ Consultation – Arts & Cultural Workshop

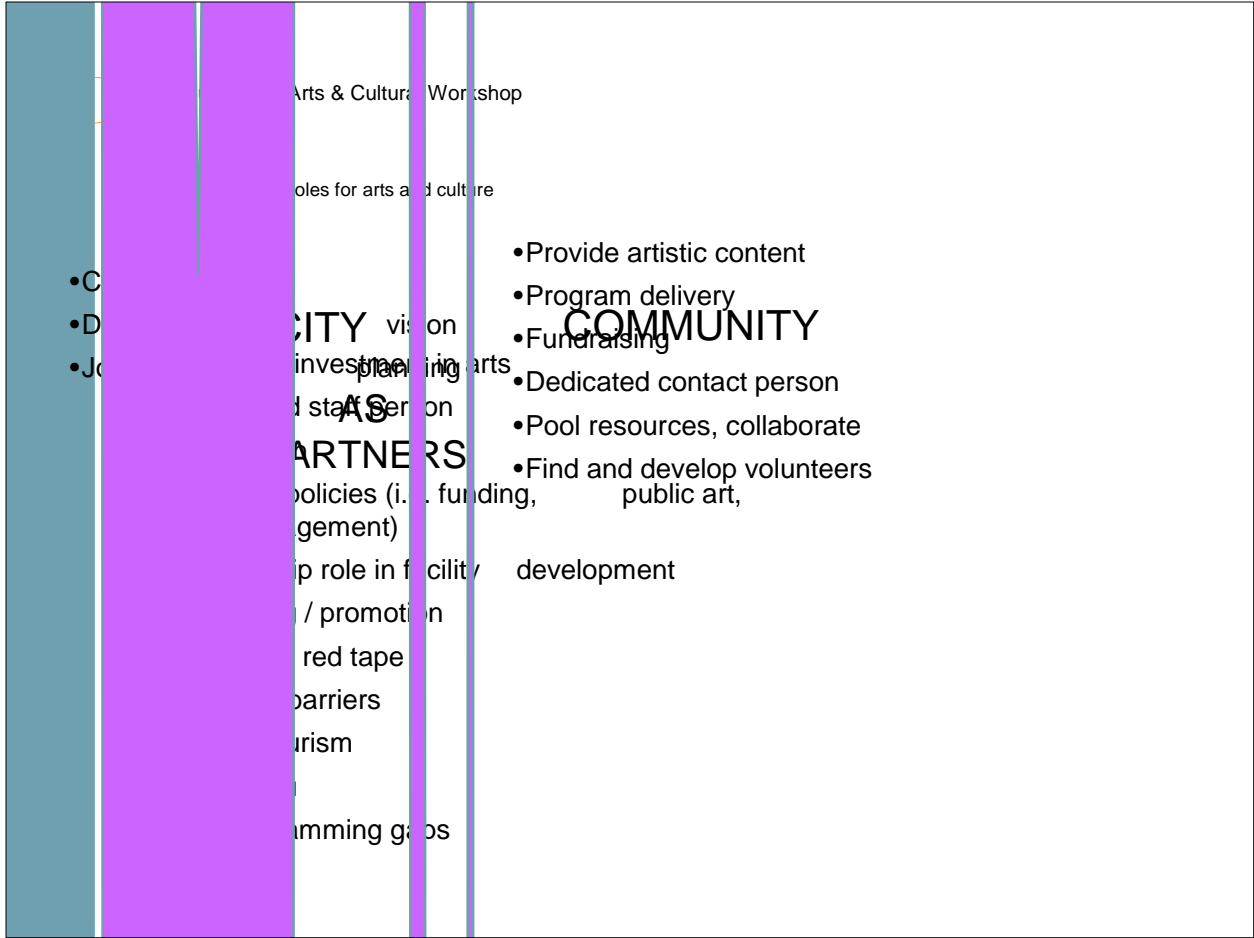
- The Community Search Conference highlighted the need for a focused discussion on culture-specific strengths, gaps, facility needs, and roles, leading to the Arts and Cultural Workshop, which was attended by 40 people
- Strengths of local artists, cultural programs, and activities
  - Diversity
  - Cultural offerings
  - Strong artist network
  - Quality of artists
- Areas for improvement in Guelph's cultural sector
  - Centralization / coordination of arts in a physical building
  - Municipal role – publicity, dedicated staff person, equitable funding
  - Partnerships – need more opportunities to connect
  - Arts tourism



○ Consultation – Arts & Cultural Workshop

- Methods for addressing weaknesses or gaps
  - Dedicated staff person for arts and culture
  - Branding
  - Equitable funding
  - Political support
  - Physical space for the arts
- Facility needs of Guelph's cultural community
  - Exhibition space
  - Mid-sized, affordable performance space
  - Financial accessibility for small groups
  - Rehearsal space
  - Meeting space







## Consultation – South End Centre Open House

- Approximately 30 people attended the Open House and were asked for their level of agreement regarding each of the following three facility types as options for the South End Centre:
  - Based upon the opinions of those in attendance, the most preferred facility type was a multi-use facility with a mix of recreational and community services (i.e. West End Community Centre)
  - The top 8 desired components mentioned by the attendees were:
    - Gymnasium
    - Older Adult / Seniors Centre
    - Indoor Leisure / Lane Pool
    - Dance / Aerobics Room
    - Arena / Ice Pads
    - Youth Centre

○ Consultation – Interviews

- Interviews have been conducted with a number of City officials, agencies, and community organizations
- Findings from these interviews will be integrated into the Needs Assessment; however, due to the sensitive nature of some of the data, confidentiality has been respected and input is not summarized by individual





○ Next Steps

- **March 30th and April 2nd** – Public Meetings
- **April 20th** – ECO meeting to present Draft Master Plan and South End Component Study Report
- **May 19th** – ECO meeting to present Final Master Plan and South End Component Study Report

## DISCUSSION





**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**February 17, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO-1)      <b>AVAILABILITY OF COMMUNITY PERSONAL PREPAREDNESS LECTURES</b></p> <p>THAT the February 17, 2009 Emergency Services Report entitled “Availability of Community Personal Preparedness Lectures” be received.</p>	Receive
<p>ECO-2)      <b>LOCAL IMMIGRATION PARTNERSHIP (LIP) – CONTRIBUTION AGREEMENT</b></p> <p>THAT Report No. CS-AD-0902 entitled “Local Immigration Partnership (LIP) – Contribution Agreement be received;</p> <p>AND THAT the City of Guelph enters into a Contribution Agreement with the Government of Canada to receive funding as per the Local Immigration Partnership File #IB08043;</p> <p>AND THAT the Mayor and Clerk be authorized to sign the agreement, subject to the satisfaction of the City Solicitor.</p>	Approve

**B Items for Direction of Committee**

attach.

# INFORMATION REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Emergency Services  
**DATE**                            February 17, 2009

**SUBJECT**                      **Availability of Community Personal Preparedness  
Lectures**

**REPORT NUMBER**

## **SUMMARY**

In 2007 Councillor Beard met with Emergency Services staff to discuss the desirability of making personal preparedness lectures from the Canadian Red Cross available to staff and community groups.

Due to a new memorandum of understanding with the Canadian Red Cross lectures on personal preparedness are now available upon request.

## **BACKGROUND**

The Canadian Red Cross has agreed to provide personal preparedness lectures to staff and to community groups as required. The new memorandum of understanding with the Red Cross includes preparedness lectures as part of their services to the community. Red Cross will provide a standard lecture of one hour or a short version which runs twenty minutes.

## **REPORT**

Emergency management doctrine at the municipal, provincial and federal levels in Canada places important emphasis on personal preparation. It is felt that each person (or family) should have an emergency 'kit' which would allow for self sustainability of at least 72 hours. This allows government the time to coordinate resources and assist those most in need.

The City of Guelph has much information available on this subject on Guelph.ca and in the library branches. We hold a yearly 'emergency preparedness day' and have distributed a 'personal preparedness guide' to all households.

It is important that the personal preparedness message is continuously emphasized. If staff is properly prepared they will be better able to assist during an emergency. If citizens are properly prepared they will need less assistance from the community thereby freeing resources for those most in need.

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Community groups that would be interested in one of these lectures can book them through Harry Dunning who will act as the liaison with the Canadian Red Cross.

**CORPORATE STRATEGIC PLAN**

2.4 – The lowest crime rate and best emergency services record of any comparable-sized Canadian city.

**FINANCIAL IMPLICATIONS**

None

**DEPARTMENTAL CONSULTATION/CONCURRENCE**

Information was provided to all corporate service areas advising of the Red Cross lectures.

**COMMUNICATIONS**

Information has been placed on Guelph.ca to inform the community. This information has been specifically shared with Community Services / Community Development.

**ATTACHMENTS**

N/A

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**Prepared By:**

Harry Dunning  
CEMC  
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[Harry.dunning@guelph.ca](mailto:Harry.dunning@guelph.ca)

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**Recommended By:**

Shawn Armstrong  
Director of Emergency Services  
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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services, and Operations Committee**

**SERVICE AREA** Community Services – Integrated Services and Development  
**DATE** February 17, 2008

**SUBJECT** **Local Immigration Partnership (LIP) – Contribution Agreement**

**REPORT NUMBER** CS-AD-0901

## **RECOMMENDATION**

That Report No. CS-AD-0901 entitled “Local Immigration Partnership (LIP) – Contribution Agreement” be received; and

THAT The City of Guelph enters into a Contribution Agreement with the Government of Canada to receive funding as per the Local Immigration Partnership File # IB08043; and that the Mayor and Clerk are authorized to sign the agreement, subject to the satisfaction of the City Solicitor.

## **SUMMARY**

In 2008, the City of Guelph in partnership with the Guelph Inclusiveness Alliance (GIA) responded to a call for proposals issued jointly by Citizenship and Immigration Canada (CIC) and the Ontario Ministry of Citizenship and Immigration to undertake a Local Immigration Partnership (LIP) initiative in the City of Guelph and County of Wellington. The purpose of LIP is to fund initiatives that: improve access to, and co-ordination of, effective services that facilitate immigrant settlement and integration; improve access to the labour market for immigrants; and, strengthen local and regional awareness and capacity to integrate immigrants.

LIP is funded in phases; phase one includes the establishment an Immigration Partnership Council and the development of a Settlement Strategy.

Staff is seeking Council approval to enter into a ‘contribution agreement’ with Citizenship and Immigration Canada, Government of Canada to complete a LIP phase one initiative supported with funding estimated at \$303,025. The project must be completed by March 2010.

If approved, the Community Services Department will lead, with the community the LIP initiative supported by both a community based Advisory Committee and Steering Committee. This LIP initiative supports the City’s Strategic objectives of a diverse and skilled local workforce and a well connected and accessible community

that values diversity, multiculturalism, volunteerism and philanthropy.

## **BACKGROUND**

In November 2005 the Canada Ontario Immigration Agreement (COIA) was signed which marked a new era in provincial and federal collaboration on the integration of immigrants to Ontario. This agreement is one of the first to involve municipalities in planning and discussions on immigration.

On February 6, 2008 Citizenship and Immigration Canada issued a call for proposals in partnership with the Ministry of Citizenship and Immigration to develop Local Immigration Partnerships.

At the March 2008 of ECO, the Guelph Inclusiveness Alliance presented their research report "New Canadians in Guelph and Wellington" and sought the City's and the United Way Guelph Wellington's partnership in applying for the Local Immigration Partnership call for proposals. Subsequently, the Waterloo Wellington Training and Adjustment Board sponsored a community driven application with the Community Services Department identified as the main contact.

Late in 2008, Community Services was advised in that the application was recommended by the CIC and the Director of Community Services was invited to meet with representatives of the CIC to discuss the proposal and the details of a Contribution Agreement between the CIC and City of Guelph.

## **REPORT**

### Situational Context: Immigration

A number of reports authored by policy institutes, economists and various levels of government have highlighted the importance of immigration to Canada's economic growth and prosperity. They have identified the following common themes:

- Canada's aging population and relatively low birth rate will have an impact on Canada's labour force
- There will be a significant shortage of skilled workers
- Canada's economic growth will, to a large extent depend on immigration
- Recent immigrations are not faring as well as their Canadian born counterparts in the labour market (reflected both in lower income levels and lower rates of employment).

Statistics Canada (2006) reflects that net international immigration accounted for over 60% of Canada's population growth between 2001-2006 and the 2006 Census indicates that Guelph is home to 24, 115 immigrants ( 21.1% of the total population). Guelph's Growth Management Plan states that the City's population is expected to grow to 165,000 by 2031 with an average population growth rate of 1.5%. Immigration will play an important role in achieving these growth targets.

A local study completed by the United Way of Guelph & Wellington(2007) supports the finding that skilled local immigrants report difficulties getting their skills recognized and that their lack of Canadian experience serves as a barrier to getting

a job.

The City of Guelph is not in a unique position: these issues will have an impact on communities across Canada. In order to support and build on Guelph's economy, and to ensure future growth, strategies need to be developed to address the local issues of aging workforce and shortages of skilled labour planned for and addressed.

### Project Description

LIP is funded in phases. Phase one has two main goals:

1. Establish a Guelph and Wellington Immigration Partnership Council;
2. Create a Settlement Strategy for Guelph and Wellington County.

Citizenship and Immigration Canada will issue a second call for proposals for Phase Two funding to implement the actions identified in the Settlement Strategy by the Local Immigration Partnership.

The objectives of LIP initiatives are to:

- Improve access to, and co-ordination of, effective services that facilitate immigrant settlement and integration
- Improve access to the labour market for immigrants
- Strengthen local and regional awareness and capacity to integrate immigrants
- Establish or enhance partnerships and participation of multiple stakeholders in planning and co-coordinating the delivery of integration services ( i.e. settlement, language training, labour market integration), especially current services supported by the federal government through Citizenship and Immigration Canada (CIC)

### Term and Scope:

Upon signing of the Contribution Agreement, the LIP initiative must be completed by March 31, 2010.

The first step is to establish the Immigration Partnership Council with terms of reference and an accountability framework. The Immigration Partnership Council proceeds to create the Settlement Strategy within this project

Critical to the success of creating the Settlement Strategy is to build on existing work, partnerships and linkages with other policy initiatives. The Settlement Strategy will use a network of community stakeholders who deal with issues ranging from employment and economic growth, education to anti-racism, poverty, housing, health, immigrant services, community safety, child protection and social inclusion to build a local immigration strategy.

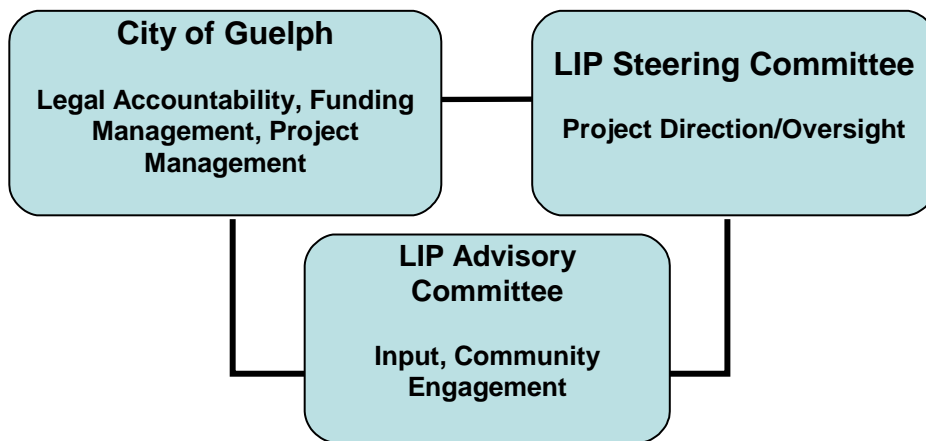
The project proposal also includes the following activities and plans:

- Environmental Scan

- Identification and Modeling of Promising Practices
- Community Outreach and Consultation
- Education
- Communications

Governance Structure

The CIC requires municipalities to serve as the project sponsor and to be fully accountable for the delivery of the goals of the LIP initiative. The Community Services Department will be the responsible for the project and has requested that funding be included in the project budget to contract consultants and project management for this undertaking. The Finance Department will support Community Services to ensure that the City meets all the financial reporting requirements of the Contribution Agreement.



The LIP Steering Committee will provide project oversight throughout Phase one and will ensure that the objectives of the LIP initiative are met. They will actively participate in the hiring of project consultants and project management.

The LIP Advisory Committee will serve as a community touchstone for the project providing input to the consultants and the LIP Steering Committee on community consultations, engagement and the gathering of information. They will ensure that the Settlement Strategy is grounded in the local community context and will assist with the recruitment for the establishment of the Guelph and Wellington Immigration Partnership Council.

The Guelph Inclusiveness Alliance (GIA) will play a key role in both the LIP Steering Committee and the LIP Advisory Committee. The GIA was created in 2006 and is a network of twenty four human services agencies and organizations. GIA has a shared interest of making Guelph a welcoming community and together with the City developed the proposal in response to this call.

Staff Summary

A local immigration strategy is vital to the City of Guelph as a way to meet our population growth targets, to respond to the changing demographic face of our community and to ensure our continued economic prosperity and vibrant, inclusive

community life. The City needs to ensure that it harnesses the potential of all of its citizens.

### **CORPORATE STRATEGIC PLAN**

2. A healthy and safe community where life can be lived to the fullest, in particular a well connected and accessible community that values diversity, multiculturalism, volunteerism and philanthropy.
3. A diverse and prosperous local economy
4. A vibrant and valued arts, cultural and heritage identity.

### **FINANCIAL IMPLICATIONS**

Funding will be provided by the Federal Government of Canada from Citizenship and Immigration and includes the related expenses to administrate the project.

### **DEPARTMENTAL CONSULTATION**

Community Services Department  
Finance Department

### **COMMUNICATIONS**

The proposal was developed with the assistance of the Volunteer Centre of Guelph and in consultation with a number of community stakeholders, including the Guelph Chamber of Commerce, United Way of Guelph and Wellington, Immigrant Services (formerly the Multicultural Centre), County of Wellington Social Services, and several other agencies. Internally, the progress of this report has been discussed with Finance Division, Community Services staff and the CAO. Broader communication with the public will occur following the signing of the contribution agreement and the formal announcement from the funder.

### **ATTACHMENTS**

N/A



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#### **Prepared By:**

Barbara Powell  
Manager, Integrated Services and Development  
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#### **Recommended By:**

Ann Pappert  
Director, Community Services  
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[ann.pappert@guelph.ca](mailto:ann.pappert@guelph.ca)





**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Tuesday, February 17, 2009**

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillors Bell and Wettstein

Staff Present: Mr. D. McCaughan, Director of Operations; Mr. L. Quan, Deputy Fire Chief – Administration; Ms. A. Pappert, Director of Community Services; Mr. J. Riddell, Director of Community Design and Development Services; Ms. B. Powell, Manager of Integrated Services and Development; Ms. K. Quennell, Supervisor of Program Development; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly  
THAT the minutes of the Emergency Services, Community Services and Operations Committee held October 29, 2008 and November 12, 2008 be adopted without being read.

Carried

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT the balance of the February 17, 2009 Consent Agenda as identified below, be adopted.

- a) **Availability of Community Personal Preparedness Lectures**

Chief S. Armstrong

THAT the February 17, 2009 Emergency Services Report entitled "Availability of Community Personal Preparedness Lectures" be received.

**Local Immigration Partnership (LIP) – Contribution Agreement**

REPORT

- b) THAT Report No. CS-AD-0902 entitled "Local Immigration Partnership (LIP) – Contribution Agreement be received;

AND THAT the City of Guelph enters into a Contribution Agreement with the Government of Canada to receive

funding as per the Local Immigration Partnership File #IB08043;

AND THAT the Mayor and Clerk be authorized to sign the agreement, subject to the satisfaction of the City Solicitor.

Carried

### **Recreation, Parks & Culture Strategic Master Plan & South End Centre Component Study**

Mr. Todd Brown, Monteith Brown Planning Consultants advised of the purpose of the presentation. He outlined:

- the relationship between inputs and deliverables
- local demographics and
- key trends

He provided information regarding the results of the household survey as they pertained to:

- leisure activity participation
- arts and cultural activity participation
- barriers to participation
- importance and satisfaction levels regarding facility types.

He then described what people would like to see developed. He stated that the trend was for non-formatted activities rather than structured. He then advised of the key areas of input from the stakeholder group survey which included:

- facilities – affordability and time/access
- service delivery
- funding and
- partnerships

Mr. Brown then provided information regarding a Community Search Conference they facilitated as well as an Arts & Culture Workshop.

He advised they also held a South End Centre Open House and based on the opinions of those in attendance, the most preferred facility type was a multi-use facility.

He stated that interviews have been conducted with a number of City officials, agencies and community organizations and the

## **& Operations Committee**

findings will be integrated into the Needs Assessment. He then outlined the next steps.

Mr. MacKay advised that a group of providers are developing a subsidy program. The Children's Foundation is taking a lead on this and will fund all programs on a sliding scale up to 100% of the costs for all programs and not just City programs up to 80% like the F.A.I.R. program. (Fee Assistance in Recreation). He stated that they will hold public meetings on April 2<sup>nd</sup> and 7<sup>th</sup> and a report will come back to council in April. Mr. Brown advised that they will be evaluating the feasibility of various forms of partnerships.

3. Moved by Mayor Farbridge

Seconded by Councillor Farrelly

THAT the Emergency Services, Community Services & Operations Committee now hold a meeting that is closed to the public, pursuant to Section 239 (b) of The Municipal Act with respect to:

- personal matters about identifiable individuals.

Carried

The remainder of the meeting was held In-Camera.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Staff Present: Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

1. Moved by Mayor Farbridge

Seconded by Councillor Findlay

THAT staff be given direction with respect to personal matters about an identifiable individual.

Carried

Next Meeting: March 30, 2009

The meeting adjourned at 5:55 p.m.

REPORT TO COMMITTEE  
OF THE WHOLE

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE March 16, 2009

LOCATION Council Chambers

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

February 17, 2009

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"**THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## **PRESENTATIONS/DELEGATIONS**

### **Other business**

### **Next meeting:**

April 20, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Tuesday, February 17, 2009**

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillors Bell and Wettstein

Staff Present: Mr. D. McCaughan, Director of Operations; Mr. L. Quan, Deputy Fire Chief – Administration; Ms. A. Pappert, Director of Community Services; Mr. J. Riddell, Director of Community Design and Development Services; Ms. B. Powell, Manager of Integrated Services and Development; Ms. K. Quennell, Supervisor of Program Development; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services and Operations Committee held October 29, 2008 and November 12, 2008 be adopted without being read.

Carried

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the balance of the February 17, 2009 Consent Agenda as identified below, be adopted.

- a) **Availability of Community Personal Preparedness Lectures**

Chief S. Armstrong

THAT the February 17, 2009 Emergency Services Report entitled "Availability of Community Personal Preparedness Lectures" be received.

**Local Immigration Partnership (LIP) – Contribution Agreement**

REPORT

- b) THAT Report No. CS-AD-0902 entitled "Local Immigration Partnership (LIP) – Contribution Agreement be received;

AND THAT the City of Guelph enters into a Contribution Agreement with the Government of Canada to receive

funding as per the Local Immigration Partnership File #IB08043;

AND THAT the Mayor and Clerk be authorized to sign the agreement, subject to the satisfaction of the City Solicitor.

Carried

**Recreation, Parks & Culture Strategic Master Plan & South End Centre Component Study**

Mr. Todd Brown, Monteith Brown Planning Consultants advised of the purpose of the presentation. He outlined:

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- facilities – affordability and time/access
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findings will be integrated into the Needs Assessment. He then outlined the next steps.

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3. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly  
THAT the Emergency Services, Community Services & Operations Committee now hold a meeting that is closed to the public, pursuant to Section 239 (b) of The Municipal Act with respect to:

- personal matters about identifiable individuals.

Carried

The remainder of the meeting was held In-Camera.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Staff Present: Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Co-ordinator

1. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT staff be given direction with respect to personal matters about an identifiable individual.

Carried

Next Meeting: March 30, 2009

The meeting adjourned at 5:55 p.m.



**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**March 2, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO-1)      <b>SPECIAL EVENT AND NOISE CONTROL BY-LAW EXEMPTION REQUESTS – ITALIAN CANADIAN CLUB OF GUELPH – 135 FERGUSON STREET</b></p> <p>THAT approval be granted to the Italian Canadian Club of Guelph to hold Festival Italiano at the Italian Canadian Club located at 135 Ferguson Street from July 10th to July 12th, 2009;</p> <p>AND THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from various activities associated with Festival Italiano including the amplification of music and speech and the operation of midway rides and generators between the hours of 12:00 p.m. to 11:00 p.m. and crowd noise from 12:00 p.m. to 1:00 a.m., from July 10th to July 12th, 2009, be approved.</p>	Approve
<p>ECO-2)      <b>2009 SERVICE AGREEMENT WITH THE GUELPH HUMANE SOCIETY</b></p> <p>That the Mayor and City Clerk be authorized to sign an agreement between The Corporation of the City of Guelph and the Guelph Humane Society for the provision of services, including dog control, dog licensing, and animal shelter at a cost of \$372,000 for the period January 1, 2009 to December 31, 2009.</p>	Approve

ECO-3)      **UPDATE – GUELPH CIVIC MUSEUM PROJECT**

Receive

THAT the report dated March 16, 2009, providing Council with a progress update on the new Guelph Civic Museum Project, be received for information.

**B      Items for Direction of Committee**

attach.

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Operations Department  
**DATE** March 16, 2009

**SUBJECT** **Special Event and Noise Control Bylaw Exemption Requests – Italian Canadian Club of Guelph – 135 Ferguson Street**

**REPORT NUMBER**

## RECOMMENDATION

THAT approval be granted to the Italian Canadian Club of Guelph to hold Festival Italiano at the Italian Canadian Club located at 135 Ferguson Street from July 10th to July 12th, 2009;

AND THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from various activities associated with Festival Italiano including the amplification of music and speech and the operation of midway rides and generators between the hours of 12:00 p.m. to 11:00 p.m. and crowd noise from 12:00 p.m. to 1:00 a.m., from July 10th to July 12th, 2009, be approved.

## BACKGROUND

The Italian Canadian Club of Guelph have requested permission to hold their 16th annual Festival Italiano from 4:00 p.m. Friday, July 10th to 8:00 p.m. Sunday, July 12th, 2009 on their property located at 135 Ferguson Street in Guelph. Most activities would take place within their parking lot located directly to the north of the Club. (see map attached)

On June 23rd, 2008, City Council approved a noise exemption for the 2008 Festival Italiano event and passed the following resolutions:

“THAT a post meeting be held following the 2008 Festival Italiano and that a pre-meeting be held prior to the planning for the 2009 event.”

“THAT the location of heritage festivals, particularly related to Festival Italiano, be referred to the Emergency Services, Community Services & Operations Committee for review.”

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## **REPORT**

Following the conclusion of 2008 Festival Italiano, the following actions took place:

- September 25, 2008 - a post 2008 Festival Italiano meeting was held to review the effectiveness of improvements and any raised concerns. In attendance were the Festival's organizers, area residents and City staff.

As a result of this meeting, the event organizers indicated that they would develop a 2009 event plan and apply for a noise exemption by November 30, 2008. It should be noted that the noise exemption request was received on November 25, 2008, however due to Festival executive member changes; the submission of an event mitigation plan was delayed until January 20th, 2009.

- December 8th, 2008 - Operations staff surveyed 531 area residents. 83 responses were received and of these, 75 (90%) supported the Festival in its current location. The area surveyed and the results of this survey were mapped out and are attached as Attachment A.
- January 20th, 2009 - A pre 2009 event meeting was held with the festival organizers and City staff to review the 2009 event mitigation plan (Attachment B).

Staff are prepared to assist with the recommendations in this mitigation plan but will not proceed with the recommendations contained in sections 2.4 (permitting parking on Ferguson Street) and 3.1 (prohibit parking on Huron Street) unless residential support is received.

While the Festival Italiano organizers were notified in 2008 that staff may not support the festival continuing to be held in its current location, given the apparent support from area residents for it to remain there and the attempts of the organizers to mitigate the effect of the Festival on the neighbourhood, staff are recommending that Council approve the 2009 special event and the 2009 Noise Bylaw Exemption.

## **ALTERNATIVES**

Direct the Italiano Festival organizers to relocate the event.

Given the level of apparent public support within the immediate neighbourhood, staff are of the opinion this is unnecessary at this time.

## **CORPORATE STRATEGIC PLAN**

2.6 A well-connected and accessible community that values diversity, multiculturalism, volunteerism and philanthropy.

## **FINANCIAL IMPLICATIONS**

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Nominal cost (\$500) for signage changes.

## **DEPARTMENTAL CONSULTATION**

Community Design & Development Services – Building Services Division.

## **COMMUNICATIONS**

On March 10, 2008 Public Notice was placed in the local paper advising residents that this report would be brought to the Emergency Services, Community Services & Operations Committee on March 16, 2008 for review.

The Italian Canadian Club was advised that this report will be presented to the Environmental Services, Community Services and Operations Committee on March 16, 2009.

## **ATTACHMENTS**

Attachment "A" – Public Survey Results

Attachment "B" – 2009 Festival Italiano Plan

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### **Prepared By:**

Doug Godfrey  
Supervisor, Parking Regulation & Enforcement  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca

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### **Recommended By:**

Bob Chapman  
Manager, Traffic & Parking  
(519) 822-1260 ext 2275  
Bob.Chapman@guelph.ca

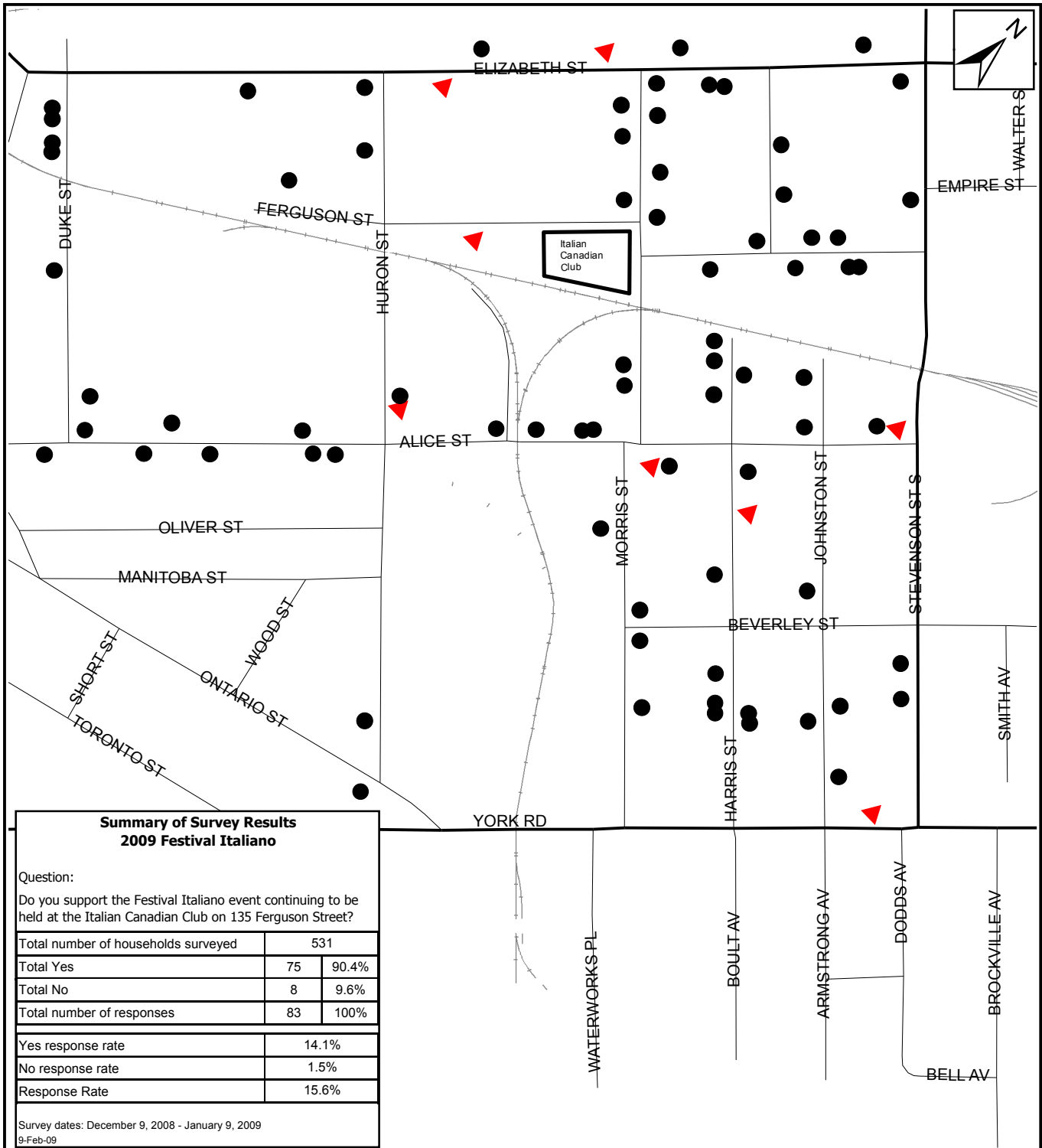
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### **Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

# 2009 Festival Italiano Survey Results

## Resident Location



Legend:

Yes - in favour of event location ●

No - not in favour of event location ▲



## Italian Canadian Club of Guelph

135 Ferguson St., Guelph, Ontario N1E 2Y9 Tel: (519) 821-1110 Fax: (519) 821-1230

Mr. Bob Chapman,  
Manager, Traffic & Parking  
City of Guelph  
1 Carden Street  
Guelph, ON, N1H 3A1

January 22, 2009

Dear Mr. Chapman

**Re: Festival Italiano 2009 Noise Exemption and Special Event Applications: Plan**

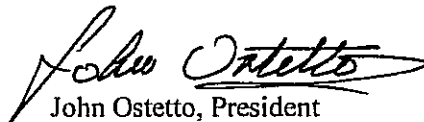
On behalf of the Board of Directors of the Italian Canadian Club of Guelph, I would like to thank Joanne, Doug and you for taking the time to meet with us last Tuesday evening to review our draft plan for mitigating City Staff and neighbour concerns about the festival. It was time well spent for all of us to fully comprehend the issues and to give concrete solutions to very real issues.

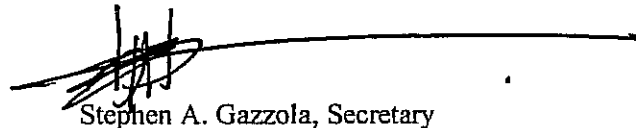
We have since revised our plan to incorporate our discussion and the ideas that arose Tuesday and submit herein the club's plan for your use and the review of the Emergency Services, Community Services and Operations Committee and City Council.

We trust you will find all in order. We understand that this will be an ongoing effort on all of our parts to insure that Festival Italiano continues to be an enjoyable and rewarding community based event for our neighbours, our ward and the City of Guelph.

Thank you again for your time and effort in guiding us through the process.

Regards,

  
John Ostetto, President

  
Stephen A. Gazzola, Secretary

cc: Ms. Joanne Starr, Supervisor, Traffic Investigations, City of Guelph  
File: ICC

**RECEIVED**

**JAN 22 2009**

**Operations Department**

# **PLAN FOR MITIGATING CITY STAFF AND NEIGHBOUR CONCERNS**

## **Festival Italiano 2009**

**Prepared by the Italian Canadian Club of Guelph  
January 21, 2009**

### **1.0 BACKGROUND**

#### **1.1 Process**

As per the City Council resolution of June 25, 2008, the Italian Canadian Club of Guelph (ICC) through members of its Board of Directors met with City Staff and neighbours on September 25, 2008, to debrief on issues arising from Festival Italiano 2008 and has subsequently met with City Staff to discuss plans to mitigate City Staff and neighbour concerns for Festival Italiano 2009 on January 20, 2009.

City Staff at the September 25, 2008 meeting requested that the ICC make applications for both an exemption to the Noise By-Law and a Special Event in October or November of 2008. The ICC made its application in November, 2008.

In addition, City Staff requested that the ICC prepare a Plan for mitigating City Staff and Neighbour Concerns (the Plan) for presentation to City Staff, the Emergency Services, Community Services and Operations Committee and City Council. This effort was delayed due to the transition from old to new Directors resulting from the recent ICC Board elections held in November, 2008.

At the January 20, 2009 meeting, The Italian Canadian Club of Guelph presented to City Staff a draft plan, addressing on a point by point basis (based on comments recorded in the minutes of the September 25, 2008 meeting), what actions it would continue to take in the management of this community festival and what additional actions it would take in order to address specific city staff and neighbour concerns.

The resulting Plan is found below, divided into two components: 1) Positive Comments/Continuing or New Action and 2) Proposed Improvements/New Action. Within each component, each issue is composed of two parts: The specific issue arising followed by either the continuing action(s) or proposed action(s) the ICC will take in bold.



## **2.0 POSITIVE COMMENTS/CONTINUING OR NEW ACTION**

- 2.1 “Fencing on Elizabeth Street and security helped, however they can be improved with better fencing and enhanced security”.

**The ICC will review fencing during set-up to insure stability and review internal security protocol for this area to insure adequate and continuous resources.**

- 2.2 “Bags and knapsacks were being searched and alcohol was being confiscated”.

**The ICC will continue this practice.**

- 2.3 “No cars were parked on Elizabeth Street. No problems this year” and “There were no problems on Elizabeth Street, proactive enforcement for the entire event went well”.

**The ICC is agreeable to this arrangement again this year. City Staff advised they will notify Elizabeth Street residents of this arrangement complete with contact information prior to the festival.**

- 2.4 “All felt that the club has good intentions with the alternative parking measures at the Woods plant on Huron, the Plaza at Victoria Road North and the Angelino’s Plaza”.

**The ICC will be approaching neighbourhood partners: WCDSB/Sacred Heart Catholic School about using their parking lot and W.C.Woods about parking on previously unidentified areas south of their Huron Street Plant in addition to current arrangements.**

**The ICC will mention bus routes, parking locations and the Shuttle Bus between Grange Plaza and the ICC in festival advertising in local newspapers and its internal club newsletter.**

**The ICC will continue to provide signage denoting the location of the Parking Shuttle Pick-Up/Drop-off and Taxi Stand. In addition the ICC will notify local Cab Companies of location and timing.**

**The ICC will enhance current parking signage to inform patrons of alternate parking lots. This signage will be located at current lots and proposed additional lots.**

**The ICC requested that the City allow on-street parking on Ferguson Street, east of the ICC between Morris and Stevenson Streets. City staff advised they will survey Ferguson Street residents.**

2.5 “Crowd control was excellent this year”.

**The ICC hopes to continue this aspect of the festival.**

2.6 “There were only two calls for Fire and Ambulance and these were related to health concerns of particular visitors”.

**The ICC concurs that these were health specific issues with patrons. The ICC will continue to have St. John Ambulance service in attendance at the festival.**

2.7 “It was recognized that there was no midway music this year”.

**The ICC implemented, some years ago, a policy of no loud music by the midway operators in order to lessen noise and its impact on our neighbours. In addition, over the course of the last number of years the rides provided have been reduced to children/family friendly in nature and this will continue to be the case at this year’s festival.**

2.8 “There were 8 calls for parking problems on Huron Street”.

**Although this is a good statistic, the ICC proposes measures as per Item 3.1 below.**

2.9 “There were two calls for noise and neither of these were related to the festival itself”.

**The ICC will continue to enforce its own policies with regards to noise, cooperate with the City and comply with the provisions of the Noise Exemption should it be granted.**

2.10 “It was recognized that the organizers went through a great deal of effort to address past problems that were voiced by the residents”.

**The ICC will continue to do so as stewards of Italian Canadian culture within the City of Guelph, as stewards of the Ward One neighbourhood and as community leaders in the City of Guelph.**

### **3.0 PROPOSED IMPROVEMENTS/NEW ACTION:**

- 3.1 “Huron Street – need to close off parking on Huron Street as there were problems with parking and congestion and pedestrian trucks” and “ People were parking on both sides of Huron Street”.

**The ICC proposes that the City restrict parking on Huron from Elizabeth Street to railway tracks to alleviate neighbour’s concern. City Staff advised they will survey Huron Street residents.**

- 3.2 “Should shut down the beer tent and entertainment at 10:00 p.m. and then the crowds could disperse by 11:00 p.m.”

**The ICC proposes to shut down music by 11:00 p.m. (same as in past) in accordance with our Noise Exemption Application, stop ticket sales ½ hour earlier at 12:00 p.m. (previously 12:30) and stop selling beverages at 1:00 a.m. (same as in past). Our past experience is that with our security and the Police Officers we hire our patrons are dispersed by 1:30 a.m. As per Item 2.4 above, the ICC will be notifying the local Cab companies ahead of time.**

- 3.3 “The scope of the midway could be lessened which would in turn free up parking in the Elizabeth Street lot”.

**The ICC has identified, as per Item 2.4, additional parking opportunities with community partner W.C. Wood at their Huron Street Plant, north of the tracks in lieu of the aforementioned proposal. As per Item 2.4 above, the ICC will implementing enhanced signage directing patrons to parking locations.**

**City Staff have proposed the parking lot at the end of Waterworks Place at Lyon Park as additional parking.**

- 3.4 “Tear down of the midway took too long this year. It was done during the week. All week, trucks were coming in late at night and taking away midway rides”.

**The ICC has had a strict policy in effect with its midway operators for a number a years that tear down is not to occur in the evening. The ICC will review its policy again this year with the operator.**

**The ICC will also advise its midway operator that teardowns are not to occur before 7:00 a.m.**

3.5 “In total, 101 tickets were issued for parking around the festival area”.

**Although it is difficult to control individual patrons’ parking behaviour, the ICC will, as per Item 2.4 (Advertising) and Item 3.1 (Huron Street Parking Restriction), seek to improve Patron education as it pertains to parking. In addition, the ICC will provide enhanced signage as per Item 2.4.**

3.6 “Karen Duffy felt that there is no empathy for the residents of the neighbourhood”.

**The ICC has always had empathy for our neighbours.**

**The ICC has, from the first festival in 1995, and continues to make all attempts to notify and reasonably appease its neighbours and their concerns this one weekend of the year. The ICC continues to notify neighbours at least 2 weeks in advance and offers them personal invitations to attend along with complimentary tickets. Throughout the rest of the year, the ICC allows neighbours and the neighbouring mosque to use its parking facilities, serves as a Safe Zone location for Sacred Heart Catholic School and supports many city charitable groups and high school scholarships through either direct or in kind donations.**

**The ICC respectfully requests our neighbours’ patience during this community festival. The ICC is committed to a continued dialogue with our neighbours and city staff in order that Festival Italiano continues to be an enjoyable and rewarding community based event for our neighbours, our ward and our city.**

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE March 16, 2009

**SUBJECT** 2009 Service Agreement With the Guelph Humane Society  
REPORT NUMBER

## RECOMMENDATION

That the Mayor and City Clerk be authorized to sign an agreement between The Corporation of the City of Guelph and the Guelph Humane Society for the provision of services, including dog control, dog licensing, and animal shelter at a cost of \$372,000 for the period January 1, 2009 to December 31, 2009.

## BACKGROUND

The Guelph Humane Society has been successfully carrying out animal control services and the enforcement of the Dog Control By-law (1991)-14008 for the City of Guelph since 1977. The cost of this agreement (\$372,000) is within the approved 2009 budget. The following report outlines historical statistics and 2009 changes to the service agreement.

## REPORT

The Guelph Humane Society provided statistics relating to the contractual services they provide for the City of Guelph. Over a six year period, the success rate of reuniting stray dogs with their rightful owner has increased to 78%, adoption rates have increased to 55%, and the number of stray dogs impounded has declined 6% while 22% more licenses have been sold annually. Further details can be seen in Appendix A.

Through the contract negotiations with the Guelph Humane Society, the following **service enhancements** will be implemented in 2009:

- Staff turnover was reported at 40% in 2008 and has been an ongoing challenge to retain and attract qualified and dependable staff. Staff have confirmed that current wages are substantially below comparable internal and industry positions. In response, staff have included a wage adjustment in this year's budget and will review again in the 2010 contract discussions.
- The Society has reported an 18% increase in patrolled kilometers due to City's growth and an average of 2,700 after hours calls for service each year. In

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response, a part-time Animal Control Officer position will be created by the Guelph Humane Society to reduce overtime of full time staff responding to after hours emergencies and to maintain patrol within the City.

- The Guelph Humane Society intends to retain a teaching veterinarian at the shelter for ten hours a week to reduce the emergency and after hours veterinarian fees for the treatment of injured stray domestic animals, for which the Society is contractually reimbursed.

The following changes have been made to the **terms of agreement** between the 2008 and 2009 contracts.

- Revenue sharing of the dog licenses sold by the Guelph Humane Society throughout the year will be divided 50% with the City (rather than the current 35% to the Society and 65% to the City from January to March, and the reverse for the balance of the year). It was determined that additional administrative time was being spent by both parties to calculate the revenue shares each month, while splitting it 50% throughout the year results in reduced administrative costs and the same revenue for each party.
- The contract language was updated to reflect that the Society enforces the following City by-laws:
  - Poultry By-law (1985)-11952
  - Exotic Animal (1978)-9876
  - Non Domestic Animal By-law (1988)-12960
- The draft Powers of Entry by-law, which was approved in principle by Council in 2008, and which formalizes the powers of entry of City enforcement officers, will be amended to include the Guelph Humane Society's Animal Control Officers in their enforcement of City By-laws
- A new appointment By-law has been drafted to appoint the Guelph Humane Society's Animal Control Officers to enforce the above-mentioned City By-laws and to continue to enforce the Dog Control By-law.

The agreement between the City of Guelph and the Guelph Humane Society will **continue to include** compensation and/or reimbursement to the Guelph Humane Society:

- To employ a supervisor and three full time Animal Control Officers
- To manage the annual Dog Licensing program
- To provide the City with an animal shelter for stray, surrendered and impounded domestic animals
- To capture and dispose of injured wildlife
- For veterinary costs, disposal fees and quarantine fees associated with stray and injured domestic animals, to a maximum of \$30,000 for the year.
- For costs incurred to enforce the Pit Bull Provision as defined in the Dog Owners' Liability Act, to a maximum of \$4,500 for the year

## **CORPORATE STRATEGIC PLAN**

Goal 5: A community-focused, responsive and accountable government.

## **FINANCIAL IMPLICATIONS**

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The contract value of \$372,000 was approved in the 2009 Budget.

**DEPARTMENTAL CONSULTATION**

Legal Services

**COMMUNICATIONS**

n/a

**ATTACHMENTS**

Appendix A – Statistics on Animal Control within the City of Guelph

*Original signed*

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**Prepared By:**

Beth Brombal  
Coordinator, Service Performance  
519-837-5628 ext. 2006  
beth.brombal@guelph.ca

*Original signed by Bill Barr for:*

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**Recommended By:**

Derek McCaughan  
Director, Operations  
519-837-5628 ext. 2018  
derek.mccaughan@guelph.ca

## Appendix A – Statistics on Animal Control within the City of Guelph

	2003	2004	2005	2006	2007	2008*
<b>DOGS</b>						
# stray dogs	286	263	290	326	256	269
# stray dogs returned to owner	102	100	122	129	180	211
# stray dogs adopted	34	37	30	50	32	39
<b>CATS</b>						
# stray cats	722	891	931	858	898	1142
# stray cats returned to owner		11	10	27	20	119
# stray cats adopted	207	193	224	209	177	217
<b>WILDLIFE/EXOTIC ANIMALS</b>						
# orphaned/injured wildlife	510	557	530	555	574	365
# deceased wildlife	493	455	392	476	443	311
# exotic strays	26	10	49	42	45	25
<b>ADMINISTRATION</b>						
# dog licenses sold	5365	5744	5781	5744	6369	6553
# km patrolled	54363	48956	47296	56675	56138	49815
# dog bite investigations	24	39	50	45	30	33
# warnings issued (Dog at Large)	257	182	247	182	263	
# PON's issues (Failure to License, At Large)	171	170	174	171	128	
# emergency calls between 4pm-11pm	2709	2561	2743	2903	2489	
# emergency calls between after 11pm	336	358	244	266	226	

\* 2008 data has not been verified at the time of this report.

	2003	2004	2005	2006	2007	2008
<b>Dogs returned to Owner</b>	36%	38%	42%	40%	70%	78%
<b>Dogs Adopted</b>	18%	23%	18%	25%	42%	55%
<b># dog licenses sold</b>	5365	5744	5781	5744	6369	6553



# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Community Services  
DATE March 16, 2009

**SUBJECT Update - Guelph Civic Museum Project**  
REPORT NUMBER CS-CU-0903

## **RECOMMENDATION**

THAT the Report, dated March 16, 2009, providing Council with a progress update on the New Guelph Civic Museum Project, be received for information.

## **BACKGROUND**

In October 2007, City Council passed a motion to approve the new museum project and to proceed to tender if \$6 million in outside funding could be confirmed.

The following resolution was adopted by City Council on October 15, 2007:

THAT the Loretto Convent Conversion Capital Project be pre-approved and be identified in the 2008-2010 Capital budget and forecast in the amount of \$12,700,000, including external grants and subsidies;

AND THAT, subject to confirmation of a minimum of \$3,000,000 in grants or other contributions from each of the Federal and Provincial levels of government;

- (a) Staff are authorized to prepare and issue an RFP for consulting design services and to examine the appropriateness of the Purchasing By-law with respect to the eligibility of architectural firms;
- (b) The Mayor and Clerk are authorized to execute a design contract with the successful consulting design firm;
- (c) Staff be directed to provide for public input during the design process;
- (d) Staff are authorized to tender the construction project based on the design; and
- (e) Subject to the tender amount being within the budget amount of \$11.4 M, the Mayor and Clerk be authorized to execute the construction contract with the successful bidder.

In February 2008, the City of Guelph received a \$1 million contribution agreement from Cultural Spaces Canada and in March 2008, the City of Guelph received a \$5 million grant from the Municipal Infrastructure Investment Initiative for this project.

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The Ventin Group Architects from Cambridge, ON was selected in July 2008 and design work began in the fall. The purpose of this report is to provide a detailed update on the status of the project.

## **REPORT**

### **Process:**

In July, The Ventin Group from Cambridge, ON was selected as the architectural consultants in partnership with landscape architect Wendy Shearer and exhibit designers Vilnis Cultural Design Works.

Initial meetings were held in the summer and design work began in early fall. Two committees were appointed to provide public input in addition to that provided by Guelph Museums Board of Management: an Advisory Committee of community representatives to work on the overall project and the Exhibit Working Group to provide input for the two permanent exhibit galleries. Focus groups were held with 230 students from grades 1 through 11 to provide input into the exhibit content.

As of March 2009, the project is entering the design development stage working towards the contract document stage.

### **Concept Design:**

The site plan took considerable time to resolve due to the challenges posed by the significant slope of the site (the drop from the building to Norfolk Street is over 10 metres) and the complicated demands of parking for both cars and buses, programming, landscaping, and accessibility. We have been able to meet the FADM Standards for all areas of the site with a ramp using a combination of 1:20, 1:25 and 1:50 slopes and an exterior elevator. From the parking lot there is an accessible entrance to the main floor of the Museum building. There is also access for delivery trucks. There are 3 options for buses: the museum parking lot, which will require a three-point turn to exit, a new lay-by to be installed when Norfolk Street is upgraded in 2009, and the Church parking lot.

There will be two additions to the building. The addition to the rear will include an exit stair and will be mostly storage on each level. The addition facing Cork Street will be the main entrance and will include a stair that provides both the required means of egress on each level but will also be an important part of the visitor experience as people move between levels one, two, and three which will be the most "public" levels. The architects have proposed a structural glass solution to the entrance to maximize the transparency of the addition and allow the heritage resource to be clearly differentiated.

Some of the highlights of the interior design include a 1000 square foot (sf) classroom, a 475 sf meeting room, a 500 sf gift shop, a 1100 sf children's gallery, and an archival research room.

### **Community Energy Plan Initiatives:**

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The new museum is planned to be built to qualify for LEED silver certification. The menu of initiatives being considered include:

- Building re-use will maintain 75% of existing walls, floors and roof
- 50% waste diverted from landfill site
- Efficient landscaping will reduce water use by 50%
- Low-flow fixtures will greatly reduce the amount of water required
- A cistern to retain water for flushing
- Renewable energy 5% from photovoltaic (solar)
- A minimum of 7.5% of recycled content in materials used
- 20% of materials will be regionally sourced (extracted and manufactured)
- Bicycle racks and on-site shower promote 'fit' access
- Solar powered shading at glass gallery
- Low-emitting materials used for cleaner interior environment
- Efficient HVAC Systems including heat recovery, demand controlled ventilation, etc. will reduce the energy used.
- The building will play an active role in the green education program
- A green wall of deciduous planting to reduce heat gain on the southwest side of the building

### **Public Open House:**

A public open house to present the conceptual plan, 3D model and exterior view was held on January 13 and 65 people attended. For the following two weeks, the drawings and a survey were available on the City website. Results of the online survey were overwhelmingly positive with 74% of the responses rating the façade and elevations as either excellent or good. There were a number of suggestions made and the architects are responding by:

- Relocating and further integrating the exterior elevator into the parking lot retaining wall to better maintain the important view of the Convent from the corner of Norfolk and Cork streets.
- Reviewing the design details for the proposed glass entrance.

Presentations were also made to Guelph Museums Board of Management on January 22 and to Heritage Guelph on January 26 – both organizations have endorsed the site plan and exterior design. (Attachments 3 and 4)

### **Site Activity:**

On January 5, Reitzel Demolition was given access to the building and crews are currently working on the interior selective demolition. They are completing hazardous material abatement as well as removing selected interior finishes and partitions. They are also salvaging selected features, which will be stored for potential reuse in the new museum building. Reitzel will complete their work by April 30, 2009.

### **Fundraising:**

Guelph Museums Board of Management is committed to contributing \$500,000 to this project through fundraising. The campaign will begin as soon as the conceptual design and 3D drawings are finalized so that corporate and individual donors will be able to see exactly what the museum site and building will look like when

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completed.

**Cost and Schedule:**

The project is on time and on budget.

**Next Steps:**

Detailed interior design is in progress and will be completed this spring. In March, Museum staff will be working with a consultant from the Canadian Conservation Institute on artifact and archival storage requirements for our particular collections.

The site plan and the exterior design are being refined and the detailed interior design work is underway. The Board of the Guelph Museum will approve the final design.

The project will be ready for the construction tender call in July, the contract will be awarded in August and the work will begin in September 2009. Building completion is scheduled for September 2010 with interior fit-out and museum opening taking place in early 2011.

A further update will be provided in the coming months as we proceed with design development.

**CORPORATE STRATEGIC PLAN**

Goal 4 - A vibrant and valued arts, culture and heritage identity.

**FINANCIAL IMPLICATIONS**

This \$12.7 million project is included in the City's 2009 and 2010 Capital Budget. \$6 million has been secured from the federal and provincial governments. \$500,000 will be raised from the community by Guelph Museums Board of Management.

**DEPARTMENTAL CONSULTATION**

Community Services  
Corporate Property  
Community Design and Development Services

**ATTACHMENTS**

Attachment 1 – Site plan  
Attachment 2 – Exterior drawing  
Attachment 3 – Motion approved by Guelph Museums Board of Management, January 22, 2009  
Attachment 4 – Motion approved by Heritage Guelph, February 9, 2009

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**Prepared By:**

Katherine McCracken  
Director, Guelph Museums  
519-822-1260 X 2775  
katherine.mccracken@guelph.ca

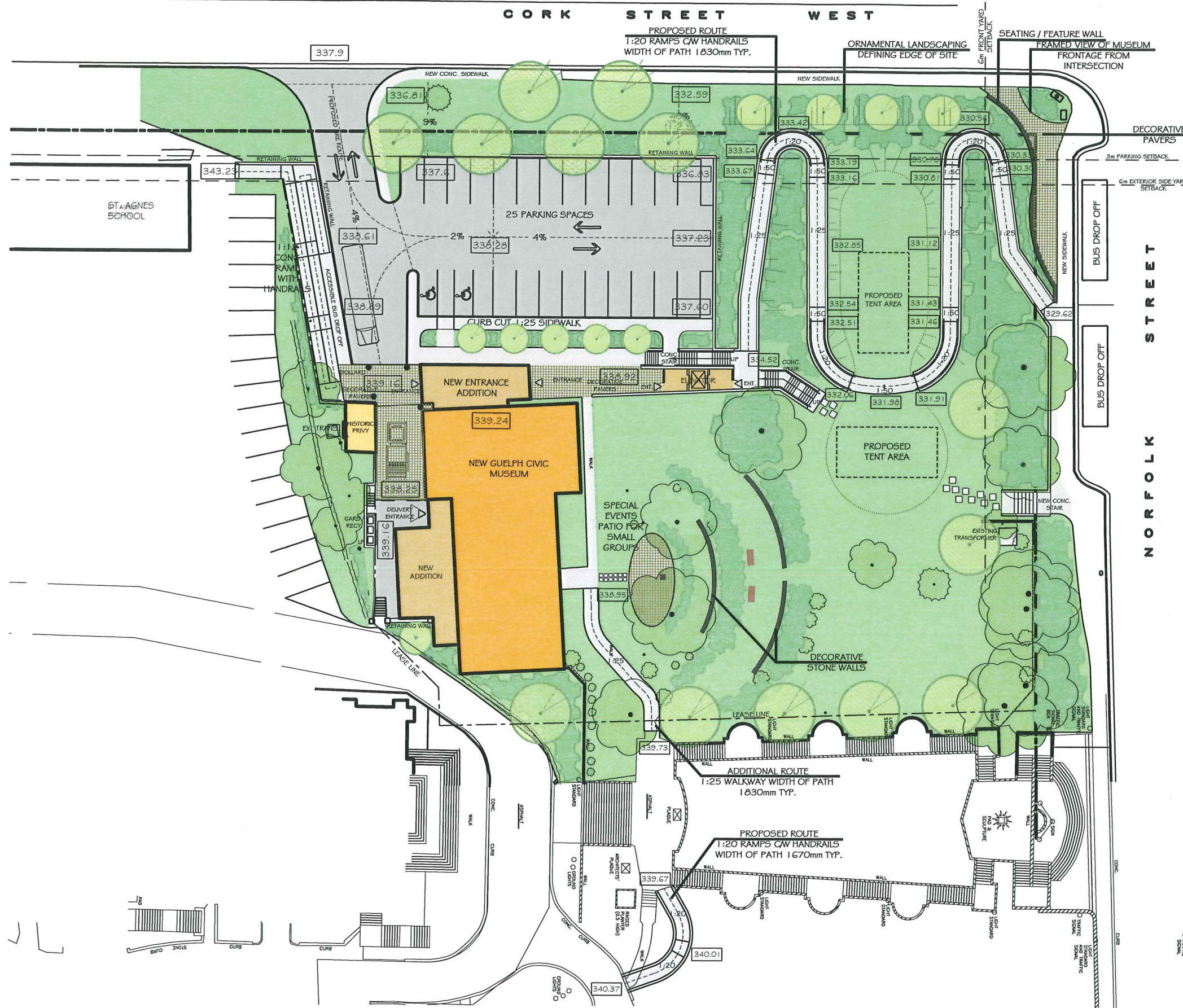


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**Recommended By:**

Ann Pappert  
Director, Community Services  
519-822-1260 X 2665  
ann.pappert@guelph.ca





N.T.S

**GUELPH CIVIC MUSEUM**  
Guelph, Ontario

Revised Landscape Concept

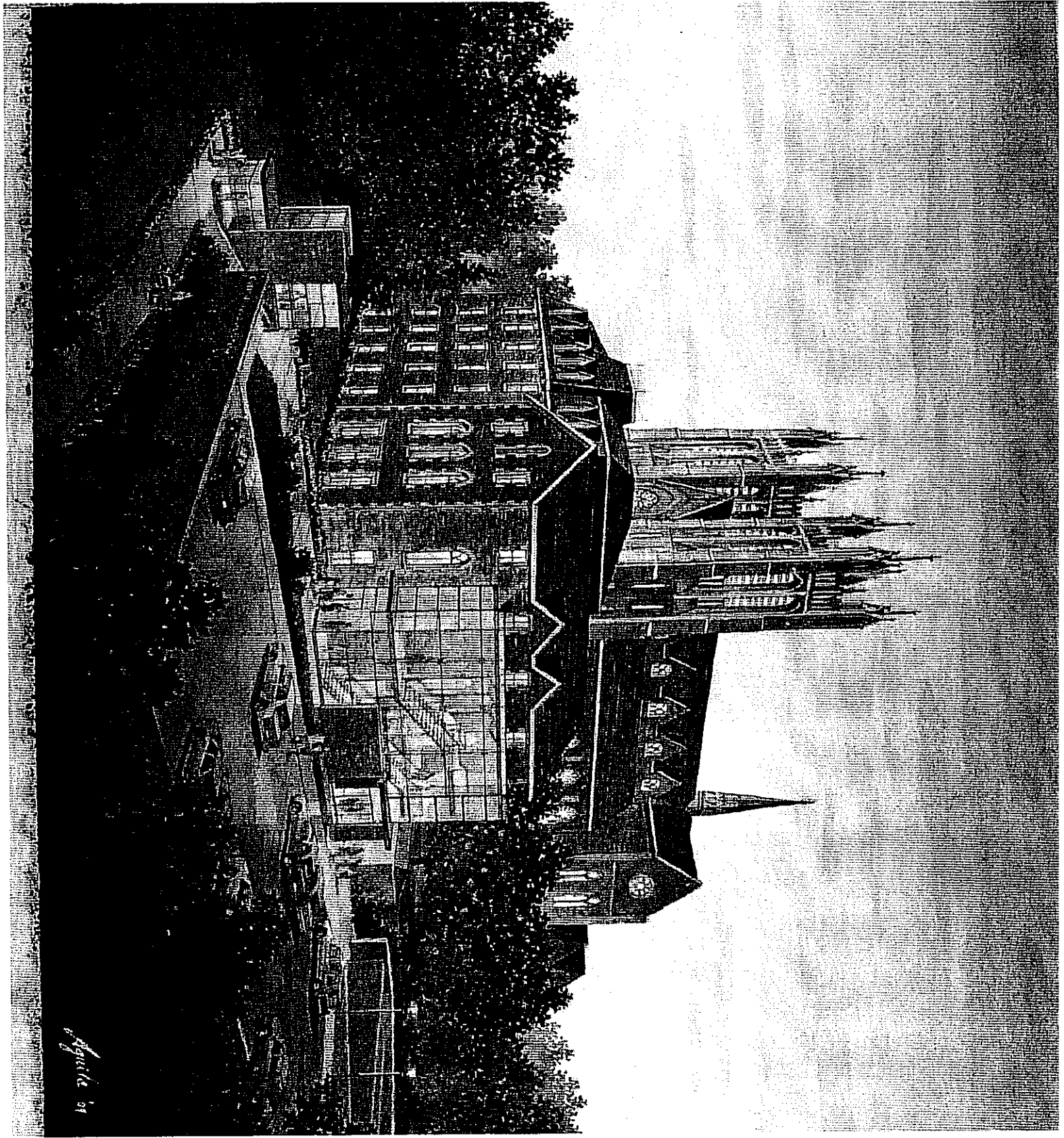
Dec 11, 2008



**WENDY SHEARER**  
LANDSCAPE ARCHITECT  
A DIVISION OF MHBC PLANNING LIMITED







*Spencer '01*



## **GUELPH MUSEUMS**

### **GUELPH CIVIC MUSEUM and McCRAE HOUSE**

6 Dublin Street South  
Guelph, Ontario Canada N1H 4L5  
phone: (519) 836-1221 fax: (519) 836-5280  
e-mail: [museum@guelph.ca](mailto:museum@guelph.ca) web site: [www.guelph.ca/museum](http://www.guelph.ca/museum)

## **APPENDIX 3**

Following a presentation and review of the site plan and exterior views at its meeting of January 22, 2009, members of Guelph Museums Board of Management unanimously approved the following motion:

**MOTION 2009/03:** That the Guelph Museums Board of Management supports the overall direction of the current plans for the new Civic Museum.



February 12, 2009

Katherine McCracken, Director  
Guelph Civic Museum  
City of Guelph  
6 Dublin Street South  
Guelph, ON N1H 4L5

Dear Ms. McCracken

**RE: Guelph Civic Museum Design Concept**

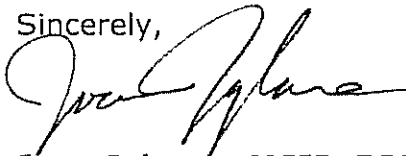
Thank you so much for attending our Heritage Guelph meeting on January 26, 2009 to discuss the design concept for the Guelph Civic Museum. As you are well aware the Convent is an extremely important cultural heritage resource to the community and Heritage Guelph feels very excited to be part of its redevelopment.

At our meeting on February 9, 2009 the Committee passed the following motion:

"THAT Heritage Guelph supports, in principle, the current conceptual design as presented to the Committee on January 26, 2009 and request further updates as the project progresses and the opportunity for continued involvement in the development."

Please feel free to contact me if you require any further assistance regarding this matter and I look forward to our continued involvement in this project.

Sincerely,



**Joan Jylanne, MCIP, RPP**  
Senior Policy Planner/Heritage Planner

Policy Planning and Urban Design  
**Community Design and Development Services**

T 519-837-5616 x 2519  
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E [joan.jylanne@guelph.ca](mailto:joan.jylanne@guelph.ca)

c.c. Robert Broughton, Property Manager, Corporate Property Services

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**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday March 16, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, March 16, 2009 in the Council Chambers at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Ms. K. McCracken, Director of Guelph Museums; Ms. T. Agnello, Deputy City Clerk; and Ms. J. Sweeney, Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on February 17, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO-1 and ECO-3 were extracted from the Consent Agenda to be voted on separately.

**Special Event and Noise Control By-law Exemption Requests – Italian Canadian Club of Guelph – 135 Ferguson Street**

Steve Gazzola was present on behalf of the Italian Canadian Club to answer any questions with respect to Festival Italiano. He outlined the meetings held with staff to address the concerns associated with this event.

Doug Godfrey, Supervisor of Parking Regulation & Enforcement in response to questions, outlined the meeting process and the survey set out to the surrounding residents.

2. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

THAT approval be granted to the Italian Canadian Club of Guelph to hold Festival Italiano at the Italian Canadian Club located at 135 Ferguson Street from July 10<sup>th</sup> to July 12<sup>th</sup>, 2009;

REPORT

AND THAT an exemption from Schedule "A" of Noise Control By-law (2000)-16366, as amended, to permit noise from various activities associated with Festival Italiano, including the amplification of music and speech and the operation of midway rides and generators between the hours of 12:00 p.m. to 11:00 p.m. and crowd noise from 12:00 p.m. to 1:00 a.m., from July 10<sup>th</sup> to July 12<sup>th</sup>, 2009, be approved.

Carried

**2009 Service Agreement with the Guelph Humane Society**

Beth Brombal, Coordinator, Service Performance, in response to questions, provided information with respect to the value of the agreement and highlighted the yearly statistics.

- 3. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

REPORT

THAT the Mayor and City Clerk be authorized to sign an agreement between The Corporation of the City of Guelph and the Guelph Humane Society for the provision of services, including dog control, dog licensing, and animal shelter at a cost of \$372,000 for the period January 1, 2009 to December 31, 2009.

Carried

**Guelph Civic Museum Project – Update**

The Director of Guelph Museums provided a brief overview of the project. She advised that it is anticipated that the call for tenders will be issued June/July with construction to start in September.

It was agreed that staff would provide regular status reports on the project to the Committee.

- 4. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

Ms. K. McCracken  
Ms. A. Pappert

THAT the report dated March 16, 2009, providing Council with a progress update on the new Guelph Civic Museum Project, be received for information.

Carried

Next Meeting: April 20, 2009

The meeting adjourned at 5:35 p.m.

.....  
Chairperson

# COMMITTEE AGENDA - REVISED



TO **Emergency Services, Community Services & Operations  
Committee**

DATE April 20, 2009

LOCATION Council Chambers

TIME 5:00 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST

### CONFIRMATION OF MINUTES

March 16<sup>th</sup>, 2009

### CONSENT AGENDA

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"THAT the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## PRESENTATIONS

## DELEGATIONS

### CONSENT AGENDA

- b) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

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***“THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted.”*

**OTHER BUSINESS**

**NEXT MEETING**

MAY 19, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday March 16, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday March 16, 2009 in the Council Chambers at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Ms. K. McCracken, Director of Guelph Museums; Ms. T. Agnello, Deputy City Clerk; and Ms. J. Sweeney, Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Farrelly  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on February 17, 2009 be confirmed as recorded and without being read.

Carried

The following items #ECO-1, ECO-2 and ECO-3 were extracted from the Consent Agenda to be voted on separately.

**Special Event and Noise Control By-law Exemption Requests – Italian Canadian Club of Guelph – 135 Ferguson Street**

Steve Gazzola was present on behalf of the Italian Canadian Club to answer any questions with respect to Festival Italiano. He outlined the meetings held with staff to address the concerns associated with this event.

Doug Godfrey, Supervisor of Parking Regulation & Enforcement in response to questions, outlined the meeting process and the survey set out to the surrounding residents.

2. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly  
THAT approval be granted to the Italian Canadian Club of Guelph to hold Festival Italiano at the Italian Canadian Club located at 135 Ferguson Street from July 10th to July 12th, 2009;

REPORT

AND THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from various activities associated with Festival Italiano including the amplification of music and speech and the operation of midway rides and generators between the hours of 12:00 p.m. to 11:00 p.m. and crowd noise from 12:00 p.m. to 1:00 a.m., from July 10th to July 12th, 2009, be approved.

Carried

### **2009 Service Agreement with the Guelph Humane Society**

Beth Brombal, Coordinator, Service Performance, in response to questions provided information with respect to the value of the agreement and highlighted the yearly statistics.

3. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

REPORT

That the Mayor and City Clerk be authorized to sign an agreement between The Corporation of the City of Guelph and the Guelph Humane Society for the provision of services, including dog control, dog licensing, and animal shelter at a cost of \$372,000 for the period January 1, 2009 to December 31, 2009.

Carried

### **Guelph Civic Museum Project – Update**

The Director of Guelph Museums provided a brief overview of the project. She advised that it is anticipated that the call for tenders will be issued June/July with construction to start in September.

It was agreed that staff would provide regular status reports on the project to the Committee.

4. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

Ms. K. McCracken  
Ms. A. Pappert

THAT the report dated March 16, 2009, providing Council with a progress update on the new Guelph Civic Museum Project, be received for information.

Carried

Next Meeting: April 20, 2009

The meeting adjourned at 5:35 p.m.

.....  
Chairperson



**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**April 20, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO 2009 A.1)      <b>Clean &amp; Green Community Clean Up 2009</b></p> <p>THAT the report dated April 20, 2009 <u>Clean and Green Community Clean Up 2009</u>, be received for information.</p>	Receive
<p>ECO 2009 A.2)      <b>NOISE CONTROL BYLAW EXEMPTION REQUEST – ABS FRICTION CORPORATION, 10 KINGSMILL AVENUE</b></p> <p>THAT an exemption from Schedule “A” of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the manufacturing process in association with the ABS Friction Corporation, located at 10 Kingsmill Avenue within the City of Guelph, between May 30, 2009 and September 5, 2009 from 9:00 p.m. to 7:00 a.m. Monday through Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays be approved.</p>	Approve
<p>ECO 2009 A.3)      <b>NOISE CONTROL BYLAW EXEMPTION REQUEST PROCESS</b></p> <p>THAT staff be directed to develop a Noise exemption procedure that will allow staff to more objectively evaluate requests for noise exemptions.</p>	Approve

ECO 2009 A.4) **COMMUNICATION OF FORESTRY ACTIVITIES**

Receive

THAT the communication protocol for forestry activities as set out in the April 20<sup>th</sup>, 2009 report `Communication of Forestry Activities' be received.

ECOC 2009 A.5) **2009 WORLD POLICE AND FIRE GAMES**

Approve

THAT the Emergency Services – Guelph Fire Department report dated April 20<sup>th</sup>, 2009 regarding the City of Guelph representation at the World Police and Fire Games being held in British Columbia in 2009 be received.

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE Monday April 20, 2009

**SUBJECT Clean & Green Community Clean Up 2009**  
REPORT NUMBER

## RECOMMENDATION

That the report dated April 20, 2009 Clean and Green Community Clean Up 2009, be received for information.

## BACKGROUND

The Clean & Green Community Clean Up program is a volunteer community beautification initiative that takes place annually on or near Earth Day. The event originated as a collaborative effort by the City of Guelph, the Guelph and Wellington Development Association (GDA), the Guelph and District Homebuilders Association and Guelph Downtown Business Association, to address the accumulation of litter that occurs over the winter months at construction sites and major entrance points to the City.

The event first began with approximately 40 volunteers working in teams to pick and bag garbage at ten key locations in the city. City staff provided volunteers, vehicles, supplies, promotion, disposal resources and fees, while the GDA provided volunteers, vehicles and hosted a volunteer appreciation barbeque. Since its inception in 2003, hundreds of volunteers have successfully removed over 18,000 kilograms of litter from our city's roadsides and parks.

The event has grown in popularity over the years and 2008 saw over 500 volunteers cleaning 93 locations, and collecting over 11,000 kilograms of litter.

## REPORT

In response to the growing popularity of the Clean and Green event, staff have taken on a larger role to ensure the effective coordination of the event, the volunteers, the supplies, and waste collection.

This year's event will take place on Saturday, May 2, 2009.

### **The following program features will continue for 2009:**

- ☞ Pre-registration is required to coordinate sites, supplies, and waste collection

- 
- 👉 Upon registration, volunteers will be provided with supplies and lunch tickets
  - 👉 Yellow garbage bags will be used for identification and become a visible symbol of the clean up efforts
  - 👉 Solid Waste Resources will provide curb side collection the same day

**The following enhancements are being implemented this year:**

- 👉 CLASS registration module will be used to facilitate registration, reporting and aide in the planning of the event for staff.
- 👉 Volunteers will be asked to select a clean up location from a list of pre-determined sites throughout the city to ensure key areas are addressed
- 👉 Blue bags are being provided to collect clean, dry recyclables
- 👉 The volunteer appreciation barbeque will be held in front of Old City Hall, as opposed to the square in front of Old Quebec Street mall. This new location will enable more control over space, participation and parking. In the future, the barbeque will be held in front of the new City Hall.
- 👉 Sponsorship of this event has been secured by:
  - Tim Hortons – will provide in store advertising, gloves, reusable travel mugs, product for the barbeque and a door prize
  - Bag Ladies – a local Guelph company, will donate 1,500 yellow garbage bags
  - Terra View Homes – will contribute towards the cost of the appreciation barbeque

In the end, the Clean and Green event remains a true volunteer community beautification cooperative of which the entire City can be proud.

**CORPORATE STRATEGIC PLAN**

Goal 6: A leader in conservation and resource protection/enhancement.

**FINANCIAL IMPLICATIONS**

N/A

**DEPARTMENTAL CONSULTATION**

Solid Waste Resources, Environmental Services; Community Services

**COMMUNICATIONS**

Website content and advertising, City News Ads, Media Release, Infonet.

*"Original signed by Beth Brombal"*

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**Prepared By:**

Beth Brombal  
Coordinator, Service Performance  
519-837-5628 ext. 2006  
beth.brombal@guelph.ca

*"Original signed by Derek McCaughan"*

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**Recommended By:**

Derek McCaughan  
Director, Operations  
519-837-5628 ext. 2018  
derek.mccaughan@guelph.ca

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Operations Department  
**DATE** April 20, 2009

**SUBJECT** **Noise Control Bylaw Exemption Request - ABS Friction  
Corporation, 10 Kingsmill Avenue**

**REPORT NUMBER**

## **RECOMMENDATION**

THAT an exemption from Schedule "A" of the Noise Control Bylaw (2000)-16366, as amended, to permit noise associated with the manufacturing process in association with the ABS Friction Corporation, located at 10 Kingsmill Avenue within the City of Guelph between May 30, 2009 and September 5, 2009 from 9:00p.m. to 7:00a.m. Monday through Friday and from 9:00p.m. to 9:00a.m. on Saturdays, Sundays and Holidays be approved.

## **BACKGROUND**

In the summer of 2008, Bylaw Compliance and Enforcement staff received two requests for enforcement of the Noise Control Bylaw emanating from the area of 10 Kingsmill Avenue. Upon their arrival, they were able to determine that the noise originating from this address was all related to the manufacturing process at ABS Friction Corporation.

## **REPORT**

The ABS Friction Corporation is located at 10 Kingsmill Avenue (see attached map) in an industrial/residential area and manufactures vehicle brake pads and associated products. ABS Friction Corporation employs 30-40 staff during their evening shift which finishes at 11:00p.m. and an additional 10-15 people during their night shift that starts at 11:00p.m.

While this night shift has been operating for a number of years, in order not to be in violation of the Noise Bylaw, ABS Friction Corporation has requested a 3 year exemption from the Noise Control Bylaw in order to facilitate their night time manufacturing process during the summer months. This is similar to the noise exemption that another local manufacturing company has received.

Due to anticipated process changes as indicated in staff's report Noise Control Bylaw Exemption Process (tabled separately on this meeting date), staff are recommending that Council only approve a noise exemption for the period May 30

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through September 5, 2009, at this time.

Once the noise exemption process has been finalized and approved by Council, priority will be given to ABS Friction Corporation's request to determine if an additional 2 year extension can be recommended.

Public notice of this exemption request was advertised in the Guelph Mercury on April 16, 2009 (see Attachment "A").

## **ALTERNATIVES**

Require ABS Friction Corporation to comply with the City's Noise Control Bylaw and cease their manufacturing process at 9 pm.

## **CORPORATE STRATEGIC PLAN**

3.1 Thriving and sustainable local employment opportunities

## **FINANCIAL IMPLICATIONS**

None

## **DEPARTMENTAL CONSULTATION**

Community Design & Development Services – Building Division

## **COMMUNICATIONS**

ABS has been advised that this will be presented to the Environmental Services, Community Services and Operations Committee on April 20, 2009.

## **ATTACHMENTS**

Map of location  
Attachment "A" - Public Notice

"original signed by Doug Godfrey"

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### **Prepared and Recommended:**

Doug Godfrey  
Acting Manager of Traffic & Parking  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca

"original signed by Derek McCaughan"

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### **Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

# PUBLIC NOTICE

## Noise Control By-law Exemption

ABS Friction/ABS ONTIME Logistics at 10 Kingsmill Avenue has applied for an exemption to the City of Guelph Noise Control By-law which prohibits noise associated with the manufacturing process from 9:00 p.m. to 7:00 a.m. Monday thru Friday and from 9:00 pm to 9:00a.m. on Saturdays, Sundays and Holidays. **The applicant is requesting an exemption in order to implement a second shift commencing June 1 to November 30, 2009.**

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on April 20, 2009 at 5:00 p.m. in Council Chambers, City Hall, 59 Carden Street, Guelph, ON.

As with all applications, if you wish to speak to the Committee about this application, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than April 17, 2009. If you are unable to attend this Committee meeting and wish to make comment, send your written comments to Dolores Black, 1 Carden Street, N1H 3A1 no later than April 17, 2009.

For more information please contact:

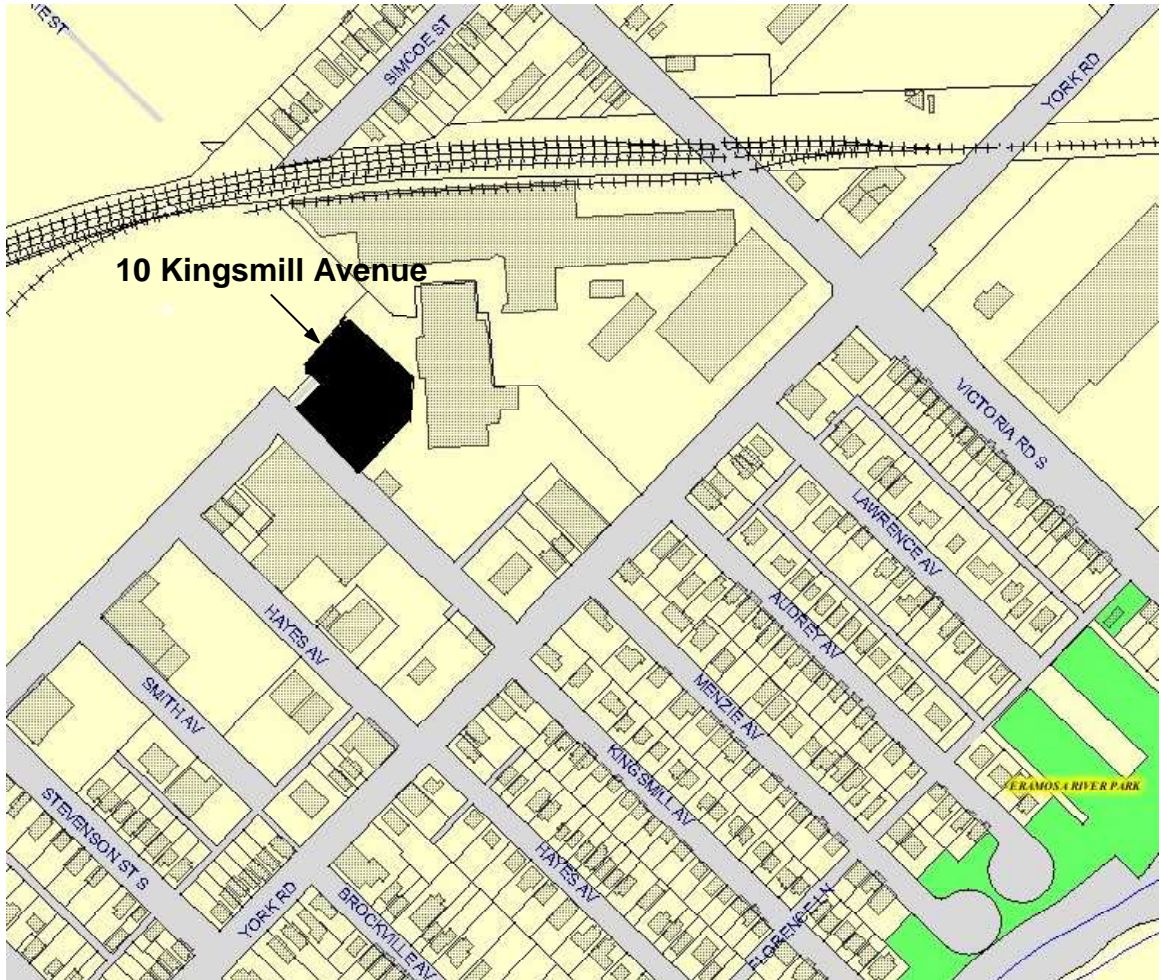
Doug Godfrey

Acting Manager, Traffic & Parking

519-822-1260 x 2520

or by e-mail to [Doug.Godfrey@guelph.ca](mailto:Doug.Godfrey@guelph.ca)

## Map of Location





# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations Department  
**DATE**                            April 20, 2009

**SUBJECT**                      **Noise Control Bylaw Exemption Request Process**  
**REPORT NUMBER**

## **RECOMMENDATION**

THAT staff be directed to develop a Noise exemption procedure that will allow staff to more objectively evaluate request for noise exemptions.

## **BACKGROUND**

The current process for the recommendation or refusal of noise exemption requests is based primarily upon qualitative/subjective criterion. It often is difficult for Council to appreciate the implications such requests have on neighbourhoods.

## **REPORT**

Historically, staff have primarily based their position on requests for noise exemptions upon qualitative/subjective assessments. Most often, it was/is based upon an individual staff member attending the location to hear the type of noise involved, the volume of the noise and its relative intrusiveness to the area.

Staff recommend a detailed noise exemption procedure be developed that better enables staff to assess the effect various levels and types of noise may have on a neighbourhood from a more quantifiable/objective perspective. It is proposed that staff take into consideration noise guidelines and restrictions from the Ministry of the Environment, undertake a best practice review of other municipalities and consult with a company experienced in evaluating noise levels. This methodology will allow staff to develop technical grounds from which to recommend whether an exemption be granted or refused.

## **ALTERNATIVES**

Continue to grant noise exemptions based strictly on staff opinion.

## **CORPORATE STRATEGIC PLAN**

5.2 A consultative and collaborative approach to community decision making

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## **FINANCIAL IMPLICATIONS**

Consulting fees, to be determined, will be absorbed through approved 2009 Operating Budgets.

“original signed by Doug Godfrey”

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### **Prepared and Recommended:**

Doug Godfrey  
Acting Manager of Traffic & Parking  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca

“original signed by Derek McCaughan”

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### **Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            Monday April 20, 2009

**SUBJECT**                      **Communication of Forestry Activities**

**RECOMMENDATION**

**THAT** the communication protocol for forestry activities as set out in the April 20<sup>th</sup>, 2009 report Communication of Forestry Activities be received.

**BACKGROUND**

The pruning and removal of trees in Guelph is a very sensitive and, at times, controversial issue as recently highlighted by the residents’ concerns raised as a result of forestry activity in a number of city parks, as well as recent private tree removals.

The Forestry section of the Operations Department is responsible for the maintenance of all trees within parks, storm water management areas and those planted within the road right-of-way, excluding those impacting Guelph Hydro’s infrastructure. Tree maintenance includes monitoring the health of such trees in the form of documented tree hazard evaluations; whereby trees are scheduled for trimming or removal as deemed necessary by ISA (International Society of Arboriculture) Certified staff. Hydro’s operation involves their clearing of their overhead service lines on a 3 year pruning cycle, with ultimate removals of publicly owned trees being the responsibility of the City’s Forestry operation.

Historically, and on average, staff received and responded to approximately 1400 service requests annually, from 2006-2008, (City of Guelph statistics), which translated into an average of 300 tree removals and 1108 trees pruned annually.

<b>Forestry Activity</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Service Requests*	1444	1271	1526	1235
Street Trees Pruned	1104	1343	1391	596
Street Trees Removed	308	328	431	135

\*Represents Forestry-related street tree service requests and not activities within parks and

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open space.

The purpose of this report is to recommend a more formal communication protocol be used to notify the community when staff remove or prune city trees.

## **REPORT**

The current public notification practice for single street tree pruning and removals has been to notify the adjacent homeowner/occupant, solely. Where Forestry activity has been scheduled to take place in parks, staff more recently have been providing residents contiguous to parkland with a form letter advising of the proposed activity. Aside from this level of notifying the immediate residents impacted by Forestry's work, it is not uncommon for neighbouring residents to air their concerns to the City regarding Forestry's activities. Neighbours unaware of a tree's condition or history react suspiciously when City staff are seen removing trees.

Staff are of the opinion that such ongoing apprehensions can be allayed by better 'up-front' communications. It is recommended that staff communicate our intent to undertake forestry operations in the following manner:

For ***street trees***, an advanced notification process will be expanded to the adjacent residential occupants within a 30 metre arc along the street from where a tree removal is to take place. Notification will be provided (14) calendar days in advance of the removal, and is in addition to the handwritten notice ("door knocker") currently provided to residents at the time of inspection. The door knocker confirms the tree has been inspected and advises of Forestry's planned activity for the street tree at the immediate property. Generally, the proposed tree work is in response to an official public service request or staff concern.

For ***park and greenway trees***, where pruning and removal activities are planned to occur, staff will continue to provide notification (sample attached) to adjacent property owners and those fronting onto the parkland/greenway. As with street tree removals, the seasonal activities portal will be updated a minimum of (14) days in advance of scheduled removals.

For ***emergency trimming and removals***, trees identified as hazardous to the public or suspected to fail imminently, will be communicated electronically to the Mayor and Councillors at the earliest opportunity to ensure they are informed sufficiently to respond to any constituent query.

For non-emergency ***tree removals***, staff will mark tree trunks with a large fluorescent orange 'X' on the street side of the tree at the time of the (14) day advance notification. Within parks, the 'X' will be placed so as to maximize its visibility and may include more than one 'X'.

In addition, to provide an even broader communiqué, a list of street and park

tree removals will be provided on the seasonal activities portal on the City's web page, including municipal addresses where possible, (14) calendar days in advance of the proposed work.

The following chart captures the proposed communication protocol for Forestry activities:

<b>Proposed Communication Protocol for Forestry Activities</b>						
	Notification to resident(s) where tree is located	Notification to residential units and those within a 30m arc along street	Notification to all residents bordering or fronting onto the park	Notification provided electronically to the Mayor and Councillors at the earliest opportunity	Orange 'X' on tree signifying tree is scheduled for removal.	Forestry Work Posted at Seasonal Activities Portal on City's Website
Street Trees Removals		X			X	X
Street Tree Pruning (individual trees)	X					
Street Tree Grid Pruning (by block)	X					X
Park Tree Removals			X		X	X
Park Tree Pruning			X			X
Street or Park Tree rated as an immediate hazard				X		
Emergency Response After hours				X		
Blocked regulatory street sign				X		

The advance notification of Forestry's tree removal and pruning activity will require additional time and staffing support to coordinate and undertake the work. This time will be monitored during the current year to assess its impact on current operations.

Finally, as Committee is aware, staff are about to commence with the development of the Urban Forest Strategic Management Plan. It is anticipated that through this community/neighbourhood engagement, additional opportunities and communication vehicles may be identified which will further enhance staff's communication and co-ordinating efforts.

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## **CORPORATE STRATEGIC PLAN**

### **Government and Community Involvement**

**Goal 5:** A community-focused, responsive and accountable government.

**Strategic Objective 5.2:** A consultative and collaborative approach to community decision-making.

### **FINANCIAL IMPLICATIONS**

Additional staff time to prepare and deliver advance notice, along with regularly updating the city's web portal.

### **DEPARTMENTAL CONSULTATION**

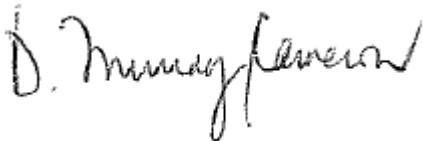
N/A

### **COMMUNICATIONS**

N/A

### **ATTACHMENTS**

Sample letter of advanced notification provided to residents regarding Forestry operations at Norm Jary Park.



"original signed by Derek  
McCaughan"

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#### **Prepared By:**

D. Murray Cameron  
Manager of Parklands and Greenways  
822 1260 x 2007  
murray.cameron@guelph.ca

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#### **Recommended By:**

Derek J. McCaughan  
Director of Operations  
822 1260 x 2018

November 28, 2008

Dear Resident:

Over the next several weeks and subject to favourable weather and ground conditions, staff from the Forestry and Horticulture section of the Operations Department will be performing pruning activity behind your property at Norm Jary Park.

Staff will be removing vegetation and trimming-up trees to improve sight lines and access for seasonal grounds maintenance activities. Brush generated by the pruning activity will be chipped and used either in the park or elsewhere in the City. For your reference, the attached map shows the proposed limit of work.

Should you have any questions about this activity, please do not hesitate to contact me directly.

Sincerely,

**Randy Drewery**  
Supervisor, Forestry & Horticulture  
**Operations Department**  
45 Municipal St., Guelph  
T 519-837-5628 x 2010

**City Hall**  
59 Carden St  
Guelph, ON  
Canada  
N1H 3A1

T 519-822-1260  
TTY 519-826-9771

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Emergency Services - Guelph Fire Department  
**DATE** Monday April 20, 2009

**SUBJECT** **2009 World Police and Fire Games**  
**REPORT NUMBER**

## **RECOMMENDATION**

"That the Committee receives the report dated April 20<sup>th</sup>, 2009 regarding the City of Guelph representation at the World Police and Fire Games being held in British Columbia in 2009,

And that, City of Guelph Firefighter Ron Head is selected to represent Emergency Services - as an Athlete competing in the Mountain Bike Competition.

## **BACKGROUND**

Excerpt taken from the World Police and Fire Games Website

"In 1985, the World Police & Fire Games Federation, a non-profit organization, run by the Californian Police Athletics Federation, established the World Police & Fire Games.

Today, the World Police & Fire Games are a spectacular international sporting event, offering police officers, firefighters, customs and correction officers from around the world an opportunity to showcase their athletic excellence in over 65 sporting events.

Held biennially, the World Police & Fire Games will be held in British Columbia in 2009 and New York City in 2011.

The size and scope of the games continues to grow, with both the attendance and number of participating countries steadily increasing. The international community eagerly bids for the rights and opportunity to hold this exciting event."

City of Guelph Emergency Services has sent Athletes to previous World Police and Fire Games. All previous athletes have achieved medals on behalf of the City of Guelph and continue to be excellent examples of Fire Service members achieving a healthy lifestyle through fitness and athleticism. All athletes have used their experience to support many community activities attended by Emergency Services.



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## **REPORT**

This year a request has been received by Firefighter Ron Head for financial support to attend the games and participate in the Mountain Bike Cross Country Race. F.F. Head has an impressive resume with many successes in the Mountain Bike Racing Class. Ron has been actively training and preparing for his goal to win gold in his class on behalf of Emergency Services. Previous attendees have been financially supported by having the entrance fee, flight and accommodations covered. In return the Athletes are expected, if necessary, to be called upon for promotional services on behalf of the City. For example, a previous Emergency Services Athlete, F.F. Barry Williams was named an "In Motion" Ambassador for the City of Guelph promoting fitness and an active healthy lifestyle.

## **CORPORATE STRATEGIC PLAN**

Goal 2 - A healthy and safe community where life can be lived to the fullest.

Strategic objective 2.3 - The most physically and socially active residents in Canada

## **FINANCIAL IMPLICATIONS**

Funding for the games would come from the Emergency Services Operating Budget. Flight, Accommodations and Entry Fee for one participant is estimated at \$1800 - \$2000 Canadian funds. All receipts and expenses will be submitted as per the City of Guelph Corporate purchasing guidelines.

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

Firefighter Head will be available to attend the April 20<sup>th</sup>, 2009 Committee meeting to answer any questions regarding the 2009 World Police and Fire Games.

## **ATTACHMENTS**

"original signed by Shawn Armstrong"

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Prepared and Recommended By:

K. Shawn Armstrong,  
Director, Emergency Services  
City of Guelph,  
[Shawn.armstrong@guelph.ca](mailto:Shawn.armstrong@guelph.ca)  
519-822-1260  
Ext 2125

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday April 20, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday April 20, 2009 in the Council Chambers at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operations; Mr. D. Godfrey, Acting Manager of Traffic and Parking; Ms. B. Brombal, Coordinator, Service Performance & Development; Mr. M. Cameron, Manager, Parklands & Greenways; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Laidlaw  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on March 16, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A.2 and ECO 2009 A.4 were extracted from the Consent Agenda to be voted on separately.

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Clean and Green Community Clean Up 2009**

Mr. D. McCaughan

THAT the report dated April 20, 2009 Clean and Green Community Clean Up 2009, be received for information.

- b) **Noise Control Bylaw Exemption Request Process**

Mr. D. McCaughan

THAT staff be directed to develop a Noise exemption procedure

that will allow staff to more objectively evaluate requests for noise exemptions.

c) **2009 World Police and Fire Games**

Chief S. Armstrong

THAT the Emergency Services – Guelph Fire Department report dated April 20<sup>th</sup>, 2009 regarding the City of Guelph representation at the World Police and Fire Games being held in British Columbia in 2009 be received.

Carried

**Noise Control Bylaw Exemption Request – ABS Friction Corporation, 10 Kingsmill Avenue**

Mr. D. Godfrey, Acting Manager of Traffic & Parking, advised that any noise complaints received would be addressed with ABS and would be brought before Council if necessary.

Mr. Rick Jamieson, owner of ABS Friction, expressed concern that there is no formal process in place to address noise complaints and protect his rights to operate under the exemption if it were granted.

3. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

REPORT

THAT an exemption from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the manufacturing process in association with the ABS Friction Corporation, located at 10 Kingsmill Avenue within the City of Guelph, between May 30, 2009 and September 5, 2009 from 9:00 p.m. to 7:00 a.m. Monday through Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays be approved.

Carried

**Communication of Forestry Activities**

The Committee agreed that there should be a means by which neighbourhoods and their associations could participate in park stewardship. The Committee expressed concern regarding communication to the public regarding tree trimming and trail development.

Staff advised they will have a meeting of the various departments involved with parks, trails and tree management to determine how to best initiate public involvement.

April 20, 2009

**Emergency Services, Community Services & Operations Committee** Page No. 3

Mr. D. McCaughan

4. Moved by Councillor Findlay  
Seconded by Councillor Farrelly  
THAT the communication protocol for forestry activities as set out in the April 20<sup>th</sup>, 2009 report 'Communication of Forestry Activities' be received.

Carried

Next Meeting: May 19, 2009

The meeting adjourned at 5:32 p.m.

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE May 19, 2009

LOCATION Council Committee Room (112)

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

April 20, 2009

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"**THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## **PRESENTATIONS**

- a) WWLHIN – Kathy Durst, Chair & Sandra Hanmer, CEO: Update on Local Health Initiatives
- b) Murray Cameron, Manager, Parklands & Greenways: Parklands and Greenways – 2008 Performance Review (ECO 2009 – A.7)
- c) Monteith Brown Planning Consultants: Needs Assessment and Key Findings: Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study (ECO 2009 - A.10)

## **DELEGATIONS**

- a) Ron Kerr, Guelph-Wellington Seniors Association: Needs Assessment and Key Findings: Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study (ECO 2009 – A.10)

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## **CONSENT AGENDA**

### **b) Reports from Administrative Staff**

### **b) Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

***"THAT the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."***

## **Other business**

## **Next meeting**

June 15, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday April 20, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday April 20, 2009 in the Council Chambers at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operations; Mr. D. Godfrey, Acting Manager of Traffic and Parking; Ms. B. Brombal, Coordinator, Service Performance & Development; Mr. M. Cameron, Manager, Parklands & Greenways; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on March 16, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A.2 and ECO 2009 A.4 were extracted from the Consent Agenda to be voted on separately.

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Clean and Green Community Clean Up 2009**

Mr. D. McCaughan

THAT the report dated April 20, 2009 Clean and Green Community Clean Up 2009, be received for information.

- b) **Noise Control Bylaw Exemption Request Process**

Mr. D. McCaughan  
April 20, 2009

THAT staff be directed to develop a Noise exemption procedure  
**Emergency Services, Community Services & Operations Committee** Page No. 2

that will allow staff to more objectively evaluate requests for noise exemptions.

c) **2009 World Police and Fire Games**

Chief S. Armstrong

THAT the Emergency Services – Guelph Fire Department report dated April 20<sup>th</sup>, 2009 regarding the City of Guelph representation at the World Police and Fire Games being held in British Columbia in 2009 be received.

Carried

**Noise Control Bylaw Exemption Request – ABS Friction Corporation, 10 Kingsmill Avenue**

Mr. D. Godfrey, Acting Manager of Traffic & Parking, advised that any noise complaints received would be addressed with ABS and would be brought before Council if necessary.

Mr. Rick Jamieson, owner of ABS Friction, expressed concern that there is no formal process in place to address noise complaints and protect his rights to operate under the exemption if it were granted.

3. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

REPORT

THAT an exemption from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the manufacturing process in association with the ABS Friction Corporation, located at 10 Kingsmill Avenue within the City of Guelph, between May 30, 2009 and September 5, 2009 from 9:00 p.m. to 7:00 a.m. Monday through Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays be approved.

Carried

**Communication of Forestry Activities**

The Committee agreed that there should be a means by which neighbourhoods and their associations could participate in park stewardship. The Committee expressed concern regarding communication to the public regarding tree trimming and trail development.

Staff advised they will have a meeting of the various



April 20, 2009

departments involved with parks, trails and tree management to determine how to best initiate public involvement.

**Emergency Services, Community Services & Operations Committee** Page No. 3

Mr. D. McCaughan

4. Moved by Councillor Findlay  
Seconded by Councillor Farrelly

THAT the communication protocol for forestry activities as set out in the April 20<sup>th</sup>, 2009 report 'Communication of Forestry Activities' be received.

Carried

Next Meeting: May 19, 2009

The meeting adjourned at 5:32 p.m.

.....  
Chairperson

Waterloo Wellington LHIN



Emergency Services, Community Services and Operations Committee

## City of Guelph

*Sandra Hanmer, CEO and Kathy Durst, Chair*

May 19, 2009





## Overview

- Waterloo Wellington Local Health Integration Network (WWLHIN) Fast Facts
- WWLHIN Accomplishments So Far
- Moving Forward to a Sustainable Future: The Clinical Optimization Project
- Board Recruitment

# WWLHIN Fast Facts

- Responsible for planning, integrating, coordinating and funding:
  - 8 Hospital Corporations (10 hospital sites)
  - 1 Community Care Access Centre
  - 31 Community Support Services
  - 22 Community Mental Health and Addictions Services
  - 35 Long Term Care Homes
  - 4 Community Health Centres (with 6 satellites)
- Annual budget of \$858 million
- Serving a population of over 750,000
- 90% rural geographic base
- WWLHIN area has 9 Family Health Teams (FHT) and 3 Public Health Units

## WWLHIN Accomplishments So Far

- Investing \$37 million into programs and services that will enable seniors to remain safely in their homes through Aging at Home, including:
  - Adult Day Services
  - First Link
  - Make Yourself at Home
  - Parish Nursing
  - Assisted Living for at Risk Frail Elderly
- Increased funding for Youth Addictions Treatment Programs - \$2.5 million between Portage (Elora) and Ray of Hope (Kitchener)
- Increase of 27 transition beds in 2009 over 2008, for a total of 67
- Implementation of 6 palliative support care beds at St. Joseph's Health Care (Guelph) during 2009 – 2010, while Hospice Wellington is building its new facility
- Implementation of long-term care beds: 96 at St. Joseph's Health Centre (Guelph), 96 at The Village of Riverside Glen (Guelph) and 96 at Hilltop Manor (Cambridge)
- Implementation of rural mental health beds

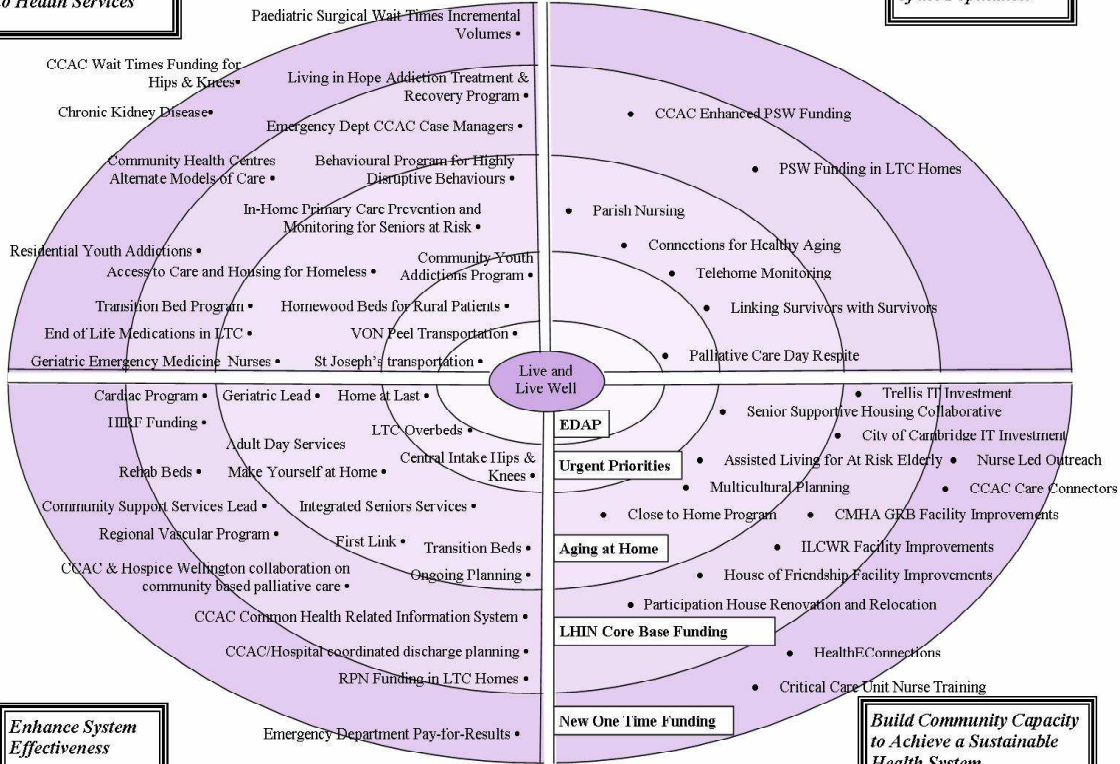
## WWLHIN Accomplishments So Far

- Reduced wait times for hip / knee surgeries, cataracts, MRI and CT Scans
- Establishment of a LHIN Wide Vascular Services Program led by Guelph General Hospital
- Implementation of additional resources in Emergency Departments, such as Geriatric Emergency Management (GEM) nurses and Case Managers to help redirect appropriate patients to community services.
- Providing additional personal service workers (PSWs) through WWCCAC
- Opening of 30 supportive housing units as Sunnyside Home
- Demonstrated commitment to community engagement in our activities
- Investing in eHealth initiatives

# WWLHIN Investments 2008/09

**Improve Accessibility to Health Services**

**Improve the Health of the Population**



**Build Community Capacity to Achieve a Sustainable Health System**

# WWLHIN Accomplishments So Far

## Enhancing Governance Leadership

- Demonstrated commitment to enhancing Service Provider Board governance knowledge
- Commitment to enabling and enhancing governance knowledge
- Professional development opportunities for governance
- Development of governance strategic relationships
- Recognition of the importance of municipal governance leaders in health system transformation



# Board Recruitment

- Currently two vacancies on the WWLHIN Board of Directors effective August 2009
- Actively recruiting for new board members
- Recruitment for additional new members will continue
- For more information – [www.wwlhin.on.ca](http://www.wwlhin.on.ca) and click on Board of Directors

## **Moving Forward to a Sustainable Future: The Clinical Optimization Project**

- Staff and doctors from the 8 hospitals, the WWCCAC and the WWLHIN working in partnership to examine existing in-patient and out-patient acute (clinical) care services within our area.
- Focus on:
  - Aligning the provision of care with current and future population needs
  - Improving patient access
  - Improving the outcomes of care
  - Foster the development of academic activities

# Opportunities

- One component of this project is focused on Rural Health Care
  - Public Information Meetings Held:
    - January 28 – Harriston at the Harriston & Minto Complex
    - February 5 – Fergus/Elora at the Wellington County Museum
    - March 5 – Elmira at the Elmira Lions Hall
    - March 30 – Ayr at the Cedar Creek Public School
    - April 8 – Rockwood at the Township of Guelph/Eramosa Council Chambers

Waterloo Wellington LHIN

Waterloo Wellington LOCAL HEALTH INTEGRATION NETWORK  
55 Wyndham Street North, Suite 212 | Guelph, Ontario N1H 7T8

T. 519 822 6208 F. 519 822 5807 Toll Free 1 866 306 5446  
Staff email: first name.last name@lhins.on.ca | General email: waterloowellington@lhins.on.ca  
Website www.wwlhins.on.ca



# **Parklands & Greenways**

## **2008 Review**

## Background

### 2007

- Capacity Plan & Master Resource Schedule
- Budget presentation, Council approved:
  - 12 additional students
  - 1 fulltime playground inspector
- Not meeting turf cutting standard in 2007
  - 13 days vs 10 days
  - unbalanced routes

## 2008 Planning Requirements

- Revise crew structure & reallocated resources
- Balance reporting structure
- Revise large turf cutting routes
  - Cutting time, size, location, equipment
- Developed cutting schedule per route
- Developed new recording & reporting process
- Hire & plan for 90 students

## 2008 Changes

### **Crews:**

- **Riverside Park Attendants/Crew**
- **Guelph Lake crew**
- **Trail crew**
- **Trim crews (6) for each large turf route**
- **Sports field trim crew (1) for 2 routes**
- **Playground repair crew**
- **Sanitation crew**
- **Coverage for vacations & absences**

### **Administration**

- **Cutting Schedule for each route**
- **Daily log sheets for all operators & trim crews**
- **Work Orders reduced & simplified**
- **Trim crew assigned to each large turf route**
- **New hours for rides at Riverside park**
- **Interview, Hiring process streamlined**
- **Orientation program redesigned**



## How did we do?

	<b>2007</b>	<b>2008</b>	<b>Improvement</b>
<b>Cutting Standard (10 days)</b>	<b>13 days</b>	<b>9 days</b>	<b>30%</b>
<b>R/E</b>	<b>0.7 Ha/hr</b>	<b>0.8 Ha/hr</b>	<b>14%</b>
<b>Hours</b>	<b>Planned Hours = Actual Hours</b>		
<b>Overtime</b>	<b>2%</b>		
<b>Complaints</b>	<b>Turf -50%</b> <b>Weed -53%</b> <b>Playground -30%</b>		

## Other Improvements

- ✓ Reduction in complaints
- ✓ Plans to cover known absences
- ✓ Equipment planning
- ✓ Improvement in timesheet accuracy, completion
- ✓ Payroll entry time savings
- ✓ Excellent feedback from HR & students
- ✓ + 90% returning students

## What needs improvement?

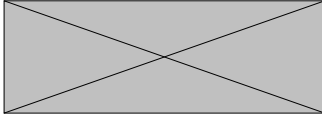
- Schedules
- Records
- Garbage collection
- Washroom scheduling

## What does this tell us?

### Benefits of:

- ✓ Planning
- ✓ Scheduling
- ✓ Monitoring & Reporting

? Capacity to do more or raise standard



# **Recreation, Parks & Culture Strategic Master Plan**

and

## **South End Centre Component Study**

Presentation to:

City of Guelph,  
Emergency Services,  
Community Services &  
Operations Committee

May 19, 2009

# Agenda

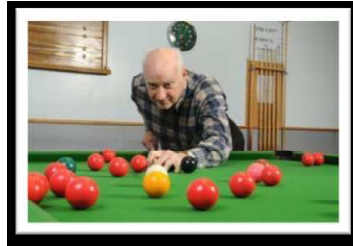
2

- Project Overview
- Summary of Findings
- Vision Statement
- Needs Assessment
- Key Strategies
- South End Component Study

## Project Overview

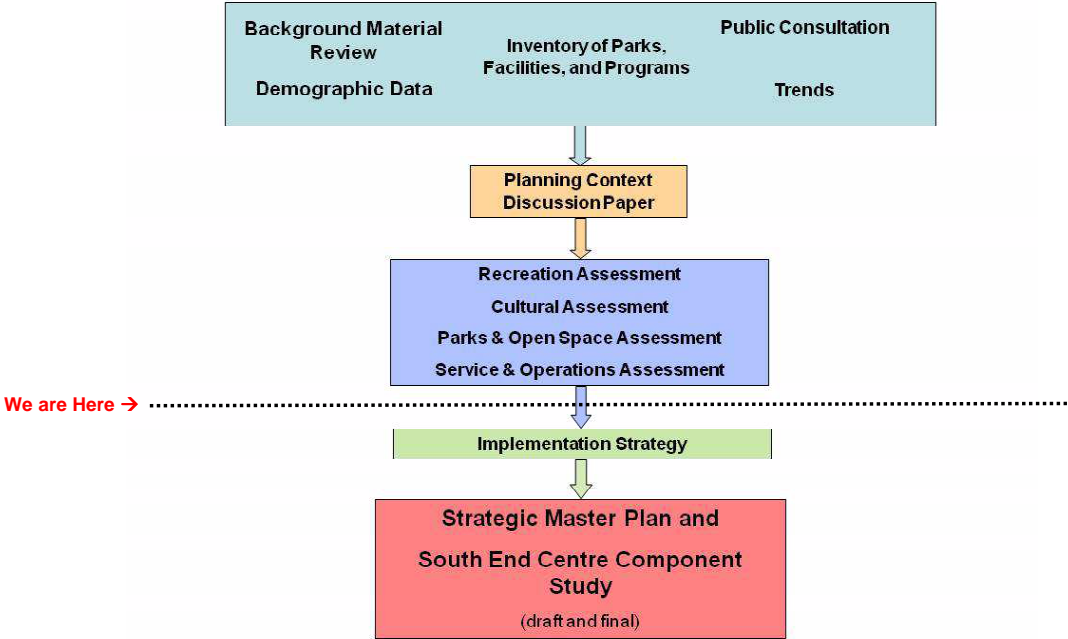
3

- The Strategic Master Plan is intended to guide the delivery of parks, recreation and cultural programs, facilities and services in the City of Guelph.
- The Component Study is intended to identify types of spaces and potential activities that would be a good fit for the South End Centre.



# Project Overview - Process

4

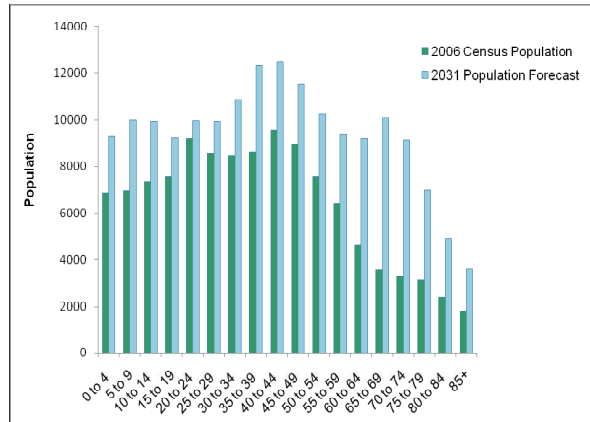




# Project Overview - Demographics

5

- 2009 population = 121,400
- Projected =175,000 by 2031 (over 40% increase)
- Much of the City's growth over will occur in the South End (next 5-10 years)
- Intensification will primarily occur in the downtown core
- Population is becoming increasingly diverse ethnically and socio-economically
- Aging population



## Project Overview - Key Trends

6

- Lack of time is a major barrier to participation.
- Increased demand for unstructured, 'drop-in' activities and for diverse recreation opportunities.
- High levels of inactivity and obesity – a growing concern.
- Cultural participation is a vital element of childhood development.
- More resource sharing and partnerships.
- Aging infrastructure requires strategic investment.



## Project Overview - Consultation

7

### Public Consultation Initiatives:

- Household Survey
- Stakeholder Group Survey
- Community Search Conference
- Arts & Cultural Workshop
- Interviews
- South End Centre Open Houses
- Public Meetings



## Summary of Findings

8

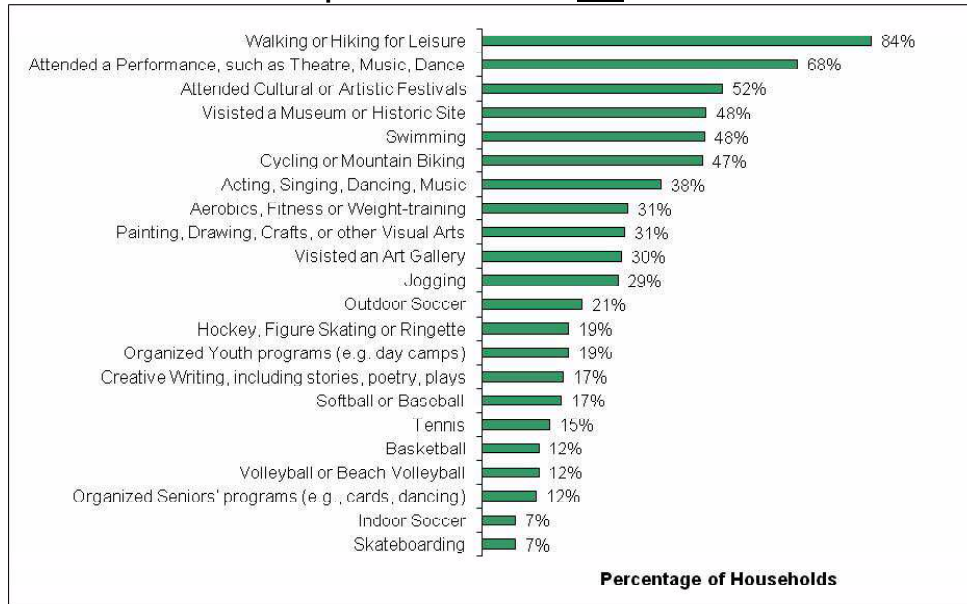
### Our analysis is based on:

- Community Input (public, stakeholders, user groups)
- Staff & Council Input
- Best Practices in other communities
- Trends (demographic, participation, etc.)
- Park, Facility, and Program Provision
- Utilization Data
- Service Delivery Opportunities / Directions
- Responses that are appropriate for Guelph

# Summary of Findings

9

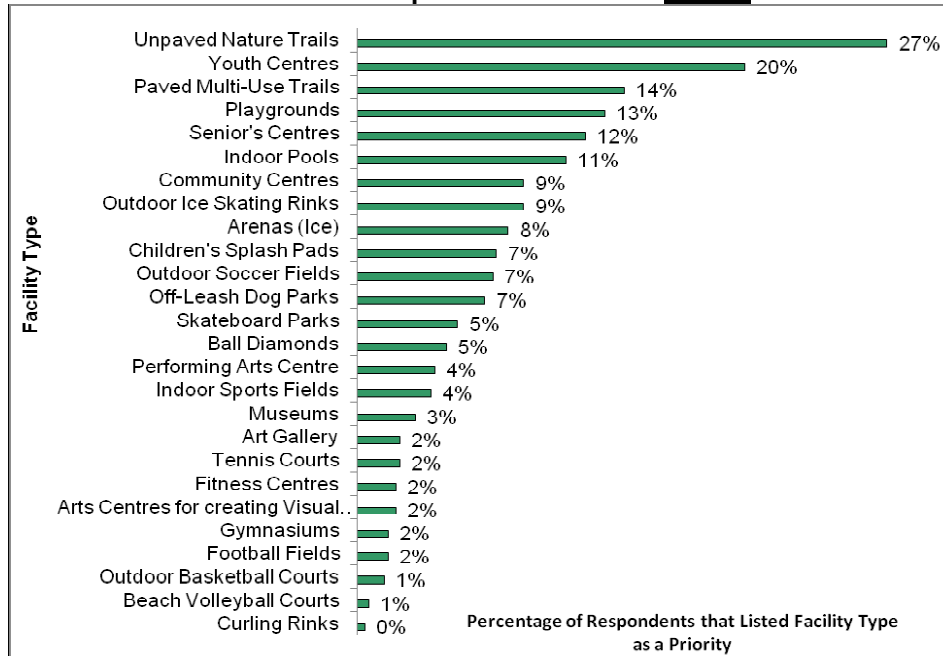
## What do current Guelph Residents do?



# Summary of Findings

10

## What do current Guelph Residents want?



## Summary of Findings

11

### Major Socio-demographic pressures include:

- Keeping pace with population growth (175,000 by 2031).
- Ensuring service affordability for low-income households.
- A City that is becoming more ethnically diverse.
- A City that is aging (and older adult participation is evolving).
- Engaging youth (e.g., self-directed programs).
- Serving growing neighbourhoods at the City's outer edges (including South end).
- Intensification of existing areas (longer-term).

## Summary of Findings

12

### Major Program pressures include:

- General satisfaction with quality of programs in parks and recreation, but growing expectations and diverse demands.
- Physical activity and obesity levels are not improving; will require decades of focus.
- Busy lifestyles – competition for time.
- Special approaches required to include under-represented populations (cultural diversity, persons with low incomes, persons with disabilities).
- Demand for unstructured, self-scheduled activities.



## Summary of Findings

13

### Major Service pressures include:

- Neighbourhood Groups want to strengthen their relationship with the City.
- Community requests for improved communications and dialogue about service delivery.
- Strengthening baseline policies, procedures, and initiatives (commitment to being a high performing organization).
- Parks and open space require a central vision and framework for prioritized action.
- Cultural sector coordination.

## Summary of Findings

14

### Major Infrastructure pressures include:

- Aging Infrastructure
- Balancing City-wide and Neighbourhood-level needs
- Residential growth areas (e.g., South End)
- Increasing utilization of parks
- Working with Partners (e.g., University, School Boards)
- Needs > Funding ???

## Vision Statement

15

**“Guelph is the City that makes a difference;  
parks, recreation and culture  
inspire creativity, active lifestyles, and  
an awe of nature.”**

## Needs Assessment

16

- The supply, location, usage, and public demand for indoor and outdoor recreation facilities was assessed.
- Provision targets that represent local needs and are unique to Guelph were established.
- Consideration was given to the geographic distribution of neighbourhood-serving facilities.
- Trends, facility condition, public input, and facility design were also examined.
- Consistency with the City's Strategic Plan and previous planning studies was a key goal.

## Needs Assessment - Recreation

17

- Repurpose a single pad arena (possibly Centennial Park Arena).
- Victor Davis Memorial Pool renewal and accessibility upgrades.
- Re-examine City's involvement in the operation of the Centennial Pool (once SEC pool is open).
- Seek opportunities to support the University in the construction of an ice pad, 50-metre competition pool, and outdoor fields.
- Seek drop-in youth space downtown.

## Needs Assessment - Recreation

18

- Indoor facilities determined to be needed and proposed for South End Centre:
  - Indoor Aquatic Centre
  - Gymnatorium (gymnasium / auditorium hybrid)
  - Seniors-specific Space
  - Activity / Meeting Rooms (including a Youth Room)
  - Indoor Walking Track
  - Twin Pad Arena (one pad to meet future needs and one pad to replace an aging arena)

## Needs Assessment - Recreation

19

- Build 7 to 8 additional soccer fields over time; improve quality of existing high-use fields (irrigation, lights).
- Establish a dedicated cricket pitch.
- Address gaps (current and future) in the provision of:
  - splash pads (5)
  - off leash areas (3)
  - skateboard parks (2)
  - basketball courts (2)
  - tennis courts (2)
  - dirt BMX park (1)
  - barrier-free playground (1)

## Needs Assessment - Recreation

20

- Continue to support playground replacement program.
- Undertake a tennis court observation project and physical condition audit (possible re-purposing).
- Develop a beginner skate zone strategy.
- Make new splash pads “free” public use facilities.
- Revisit the off-leash zone policy (move towards establishing permanent leash-free areas).



## Needs Assessment – Parks & Open Space

21

- Give high priority to the implementation of the Trail Master Plan.
- Develop a Parkland Acquisition Strategy and consider alternative acquisition methods (to achieve target of 3.5ha/1000).
- Implement strategies for addressing parkland provision in areas of residential intensification.
- Update the Naturalization Policy and Parks By-laws.
- Continue to work with partners such as the GRCA, local school boards and others in the preservation of open space areas and amenities.

## Needs Assessment – Arts & Culture

22

- Develop a 3-4 year plan for Arts & Culture – increase the awareness, profile and the cultural identity of Guelph, and build capacity within the sector.
- Long-term vision: specific needs of the local cultural ecosystem.
- Enhance cultural vitality.
- Strengthen cultural impacts, marketing and partnerships.
- Cultural space needs.

## Key Strategies

23

- Ensure access and equity for all, including under-represented groups.
- Implement physical activity initiatives, promotion and education.
- Update the Youth Strategy.
- Develop an Older Adult Plan that addresses changing demographics and participation patterns.
- Strengthen service provision excellence.

## Key Strategies

24

### Integrated Service Delivery (ISD):

- To strengthen the ability of the City and its partners to successfully address critical social issues as a collective.
- ISD developed in the mid-90s to overcome “silo” thinking and incorporate the right intelligence to address specific issues
- Premise is to involve experts (agencies, organizations, individuals) in the discussion and articulation of issues toward one vision, one plan, multi-layered interventions

## Key Strategies

25

### Integrated Service Delivery (ISD) – Advantages:

- reduced duplication
- focussed energies
- a blend of the right skills and competencies at the table
- one plan – one set of measures
- no restructuring needed for the most part
- leverage of resources
- improved communication
- builds community capacity

## Key Strategies

26

- **INSERT REVISED ISD GRAPHIC  
(REQUIRES INPUT FROM CITY / ANN PAPPERT)**

## Key Strategies

27

### Neighbourhood Development:

- Consider gaps at the neighbourhood level and use asset-based review and community expertise to address the gaps.
- Strengthen neighbourhood capacity and maximize what facilities exist without infusion of capital dollars.
- Tap into community/neighbourhood expertise and creativity.

## Key Strategies

28

### Parks as Living Community Centres:

Concept maximizes the use of public spaces and considers parks as community centres without walls.

Program parks and trails to “animate” parks and open spaces and maximize their use.

Strengthens neighbourhoods and increases inclusion opportunities in parks.

Increases local and accessible opportunities.



## Strategic Master Plan – Next Steps

29

### **Council Working with Consulting Team**

Council Workshop (proposed in late June or early July)

Approval of Strategic Master Plan and South End

Component Study (end of July)

### **Council Working with City Staff**

City staff's detailed Implementation Plan (developed over the summer)

## South End Component Study

30

Purpose was to identify the types of spaces and potential activities that would be a good fit for the South End Centre.

The proposed site is on Clair Road West at Poppy Drive next to the Bishop Macdonnell Catholic High School.

The City has \$35 million in its long-term capital forecast for site preparation and construction of this facility (2013-2015).

## South End Centre – Guiding Principles

31

A 'community centre' that serves active recreation and broader community needs.

A multi-use design that accommodates a wide range of activities.

Multi-generational programming that engages people of all ages and backgrounds.

An emphasis on meeting the needs of the immediate community (both current and future), while recognizing City-wide pressures.

A collaborative approach between the City and community partners.

## South End Centre – Proposed Components

32

Components	Minimum Size (sq. ft.)	Maximum Size (sq. ft.)
Aquatic Centre – leisure pool, 25-metre 6-lane tank, & therapy tank (including change rooms)	20,000	25,000
Gymnasium	6,000	8,000
Seniors Centre	15,000	18,000
Activity / Meeting Rooms (including Youth room)	10,000	12,000
Indoor Walking Track	n/a (contained within other components)	
Twin pad Arena	65,000	75,000
Miscellaneous (e.g., offices, lobby, food services)	6,000	8,000
<b>Subtotal</b>	<b>122,000</b>	<b>146,000</b>

## South End Centre – Next Steps

33

Prepare concept plan alternatives for the proposed building and site.

Conduct a functional assessment of the preferred concept plans.

Undertake a business plan, including an evaluation of alternative service delivery models, partnership opportunities and other operational options.

## South End Centre – Considerations

34

The size of the proposed facility and associated site amenities (e.g., parking, existing park) will require that the adequacy of the site be assessed to accommodate recommended facility components.

Arena is lower priority and could go elsewhere (and is dependent upon removal of a single pad).

What is the role of the adjacent high school and should the South End Centre be attached?

**Recreation, Parks & Culture Strategic Master Plan /  
South End Centre Component Study**

35

**Discussion and Comments**

**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**May 19, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO 2009 A.6)      <b>Fire Department Accreditation Update</b></p> <p>THAT the Fire Department Accreditation Update dated May 19, 2009, be received.</p>	<p>Receive</p>
<p>ECO 2009 A.7)      <b>Parklands and Greenways – 2008 Performance Review</b></p> <p>THAT the report dated May 19, 2009 “Parklands and Greenways – 2008 Performance Review” be received for information.</p>	<p>Receive</p>
<p>ECO 2009 A.8)      <b>2009 Peewee Nationals Tournament</b></p> <p>THAT the request from the Guelph Girls Minor Softball Association Tournament Committee to stage the Peewee Nationals Tournament at Exhibition Park from August 11-16<sup>th</sup>, 2009, be approved;</p> <p>AND THAT staff develop a parking mitigation strategy to minimize the impact of the 2009 Peewee Nationals Tournament on the Exhibition Park Neighbourhood.</p>	<p>Approve</p>
<p>ECO 2009 A.9)      <b>E<sup>3</sup> Fleet Designation</b></p> <p>THAT the report E<sup>3</sup> Fleet Designation dated May 19<sup>th</sup>, 2009 be received.</p>	<p>Receive</p>



ECO 2009 A.10) **Needs Assessment and Key Findings:  
Recreation, Parks and Culture Strategic Master  
Plan/South End Centre Component Study**

Approve

THAT the presentation of May 19, 2009 by Monteith Brown Planning Consultants (MBPC) summarizing the Needs Assessment, Key Findings and Preliminary Recommendations of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be received;

AND THAT the Final Draft of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be referred to a full Council Workshop to be held in June, 2009.

**B Items for Direction of Committee**

attach.

# INFORMATION REPORT



**TO** Emergency Services, Community Services and  
Operations Committee

**SERVICE AREA** Emergency Services

**DATE** May 19, 2009

**SUBJECT** Fire Department Accreditation Update

**REPORT NUMBER**

## **SUMMARY**

This report has been prepared to provide an update to the Committee members on the present status of the Fire Department's Accreditation program.

## **BACKGROUND**

The Emergency Services – Fire is committed to becoming an accredited fire department through the Commission on Fire Accreditation International (CFAI). The Commission's focus is to assist and improve fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process.

## **REPORT**

The following statistics identify the general level of completion in each area of the accreditation process.

### **Self Assessment:**

This portion of the process offers the applicant department an opportunity to evaluate where they stand in relation to the 244 performance indicators (PIs) that make up the major portion of the accreditation program. Although it is not essential that we meet all of the 244 PIs, it is imperative that we do meet all of the 77 core competencies (CCs) that make up a portion of the 244 performance indicators.

The difference between performance indicators and core competencies is that performance indicators are the anticipated level of service that a fire department would hope offer to its community. Not all performance indicators are critical to the effective operation of a fire department. Therefore, if the fire department does not meet some of the performance indicators it may still obtain certification. Whereas the core competencies are the areas that must be met in order to receive accreditation. Core competencies are viewed as "shall" do items instead of "should or may" do criteria.

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To date:

- 212 of the 244 or 87% of the Performance Indicators/Core Competencies have been completed in draft form, including all applicable references.
- Most of the incomplete PIs/CCs are dependant upon the Standards of Cover and/or the Strategic Plan that are presently being addressed.

### **Standards of Cover (SOC):**

The standards of coverage identify and confirm how we are actually meeting the goals and objectives of the fire department. If we are presently not meeting a certain area; then we need to identify how we plan on improving our responses to meet specific criteria.

To date:

- Preliminary preparation of the SOC is estimated to be approximately 35% complete. The SOC assesses such items as:
  - Legal basis/governance
  - Funding sources & restrictions
  - Population/density
  - Growth trends
  - Response performance standards
  - Staffing, station & apparatus placement
  - Goals, objectives, mission statement
  - Risk assessment overview of the community
  - Building risk factors & initial response expectation statement
  - Non-fire risks/expectations

### **Building/Demand Zone Risk Assessments**

Building risk assessment information is an important key to our community evaluation because it can identify areas of special response needs, along with any staffing and equipment related requirements. All information gathered is entered into the fire department's records management system. These assessments come complete with floor plans when available.

To date:

- Approximately 70% of the demand zone and building risk assessments have been completed.

### **Strategic Plan:**

With the majority of the self assessment and standards of coverage completed, the department is now moving towards the development of a strategic plan, which is another requirement of the accreditation process.

To date:

- The strategic planning committee has been organized
- A project plan has been developed
- The committee members have met and are fully immersed in the project
- This project will involve inputs from staff and the public to ensure that we are

---

meeting our present goals and can meet the future expectations of staff and the community.

- Anticipated completion of the fire department's new strategic plan is September 2009.

The fire department is well on its way to realizing completion of the accreditation program. Once all of the required information has been gathered a "Peer Assessment" will be conducted by a team appointed by the Accreditation Commission. This assessment is expected to occur in late 2009 or early 2010. Upon receiving a favorable report from the peer assessment team, the Guelph Fire Department will be recommended for accreditation by the Commission.

This is an ongoing process that will entail annual updates to the Commission on our efforts in maintaining accreditation standards. And every five years a full re-accreditation site assessment is conducted.

### **CORPORATE STRATEGIC PLAN**

This report supports the following Corporate Strategic Directions:

2. A healthy and safe community where life can be lived to the fullest
5. A community-focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

None

### **DEPARTMENTAL CONSULTATION/CONCURRENCE**

Throughout the process Emergency Services has and will continue to seek information from the following service areas:

- Information Services
- Legal Services
- Environmental Services
- Community Design and Development
- Finance
- Outside agencies (as required)
- Community input (as required)

### **COMMUNICATIONS**

None

### **ATTACHMENTS**

None

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**Prepared By:**  
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**Recommended By:**  
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# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE Tuesday May 19, 2009

**SUBJECT Parklands & Greenways - 2008 Performance Review**  
REPORT NUMBER

## RECOMMENDATION

That the report dated May 19, 2009 **Parklands and Greenways - 2008 Performance Review**, be received for information.

## BACKGROUND

At the June 14, 2007 Emergency Services, Community Services and Operations Committee meeting, staff spoke to the general declining state of our parks and advised we were working to identify what resources would be necessary to bring them to a reasonable state of maintenance.

Staff quantified the requirements to maintain the park system so a mitigation strategy could be objectively developed. Subsequently, a staff capacity/resource demand review was undertaken and a master resource schedule developed which identified parks maintenance activities were under-resourced and that many of the existing service standards were not being met.

In the report **Parks Maintenance – Service Review**, dated September 12, 2007, staff recommended that additional resources for park maintenance be given priority during the 2008 Operating budget review which resulted in twelve (12) additional summer students following the 2008 budget deliberations. In turn, staff committed to active monitoring and analysis of the park maintenance operation to identify further operational efficiencies and to establish a long term, continuous improvement process.

## REPORT

Following the increase in seasonal resources for the 2008 operations, staff began an intensive planning process to effectively manage, schedule and monitor the multiple resources required to achieve the service standards and find efficiencies in the delivery of high quality maintenance and service.

Planning included:

1. Achieving the 10 day cutting cycle standard on all parks by

- a. Balancing turf cutting routes
- b. Establishing a turf cutting schedule to meet the standard
- c. Developing reporting process to track progress on a daily basis
2. Reorganizing crews, revamping crew structures and responsibilities and realigning the reporting structure to take full advantage of additional resources provided by Council
3. Identifying equipment shortfalls
4. Addressing equipment failures and solutions to mitigate
5. Creating a more efficient and effective way to hire and train 90 summer students

A post season analysis was conducted and the results of the comprehensive planning and implementation of efficiencies resulted in the following achievements in 2008:

### Actual Performance – Turf Cutting

	<b>2007</b>	<b>2008</b>	<b>Improvement</b>
Cutting Standard (10 days)	13 days	9 days	<b>30%</b>
R/E *	0.7 Ha/hr	0.8 Ha/hr	<b>14%</b>

### 2008 Overall Results for Department

Hours	Planned Staff Hours = Actual Staff Hours
Overtime	2%
Complaints ↓	Turf - 50% Weed - 53% Playground - 30%
Students	90% re-hired for 2009

\* R/E = Reasonable Expectation – the amount of accomplishment to be achieved with the expenditure of 1 employee hour.

While staff are of the opinion that this is a significant accomplishment, and illustrates the benefits of service reviews, not all objectives were met and staff acknowledge there is more work to be done. For example, a daily turf cutting schedule was not developed to guide operator priorities, sanitation staffing and scheduling continues to be a challenge, and plans to increase the naturalized borders of parks to reduce cutting time was not implemented. Activities such as these where targets were not met, or results not realized, have been the focus for the 2009 plan.

Staff are committed to a long-term, continuous improvement process that will only enhance this operation year after year.

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## **CORPORATE STRATEGIC PLAN**

1.0 - An attractive, well functioning and sustainable city.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

n/a

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### **Prepared By:**

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### **Recommended By:**

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### **Recommended By:**

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# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            May 19, 2009

**SUBJECT**                      **2009 Pee wee Nationals Tournament**

## **RECOMMENDATION**

**THAT** the request from the Guelph Girls Minor Softball Association Tournament Committee to stage the Pee wee Nationals Tournament at Exhibition Park from August 11-16<sup>th</sup>, 2009, be approved;

**AND THAT** staff develop a parking mitigation strategy to minimize the impact of the 2009 Pee wee Nationals Tournament on the Exhibition Park neighbourhood.

## **BACKGROUND**

The Guelph Girls Minor Softball Association has long history of hosting successful provincial and national ball tournaments in the City of Guelph.

## **REPORT**

Set-up for the National Tournament at Exhibition Park is scheduled to commence at 3:00pm on Tuesday, August 11, 2009, with the tournament concluding at 8:00pm on Sunday, August 16<sup>th</sup>.

Historically, tournament organizers have been granted permission for tournament participants and attendees to park on the grass area in the park. This practice is not supported by staff due to resulting compacted soil conditions and potentially significant turf damage in the event of inclement weather. Organizers have forecasted upwards of 500 spectators for the final games to be held on Sunday, August 16, 2009. It is recommended that staff develop a parking mitigation strategy to minimize the impact of the 2009 Pee wee Nationals Tournament on the Exhibition Park neighbourhood.

## **CORPORATE STRATEGIC PLAN**

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The community event supports the following strategic corporate goals:

**Personal and community well-being**---a healthy and safe community where life can be lived to the fullest

**Economic opportunity**---a diverse and prosperous local economy

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

Community Services and Operations

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A



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### **Prepared By:**

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### **Recommended By:**

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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Operations  
**DATE** May 19<sup>th</sup>, 2009

**SUBJECT** **E<sup>3</sup> Fleet Designation**

## RECOMMENDATION

**THAT** the report E<sup>3</sup> Fleet Designation dated May 19<sup>th</sup>, 2009 be received.

## BACKGROUND

In 2008 the City of Guelph was selected to take part in an E<sup>3</sup> (Energy, Environment Excellence) Fleet review. The E3 Fleet rating system challenges fleet operators to cut costs, reduce their environmental footprint, adopt new technologies/fuels and benchmark their operations against others.

The E<sup>3</sup> Fleet Rating System evaluates fleets against the parameters shown in Appendix 1. An E<sup>3</sup> Fleet Auditor assigns points to determine whether a fleet should receive a bronze, silver or gold rating. The E3 Fleet program is composed of mandatory and optional requirements. Fleets incorporating the optional requirements into their overall fleet operations receive a higher overall rating. A major objective of the program is for fleet operators to become registered but to also continually improve their operations by introducing more and more of the optional parameters over an extended period.

This report updates Council on current staff activities as we prepare for the City's first evaluation/audit anticipated to occur in the fourth quarter of 2009.

## REPORT

The following provides an update on the key activities undertaken by Fleet Services to properly position the City prior to an audit occurring:

- ✓ Baseline information on fuel consumption and vehicle utilization was established in 2008.
- ✓ Anti-idling programs and communication are in place and are actively being monitored.
- ✓ Newer heavy vehicles are being programmed through their engine management systems with maximum idle shut down times and road speed

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limits.

- ✓ Excessive speed behaviour is being monitored.
- ✓ Project RP0216 *Fleet Greening Initiatives* was identified in the 2009 Capital Forecast which provides extra funding for hi-efficiency vehicles commencing in 2010.
- ✓ The City of Guelph is a recognized municipal leader in the use of bio-diesel in our Transit fleet. Fleet Services will be requesting funding to switch the Operation Fleet of diesel-powered vehicles to bio-diesel in 2010. We will also be investigating the possibility of beginning to switch to bio-diesel in the second half of 2009 if there is a sufficient positive variance for diesel fuel.
- ✓ Fleet Services is implementing a program to ensure that City vehicles are operating with the correct tire pressure.

In addition to addressing several of the other parameters, there are a number of corporate policies required including:

#### **Corporate "right sizing" of Vehicles**

- Mandating that the most efficient vehicle, capable of doing the required work, will be acquired.

#### **Anti-idling Policy**

- Introduction of an "idling-necessity" policy for all City vehicles, exceeding the requirements of the City's Idling By-law.

#### **Vehicle Utilization**

- Establishing thresholds of ownership versus rental.
- Exploring protocols for scheduled/shared use of vehicles.
- Policy statements for staff commuting to conferences and ride share programs.

#### **Environmentally responsible fleet maintenance practises**

- Work undertaken to repair and maintain City vehicles is done in an environmentally responsible manner. (I.e. elimination of spray propellant products, proper disposal of oil and filters etc.)

The E<sup>3</sup> Fleet Designation is a major internal initiative. As described above, the initiative will touch upon many aspects of our organization and most, if not all departments. As such, the initiative requires the support of the Senior Management Team and City Council to be successful.

Staff will actively commence developing and putting in place the more formal requirements of designation in May 2009 by communicating internally the intent of the initiative and soliciting participation from the various internal stakeholders. Once identified, the stakeholder group will commence with the policy development requirements. It is anticipated that Council will be asked to endorse the developed policies no later than the 3<sup>rd</sup> quarter of 2009.

## **CORPORATE STRATEGIC PLAN**

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## Natural Environment

**Goal 6:** A leader in conservation and resource protection/enhancement.

**Strategic Objective 6.2:** Less total greenhouse gas emissions for the City as a whole compared to the current global average.

## FINANCIAL IMPLICATIONS

While certain aspects of achieving E<sup>3</sup> Fleet registration will increase capital and operating requirements, the initiative will also generate some off-setting savings. It is premature at this time to quantify this relationship as fleet policies to be developed will have significant impact on the cost-benefit ratio.

## DEPARTMENTAL CONSULTATION

Energy, environmental and efficiency improvement targets will be developed through consultation of a multi-department, internal stakeholders group.

## COMMUNICATIONS

While this is an internal initiative at this point, a comprehensive communication strategy is a major requirement of the E3 Fleet Program. It is staff intent the developed strategy target internal users of fleet equipment/resources as well as undertake a broadcast of the program's merits to the community at large.

## ATTACHMENTS

Appendix 1: E3 Fleet Rating Parameters



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**Prepared By:**

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**Prepared & Recommended By:**

Derek J. McCaughan  
Director of Operations  
822 1260 x 2018

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## **Appendix 1: E3 Fleet Rating Parameters**

Note: \* indicates parameters that individual fleet operators may optionally choose to develop/implement.

### 1. Green Fleet Action Plan

- 1.1 Creation of a Fuel & Greenhouse Gas Emissions Baseline*
- 1.2 Development of a Green Fleet Action Plan & Business Strategy*
- 1.3 Senior Management/Council Ownership of the Process*
- 1.4 Development of a Communication Strategy*

### 2. Training and Awareness

- 2.1 Corporate Fuel Efficiency Orientation & Training*
- 2.2 Driver Awareness Program*
- 2.3 In-class/ In-vehicle Driver Training Program\**
- 2.4 Fleet Management Training Program\**
- 2.5 On-Going Driver Training Program\**
- 2.6 Driver Incentive/Reward Program\**
- 2.7 Innovation in Training & Awareness\**

### 3. Idling Reduction

- 3.1 Idling Cost Evaluation*
- 3.2 Corporate Idling Reduction Strategy*
- 3.3 Idling Awareness Program*
- 3.4 Idling Training Program\**
- 3.5 Corporate Idling Reporting\**
- 3.6 Innovation in Idling Reduction\**

### 4. Vehicle Purchasing

- 4.1 Energy Efficient Vehicle and/or component Purchasing Strategy*
- 4.2 Functional & Operational Analysis\**
- 4.3 Vehicle Usage & Replacement Criteria\**
- 4.4 Standard Vehicle & Component Purchasing List\**

### 5. Fuel Data Management

- 5.1 Fuel Data Management System*
- 5.2 Fuel Performance Monitoring & Reporting*
- 5.3 Internal and/or External Benchmarking Program*

### 6. Operations and Maintenance

- 6.1 Preventative Maintenance Program*
- 6.2 Vehicle Fuel Efficiency Operating Procedures\**
- 6.3 On-Board Vehicle Data Analysis & Reporting\**
- 6.4 Vehicle Emissions Testing\**
- 6.5 Predictive Maintenance Program\**
- 6.6 Recycle, Reuse, Recover, Reduce, Extended Life Programs*
- 6.7 Innovation in Equipment Operations or Maintenance*

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8. Trip & Route Planning

*8.1 Route Planning\**

*8.2 Load Optimization\**

*8.3 Minimize Empty Trips\**

*8.4 Logistics/Dispatch\**

*8.5 Innovation in Trip & Route Planning\**

9. Utilization Management

*9.1 Vehicle Utilization Targets\**

*9.2 Utilization Monitoring Program\**

*9.3 Innovation in Utilization Management\**

10. Fuel Efficiency

*10.1 Demonstrated Improvements in Fuel Efficiency*

11. Greenhouse Gas Reductions

*11.1 Demonstrated Net Reductions in GHG Emissions\**

*11.2 Net Reductions in GHG Emissions (Carbon Credits)\**

*11.3 Carbon Neutral Fleet (Carbon Credits)\**

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services, Community Design and Development Services, Operations Department

**DATE** Tuesday, May 19, 2009

**SUBJECT** **Needs Assessment and Key Findings: Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study**

**REPORT NUMBER** CS-FP-0905

## **RECOMMENDATION**

THAT the presentation of May 19, 2009 by Monteith Brown Planning Consultants (MBPC) summarizing the Needs Assessment, Key Findings and Preliminary Recommendations of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be received;

AND THAT the Final Draft of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be referred to a full Council Workshop to be held in June 2009.

## **SUMMARY/PURPOSE**

The purpose of this report is to support the May 19 formal presentation to Emergency Services, Community Services and Operations (ECO) Committee of the findings of the Needs Assessment Report; the second of two (2) background, internal reports used to frame the recommendations of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study. The draft Needs Assessment presentation was circulated to all Council members on April 1 prior to its public presentation at Master Plan Open Houses held on April 2 and 7.

The May 19 presentation will also provide Committee with: a selection of high level recommendations, and, the recommendation that the entire Final Draft of the Recreation, Parks and Culture Strategic Master Plan/South End Component Study be referred to a Council workshop due to its size, scope and complexity.

## **BACKGROUND**

In 2007, Council passed several motions directing staff to begin the development of a new master plan for recreation, parks and culture; 2007 marked the final year of



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the 10 year - 1997 Master Plan for Parks and Recreation. Council also asked for a plan to be completed outlining a proposed program plan as a first step in developing a South End Community Centre.

At a City Council Meeting held January 10, 2008 the following resolution was adopted "THAT City Council approves merging the South End Centre Feasibility Study and the Parks, Recreation and Culture Strategic Master Plan into one study." On April 16, 2008 City Council approved the appointment of an Advisory Committee and on April 28, 2008 Councillors Leanne Piper and Karl Wettstein were appointed to the Advisory Committee.

In the summer of 2008, Monteith Brown Planning Consultants (MBPC) was retained by the City of Guelph to carry out the combined planning process. A project management team was developed and the project is co-sponsored by the Director of Community Services and the Director of Community Design and Development Services.

## **REPORT**

MBPC has worked with City staff and consulted widely with the public. Public consultation included, but was not limited to, telephone interviews, focus groups, interviews with our user groups, open houses, key stakeholder interviews, public surveys, stakeholder surveys, staff discussions, and meetings of the Advisory Committee.

MBPC worked with Community Design and Development Services to examine current and expected population densities throughout the City, and examined key trends in other cities. In addition, MBPC worked with front line, supervisory, and managerial staff from across Operations, Community Services and Community Design and Development Services to explore service delivery opportunities. MBPC has now completed a Needs Assessment and has provided some key recommendations.

### Key Findings

The presentation will speak to the following key findings which identify opportunities, issues and pressures on the delivery of programs, services and facilities, namely:

- Major socio-demographic issues (i.e. growth, affordability, diversity, aging population, youth, neighbourhood engagement, intensification of existing areas)
- Program challenges: (i.e. growing expectations, diversity, obesity levels, competition for time, need to amend approaches in order to engage under represented populations)

- 
- Service challenges: (i.e. coordinated service provision, consistent customer services, engagement of neighbourhoods, clarity of relationship with neighbourhood associations, increased communications, strengthening of baseline policies, procedures, and initiatives, parks and open space framework, cultural sector coordination)
  - Infrastructure pressures: (i.e. aging, balance of city wide and neighbourhood level, residential growth, partnership agreements, funding)

### Key Priorities

The presentation will speak to the following key priorities for the delivery of programs, services and facilities, namely a focus on:

- Under represented groups
- Strengthen neighbourhoods and local capacity
- Enhance the profile of Parks and open space system
- Promotion of physical activity initiatives
- Youth
- Older Adults
- Strengthen service provision excellence
- Pilot integrated services delivery projects

### Some Key Recommendations

The following are only a few highlights of what the presentation will speak to regarding key high level recommendations to guide the next ten years, namely:

1. Building a cohesive approach to defining neighbourhoods and evolving meaningful neighbourhood engagement methodologies;
2. Adopting the concept of residential parks being 'living community centres';
3. Evolving an Integrated Approach towards planning and service delivery.

### South End Centre (Component Study)

The South End Centre Component Study identifies the types of spaces and potential activities in keeping with the City-wide and community specific assessment of indoor recreation infrastructure. The preliminary program plan will be presented at the ECO meeting of May 19.

Key recommendations include a series of core values upon which to establish the Centre, namely that the South End Centre:

- Services active recreation and broader community needs;
- Accommodates a wide range of activities in a multi-use design;
- Builds a program that is multi-generational engaging people of all ages and backgrounds;
- Builds a collaborative approach between the City and community partners.

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Conclusion:

As the anticipated Final Draft of the Recreation, Parks and Culture Strategic Master Plan / South End Component Study is expected to be extensive, complex and of a corporate scope, staff is recommending a Council workshop to more fully discuss the recommendations before they are brought back to Council for adoption.

**CORPORATE STRATEGIC PLAN**

- Goal 1: An attractive, well functioning and sustainable city.
- Goal 2: A healthy and safe community where life can be lived to the fullest.
- Goal 3: A diverse and prosperous local economy.
- Goal 4: A vibrant and valued arts, culture and heritage identity.
- Goal 5: A community-focused, responsive and accountable government.
- Goal 6: A leader in conservation and resource protection/enhancement.

**FINANCIAL IMPLICATIONS**

None at this time

**DEPARTMENTAL CONSULTATION**

Community Design and Development Services, Operations, Corporate Communications

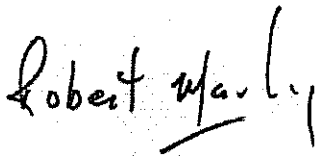
**COMMUNICATIONS**

N/A

**ATTACHMENTS**

N/A

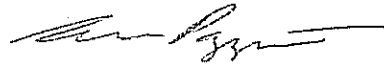
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**Recommended By:**

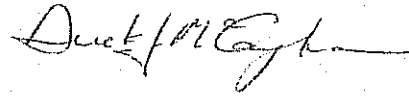
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**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, May 19, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, May 19, 2009 in Council Committee Room at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Laidlaw and Mayor Farbridge

Absent: Councillor Findlay

Also Present: Councillors Bell and Wettstein

Staff in Attendance: Chief S. Armstrong, Ms. A. Pappert, Director of Community Services; Ms. M. Neubauer, Director of Finance; Mr. D. McCaughan, Director of Operation; Mr. M. McCrae, Manager of Corporate Property Services; Ms. K. Quennell, Supervisor of Program Development; Mr. M. Cameron, Manager, Parklands & Greenways; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on April 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A. were extracted from the Consent Agenda to be voted on separately.

- Parklands and Greenways – 2008 Performance Review
- E<sup>3</sup> Fleet Designation
- Needs Assessment and Key Findings: Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

May 19, 2009

**Emergency Services, Community Services & Page No. 2  
Operations Committee**

a) **Fire Department Accreditation Update**

Chief S. Armstrong

THAT the Fire Department Accreditation Update dated May 19, 2009, be received.

b) **2009 Peewee Nationals Tournament**

REPORT

THAT the request from the Guelph Girls Minor Softball Association Tournament Committee to stage the Peewee Nationals Tournament at Exhibition Park from August 11-16<sup>th</sup>, 2009, be approved;

AND THAT staff develop a parking mitigation strategy to minimize the impact of the 2009 Peewee Nationals Tournament on the Exhibition Park Neighbourhood.

Carried

**WHLIN – Update on Local Health Initiatives**

Ms. Sandra Hanmer provided a brief update of the services the Waterloo Wellington LHIN have been providing and their accomplishments. She also showed how they have invested their resources. She advised they currently have two vacancies on their board and encourage City Council to consider their level of involvement. She then outlined their plans for the future.

**Parklands and Greenways – 2008 Performance Review**

Mr. Murray Cameron, Manager of Parklands and Greenways provided information regarding changes that were made to meet their performance goals relating to parklands and greenway maintenance. He outlined improvements that were realized as a result of the changes and advised they continue to make improvements to their schedules and records. They plan to focus more on park maintenance, particularly regarding garbage and washroom facilities.

The Director of Operations advised that when the students leave, other staff are placed into service mowing rather than doing their regular tasks.

3. Moved by Councillor Farrelly  
Seconded by Councillor Laidlaw

Mr. D. McCaughan

THAT the report dated May 19, 2009 "Parklands and Greenways – 2008 Performance Review" be received for information.

Carried

May 19, 2009

**Emergency Services, Community Services & Page No. 3  
Operations Committee**

**Needs Assessment and Key Findings: Recreation, Parks &  
Culture Strategic Master Plan/South End Centre Component  
Study**

Mr. Todd Brown, Consultant, provided an overview of the trends and findings of the needs assessment study.

Ms. Clair Tucker-Reid outlined the three vision concepts under consideration.

Mr. Brown outlined their draft recommendations and the guiding principles that were consistent with the Master Plan and the community feedback. He reviewed a number of the proposed components of the Master Plan and advised how they could be met in the South End Centre. He then outlined the next steps.

Mr. Ron Kerr, on behalf of Guelph Wellington Seniors' Association (GWSA), advised that the GWSA presented their vision for the south end centre including facilities exclusive to seniors and that this vision was utilized in the study. He believes the south end centre needs to be at least the same size as the Evergreen Seniors' Centre. He expressed concern that the GWSA did not get a one-on-one with the consultant and does not believe that Monteith Brown share the same vision as GWSA. He stated that the GWSA is willing to explore financing and development options in partnership with the City.

Staff were encouraged to meet with GWSA to ensure the vision of GWSA would be given due consideration.

4. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

Ms. A. Pappert  
Mr. D. McCaughan

THAT the presentation of May 19, 2009 by Monteith Brown Planning Consultants (MBPC) summarizing the Needs Assessment, Key Findings and Preliminary Recommendations of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be received;

AND THAT the Final Draft of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be referred to a full Council Workshop to be held in June, 2009.

Carried

**E3 Fleet Designation**

Mr. Bill Barr provided information regarding their idling tracking, fuel consumption and behaviour of operators including how fast they are travelling, aggressive breaking and accelerating. He assured the

May 19, 2009

**Emergency Services, Community Services & Operations Committee Page No. 4**

Committee that there are very tangible ways to measure effectiveness that they will be able to provide in future reports.

The Director of Community Services advised that between February and May, 2009 over 130 drivers have been trained in City policies – including idling. She stated that some bus drivers are concerned about the -20 degrees shut off as this is a lower temperature than any other municipality.

Mr. D. McCaughan

- 5. Moved by Mayor Farbridge  
 Seconded by Councillor Laidlaw  
 THAT the report E<sup>3</sup> Fleet Designation dated May 19<sup>th</sup>, 2009 be received;

AND THAT staff report back in 2009 on the success of the program.

Carried

**Other Business**

**Request for Bicycle Lanes on Elizabeth Street West of Stevenson Street**

Mr. D. McCaughan

- 6. Moved by Mayor Farbridge  
 Seconded by Councillor Laidlaw  
 THAT staff be directed to determine the feasibility of putting bicycle lanes on Elizabeth Street, west of Stevenson Street and report back to Committee.

Carried

Next Meeting: June 15, 2009

The meeting adjourned at 6:55 p.m.

.....  
 Chairperson



# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE June 15, 2009

LOCATION Council Chambers

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

May 19, 2009

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"**THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## **PRESENTATIONS**

- a) **Sidewalk Winter Control Service Review Results (ECO 2009 A.14)**
  - Beth Brombal, Coordinator, Service Performance & Development

## **DELEGATIONS**

- a) **Guelph Farmers' Market Operating Review (ECO 2009 A.12)**
  - KC Hornsby
- b) **Metcalf Street – 2 Hour Parking Zone (ECO 2009 A.17)**
  - Mrs. Gilchrist
  - Gary Glowacki

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c) **Open Air Urinals (ECO 2009 A.18)**

- Jennifer Mackie, on behalf of Downtown Guelph Business Association (Mark Rodford will also be present to answer questions)

**CONSENT AGENDA**

**b) Reports from Administrative Staff**

**b) Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

***"THAT the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."***

**Other business**

**Next meeting**

July 20, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, May 19, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, May 19, 2009 in Council Committee Room at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Laidlaw and Mayor Farbridge

Absent: Councillor Findlay

Also Present: Councillors Bell and Wettstein

Staff in Attendance: Chief S. Armstrong, Ms. A. Pappert, Director of Community Services; Ms. M. Neubauer, Director of Finance; Mr. D. McCaughan, Director of Operation; Mr. M. McCrae, Manager of Corporate Property Services; Ms. K. Quennell, Supervisor of Program Development; Mr. M. Cameron, Manager, Parklands & Greenways; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge

Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on April 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A. were extracted from the Consent Agenda to be voted on separately.

- Parklands and Greenways – 2008 Performance Review
- E<sup>3</sup> Fleet Designation
- Needs Assessment and Key Findings: Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study

2. Moved by Mayor Farbridge

Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

May 19, 2009

**Emergency Services, Community Services & Page No. 2  
Operations Committee**

a) **Fire Department Accreditation Update**

Chief S. Armstrong

THAT the Fire Department Accreditation Update dated May 19, 2009, be received.

b) **2009 Peewee Nationals Tournament**

REPORT

THAT the request from the Guelph Girls Minor Softball Association Tournament Committee to stage the Peewee Nationals Tournament at Exhibition Park from August 11-16<sup>th</sup>, 2009, be approved;

AND THAT staff develop a parking mitigation strategy to minimize the impact of the 2009 Peewee Nationals Tournament on the Exhibition Park Neighbourhood.

Carried

**WHLIN – Update on Local Health Initiatives**

Ms. Sandra Hanmer provided a brief update of the services the Waterloo Wellington LHIN have been providing and their accomplishments. She also showed how they have invested their resources. She advised they currently have two vacancies on their board and encourage City Council to consider their level of involvement. She then outlined their plans for the future.

**Parklands and Greenways – 2008 Performance Review**

Mr. Murray Cameron, Manager of Parklands and Greenways provided information regarding changes that were made to meet their performance goals relating to parklands and greenway maintenance. He outlined improvements that were realized as a result of the changes and advised they continue to make improvements to their schedules and records. They plan to focus more on park maintenance, particularly regarding garbage and washroom facilities.

The Director of Operations advised that when the students leave, other staff are placed into service mowing rather than doing their regular tasks.

3. Moved by Councillor Farrelly  
Seconded by Councillor Laidlaw

Mr. D. McCaughan

THAT the report dated May 19, 2009 "Parklands and Greenways – 2008 Performance Review" be received for information.

May 19, 2009

**Emergency Services, Community Services & Operations Committee Page No. 3**

**Needs Assessment and Key Findings: Recreation, Parks & Culture Strategic Master Plan/South End Centre Component Study**

Mr. Todd Brown, Consultant, provided an overview of the trends and findings of the needs assessment study.

Ms. Clair Tucker-Reid outlined the three vision concepts under consideration.

Mr. Brown outlined their draft recommendations and the guiding principles that were consistent with the Master Plan and the community feedback. He reviewed a number of the proposed components of the Master Plan and advised how they could be met in the South End Centre. He then outlined the next steps.

Mr. Ron Kerr, on behalf of Guelph Wellington Seniors' Association (GWSA), advised that the GWSA presented their vision for the south end centre including facilities exclusive to seniors and that this vision was utilized in the study. He believes the south end centre needs to be at least the same size as the Evergreen Seniors' Centre. He expressed concern that the GWSA did not get a one-on-one with the consultant and does not believe that Monteith Brown share the same vision as GWSA. He stated that the GWSA is willing to explore financing and development options in partnership with the City.

Staff were encouraged to meet with GWSA to ensure the vision of GWSA would be given due consideration.

4. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

Ms. A. Pappert  
Mr. D. McCaughan

THAT the presentation of May 19, 2009 by Monteith Brown Planning Consultants (MBPC) summarizing the Needs Assessment, Key Findings and Preliminary Recommendations of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be received;

AND THAT the Final Draft of the Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study be referred to a full Council Workshop to be held in June, 2009.

Carried

**E3 Fleet Designation**

Mr. Bill Barr provided information regarding their idling tracking, fuel

May 19, 2009

consumption and behaviour of operators including how fast they are travelling, aggressive breaking and accelerating. He assured the **Emergency Services, Community Services & Page No. 4 Operations Committee**

Committee that there are very tangible ways to measure effectiveness that they will be able to provide in future reports.

The Director of Community Services advised that between February and May, 2009 over 130 drivers have been trained in City policies – including idling. She stated that some bus drivers are concerned about the -20 degrees shut off as this is a lower temperature than any other municipality.

Mr. D. McCaughan

5. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the report E<sup>3</sup> Fleet Designation dated May 19<sup>th</sup>, 2009 be received;

AND THAT staff report back in 2009 on the success of the program.

Carried

**Other Business**

**Request for Bicycle Lanes on Elizabeth Street West of Stevenson Street**

Mr. D. McCaughan

6. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT staff be directed to determine the feasibility of putting bicycle lanes on Elizabeth Street, west of Stevenson Street and report back to Committee.

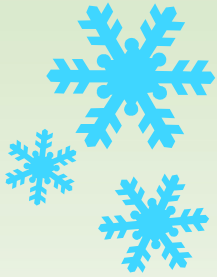
Carried

Next Meeting: June 15, 2009

The meeting adjourned at 6:55 p.m.

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Chairperson

# **Sidewalk Winter Control Service Review**



June 15, 2009  
ECO Committee

## Service Review – Phase One

### Objectives

- 👉 Make an informed recommendation for either continuing to provide the service or not

### **Council Resolution Nov. 23, 2008:**

- 👉 Continue to be a service provided to the citizens of Guelph
- 👉 Implement Operational Improvements for 2008/2009
- 👉 Phase 2 – Public consultation



## Service Review - Phase Two

### Objectives

Public consultations (1<sup>st</sup> Q 2009)



**Community defined levels of service**



**Identify service delivery outcomes**

## Service Review - Phase Two

### Focus Groups






- Guelph Accessibility Committee (Feb. 17)
- Guelph & Wellington Seniors Association (Feb. 19)
- Neighbourhood Associations (March 2)
- Guelph Downtown Business Association

Professional facilitation (Summerset Group)  
Presentation of current service  
Round table discussion & list of suggestions

- 23 recommended service improvements

## Service Review - Phase Two

### Focus Groups – General Observations

-  Bus stop clearing
-  Snow clearing
  
-  Education, understanding the service
-  Treatment of ice on all sidewalks
-  Downtown (parking, snow banks)

## **Service Review - Phase Two**

### **Staff Support these Recommendations**

- Downtown
  - Accessible parking spaces & curb
  - Removal of snow banks
  
- Sidewalks in General
  - Treatment of ice
  - Removal of slush

## **Service Review - Phase Two**

### **Staff Do Not Support these Recommendations**

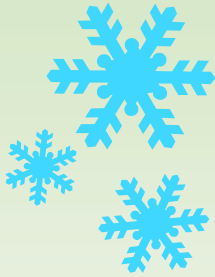
- Establish snow clearing by-law
- Bus Stops – clearing to bare concrete
- High Priority areas – clearing bare
- Providing sand boxes throughout city

## **Service Review**

### **Next Steps**

- Develop & implement 1-year pilot program to provide deicing material to all residents
- Prepare budget submissions for 2010
- Evaluate operational improvements & report
- Report on Service Review process

# Questions?



**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**June 15, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO 2009 A.11) <b>Voluntary Trial Period for Proposed Guelph Hazardous Materials Management Website and By-law</b></p> <p>THAT the report of the Community Emergency Management Coordinator dated May 26, 2009 with respect to a voluntary trial period for a proposed hazardous materials management website and by-law be received for information.</p>	Receive
<p>ECO 2009 A.12) <b>Guelph Farmers' Market Operating Review</b></p> <p>THAT the June 15, 2009 Emergency Services, Community Services and Operations Committee Report, 'Guelph Farmer's Market Operating Review' be received.</p>	Receive
<p>ECO 2009 A.13) <b>Winter Control Salt Management Plan</b></p> <p>THAT the Emergency Services, Community Services and Operations Committee report, 'Winter Control Salt Management Plan' dated June 15, 2009, be received;</p> <p>AND THAT the Salt Management Plan as presented in the 'Winter Control Salt Management Plan' report of June 15, 2009 be approved.</p>	Approve



ECO 2009 A.14) **Sidewalk Winter Control Service Review Results** Approve

THAT the report dated June 15, 2009 "Sidewalk Winter Control Service Review Results" be received;

AND THAT staff proceed to develop and implement a one-year pilot program to provide residents with access to deicing/traction material at no cost to encourage a cooperative effort to treat icy conditions on all sidewalks;

AND THAT staff evaluate and report back to Council on the effectiveness of the one-year pilot program to provide residents with access to deicing/traction material.

ECO 2009 A.15) **Notification and Recommendation of a Special Event at Goldie Mill** Approve

THAT an application for a special events permit to serve alcohol at a wedding to be held on Saturday, July 4, 2009 at Goldie Mill Ruins – Amphitheatre (closed-in area) be approved.

ECO 2009 A.16) **County of Wellington: Partnership Agreement with Neighbourhood Support Coalition** Approve

THAT the Mayor and Clerk be authorized to execute the service agreement between the City of Guelph and the County of Wellington for the funding support of the Neighbourhood Support Coalition and the provision of neighbourhood group programs and services.

ECO 2009 A.17) **Metcalf Street – 2 Hour Parking Zone** Approve

THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

ECO 2009 A.18) **Open Air Urinals**

Approve

THAT in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Emergency Services  
**DATE** 26 May 2009

**SUBJECT** **Voluntary trial period for proposed Guelph Hazardous Materials Management website and bylaw**

**REPORT NUMBER**

## **RECOMMENDATION**

That the report of the Community Emergency Management Coordinator dated May 26, 2009 with respect to a voluntary trial period for a proposed hazardous materials management website and program, be received for information.

## **BACKGROUND**

Emergency Services has been pursuing a goal of creating a hazardous materials management bylaw. The purpose of this bylaw would be to gather information on the existence of materials within our community which could be hazardous to our citizens and our emergency responders during any response to an emergency or disaster.

## **REPORT**

It is important that Emergency Services have an awareness of hazardous materials in the community. Knowledge would allow us to partner with industry / business to prevent or mitigate disasters. As all disasters can't be prevented (a natural event like a tornado could cause the issue) this information would be utilized to allow first response agencies to plan for and respond in a safe manner. Recovery would also be aided by this knowledge.

It is the intent of Emergency Services to allow industry / business to access a secure website using a password. This would allow them to complete all information needed for hazardous materials management. The website will automatically create a message to a member of Emergency Services whenever there has been an update. That person will review the information received and decide if there is to be further investigation, creation of warning messages for first responders, creation of standard operating guidelines for response, etc. This would not replace existing Federal or Provincial legislation but would augment it for municipal use.

Staff have been working to draft a bylaw. To our knowledge this would be the first bylaw of this nature in Canada and there has been considerable collaborative work with industry in order to come up with mutually acceptable material thresholds. It is

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felt that more work in this area, by way of a voluntary trial period prior to finalizing the by-law would help to ensure the success of the program in the future.

It is recommended that we proceed with a one year voluntary trial period which will be reviewed quarterly. This decision was made collaboratively with the Joint Coordinating Committee for emergency preparedness. This is a joint industrial and municipal group formed to work together on issues relating to emergency planning within our community. They were in favour of this approach.

The required website and portal will be tested to ensure all is working properly, our reporting template is easy to use and that our threshold values are acceptable. Regular communication with our trial group is planned to review any required changes.

At the end of the trial period a review will be conducted and a by-law will be brought forward to Council for consideration.

The implication of not moving forward is to remain with the status quo. This would mean Emergency Services does not have a clear picture of the hazardous materials in our community.

## **CORPORATE STRATEGIC PLAN**

2.4 – The lowest crime rate and best emergency services record of any comparable-sized Canadian city.

## **FINANCIAL IMPLICATIONS**

None at this time.

## **DEPARTMENTAL CONSULTATION**

Emergency Services, Legal, Corporate Communications

## **COMMUNICATIONS**

Joint Coordinating Committee for emergency preparedness.

## **ATTACHMENTS**

N/A

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### **Prepared By:**

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CEMC  
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### **Recommended By:**

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Director of Emergency Services  
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# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            June 15, 2009

**SUBJECT**                      **Guelph Farmers' Market Operating Review**

## **RECOMMENDATION**

That the June 15, 2009 Emergency Services, Community Services and Operations Committee Report, Guelph Farmers' Market Operating Review be received.

## **BACKGROUND**

The following Council resolution was passed on November 24, 2008:

"THAT staff be directed to draft a new by-law for the consideration of Council, to regulate the Guelph Farmers' Market based on the recommendations contained in Schedule 1;

AND THAT staff be directed to incorporate revisions as contained in Schedule 2 attached, to the operating policies/procedures."

## **REPORT**

This report serves as notification to the Committee that the By-law governing the Farmers' Market is coming forth for approval by Council on June 22, 2009. This report addresses the outstanding issue of insurance, item additions and changes to the November 12, 2008 report (attached).

As directed by Council, standardized agreements and Rules & Regulations\* were developed for Vendors. The Rules & Regulation document will form part of the License Agreement with vendors. The by-law will authorize the Market Clerk to sign the agreements on behalf of the City.

(\* - Rules & Regulations were previously referenced as Operating Policies & Procedures in the November 12, 2008 report.)

The November 12<sup>th</sup> report identified insurance requirements as a contentious topic with vendors. The City's current practice with the exception of the Guelph Farmers' Market is to request a certificate of insurance naming the City as additional insured from any person/group undertaking organized activity on public property. i.e. Special Events.

While staff recommended Market Vendors be required to maintain \$2 million

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general commercial liability insurance naming the Corporation of the City of Guelph as an additional insured party, staff committed to investigate alternative strategies that would possibly reduce the cost of insurance for those vendors that participate at the Market on a casual basis.

Extending the City's own insurance to cover the vendors and the establishment of separate group insurance was pursued through collaborated efforts of staff. Our investigation revealed the extension of the City's insurance is not possible. The City's current insurance provider does not have a policy of this nature to offer expanded coverage for individual vendor insurance.

Separate group insurance for the vendors can be obtained. However, in order to do so, a formal, organized group (Association) must be created. If an Association was to be formed, Council would need to define the role of the group to ensure that as an entity, it did not conflict with the interests of the City as the owner of the Market. Staff are somewhat concerned with this potential solution as individuality is a cornerstone of the Guelph Farmers' Market. To create an Association may result in a loss of what makes the Market so renowned.

Most vendors already have insurance to meet the City's requirements. To be clear, the issue regarding the insurance requirement is cost, not availability. Those most likely unable to meet the requirements would be casual weekend and transient vendors. For risk management reasons, staff are not prepared to recommend this requirement be waived. The implementation of this requirement to operate within the Market will result in the termination or non-renewal of current vending relationships where the requirement is not met.

Finally upon review of the Rules & Regulations, staff noticed an issue that had been omitted. As a result, a new clause has been inserted within the Rules & Regulations document that pertains to the requirement of vendors, for safety purposes, to weigh down canopies and tent structures that are utilized by them for their vending operations at the Market.

Upon approval of the Bylaw by Council, staff will begin to implement the Rules & Regulations. We anticipate some resistance and strained relationships as vendors are impacted. As noted in the November 12, 2008 report, in order to minimize these impacts, *grandfathering* of vendors present at the Market before October 9, 2008 will be implemented where possible. Determination of what rules and regulations could be grandfathered was based on factors including potential health and safety risks, public disruption and magnitude of vendor impact. Where grandfathering cannot be accommodated, reasonable notice to comply or vacate will be given.

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## **CORPORATE STRATEGIC PLAN**

Goal 4, Objective 4.5

Goal 5, Objectives 5.2, 5.3, 5.4

## **DEPARTMENTAL CONSULTATION**

Corporate Services - Legal Services, Realty Services

Finance Department - Procurement and Risk Management

## **COMMUNICATIONS**

Market Vendors have been advised that this matter is before Committee on this date.

## **ATTACHMENTS**

Market Rules & Regulations

ECO Committee Report - November 12, 2008



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### **Prepared By:**

Lucy Meyer

Supervisor, Administration

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### **Recommended By:**

Derek J. McCaughan

Director, Operations Department

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## RULES & REGULATIONS

### Rental Fees

- First and last month's rental fees are due at time of reservation
- Monthly payments are due first week of the preceding rental month
- Temporary weekly fees are due at time of reservation *before* market day

### Products:

- All pre-packaged food products must comply with the Nutrition Labelling requirements stipulated by Canadian Food Inspection Agency.
- All pre-packaged food products, not sold by the individual who prepared and processed the product, must comply with the Nutrition Facts Table requirements as stipulated by Canadian Food Inspection Agency.
- All products and equipment brought onto Market property must comply with all applicable law.
- Signs designating the variety, price, grade or origin of product must not be misleading.

### Vending Space Standards

- Merchandize may not be hung from ceiling or on walls.
- Signs cannot be permanently affixed to the building, walls or tables. Signs affixed to the building walls shall be fastened by the City.
- Coolers and refrigerator units are not permitted in the center section of the Market.
- Height of table shelves to be no more than 3ft from table surface.
- Rental table space is defined as the table surface only and does not include area behind the rental table. Licensee's are to utilize only the vending space allocated to them – no encroaching or extensions permitted. Extensions include Licensee-owned tables.
- Licensee is responsible for all expenses associated to any improvements to the licensed space. No alteration or changes to building, parking lot or other City property without prior written authorization from the City.
- Licensee is able to decorate table by temporarily affixing objects to table utilizing non-damaging holding devices such as clamps. Display equipment must be securely fastened.
- Licensee is responsible to ensure all canopies and tents, utilized for vending activities, are securely fastened. Tents must be weighted down with concrete squares (1ft x 1ft x 1ft). Blocks are to be painted a bright colour to prevent a tripping hazard.

### Leaving Product Behind

- No product to be left on the floor following the end of market day.
- All food products to be removed at the end of each market day, unless stored within a refrigerator unit.
- City is not responsible for lost, stolen or damaged product, including refrigerated products and Licensee equipment
- All items to be removed from the market at the end of the Licensee Agreement.

### Set up/ Clean up

- All licensee's must be set up by 7:00 am each market day. Removal of product cannot commence until the end of market day (12:00 noon) and Licensee to have



- vacated the Market Building and lot by 2:00 pm.
- No vending activities to take place outside of Market hours.

### **Housekeeping**

- Licensee is responsible for the cleanliness of vending space in such a manner that no rubbish, garbage or waste material is deposited on or about the licensed space. This includes providing refuse containers and emptying them at end of market day.
- Licensee's are responsible for sweeping & mopping the floor space within booths, if part of licensed space.

### **Equipment/Rental Space Improvements**

- All equipment must be CSA or CLU and ESA compliant and pre-approved by the City prior to installation and use. All related wiring and plumbing must be approved and coordinated by the City, at the expense of the Licensee.
- City is not responsible for vandalism or damages to Licensee's equipment.

### **Market Parking Lot**

- From April 1 to November 30<sup>th</sup>, no parking shall be allowed within parking lot unless vending from a vehicle. Those vending from vehicles must be set up by 6:45 am and cannot move vehicles until 30 minutes (12:30) following the end of market day.
- From December 1 to March 31<sup>st</sup>, a specific number of spaces will be reserved for vending purposes within the parking lot. The remainder of the lot will be utilized for customer parking.
- The safe operation of a vehicle within the Market parking lot is the Licensee's responsibility. The City strongly encourages the use of a spotter at all times while vehicles are in motion.

### **Licensee Conduct**

- Smoking shall not be permitted in Market Building or lot during market hours.
- Alcohol and drug use is not permitted at the Market Building or lot.
- Each Licensee shall remain on the assigned space when selling products or services.
- Sales shall be conducted in an orderly business manner. No shouting or other objectionable means, such as hawking through amplified means, for soliciting trade shall be tolerated.
- Licensee's who bring their young children to the Market, shall ensure that they are supervised at all times and not disrupting customers or other Licensees.
- Licensees shall not be confrontational with other Licensees, customers, staff or others. If a Licensee has a problem with any issue it is to be dealt with in a calm and professional manner. Issues between Licensees are to be dealt with outside of Market hours.

### **Notice of Non-Occupancy of Rental Space**

- Licensee to provide 48 -hour notice of absence; City will rent out space if possible and refund Licensee. If unable to rent out space, Licensee is responsible for rental fee.



- Seven (7) days notification to be provided in written format to the Market Clerk for leaves of absence such as vacation. In the event where the leave is greater than 2 weeks in length, the licensed space may be temporarily rented out to others. Licensee shall be reimbursed any unused portion if the Market Clerk was able to rent out space.
- In the event that a Licensee allows the licensed space to be vacant for more than 1 market day **without** providing 48-hours notice to the Market Clerk, their Agreement may be cancelled and their licensed space reassigned. Licensee shall be responsible for rental fee if the Market Clerk is unable to rent out the space.
- License Agreements may be cancelled at any time for breach of any of the provisions in the By-law, Rules & Regulations or terms of the License Agreement. The Licensee shall be entitled to a refund for the unexpired portion of the term of the License Agreement.
  
- A Licensee who wishes to cancel their License Agreement must provide 7-days written notification of their intentions to vacate the licensed space. Upon delivery of the notification, the Licensee may request a refund for the unexpired fee portion. A refund shall be conditional upon the Market Clerk receiving 7-days written notice.

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE November 12, 2008

**SUBJECT Guelph Farmers' Market Operating Review**  
REPORT NUMBER

## RECOMMENDATION

THAT the Emergency Services, Community Services and Operations Committee Report \_\_\_\_\_, Guelph Farmers' Market Operating Review be received;

AND THAT staff be directed to draft a new by-law for the consideration of Council, to regulate the Guelph Farmers' Market based on the recommendations contained in the report dated November 12, 2008;

AND THAT staff be directed to incorporate revisions as contained in the report dated November 12, 2008 to the operating policies/procedures.

## BACKGROUND

The Guelph Farmers' Market has been a tradition and focal point of the City of Guelph for over 180 years. In 1827 a portion of land was designated and reserved as a public market square with the erection of the first market house in July 1827. The current day market, located on the corner of Gordon St & Waterloo Ave. just south of the original market location, houses up to 100 vendors utilizing inside building space and outdoor market space, weather permitting. Vendors range from primary producers and resellers of agricultural products to home-baked goods and unique artisan products. The Market has developed a loyal clientele base and has an estimated total economic impact in Guelph of \$13.2 million<sup>1</sup>

In 2006, Operations assumed responsibility for the operation of the Market. After a brief period, it was evident the Market's policies and procedures were unclear and inconsistently applied. Compounding this situation, the by-law regulating the Market hadn't been updated since the late 1970's.

Consequently, the business relationship between the Market Vendors and City was strained.

To address this, staff undertook a review in partnership with the Vendors with the purpose of updating both the by-law and operating policies and procedures used in

<sup>1</sup> Based on the 2005 Guelph Farmers' Market Shopper Profile Report, conducted by Jayeff Partners

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the administration of this City-operated facility.

## **PROCESS**

Through comprehensive engagement, staff undertook a process involving direct stakeholder consultation both at the individual level and collective level through their Executive Committee. In addition, the process was further informed through best practice information obtained and shared from:

- Brampton
- Ottawa
- Greater Sudbury
- Thunder Bay
- Cambridge
- Goderich
- *2005 Guelph Farmers' Market Shopper Profile Report*
- *2005 Farmers' Markets Ontario Shopper Survey Report*

## **REPORT**

A review process commenced in March of 2007 in which numerous communiqués, meetings with the Vendor Executive and workshops with vendors resulted. Existing operational issues were identified and possible resolutions discussed. The Executive Committee members worked in collaboration with City staff and brought forth the perspectives and concerns of their membership while ensuring that recommendations were viable and maintained the integrity and best interest of the Market. Of the numerous issues that were undertaken some of the more contentious topics included:

- Definition of Vendor categories
- Ideal composition of Market Vendors – percentage allocation
- Rental space assignment process
- Rental agreements
- Vendor access to Market building
- Payment Terms
- Modifications/alterations to Market property
- Insurance

After more than a year of effort, staff present a list for the consideration of Committee of recommended changes to By-law (1978) – 9769 as outlined in Appendix A and another list of recommended changes to the Market operating policies & procedures as outlined in Appendix B.

While we have not achieved consensus on all recommendations, our focus was and is the ongoing and continued success of the Market. To that end, the recommendations contained herein are, in staff's opinion, fair and reasonable. It is acknowledged that the recommendations, if approved, will impact current vendors. Where possible, staff have been sensitive to the anxiety change brings and have "grandfathered" either temporarily or permanently those current vendors so affected.

## **CORPORATE STRATEGIC PLAN**

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Goal 4 – A vibrant and valued arts, culture and heritage identity  
Objective 4.5, Capitalize on our cultural and heritage assets to build economic prosperity, quality of life and community identity

Goal 5 – A community-focused, responsive and accountable government  
Objective 5.2, A consultative and collaborative approach to community decision making  
Objective 5.3, Open, accountable and transparent conduct of municipal business  
Objective 5.4, partnerships to achieve strategic goals and objectives

### **FINANCIAL IMPLICATIONS**

No financial implications.

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

All vendors have received a copy of the recommendations being presented and are aware this matter is before Committee on this date.

### **ATTACHMENTS:**

Appendix A: Recommendations for new Market By-law  
Appendix B: Market Operating Policies & Procedures

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#### **Prepared By:**

Lucy Meyer  
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#### **Recommended By:**

Derek J. McCaughan  
Director, Operations  
519-837-5628 x 2018  
derek.mccaughan@guelph.ca

October 27, 2008

Dear Vendor,

RE: Guelph Farmers Market  
Market By-law Review

Attached you will find a copy of the recommendations going forward to the Emergency Services, Community Services and Operations Council Committee. The Committee report will be available for viewing after 3:00 pm on November 6<sup>th</sup>. You may access the report online at [www.guelph.ca/CityHall/agendas & minutes](http://www.guelph.ca/CityHall/agendas%20&%20minutes) or you may contact me at 519-837-5628 ext. 2019 for a copy.

The Standing Committee meeting is scheduled for:

Date: November 12, 2008  
Time: 5:00 pm  
Location: Council Chambers, City Hall  
59 Carden Street, Guelph

Members of the public have an opportunity to express their views at the Standing Committee meeting. If you wish to have your name added to the list of delegates, please contact the City Clerk's office at 519-837-5603, no later than 12:00 noon on Wednesday November 12<sup>th</sup>.

We wish to take this opportunity to express our appreciation to the Vendor Executive Committee members and all who participated in the meetings/ workshops. The collaborative efforts of all involved will ensure the continued success of the Guelph Farmers' Market.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lucy Meyer', enclosed in a thin black rectangular border.

Lucy Meyer  
Supervisor, Administration  
Operations Department

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE Monday June 15, 2009

**SUBJECT Sidewalk Winter Control Service Review Results**  
REPORT NUMBER

## RECOMMENDATION

That the report dated June 15, 2009 **Sidewalk Winter Control Service Review Results** be received;

AND THAT staff proceed to develop and implement a one-year pilot program to provide residents with access to deicing/traction material at no cost to encourage a cooperative effort to treat icy conditions on all sidewalks;

AND THAT staff evaluate and report back to Council on the effectiveness of the one-year pilot program to provide residents with access to deicing/traction material.

## BACKGROUND

On April 14, 2008, Council approved that a service review be initiated to examine sidewalk snow clearing practices to determine whether sidewalk winter control should be provided by the City and if so, the most appropriate way to provide the service and at what service level. Subsequently, the review was staged into two phases to address each of these questions.

Following an intensive internal assessment of the current service, on November 23, 2009, the Sidewalk Winter Control Service Review Phase 1 Report was received and Council approved the following resolutions - "(t)hat Sidewalk Winter Control continues to be a service provided to the citizens of Guelph" and "(t)hat staff commence Phase 2 of the Sidewalk Winter Control review process to identify expected service delivery outcomes and community defined service levels through public consultation" and "(t)hat staff be directed to implement operational improvements for the 2008/2009 winter season".

## REPORT

Phase 2 of the Sidewalk Winter Control Service Review involved public consultation to identify the expected service delivery outcomes and community defined service levels resulting from the Phase 1 assessment, followed by a report to Council on the recommendations arising from the public consultation.

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As approved in the Service Review Plan submitted September 11, 2008 to the Governance and Economic Development Committee, four key stakeholder groups were invited to attend separate focus group sessions:

- Guelph Accessibility Committee
- Guelph and Wellington Seniors Association
- Guelph Downtown Business Association members
- Neighbourhood Associations

Consultations took place with a professional, independent facilitator between January 2009 and March 2009. In total, twenty-five (25) people participated in three focus groups which proved to be a productive forum for the positive exchange of information, ideas and needs. The service improvement suggestions and recommendations were then consolidated into a report by the facilitator (*Appendix 1 – Consolidated Report & Summary of Service Improvement Suggestions*) and provided to staff for consideration, financial analysis and impact assessment.

As a result of these efforts, staff have prepared a summary (*Appendix 2 – Assessment of Sidewalk Winter Control Service Improvements*) outlining the twenty-three (23) suggestions, staffs' associated comments, estimated financial impact and staff's recommendation or action.

To this end, the following twelve (12) service improvement suggestions **are being recommended** by staff to enhance the delivery of a high quality service to the community and staff will be submitting these for consideration during the 2010 budget deliberations:

*NB. The corresponding reference number in Appendix 2 is noted in ( ).*

*NB. The anticipated annual cost of enhancement is noted in [ ] and detailed in Appendix 2.*

1. (3.2) Completely clear downtown accessible parking spaces, curb and sidewalk [\$9,000]
2. (3.3a) Implement an enhanced snow removal standard downtown [\$150,000]
3. (3.3b) Pursue new processes and equipment to improve downtown snow removal
4. (4.2) Develop advertising to encourage reporting areas that require attention [\$2,500]
5. (5.2 & 6.1) Review standards for ice removal and treatment at bus stops and sidewalks
6. (5.3) Clear snow from bus shelters on complaint basis
7. (6.2a) Plow slush off residential sidewalks to prevent refreeze [\$46,000]
8. (6.2b) Investigate other methods to mitigate slush on residential roads
9. (6.3b) Develop 1 year pilot program to provide complementary deicing material to residents to mitigate icy conditions in on sidewalks [\$3,000]
10. (7.1b) Coordinate sidewalk and road clearing service through route optimization
11. (8.1) Investigate best way to deliver and support a sidewalk inspection program
12. (9.1) Implement annual communication strategy/campaign for winter control

The following five (5) service improvements **are not being recommended** either due to inconsistency with Council direction, significant financial impact or the magnitude of the additional resources required.

1. (1.1 & 1.2) Establish a Snow Clearing by-law and enforcement for residents
2. (4.3) Clear high priority areas to bare concrete
3. (4.5) Program crosswalk/pedestrian signals to correspond with traffic signal



- 
4. (5.1) Clear all bus stops to bare concrete
  5. (6.3) Provide public sand boxes in neighbourhoods

Staff will be continuing to provide and improve upon the remaining service improvements noted from the public consultation feedback.

Of note, at the conclusion of the Phase 1 assessment in November 2008, Council approved several operational improvements that staff recommended implementing in the 2008/2009 winter season:

1. Purchase an additional snow plow and create a 9<sup>th</sup> route
2. Route optimization to ensure most effective and efficient delivery
3. Expand the use of snow blowers as means to improve quality and customer satisfaction
4. Additionally, staff obtained union agreement to hire temporary staff to provide a more continuous and responsive sidewalk winter control operation.

These improvements were not in place until late in the season and due to the mild nature of the winter, there was little opportunity to properly evaluate the effectiveness of these improvements for the 2008/2009 winter.

Through implementation of the recommendations arising from the public consultation, and the operational improvements identified from the internal review, staff believe that a community defined, and high quality service can continue to be provided to the Guelph community. Staff will continue to monitor and assess the effectiveness of the enhancements from season to season.

This concludes the Council-directed Service Review process for Sidewalk Winter Control.

## **CORPORATE STRATEGIC PLAN**

Objective 1.2 – Municipal sustainability practices that become the benchmark against which other cities are measured.

Objective 5.1 – The highest municipal customer service satisfaction rating of any comparable-sized Canadian city.

Objective 5.2 – A consultative and collaborative approach to community decision making.

Objective 5.3 – Open, accountable and transparent conduct of municipal business.

Objective 5.6 – Organizational excellence in planning, management, human resources and people practices.

## **FINANCIAL IMPLICATIONS**

Costs associated with the implementation of a one-year pilot program to provide residents with sidewalk deicing material will be absorbed in the Operations Department annual budget.

The anticipated budgetary impact to implement all recommended service improvements identified in Appendix 2 is \$210,500.

## **DEPARTMENTAL CONSULTATION**

Corporate Administration (Strategic Initiatives) & Legal Services

## **COMMUNICATIONS**

n/a

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## **ATTACHMENTS**

Appendix 1 - Consolidated Report & Summary of Service Improvement Suggestions

Appendix 2 - Assessment of Sidewalk Winter Control Service Improvements

*Original Signed by:*

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**Prepared By:**

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*Original signed by:*

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**Recommended By:**

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*Original signed by:*

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**Recommended By:**

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derek.mccaughan@guelph.ca

# COMMITTEE REPORT



TO Emergency Services, Community Services and Operations  
Committee

SERVICE AREA Operations  
DATE Monday June 15, 2009

**SUBJECT Winter Control Salt Management Plan**

## **RECOMMENDATION**

That the Emergency Services, Community Services and Operations Committee report, Winter Control Salt Management Plan dated June 15, 2009 be received.

AND THAT the Salt Management Plan as presented in the Winter Control Salt Management Plan report of June 15, 2009 be approved.

## **BACKGROUND**

Road Salt is a reliable, inexpensive and therefore widely used material in winter control operations. It is used on a wide scale across Canada, the United States and Europe for this purpose.

In 2001, Environment Canada released an assessment report stating that road salt entering the environment in large concentrations is posing risks to plants, wildlife, groundwater and ecosystems in general. As a result of its environmental affects, Environment Canada is considering designating salt as a toxic substance. Should this occur, road salt would no longer be available for use in winter control activities. This would create immense financial consequences to current salt users, including the City of Guelph. In an effort to avoid making the designation, in 2004 Environment Canada encouraged users to develop a management strategy to aid in the reduction of road salt use. This strategy is being referred to as the Salt Management Plan (SMP).

## **REPORT**

The City of Guelph, as well as a large majority of municipalities in Canada and the United States currently use sodium chloride, road salt, as an inexpensive and reliable de-icing material. In the 2008/2009 winter season, the City of Guelph consumed 11,089 metric tonnes of road salt in our winter control operations. The value of this material totals approximately \$726,000.00.

In compliance with Environment Canada's recommendation, staff developed and implemented the attached SMP in 2005.

The City's SMP meets the requirements of Environment Canada's recommendations while actively improving our road winter control operations.

The SMP also aids the Corporation in its Source Water Protection efforts, by

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identifying salt vulnerable areas within the City and encouraging the investigation and implementation of new technologies or alternate application methods to protect those areas by reducing salt output to the environment.

The SMP is a dynamic document which is continually revised in accordance with new trends and technologies as they are developed. The yearly SMP review process has led staff to revise current winter control salt and sand routes application rates as well as corresponding de-icing material application rates. This exercise has resulted in improvements being identified and implemented since the 2005 winter control season. Continual monitoring and adjustment of the plan has and will continue to result in ongoing operational improvements leading to additional positive operational results and environmental benefits. Three examples of accomplishments realized from the SMP are attached in appendices to this report for your information.

Environment Canada is now asking each municipal Council to approve and implement their individual Salt Management Plan for their community.

### **CORPORATE STRATEGIC PLAN**

Approval of the SMP by Council will compliment the City of Guelph Strategic Plan, specifically Goal #1, An attractive, well-functioning and sustainable city, Goal #6, A leader in conservation and resource protection/enhancement as well as the departments business plan objective to provide cost effective, responsible infrastructure maintenance services to our community.

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Environmental Services, Waterworks

### **COMMUNICATIONS**

Website content and advertising, City News Ads, Media Release, Infonet.

### **ATTACHMENTS**

Salt Management Plan  
SMP benefits realized example #1  
SMP benefits realized example #2  
SMP benefits realized example #3

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#### **Prepared By:**

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#### **Recommended By:**

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# **Operations Department**

## **Salt Management Plan**

*May 2009*

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## **1.01 Background and purpose of this Document**

Snow and ice control are key factors in winter maintenance operations. Road salt, particularly sodium chloride, is the preferred de-icing/anti-icing chemical used in winter road safety maintenance because of its low cost and high effectiveness. In 2001, Environment Canada released an assessment report stating that road salt entering the environment in large concentrations are posing risks to plants, wildlife, groundwater and ecosystems in general. In the same report, Health Canada stated that road salts are not harmful to humans. The report, none the less, recommended that salt be designated toxic under the Canadian Environmental Protection Act (CEPA). It is anticipated that the Environment Minister will soon announce whether or not road salt will be designated CEPA-toxic. Environment Canada has stated that should road salts be designated as CEPA-toxic, they will not ban road salts but rather encourage users to develop a management strategy.

To aid users in developing salt management strategies, Environment Canada has published a Code of Practice for the Environmental Management of Road Salts, along with an associated implementation guide. Through the Code of Practice, the Transportation Association of Canada, (TAC), has developed a Salt Management Guide, which includes a series of synthesis of best practices related to salt management.

This Salt Management Plan (SMP), developed for the City of Guelph has utilized the TAC guidelines to set out a policy and procedural framework for ensuring that The City of Guelph continuously improves on the effective delivery of winter maintenance services and the management of road salt used in winter maintenance operations, as outlined in Environment Canada's Code of Practice for the Environmental Management of Road Salts.

The SMP is meant to be a dynamic document in order to allow the City of Guelph to evaluate and phase-in any changes, new approaches and technologies in winter maintenance activities in a fiscally sound manner. At the same time, any modifications to municipal winter maintenance activities must ensure that roadway safety is not compromised.

As specified in the Code of Practice for the Environmental Management of Road Salts, the SMP will be presented to The City of Guelph Council, for their acceptance.

## **1.02 Salt Management - Objective**

The City of Guelph is committed to improving winter maintenance operations while continuing to ensure public safety. The City of Guelph will optimize the use of winter maintenance materials containing chlorides on all municipal roads while striving to minimize negative impacts to the environment. The City of Guelph Operations staff will strive to provide safe winter road conditions for vehicular and pedestrian traffic as set out in the level of service policies and within the resources established by The City of



Guelph Council.

### 1.03 Policy Statement

The City of Guelph will provide efficient and effective winter maintenance to ensure the safety of users of the municipal road network in keeping with applicable provincial legislation and accepted standards while striving to minimize adverse impacts to the environment. These commitments will be met by:

- adhering to the procedures contained within the Salt Management Plan;
- reviewing and upgrading the Salt Management Plan on an annual basis to incorporate new technologies and new developments;
- committing to ongoing winter maintenance staff training and education; and
- monitoring on an annual basis, the present conditions of the winter maintenance program, as well as the effectiveness of the Salt Management Plan.

#### 1.1.0 Current Winter Maintenance Program

##### 1.1.0 The System Maintained

The major activities performed by the City of Guelph Operations Department, related to winter control maintenance are:

- snow ploughing and de-icing of roads
- salt / sand spreading
- salt and sand storage
- snow removal
- snow storage/disposal
- sidewalk ploughing and de-icing

The City of Guelph is responsible for winter maintenance on:

Paved roads	527.6	2 lane km (centre line)
Surface treated roads	nil	2 lane km (centre line)
Unpaved roads	10.1	2 lane km (centre line)
Sidewalks	623.6	km
Paths and Trails	N/A	km

Ontario roads have been classified (Class 1, 2, 3, 4, 5 and 6) per Ontario Reg. 239/02 of the Ontario Municipal Act 2001, Table A, which is based on the posted/regulated speed and annual average daily traffic (AADT) in order that the Level of Service and/or Minimum Maintenance Standards can be set for each classification of road. See Level of Service Policy, Section 1.1.1 below.

The City of Guelph road system is made up of class 2, 3, 4 and 5 roads as per Table B.  
\*The table shows lane kilometres.

**TABLE A**  
**CLASSIFICATION OF HIGHWAYS**

Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometers per hour)						
	100	90	80	70	60	50	40
15,000 or more	1	1	1	2	2	2	2
12,000 – 14,999	1	1	1	2	2	3	3
10,000 – 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	3	3
5,000 - 5,999	1	2	2	3	3	3	3
4,000 - 4,999	1	2	3	3	3	3	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	4	4
1,000 - 1,999	1	3	3	3	4	4	5
500 - 999	1	3	4	4	4	4	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

**Table B**

	Paved*		Surface Treated		Unpaved*	
	Rural	Urban	Rural	Urban	Rural	Urban
Class 1	nil	nil	nil	nil	nil	nil
<b>Class 2</b>	nil	302.7	nil	nil	nil	nil
<b>Class 3 &amp; 4</b>	nil	136.8	nil	nil	nil	20.18
<b>Class 5</b>	nil	615.7	nil	nil	nil	nil
Class 6	nil	nil	nil	nil	nil	nil

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See **Appendix 6** for road map showing Arterial and Collector system, class 2, 3 and 4 roads

### **1.1.1 Level of Service Policy**

The Level of Service policy for The City of Guelph currently exceeds the Minimum Maintenance Standards (MMS) specified in the Ontario Regulation 239/02, of the *Municipal Act, 2001*, for snow accumulation and meets the requirements of the Minimum Maintenance Standards (MMS) specified in the Ontario Regulation 239/02, of the *Municipal Act, 2001* for icy roads. **See Appendix 5.**

In December 2005, Guelph City Council revised the threshold ploughing accumulation for residential roads, (class 5 roads), to 8 centimetre from 10 centimetre.

Winter maintenance season usually commences the first week of December and is usually completed by the first week of April.

The Code of Practice for the Environmental Management of Road Salts, under the Canadian Environmental Protection Act, 1999 recommends that the Salt Management Plan follows the Transportation Association of Canada, Syntheses of Best Practices for Road Salt Management.

### **1.1.2 Winter Patrol**

The City of Guelph carries out winter road patrol 24 hours per day / 7 days per week. On a city wide basis, a rotating one person road patrol has been established to provide road condition inspection during the winter season. This individual is responsible for mobilizing winter maintenance operators to ensure that the roads are cleared in a timely fashion while remaining in compliance with established service standards.

The patrollers are familiar with local conditions in the patrol area, and prepare a condition log of road and weather conditions as well as any actions taken or incidents occurring during the shift. The winter patrol schedule generally parallels the designated winter season, but may extend before and beyond the typical dates as determined by weather conditions.

### **1.1.3 Staffing and Hours of Work**

The City of Guelph attempts to have an employee assigned to each vehicle used for winter operations. These employees consist of full time union staff supplemented by seasonal temporary staff. Each vehicle is assigned a route for sanding/salting and/or ploughing.

The City of Guelph adheres to the hours of work as set out in the Highway Traffic Act, Reg.4/93. Each driver is limited to 13 hours maximum driving time in his/her on-duty time. He/she then is sent home for a minimum 8 hour off-duty period before driving the

next shift.

## City of Guelph

### Staffing for Winter Maintenance

Job Title	Unit Assigned	Comments	Route
Manager			
Supervisor	07282	Day shift and rotating on call	N/A
Equipment Op.	06312	Rotating shift 5/24	Salt Route 1
Equipment Op.	02302	Rotating shift 5/24	Salt Route 2
Equipment Op.	02306	Rotating shift 5/24	Salt Route 3
Equipment Op.	98308 Epoke Unit	Rotating shift 5/24	Salt Route 4
Equipment Op.	06305	Rotating shift 5/24	Salt Route 5
Equipment Op.	01310	Rotating shift 5/24	Salt Route 6
Equipment Op.	02307 98311	Rotating shift 5/24	Salt Route 7
Equipment Op.	03301	Rotating shift 5/24	H/P Route A
Equipment Op.	99314	Rotating shift 5/24 Weekends only Days...12 hour shifts Weekends only Days...12 hour shifts	H/P Route B
Equipment Op.	98311	Weekends only Days...12 hour shifts	H/P Route C
Equipment Op.	98303	Rotating shift 5/24	Sand Route D
Loader Op		Rotating shift 5/24	Assigned to yard
Equipment Op.	08-280	Rotating shift 5/24	4X4 plow route Laneways
Lead Hand	05288	Rotating shift 7/24	Patroller
Lead Hand	05288	Rotating shift 7/24	Patroller
Lead Hand	05288	Rotating shift 7/24	Patroller

### 1.1.4 Winter Materials Used Annually

Material	2008/2009	Average	
<b>Solids</b>			
Rock Salt (NaCl)	11,199 tonnes	4YR avg	8,128 tonnes
Sand (sand/salt mix)*	N/A tonnes	3YR avg	1,983 tonnes
Sand (sand/salt mix)**	1,836 tonnes	4YR avg	2,591 tonnes
<b>Liquids</b>			
Salt Brine (NaCl)	Anti-icing= 229,203 prewet= 142,481 Total=371,684 litres	4YR avg	543,724 litres
Calcuim Chloride (CaCl <sub>2</sub> )	N/A litres		N/A litres
Magesium Chloride (MgCl <sub>2</sub> )	N/A litres		N/A litres
Fusion-beet juice extract	Prewet=12,000 litres		N/A litres
<b>Pre-treated material++</b>			
Pre-treated sand	N/A tonnes		N/A tonnes
Pre-treated salt	N/A tonnes		N/A tonnes

\* Percentage of salt in sand/salt mix by volume 50%

\*\* Percentage of salt in sand/salt mix by volume 5%

++ City of Guelph does not currently pre-treat.

N/A denotes Not Applicable

### 1.1.5 Application Rates, 2008/2009

Solids Highway Class	2008/2009 Spreading Rates per 2 lane km	
	Salt	Sand
Class 1 Expressways	N/A	N/A
Class 2 Arterial roads	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 3 Collector roads and bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 4 Collector roads and bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 5 Residential roads	nil	100 to 550, avg=400kg (5% mix)
Class 6 N/A	N/A	N/A

Liquids – Pre-wetting	Standard Spreading Rates per 2 lane km Temperature		
	0 to -5C	-5 to -12C	-13 to -18C
Frost	nil	nil	nil
Light Snow	21 to 36 litres/tonne	21 to 36 litres/tonne	nil

Heavy Snow	21 to 36 litres/tonne	21 to 36 litres/tonne	nil
Freezing Rain	21 to 36 litres/tonne	21 to 36 litres/tonne	nil

<b>Liquids – Direct Application</b>	<b>Application Rates litres per lane km</b>
<b>Frost and Black Ice Prevention</b>	
Light Traffic/Low Volume	80 litres/lane km
Heavy Traffic/High Volume	80 litres/lane km
<b>Anti Icing – Preventing or Reducing Bond to Road Surface</b>	
Light Traffic/Low Volume	120 litres/lane km
Heavy Traffic/High Volume	120 litres/lane km
<b>De-icing</b>	
Mild temp/ light precipitation	Guelph does not perform de-icing operations at this time
Colder temp/moderate precipitation	Guelph does not perform de-icing operations at this time

In the 2008/09 winter season, the City of Guelph continued experimenting with an organic additive, (Fusion\*, beet juice extract), to the salt brine liquid presently used for pre-wetting and anti-icing in order to determine it's contribution in increasing the effectiveness of each procedure and the expected resultant decrease in salt used.

#### 1.1.5-A Proposed Winter Materials to be Used 2009/2010

<b>Material</b>	<b>2009/2010</b>
<b>Solids</b>	
Rock Salt (NaCl)	Planning not to exceed 8,000 tonnes
Sand (sand/salt mix)*	Planning not to exceed 400 tonnes
Sand (sand/salt mix)**	Planning not to exceed 2500 tonnes
<b>Liquids</b>	
Salt Brine (NaCl) 23.3% salt concentration by weight	Planning not to exceed Anti-icing= 325,919 litres Planning not to exceed prewet= 98,085 litres Planning not to exceed total= 424,004 litres
Calcuim Chloride (CaCl <sub>2</sub> )	N/A litres
Magesium Chloride (MgCl <sub>2</sub> )	N/A litres
Fusion-beet juice extract	Planning not to exceed 50,000 litres
<b>Pre-treated material++</b>	
Pre-treated sand	N/A tonnes
Pre-treated salt	N/A tonnes

++ City of Guelph does not currently pre-treat our winter control materials

\* Percentage of salt in sand/salt mix by volume 50%

\*\* Percentage of salt in sand/salt mix by volume 5%

### 1.1.5-B Proposed Application Rates, 2009/2010

Solids (salt and sand) Highway Class	2009/2010 Spreading Rates per 2 lane km	
	Salt	Sand
Class 1 Expressways	N/A	N/A
Class 2 Arterial roads, includes some bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=400kg (5% mix)
Class 3 Collector roads, includes some bus routes	70 to 180 kg, avg=120kg	100 to 550, avg=250kg (5% mix)
Class 4 Collector roads, includes remaining bus routes.	70 to 180 kg, avg=120kg	100 to 550, avg=250kg (5% mix)
Class 5 Residential roads, without bus routes.	nil	100 to 550, avg=400kg (5% mix)
Class 6 N/A	N/A	N/A

### 1.1.6 Equipment - Winter Maintenance Fleet

An inventory of city owned municipal equipment and contract equipment used for winter maintenance is found in **Appendix 1**

### 1.1.7 Yard Facilities

The municipality has one patrol yard from which it operates its winter maintenance program. The location of the facility including storage and drainage criteria used for winter maintenance is found in **Appendix 2**.

### 1.1.8 Snow Removal and Disposal

Currently, municipal staff removes and hauls snow to one snow disposal site, when the resultant accumulation of piled snow impedes pedestrian or vehicular traffic within the business districts, on bridges or vehicular traffic within residential areas of the City of Guelph. The guidelines used to determine the required removal threshold within the residential areas are as per the Ontario Minimum Maintenance Standards Reg 239/02, Municipal Act 2001, with respect to the remaining road width available for use. See **Appendix 5, section 4.4, 4.5 and 4.6**. The downtown Business District windrow removal maximum accumulation threshold is currently set as 30 centimetres of height. Criteria attributable to this designated threshold include pedestrian mobility to and from roadside parking areas, which effect delivery of goods, solid waste curbside collection activities and general safety of the public. Removal is performed before snow storage space limitations become factors.

The snow disposal facility is located on City lands on the north side of Wellington Street,

west of the Hanlon Expressway, adjacent to the City's Wastewater Treatment Facility. City equipment is complemented by contacted equipment in order to carry out the snow removal task.

The City of Guelph currently accommodates local contractors by accepting their privately generated snow at our city snow disposal facility. A modest tipping fee is charged to cover dump levelling costs and spring cleanup. The source of the contractor imported snow is to be disclosed before scheduled dumping is permitted.

In the spring, litter and debris are collected for disposal from the snow disposal area.

### **1.1.9 Weather Monitoring**

The City of Guelph supplements road patrol information with Remote Weather Information System (RWIS) technology to initiate an effective winter storm response. Staff monitor various websites, including Environment Canada's web site, for weather forecasting and condition radar. Staff also monitor pavement temperatures by means of on-board infra red thermometers which are mounted on the patrol vehicles and the winter maintenance trucks. The RWIS system provides patrollers with the required pavement temperature forecasts. The City of Guelph also subscribes to a custom weather information service specifically formulated for the City of Guelph during the period of November 15<sup>th</sup> to April 15<sup>th</sup>, each season.

### **1.2.0 Communications**

All winter maintenance vehicles are equipped with two way communications consisting of either cell phone or radios. Municipal staff is responsible for reporting changing winter weather and/or road conditions. The City Operations facility on Municipal Street, serves as the main hub for in/outgoing calls from staff, emergency services and the general public. At this location the office is staffed between 8:00am and 4:00pm Monday through Friday. Outside of these hours, the City of Guelph utilizes the services of an after hours call centre to field and direct incoming calls. The call centre uses a direct line link from our Operations switchboard after hours. The Operations switchboard number is 519-837-5628.

External communication with the general public consists of media press releases, local radio announcements and information posted on the City of Guelph web site regarding winter maintenance activities.

**Note: There are many ways for a municipality and its staff to receive notice that a winter storm event has commenced. In order to meet the requirements for Minimum Maintenance Standards, response is required (upon receipt by a member of staff, council or the public). After becoming aware of the fact, the person receiving notice shall inform the Operations Department Road Patroller immediately.**

### **1.2.1 Training**

The City of Guelph currently provides staff training for winter maintenance personnel



consisting of “Snow Fighter Training” and a “One Person Wing Operator Training” program. The Manager of Roads and Right of Ways and the Supervisor of Road Maintenance attend the annual Canadian Snow and Ice Colloquium to share experiences and information on new technologies and materials as well as various American and Canadian Public Works Association Expositions and Workshops.

Prior to the winter season, staff meet to discuss winter maintenance regulatory changes and common issues relating to winter storm management. Discussions also include new equipment acquisitions/issues, material trends, spreading/plow responsibilities and guidelines as well as review of the safety issues concerning all.

In the spring following the winter season, staff typically meet to discuss the successes and failures of the past winter maintenance campaign and provide input and suggestions for improvement.

### **1.2.2 Record Keeping**

The City of Guelph retains records for the purchase of salt and sand for use in winter maintenance and tracks its consumption as well. Our winter maintenance equipment is computer equipped to regulate and monitor the salt and sand application rates and consumptions. These parameters are tracked by routes and by storm events. The City of Guelph uses a “Winter Control Roads Daily Log” sheet to record the winter patrollers’ observations, 24 hours per day/7 days per week during the period of November 15<sup>th</sup> to April 15<sup>th</sup> inclusive each winter season.

### **1.2.3 Looking to the Future**

The current winter maintenance policies and practices in conjunction with this Salt Management Plan, form the benchmark upon which improvements are being continuously made to manage the use of road salt more effectively which in turn manages the winter maintenance activity impact on the environment.

## **2.1.0 CONTINUOUS IMPROVEMENT PRACTICES AND STRATEGIES FOR THE FUTURE**

The City of Guelph has prepared a multi year work plan to improve the management of road salt and its winter maintenance policies, practices, and procedures. **Appendix 3** provides a summary table showing this work plan. The work Plan sets out continuous improvement objectives for future years up to and including 2015.

### **2.1.1 Level of Services Policy**

The Council approved Winter Control level of service for Roads as outlined by Ontario Regulation 239/02 of the Municipal Act, (Appendix 5), as well as the current Council approved sidewalk level of service, (Schedule A of Appendix 5), shall be reviewed as necessary to ensure they meet or exceed customer expectations with respect to road surface conditions at the end of a storm event and the timeframe within which the specified condition will be achieved.

### **2.1.2 Equipment Upgrading**

It is intended that the winter maintenance fleet (both municipally owned and contracted units) be capable of delivering appropriate levels of de-icing and snow ploughing activity.

- As the winter control fleet is replaced within the City of Guelph's vehicle replacement program cycle of 10 years, the new spreader/plough units are to be equipped with pavement infrared thermometers, salt/sand pre-wetting equipment, electronic spreader controllers and global positioning system, (GPS), for vehicle location monitoring and data transfer.
- As the patrol truck(s) are replaced, the city fleet replacement specification shall provide for infrared thermometers for pavement temperature monitoring as well as GPS technology for vehicle location monitoring.
- Existing spreader/plough trucks will be upgraded to include infrared thermometers for pavement temperature monitoring by the 2009/2010 winter season.
- Loader weigh buckets, will be added to the 3 city owned loaders by 2010. This will provide a means to accurately record the tonnages of salt leaving the Operations Yard.

### **2.1.3 Equipment Calibration**

Properly calibrated equipment is one of the keys to the effective placement of de-icer material on municipal roads.

- The applications rates for all materials used (salt, salt/sand and liquid anti-icing) for winter maintenance shall be as outlined in Section 1.1.5 of this document.
- Prior to the start of each winter season, all spreaders will be calibrated. During the winter season the equipment will be checked and recalibrated once mid season and each time there has been work on the vehicle's hydraulic system.
- Prior to each winter season all routes will be benchmarked for the theoretical amount of winter materials required for a typical winter scenerio.
- Comparisons for application rates will be developed during the winter season, for each route. Application rates will be compared by route and by operator across the city.

### **2.1.4 Equipment Washing**

It is intended to reduce the amount of chlorides, oil, grease and grit that is discharged back into the environment. All winter equipment is currently washed down after use, utilizing the wash facility at the city owned 50 Municipal Street garage where capacity to the winter fleet requirements is somewhat limited.

- Before the 2009/2010 winter season, staff will investigate the reactivation of the existing water supply terminal in the Operations Yard at 45 Municipal Street. Utilization of this area for equipment wash-down will allow run-off to be captured and filtered by the oil/water grit separator which already exists in the yard. This will ensure non discharge of contaminated water to the environment.

### **2.1.5 Material Delivery and Handling**

In the fall of each year, salt and sand is delivered, mixed and stockpiled into the existing yard storage domes.

- Budget for and construct an additional storage site within the city. Allow provision for this facility in the 2014/2015 capital budget.
- Ensure proper records are kept that include weigh ticket with truck number for each delivery, weather conditions, covering of materials, timing of transfer of material in doors, and cleaning of the loading pad following the material transfer.
- Ensure all deliveries of sand and salt are covered while in transport and remain protected until properly stored inside the yard domes. Our current storage capacity consists of the following; “A” sand\* = 600 tonne, Salt = 7000tonne, “B” sand\*\* = 7000tonne
- Ensure the loading pad is swept clean following the transfer of the material to indoor storage.

\*Percent of salt in salt/sand mix by volume = 50%, \*\*Percent of salt in salt/sand mix by volume = 5%

### **2.1.6 Record of Material Usage**

Good record keeping includes the retention of accurate records on the amount of material used on each route by each vehicle and for each storm event.

- Utilize a material tracking system, which records usage on each route, by each truck for each storm event.
  - Compare material usage to the benchmarked usage.
  - The material tracking system will allow the rationalization of the amount of materials used with the amount ordered and the residual amount at the end of season.
  - Download the information from the electronic spreader controls weekly and compare the amounts of materials used with those recorded in the material tracking system.
- On a monthly basis each winter season, reconcile the salt, salt/sand inventories, relative to the quantities reportedly dispensed to the roads and the quantities purchased for the period.

### **2.1.7 Weather and Pavement Temperature Forecasting**

In order to ensure that the right material in the right amount is applied to the road at the right time, timely and accurate weather and pavement temperature forecasting is essential. Accurate pavement temperature forecasting is a tool to reduce the amount of salt used during a storm event. The forecast will facilitate the decision of when to apply the first round, the frequency of each round and if additional rounds are needed. This will be achieved by undertaking the following;

- Procure Environment Canada and/or The Weather Network weather forecast

- updates automatically by email with updates 24/7 for the winter season.
- Continue utilization of existing MTO RWIS sites located around Guelph in order to obtain access to the weather and the pavement temperature forecasting available from these RWIS sites. This is useful supplemental information to the Environment Canada forecasts.

### **2.1.8 Storm Response**

To assist patrol staff in decision making for winter maintenance, guidelines for response to winter storm events will be developed prior the 2006/2007 winter season. These guidelines will include scenarios with varying combinations of precipitation, air and pavement temperatures, time of day and traffic volume. The guidelines will consider the following criteria;

- Type of storm event; e.g. Alberta Clipper, Colorado Low, Nor-eastern etc.
- Air and pavement temperature during event
- At end or after the storm event; temperature rising, temperature falling scenario.
- Time of day; effect of heat gain during daylight hours
- Time of day; traffic volumes assist in breaking the bond of snow/ice with the pavement
- Wind direction and resulting drifting conditions.
- Frost penetration in the road base contributing to pavement temperature
- Maintain a snow fencing program to minimize drifting at troublesome locations (include live fences from plant material where possible)

### **2.1.9 Winter Patrol**

Winter Patrol is used to monitor road conditions and to react quickly to changing weather and road conditions. The Manager of Roads and Right of Ways will ensure the highest level of trained personnel perform this crucial function under the supervision of a seasoned road maintenance Supervisor. Direct communication with City Police and City Transit staff will enhance the patrollers' efficiency to ensure safe and timely winter control service to the community. The patrollers will provide 24/7 monitoring of the road conditions throughout the city of Guelph. Winter Patrol coverage will begin two to four weeks before winter rotating shifts are implemented for staff and end after winter rotating shifts cease in order to deal with frost and black ice events which arise as a prelude and end to winter. The additional patrol time coverage will overlap the city's spring sand cleanup operation.

### **2.1.0 Training**

All staff involved in winter maintenance; operators, patrollers, supervisors and managers will receive ongoing training. Training will be refreshed annually before the upcoming winter season and as Temporary Staff are hired on.

- Operators should be trained on the equipment they are assigned to operate and allowed sufficient time to reacquaint themselves with controls and how they operate.
- Operators will receive training on pavement temperature devices.
- Operators will receive training on salt and the use of salt for de-icing and anti-

- icing; and when to vary the amount of salt applied in order to be most effective.
- Supervisors and Patrollers will receive yearly refresher training on basic weather and pavement temperature forecasting, RWIS, and all other tools available to them for use in response to a winter storm event.
- Managers and Supervisors will attend workshops, such as the Canadian Snow and Ice Colloquium and the American Public Works Snow Conference, to learn the latest about new technologies and techniques being used in other jurisdictions, as well as share experiences with various products and materials.
- All staff will receive health and safety training with respect to equipment and materials used in winter control.

### **2.2.1 Technological Review**

Existing and new technology will be continuously monitored to determine their applicability in current policy and procedures with a view to altering them for continuous improvement in response to winter storm events. Some of these technologies include;

- Pre-wetting of salt prior to dispensing it to the road surface.
- Direct liquid application or anti-icing to the road surface before a storm event begins
- Impact/benefits of different liquids on the equipment used for application
- GPS for vehicle locating and data transfer
- Electronic spreader controls with capability for solids, liquids, and data transfer via GPS
- Ongoing updating of spreader equipment with liquid capabilities and spreader equipment technology.
- Material storage with inside loading, (future)
- Review of the current snow disposal facility to determine potential environmental restrictions that may develop as a result of on going Ministry of the Environment review of such facilities.
- Controlled run-off from loading pads at salt storage facilities
- Use of RWIS for localized weather and pavement temperature forecasting.
- Use of infrared thermometers for measuring pavement temperature
- Use of pavement temperature and dew point as a tool in determining when and what material is to be used.

### **2.2.2 Environmentally Sensitive Areas**

In 2009 and beyond, City of Guelph Roads and Right of Ways management staff will interface the municipal winter maintenance policies and practices with the possible impacts on environmentally and agriculturally sensitive areas by being cognisant of and in liaison with the appropriate city staff on the following issues;

- Monitoring of ground water and recharge areas
- Identification of wetlands, streams and valleys, environmentally sensitive areas, pond, lakes, reservoirs, woodlands, fish, wild life, plant habitat, threatened and endangered species, flood plains and hazard lands, and areas of natural and scientific interest.
- Seek guidance from federal/provincial ministries and/or agencies.

## 2.2.3 Communication Strategy

The City of Guelph communication strategy is to effectively communicate its winter maintenance program to the public in addition to municipal staff.

- Before the start of each winter season, prepare and distribute a winter maintenance guideline to the general public to ensure public awareness of the program that is being delivered. Post this information of the city web site as well and update regularly.
- Remind the public that road salt is not toxic to humans, but is harmful to the environment.
- Prepare an internal handbook for employees that communicates the Council approved winter maintenance policies and procedures and other important information such as, contact list, operator and patroller shift assignments, strategies for dealing with the media, school boards and the public, etc.

## 3.1.0 Monitoring and Updating

An annual review of the salt management plan by management and staff will occur at the end of each winter season. As a result of this review the plan will be updated to include any changes in department policy, strategies and new techniques or equipment to be used in the upcoming winter season.

## 4.1.0 Performance Measures

Performance measures will be used to determine whether the objectives of the salt management plan have been met, **Appendix 3**. Achievement, year over year, will be measured against the benchmark year described as “Current Winter Maintenance Program”, Section 1 of this salt management plan.

The indicators to be used will include:

Monitoring the severity of the winter season:

- Total annual cm of snow accumulation
- Total number of days with measurable snowfall
- Total number of days with freezing rain
- Total number of continuous winter event responses
- Total number of spot winter event response
- Total number of winter event hours

Monitoring the salt used

- Tonnes of salt purchased annually
- % of applications where discharge rates exceeded
- % of total trucks loaded in the yard where a spill occurred
- Total tonnes of salt applied annually per system km

Ensuring customer satisfaction

- % of winter event responses that meet or exceed the level of service policy

- Total number of complaints received regarding winter operations
- % of complaints that resulted in a response

Measuring the success of the plan

% of the goals set out in the plan that were met

### **5.1.0 Closing**

Over \$1 billion dollars is spent yearly in Canada on winter maintenance activities in order to keep roads safe and passable. The 2009 City of Guelph approved roads winter maintenance budget is \$2.485 million dollars. (This total does not include \$561,000 dollars of 2009 sidewalk winter control budget that is outside the scope of this plan). This investment ensures public mobility and the distribution of goods and services, which contribute to the overall economic well being of all communities including the City of Guelph.

Road salt is the most inexpensive reliable resource currently available which effectively performs this function. The possible re-designation of this resource to “CEPA-toxic”, should it occur, will have significant detrimental effects on our ability to cost effectively provide the crucial winter mobility fundamentals to our community. Society cannot afford to risk this from occurring and as such we must do all that we can to be proactive in salt management. Effective road salt management requires dedication to research, testing, refining, adopting and implementing best management strategies, policies and practices. Operations Management Staff is committed to providing this dedication to the cause of salt management and the well being of our local economy and the environment. Success in delivering effective salt management, however, is dependent upon City Senior Management and City Council adoption of the best practices strategies presented in this plan. Operations Management will continue to review and upgrade this plan yearly in conjunction with the latest trends and best practices to ensure conformity to and compliance with Federal, Provincial and local laws and best practices.

## Appendix 4

### Definitions

**Anti-icing.** means the application of liquid de-icers directly to the road surface in advance of a winter event.

**De-icing..** means the application of solids, liquids, pre-treated material to the road surface after the on-set of the winter event.

**Paved Road..** is a road with an asphalt surface, concrete surface or composite pavement,

**Pre-treat..** means the application of liquids (calcium chloride, sodium chloride, etc) to the sand pile or salt pile as the sand or salt is loaded into the storage facility.

**Pre-wetting..** means the application of liquids (calcium chloride, sodium chloride, etc) at the spinner of the truck just prior to application to the road surface.

**Surface Treated Road..** is road with bituminous surface treatment comprised of one or two applications of asphalt emulsion and stone chips over a gravel road.

**Unpaved Roads..** is a road with a gravel, stone or other loose traveling surface.

**Winter Event..** is a weather condition affecting roads such as snowfall, wind blown snow, sleet, freezing rain, frost, black ice, etc to which a winter event response is required.

**Winter Event Response ..** is a series of winter control activities performed in response to a winter event.

- **Continuous Winter Event Response..** is a response to a winter event with full deployment of manpower and equipment that plow/salt/sand the entire system.
- **Spot Winter Event Response..** is a response to a winter event with only a part deployment of manpower and equipment or with full deployment to only part of the system.

**Winter Event Response Hours ..** are the total number of person-hours per year (plowing, salting/sanding, winging back, etc.) to respond to winter events.



## Appendix 5;

### Minimum Maintenance Standards for Municipal Highways, Ontario Regulation 239/02 of the Municipal Act.

#### ONTARIO REGULATION 239/02

made under the

#### MUNICIPAL ACT

Made: July 23, 2002

Filed: August 8, 2002

Printed in *The Ontario Gazette*: August 24, 2002

#### MINIMUM MAINTENANCE STANDARDS FOR MUNICIPAL HIGHWAYS

Interpretation and Application

#### Definitions

1. (1) In this Regulation,

"cm" means centimetres;

"day" means a 24-hour period;

"motor vehicle" has the same meaning as in subsection 1 (1) of the *Highway Traffic Act*, except that it does not include a motor assisted bicycle;

"non-paved surface" means a surface that is not a paved surface;

"paved surface" means a surface with a wearing layer or layers of asphalt, concrete or asphalt emulsion;

"roadway" has the same meaning as in subsection 1 (1) of the *Highway Traffic Act*;

"shoulder" means the portion of a highway that provides lateral support to the roadway and that may accommodate stopped motor vehicles and emergency use;

"surface" means the top of a roadway or shoulder.

(2) For the purposes of this Regulation, every highway or part of a highway under the jurisdiction of a municipality in Ontario is classified in the Table to this section as a Class 1, Class 2, Class 3, Class 4, Class 5 or Class 6 highway, based on the speed limit applicable to it and the average annual daily traffic on it.

(3) For the purposes of subsection (2) and the Table to this section, the average annual daily traffic on a highway or part of a highway under municipal jurisdiction shall be determined,

(a) by counting and averaging the daily two-way traffic on the highway or part of the highway for the previous calendar year; or

(b) by estimating the average daily two-way traffic on the highway or part of the highway in accordance with accepted traffic engineering methods.

TABLE  
CLASSIFICATION OF HIGHWAYS

Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometres per hour)						
	100	90	80	70	60	50	40
15,000 or more	1	1	1	2	2	2	2
12,000 - 14,999	1	1	1	2	2	3	3
10,000 - 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	3	3
5,000 - 5,999	1	2	2	3	3	3	3
4,000 - 4,999	1	2	3	3	3	3	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	4	4
1,000 - 1,999	1	3	3	3	4	4	5
500 - 999	1	3	4	4	4	4	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

**Application**

2. (1) This Regulation sets out the minimum standards of repair for highways under municipal jurisdiction for the purpose of subsection 284 (1.4) of the Act.

(2) The minimum standards of repair set out in this Regulation are applicable only in respect of motor vehicles using the highways.

(3) This Regulation does not apply to Class 6 highways.

## Minimum Standards

### **Routine patrolling**

3. (1) The minimum standard for the frequency of routine patrolling of highways is set out in the Table to this section.
- (2) Routine patrolling shall be carried out by driving on or by electronically monitoring the highway to check for conditions described in this Regulation.
- (3) Routine patrolling is not required between sunset and sunrise.

TABLE  
ROUTINE PATROLLING FREQUENCY

Class of Highway	Patrolling Frequency
1	3 times every 7 days
2	2 times every 7 days
3	once every 7 days
4	once every 14 days
5	once every 30 days

### **Snow accumulation**

4. (1) The minimum standard for clearing snow accumulation is,
- (a) while the snow continues to accumulate, to deploy resources to clear the snow as soon as practicable after becoming aware of the fact that the snow accumulation on a roadway is greater than the depth set out in the Table to this section; and
- (b) after the snow accumulation has ended and after becoming aware that the snow accumulation is greater than the depth set out in the Table to this section, to clear the snow accumulation in accordance with subsections (2) and (3) or subsections (2) and (4), as the case may be, within the time set out in the Table.
- (2) The snow accumulation must be cleared to a depth less than or equal to the depth set out in the Table.
- (3) The snow accumulation must be cleared from the roadway to within a distance of 0.6 metres inside the outer edges of the roadway.
- (4) Despite subsection (3), for a Class 4 highway with two lanes or a Class 5 highway with two lanes, the snow accumulation on the roadway must be cleared to a width of at least 5 metres.
- (5) This section,
- (a) does not apply to that portion of the roadway designated for parking; and

(b) only applies to a municipality during the season when the municipality performs winter highway maintenance.

(6) In this section,

"snow accumulation" means the natural accumulation of new fallen snow or wind-blown snow that covers more than half a lane width of a roadway.

TABLE  
SNOW ACCUMULATION

Class of Highway	Depth	Time
1	2.5 cm	4 hours
2	5 cm	6 hours
3	8 cm	12 hours
4	8 cm	16 hours
5	10 cm	24 hours

**Icy roadways**

5. (1) The minimum standard for treating icy roadways is,

(a) to deploy resources to treat an icy roadway as soon as practicable after becoming aware that the roadway is icy; and

(b) to treat the icy roadway within the time set out in the Table to this section after becoming aware that the roadway is icy.

(2) This section only applies to a municipality during the season when the municipality performs winter highway maintenance.

TABLE  
ICY ROADWAYS

Class of Highway	Time
1	3 hours
2	4 hours
3	8 hours
4	12 hours
5	16 hours

**Appendix 5A**  
**Council approved sidewalk level of service, Schedule A**

Report to Planning, Environment and Transportation Committee  
January 31, 2005

**Appendix A**

**Minimum Winter Control Standards**

Activity	Discretionary Activity?	Current Standard		Minimum Maintenance Standard	
		Road Condition	Response Time	Condition	Response Time
Road Patrol	No	Class 2 Roadways Class 3 Roadways Class 4 Roadways Class 5 Roadways	2x every 7 days 1x every 7 days 1x every 14 days 1x every 30 days	Class 2 Roadways Class 3 Roadways Class 4 Roadways Class 5 Roadways	2x every 7 days 1x every 7 days 1x every 14 days 1x every 30 days
Road Plowing	No	Class 2 >= 2.5 cm ("two-lanes bare") Class 3 >= 2.5 cm ("centre-bare") Class 4 >= 2.5 cm ("centre-bare") Class 5 >= 8 cm* *(Revised Dec 2005) ("traction")	6 hrs 12 hrs 12 hrs 24 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	6 hrs 12 hrs 16 hrs 24 hrs
Road Salting	No	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm	4 hrs 8 hrs 12 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm	4 hrs 8 hrs 12 hrs
Road Sanding	No	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	4 hrs 8 hrs 12 hrs 16 hrs	Class 2 >= 5 cm Class 3 >= 8 cm Class 4 >= 8 cm Class 5 >= 10 cm	4 hrs 8 hrs 12 hrs 16 hrs
Snow Fencing	Yes	No Standard Set – Site specific (~1,500 m)		No Standard Set	
Sidewalks –mechanized Plowing/Salting/Sanding	Yes	Arterial Roads >= 4 cm Collector Roads >= 4 cm School Areas >= 4 cm Local Roads >= 8 cm	20 hrs	No Standard Set	
Pedestrian Steps/Walkways – Manual Clearing	Yes	>= 1cm	16 hrs	No standard Set	

**Appendix 6;**

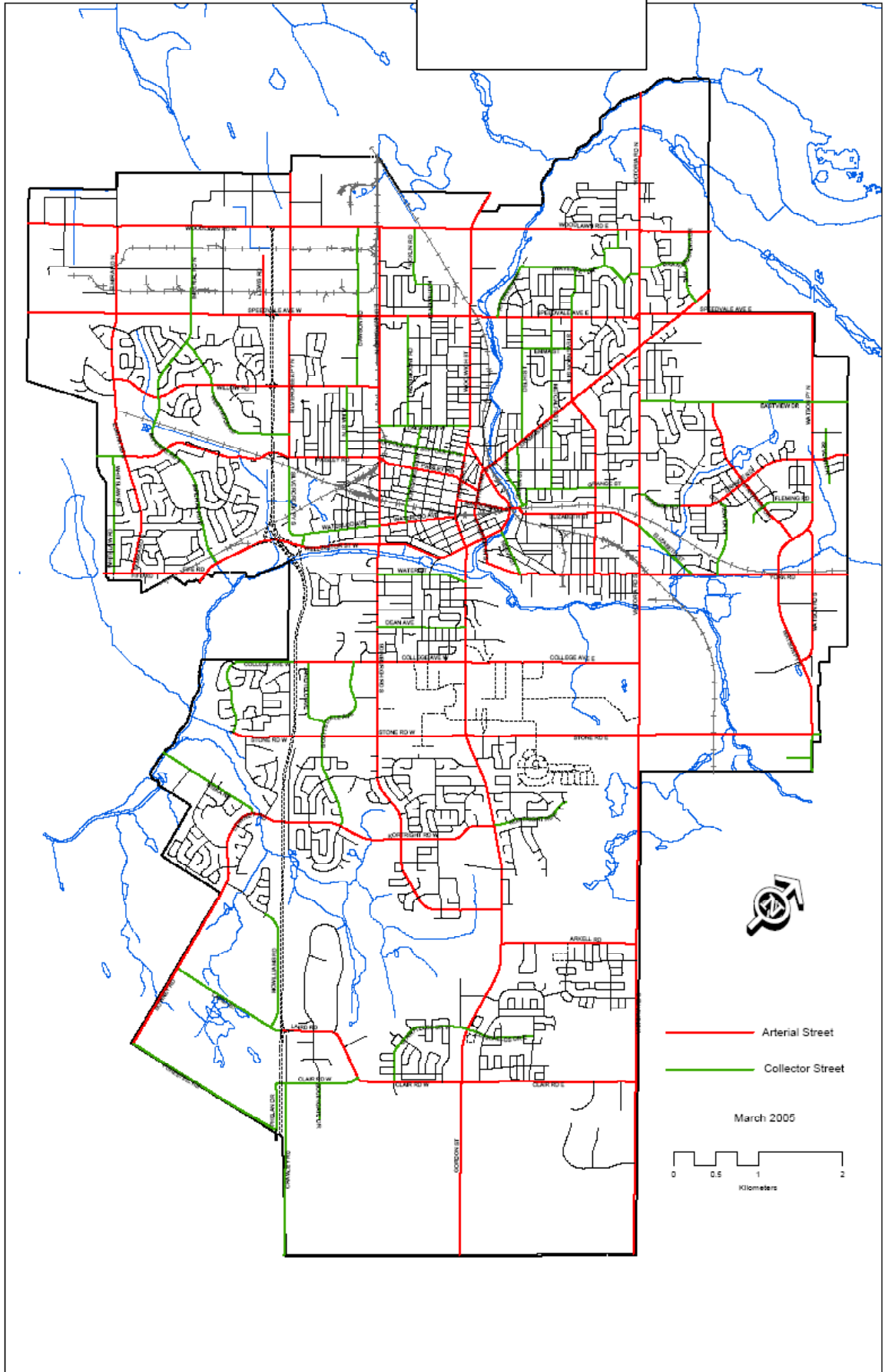
**City map of arterial and collector road system, classes 2, 3 and 4 roads. Residential roads, shown in black, are class 5 roads.**

**TABLE  
CLASSIFICATION OF HIGHWAYS**

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Average Annual Daily Traffic (number of motor vehicles)	Posted or Statutory Speed Limit (kilometres per hour)						
	100	90	80	70	<b>60</b>	<b>50</b>	40
15,000 or more	1	1	1	2	<b>2</b>	<b>2</b>	2
12,000 - 14,999	1	1	1	2	<b>2</b>	<b>3</b>	3
10,000 - 11,999	1	1	2	2	<b>3</b>	<b>3</b>	3
8,000 - 9,999	1	1	2	3	<b>3</b>	<b>3</b>	3
6,000 - 7,999	1	2	2	3	<b>3</b>	<b>3</b>	3
5,000 - 5,999	1	2	2	3	<b>3</b>	<b>3</b>	3
4,000 - 4,999	1	2	3	3	<b>3</b>	<b>3</b>	4
3,000 - 3,999	1	2	3	3	<b>3</b>	<b>4</b>	4
2,000 - 2,999	1	2	3	3	<b>4</b>	<b>4</b>	4
1,000 - 1,999	1	3	3	3	<b>4</b>	<b>4</b>	5
500 - 999	1	3	4	4	<b>4</b>	<b>4</b>	5
200 - 499	1	3	4	4	5	5	5
50 - 199	1	3	4	5	5	5	5
0 - 49	1	3	6	6	6	6	6

# Appendix 6





# Appendix 1

## Equipment - Winter Maintenance Fleet

Winter Maintenance Fleet – (City Of Guelph Ontario)																		
Equipment By Unit Number	Patrol	Truck			Winter Equipment				New Technologies							Grader, Contract Grader**	Sidewalk Equip	
	Patroller Pick Up 4x4 plow**	Tandem	Tri Axle	Single Axle	Plow	Wing	Combination Unit	Spreader	Spinner Single Dual	Electronic Controller	Calibration	Pre-wet Equip	Anti-icing Equip	Anti-icing, Pre-wet capacity	Infrared Thermometers			Loader, Contractor loader**
<b>Patrol Yard #1</b>																		
03301				Y	Y			Y	D	Y	Y	Y		340			Y	
02302		Y			Y	Y		Y	S	Y	Y	Y		680			Y	
98303		Y			Y			Y	D	Y	Y						Y	
98304		Y			Y			Y	D	Y	Y						Y	
06305				Y	Y	Y		Y	D	Y	Y	Y		340	Y		Y	
02306		Y			Y	Y		Y	S	Y	Y	Y		680	Y		Y	
02307				Y	Y			Y	S	Y	Y	Y		340	Y		Y	
98308		Y			Y	Y		Y	S	Y	Y	Y	Y	2500	Y		Y	
02310				Y	Y			Y	D	Y	Y	Y		340	Y		Y	
98311		Y			Y			Y	D	Y	Y	Y		680			Y	
06312				Y	Y	Y		Y	S	Y	Y	Y		340	Y		Y	
99314		Y			Y			Y	D	Y	Y	Y		680			Y	
98316		Y			Y					Y	Y		Y	7500			Y	
06664		Y			Y	Y				Y			Y	7500	Y		Y	
07562	Y														Y			
07282	Y														Y			
05288	Y							Y	S						Y		Y	
02352		loader			Y	Y										Y	Y	
07351		loader			Y	Y										Y	Y	
05432		loader			Y	Y										Y	Y	
04358		grader				Y											Y	Y

01325				Y							Y	1100			Y		
09280	Y**				Y			Y	S						Y		
01628															Y		Y
00354															Y		Y
01330															Y		Y
97603															Y		Y
97604															Y		Y
00384															Y		Y
97601															Y		Y
01379															Y		Y
01602	spare														Y		Y
ContractRoad Units														9 units**	Y 2006		17 units**

Spinner: S = single, D = Double spinner. Anti-icing/Pre-wet Capacity: Indicated in litres.

## Appendix 2

Yard Facilities, Patrol Yard #1, located at 45 Municipal Street, Guelph Ontario

Winter Maintenance Facilities – (City of Guelph Ontario)															
Location	Site Drainage				Material Storage										
	Washing On-site	Washing Inside	Dil/Grit Separator	Discharge Drainage	Sand	Salt	Liquids	Structure Type	Structure Floor Paved	Salt Sand Loading	Door Over-hang	Lighting	Mechanical Ventilation	Paved Loading Area	Liquid Containment
Patrol Yard #1	Y	Y	Y	Storm Sewer	Y	Y	Y	3 DOMES	Y	Outside	Y	Y	Y	Y	Y

'Y' indicates Yes

### Snow Removal and Disposal

Snow Disposal Sites -(City of Guelph Ontario)								
Location	Surface		Drainage/Run Off		Surrounding Land Use			
	Paved	Unpaved	Controlled	Uncontrolled	West	East	North	South
Wastewater Treatment Plant grounds		Y		Y	Ag	Ind	Road	River

'Y' indicates Yes, Ag = agricultural, Ind=industrial, Road=road, River=river

Note: No information on hand regarding contamination to any neighbourhood wells caused by road salts.

### Appendix 3

#### Continuous Improvement Practices and Strategies

Salt Management Plan- City of Guelph										
Continuous Improvement Options	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Level Of Service Policy; MMS Reg 239/02	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Establish & Implement Training packages	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Review of Winter Control Routes	Y			Y			Y			Y
Infrared Thermometers on all Patrol Trucks		Y								
Infrared Thermometers on all Plow Trucks		Y 5 units	Y 5 units	Y 5 units	Y 10 units					
Electronic Spreader Controls Purchase	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Construction of own RWIS Station							Y			
New Dome (Satellite Location)							Y			Y
Establish Storm Response Guidelines		Y								
Use of organic liquid additive to salt brine	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7500 litre organic liquid storage tank	Y									
New 15000 litre organic liquid storage tank							Y			
Provision for spill containment of liquid tanks	Y				Y				Y	
New 15000 litre salt brine storage tank	Y									
New 7500 litre brine dispensing truck (equipment # 06664)	Y								Y	
GPS installations	Y									
GPS installations-contractor equipment				Y						
Electronic spreader controls on entire fleet completed, (93-312)		Y								
Fleet replacement trucks to include pre-wetting technology, GPS and electronic spreader controls	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y



**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Traction mix changes, Example #1**

The dynamic nature of the SMP allows for ongoing improvements to winter maintenance operations to be trialed and implemented. Traditionally, the arterial and collector roads were treated as "salt routes". That is, these roads received the 4 hour response time envelope with respect to the Ontario Municipal Minimum Maintenance Standards, (MMS), for the application of salt as a road de-icer. The established bus routes throughout the city were treated as "sand routes". That is, these roads received the 8 hour response time envelope with respect to the MMS, for the application of road sand for traction.

The sand/salt mixture referred to in the "sand routes" in the past consisted of 25% salt and 75% sand ratio. In 2006 Staff had revised the salt/sand ratio to a 50/50 mix. The application rate was revised from 200kg/lane km of 25/75 mix to 100kg/lane km for the 50/50 mix. This translates to a net zero change in the amount of salt used, but results in a net reduction in the amount of sand used by 2/3, (from 150kg/lane km to 50kg/lane km). This change resulted in less sand being used for winter operations which translated to less spring cleanup being required. This was accomplished without compromising winter road safety.

**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Pre-wetting and anti-icing example #2**

The SMP review process also encourages the use of new technologies. Such technologies consist of, pre-wetting of road salt prior to application to reduce surface bounce, as well as anti-icing of roadways, which prohibits the bond between the snow and the road pavement from occurring. Both of these best practices reduce the overall usage of salt and ultimate output to the environment. Pre-wetting is generally performed with a straight salt brine solution. Technological advances in this area have developed mechanized spreaders which can increase the amount of liquid salt brine applied to the output salt to ultimately allow a reduction in the amount of road salt dispensed, (total tonnage, wet + dry equivalent). Additionally, organic additives have been developed and are being trialed to even further reduce the amount of salt output. These organic additives enhance the chemical effectiveness of the road salt while the spreader technology allows for increased liquid volume dispersal. This combination has resulted in favourable returns in winter control operations as well as environmental aspects.

Anti-icing technology is the practice of applying a 23% salt brine solution to the roadway in advance of a storm in order to prevent the frozen precipitation from bonding to the roadway. This technology effectively increases our allowable response time to apply de-icing materials, salt, to the road surface as well as reduces the total amount of salt required to return the road surface to a safe drive-able, ice/snow free state.

**Appendix to ECO Report June 15, 2009, RE Salt Management  
Plan.  
Accomplishments.**

**Elimination of Sand Routes, Example #3**

The dynamic nature of the SMP allows for ongoing improvements to winter maintenance operations to be trialed and implemented. In 2008 in order to once again improve our compliance to the SMP and increase our efforts to reduce salt output and reduce overall impact of winter operations to the environment. The "sand routes" were effectively eliminated and treated as salt routes. The service delivery times did not change relative to the Minimum Maintenance Standards, (based on road traffic volumes), for these roads, The 50/50 mix (at 100kg/lane km application rate) was eliminated from use and we applied straight road salt at a rate of 50 kg/lane km instead. This change resulted in a net reduction of sand applied to the road while still providing the same amount of salt to protect the road from winter conditions. This change has manifested itself in major savings in the spring cleanup program and has ultimately saved the environment with respect to the amount of sand applied in winter control to the city's road network as well as the mechanical effort required in spring to collect and dispose of the roadway sand in our spring sweeping program.



# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services  
**DATE** June 15, 2009

**SUBJECT** **Notification and Recommendation of a Special Event at Goldie Mill**

**REPORT NUMBER** CS-IS-0912

## RECOMMENDATION

**THAT** an application for a special events permit to serve alcohol at a wedding to be held on Saturday, July 4, 2009 at Goldie Mill Ruins - Amphitheatre (closed in area) be approved.

## BACKGROUND

On May 26, 2009, Facility Booking staff received an amendment to a special events application requesting permission to serve alcohol at the Goldie Mill Ruins for a wedding celebration. The event set-up will commence on Saturday, July 4 at 4:00 pm with the wedding celebration and cocktail reception commencing at 6:15 pm and concluding at 8:30 pm the same day. The wedding party and guests will then move to the Guelph Youth Music Centre for the reception. The expected attendance at the wedding is approximately 100 guests.

Staff spoke with the applicants on May 26, 2009 to confirm the specific operational requirements to host the event, as well as the specific limitations of site, i.e. prohibition of amplified sound at the site, limitations for available parking and staff's ability to respond to last minute/overnight graffiti or vandalism at the mill.

## REPORT

The ruins have been reserved in the past for special events and in accordance with the Alcohol Risk Management Policy the event requires Council approval based on the organizer's request to serve alcohol.

Staff has confirmed with the organizer the requirement to use Smart-Serve trained bartenders and have Event Staff from the City on-site while alcohol is served. Alcohol will be served between the hours of 6:15 pm and 8:30 pm on July 4, 2009.

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The public would still have permission of passage using the upper path between the Guelph Youth Music Centre and the ruins.

## **CORPORATE STRATEGIC PLAN**

Goal 2: A healthy and safe community where life can be lived to the fullest

Goal 5: A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

Community Services staff have consulted with:

Operations/Parks staff

Building Department staff

Fire Prevention Officer

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A

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### **Prepared By:**

Brent Labrosse

Special Events & Tournament Coordinator

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---

### **Recommended By:**

Barb Powell

Manager of Integrated Services

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---

### **Recommended By:**

Ann Pappert

Director of Community Services

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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services  
**DATE** June 15, 2009

**SUBJECT** **County of Wellington: Partnership Agreement with Neighbourhood Support Coalition**

**REPORT NUMBER** CS-NE-0913

## **RECOMMENDATION**

THAT the Mayor and Clerk be authorized to execute the service agreement between the City of Guelph and the County of Wellington for the funding support of the Neighbourhood Support Coalition and the provision of neighbourhood group programs and services.

## **BACKGROUND**

In July 2002, the Joint Services Committee for Wellington County agreed to enter into a partnership with the Neighbourhood Support Coalition (NSC) to support a Community Based Poverty Reduction Strategy. This strategy focused on the support of neighbourhood-based programs, services and outreach to families. To solidify this partnership the County agreed to annualized funding to the Neighbourhood Support Coalition to support the work of neighbourhood groups across the City.

## **REPORT**

Since 2002 the City of Guelph has acted as a transfer payment organization receiving funds from the County on behalf of the Neighbourhood Support Coalition. These funds are received as partner contributions and then allocated to neighbourhood group business units that are included in the City's annual operating budget. The NSC recommends the breakdown of fund distribution to each neighbourhood group through their annual participatory budgeting process. The County is agreeing to provide \$75,000 in 2009 through four equal installments to support the work of neighbourhood groups across the city.

The City has been signing the annual service agreement on behalf of the NSC since 2002 and agrees to ensure that the Neighbourhood Support Coalition continues to act in the capacity as outlined in the attached service description schedule. Up until 2008 the agreement has been signed by the City's Community Development Manager. The County has requested that the 2009 service agreement be signed by the Mayor on behalf of the Corporation.

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## **CORPORATE STRATEGIC PLAN**

Goal 2: A healthy and safe community where life can be lived to the fullest

Goal 5: A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

Partner contributions received in the City's operating budget

## **DEPARTMENTAL CONSULTATION**

Legal and Risk Management Services

## **COMMUNICATIONS**

## **ATTACHMENTS**

Service agreement and service description schedule.



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### **Prepared By:**

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Manager, Neighbourhood Engagement  
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cindy.richardson@guelph.ca

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### **Recommended By:**

Ann Pappert  
Director of Community Services  
519-822-1260 ext. 2665  
ann.pappert@guelph.ca

## **SERVICE AGREEMENT**

This agreement made in triplicate this first day of January 1, 2009

BETWEEN

**The Corporation of the County of Wellington**  
("The County")

AND

**The Corporation of the City of Guelph**  
(The Guelph Neighbourhood Support Coalition)  
("Service Provider")

The Parties agree:

1. The County will provide **\$75,000.00** dollars annually to the Service Provider in four equal installments.
2. The Service Provider agrees to provide services in accordance with the attached service description schedule. Should any fundamental changes occur in the manner in which services are delivered the Service Provider shall notify County staff and submit a new funding proposal to the County.
3. The Service Provider will submit to The County a status report on the project's progress at its yearly midpoint, including statistics indicating the number of clients served through the funding provided to the program. It is understood that failure to submit this report will be deemed a breach of the agreement by the Service Provider.
4. One month after the conclusion of the calendar year the Service Provider will submit to The County a summary project report including, at a minimum, the number of clients served, a statement of revenue and expenditures, indicating the County's share of overall funding and an evaluation of the project's outcomes. At the same time the Service Provider will return to The County any monies advanced by The County but not expended in accordance with this agreement.
5. The Service Provider, its directors, officers, employees, agents, and volunteers will hold confidential and will not disclose or release to any person at any time during or following the term of this agreement, except where required by law, any information or documentation that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to release or disclosure of such information or documentation.

6. The Service Provider agrees that the staff and/or volunteers responsible for provision of the services pursuant to this agreement will upon reasonable request be available for consultation with County staff.
7. The Service Provider will, both during and following the term of this agreement, give indemnity and save harmless The County, its officers, employees, Council members, agents, and partners from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints, or other proceedings in any manner, based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents, or volunteers in connection with the services provided, purported to be provided, or required to be provided by the Service Provider pursuant to this agreement. Without limiting the generality of the foregoing, such indemnity shall include all legal costs, fees, and disbursements, and any administrative costs incurred by the County.
8. The Service Provider will obtain and maintain in full force and effect, during the term of this agreement, general liability insurance acceptable to the County in an amount of not less than \$1,000,000 (one million) Canadian Dollars per occurrence in respect of the services provided pursuant to this agreement. This insurance shall:
  - (a) include as an additional insured, "The Corporation of the County of Wellington" in respect of and during the provision of services by the Service Provider pursuant to this agreement;
  - (b) contain a cross-liability clause endorsement; and
  - (c) contain a clause including liability arising out of the agreement.

The Service Provider will submit to The County, upon request, proof of insurance.
9. The Service Provider will not assign this agreement, or any part thereof, without the prior written approval of The County, which approval may be withheld by The County or given subject to such conditions as The County may impose.
10. The Service Provider will not sell, change the use of, or dispose of any item, furnishing, or equipment purchased with The County with funds pursuant to this agreement without the prior written consent of The County, which consent may be given subject to such conditions as The County may impose.
11. The Service Provider agrees that the Service Provider and its employees and representatives, if any, shall at all times comply with any and all applicable Federal, Provincial, and Municipal laws, ordinances, statutes, rules, regulations, and orders in respect of the performance of this

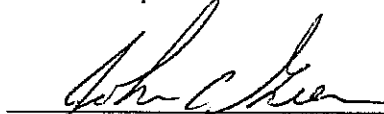
agreement.

12. It is understood that The County may withhold payments, if the Service Provider is in breach of this obligations under this agreement.
13. This agreement may be terminated by either party by giving thirty (30) days' written notice. In the event of termination, the Service Provider will immediately refund to The County any monies advanced by the County and not expended in accordance with the project's budget.

Signed and dated:

Dec. 2/08  
(Date)

The Corporation of the County of Wellington

  
Donna M. Wyeck

The Corporation of the City of Guelph

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
\_\_\_\_\_

**SERVICE AGREEMENT  
SERVICE DESCRIPTION SCHEDULE**

**Effective January 1, 2009**

**ORGANIZATION: The City of Guelph**

**SERVICE NAME: Guelph Neighbourhood Support Coalition**

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**Service Description:**

The Guelph Neighbourhood Support Coalition is a network of neighbourhood groups, sponsoring agencies and program partners. Each neighbourhood group operates in an autonomous way at the grass roots level to meet needs for children, youth and their families that have been identified in their neighbourhood. Through the Coalition, the neighbourhood groups bring together their collective resources to share information, provide support, distribute available resources, advocate for community issues and required funding.

**Vision**

The Coalition envisions a Guelph community of healthy children, strong families, and vibrant neighbourhood, that embraces diversity, creates opportunities, and promotes a high quality of life for all residents.

**Mission**

The Neighbourhood Support Coalition is a network of neighbourhood and community organizations that is committed to building and sustaining neighbourhood groups, strengthening individuals and families, ensuring healthy growth and development for every child.

**Core Values**

**Building Community ...** we believe in the strength of citizens' participation and their ability to build safe, healthy and vibrant Neighbourhood for families and children.

**Partnerships ...** through intersectoral partnership we can identify valuable resources and become more responsive to community needs.

**Diversity ...** respect for Neighbourhood diversity drives the Coalition to represent the carrying needs of all citizens.

**Innovation ...** we embrace innovative, cost effective approaches to problem solving utilizing the strength of our partners, community research and community lessons learned.

**Healthy Citizens ...** by investing in the skills and knowledge of our members we will provide opportunities for families, vulnerable children and the personal growth of youth and adults.

**Trust ...** we will keep commitments and be dependable, honest, and truthful.

**Respect ...** we treat people fairly and equally.



**Service Objectives/ Values:**

- To strengthen citizens' participation and engagement
- To develop intersectoral partnerships to identify resources and to be responsive to community need
- To embrace innovative, cost effective approaches to problem solving
- To invest in the skills and knowledge of community members through providing opportunities for families, vulnerable children and the personal growth of youth and adults

**Expected Outcomes/Vision:**

- A Guelph community of healthy children, strong families, and vibrant neighbourhood that embrace diversity, creates opportunities, and promotes a high quality of life for all residents.
- A model of collaboration and an innovative community based approach that will lead the way for enhanced social development and strengthen community capacity building while increasing community economic growth.

**Reporting Requirements:**

The service provider is required to provide the County of Wellington with the Coalition's progress at its yearly midpoint, including statistics indicating the number of clients served through the funding provided to the Service Provider. One month after the conclusion of the calendar year the Service Provider will submit to the County a summary project report including, at a minimum, the number of clients served, a statement of revenue and expenditures, indicating the County's share of overall funding and an evaluation of the project's outcomes.

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**Agency Authorized Signatures:**

On behalf of the City of Guelph:

\_\_\_\_\_ Date: \_\_\_\_\_

On behalf of The Corporation of the County of Wellington:

Elda Ate Date: March 20/09

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# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations Department  
**DATE**                            June 15, 2009

**SUBJECT**                      **Metcalfe Street – 2 hour zone**  
**REPORT NUMBER**

## **RECOMMENDATION**

THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

## **BACKGROUND**

Over the past three years, public concerns have been raised with respect to motorists parking vehicles for extended periods on Metcalfe Street between Eramosa Road and Pleasant Road (Attachment A). These concerns include driveway access being constrained, unavailable on-street space for visitors to their homes and the narrowing of the street because Operations' crews are unable to clear snow accumulation because of parked

Concerns indicate that a large number of these vehicles belong to visitors and staff of the Elliott Community Home, who choose to park on-street rather than utilize the Elliott Community Home's parking lot. Under the current Council approved procedures, where safety concerns are not present but a neighbourhood requests a change to the existing on-street parking restrictions, staff utilize the City's On-Street Parking Changes Convenience Requests Procedure (Attachment B) to process the request. This procedure requires that a minimum of 75% of those residents affected respond in favour of a parking restriction before it is implemented. The high favourable response rate is to ensure changes to on-street parking regulations do not occur with only marginal support of the residents affected.

As the width of Metcalfe Street does not warrant parking restrictions for safety reasons, in March 2008 at the request of residents, staff conducted a survey to determine residential support for the implementation of an on-street parking restriction. The favourable response rate received for this survey was 29%, as this rate was below the required 75%, staff did not proceed further with the matter.

In January 2009, due to on-going concerns, representatives of the Elliott Community Home held a public meeting in which Councillor Findlay and the majority of affected residents attended. During this meeting, all parties voiced their support for the implementation of a 2-hour zone from 8:00a.m. to 6:00p.m. Monday to Friday and requested a second survey be completed by staff.

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A second survey was conducted in February 2009, but again staff could not proceed with a 2-hour zone, as the favourable response rate was only 36% of those surveyed. In total 33 properties were surveyed, 12 residences were in favour of a 2 hour zone, 1 residence was opposed and 20 properties failed to respond including some who voiced support at the public meeting.

While the Elliott Community Home did not respond to the February 2009 survey, on May 26, 2009, the Elliott Board of Trustees passed a motion requesting that the current parking arrangement on Metcalfe Street remain and that the matter not proceed before Council as the favourable response rate to the survey was below the required 75%.

## **REPORT**

Although an overall 75% favourable response rate has not been received by surveying, there continues to be strong residential support for a parking restriction within the area immediately affected.

Staff are somewhat empathetic to these homeowners that must endure this parking activity created because of an institutional/commercial land use within the neighbourhood. While the Elliott Community Home encourages their staff to park on their property, Metcalfe Street is a public roadway and there is nothing illegal about their staff or visitors taking advantage of publicly available on-street parking.

The current policy does not permit the creation of part-block parking regulations because of the migratory nature of parking. If regulations are to be implemented, it is highly desired they continue to be done so on a block by block basis.

In light of the foregoing, staff are requesting a variance to the City's On-Street Parking Changes Convenience Procedure to allow for the implementation of a 2-hour zone from 8:00a.m. to 6:00p.m., Monday to Friday on Metcalfe Street from Eramosa Road to Pleasant Road. It is hoped a regulation of this nature will address the on-going long-term parking that currently takes place, yet continue to provide for visitor parking to both the Eliot Community Home and the residents of this street.

## **ALTERNATIVES**

To take no action until the parking activity affects a sufficient number of residents such that the parking policy thresholds are met.

## **CORPORATE STRATEGIC PLAN**

5.2 A consultative and collaborative approach to community decision making

## **FINANCIAL IMPLICATIONS**

None

## **DEPARTMENTAL CONSULTATION**

N/A

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## **COMMUNICATIONS**

Affected property owners on Metcalfe Street were notified by letter that this report would be brought to the Emergency Services, Community Services & Operations Committee on June 15, 2009 for review. (Attachment C)

## **ATTACHMENTS**

Attachment "A" – On-Street Parking Changes Convenience Requests Procedure

Attachment "B" – Map of affected residents

Attachment "C" – Residential Notice

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### **Prepared and Recommended By:**

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Acting Manager, Traffic & Parking  
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### **Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

# Corporate Policy and Procedure



**Policy No.** 20  
**Page** 1 of 2  
**Effective Date** June 16, 2003  
**Revision** A

**File No.** 15.114.\*\*\*  
**Authority** Parking Regulations & Enforcement  
**Subject** On-Street Parking Changes Convenience Requests  
**Related Policies** n/a  
**Approved by** City Council, June 16, 2003  
**Revision Date**

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**Policy Statement** Traditionally staff have accepted any written request to change existing on-street parking regulations. If the request was deemed not to be a safety concern then it was treated as a convenience request. Meaning a change to an existing parking regulation was not required to protect the safety and/or property of the general public.

Common requests include:

- Requests to remove parking on a local road from one side of the street because two vehicles cannot pass each other
- Restricting parking opposite a driveway in order to allow an easier egress from adjacent properties
- Requests to prohibit parking in order to discourage long term parking on their street.

Requests of convenience have generally been approved when supported by the majority of area property owners. However, these requests needlessly reduce the City's on-street parking inventory and tend to consume a significant amount of Council, Committee and staff time.

**Purpose** To maximize the City's on-street parking inventory

**Approval**  Staff  Bylaw Amendment  Committee of Council/Council

**Funding**  Operating  Capital  None Required

Business unit: New Sign Installations 720-3141

**Eligibility** Any street within the City of Guelph, excluding those streets within the Central Business District.

**Fee** Not Applicable

# Corporate Policy and Procedure



**Policy No.** 20  
**Page** 2 of 2  
**Effective Date** June 16, 2003  
**Revision** A

## Procedure

Upon receiving a written request to change an existing on-street parking regulation, staff will determine if the request is warranted as a safety concern (see Policy 03-002, On-street Parking Changes: Safety Requests Policy). If the request is not warranted as a safety concern and does not prohibit on-street parking the request will be dealt with in the following manner:

### Petition

1. The requesting resident will be advised that in order for staff to proceed with the request a petition with valid signatures from at least 75% of the *households* in the *affected area* must be submitted to the Traffic Services Division. The petition will be provided by the Traffic Services Division to ensure all of the relevant information is provided.

### City Survey

2. Upon receiving an acceptable petition, staff will circulate a survey to *affected property owners* to confirm their support.
3. Property owners will be given 10 *business days* after the survey has been issued to return their completed surveys.
4. Surveys will be summarized by staff after the submission deadline.
5. 75% of the *affected property owners* must be in favour of the requested change in order for staff to support the request.
6. Staff will then notify all *affected property owners* identifying the results of the survey, with staff's decision to install the requested change or to take no further action.

There will be no opportunity to object to the results of the survey, and no action will be taken on requests that have been reviewed within two years of the date of the request, unless a significant change has occurred within that area.

## Notification

Not Applicable

## Enforcement

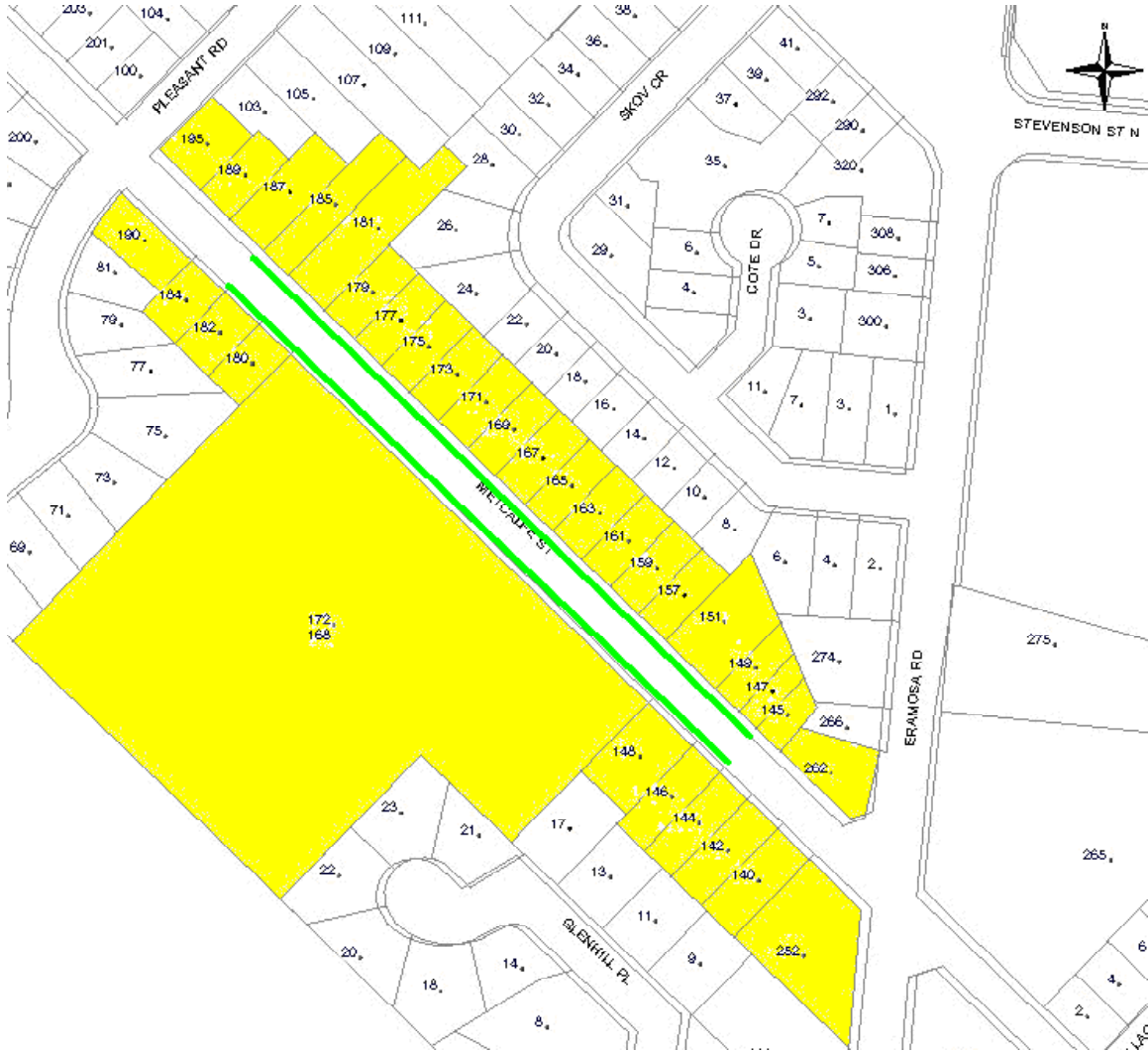
Routine  Complaint Received  Not Applicable



## Attachment(s)

Refer to Traffic By-law (2002)-17017 Schedule XV: No Parking, Schedule XVI: No Stopping and Schedule XVII: Restricted Parking.

# Attachment "B"

## Map of Affected Metcalfe Street Properties



-  Affected Properties
-  Proposed 2-hour restriction 8am-6pm, Monday to Friday

Attachment "C"

June 2, 2009

Residents of Metcalfe Street

**RE: Parking Concerns - Metcalfe Street**

As you are aware, early this year staff surveyed residences on Metcalfe Street requesting input into whether to implement a 2-hour time limit zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road.

Please note that of the residences surveyed only 36% responded in favour of implementing the proposed 2-hour time limit zone. As the requisite number of responses in favour of the 2-hour time limit zone was below the 75% required as indicated in the City's On-Street Parking Changes Convenience Procedure, staff are unable to proceed to implement a on-street parking restriction at this time. This being said, given the on-going public concerns, staff will request City Council to grant a variance to the required 75% favourable response rate and approve the creation of a 2-hour zone from 8:00a.m. to 6:00a.m., Monday to Friday on both sides of Metcalfe Street from Eramosa Road to Pleasant Road.

The Metcalfe Street 2-hour zone variance request will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on June 15, 2009 at 5:00 p.m. in Committee Room 212, City Hall, 1 Carden Street, Guelph, ON.

As with all staff reports, if you wish to speak to the Committee about this matter, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than June 12, 2009. If you are unable to attend this Committee meeting and wish to make comment, send or email your written comments to Dolores Black, 1 Carden Street, N1H 3A1, Dolores.Black@Guelph.ca no later than June 12, 2009.

I would like to thank you for your assistance in this matter.

Yours truly,

Doug Godfrey,  
Acting Manager, Traffic and Parking

Cc:  
Ian Findlay, Ward 2 Councillor  
Vicki Beard, Ward 2 Councillor  
Derek McCaughan, Director, Operations Department

File #15.114.219



# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Operations  
DATE June 15, 2009

**SUBJECT Open Air Urinals**

## **RECOMMENDATION**

THAT, in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

## **BACKGROUND**

The Night Life Task Force, (chaired by Guelph Downtown Business Association), Guelph Police Service and staff have been wrestling with the negative affects of public urination in downtown Guelph for some time. The Task Force is presently working to introduce a public education campaign. A primary challenge to the campaign is the absence of public washrooms, especially during the early hours of each morning when local bars close.

## **REPORT**

Public urination has been an on-going downtown issue for a number of years. A major challenge in addressing this has been the absence of facilities for public use when local bars let out in the early hours of the morning. Without addressing this absence of infrastructure, the success of any initiative to curtail this activity will be limited.

The Night Life Task Force is currently working on an anti-public urination campaign which is anticipated to be launched over the summer. There has been on-going dialogue regarding introducing portable washrooms within the Wyndham Street/Macdonell Street vicinity, which seems to be the most problematic area downtown. However, there are security and public safety concerns regarding the inherent portable toilets' enclosed design and absence of internal lighting.

It has been suggested that both security and lighting issues could be resolved with the introduction of 'open-air' urinals. These facilities are quite common in Europe but not in Canada. Open air urinals are either permanently plumbed or portable man-made facilities. Their pertinent design feature is they are not fully enclosed to prevent viewing from passer-bys. Designs range from no concealment to mid-waist concealment-only to 'screened' concealment.

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In collaboration with the Night Life Task Force, staff are recommending the fabrication and placement of a facility on Macdonell Street near its intersection with Wyndham Street during the coming summer months to evaluate its effectiveness at reducing the frequency of public urination and its public acceptance. It is proposed the facility be put in place each Thursday late-afternoon and removed the following Sunday morning with it being removed, emptied and sanitized daily. The design being considered would screen users from public viewing from their knee upwards. Users' knees downward would be exposed to public viewing.

Of particular note, the facility being considered will be designed exclusively for use by men, those known to be mostly responsible for creating this issue. Consequently, the facility will not be designed, nor intended for use by women, nor will it be accessible. It is important to re-iterate a primary objective of this initiative is to evaluate public acceptance of such facilities through a short-term trial period. Should it be deemed acceptable, then the issues of gender accommodation and accessibility would be addressed when permanent facilities are considered.

In conclusion, Operations agree this on-going issue needs attention and is prepared to manage its approved operating budget in order to identify funding to undertake this evaluation. That said, we are also of the opinion this issue should not be resolved solely through City efforts. In that regard, it is further recommended that staff undertake discussion with the Night Life Task Force and other downtown stakeholders to determine if a level of outside funding of this initiative is possible.

### **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city.

Goal 2: A healthy and safe community where life can be lived to the fullest.

Goal 5: A community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

The cost of this initiative will range between \$700 - \$1200 per week.

### **DEPARTMENTAL CONSULTATION**

Environmental Services – Waste Water

### **COMMUNICATIONS**

The Downtown Night Life Task Force and Downtown Co-ordinating Committee are aware this matter is before committee.



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### **Prepared & Recommended By:**

Derek J. McCaughan

Director

(519) 822-1260 ext 2018

derek.mccaughan@guelph.ca

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, June 15, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, June 15, 2009 in Council Committee Room at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Laidlaw and Mayor Farbridge

Absent: Councillor Findlay

Also Present: Councillors Beard, Bell, Kovach and Piper

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. B. Brombal, Coordinator, Service Performance & Development; Mr. S. Mattina, Manager, Roads/Right of Ways; Mr. D. Godfrey, Acting Manager, Traffic & Parking; Ms. S. Smith, Associate Solicitor; Ms. L. Meyer, Supervisor, Administration; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge

Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on May 19, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A. were extracted from the Consent Agenda to be voted on separately:

- Guelph Farmers' Market Operating Review
- Winter Control Salt Management Plan
- Sidewalk Winter Control Service Review Results
- County of Wellington: Partnership Agreement with Neighbourhood Support Coalition
- Metcalfe Street – 2 Hour Parking zone
- Open Air Urinals

2. Moved by Councillor Laidlaw

Seconded by Councillor Farrelly

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

June 15, 2009

**Emergency Services, Community Services & Page No. 2  
Operations Committee**

1) **Voluntary Trial Period for Proposed Guelph  
Hazardous Materials Management Website and By-  
law**

Chief S. Armstrong

THAT the report of the Community Emergency Management Coordinator dated May 26, 2009 with respect to a voluntary trial period for a proposed hazardous materials management website and by-law be received for information.

2) **Notification and Recommendation of a Special  
Event at Goldie Mill**

REPORT

THAT an application for a special events permit to serve alcohol at a wedding to be held on Saturday, July 4, 2009 at Goldie Mill Ruins – Amphitheatre (closed-in area) be approved.

Carried

**Open Air Urinals**

Ms. Jennifer Mackie, Downtown Guelph Business Association provided information regarding the process that led to the recommendation and stated that the Association supportive of the pilot project.

Mr. Tom Dowd advised he has witnessed many people urinating in public in the downtown. He would like to see the issue addressed on a bigger scale and that there be repercussions for violators rather than providing this option.

Staff advised of the timing, location and method of disposal of the urinals. Steps will be taken to ensure the safety of the employees, and plans are to contract out the task of placement, emptying and removal of the urinals. The units are not proposed to be gender neutral.

Chief Davis advised that there are no public facilities available to the public in the downtown. They will monitor success by the amount of mess in the alcoves and alleyways. Police will continue to lay charges under the Fouling by-law.

Mr. Rodford, Guelph Downtown Business Association, advised that this is a three pronged approach: communication, availability of a urinal and enforcement. Posters to be designed include the availability of the open air urinals and fines for non-compliance of the Fouling by-law.

REPORT

3. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

Carried

### **Sidewalk Winter Control Service Review**

Ms. B. Brombal, outlined the objectives of the review and advised of the public consultation process to date. She advised that there will be a 50/50 mixture of salt and sand which is the City currently uses will be made available to the public for sidewalk de-icing.

REPORT

4. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

THAT the report dated June 15, 2009 'Sidewalk Winter Control Service Review Results' be received;

AND THAT staff proceed to develop and implement a one-year pilot program to provide residents with access to de-icing/traction material at no cost to encourage a cooperative effort to treat icy conditions on all sidewalks;

AND THAT staff evaluate and report back to Council on the effectiveness of the one-year pilot program to provide residents with access to de-icing/traction material.

Carried

### **Guelph Farmers' Market Operating Review**

Mr. K.C. Hornsby, a member of the Executive Committee and a vendor at the Farmers' Market expressed concern regarding the insurance level since once a home-based business adds the City on their policy, it puts them into a higher insurance bracket. He suggested a blanket policy for all vendors at the market. He suggested the Farmers' Market of Ontario may be willing to assist with establishing a blanket policy. He believes a high percentage of vendors would be lost under the current proposal. He also raised concerns with the possibility of the City being able to refuse arts and crafts vendors.

Ms. Catherine Mambourg, was concerned about the loss of vendors due to high insurance costs and suggested the City get liability insurance and transfer the costs to the vendors.

Mr. T. Kenny, a vendor of the Farmers' Market objected to the strict market hours and the restrictions placed on the Market Clerk.

Mr. Ewen Lewis, a member of the Executive Committee for the Farmers' Market, expressed concerns with the arts and crafts stipulations, restrictions on the market clerk, vendor access to the building, the City's approval process, terms of reference, non compliance, and insurance.

Mr. D. McCaughan

5. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge

THAT the matter of the 'Guelph Farmers' Market Operating Review' be referred back to staff to address the following issues:

- insurance requirements;
- market hours;
- roles and responsibilities of the Market Clerk;
- arts and crafts stipulations;
- vendor access to the market building;
- the City's approval process;
- terms of reference; and
- consequences of non-compliance

Carried

### **Metcalfe Street – 2 Hour Parking Zone**

Mrs. Gilchrist, a resident on Metcalfe Street, advised there are several parking issues, including encroachment on their driveways, too much parking on the street by staff of the Elliott. She requested that the variance be accepted.

Mr. Glowacki, an area resident, concurred and expressed concern about safety.

Mr. Joe Maltby, an area resident, concurred and advised that as a result elderly visitors cannot get close access to the Elliott.

Mr. Al Fergus was not in attendance.

6. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking

zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

Carried

**Winter Control Salt Management Plan**

Staff will provide a report including the amount of salt/sand used on the roads, as well as the annual spring deposit and collection of sand. At least once per Council term staff will provide a trend analysis report.

REPORT

7. Moved by Mayor Farbridge

Seconded by Councillor Laidlaw

THAT the Emergency Services, Community Services and Operations Committee report, 'Winter Control Salt Management Plan' dated June 15, 2009 be received;

AND THAT the Salt Management Plan as presented in the 'Winter Control Salt Management Plan' report of June 15, 2009 be approved.

Carried

**County of Wellington: Partnership Agreement with Neighbourhood Support Coalition**

REPORT

8. Moved by Mayor Farbridge

Seconded by Councillor Laidlaw

THAT the Mayor and Clerk be authorized to execute the service agreement between the City of Guelph and the County of Wellington for the funding support of the Neighbourhood Support Coalition and the provision of neighbourhood group programs and services.

Carried

Next Meeting: September 9, 2009

The meeting adjourned at 7:08 p.m.

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE July 20, 2009

LOCATION Council Committee Room 112

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

### **confirmation of minutes**

June 15, 2009

## **CONSENT AGENDA**

- a) **Reports from Administrative Staff**
- b) **Items for Direction of Committee**

Items to be extracted from the Emergency Services, Community Services & Operations Committee Consent Agenda.

Resolution to adopt the Emergency Services, Community Services & Operations Committee Consent Agenda.

*"**THAT** the balance of the Emergency Services, Community Services & Operations Committee Consent Agenda be adopted."*

## **PRESENTATIONS**

- a) Katherine McCracken, Director of Guelph Museums: **Update - New Guelph Museum Project (ECO-2009 A.26)**

## **DELEGATIONS**

- a) **Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study (ECO-2009 A.19)**
  - Todd Brown (Monteith Brown Planning Consultants) will be available to answer questions
- b) **College Avenue West Pavement Markings (ECO-2009 A.21)**
  - Keith Yates



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**CONSENT AGENDA**

- b) Reports from Administrative Staff**
- b) Items for Direction of Committee**

**Other business**

**Next meeting**

September 21, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, June 15, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, June 15, 2009 in Council Committee Room at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Laidlaw and Mayor Farbridge

Absent: Councillor Findlay

Also Present: Councillors Beard, Bell, Kovach and Piper

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. B. Brombal, Coordinator, Service Performance & Development; Mr. S. Mattina, Manager, Roads/Right of Ways; Mr. D. Godfrey, Acting Manager, Traffic & Parking; Ms. S. Smith, Associate Solicitor; Ms. L. Meyer, Supervisor, Administration; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge

Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on May 19, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items ECO 2009 A. were extracted from the Consent Agenda to be voted on separately:

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- Metcalfe Street – 2 Hour Parking zone
- Open Air Urinals

2. Moved by Councillor Laidlaw

Seconded by Councillor Farrelly

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

June 15, 2009

**Emergency Services, Community Services & Page No. 2  
Operations Committee**

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2) **Notification and Recommendation of a Special  
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THAT an application for a special events permit to serve alcohol at a wedding to be held on Saturday, July 4, 2009 at Goldie Mill Ruins – Amphitheatre (closed-in area) be approved.

Carried

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Ms. Jennifer Mackie, Downtown Guelph Business Association provided information regarding the process that led to the recommendation and stated that the Association supportive of the pilot project.

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Mr. Rodford, Guelph Downtown Business Association, advised that this is a three pronged approach: communication, availability of a urinal and enforcement. Posters to be designed include the availability of the open air urinals and fines for non-compliance of the Fouling by-law.

June 15, 2009

**Emergency Services, Community Services & Page No. 3  
Operations Committee**

REPORT

3. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT staff seek sponsorship of the open-air urinal evaluation from downtown stakeholders.

Carried

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Ms. B. Brombal, outlined the objectives of the review and advised of the public consultation process to date. She advised that there will be a 50/50 mixture of salt and sand which is the City currently uses will be made available to the public for sidewalk de-icing.

REPORT

4. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

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AND THAT staff proceed to develop and implement a one-year pilot program to provide residents with access to de-icing/traction material at no cost to encourage a cooperative effort to treat icy conditions on all sidewalks;

AND THAT staff evaluate and report back to Council on the effectiveness of the one-year pilot program to provide residents with access to de-icing/traction material.

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**Guelph Farmers' Market Operating Review**

Mr. K.C. Hornsby, a member of the Executive Committee and a vendor at the Farmers' Market expressed concern regarding the insurance level since once a home-based business adds the City on their policy, it puts them into a higher insurance bracket. He suggested a blanket policy for all vendors at the market. He suggested the Farmers' Market of Ontario may be willing to assist with establishing a blanket policy. He believes a high percentage of vendors would be lost under the current proposal. He also raised concerns with the possibility of the City being able to refuse arts and

June 15, 2009

crafts vendors.

**Emergency Services, Community Services & Page No. 4  
Operations Committee**

Ms. Catherine Mambourg, was concerned about the loss of vendors due to high insurance costs and suggested the City get liability insurance and transfer the costs to the vendors.

Mr. T. Kenny, a vendor of the Farmers' Market objected to the strict market hours and the restrictions placed on the Market Clerk.

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5. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge

Mr. D. McCaughan

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- vendor access to the market building;
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Carried

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Mr. Glowacki, an area resident, concurred and expressed concern about safety.

Mr. Joe Maltby, an area resident, concurred and advised that as a result elderly visitors cannot get close access to the Elliott.

Mr. Al Fergus was not in attendance.

6. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

REPORT  
June 15, 2009

THAT a variance to the On-Street Parking Changes Convenience Requests Procedure to allow the implementation of a 2 hour parking zone on both sides of Metcalfe Street from Eramosa Road to Pleasant Road be approved.

**Emergency Services, Community Services & Operations Committee** Page No. 5

Carried

**Winter Control Salt Management Plan**

Staff will provide a report including the amount of salt/sand used on the roads, as well as the annual spring deposit and collection of sand. At least once per Council term staff will provide a trend analysis report.

REPORT

7. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the Emergency Services, Community Services and Operations Committee report, `Winter Control Salt Management Plan' dated June 15, 2009 be received;

AND THAT the Salt Management Plan as presented in the `Winter Control Salt Management Plan' report of June 15, 2009 be approved.

Carried

**County of Wellington: Partnership Agreement with Neighbourhood Support Coalition**

REPORT

8. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the Mayor and Clerk be authorized to execute the service agreement between the City of Guelph and the County of Wellington for the funding support of the Neighbourhood Support Coalition and the provision of neighbourhood group programs and services.

Carried

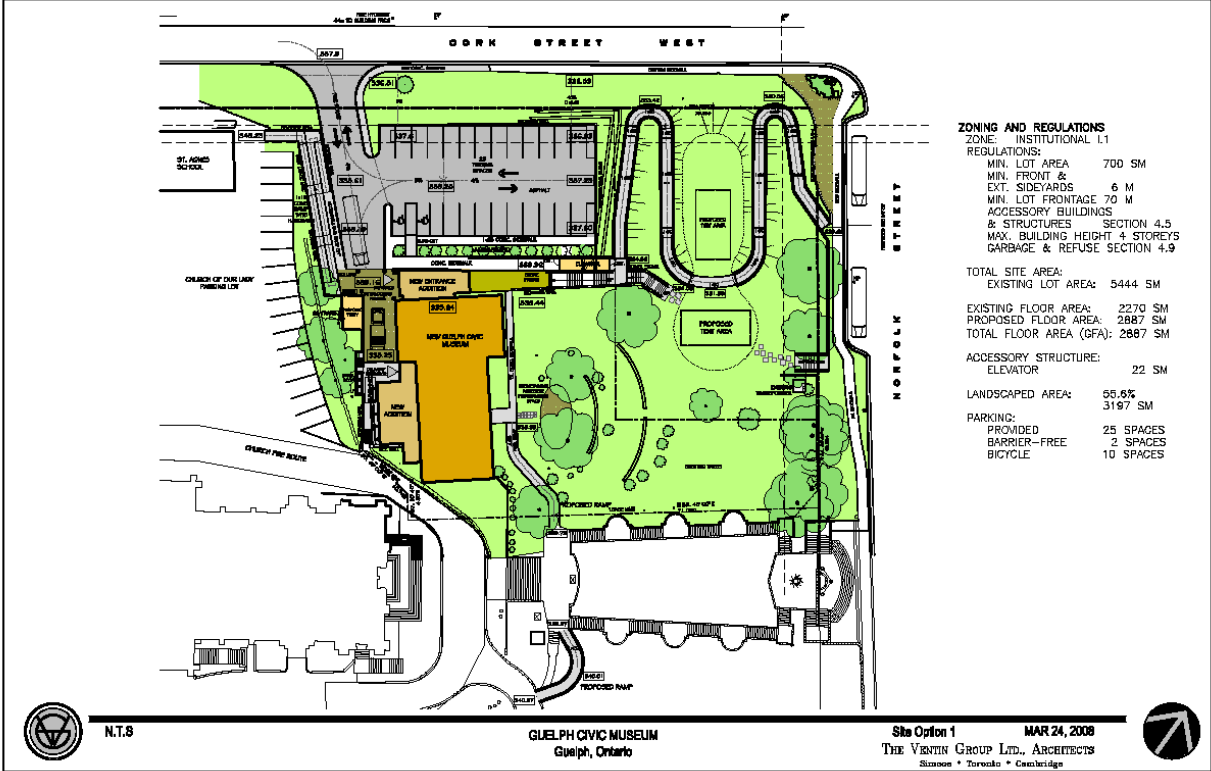
Next Meeting: September 9, 2009

The meeting adjourned at 7:08 p.m.

.....  
Chairperson

# **New Guelph Civic Museum**

**July 2009**



**ZONING AND REGULATIONS**

ZONE: INSTITUTIONAL L1

REGULATIONS:

MIN. LOT AREA	700 SM
MIN. FRONT & EXT. SIDEYARDS	6 M
MIN. LOT FRONTAGE	70 M
ACCESSORY BUILDINGS & STRUCTURES	SECTION 4.5
MAX. BUILDING HEIGHT	4 STOREYS
GARBAGE & REFUSE	SECTION 4.9

TOTAL SITE AREA: 5444 SM

EXISTING LOT AREA: 5444 SM

EXISTING FLOOR AREA: 2270 SM

PROPOSED FLOOR AREA: 2887 SM

TOTAL FLOOR AREA (GFA): 2887 SM

ACCESSORY STRUCTURE:

ELEVATOR	22 SM
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LANDSCAPED AREA: 55.6%  
3197 SM

PARKING:

PROVIDED	25 SPACES
BARRIER-FREE	2 SPACES
BICYCLE	10 SPACES



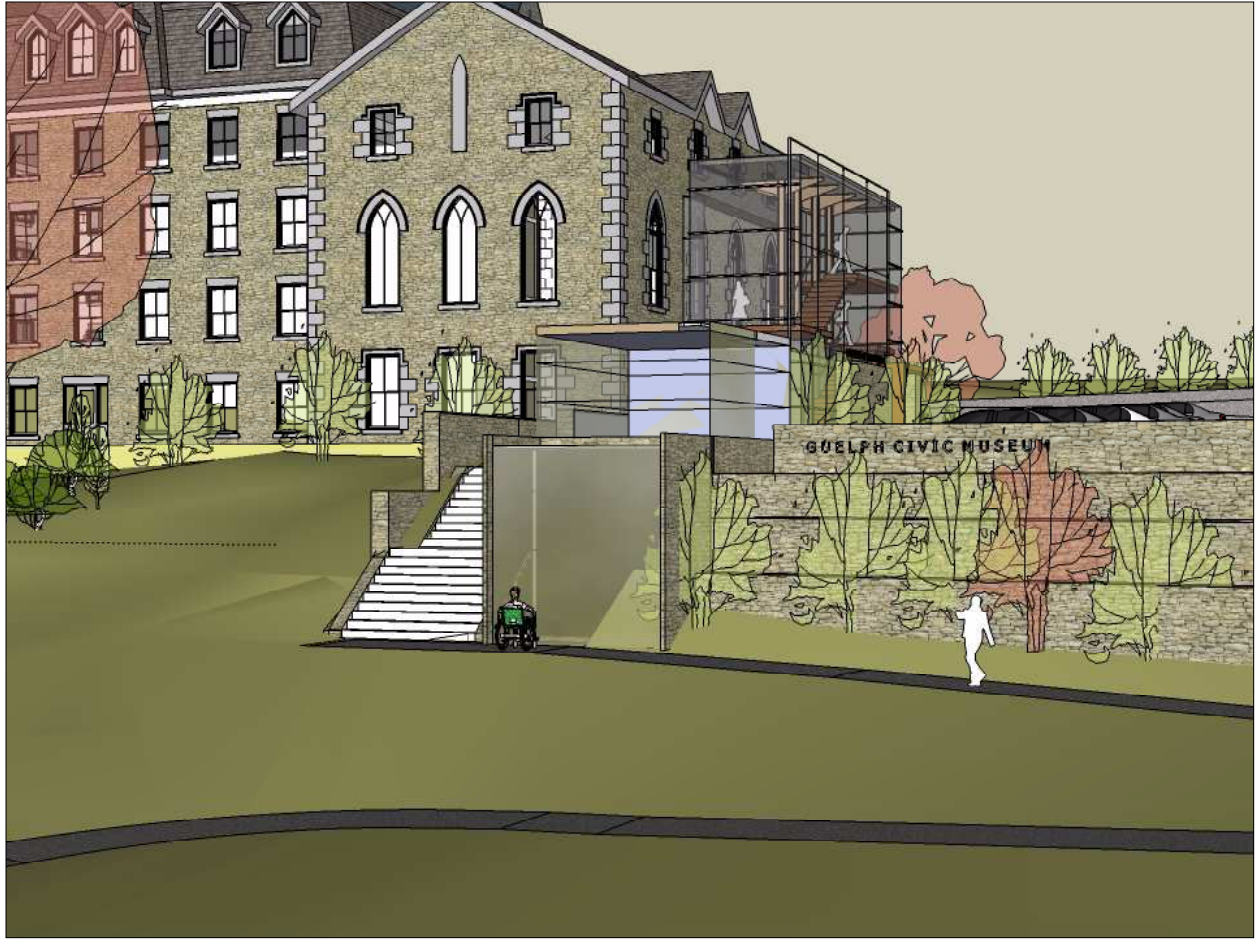
N.T.S

GUELPH CIVIC MUSEUM  
Guelph, Ontario

Site Option 1 MAR 24, 2008  
THE VENTRI GROUP LTD., ARCHITECTS  
Stouffville • Toronto • Cambridge



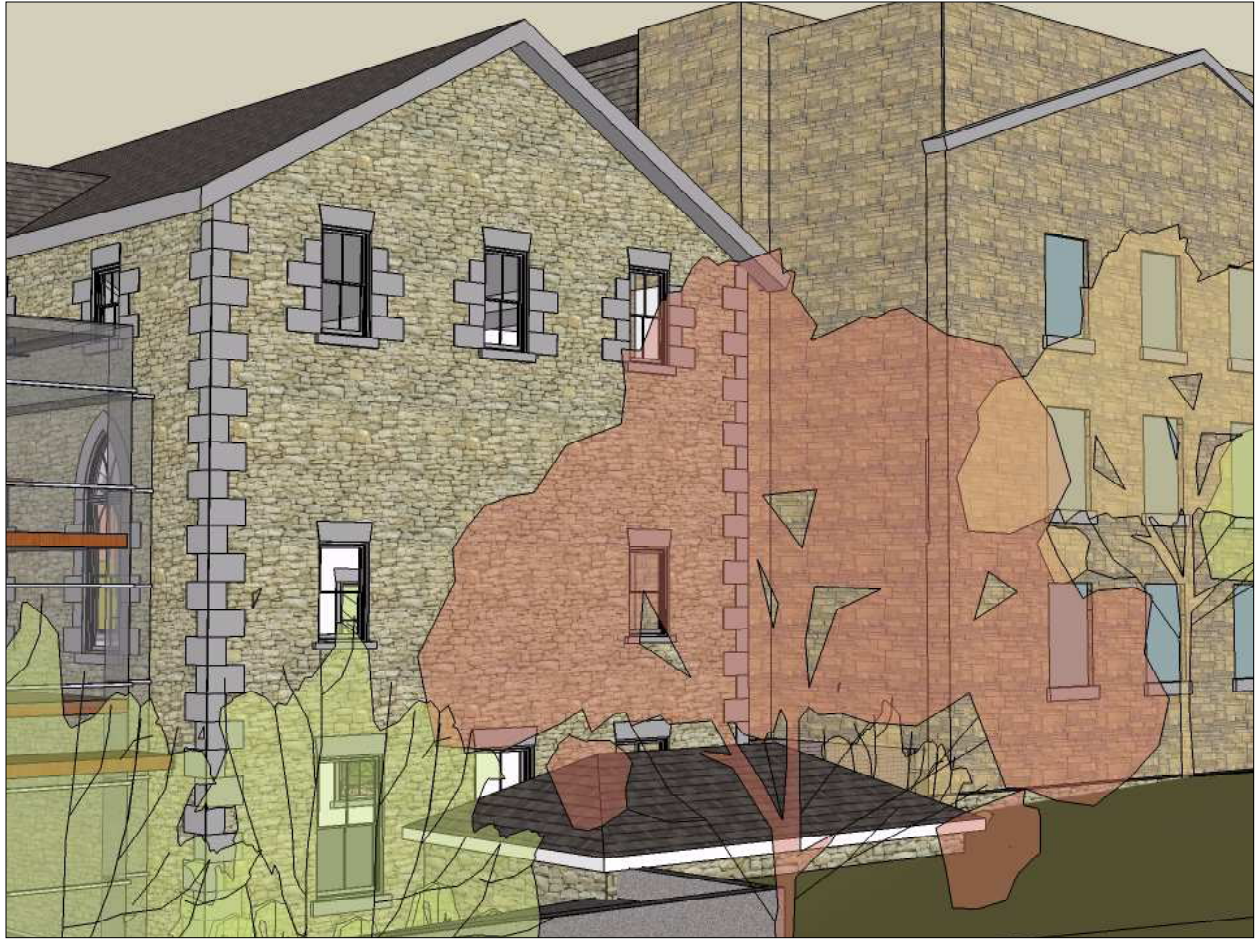






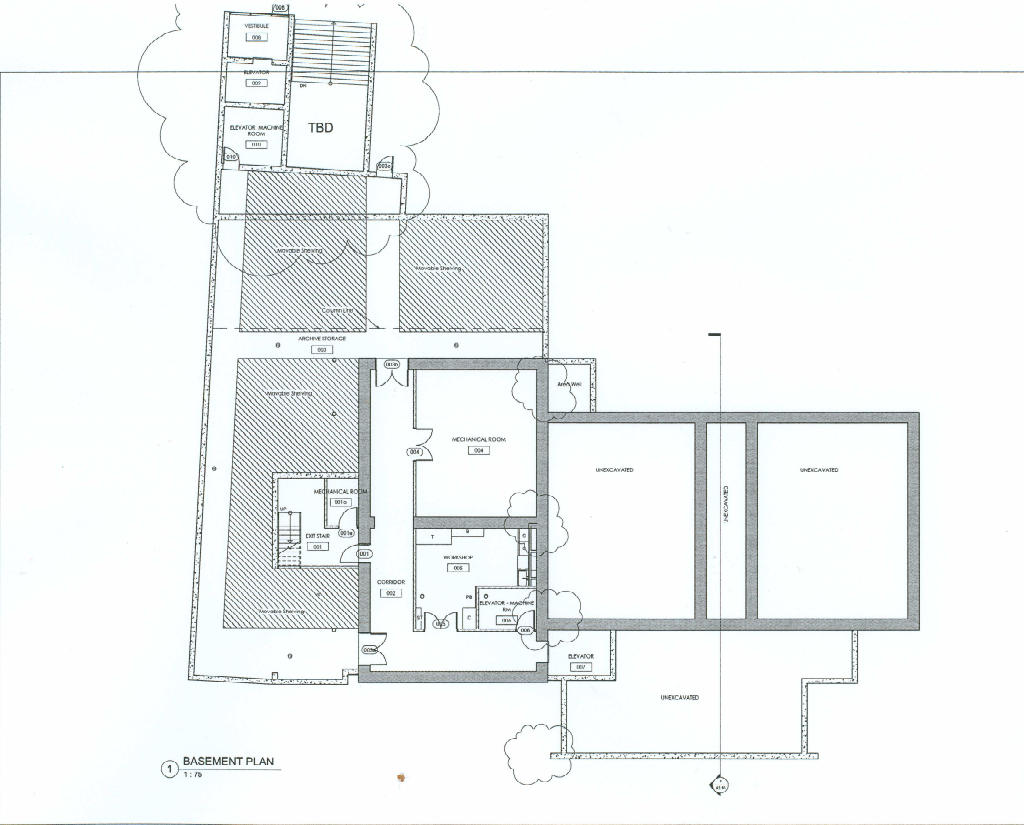












1 BASEMENT PLAN  
1:76

REVISION	DATE	BY

Client:  
City of Cuyahoga

Project:  
ZISBT  
Cuyahoga Civic Museum  
33 Avenue Seneca  
Cuyahoga, OH

**+VVG ARCHITECTS**  
THE SPINNING WHEEL LTD

ARCHITECTS

BASEMENT PLAN

A2.0

**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**July 20, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO 2009 A.19     <b>Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study</b></p> <p>THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study written by Monteith Brown Planning Consultants be received;</p> <p>AND THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study be referred to staff for comment, and for staff to propose a strategic implementation plan to the Emergency Services, Community Services and Operations Committee, prior to the end of 2009.</p>	Approve
<p>ECO 2009 A.20)     <b>Committee Mandate and Charter</b></p> <p>THAT the attached draft be used as a starting point for the development of a formal mandate and charter by the Emergency Services, Community Services and Operations Committee.</p>	Approve
<p>ECO 2009 A.21)     <b>College Avenue West Pavement Markings</b></p> <p>THAT College Avenue West between Hanlon Road and Stone Road West be remarked to a three lane cross-section with a centre two-way left turn lane, one travel and bike lane in each direction.</p>	Approve

ECO 2009 A.22) **Noise control By-law Exemption Request  
for the Guelph Jazz Festival** Approve

THAT, an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from live amplified music in association with the Guelph Jazz Festival between the hours of 11:00 p.m. to 1:00 a.m. annually, be approved.

ECO 2009 A.23) **Noise Control By-law Exemption Request  
for 31 Kendrick Avenue, Guelph,  
Fundraiser for the Masai Centre** Approve

THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the Masai Fundraiser at 31 Kendrick Avenue, including the amplification of music between the hours of 7:00 p.m. to 10:00 p.m. on August 29, 2009, be approved;

AND THAT the applicant notifies the surrounding neighbourhood of the activities associated with the Masai Fundraiser before the event occurs.

ECO 2009 A.24) **Noise Control By-law Exemption Request  
for the New Student Orientation Week at  
the University of Guelph** Approve

THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the New Student Orientation Weekend including the amplification of music and speech and crowd noise between the hours of 11:00 p.m. to 12:00 a.m. annually, be approved.

ECO 2009 A.25) **RIVER RUN CENTRE FLOOD** Receive

THAT report number CS-CU-0915 of July 20, 2009, with respect to the River Run Centre Flood, be received.

ECO 2009 A.26) **UPDATE – NEW GUELPH CIVIC MUSEUM  
PROJECT** Receive

THAT Report # CS-CU-0916 dated July 20, 2009, providing Council with a progress update on the New Guelph Civic Museum, be received.



ECO 2009 A.27) **CHILDREN'S FOUNDATION OF GUELPH AND WELLINGTON: SERVICE AGREEMENT RELATED TO FEE ASSISTANCE FOR CHILDREN**

Approve

THAT the Mayor and Clerk be authorized to execute a service agreement between the City of Guelph and the Children's Foundation of Guelph and Wellington that supports the granting of fee assistance to children and youth for participation in educational, cultural and recreation enrichment activities.

ECO 2009 A.28) **GUELPH TRANSIT STATUTORY HOLIDAY SERVICE**

Approve

THAT Guelph Transit statutory holiday schedule service be discontinued, beginning in August 2009 and for the remainder of the year including New Year's Day 2010.

ECO 2009 A.29 **TORCH RUN RELAY – VANOC 2010**

Approve

THAT while the City of Guelph encourages citizens to cheer on Olympic Torch Relay Runners as they pass through Guelph for one minute on December 28, 2009, no special civic funded event is planned in conjunction with the Torch Relay.

ECO 2009 A.30 **CONSIDERATION OF FUNDING FOR PISSOIR (OPEN AIR URINAL) PILOT PROGRAM AND CHANGE IN LENGTH OF PILOT PROGRAM DURATION**

Approve

THAT consideration be given on behalf of the Nightlife Task Force to partial funding approval of the Pissoir pilot program on a trial basis for September – December 2009.

**B Items for Direction of Committee**

attach.

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services, Community Design and Development Services, Operations Department

**DATE** July 20, 2009

**SUBJECT** **Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study**

**REPORT NUMBER** CS-FP-0914

## **RECOMMENDATION**

THAT the Recreation, Parks & Culture Strategic Master plan and South End Centre Component Study written by Monteith Brown Planning Consultants be received;

AND THAT the Recreation, Parks & Culture Strategic Master Plan and South End Centre Component Study be referred to staff for comment, and for staff to propose a strategic implementation plan to ECO, prior to the end of 2009.

## **BACKGROUND**

In 2007 and 2008 Council directed staff to develop a new master plan for recreation, parks and culture and further, to create a program plan for the South End Centre, as a first step in the development of this facility. Both plans were to be developed in parallel to capitalize on shared knowledge and information arising from best practices, data collection and community consultations. In the summer of 2008, Monteith Brown Planning Consultants (MBPC) was retained by the City of Guelph to carry out the combined planning process. The master plan was to deliver recommendations spanning a ten year period from 2009 to 2019.

Two background documents were created to summarize research, best practices and community consultations: 1) Planning Context Report and, 2) Needs Assessment. Findings were formally presented to ECO on February 17 and May 19, 2009. A draft copy of the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study was circulated to Council on June 6, 2009 and a Council Workshop was held June 9, 2009 for the purpose of receiving input on trends, findings, key concepts and high level recommendations. Councillors were also advised that they had several weeks to consider the draft document prior to the July 20, 2009 ECO meeting. Further, MBPC advised that a revised document would be circulated prior to the July 20 ECO meeting; a document which would reflect responses to Council's comments raised during the June 9 workshop.

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## **REPORT**

At the June 9 workshop, Council provided MBPC and staff with a dynamic list of questions, ideas and opportunities to further inform the document. Council input and questions related to the Scope of the RFP; Technical Questions; and the alignment of recommendations to the development of key concepts and priority focus areas are within an implementation plan. Council also asked the Consultants to provide a series of “key questions” that Council should grapple with during future key phases of the implementation plan.

The following report demonstrates how issues raised by Council have been addressed by Monteith Brown Planning Consultants (MBPC) and outlines the next steps staff proposes in order to review and comment on the Plan’s recommendations; evolve work on the Three Key Concepts; and, propose how to implement a phased action plan through to the end of 2019.

### **Evolving Scope of the Project**

On June 9, Councillors asked if the Master Plan was essentially a ‘review’ of existing services, facilities and programs; what was ‘strategic’; and, what was ‘new.’

Council’s comments reflect the effect of marshalling three distinct planning processes (strategic, master planning and program planning) into one project in order to respond to the evolving input of our community.

Originally, the project was scoped using a conventional approach towards facility, program and services master planning: a process that focuses on reviewing and aligning recommendations for the three distinct areas of recreation, parks and culture.

With the addition of a component (program) plan specific to the South End Centre, the projects’ scope was developed to include specific neighbourhood consultations. These consultations stimulated more ‘strategically’ focused questions related to the geographic distribution of facilities, and the projection of growth patterns and needs beyond 2019.

To respond to the strategic nature of the community’s feedback, the project team added a selection of strategic planning processes to the project. For example, the Consultants identified a new vision statement that brings recreation, parks and culture together in service to the community. The Service chapter proposes three key concepts which will advance the manner in which the Corporation delivers services and programs, and specific focus areas were identified to address growth, poverty, obesity, diversity, inclusion and new best practices and emerging, projected community needs.

The result is somewhat of a hybrid called a “Strategic Master Plan”; one that is complex yet strives to be responsive to the needs of our current and future community and to the evolving trends in the delivery of services by municipalities.

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### **Items out of Scope of Project**

A number of concerns raised by Council were beyond the scope of the Consultants' engagement. For example, it was not in the scope of the Component Study to begin dialogue with the Library Board on whether or not an existing library branch can be relocated. It was not in the scope of the project to undertake a detailed site planning exercise to determine if the foot print can house all recommended components and in turn, to integrate the facility with the natural environment surrounding the park.

These concerns were related to site planning and the exploration of partnerships for the South End Centre. These matters will be addressed at a later date, once the concept design phase and business case development for the South End Centre is underway.

### **Alignment of Recommendations within the Document**

Councillors asked that the draft recommendations be more clearly aligned to define an approach toward achieving the key concepts and new focus areas.

MBPC has revised the organization of the Recreation, Parks and Culture Strategic Master Plan document to more clearly align recommendations to the Plan's vision, and seven (7) goals or focus areas. The Executive Summary has been completed that serves to provide a high level overview; the Implementation Strategy identifies the Consultants assessment of priorities and timelines for the completion of actions.

With regard to the Key Concepts of the Strategic Master plan, as requested, the Consultants have integrated and aligned the Three Key Concepts into the body of the Strategic Master plan by highlighting their alignment to the Seven Goal Statements.

### **Updated Vision Statement**

Based upon input from Council, the vision statement for Recreation, Parks and Culture is proposed as:

*Guelph is the City that makes a difference;  
recreation, parks and culture are accessible to all and engage the community to  
inspire creativity, active lifestyles, and an awe of nature.*

### **Technical Questions**

The following technical questions were asked by Council. MBPC has provided their response in italics below.

a) How do we engage that part of the community who will be affected if we follow through on the recommendations to close some or all of our facilities?

*Should the City begin a process to study the closure or re-purposing of a facility, it will be necessary to engage the community (general public) and stakeholder/user groups in a complete consultation process. This process should consider public open houses, public meetings, stakeholder/user group meetings and/or interviews to better understand the opportunities and challenges associated with the proposed*

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facility changes.

b) Should we have off leash fenced dog parks?

*The Strategic Master Plan recommends a "preference for moving toward the implementation of dedicated (i.e. not shared) off-leash dog areas". We would expect that any new off-leash dog areas would be on dedicated lands (consisting of an entire park or a defined and fenced area within a park).*

c) Do we need a classification of an urban park?

*The Strategic Master Plan contains a recommendation to "create an 'urban park' category as part of the City's parkland classification system. "Urban Parks tend to be smaller than Neighbourhood Parks, contain more hard surfaces and elements such as gazebos, sitting areas, public art, etc., support more intense and all-season uses, and are supportive of the principles of walkability and place making".*

d) Should the City be pursuing partnerships.?

*The City should be exploring all types of partnerships whether solicited or unsolicited. However, it is essential that for a partnership to be successful (and beneficial for the municipality) that the City develop a 'partnership framework'. The Strategic Master Plan includes such a recommendation and also includes recommendations for the City to "seek opportunities to establish and foster relationships with non-municipal facility and service providers (e.g. Conservation Authority, School Boards, University of Guelph, YMCA/YWCA, private providers, etc.)". Private providers could include (but would not be limited to) those involved in commercial developments, as suggested by Council.*

e) Where is the River System identified in the report?

*The Strategic Master Plan includes specific recommendations relating to the river system including:*

*"Continue efforts to maintain public access to the rivers and open space/conservation lands within the City of Guelph, while recognizing the need to balance passive recreational opportunities with the conservation of natural features, in keeping with the City's Natural Heritage Strategy and Official Plan".*

*"Explore opportunities for water recreation (e.g., fishing, non-motorized boating, etc.), as well as land recreation (e.g., walking, cycling, active sports, etc.), on and along the City's river system, in accordance with the overall objectives for environmental protection and restoration".*

**Next Steps**

Recommendation

Staff's recommendation is that the work of Monteith Brown be referred back to staff to review, and comment back to Council through a series of focused staff reports and recommendations.

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It is expected that staff will work in an integrated, cross departmental approach in crafting their response and will detail a staff generated Implementation Plan.

### Three Key Concepts

Specific focus will be provided to evolving methodologies that build on the three key concepts identified in the Master Plan: 1) Parks as “Living Community Centres”, 2) Neighbourhood Engagement; and 3) Integrated Service Delivery provide a strategic basis to advance existing work and ignite future work.

Staff understand that evolving our parks as Living Community Centres describes maximizing the use of public spaces and considers parks as community centres without walls. They represent opportunities to develop programming specific to parks and trails and to animate parks and open spaces to maximize their use. Recommendations within the Master Plan describe the development of living community centres as “activity hubs,” places for year round structured and unstructured physical and leisure activities, opportunities for artistic expression, or locations for community gardens. They provide a focal point where neighbourhood groups and volunteers can be engaged, creating an opportunity for the development of community pride and social cohesion.

Neighbourhood Engagement and Development identifies the importance of defining neighbourhoods, acknowledging their unique identities, developing meaning and effective methods of engaging neighbourhood voice and using various techniques and community expertise to define opportunities and address service gaps. This approach will result in strengthened overall neighbourhood capacity. The Master Plan provides recommendations directing the development of strategies and partnerships to build neighbourhood capacity and the sustainability of neighbourhood groups.

Integrated Service Delivery is a method of working that brings together “cross functional” teams of subject experts to respond to complex community issues, opportunities or challenges. It provides for a holistic, integrated and collective response to community needs, services and ideas. The Master Plan recommendations speak to integrated service delivery in specific sites such as neighbourhoods, the downtown and in parks as living community centres. One of the suggested tools in integrated service delivery is through partnerships with groups such as: the County of Wellington, University of Guelph, the Neighbourhood Support Coalition, Grand River Conservation Authority, School Boards and the Guelph Wellington Seniors Association.

### Actions Underway

Parks as Living Community Centres is an exciting concept. To date, staff across multiple departments has been meeting to explore, coordinate and evolve a more ‘activity’ hub vision for parks program development. Recommendations specific to this concept will be forthcoming over the next several months.

Further, a cross departmental approach towards the development of tools and

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processes that support an integrated service delivery model are being employed by staff. Staff concurs with MBPC that work is required to build the capacity and methodology to support integrated service delivery.

With regard to Neighbourhood Engagement, staff has met to discuss scoping a project which would achieve the objectives outlined above. Understanding that this is a major corporate initiative, Senior Management has requested that this project be reviewed by SMT and considered for work planning in future years.

Taken together the key concepts support the development of broader policy work within the corporation for instance in the Official Plan, zoning by-law and the park dedication by-law, and the Neighbourhood Development Strategy to name but a few.

The development of a Partnership Framework, a Youth Plan, an Older Adult Plan, Parkland Acquisition Strategy and Horticulture Plan are some of the subsequent planning and policy work identified in the Master Plan to support the implementation of these key concepts.

#### Key Future Questions

During the June 9 Council workshop and throughout the course of this project, a series of "key principle questions" continued to be raised.

Staff proposes that while answers to these questions can be informed by the work of the Consultant and by staff recommendations they are questions of principles which require the deliberation of Council.

These questions will be brought forward in future staff reports during the implementation plan.

However, staff has secured a 'briefing' response from MBPC to ensure that the Consultant's feedback is readily available to Council.

The key principle questions are:

1. Principle: Distribution of services and facilities. When considering the design and distribution of facilities, programs and services, when should we use a 'neighbourhood/village' model and when should we be 'clustering' facilities and services to achieve a district, 'destination/campus' model. What decision making framework guides this decision?

2. Principle: Scope/Range of partnership. What principles do we employ when considering the scope and the range of partnerships that we explore with private businesses, developers, non profits, educational institutions and others?

3. Principle: Financial Accessibility. When exploring the financial feasibility of implementing the vision of equitable accessibility, how do we measure the long term benefits of investment in a sustainable community (health, long term learning, low crime etc) with the short term impact on residents?

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## **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable City.

Goal 2: A healthy and safe community where life can be lived to the fullest.

Goal 3: A diverse and prosperous local economy.

Goal 4: A vibrant and valued arts, culture and heritage identity.

Goal 5: A community-focused, responsive and accountable government.

Goal 6: A leader in conservation and resource protection/enhancement.

## **FINANCIAL IMPLICATIONS**

MBPC's submitted Implementation Plan for the Strategic Master plan does not include financial projections for costs and resources. Staff will be including financial projections in their future review of the document's recommendations and in their development of strategic actions. These projections will be submitted to Council for consideration.

## **DEPARTMENTAL CONSULTATION**

Community Design and Development Services  
Operations Department  
Corporate Communications

## **COMMUNICATIONS**

## **ATTACHMENTS**

Appendix A: MBPC Briefing Response

The Final Report of MBPC and supporting documents were circulated under separate cover on July 6, 2009.

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## **Briefing Response to the Three Key Principle Questions as Provided by Monteith Brown Planning Consultants**

### Principles of the Plan

#### **Principle: Neighbourhood decision making, distribution of services and facilities. Should the distribution of facilities be linked to the Neighbourhood/District Principle?**

These are fundamental planning and financial questions. They cover the question of whether the City wants a recreation centre in every neighbourhood or larger “multi-use recreation centres” that serve broader areas. It also raises the question of “what is a recreation centre”? In our mind, the City needs a mix of facility types...in some cases a smaller neighbourhood facility will meet needs, while in other cases a larger multi-use facility is required. It is not a matter of one or the other, but rather a blending of facility types.

The consultation process undertaken for the Plan found a high degree of support for larger, multi-use, multi-generation facilities that allowed for the “one stop shopping” approach to leisure. Residents also wanted opportunities to be available at the local level including at local parks, provision of trails, and working with each neighbourhood to understand specific needs. The City needs to learn the neighbourhoods more deeply and with greater integrated knowledge of the characteristics, needs and identity of the neighbourhoods so as not to negatively impact what is already working and rather to concentrate on areas requiring enhancement, etc.

The Strategic Master Plan presents a balanced approach with larger community/recreation centres focusing on higher order spaces (e.g. ice pads, indoor aquatics, etc.) while at the neighbourhood level the Plan has presented the “living community centre” and the importance of “neighbourhood engagement” as well as support for the Department’s “Neighbourhood Long-Term Strategy” initiative. Opportunities at the neighbourhood level (e.g. local programs, trails, social or gathering areas, etc.) could include local parks, schools, churches, space within a community centre, space at a social or ethnic organization’s space, etc.

Financially, providing higher order facilities at a neighbourhood level is cost-prohibitive. For example, to provide an indoor aquatic facility within each neighbourhood would be costly to provide and to operate. Although smaller scale facilities could be considered, they would provide limited flexibility to meet the needs of residents.

#### **Principle: Scope/Range of Partnerships**

As noted in the response to the technical questions,

*The City should be exploring all types of partnerships whether solicited or unsolicited. However, it is essential that for a partnership to be successful (and beneficial for the municipality) that the City develop a ‘partnership framework’. The Strategic Master Plan includes such a recommendation and also includes recommendations for the City to “seek opportunities to establish and foster relationships with non-municipal facility and service providers (e.g. Conservation Authority, School Boards, University of Guelph, YMCA, private providers, etc.)”.*

#### **Principle: Financial Accessibility, low incomes, "equity" - how to balance this with investment in community for values (health, long term learning, low crime).**

There is no clear answer on this – ideally there is a balance that is created to reduce barriers to participation (such as financial) with other community values. Preferably, one should not be at the expense of the other. The Strategic Master Plan speaks to financial accessibility in a number of ways: viewing financial assistance (e.g. subsidies, grants, etc.) as an investment and, as with any investment, the City will need to monitor success. Recommendations contained in the Plan will need to be further explored by City staff as part of the implementation process to address this balanced approach.

**City of Guelph  
RECREATION, PARKS & CULTURE MASTER PLAN  
& SOUTH END CENTRE COMPONENT STUDY**

July 2009

*Prepared For:*

City of Guelph  
Community Services Department  
Community Design and Development Services Department

*Prepared By:*

Monteith Brown Planning Consultants  
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The JF Group  
Hill Strategies Research

## **ACKNOWLEDGEMENTS**

### City Council

Karen Farbridge (Mayor)  
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Lise Burcher (Ward 5), Leanne Piper (Ward 5), Christine Billings (Ward 6), Karl Wettstein (Ward 6)

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Appendix “A”: Facility or Service Area – Level of Service Matrix

# Executive Summary

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This Recreation, Parks and Culture Strategic Master Plan is designed to assist decision-makers, stakeholders, and the general public in understanding the identified needs and priorities related to recreation, parks and cultural services, programs, and facilities within the City of Guelph. The Strategic Master Plan is a balance between the needs and desires of the public and the realities of implementation – the end result being a Plan that meets the highest priority needs of Guelph’s present and future populations.

In developing the vision, goals, objectives and actions, efforts were made to ensure appropriate integration and consistency with other municipal projects and priorities (e.g., Official Plan Review, *in motion*, etc.). Given the strong inter-connection between parks, recreation, and culture functions, it is essential that common strategies and coordinated implementation plans be established.

As part of the Strategic Master Plan and its assessment of the City’s recreational infrastructure needs, a Component Study for the proposed South End Centre was prepared. While City Council has made a commitment to construct this facility (to be located adjacent to Bishop Macdonell Secondary School on Clair Road West), further study was required to determine the required programmatic and facility elements.

## IMPETUS FOR A NEW PLAN

In recent years, several key issues have emerged that have precipitated the development of this Strategic Master Plan. Responding to these issues may necessitate changes to the way the City plans, develops, and implements recreation, parks and culture facilities, services and programs.

Factors that have led to the need for a new Recreation, Parks and Culture Strategic Master Plan include, but are not limited to:

- the existing Plan had run its course and was due for reviews/updates;
- growing diversity, multi-culturalism, and aging of the City’s population;
- the need to manage and address aging infrastructure;
- changes in funding capacity and an increased emphasis on financial sustainability;
- emerging leisure activity interests;
- growing demand for green space and higher expectations regarding facility design and provision;
- the need to reassess measurements, standards, and policies for new and existing services;



- strengthening relationships with user groups, community organizations, public partners, etc.;
- a shift towards a more holistic view of wellness and active living and a desire for spontaneous leisure activities; and,
- the need to determine market-driven demand through inputs such as demographics, participation rates, public input, etc.

Although the quality and quantity of the City's parks, facilities and services are meeting most current needs, the community has identified areas that require improving. In order to enhance the quality of life of its residents, it is important for the City to address these and other concerns through both the implementation of an appropriate delivery system, as well as capital investment in infrastructure.

## PROPOSED VISION

Recreation, parks and culture play a pivotal role in engaging the community in pursuits that are critical to the quality of the lifestyles that residents lead. Residents have many options for the use of their discretionary time and the City must be convincing in the message that balance, rejuvenation, and reflection are all essential to personal and community well-being. A vision statement must, therefore, be compelling. The following vision is proposed for Recreation, Parks and Culture in the City of Guelph:



***“Guelph is the City that makes a difference. Parks, recreation, and culture are accessible to all and engage the community to inspire creativity, active lifestyles, and an awe of nature.”***

## PROPOSED GOALS & OBJECTIVES

Building from the vision and the City's Corporate Strategic Plan – in combination with the expressed desires of the public – a series of Goals and Objectives were established to guide the development and interpretation of the Plan's Actions. A “Goal” is a broad, general statement of the long-term results needed to achieve the Vision; whereas an “Objective” is a specific target for accomplishing the goals. Collectively with the Vision, the Goals and Objectives should be interpreted as being the direction to which the City and community aspire.

In total, seven goals have been established for this Recreation, Parks and Culture Strategic Master Plan, each with two to six objectives. The Goals are largely complementary and they

should be read and interpreted as a set, rather than as separate, isolated statements. It is expected that the City will utilize these strategic directions when making future decisions relating to recreation, parks, and culture and when establishing priorities for service and program delivery and facility investment.



## **1. An Accessible and Inclusive Community that Provides Access for All**

- a) A complete community with affordable services and programs for people of all ages, including children, youth, adults, and seniors.
- b) Accessible and inclusive opportunities to participate in recreation, parks, and cultural activities for all residents, regardless of physical ability, ethnic origin, and economic means.
- c) A community without barriers to participation in introductory-level recreational and cultural activities.
- d) Active engagement of under-represented groups (including – but not limited to – those with culturally diverse backgrounds, persons of low income, persons with disabilities, and youth) in program and service planning and delivery.

## **2. A Physically Active and Healthy Community that Promotes Active Living**

- a) Continued increases in the level, duration and intensity of physical activity for all residents so as to create the most physically active residents in Canada.
- b) Improved community wellness and health indicators as a result of physical activity initiatives.

## **3. A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers**

- a) A vibrant community that builds leadership and capacity through participation and social engagement.
- b) Strong relationships and coordination between the City and neighbourhood support groups, volunteers, and partners.

## **4. A Leader in Service Excellence**

- a) A continued commitment to being a high performance organization through the employment of best practices such as Integrated Service Delivery.
- b) A delivery system that leverages municipal resources and those of non-municipal partners.
- c) Long-term financial sustainability through the fiscally responsible and efficient management of resources.

## **5. A Sustainable Network of Recreational Infrastructure**

- a) Equitable, balanced, and justified provision and allocation of neighbourhood and community facilities based on market demand conditions and related factors.
- b) Strategic decisions with respect to aging parks, recreation, and culture infrastructure.

- c) Recreational opportunities that enable and support unstructured, self-scheduled, multi-ability, and low-cost activities, in addition to local sports and other organized activities.
- d) Strategic partnerships with other recreation facility providers to maximize benefits to the community.

## 6. A Connected Parks and Trails System that Inspires an Awe of Nature

- a) A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations.
- b) A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas.
- c) Coordinated stewardship and management of parks, the natural environment, and the watershed.
- d) Sufficient parkland to meet the active and passive recreational needs of residents.
- e) Capitalize on the City's extensive parks system to encourage its use as a 'living community centre' that provides animated spaces serving as activity hubs.
- f) Proactive strategies that accommodate the unique and growing parks and recreation needs created by residential intensification and a growing emphasis on walkability.

## 7. A Vibrant and Valued Arts and Culture Sector

- a) The downtown as a place of community and cultural focus.
- b) A leader among the Province's 'creative cities'.
- c) Numerous opportunities for artistic appreciation, expression and development.
- d) Highest per capita use of cultural facilities among any comparable Canadian city.
- e) Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.



## KEY FINDINGS BY SUBJECT AREA

A detailed consultation program, needs assessment and audit of the municipal service delivery system were undertaken throughout the strategic master planning process. The key findings related to service delivery, recreation infrastructure, parkland and open space, arts and culture, and the South End Centre Component Study are briefly outlined below.

Also of note, through the preparation of this Strategic Master Plan, three new concepts – described within the following text – have emerged as important drivers of the future of parks, recreation and culture in Guelph:

- an integrated service delivery model;
- strengthening neighbourhoods; and,
- living community centres.

## Service Delivery (related to Goals 1, 2, 3, and 4)

An Integrated Service Delivery Model (through a pilot project) is introduced to strengthen the City's service provision excellence by implementing a collaborative approach to addressing issues. There is a need to enhance relationships with existing and potential partners (e.g., education sector, health sector, social services sector, municipal sector, private sector, and the community) in order to share and leverage resources, reduce duplication, and work collectively toward addressing key issues. This model could be utilized to support initiatives to increase physical activity through promotion and education, to address the needs of under-represented groups, to strengthen neighbourhoods and local capacity, and to develop strategies for meeting the needs of youth and older adults.



Over the years, the City and community groups have made great strides in strengthening Guelph's neighbourhoods. This grassroots approach has respected the fact that neighbourhoods have differing perspectives, issues, and needs. It also recognizes that there are many groups and agencies that work or volunteer to build the City from the neighbourhood level up. This collaborative approach has helped to ensure that every resident: has access to needed services; lives with a sense of belonging; and benefits from supportive social conditions.

## Recreation Infrastructure (related to Goal 5)



A City-wide analysis was undertaken to determine the supply of, and demand for, various indoor recreation facilities. With the exception of the South end of the City, Guelph is generally well-served with indoor recreation facilities. However, aging infrastructure is a concern particularly for the City's single pad arenas, the Victoria Road Recreation Centre and Centennial Pool. There is a need to ensure that facilities are flexible to accommodate ever-changing socio-demographic characteristics and their related needs, with special attention to youth and older adults/seniors.

While the City provides a wide range of outdoor recreation facilities, distribution of these resources is reflected in some identifiable service gaps, particularly in relation to splash pads, basketball courts, skateboard parks, and off-leash dog areas. Pressures on rectangular sports fields are beginning to ease compared to the tremendous growth

in demand once experienced, providing the opportunity for the City to concentrate more on quality (e.g., field renewal and upgrades) while adding only modestly to the overall supply. On a provincial level, demand for ball diamonds has generally declined, creating opportunities for communities to repurpose diamond space to meet other community needs (e.g., passive areas, gardens, seating, picnic areas and shelters, etc.); a more detailed examination of local ball trends will assist in identifying a long-term strategy for ball diamond investment. There is also a need to promote the benefits and champion the value of the parks and open space system by ensuring that the various City Service Areas maximize the use of parks and public spaces.

## **Parkland, Open Space, and Trails (related to Goal 6)**

Increasing residential intensification and immigration is creating pressure on the use and design of parks and public spaces. Providing social gathering spaces, attractions, events and programs prompt residents to become connected and more a part of a vibrant community. As a result, it is imperative that parks, trails, open space, horticulture and forestry are recognized for their contributions and are promoted as 'living community centres' by animating or bringing these spaces to life. Community centres are the hub of activity for most communities attracting people to participate in recreational pursuits, become spectators and to engage in other civic opportunities. Living community centres are community centres without walls, often taking place in parks and public spaces. Optimizing the use of shared public spaces becomes the focus through the provision of special events, markets, brick bake ovens, community gardens, visual and performing arts and community celebrations, while recognizing the needs of all residents who rely on parks for various leisure activities.



The City is well-served with a range of parkland and open space areas; however, some adjustment to the provision targets contained in the Official Plan is needed. Intensification of residential development requires that the City have the policies in place to ensure that parkland dedication, cash-in-lieu of parkland, bonusing and other considerations provide clear direction, particularly in light of the growing emphasis on residential intensification. There is a need to continue to work with the School Boards, Conservation Authority, development community, and other potential partners to ensure that residents of Guelph continue to have good access to parkland and open space opportunities. Park designs must also continue to evolve to reflect the local dynamics and to offer appropriate passive and active recreation opportunities.

Another high priority for the residents of Guelph is the provision of a connected trails system for leisure pursuits and active transportation routes, thus supporting the ongoing implantation of the Trail Master Plan.



### Arts and Culture (related to Goal 7)

The arts and culture community has been challenged to create an identity, to build capacity, and to collaborate/coordinate with the City. There is a need to further promote, build capacity, partnerships, develop policy framework, and strengthen the City's role and relationship. This Strategic Master Plan recommends that a 3 to 4 year timeframe is required to address many of the issues facing both the City and the Cultural community before developing a comprehensive master plan focused on arts and culture.

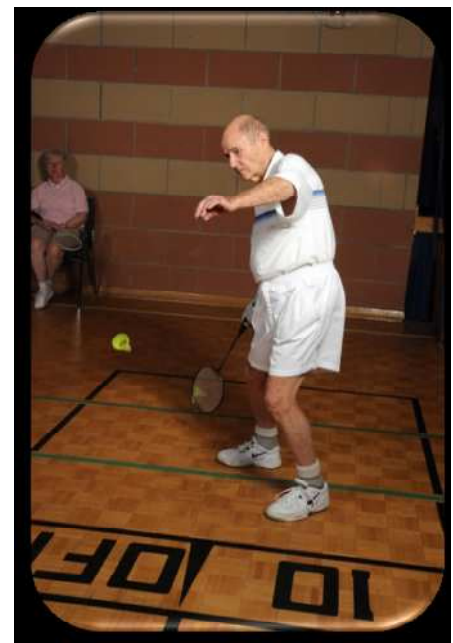


### South End Centre Component Study (not part of Strategic Master Plan)



Through this Plan and the Component Study, the need for a variety of indoor activity areas was identified. Guiding Principles for the facility established the need: to serve active recreation and local programming; for a multi-use design accommodating a wide range of activities; for multi-generational programming that engages people of all ages and backgrounds; for an emphasis on meeting the needs of the immediate community while recognizing City-wide pressures; and for taking a collaborative approach between the City and potential community partners.

Components identified for the South End Centre include an indoor aquatics complex (containing a leisure pool, 25 metre 6 lane pool, and a therapy pool); a gymnasium (to accommodate gymnasium and auditorium-type activities); seniors-specific space; activity/meeting rooms (including a youth room); and an indoor walking track. A twin pad arena (with one pad replacing one of the City's older single pad arenas) is also recommended should the land base be available. Timing for the facility is in line with the City's current capital planning (opening in 2015), although it is recognized that availability of funding could affect this timing. Planning for the South End Centre is still in the early stages and further assessments are required, particularly in relation to its design, business planning, and partnership assessment.



# 1: Introduction

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## OVERVIEW

The City of Guelph – the City that “Makes a Difference” – is a thriving, forward-thinking community of over 120,000 people, growing to 175,000 by 2031. Through the provision of over 300 hectares of parks and open space – including more than 70 km of trails/paths, 110 sports fields and nine indoor recreation and cultural facilities – the City is a major provider of recreation, parks, and culture facilities and programs. Many services are delivered in partnership with neighbourhood associations, community organizations, and service agencies. Recreation, parks and culture opportunities provide a very large contribution to the City’s high quality of life.

This Recreation, Parks and Culture Strategic Master Plan is a tool to assist decision-makers, stakeholders, and the general public in understanding the identified needs and priorities related to recreation, parks and cultural services, programs, and facilities within the City of Guelph. The Strategic Master Plan is a balance between the needs and desires of the public and the realities of implementation – the end result being a Plan that meets the highest priority needs of Guelph’s present and future populations.

The City’s previous Strategic Master Plan for Recreation, Parks and Culture was developed in 1997 and required updating, particularly given the many changes that have occurred in Guelph since that time. Notable accomplishments over the past decade include the development of the West End Community Centre and several community parks (including planning for the proposed Pollinator Park at the Eastview landfill site), administrative reorganizations affecting parks and recreation staff, the addition of a municipal cultural coordinator, and many more. Most recently, the City adopted a new Corporate-wide Strategic Plan that sets an overall vision for Guelph, along with a series of goals and objectives – these statements are an important foundational element to this Plan, along with demographic data, trends and best practice research, community consultation, and local participation levels.

In developing the vision, goals, objectives and actions, efforts were made to ensure appropriate integration and consistency with other municipal projects and priorities (e.g., Official Plan Review, *in motion*, etc.). Given the strong inter-connection between parks, recreation, and culture functions, it is essential that common strategies and coordinated implementation plans be established.

As part of the Strategic Master Plan and its assessment of the City’s recreational infrastructure needs, a Component Study for the proposed South End Centre was prepared. While City Council has made a commitment to construct this facility (to be located adjacent to Bishop Macdonell Secondary School on Clair Road West), further study was required to determine the required programmatic and facility elements for the community and city-serving centre.

The Strategic Master Plan is designed to be a living document that is able to adapt to changes within the City. Although the Plan is a projection of needs for the next ten years and beyond, it is intended that the research and strategies will be reviewed in five years’ time and a major

update be undertaken every ten years. However, on an annual basis the document – and more specifically, the actions, priorities and timing – should be considered during the preparation of capital and operating budget forecasts.

Initiated in the summer of 2008, this Strategic Master Plan and South End Centre Component Study were developed with the assistance of a Community Advisory Committee comprised of representatives from various local organizations. Considerable public input was also integrated into the project to ensure that the recommended actions were justified and represented the uniqueness of Guelph.

## THE PLANNING PROCESS

Key aspects in the planning process for the Strategic Master Plan and Component Study included:

- extensive public consultation consisting of surveys, workshops, open houses, and meetings;
- presentations to and input from City staff, mayor, and councillors;
- review of recent studies, including the City's Strategic Plan;
- assessment of inventory and utilization data;
- research into relevant demographic data, leisure trends, and best practices in other communities;
- development of mapping to illustrate the distribution of various opportunities;
- establishment of provision targets that are appropriate for Guelph;
- review and assessment of the City's service delivery model and service provision strategies;
- completion of needs assessments for recreation, parks and cultural assets; and
- development of a complete Strategic Master Plan/Component Study that summarizes the findings of all of the above.

This Strategic Master Plan is the result of research, consultation, and analysis detailed in a series of background documents prepared by the Consulting Team, including:

- Planning Context Report; and
- Needs Assessment Report.

While these background documents do not form an official part of this Strategic Master Plan, they do provide a more complete explanation of the rationale behind the recommended actions and will be of assistance in the ongoing implementation of the Plan.



## REPORT ORGANIZATION

This Strategic Master Plan and Component Study consists of the following sections:

### Section 1: Introduction

Provides an overview of the study's purpose, objectives, and planning process.

### Section 2: Setting the Stage

Summarizes the input received from the public, stakeholders, and various municipal staff/officials; also identifies the primary demographic and leisure trends and their relevance to Guelph's recreation, parks, and cultural systems.

### Section 3: Vision, Goals, and Objectives

Identifies the proposed Vision, Goals, and Objectives for recreation, parks and culture, while linking them to other corporate initiatives and goals.

### Section 4: Goal One: An Accessible and Inclusive Community that Provides Access for All

Discusses opportunities and challenges related to Goal One and Identifies recommended actions.

### Section 5: Goal Two: A Physically Active and Healthy Community that Promotes Active Living

Discusses opportunities and challenges related to Goal Two and Identifies recommended actions.

### Section 6: Goal Three: A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers

Discusses opportunities and challenges related to Goal Three and Identifies recommended actions.

### Section 7: Goal Four: A Leader in Service Excellence

Discusses opportunities and challenges related to Goal Four and Identifies recommended actions.

### Section 8: Goal Five: A Sustainable Network of Recreational Infrastructure

Discusses opportunities and challenges related to Goal Five and Identifies recommended actions.

### Section 9: Goal Six: A Connected Parks and Trails System that Inspires an Awe of Nature

Discusses opportunities and challenges related to Goal Six and Identifies recommended actions.

### Section 10: Goal Seven: A Vibrant and Valued Arts and Culture Sector

Discusses opportunities and challenges related to Goal Seven and Identifies recommended actions.

### Section 11: Implementation Strategy

Contains a complete listing of the Plan's actions (categorized by goal) and associated timing and priorities, as well as recommendations for monitoring and updating the Plan.

### Section 12: South End Centre (Component Study)

Identifies the types of spaces and potential activities that are recommended for the South End Centre, in addition to next steps in the planning for this major facility.

Sections 1 to 3 provide a summary of the background research and contextual information through which the actions in Sections 4 to 12 have been derived.

## 2: Setting the Stage

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To understand the findings and recommended actions contained in Sections 4 through 10 (as well as Section 12: Component Study), key pressures affecting Guelph (both now and in the future) – as well as opportunities to address these pressures and challenges – must be identified and understood. This section discusses the dynamics affecting recreation, parks and culture services and assets in the City of Guelph (including demographics, participation trends, and best practices), and seeks to synthesize the extensive input provided by residents, organizations, and agencies. Several different consultation tools were utilized in order to solicit input from a wide spectrum of organizations, agencies, and residents in order to learn about local issues and priorities.

Taken together, demographics, trends, and public input represent the key foundational blocks of any successful and community-responsive planning process. For greater detail in each of these areas, reference should be made to the Strategic Master Plan's background documents.

### **KEY DRIVERS OF THE PLAN**

In recent years, several key issues have emerged that have precipitated the development of this Strategic Master Plan. Responding to these issues may necessitate changes to the way the City plans, develops, and implements recreation, parks and culture services and programs.

Factors that have led to the need for a new Recreation, Parks and Culture Strategic Master Plan at this point in time include, but are not limited to:

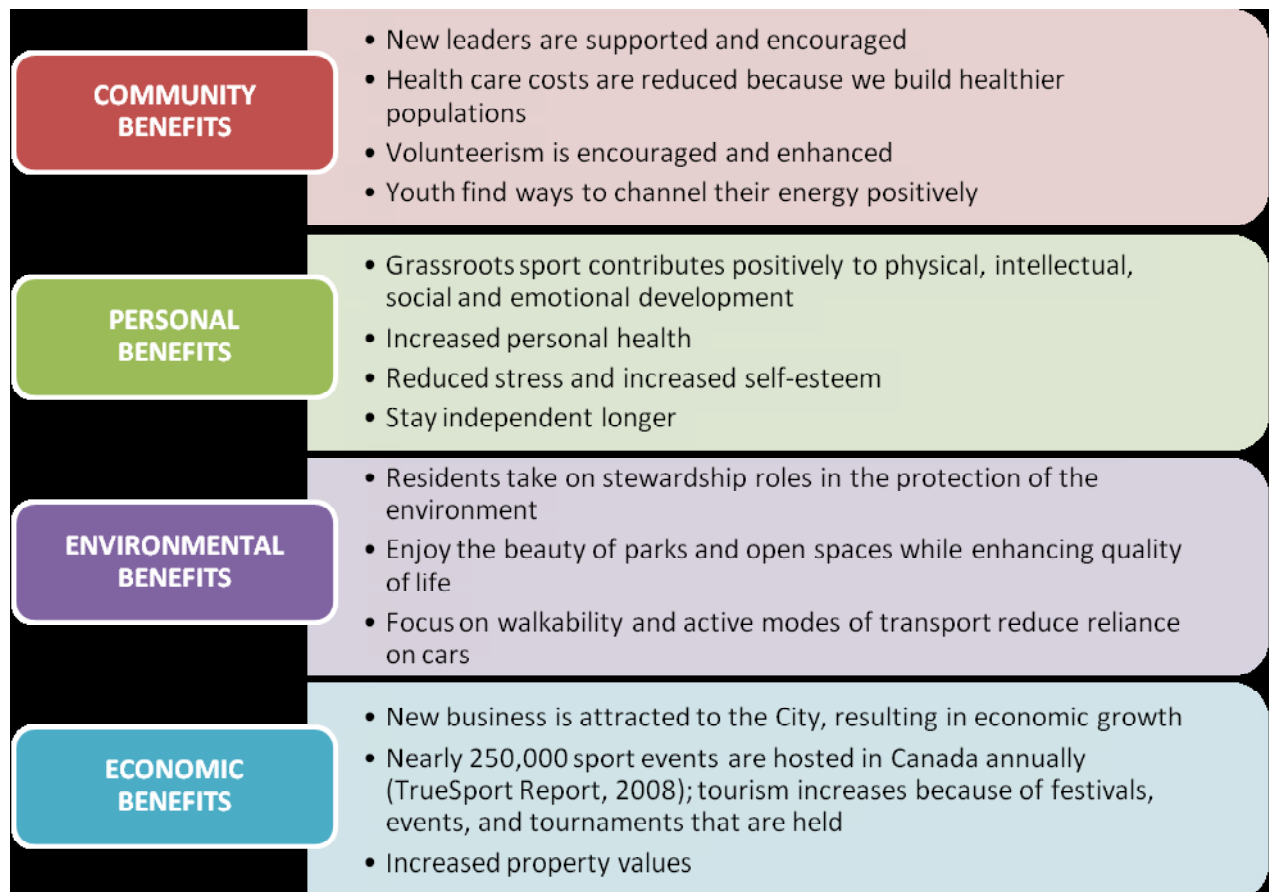
- The existing Plan had run its course and was due for reviews/updates;
- growing diversity, multi-culturalism, and aging of the City's population;
- the need to manage and address aging infrastructure;
- changes in funding capacity and an increased emphasis on financial sustainability;
- emerging leisure activity interests;
- growing demand for green space and higher expectations regarding facility design and provision;
- the need to reassess measurements, standards, and policies for new and existing services;
- strengthening relationships with user groups, community organizations, public partners, etc.;
- a shift towards a more holistic view of wellness and active living and a desire for spontaneous leisure activities; and
- the need to determine market-driven demand through inputs such as demographics, participation rates, public input, etc.

Although the quality and quantity of the City's parks, facilities and services are meeting most current needs, the community has identified areas that require improving. In order to enhance the quality of life of its residents, it is important for the City to address these and other concerns through both the implementation of an appropriate delivery system, as well as capital investment in infrastructure.

## MAJOR BENEFITS OF RECREATION, PARKS AND CULTURE

The benefits of recreation, parks and culture are many and varied. Some benefits are easily quantifiable, while others are more subjective; nevertheless, these benefits represent the "reason for being" for the Community Services Department.

The City of Guelph is committed to having "the most physically and socially active residents in Canada" and to being a "well-connected and accessible community that values diversity, multiculturalism, volunteerism and philanthropy." These City-wide strategic objectives provide a starting point for the promotion of the benefits of participation in recreation, parks and cultural activities, some of which are presented in the following figure.<sup>1</sup>



<sup>1</sup> Key sources: Canadian Parks/Recreation Association. "The Benefits of Recreation" (1992). Canadian Centre for Ethics in Sport. "What Sport Can Do, the TrueSport Report" (2008).

## MAJOR SOCIO-DEMOGRAPHIC PRESSURES

**The City of Guelph is projected to grow to 169,000 residents by 2031.**

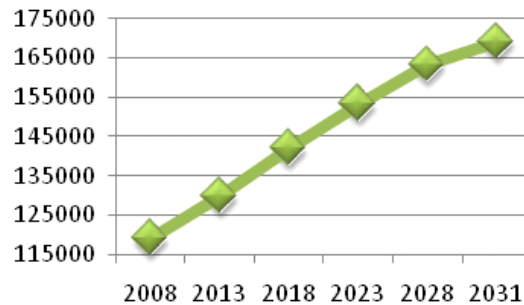
Guelph continues to experience population growth through both Greenfield development at the City's outer edges (including the South end) and increasing pressures for intensification (including the downtown). The continued population growth will challenge the City in keeping pace with community needs while providing an affordable level of service. Specifically, the City is projected to grow from its current population of approximately 119,000 to 169,000 residents by 2031 (note: the 169,000 forecast is equivalent to the Province's target of 175,000 when reduced by the estimated Census undercount).

### Residential Growth

YEAR
2008
2013
2018
2023
2028
2031

Source: City of Guelph,  
\* the 169,000 forecast is  
175,000 when reduced

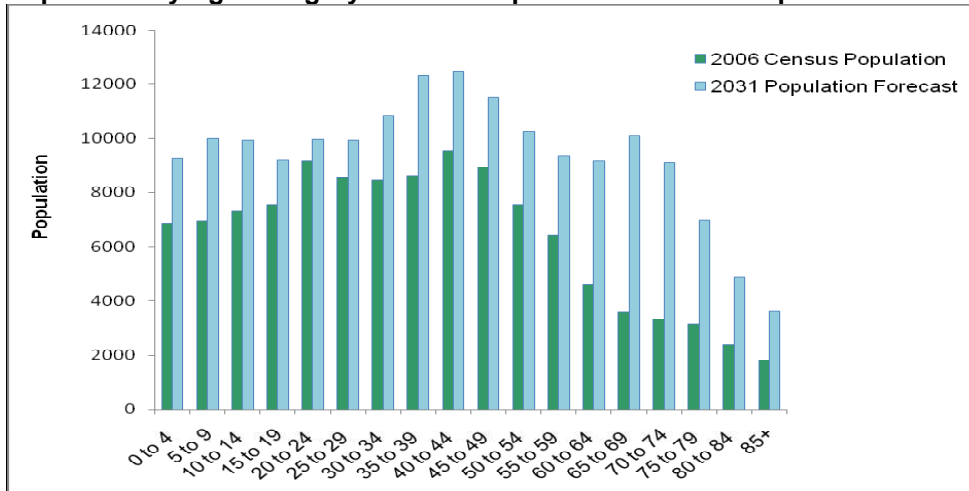
### Population Growth (2008-2031)



**There is expected to be a doubling of the 65+ age group by 2031.**

Age can be a significant factor in determining the types of services that are needed – younger age groups tend to partake in more physically active forms of recreation (such as soccer and ice hockey) while the propensity to participate in more passive activities tends to increase as a person ages. The following figure illustrates the population breakdowns by age category in 2006 and for the 2031 population forecast. Increases are projected for all age groups, however, they are most noticeable in the older cohorts, where there is expected to be a doubling of the 65+ age group. The slowest growing group is forecasted to be the 15-29 year old cohorts. Projections for the intervening Census years have not been developed by the City of Guelph.

### Population by Age Category for 2006 Population and 2031 Population Forecast



Source: Statistics Canada (2006 Census); 2031 forecast derived from City of Guelph Development Charges Background Study (2008)

Ethnic diversity in Guelph is increasing, with 21% of the City’s population being born in a country other than Canada. Subsequently, recreation, parks and cultural needs are evolving. Many cultures see recreation and leisure as a family event and are more inclined to do activities together. This growing diversity also creates the need for a wider range of activities and facilities (such as cricket, picnicking, etc.) and there is a realization that participation in many traditional sports may not grow as quickly as the population does because many new Guelph residents will be drawn to other activities that are aligned with their culture. As demand for non-traditional activities grows, the City will see added pressure to accommodate these activities.

**21% of Guelph’s population is born in a country other than Canada.**

Overall, the City’s evolving demographic composition has resulted in a diversity of demands as the community becomes more ethnically diverse, and the population ages (e.g. aging baby-boomers, longer life expectancy, etc.), while at the same time, a continued need to engage youth and other age groups in a wide range of programs (e.g., self-directed programs).

## MAJOR SERVICE & PROGRAM PRESSURES

The City's current program and service delivery model takes a two-pronged approach. Programs and services are for the most part provided directly, meaning the full and part-time staff determine needs in concert with community consultation and follow a continuum of designing, implementing, evaluating, and improving service delivery. Other programs, services, sports, and leisure opportunities are provided through community groups, non-profit organizations and the private sector, which can be considered indirect delivery. It must be noted that Guelph provides programs and facilities where the public/private capacity does not exist to respond to community needs.

Through a combination of both direct program delivery and staff support of community organization initiatives, the City strives to ensure a diverse and accessible range of programs and/or opportunities for all ages, genders, abilities, and incomes regardless of background.

While the current emphasis on indirect program delivery is to continue to increase supports to initiatives and programs offered by community groups and others, the divisions and community groups have a strong desire to reach out beyond the current user base to citizens who may not have had an opportunity to visit a community centre and/or attend a program. This will serve to broaden the approach, increase participation and overcome physical, economic, cultural and other barriers; and further improve the health, well being and lifestyle of all residents.

The role of the City's Service Areas in providing equitable and balanced service delivery is to review and respond to the entire recreation, parks and culture needs in the community. These approaches include staff's role to:

- Understand the demographics, community issues and emerging trends
- Identify needs and partner with key providers and stakeholders
- Determine gaps and needed improvements
- Build community capacity in order for the community partners to respond and to provide services and programs independently
- Support community partners in their endeavours
- Work to include all residents, as well as pay particular focus on under-represented and under-served groups
- Provide the direct delivery of facilities and programs where gaps exist or the capacity is not present in the community
- Play an ongoing supportive role to community groups and partners
- Recruit, train, supervise and recognize volunteers
- Build and foster new and emerging partnerships in the delivery of services
- Engage the community in meaningful participation through planning, decision making and program and service delivery

Guelph embraces both a direct provision and a community engagement (indirect) approach and experiences greater community capacity and participation as a result.

**Under-represented groups**

- Cultural diversity
- Persons with low incomes
- Persons with disabilities

Over the lifecycle of the Strategic Master Plan, special approaches will be required to include under-represented populations (cultural diversity, persons with low incomes, persons with disabilities). The regulations for the *Accessibility for Ontarians with Disabilities Act* are beginning to roll out and will have implications on how the City provides services and designs facilities. Accessibility improvements to existing facilities and barrier free designs in new facilities should be high priorities, as should inclusionary services to a greater number of residents in need.

**Level of income**

- Significant barrier to participation
- Older adults generally have more disposable income to spend on leisure

Level of income can be a significant barrier to participation in leisure pursuits, particularly in organized, structured environments. Municipalities are facing increasing pressure to offer affordable recreation programs and subsidies to promote participation among all user groups. In general, older adults have more disposable income to spend on leisure pursuits, while young families, youth, and economically disadvantaged individuals may find it difficult to afford to pursue a healthy lifestyle through participation in recreation.

**Affordability of facility rentals**

- Raised as an issue by stakeholders
- Users of the River Run Centre see cost as a barrier to usage

Affordability of facility rentals was also raised as an issue; discussions with the arts and cultural community echoed sentiments surrounding the River Run Centre, where cost was deemed to be an issue to access, particularly when costs are passed down through program charges to potential participants or groups renting the facility.



### Neighbourhood association model

- Neighbourhood groups would like to strengthen relationships with the City
- Improve communication and dialogue

Fortunately, the City does not have to do it all as there is a wealth of volunteerism within the recreation, parks and culture sectors. Guelph's neighbourhood association model is a prime example of the many positive impacts volunteer organizations can have on a community. Throughout the consultation process, Neighbourhood Groups have demonstrated a desire to strengthen their relationship with the City. Community requests for improved communications and dialogue about service delivery have resonated. The City's continued role in supporting and coordinating volunteer and community efforts is one of the priorities of this Strategic Master Plan.

### Utilize partnerships

- Ties into the City's overall Strategic Plan
- Maintain mutually beneficial formal and informal partnership agreements

An emphasis of the City's Strategic Plan is to use "partnerships to achieve strategic goals and objectives". As mentioned above, the City recognizes that it cannot be all things to all people and maintains many formal and informal partnership agreements with local service providers such as the School Boards and neighbourhood associations. The search for, and evaluation of mutually-beneficial partnerships or collaborations that are consistent with municipal and community needs should continue to be a priority for the City.

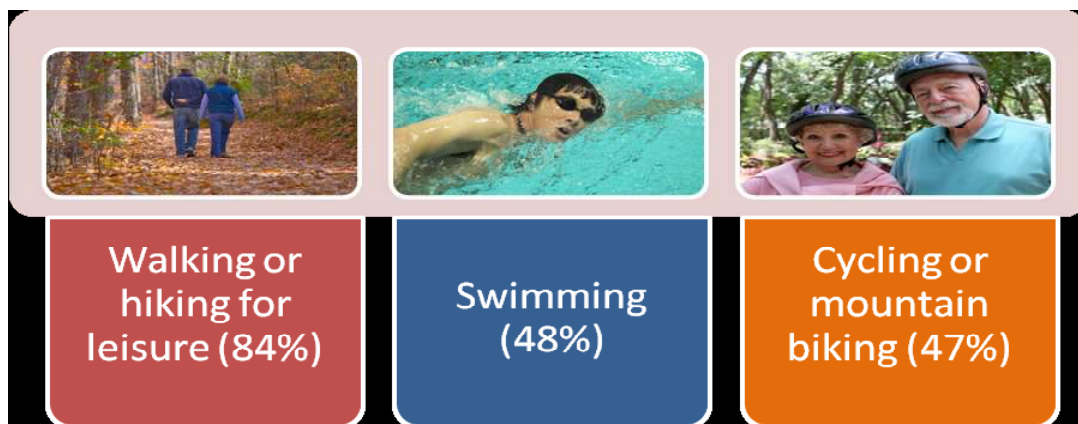
### Central and coordinated vision

- Improved role definition, coordination and capacity within cultural sector
- Central and coordinated cultural vision

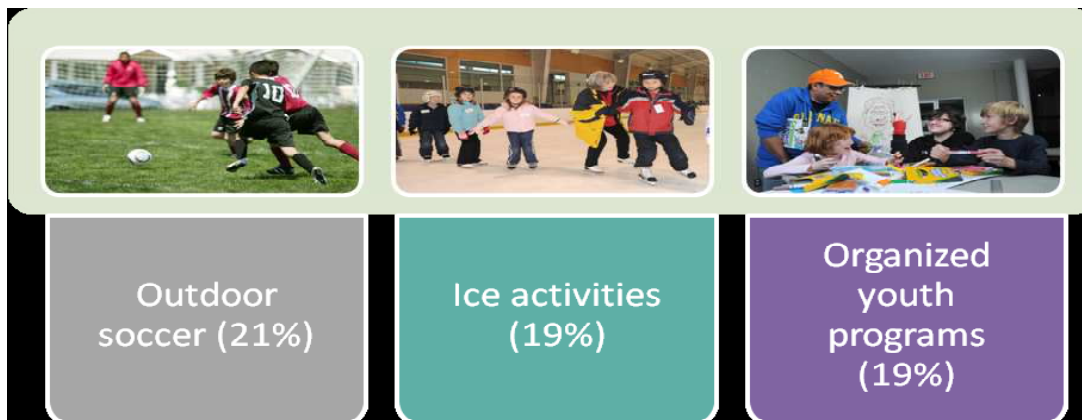
In addition, improved role definition, coordination, and capacity are crucial building blocks for the cultural sector. Guelph has developed a widespread reputation for the quality of its arts and cultural industries, much of which is nurtured through a collection of local artists, performers, groups, etc. A central and coordinated vision is required in order to further promote and strengthen this sector.

The City has experienced general satisfaction with the quality of programs in parks and recreation –participants at the Community Search Conference suggested that they highly valued the diversity and range of programs and activities offered both by the City and community-based providers. However, growing expectations and diverse demands are placing added pressure on the City to meet changing needs. In fact, the Strategic Master Plan survey found that 25% of Guelph households have program needs that are not currently being met; the largest gap areas includes theatre (with pricing being a stated barrier), population-specific recreational programming, arts classes, concerts, and festivals.

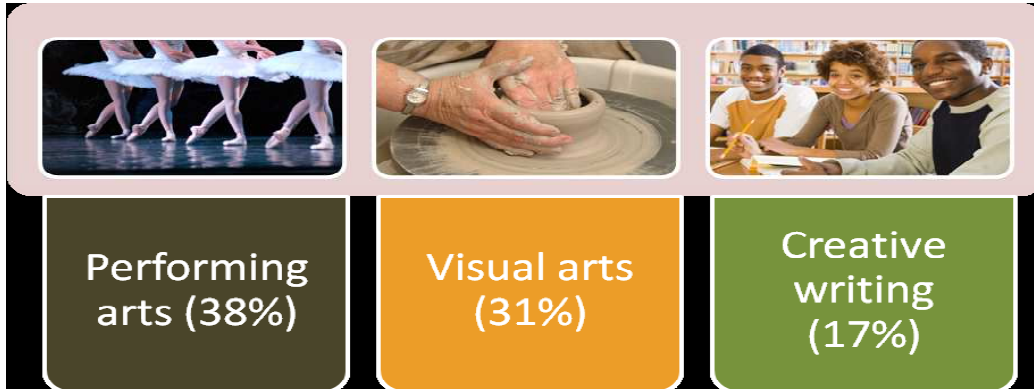
Household survey respondents were asked what activities members of their household participated in within the past twelve months. Walking or hiking for leisure was identified as the most popular leisure activity, with 84% of households reporting participation within the past 12 months; swimming (48%) and cycling or mountain biking (47%) rounded out the top three responses – the top activities were unorganized and generally self-scheduled.



The most popular organized activity was outdoor soccer (21%), followed by ice activities (19%), and organized youth programs (19%).



In terms of arts and cultural pursuits, 38% of households reported at least one member participating in acting, singing, dancing, or music; 31% in painting, drawing, crafts, or other visual arts; and 17% in creative writing including stories, poetry, plays, or other works (within the past 12 months).



Busy lifestyles have also contributed to competing demands for people’s limited time ultimately affecting leisure pursuit availability. Lack of time was found to be the number one barrier to participation in Guelph. As such, facilities and resources that support casual and unstructured activities are expected to be in high demand in Guelph in the coming years, as these best respond to the “time crunch” being felt by all age groups. Extended hours and accessible locations are also keys to encouraging participation.

Increasing levels of physical inactivity and obesity levels are also a concern in Guelph and across the province – the proportion of obese children has increased threefold in the past 25 years, and less than half of all Canadian children are active enough to achieve optimal growth and development<sup>2</sup>. Communities, like Guelph, are now faced with developing solutions that require immediate action while recognizing that proof of result will likely require decades of focus. The City’s participation in the *in motion* initiative is a high priority for the City and is linked to the City’s Strategic Plan objective of having “the most physically and socially active residents in Canada”.

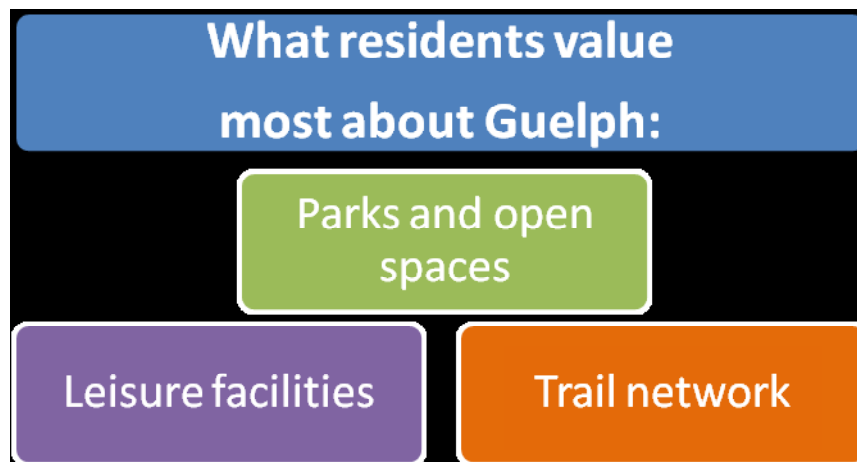
<sup>2</sup>Health Canada and the Public Health Agency of Canada. (2006). It’s Your Health. Available from: <http://www.hc-sc.gc.ca/hl-vs/iyh-vsv/life-vie/obes-eng.php>. Accessed: June 25, 2008.

## MAJOR INFRASTRUCTURE PRESSURES

Across the province aging infrastructure has placed an increasing burden on municipalities. A 2006 study by Parks and Recreation Ontario identified that the majority of recreation facilities in Ontario are over 25 years old and 30% to 50% of these are near the end of their useful life<sup>3</sup>. In fact, infrastructure province-wide is chronically under-funded. Many of the City’s recreational and cultural facilities are older and will be reaching a point in their lifecycle that major reinvestment is required; furthermore, many are not designed to modern standards, which inhibits their use by some. Funding for facility renewal can be a challenge as asset replacement cannot be addressed by Development Charges and the existence of senior government grants is not as reliable as it was in the 1970s and 1980s. Investment in existing infrastructure needs to be strategic and based on a complete evaluation of current and future needs, accompanied by a financial plan that maximizes the use of available dollars.

Given the geographic distribution of growth pressures noted previously, as well as the greater need for accessible parks and facilities in areas of lower income, the City will need to work at balancing City-wide and Neighbourhood-level needs, while addressing the needs of growth areas (e.g., South End).

Through the Community Search Conference, participants mentioned that they valued the City’s parks and open spaces, trail network, and leisure facilities (such as the River Run Centre, Sleeman Centre, community centres, theatres, and arenas, etc.).




Specifically, household survey respondents were asked to indicate the priority level for spending money to either improve or develop new parks, recreation, and cultural facilities in Guelph (see below). The following chart shows that, of the top ten facility priorities, five were parks-related (unpaved nature trails, paved multi-use trails, playgrounds, outdoor ice skating rinks, and children’s splash pads), and five were indoor recreation facilities (youth centres, senior’s centres, indoor pools, community centres, and arenas). Creative solutions to address the increasing demand for trails and linking the parkland system will also be required.

<sup>3</sup> Parks and Recreation Ontario. (2006). Ontario Sport and Recreation Infrastructure Study. Available online at <http://216.13.76.142/PROntario/index.htm>

## TOP TEN FACILITY

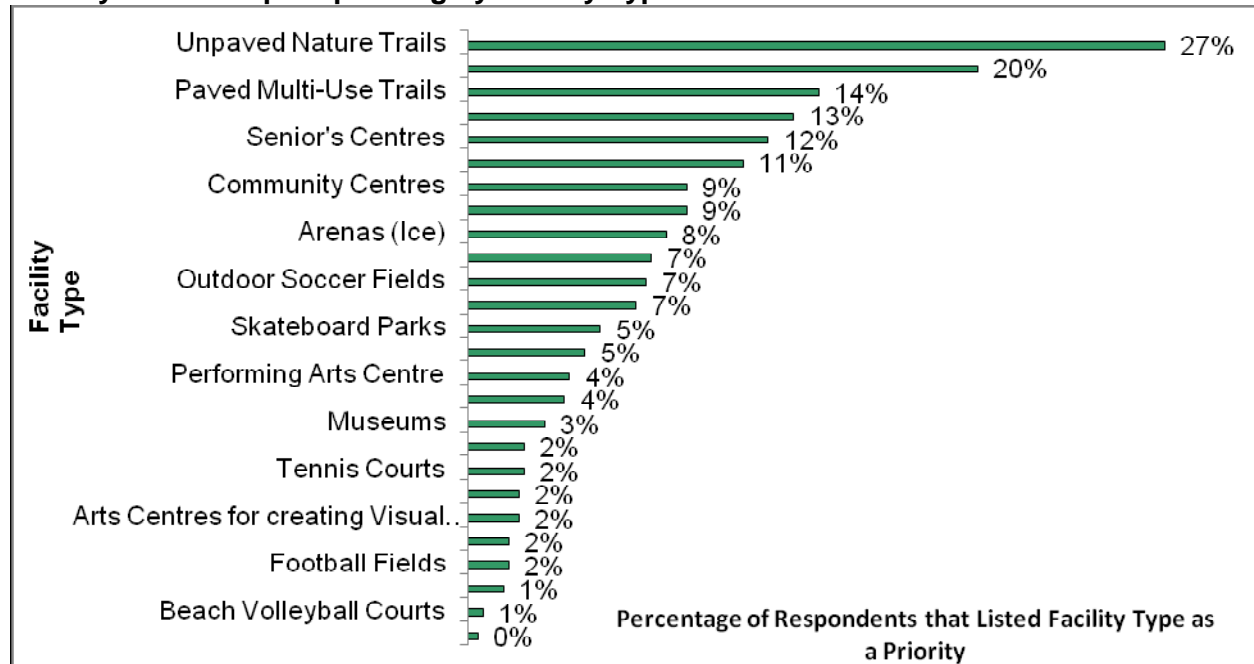


- Unpaved nature trails
- Paved multi-use trails
- Playgrounds
- Outdoor ice skating rinks
- Splash pads



- Youth centres
- Senior's centres
- Indoor pools
- Community centres
- Arenas

### Priority for Municipal Spending by Facility Type



54% of respondents stated that they would be willing to pay higher taxes for improvements to leisure facilities.

In order to provide rejuvenated and new facilities, partnerships (e.g., University of Guelph, School Boards) may need greater examination to maximize opportunity in a fiscally prudent manner. It is also interesting to note that 54% of respondents stated that they would be willing to pay higher taxes for improvements to the facilities noted in the previous chart.

## 3. Vision, Goals and Objectives

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### CITY OF GUELPH STRATEGIC PLAN

Recently, the City of Guelph engaged the broader community in the development of a corporate-wide Strategic Plan to ensure that short and longer term needs of the community were considered and addressed. The Plan is well articulated and is easily understood. Residents, community partners, and organizations can align their work with the expressed needs of the residents in mind.

The City's Strategic Plan contains the following vision of Guelph that speaks to a desired future state and how the City would like to be viewed in meeting community expectations in making positive change over time.

***“To be the city that makes a difference – Acting locally and globally to improve the lives of residents, the broader community and the world.”***

The key goals of the Corporate Strategic Plan make for a well governed and managed city. Each places specific focus on the elements that the residents felt required specific attention.

1. An attractive well – functioning and sustainable city
2. Personal and community well-being
3. Economic opportunity
4. Arts, culture, and heritage
5. Government and community involvement
6. Natural environment

Many of the key goals are directed at the work of recreation, parks, and culture; specifically the areas of an attractive city, personal and community well-being, arts, culture and heritage, community involvement, and the natural environment.

Recreation, parks, and culture provide and enable a network of programs and services setting about to deliver on the goals of the City. The efforts of the Service Areas involved clearly contribute to the implementation of the Plan and are aligned with the specific needs of the community. The directions identified in this Strategic Master Plan will assist the City in achieving their mandate within the community.



## **A VISION FOR RECREATION, PARKS AND CULTURE**

Recreation, parks and culture play a pivotal role in engaging the community in pursuits that are critical to the quality of the lifestyles that residents lead. Residents have many options for the use of their discretionary time and the City must be convincing in the message that balance, rejuvenation, and reflection are all essential to personal and community well-being. A vision statement must, therefore, be compelling. The following vision is proposed for Recreation, Parks and Culture in the City of Guelph:

***“Guelph is the City that makes a difference. Parks, recreation, and culture are accessible to all, and engage the community to inspire creativity, active lifestyles, and an awe of nature.”***

The benefits of participation in recreation, parks, and cultural activities are numerous and of tremendous value to both the individual and collective quality of life of the Guelph community. Not only do leisure opportunities encourage active lifestyles, but they also build healthy communities and are significant contributors to the economic, social, cultural, intellectual, and physical landscapes.

The municipality strives to provide accessible services through efficient and effective means to all citizens of Guelph – regardless of age, gender, race, socio-economic status, ability, etc. – however, it needs to be recognized that they alone cannot do it all. There will continue to be a reliance on other service providers within the community, including volunteer organizations, educational institutions, neighbourhood associations, and private enterprise.

By accepting the proposed vision for recreation, parks and culture, the City is committing to providing each and every citizen with safe and enjoyable experiences and believes that each citizen should have access to services.

## **GOALS & OBJECTIVES FOR RECREATION, PARKS AND CULTURE**

Building from the vision and the City's Corporate Strategic Plan – in combination with the expressed desires of the public – a series of Goals and Objectives were established to guide the development and interpretation of the Plan's Actions. A “Goal” is a broad, general statement of the long-term results needed to achieve the Vision; whereas an “Objective” is a specific target for accomplishing the goals. Collectively with the Vision, the Goals and Objectives should be interpreted as being the direction to which the City and community aspire.

In total, seven goals have been established for this Recreation, Parks and Culture Strategic Master Plan, each with two to six objectives. The Goals are largely complementary and they should be read and interpreted as a set, rather than as separate, isolated statements. It is expected that the City will utilize these strategic directions when making future decisions relating to recreation, parks, and culture and when establishing priorities for service and program delivery and facility investment.





## **1. An Accessible and Inclusive Community that Provides Access for All**

- a) A complete community with affordable services and programs for people of all ages, including children, youth, adults, and seniors.
- b) Accessible and inclusive opportunities to participate in recreation, parks, and cultural activities for all residents, regardless of physical ability, ethnic origin, and economic means.
- c) A community without barriers to participation in introductory-level recreational and cultural activities.
- d) Active engagement of under-represented groups (including – but not limited to – those with culturally diverse backgrounds, persons of low income, persons with disabilities, and youth) in program and service planning and delivery.

## **2. A Physically Active and Healthy Community that Promotes Active Living**

- a) Continued increases in the level, duration and intensity of physical activity for all residents so as to create the most physically active residents in Canada.
- b) Improved community wellness and health indicators as a result of physical activity initiatives.

## **3. A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers**

- a) A vibrant community that builds leadership and capacity through participation and social engagement.
- b) Strong relationships and coordination between the City and neighbourhood support groups, volunteers, and partners.

## **4. A Leader in Service Excellence**

- a) A continued commitment to being a high performance organization through the employment of best practices such as Integrated Service Delivery.
- b) A delivery system that leverages municipal resources and those of non-municipal partners.
- c) Long-term financial sustainability through the fiscally responsible and efficient management of resources.

## **5. A Sustainable Network of Recreational Infrastructure**

- a) Equitable, balanced, and justified provision and allocation of neighbourhood and community facilities based on market demand conditions and related factors.
- b) Strategic decisions with respect to aging parks, recreation, and culture infrastructure.

- c) Recreational opportunities that enable and support unstructured, self-scheduled, multi-ability, and low-cost activities, in addition to local sports and other organized activities.
- d) Strategic partnerships with other recreation facility providers to maximize benefits to the community.

## **6. A Connected Parks and Trails System that Inspires an Awe of Nature**

- a) A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations.
- b) A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas.
- c) Coordinated stewardship and management of parks, the natural environment, and the watershed.
- d) Sufficient parkland to meet the active and passive recreational needs of residents.
- e) Capitalize on the City's extensive parks system to encourage its use as a 'living community centre' that provides animated spaces serving as activity hubs.
- f) Proactive strategies that accommodate the unique and growing parks and recreation needs created by residential intensification and a growing emphasis on walkability.

## **7. A Vibrant and Valued Arts and Culture Sector**

- a) The downtown as a place of community and cultural focus.
- b) A leader among the Province's 'creative cities'.
- c) Numerous opportunities for artistic appreciation, expression and development.
- d) Highest per capita use of cultural facilities among any comparable Canadian city.
- e) Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.

## **SERVICE OBJECTIVES**

Service objectives speak to what the City will do to deliver on the vision of inspiring residents to be creative, be active, and become in awe of nature through improving community and individual wellness in Guelph. Municipal service providers allocate resources to serve the greatest good to maximize the use of the tax dollar and user fees. Each service objective captures various activities and approaches that, as a full collective effort (staff, volunteers and community stakeholders), will serve to meet the recreation, parks and culture needs in Guelph. The service objectives are listed in no priority below and described more fully on the following pages.

<b>Service Objectives Contributing to Community Wellness</b>
1. To provide/facilitate and promote activities and community events that support community interaction, vibrancy and cohesion.
2. To provide and support performing and visual arts opportunities.
3. To support and enhance the natural environment.
4. To play our part in providing an attractive community through community design and beautification of public spaces.
5. To plan, implement and maintain parks, trails and open spaces and facilities; to provide active spaces as well as spaces for reflection and rejuvenation.
6. To provide/facilitate recreation and leisure opportunities for families and groups.
7. To promote and facilitate the participation of diverse and under-represented populations.
8. To increase the level, duration and intensity of physical activity for all residents.
9. To engage and strengthen neighbourhoods and their capacity to provide meaningful services locally.
10. To educate residents regarding the benefits of recreation, parks, and cultural services and promote the full range of opportunities.
11. To engage volunteers in the provision of recreation, parks, and cultural services and environmental stewardship opportunities.

<b>Service Objectives Contributing to Individual Wellness</b>
12. To provide/facilitate introductory activities for all ages and abilities.
13. To facilitate advanced opportunities for residents of all ages and abilities, in cooperation with partners.

**Service Objectives Contributing to Community Wellness**

1. **To provide/facilitate and promote activities and community events that support community interaction, vibrancy and cohesion.**  
 Special events celebrating milestones, culture, sports and history within a community, serve to bring all age groups together regardless of background and focus positive energies on the event. The coordination of the events increases community capacity and the celebration itself promotes community pride, cohesion and spirit.
  
2. **To provide and support performing and visual arts opportunities.**  
 Performing and visual arts create a vibrancy of creativity in the community. Many communities feel that economic rejuvenation begins with placing emphasis on creativity and supporting the arts. The City's various Service Areas support the introduction to the arts through the provision of instructional opportunities through programs and camps and providing support to arts groups through capacity building and the provision of

space. The *Linamar for the Performing Arts* program (which allows every elementary school student in Guelph to attend two performances each year at no cost to the children) is another good example of how the City and its partners support local arts opportunities.

**3. To support and enhance the natural environment.**

The whole community benefits through stewardship efforts to protect preserve and enhance the natural environment. Not only is there a benefit in terms of cleaner air, water and green spaces but the creation/protection of natural environments provides habitats for the flora and fauna. Public access to these environments provides education through interpretation and a greater understanding of the importance of a greener environment.

**4. To play our part in providing an attractive community through community design and beautification of public spaces.**

Efforts to enhance and maintain an attractive community through thoughtful design, signage, programs, horticultural displays, public art, community gardens, garden recognition programs, etc. all add to community pride, spirit and a sense that the City and residents place importance on beautification and attractiveness.

**5. To plan, implement and maintain parks, trails, open space and facilities; to provide active spaces as well as spaces for reflection and rejuvenation.**

There must be a balance in the provision of open spaces in a community. While it is important to provide spaces for sports and physical activity, it is equally important to provide natural environments. The natural environment provides simple sights and sounds that enhance reflection and rejuvenation.

**6. To provide/facilitate recreation and leisure opportunities for families and groups.**

Providing leisure opportunities for families and like-minded groups enables residents and visitors to experience new and enjoyable leisure opportunities and strike the balance needed in order to lead healthy lives.

**7. To promote and facilitate the participation of diverse and under-represented populations (including but not limited to culturally diverse populations, persons with disabilities and persons of low income).**

Greater understanding of differences can be overcome by providing opportunities to encourage interchange between generations and persons with varying backgrounds and abilities within a community. Full integration encourages inclusion and greater community understanding and cohesion.

**8. To increase the level, duration and intensity of physical activity for all residents.**

The levels of inactivity and obesity have been labelled our national health crisis and improvements have not been significant in the last five years. Residents require interventions from a public policy, public education, social messaging and program provision perspective. The City plays a large role in improving the physical activity levels in the community through parks and facilities, programs, trails and services.

**9. To engage and strengthen neighbourhoods and their capacity to provide meaningful services locally.**

Local non-profit and volunteer groups form to respond to a need in the community and provide valued programs and services. The City plays the role of understanding the needs and building community capacity to assist in delivering on these needs through the formation and support of local groups. Supports can include joint strategic and operational planning, training, assistance with governance and group dynamics, grant applications, providing space/amenities and offering ongoing encouragement and appreciation.

**10. To educate residents regarding the benefits of recreation, parks, and cultural services and promote the full range of opportunities.**

With competing priorities for one's leisure time; residents need to understand the importance and benefits of participation and what is in it for them.

**11. To engage volunteers in the provision of recreation, parks, and cultural services and environmental stewardship opportunities.**

Volunteerism contributes to enhanced participation in leisure activities for Guelph residents. The number of activities available in Guelph is increased as residents become involved in coaching and offering specialized programs and services on a volunteer basis. The need for volunteers to support the leisure delivery system is critical, and the municipality must promote the importance of volunteerism and the benefits to the community/individual.

Service Objectives Contributing to the Individual Good

**12. To provide/facilitate introductory activities for all ages and abilities.**

Due to the responsibility of the municipality to utilize tax dollars and user fees to best serve the greatest good, emphasis is placed on providing introductory activities and a progressive skill development continuum.

Pre-school

Facilitating and providing leisure activities for children less than six years provides benefits to both the child and caregiver. The children learn many social skills as well as begin to achieve mastery in motor skills, appreciate creativity and most importantly have fun. The parents/caregivers have an opportunity to socialize, learn to provide quality leisure experiences and gain insight through other parents/caregivers.

School-Aged Children

Opportunities provided to this age group benefit the participant in choosing from a wide range of activities and learning where their leisure interests lie, as well as to experience new activities. Advanced skill development should be provided so that school-aged children can reach their potential in areas of interest. Elite type instruction and opportunities are usually provided through other providers (both non-profit and private) and do not typically fall under the responsibility of the municipality.

### Youth

Community Services plays a significant role in the health and well being of youth. Special efforts must be made to ensure youth have a say and play a leadership role in the development and delivery of their own activities. Participating in leisure activities can assist youth in making good choices and developing into healthy and balanced young adults. Opportunities need to be available for youth to pursue and improve their abilities in their respective leisure pursuits and areas of interest locally. Youth who are engaged in leisure pursuits have better chances in finishing their education and becoming employed as young adults.

### Adults

A wide range of opportunities should be provided to the adult population in order to balance their lives and provide outlets for expression and physical pursuits. Opportunities and space should be available for adults to enhance their skill levels in the respective areas of interest. Often adults will become self governing in providing exposure to hobbies and pursuits and will only require community spaces from the municipality.

### Older Adults

The leisure needs of the older adult population are ever changing. The new wave of Baby Boomers will require special study as to their needs. Early indications anticipate needs for experiential learning, adventure type activities and a movement away from the traditional spaces reserved exclusively for seniors.

### Families

The family unit in its many forms is integral to the foundation of individual growth and to the health of the community. Opportunities need to be provided to strengthen family time and rejuvenation.

## **13. To facilitate advanced opportunities for residents of all ages and abilities, in cooperation with partners.**

The City provides support to community and stakeholder groups who choose to provide competitive sports and activities through the provision of space, assistance with development and training.

## 4. GOAL ONE: An Accessible and Inclusive Community that Provides Access for All

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The determination of service delivery priorities (encompassing Goals 1 -4) has been developed over the course of the Strategic Master Planning process. Many inputs have been considered including the full breadth of the internal and external consultation program, as well as demographics, and emerging trends and social issues. The first goal deals with access and equity to the entire community and under-represented groups in particular.

Access and equity is the legislated commitment to the public that all programs and services offered or supported will have barrier-free access to all residents regardless of their backgrounds. It is critical that the City understand the future and growing needs, develop programs and services, strengthen partnerships and evaluate its effectiveness in including under-represented groups (including residents from diverse backgrounds, persons with disabilities and low income residents, at a minimum). Much is presently being done in Guelph to engage under-represented groups and this should continue to be a priority.

### Key Objectives of Goal One:

- a) A complete community with affordable services and programs for people of all ages, including children, youth, adults, and seniors.
- b) Accessible and inclusive opportunities to participate in recreation, parks, and cultural activities for all residents, regardless of physical ability, ethnic origin, and economic means.
- c) A community without barriers to participation in introductory-level recreational and cultural activities.
- d) Active engagement of under-represented groups (including – but not limited to – those with culturally diverse backgrounds, persons of low income, persons with disabilities, and youth) in program and service planning and delivery.

### PEOPLE WITH DISABILITIES

In terms of residents with disabilities, Guelph complies with the current requirements of the *Accessibility for Ontarians with Disabilities Act*, has a plan to address the gaps in place, and is dedicated to ensuring that all of its facilities and programs are accessible to persons with disabilities to the degree possible. The City's Inclusion and Volunteer Services Coordinator is considered the resident advocate for persons with disabilities and provides support for persons to participate in recreation programs (PAL – Personal Assistance for Leisure Activities and One2One support, providing and training volunteers to assist residents participate). The City also has a Leisure Access Card, which provides services for persons with disabilities at a reduced rate. Further groups and associations providing leisure opportunities can qualify for a grant for use of facility space at a reduced rate. The Guelph Community Guide offers a list of specialized programs and subsidized support to persons with disabilities.



## **LOW INCOME HOUSEHOLDS**

Recreation, culture, and parks also recognize that a percentage of the population is of low income (11% in 2005). Subsidy of low income residents participating in services is one inclusive support and both the City and Neighbourhood Groups provide low cost/no cost opportunities. With the current economy placing greater numbers on social assistance, it is critical to review how the current approach to including low income residents can be enhanced.

Of note, the Province of Ontario has developed the Poverty Reduction Strategy which sets about to reduce the number of children living in poverty by 25% over the next 5 years lifting 90,000 children out of poverty. The Poverty Reduction Strategy speaks to the role recreation can play in terms of offering after school activities and engaging youth to develop leadership capacity and employment potential. Also, Parks and Recreation Ontario through its Access for Low Income Residents working committee has set a goal to ensure that all municipalities and service providers in Ontario develop a comprehensive access policy inclusive of ongoing supports (fee reductions, leadership training, child-minding and reduced equipment costs) in order to include low income residents. It would be important for recreation, parks, and culture and like-minded service providers to address access of low income residents as a collective group.

Transportation costs prove to be a critical barrier to participation. As such, more local, 'walk to', no fee/low fee opportunities will encourage participation for residents with low incomes. Also, critical supports for families wishing to attend leisure opportunities include child minding, reduced fees and a way to reduce/eliminate equipment costs. If these barriers could be addressed consistently; it is anticipated that participation would boost thus increasing the benefits of stronger neighbourhoods and communities.

## **NEW CANADIANS**

In 2006, 21% of Guelph's population was foreign-born (i.e., immigrants) and the visible minority population is approximately 14% of the total population. The predominant visible minority populations are of South Asian, Chinese and Filipino heritage. Including persons from culturally diverse backgrounds will embrace greater understanding and address the barriers to participation (possibly providing space to groups to self-manage the provision of recreational pursuits and offering introductory experiences to typical Canadian recreation pursuits, etc.). With this changing landscape, traditional recreation, parks and cultural programs and services need to be tested against the needs of the full population. Inclusion in the development of programs and services by diverse populations requires strong relationships with community leaders and groups and a clear understanding of needs. A variety of approaches should be taken to fully include all populations.



## **OLDER ADULTS**

Recreation service provision for older adults in Guelph is well designed, having clearly considered the needs of older residents. This includes the Evergreen Seniors Centre which provides the vast majority of programming and activity groups that address not only recreation pursuits but a wealth of health, nutrition and retirement adjustment opportunities. These play a pivotal role in the health and wellness of older adults and in increasing their quality of life.

Municipalities are beginning to witness changes in the way leisure services for older adults are being delivered under the notion that older adults seem to want to be regarded as adults and not seniors. All indications are showing the 'new senior' will continue to be more physically active and may look for more adventurous activities to stimulate their interests. The City of Guelph currently offers a range of opportunities that appeal to older adults of all ages and abilities. Among the important benefits of recreation for the older adult population are increased health and fitness, as well as opportunities for meeting existing and new friends, for using skills and talents developed throughout their lifetime, for learning new skills and exposure to new experiences. Additionally, Baby Boomers also tend to be more prepared for retirement from a financial perspective than many previous generations allowing municipalities to move away from discounts and price subsidies based on age of participant.

Understanding and adapting to the changing needs of older adults through the development of an Older Adult Plan will be the key to a successful service delivery model for older adults in the future.

## **YOUTH**

Guelph's Youth Strategy was approved by Council in 2003 and has seen many successes (e.g., development of a Youth Council, volunteer opportunities for youth, girls' only programs, youth centric spaces and programs and the celebration of Youth Week). An update to the Strategy is recommended by looking to the future needs of the youth population and continuing to work toward youth empowerment through addressing their barriers to participation.

The City of Guelph recognizes that an investment in youth is a strong investment toward the future health of the community and places a priority on youth engagement and development. As such, ensuring that youth are well-informed about opportunities available to them in the City is important. This requires that the City develop an inventory and create awareness of opportunities available to youth through various media, including technology and local neighbourhood vehicles.

To maximize the experience and knowledge of like-minded organizations that exist to support youth engagement and development, a collection of partners has developed Play Works. It was formed to begin the discussion and research as to what environments will maximize youth participation in leisure pursuits and address concern with the declining resources and programs directed toward youth and the results of increased crime, violence, bullying and obesity. Each year cities are awarded the designation of being a "Youth Friendly City" and the mayors are recognized and awarded the Youth Friendly City designation. The City of Guelph's participation in this initiative should be explored.

## SUMMARY

The following describes the City’s responsibilities in working to ensure equitable and balanced access.

We believe that every citizen in Guelph should have access to:

- *Participation*: Participate in quality, safe, affordable recreation programs that are in harmony with the diversity of the community.
- *Active Living*: Be physically active through participation in both organized and informal sports and recreational activities.
- *Nature & the Outdoors*: Experience nature and to access open spaces within their communities.
- *Enriching Experiences*: Experience the arts, culture, heritage, sports and recreation.
- *A Welcoming & Inclusive Community*: Be included in activities that build strong communities, engaged citizens and healthy family life.
- *Engagement*: Be engaged in the planning of recreation and parks in their communities and to participate in volunteer activities.

*Source: Adapted from the Charter for Recreation and Parks in Ontario*

## RECOMMENDED ACTIONS – GOAL ONE

The following actions relate to Goal One (An Accessible and Inclusive Community that Provides Access for All) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Under-represented Groups (People with Disabilities, Low Income Households, New Canadians)</b>	1-1 Strengthen efforts to engage under-represented groups including, but not limited to, those with culturally diverse backgrounds, persons of low income, and persons with disabilities through providing staff the training and knowledge to build relationships, have ongoing and open dialogue, truly understand needs, and strengthen the provision of meaningful programs and services.
	1-2 Continue to coordinate an annual round table for service providers for persons with disabilities, the Accessibility Committee and residents with disabilities to share plans and services and look for opportunities to better serve the disabled population in the provision of recreation, parks and cultural programs and services.

	1-3	Continue to place a high priority on regularly updating and implementing the City's Accessibility Plan, including opportunities to address the requirements of the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> Customer Service Standards and future regulations, as established.
	1-4	Develop an approach to ensure that cultural diversity is addressed in the development and delivery of recreation, parks, and culture programs and services including (at a minimum) translation services, introduction to leisure in Guelph sessions, leisure counselling, enabling culture-specific services and programs.
	1-5	Report annually on the ability of staff to reach out to low income families and individuals through the Fee Assistance in Recreation (F.A.I.R.) policy (or successor program) to ensure that funding levels are adequate. As part of this initiative, investigate ways and means of addressing equipment and transportation needs for low income residents.
<b>Older Adults</b>	1-6	Through the development of an Older Adult Plan, plan for increased demand for leisure services for an aging population, taking into consideration changing leisure interests, a projected increased lifespan for Canadians, and financial capabilities (e.g., develop a policy based on ability to pay instead of age of participant).
<b>Youth</b>	1-7	Update the Community Youth Strategy to revisit emerging trends in youth engagement, leadership and self-directed youth opportunities.
	1-8	Inventory and communicate parks, recreation, and cultural opportunities available for youth through the utilization of technology and local neighbourhood communications opportunities.
	1-9	Apply for the designation of a "Youth Friendly City" through the Play Works collective in order to promote successes in engaging youth and to address any gaps in the provision/enabling of youth services.
	1-10	Work with the local sports community to adopt the sport and community principles of 'True Sport' (a social movement committed to community sport that is healthy, fair, inclusive, and fun).

## 5. GOAL TWO: A Physically Active and Healthy Community that Promotes Active Living

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Canada is facing a national health care crisis caused by a combination of physical inactivity and poor eating decisions within most populations across the country. The combined effect of these unhealthy lifestyle choices has resulted in a dramatic rise in the number of obese Canadians. While historically these conditions were restricted to adults, it is now becoming increasingly apparent that young Canadians are not active enough to sustain adequate health levels over their lifetime. In fact, there is an increasing body of evidence that suggests that for the first time in history, the current younger generation will not have the longevity or quality of life enjoyed by their parents. Furthermore, rises in obesity rates in Canada go hand-in-hand with increases in the national rates of preventable chronic diseases.

The objective of increasing physical activity levels in Guelph is clearly aligned with the City's Strategic Plan. The outcomes of physical activity include leading a balanced and productive lifestyle, being socially engaged and connected to the community at large and at the neighbourhood level.

### Key Objectives of Goal Two:

- a) Continued increases in the level, duration and intensity of physical activity for all residents so as to create the most physically active residents in Canada.
- b) Improved community wellness and health indicators as a result of physical activity initiatives.

### PHYSICAL ACTIVITY

The City of Guelph is taking strides to improve the health of residents and to influence positive behaviours as a part of the Wellington-Dufferin-Guelph regional group that is involved in the ***in motion*** initiative. This study is intended to bring attention to the physical inactivity crisis and to promote ways in which all citizens can improve their activity and health levels. Specifically, the ***in motion*** initiative has a goal of each resident participating in 30 minutes of physical activity per day, which is critical to addressing the high rates of heart disease, diabetes type 2 and some forms of cancer that are a result of inactivity and obesity.

Canadians maintain an inadequate level of physical activity and the commitment to this initiative must be considered for the long term as it may take decades to change behaviours. Implementation of this and related initiatives should be a high priority for the City.

## COMMUNITY WELLNESS AND INDIVIDUAL WELLNESS

It is important to recognize the outcomes of the provision of recreation, parks, and cultural pursuits. The benefits of the service delivery system serve to strengthen both the community (or the 'Community Wellness') and the skills and lifestyles of individuals (or 'Individual Wellness'). It is important to articulate the difference.

'Community Wellness' improves the strength and resilience of the City in the following ways:

- Opportunities for social inclusion and cohesion
- Reduces anti-social behaviours
- Increases respect for diversity
- Improves the health of children, youth and families
- Builds community capacity to provide like services independently
- Includes youth, builds leadership skills and civic engagement
- Improves environmental health
- Increases participation
- Improves opportunities for volunteerism and civic engagement
- Provides places to engage in social interaction
- Increases community communication networks
- Improves the state of the family and intergenerational opportunities
- Increases sense of belonging and civic pride

Contributing to 'Individual Wellness' through participation in leisure activities:

- Increases one's life chances of success
- Improves social skills through participating with others
- Improves individual fitness levels
- Improves skill mastery in physical and cultural pursuits
- Creates life balance
- Develops and improves physical, intellectual, spiritual and emotional capacities
- Increases confidence and competence
- Improves creativity

Municipalities typically offer services to strengthen community wellness such as services that have full access without a fee or with a small fee attached (parks, trails, playgrounds, splash pads, etc.). Services that are provided to the individual usually have a full range of choice and a fee is attached.

## RECOMMENDED ACTIONS – GOAL TWO

The following actions relate to Goal Two (A Physically Active and Healthy Community that Promotes Active Living) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Physical Activity / Community Wellness &amp; Individual Wellness</b>	2-1 Develop a public education program (e.g., website, presentations, posters, etc.) on the importance of learning to swim and being water safe and translate into the predominant languages spoken in the community.
	2-2 Continue to increase the level, duration and intensity of physical activity for all residents by ensuring that there is a balance of active programs for all age levels and abilities and by providing social messaging to create awareness of the importance of being active.
	2-3 Continue to support the residents in increasing physical activity by introducing new initiatives every 18 months and by utilizing communications vehicles to promote healthy lifestyles (e.g., <i>in motion</i> ).
	2-4 Establish measures to evaluate the goals and achievements of the <i>in motion</i> (Physical Activity) plan, in conjunction with municipal, regional, not-for-profit, and private partners.
	2-5 Provisions to incorporate spaces and amenities encouraging year-round physical activity, wellness and informal use opportunities should be paramount considerations in the design of parks in order to encourage use and facilitate activity levels.

## 6. GOAL THREE: A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers

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Stakeholders, volunteers, staff and the general public are supportive of the recreation, parks and culture delivery system and are more than willing to contribute time and energy for the betterment of the residents as benefactors of the services. As noted, a coordinated delivery system will maximize efforts and streamline resource requirements.

### Key Objectives of Goal Three:

- a) A vibrant community that builds leadership and capacity through participation and social engagement.
- b) Strong relationships and coordination between the City and neighbourhood support groups, volunteers, and partners.
- c) Develop meaningful and effective methods of engaging the neighbourhood voice (general public).
- d) Define and strengthen neighbourhood capacity.

### \*\*\*KEY CONCEPT\*\*\* STRENGTHENING AND ENGAGING NEIGHBOURHOODS

Building a strong community where residents have a sense of belonging and civic pride requires organizations and individuals to work collectively under a compelling vision whereby everyone plays their part. This requires a common understanding as to what is important and what needs changing. In order to sustain local identity, social inclusion, and build capacity at the neighbourhood level, continuous initiatives must be in place.

Over the years, the City and community groups have made great strides in strengthening Guelph's neighbourhoods. This grassroots approach has respected the fact that neighbourhoods have differing perspectives, issues, and needs. It also recognizes that there are many groups and agencies that work or volunteer to build the City from the neighbourhood level up. This collaborative approach has helped to ensure that every resident: has access to needed services; lives with a sense of belonging; and benefits from supportive social conditions.

Neighbourhood Engagement acknowledges the importance of identifying neighbourhoods, respecting their unique identities, developing effective methods of engaging neighbourhood voices and using expertise from within the community to define opportunities and address service gaps. This approach will help to strengthen overall neighbourhood capacity. The Master Plan recommends actions that will direct the development of strategies and partnerships to ensure that neighbourhood capacity is built and neighbourhood groups are sustained.



With the City and neighbourhoods facing new challenges and evolving socio-demographic characteristics, there is a need to continue to work with the Neighbourhood Support Coalition (NSC; an assembly of neighbourhood groups) and other organizations (e.g., school boards, churches, service clubs, social clubs and other key partners) to collectively meet community and neighbourhood needs, advocate for those who cannot advocate for themselves, and build individual and neighbourhood capacity, all the while providing a voice for meaningful dialogue with the municipality.

### RECOMMENDED ACTIONS – GOAL THREE

The following actions relate to Goal Three (A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Strengthening and Engaging Neighbourhoods</b>	3-1 Build capacity and strengthen relationships with individuals (e.g. volunteers, people with interest, etc.) and organizations (e.g. neighbourhood groups, school boards, churches, service clubs, social clubs, and other key partners) in order to address key issues and achieve even greater successes together by building a common vision whereby everyone plays their part in maximizing resources.
	3-2 Conduct a review of the City’s Affiliation Policy, its agreements and the current community development model which was created during the last Parks and Recreation Masterplan (1997-2007). Review, assess and propose revisions to the policy, agreements and model to ensure that these frameworks respond and reflect current and future needs of the community. Ensure the development of clarity regarding roles, responsibilities, and resources within Council approved criteria including but not limited to the mandate of affiliated groups, ways to measure the development of groups within the model and best practices to build the sustainability of a neighbourhood group.
	3-3 Develop a neighbourhood engagement strategy to ensure that opportunity is given for all residents to be heard. This initiative should seek to strengthen overall neighbourhood capacity by defining each of Guelph’s neighbourhoods, what it is that makes them strong, acknowledging their unique identity, defining needs, gap and opportunities, etc. This may include an examination of the fundamental characteristics of Guelph’s neighbourhoods, including capacities, strengths, asset-based reviews, etc.
	3-4 Review how the City and its partners build and support social cohesion and pride through various initiatives aimed directly or indirectly at strengthening neighbourhoods and establish a strategy for fostering and supporting strong neighbourhoods.



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3-5 Work with Wellington County, the Neighbourhood Support Coalition, and other key agencies to address joint and aligned planning, improved communications and the development of a sustainability model.

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3-6 As part of the Neighbourhood Long-term Strategy, develop an inclusive neighbourhood consultation process while also meeting on an ongoing basis with the Neighbourhood Support Coalition, neighbourhood groups, other key partners (e.g. school boards, churches, service clubs, social clubs, etc. to discuss a methodology of reviewing parks in priority areas and ensuring that parks and open space needs are being met through local and City-wide parks.

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3-7 Work collectively with the Neighbourhood Support Coalition and other key service providers to develop a strategy for their greater self-sufficiency with less reliance on municipal funds over the longer term.

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## 7. GOAL FOUR: A Leader in Service Excellence

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Service excellence continues to be a clear focus of most municipalities and government agencies in Canada. Local government is viewed as the ‘frontline’ service provider with a vision to ensuring that the respective governance model is forward thinking, transparent, responsive to community needs, and makes a difference in addressing community issues. Many models have emerged; the most successful being the models that recognize the power of the collective – community partners and agencies working together to address pressing community issues. The lesson has been learned that working in isolation often leads to duplication and ineffective approaches to community issues.

The City’s Service Areas must be nimble and respond not only to the ongoing strategic and operational requirements of their respective mandates but be able to free up limited resources to address pressing and emerging issues. It is clear that staff must prioritize what services, programs and initiatives require focus and work with other like-minded providers to make the differences that are needed.

### **Key Objectives of Goal Four:**

- a) A continued commitment to being a high performance organization through the employment of best practices such as Integrated Service Delivery.
- b) A delivery system that leverages municipal resources and those of non-municipal partners.
- c) Long-term financial sustainability through the fiscally responsible and efficient management of resources.

### **\*\*\*KEY CONCEPT\*\*\* INTEGRATED SERVICE DELIVERY**

In order to deliver on recreation, parks and cultural needs in the City of Guelph, all Service Areas involved must be focused to serve and engage a similar base of community groups, neighbourhoods, residents and businesses. Coordinated efforts are made to respond to common issues and emerging trends. Communication in and amongst the Service Area staff is critical in order to provide services consistently and equitably through the agreement on priorities. The Community Services Department has recently been refashioned to respond to key themes and initiatives. The Department has embraced a more functional model that centres on specific resident groups and has staff units in community engagement, programs and services, special projects, culture and facilities. Parks are addressed through three Service Areas that address design, development and operations. The Service Areas work in concert with many community partners to deliver on the mandate of providing recreation, parks and cultural services to all residents. Many initiatives are planned based on evidence that specific programs and services will meet neighbourhood and community needs.

This collective approach is considered as an Integrated Service Delivery Model (ISD) to a

certain degree. Staff would still have the function of looking after their respective responsibilities in their Service Areas and to deliver on service mandates.

*“The model recognizes the failure of traditional hierarchical government organizations to successfully deal with the complexity and interaction among many of the tough social and economic challenges facing societies and the inability of individual agencies or governments to interconnect and reach out to wider community-based stakeholders. The model also seeks to avoid the inefficiencies inherent in earlier efforts to reorganize government agencies into large units by focusing on engaging agencies in joint problem solving without wasting time on reorganization or re-establishment of formal authorities.”*  
(Goldsmith and Eggers 2004; Kettl 2005)

The notion of Integrated Service Delivery in a recreation, parks and cultural context rests on the adage that a collection of varied levels of expertise of individuals, agencies and or organizations can address issues using multi-layered approaches and achieve success; this as compared to agencies and organizations working individually and in a disjointed fashion to address similar issues. The model rests on the commitment of individuals and organizations to continuously improve their ability to deliver services effectively and make the required differences needed. ISD keeps the citizen as the central focus to improve services and interventions. For example the reduction of childhood poverty might involve social service departments and agencies, housing, public health, community planners, recreation, parks and culture service deliverers and community and neighbourhood groups. As a collective each stakeholder brings their respective level of expertise to the table, sets about to develop one vision and one plan with multi-layered interventions. Each stakeholder sets about to contribute and play their part.

ISD relies on and recognizes the capacity of individuals, organizations, agencies and neighbourhoods to interact creatively to develop innovative approaches and utilize available resources to address emerging and existing social issues and the multi-dimensional needs of the community also recognizes the role of each organization to provide their own continuum of services that serves their respective stakeholders and residents.

The advantages include:

- A clear agenda and outcomes
- The articulation of community-wide and consistent service levels
- Reduced duplication
- Shared training, stronger agency relationships
- Sharing of knowledge, resources, expertise, skills and values
- Recognizes the strengths of individuals, groups and community and their capacity for growth and development
- Community-wide measurement
- One vision, one plan taking a holistic approach with many coordinated interventions
- Improved communication, both internally and externally
- Opportunities to build community capacity through engagement in the ISD process

Integrated Service Delivery is not a wholesale change for the Service Areas involved in the delivery of recreation, parks and cultural services. Many initiatives involve groups of stakeholders meeting to work collectively on projects. It is suggested that the Service Areas

develop formal integrated Service Delivery Models with respect to the Service Priorities as previously stated (e.g., the inclusion of under-represented groups, strengthening neighbourhoods, physical activity, championing the parks system, etc.).

The following graphic demonstrates the Integrated Service Delivery Model and demonstrates that bringing interested and skilled stakeholders to the table can find common ground, become focused in addressing common issues, and develop creative solutions.

### Sample Integrated Service Delivery Model



### SERVICE PROVISION EXCELLENCE

The divisions of recreation, culture and parks underwent a review of their respective practices, policies and processes in order to identify strengths and gaps that need addressing in order for the Service Areas to function at a high performing level. The review took into account key result areas including: Departmental Focus; Effective Management/Leadership Practices; Human Resources; Fiscal Management; Physical and Environmental Resources; Programs and Services; and Partners and Stakeholders.

The review found that staff are committed to being a high performing organization and will need to focus on some policy and procedural baseline initiatives to further strengthen their capacity to do so. The following is a summary that provides observations of the more notable elements of the review and respective actions that will need to be mapped out over the next three-five years.

- a) Customer Service Strategy – The City’s Service Areas engage with hundreds of

thousands of visitors and patrons per year. Staff strive to be accommodating, welcoming and helpful and want to exceed expectations. It is thought that to retain happy participants will serve to attract an even greater audience through word of mouth. The Service Areas employ many seasonal and part time staff and the need for a customer service program that articulates expectations, trains staff and measures visitor satisfaction will ensure a high level of customer service.

- b) Policies and Procedures – Staff and the public would like to ensure that operations are transparent and offer consistent guidance to all staff in terms of relevant policies and procedures. While some are in place, many require updating and an annual review to ensure their relevancy. The consistent application of Police Reference Checks for staff, stakeholders, and the allocation of time and space for partners using municipal facilities capture some areas of concern.
- c) Legislative Compliance – There are well over 100 legislative acts governing the delivery of recreation, parks and cultural services. While each discipline is responsible for understanding and complying with the legislative requirements; there is no central source of legislative requirements or a system to ensure that all Service Areas are compliant. The Lifestyle Information Network (LIN) has most recently compiled an online summary and search tool of updated legislative acts and will be developing a compliance tool to assist with annual audits. It is recommended that the City distribute the requirements to staff, host any needed training, and monitor compliance annually at a minimum.
- d) Standard Operating Procedures – Many Service Areas have experienced structural and staffing changes in the last two to three years and would benefit from a review and the development, in some cases, of standard operating procedures. Many units have developed their own in isolation and it would be beneficial from a visitor and/or participant perspective if all operating procedures were consistent and developed with the same vision and guiding principles.
- e) Maximizing Effectiveness – With a newly implemented organizational structure in Community Services it would be beneficial to clarify to stakeholders the advantages and synergies as well as the strategic priorities. Further, with several Service Areas governing the delivery of recreation, parks and cultural services, a review of internal planning processes, key joint priorities, communications and public interface would serve to provide ‘one window’ access for the public. Appendix A provides a matrix that includes the City’s current and anticipated facility and service area involvement. This matrix should be monitored and reviewed during the implementation of the Plan and particularly during the neighbourhood engagement process.
- f) Communications and Social Marketing – The City places a priority on listening to the public, and offering consistent messaging regarding embracing healthy and active lifestyles, and communicating the full breadth of recreation and parks opportunities. Messaging with respect to embracing active lifestyles, respecting and becoming stewards of the environment, learning to swim, and the benefits of participating in recreation and parks opportunities are all messages that the City must impart through many communications vehicles and on a consistent basis. The City must use all of its communication vehicles to maximize communications and its ability to listen to and influence residents and stakeholders.

- g) Performance Measures – Developing performance measures ensures that there is transparency in the operations and delivery of programs and services. Staff must be accountable for meeting targets in their respective service area and partners and stakeholders have a clear interest in the achievement of those targets. While the City collects data for the Municipal Performance Measures Program through the Ministry of Municipal Affairs and Housing; the data is not fully useful for planning and reporting purposes. It is suggested that City develop simple performance measures that capture inputs, outputs, efficiencies and effectiveness measures that they can compare year over year and report out annually to partners, the public and stakeholders.

## **PARTNERSHIPS**

Throughout Ontario municipal recreation departments are increasingly challenged to provide and maintain top quality facilities, services and programs within defined budget envelopes. And as financial pressures mount and the need for cost containment rises, many departments are examining new and creative service provision methodologies including alternative delivery approaches, such as partnerships of one form or another. Guelph already works collectively with many community partners and organizations and seek to build capacity within the community before offering services and programs directly; however, a standardized process is lacking.

Communities that have been successful in adopting alternative service delivery approaches suggest that the application of a standardized alternative service framework is helpful in choosing the most appropriate delivery strategy as well as identifying a capable service provider. Furthermore, a standardized process allows for pro-active pursuit and cultivation of relationships with outside groups and makes service delivery decisions more transparent.

The City of Guelph generally utilizes a similar thought process to decide upon the most appropriate service delivery approach and the most suitable relationship with outside groups. However, the process is often not documented and therefore it is difficult to ensure that it is uniformly applied to candidate projects. Further, staff often receive unsolicited proposals from potential partners and has a need to analyze these proposals using consistent and fair criteria. It is recommended that the City develop and adopt a standardized alternative service provision framework complete with decision-making criteria that is known to all Service Areas and potential outside partners.

Throughout the province (as in Guelph), recreation departments have far more relationships with local community organizations than with any other type of partner. Usually, departmental service priorities speak to nurturing these relationships by employing a community development approach. Within certain boundaries, staff assist community groups to become valuable players in the project's success and sustainability.

Making use of a standardized alternative service provision framework would help to determine a community partner's appropriate role in program and service delivery. In applying the framework, the City would make 'judgement calls' regarding 'who is best equipped' to assume the responsibility for delivering the program or service in question. To assist in these



determinations (and depending on the nature of the project), it will be important that the City maintains thorough and up-to-date documentation related to acceptable standards of service, program qualities, staff qualifications, and maintenance standards. By ensuring that its own operating practices and procedures are fully and accurately documented, the City would be able to utilize its internal standards as benchmarks against which a potential community partner's attributes could be compared.

## RECOMMENDED ACTIONS – GOAL FOUR

The following actions relate to Goal Four (A Leader in Service Excellence) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Integrated Service Delivery</b>	4-1 Formalize the Integrated Service Delivery model by introducing the approach to staff and neighbourhood groups, as well as institutions and agencies engaged in common interests as a way to maximize outputs on critical social issues and the priorities identified in this report. Apply the model on a pilot basis on two of the noted priorities in this Strategic Master Plan. An integrated service delivery approach might be piloted on the inter-departmental work on parks and open spaces and the combined internal/external initiatives focussed on poverty reduction and inclusiveness (as examples).
<b>Service Provision Excellence</b>	4-2 The Community Services Department will continue to commit to and deliver on a high standard of service provision excellence. A focus will be placed on the priority areas of customer service, policies and procedures, legislative compliance, common operating procedures, maximizing the effectiveness of the organizational structure, communications and social marketing and performance measures.
	4-3 Determine the true costs of providing programs and services and a defensible methodology of setting fees and charges, possibly based on the value of the program to better community and individual wellness, as well as considering market-driven pricing factors
	4-4 Set four-year operating budget projections to determine the impacts of growth, anticipated new facilities and parks, and the fiscal impacts on the operating budget. Plan for ways to mitigate the increases (e.g., alternative delivery methods and alternate revenue strategies).
<b>Partnerships</b>	4-5 Develop a partnership framework to address the development of strategic partnerships and enable the departments to respond to unsolicited proposals and special requests received from community organizations and private service providers.

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4-6 Seek opportunities to establish and foster relationships with non-municipal facility and service providers (e.g., Conservation Authority, School Boards, University of Guelph, YMCA, private providers, etc.) with respect to initiatives that are supported by this Strategic Master Plan and that are in the community's best interest.

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4-7 Regularly discuss with all like-minded service providers of recreation and parks programs and services the opportunities to reduce duplication and to better work together in order to maximize limited resources.

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## 8. GOAL FIVE: A Sustainable Network of Recreational Infrastructure

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In relation to Goal Five of this Strategic Master Plan, this section contains actions pertaining to the ability of existing indoor and outdoor recreation facilities to meet current needs, as well as strategies to address future facility needs in a sustainable fashion. A broad range of recreation facility types have been assessed, ranging from major community centre components to local neighbourhood amenities, with the recognition that some facilities are more appropriate at the City-wide level, while others are more community or neighbourhood-serving.

### **Key Objectives of Goal Five:**

- a) Equitable, balanced, and justified provision and allocation of neighbourhood and community facilities based on market demand conditions and related factors.
- b) Strategic decisions with respect to aging parks, recreation, and culture infrastructure.
- c) Recreational opportunities that enable and support unstructured, self-scheduled, multi-ability, and low-cost activities, in addition to local sports and other organized activities.
- d) Strategic partnerships with other recreation facility providers to maximize benefits to the community.

### **METHODOLOGY FOR IDENTIFYING RECREATION FACILITY NEEDS**

To help determine current deficiencies and project future needs – in keeping with the Goal of providing a sustainable network of recreational infrastructure – this Plan examines both the provision (overall quantity) and geographic distribution of facilities. In this regard, to help guide the assessment of current and future recreation facility provision, a combination of population-based and per capita targets – in some cases linked to specific age groups or participants – have been established for most facility types. These provision targets have been developed with consideration to existing service levels, demand factors, distribution, and public input. Although some targets may be similar to standards accepted in similar municipalities, consideration of local factors has allowed for the targets to be adjusted so that they are unique to the City of Guelph. These targets should be interpreted as general guidelines for determining facility needs; a full understanding of all demand factors is required before applying them as a basis for identifying future needs.

Provision targets represent a point where the City needs to further consider the justification and priority of additional investment in specific facilities (indoor and outdoor facilities). For example, after achieving a target, the City should consider the following criteria (at a minimum) prior to confirming the need for replacement, enhancement, and/or new facilities:

- Historical increases in growth;
- Evidence of latent demand (e.g., waiting lists);
- Usage patterns and capacity available at existing venues;
- Physical condition of existing facilities;
- Geo-spatial equalities; and
- Capacity of the City to fund, operate and maintain facilities.

## INDOOR RECREATION FACILITIES

Quality municipal recreation facilities are essential to the ability of the City and community to offer effective and efficient recreation services. Most municipal recreation facilities are in good condition, with some of them having been developed in recent years. Nevertheless, the quality and design of many facilities can range dramatically, depending on the period of construction. Furthermore, facility development and design trends continue to impact community expectations.

As previously described, the following are the targets recommended for indoor recreation provision in the City of Guelph.

### Provision Targets for Indoor Recreation Facilities

FACILITY TYPE	EXISTING MUNICIPAL SUPPLY	PROVISION TARGET
Community/Recreation Centres	2	Provision dependent upon specific components
Ice Pads	6	1 : 550 registered youth participants
Indoor Aquatics	2.5*	1 : 50,000 residents
Gymnasium and Auditorium Space	2	1 : 50,000 residents
Multi-purpose Space and Meeting Rooms	14	Geographic distribution
Seniors-specific Space	1	Geographic distribution
Youth-specific Space	n/a	n/a
Fitness/Active Living Space	2	n/a

Notes: \*Centennial Pool is shared with Centennial Collegiate Vocational Institute; due to restricted public access, it is being counted as being equivalent to one-half of an indoor municipal pool.

## **Community/Recreation Centres**

Provincial trends indicate a shift toward multi-purpose facilities within which a number of amenities are co-located, as witnessed at both of Guelph's community/recreation centres (Victoria Road Recreation Centre and West End Community Centre). Each of these facilities provides this 'one-stop' experience for residents. In line with this direction, the City has secured land for a South End Centre, as described further in the Component Study. More detail on the actions pertaining to the specific components of existing community/recreation centres can be found in the following text.

## **Ice Pads**

The City of Guelph is currently served by 6 municipal ice pads, including 2 pads at the West End Community Centre, and one each at the Sleeman Centre, Exhibition Park Arena, Centennial Arena, and Victoria Road Recreation Centre. The City also provides limited subsidized community access to the two ice pads at the University of Guelph; the University is presently considering the development of a third ice pad.

Ice sports continue to be in high demand in Canada and pressures on indoor ice rinks, particularly during prime times, have been observed across the province. Future outlooks suggest that ice demand will remain steady at current participation rates, although there could be fluctuations from sport to sport. For example, there has been considerable growth in the number of females playing hockey, but figure skating has seen declines provincially. Ice hockey remains popular with children and young teens; however, as the City's population becomes more ethnically diverse, a lower percentage of this age group is expected to pick-up the sport. With an aging population, greater demand for 55-plus hockey teams could be seen, but the overall impact of this trend would not be significant from a City-wide demand perspective.

Ice needs over the next ten years are projected to equate to nearly one (1) ice pad; however, a single pad arena is not recommended due to operational cost inefficiencies and user expectations for a multi-pad facility. The City has an opportunity to establish a more formal partnership with the University regarding youth usage of its ice pads (including a possible new third ice pad), which would offset mid-term ice demand. At the same time, the City needs to consider its existing aging arena infrastructure and ongoing capital investment required to maintain such facilities. Given the projected medium to long term need for one additional ice pad, the operational efficiencies of providing multi-pad arenas, and the need to begin addressing existing aging infrastructure, it is recommended that the City begin planning for the provision of an additional City-owned arena facility. The development of a new twin pad arena is the preferred course of action, with one pad intended to meet growing demands, and the second pad to replace one of the City's older single pad facilities. Further study is required to assess the capital maintenance costs and lifespan of the City's two existing single pad arenas.

## **Indoor Aquatics**

The City is currently served by three municipal indoor aquatic facilities, including the Victor Davis Memorial Pool (a 6-lane, 50 metre pool located at the Victoria Road Recreation Centre), the West End Community Centre (three distinct pools – a 4-lane, 25 metre pool, a therapeutic pool and a leisure pool with water slide, water umbrella, and bubble bench), and the Centennial Pool (a 25 yard, 6 lane pool provided through an agreement with Centennial Collegiate Vocational Institute). Additionally, the University of Guelph has an aquatic facility which includes 2 pools (a 25 metre, 8 lane pool and a 25 yard pool with deep end for diving) and the YMCA-YWCA of Guelph has a leisure pool that includes 3 lanes, a slide and both a stepped and a ramp entry, but without a diving board.

Indoor pools provide benefits for the entire community, as they offer swimming opportunities in a climate-controlled environment that appeals to all ages. They tend to be more cost effective to operate than outdoor pools due to the greater number of participants, and the ability to provide year-round services. However, while operating costs per user are typically lower than outdoor pools (which have a short operating season), indoor pools have significantly greater annual operating costs and also cost more to construct. Indoor pools tend to serve as community-level facilities, and people show a willingness to travel to use them. When combined with other leisure and recreation amenities (e.g., fitness facility, ice surfaces, gymnasiums, sports fields, library, etc.), indoor pools become prominent destinations, resulting in even greater usage.

A new indoor aquatic facility (containing a free form leisure pool, therapy pool, and a 25-metre 6-lane pool) is needed to serve the City and, more specifically, the south end of Guelph. This direction is supported by the current geographic distribution of pools, which shows that the South End of the City is the area that is lacking. Additionally, renewal and accessibility upgrades are recommended for the Victoria Road Recreation Centre (affecting the entire complex, not just the pool), including the consideration of providing a therapy pool at this location. It is also recommended that the City endorse the University's plans to develop a new Olympic (50-metre) pool and discuss areas of potential interest and partnership with the school. Lastly, the City should develop a transition plan for the Centennial Pool that would see the City's involvement end upon the opening of the South End Pool.

## **Gymnasium and Auditorium Space**

The City currently has one auditorium (at the Evergreen Seniors Centre), and one gymnasium (at the West End Community Centre) in its supply, in addition to theatrical space at the River Run Centre. The non-municipal supply includes the University of Guelph (three gymnasiums), a private gymnasium, and several facilities at schools, churches, and the YMCA-YWCA; the City is not responsible for scheduling of these facilities, however, most are heavily used by the community.

A gymnasium serves as a flexible space for a variety of active recreation and community activities, including basketball, volleyball, and badminton, and may also be used for more passive activities, such as concerts, conferences, and trade shows. It can also serve as a valuable space within which to provide a variety of drop-in opportunities, City programming, and

private rentals, and is a good fit with a community centre due to its versatility and programming opportunities.

Auditoriums tend to serve a slightly different purpose than gymnasiums, in that they include a stage and are spaces in which performances and banquets are easily staged. Whereas gymnasiums are primarily utilized for active recreation, auditoriums may be adapted to meet this need while also satisfying passive recreation and cultural needs. A hybrid of these two facility types – a ‘gymnatorium’ – may meet all of these requirements by providing a combination of a gymnasium, stage, and adapted lighting to ensure it is appropriate for active, passive, and cultural activities.

The City of Guelph is currently showing a slight deficiency of gymnasium/auditorium space, with demand growing to a point where an additional facility could be justified by the end of the planning period. It is recommended that the City begin planning for the construction of a ‘gymnatorium’ (with folding partitions to permit concurrent activities) as a component of the South End Centre. The South End Centre gymnasium will need to accommodate program demands relative to the seniors centre, as well as other community usage, which may be best addressed through the ‘gymnatorium’ design.

### **Multi-Purpose Space & Meeting Rooms**

Within five municipal community facilities, the City of Guelph currently offers 14 multi-purpose and meeting room spaces that are made available for public rental. This includes spaces at the Evergreen Seniors Centre, West End Community Centre, Victoria Road Recreation Centre, Exhibition Park Arena, and River Run Centre. The City has also contributed capital to many community rooms in schools, which are heavily utilized by neighbourhood groups.

The community as a whole benefits from having multi-purpose program space throughout the City as it provides residents with flexible, well maintained and competitively priced full-service facilities for a variety of community programs, gatherings, celebrations and meetings. The space is equally as important to the City’s provision of municipal programs and services. Most facilities operated by the City of Guelph are open seven days per week, year-round and with full day and evening hours.

In addition, Guelph has a strong network of neighbourhood groups within which each group operates autonomously, but with support from the Guelph Neighbourhood Support Coalition and the City. Each neighbourhood group offers a variety of programs and services to the local community, ranging from recreation programming including camps, afterschool programs, sports, and social gatherings to social services like environmental programs, political advocacy, and parenting workshops. These groups, depending on their location within the City, utilize many of these multi-purpose spaces and meeting rooms, in addition to local libraries, schools, and churches.

The primary concerns raised through stakeholder consultations were the geographic distribution and affordability of multi-purpose space in Guelph. An analysis of the current geographic distribution of Guelph’s multi-purpose space shows a gap south of the Speed River. It is recommended that the City include flexible community and program spaces as part of the

design template for all appropriate community-oriented facilities, including the South End Centre. Additionally, the City should give consideration to the need for community rooms and office space for neighbourhood associations as part of the Long-Term Neighbourhood Development Strategy (currently being developed).

## **Seniors' Space**

The Guelph Wellington Seniors Association (GWSA) has approximately 3,000 members from Guelph and Wellington County age 55 and over, and is projecting a doubling of its membership by 2027 to coincide with increases in the older adult population. In 1992, the GWSA partnered with the City of Guelph to design and construct the Evergreen Seniors Centre in the North end of the City, and the two still collaborate on the operation of the facility. The GWSA also operates a satellite office at the West End Community Centre, although there is no senior-specific activity space at this location.

While seniors' services in Guelph are accessed by those aged 55-plus, the large majority of GWSA members and Evergreen Seniors Centre users are age 65 and over. The aging of the population, along with the other trends affecting seniors (e.g., early retirements, higher incomes for many seniors, greater fitness levels, etc.) means that additional seniors' facilities will be required to meet future needs.

When compared to previous generations, the aging 'Baby Boomer' generation may be shifting away from traditional seniors' activities and towards more active recreation. These older adults or 'new seniors' will typically be wealthier and more physically active than those in previous generations. Activities of interest for these older adults will include swimming, yoga, Pilates, fitness, walking, lifelong learning opportunities and even more rigorous activities, such as hockey, albeit at a lesser intensity. As such, the majority of the needs of the 'new senior' are best met at a community centre with gymnasium, swimming, seniors'-specific space, and/or fitness facilities. There will still be a percentage of users that reflect the historical interests for seniors, such as curling, card playing, and carpet bowling, but this will represent a small portion of the total senior population. The City must now strive to meet the needs of both groups, and should consider the types of space needed for the core activities of each.

Given the overall growth in the older adult and senior population and the shifting demands for activities, it is recommended that a senior's centre be developed at the South End Centre. This facility should contain the following components, at a minimum: dining room and kitchen; office space for the GWSA; senior-specific activity and meeting rooms (quantity and sizes to be determined in concert with dimensions of other components); and storage. Consistent access to the other proposed components of the South End Centre (namely the gymnasium, aquatic centre, and multi-use rooms) should also be established so as to complement the seniors' centre programs.

## **Youth Space**

The City of Guelph does not currently operate any dedicated recreation centres for youth or teenagers, although the Community Services Department did operate a teen centre at the Delhi Community Centre until June 2008. The location was closed due to accessibility issues, location and alternate use opportunities. Municipal programs targeted at the 10-17 age group are scheduled at several locations, including the City's three indoor pools, Evergreen Seniors Centre, 50 Municipal Street, and Guelph Youth Music Centre.

Guelph has a history of proactively supporting its youth, as the City established the first



recognized consulting Youth Development Committee (YDC) in Canada, and now maintains the Guelph Youth Council as an advocacy body that strives to protect and enhance youth culture. In 2003, the City released its Community Youth Strategy, which identified a number of challenges facing youth, one of which was the lack of program space and equipment to satisfy the need for safe places with a variety of resources. Consultation reveals that this continues to be an issue for the youth of Guelph and that there is a need to update the City's Youth Strategy (in consultation with the Guelph Youth Council).

The number of youth aged 10-19 is projected to grow by approximately 1,692 residents over the timeframe of the Strategic Master Plan. The provision of dedicated youth space should be considered by the City, ideally as a component of the South End Centre, as well as examining opportunities within the downtown to create a youth drop-in space.

### **Fitness/Active Living Space**

The City of Guelph currently offers two fitness rooms (Victoria Road Recreation Centre and West End Community Centre). These rooms provide spaces for introductory weight training and fitness classes.

The fitness industry has been observed to be growing across the province, largely in response to public awareness of the benefits of physical activity, as well as strong competition within the industry itself. The City of Guelph is taking strides to improve the health of residents as a part of the Wellington-Dufferin-Guelph regional group that is involved in the *in motion* program. Implementation of this and related initiatives will be a high priority for the City, in keeping with Guelph's Strategic Plan (an objective of which is to have "The most physically and socially active residents in Canada"). The provision of fitness and active living spaces is a method by which the City is promoting physical activity and healthy lifestyle choices.

Active living programs and services are an increasing focus of municipal recreation departments (active living refers to the integration of physical activities into one's daily routine), especially as the number of older adults increases. With both the City and the private sector providing fitness facilities and programs, it is important for the City to offer a differentiated product (e.g., active living, introductory programming) that is not in direct competition. Fitness spaces can be traffic generators that help to increase the usage of other facilities, such as indoor pools and multi-purpose rooms, and offer a more affordable and introductory experience that promotes improved fitness among a wider audience.

While demand for traditional types of aerobic and fitness activities continues to be high, the fastest growing segment of the fitness industry is the active living and wellness sector that employs holistic, health-based and specialized components (e.g. Pilates, sport-specific training, athletic therapy, etc.). The older adult market segment is largely responsible for driving the trend towards wellness programming.

It is recommended that the South End Centre design include two fitness rooms, one with introductory fitness equipment (e.g., free weights, Nautilus machines, stationary bicycles, etc.) and one with a sprung wood floor for fitness programs (e.g., yoga, aerobics, etc.).





## **Other Indoor Recreation Facilities**

The City of Guelph may be requested to provide additional indoor (and outdoor) facilities which are not currently of sufficient demand to warrant a specific recommendation in the Strategic Master Plan. However, the City must be prepared to appropriately respond to these unsolicited proposals as demands may arise for expansion of existing facilities or for accommodating new activities that evolve according to future trends and preferences.

When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the City should evaluate the need, and partnership potential, for these pursuits on a case-by-case basis. This should involve an examination into (but not be limited to):

- local/regional/provincial trends pertaining to usage and popularity of the activity/facility;
- examples of delivery models in other municipalities;
- local demand for the activity/facility;
- the ability of existing municipal facilities to accommodate the new service;
- the feasibility for the City to reasonably provide the service/facility as a core service and in a cost-effective manner; and
- the willingness and ability of the requesting organization to provide the service if provided with appropriate municipal supports.

Examples of this include (but are not limited to):

### Gymnastic Facilities

The Guelph Saultos Gymnastics Club operates out of a 13,500 square foot facility in Centennial Park, which is attached to the Centennial Park Arena and is leased from the City. Gymnastics is not a core service for the municipality, but is one that has been successfully provided by the not-for-profit sector for a number of years. It is recommended that the City work with the Guelph Saultos Gymnastics Club to find a solution that would allow the Club to expand its programs at its current location in Centennial Park, in keeping with future demand forecasts.

### Indoor Turf Facilities

The City of Guelph does not currently operate an indoor turf facility. However, there are two indoor turf facilities within Guelph, one located in the fieldhouse at the University of Guelph, and one at the Guelph Community Sports Dome (which is a partnership between the City and Guelph Soccer; the dome is located in Centennial Park and opened in 2007). Should future demand increase beyond the capacity of the existing supply, the City may consider a partnership wherein the municipality is not involved in day-to-day operations or responsible for any operating revenues or losses.

## OUTDOOR RECREATION FACILITIES & AMENITIES

As with indoor recreation facilities, both the quality and quantity of outdoor facilities and park amenities is essential to the ability of the City and community to offer effective and efficient recreation services. As described earlier, both the provision and geographic distribution of facilities are examined in order to identify current deficiencies and future needs. As part of this analysis, a combination of population-based and per capita provision targets have been established for most facility types based on a review of existing service levels, demand factors, distribution, and public input. These targets should be interpreted as general guidelines for determining facility needs in Guelph. As previously noted, targets represent a point where the City needs to further consider the justification and priority of additional investment in specific facilities (indoor and outdoor facilities).

OUTDOOR FACILITY TYPE	EXISTING MUNICIPAL SUPPLY	PROVISION TARGET
Soccer and Multi-use Fields	76.5	1 : 70 registered youth soccer participants
Ball Diamonds	66.5	1 : 2,500 residents
Outdoor Aquatics	1 outdoor pool 3 splash pads 3 wading pools	Geographical distribution 1 : 3,000 youth aged 0-14 Geographic distribution
Playgrounds	79	500-metre service radius
Tennis Courts	29	1 : 5,000 residents
Basketball Courts	21 hoops	1 half-court equivalent : 800 youth aged 10-19
Skateboard Parks	2	1 : 5,000 youth
Off-leash Dog Parks	8	Geographic distribution
Outdoor Ice Rinks (Natural)	35	Geographic distribution

*Note: \*Lit fields are counted as equivalent to 1.5 fields due to extended playing time and school fields that were permitted by the City in 2008 are included in the inventory.*

*\*\*Upon construction of the South End Centre, 3 mini fields currently located at Bishop Macdonnell Catholic High School will be removed from the inventory.*

### Soccer and Multi-Use Fields

Soccer and multi-use fields are booked by four main sports: soccer, field lacrosse, ultimate frisbee and football. As part of its permitting process, the City should gather group registration statistics for application to future projections and provision targets. There is an effective supply of 76.5 sports fields in the City of Guelph (counting each lit field as 1.5 unlit fields to account for extended playing time); there are an equivalent of 52 municipal fields and 24.5 school fields. School fields are included in this inventory because they were permitted by the City in 2008; although these fields are now booked by the Upper Grand District School Board. The City of Guelph continues to book the Wellington District Catholic School Board's fields. It should be noted that the supply includes several senior/intermediate fields that will be eliminated from the inventory due to impending sale of the properties: two fields at the Guelph Curling Club and three fields at the John McCrae Legion Sports Fields. The supply will also be reduced by three mini fields upon construction of the South End Centre.

Soccer in Canada experienced tremendous growth in the 1990s and has replaced baseball and

hockey as the largest team sport among Canada's youth. Due to its low equipment costs, international appeal, and high fitness quotient, soccer has become a very popular sport amongst today's younger generations. The sport still enjoys great popularity; however, it appears as though the growth rate is slowing, particularly in the younger age brackets. With the 'soccer explosion' beginning in the mid-1990s, we are starting to witness a corresponding interest in adult soccer opportunities, which is also being fuelled by the high participation rates of various ethnic communities and growing interest in female sport activities. As the youth of today grow into adulthood, increased demand for adult soccer teams can be expected, implying that the growing demand for adult leagues could continue to impact field needs in Guelph.

It is recommended that the City maintain a service level of one soccer/multi-use field per 70 registered youth soccer participants. This is generally consistent with current supply ratios and is a target that is very much in line with that of other municipalities. This results in a projected need to have a supply of 84 unlit equivalent fields. In order to enhance the quality and increase the lifespan of its current supply, the City should irrigate and light selected fields, which will require an evaluation of each field to be undertaken, constraints and opportunities to be assessed, and priority to be established for improvements. The planned Eastview Community Park site and upgrades at Centennial Park should be a focus for soccer/multi-use field development (particularly lit fields), as well as other community-level sites in new development areas. At the same time, the City should dedicate fields to be used only by sports other than soccer (a minimum of one football field and one cricket pitch) to minimize field damage and improve playability. Opportunities to rest certain fields for entire seasons should also be considered as a way to improve turf regeneration. Lastly the City should consider any opportunities that may arise to facilitate access to a tournament-style multi-use multi-field complex, including a potential partnership with the University of Guelph.

## **Ball Diamonds**

The City of Guelph has an effective supply of 66.5 baseball diamonds (wherein a lit field is considered equivalent to 1.5 unlit fields to account for extended playing time). It should be noted that the current supply includes four senior/intermediate fields that will be eliminated from the inventory due to impending sale of the properties: two diamonds at the Guelph Curling Club and two diamonds at the John McCrae Legion Sports Fields.

Provincially, baseball and softball have been experiencing declining participation rates, particularly in youth programs. From our experience, the sport tends to be more popular (on a per capita basis) in more rural communities, although regional differences do exist. Compared to soccer and other field sports (which are youth-dominated, but becoming less so), baseball and softball are adult-dominated sports that are trying (to varying degrees of success) to boost declining youth participation figures through various means, including promotion of the sport to females. Nevertheless, most municipalities in Ontario have a surplus of ball diamonds (mostly those of lower quality) and it is likely that Guelph is no different.

Due to a low response rate from local ball organizations to the public consultation program, it was not possible to assess whether the declining participation rates being seen provincially in baseball and softball (particularly in youth programs) are also occurring in Guelph. As such, the City of Guelph should undertake further consultation with baseball and softball stakeholder

groups to gather feedback regarding actual participation rates, field quality, maintenance issues, and projected usage. The goal of this task would be to establish appropriate standards and strategies for field renewal and/or development, as well as a strategy to address maintenance concerns at key 'in-demand' ball diamond locations. Lower quality, neighbourhood level diamonds should also be evaluated to identify and assess opportunities for re-purposing the space for other uses, including facilities identified as being in need and for creating un-programmed space within some parks. Without demonstrated demand for additional ball diamonds, the development of new ball diamonds should be discouraged and permitted only in cases where it is absolutely necessary to provide for equitable geographic distribution, or where it is required to enhance the function of existing ball field complexes; proper justification should be provided and could be subject to the removal of an equivalent number (at a minimum) of ball diamonds from the active inventory in order to maintain an appropriate supply/demand balance.

### **Outdoor Aquatics**

The City has one outdoor swimming pool (Lyon Park), three splash pads (one each at Norm Jary Park, Hanlon Creek Park, and the West End Community Centre), and three wading pools (Exhibition Park, Mico Valeriotte Park, and Sunny Acres Park).

Trends in municipal service delivery suggest that investment in outdoor pool construction is giving way to the provision of more cost-effective waterplay templates (e.g., splash pad). Splash pad facilities generally require a smaller capital investment in construction, depending upon the design and size, and can be used by a diverse age group.

Wading pools, on the other hand, are not seen as being cost-efficient or beneficial to a large proportion of families because of the limited age range they serve (generally 7 and under). There is also concern regarding health and safety due to fears of illness because of standing water, making wading pools a less attractive option.

Outdoor pools are still considered to be important assets by the public; however, they are recognized as being costly from an operational perspective (e.g., cost of water and chemicals, staffing, limited season, etc.). For reasons of efficiency, many municipalities have adopted a policy to maintain their outdoor pools only as long as they are economically feasible. The short season, susceptibility to changing weather and the ability to build summer patios into the design of newer indoor pools, reduces the desirability of building outdoor pools. Nevertheless, outdoor pools are still attractive recreational amenities for the public during hot summers and provide a low cost recreational opportunity that is especially appealing in lower income areas where private backyard pools are not as common.

No new wading pools or outdoor pools are required within the span of the Strategic Master Plan, but five new splash pads (in addition to those already planned for 2009) will be required to address gap areas and provide a good level of service to the population. Splash pads should be offered for free to the public (as is the case with playgrounds) as they provide a cooling off area on hot summer days for children and a social opportunity for both children and guardians.

## **Playgrounds**

The City of Guelph provides 79 playgrounds at a total of 78 municipal parks, three of which serve people with disabilities (South End Community Park, Margaret Greene Park and Riverside Park). There are also a number of playgrounds located on School Board properties which afford access to residents outside of school hours.

Playgrounds serve as a neighbourhood level amenity which can provide opportunities for early childhood leisure. The modern design template for these facilities focuses upon providing safe structures that are consistent with Canadian Standards Association (CSA) guidelines. Creative play structures have replaced the traditional steel design and include softer surfaces, creative and cognitive stimuli and/or barrier free components for children with special needs.

It is recommended that the City continue to employ a service level target based upon geographic distribution (e.g., within 500 metres from all built-up residential areas, unobstructed by major barriers such as waterways, railway lines, highways, etc.) rather than a population based standard, as playgrounds are generally 'walk-to' facilities serving neighbourhood-level demands. In support of maintaining an adequate supply and distribution of playgrounds, the City should continue to support its playground replacement program – as directed by regular playground inspections and evaluations – particularly through stable and adequate funding. In addition, the City should construct one barrier-free playground as an element of the Eastview Park development to achieve a more balanced geographic distribution.

## **Tennis Courts**

Trend research suggests that the interest in the sport has declined since its peak in the 1970s and that interest in tennis varies greatly between municipalities and can be influenced by the existing level of service and ethnic composition. The unstructured and unprogrammed nature of tennis may bode well for future participation as the sport can be accommodated within a busy lifestyle; for this reason courts that players can walk to are preferred, as are multi-court venues (2 or more). Tennis courts are neighbourhood-level facilities, meaning that distribution is a key determinant in assessing current and future requirements.

Many municipalities are beginning to construct multi-use courts rather than the dedicated tennis courts traditionally incorporated into park design. Multi-use courts are beneficial from the standpoint that they can accommodate a wide range of neighbourhood interests, spanning all four seasons. For example, multi-use courts may offer a venue for tennis, ball hockey, and outdoor skating. The construction of multi-use courts offers efficiencies associated with capital investment, maintenance, and land requirements.

The City currently maintains 29 tennis courts (22 of which are lit) in 11 parks. The City of Guelph should construct a set of two tennis courts in the southern half of the municipality (in addition to the South End Park courts) in order to provide a good distribution and supply of courts. At the same time, the aging infrastructure and limited use of some of the City's courts suggests that an observation project and physical condition audit should be undertaken to provide direction relating to the potential removal or conversion of tennis courts where there is strong justification (e.g., proven lack of use, aging court in poor condition, demand for alternate

uses such as a minor skatepark or natural outdoor ice rink, etc.).

## **Basketball Courts**

The City of Guelph currently maintains 21 outdoor half basketball court equivalents in its municipal parks, five of which are full-court designs. The City's supply is supplemented by 18 school half court equivalents.

Similar to tennis courts, basketball courts are neighbourhood-level facilities. Their geographic distribution is the most important element when assessing the City's current and future requirements. The City's municipal courts are currently relatively well distributed, with geographic gaps in Central Guelph (e.g., Centennial Park area) and North Central (Guelph e.g., Exhibition Park area) which should be rectified as opportunities arise. Basketball hoops at a total of five parks (Burns Drive Park, Dakota Park, Drew Park, Drummond Park and Goldie Park) do not meet the City's size standards, and as such, are not included in the inventory.

Basketball is considered to be a growth sport, especially among youth, and local popularity has benefited from the National Basketball Association's expansion into the Canadian market in the mid-1990s. Demand for outdoor basketball courts has been found to be high in many urban areas, particularly as they are easily incorporated into neighbourhood-level parks, thus allowing easy access (by foot or bicycle) and opportunity for spontaneous, informal play. Co-locating new basketball courts next to other amenities (e.g., tennis courts) should be considered whenever possible to maximize efficiencies regarding capital investment, maintenance, land requirements and the number of unstructured uses that can take place (basketball, tennis, ball hockey, outdoor ice, etc.).

## **Skateboard & BMX Parks**

The City of Guelph recently opened its first permanent outdoor skateboard park at Deerpath Park in the Northwest area of the City. The skateboard park is an expanse of flat concrete with ramps, a quarter pipe, rails, a funbox, benches, stairs, and boxes, and is co-located with a tennis court, basketball court and trails. A second permanent skateboard park has been proposed for Exhibition Park (funding for construction has been allocated in 2012). The City also has a portable skateboard park that – after a few years of traveling to sites across the City – has most recently been parked at the Victoria Road Recreation Centre and used sporadically for events and camps (but could be used to test demand at potential new skate park locations and – when not being used for this purpose – should be parked in a consistent location). In addition, there is a private indoor skate park just east of downtown.

Skateboarding has demonstrated sustained longevity and has become a mainstream pursuit among children, youth, and young adults to a lesser extent. Skateboard parks are increasingly being viewed as positive venues that respond to the interests of a number of youth, including skateboarders, trick cyclists, and inline skaters (depending upon the design and usage restrictions).

In order to address service gaps, it is recommended that the City of Guelph construct two new



skateboard parks, one in the Northeast area and one in the Southern area of the City. These facilities should be located in City-wide parks with adequate visibility and buffering from adjacent uses. Youth should be involved in the design of these facilities, as they will be the primary users. Variation in the type, design, or layout of each skateboard park should be considered to provide variety of choice for youth. Unless specifically designed for use by BMX bikes, this use should be prohibited at skateparks. To augment the supply of skateboard opportunities and to create opportunities for novice skaters, it is also recommended that the City develop a strategy (i.e., location and design criteria, funding requirements, etc.) for establishing small skateboarding zones (containing a limited number of introductory elements such as rails, small boxes, etc.) at selected neighbourhood-level parks.

It is also recommended that the City consider establishing a dirt BMX park on a trial-basis and in partnership with volunteers to maintain and operate the facility in order to mitigate the potential conflicts between BMX bikes and skateboards. The City, in consultation with potential users and the community, should establish criteria by which to evaluate the success of the BMX park and the planning of future parks (if warranted).

### **Off-Leash Dog Zones**

With municipal By-laws regulating the use of leashes, off-leash zones provide pet owners with the opportunity to exercise and socialize their dogs in a controlled area; these parks also facilitate interaction between pet owners. The City of Guelph provides one dedicated zone and allows portions of seven other parks to be used as off-leash zones (in these cases, booked sports fields are leash-free zones when not in use and those zones located outside of sports fields are available at all times); this is different from most municipalities that establish dedicated off-leash zones (as opposed to shared park sites where usage differs according to the time of day).

Off-leash parks can be designed as traditional open space parks or as natural park areas with clearly demarcated side trails and corridors for walking dogs (the main trails in the area should be outside the leash-free zone). Three areas have been identified as being deficient of dog zones/parks: (1) north of downtown in the area bounded by Speedvale Avenue, Elizabeth Street, Woolwich Street, and Victoria Road North; (2) north of Stone Road and Arkell Road; and (3) between Arkell Road and Clair Road. It is recommended that any new off-leash areas be established as dedicated parks or zones that are not in a “time-share” situation with other uses; a review of existing zones is required to establish a strategy for dealing with these established facilities. In providing new dedicated off-leash dog zones/parks, the City should explore partnerships with interested groups regarding construction and maintenance. Additionally, the City should revisit its off-leash policy to ensure that adequate criteria exist for the siting and sizing of dedicated (i.e., not shared) off-leash parks.



## Outdoor Ice Rinks (Natural)

The City of Guelph has a supply of 35 natural outdoor ice rinks. The operation of these rinks is a Neighbourhood Group and community volunteer initiative, so not all are operational on an annual basis.

Historically, Canadians have had an affinity for outdoor skating rinks and there is substantial demand in many communities for these facilities. Unfortunately, with warming temperatures observed in recent years, natural outdoor rinks are becoming less effective as they are severely impacted by weather conditions. Considering the limited operating season, they are generally a higher cost service (and very unpredictable). The warming phenomenon has greatly contributed to the provision of artificial outdoor ice rinks, which contain refrigeration systems that mitigate the effects of warmer weather conditions. Although artificial rinks are typically able to operate for a longer season, their costs are substantially higher than those of natural rinks.

The provision of outdoor skating venues is one way to alleviate moderate pressures on arena demand, as it can facilitate public skating and pickup shinny opportunities. More importantly, they create a focal point for neighbourhood socialization and interaction at no direct cost to residents. As such, it is recommended that the City of Guelph evaluate opportunities to accommodate natural outdoor skating rinks when constructing new parks (i.e., installing water services), as well as new or redeveloped tennis and basketball courts, with the expectation that volunteer resources would be relied upon for the operation of the rinks.

## Other Outdoor Facilities

The City of Guelph provides other facilities that do not, at this point, express sufficient demand to warrant a specific action in the Strategic Master Plan, nor is demand great enough for the useful application of any specific provision target. When requests are brought forward for investment in non-traditional, emerging and/or non-core municipal services, the City should evaluate the need for these pursuits on a case-by-case basis (as detailed under “Other Indoor Facilities”).

## RECOMMENDED ACTIONS – GOAL FIVE

The following actions relate to Goal Five (A Sustainable Network of Recreational Infrastructure) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
General	5-1 Utilize the facility provision targets established in this Plan, in conjunction with other important factors – including trends, population projections, spatial and usage data, degree of latent demand, and population growth in respective age groups – to make informed decisions pertaining to facility-based demand and before finalizing capital investment.

	5-2	Collect registration data from local organized facility user groups (including but not limited to ice sports, sports field users, etc.) in order to better understand current market conditions, demand for registration-based activities and to track 'local' trends in participation, etc.
<b>South End Centre</b>	5-3	Using the South End Centre Component Study as a guide, initiate steps (e.g., those related to planning, design, funding, partnerships, construction, etc.) to open the Centre in 2015.
<b>Community Space Downtown</b>	5-4	Encourage opportunities for community space within the proposed Baker Street Redevelopment Project to allow for additional programming and community meeting space in the Downtown
<b>Ice Pads</b>	5-5	Re-examine the City's ice allocation policy to ensure that it remains appropriate for meeting community needs and maximizing ice time availability, with an emphasis on serving youth-first.
	5-6	<p>One additional indoor ice pad with full community access is required to meet forecasted needs by 2019, with another ice pad possibly being justified within the following ten-year period (2020-2029). In considering arena provision options, it should be noted that multi-pad arenas are more operationally efficient than single pad arenas and are more desired by user groups due to the organizational efficiencies they create.</p> <p>Further examine the following options in establishing an ice provision strategy for the City:</p> <ol style="list-style-type: none"> <li>1) <u>Development of a Twin Pad &amp; Re-Purposing of a Single Pad:</u> Develop a new twin pad arena at the South End Centre and re-purpose the aging single pad Centennial Arena to other community uses. Should there be insufficient land at the South End Centre site, investigate alternate locations capable of serving South Guelph. Do not decommission Centennial Arena as an ice rink until the new arena is ready to open (the South End Centre is currently planned to open in 2015). Furthermore, develop a park master plan for the Centennial Arena and Park site to establish a redevelopment strategy for the facility, in context with the entire site and overall recreational needs. Give consideration to expanding gymnastics and/or soccer activities at this location (possibly through the re-use of the existing arena building), among other possibilities.</li> <li>2) <u>Development of a Twin Pad Through Phased Development &amp; No Other Changes to the Municipal Arena Supply:</u> Develop a new twin pad arena at the South End Centre, with one ice pad being constructed in 2013/14 and the second ice pad being constructed approximately ten years later. Should there be insufficient land at the South End Centre site, investigate alternate locations capable of serving South Guelph.</li> </ol>

	5-7	Explore the ability of the University of Guelph rinks (both the two existing pads and the one proposed pad) to accommodate greater community usage, so as to bridge local ice demand until the municipal arena supply is increased. This will require discussion with the University and local minor hockey, skating and ringette associations. Revisit municipal funding (subsidy) to the University rinks at the time that the City's arena supply is expanded.
<b>Indoor Aquatics</b>	5-8	Develop an indoor aquatic complex at the proposed South End Centre, containing a free form leisure pool, therapy pool, and a 25-metre 6-lane pool.
	5-9	Re-examine the City's involvement in the operation of Centennial Pool once the new aquatic complex at the South End Centre is open. Should changes be recommended, develop a transition plan in coordination with all Centennial Pool partners, including the School Board.
	5-10	Endorse the University's plans to develop an Olympic (50-metre) pool and establish dialogue with the school to discuss areas of potential interest and partnership. Determine the City's participation in a capital funding campaign and/or access agreement based on a pre-established partnership framework.
	5-11	Undertake planned capital renewal and accessibility upgrades to the Victoria Road Recreation Centre (affecting the entire complex, not just the pool). Consider adding a therapy pool to expand the level of service at this location, but not adding a 25-metre warm-up pool.
<b>Gymnasium &amp; Auditorium Space</b>	5-12	Include a divisible 'gymnasium' with a stage in the construction of the South End Centre, capable of being used for municipal recreation programs, drop-in activities, recreational rentals, community events, and activities related to the proposed seniors centre.
<b>Multi-Purpose Space &amp; Meeting Rooms</b>	5-13	Include flexible community and program spaces as part of the design template for all appropriate community-oriented facilities, including the South End Centre. Design these spaces to accommodate multiple purposes, including storage, to the greatest extent possible.
	5-14	Through the Long-Term Neighbourhood Development Strategy currently being developed by the City, give consideration to the findings of this Strategic Master Plan, including the need for community rooms and office space for neighbourhood groups.
<b>Seniors' Space</b>	5-15	Include a senior-specific space as part of the South End Centre.
	5-16	Explore partnering with the GWSA on the financing, maintenance, usage, and programming of the new seniors space at the South End Centre, similar to the agreements utilized with respect to the Evergreen Seniors Centre.
<b>Youth Space</b>	5-17	Provide a youth room as part of the South End Centre.

	5-18	Evaluate current lease holdings in the downtown as staff move into the new City Hall to determine whether there is opportunity to create a youth drop-in space in the vicinity.
<b>Fitness / Active Living Space</b>	5-19	Include two fitness rooms within the South End Centre – one with introductory fitness equipment, and one with a wood floor for fitness classes.
<b>Gymnastics Facilities</b>	5-20	Work with the Guelph Saultos Gymnastics Club to identify a strategy for the expansion of local gymnastic programs.
<b>Soccer and Multi-Use Fields</b>	5-21	In cooperation with local sports organizations, develop an Allocation and Use Policy for Sports Fields to ensure equitable access to municipal sports fields, as well as the appropriate application of user fees.
	5-22	Irrigate and light existing selected fields to enhance the quality and increase the lifespan of its current supply. This will require an evaluation of each field to be undertaken, constraints and opportunities assessed, and priority to be established for improvements.
	5-23	Continue efforts to enhance maintenance and regeneration of existing soccer and multi-use fields, particularly those located at Guelph Lake Sports Fields and other high demand locations. This may require the repurposing of some under-utilized soccer fields to more informal and unscheduled play fields, which will allow the City to reallocate maintenance resources to high demand locations.
	5-24	Dedicate some fields to be used only by sports other than soccer (e.g., football, cricket and lacrosse) to minimize field damage and improve playability. Consider opportunities to rest certain fields for entire seasons.
	5-25	Strive to maintain a provision target of 1 soccer and multi-use field (municipal and school fields combined; unlit equivalents) per 70 youth participants, which is in line with comparable municipal standards. Update this target more complete registration data becomes available.
	5-26	Provide a minimum of 1 dedicated cricket pitch and 1 dedicated football field.
	5-27	Future soccer and multi-use field development will be required to meet demand generated by a growing population (for a total of 84 fields by 2019, unlit equivalents). Make the planned Eastview Community Park site and upgrades at Centennial Park a focus for soccer/multi-use field development (particularly lit fields), as well as other community-level sites in new development areas.

	5-28	Consider any opportunities that may arise to facilitate access to a tournament-style multi-use multi-field complex, including a potential partnership with the University of Guelph.
	5-29	Work with the School Boards to coordinate the allocation of fields and field bookings, ensuring that the process is equitable and in keeping with the needs of user group organizations.
<b>Ball Diamonds</b>	5-30	Undertake further consultation with baseball and softball stakeholder groups to gather feedback regarding actual participation rates, field quality, maintenance issues, and projected usage. The goal of this task is to establish appropriate standards and strategies for field renewal and/or development, as well as a strategy to address maintenance concerns at key “in-demand” ball diamond locations.
	5-31	Evaluate lower quality, neighbourhood level diamonds to identify and assess opportunities for re-purposing the space for other uses, including facilities identified as being in need and for creating un-programmed space within some parks.
	5-32	Discourage the development of new ball diamonds and allow only in cases where it is absolutely necessary to provide for equitable geographic distribution, or where it is required to enhance the function of existing ball field complexes; proper justification must be provided and could be subject to the removal of an equivalent number (at a minimum) of ball diamonds from the active inventory.
<b>Outdoor Aquatics</b>	5-33	Seek to install splash pads in the five areas identified as still being void of public outdoor aquatic and waterplay opportunities following the planned 2009 construction of splash pads at the South End Centre and Waverley Drive Park. Identify candidate sites for splash pads, with consideration being given to the appropriate timing for development and fundraising opportunities.
	5-34	Prior to authorizing any significant capital expenditures, undertake a facility condition assessment of the Lyon Pool to determine its expected lifespan and projected costs associated with its continued operation.
	5-35	Over time, look to decommission wading pools and convert appropriate locations into small splash pads offering basic cooling amenities. Hold a public meeting with residents of the affected area (including the local neighbourhood group) prior to the undertaking.
<b>Playgrounds</b>	5-36	To guide future playground provision, utilize a target of one playground within a 500-metre service radius (equivalent to a 5-10 minute walk) from all built-up residential areas, without crossing any major barriers such as waterways, railway lines, highways, etc.
	5-37	Construct one barrier-free playground as an element of the Eastview Park development to achieve a more balanced geographic distribution.

	5-38	Continue to support the playground replacement program – as directed by regular playground inspections and evaluations – particularly through stable and adequate funding.
<b>Tennis Courts</b>	5-39	Construct a set of two tennis courts in the southern half of the municipality in addition to the South End Park courts (see the background report for a visual representation of existing service gap).
	5-40	Consider the removal or conversion of tennis courts in cases where there is strong justification (e.g., proven lack of use, aging court in poor condition, demand for alternate uses such as a minor skatepark or natural outdoor ice rink, etc.). Undertake an observation project and physical condition audit to provide direction in this regard.
<b>Basketball Courts</b>	5-41	Construct half basketball courts in the Central and North Central areas, which are currently underserved (see map for a visual representation of existing service gaps).
	5-42	Co-locate any new basketball courts with other amenities (e.g., tennis courts) whenever possible to maximize efficiencies regarding capital investment, maintenance, land requirements and the number of unstructured uses that can take place (basketball, tennis, ball hockey, outdoor ice, etc.).
<b>Skateboard &amp; BMX Parks</b>	5-43	Construct two new skateboard parks, one in the Northeast area and one in the Southern area of the City. Locate these facilities in City-wide parks with adequate visibility and buffering from adjacent uses. Involve youth in the design of these facilities, as they will be the primary users. Consider variation in the type, design, or layout of each skateboard park to provide variety of choice for youth. Prohibit use of skate parks by BMX bikes, unless specifically designed for their use.
	5-44	Develop a strategy (i.e., location and design criteria, funding requirements, etc.) for establishing small skateboarding zones (containing a limited number of introductory elements such as rails, small boxes, etc.) for use by novice skaters at some neighbourhood-level parks.
	5-45	Use the City's mobile skateboard park to test demand at potential new skate park locations and – when not being used for this purpose – situate the facility in a semi-permanent location.
	5-46	To mitigate the conflicts between BMX bikes and skateboards, consider establishing a dirt BMX park on a trial-basis and in partnership with volunteers to maintain and operate the facility. In consultation with potential users and the community, establish criteria by which to evaluate the success of the BMX park and the planning of future parks (if warranted).

<b>Off-Leash Dog Areas</b>	5-47	Undertake a site evaluation for the establishment of off-leash dog zones/parks in the following three areas: <ul style="list-style-type: none"> <li>• North of downtown in the area bounded by Speedvale Avenue, Elizabeth Street, Woolwich Street, and Victoria Road North;</li> <li>• Between Stone Road and Arkell Road; and</li> <li>• Between Arkell Road and Clair Road.</li> </ul>
	5-48	Explore partnerships with interested groups regarding construction and maintenance of off-leash dog zones/parks.
	5-49	Revisit the off-leash policy to ensure that adequate criteria exist for the siting and sizing of off-leash parks, with a preference for moving toward the implementation of dedicated (i.e., not shared) off-leash dog areas.
<b>Outdoor Ice Rinks</b>	5-50	Evaluate opportunities to accommodate natural outdoor skating rinks when constructing new parks (i.e., installing water services), as well as new or redeveloped tennis and basketball courts, with the expectation that volunteer resources would be relied upon for the operation of the rinks.
<b>Other Outdoor Facilities</b>	5-51	Respond to requests for facilities that are presently not part of the core mandate on a case-by-case basis by evaluating the municipality's role in providing the service in relation to quantified market demand and the cost-effectiveness of such services. Identify potential strategies to address long-term need for such requests, should a sufficient level of demand be expressed.
	5-52	Continue to provide (and upgrade where necessary) public washroom facilities at heavily utilized parks and key trailheads along the greenway systems, through a combination of permanent and portable facilities.



## 9. GOAL SIX: A Connected Parks and Trails System that Inspires an Awe of Nature

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A well-balanced parks and trails system engages people of all ages and backgrounds and enhances the overall quality of life. Parkland, open space, and trails accommodate a wide range of active and passive leisure uses and – at the same time – make a significant contribution to the environmental health of the community. Increasing interest in less structured activities also reinforces the need to focus on the City’s open space system, trail corridors, and river system.

Recent surveys for the City have placed parks, natural spaces, and trails near the top of the list in terms of both satisfaction and areas that the community should continue to invest in. Guelph residents have high expectations for the City’s parkland and open space system and there is a need to continue to enhance and protect these valued resources.

The actions in this section have given consideration to parkland needs and policies related to acquisition, including in areas of increasing residential intensification. Several strategies have also been put forward to address other matters that were raised during the Strategic Master Plan process, such as trail provision, stewardship, design, and management.

### **Key Objectives of Goal Six:**

- a) A greener community that protects and enhances greenway corridors, trails, parks, and open space for current and future generations.
- b) A community that is physically connected through greenways, trails, open space corridors, rivers, and natural areas.
- c) Coordinated stewardship and management of parks, the natural environment, and the watershed.
- d) Sufficient parkland to meet the active and passive recreational needs of residents.
- e) Capitalize on the City’s extensive parks system to encourage its use as a ‘living community centre’ that provides animated spaces serving as activity hubs.
- f) Proactive strategies that accommodate the unique and growing parks and recreation needs created by residential intensification and a growing emphasis on walkability.



## **CHAMPIONING PARKS, TRAILS & OPEN SPACE**

Parks play a large role in the vibrancy and environmental health of the City. Many parks features are unique and have become a tourist draw to Guelph. The proposed Pollinator Park has had national news coverage on its development and uniqueness as a park feature.

Staff and volunteers act as stewards in a collective to promote the benefits and champion the value of the parks system as well as to develop and nurture partnerships. The City is developing and has developed meaningful parks planning and management plans to optimize the protection and stewardship of naturalized and sensitive areas, as well as creating a balance between active spaces and spaces for reflection and rejuvenation.

The implementation of the various plans and initiatives (e.g., Natural Heritage Strategy, Trails Master Plan, Official Plan, etc.) require an overall framework (i.e., a Greening Strategy) and as well need to recognize that these plans and initiatives will necessitate added resources over time.

### **\*\*\*KEY CONCEPT\*\*\* LIVING COMMUNITY CENTRES**

Another emerging issue is that increasing residential intensification and immigration is creating pressure on the use and design of parks and public spaces. Providing social gathering spaces, attractions, events and programs prompt residents to become connected and more a part of a vibrant community. As a result, it is imperative that parks, trails, open space, horticulture and forestry are recognized for their contributions and are promoted as 'living community centres' by animating or bringing these spaces to life. Community centres are the hub of activity for most communities attracting people to participate in recreational pursuits, become spectators and to engage in other civic opportunities. Living community centres are considered community centres without walls, often taking place in parks and public spaces. Optimizing the use of often limited shared public spaces becomes the focus through the provision of special events, markets, brick bake ovens, community gardens, visual and performing arts and community celebrations, while recognizing the needs of all residents who rely on parks for various leisure activities.

## **TRAILS**

Trails are a highly desired facility in most municipalities, Guelph included. The popularity of trails has been growing over time, a trend which is expected to continue. As age increases and lower impact active pursuits are sought, walking is the most commonly reported favourite activity. This bodes well for future demand, given that the older adult age group is expected to grow substantially in Guelph over the course of the planning period and beyond.

The City of Guelph has a number of local trails that serve a range of recreational and conservation uses. Supplies and future targets are documented in City's 2005 Trail Master Plan which identifies the following activities as permitted on the City's trails: walking/hiking, and jogging/running; persons with mobility-assisted devices (motorized and non-motorized); cycling; in-line skating, and other small-wheeled uses (e.g. skateboards); cross country skiing; and

snowshoeing. Trails within the City limits do not allow equestrians or motorized users (aside from mobility-assisted devices, maintenance vehicles, or emergency vehicles).

The City of Guelph should continue to give high priority to the implementation of the Trail Master Plan (as updated from time to time), in concert with other municipal planning initiatives. In this regard, the Community Design and Development Services Division should ensure that all objectives relating to trails are coordinated with corporate initiatives related to transportation and active transportation (e.g., walking, bicycling, etc.) in order to achieve a cohesive action plan. Additionally, the expansion or creation of trails in new subdivisions should be a key priority for the City.

## **PARKLAND POLICIES & CLASSIFICATION**

Defining a hierarchy within a parks and open space system is important in directing many aspects of intended park usage, such as size, form, function and/or amenity. In order to properly understand and accurately analyze park supplies and future needs, it is recommended that City develop a consistent system of defining parkland and open space/conservation lands across its Official Plan, Zoning By-law, and parks inventory. It is expected that policies pertaining to parkland and open space planning will be updated as part of the City's current Official Plan Review; the Parkland Dedication By-law and Parks (use) By-law should also be updated to reflect current objectives.

### 'Parkland' is defined as:

- lands within the City's inventory of parks (including those that are leased or under municipal influence) that are suitable for playing fields, play apparatuses, and community recreational and leisure facilities;
- encompassing those lands currently identified in the City's inventory database and Zoning By-law as Neighbourhood (P2), Community (P3), and Regional (P4) parks;
- containing mostly tableland, although it may also contain vegetative patches such as woodlots, ravines, or other natural heritage features outside of identified environmentally significant areas; and
- may also be thought of as lands for active and programmed recreation, with the recognition that many active parks in Guelph also offer some naturalized open space elements.

### 'Open Space/Conservation Lands' is defined as:

- lands for the preservation and conservation of the City's natural heritage system (e.g., woodlands, significant valleylands, ESAs, ANSIs, etc.), which tend to be under the ownership of the City or GRCA (although may also contain private lands);
- unprogrammed green spaces within the City's residential, commercial and industrial land base, which serve to reduce the impact of urban densities;
- aesthetically pleasing or beautified areas that enhance the City's beautification efforts;
- lands that preserve historic and cultural areas and structures; and
- linkages or corridors for the movement of animals, birds, pedestrians, cyclists, etc.

## **PARKLAND SUPPLY & ACQUISITION**

The City of Guelph owns 302 hectares of 'parkland' (excluding open space/conservation lands) and this inventory grows on an annual basis. The City also has leases and other arrangements that increase the amount of publicly accessible parkland to nearly 400 hectares across 100 park sites. This results in a current provision of 3.3 hectares of parkland for every 1,000 Guelph residents. It is recommended that the City strive to maintain this level of parkland provision, recognizing that parkland dedications under the *Planning Act* may need to be supplemented by municipal parkland acquisitions (through purchase or alternate means) in order to meet this target in residential growth areas. In addition to the application of the service level target, it is important to consider the geographic distribution of parks so as to ensure a basic level of accessibility.

Much of the City's short-term demand for parkland will be satisfied by Eastview Park (which will be coming on-line shortly) and neighbourhood park development. It is in the best interests of the City to proactively acquire parkland to meet community needs, and assemble lands that are capable of accommodating major indoor and outdoor leisure complexes required for the future. The City should consider employing a number of alternative acquisition initiatives to maintain an acceptable supply of parkland (i.e., supplemental to parkland supplies received through dedications), particularly within areas of residential intensification. A Parkland Acquisition Strategy is recommended to establish a framework through which the City can achieve the recommended provision targets.

## **RESIDENTIAL INTENSIFICATION**

As directed by Provincial policy, the City of Guelph will be setting residential intensification targets as part of its new Official Plan. Intensification will lead to increased densities in many neighbourhoods (e.g., Downtown), which will then lead to increased demands for recreation, parks and cultural opportunities, including expansion and renewal of assets (such as parks and facilities). In areas that are already under-supplied in parkland, intensification has the potential to further exacerbate these deficiencies.

With greater residential densities, along with an aging population and a movement toward increased walkability and placemaking, there will be growing demand for smaller and more urban parks, such as plazas, civic squares, and civic greens. The compact nature and robust design of urban parks means that they are generally more costly on a per square foot basis to build than traditional parks, a factor that may require the City to consider alternate funding streams to cover the additional costs.

In areas of intensification, the preservation and enhancement of parkland and open spaces should be a priority. An area barren of parks, gathering spaces, and outdoor civic amenities cannot offer the quality of life that Guelph wants to promote – the City must take steps to balance the desire for greater densities with the provision of appropriate public spaces for outdoor recreation and socialization.

There are several approaches that can be used to maximize both existing supplies and new acquisitions in areas of residential intensification, including (but not limited to) the purchase of

surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, implementing urban design practices that enhance connections with park and open space elements, etc. While the movement towards intensification may take some time to emerge, there is a need to proactively plan for this change in policy and mindset.

## **PARKS DESIGN AND FORESTRY**

In terms of park planning and design, there are several best practices and emerging themes that are evolving the manner in which parks are delivered and used. For example, demand is growing for gathering spaces and picnic areas, amenities that accommodate year-round physical activity, and informal use opportunities. Trails and pathways continue to be popular and well used aspects of the City's parks system, but with growing demand comes a greater need for support amenities such as public washrooms. The desire to integrate natural features (e.g., native plant species, woodlots, etc.) and practices (e.g., naturalization, community gardens, etc.) into parkland settings is also increasing, as environmental protection and education become higher priorities. In addition, Crime Prevention Through Environmental Design (CPTED) principles should continue to be integrated into park design.

The City should ensure that urban forestry is a key component of parkland and urban design objectives, which are also supplemented by public awareness and engagement initiatives. This includes the continued implementation of the Urban Forestry Plan, with a view to projecting adequate resources to meet reasonable forestry standards, address urban street tree planting and care of trees and shrubs in open and naturalized spaces.

## **THE RIVER SYSTEM**

The rivers are a vibrant and dynamic component of the City and accommodate a variety of uses along the system. Efforts to balance the often competing aspects of and recreational use of the rivers must continue to be a priority for the City. Although the community consultation program did not elicit many requests for enhancing uses on and along the rivers, this objective remains reasonable and opportunities for doing so should be explored.

## **OPEN SPACE/CONSERVATION LANDS**

In addition, the City owns over 104 hectares of 'open space/conservation lands' and the Grand River Conservation Authority (GRCA) maintains a significantly greater supply of similar lands within the City. Although it is recommended that the City continue to acquire open space/conservation lands where appropriate (but not as part of the parkland dedication requirement), it is recognized that the supply of these lands is largely dependent upon the existence of natural features and, therefore, a precise provision target for open space is not recommended. Acquisition of open space or conservation lands should be considered to be in addition to required parkland dedication.

Guelph's natural heritage system – which is currently under review through the Natural Heritage Strategy and Official Plan Review – is made up of a number of provincially significant wetlands,

areas of natural and significant interest, floodways and other open space features. Natural parkland is an integral part of the overall park system and safe public access to these lands (where appropriate) should be promoted.

The City and the GRCA have collaborated together in the management and programming of many lands within the municipality. Capitalization on synergies between these and other partners – including the promotion of environmental stewardship through public education and outreach activities – is essential to ensuring a well managed open space network.

As noted, the City is preparing a Natural Heritage Strategy, the goal of which is to “preserve NHS (natural heritage system) integrity to the greatest extent possible, while recognizing that policy needs to provide some flexibility to accommodate site-specific findings/conditions”. The research, findings, and policies of this Strategy (as implemented through the Official Plan) will be used to guide the City’s actions relating to the protection and preservation of the natural heritage system.

## RECOMMENDED ACTIONS – GOAL SIX

The following actions relate to Goal Six (A Connected Parks and Trails System that Inspires and Awe of Nature) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Championing Parks, Trails &amp; Open Space</b>	6-1 Champion the parks, trails and open space system in order to maximize its capacity in contributing to the overall beauty and health of the community; discuss gaps and determine the future resources needed to deliver on the parks strategies and initiatives.
	6-2 Develop an overall Greening Strategy that sets the work of the departments involved in parks planning, development, design, operations, and programming into context, creates an overall vision and sets focussed priorities for each department.
	6-3 Develop a Resourcing Plan that addresses the skills, competencies and other resources needed to implement the Greening Strategy over time.
<b>Living Community Centres</b>	6-4 Strengthen community cohesion and pride through the notion of parks as “Living Community Centres”. This may be achieved through the introduction of programming or improved “animation” of parks to maximize their use. Activities might include (but not be limited to) movie nights, walking clubs, family pick up games and activities, neighbourhood picnics, community gardens, brick bake ovens, markets and talent nights.
<b>Trails</b>	6-5 Give high priority to the accelerated implementation of the Trail Master Plan, in concert with other municipal planning initiatives.

	6-6	Ensure that all objectives relating to trails are coordinated with corporate initiatives related to transportation and active transportation (e.g., walking, bicycling, etc.) to ensure a cohesive action plan.
	6-7	Through the Official Plan and the development process, pursue the conveyance of land for pedestrian and bicycle pathways (in recognition of their relationship to the transportation system), in addition to the required parkland dedication.
<b>Parkland Policies &amp; Classification</b>	6-8	Develop a consistent system of defining 'parkland' and 'open space/conservation lands' across its Official Plan, Zoning By-law, and parks inventory. A system that separates the various types of 'parkland' (e.g., from Neighbourhood, Community, and Regional Parks) from 'open space/conservation lands' (e.g., natural lands, greenbelt/greenway, etc.) is recommended, along with a mechanism to account for non-municipal lands that contribute to the overall supply.
	6-9	Maintain an up-to-date and comprehensive inventory of all parks and park assets (including parkland, open space, and sites under municipal influence) to improve its ability to assess current and future supplies.
<b>Parkland Supply &amp; Acquisition</b>	6-10	Through the Official Plan Review and Update process, consider revising the parkland provision targets to reflect a provision ratio of 3.3 hectares per 1,000 population (including lands under municipal influence, but excluding schools and open space/conservation lands).
	6-11	Through the Official Plan Review and Update process, consider adjusting each park typology to the following rates: <ul style="list-style-type: none"> <li>• Neighbourhood Parkland should be targeted at a rate of 0.7 hectares per 1,000 residents (as well as ensuring spatial accessibility to the neighbourhood served);</li> <li>• Community Parkland should be targeted at a rate of 1.3 hectares per 1,000 residents; and</li> <li>• Regional Parkland should be targeted at a rate of 1.3 hectares per 1,000 residents.</li> </ul>
	6-12	Through the Official Plan Review and Update process, encourage the provision of parkland in a manner that provides access to major residential areas, unobstructed by major barriers, within a 500 metre radius.
	6-13	In conjunction with its Official Plan Review and Update process, conduct a review, update, and consolidation of the City's Park Dedication By-law to ensure that it is consistent with current directions.



	6-14	Carry forward and augment parkland dedication policies from the Official Plan (2001) through the present Official Plan Review process (as appropriate), including a requirement that the parkland dedication be of sufficient size, configuration and condition to the satisfaction of the municipality.
	6-15	In areas of intensification (e.g., Downtown), consider accepting cash-in-lieu of parkland only in situations where a development will not generate sufficient parkland opportunities. In such cases, the cash-in-lieu of parkland should be allocated toward the establishment of new and/or expanded parks and open space and/or the provision of recreational facilities <u>within</u> the same general area of the intensification.
	6-16	Develop a Parkland Acquisition Strategy as a framework to achieve the provision targets established in this Plan.
	6-17	Where shortfalls may occur in parkland acquisition through the development process, employ a range of alternative parkland acquisition mechanisms to obtain the necessary amount of acreage.
	6-18	Undertake an assessment and prioritization exercise to determine which parks in the existing inventory are in need of significant improvement or re-development to better reflect community needs and the socio-demographic composition of the surrounding neighbourhood.
	6-19	Continue to work with the School Boards (where possible) in the planning and provision of joint school-park campuses.
<b>Residential Intensification</b>	6-20	As part of the City's Official Plan Review, establish policies relating to parks and open space in areas of intensification to ensure that opportunities to maximize contributions to the parks, open space and recreational amenities are in place, including policies relating to parkland dedication, cash-in-lieu of parkland, bonusing (e.g., height and density allowances in cases where usable public spaces will be created and/or enhanced), etc.
	6-21	In areas of residential intensification (including, but not limited to, the Downtown), make the preservation and enhancement of parkland and open spaces a priority. This may include giving consideration to the purchase of surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, implementing urban design practices that enhance connections with park/open space elements, etc.
	6-22	As residential intensification becomes more pronounced, create an 'urban park' category as part of the City's parkland classification system. Urban Parks tend to be smaller than Neighbourhood Parks, contain more hard surfaces and elements such as gazebos, sitting areas, public art, etc., support more intense and all-season uses, and are supportive of the principles of walkability and placemaking.

<b>Parks Design and Forestry</b>	6-23	Ensure that urban forestry is a key component of parkland and urban design objectives.
	6-24	Undertake a review of parks amenities and maintenance standards in predominantly low income neighbourhoods to ensure an equitable distribution across the City.
	6-25	Work with the development community to consider 'developer-built' parks (in accordance with municipal design standards and approvals) that serve as selling features for the residential subdivision and bring parks on-line at an early point in the development process.
	6-26	Continue to design parks that incorporate natural, indigenous vegetation features in order to foster an appreciation for such areas and maintain crucial ecological functions.
	6-27	Continue to incorporate Crime Prevention Through Environmental Design (CPTED) principles in park design.
	6-28	Consider park ambassador programs in consultation with the local police department and by-law enforcement officers to encourage civic participation in keeping local parks free of undesirable behaviours.
	6-29	Continue to consider permanent or portable washroom facilities at heavily utilized park and trail locations, as these conveniences can attract greater use by individuals and families.
	6-30	Conduct a review, update, and consolidation of the City's Parks By-law (pertaining to the use, regulation and protection of parks) to ensure that it is consistent with current objectives and practices.
	6-31	Ensure that adequate signage exists at all municipal parks, trailheads (with appropriate identification and routing information) and recreation and cultural facilities. These signs should be restored or replaced when they deteriorate.
	6-32	Develop a Horticulture Plan that further enhances beautification, interpretation, community pride, and education in and adjacent to public spaces, and that articulates the needed resources over time.
<b>The River System</b>	6-33	Continue efforts to maintain public access to the rivers and open space/conservation lands within the City of Guelph, while recognizing the need to balance passive recreational opportunities with the conservation of natural features, in keeping with the City's Natural Heritage Strategy and Official Plan.
	6-34	Explore opportunities for water recreation (e.g., fishing, non-motorized boating, etc.), as well as land recreation (e.g., walking, cycling, active sports, etc.), on and along the City's river system, in accordance with overall objectives for environmental protection and restoration.



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**Open Space/  
Conservation Lands**

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- 6-35 Continue to help support the Grand River Conservation Area, local School Boards, and other community partners in providing natural areas with associated facilities and programs (as necessary) and to assist these partners in educating a broad range of local residents and visitors about environmentally significant lands.
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- 6-36 With the assistance of the Grand River Conservation Authority, continually evaluate the ability of open space/conservation lands to accommodate a range of passive, active, and other community leisure uses, in keeping with the City's Natural Heritage Strategy and Official Plan.
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- 6-37 Update the City's Naturalization Policy in concert with the Official Plan Review and Update process.
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## 10. GOAL SEVEN: A Vibrant and Valued Arts and Culture Sector

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Arts, culture and heritage are critical components of achieving a high quality of life standard, bringing in a wide range of benefits to individuals and communities. Simply put, arts, culture and heritage in the community refer, but are not limited to, *local resources such as music, theatre, visual arts, film and multimedia, architecture, community traditions and literature which facilitate creative, intellectual and social expression*. It is these cultural resources that form the backbone of the City's creative industries, cultural spaces, the natural and cultural heritage system, and the delivery of municipal and community-based programs and activities.

Municipalities, such as Guelph, have long recognized the importance of a vibrant arts and cultural community; however, when it comes time to prioritize challenging funding decisions, the need for strong and reliable information is essential to quantify the benefits offered by the arts and cultural sector. During the consultation process, there was a clear recognition that arts, culture and heritage are a vital component of the identity of Guelph.

Guelph has a long-established arts and culture community strengthened by the existence of the umbrella organization – Guelph Arts Council – one of the first such councils in Ontario. There are also a number of facilities that cater to arts and culture, including the Guelph Civic Museum (exhibitions and public programs), McCrae House (interpretive exhibitions) and the River Run Centre (performing arts).

The Guelph Arts Council lists 81 local groups working in visual art, crafts, writing, heritage and performance. The range and quality of Guelph's arts, culture and heritage activities were recognized in all phases of the process. There is a belief that Guelph has a level and quality of activities that are usually prevalent only in larger cities; however, research undertaken for this Strategic Master Plan indicates that the development of the arts and cultural community in Guelph has not progressed to its full potential. This is due to a number of factors, including lack of community awareness, profile and identity, as well as historically modest support from the City.

Therefore, it is recommended that a more targeted approach focused on the next three to four years be pursued for Arts and Culture development in Guelph. An essential step to advance local cultural development is for the City of Guelph's municipal leadership to act as an advocate for culture using the following six strategic themes as the basis for future directions:

- Cultural Investment is Community Investment;
- In Pursuit of Downtown Vitality;
- Formal Recognition of Arts & Cultural Achievements;
- Marketing, Promotion & Publicity of Cultural Opportunities;
- Encouraging Partnerships & Coordination; and
- Planning for Arts & Cultural Space Requirements.

This will better position the City and the Cultural community to develop a comprehensive master plan specifically for arts and culture building upon the successful achievement of the strategic

themes.

**Key Objectives of Goal Seven:**

- a) The downtown as a place of community and cultural focus.
- b) A leader among the Province's 'creative cities'.
- c) Numerous opportunities for artistic appreciation, expression and development. (GUELPH SP)
- d) Highest per capita use of cultural facilities among any comparable Canadian city.
- e) Capitalize on our cultural assets to build economic prosperity, quality of life, and community identity.

## **CULTURAL INVESTMENT IS COMMUNITY INVESTMENT**

Numerous studies have sought to quantify the socio-economic value of arts, culture and heritage. This can be quantified in a variety of ways such as intrinsic (i.e. how much people value sense of place, quality of life, etc.) and extrinsic (i.e. number of jobs created, spending receipts, etc.) measures. What is clearly evident is that creative cities attract creative-minded people, including residents, employees and visitors, while also turning cities into desirable destinations.

Investment in the arts and cultural sector is seen as the fundamental and most critical component of building successful and vibrant creative industries. Of course there are many other important components of successful community-based delivery of these services; however, it is the recognition that priority for fiscal and human resources are required to establish the initial space and programmatic infrastructure.

Statistics Canada's Survey of Household Spending found that in 2003, Canadians spent over \$22 billion on cultural goods and services, equating to approximately \$1 for every \$30 on a household basis. More recently, a report prepared by the Conference Board of Canada<sup>4</sup> estimates that the economic impact of the cultural sector was \$85 billion in 2007, or 7.4% of Canada's GDP. The Conference Board also estimated that \$7.9 billion was spent on culture by all levels of government in Canada in 2007. Therefore, the economic impact of the cultural sector is 11 times more than the level of government investment in the sector.

Like many other industries, the arts and culture sector is known to generate 'spinoffs' and 'multipliers' for the economy. For example, arts patrons not only pay for the event or program but also may contribute towards complementary services such as parking, dining, accommodations, and/or retail. The ability to quantify economic benefits gives a great deal of support in deciding municipal investment priorities; therefore, it is recommended that the City undertake an assessment of the economic value generated by the local arts and cultural community, both in terms of contributions by organizations as well as spending by consumers/patrons. It is also recommended that a cultural mapping process be undertaken in order to create a base line of data to build upon.

<sup>4</sup> Conference Board of Canada. Valuing Culture: Measuring and Understanding Canada's Creative Economy. 2008.

Supporting the arts and culture is a holistic endeavour. Not only do the fiscal supports need to be provided (i.e. through community economic development, grants, etc.), appropriate policy and staffing supports are required for the creative industries to thrive. The City is presently undertaking an Update to its Official Plan, in accordance to the mandate of the *Growth Plan for the Greater Golden Horseshoe*. Through the update process, it will be important that the City examine ways to strengthen appropriate parts of the Official Plan to further recognize the great importance of arts, culture and heritage in local land use and community development matters; where applicable, references specific to arts and culture should be incorporated elsewhere in the Official Plan as well.

The City is currently in the process of developing a public art policy, as a number of cultural community members expressed the need to implement a policy of this sort in Guelph, including funding for public art. In many municipalities, public art is funded via a 'percentage for art' system (a set percentage of the construction costs of City capital projects) which has support under the *Planning Act*.

The City has recently created the position of Supervisor of Arts and Culture; it will be particularly important that the new Supervisor of Arts and Culture is active and visible in the local cultural community and that s/he coordinates and facilitates the relationships of the cultural community with various City departments.

## **IN PURSUIT OF DOWNTOWN VITALITY**

The City of Guelph has a vibrant downtown, which is considered to be an asset in a time where suburban landscapes are increasingly becoming the focus of commerce and community leisure activity. Creative industries can thrive and greatly benefit downtown areas by enhancing the distinctiveness, sense of place, and ultimately the authenticity of a downtown as being a centre for community activity. To compete with the suburbs, a downtown must have a thriving arts, cultural and heritage component, along with an evident municipal commitment to ensure these elements, as businesses rely heavily on atmosphere and attraction when choosing whether to relocate to a downtown.

The benefits of a thriving downtown are countless, and many municipalities are seeking revitalization strategies to increase use of these areas; it is not a coincidence that many of these plans have a strong focus on arts and culture through considerations such as aesthetics (e.g., urban design that complements built heritage), attractions (e.g., event spaces, museums, etc.) and amenities (e.g., complementary services, public art, etc.). Investment in cultural infrastructure is an investment in the community, and thus an investment in the downtown.

Cultural facilities in many communities have been found to increase the value of downtowns. Not only will investment in cultural infrastructure in the downtown enhance the internal capacity of groups to deliver services, draw people to the street, and attract the creative class, the economic value associated with improving a downtown is bolstered through higher property values, retail economies and associated returns from the enhanced tax base.

During the consultation process, the fact that most cultural organizations are based downtown

or have substantial activities in the downtown core was mentioned by numerous groups. This distinguishes the downtown area as an ideal hub for arts and cultural activity, given the area has evolved to attract such groups.

Through downtown revitalization efforts pertaining to arts and culture, it is important to realize that cultural (re)development is not simply achieved through facility construction or revitalization (i.e. the 'bricks and mortar' approach). To be truly successful, cultural development must also include activities such as the provision of critical operational support and resources for the local arts and cultural community, actively promoting cultural events in the area, recognition and celebration of the downtown's creative culture, and regular investment (as supported through sound business practices and planning) in new cultural initiatives and programs.

## **FORMAL RECOGNITION OF ARTS & CULTURAL ACHIEVEMENTS**

Recognizing achievements, whether at the individual or organizational level, is an important part of articulating what a community values. As a leader in the facilitation and stewardship of arts and cultural activities throughout Guelph, municipal recognition provides the arts and cultural sector with an avenue to showcase their talents, create exposure among other facets of the community and reward talented groups for their contribution to the local quality of life. At the very least, a formal recognition program is a key component of building community capacity through establishing a group's presence among others in the community.

The stakeholder consultations revealed an appreciation of this planning process as a recognition of the role of culture in Guelph's continued development. The stakeholder surveys, cultural interviews and cultural workshop revealed a strong desire for this recognition to continue. The hope for even stronger recognition from the City that the cultural sector is of significant value in the community was a key finding of these consultation efforts. The role and impacts of the cultural sector in Guelph's continued development should be recognized and promoted wherever possible, including in Mayoral speeches and presentations.

## **MARKETING, PROMOTING & PUBLICIZING CULTURAL OPPORTUNITIES**

Awareness of local arts and cultural opportunities must exist and be developed in a manner that reaches residents (and visitors); the absence of awareness or lack of information, as with recreation services, is a barrier to participation. During the community search conference, publicity and marketing (along with City involvement) were identified as the top-priority improvement in terms of arts and culture opportunities. In collaboration with the cultural sector, the unique character and richness of Guelph's arts, culture and heritage should be clearly articulated. To achieve this, additional human and financial resources should be allocated to the marketing and promotion of Guelph's cultural identity.

It is worth noting however, that despite any marketing efforts, it is the quality of place, the success and beauty of the City that determines its attractiveness to the community, visitors and the creative class; simply put, the infrastructure (loosely defined as both buildings and programs/services) must exist in order to market it, and the infrastructure must be of high enough quality to encourage users to come back (and communicate the benefits to others

through 'word of mouth').

Tourism contributions are a major market that benefits community economic development objectives. During the research for the Strategic Master Plan, cultural interviewees identified that the tourism aspect of the cultural sector could be better developed. This could result in a win-win situation; with more people visiting Guelph, more money would be spent in the City, a fact certainly supported by literature. In this regard, working with the sector to define the local arts, culture and heritage identity (product), in conjunction with developing a marketable cultural tourism message (brand) will assist in nurturing the arts and cultural sector while addressing municipal tourism objectives.

One of the key local identities (product) that the City has to offer is its festivals and special events that are highly valued by local residents and visitors alike. Successful festivals and special events are typically built on partnerships between various levels of government, the community and the private sector. Improved marketing and visibility, for both local and non-local audiences, is needed in order for these festivals to reach their full potential. The creation of a strategy specifically dealing with local festivals and special events, as well as encouraging key stakeholders within this sector to consistently dialogue, will assist in better coordination and delivery of these events.

## **ENCOURAGING PARTNERSHIPS & COORDINATION IN THE ARTS AND CULTURAL SECTOR**

In a time of constrained budgets, challenges in obtaining funding and decreased appetite for tax increases, the City alone cannot meet the arts and cultural facility and programmatic requirements needed by its citizens. The *Linamar for the Performing Arts* program is an excellent example of how the community and the City work together to expand exposure to the arts, through providing elementary school students with the opportunity to attend two performances each year at the River Run Centre for no cost.

Fortunately, Guelph has the benefit of a long established arts and cultural sector that has the expertise and an adequate number of interested individuals to act as service providers to mitigate the pressure placed on the municipality. If provided with the appropriate supports, the community-based delivery model has a much greater propensity to provide the services and programs, as well as generate internal growth and stability. The municipality and the community also have opportunities to collaborate with other agencies and levels of government to maximize delivery potential if the means to communicate and share ideas can be effectively implemented.

In this regard, the Guelph Arts Council represents an excellent voice for partnership and collaboration, as it represents a broad range of interests in the form of a single organized body; however, it was noted in the consultations that communication and coordination in the sector could be increased. Just as the City is a facilitator of services, the Guelph Arts Council also has the opportunity to act as an organizer, communicator, facilitator and partnership/relationship builder.



It is to the great advantage of the City and the Guelph Arts Council to work together in facilitating and coordinating the development of local cultural resources and creative activities, in order to holistically represent the wide variety of arts and cultural interests (i.e. removing any perceived barriers between creative industries and spaces, such as performance versus visual arts, amateur versus professional groups, etc.) and better define a collective sense of place through the arts and culture.

## **PLANNING FOR ARTS AND CULTURAL SPACE REQUIREMENTS**

Guelph has some high-calibre cultural facilities, including the City-owned River Run Centre, the Macdonald Stewart Art Centre (a partnership between the City, the University and School Boards), the Guelph Youth Music Centre and the Guelph Museums (to name but a few). For the purposes of this analysis, *cultural space encompasses properties (land or buildings) which are primarily used for the creation, exhibition or delivery of arts and cultural programs, services or events.*

Discussions with the Guelph Arts Council, members of the arts and cultural community, and associated research indicate that many of the groups represented under this umbrella have space requirements that are not presently being met by the variety of municipal and community-based facilities being used. Existing spaces are either not of adequate size or level of quality that is appropriate to deliver arts and culture programs and services.

To address this space constraint, it is recommended that new and existing facilities be evaluated for their ability to accommodate arts and cultural activities within dedicated or multi-use rooms; such spaces should be designed to be flexible enough to accommodate a wide range of activities, whether recreation or culture-based. Outside of the downtown, such space(s) should be viewed as providing community-based, entry-level opportunities, while in the downtown such space(s) should provide for a higher order of amenity, visibility, programs and services.

### **Visual Arts and Multi-use Space**

During the arts and culture workshop, the top-priority need expressed by Guelph cultural representatives was the centralization and coordination of the arts in a physical building. This idea has a long history in Guelph. A 1974 report proposed a combined performing and visual arts facility, but it was vetoed early in the planning stages in favour of a performing arts facility. Eventually, the River Run Centre was built as a performance space. In 2003, a Guelph Visual Arts Community Centre Feasibility Study and Business Plan was commissioned by the Guelph Arts Council in order to determine the feasibility of, and to develop a business plan for, a proposed Visual Arts Community Centre.

Research and consultation conducted for this Strategic Master Plan supports the need for appropriate space to accommodate local arts and cultural groups in the downtown. Many visual artists and groups in Guelph have specific needs that could be met through the creation of a Guelph Visual Arts Community Centre.

Specific facilities needs identified by participants in the consultation process include:

- Exhibition and studio space
- Teaching and workshop space
- Meeting and gathering spaces for artists
- Office space and storage areas
- Facilities for printmaking, pottery and storage of equipment and works

In the absence of a current permanent facility opportunity, it is recommended that the City work with the Guelph Arts Council to acquire temporary space (through purchase, lease, rent, etc.) to allow local arts and culture groups to sufficiently develop and deliver programming while building capacity. Such temporary space may be provided within a retail environment, through the repurposing of surplus space (if any become available), acquisition of key heritage properties, etc.

Once local groups are able to demonstrate quantifiable space needs and improved capacity to sustainably deliver community-level programs, it is recommended that the City work with the Guelph Arts Council (and/or other appropriate partners) to procure a permanent location. Such a facility should support the needs of the visual arts sector and ensure that the arts in Guelph continue to develop. Further study and collaboration, through a specific feasibility study and business planning exercise, is required to define an appropriate strategy for achieving this recommendation. To this end, the City will also have to work with the cultural sector in identifying and tracking the availability of potential sites for a visual and multi-disciplinary arts centre, as well as collaborating with the sector at all stages of the development of this project. This should include evaluation of the existing Main Library Branch located in Guelph's downtown to accommodate space needs.

### **Performing Arts Space**

The River Run Centre is the City's primary large-scale venue for the performing arts; while local groups have access to the facility, the stakeholder survey conducted for this Master Plan found that it is generally cost prohibitive. The facility is also booked by a number of larger-scale travelling productions, providing local residents with access to such opportunities and reducing the need to travel outside the community (e.g. to Toronto, Hamilton, etc.).

Guelph-based non-profit organizations account for about 32% of all activities and events booked at the River Run Centre; other users include the City of Guelph, events sponsored by the Linamar School Performances presented by River Run, corporate users, and professional and/or non-resident performing arts events. To increase local usage of the facility and diversify the types of programs delivered, the River Run Centre, the City, and local performing groups should discuss ways of increasing the proportion of the Centre's activities accounted for by local cultural groups, as well as the affordability of access to the facility (while simultaneously ensuring the Centre's fiscal sustainability).

Another key concern expressed by performing groups is the need for rehearsal space, set-building space, storage space and a small, inexpensive space for 'grassroots' performances that could not fill the River Run Centre. It is recommended that the City work with cultural sector representatives to determine what spaces might be suitable, possibly a re-purposing of an industrial building.





## **South End Centre**

During the consultations, cultural sector representatives were asked whether some of their needs could be met through the proposed South End Centre. There was a deep ambivalence about this possibility. Much of the sentiment of the participants was the need for a downtown focal point for the cultural sector. There was also concern that a dispersal of cultural groups to various locations, including the South End, could diminish collaborations and opportunities in the downtown core.

Some specific concerns include: the distance from downtown, public transportation or driving requirements, the desire for a cultural component to not be an afterthought or an add-on to a multi-use centre; and the desire by cultural groups for their own space.

However, some possibilities for usage of the space were identified by some groups, including: meeting, civic, social, teaching, workshop, storage, studio and exhibition space. It is recommended that the South End Centre should include some flexible space that could be used by the cultural sector, as a means to generate interest at the local level and develop introductory programs.

## **Outdoor Arts & Cultural Spaces**

In addition to indoor spaces, the City should attempt to develop additional outdoor civic spaces that encourage social gatherings, are able to accommodate special events, and are supported by the necessary infrastructure to do so. The demand and support for community events was apparent from the consultation process and residents appear to greatly value special events and gatherings delivered by the municipality - the front exterior of the recently opened City Hall may present excellent opportunity.

On a smaller-scale, public gathering features should be incorporated into neighbourhood park design that could potentially have seating areas, gazebos, small amphitheatres/stages, etc. These neighbourhood parks would then be able to host gatherings and events which could foster neighbourhood interaction between surrounding residents and assist in developing a sense of community. On a larger scale, these spaces could include outdoor performance venues which are able to host larger crowds.

Outdoor civic spaces (particularly gardens and horticultural displays) could also form important parts of a nature-based tourism infrastructure whereby residents and non-residents alike are drawn to destinations offering opportunities for family leisure or personal reflection and enjoyment. Outdoor areas such as parks, plazas, etc. provide an opportunity to offer a differentiated experience in the summer months, as well as facilitating participation in unstructured cultural activities. Spaces such as outdoor amphitheatres, stages, band shells, arts venues, dance areas, etc. can accommodate programmed and unprogrammed usage and can effectively complement the City's natural areas.

## RECOMMENDED ACTIONS – GOAL SEVEN

The following actions relate to Goal Seven (A Vibrant and Valued Arts and Culture Sector) and one or more of its objectives. A complete listing of these actions, along with references to the objectives to which they apply, is contained in the Implementation Strategy.

TOPIC AREA	ACTION
<b>Cultural Investment Is Community Investment</b>	7-1 Continue to invest in local arts, culture and heritage organizations and work towards increasing the number and level of municipal grants.
	7-2 Create a municipal funding strategy guiding investment in local arts, culture and heritage system, which seeks to expand the creative infrastructure and provide local organizations with the ability to grow their internal capacity.
	7-3 Continue to develop appropriate policies, such as the public art policy, as a means to clarify the municipal role in providing and facilitating access to cultural resources.
	7-4 Ensure that the City's new Supervisor of Arts and Culture is an active and visible relationship-builder, acting as a liaison between the City and the local cultural community.
	7-5 Facilitate and encourage private contributions to arts, culture and heritage organizations, as well as partnerships.
<b>In Pursuit Of Downtown Vitality</b>	7-6 Pursue the following recommendations from the Guelph/Wellington Premier-ranked Tourist Destination Project (2005): <ul style="list-style-type: none"> <li>• Highlight the entertainment/fun factor of the downtown core; and</li> <li>• Implement a comprehensive directional and heritage-based signage program to guide visitors and residents through downtown, connect them to natural and historical assets.</li> </ul>
	7-7 Recognize the vitality and the opportunities inherent in ensuring that a strong cultural community remains anchored in the downtown core. This includes ensuring that culture is a key component of downtown Guelph revitalization, including cultural community membership in downtown revitalization initiatives.
<b>Formal Recognition of Arts &amp; Cultural Achievements</b>	7-8 Recognizing achievements, whether at the individual or organizational level, is an important part of articulating what a community values; the role and impacts of the cultural sector in Guelph's continued development should be recognized and promoted wherever possible.
<b>Marketing, Promoting &amp; Publicizing Cultural Opportunities</b>	7-9 Articulate the unique character and richness of Guelph's arts, culture and heritage and allocate additional human and financial resources to the marketing and promotion of Guelph's cultural identity.

	7-10	Work with local cultural and tourism representatives to define identity (product) and to develop a cultural tourism message that could be marketed via tourism trade shows, space in tourism magazines, and marketing campaigns to appropriate audiences.
	7-11	Undertake a strategy pertaining to festivals and special events that establishes the goals, objectives and directions required to facilitate longevity, quality and vitality of the special events offered in Guelph.
	7-12	Form a committee of representatives with an interest in festivals and special events who can provide expert input specifically to these events, coordinate and establish common networks for festival/event providers.
	7-13	<p>Pursue the following recommendations from the Guelph/Wellington Premier-ranked Tourist Destination Project (2005):</p> <ul style="list-style-type: none"> <li>• Bring festivals together for a joint meeting to discuss cooperative marketing, joint purchasing, coordination and advocacy;</li> <li>• Discuss with the festivals the possibility of allowing customers to purchase tickets to all major Guelph/Wellington music festivals through a coordinated box office (e.g. River Run Centre); and</li> <li>• Build packages for each festival; promote in a single printed piece and cross-promote on all festival websites.</li> </ul>
<b>Encouraging Partnerships &amp; Coordination in the Arts and Cultural Sector</b>	7-14	<p>Develop and foster partnerships and collaborations between the City and cultural representatives in areas such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• developing a sustainable, long-term vision for the cultural sector;</li> <li>• holding a yearly cultural roundtable with stakeholders;</li> <li>• downtown development and usage issues;</li> <li>• furthering arts education and awareness; and</li> <li>• ensuring that cultural offerings meet the needs of an increasingly diverse community.</li> </ul>
<b>Planning For Arts and Cultural Space Requirements</b>	7-15	In the short-term and in partnership with the community, provide a temporary location(s) to allow local groups to sufficiently develop and deliver community-level programming (including rehearsal, set design and storage spaces). Consider a permanent location once local groups have developed the internal capacity to sustainably deliver community-level programs.
	7-16	Once internal capacity of local arts and cultural groups is sufficiently achieved, undertake a specific feasibility study and business planning exercise to determine permanent space requirements and identify potential sites for a facility (including, but not limited to, the existing Main Library Branch).

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- 7-17 Examine the potential of new and existing municipal facilities, including the South End Centre, for their potential to accommodate flexible spaces for arts and cultural activities to the greatest degree possible.
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- 7-18 Evaluate outdoor parks and public spaces for their ability to integrate arts, culture and heritage-based amenities into their design.
- 
- 7-19 In consultation with staff and local performing groups, identify ways of increasing the proportion of the River Run Centre's activities accounted for by local cultural groups.
- 
- 7-20 Regularly review the fee structure of the River Run Centre to ensure that rentals remain affordable for local performing groups. Ensure that the fee structure continues to provide greater City investment to local and amateur groups over non-local and professional groups. Endeavour to ensure that any changes to the fee structure of the River Run Centre result in a revenue-neutral position.
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# 11. Implementation Strategy

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## IMPLEMENTATION PLAN

The Implementation Strategy identifies the timing of when the City and/or its partners are expected to carry out the recommended actions. This section includes all actions from the Recreation, Parks, and Culture Strategic Master Plan, grouped according to their corresponding goal. The Plan's actions are built upon several inputs: past service levels already established by the City; usage by residents; anticipated growth in development; changing recreational, parks, and cultural expectations and needs; and public and City feedback.

Each action has been assigned a recommended timing. Some actions are one-time events with specific outcomes, while others offer ongoing guidance aimed at continuous improvement. Furthermore, specific timeframes have not been included for some actions as priorities may shift due to budgeting issues and other uncertainties. The timeframes are defined as follows:

- Short-term (2010-2012)
- Medium-term (2013-2015)
- Long-term (2016 and beyond)
- Continuous or Variable (throughout or at an unspecified point in the planning timeframe)

The ranking of actions is also based on priority. The priority rankings are largely based on the degree of need, as identified throughout the Strategic Master Plan process:

- High Priority (H): Immediate attention is recommended
- Medium Priority (M): Attention is required when high priority actions have been initiated or completed, or when suitable partners have been identified for funding
- Low Priority (L): Attention is required when high and medium priority actions have been initiated/completed.

Despite the timing and priority ranking system, all actions are important and, if properly implemented, would benefit recreation, parks, and cultural services within Guelph. It should be noted that the priorities and timing indicated for the actions are based upon expected circumstances. Budget pressures, changes in participation rates or demographics, availability of volunteer resources, and other factors may impact upon the implementation of the proposed actions. In the event that an action is not implemented within the proposed timeframe, it may become a higher priority and hence be upgraded to a shorter time frame. For this reason and others, it



is important that the City regularly monitor and update the Master Plan (see end of this section).

The City of Guelph has set reasonable service levels for most service and facility types. In an effort to promote financial sustainability, the Strategic Master Plan recommends that infrastructure be provided at a rate that is generally consistent with existing service levels. As a result, it is believed that the Plan is a responsible one. Given the Plan's affirmation of most existing service levels, existing funding mechanisms should be adequate to allow the City to provide the necessary infrastructure, although steps will need to be taken to reconcile the actions with the City's fiscal capacity (this is beyond the scope of the Plan).

In implementing the recommendations, it is also expected that Council will consider approaches that are financially sustainable, such as partnering with appropriate agencies, capitalizing on design efficiencies, seeking sponsors and alternate funding sources, etc. At present, parks and facility capital projects are funded primarily through development charges, municipal taxes, and grants. Most parkland is provided through parkland dedication under the *Planning Act*. These implementation tools will continue to be utilized and will be supplemented by other approaches, where possible (e.g., establishing trails – pedestrian transportation corridors – through development applications rather than parkland dedication).

PROPOSED GOAL	PROPOSED OBJECTIVES
<p><b>1. An Accessible and Inclusive Community that Provides Access for All</b></p> <p>Relates to Corporate Strategic Goal(s)</p>	<p>a) A complete community with <u>affordable</u> services and programs for <u>people of all ages</u>, including children, youth, adults, and seniors.</p> <p>b) <u>Accessible and inclusive opportunities</u> to participate in recreation, parks, and cultural activities for all residents, regardless of physical ability, ethnic origin, and economic means.</p> <p>c) A community without barriers to participation in <u>introductory-level</u> recreational and cultural activities.</p> <p>d) Active <u>engagement of under-represented groups</u> (including – but not limited to – those with culturally diverse backgrounds, persons of low income, persons with disabilities, and youth) in program and service planning and delivery.</p>

Relates to Corporate Strategic Goal(s): 2 (A healthy and safe community where life can be lived to the fullest)  
 4 (A vibrant and valued arts, culture and heritage identity)  
 5 (A community-focused, responsive and accountable government)

ID	ACTIONS: An Accessible and Inclusive Community that Provides Access for All	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
1-1	Strengthen efforts to engage under-represented groups including, but not limited to, those with culturally diverse backgrounds, persons of low income, and persons with disabilities through providing staff the training and knowledge to build relationships, have ongoing and open dialogue, truly understand needs, and strengthen the provision of meaningful programs and services.	d	H	✓			
1-2	Continue to coordinate an annual round table for service providers for persons with disabilities, the Accessibility Committee and residents with disabilities to share plans and services and look for opportunities to better serve the disabled population in the provision of recreation, parks and cultural programs and services.	b	H	✓	✓	✓	



1-3	Continue to place a high priority on regularly updating and implementing the City's Accessibility Plan, including opportunities to address the requirements of the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> Customer Service Standards and future regulations, as established.	b	H	✓	✓	✓	
1-4	Develop an approach to ensure that cultural diversity is addressed in the development and delivery of recreation, parks, and culture programs and services including (at a minimum) translation services, introduction to leisure in Guelph sessions, leisure counselling, enabling culture-specific services and programs.	d	M		✓		
1-5	Report annually on the ability of staff to reach out to low income families and individuals through the Fee Assistance in Recreation (F.A.I.R.) policy to ensure that funding levels are adequate. As part of this initiative, investigate ways and means of addressing equipment and transportation needs for low income residents.	a	H	✓	✓	✓	
1-6	Through the development of an Older Adult Plan, plan for increased demand for leisure services for an aging population, taking into consideration changing leisure interests, a projected increased lifespan for Canadians, and financial capabilities (e.g., develop a policy based on ability to pay instead of age of participant).	a	H	✓			
1-7	Update the Community Youth Strategy to revisit emerging trends in youth engagement, leadership and self-directed youth opportunities.	a	H	✓			
1-8	Inventory and communicate parks, recreation, and cultural opportunities available for youth through the utilization of technology and local neighbourhood communications vehicles.	d	M	✓	✓	✓	

1-9	Apply for the designation of a "Youth Friendly City" through the Play Works collective in order to promote successes in engaging youth and to address any gaps in the provision/enabling of youth services.	c	L	✓			
1-10	Work with the local sports community to adopt the sport and community principles of 'True Sport' (a social movement committed to community sport that is healthy, fair, inclusive, and fun).	b, c	M	✓			

PROPOSED GOAL	PROPOSED OBJECTIVES
<b>2. A Physically Active and Healthy Community that Promotes Active Living</b>	a) Continued increases in the level, duration and intensity of <u>physical activity</u> for all residents so as to create the most physically active residents in Canada. b) Improved <u>community wellness and health indicators</u> as a result of physical activity initiatives.

Relates to Corporate Strategic Goal(s): 2 (A healthy and safe community where life can be lived to the fullest)

ID	ACTION: A Physically Active and Healthy Community that Promotes Active Living	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
2-1	Develop a public education program (e.g., website, presentations, posters, etc.) on the importance of learning to swim and being water safe and translate into the predominant languages spoken in the community.	b	H	✓			
2-2	Continue to increase the level, duration and intensity of physical activity for all residents by ensuring that there is a balance of active programs for all age levels and abilities and by providing social messaging to create awareness of the importance of being active.	a	H	✓	✓	✓	

2-3	Continue to support the residents in increasing physical activity by introducing new initiatives every 18 months and by utilizing communications vehicles to promote healthy lifestyles (e.g., <i>in motion</i> ).	a	M	✓	✓	✓	
2-4	Establish measures to evaluate the goals and achievements of the <i>in motion</i> (Physical Activity) plan, in conjunction with municipal, regional, not-for-profit, and private partners.	a, b	M		✓		
2-5	Provisions to incorporate spaces and amenities encouraging year-round physical activity, wellness and informal use opportunities should be paramount considerations in the design of parks in order to encourage use and facilitate activity levels.	a	H	✓	✓	✓	

PROPOSED GOAL	PROPOSED OBJECTIVES
<b>3. A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers</b>	<ul style="list-style-type: none"> <li>a) A vibrant community that <u>builds leadership and capacity</u> through participation and social engagement.</li> <li>b) Strong relationships and coordination between the City and <u>neighbourhood support groups, volunteers, and partners</u>.</li> <li>c) Develop meaningful and effective methods of engaging the neighbourhood voice (general public).</li> <li>d) Define and strengthen neighbourhood capacity.</li> </ul>

Relates to Corporate Strategic Goal(s): 2 (A healthy and safe community where life can be lived to the fullest)  
4 (A vibrant and valued arts, culture and heritage identity)  
5 (A community-focused, responsive and accountable government)

ID	ACTION: A Strong and Engaged Network of Neighbourhood Groups, Service Providers and Volunteers	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
3-1	Build capacity and strengthen relationships with individuals (e.g. volunteers, people with interest, etc.) and organizations (e.g. neighbourhood groups, school boards, churches, service clubs, social clubs, and other key partners) in order to address key issues and achieve even greater successes together by building a common vision whereby everyone plays their part in maximizing resources.	a, b, d	H	✓			

3-2	Conduct a review of the City's Affiliation Policy, its agreements and the current community development model which was created during the last Parks and Recreation Masterplan (1997-2007). Review, assess and propose revisions to the policy, agreements and model to ensure that these frameworks respond and reflect current and future needs of the community. Ensure the development of clarity regarding roles, responsibilities, and resources within Council approved criteria including but not limited to the mandate of affiliated groups, ways to measure the development of groups within the model and best practices to build the sustainability of a neighbourhood group.	a, b	H	✓			
3-3	Develop a neighbourhood engagement strategy to ensure that opportunity is given for all residents to be heard. This initiative should seek to strengthen overall neighbourhood capacity by defining each of Guelph's neighbourhoods, what it is that makes them strong, acknowledging their unique identity, defining needs, gap and opportunities, etc. This may include an examination of the fundamental characteristics of Guelph's neighbourhoods, including capacities, strengths, asset-based reviews, etc.	a, c, d	H		✓		
3-4	Review how the City and its partners build and support social cohesion and pride through various initiatives aimed directly or indirectly at strengthening neighbourhoods and establish a strategy for fostering and supporting strong neighbourhoods.	a	H	✓			
3-5	Work with Wellington County, the Neighbourhood Support Coalition, and other key agencies to address joint and aligned planning, improved communications and the development of a sustainability model.	b	H	✓			

3-6	As part of the Neighbourhood Long-term Strategy, develop an inclusive neighbourhood consultation process while also meeting on an ongoing basis with the Neighbourhood Support Coalition, neighbourhood groups, other key partners (e.g. school boards, churches, service clubs, social clubs, etc. to discuss a methodology of reviewing parks in priority areas and ensuring that parks and open space needs are being met through local and City-wide parks.	b, c, d	H	✓			
3-7	Work collectively with the Neighbourhood Support Coalition and other key service providers to develop a strategy for their greater self-sufficiency with less reliance on municipal funds over the longer term.	b	M		✓		

PROPOSED GOAL	PROPOSED OBJECTIVES
<b>4. A Leader in Service Excellence</b>	a) A continued commitment to being a <u>high performance organization</u> through the employment of best practices such as <u>Integrated Service Delivery</u> . b) A delivery system that leverages municipal resources and those of <u>non-municipal partners</u> . c) Long-term <u>financial sustainability</u> through the fiscally responsible and efficient management of resources.

Relates to Corporate Strategic Goal(s):  
 1 (An attractive, well-functioning and sustainable city)  
 3 (A diverse and prosperous local economy)  
 5 (A community-focused, responsive and accountable government)

ID	ACTION: A Leader in Service Excellence	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
4-1	Formalize the Integrated Service Delivery model by introducing the approach to staff and neighbourhood groups, as well as institutions and agencies engaged in common interests as a way to maximize outputs on critical social issues and the priorities identified in this report. Apply the model on a pilot basis on two of the noted priorities in this Strategic Master Plan. An integrated service delivery approach might be piloted on the inter-departmental work on parks and open spaces and the combined internal/external initiatives focussed on poverty reduction and inclusiveness (as examples).	a	H	✓			Initially Pilot Projects
4-2	The Community Services Department will continue to commit to and deliver on a high standard of service provision excellence. A focus will be placed on the priority areas of customer service, policies and procedures, legislative compliance, common operating procedures, maximizing the effectiveness of the organizational structure, communications and social marketing and performance measures.	a	H	✓	✓	✓	

4-3	Determine the true costs of providing programs and services and a defensible methodology of setting fees and changes, possibly based on the value of the program to better community and individual wellness, as well as considering market-driven pricing factors.	c	H	✓			
4-4	Set four-year operating budget projections to determine the impacts of growth, anticipated new facilities and parks, and the fiscal impacts on the operating budget. Plan for ways to mitigate the increases (e.g., alternative delivery methods and alternate revenue strategies).	c	H	✓	✓	✓	
4-5	Develop a partnership framework to address the development of strategic partnerships and enable the departments to respond to unsolicited proposals and special requests received from community organizations and private service providers.	b	M		✓		
4-6	Seek opportunities to establish and foster relationships with non-municipal facility and service providers (e.g., Conservation Authority, School Boards, University of Guelph, YMCA, private providers, etc.) with respect to initiatives that are supported by this Strategic Master Plan and that are in the community's best interest.	b	H	✓	✓	✓	
4-7	Regularly discuss with all like-minded service providers of recreation and parks programs and services the opportunities to reduce duplication and to better work together in order to maximize limited resources.	b, c	M	✓	✓	✓	



PROPOSED GOAL	PROPOSED OBJECTIVES
<b>5. A Sustainable Network of Recreational Infrastructure</b>	<ul style="list-style-type: none"> <li>a) Equitable, balanced, and justified <u>provision and allocation of neighbourhood and community facilities</u> based on market demand conditions and related factors.</li> <li>b) Strategic decisions with respect to <u>aging parks, recreation, and culture infrastructure</u>.</li> <li>c) Recreational opportunities that enable and support <u>unstructured, self-scheduled, multi-ability, and low-cost activities</u>, in addition to local sports and other organized activities.</li> <li>d) Strategic <u>partnerships</u> with other recreation facility providers to maximize benefits to the community.</li> </ul>

Relates to Corporate Strategic Goal(s):  
 1 (An attractive, well-functioning and sustainable city)  
 2 (A healthy and safe community where life can be lived to the fullest)  
 5 (A community-focused, responsive and accountable government)

ID	ACTION: A Sustainable Network of Recreational Infrastructure	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
5-1	Utilize the facility provision targets established in this Plan, in conjunction with other important factors – including trends, population projections, spatial and usage data, degree of latent demand, and population growth in respective age groups – to make informed decisions pertaining to facility-based demand and before finalizing capital investment.	a	H	✓	✓	✓	
5-2	Collect registration data from local organized facility user groups (including but not limited to ice sports, sports field users, etc.) in order to better understand current market conditions, demand for registration-based activities and to track 'local' trends in participation, etc.	a	M	✓	✓	✓	
5-3	Using the South End Centre Component Study as a guide, initiate steps (e.g., those related to planning, design, funding, partnerships, construction, etc.) to open the Centre in 2015.	a, c, d	H	✓	✓		

5-4	Encourage opportunities for community space within the proposed Baker Street Redevelopment Project to allow for additional programming and community meeting space in the Downtown.	a, c	H	✓			
5-5	Re-examine the City's ice allocation policy to ensure that it remains appropriate for meeting community needs and maximizing ice time availability, with an emphasis on serving youth-first.	a	L		✓		

5-6	<p>One additional indoor ice pad with full community access is required to meet forecasted needs by 2019, with another ice pad possibly being justified within the following ten-year period (2020-2029). In considering arena provision options, it should be noted that multi-pad arenas are more operationally efficient than single pad arenas and are more desired by user groups due to the organizational efficiencies they create.</p> <p>Further examine the following options in establishing an ice provision strategy for the City:</p> <ol style="list-style-type: none"> <li>1) <u>Development of a Twin Pad &amp; Re-Purposing of a Single Pad:</u> Develop a new twin pad arena at the South End Centre and re-purpose the aging single pad Centennial Arena to other community uses. Should there be insufficient land at the South End Centre site, investigate alternate locations capable of serving South Guelph. Do not decommission Centennial Arena as an ice rink until the new arena is ready to open (the South End Centre is currently planned to open in 2015). Furthermore, develop a park master plan for the Centennial Arena and Park site to establish a redevelopment strategy for the facility, in context with the entire site and overall recreational needs. Give consideration to expanding gymnastics and/or soccer activities at this location (possibly through the re-use of the existing arena building), among other possibilities.</li> <li>2) <u>Development of a Twin Pad Through Phased Development &amp; No Other Changes to the Municipal Arena Supply:</u> Develop a new twin pad arena at the South End Centre, with one ice pad being constructed in 2013/14 and the second ice pad being constructed approximately ten years later. Should there be insufficient land at the South End Centre site, investigate alternate locations capable of serving South Guelph.</li> </ol>	a, b	H		✓		
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5-7	Explore the ability of the University of Guelph rinks (both the two existing pads and the one proposed pad) to accommodate greater community usage, so as to bridge local ice demand until the municipal arena supply is increased. This will require discussion with the University and local minor hockey, skating and ringette associations. Revisit municipal funding (subsidy) to the University rinks at the time that the City's arena supply is expanded.	a, d	M	✓	✓	✓	
5-8	Develop an indoor aquatic complex at the proposed South End Centre, containing a free form leisure pool, therapy pool, and a 25-metre 6-lane pool.	a, c	H		✓		
5-9	Re-examine the City's involvement in the operation of Centennial Pool once the new aquatic complex at the South End Centre is open. Should changes be recommended, develop a transition plan in coordination with all Centennial Pool partners, including the School Board.	a, b	M		✓		
5-10	Endorse the University's plans to develop an Olympic (50-metre) pool and establish dialogue with the school to discuss areas of potential interest and partnership. Determine the City's participation in a capital funding campaign and/or access agreement based on a pre-established partnership framework.	d	M	✓			
5-11	Undertake planned capital renewal and accessibility upgrades to the Victoria Road Recreation Centre (affecting the entire complex, not just the pool). Consider adding a therapy pool to expand the level of service at this location, but not adding a 25-metre warm-up pool.	a, b	H	✓			
5-12	Include a divisible 'gymnasium' with a stage in the construction of the South End Centre, capable of being used for municipal recreation programs, drop-in activities, recreational rentals, community events, and activities related to the proposed seniors centre.	a, c	H		✓		

5-13	Include flexible community and program spaces as part of the design template for all appropriate community-oriented facilities, including the South End Centre. Design these spaces to accommodate multiple purposes, including storage, to the greatest extent possible.	a, c	H	✓	✓	✓	
5-14	Through the Long-Term Neighbourhood Development Strategy currently being developed by the City, give consideration to the findings of this Strategic Master Plan, including the need for community rooms and office space for neighbourhood groups.	a, c	M	✓			
5-15	Include a senior-specific space as part of the South End Centre.	a, c	H		✓		
5-16	Explore partnering with the GWSA on the financing, maintenance, usage, and programming of the new seniors space at the South End Centre, similar to the agreements utilized with respect to the Evergreen Seniors Centre.	d	H	✓	✓		
5-17	Provide a youth room as part of the South End Centre.	a, c	H		✓		
5-18	Evaluate current lease holdings in the downtown as staff move into the new City Hall to determine whether there is opportunity to create a youth drop-in space in the vicinity.	a, c	M	✓			
5-19	Include two fitness rooms within the South End Centre – one with introductory fitness equipment, and one with a wood floor for fitness classes.	a, c	H		✓		
5-20	Work with the Guelph Saults Gymnastics Club to identify a strategy for the expansion of local gymnastic programs.	d	M		✓		
5-21	In cooperation with local sports organizations, develop an Allocation and Use Policy for Sports Fields to ensure equitable access to municipal sports fields, as well as the appropriate application of user fees.	a	M	✓	✓		

5-22	Irrigate and light existing selected fields to enhance the quality and increase the lifespan of its current supply. This will require an evaluation of each field to be undertaken, constraints and opportunities assessed, and priority to be established for improvements.	a	M	✓	✓		
5-23	Continue efforts to enhance maintenance and regeneration of existing soccer and multi-use fields, particularly those located at Guelph Lake Sports Fields and other high demand locations. This may require the repurposing of some under-utilized soccer fields to more informal and unscheduled play fields, which will allow the City to reallocate maintenance resources to high demand locations.	a	M	✓	✓	✓	
5-24	Dedicate some fields to be used only by sports other than soccer (e.g., football, cricket and lacrosse) to minimize field damage and improve playability. Consider opportunities to rest certain fields for entire seasons.	a	L	✓	✓	✓	
5-25	Strive to maintain a provision target of 1 soccer and multi-use field (municipal and school fields combined; unlit equivalents) per 70 youth participants, which is in line with comparable municipal standards. Update this target more complete registration data becomes available.	a	M	✓	✓	✓	
5-26	Provide a minimum of 1 dedicated cricket pitch and 1 dedicated football field.	a	M		✓		
5-27	Future soccer and multi-use field development will be required to meet demand generated by a growing population (for a total of 84 fields by 2019, unlit equivalents). Make the planned Eastview Community Park site and upgrades at Centennial Park a focus for soccer/multi-use field development (particularly lighted fields), as well as other community-level sites in new development areas.	a	M	✓	✓	✓	

5-28	Consider any opportunities that may arise to facilitate access to a tournament-style multi-use multi-field complex, including a potential partnership with the University of Guelph.	a, d	M	✓	✓	✓	
5-29	Work with the School Boards to coordinate the allocation of fields and field bookings, ensuring that the process is equitable and in keeping with the needs of user group organizations.	d	H	✓	✓	✓	
5-30	Undertake further consultation with baseball and softball stakeholder groups to gather feedback regarding actual participation rates, field quality, maintenance issues, and projected usage. The goal of this task is to establish appropriate standards and strategies for field renewal and/or development, as well as a strategy to address maintenance concerns at key "in-demand" ball diamond locations.	a, b	M		✓	✓	
5-31	Evaluate lower quality, neighbourhood level diamonds to identify and assess opportunities for re-purposing the space for other uses, including facilities identified as being in need and for creating un-programmed space within some parks.	a, b	L		✓	✓	
5-32	Discourage the development of new ball diamonds and allow only in cases where it is absolutely necessary to provide for equitable geographic distribution, or where it is required to enhance the function of existing ball field complexes; proper justification must be provided and could be subject to the removal of an equivalent number (at a minimum) of ball diamonds from the active inventory.	a	H	✓	✓	✓	
5-33	Seek to install splash pads in the five areas identified as still being void of public outdoor aquatic and waterplay opportunities following the planned 2009 construction of splash pads at the South End Centre and Waverley Drive Park. Identify candidate sites for splash pads, with consideration being given to the appropriate timing for development and fundraising opportunities.	a, c	H	4	1		

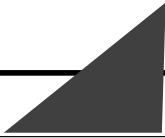
5-34	Prior to authorizing any significant capital expenditures, undertake a facility condition assessment of the Lyon Pool to determine its expected lifespan and projected costs associated with its continued operation.	b	M	✓	✓	✓	
5-35	Over time, look to decommission wading pools and convert appropriate locations into small splash pads offering basic cooling amenities. Hold a public meeting with residents of the affected area (including the local neighbourhood group) prior to the undertaking.	a, b, c	M	✓	✓	✓	
5-36	To guide future playground provision, utilize a target of one playground within a 500-metre service radius (equivalent to a 5-10 minute walk) from all built-up residential areas, without crossing any major barriers such as waterways, railway lines, highways, etc.	a, c	H	✓	✓	✓	
5-37	Construct one barrier-free playground as an element of the Eastview Park development to achieve a more balanced geographic distribution.	a, c	H	✓			
5-38	Continue to support the playground replacement program – as directed by regular playground inspections and evaluations – particularly through stable and adequate funding.	b	H	✓	✓	✓	
5-39	Construct a set of two tennis courts in the southern half of the municipality in addition to the South End Park courts (see background report for a visual representation of existing service gap).	a, c	M	✓	✓		
5-40	Consider the removal or conversion of tennis courts in cases where there is strong justification (e.g., proven lack of use, aging court in poor condition, demand for alternate uses such as a minor skatepark or natural outdoor ice rink, etc.). Undertake an observation project and physical condition audit to provide direction in this regard.	a, b	M	✓	✓	✓	



5-41	Construct half basketball courts in the Central and North Central areas, which are currently underserved (see map for a visual representation of existing service gaps).	a, c	H	✓			
5-42	Co-locate any new basketball courts with other amenities (e.g., tennis courts) whenever possible to maximize efficiencies regarding capital investment, maintenance, land requirements and the number of unstructured uses that can take place (basketball, tennis, ball hockey, outdoor ice, etc.).	a, c	M	✓	✓	✓	
5-43	Construct two new skateboard parks, one in the Northeast area and one in the Southern area of the City. Locate these facilities in City-wide parks with adequate visibility and buffering from adjacent uses. Involve youth in the design of these facilities, as they will be the primary users. Consider variation in the type, design, or layout of each skateboard park to provide variety of choice for youth. Prohibit use of skate parks by BMX bikes, unless specifically designed for their use.	a, c	H	✓			
5-44	Develop a strategy (i.e., location and design criteria, funding requirements, etc.) for establishing small skateboarding zones (containing a limited number of introductory elements such as rails, small boxes, etc.) for use by novice skaters at some neighbourhood-level parks.	a, c	M	✓	✓		
5-45	Use the City's mobile skateboard park to test demand at potential new skate park locations and – when not being used for this purpose – situate the facility in a semi-permanent location.	a, c	H	✓			

5-46	To mitigate the conflicts between BMX bikes and skateboards, consider establishing a dirt BMX park on a trial-basis and in partnership with volunteers to maintain and operate the facility. In consultation with potential users and the community, establish criteria by which to evaluate the success of the BMX park and the planning of future parks (if warranted).	a, c	M	✓			
5-47	Undertake a site evaluation for the establishment of off-leash dog zones/parks in the following three areas: <ul style="list-style-type: none"> <li>➢ North of downtown in the area bounded by Speedvale Avenue, Elizabeth Street, Woolwich Street, and Victoria Road North;</li> <li>➢ Between Stone Road and Arkell Road; and</li> <li>➢ Between Arkell Road and Clair Road.</li> </ul>	a, c	M	1	2		
5-48	Explore partnerships with interested groups regarding construction and maintenance of off-leash dog zones/parks.	d	M	✓	✓		
5-49	Revisit the off-leash policy to ensure that adequate criteria exist for the siting and sizing of off-leash parks, with a preference for moving toward the implementation of dedicated (i.e., not shared) off-leash dog areas.	a, c	M	✓			
5-50	Evaluate opportunities to accommodate natural outdoor skating rinks when constructing new parks (i.e., installing water services), as well as new or redeveloped tennis and basketball courts, with the expectation that volunteer resources would be relied upon for the operation of the rinks.	a, c	M	✓	✓	✓	
5-51	Respond to requests for facilities that are presently not part of the core mandate on a case-by-case basis by evaluating the municipality's role in providing the service in relation to quantified market demand and the cost-effectiveness of such services. Identify potential strategies to address long-term need for such requests, should a sufficient level of demand be expressed.	d	L	✓	✓	✓	

5-52	Continue to provide (and upgrade where necessary) public washroom facilities at heavily utilized parks and key trailheads along the greenway systems, through a combination of permanent and portable facilities.	a, b	H	✓	✓	✓	
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PROPOSED GOAL	PROPOSED OBJECTIVES
<b>6. A Connected Parks System that Inspires an Awe of Nature</b>	<ul style="list-style-type: none"> <li>a) <u>A greener community that protects and enhances</u> greenway corridors, trails, parks, and open space for current and future generations.</li> <li>b) A community that is <u>physically connected</u> through greenways, trails, open space corridors, rivers, and natural areas.</li> <li>c) <u>Coordinated stewardship and management</u> of parks, the natural environment, and the watershed.</li> <li>d) <u>Sufficient parkland</u> to meet the active and passive recreational needs of residents.</li> <li>e) Capitalize on the City's extensive parks system to encourage its use as a '<u>living community centre</u>' that provides animated spaces serving as activity hubs.</li> <li>f) Proactive strategies that accommodate the unique and growing parks and recreation needs created by <u>residential intensification</u> and a growing emphasis on <u>walkability</u>.</li> </ul>

Relates to Corporate Strategic Goal(s): 1 (An attractive, well-functioning and sustainable city)  
2 (A healthy and safe community where life can be lived to the fullest)  
6 (A leader in conservation and resource protection/enhancement)

ID	ACTION: A Connected Parks and Trails System that Inspires an Awe of Nature	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments
6-1	Champion the parks, trails and open space system in order to maximize its capacity in contributing to the overall beauty and health of the community; discuss gaps and determine the future resources needed to deliver on the parks strategies and initiatives.	a	H	✓	✓	✓	
6-2	Develop an overall Greening Strategy that sets the work of the departments involved in parks planning, development, design, operations, and programming into context, creates an overall vision and sets focussed priorities for each department.	a, c	M	✓	✓		
6-3	Develop a Resourcing Plan that addresses the skills, competencies and other resources needed to implement the Greening Strategy over time.	a, c	M		✓		

6-4	Strengthen community cohesion and pride through the notion of parks as "Living Community Centres". This may be achieved through the introduction of programming or improved "animation" of parks to maximize their use. Activities might include (but not be limited to) movie nights, walking clubs, family pick up games and activities, neighbourhood picnics, community gardens, brick bake ovens, markets and talent nights.	e	H	✓	✓	✓	
6-5	Give high priority to the accelerated implementation of the Trail Master Plan, in concert with other municipal planning initiatives.	b	H	✓	✓	✓	
6-6	Ensure that all objectives relating to trails are coordinated with corporate initiatives related to transportation and active transportation (e.g., walking, bicycling, etc.) to ensure a cohesive action plan.	b, c	H	✓	✓	✓	
6-7	Through the Official Plan and the development process, pursue the conveyance of land for pedestrian and bicycle pathways (in recognition of their relationship to the transportation system), in addition to the required parkland dedication.	b	H	✓	✓	✓	
6-8	Develop a consistent system of defining 'parkland' and 'open space/conservation lands' across its Official Plan, Zoning By-law, and parks inventory. A system that separates the various types of 'parkland' (e.g., from Neighbourhood, Community, and Regional Parks) from 'open space/conservation lands' (e.g., natural lands, greenbelt/greenway, etc.) is recommended, along with a mechanism to account for non-municipal lands that contribute to the overall supply.	c	L		✓	✓	
6-9	Maintain an up-to-date and comprehensive inventory of all parks and park assets (including parkland, open space, and sites under municipal influence) to improve its ability to assess current and future supplies.	c	M	✓	✓		

6-10	Through the Official Plan Review and Update process, consider revising the parkland provision targets to reflect a provision ratio of 3.3 hectares per 1,000 population (including lands under municipal influence, but excluding schools and open space/conservation lands).	d	H	✓			
6-11	Through the Official Plan Review and Update process, consider adjusting each park typology to the following rates: <ul style="list-style-type: none"> <li>• Neighbourhood Open Space should be targeted at a rate of 0.7 hectares per 1,000 residents (as well as ensuring spatial accessibility to the neighbourhood served);</li> <li>• Community Open Space should be targeted at a rate of 1.3 hectares per 1,000 residents; and</li> <li>• Regional Open Space should be targeted at a rate of 1.3 hectares per 1,000 residents.</li> </ul>	d	H	✓			
6-12	Through the Official Plan Review and Update process, encourage the provision of parkland in a manner that provides access to major residential areas, unobstructed by major barriers, within a 500 metre radius.	d	H	✓			
6-13	In conjunction with its Official Plan Review and Update process, conduct a review, update, and consolidation of the City's Park Dedication By-law to ensure that it is consistent with current directions.	c, d	H	✓			
6-14	Carry forward and augment parkland dedication policies from the Official Plan (2001) through the present Official Plan Review process (as appropriate), including a requirement that the parkland dedication be of sufficient size, configuration and condition to the satisfaction of the municipality.	c, d	H	✓			

6-15	In areas of intensification (e.g., Downtown), consider accepting cash-in-lieu of parkland only in situations where a development will not generate sufficient parkland opportunities. In such cases, the cash-in-lieu of parkland should be allocated toward the establishment of new and/or expanded parks and open space and/or the provision of recreational facilities <u>within</u> the same general area of the intensification.	f	H	✓	✓	✓	
6-16	Develop a Parkland Acquisition Strategy as a framework to achieve the provision targets established in this Plan.	d	M	✓			
6-17	Where shortfalls may occur in parkland acquisition through the development process, employ a range of alternative parkland acquisition mechanisms to obtain the necessary amount of acreage.	d	H	✓	✓	✓	
6-18	Undertake an assessment and prioritization exercise to determine which parks in the existing inventory are in need of significant improvement or re-development to better reflect community needs and the socio-demographic composition of the surrounding neighbourhood.	a	H	✓			
6-19	Continue to work with the School Boards (where possible) in the planning and provision of joint school-park campuses.	c	M	✓	✓	✓	
6-20	As part of the City's Official Plan Review, establish policies relating to parks and open space in areas of intensification to ensure that opportunities to maximize contributions to the parks, open space and recreational amenities are in place, including policies relating to parkland dedication, cash-in-lieu of parkland, bonusing (e.g., height and density allowances in cases where usable public spaces will be created and/or enhanced), etc.	f	H	✓			

6-21	In areas of residential intensification (including, but not limited to, the Downtown), make the preservation and enhancement of parkland and open spaces a priority. This may include giving consideration to the purchase of surplus school sites in the vicinity, improving linkages to existing park sites, renewing and/or redeveloping existing parks, implementing urban design practices that enhance connections with park/open space elements, etc.	f	H	✓	✓	✓	
6-22	As residential intensification becomes more pronounced, create an 'urban park' category as part of the City's parkland classification system. Urban Parks tend to be smaller than Neighbourhood Parks, contain more hard surfaces and elements such as gazebos, sitting areas, public art, etc., support more intense and all-season uses, and are supportive of the principles of walkability and placemaking.	f	H	✓			
6-23	Ensure that urban forestry is a key component of parkland and urban design objectives.	a	H	✓	✓	✓	
6-24	Undertake a review of parks amenities and maintenance standards in predominantly low income neighbourhoods to ensure an equitable distribution across the City.	c	H	✓			
6-25	Work with the development community to consider 'developer-built' parks (in accordance with municipal design standards and approvals) that serve as selling features for the residential subdivision and bring parks on-line at an early point in the development process.	d	L	✓	✓	✓	
6-26	Continue to design parks that incorporate natural, indigenous vegetation features in order to foster an appreciation for such areas and maintain crucial ecological functions.	a	H	✓	✓	✓	
6-27	Continue to incorporate Crime Prevention Through Environmental Design (CPTED) principles in park design.	a	H	✓	✓	✓	



6-28	Consider park ambassador programs in consultation with the local police department and by-law enforcement officers to encourage civic participation in keeping local parks free of undesirable behaviours.	c	M	✓	✓	✓	
6-29	Continue to consider permanent or portable washroom facilities at heavily utilized park and trail locations, as these conveniences can attract greater use by individuals and families.	c	H	✓	✓	✓	
6-30	Conduct a review, update, and consolidation of the City's Parks By-law (pertaining to the use, regulation and protection of parks) to ensure that it is consistent with current objectives and practices.	c	M		✓		
6-31	Ensure that adequate signage exists at all municipal parks, trailheads (with appropriate identification and routing information) and recreation and cultural facilities. These signs should be restored or replaced when they deteriorate.	c	M	✓	✓		
6-32	Develop a Horticulture Plan that further enhances beautification, interpretation, community pride, and education in and adjacent to public spaces, and that articulates the needed resources over time.	a	M		✓		
6-33	Continue efforts to maintain public access to the rivers and open space/conservation lands within the City of Guelph, while recognizing the need to balance passive recreational opportunities with the conservation of natural features, in keeping with the City's Natural Heritage Strategy and Official Plan.	a, b	H	✓	✓	✓	
6-34	Explore opportunities for water recreation (e.g., fishing, non-motorized boating, etc.), as well as land recreation (e.g., walking, cycling, active sports, etc.), on and along the City's river system, in accordance with overall objectives for environmental protection and restoration.	a, b	M	✓	✓	✓	

6-35	Continue to help support the Grand River Conservation Area, local School Boards, and other community partners in providing natural areas with associated facilities and programs (as necessary) and to assist these partners in educating a broad range of local residents and visitors about environmentally significant lands.	c	H	✓	✓	✓	
6-36	With the assistance of the Grand River Conservation Authority, continually evaluate the ability of open space/conservation lands to accommodate a range of passive, active, and other community leisure uses, in keeping with the City's Natural Heritage Strategy and Official Plan.	c	M	✓	✓	✓	
6-37	Update the City's Naturalization Policy in concert with the Official Plan Review and Update process.	a	M	✓			

PROPOSED GOAL	PROPOSED OBJECTIVES
<b>7. A Vibrant and Valued Arts and Culture Sector</b>	a) The <u>downtown</u> as a place of community and cultural focus. b) A <u>leader</u> among the Province's 'creative cities'. c) Numerous <u>opportunities</u> for artistic appreciation, expression and development. (GUELPH SP) d) Highest per capita <u>use of cultural facilities</u> among any comparable Canadian city. e) Capitalize on our cultural assets to build <u>economic prosperity</u> , <u>quality of life</u> , and <u>community identity</u> .

Relates to Corporate Strategic Goal(s):  
 1 (An attractive, well-functioning and sustainable city)  
 2 (A healthy and safe community where life can be lived to the fullest)  
 3 (A diverse and prosperous local economy)  
 4 (A vibrant and valued arts, culture and heritage identity)

ID	ACTION: A Vibrant and Valued Arts and Culture Sector	Primary Objectives	Priority	Short-Term	Medium-Term	Long-Term	Comments

7-1	Continue to invest in local arts, culture and heritage organizations and work towards increasing the number and level of municipal grants.	d, c	H	✓			
7-2	Create a municipal funding strategy guiding investment in local arts, culture and heritage system, which seeks to expand the creative infrastructure and provide local organizations with the ability to grow their internal capacity.	e, c	H	✓			
7-3	Continue to develop appropriate policies, such as the public art policy, as a means to clarify the municipal role in providing and facilitating access to cultural resources.	c, e	M	✓	✓		
7-4	Ensure that the City's new Supervisor of Arts and Culture is an active and visible relationship-builder, acting as a liaison between the City and the local cultural community.	e	H	✓	✓	✓	
7-5	Facilitate and encourage private contributions to arts, culture and heritage organizations, as well as partnerships.	e	M	✓	✓	✓	
7-6	Pursue the following recommendations from the Guelph/Wellington Premier-ranked Tourist Destination Project (2005): <ul style="list-style-type: none"> <li>• Highlight the entertainment/fun factor of the downtown core; and</li> <li>• Implement a comprehensive directional and heritage-based signage program to guide visitors and residents through downtown, connect them to natural and historical assets.</li> </ul>	a	M		✓		
7-7	Recognize the vitality and the opportunities inherent in ensuring that a strong cultural community remains anchored in the downtown core. This includes ensuring that culture is a key component of downtown Guelph revitalization, including cultural community membership in downtown revitalization initiatives.	a	H	✓	✓	✓	

7-8	Recognizing achievements, whether at the individual or organizational level, is an important part of articulating what a community values; the role and impacts of the cultural sector in Guelph's continued development should be recognized and promoted wherever possible.	c, e	L	✓	✓	✓	
7-9	Articulate the unique character and richness of Guelph's arts, culture and heritage and allocate additional human and financial resources to the marketing and promotion of Guelph's cultural identity.	e	M		✓		
7-10	Work with local cultural and tourism representatives to define identity (product) and to develop a cultural tourism message that could be marketed via tourism trade shows, space in tourism magazines, and marketing campaigns to appropriate audiences.	e	H	✓			
7-11	Undertake a strategy pertaining to festivals and special events that establishes the goals, objectives and directions required to facilitate longevity, quality and vitality of the special events offered in Guelph.	c, e	M		✓		
7-12	Form a committee of representatives with an interest in festivals and special events who can provide expert input specifically to these events, coordinate and establish common networks for festival/event providers.	c, e	M		✓		

7-13	<p>Pursue the following recommendations from the Guelph/Wellington Premier-ranked Tourist Destination Project (2005):</p> <ul style="list-style-type: none"> <li>• Bring festivals together for a joint meeting to discuss cooperative marketing, joint purchasing, coordination and advocacy;</li> <li>• Discuss with the festivals the possibility of allowing customers to purchase tickets to all major Guelph/Wellington music festivals through a coordinated box office (e.g. River Run Centre); and</li> <li>• Build packages for each festival; promote in a single printed piece and cross-promote on all festival websites.</li> </ul>	c, e	M	✓	✓	✓	
7-14	<p>Develop and foster partnerships and collaborations between the City and cultural representatives in areas such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• developing a sustainable, long-term vision for the cultural sector;</li> <li>• holding a yearly cultural roundtable with stakeholders;</li> <li>• downtown development and usage issues;</li> <li>• furthering arts education and awareness; and</li> <li>• ensuring that cultural offerings meet the needs of an increasingly diverse community.</li> </ul>	c	H	✓	✓	✓	
7-15	<p>In the short-term and in partnership with the community, provide a temporary location(s) to allow local groups to sufficiently develop and deliver community-level programming (including rehearsal, set design and storage spaces). Consider a permanent location once local groups have developed the internal capacity to sustainably deliver community-level programs.</p>	c, a	H	✓			

7-16	Once internal capacity of local arts and cultural groups is sufficiently achieved, undertake a specific feasibility study and business planning exercise to determine permanent space requirements and identify potential sites for a facility (including, but not limited to, the existing Main Library Branch).	c, a	M		✓		
7-17	Examine the potential of new and existing municipal facilities, including the South End Centre, for their potential to accommodate flexible spaces for arts and cultural activities to the greatest degree possible.	c	M	✓	✓		
7-18	Evaluate outdoor parks and public spaces for their ability to integrate arts, culture and heritage-based amenities into their design.	c	M	✓	✓	✓	
7-19	In consultation with staff and local performing groups, identify ways of increasing the proportion of the River Run Centre's activities accounted for by local cultural groups.	d, c	M	✓	✓		
7-20	Regularly review the fee structure of the River Run Centre to ensure that rentals remain affordable for local performing groups. Ensure that the fee structure continues to provide greater City investment to local and amateur groups over non-local and professional groups. Endeavour to ensure that any changes to the fee structure of the River Run Centre result in a revenue-neutral position.	d, c	M	✓	✓		

## MONITORING & UPDATING THE PLAN

### Monitoring the Plan

The Strategic Master Plan is a long-range planning document. It will guide decision-making related to recreation, parks, and cultural investments in the City for the foreseeable future. With any document that utilizes a long-term planning horizon, the further into the future that projections are made, the more difficult it becomes to ensure accuracy. As a result, there is a need for the recommendations contained in this Plan to be reviewed periodically to ensure that it remains reflective of current realities and responsive to the changing needs of the community.

Trends change and often unforeseen factors emerge which create unanticipated increases or decreases in participation and which, in turn, may impact substantially upon facility provision. Continued monitoring of the participation levels (as well as overall population figures) in the City's major leisure activities is necessary to identify significant changes and to relate the change to the corresponding impact on the facility and park provision recommendations. As a result, the direction of the Plan may need refocusing from time to time.

To properly monitor the Plan, some additional tasks are required, including the monitoring of participation levels by the City. Ongoing tracking of recommendations should also be the responsibility staff. Tracking should include status updates at the discretion of senior management and Council. This approach will assist in keeping the Strategic Master Plan current and community responsive.

***The City should implement a system for the regular monitoring of this Strategic Master Plan.***

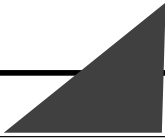
### Updating the Plan

Through the monitoring of participation levels and qualitative considerations, adjustment of resource allocations, and implementation of shifts in political pressures and direction, it is possible that certain components of the Plan will require updating.

Updating the Plan requires a commitment from all staff involved in the delivery of services and facilities, as well as Council and the public.

***In 2014, the City should reconfirm the directions, recommendations, and priorities of this Strategic Master Plan.***

***In 2019, the City should undertake a complete review and update of this Strategic Master Plan.***





## 12. South End Centre (Component Study)

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*Note: This section is a summary of a more detailed version of the Component Study that is contained in the background documentation.*

### OVERVIEW

For some years, the City of Guelph has identified the need for a community facility to serve the growing South end. The planning for this facility began in earnest with the acquisition of land for a community park on Clair Road West earlier this decade.

The purpose of this Component Study is to identify the types of spaces and potential activities that would be a good fit for the South End Centre, in keeping with the City-wide and community-specific assessment of indoor recreation infrastructure needs that was undertaken in the Recreation, Parks and Culture Strategic Master Plan. Input regarding the South End Centre was solicited through several avenues, including the household survey, stakeholder group survey, and several workshops and open houses.

In addition to investigating community interest and the market for the Centre's potential components, this Study provides direction to Council on the next steps for this project. The development of concept plans, architectural drawings, and operational business plans are beyond the scope of this study and are recommended to be undertaken by the City within the next few years, pending project approval.

The City's long-term capital forecast has identified approximately \$34.7 million in funding for site preparation and construction of this facility; 90% of this funding is expected to be generated from Development Charges. Although originally planned to begin construction in 2013, with facility opening to occur in 2015, the availability of funding may affect timing. While the original timeframe remains a reasonable target from a 'needs' perspective, funding realities will need to be evaluated during future planning phases for this facility.

The City's population is forecasted to grow by over 54,000 people by 2031 and a significant portion of this growth is expected to be accommodated in the City's south end. South Guelph also has more families with children (per capita) when compared to East and West Guelph, suggesting a greater than average demand for introductory community-level recreational opportunities.

## GUIDING PRINCIPLES FOR SOUTH END CENTRE

Through research and consultation, five guiding principles were developed to elaborate on the core values and philosophies established for the South End Centre.

Guiding Principles	Discussion
<p><b>1. A 'community centre' that serves active recreation and broader community needs.</b></p>	<p>A 'community centre' contains opportunities for both active recreation and broader community programs that may be more closely aligned with social and/or cultural services. Many community centres may also include space for community partners.</p> <p>An example of a 'community centre' in the City of Guelph is the West End Community Centre, which contains components such as arenas, pools, a seniors' room, KidsAbility, etc.</p> <p>Other options for consideration included: a 'recreation centre' (e.g., Victoria Road Recreation Centre) that almost exclusively provides opportunities for active recreation; and a 'resource centre' (e.g., Shelldale Centre) that focuses primarily on social services, but also offers recreation opportunities.</p>
<p><b>2. A multi-use design that accommodates a wide range of activities.</b></p>	<p>The South End Centre should be much more than a single-use facility serving a narrow range of interests – it must be able to accommodate varied forms of recreational, cultural, and/or social programming. Further, the Centre must be designed in a flexible manner so that it can adjust to the changing needs of its users.</p>
<p><b>3. Multi-generational programming that engages people of all ages and backgrounds.</b></p>	<p>With the population aging, but all age categories expected to experience growth, there is value in designing a facility and program model that responds to the needs of all age groups, ethnic origins, and those with different economic means.</p>
<p><b>4. An emphasis on meeting the needs of the immediate community (both current and future), while recognizing City-wide pressures.</b></p>	<p>A primary objective of the South End Centre should be to act as a community hub for residents living in the area, particularly given that more northerly residents have access to facilities such as the West End Community Centre and Victoria Road Recreation Centre.</p>
<p><b>5. A collaborative approach between the City and community partners.</b></p>	<p>There is a growing trend towards resource sharing and partnerships and this should be reflected in the South End Centre to the greatest degree possible. This may include working with local organizations to offer programming, leasing space to appropriate service providers, etc.</p>

## **RECOMMENDED COMPONENTS**

### **1) Aquatics Centre**

A free form leisure pool, therapy pool, and a 25-metre 6-lane pool are recommended for the South End Centre.

The City has several existing indoor pools (3 locations provided by the municipality, one at the University, and one at the YMCA-YWCA), nearly all of which have different designs aimed at accommodating a variety of different activities. Existing pools are being challenged to meet local needs in terms of both distribution and design/programming. Furthermore, future growth will place additional pressures on the pools, to the point that the City will be required to increase its supply of indoor pools.

The inclusion of an indoor aquatic complex has long been considered one of the primary components of the South End Centre as it would greatly improve accessibility to municipal aquatic services to residents living in the area. The Strategic Master Plan needs assessment concluded that the construction of a municipal aquatic facility (at the South End Centre) would have the potential to satisfy both short and long-term needs, regardless of the future of Centennial Pool.

### **2) Seniors Space**

Senior-specific space (15,000 to 18,000 square feet) is recommended as part of the South End Centre. This component would provide access to both active recreation (through the facilities provided for the community at large), as well as more passive opportunities within the senior-specific space. This design creates greater efficiencies (both operational and functional), which are achieved through the sharing of space and resources. Parameters regarding consistent access to components outside the senior-specific space (e.g., gymnasium, activity rooms, fitness rooms, and aquatic centre) – so as to ensure that seniors, who are significant daytime facility users, are able to run their programs – should be established at the next stage of the process as should partnership opportunities (e.g., GWSA).

It is recommended that the seniors centre at the South End Centre include the following components at a minimum: dining room and kitchen; office space (potential for the GWSA); dedicated activity and meeting rooms (quantity and sizes to be determined in concert with dimensions of other components); and storage. Additionally, internal and external entrances, office space for City staff, a small seniors-only fitness room, health and wellness room, and board room may be considered for inclusion, dependent upon space allocation.

The number of seniors age 65 and over is projected to increase by nearly 50% by the end of the master planning period in 2019 and to nearly double by 2031. This aging of the population, along with the other trends affecting seniors (e.g., early retirements, higher incomes for many seniors, greater fitness levels, etc.) means that additional seniors' facilities will be required to meet future needs. The majority of the needs of the 'new senior' (i.e., baby boomers) are best met at a community centre with multiple active and passive spaces/programs. The City must strive to meet the needs of both "current" and "new" seniors, and should consider the types of space needed for the core activities of each.



### **3) Youth Space**

It is recommended that the City provide a youth room as part of the South End Centre. The proximity of the South End Centre to Bishop Macdonell Catholic High School will make it a convenient location for any interested students of the school.

Youth Centres were rated the second highest facility priority through the Strategic Master Plan's household survey. The youth of Guelph need a safe space within which to socialize with their peers and gain access to staff and resources that are specific to their requirements. Youth spaces that focus on drop-in traffic generally include a room in which to socialize, a computer area, office, and a games area.

### **4) Gymnasium/Auditorium**

A divisible 'gymnasium' with a stage is recommended in the construction of the South End Centre, capable of being used for municipal recreation programs, drop-in activities, recreational rentals, community and neighbourhood events, and activities related to the proposed seniors centre.

The facility should have a stage and folding partitions to permit concurrent activities, and will need to accommodate program demands relative to the seniors centre, as well as other community usage. Continued community access to the gym at Bishop Macdonell Catholic High School is expected once the South End Centre is built (ideally by connecting the community centre to the high school).

### **5) Activity/Meeting Rooms**

Flexible community and program spaces are recommended to be part of the proposed South End Centre. These spaces should be designed to accommodate multiple purposes (including recreational programs, visual and creative arts activities, and community rentals), to the greatest extent possible.

### **6) Fitness/Active Living Space**

Two fitness rooms are recommended for the South End Centre – one with introductory fitness equipment (e.g., free weights, Nautilus machines, stationary bicycles, etc.), and one with a wood floor for fitness classes (e.g., yoga, aerobics, etc.). These spaces should be slightly larger in size than those currently provided at the Victoria Road Recreation Centre and West End Community Centre in order to provide space for a greater amount of equipment and number of users. These spaces are expected to receive moderate to high use by senior centre patrons during the daytime and by the broader community on evenings and weekends. So as not to unduly impact existing non-profit and private sector operations, the fitness spaces, equipment, and programming should generally be non-specialized and appeal to a broad range of users, with a focus on active living and wellness opportunities for youth, adults, and older adults/seniors.

## **7) Arena**

As discussed in more detail later, should there be enough space on the existing site, the City should develop a new twin pad arena at the South End Centre (also contingent upon the re-purposing of an aging single pad arena). Alternate sites and/or phasing of construction may be considered should there be insufficient space to accommodate this facility at this location.

## **8) Walking Track**

A multi-lane walk/run track is recommended for consideration in the South End Centre – if the design allows (e.g., around an ice pad or above the gymnasium/gymnasium) – as it would provide opportunities to walk inexpensively (ideally at no cost) on a year-round basis for people of all ages and abilities. The track would primarily be used for walking and is not intended to be a venue for training or competition, although it could be used by recreational runners.

With the renewed interest in personal health and wellness amongst all age groups has come a growing demand for opportunities to walk indoor, particularly by older adults, caregivers of young children, and especially during the winter months. Walking for leisure ranked as the most frequent recreational activity participated in by Guelph residents, as identified through the household survey.

## **9) Ancillary & Other Space**

The recommended Community Centre should provide the necessary ancillary and support spaces, such as change rooms (including family change rooms), lobby and areas for social interaction, concession or food service station (not a restaurant), office space, storage, etc. Non-programmed spaces for the public to gather, sit, and socialize are essential to attracting and retaining facility users. Community interaction and connectivity should be encouraged through design.

The adjacent South End Community Park is a 40-acre active park that requires a maintenance building to support its regular park maintenance requirements. Opportunities to connect a maintenance building with the rear of the South End Centre should be investigated at the detailed design stage (ideally adjacent to the park and where it would not interfere with building or park access).

## Summary of Recommended Components

The following is the recommended space programme for the South End Centre, subject to adjustments during future planning phases.

### Preliminary Indoor Space Programme for the South End Centre

	Minimum Size (sqft)	Maximum Size (sqft)
Aquatic Centre – leisure pool, 25-metre 6-lane tank, & therapy tank (including change rooms)	20,000	25,000
Gymnatorium	6,000	8,000
Seniors Centre	15,000	18,000
Activity/Meeting Rooms (including Youth room)	10,000	12,000
Indoor Walking Track	n/a (contained within other components)	
Twin pad Arena	65,000	75,000
Miscellaneous (e.g., offices, lobby, food services, storage)	6,000	8,000
<b>Subtotal</b>	<b>122,000</b>	<b>146,000</b>

*Note: All estimated floor areas are gross and include circulation, service space, storage, etc. Space program does not include a Park Maintenance Building or tenant/shell space, which are potential components.*

The recommended components are estimated at this stage to require approximately 122,000 to 146,000 square feet of floor space. **This is at the outer limit of what can be adequately accommodated on the site and may necessitate the purchase of additional land.**

For comparison purposes, the West End Community Centre is 134,500 square feet and includes twin NHL size ice pads, a 22,000 square foot aquatic centre with a 25-metre 4-lane lap pool, leisure pool, and therapy pool, a fitness centre, gymnasium, community multi-purpose rooms, branch library, and fire hall.

For greater detail as to the demand and considerations for each recommended component, reference should be made to the Strategic Master Plan and its background documents.

## SITE ASSESSMENT

The proposed site for the South End Centre is within the 16.2 hectare (40 acre) South End Community Park on Clair Road West at Poppy Drive. The property is situated directly behind Bishop Macdonell Catholic High School, which opened in 2003. The high school was designed to be physically connected to the community centre (at the southeast corner, adjacent to the gymnasiums). The Community Park currently contains: 3 ball diamonds, basketball courts, a



picnic shelter, a barrier-free playground, washroom facilities, and trails. The park is nearly built-out, with a spray pad and tennis courts planned for 2009, and a fourth ball diamond still to be constructed. The community centre would be built on lands currently being occupied by the soccer fields.

Vehicular access to the site from Clair Road West is good and it is in close proximity to the Hanlon Expressway and existing neighbourhoods to the north and northwest. On-road bike lanes connect the site along Clair Road West to Gordon Street and extensions to this network have been proposed through the City's Trail Master Plan. Off-road trail connections have also been proposed from the site to the Hanlon Creek Conservation Area to the north and the conservation lands to the west and south.

The configuration of the site is long and narrow, with the site fronting on Poppy Drive and facing northeast. The depth of the site varies from approximately 150 feet where it abuts the high school, to approximately 300 feet where it abuts the community park. **The site's configuration could have an impact on the type and design of facility components contemplated for the centre.** It could also impact whether the planned 4<sup>th</sup> ball diamond should be developed in the park versus building and parking.

Based on the current site boundaries, it is estimated that the maximum building envelope that could be accommodated is in the range of 120,000 square feet, which may preclude some of the recommended components (although the development of a second storey should be considered to maximize the use of the site).

**The development of concept plans is required to determine if all of the recommended components can be achieved on the existing site** and this is recommended as the first step towards implementation. Should the site not be large enough to accommodate the proposed components, two primary options for the City to consider are illustrated below.

*If there is insufficient land to accommodate all components proposed for the South End Centre:*

**OPTION 1 (PREFERRED):** Build a South End Centre consisting of the recommended components, but excluding the twin pad arena (57,000 to 71,000sf; \$20million to \$25 million). There appears to be sufficient land already in municipal ownership to accommodate this option. Should this be the case, it is recommended that City seek an alternate site for the twin pad arena. The arena is the one component that could function reasonably well on its own site (compared to the aquatic centre, seniors centre, gymnasium, and activity rooms, all of which are considered core components at the South End site) and is not as dependent upon one specific location.

**OPTION 2:** Purchase additional land to the east to provide sufficient space to build a South End Centre consisting of all of the recommended components (including the twin pad arena). This option has the potential to cause project delays as negotiation, planning



approvals and/or additional site work may be required.

## CONCEPT PLANS

To identify a preferred course of action, it is first necessary for the City to retain the services of an architect to develop concept plans for the complete South End Centre, consistent with the boundaries of the existing site. The concept plans should give proper consideration to the other functions on the site (i.e., high school, community park), as well as parking requirements, options to encourage alternate forms of transportation (e.g., bus loop, trail linkages, etc.), and the potential for some floor space on a second storey. This step will establish whether or not additional land is required, in which case the City should pursue its options in reducing the scope of the project (e.g., removing the ice pads and reallocating this investment elsewhere) or securing an expanded land base.

In addition, a number of additional design and operational considerations for the South End Centre were raised as part of the consultation process. Parking requirements, barrier-free accessibility, location of building entrances, LEED certification (e.g., green technologies), transportation linkages, and multi-level construction should all be investigated further during subsequent stages of facility planning.

## FUNDING

Using a variable order of magnitude cost for each component type that averages approximately \$350 per square foot, the anticipated capital cost for the primary recommended components of the South End Centre is between \$42 and \$51 million (including allowances for site development, construction costs, fees, furniture, finishings, and equipment, and contingencies; inflation factors have not been included). LEED initiatives could also further impact the overall construction cost for the facility, should the municipality seek certification of the building. Overall costs should be refined at the next stage of facility planning once more is known about the proposed design.

The City's current long-term capital forecast has allocated \$34,700,000 to the facility's construction (90% of which is funded by Development Charges). Using a generic cost factor of \$350 per square foot, this would allow the City to build a facility that is approximately 100,000 square feet in size. Although future study is required to determine the detailed space requirements and capital costs, **additional funding may be required if the City is to proceed with a building larger than 100,000 square feet (approximate), as recommended.** While a phased construction approach is not ideal as the demand for several facility components is presently evident, the abeyance of one or more components (or a portion thereof) could be considered if adequate funding, partners, and demand are not in place at the same time.

## POTENTIAL PARTNERSHIPS

To date, stakeholder input suggests that there is a desire amongst several community groups and organizations to be a major or minor partner in the development and potentially the operation of the proposed South End Centre. There was, however, reluctance on the part of most stakeholders to pledge financial or other support to this project until the scope of the facility is more defined. Additional contact with each key partner is recommended in a subsequent stage in order to better define their interests, abilities, and congruence with the facility and operational concept.

Depending on the ultimate space programme for the Centre, there may be an opportunity to include leased space through which access to non-municipal services can be offered, as long as they are consistent with the vision for the Centre and municipal guidelines (e.g., therapeutic or health care related services, retail services, fitness centre, etc.). This arrangement could offset some of the Centre's operating costs and, as time passes and needs change or expand, the space could potentially be overtaken for community uses associated with the Centre. These options should be explored when developing the Centre's Business Case.

A similar consideration involves the inclusion of a public library branch at the South End Centre. Although the Guelph Public Library has established the Westminster Square Branch approximately 1 kilometre to the east in space leased in a commercial plaza, experiences in other communities (and at the West End Community Centre) show that public libraries are very good fits with municipal community and recreation centres. While the Guelph Public Library has not – at this stage – expressed an interest in relocating to the South End Centre, additional discussions should be held during the next steps in the building's planning process. Should the provision of library space at the SEC site be considered, further examination of land requirements will be necessary.

## TIMING

In terms of timing, the City's current long-term capital forecast has identified that site preparation will begin in 2013 and construction will take place in 2014 and 2015, although this could be subject to change. While there is sufficient community demand to consider the construction of some components earlier, the reality is that the planning, design, construction, and funding of a facility of this scale can take several years and care must be taken to do it properly. However, until conceptual designs and related costing are more clearly defined, **it is recommended that the City maintain its proposed timing (with facility opening in late 2015).**

With that being said, should opportunities arise to advance construction (such as the availability of senior government funding), the City should give this strong consideration. Therefore, the planning and design work should be undertaken within the short-term to allow the City to pursue earlier construction, should this be possible.

## RECOMMENDED ACTIONS

### ACTION

12- The recommended components for the South End Centre – to be contained in a building of  
1 approximately 122,000 to 146,000 square feet – are as follows:

- Aquatic Centre – leisure pool, 25-metre 6-lane tank, and therapy tank;
- Gymnasium;
- Seniors Centre;
- Activity/Meeting Rooms (including Youth room);
- Indoor Walking Track;
- Twin Pad Arena; and
- Support Space (e.g., offices, lobby, food services, storage).

*Note: The size and mix of these components are subject to further refinement as the planning process moves forward and may be impacted by the availability of land, configuration of the site and /or design factors.*

12- The following are the recommended next steps to move the City towards the construction of the  
2 South End Centre (in order of implementation):

- a) Prepare preliminary concept plans to determine if additional land is required to accommodate the recommended components; give consideration to multi-storey construction. If additional land is required, determine if the site should be enlarged or if an alternative site for provision of the twin pad arena should be pursued;
- b) Prepare business case (assuming municipal operation);
- c) Undertake a partnership assessment and evaluation (e.g., for the operation of certain components and programs, for sponsorships, for leasing of space, etc.);
- d) Confirm facility concept, phasing plan (if applicable), and funding strategy, as well as update the capital and operating cost estimates;
- e) Undertake detailed design process, including construction documents;
- f) Construct the facility; and
- g) Prepare a detailed operational plan.

12- The City should continue to plan for the South End Centre for opening in the year 2015 pending  
3 further evaluation by the City relating to planning, design, construction, funding, and partnerships.

# APPENDIX

## APPENDIX “A” - Facility or Service Area – Level of Service Matrix

During the preparation of the Recreation, Parks and Culture Strategic Master Plan, there was discussion about the City’s current and future involvement in various facility or service areas. As a result, a matrix was developed to provide (from a broad perspective) how the City’s level of involvement may evolve. However, it is cautioned that this matrix is intended as a general guide or source of information that feeds into other processes. The Strategic Master Plan recommends a stronger focus on “neighbourhood” planning – understanding the unique qualities of each neighbourhood, engaging residents and stakeholders, defining neighbourhoods, and understanding the strengths, gaps and opportunities.

The Matrix provides an overview of a range of indoor and outdoor facility and service areas. For each of these a general participation or “usage trend” trend is identified:

- Stable Participation
- ↑ Increasing Participation
- ↓ Decreasing Participation

The Matrix identifies the City’s current involvement or role in each of the facility or service areas. If the City is the main providers then it is noted under “Lead”; if the City’s plays a supportive role then it is noted as “Support”; and if the City has low level of direct involvement then it is noted as “Limited”.

The Matrix indicates the level of service that the City should be considering in the future for each of the facility or service areas. These levels of service should not be confused with the need to provide additional facilities or services in certain areas of the City (in keeping with the recommendations of the Strategic Master Plan). If a facility or service area is noted as “Maintain LOS”, yet the population is increasing or a gap in service exists, the provision of additional facilities or services may be required. For example, an aquatic centre is noted as “Maintain LOS” while the Strategic Master Plan recommends a new facility. This is based on a gap in meeting projected City needs. A “Decreasing” level of service suggests that the City should be reducing its involvement or role while “Increasing” suggests a greater level of involvement.

Finally, it is noted that the Matrix is subject to review and change over time. This is particularly important to consider when implementing recommendations relating to neighbourhood engagement and planning. There may be circumstances when increased City’s involvement in a particular facility or service area is required even though from the broader perspective the Matrix suggests a decreasing or maintaining level of service. In other words, the existing resources and capacity within each neighbourhood could dictate a different City response.

Facility or Service Area	Indoor	Outdoor	Usage Trend	City's Involvement/Role			City's Non Growth-Related Level of Service (LOS) (subject to on-going review)		
				Lead	Support	Limited	Increase	Maintain LOS	Decrease
Arena	✓		→	✓		✓		✓	
Aquatic Centre	✓		↑	✓		✓		✓	
Gymnasium	✓		↑		✓			✓	
Children's Space	✓		→	✓				✓	
Youth Space	✓		→	✓			✓		
Adult Space	✓		→	✓				✓	
Older Adult Space	✓		↑	✓				✓	
Fitness/Active Living	✓		↑	✓			✓		
Equipment-Based Fitness	✓		→			✓			✓
Multi-Purpose Space	✓		↑	✓				✓	
Meeting Rooms	✓		→		✓			✓	
Field House/Indoor Soccer	✓		↑			✓		✓	
Gymnastics	✓		→			✓		✓	
Outdoor Skating Rink		✓	↑		✓			✓	
Outdoor Pool		✓	↓	✓					✓
Wading Pool		✓	↓	✓					✓
Spray Pad		✓	↑	✓			✓		
Soccer		✓	↑	✓	✓		✓		
Football		✓	↑	✓	✓		✓		
Lacrosse		✓	↑	✓				✓	
Cricket		✓	↑	✓			✓		
Ultimate Frisbee		✓	↑	✓	✓		✓		
Volleyball Court		✓	↑	✓				✓	
Baseball/Softball		✓	↓	✓	✓				✓
Tennis Court		✓	↓	✓				✓	
Basketball Court		✓	↑	✓	✓		✓		
Skateboard Park		✓	↑	✓			✓		
BMX Park		✓	↑	✓			✓		



Off-Leash Dog Park		✓	↑	✓	✓		✓		
Nature Trails		✓	↑	✓			✓		
Paved Trails		✓	↑	✓			✓		



# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Information Services  
DATE July 20, 2009

**SUBJECT Committee Mandate and Charter**  
REPORT NUMBER

## **RECOMMENDATION**

THAT the attached draft be used as a starting point for the development of a formal mandate and charter by the Emergency Services, Community Services and Operations Committee.

## **BACKGROUND**

Earlier this year, City Council approved the mandate and charter for the Governance Committee to be used as a template for other standing committees of Council. To date, mandates and charters have been prepared for the Governance Committee, the Land Ambulance Committee and the Audit Committee.

## **REPORT**

Staff have drafted a mandate and charter for the Emergency Services, Community Services and Operations Committee based on the approved Governance Committee model. It is recommended that this draft be used as a starting point for the development of a formal mandate and charter for the Emergency Services, Community Services and Operations Committee.

## **CORPORATE STRATEGIC PLAN**

Goal 5, a community focused, responsive and accountable government.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

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## **ATTACHMENTS**

Draft Mandate and Charter

Original Signed by

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## **Committee Mandate and Charter**

Emergency Services, Community Services & Operations

### **A. Mandate for the Emergency Services, Community Services & Operations Committee**

#### **1 Mandate**

The Committee's Mandate defines its core areas of management and responsibility.

Established by Procedural Bylaw (1996)-15200 for Standing Committees, it is the mandate of the Emergency Services, Community Services & Operations Committee to ensure that appropriate policies, principles, procedures and roles are established to guide and enhance for the following functional areas:

- I. Emergency Services;
- II. Community Services;
- III. Operations

#### **2. Composition of the Committee**

- I. The Committee is comprised of four members of Guelph City Council and the Mayor.
- II. The Chair is elected by the Committee at their first meeting of each year.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### **B. Committee Charter**

The Committee's Charter outlines how the Committee will satisfy the requirements set forth by Council in its Mandate. This Charter comprises:

- Operating principles
- Responsibilities and duties
- Operating procedures

#### **I. Operating Principles**

All Committee work will be carried out in accordance with provisions of the Municipal Act and the Committee shall fulfill its responsibilities within the context of the following principles:

##### **i. Committee Values**

The Council Code of Conduct, transparency and accountability guide Committee efforts and promote interaction with the highest ethical standards and professionalism while ensuring that the best interests of the community are met. The Council endorsed corporate values of wellness, integrity and excellence will also be observed.

ii. Communications

The Committee Chair will act as the primary spokesperson for any inquiries.

iii. Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the Committee in consultation with the Mayor, CAO and other senior staff.

iv. Notice of Meetings

Public notice of all committee meetings will be provided on the City's electronic general calendar at least 72 hours prior to a meeting: by posting a notice in City Hall at least 72 hours prior to the meeting; and by publication in a local paper at least 72 hours prior to the meeting.

It is recognized that some items consistent with Section 239 in the Municipal Act may require a meeting to be closed to the public. The holding of any closed meetings and the general nature of the matter to be considered will be made public to ensure full transparency.

v. Committee Expectations and Information Needs

Meeting minutes will be recorded and distributed to Committee members with each meeting agenda.

All decisions that lead to the formulation of recommendations for Council consideration will take place at the Committee meetings only and not through electronic or other outside exchanges.

All pertinent information will be shared with all Committee members in advance of meetings. This can include but not be limited to meeting minutes, any supplemental information, public input, media requests etc.

vi. Reporting to Council

The Committee will report to Council with recommendations for approval.

## **II. Responsibilities and Duties**

Specific roles and responsibilities for the Committee as a whole, Chair and Committee members include:

- To make recommendations for the consideration of Guelph City Council with respect to Emergency Services, Community Services and Operations matters.

Chair

- To maintain order and decorum during meetings, decide questions of procedure, and generally ensure that the committee work proceeds smoothly according to the committee's mandate.

- To ensure that adequate and appropriate opportunities are provided for input by the public and other key stakeholders at meetings;
- To engage all members in the decision making process.

Committee members:

- To read all agenda material, and seek clarification on any matters prior to meetings in order to make the most effective use of the committee's time;
- To attend meetings and participate fully in all committee work;
- To debate the issues in an open, honest and informed manner to assist the decision-making process;
- To actively contribute to reaching committee recommendations and directions;
- To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

**III. Operating Procedures**

- i. The Committee shall meet on the third Monday of each month
- ii. A quorum shall be a majority of the whole committee (3).
- iii. Meeting minutes will be provided to each member of the committee as part of the agenda for meetings.
- iv. The Chair of the Committee shall establish regular meeting dates and be responsible for calling the meetings.
- v. Any rule not stated herein is deemed to be provided in Bylaw 1996-15200 Consolidated Procedural By-law.
- vi. The Chair may, at their discretion, exercise their right to vote at any time.



# COMMITTEE REPORT



**TO** Emergency Services, Community Services and  
Operations Committee

**SERVICE AREA** Operations  
**DATE** Monday, July 20, 2009

**SUBJECT** College Avenue W. Pavement Markings

## RECOMMENDATION

THAT College Avenue West between Hanlon Road and Stone Road West be remarked to a three lane cross-section with a centre two-way left turn lane, one travel and bike lane in each direction.

## BACKGROUND

As part of Engineering Services' annual asphalt contract for 2009, College Avenue west of the Hanlon Expressway is scheduled for resurfacing. Traffic Investigations staff received a request from a resident to remark this section of College Avenue with a centre two-way left turn lane, one travel lane in each direction and bike lanes (see Appendix A – Proposed Pavement Markings).

## REPORT

### Existing Conditions:

College Avenue W. between the Hanlon Expressway and Stone Road W. (see Appendix B – College Avenue W. Area Map) is classified and marked as a four-lane collector. It has a speed limit of 50 km/h and is used as a transit route.

Land use along this section of College Avenue W. is primarily low-density residential with one neighbourhood commercial plaza at Dovercliffe Road.

Traffic volumes and operating speeds are shown in the chart below:

	<b>Volume (vehicles/day )</b>	<b>Speed (km/h)</b>
Westbound	1,075	68
Eastbound	1,130	58
<b>Combined</b>	<b>2,205</b>	<b>63</b>

On-street parking is not permitted at any time on College Avenue.

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### Analysis:

Based on the existing traffic volumes, College Avenue W. west of the Hanlon Expressway does not require two travel lanes in each direction. (For comparison, Imperial Road S. carries over 7,500 vehicles per day and the roadway has been remarked with a similar three-lane cross-section.)

The following are some advantages of marking College Avenue W as a three-lane cross-section:

- Left turns to side streets and driveways can be made from a separate turn lane rather than a travel lane. This decreases the likelihood of rear-end collisions.
- Vehicle speeds may be slower, as there is not an opportunity for motorists to legally pass.
- Cyclists are provided a dedicated lane.

### Resident Survey:

Traffic Investigations staff surveyed all affected property owners (188) on College Avenue W. 85% (33 out of 39) of the responses received from these residents were in favour of the proposed roadway change.

### Recommendation:

With the support of the majority of residents who responded, staff recommend that College Avenue W. between Hanlon Road and Stone Road W. be marked with a three-lane cross-section as shown in Appendix A – Proposed Pavement Markings.

## **CORPORATE STRATEGIC PLAN**

1.4 A sustainable transportation approach that looks comprehensively at all modes of travel to, from and within the community

## **FINANCIAL IMPLICATIONS**

New pavement markings will be funded through the Annual Asphalt Program (RD0112) and new signs will be funded through Operating budget New Sign Installation Account 720-3141.

## **DEPARTMENTAL CONSULTATION**

- Guelph Police Service (Traffic Division) supports this proposed change as it should reduce speeding and reduce the potential for rear-end collisions in particular.
- Engineering Services (TDM Coordinator) supports this proposed changed as it



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will provide additional connectivity to trails in the College Avenue W. and Stone Road W. area.

- Community Services (Transit) has no issues with this recommendation.

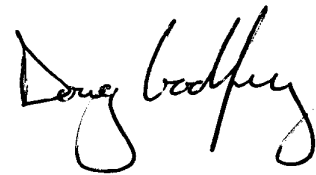
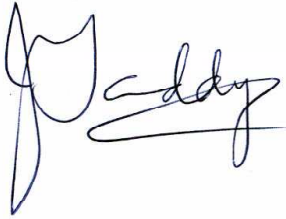
## **COMMUNICATIONS**

Affected residents have been notified of this matter being brought to Committee.

## **ATTACHMENTS**

Appendix A – Proposed Pavement Markings

Appendix B – College Avenue W. Area Map



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### **Prepared By:**

John Gaddye, C.E.T.  
Traffic Technologist II  
519-822-1260 x2040  
john.gaddye@guelph.ca

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### **Recommended By:**

Doug Godfrey  
Acting Manager, Traffic & Parking  
519-822-1260 x2520  
doug.godfrey@guelph.ca



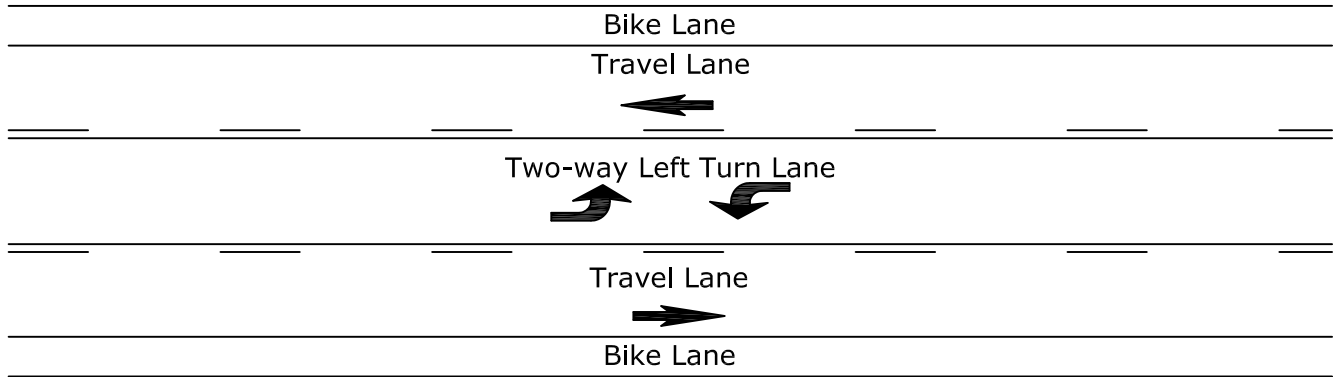
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### **Recommended By:**

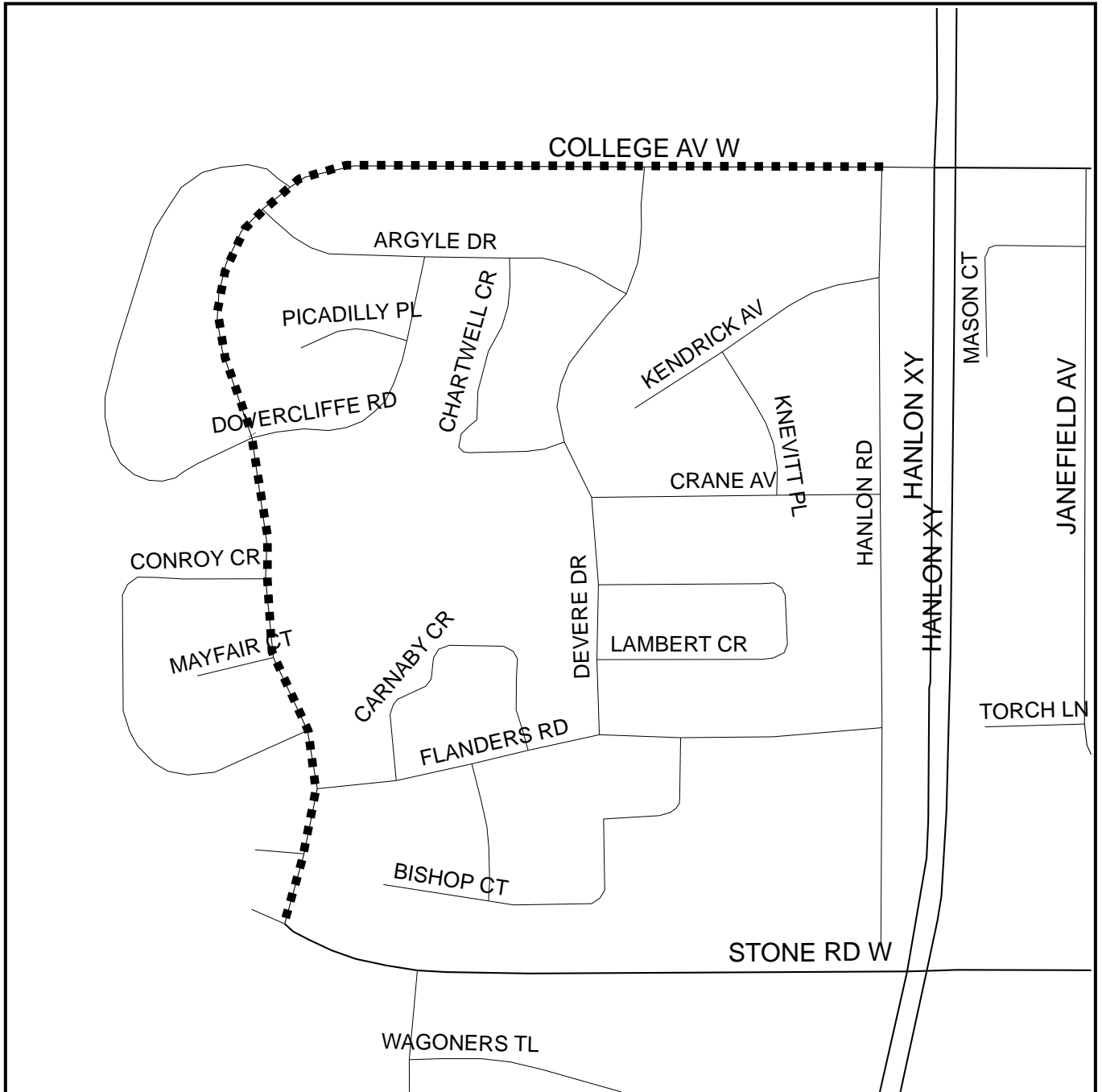
Derek McCaughan  
Director, Operations  
519-822-1260 x2018  
derek.mccaughan@guelph.ca

# Appendix A

## Proposed Pavement Markings



# Appendix B College Avenue W. Area Map



## Legend:

..... Existing 4-lane cross-section

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Operations Department  
**DATE** Monday June 22, 2009

**SUBJECT** Noise Control By-law Exemption Request for the Guelph Jazz  
Festival

## RECOMMENDATION

"THAT, an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from live amplified music in association with the Guelph Jazz Festival between the hours of 11:00 p.m. to 1:00 a.m. annually, BE APPROVED."

## BACKGROUND

The Guelph Jazz Festival is celebrating the 16<sup>th</sup> anniversary of the festival. Traditionally, the Festival has operated a jazz tent in the downtown core on the Saturday of the Festival weekend. Initially set up on Carden Street between Wyndham and Wilson Streets, for the past three years the tent has been situated on Upper Wyndham Street North due to the construction on Carden Street. This event has been hugely popular and successful.

The Guelph Jazz Festival offers a celebration of musical innovation and excellence and this year will again present world-class artists (the majority of whom are Canadian) in a variety of settings including the jazz tent. The tent, which is free to the general public, offers music, beverages, food and children's activities to many patrons throughout the day. In previous years, an estimated 6,000 people have attended the whole of the festival, contributing to the City in a number of ways. A significant number of out of town visitors come to the festival, contributing positively to the local economy.

## REPORT

The Guelph Jazz Festival is proposing to close an area on Upper Wyndham Street North (see Schedule A- Location Map) in order for a jazz tent to be erected. The Festival has applied to the City for street closure privileges on Saturday September 12<sup>th</sup> until Sunday September 13<sup>th</sup>, 2009.

The exemption to the Noise Control By-law (2000)-16366 is for two additional hours from 11:00 p.m. to 1:00 a.m., generally for crowd noise and amplified music. Since downtown Guelph is located in an "other" area as defined in Schedule B of Noise Control By-law (2000)-16366, as amended, the noise associated with amplified music or speech and crowd noise is prohibited from 11:00 p.m. to 7:00

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a.m. Monday to Friday and from 11:00 p.m. to 9:00 a.m. on Saturday and

The Downtown Guelph Business Association supports the festival and the noise exemption.

Public notice of this noise exemption request has been advertised in the Guelph Tribune on July 10, 2009 (see Schedule "B"). The Jazz Festival has also prepared a mailing to local residents in the vicinity of the jazz tent (see Schedule "C").

The applicant has been advised of our recommendation and of the date, time and location of this meeting.

This year that staff are recommending an on-going noise exemption for this event.

### **CORPORATE STRATEGIC PLAN**

A vibrant and valued arts, culture and heritage identity

### **DEPARTMENTAL CONSULTATION**

### **COMMUNICATIONS**

The Downtown Guelph Business Association

The Guelph Jazz Festival will also be notifying affected business in the area by letter

### **ATTACHMENTS**

Schedule "A"- Location Map

Schedule "B"- Public Notice



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### **Prepared and Recommended:**

Doug Godfrey,

Acting Manager Traffic & Parking, Operations Department

(519) 822-1260 ext 2520

Doug.Godfrey@guelph.ca



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### **Recommended By:**

Derek J. McCaughan

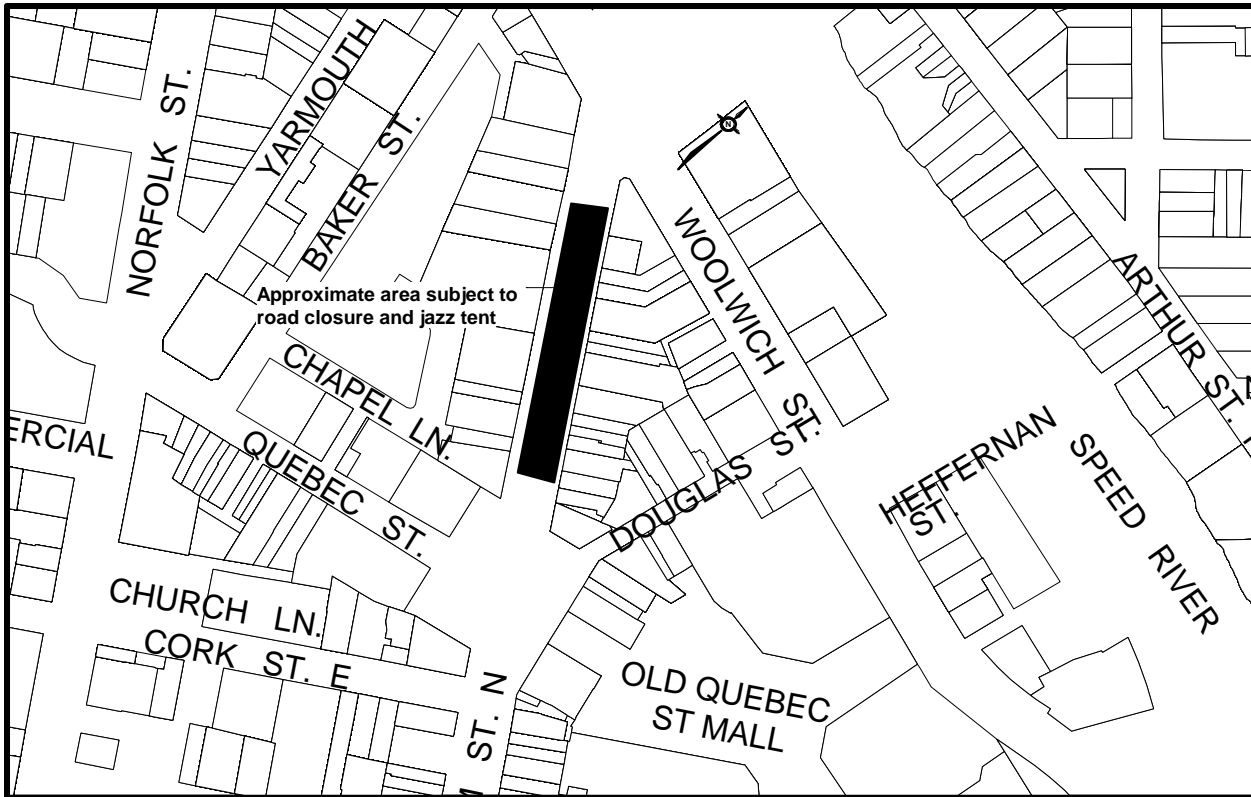
Director, Operations Department

(519) 822-1260 ext 2018

Derek.McCaughan@guelph.ca



**SCHEDULE "A"  
LOCATION MAP**



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## SCHEDULE "B"

### PUBLIC NOTICE

# PUBLIC NOTICE

## Noise Control By-law Exemption

Notice is hereby given that an application is being made to Guelph City Council for an exemption to the City of Guelph Noise Control By-law (2000)-16366, as amended which prohibits amplified sound and crowd noise between the hours of 11:00 p.m. to 9:00 a.m. The applicant, the Guelph Jazz Festival is requesting an exemption as follows:

**"an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from live amplified music in association with the Guelph Jazz Festival between the hours of 11:00 p.m. to 1:00 a.m. annually."**

The Guelph Jazz Festival will be operating a jazz tent on Wyndham Street North within the downtown core and has requested a Noise By-law Exemption to extend the hours of operation until 1:00 a.m. The tent is located in an area defined as "other" in the Noise Control By-law and as such, amplified music is normally restricted from 11:00 p.m. until 9:00 a.m.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on July 20, 2009 at 5:00 p.m. in Committee Room 212, City Hall, 1 Carden Street, Guelph, ON.

If you wish to speak to the Committee about this matter, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than July 18, 2009. If you are unable to attend this Committee meeting and wish to make comment, send or email your written comments to Dolores Black, 1 Carden Street, N1H 3A1, Dolores.Black@Guelph.ca no later than July 18, 2009.



# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Operations Department  
**DATE** July 20, 2009

**SUBJECT** **Noise Control By-law Exemption Request for 31  
Kendrick Avenue, Guelph, fundraiser for The Masai  
Centre**

## **RECOMMENDATION**

"THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the Masai Fundraiser at 31 Kendrick Avenue, including the amplification of music between the hours of 7:00 p.m. to 10:00 p.m. on August 29, 2009, be approved.

AND THAT the applicant notifies the surrounding neighbourhood of the activities associated with the Masai Fundraiser before the event occurs."

## **BACKGROUND**

The City of Guelph has received a Noise Control By-law exemption request for the property at 31 Kendrick Avenue (see Schedule "A" - Location Map). An event is to be held to raise funds for the Masai Centre. The Masai Centre is raising funds for the Guelph and Region - Masai for Africa Campaign. The funds will be used to sponsor the Tsepong HIV Clinic in the African country of Lesotho.

31 Kendrick Avenue is located within a residential area and is zoned R.1B residential. The surrounding neighbourhood consists of residential dwellings. The fundraising event is to be held from 6:00 p.m. to 11:00 p.m. The Steve Strongman Band is to provide amplified music from 7:00 p.m. to 10:00 p.m. The event is to take place on Saturday August 29, 2009. This is the fourth time this event has taken place at this location, last year the organizers worked with the neighbourhood to lessen the impact of the noise.

## **REPORT**

The Noise Control By-law was enacted to ensure residents in the City of Guelph are protected against "noise" pollution. An extra measure of control was placed on residential areas with the goal that certain noise producing activities do not cause a disturbance to area residents. The Exemption Request process is not designed for events of convenience, such as house parties, outdoor wedding receptions or the like. It has been City policy that these activities be held in compliance with the Noise Control By-law.

Since 31 Kendrick Avenue is located in a "residential" area as defined in Schedule B of Noise Control By-law (2000)-16366, as amended, the noise associated with amplified music or speech is prohibited at all times. However, variances to the

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requirements of the by-law can be permitted by Council. In this very specific example the request for the noise exemption would permit a band to play in a residential neighbourhood for a span of three hours on the evening of August 29, 2009. The short duration of the events warrants the approval of the requested variance.

Public notice of this noise exemption request was advertised in the Guelph Tribune on July 10, 2009 (see Schedule "B").

The applicant has been advised of our recommendation and of the date, time and location of this meeting.

**CORPORATE STRATEGIC PLAN:**

To enhance Community wellness

**FINANCIAL IMPLICATIONS:**

Not applicable

**DEPARTMENTAL CONSULTATION/CONCURRENCE:**

Not applicable.

**COMMUNICATIONS:**

See Schedule B – Public Notice

**ATTACHMENTS:**

Schedule A- Location Map

Schedule B- Public Notice



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**Prepared and Recommended:**

Doug Godfrey, Acting Manager Traffic & Parking  
Operations Department  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca

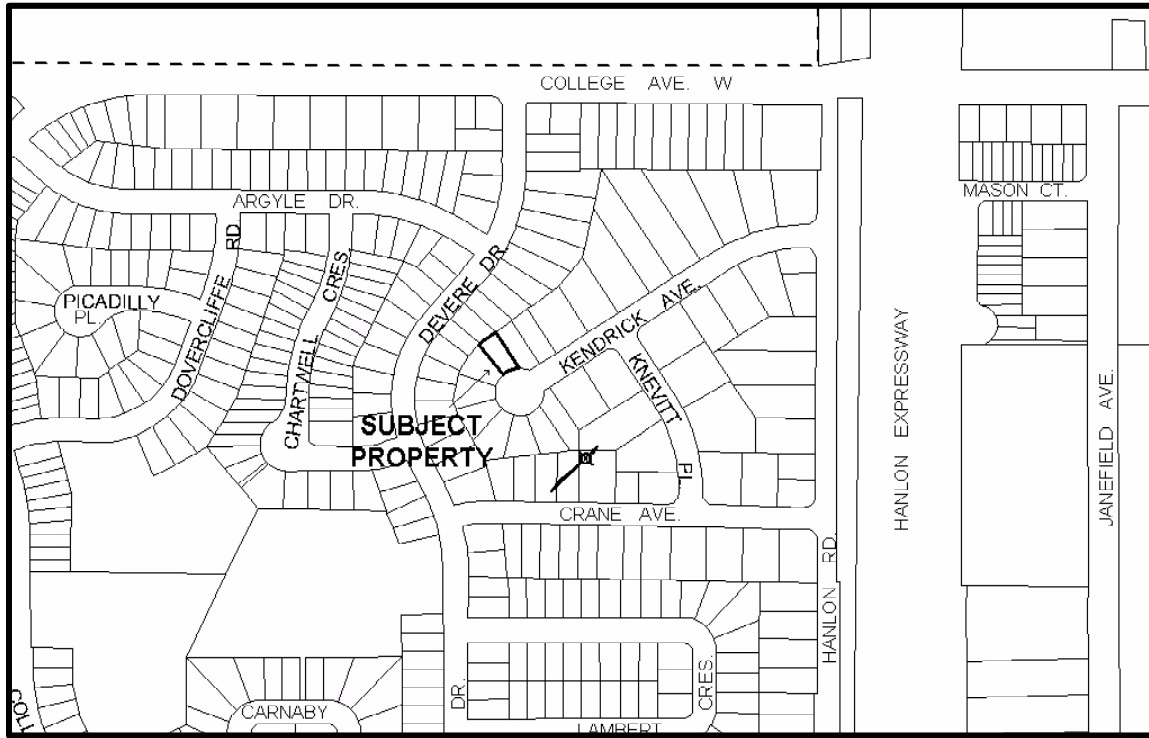


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**Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

**SCHEDULE "A"**  
**LOCATION MAP**



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## **SCHEDULE "B"**

# **PUBLIC NOTICE**

### **Noise Control By-law Exemption**

Notice is hereby given that an application is being made to Guelph City Council for an exemption to the City of Guelph Noise Control By-law (2000)-16366, as amended which prohibits amplified sound at all times. The applicant, Kevin Brown on behalf of The Masai Centre Fundraiser, 31 Kendrick Street, Guelph, is requesting an exemption as follows:

**"An exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the Masai Fundraiser including the amplification of music between the hours of 7:00 p.m. to 10:00 p.m. on August 29, 2009."**

The City of Guelph has received a Noise Control By-law exemption request for the property at 31 Kendrick Avenue (see Location Map). An event is to be held to raise funds for the Masai Centre. The Masai Centre is raising funds for the Guelph and Region- Masai for Africa Campaign. The funds will be used to sponsor the Tsepong Clinic in the African country of Lesotho. The support will help sustain the existing HIV clinic and help establish a sister clinic.

31 Kendrick Avenue is located within a residential area and is zoned R.1B residential. The surrounding neighbourhood consists of residential dwellings. The fundraising event is to be held from 6:00 p.m. to 11:00 p.m. The Steve Strongman Band is to provide amplified music from 7:00 p.m. to 10:00 p.m. The event is to take place on Saturday August 29, 2009.

The application will be presented to Guelph City Council on July 20, 2009 in the Council Chambers, City Hall, 1 Carden Street, Guelph at 5:00 p.m. You are invited to attend this public meeting if you are interested in more details on the application or if you have any comments to offer which may aid City Council in making a decision on this matter.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on July 20, 2009 at 5:00 p.m. in Committee Room 212, City Hall, 1 Carden Street, Guelph, ON.

If you wish to speak to the Committee about this matter, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than July 18, 2009. If you are unable to attend this Committee meeting and wish to make comment, send or email your written comments to Dolores Black, 1 Carden Street, N1H 3A1, Dolores.Black@Guelph.ca no later than July 18, 2009.

# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations Department  
**DATE**                            July 20, 2009

**SUBJECT**                      **Noise Control By-law Exemption Request for the New  
Student Orientation Week at the University of Guelph**

## **RECOMMENDATION**

"THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the New Student Orientation Weekend including the amplification of music and speech and crowd noise between the hours of 11:00 p.m. to 12:00 a.m. annually, be approved."

## **BACKGROUND**

The University of Guelph will be holding the annual New Student Orientation Weekend throughout various areas on the campus on their property. The University of Guelph received approval of the same Noise Exemption requests in 2005, 2006 and 2007.

## **REPORT**

Orientation weekend is designed to introduce new students to the social, academic and cultural environment at the University of Guelph. There are various events planned throughout the weekend.

Orientation Weekend is an important tradition at the University of Guelph. It is their chance to introduce new students to the services, resources, and people at the University. Events organized range from music festivals to Ultimate Frisbee games, walks in the Arboretum to food fairs, a Guinness World Record Challenge, meet and greets, mock lectures and a Pep Rally.

The exemption to the Noise Control By-law (2000)-16366 is for one additional hour from 11:00 p.m. to 12:00 a.m., generally for crowd noise and amplified music. The exemption has been requested for the circumstance that some of the events may run past the 11:00 p.m. time restriction.

Since the University of Guelph is located in an "other" area as defined in Schedule B of Noise Control By-law (2000)-16366, as amended, the noise associated with amplified music or speech and crowd noise is prohibited from 11:00 p.m. to 7:00 a.m. Monday to Friday and from 11:00 p.m. to 9:00 a.m. on Saturday and

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Sundays.

Public notice of this noise exemption request was advertised in the Guelph Tribune on July 10, 2009 (see Schedule "A").

The applicant has been advised of our recommendation and of the date, time and location of this meeting.

This year that staff are recommending an on-going noise exemption for this event.

**ATTACHMENTS:**

Schedule "A"- Public Notice

**CORPORATE STRATEGIC PLAN**

To enhance Community wellness

**FINANCIAL IMPLICATIONS**

Not applicable



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**Prepared and Recommended:**

Doug Godfrey, Acting Manager, Traffic & Parking Facilities  
Operations Department  
(519) 822-1260 ext 2520  
Doug.Godfrey@guelph.ca



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**Recommended By:**

Derek J. McCaughan  
Director, Operations Department  
(519) 822-1260 ext 2018  
Derek.McCaughan@guelph.ca

---

## SCHEDULE "A"

# PUBLIC NOTICE

### Noise Control By-law Exemption

Notice is hereby given that an application is being made to Guelph City Council for an exemption to the City of Guelph Noise Control By-law (2000)-16366, as amended which prohibits amplified sound and crowd noise between the hours of 11:00 p.m. to 9:00 a.m. The applicant, the University of Guelph, 50 Stone Road East, Guelph, is requesting an exemption as follows:

**"An exemption to permit noise from the various activities associated with the annual Frosh Weekend activities, including the amplification of music, speech and crowd noise between the hours of 11:00 p.m. to 12:00 a.m. annually."**

The University of Guelph will be holding their annual New Student Orientation Weekend throughout various areas on the campus on their property. Orientation weekend is designed to introduce new students to the social, academic and cultural environment at the University of Guelph. There are various events planned throughout the weekend.

Orientation Weekend is an important tradition at the University of Guelph. It is their chance to introduce new student to the services, resources, and people at the University. The exemption to the Noise Control By-law (2000)-16366 is for one additional hour from 11:00 p.m. to 12:00 a.m., generally for crowd noise and amplified music. The exemption has been requested for the circumstance that some of the events may run past the 11:00 p.m. time restriction.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on July 20, 2009 at 5:00 p.m. in Committee Room 212, City Hall, 1 Carden Street, Guelph, ON.

If you wish to speak to the Committee about this matter, please contact Dolores Black, Assistant Council Committee Coordinator at 519-822-1260 x2269 no later than July 18, 2009. If you are unable to attend this Committee meeting and wish to make comment, send or email your written comments to Dolores Black, 1 Carden Street, N1H 3A1, Dolores.Black@Guelph.ca no later than July 18, 2009.

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Community Services  
**DATE** July 20, 2009

**SUBJECT** **River Run Centre Flood**  
**REPORT NUMBER** CS-CU-0915

## **RECOMMENDATION**

That report number CS-CU-0915 of July 20, 2009 be received.

## **BACKGROUND**

On Monday May 19, the deluge system at RRC was activated in error, due to mechanical failure within the fire suppression system. Theatres such as the Main Stage at River Run Centre (RRC) are required by fire code to have a separation system in the proscenium opening (the opening between the stage and the seating area) to separate the two spaces quickly in the event of fire. This system can either be a fire curtain or a deluge system.

Guelph Fire, along with RRC management staff attended the scene, and the system was shut down within 25 minutes of the faulty alarm. In that time, approximately 8,000 gallons of water came down across the front edge of the Main Stage.

Approximately 6,000 gallons of water accumulated in the basement of the orchestra pit. A considerable amount of water was absorbed by several of the theatres stage curtains, which fell to the stage due to the excess weight. The balance of the water was absorbed into the stage floor. Additional damage was sustained to some of lighting, sound and audio visual equipment that got wet. There was no damage to the audience seating area of the theatre.

## **REPORT**

The Main Stage had to be closed for two weeks while a restoration company was brought in to remove the remaining water. This was done with large humidifiers and dryers, and also included encapsulating the entire stage in a tent-like structure with hot dry air being pumped into the tent and the moisture thereby removed.

The remainder of the building was kept closed to the public for the first five days until such time as it could be determined that the rest of the fire suppression and alarm systems were functioning properly. An independent evaluation of the system was conducted, and it was determined that the failure was localized to the deluge



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system, and that the rest of the system was functioning correctly.

Of the thirteen events affected by the closure, four were postponed, eight were relocated to other facilities in Guelph, and one was cancelled. Wherever possible, RRC staff still provided support to the relocated events including box office services, technical and production support. All patrons with tickets for the rescheduled events were offered the option of refunds or exchanges to the new date.

The stage floor suffered the most significant damage. The 6,000 square foot sprung floor consists of  $\frac{3}{4}$ " maple hardwood, laid tongue-in-groove. We are still awaiting engineering reports as to whether the damage was significant enough to warrant replacing the entire floor, or whether the floor can be refinished.

The orchestra lift is a large elevator structure that raises and lowers the orchestra pit, and it has not been usable since the flood because the motors and mechanical components to the lift were submerged for over five hours. These motors and other mechanical components will all need to be replaced, and the lift will then need to be signed off by the safety authority responsible for elevators (TSSA) before it can be used again.

It was decided to proceed with the June bookings, and so a temporary floor was built overtop of the damaged stage floor, curtains were borrowed from other spaces, and a constant staff fire watch was maintained on stage whenever there was an event or rehearsal in the space, to ensure that adequate safety was in place while the deluge system was off line.

The Main Stage has no bookings between June 29 and September 8 of this year. This should allow enough time to complete the work on the orchestra pit and the stage floor.

Since May 19, a full independent inspection of the entire alarm and suppression system has been conducted, and any components suspected of being potential causes for the false alarm have been replaced. A tender has been issued to replace the current deluge system with a fire curtain. This fire curtain, allowable under fire code and approved by Guelph Fire, will result in no water damage to the theatre or stage in the event of future false alarm. The cost of the fire curtain will be covered within the Infrastructure Stimulus funding, and the proposed installation should be completed by early September.

### **CORPORATE STRATEGIC PLAN**

While this is an operational matter, Goal 5 relates to the manner of addressing the crisis: A community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

The repair and restoration costs for the theatre are currently estimated to be just under \$250,000. The City's insurance deductible is \$50,000. Staff continue to work with the insurance company regarding this claim.

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The cost of the reduction in revenue due to lost business in the last two weeks of May is approximately \$35,000 and recovering this business loss is currently under review.

There was an additional cost of approximately \$10,000 in temporary staging and equipment, along with additional staff time to provide constant fire watch on stage. These costs are currently projected as a negative variance in the operating budget.

However, RRC was able to proceed with all June bookings, avoiding an additional loss of approximately \$90,000 had the events been cancelled, and avoiding the public relations issue of cancelling twenty-four days of bookings, including 15 performances by community organizations.

### **DEPARTMENTAL CONSULTATION**

Staff in Corporate Property has been actively part of the restoration process, as well as taking the lead role on matters relating to the fire alarm and suppression systems. The Chief Fire Prevention Officer has been providing guidance and approval regarding fire code and ongoing safety issues. Financial staff in Risk Management has been taking the lead on the insurance claim process. Corporate Communications has provided assistance with the media releases and other communications in the days immediately following the flood.

### **COMMUNICATIONS**

Immediately following the flood, phone calls were made to all rental clients and artists whose events were affected. The RRC Box Office staff also contacted all ticket holders to the affected events and managed the refunds and exchanges as needed.

Media releases were distributed on May 20, May 22 and May 27. Interviews were conducted on several occasions following the flood with the Guelph Tribune, Guelph Mercury and Magic FM / CJOY radio. A media release will be sent out in the early fall once the restoration work has been completed.

### **ATTACHMENTS**

N/A



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#### **Prepared By:**

Colleen Clack  
Manager, River Run Centre  
519-837-5662 ext. 2588  
colleen.clack@riverrun.ca

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#### **Recommended By:**

Ann Pappert  
Director, Community Services  
519-822-1260 ext. 2665  
ann.pappert@guelph.ca

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Community Services  
DATE July 20, 2009

**SUBJECT Update - New Guelph Civic Museum Project**  
REPORT NUMBER CS-CU-0916

## RECOMMENDATION

THAT Report # CS-CU-0916, dated July 20, providing Council with a progress update on the New Guelph Civic Museum, be received.

## BACKGROUND

In October 2007, City Council passed a motion to approve the new museum project and to proceed to tender if \$6 million in outside funding could be confirmed, which was done in early 2008. The Ventin Group Architects from Cambridge, ON was selected in July 2008 and design work began in the fall. Site design and conceptual design of the building and its two additions continued through the winter of 2009 with final detailed design taking place from April through July 2009. The purpose of this report is to provide an update on the status of the project as it proceeds to tender.

## REPORT

### Consultation Process:

The architects responded to the comments received from the public meeting held in January, the online survey, as well as ongoing feedback from the New Museum Advisory Committee and Guelph Museums Board.

Detailed design work began in April and is nearing completion. The site plan, exterior elevations and interior floor plans, as attached, were approved by Guelph Museums Board at its regular meeting of June 25, 2009.

### Design Development:

In May, Vilnis Design Works of Eden Mills, ON presented their initial concepts for the two permanent galleries: the children's gallery and the local history gallery. The thematic concepts were well-received by staff and the Exhibit Working Group, comprised of local historians and museum specialists. Both galleries will be interactive, engaging, rich in artifacts and highlight that which is uniquely Guelph.

Through the final stages of the design work it became clear that one of the

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highlights of the new museum will be the ability to expose some of the original stonework and to interpret both the Convent and early Guelph architecture in the exhibit and public areas. With the interior demolition completed and the public spaces opened up, the potential of the building as a unique cultural facility is apparent.

Staff has also worked with the Building Committee at Church of Our Lady to design a façade for the rear addition, which faces the Church parking lot, which was acceptable to the Church. The initial concept of a living green wall was not well-received by the Church and has been redesigned to reflect a more traditional façade.

Building upon best practices, for this restoration project, City staff chose to separate the demolition phase of the project from the construction phase of the project. In doing so we are able to proactively address structural issues in detailed design, prior to tendering construction.

In this case, that methodology has proved wise as our structural and design times were adjusted back by four weeks in order to resolve a matter which came to our concern regarding the load bearing capabilities of the fourth and fifth floors. Originally conceived to be the location for rolling storage units requiring 250 pounds/square foot, the team has redesigned the building now to move the collection from those floors and re-locate artifact storage to the basement level. Staff will strive to make up these four weeks during the course of the project.

**Community Energy Plan Initiatives:**

The new museum is planned to be built to qualify for LEED silver certification. Although this is becoming more common in new construction, this will be one of the first adaptive reuse projects to be designed to this standard. To date, there are no LEED directives specifically for museums and galleries, which is challenging for some issues such as lighting. This does create a risk in meeting certification but the architects and LEED consultant are confident that sufficient points can be achieved.

**Fundraising:**

The launch of the local fundraising campaign will coincide with the ground-breaking in September.

**Budget and Construction Schedule:**

The project continues to be on budget. By simplifying the site work, keeping interior finishes simple and clean, and completing the interior demolition early to reveal potential structural issues, adjustments have been made within the budget to keep the project on track.

Tender documents were to be ready by July 1, but the design issues described above delayed that deadline by four weeks and they will be ready by July 31. Eight general contractors and five heritage stone masons were pre-qualified in April. This was coordinated by staff from Purchasing and was done in accordance with City policy. Extra lead time had been built into the original schedule so it is anticipated

---

that a general contractor can still be selected and ready to begin construction in September 2009 as originally planned.

### **CORPORATE STRATEGIC PLAN**

Goal 4: A vibrant and valued arts, culture and heritage identity.

### **FINANCIAL IMPLICATIONS**

This \$12.7 million project is included in the City's 2009 and 2010 Capital Budget. \$6 million was secured from the federal and provincial governments, and \$500,000 will be raised from the community by Guelph Museums Board. The budget also includes \$500,000 from the sale of the current Museum building.

### **DEPARTMENTAL CONSULTATION**

Corporate Property

### **ATTACHMENTS**

Appendix A: Site and floor plan design package

Appendix B: Façade of rear addition.



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**Prepared By:**

Katherine McCracken  
Director, Guelph Museums

519-822-1260 x 2775  
katherine.mccracken@guelph.ca



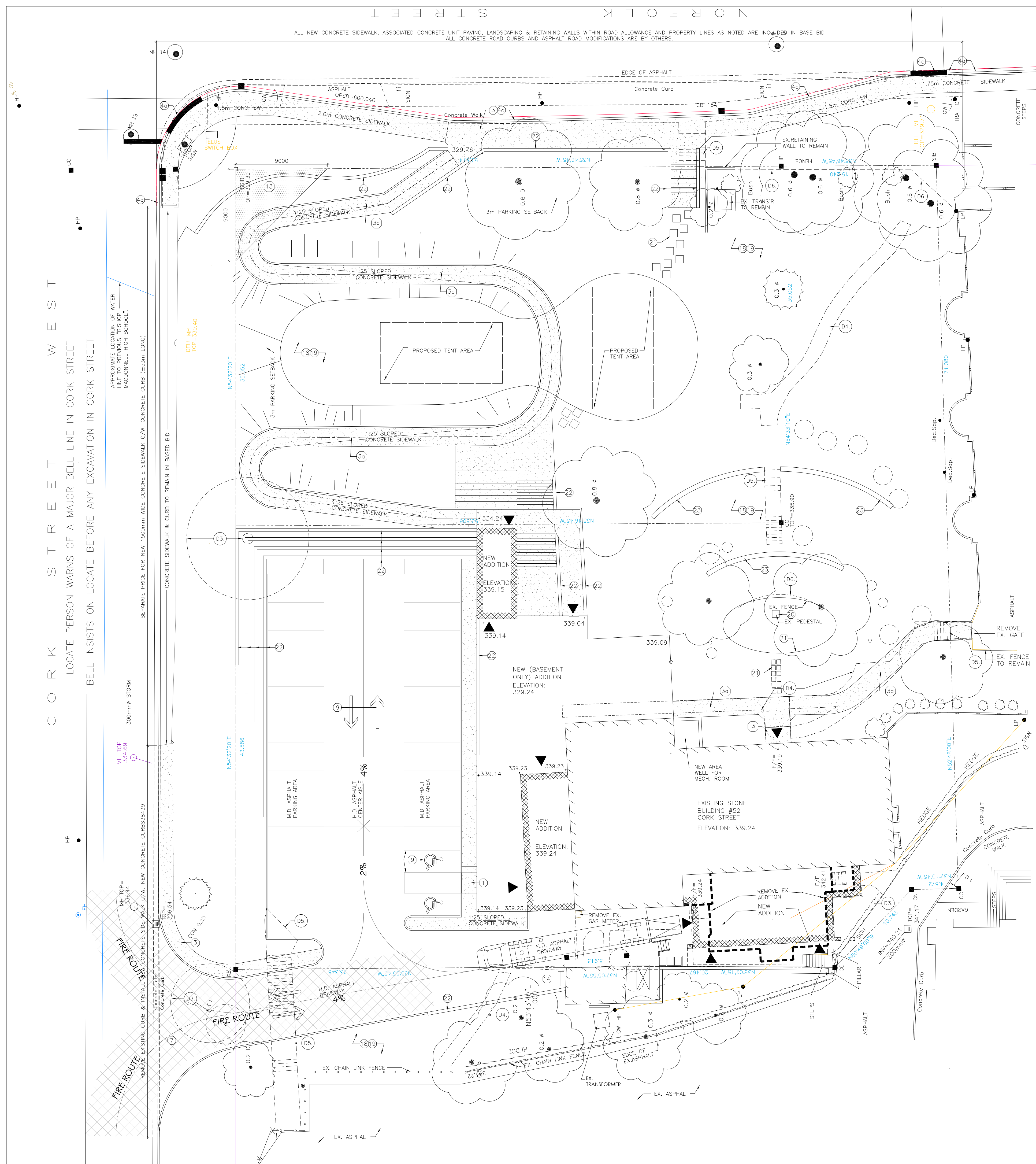
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**Recommended By:**

Colleen Clack  
Acting Director, Community  
Services

519-822-1260 x 2665  
colleen.clack@guelph.ca





**NOTES:**

- FIRE ACCESS ROUTE TO BE POSTED AND DESIGNATED UNDER MUNICIPAL BY-LAW (FIRE ACCESS ROUTE TO BE MIN. 6 m WIDE WITH A MIN. 12 m CENTRELINE TURNING RADIUS AND MAX. 6% SLOPE)
- REFER TO MECH. AND ELEC. SITE PLANS FOR ALL EXISTING & NEW LOCATIONS OF SERVICES AND ENTRY OF SERVICES INTO THE BUILDING ENVELOPE. (ALL MECH. & ELEC. INFO INDICATED ON ARCHITECTURAL SITE DWG. AT 1:1 IS FOR GENERAL REFERENCE & COORDINATION ONLY)
- REFER TO SITE GRADING PLAN FOR PROPOSED FINAL FINISH GRADE ELEVATIONS DRAINAGE SLOPES.
- REFER TO LANDSCAPE SITE PLAN FOR LOCATIONS OF SEEDING, SODDING, PLANTING & PAVING & OTHER HARD SURFACING.
- TYPICAL DRIVEWAY & PARKING LOT CONCRETE CURBS AS INDICATED ON DRAWING REFER TO OPSD DETAILS IN SPECS. FOR TYPICAL CURB TYPES. SITE DIMENSIONS ARE TYPICALLY DIMENSIONED TO FACE OF CURB.
- H.D. - ON SITE PLAN REFERS TO HEAVY DUTY ASPHALT.  
M.D. - ON SITE PLAN REFERS TO MEDIUM DUTY ASPHALT.  
H.D. - CONCRETE ON SITE PLAN REFERS TO HEAVY DUTY CONCRETE.  
M.D. - CONCRETE ON SITE PLAN REFERS TO MEDIUM DUTY CONCRETE.
- PROVIDE 100mm WIDE PAINTED PARKING STALL LINE MARKINGS, HANDICAP SYMBOLS AND CROSS MARKINGS ON TOP OF FINISHED ASPHALT LAYER.
- ALL WORK INVOLVED IN THE CONSTRUCTION, RELOCATION, REPAIR OF MUNICIPAL SERVICES FOR THE PROJECT SHALL BE TO THE SATISFACTION OF THE DIRECTOR OF DEVELOPMENT AND REAL ESTATE DIVISION, PLANNING AND DEVELOPMENT DEPARTMENT.
- FIRE ROUTE SIGNS AND 3-WAY FIRE HYDRANTS SHALL BE ESTABLISHED TO THE SATISFACTION OF THE CITY FIRE DEPARTMENT AND AT THE EXPENSE OF THE OWNER.
- MAIN DRIVEWAY DIMENSIONS AT THE PROPERTY LINE BOUNDARIES ARE AS NOTED & TO ALLOW FOR FIRE DEPARTMENT ACCESS AS PER O.B.C. FIRE ROUTE ACCESS

**REFERENCE NOTES:**

- NEW SLOPED BARRIER-FREE ACCESS CURB CUTS AS PER OPSD 310.030 AND AD1.4 & AD1.5
- NEW MOUNTABLE CURB AT ENTRANCE LOCATIONS REFER TO OPSD 600.10.
- NEW CONCRETE SIDEWALK. REFER TO OPSD DETAILS 310.010 & 310.020
- NEW SLOPED CONCRETE SIDEWALK MAX. SLOPE TO BE 1:25. C/W 75mm HIGH x 150mm WIDE COLORED CONCRETE CURB AT DESCENDING GRADE SIDE OF SIDEWALK. REFER TO SITE PLAN FOR LOCATION & DETAILS
- NEW CONCRETE CURB AS PER DETAIL OPSD 600.11
- NEW CONCRETE CURB BY OTHERS
- REMOVE EXISTING CURBS AT FORMER DRIVEWAY ENTRANCES. REPLACE WITH STANDARD BARRIER CURBS TO MATCH EXISTING ROAD CURBS WHERE DRIVEWAYS ARE TO BE REMOVED. REPLACE WITH MOUNTABLE CURBS AS PER OPSD 600.10 WHERE NEW ENTRANCE OR DRIVEWAY WILL BE CONSTRUCTED.
- FOR BUILDING VENTILATION PIT AND GRILLE AND ASSOCIATED RETAINING WALL. REFER TO DETAIL
- GENERAL CONTRACTOR TO COORDINATE ALL WORK WITHIN THE BOULEVARD WITH THE CITY OF GUELPH AND OBTAIN ALL NECESSARY PERMITS & APPROVALS FROM LOCAL AUTHORITIES. EXECUTE ALL WORK AS PER THE CITY REQUIREMENTS.
- PROVIDE NEW YELLOW 100mm WIDE PAINTED PARKING STALL LINE MARKINGS, HANDICAP SYMBOLS AND CROSS MARKINGS ON TOP OF FINISHED ASPHALT LAYER.
- REFER TO LANDSCAPE SPEC FOR FLAG-POLE FOUNDATION DETAIL, FLAG POLE LOCATIONS TO BE VERIFIED ON SITE BY ARCHITECT PRIOR TO INSTALLATION.
- FOR EXTERIOR PLAZA BENCHES REFER TO BENCHES TO CONFORM TO ACCESSIBILITY DESIGN STANDARDS SECTION 4.3.15.
- A 9m x 9m VISIBILITY TRIANGLE MUST BE MAINTAINED (REMAIN CLEAR) AT BOTH SIDES OF ALL INTERSECTION OF VEHICULAR TRAFFIC ACCESS ROADS / DRIVEWAYS.
- FOR BICYCLE RACKS REFER TO LANDSCAPE SPEC.

**DEMOLITION NOTES:**

- REMOVAL OF EXISTING STRUCTURES TO INCLUDE REMOVAL OF ALL FOOTINGS AND GRAN. BASE.
- DISCONNECT ALL SERVICE TO EXISTING BUILDING TO BE REMOVED PRIOR TO DEMOLITION. VERIFY EXISTING SERVICES TO BE RETAINED TO BUILDINGS TO BE RETAINED.
- PROTECT ALL EXISTING TREES TO REMAIN. REFER TO LANDSCAPE SPEC AND DRAWINGS. ALL TREES INDICATE TO BE REMOVED SHALL BE REMOVED INCLUDING THE ROOTS.
- REMOVE EXISTING CONCRETE SIDEWALK & GRANULAR BASE. RESTORE EXISTING GRADE TO SUIT EXISTING CONDITIONS C/W NEW LANDSCAPING AS PER LANDSCAPE PLANS
- REMOVE EXISTING CONCRETE STEPS AND RAILINGS C/W FOOTINGS & GRANULAR BASE. RESTORE EXISTING GRADE TO SUIT EXISTING CONDITIONS C/W NEW LANDSCAPING AS PER LANDSCAPE PLANS OR ALTER TO SUIT NEW CONDITIONS.
- REMOVE EXISTING DETERIORATED ROD IRON FENCE COMPLETE WITH FOOTINGS.

**SIGNAGE REF. NOTES:**

- SITE SIGNAGE REFER TO DRAWING AD10.1
- (A) SIGNAGE "NO PARKING BETWEEN SIGNS - LOADING ZONE"
  - (B) SIGNAGE "STOP"
  - (C) SIGNAGE "BY PERMIT ONLY"
  - (D) SIGNAGE "FIRE ROUTE"
  - (E) SIGNAGE "UNAUTHORIZED VEHICLES WILL BE TOWED AWAY AT OWNER'S EXPENSE"
  - (F) SIGNAGE "LIMITED MOBILITY & CAREGIVERS ONLY"

- UNLESS OTHERWISE NOTED, ALL DRIVEWAYS FROM PROPERTY LINES FOR THE FIRST 7.5m SHALL BE WITHIN 5% MAX. GRADE. THEREAFTER, ALL DRIVEWAYS SHALL BE WITHIN 10% MAX. GRADES.
- THE APPROVAL OF THIS PLAN DOES NOT EXEMPT THE OWNER'S BONDED CONTRACTOR FROM THE REQUIREMENTS TO OBTAIN THE VARIOUS PERMITS/APPROVALS NORMALLY REQUIRED TO COMPLETE A CONSTRUCTION PROJECT, SUCH AS, BUT NOT LIMITED TO THE FOLLOWING: BUILDING PERMIT, ROAD CUT PERMITS, APPROACH APPROVAL PERMITS, COMMITTEE OF ADJUSTMENT, SEWER AND WATER PERMITS, RELOCATION OF SERVICES, ENCROACHMENT AGREEMENTS (IF REQUIRED).
- ABANDONED ACCESSES MUST BE REMOVED AND THE CURB, SIDEWALK AND OR ROAD AREA TO BE RESTORED AS REQUIRED TO SUIT REVISED CONDITIONS WITH MATCHING FINISHES AT THE OWNER'S EXPENSE TO THE SATISFACTION OF THE TRAFFIC ENGINEERING SECTION, PUBLIC WORKS DEPARTMENT.
- THE APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS FROM THE ENGINEERING SERVICES DEPARTMENT, CITY OF GUELPH, FOR THE PURPOSES OF VEHICULAR ACCESS TO THE PROPERTY, (ENTRANCE PERMIT), AND SERVING EXCAVATIONS WITHIN THE MUNICIPAL ROAD ALLOWANCE, (ROAD OCCUPANCY PERMIT).
- PRIOR TO THE COMMENCEMENT OF ANY WORKS ON THIS SITE, HOARDING SHALL BE INSTALLED AROUND THE PERIMETER AS PER DRAWING ..... AND / OR AS DETERMINED BY THE MANAGER, DEVELOPMENT ENGINEERING, SAID HOARDING TO REMAIN IN PLACE THROUGHOUT THE DURATION OF THE PROJECT UNTIL SUCH TIME AS OTHERWISE DIRECTED BY THE MANAGER, DEVELOPMENT ENGINEERING.
- SITE SILTATION CONTROL MEASURES/FENCING SHALL BE ERECTED FROM COMMENCEMENT OF THE PROJECT THROUGHOUT THE DURATION OF THE PROJECT AS PER OPSD 219.110
- EXISTING TREES TO REMAIN TO BE PROTECTED DURING CONSTRUCTION, REFER TO LANDSCAPE SPEC. & DRAWINGS.

- REFER TO ELECTRICAL DRAWINGS FOR HYDRO TRANSFORMER. NOTE: EXISTING ADJACENT CONCRETE PILLERS TO BE REMOVED TO ACCOMMODATE NEW TRANSFORMER AS REQUIRED. EXIST. RETAIN. WALL & CONC. COLUMNS TO REMAIN. COORDINATE REMOVAL OF SOME COLUMNS W/ NEW ELEC. TRANSFORMER INSTALLATION.
- REFER TO STRUCTURAL DRAWINGS FOR CONCRETE SLABS AT BUILDING ENTRANCE/EXITS.
- FOR LIGHT STANDARDS REFER TO LIGHTING SPEC AND DRAWINGS.
- FOR LANDSCAPED / GRASSED AREAS AND PLANTING BEDS REFER TO LANDSCAPE DRAWINGS AND SPECS. GEOMETRIC LAYOUT OF PLANTING BEDS TO BE VERIFIED ON SITE BY ARCHITECT PRIOR TO CONSTRUCTION.
- FOR EXISTING TREES TO REMAIN AND NEW TREES TO BE PLANTED REFER TO LANDSCAPE DRAWINGS AND SPECS.
- EXISTING GARDEN FEATURES TO REMAIN, REFER TO LANDSCAPE DRAWINGS.
- EXTERIOR STONE PAVING ACCESSIBLE PROGRAMMING SPACE. REFER TO LANDSCAPE DRAWINGS FOR LAYOUT AND DETAILS
- NEW STONE CLAD RETAINING WALL REFER TO ..... FOR DETAILS
- NEW STONE CLAD SEATING WALL REFER TO ..... FOR DETAILS
- FOR RELOCATED EXISTING SCULPTURE, REFER TO LANDSCAPE DRAWINGS.
- BARRIER FREE AND LIMITED MOBILITY PARKING SPACES TO CONFORM TO THE CITY OF GUELPH ZONING REQUIREMENTS LOCAL ACCESSIBILITY STANDARDS
- RAKE OUT EXISTING EXPANSION JOINTS AT EXISTING CONCRETE SIDEWALK IN AREA NOTED, INSTALL ROPE AND CAULK TO RAKED JOINTS.
- 
- 

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		1.

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City of Guelph

**Project:**  
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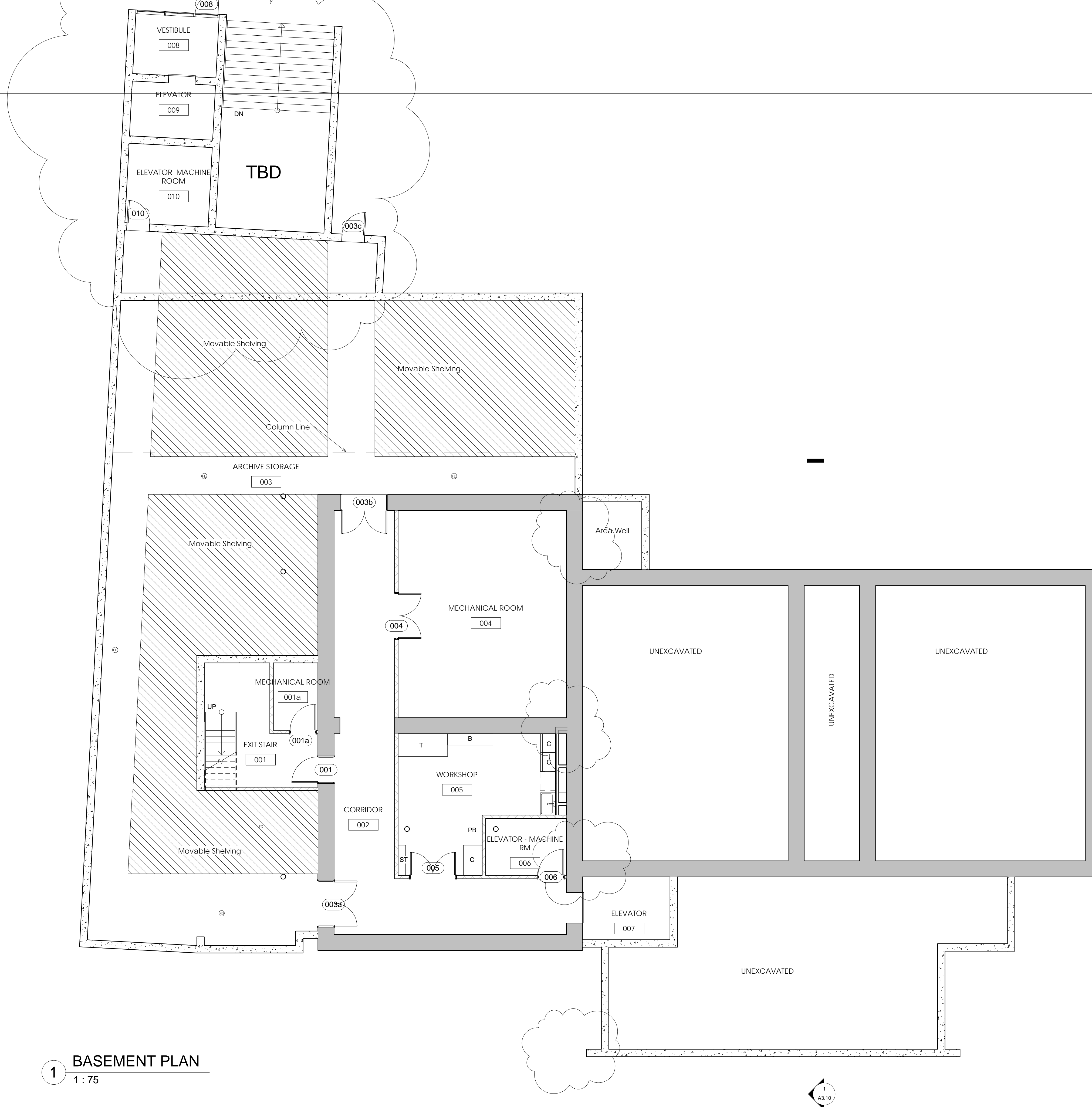
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**A1.0**

**OVERALL SITE PLAN**

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1 BASEMENT PLAN  
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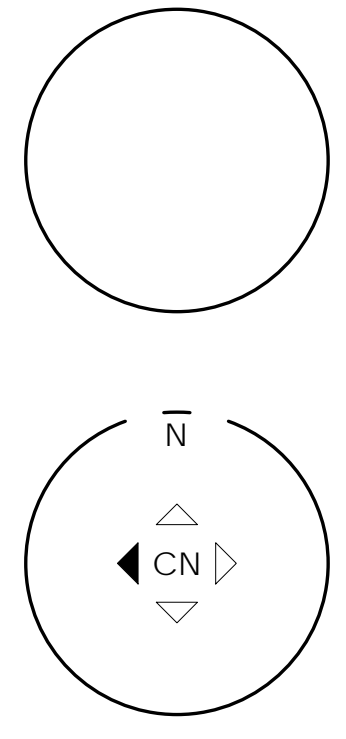
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A2.0

BASEMENT PLAN

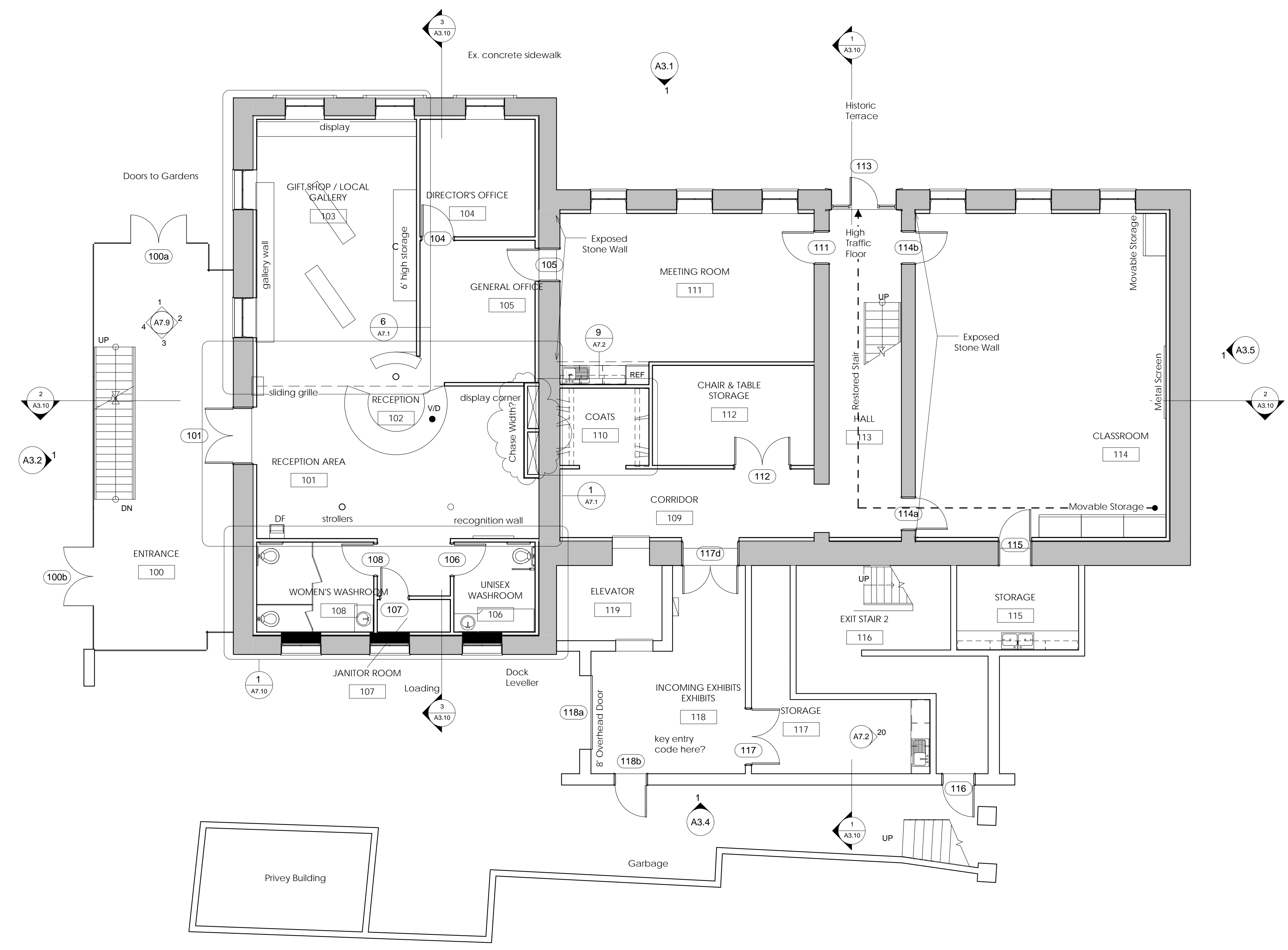
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**1** FIRST FLOOR PLAN  
1 : 75



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**A2.1**

**FIRST FLOOR PLAN**

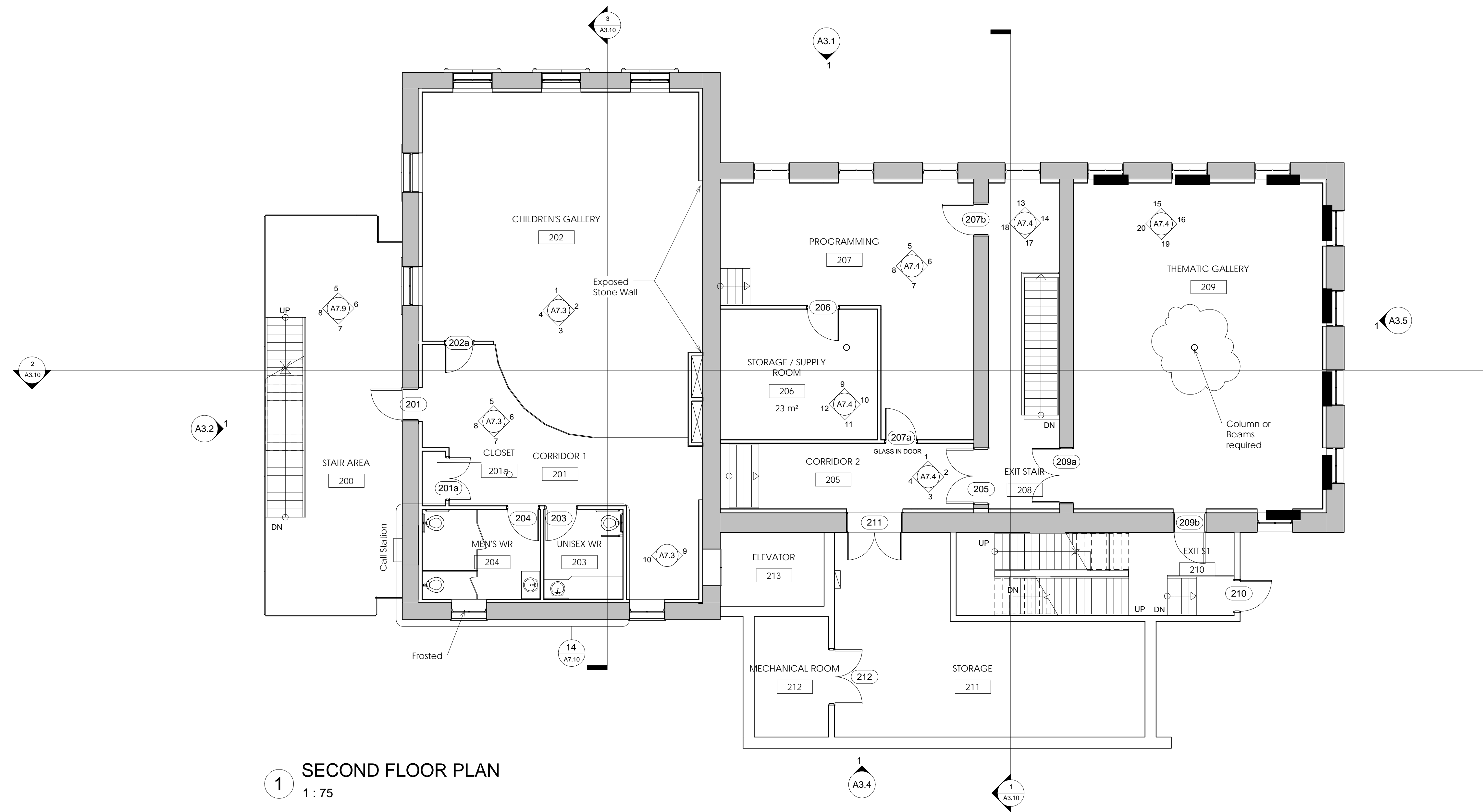
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General Notes:  
 Provide 20% humidity for all exhibits & storage rooms, except Temp. Gallery 308 (+45%)  
 Provide negative pressure in each humidified room.  
 Provide insulation in walls, ceilings between R.H. zones.  
 (spray foam from below + 2 layers 5/8" GWB)

1 SECOND FLOOR PLAN  
 1:75

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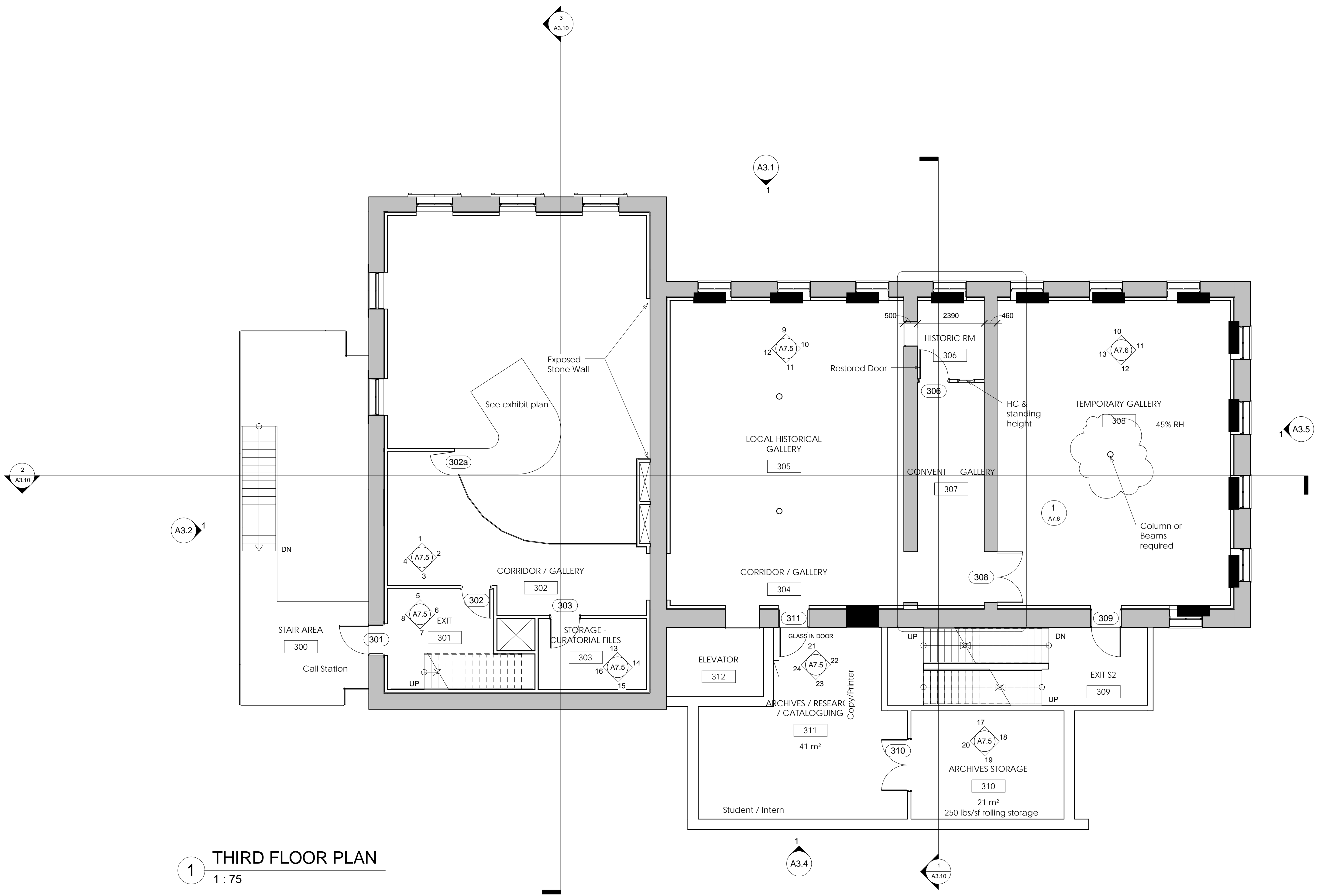
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A2.2

SECOND FLOOR PLAN

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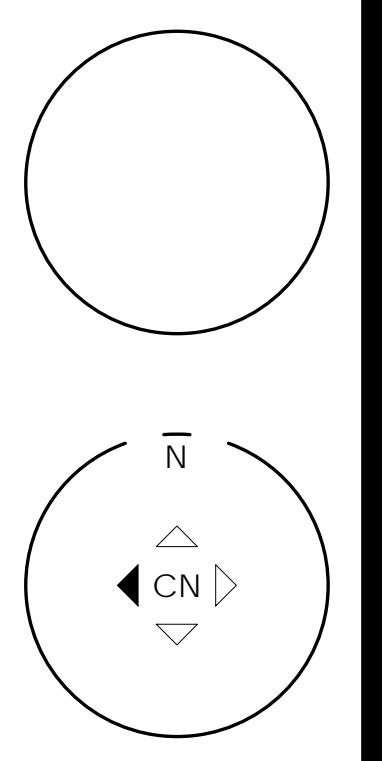
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**1** THIRD FLOOR PLAN  
 1 : 75

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THIRD FLOOR PLAN

A2.3

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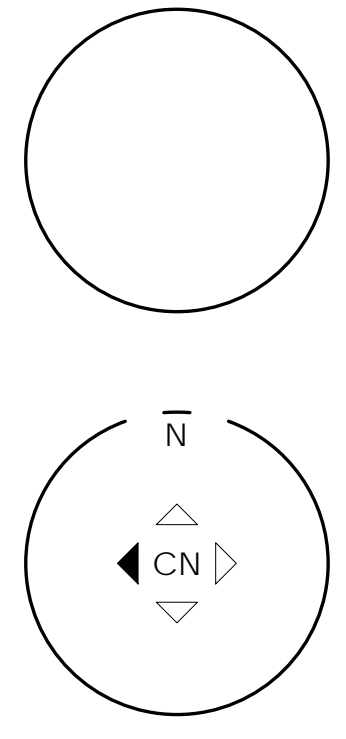
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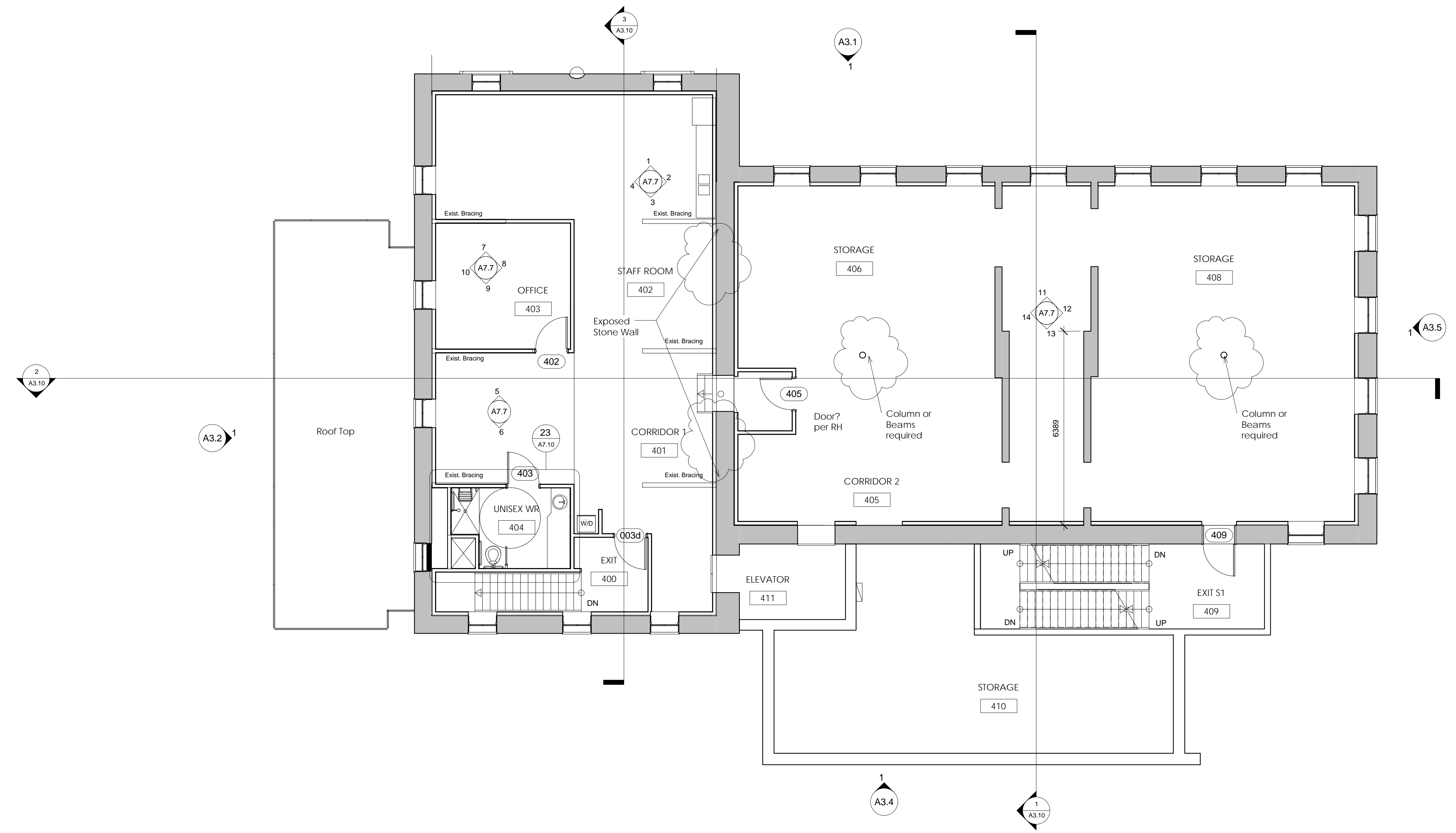
**FOURTH FLOOR PLAN**

A2.4

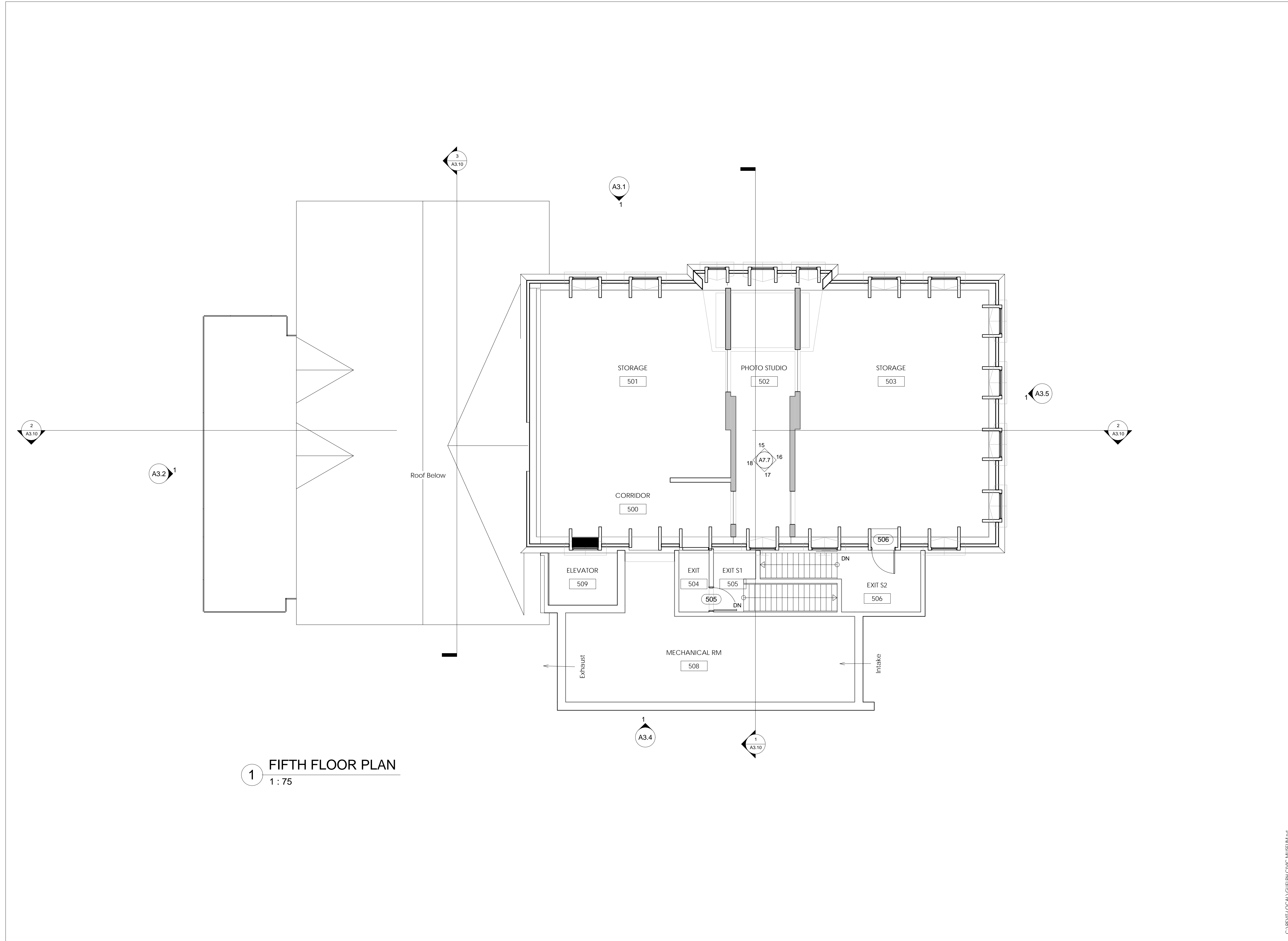
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**1 FOURTH FLOOR PLAN**  
 1:75



1 FIFTH FLOOR PLAN  
1:75

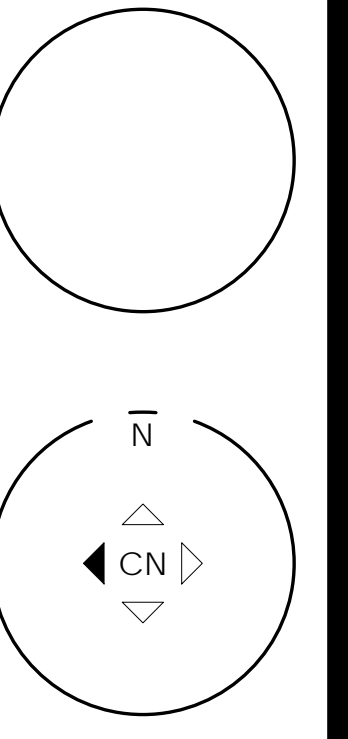
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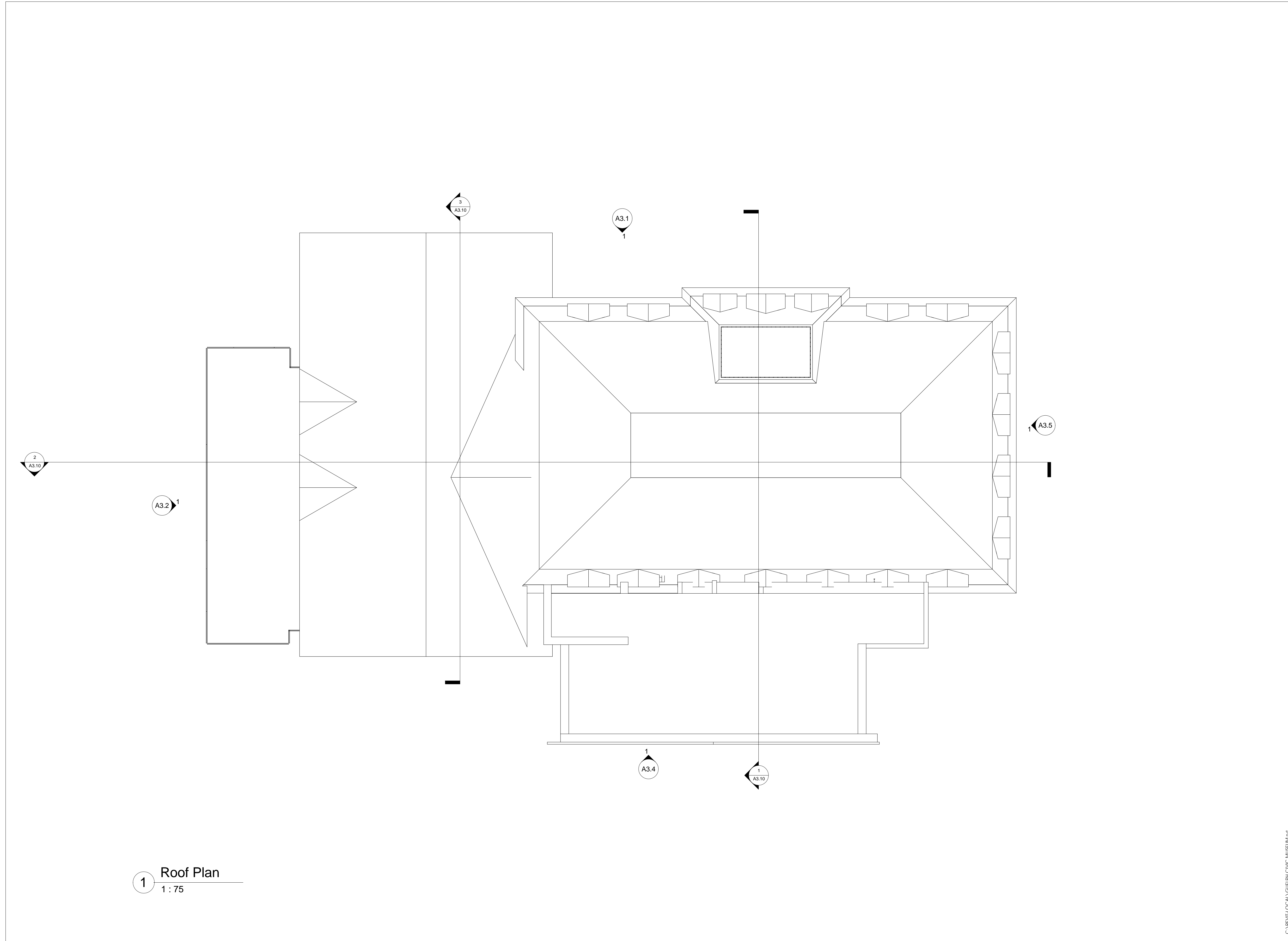
FIFTH FLOOR PLAN

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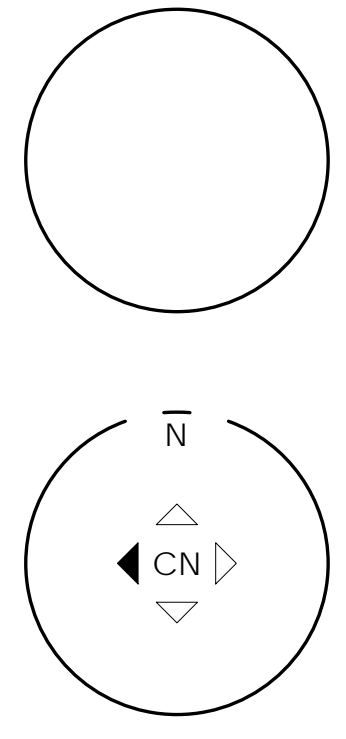
1 Roof Plan  
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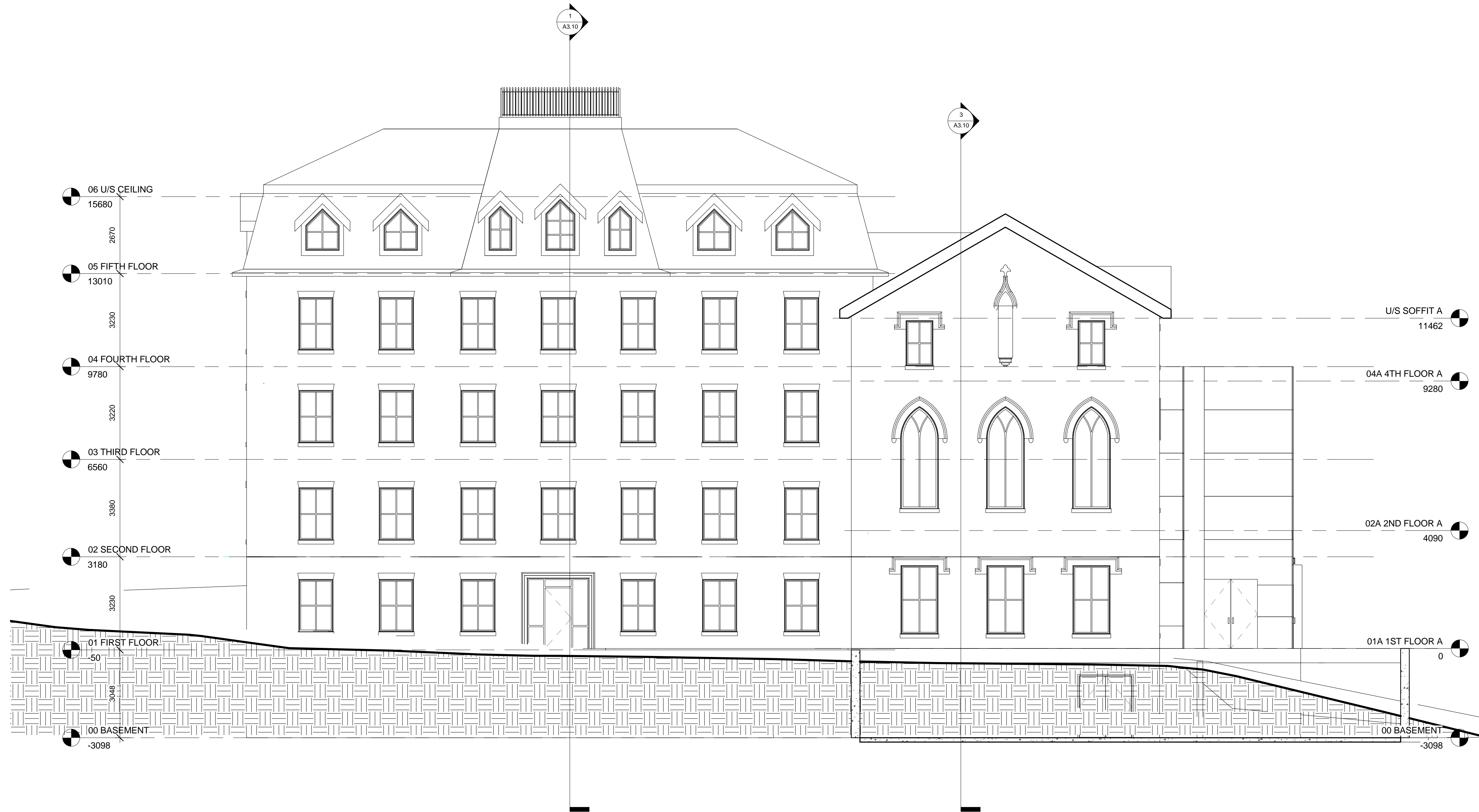
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A2.6

ROOF PLAN



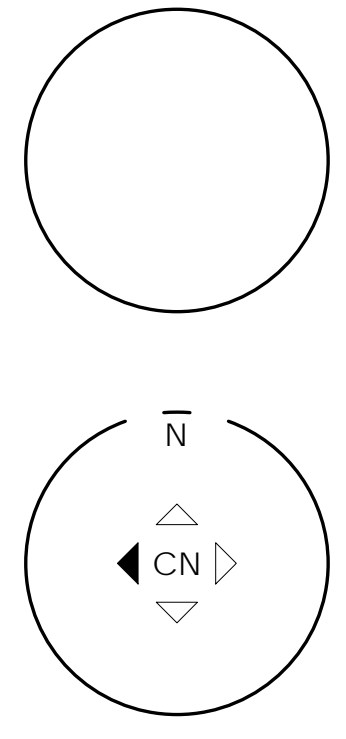
1 EAST ELEVATION  
1 : 75

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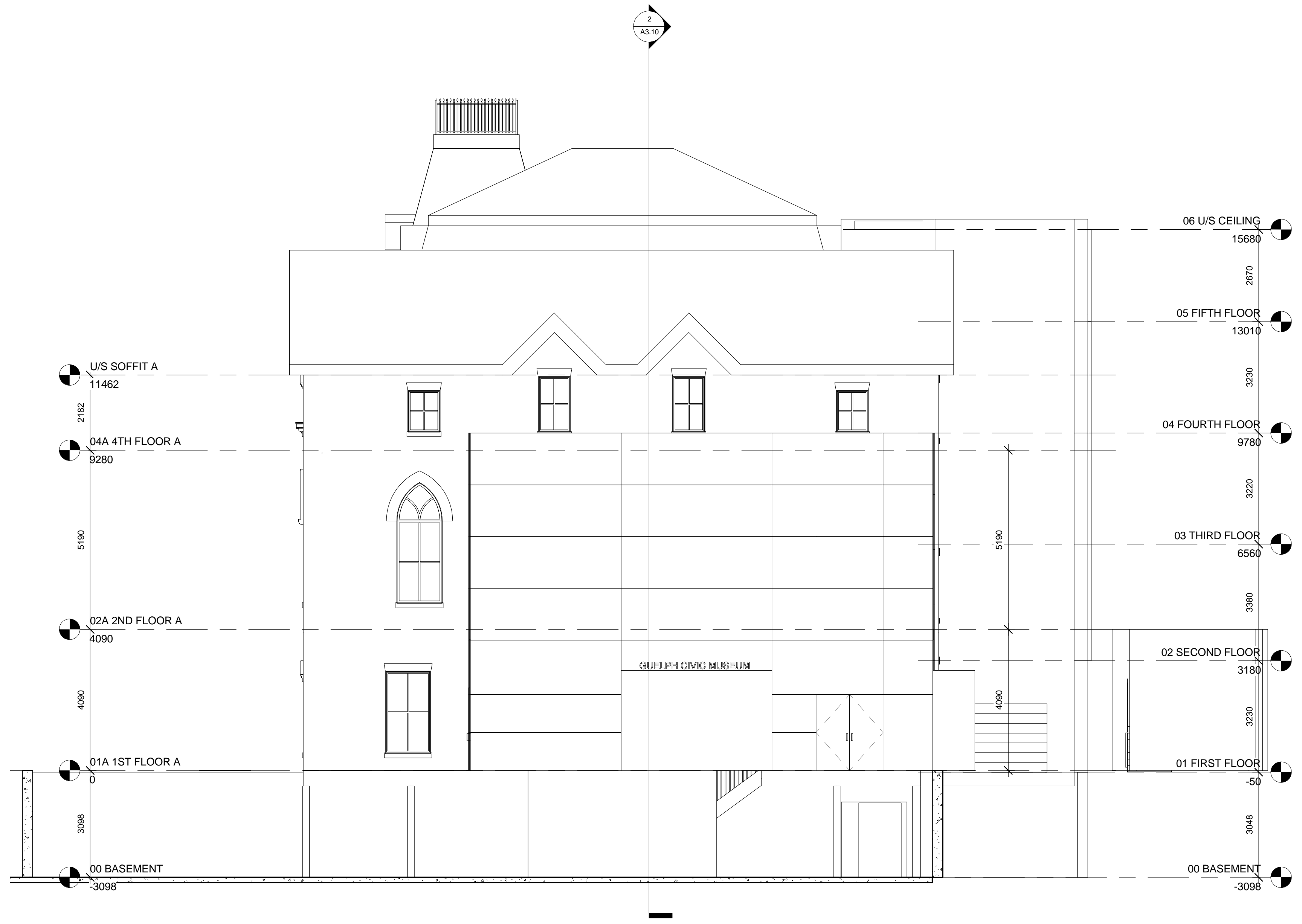
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A3.1

EAST ELEVATION



1 NORTH ELEVATION  
1:75

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A3.2

NORTH ELEVATION

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04A 4TH FLOOR A  
9280  
 03 THIRD FLOOR  
6560  
 02A 2ND FLOOR A  
4090  
 01A 1ST FLOOR A  
0  
 00 BASEMENT  
-3098

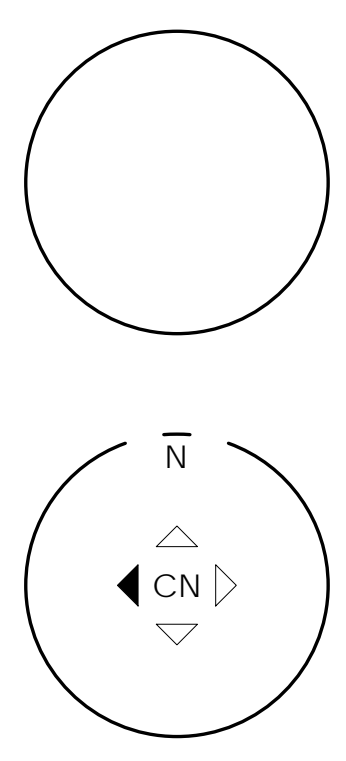
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 04 FOURTH FLOOR  
9780  
 03 THIRD FLOOR  
6560  
 02 SECOND FLOOR  
3180  
 01 FIRST FLOOR  
-50  
 00 BASEMENT  
-3098

**1** North Elevation - Existing Face  
 1 : 75

**2** West Elevation - Existing Face  
 1 : 75

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**NORTH @ WEST ELEVATION - EXISTING FACES**

A3.3

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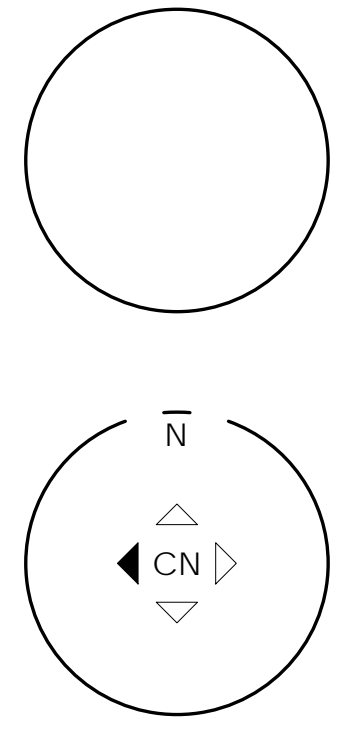
1 WEST ELEVATION  
1:75

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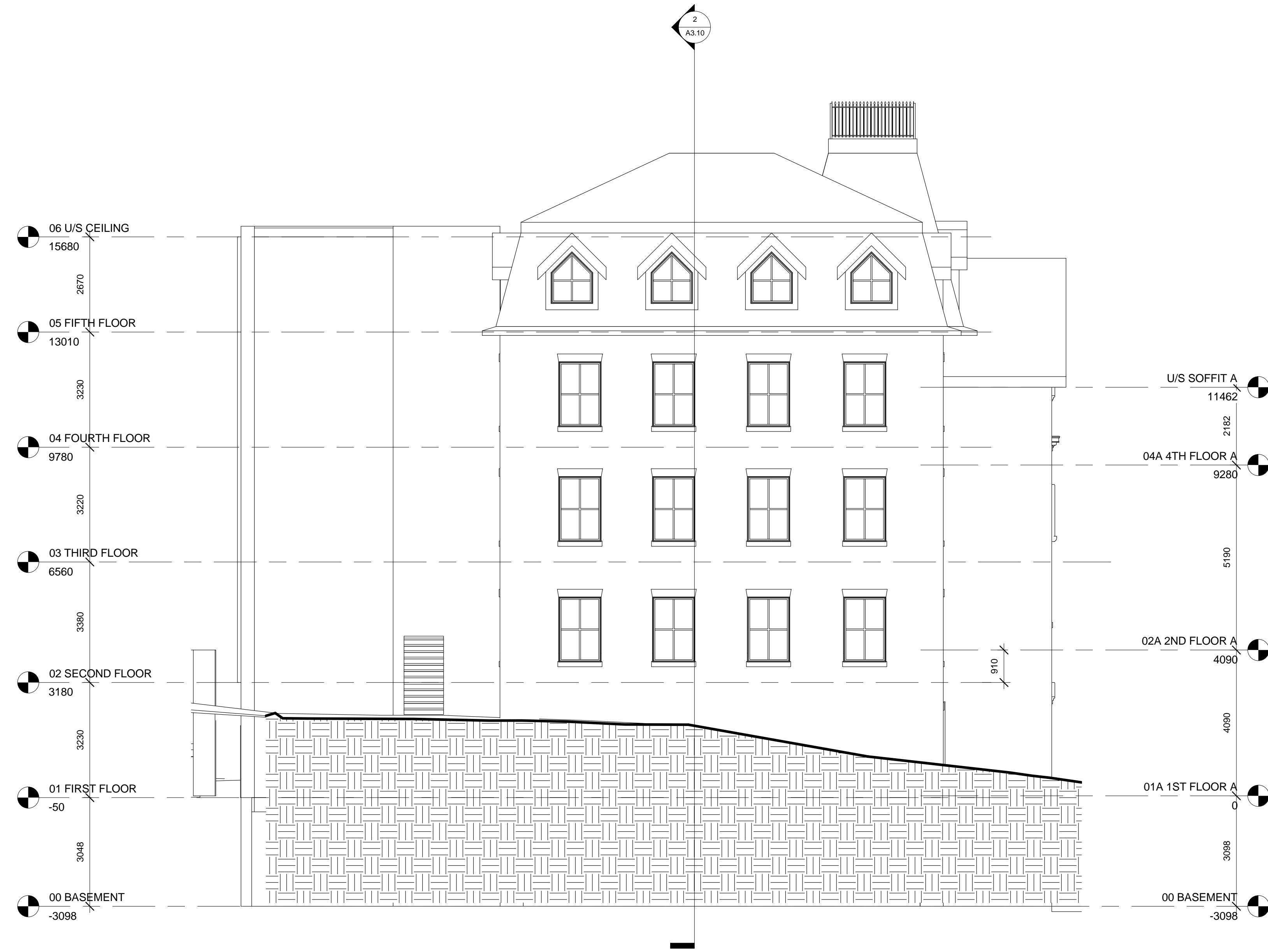


WEST ELEVATION

A3.4

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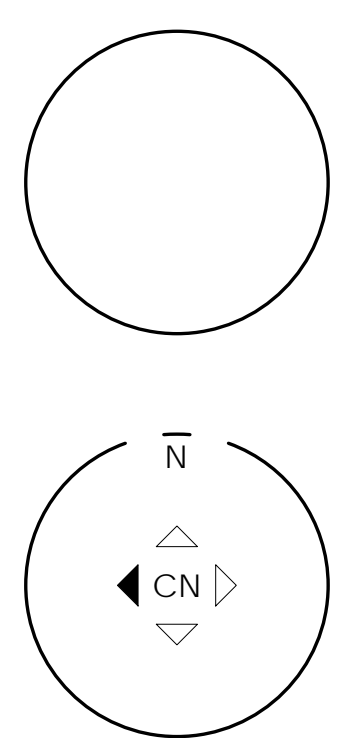
1 SOUTH ELEVATION  
1 : 75

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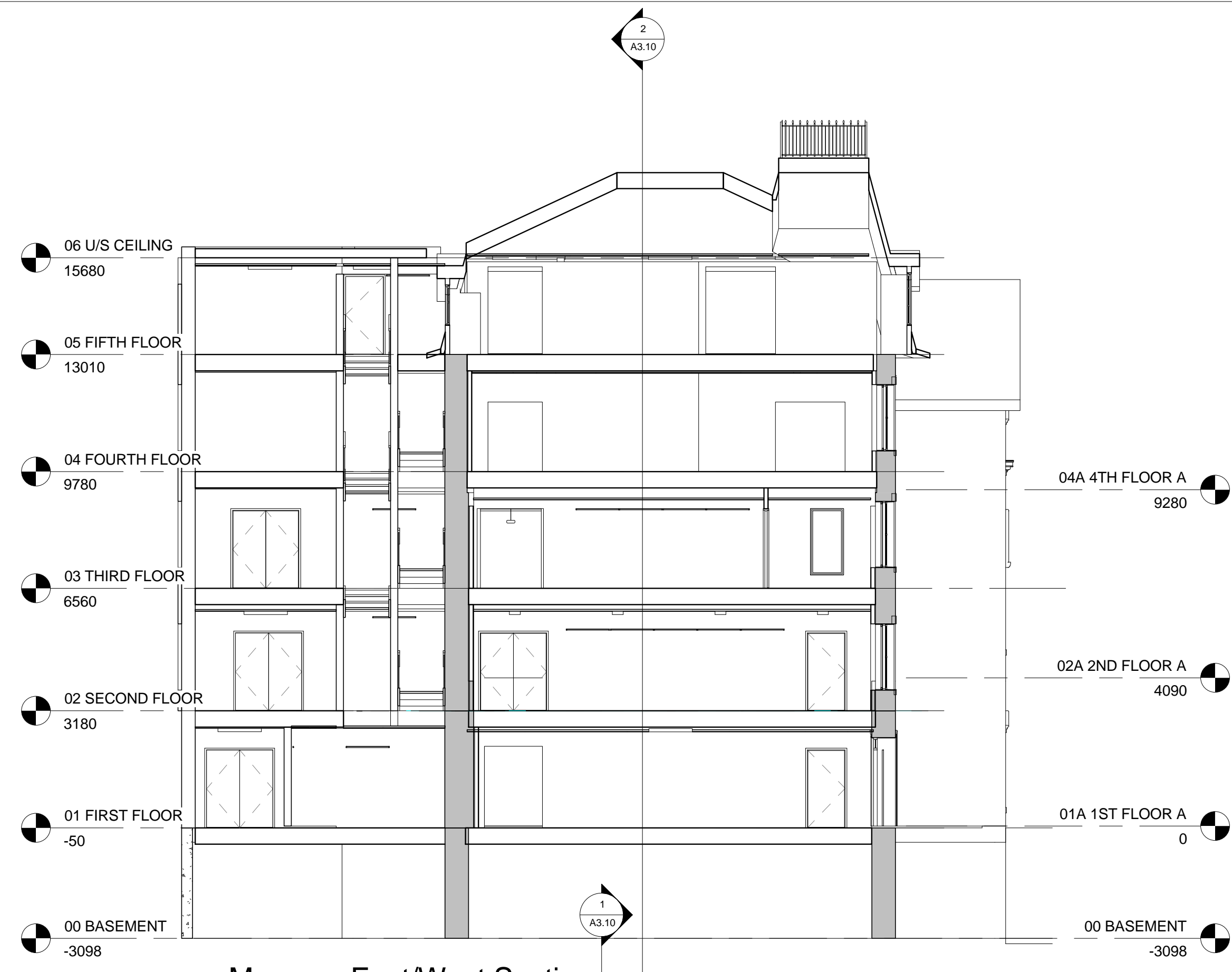


SOUTH ELEVATION

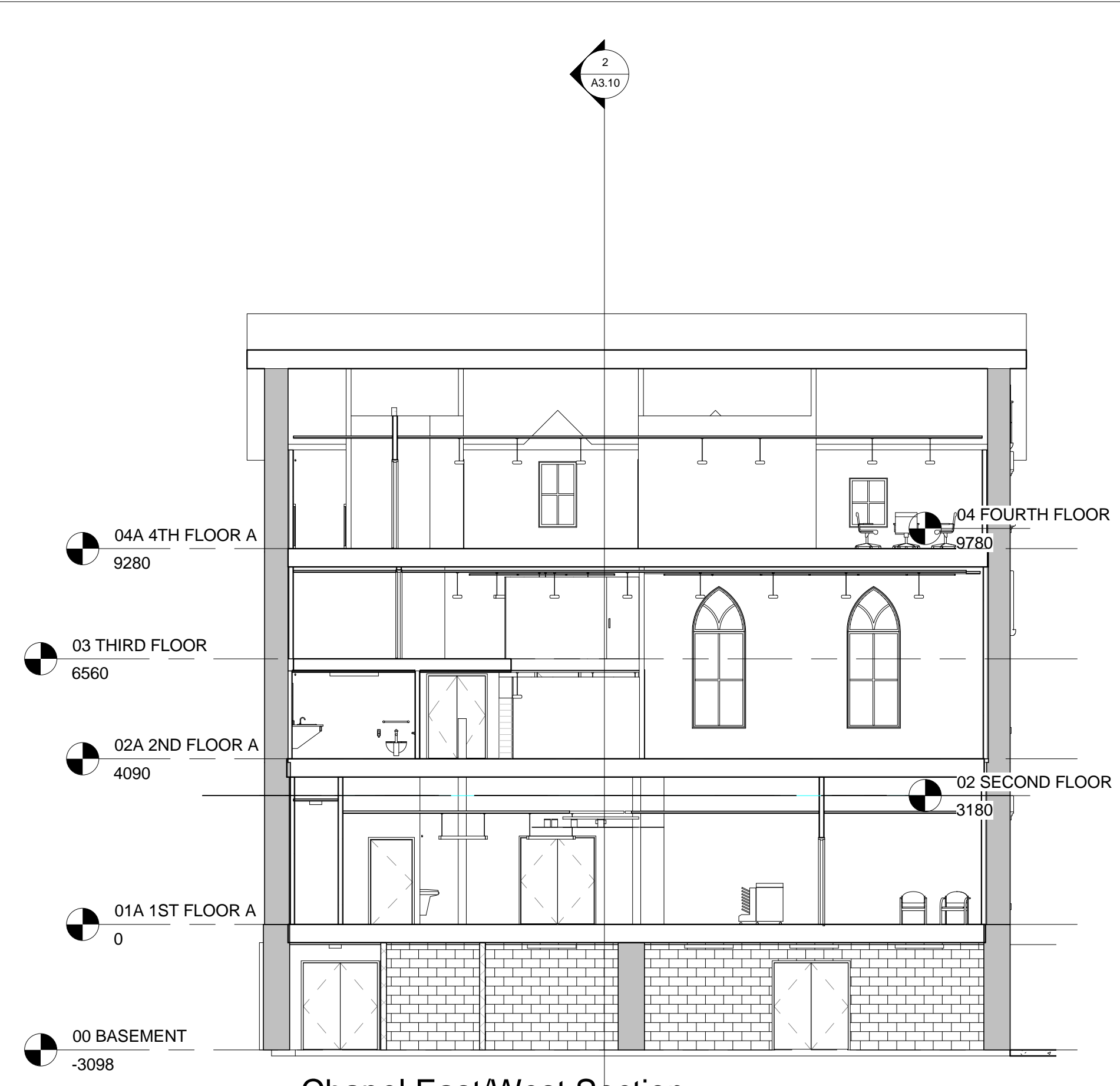
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1 Museum East/West Section  
1 : 100



3 Chapel East/West Section  
1 : 100



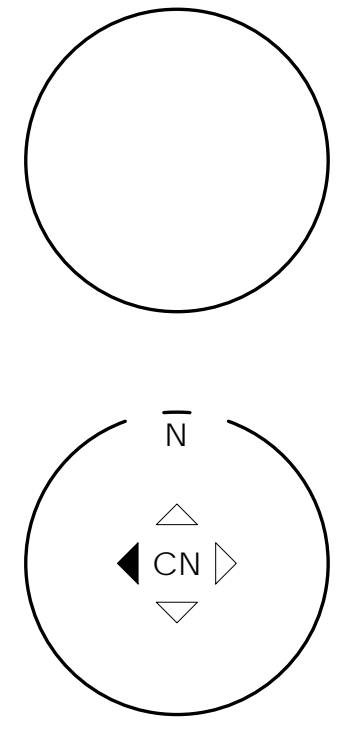
2 North/South Section  
1 : 100

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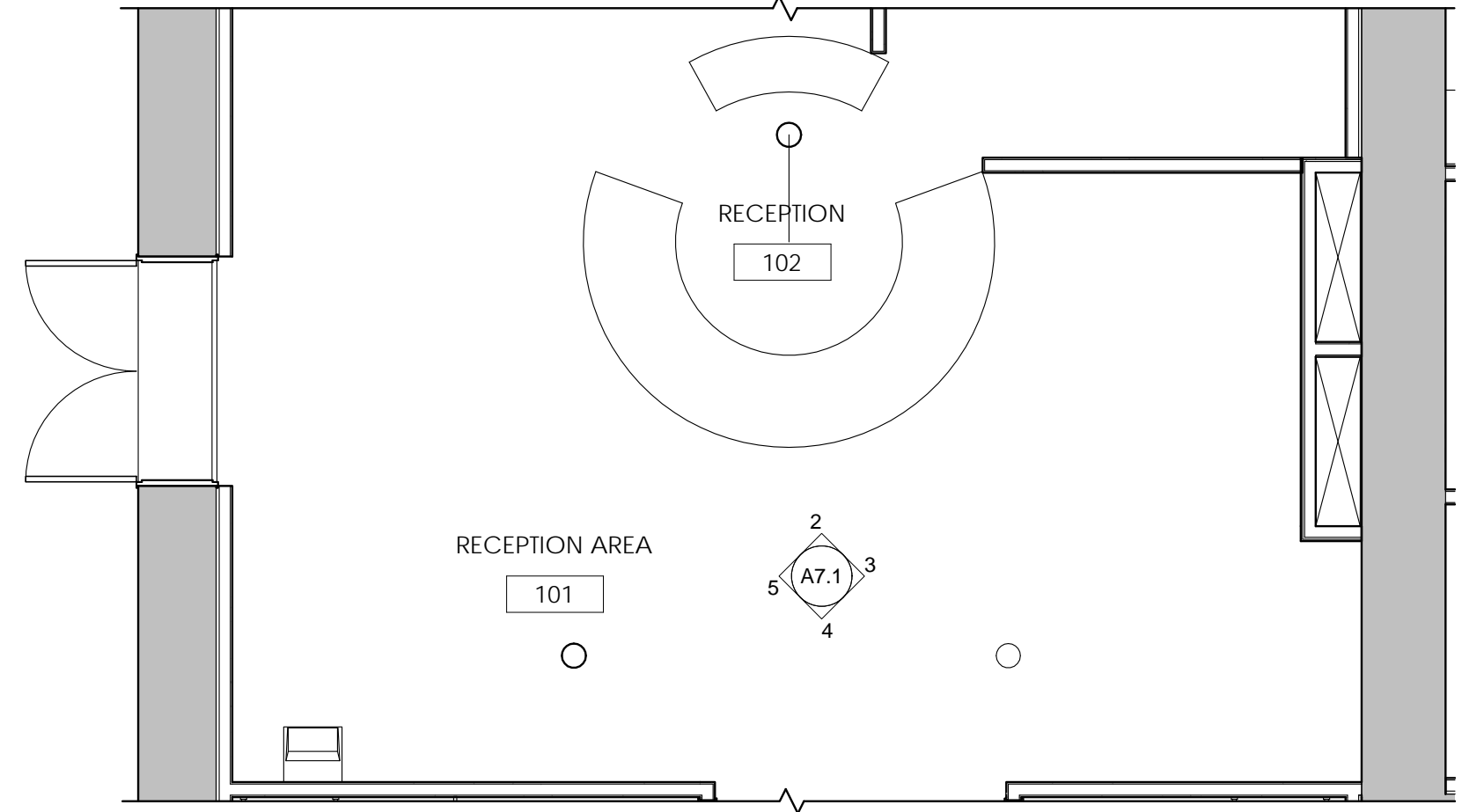
BUILDING SECTIONS

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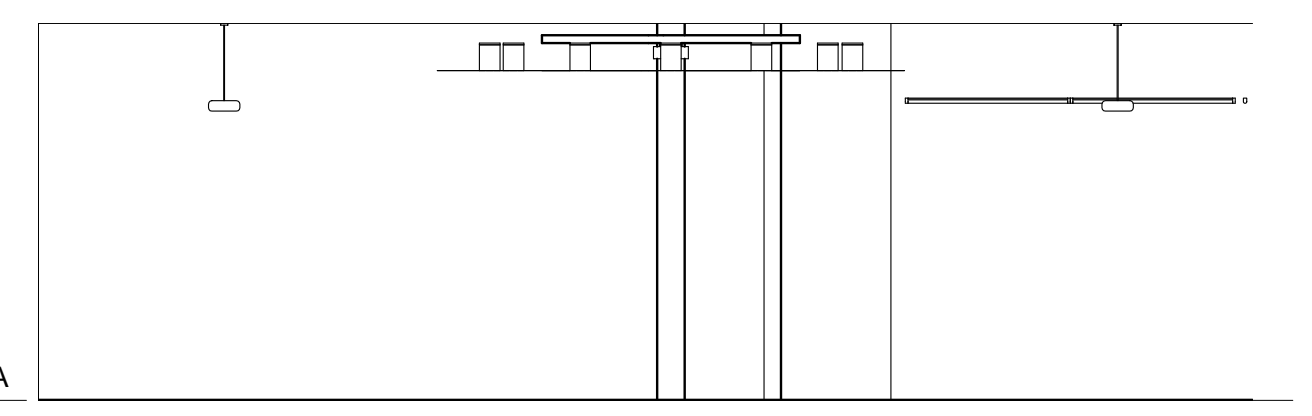
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A3.3

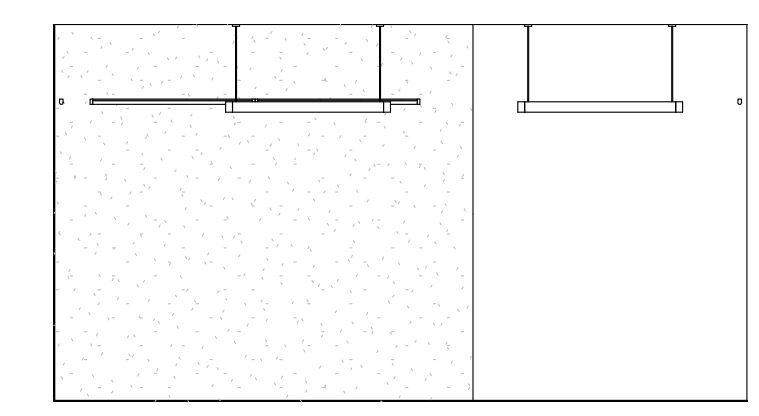


1 RECEPTION AREA & DESK  
1 : 50

01A 1ST FLOOR A  
0

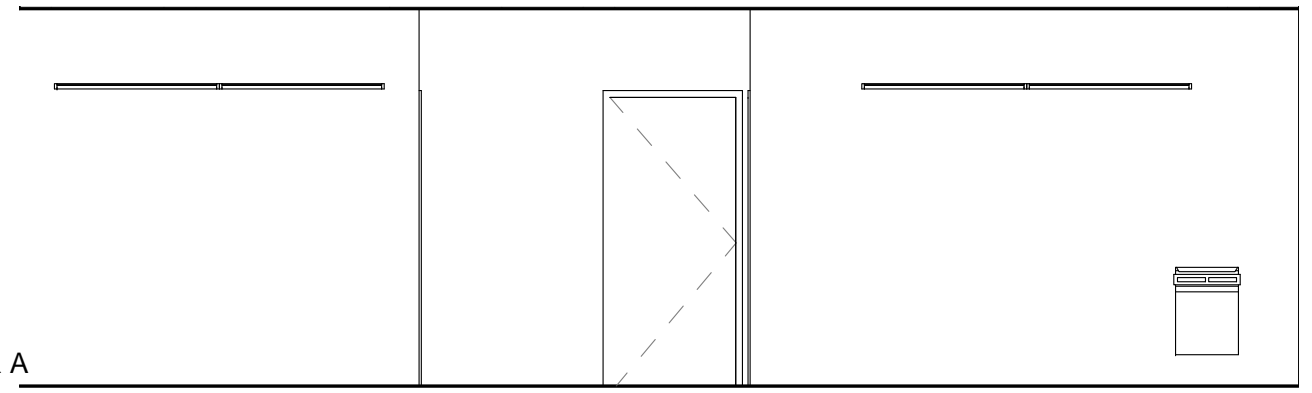


2 REC. AREA ELEVATION  
1 : 50

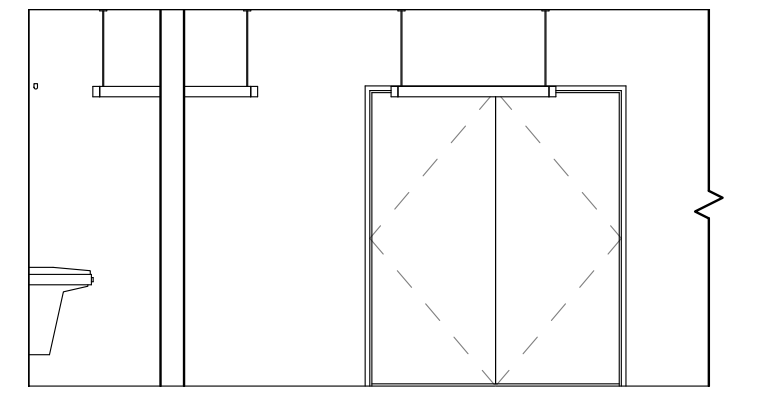


3 REC. AREA ELEVATION  
1 : 50

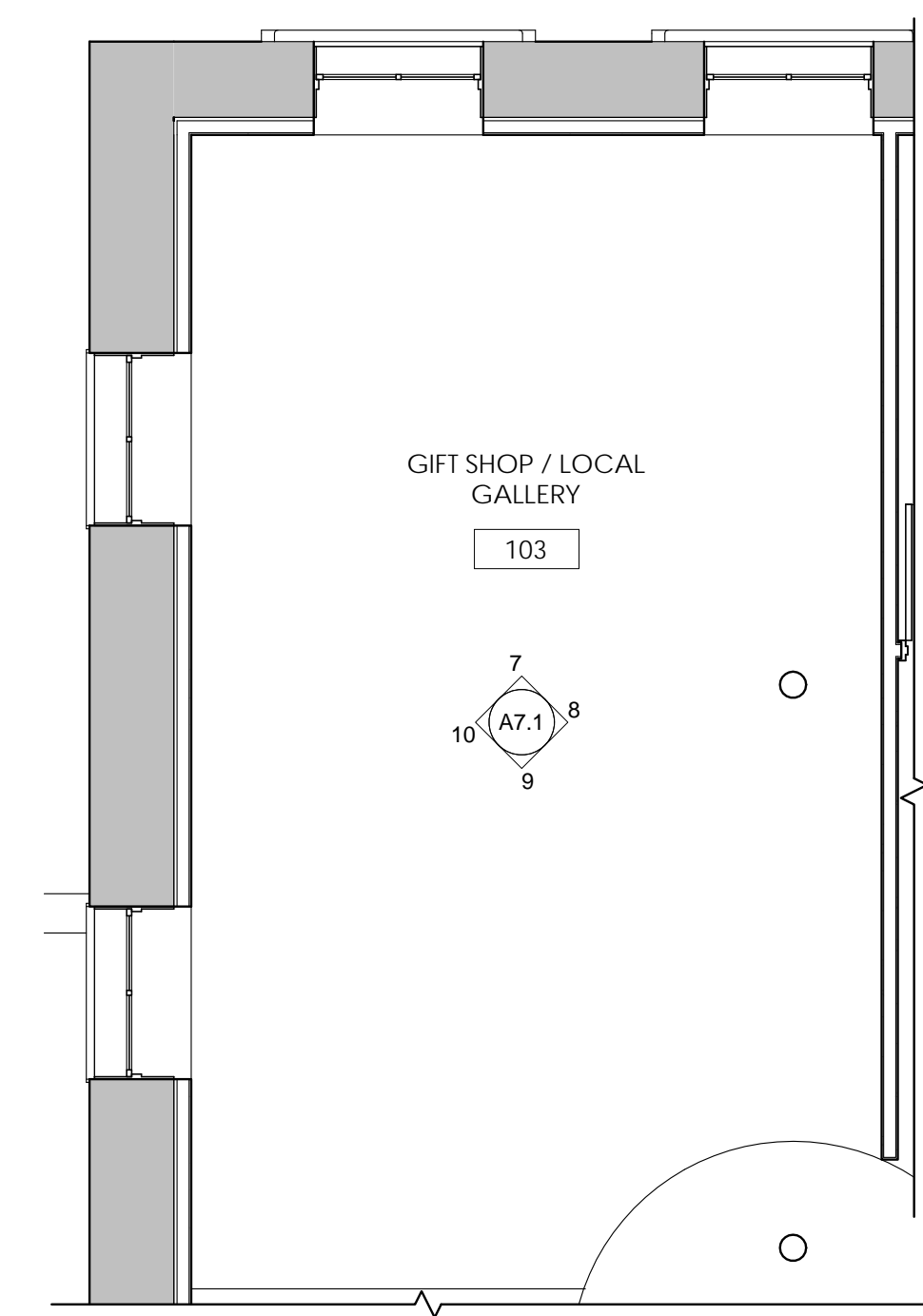
01A 1ST FLOOR A  
0



4 REC. AREA ELEVATION  
1 : 50

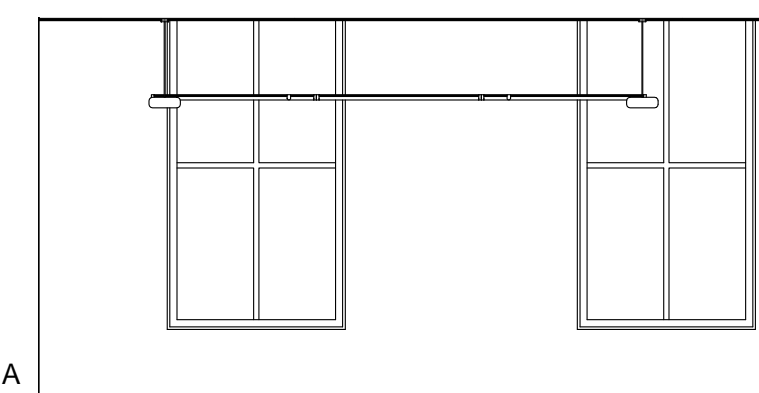


5 REC. AREA ELEVATION  
1 : 50

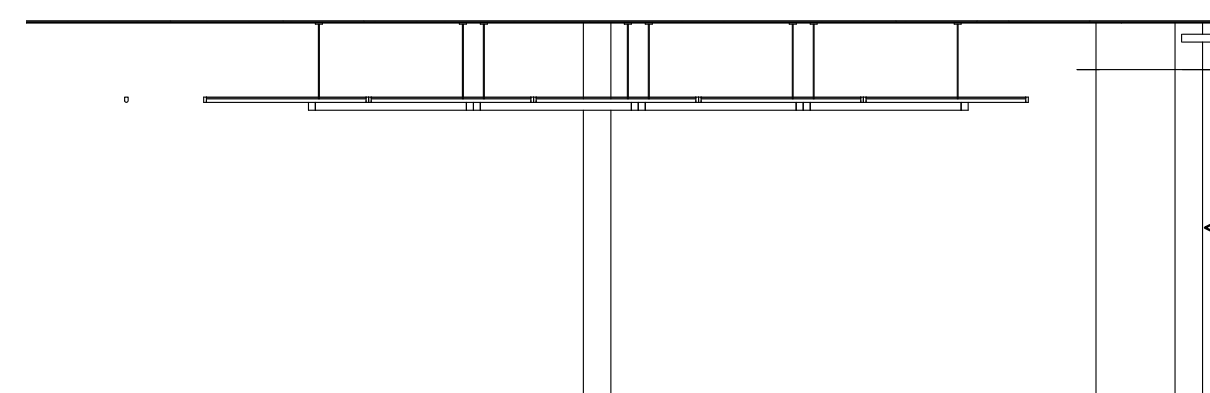


6 GIFT SHOP / GALLERY  
1 : 50

01A 1ST FLOOR A  
0

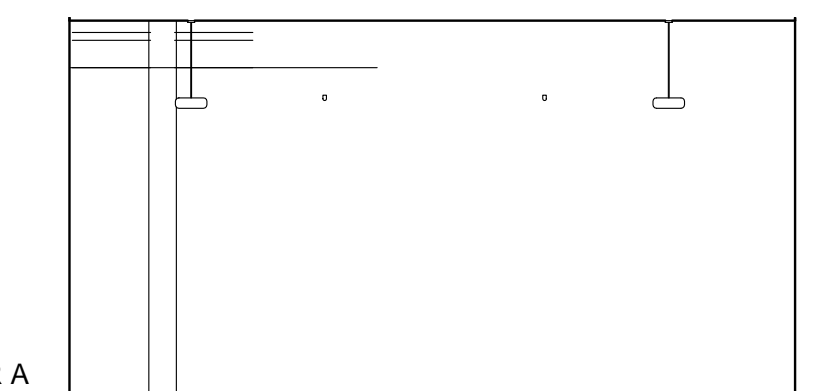


7 GIFT SHOP ELEVATION  
1 : 50

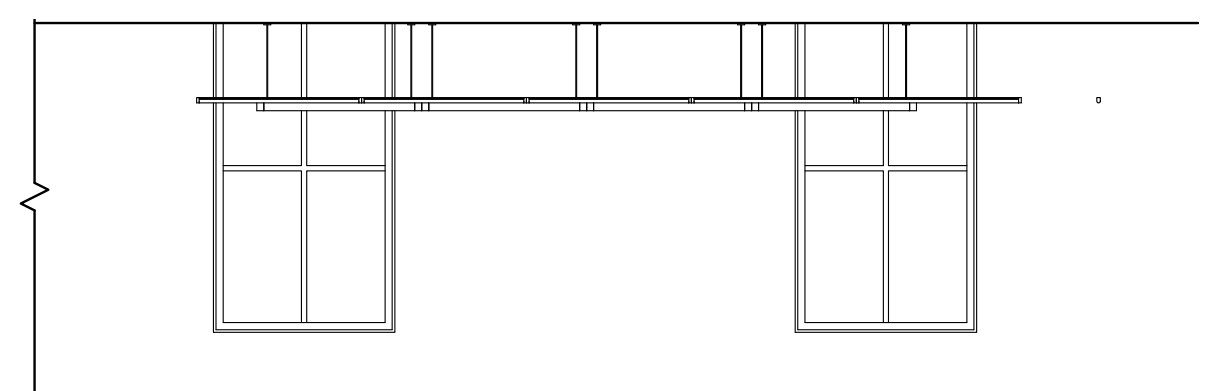


8 GIFT SHOP ELEVATION  
1 : 50

01A 1ST FLOOR A  
0



9 GIFT SHOP ELEVATION  
1 : 50



10 GIFT SHOP ELEVATION  
1 : 50

Revisions		
Particular	Date	No.

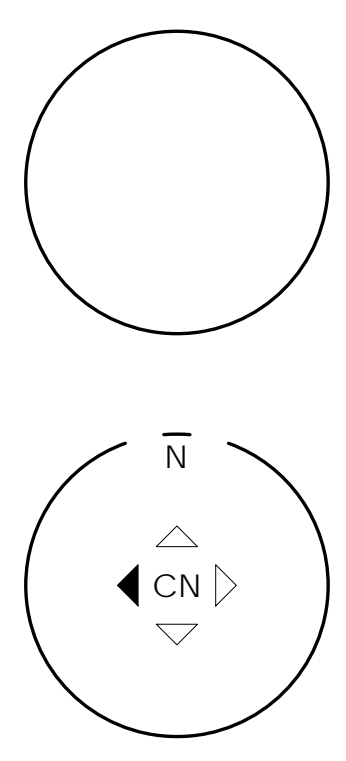
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Client:  
City of Guelph

Project:  
20831  
Guelph Civic Museum

52 Norfolk Street  
Guelph, ON

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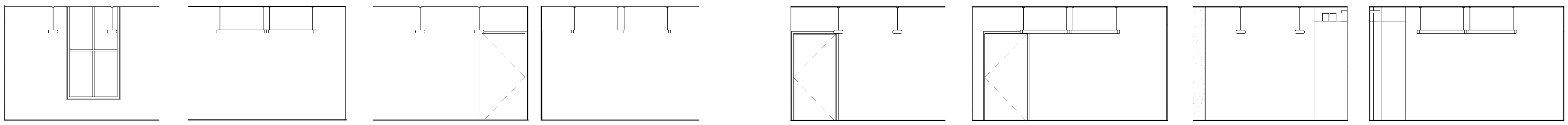


A7.1

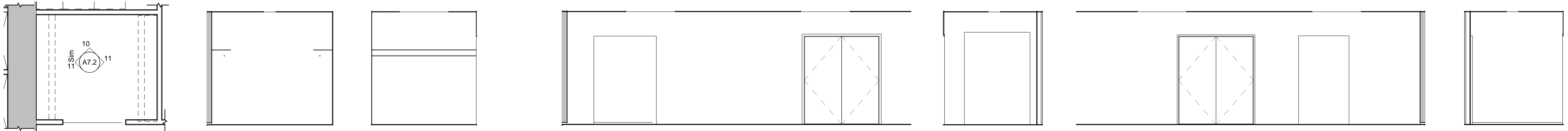
INTERIOR ELEVATIONS - FIRST FLOOR

Revisions		
Particular	Date	No.

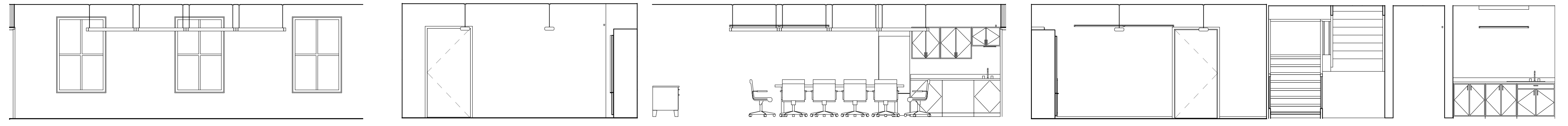
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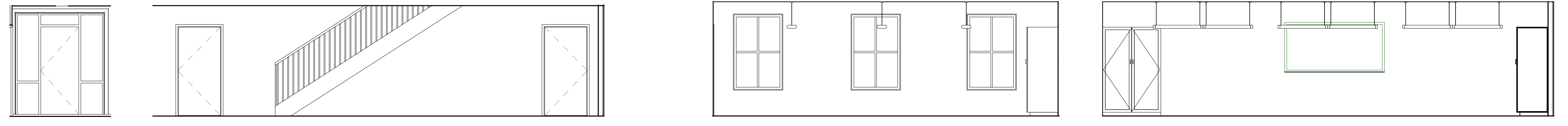
1 DIR.OFFICE 1:50    2 DIR.OFFICE 1:50    3 DIR.OFFICE 1:50    4 DIR.OFFICE 1:50    5 GEN. OFFICE 1:50    6 GEN. OFFICE 1:50    7 GEN. OFFICE 1:50    8 GEN. OFFICE 1:50



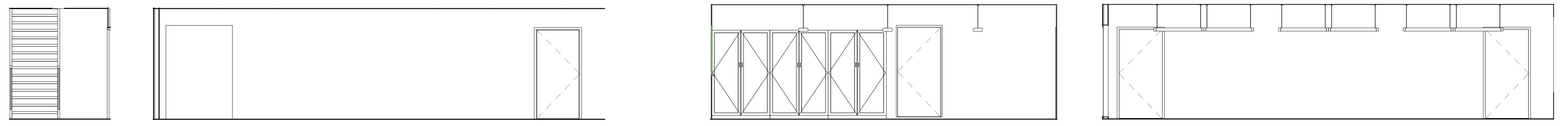
9 COATS RM - PLAN 1:50    10 COATS 1:50    11 COATS 1:50    12 CORRIDOR - 1st fl. 1:50    13 CORRIDOR - 1st fl. 1:50    14 CORRIDOR - 1st fl. 1:50    15 CORRIDOR - 1st fl. 1:50



16 MEETING ROOM 1:50    17 MEETING ROOM 1:50    18 MEETING ROOM 1:50    19 MEETING ROOM 1:50    20 INCOMING EXHIBITS 1:50



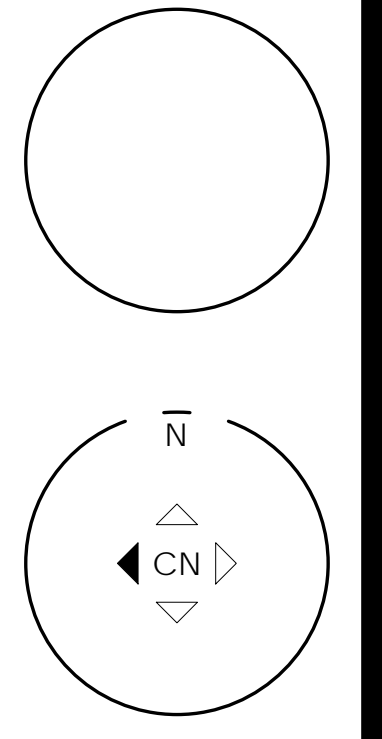
21 EXIT STAIR - RM 113 1:50    22 EXIT STAIR - RM 113 1:50    25 CLASSROOM 1:50    26 CLASSROOM 1:50



23 EXIT STAIR - RM 113 1:50    24 EXIT STAIR - RM 113 1:50    27 CLASSROOM 1:50    28 CLASSROOM 1:50

**Client:**  
 City of Guelph  
  
**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

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A7.2

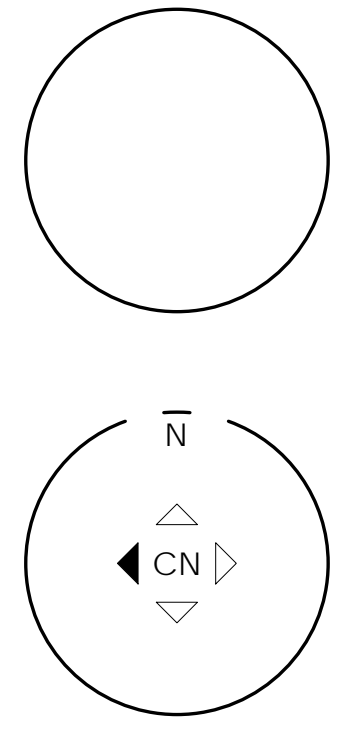
INTERIOR ELEVATIONS - FIRST FLOOR

Revisions		
Particular	Date	No.

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**Client:**  
 City of Guelph  
  
**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

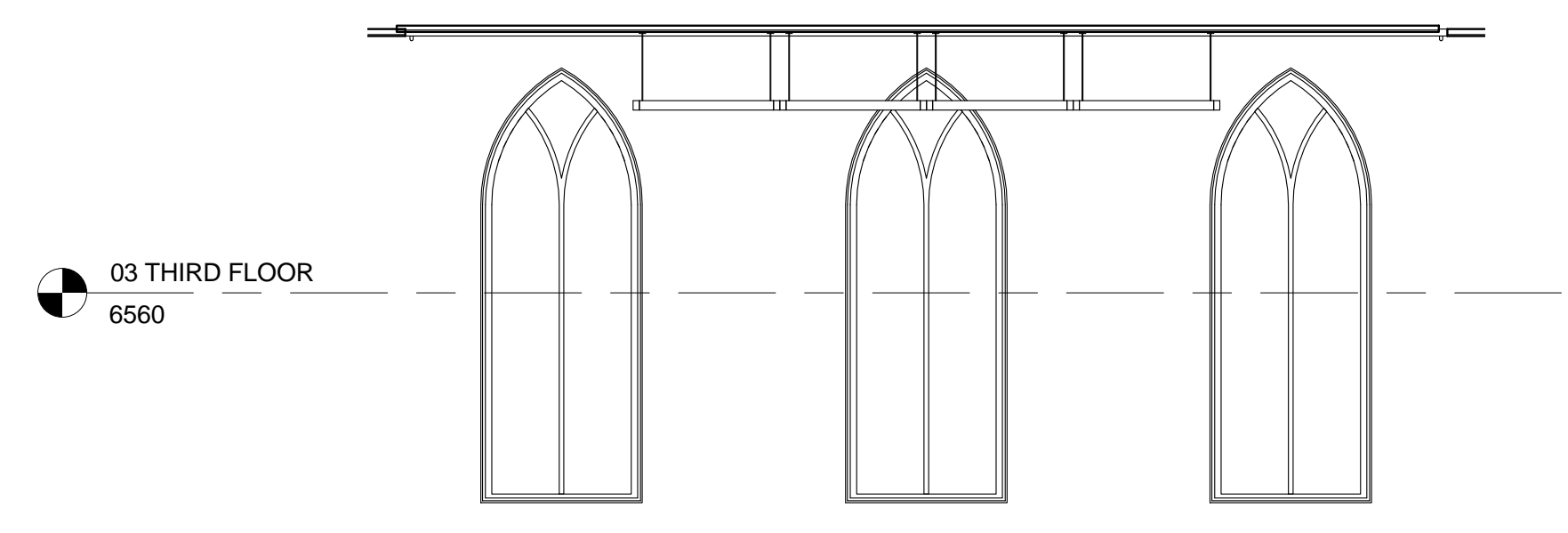
**+VVG ARCHITECTS**  
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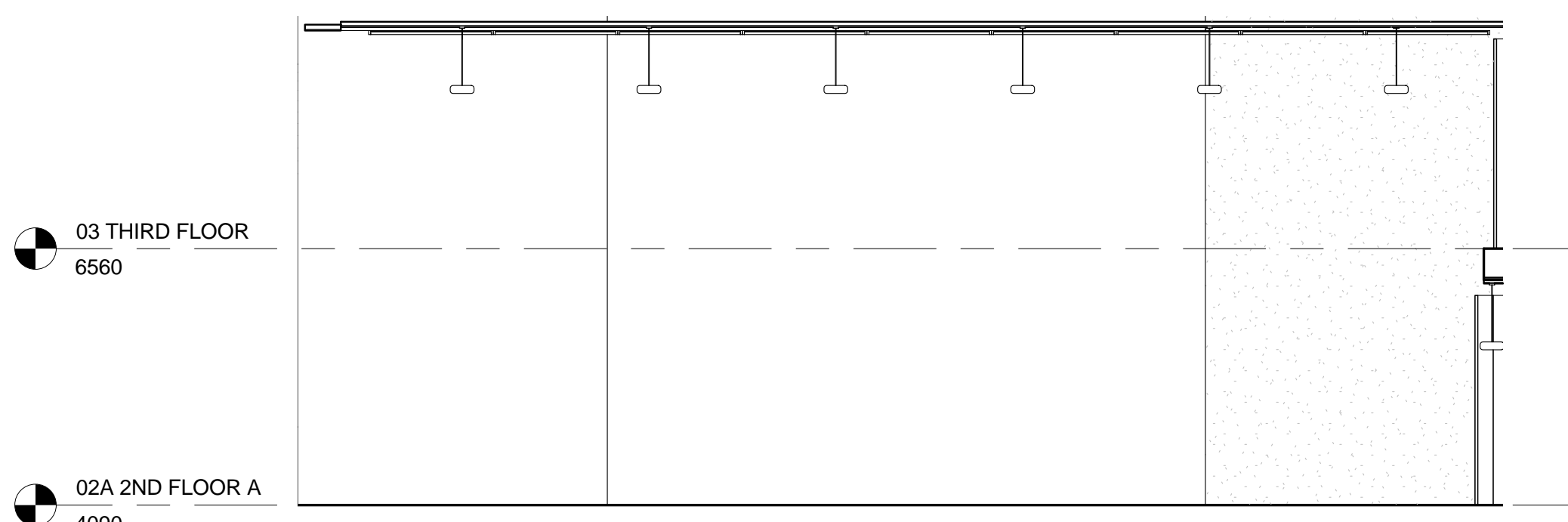
**INTERIOR ELEVATIONS - SECOND FLOOR**

**A7.3**

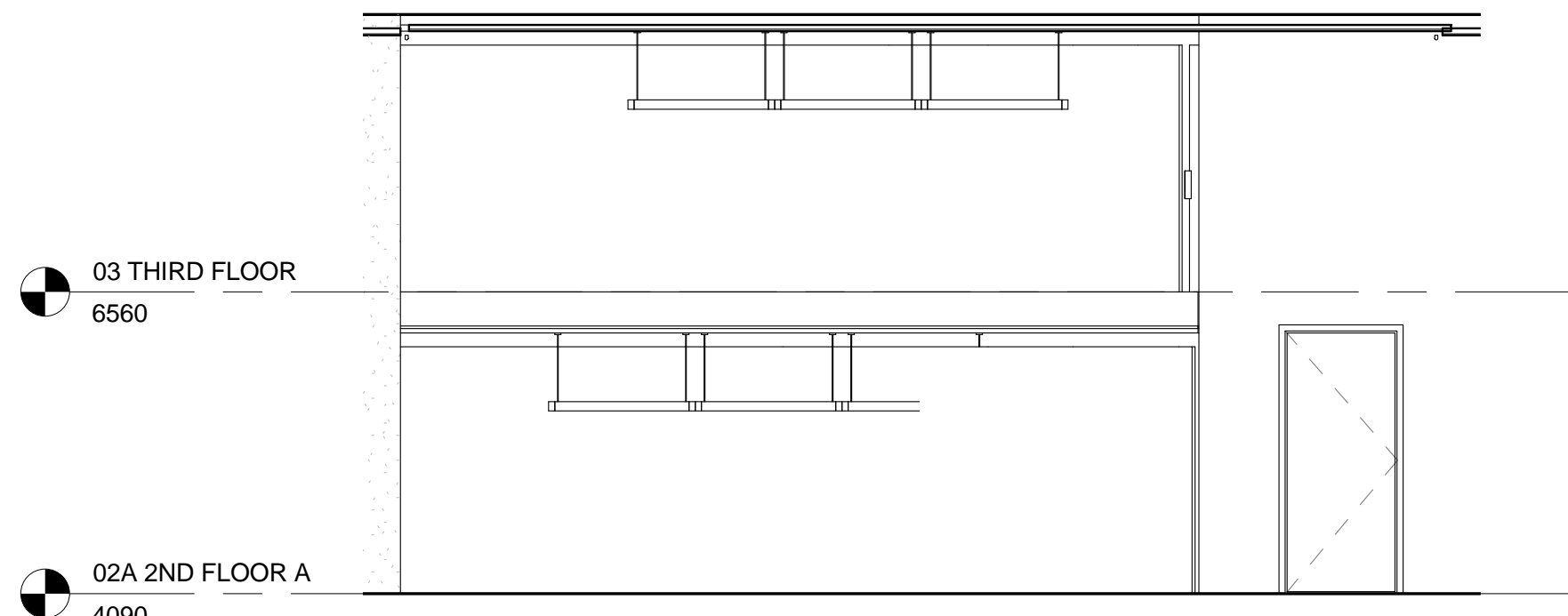
Drawn by: Author Checked by: CheckScale: 1:50



**1 CHILDREN'S GALLERY**  
1:50



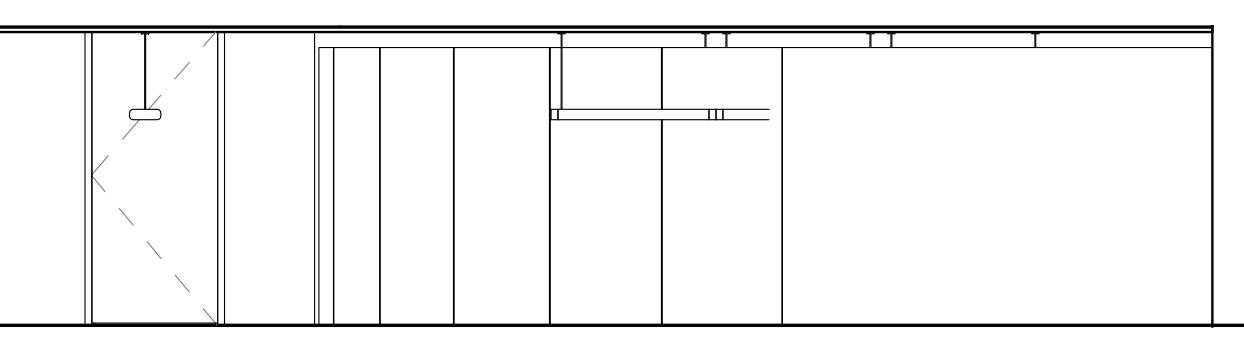
**2 CHILDREN'S GALLERY**  
1:50



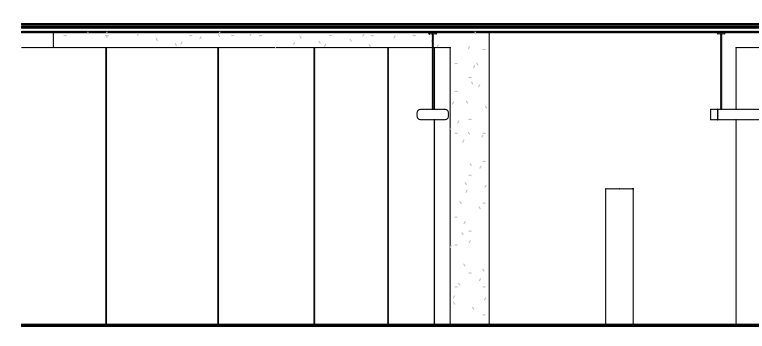
**3 CHILDREN'S GALLERY**  
1:50



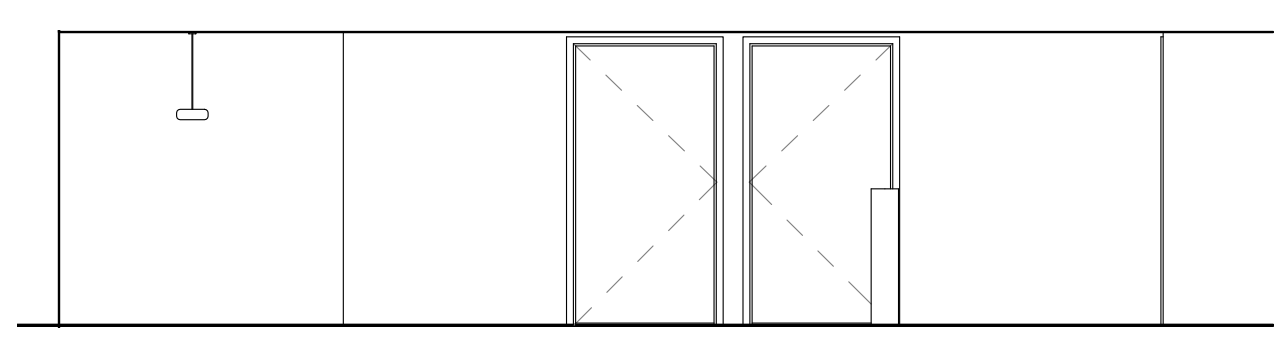
**4 CHILDREN'S GALLERY**  
1:50



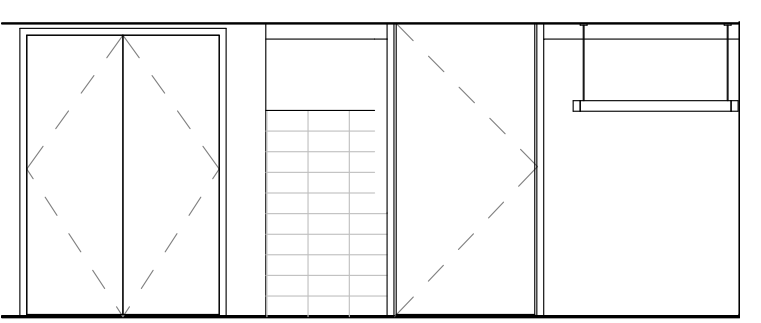
**5 CORRIDOR 1 - 2nd fl.**  
1:50



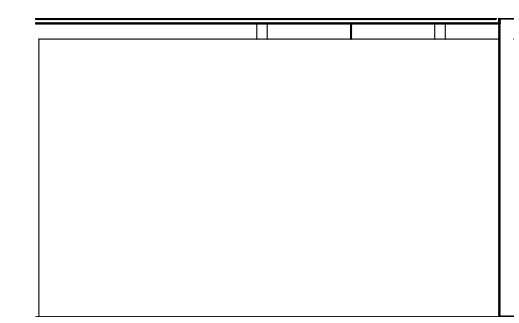
**6 CORRIDOR 1 - 2nd fl.**  
1:50



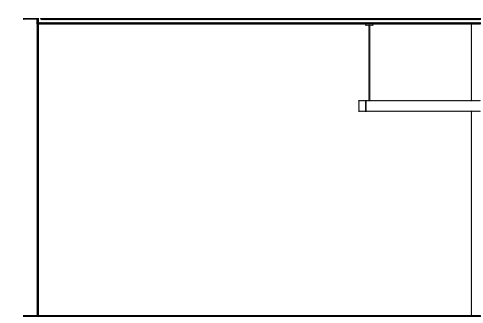
**7 CORRIDOR 1 - 2nd fl.**  
1:50



**8 CORRIDOR 1 - 2nd fl.**  
1:50



**9 CORRIDOR 1 - 2nd fl.**  
1:50



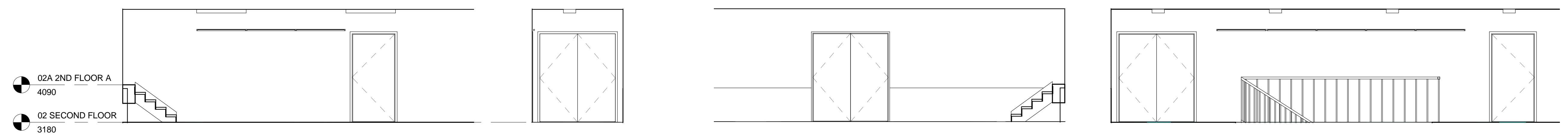
**10 CORRIDOR 1 - 2nd fl.**  
1:50

C:\REVIT\LOCAL\GUELPH CIVIC MUSEUM.rvt

6/22/2009 12:39:34 PM

Revisions		
Particular	Date	No.

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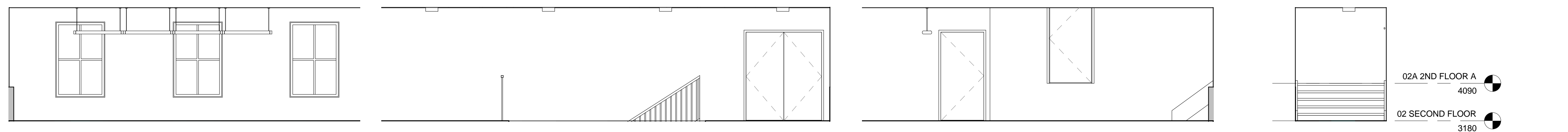


1 CORRIDOR 2 - 2nd fl.  
1:50

2 CORRIDOR 2 - 2nd fl.  
1:50

3 CORRIDOR 2 - 2nd fl.  
1:50

8 PROGRAMMING  
1:50



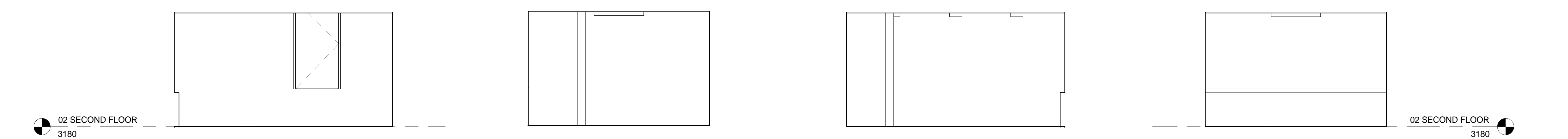
5 PROGRAMMING  
1:50

6 PROGRAMMING  
1:50

7 PROGRAMMING  
1:50

4 CORRIDOR 2 - 2nd fl.  
1:50

02A 2ND FLOOR A  
4090  
02 SECOND FLOOR  
3180



02 SECOND FLOOR  
3180

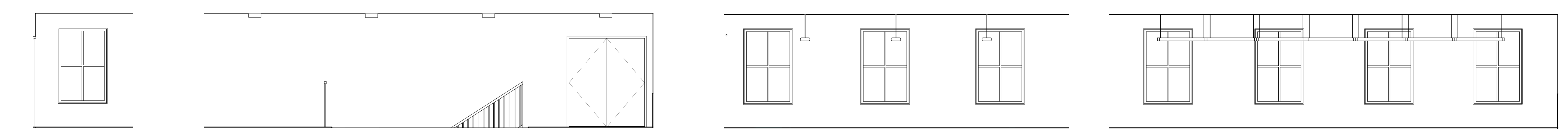
02 SECOND FLOOR  
3180

9 STORAGE / SUPPLY  
1:50

10 Storage / Supply - b  
1:50

11 Storage / Supply - c  
1:50

12 Storage / Supply - d  
1:50

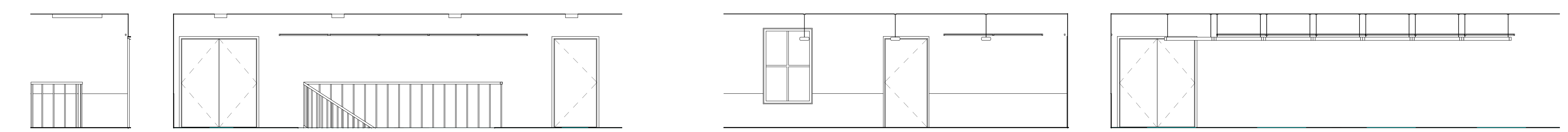


13 EXIT STAIR - RM 208  
1:50

14 EXIT STAIR - RM 208  
1:50

15 THEMATIC GALLERY  
1:50

16 THEMATIC GALLERY  
1:50



17 EXIT STAIR - RM 208  
1:50

18 EXIT STAIR - RM 208  
1:50

19 THEMATIC GALLERY  
1:50

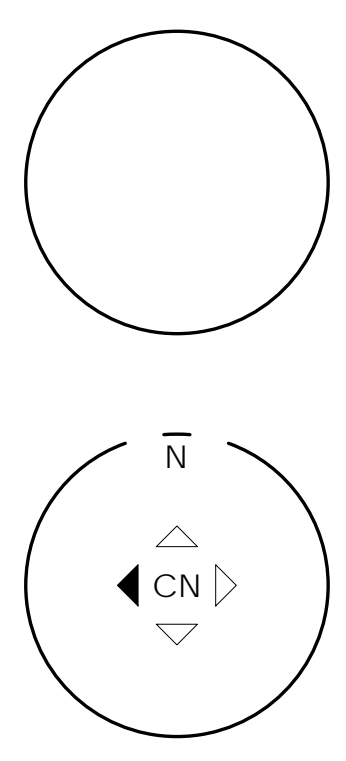
20 THEMATIC GALLERY  
1:50

Client:  
City of Guelph

Project:  
20831  
Guelph Civic Museum

52 Norfolk Street  
Guelph, ON

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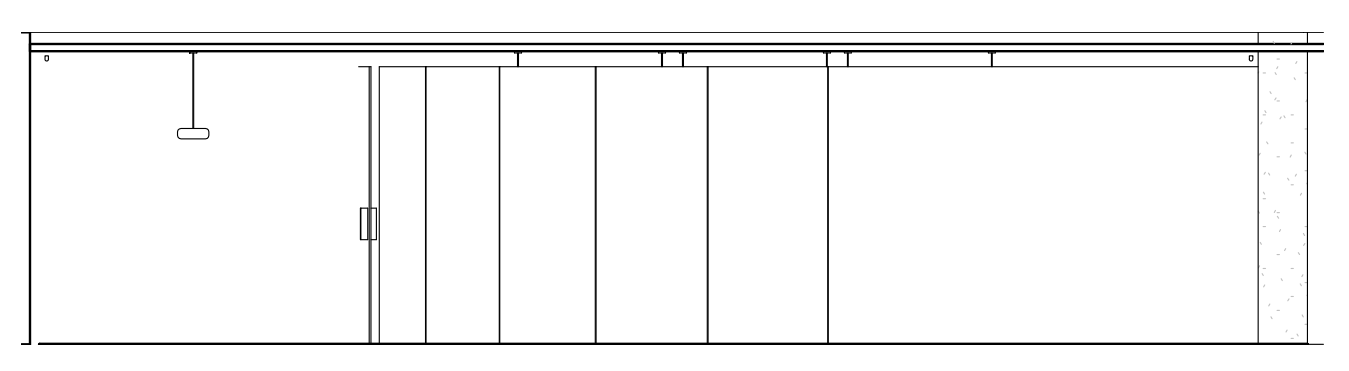
A7.4

INTERIOR ELEVATIONS - SECOND FLOOR

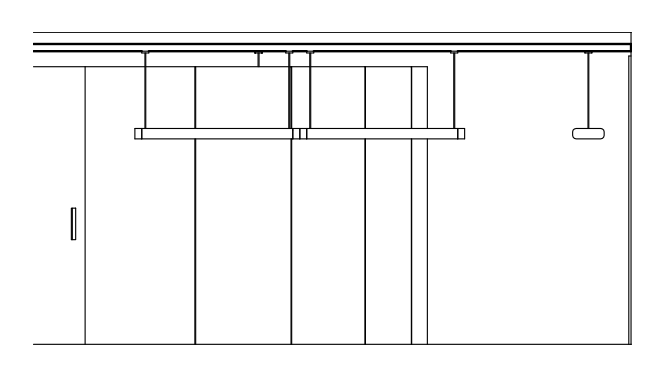


Revisions		
Particular	Date	No.

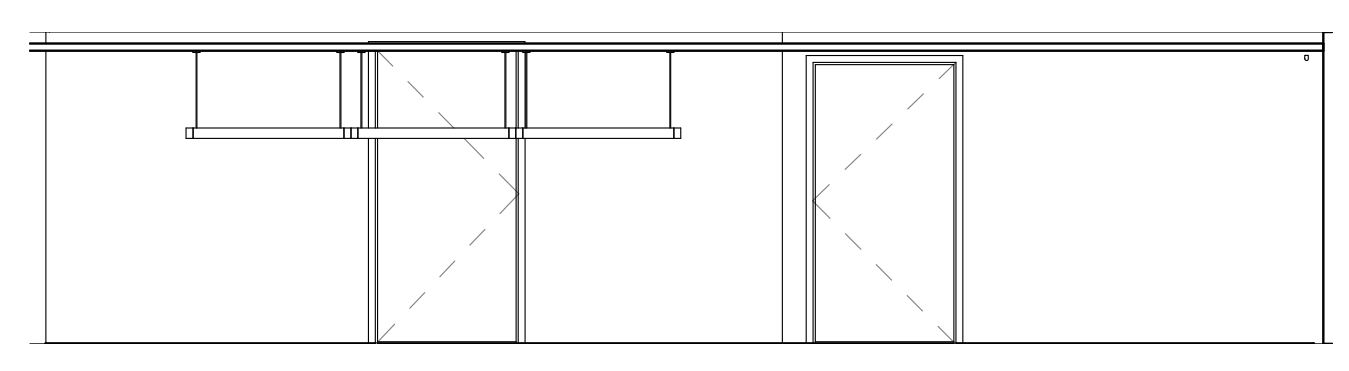
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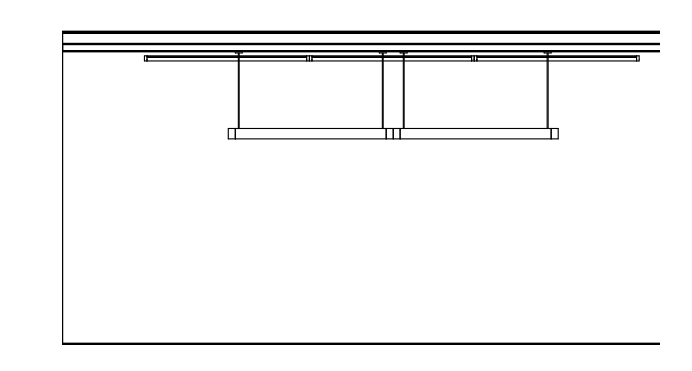
1 CORRIDOR / GALLERY - RM 302  
1:50



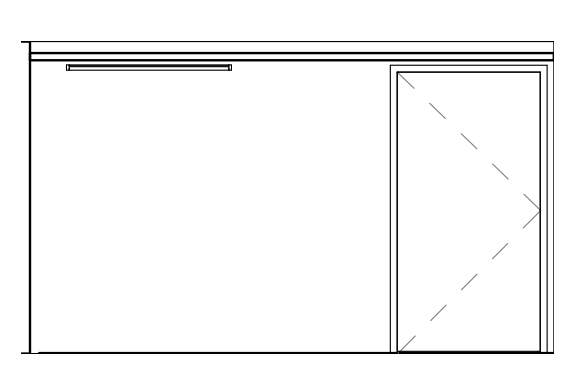
2 CORRIDOR / GALLERY - RM 302  
1:50



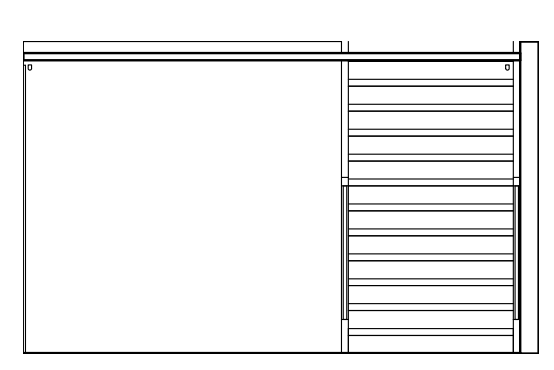
3 CORRIDOR / GALLERY - RM 302  
1:50



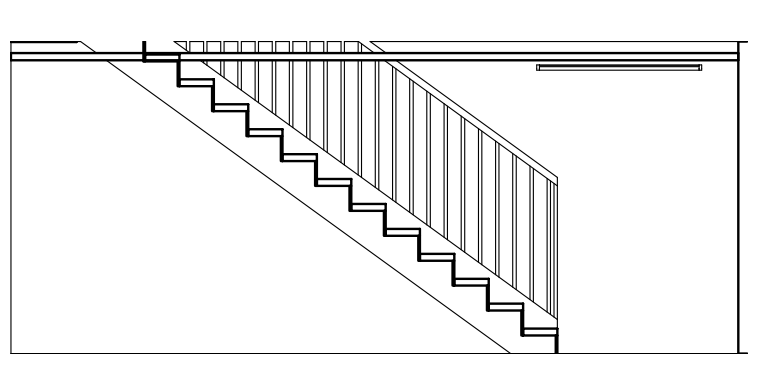
4 CORRIDOR / GALLERY - RM 302  
1:50



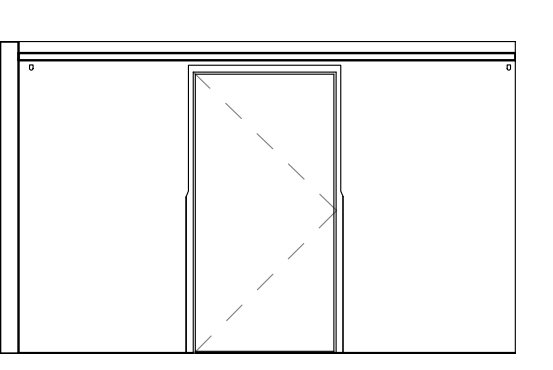
5 EXIT - RM 301  
1:50



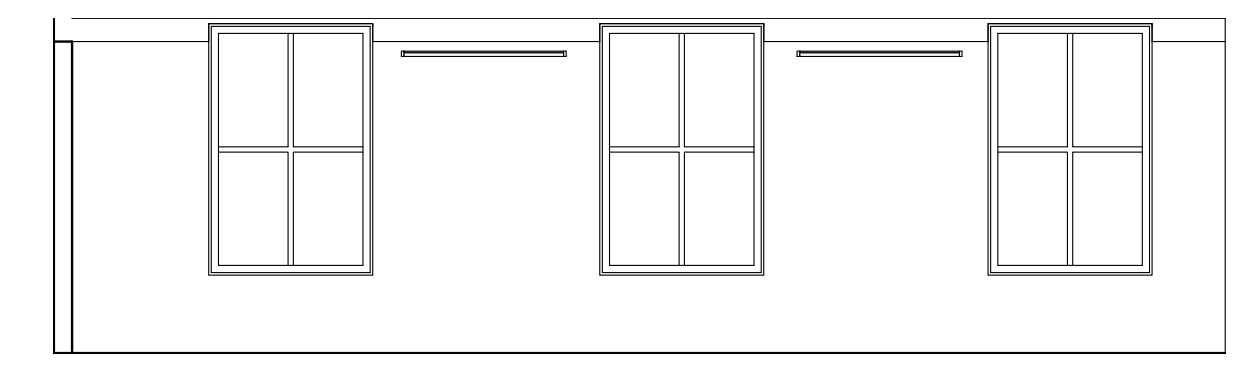
6 EXIT - RM 301  
1:50



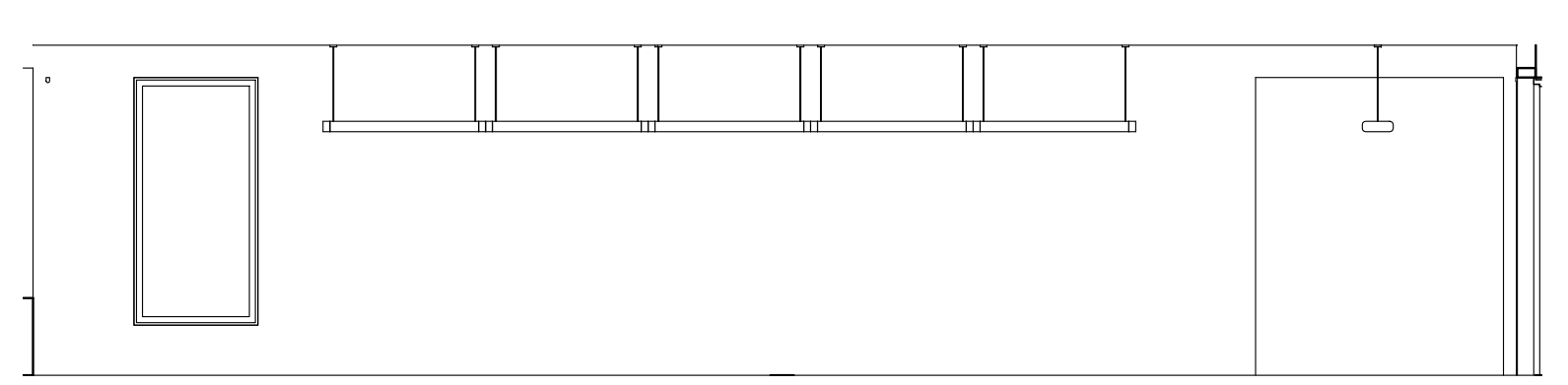
7 EXIT - RM 301  
1:50



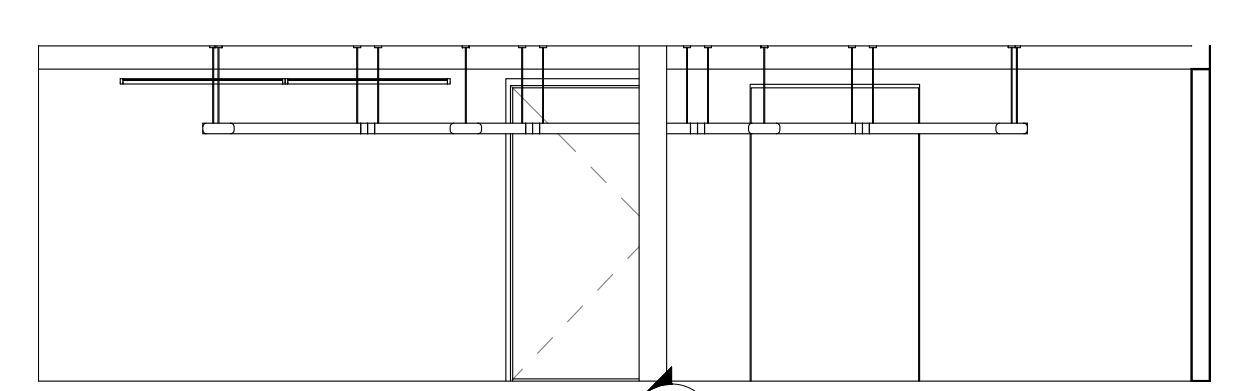
8 EXIT - RM 301  
1:50



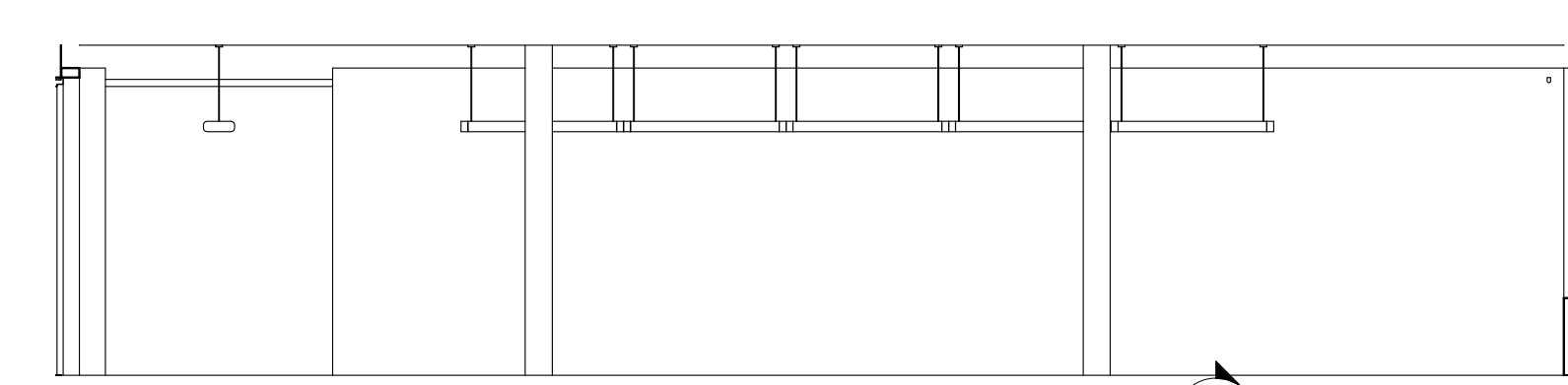
9 LOCAL HISTORICAL GALLERY  
1:50



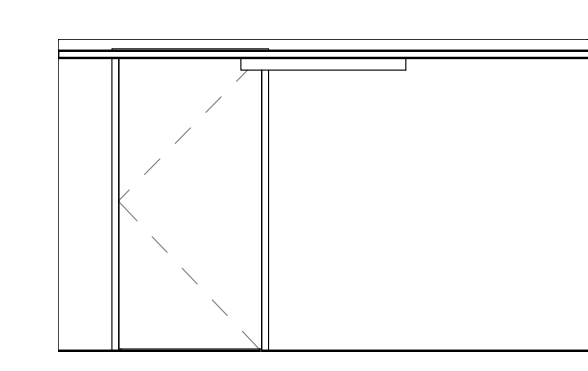
10 LOCAL HISTORICAL GALLERY  
1:50



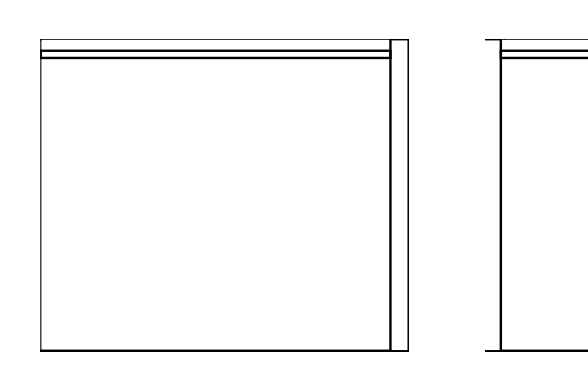
11 LOCAL HISTORICAL GALLERY  
1:50



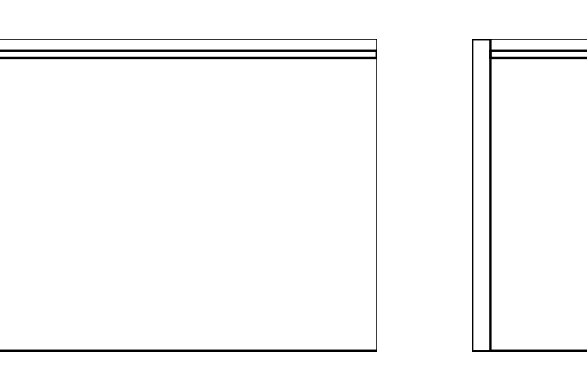
12 LOCAL HISTORICAL GALLERY  
1:50



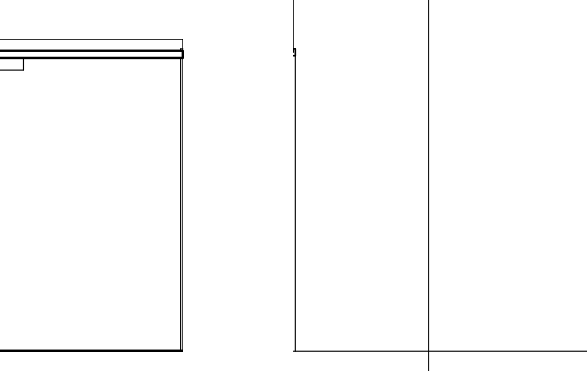
13 CURAT. FILES  
1:50



14 CURAT. FILES  
1:50



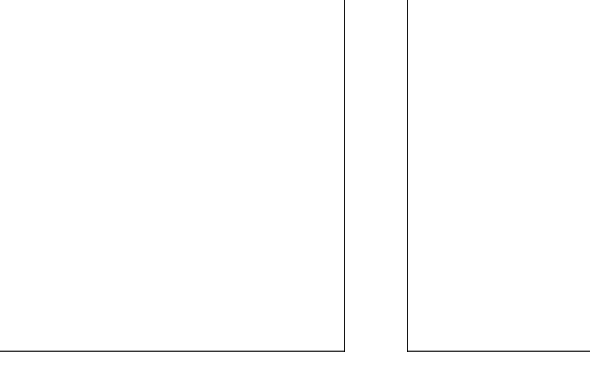
15 CURAT. FILES  
1:50



16 CURAT. FILES  
1:50



17 ARCHIVES STORAGE  
1:50



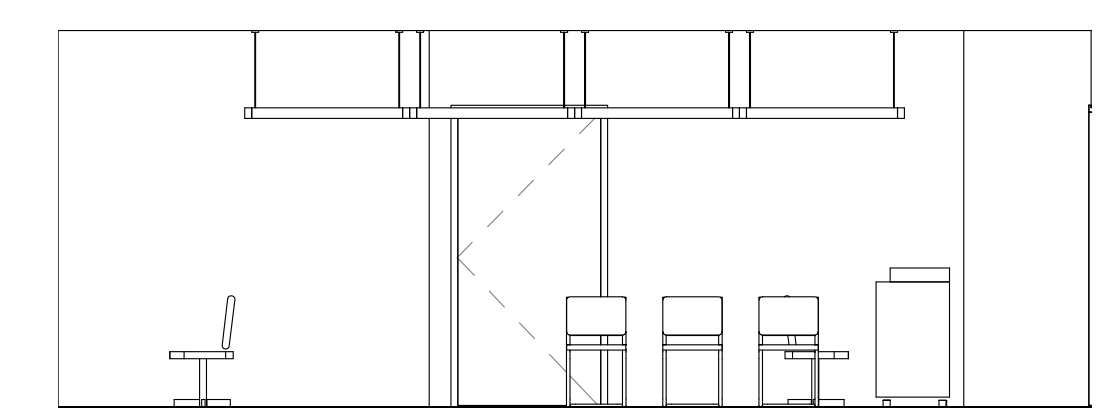
18 ARCHIVES STORAGE  
1:50



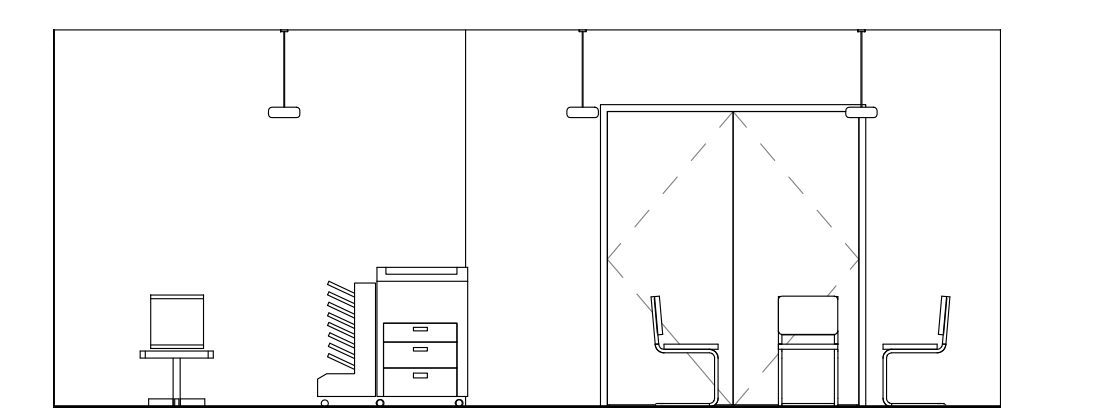
19 ARCHIVES STORAGE  
1:50



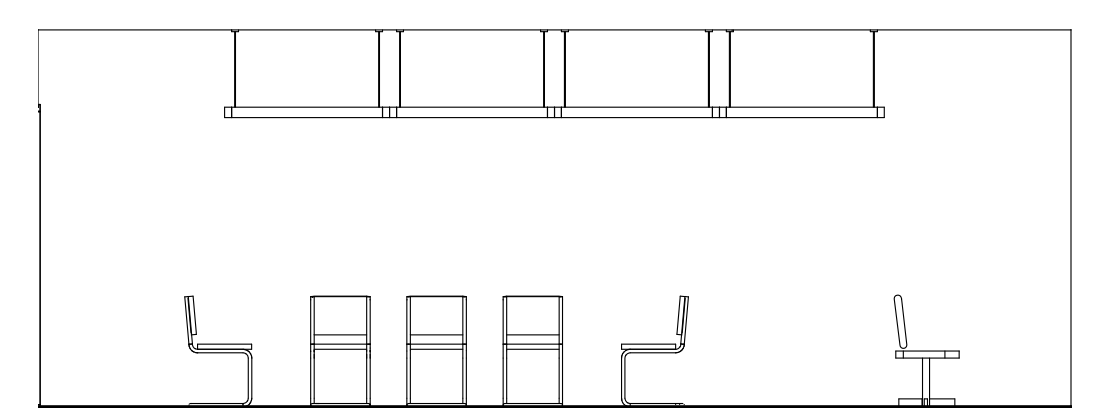
20 ARCHIVES STORAGE  
1:50



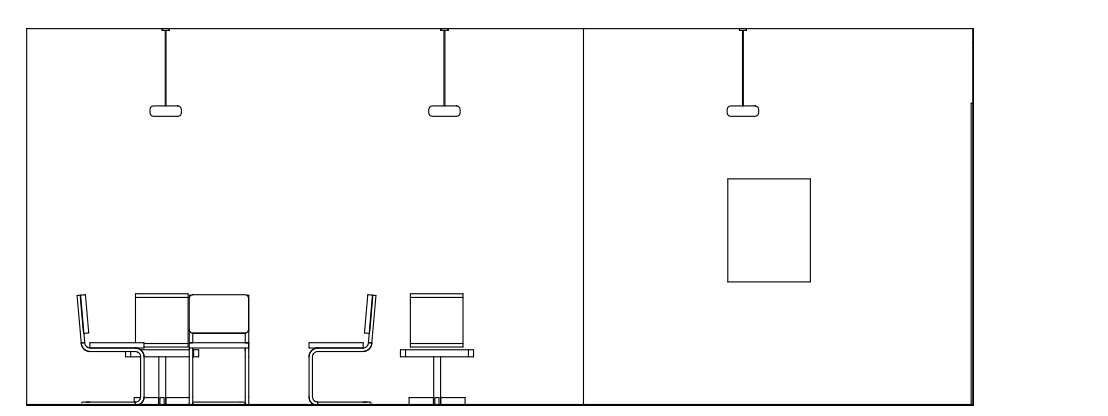
21 ARCHIVES / RESEARCH / CATALOGUING  
1:50



22 ARCHIVES / RESEARCH / CATALOGUING  
1:50



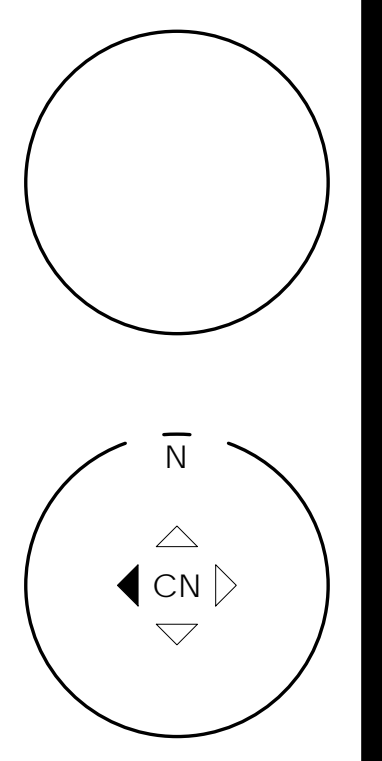
23 ARCHIVES / RESEARCH / CATALOGUING  
1:50



24 ARCHIVES / RESEARCH / CATALOGUING  
1:50

Client:  
 City of Guelph  
  
 Project:  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

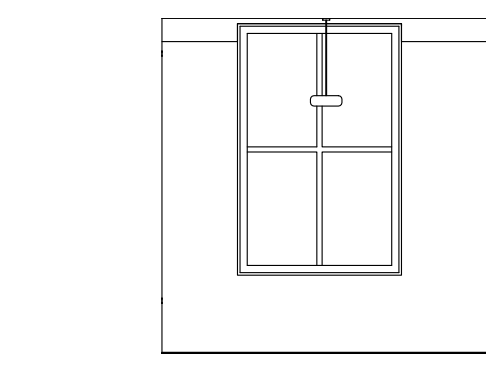
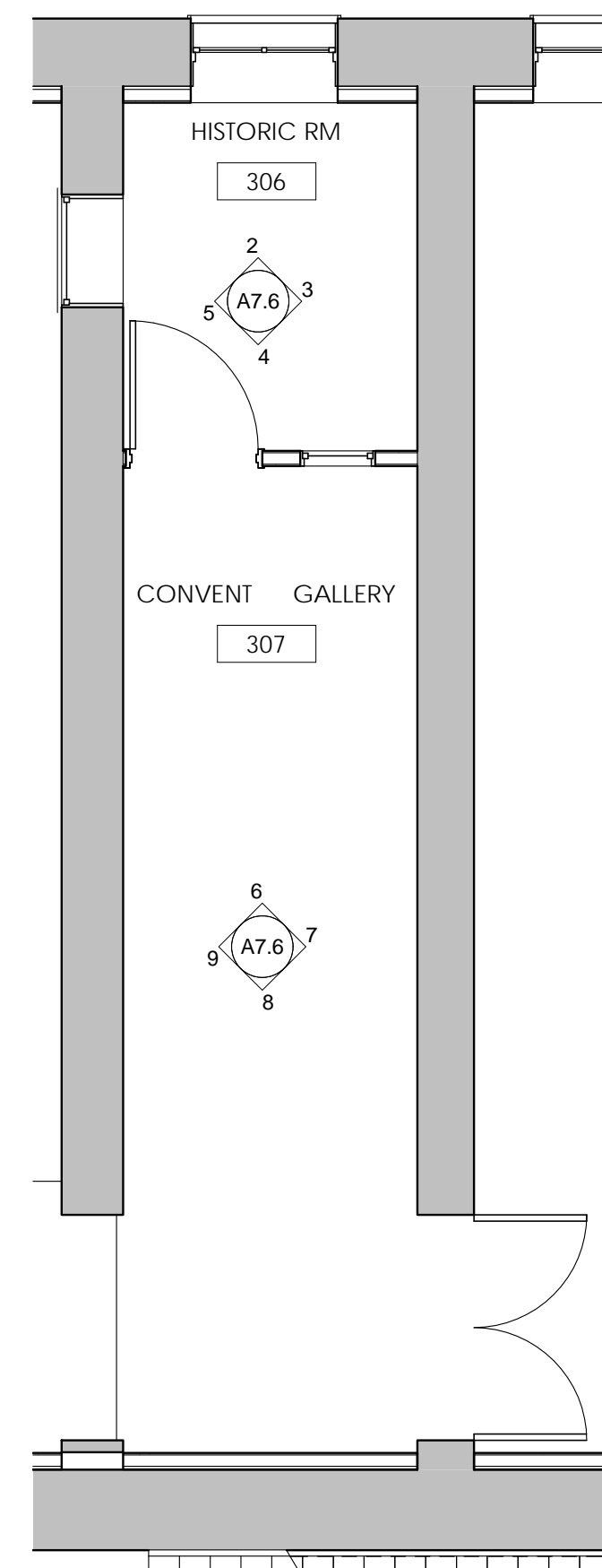
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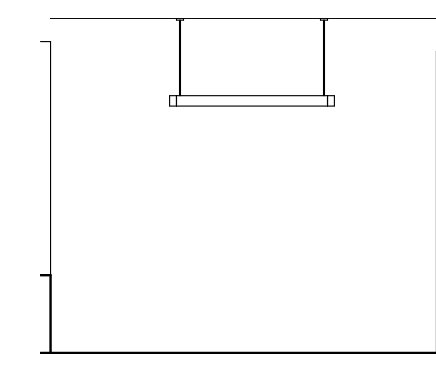
A7.5

INTERIOR ELEVATION - THIRD FLOOR

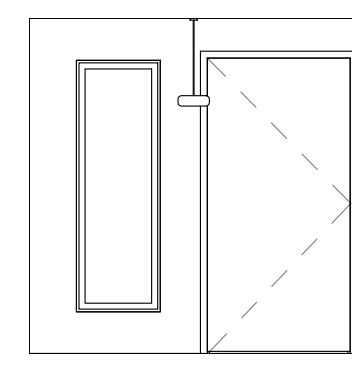




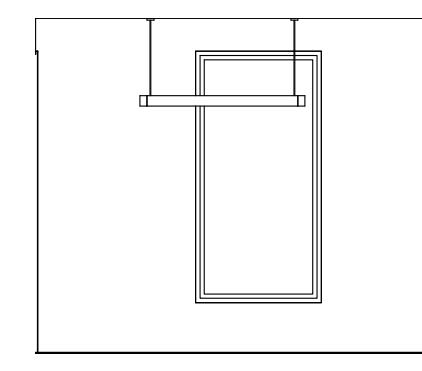
2 HISTORIC RM  
1 : 50



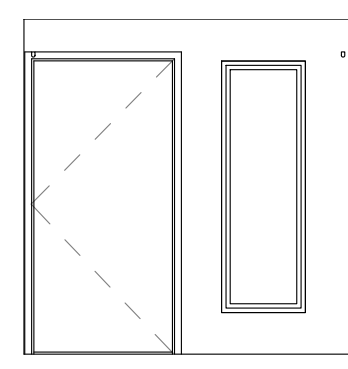
3 HISTORIC RM  
1 : 50



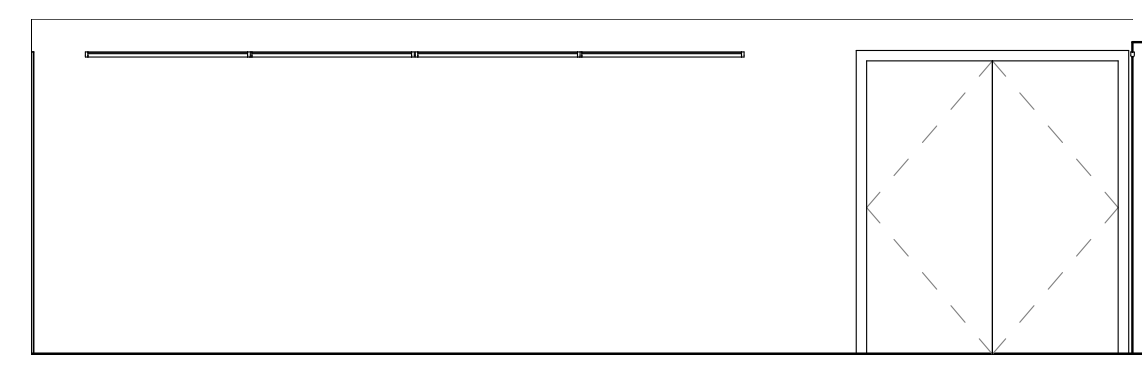
4 HISTORIC RM  
1 : 50



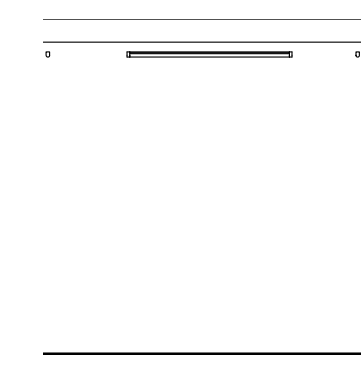
5 HISTORIC RM  
1 : 50



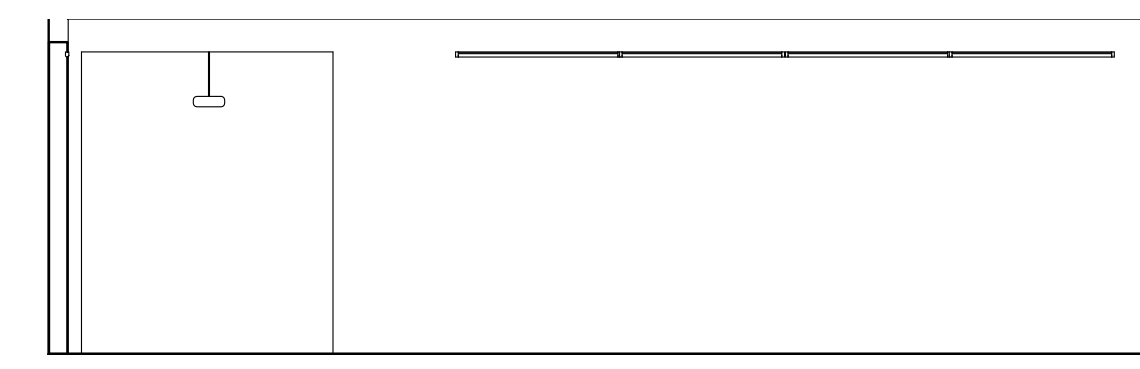
6 CONVENT GALLERY  
1 : 50



7 CONVENT GALLERY  
1 : 50

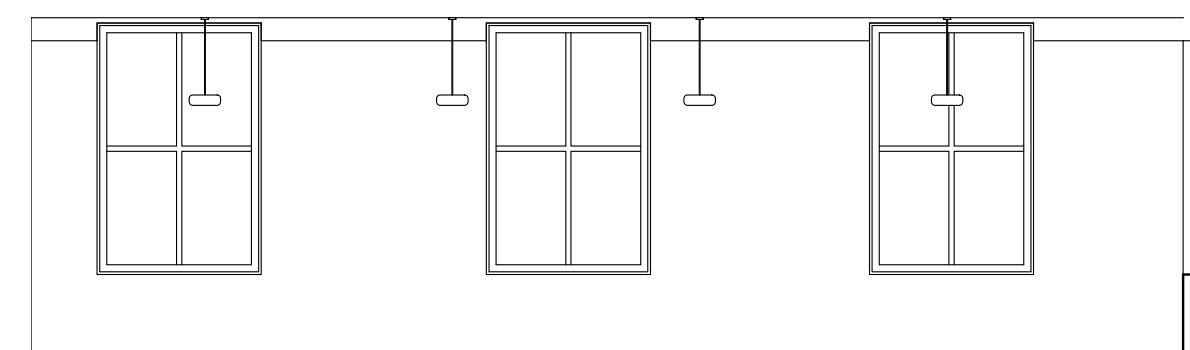


8 CONVENT GALLERY  
1 : 50

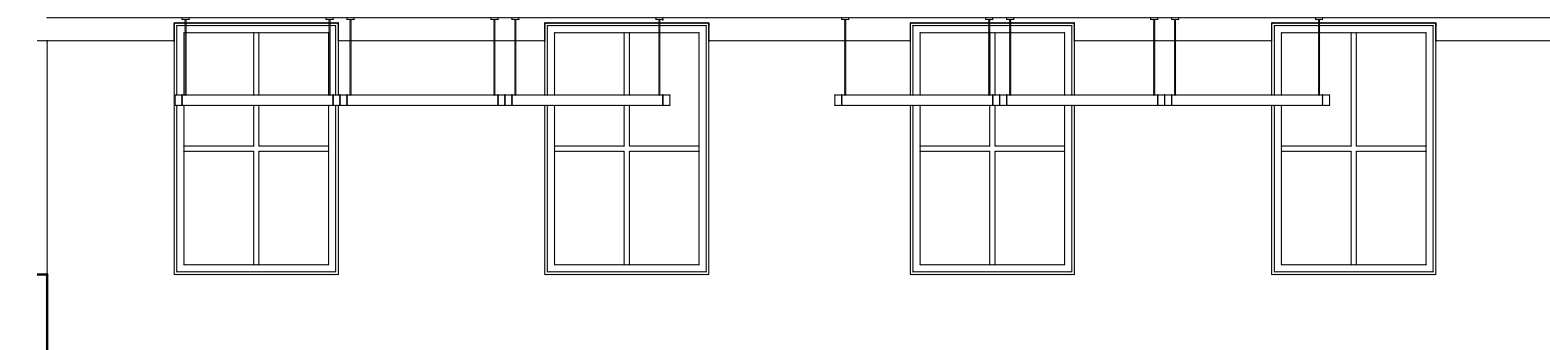


9 CONVENT GALLERY  
1 : 50

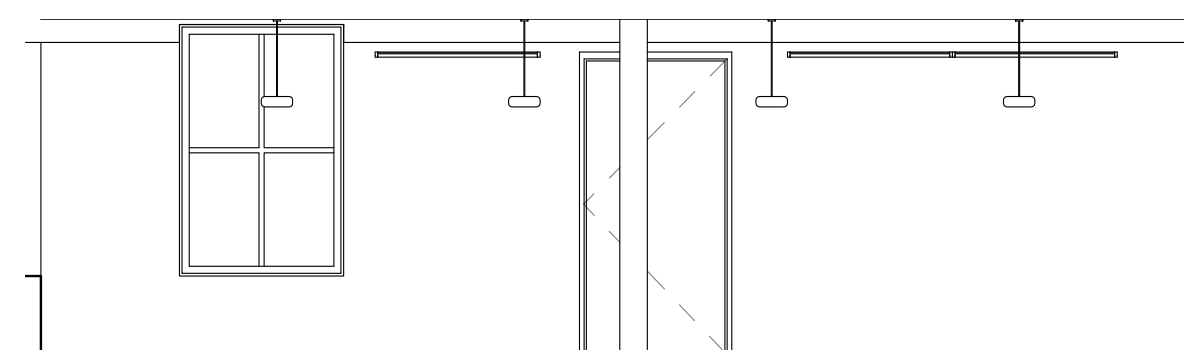
1 HISTORIC RM & CONVENT GALLERY  
1 : 50



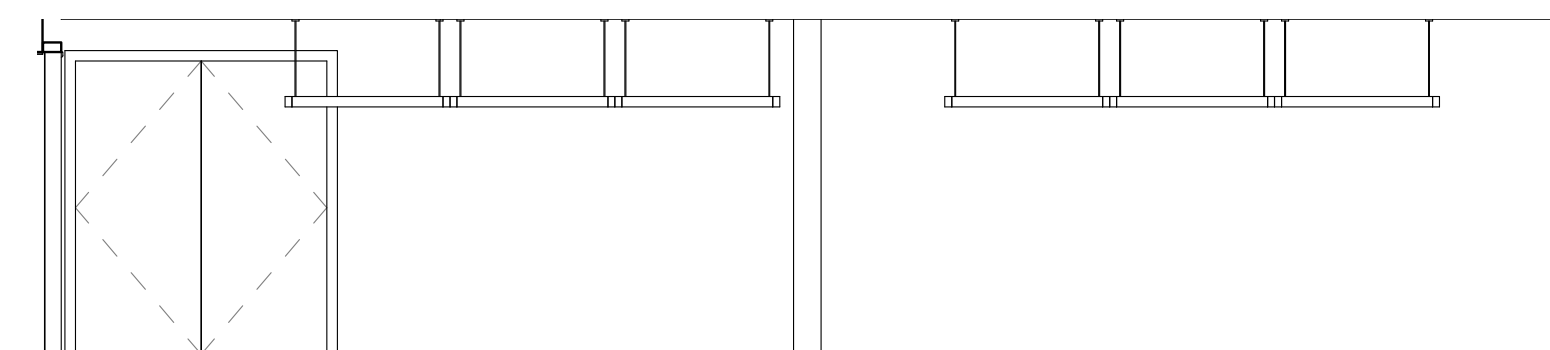
10 TEMPORARY GALLERY  
1 : 50



11 TEMPORARY GALLERY  
1 : 50



12 TEMPORARY GALLERY  
1 : 50



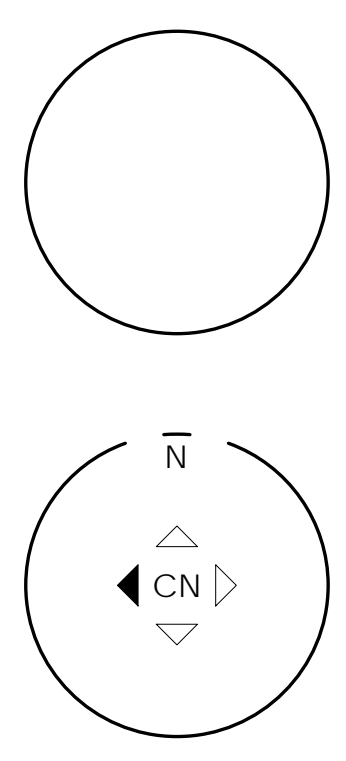
13 TEMPORARY GALLERY  
1 : 50

Revisions		
Particular	Date	No.

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**Project:**  
 20831  
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 52 Norfolk Street  
 Guelph, ON

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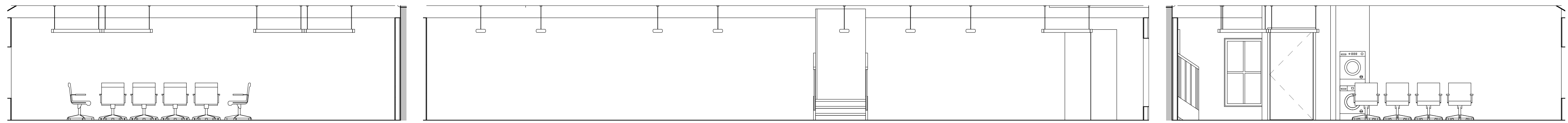


INTERIOR ELEVATIONS - THIRD FLOOR

A7.6

Drawn by: Author Checked by: Checked/Scale: 1 : 50

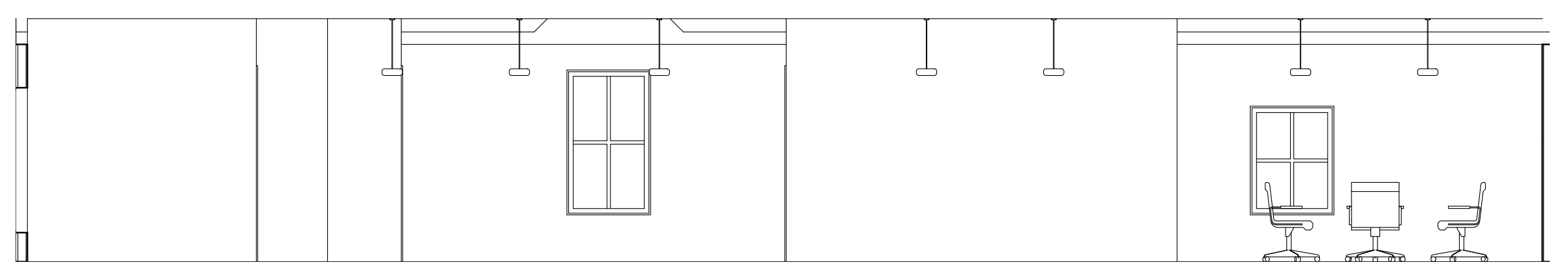
6/22/2009 12:39:48 PM



1 STAFF ROOM  
1:50

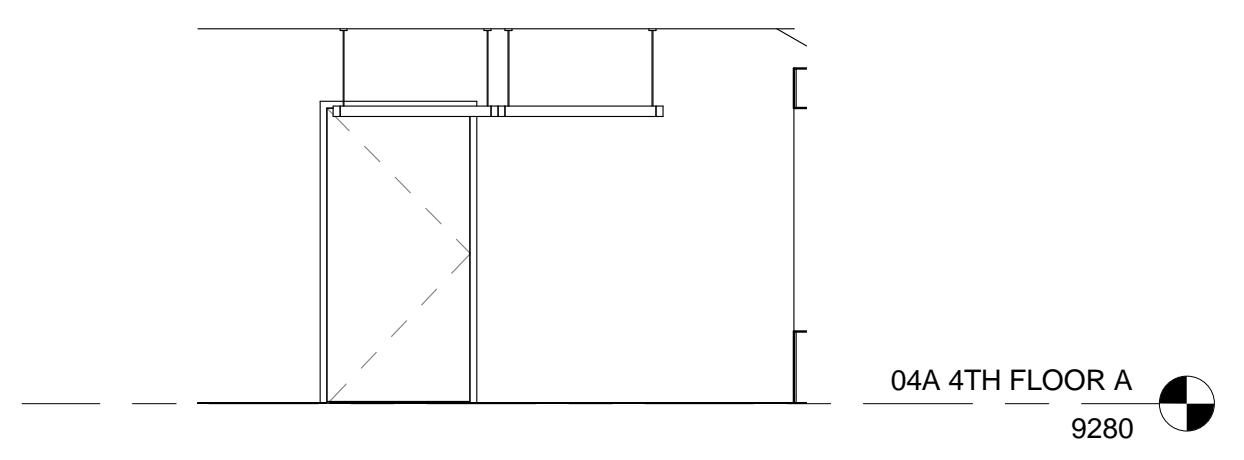
2 STAFF ROOM  
1:50

3 STAFF ROOM  
1:50



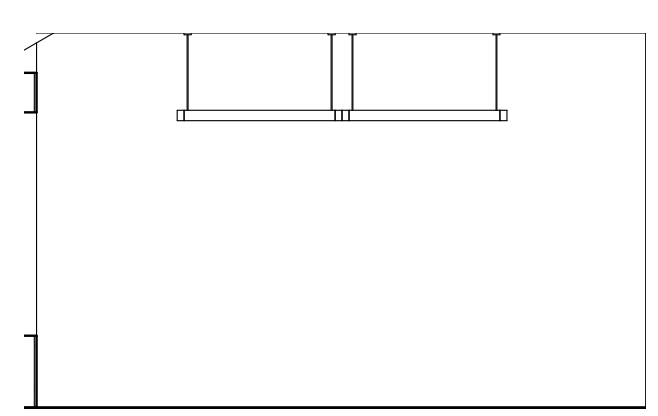
4 STAFF ROOM  
1:50

5 STAFF ROOM  
1:50

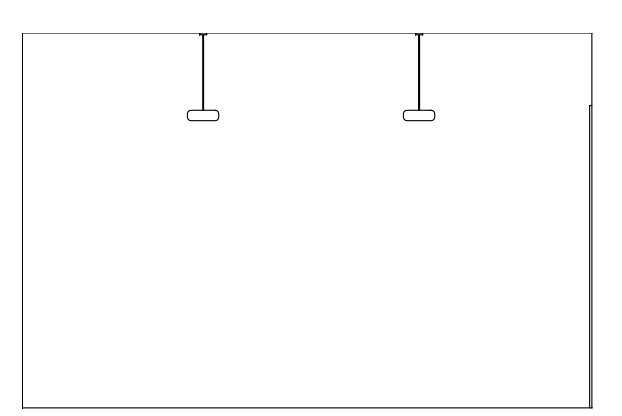


6 STAFF ROOM  
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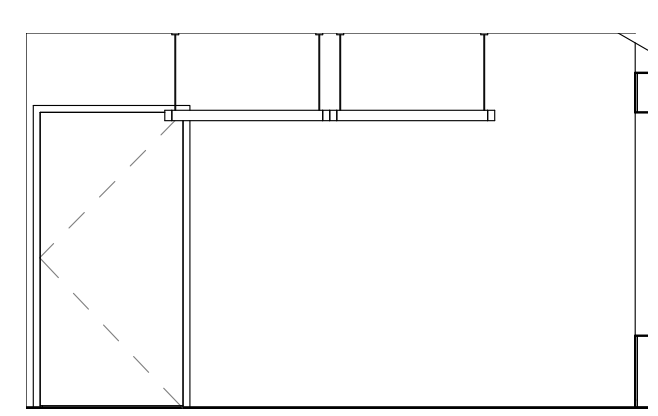
04A 4TH FLOOR A  
9280



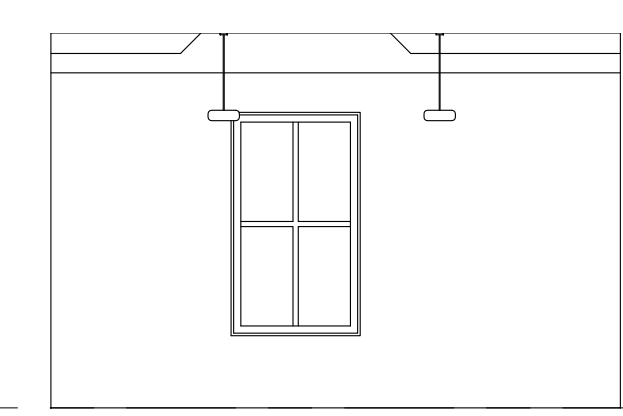
7 OFFICE  
1:50



8 OFFICE  
1:50

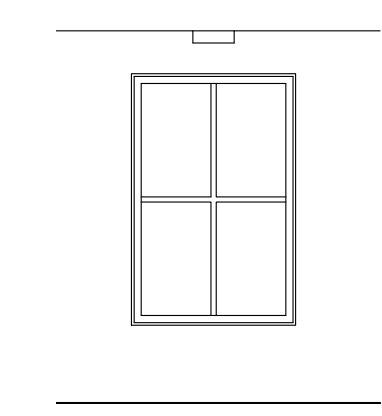


9 OFFICE  
1:50

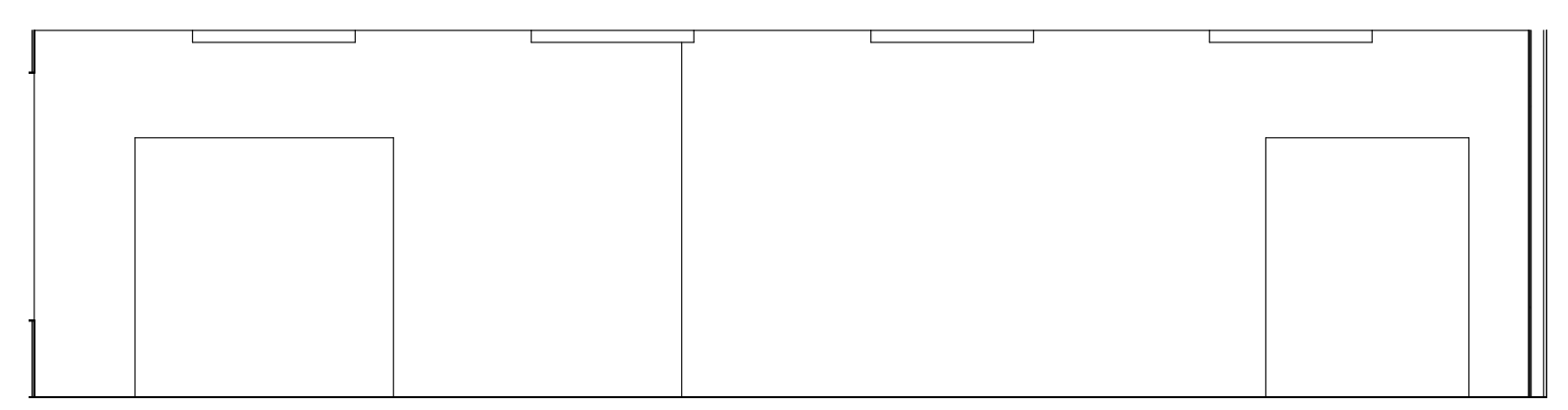


10 OFFICE  
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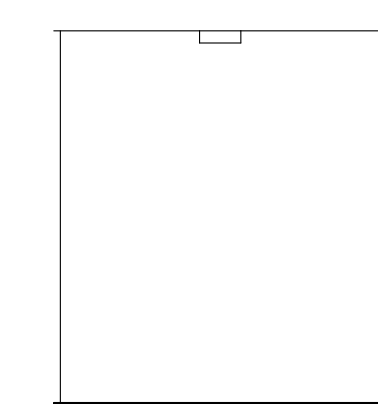
04A 4TH FLOOR A  
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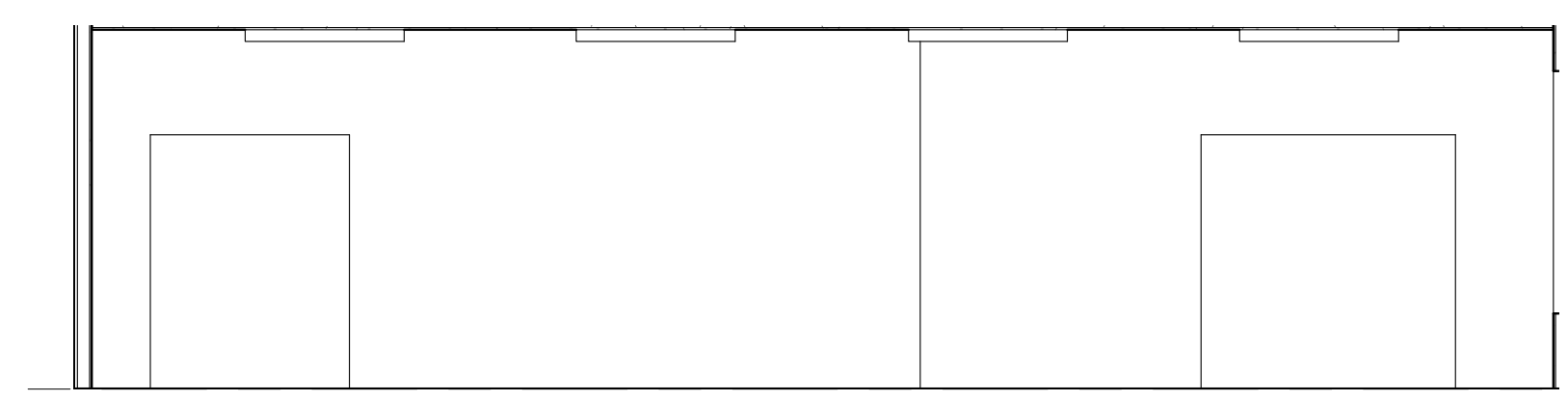
11 EXHIBIT PREPARATION  
1:50



12 EXHIBIT PREPARATION  
1:50

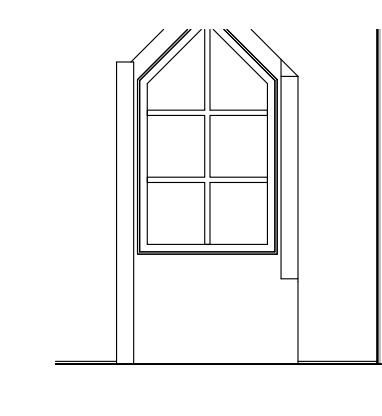


13 EXHIBIT PREPARATION  
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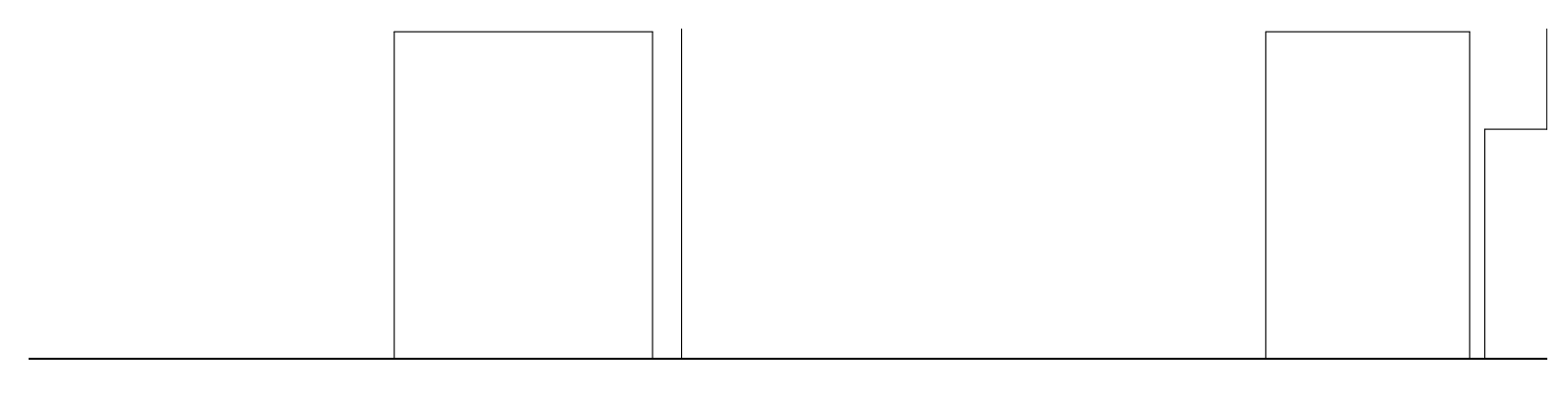


14 EXHIBIT PREPARATION  
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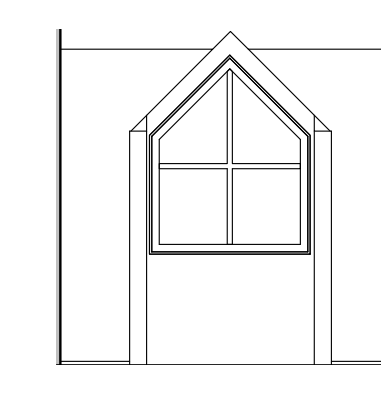
04 FOURTH FLOOR  
9780



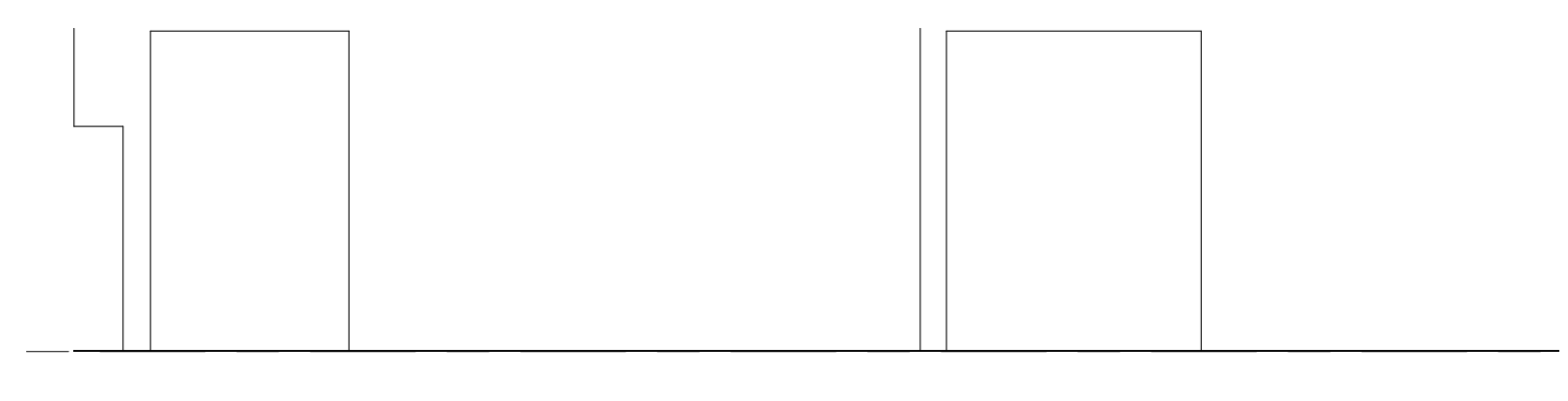
15 PHOTO STUDIO  
1:50



16 PHOTO STUDIO  
1:50



17 PHOTO STUDIO  
1:50



18 PHOTO STUDIO  
1:50

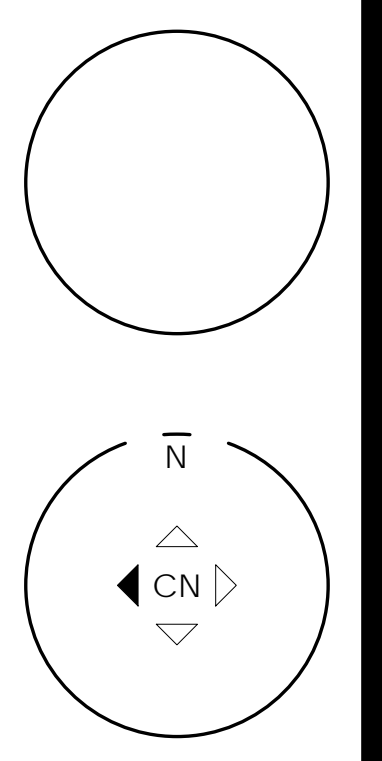
05 FIFTH FLOOR  
13010

Revisions		
Particular	Date	No.

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**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

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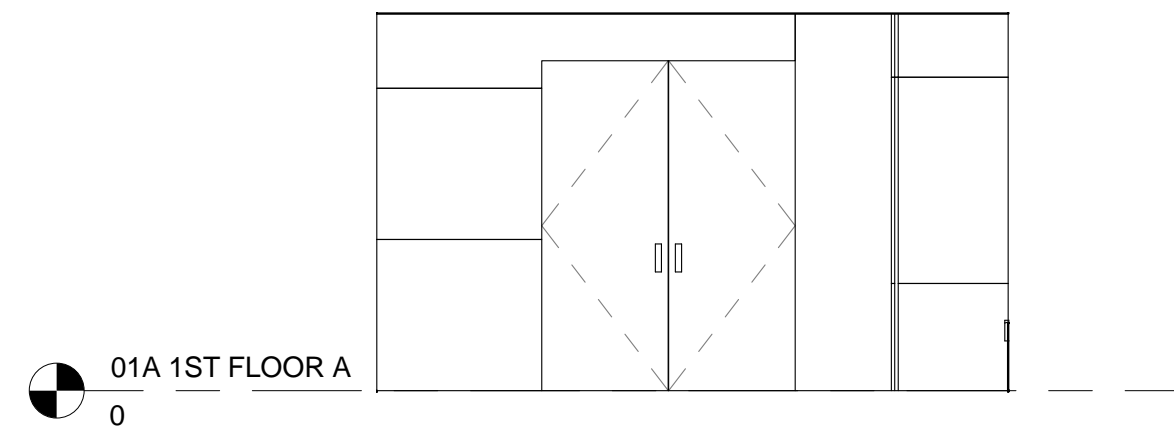


INTERIOR ELEVATIONS - FOURTH & FIFTH FLOORS

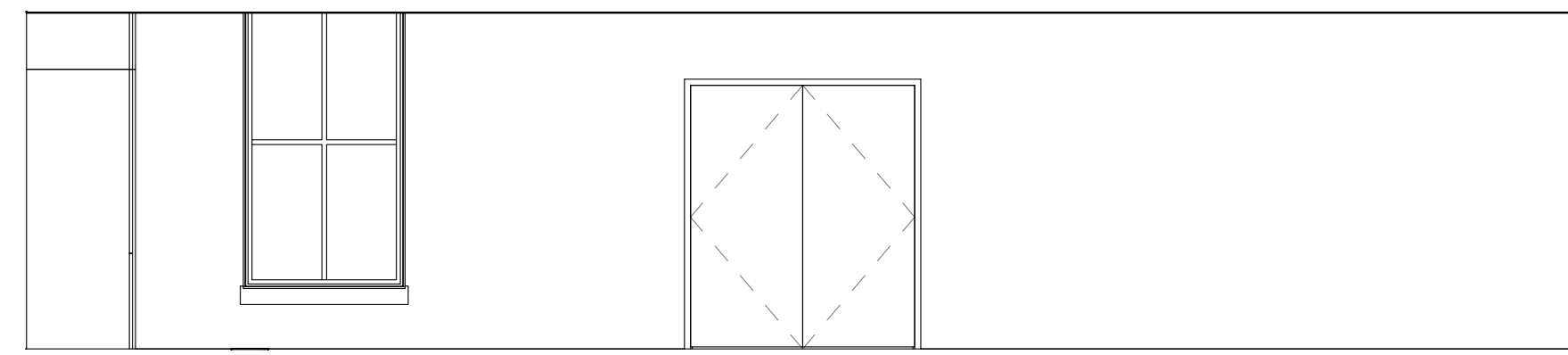
A7.7

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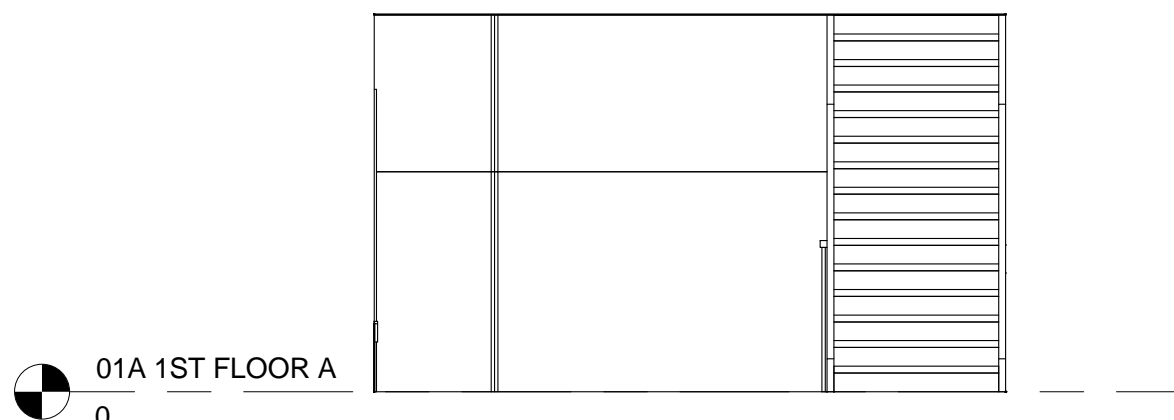
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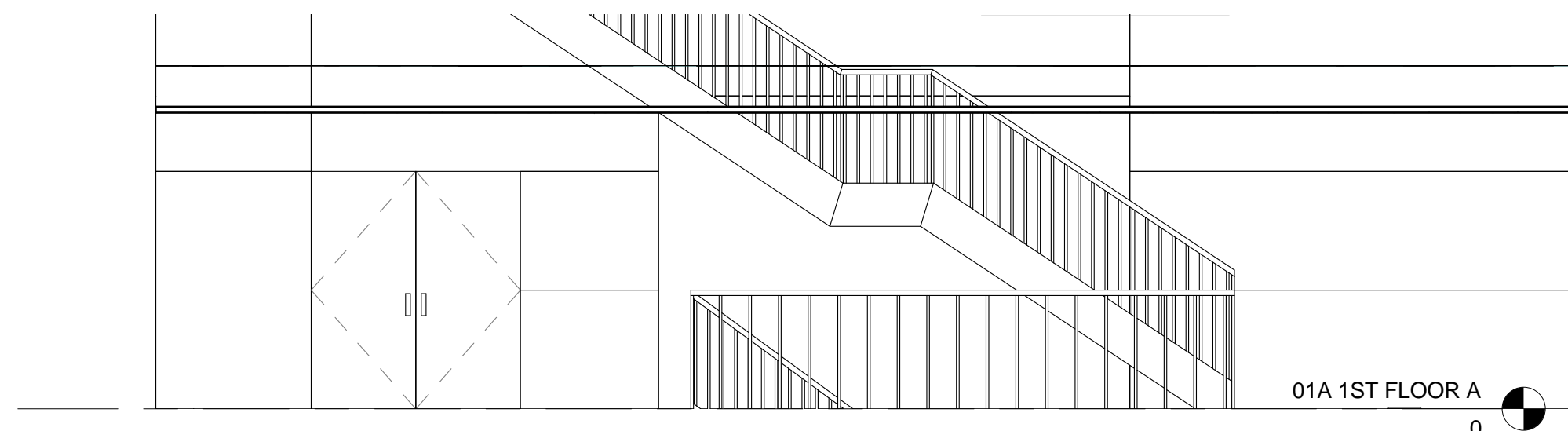
1 STAIR AREA - ENTRANCE  
1 : 50



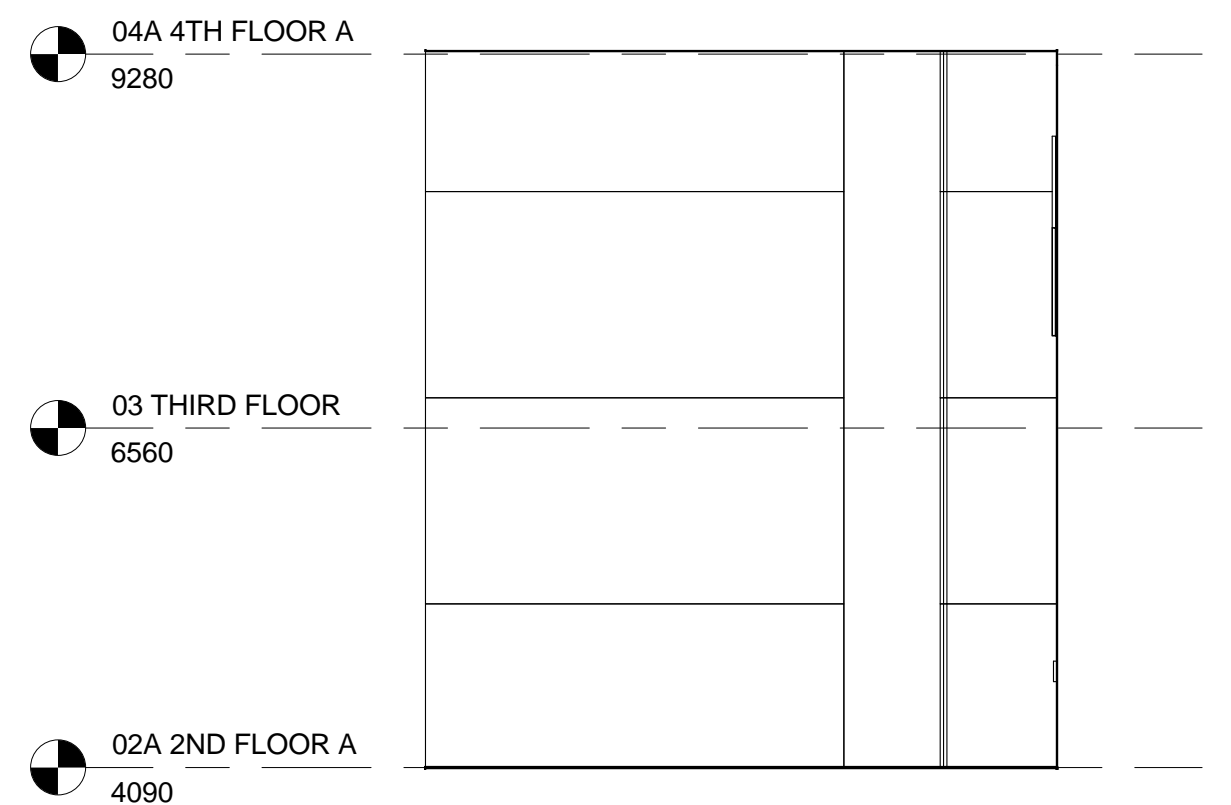
2 STAIR AREA - ENTRANCE  
1 : 50



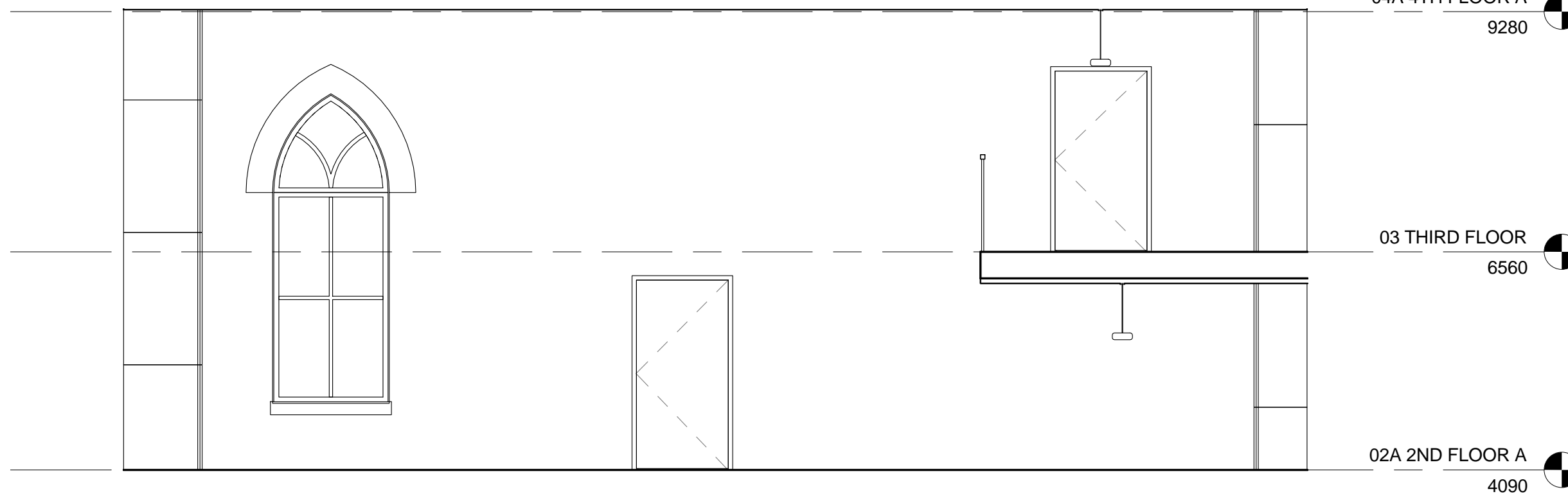
3 STAIR AREA - ENTRANCE  
1 : 50



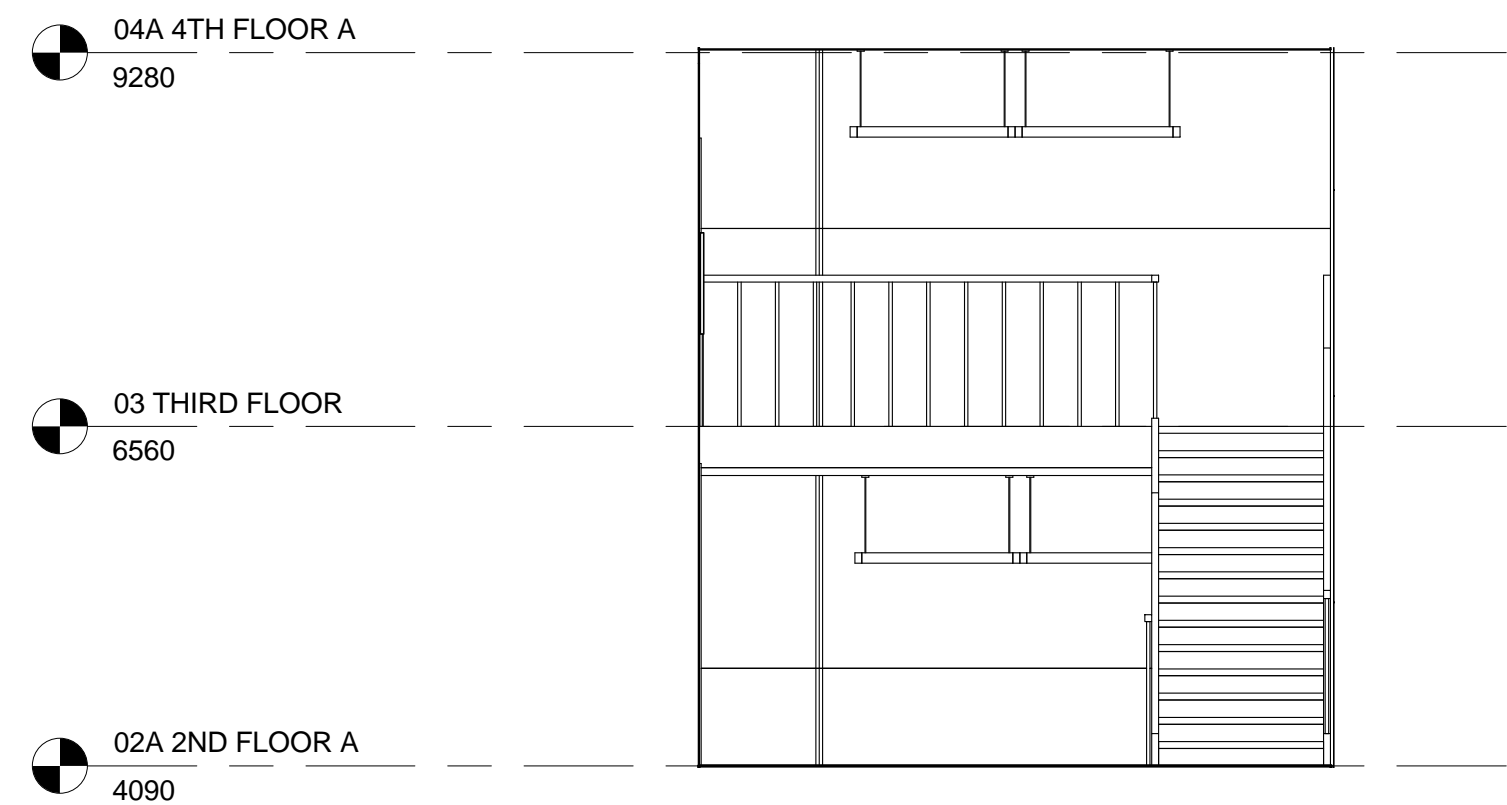
4 STAIR AREA - ENTRANCE  
1 : 50



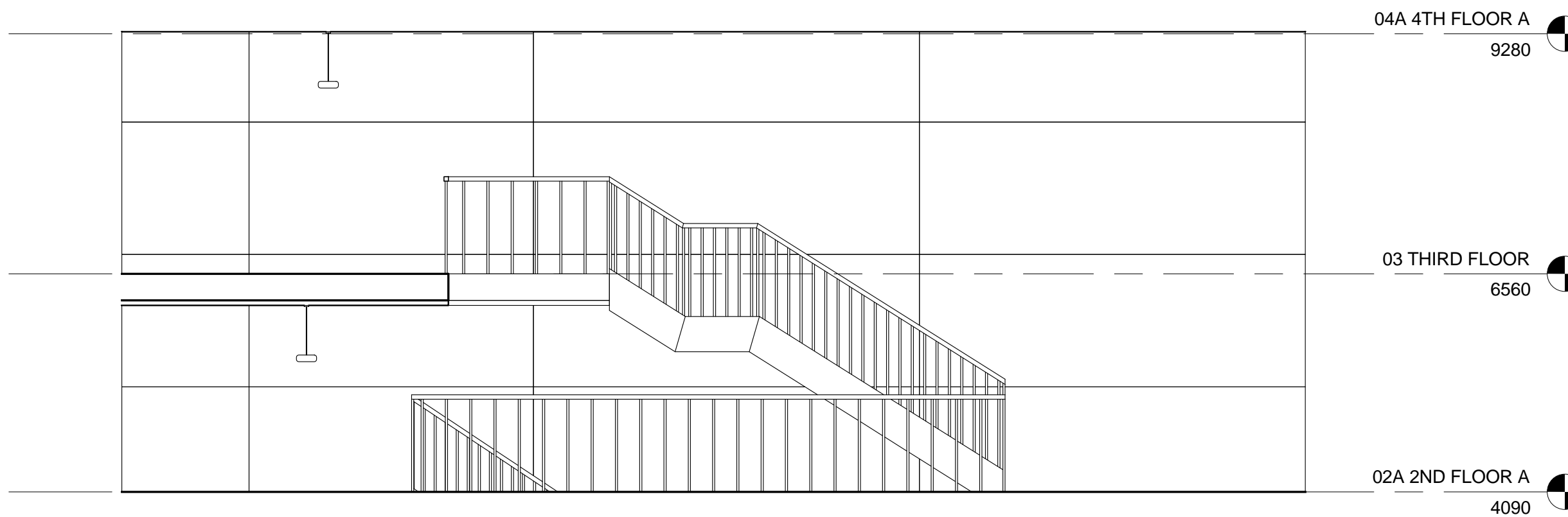
5 STAIR AREA - 2nd & 3rd fl.  
1 : 50



6 STAIR AREA - 2nd & 3rd fl.  
1 : 50



7 STAIR AREA - 2nd & 3rd fl.  
1 : 50



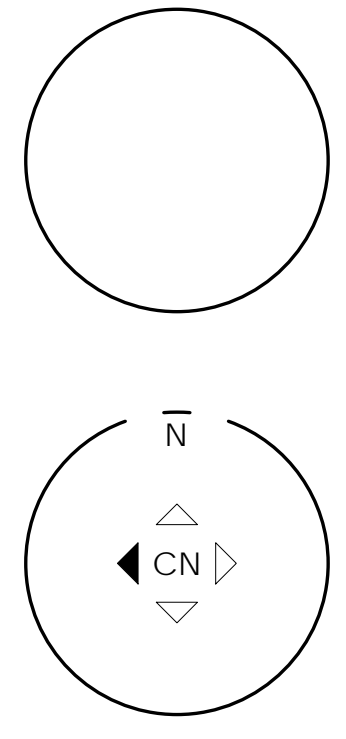
8 STAIR AREA - 2nd & 3rd fl.  
1 : 50

Revisions			
Particular	Date	No.	

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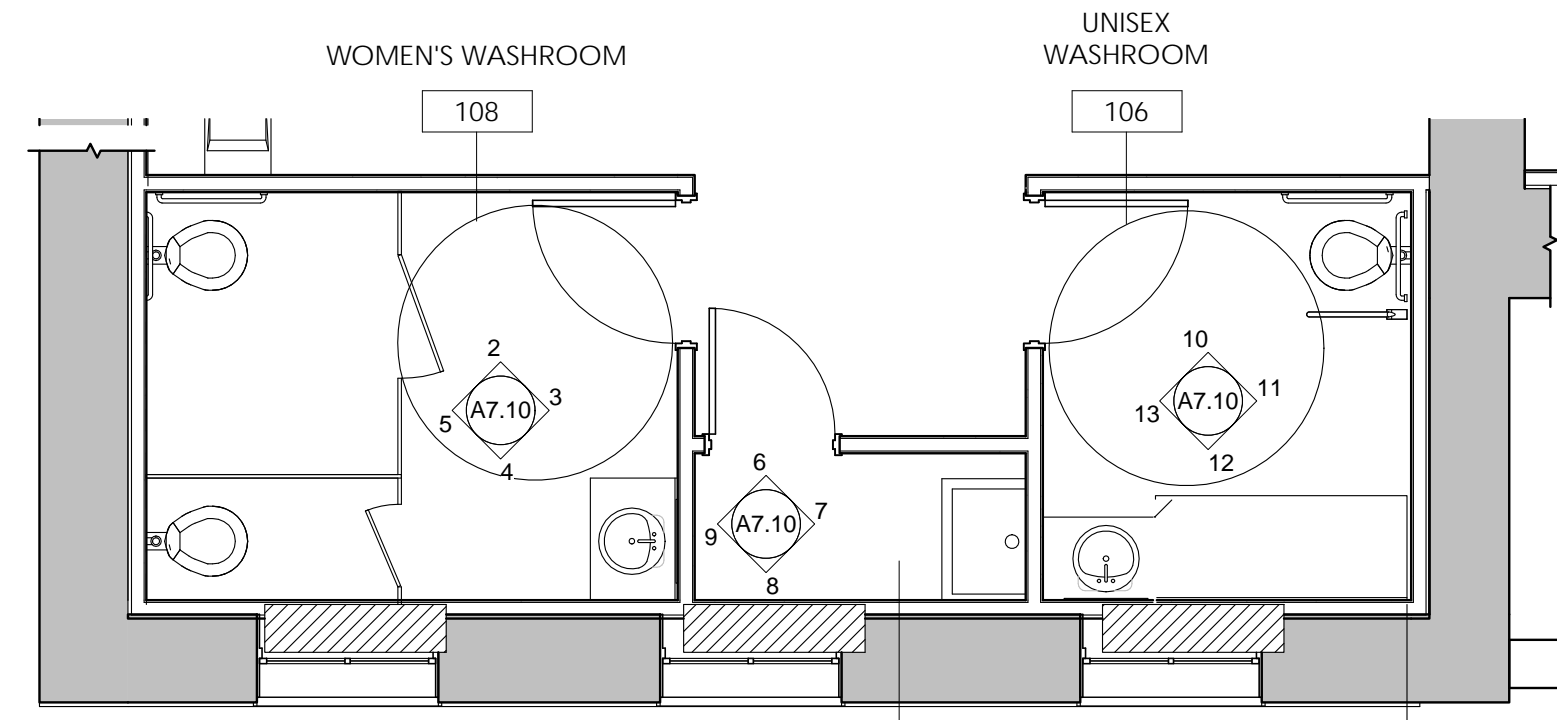
**Client:**  
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**Project:**  
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 52 Norfolk Street  
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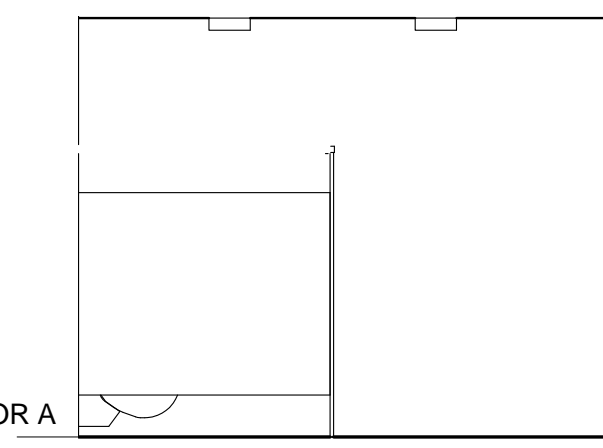
INTERIOR ELEVATIONS - FRONT STAIR AREA

A7.9

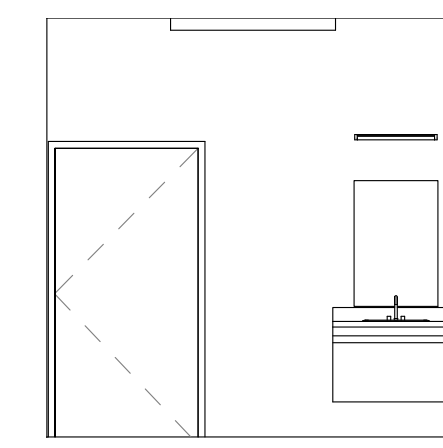


**1 WASHROOMS - 1st floor**  
1 : 50

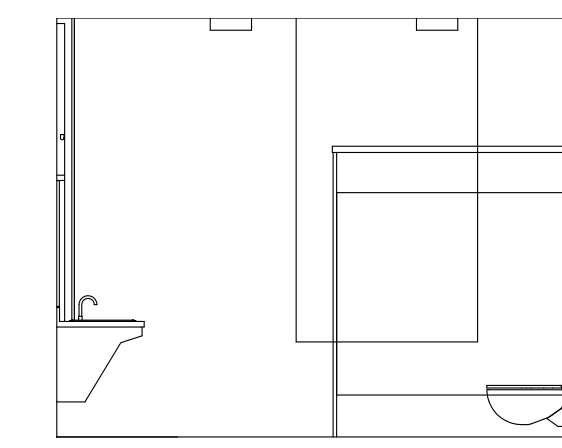
01A 1ST FLOOR A  
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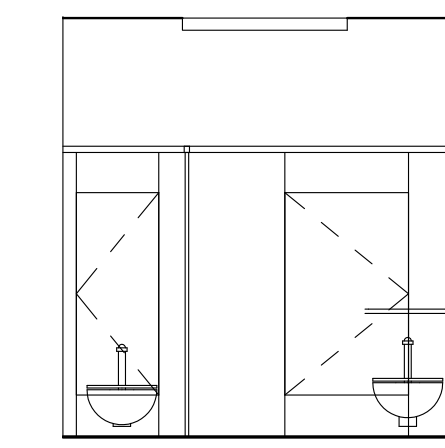
**2 WOMEN'S WR**  
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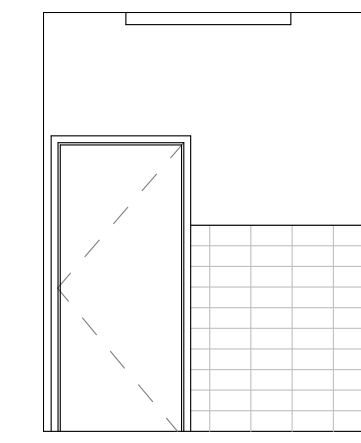
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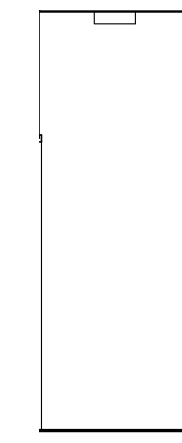
**4 WOMEN'S WR**  
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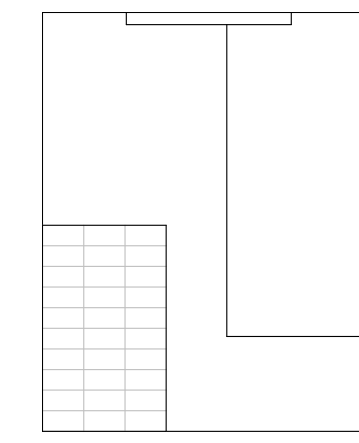
**5 WOMEN'S WR**  
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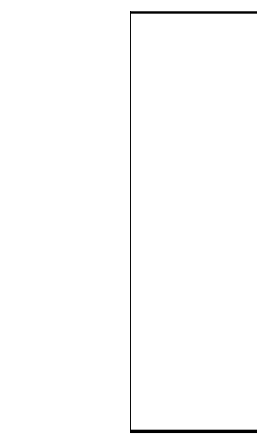
**6 JANITOR**  
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**7 JANITOR**  
1 : 50

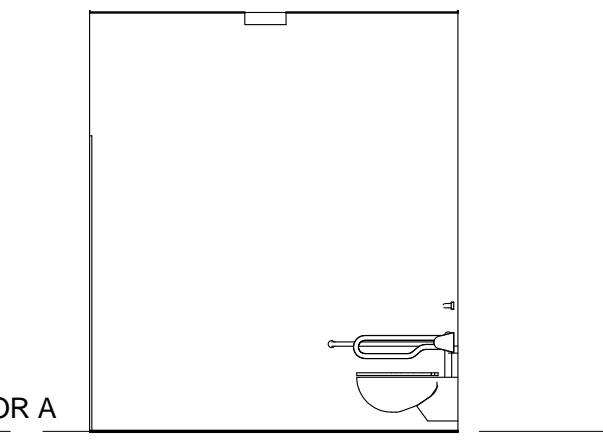


**8 JANITOR**  
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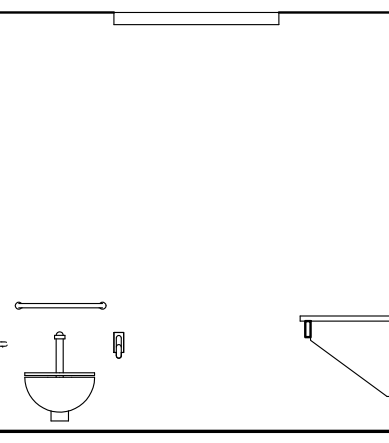


**9 JANITOR**  
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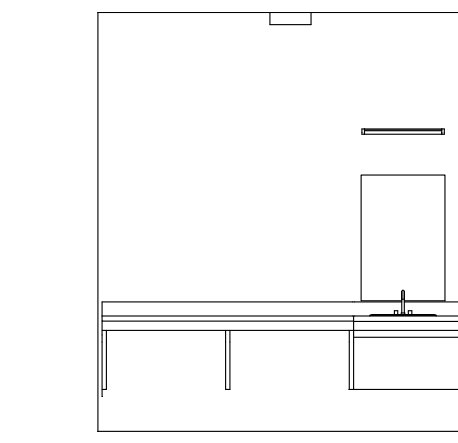
01A 1ST FLOOR A  
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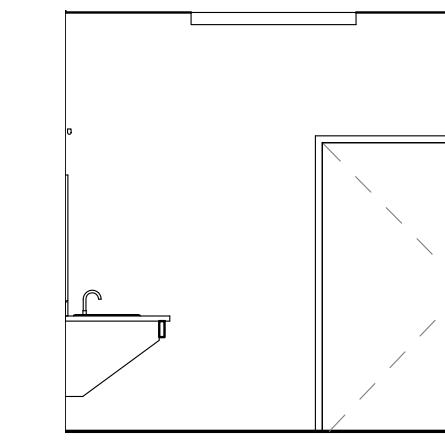
**10 UNISEX WR**  
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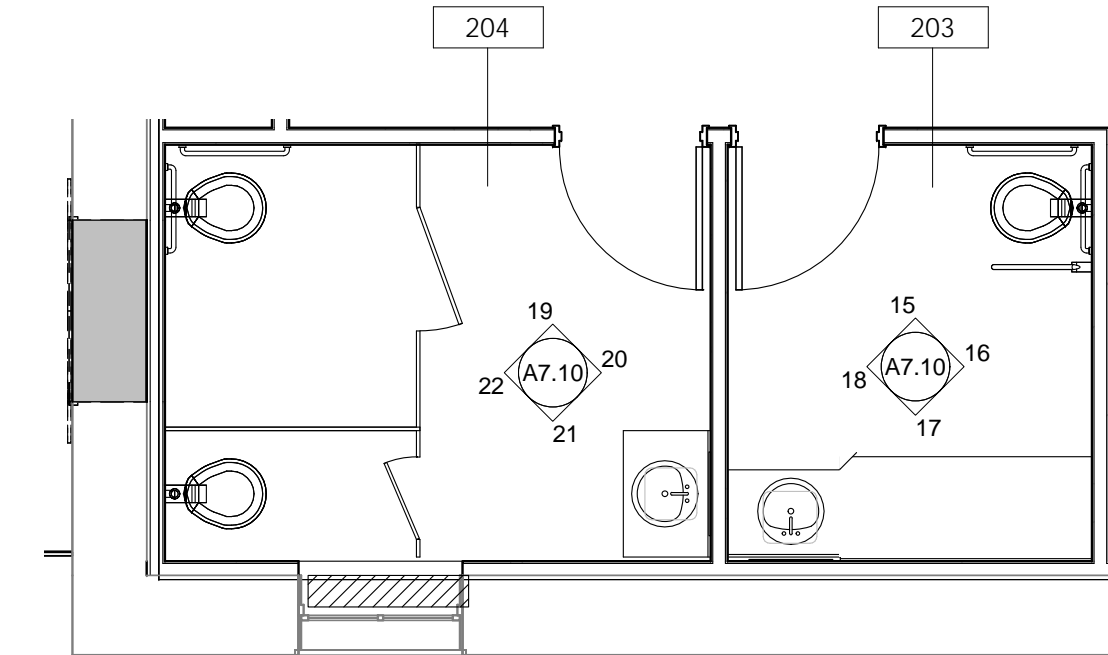
**11 UNISEX WR**  
1 : 50



**12 UNISEX WR**  
1 : 50

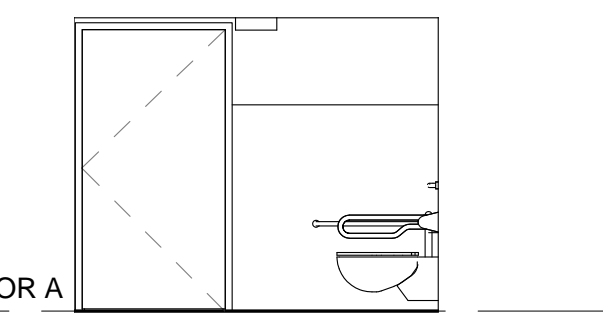


**13 UNISEX WR**  
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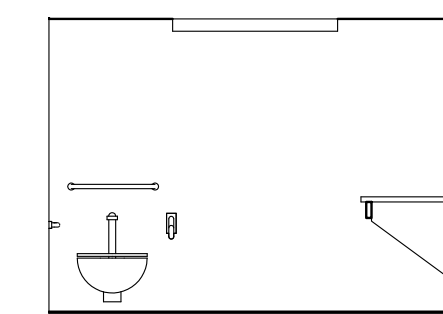


**14 WASHROOMS - 2nd floor**  
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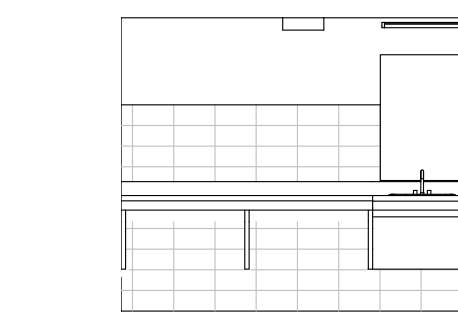
02A 2ND FLOOR A  
4090



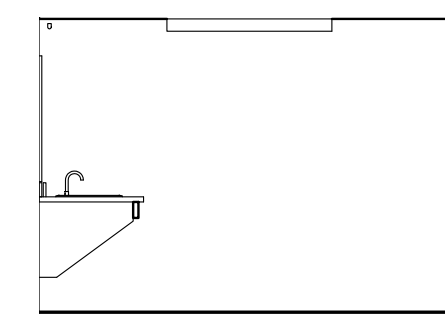
**15 UNISEX WR**  
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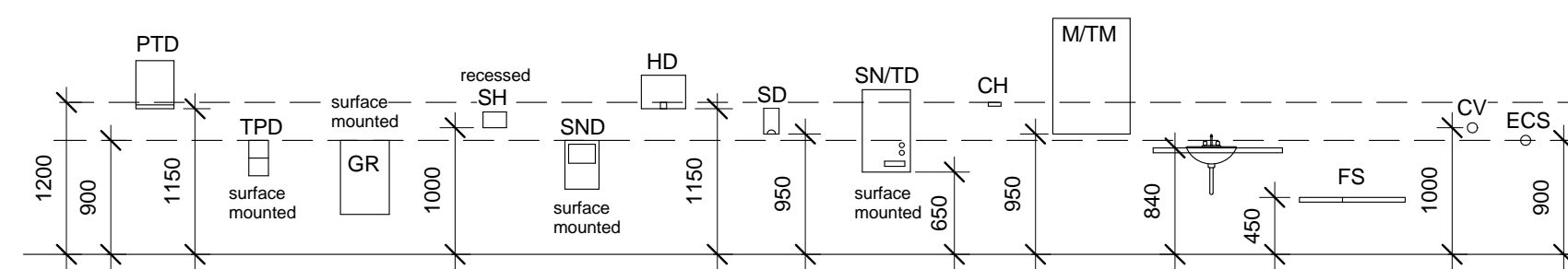
**16 UNISEX WR**  
1 : 50



**17 UNISEX WR**  
1 : 50

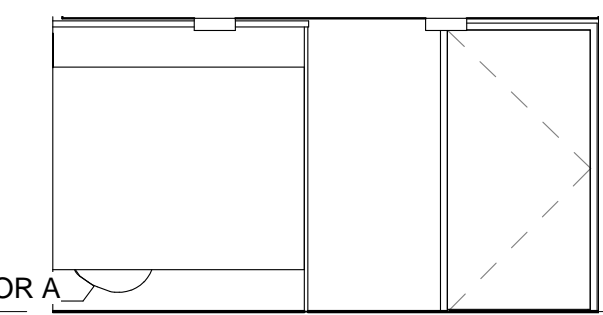


**18 UNISEX WR**  
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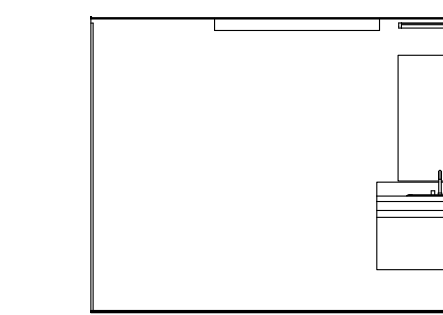


**L1 ACCESSORIES HEIGHTS**  
1 : 50

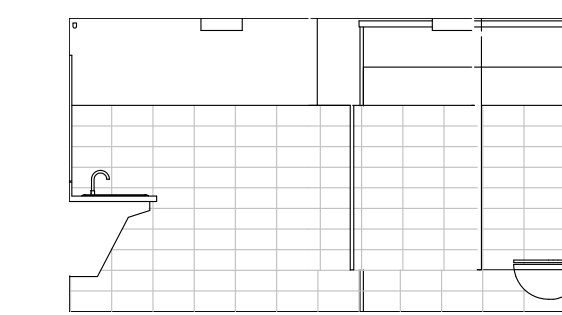
02A 2ND FLOOR A  
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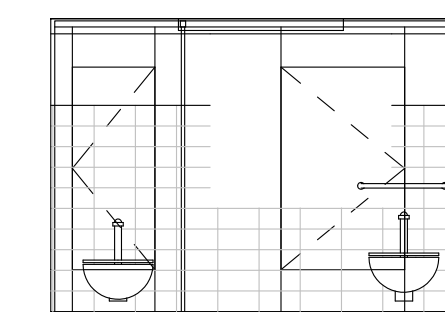
**19 MEN'S WR**  
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**20 MEN'S WR**  
1 : 50



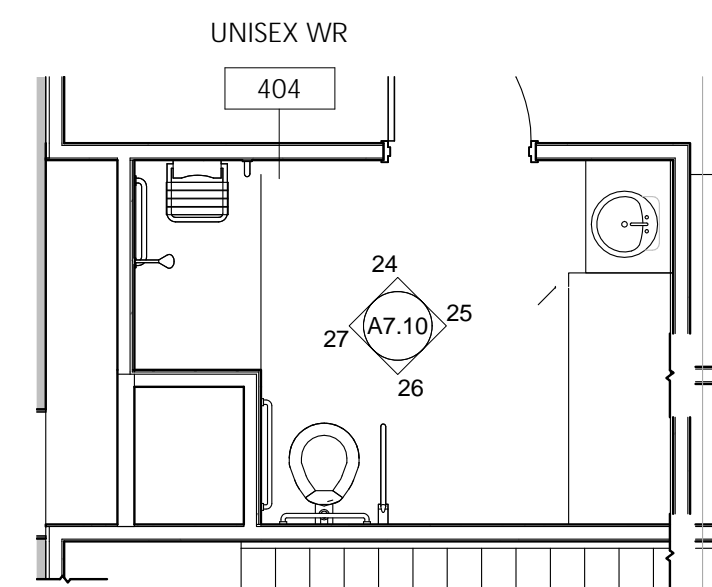
**21 MEN'S WR**  
1 : 50



**22 MEN'S WR**  
1 : 50

LEGEND:

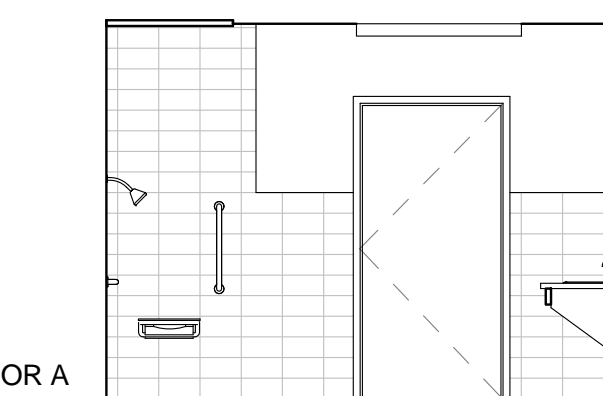
- CH - COAT HOOK (collapsible)
- CR - CURTAIN ROD
- CY - CONTROL VALVE
- ECS - EMERGENCY CALL SWITCH
- FGB - FOLDING GRAB BAR
- FS - FOLDING SHOWER SEAT
- GB - GRAB BAR
- GR - GARBAGE RECEPTACLE
- HD - HAND DRYER
- JSU - JANITOR SHELVEING / HOOK UNIT
- M / TM - MIRROR / TILT MIRROR
- PTD - PAPER TOWEL DISPENSER
- SD - SOAP DISPENSER
- SH - SOAP HOLDER
- SND - SANITARY NAPKIN DISPOSAL
- SN / TD - SANITARY NAPKIN / TAMPON DISPENSER
- TPD - TOILET PAPER DISPENSER



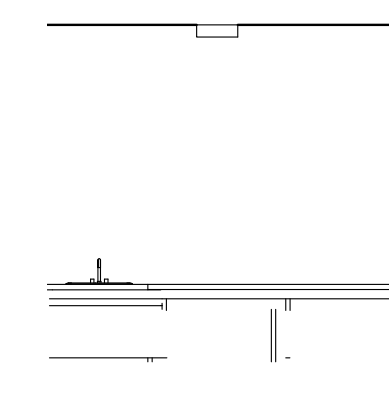
**L2 WR ACCESSORIES**  
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**23 WASHROOM - 4th floor**  
1 : 50

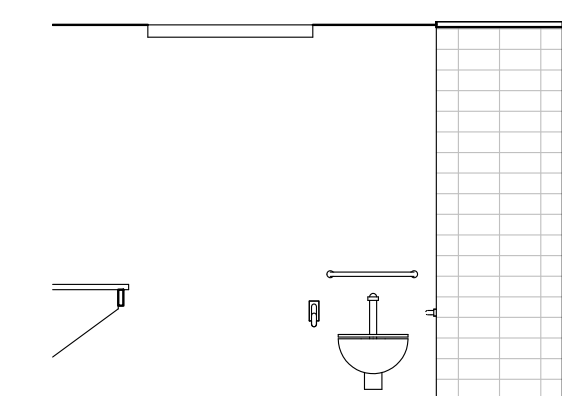
04A 4TH FLOOR A  
9280



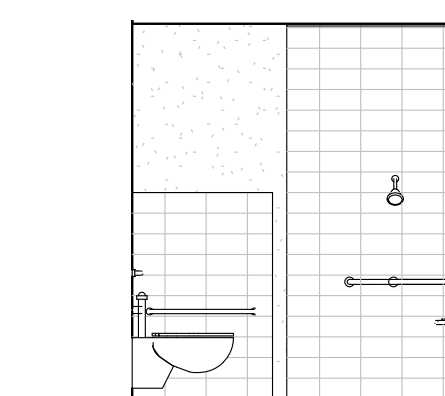
**24 BF WR & SHOWER**  
1 : 50



**25 BF WR & SHOWER**  
1 : 50



**26 BF WR & SHOWER**  
1 : 50



**27 BF WR & SHOWER**  
1 : 50

Revisions		
Particular	Date	No.

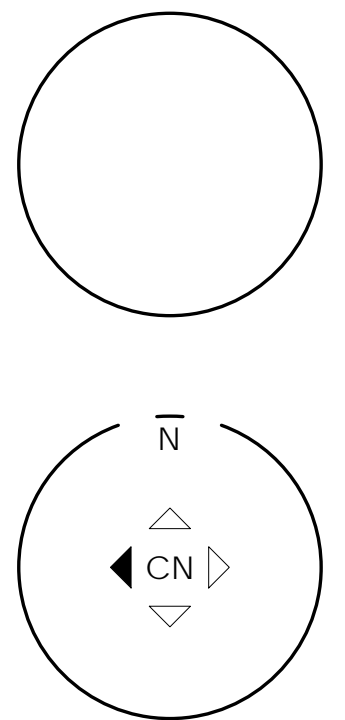
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Client:  
City of Guelph

Project:  
20831  
Guelph Civic Museum

52 Norfolk Street  
Guelph, ON

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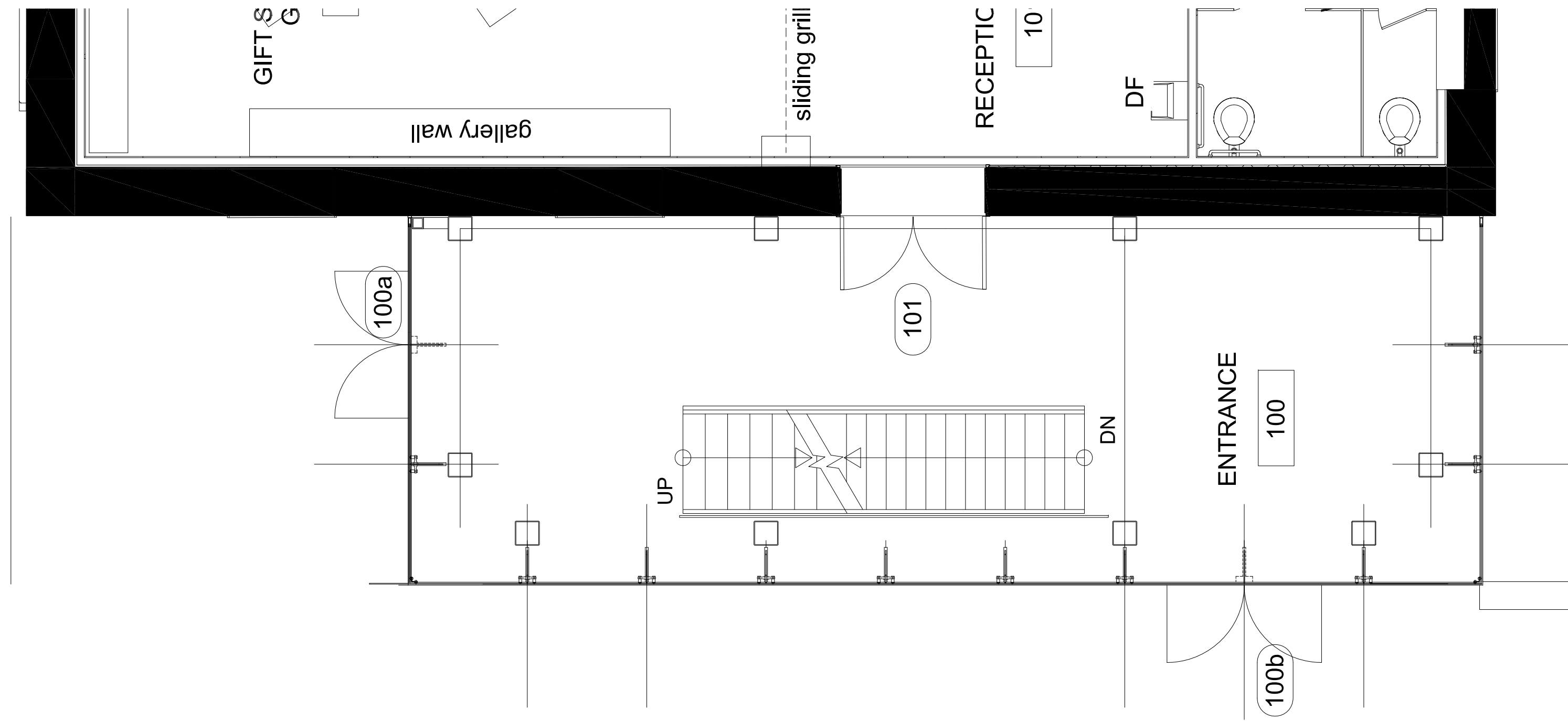
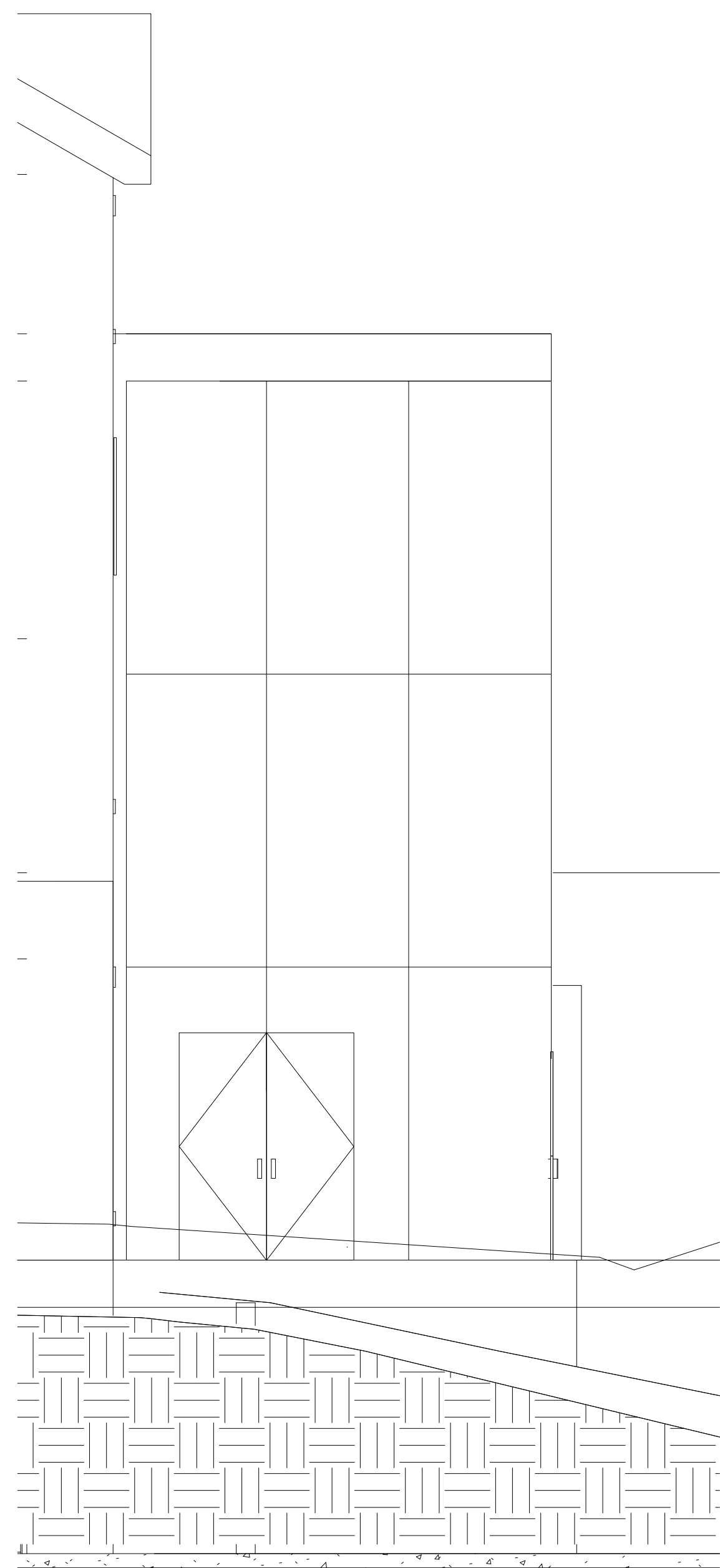


INTERIOR ELEVATIONS - WASHROOMS

A7.10

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6/22/2009 12:40:01 PM



00 B/

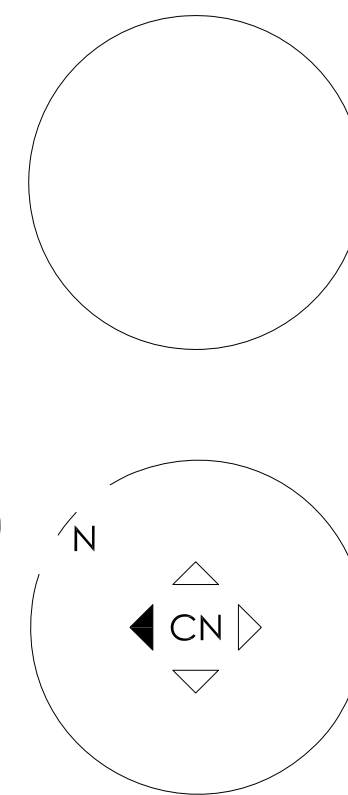
plot date: Jun 22, 2009 - 12:56pm By: ddibel File name: K:\TVG-Simcoe\Projects\Guelph Civic Museum-20831\Drawings\Wd-Current\Lobby DESIGN.dwg

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**Client:**  
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**Project:**  
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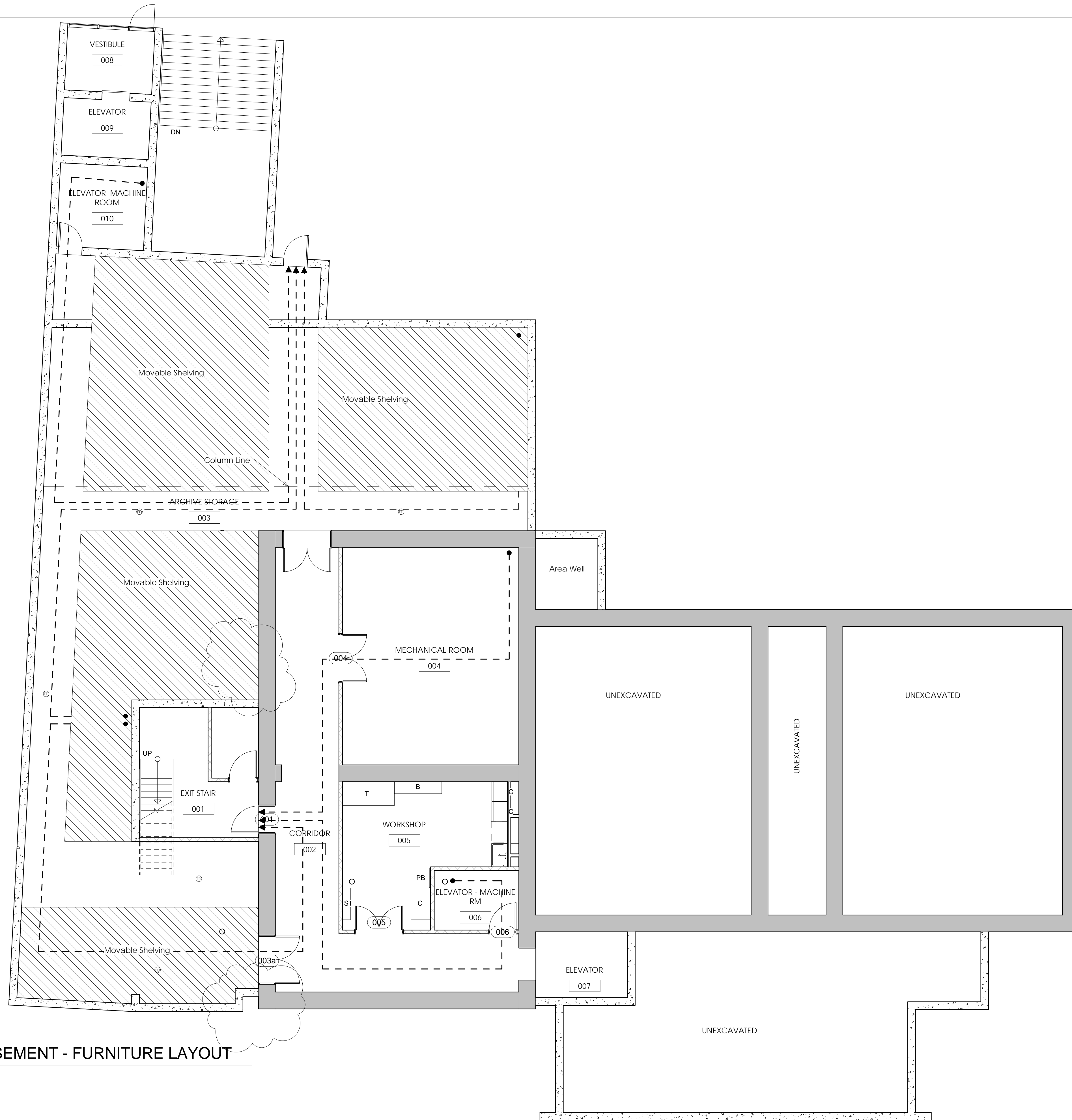
A8.3

Drawn by: .. Checked by: .. Scale: AS NOTED

STRUCTURAL GLAZING / CURTAIN WALL SCHEDULE & NOTES

Revisions

Particular	Date	No.
.....	.....	1.



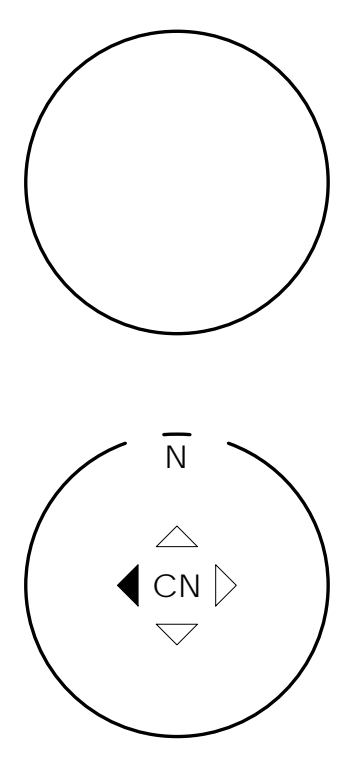
1 BASEMENT - FURNITURE LAYOUT  
1 : 75

Revisions		
Particular	Date	No.

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**FURNITURE LAYOUT - BASEMENT**

A11.0

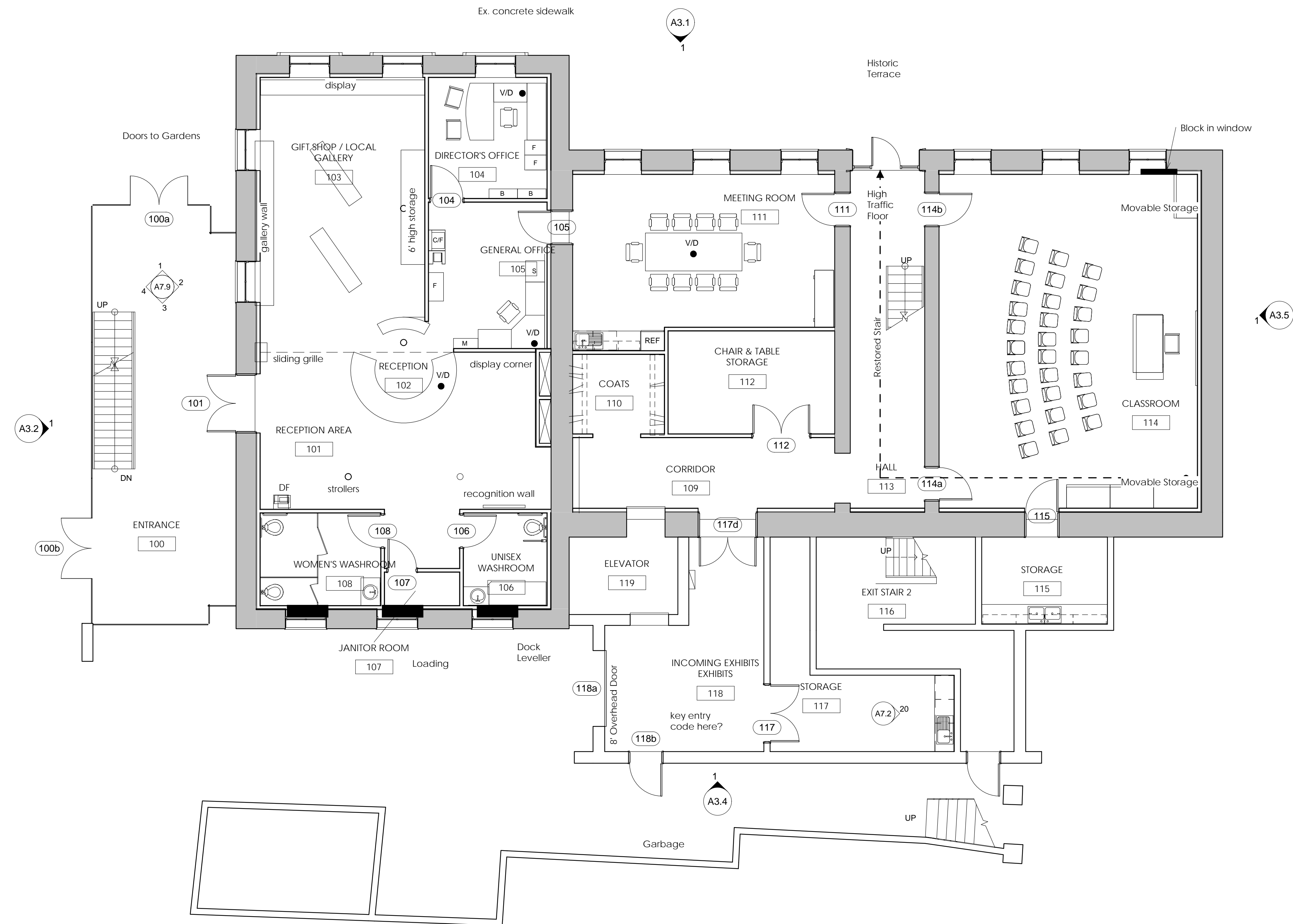
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6/22/2009 12:40:05 PM

Revisions			
Particular	Date	No.	

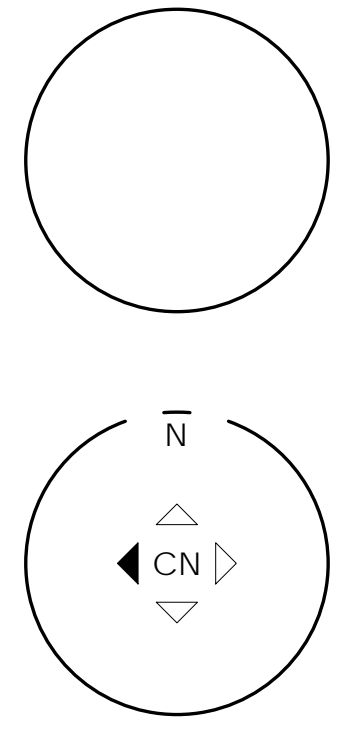
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**1** 1ST FLOOR - FURNITURE LAYOUT  
 1 : 75

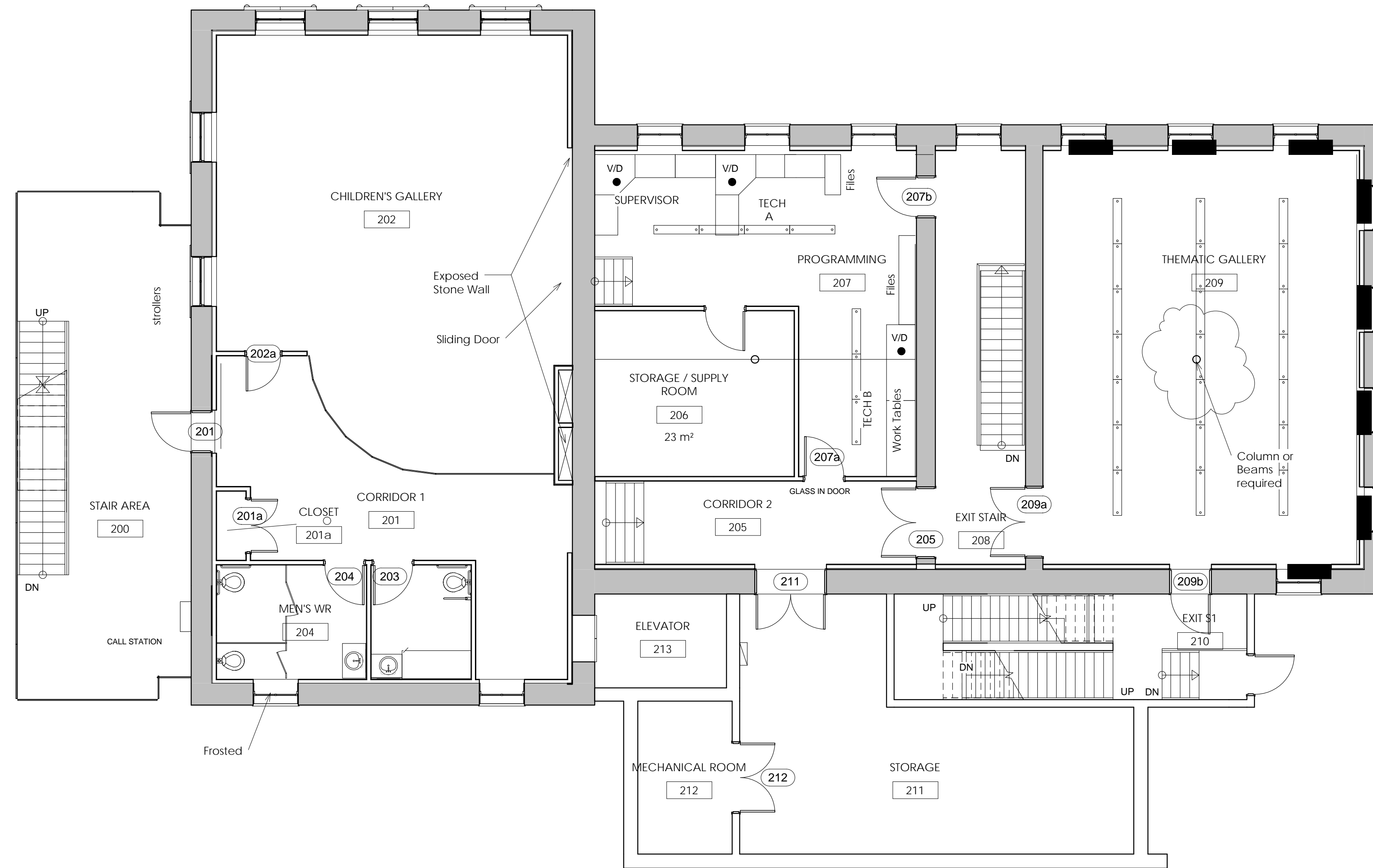
**Client:**  
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**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

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A11.1

**FURNITURE LAYOUT - 1st FLOOR**



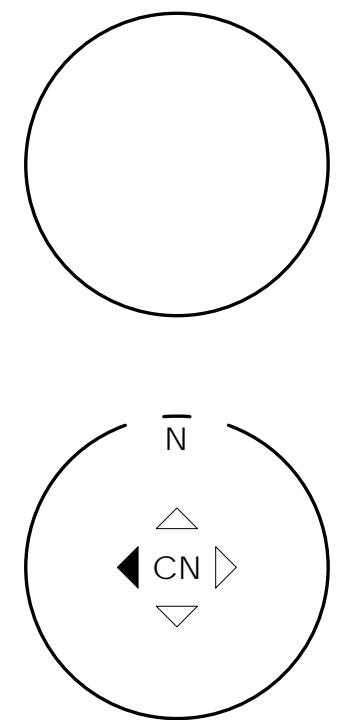
1 2ND FLOOR - FURNITURE LAYOUT  
1:75

Revisions		
Particular	Date	No.

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**FURNITURE LAYOUT - 2nd FLOOR**

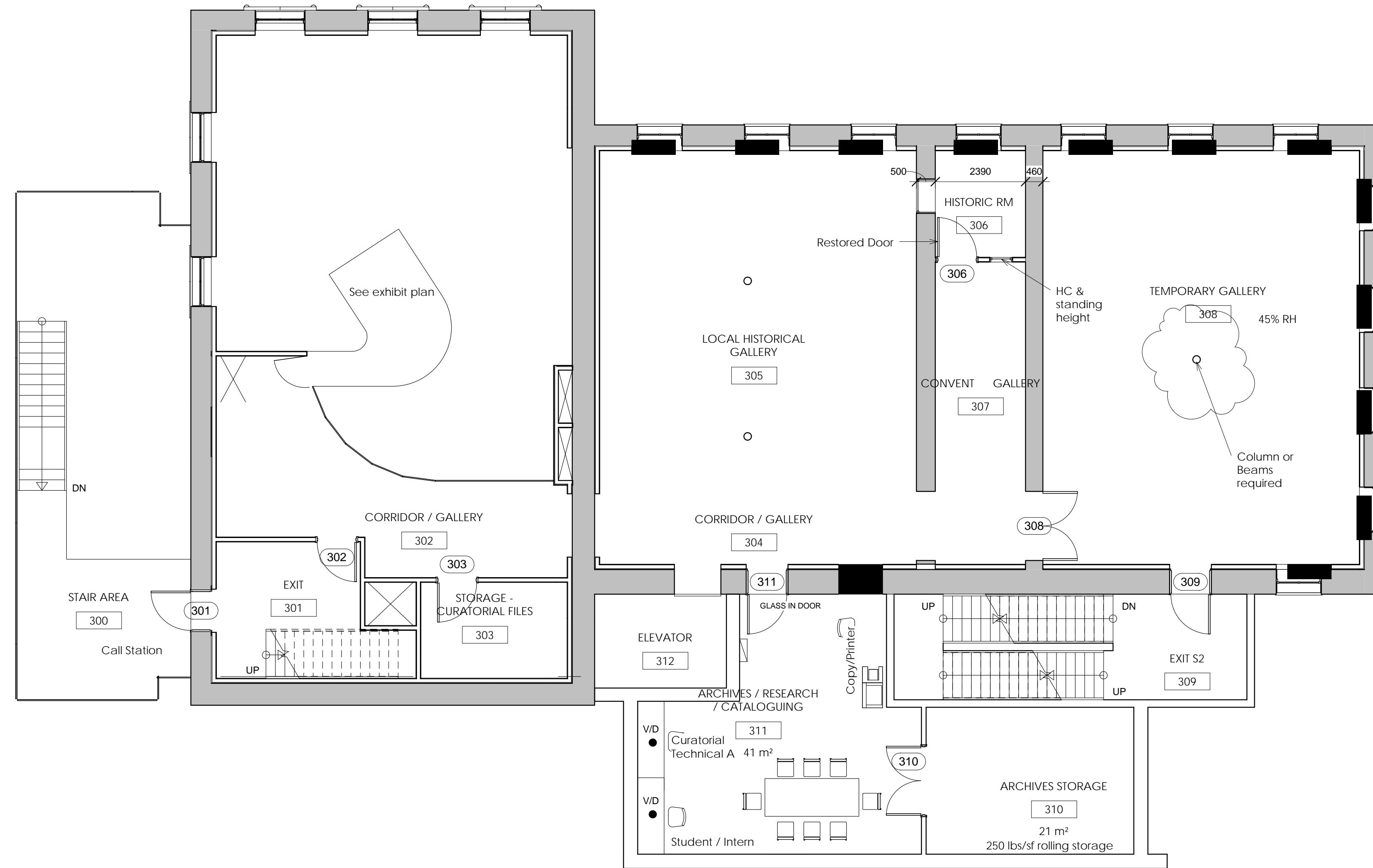
A11.2

Drawn by: Author Checked by: Checked/Scale: 1:75

C:\REVIT\LOCAL\GUELPH\CIVIC MUSEUM.rvt

6/22/2009 12:40:09 PM





1 3RD FLOOR - FURNITURE LAYOUT  
1 : 75

Revisions		
Particular	Date	No.

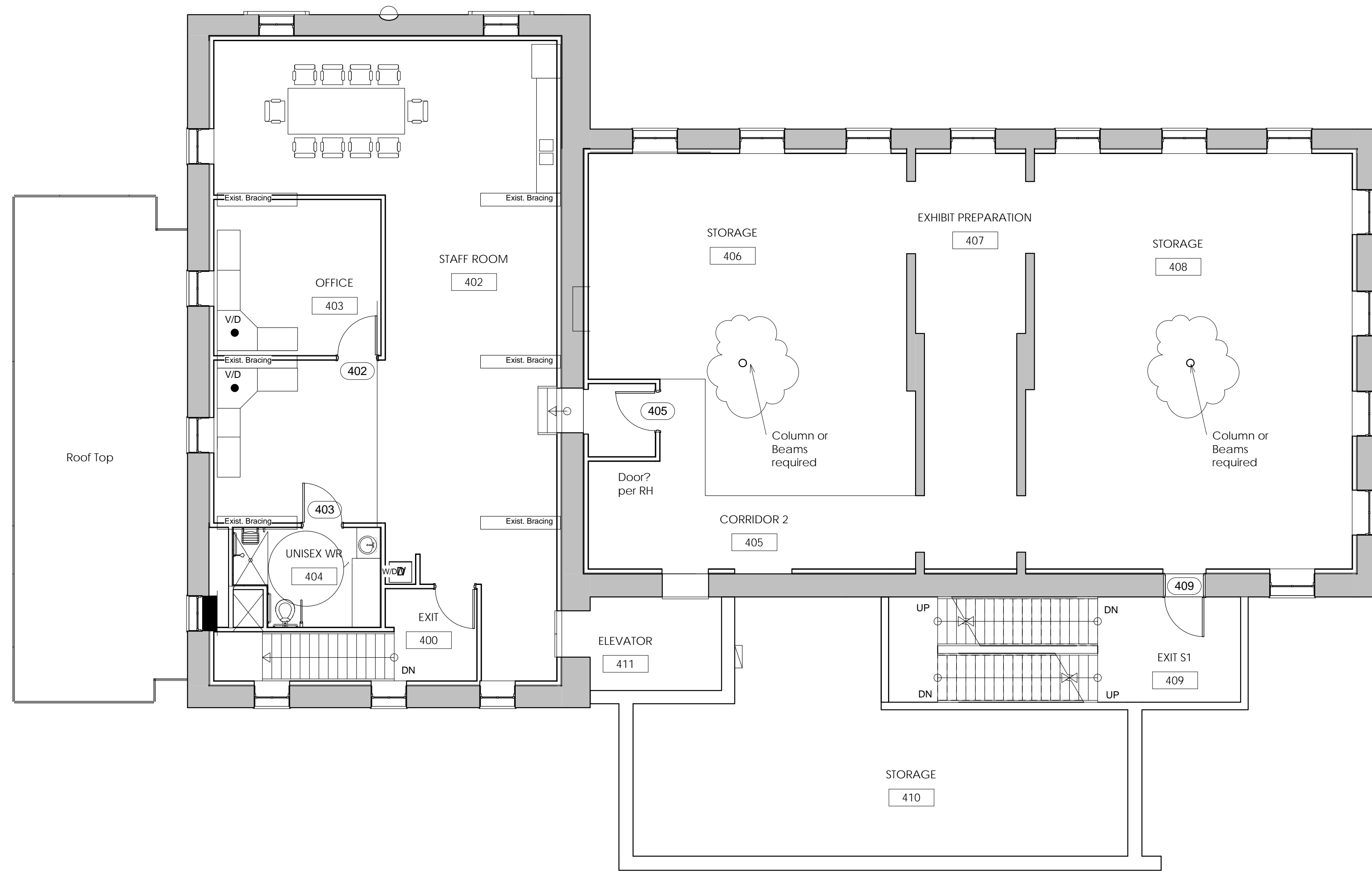
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**Project:**  
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 Guelph, ON

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A11.3

**FURNITURE LAYOUT - 3rd FLOOR**



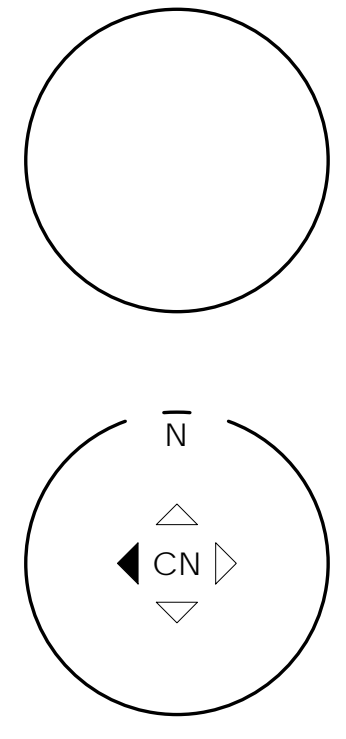
1 4TH FLOOR - FURNITURE LAYOUT  
1 : 75

Revisions		
Particular	Date	No.

Reproduction of drawings and related documents in whole or in part is forbidden without written permission of The Ventin Group. All dimensions and measurements must be checked and verified by the General Contractor.

**Client:**  
 City of Guelph  
  
**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

**+VG ARCHITECTS**  
 THE VENTIN GROUP LTD



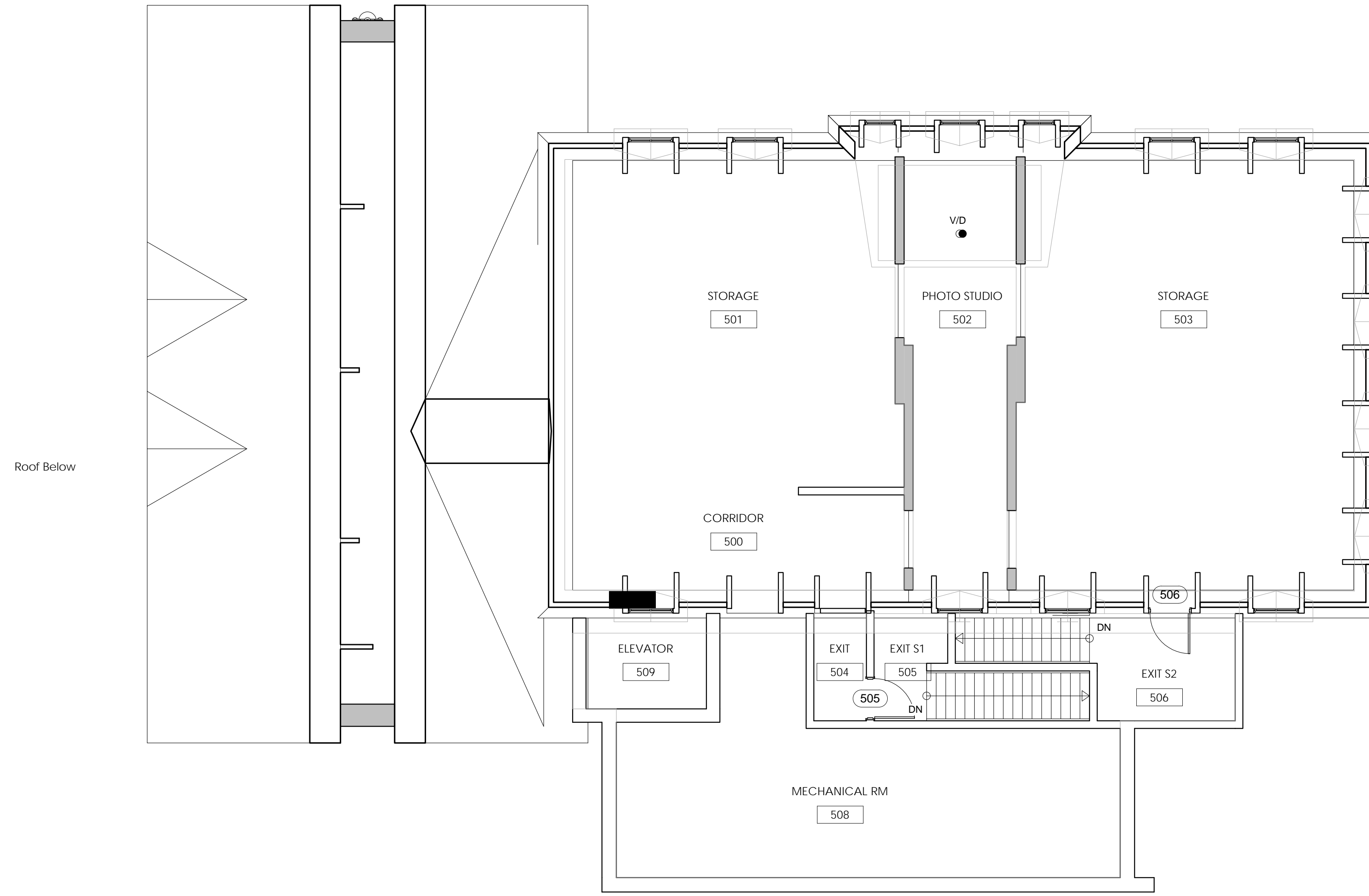
**FURNITURE LAYOUT - 4th FLOOR**

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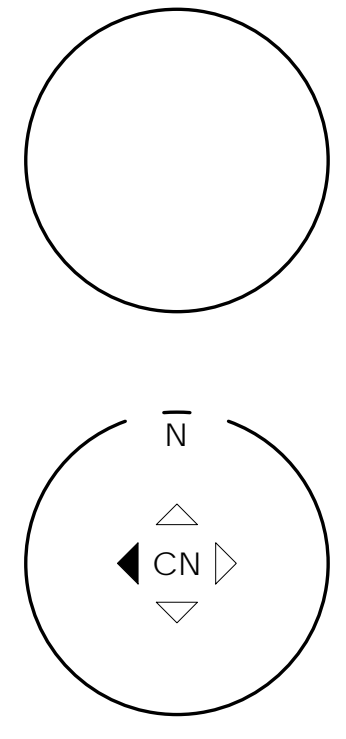
1 5TH FLOOR - FURNITURE LAYOUT  
1:75

Revisions		
Particular	Date	No.

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**Client:**  
 City of Guelph  
  
**Project:**  
 20831  
 Guelph Civic Museum  
  
 52 Norfolk Street  
 Guelph, ON

**+VG ARCHITECTS**  
 THE VENTIN GROUP LTD



**FURNITURE LAYOUT - 5th FLOOR**

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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Community Services  
**DATE** June 30, 2009

**SUBJECT** **Children's Foundation of Guelph and Wellington: Service Agreement Related to Fee Assistance for Children**

**REPORT NUMBER** CS-NE-0917

## **RECOMMENDATION**

THAT the Mayor and Clerk be authorized to execute a service agreement between the City of Guelph and the Children's Foundation of Guelph and Wellington that supports the granting of fee assistance to children and youth for participation in educational, cultural and recreation enrichment activities.

## **BACKGROUND**

In March 2008, a stakeholder group of service providers in Guelph and Wellington gathered to begin discussions about the potential of streamlining and centralizing access to fee assistance in recreation and leisure for children and youth. With the closing of Kids Can Play, a local organization which granted funds to families to support registration for sport and recreational activities, the need to bring organizations together to provide subsidies to families in a timely and effective manner without duplicating services became evident. As a result a Children's Subsidy Task Force was established, with the City of Guelph being a founding member. Membership of the Children's Subsidy Task Force is comprised of;

- Children's Foundation of Guelph & Wellington
- Child Care Services County of Wellington
- Guelph Wish Fund for Children
- YMCA-YWCA Guelph
- Guelph Youth Soccer
- United Way of Guelph and Wellington
- Guelph Community Foundation
- Centre Wellington Community Resource Centre
- Guelph Youth Sports Advisory Council.
- City of Guelph

To date, each of these Task Force partners who previously administered fee assistance grants to children and youth have transferred funding to the Children's Foundation of Guelph and Wellington to coordinate distribution of funds to qualified applicants.

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## **REPORT**

Since 1998 the City of Guelph has administered the Fee Assistance In Recreation (F.A.I.R.) Program, confidential fee assistance for qualified individuals to receive a percentage of subsidy for their registration fees for City of Guelph programs, swim passes or selected memberships. The funding for the F.A.I.R. Program has been supported by an annual United Way allocation (annual portion divested to children's F.A.I.R. program equals \$2400), internal fundraising, donations, and recently the Canadian Tire Foundation's Jumpstart Program, of which we are a chapter member. The Service Agreement attached outlines the expectations of the City to transfer fundraised revenues related to the children and youth portion of F.A.I.R. to the Children's Foundation of Guelph and Wellington.

The Children's Foundation acts in a centralized role to collect and distribute funds to provide financial assistance to enable children to participate in recreation and leisure programs offered by the City, as well as other programs within Guelph and Wellington County which meet the Children's Foundation of Guelph and Wellington's life enrichment criteria. This system will also allow families to apply to a single organization for all enrichment activities with standardized criteria consistent with the objectives of F.A.I.R.

Community Services will continue to represent the City's interests as a partner on the Children's Subsidy Task Force and Granting Committee to provide oversight of this initiative. Community Services will continue to operate the F.A.I.R. program to provide fee assistance for adults for City of Guelph recreation and leisure programs and services.

## **CORPORATE STRATEGIC PLAN**

Goal 2: A healthy and safe community where life can be lived to the fullest

## **FINANCIAL IMPLICATIONS**

There are no budget implications at this time. The allocation of United Way funds and Canadian Tire Foundation Jumpstart funds will be transferred to a holding account with the Children's Foundation of Guelph-Wellington as per the Service Agreement. This Service Agreement covers the remainder of the 2009 year. Remaining 2009 United Way allocation assigned to children's portion of F.A.I.R. grant \$1200, 2009 balance of Jumpstart assigned to City as a chapter member \$2350, and 50% of proceeds raised from any donations and fundraisers related to F.A.I.R. to year end 2009 per the Service Agreement.

## **DEPARTMENTAL CONSULTATION**

Legal and Risk Management Services  
Finance

## **COMMUNICATIONS**

## **ATTACHMENTS**

Appendix A: Service Agreement

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Original Signed by

---

**Prepared By:**

Jennifer Maddock  
Inclusion & Volunteer Services Coordinator,  
Neighbourhood Engagement  
519-822-1260 ext. 2702  
[jennifer.maddock@guelph.ca](mailto:jennifer.maddock@guelph.ca)

Original Signed by

---

**Recommended By:**

Barb Powell  
Manager, Integrated Services and  
Development  
519-822-1260 ext. 2675  
[barbara.powell@guelph.ca](mailto:barbara.powell@guelph.ca)

Original Signed by

---

**Recommended By:**

Rob Mackay  
Manager of Community Facilities and  
Programs  
519-822-1260 ext. 2664  
[rob.mackay@guelph.ca](mailto:rob.mackay@guelph.ca)

Original Signed by

---

**Recommended By:**

Colleen Clack  
Acting Director of Community  
Services  
519-822-1260 ext. 2558  
[colleen.clack@guelph.ca](mailto:colleen.clack@guelph.ca)

This Funding Agreement is made this      day of                      , 2009

Between:

**The Corporation of the City of Guelph**

Of the first part  
(Herein called the “City”)

-and-

**The Children’s Foundation of Guelph and Wellington**

Of the second part  
(Herein called the “Foundation”)

Whereas the Foundation is assuming a centralized role of collecting and distributing funds to provide financial assistance or subsidies to enable children and youth to participate in recreation and leisure programs within the City and the County of Wellington;

And whereas the Foundation is establishing a program (the “Granting Program”) to carry out this role;

And whereas the City has in the past collected and distributed funds and operated its own Granting Program (Fee Assistance in Recreation or F.A.I.R.) for this purpose;

And whereas the City wishes to cease operating the Children and Youth portion of the City’s Granting Program;

And whereas the City wishes to forward to the Foundation, for use in the Foundation’s Granting Program, funds that the City holds, collected for the above-mentioned purpose but not yet expended;

And whereas the City wishes that funds which the City may, in the future, collect for this purpose, be forwarded to the Foundation for use in the Foundation’s Granting Program;

And whereas the Children’s Subsidy Task Force is an independent advisory body providing guidance on the Granting Programs;

Now therefore, this Agreement witnesses that in consideration of the sum of \$1.00 and the mutual covenants contained herein, the parties hereto hereby agree as follows:





## Obligations of the City

### 1. The City shall:

- (a) upon commencement of the term of this Agreement, make a one-time transfer to the Foundation of:
  - i. 50% of the remaining 2009 funds collected by the City from the United Way of Guelph/Wellington related to the Fee Assistance in Recreation (F.A.I.R.) Program and still held by the City as of the date of commencement of the term of this Agreement; and
  - ii. 100% of the 2009 funds allocated to the City from the Canadian Tire Foundation related to the Jumpstart program;
- (b) transfer to the Foundation, upon receipt by the City during the term of this Agreement:
  - i. 50% of any funds received by the City by way of donations (including Class donations and donations from the annual fundraisers) intended for general purposes related to children and youth; and
  - ii. 100% of any funds received by the City by way of donations (including the North Pole Connection and Hip Hop Dance Competition) intended specifically to provide financial assistance to enable children and youth to participate in recreation and leisure programs;
- (c) not operate a Granting Program for children and youth subsidies during the term of this Agreement;
- (d) during the term of this Agreement, direct to the Foundation any inquiries or funding requests that the City may receive, relating to the provision of financial assistance to enable children and youth to participate in recreation and leisure programs;
- (e) if the Foundation, during the term of this Agreement, identifies any barriers to access by children and youth wishing to participate in City programs, work cooperatively with the Foundation to assist in overcoming such barriers; and
- (f) cooperate with the Children's Subsidy Task Force in the development, implementation and evaluation of the Foundation's Granting Program.

## Obligations of the Foundation

### 2. The Foundation shall:

- (a) operate the Granting Program (as defined herein);
- (b) incorporate within its Granting Program the following elements of the City's F.A.I.R. Program:
  - a. provide a grant covering up to 100% of the qualifying costs for qualifying families; and
  - b. respond within 10 business days to applicants who have completed the necessary documentation and meet the applicable criteria;

- (c) permit the City and its directors, officers, staff and volunteers (the "Personnel") to participate in the Foundation's Granting Program;
- (d) permit the City Personnel to discuss the Foundation's Granting Program with the Foundation's Personnel;
- (e) provide the City with annual reports and quarterly updates on the operation of the Foundation's Granting Program;
- (f) notify the City, in advance, of any proposed change to the process or scope of the Foundation's Granting Program;
- (g) use all the funds received from the City pursuant to this Agreement solely for the Foundation's Granting Program;
- (h) treat, and ensure that its Personnel treat, all personal information relating to children and youth or their families participating in the Foundation's Granting Program as strictly confidential;
- (i) indemnify and save the City and the City Personnel harmless from any liability, action, claim, loss, injury, damage, payment, cost, fine, fine surcharge, recovery or expense, including reasonable legal fees, arising out of the performance, failure of performance or purported performance of the Foundation's obligations under this Agreement, including, without limitation, any negligent act or omission by any Foundation Personnel or anyone else for whom the Foundation is in law responsible, save and except where the liability, action, claim, loss, injury, damage, payment, cost, fine, fine surcharge, recovery or expense, including reasonable legal fees, arises out of the negligence of the City or City Personnel; the Foundation shall, at the City's election, either assume the City's defence or co-operate with the City in the defence of any such action, including providing the City with prompt notice of any such action and the provision of all material documentation;
- (j) not assign this Agreement, in whole or in part, without the prior written consent of the City;
- (k) upon request by the City, provide a full accounting, to the satisfaction of the City, of all expenditures of funds received from the City pursuant to this Agreement and all financial matters (including revenues and expenditures) relating to the Foundation's Granting Program; and
- (l) upon termination of this Agreement, return to the City any funds transferred pursuant to this Agreement by the City to the Foundation and remaining unspent at the time of termination of this Agreement.

### General

3. The term of this Agreement shall commence upon the execution hereof by both parties.
4. The term of this Agreement shall end on December 31, 2009, unless terminated earlier pursuant to this Agreement.
5. Either party may terminate this Agreement at any time upon at least thirty (30) days'

written notice to the other party.

6. Notice may be given pursuant to this Agreement:

To the City, to: Cindy Richardson  
Manager Neighbourhood Engagement  
1 Carden Street, Guelph  
[Cindy.Richardson@guelph.ca](mailto:Cindy.Richardson@guelph.ca)

To the Foundation, to: Ed Sluga  
Executive Director  
87 Waterloo Avenue, Upper Level, Guelph  
[Ed.sluga@childrensfoundation.org](mailto:Ed.sluga@childrensfoundation.org)

Such notice shall be effective on the day it is given.

7. The parties may amend this Agreement in writing, signed by both parties.

In witness whereof the parties hereto have hereunto set their hands and seals.

Signed, sealed and delivered.

	(	<b>The Corporation of the City of Guelph</b>
	(	
	(	Per: _____
	(	Karen Farbridge – Mayor
	(	
Date: _____	(	Per: _____
	(	Lois A. Giles – City Clerk
	(	
	(	
	(	<b>The Children’s Foundation of Guelph and Wellington</b>
	(	
	(	Per: _____
	(	
Date: _____	(	Per: _____
	(	
	(	



# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Community Services  
DATE July 20, 2009

**SUBJECT Guelph Transit Statutory Holiday Service**  
REPORT NUMBER CS-TR-0918

## RECOMMENDATION

THAT Guelph Transit statutory holiday service be discontinued, beginning in August 2009 and for the remainder of the year including New Year's Day 2010.

## BACKGROUND

Projected ridership numbers and costs to operate the service, based on 2008 actuals, are as follows for the statutory holidays between August and January:

<b>Statutory Holiday</b>	<b>Ridership</b>	<b>Cost to Provide Service</b>	<b>Projected Fare Revenue</b>	<b>Net Cost to Operate</b>
John Galt Day - August	2,986	\$23,500	\$5,800	\$17,700
Labour Day - September	3,126	\$23,500	\$6,100	\$17,400
Thanksgiving - October	2,647	\$24,000	\$5,200	\$18,800
Boxing Day - December	3,880	\$24,000	\$7,600	\$16,400
New Year's Day - January	3,639	\$24,000	\$7,100	\$16,900

*\* Christmas Day service is currently not offered*

As a point of comparison, ridership on regular (non-statutory holiday) days throughout the year ranges from a low of almost 12,000 per day to a high of almost 31,000 per day.

On average across the entire year, Transit's revenue versus cost ratio (i.e. the fare revenue as a percentage of the costs to provide the service) is approximately 39%. On Statutory holidays only, this ratio drops to just under 25%. This is because of the significantly higher cost of providing the service because of overtime costs for staff, as well as the reduced fare revenue due to the low ridership.

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## **REPORT**

Ridership on statutory holidays is significantly lower than on the other days throughout the year. As a cost containment strategy, and to address in part the current negative budget variance in Transit, staff recommends eliminating Transit service on the remaining statutory holidays in 2009, as well as for New Year's Day in 2010.

A determination about statutory holiday Transit service for the remainder of 2010 will be made as part of the overall 2010 budget process.

This decision was made after doing a service review of the Statutory holiday transit service, and after analysis of the data which demonstrated that ridership was not at a level that made providing the service sustainable.

## **CORPORATE STRATEGIC PLAN**

Goal 5: A community-focused, responsive and accountable government.

## **FINANCIAL IMPLICATIONS**

The net savings in 2009 for elimination of service on the remaining four statutory holidays is \$70,300.

The net savings in 2010 for elimination of service on New Year's Day is \$16,900.

## **DEPARTMENTAL CONSULTATION**

Finance Department

## **COMMUNICATIONS**

Media release

City website

## **ATTACHMENTS**

N/A

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**Prepared By:**

Colleen Clack  
Acting Director, Community Services  
519-822-1260 ext. 2588  
colleen.clack@guelph.ca



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**Recommended By:**

Rudy Stehle  
Interim Manager, Transit Services  
519 822-1811 ext. 2795  
rudy.stehle@guelph.ca



---

Ann Pappert  
Director, Community Services  
519-822-1260 ext. 2665  
Ann.pappert@guelph.ca

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Community Services  
DATE July 20, 2009

**SUBJECT Torch Run Relay – Vanoc 2010**  
REPORT NUMBER CS-FP-0919

## RECOMMENDATION

THAT while the City of Guelph encourages citizens to cheer on Olympic Torch Relay Runners as they pass through Guelph for one minute on December 28, 2009, that no special civic funded event is planned in conjunction with the Torch Relay.

## BACKGROUND

The Olympic Winter Games will take place in Vancouver from February 12 - 28, 2010 followed by the Paralympics March 12 - 21, 2010. The Games will be preceded by a Torch Relay from Greece to Vancouver, then around the perimeter of Canada, a distance of 45,000 kilometers, finishing back in Vancouver for the opening of the Olympic Winter Games.

Vanoc 2010 has established the Torch Relay Route, and designated specific communities along the route as "Celebration Communities" or the somewhat less involved "Route Communities". Guelph has been designated as a Route Community, and the torch is scheduled to pass through our City in the morning of Monday, December 28, 2009. The Torch Bearers will be chosen by Vanoc 2010.

## REPORT

Vanoc 2010 is encouraging Route Communities to hold concurrent events to celebrate the Torch passing through, but they do not permit the association of the event with the Olympic or Vanoc 2010 names.

The route has been finalized by Vanoc 2010, but will not be made public until shortly before the Torch passes through Guelph for security reasons.

A staff committee explored options for concurrent celebrations, but the staff recommendation is that no other activities be planned. The following factors played into this recommendation:

1. As a Route Community the Torch will only stop in Guelph for one minute.
2. We were only notified that we would be a route community in October 2008,



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after our budgets were submitted.

3. The date that the Torch Relay will pass through Guelph is December 28, 2009, which is the date that the City of Guelph will observe Boxing Day.
4. The Torch will pass through Guelph at 10:00 am

### **CORPORATE STRATEGIC PLAN**

N/A

### **FINANCIAL IMPLICATIONS**

The draft costs for holding a special event on the Boxing Day holiday would be between \$4,000 – 8,000. There is currently no budget allocated to this event.

Traffic has quoted \$830 for rolling street closures. Security will be provided by Guelph City Police from their budget.

### **DEPARTMENTAL CONSULTATION**

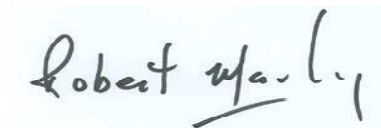
Operations - Traffic  
Guelph City Police  
Corporate Communications

### **COMMUNICATIONS**

A press release will be issued on approximately December 20, 2009 which will publicize that the Torch Relay will be passing through Guelph, and announce the route.

### **ATTACHMENTS**

N/A



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#### **Prepared By:**

Rob Mackay  
Manager, Facilities and Programs  
519-822-1260 ext. 2664  
rob.mackay@guelph.ca



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#### **Recommended By:**

Ann Pappert  
Director of Community Services  
519-822-1260 ext. 2665  
ann.pappert@guelph.ca

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and Operations Committee**

**SERVICE AREA** Operations  
**DATE** July 20, 2009

**SUBJECT** **Consideration of Funding for Pissoir (open air urinal) Pilot Program and change in length of pilot program duration**

## **RECOMMENDATION**

THAT, consideration be given on behalf of the Nightlife Task Force to partial funding approval of the Pissoir pilot program on a trial basis for September – December 2009.

## **BACKGROUND**

City Staff prepared and submitted a committee report to the Emergency Services, Community Services and Operations Committee on June 15, 2009 recommending implementation of an open air urinal pilot project in the downtown business district for the summer of 2009.

The following Resolution was passed by Council on June 22, 2009;

THAT in conjunction with the Night Life Task Force, staff proceed to introduce an open air urinal on Macdonell Street in the vicinity of Wyndham Street during summer 2009 on a trial basis to evaluate its effectiveness and to assess public acceptance of this type of public facility;

AND THAT the downtown stakeholders be responsible for the full cost recovery.

AND THAT staff speak with the Guelph Police Services with respect to increasing police enforcement during the pilot project.

## **REPORT**

The Night Life Task Force, chaired by Downtown Guelph Business Association, (DGBA), Guelph Police Services and staff met on July 8, 2009 to review Council's decision to not fund the pilot program and to re-visit sponsorship and components comprising the pilot program. This report to Committee is to request funding consideration for the approved pilot program on behalf of the Nightlife Task Force.

The Night Life Task Force and staff have identified new information which has significantly reduced the original program cost, as well as secured partial stakeholder sponsorship for the program.

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The Night Life Task force has sourced an alternate pissoir unit which is currently being used successfully in a similar program in Edmonton and Victoria.

The Task Force proposes placing two units in the downtown core for the period of September 2009 to December 2009 available for public use 24 hours per day, 7 days per week (24/7) as opposed to the original pilot period ending in late September 2009. The proposed units will be purchased for a nominal amount and would be serviced daily by a third party firm licensed by the Ministry of Environment.

The units will be located on MacDonnell Street, the final locations of which have not been finalized. The units will be tastefully and safely camouflaged by a partial screen. The DGBA will complete development of a public awareness poster program and will implement that program by August 31, 2009. Additionally, Guelph Police Services has committed to increase its on street vigilance and enforcement of our existing anti-fouling by laws following implementation of the poster program.

### **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city.

Goal 2: A healthy and safe community where life can be lived to the fullest.

Goal 5: A community-focused, responsive and accountable government.

### **FINANCIAL IMPLICATIONS**

The costs involved are as shown in the attached spreadsheet.

Fixed costs include the following;

- purchase and install two units at (\$1350.00 per each X2 includes pst),
- cost to provide camouflage lattice perimeter, (\$500.00/each X 2),
- costs for winter maintenance (\$500.00) to end of December 2009.
- Implementation of public awareness poster program, (\$3500.00), funded by DGBA

Total Fixed Costs: \$7,700.00.

Maintenance Costs variable with respect to program duration;

- Daily servicing costs are \$90.00 or \$630.00 per week, (7 days).

Funding secured from The Nightlife Task Force and downtown stakeholder groups will total \$4,200.00, (this includes the fixed cost public awareness poster program funding of \$3,500.00 above).

If approval is received to run the Pilot Program for the entire 17 week period the total costs would be;

Cost to the city to end of December 2009 will be;

servicing fee of \$630.00/week for the duration of the Pilot Program, potentially 17 weeks (\$10,710.00) + Fixed Costs (\$7700.00) less Funding secured by Stakeholders (\$4200.00) =

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\$3,500.00 fixed cost plus unit maintenance

Cost to the City = (unit maintenance + Fixed costs - Funding secured from stakeholders)  
= (\$10,710 + \$7700 - \$4200)  
= \$14,210.00

or

approx. \$836.00 per week for 17 weeks.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

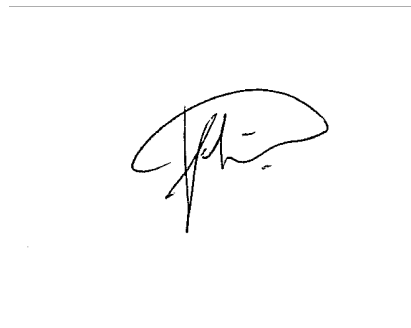
The Downtown Night Life Task Force and Downtown Co-ordinating Committee are aware this matter is before committee.

## **ATTACHMENTS**

Attachment A - Picture of Proposed Pissoir Unit

Attachment B - Listing of Nightlife Task Force Members

Attachment C – spreadsheet showing costs to the city to Dec 31, 2009



---

### **Prepared and Recommended By:**

Sam Mattina,  
Manager, Roads and Right of Ways  
Acting Director of Operations  
519-837-5628 ext 2017  
Sam.Mattina@Guelph.ca

---

# ATTACHMENT A

Picture of Proposed Pissoir Unit



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## ATTACHMENT B

List of City of Guelph Downtown Nightlife Task Force Members, July 2009

Conrad Aikens, Van Gogh's Ear

Councillor Ian Findlay

David Corks, City of Guelph

Derek McCaughan, City of Guelph

Rob Davis, Guelph Police

Brent Eden, Guelph Police

Brenda Whiteside, University of Guelph

Mark Rodford, DGBA Chair

Lorenz Calcagno, DGBA Director

Jennifer Mackie, DGBA ED

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# ATTACHMENT C

## FINANCIAL IMPLICATIONS TO THE CITY OF GUELPH FOR PISSOIR UNITS

<b>2 Units - \$1,350 each</b>	2,700.00
<b>2 Camouflage lattices - \$500 each</b>	1,000.00
<b>Public Awareness Program (funded by DGBA)</b>	3,500.00
<b>Winter Maintenance (ending December 31, 2009)</b>	500.00
	<b>Subtotal 7,700.00</b>
<b>Servicing of Units - \$90 / day for 119 days</b>	10,710.00
<b>Funding Secured money from Nightlife Task Force</b>	4,200.00
<i>includes public awareness poster program funding</i>	
<b>Total Cost to City of Guelph to December 31, 2009</b>	<b>14,210.00</b>

**- ADDENDUM -**

**- Emergency Services, Community Services & Operations Committee -**

**Council Committee Room 5:00 p.m.**

**- July 20, 2009 -**

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**1) CONSIDERATION OF FUNDING FOR PISSOIR (OPEN AIR URINAL)  
PILOT PROGRAM AND CHANGE IN LENGTH OF PILOT PROGRAM  
DURATION**

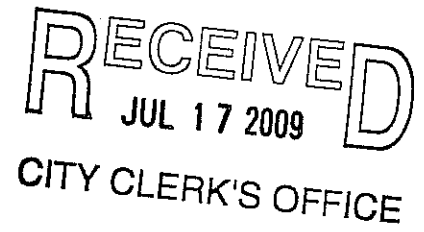
Delegations:

- Jennifer Mackie on behalf of the Downtown Guelph Business Association

Correspondence

- Patricia Fontyn





July 16, 2009

Lois Payne  
Director, Corporate Services / City Solicitor  
Corporate Services  
City of Guelph  
1 Carden St.  
Guelph, ON N1H 3A1

Via E-mail: lois.payne@guelph.ca

Dear Ms. Payne,

I am writing to express my concern about the plan to install public urinals in the downtown core.

Public urinals are intended to address the problem of urination on private property by patrons of downtown bars. This recommendation was conceived of by a committee of stakeholders and endorsed by City staff. Council has approved the motion, on a trial basis. The urinals will be placed on public property, and City staff will be responsible for maintaining them. As it currently stands the initial costs are to be paid by downtown businesses, although I understand that the businesses intend to come back to Council with a further funding request.

There are four problems with the urinals proposal:

- First, these facilities are designed to be used only by able-bodied men. It is inconceivable how a woman could use the urinals, or a man in a wheelchair, or a man who is visually impaired, and even a male child would have difficulty.
- Secondly, the urinals will legitimize and legalize indecent exposure by men. The latest proposed urinal model provides for a small measure of privacy, however it is incomplete, it will not be effective for men who are stumbling drunk, and it is reasonably foreseeable that a few men may take advantage of the situation to flash passersby, whether deliberately or through carelessness, and they will do so with impunity. This also has a discriminatory effect on women trying to use our downtown streets.
- The third issue that has been identified in respect of these urinals is that they will be filthy and they will stink, interfering with others' use and enjoyment of

downtown amenities. Currently there is no residual odour from outdoor urination that I have ever noticed. I am frequently downtown during the day and early evening, and any problems I have seen relate to defecation, menstruation and vomit.

- The fourth problem is that it is unlikely that urinals will eliminate outdoor urination elsewhere. Predictably, most men who now urinate outdoors downtown are likely to continue to do so wherever and whenever the urge strikes, whether or not a urinal is at hand. Others may be emboldened to do so by the existence of publicly sanctioned outdoor male urination stations. Many will prefer a more private location.

A trial installation would perhaps provide some information going to the third and fourth problems identified above, although it is questionable how reliable such short-term initial results would be in terms of foretelling long-term problems.

However, there is no need for a trial period to establish that the facilities are designed only for able-bodied, sighted men.

There is no need to purchase and install these units in order to determine that requiring girls and women to effectively walk through a men's washroom in order to use the street is disgusting, offensive, and discriminatory. There is no period of time which is appropriate for any level of government to require women to be subjected to this form of abuse.

There are many better potential solutions to this problem. Some that have been mentioned include:

- purchasing portable temporary facilities (such as those at Union Station in Toronto) that can be used by all men, women, and children, including those with mobility and visual impairments, and for all elimination needs;
- installing permanent public washrooms in the immediate area, for example, in the closed parking tickets office, which would additionally provide for hand-washing (i.e. the original plan before it was overruled due to policy objections);
- requiring bars and restaurants to provide patrons with adequate access to their facilities;
- improving late night transit and taxi access so that bar goers are not stranded downtown, at times for hours;
- increasing enforcement against public urination through tickets and fines;
- any law enforcement concerns regarding closed-door facilities can be addressed simply by stationing police officers or private security guards in the vicinity.

I have spoken to the Legal Support Centre of the Ontario Human Rights Tribunal concerning this issue. They advised me that this may constitute a breach of the Ontario Human Rights Act, but that it would be difficult to proceed with a formal complaint until the urinals are actually installed. They suggested that I write this letter.

Please reconsider your support of this proposal. In my view, this is a problem to be solved by the bars and restaurants that benefit from such a gross excess of bar capacity downtown. However if the City intends to install washroom facilities, or allows them to be installed on public property or in exemption of municipal by-laws, it is essential that the facilities be designed to accommodate all members of the public. It would be unfortunate to waste money on purchasing urinals that do not meet this basic requirement.

I will also take this opportunity to suggest that all City staff and committees reporting to Council must receive mandatory education on human rights obligations under the law in Ontario, to avoid any similarly problematic ideas coming forward in future.

Thank you for considering these concerns. I look forward to your written response.

Sincerely,

Patricia Fontyn

cc: Hon. Liz Sandals, MPP, Guelph  
Karen Farbridge, Mayor, City of Guelph

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, July 20, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, July 20, 2009 in Council Committee Room at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillors Beard, Bell, Burcher and Wettstein

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Mr. S. Mattina, Manager, Roads/Right of Ways; Mr. D. Godfrey, Acting Manager, Traffic & Parking; Mr. M. Cameron, Manager, Parklands & Greenways; Mr. S. Hannah, Manager of Development & Parks Planning; Ms. K. McCracken, Director of Guelph Museums; Ms. K. Levy, Supervisor of Program Development; Mr. R. MacKay, Manager, Community Facilities and Programs; Ms. T. Sinclair, Manager of Legal Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on June 15, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study
- College Avenue West Pavement Markings
- Update – New Guelph Civic Museum Project
- Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- Lois A. Giles
- a) **Committee Mandate and Charter**  
THAT the draft attached to the 'Committee Mandate and Charter' report be used as a starting point for the development of a formal mandate and charter by the Emergency Services, Community Services and Operations Committee.
- REPORT
- b) **Noise Control By-law Exemption Request for the Guelph Jazz Festival**  
THAT, an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from live amplified music in association with the Guelph Jazz Festival between the hours of 11:00 p.m. to 1:00 a.m. annually, be approved.
- REPORT
- c) **Noise Control By-law Exemption Request for 31 Kendrick Avenue, Guelph, Fundraiser for the Masai Centre**  
THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the Masai Fundraiser at 31 Kendrick Avenue, including the amplification of music between the hours of 7:00 p.m. to 10:00 p.m. on August 29, 2009, be approved;
- AND THAT the applicant notifies the surrounding neighbourhood of the activities associated with the Masai Fundraiser before the event occurs.
- REPORT
- d) **Noise Control By-law Exemption Request for the New Student Orientation Week at the University of Guelph**  
THAT an exemption from Schedule A of Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the New Student Orientation Weekend including the amplification of music and speech and crowd noise between the hours of 11:00 p.m. to 12:00 a.m. annually, be approved.
- Ms. A. Pappert
- e) **River Run Centre Flood**  
THAT report number CS-CU-0915 of July 20, 2009, with respect to the River Run Centre Flood, be received.
- REPORT
- f) **Children's Foundation of Guelph and Wellington: Service Agreement Related to Fee Assistance for Children**  
THAT the Mayor and Clerk be authorized to execute a

July 20, 2009

service agreement between the City of Guelph and the  
**Emergency Services, Community Services & Page No.**  
**3**  
**Operations Committee**

Children's Foundation of Guelph and Wellington that supports the granting of fee assistance to children and youth for participation in educational, cultural and recreation enrichment activities.

REPORT

- g) **Guelph Transit Statutory Holiday Schedule**  
THAT Guelph Transit statutory holiday schedule service be discontinued, beginning in August 2009 and for the remainder of the year including New Year's Day 2010.

REPORT

- h) **Torch Run Relay – Vanoc 2010**  
THAT while the City of Guelph encourages citizens to cheer on Olympic Torch Relay Runners as they pass through Guelph for one minute on December 28, 2009, no special civic funded event is planned in conjunction with the Torch Relay.

Carried

**Update – New Guelph Civic Museum Project**

Ms. K. McCracken, Director of Guelph Museums, provided a brief update of the status of the New Guelph Civic Museum Project. She advised of the design development, the incorporation of the Community Energy Plan into the construction, the fundraising status and the budget and construction status.

Ms. A. Pappert

3. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly  
THAT Report # CS-CU-0916 dated July 20, 2009, providing Council with a progress update on the New Guelph Civic Museum, be received.

Carried

**Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study**

Ms. A. Pappert

4. Moved by Councillor Findlay  
Seconded by Councillor Farrelly  
THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study written by Monteith Brown Planning Consultants be received;

AND THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study be referred to staff for

comment, and for staff to propose a strategic implementation plan to

the Emergency Services, Community Services and Operations Committee, prior to the end of 2009.

Carried

**College Avenue West Pavement Markings**

Mr. Keith Yates, on behalf of neighbours on College Avenue was present to advise the residents support the recommendation.

REPORT

5. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge  
THAT College Avenue West between Hanlon Road and Stone Road West be remarked to a three lane cross-section with a centre two-way left turn lane, one travel and bike lane in each direction.

Carried

**Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration**

Ms. Jennifer Mackie, on behalf of the Downtown Guelph Business Association advised the Downtown Nightlife Taskforce has received a commitment of \$4200 to contribute to the pilot project. The majority of that money will be allocated to the educational aspect, however there will be some allocated to the maintenance. She stated that although the biggest need for public facilities is after hours, there is still a 24 hour need for public facilities in the downtown core. She advised that if the City does not approve the full-scale pilot project of four months, the Taskforce will support a shortened period for September and October. They would also support the three day scenario rather than the seven days a week if it will assist the budgetary decision.

The Nightlife Taskforce will investigate if anything can be done to have restaurants serving take-out food in the late hours to open their washrooms to their patrons.

REPORT

6. Moved by Councillor Findlay  
Seconded by Mayor Farbridge  
THAT consideration be given on behalf of the Nightlife Task Force to partial funding approval of the Pissoir pilot program on a trial basis for September – October 2009.

Carried



July 20, 2009

**Emergency Services, Community Services &  
5  
Operations Committee**

Page No.

The meeting adjourned at 6:12 p.m.

Next Meeting: September 21, 2009

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE September 21, 2009

LOCATION Meeting Room C (Room 137)

TIME 5:00 p.m.

## disclosure of pecuniary interest

## confirmation of minutes

July 20, 2009

## presentations (Items with no accompanying report)

a) None at the time of printing

## 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.*

Item	City Presentation	Delegations	To be Extracted
ECO-2009 a.31 <b>Farmers' Market By-law Operational Review</b>		Sam Bowman	X
ECO-2009 A.32 <b>Snow Angels Pilot Program</b>			
eco-2009 a.33 <b>elizabeth Street Pavement Markings</b>		Shayne Campbell Judy Macerollo Rob Hingston	X
ECO-2009 a.34 <b>Cardigan Street On-Street Parking Request</b>			
ECO-2009 a.35 <b>community Gardens Proposal</b>		Lisa Blenkinsop Marena Brinkhurst	X

## CORRESPONDENCE

---

a) **elizabeth Street Pavement Markings** (eco-2009 a.33)

- Jim Duffy

b) **COMMUNITY GARDENS PROPOSAL** (ECO-2009 A.35)

- Lisa Blenkinsop
- Marena Brinkhurst

Resolution to adopt the balance of the Emergency Services, Community Services & Operations 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.

**Other business**

<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>
<b>Ontario Street Road Narrowing</b>		Annette Stocco Renato Cadorin

**Next meeting**

October 19, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, July 20, 2009, 5:00 p.m.**

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Present: Councillors Hofland, Farrelly, Findlay, Laidlaw and Mayor Farbridge

Also Present: Councillors Beard, Bell, Burcher and Wettstein

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Mr. S. Mattina, Manager, Roads/Right of Ways; Mr. D. Godfrey, Acting Manager, Traffic & Parking; Mr. M. Cameron, Manager, Parklands & Greenways; Mr. S. Hannah, Manager of Development & Parks Planning; Ms. K. McCracken, Director of Guelph Museums; Ms. K. Levy, Supervisor of Program Development; Mr. R. MacKay, Manager, Community Facilities and Programs; Ms. T. Sinclair, Manager of Legal Services; Mrs. L.A. Giles, Director of Information Services/City Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on June 15, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study
  - College Avenue West Pavement Markings
  - Update – New Guelph Civic Museum Project
  - Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration
2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be

July 20, 2009

adopted:

**Emergency Services, Community Services &  
2  
Operations Committee**

Page No.

Lois A. Giles

a) **Committee Mandate and Charter**

THAT the draft attached to the 'Committee Mandate and Charter' report be used as a starting point for the development of a formal mandate and charter by the Emergency Services, Community Services and Operations Committee.

REPORT

b) **Noise Control By-law Exemption Request for the Guelph Jazz Festival**

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AND THAT the applicant notifies the surrounding neighbourhood of the activities associated with the Masai Fundraiser before the event occurs.

REPORT

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Ms. A. Pappert

e) **River Run Centre Flood**

THAT report number CS-CU-0915 of July 20, 2009, with respect to the River Run Centre Flood, be received.

f) **Children's Foundation of Guelph and Wellington: Service Agreement Related to Fee Assistance for**

REPORT

July 20, 2009

**Children**

THAT the Mayor and Clerk be authorized to execute a service agreement between the City of Guelph and the

**Emergency Services, Community Services & Operations Committee**

Page No.

3

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REPORT

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THAT Guelph Transit statutory holiday schedule service be discontinued, beginning in August 2009 and for the remainder of the year including New Year’s Day 2010.

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**Update – New Guelph Civic Museum Project**

Ms. K. McCracken, Director of Guelph Museums, provided a brief update of the status of the New Guelph Civic Museum Project. She advised of the design development, the incorporation of the Community Energy Plan into the construction, the fundraising status and the budget and construction status.

3. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

Ms. A. Pappert

THAT Report # CS-CU-0916 dated July 20, 2009, providing Council with a progress update on the New Guelph Civic Museum, be received.

Carried

**Recreation, Parks and Culture Strategic Master Plan/South End Centre Component Study**

4. Moved by Councillor Findlay  
Seconded by Councillor Farrelly

Ms. A. Pappert

THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study written by Monteith Brown Planning Consultants be received;

AND THAT the Recreation, Parks and Culture Strategic Master Plan and South End Centre Component Study be referred to staff for comment, and for staff to propose a strategic implementation plan to

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**College Avenue West Pavement Markings**

Mr. Keith Yates, on behalf of neighbours on College Avenue was present to advise the residents support the recommendation.

REPORT

5. Moved by Councillor Laidlaw  
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**Consideration of Funding for Pissoir (Open Air Urinal) Pilot Program and Change in Length of Pilot Program Duration**

Ms. Jennifer Mackie, on behalf of the Downtown Guelph Business Association advised the Downtown Nightlife Taskforce has received a commitment of \$4200 to contribute to the pilot project. The majority of that money will be allocated to the educational aspect, however there will be some allocated to the maintenance. She stated that although the biggest need for public facilities is after hours, there is still a 24 hour need for public facilities in the downtown core. She advised that if the City does not approve the full-scale pilot project of four months, the Taskforce will support a shortened period for September and October. They would also support the three day scenario rather than the seven days a week if it will assist the budgetary decision.

The Nightlife Taskforce will investigate if anything can be done to have restaurants serving take-out food in the late hours to open their washrooms to their patrons.

REPORT

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Seconded by Mayor Farbridge

THAT consideration be given on behalf of the Nightlife Task Force to partial funding approval of the Pissoir pilot program on a trial basis for September – October 2009.

Carried



**July 20, 2009**

**Emergency Services, Community Services &  
5  
Operations Committee**

**Page No.**

The meeting adjourned at 6:12 p.m.

Next Meeting: September 21, 2009

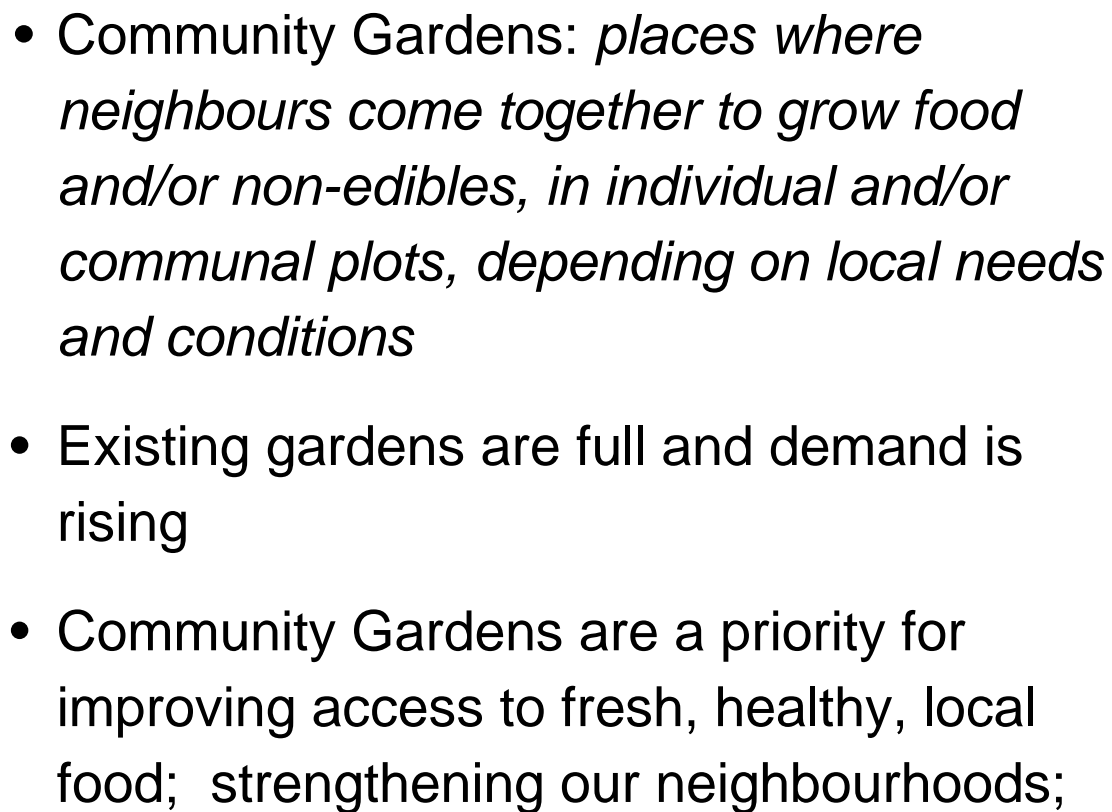
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Chairperson



# **Growing Guelph's Community Gardens**

Presentation to the  
ECO Committee  
Sept. 21<sup>st</sup>, 2009

Lisa Blenkinsop  
Marena Brinkhurst  
Community Gardens  
Committee,  
Guelph-Wellington  
Food Round Table

- 
- Community Gardens: *places where neighbours come together to grow food and/or non-edibles, in individual and/or communal plots, depending on local needs and conditions*
  - Existing gardens are full and demand is rising
  - Community Gardens are a priority for improving access to fresh, healthy, local food; strengthening our neighbourhoods;

and increasing local green-space



# Community Gardens in Guelph

The Community Garden Committee requests :

- To continue working with City department staff to develop an approval process for community gardens on public land, in neighbourhoods that organize to request one
- That by Spring 2010 the Brant Avenue and Grange-Hill Neighbourhood Groups' gardens be approved for expansion onto public land using this process



## Community Gardens Elsewhere

- Awareness of the benefits of Community Gardens is spreading
- Municipal community garden programs are increasing in Ontario
- Mississauga, London, and Kitchener-Waterloo all have developed community garden policies



# Community-Wide Support

- Family & Children's Services of Guelph & Wellington County
- West Willow Woods Neighbourhood Group
- Brant Avenue Neighbourhood Group
- Ignatius Farm & CSA
- County of Wellington Social Services Department, Income Services
- Guelph Community Health Centre
- County of Wellington Social Services Department, Wellington-Guelph Housing Services
- The Appleseed Collective
- Wellington-Dufferin-Guelph Public Health, Community Heart Health Network
- Two Rivers Neighbourhood Group
- Guelph & Wellington Task Force for Poverty Elimination
- New Life Church
- Upper Grand District School Board, Community Use of Schools Program
- Grange Hill East Neighbourhood Group
- Council of Canadians, Guelph Chapter
- Three Willows United Church
- University of Guelph Central Students Association



## **Growing Guelph's Community Gardens**

Presentation to the ECO Committee

Sept. 21st, 2009

Lisa Blenkinsop and Marena Brinkhurst

Community Gardens Committee, Guelph-Wellington Food Round Table

### **Background**

- The Guelph-Wellington Food Round Table formed in early 2009, in response to increasing concerns about food security amongst local farmers, social and environmental organisations, neighbourhood groups, community agencies, and city staff
- The Guelph-Wellington Food Round Table has identified increasing urban and suburban Community Gardens as a tangible, immediate solution for improving access to fresh, healthy, local food for all
- Community Gardens vary in design, and management, but share the characteristics that they are places where neighbours come together to grow food and/or nonedibles, in individual and/or communal plots, depending on local needs and conditions
- Gardens are diverse and flexible and so are especially useful in areas where density is high and access to growing space is limited or non-existent
- They provide opportunities for cross-cultural and cross-generational sharing as active, living spaces that bring neighbours together and strengthen community ties
- Current demand for community garden space in Guelph is rising, and existing gardens are full. There are 5 identified plots currently in Guelph, most based with Neighbourhood Groups. Ignatius farm offers plots for community members to rent and has seen great increases in demand, but this situation involves financial & geographical barriers for some neighbourhoods.

### **To support and manage growing numbers of Community Gardens, the Community Garden Committee requests:**

1. To continue working with City departments staff to develop an approval process for community gardens on public land, in neighbourhoods that organize to request one
2. That by Spring 2010 the Brant Avenue and Grange-Hill East Neighbourhood Groups' gardens be approved for expansion onto public land using this process.

- No direct financial support is being requested, the focus is on the development of a community gardens process and promotion of official endorsement of community gardens
- The Community Garden Committee members are dedicated to working on this issue and have already done much research into examples of existing successful models employed by other municipalities. Several city staff members have already struck up a working relationship with the committee and are interested in continuing with Council's approval.
- The proposal for expansion of the two existing gardens requires primarily space on public lands. Ideally municipal water hook-up would be included if readily available, similarly wood chips could be welcomed by the neighbourhoods if available. Initial tilling & ongoing maintenance, tools, plants etc. will be the responsibility of the gardeners with

support from the Community Gardens Network being developed by the Community Garden Committee.

### **Community Gardens Elsewhere**

Examples of successful community gardens exist in every major municipality in Canada

- Montreal established a community garden policy in 1975 and today boasts nearly 100 gardens, providing space for 10,000 growers
- In May 2006, the City of Vancouver issued a challenge to create 2010 new community garden plots by January 1st, 2010. To date, 1800 new gardens have been established, making Vancouver home to 2750 shared gardens
- Many municipalities in Ontario offer examples of official approval processes for community gardens on public land, as well as different approaches to municipal support. The committee is preparing a comparison and would like to work further with City staff to modify these models to fit Guelph's situation
  - Toronto offers an ideal model that sees the City's Parks Department working in cooperation with the Toronto Community Garden Network, FoodShare & the Toronto Food Policy Council (<http://www.toronto.ca/parks/programs/community.htm> )
  - The Region of Waterloo offers residents space in 40 gardens throughout the city. The Public Health Unit plays a major role in supporting these gardens.
  - In Kitchener, groups who wish to use public land for community gardens or who wish to apply for funding for the startup of a garden on public or private land contact Community Services Department staff and enter into a User Agreement with the City of Kitchener (see included example).

### **Summary: A Community Gardens policy is overdue for Guelph**

- The demand is here and neighbourhoods are looking to the City for a procedure
- Development of Community Gardens fits nicely with several strategic priorities of the Council, as well as the Parks Master Plan which envisions active communal living spaces
- We present ourselves as a dedicated group of citizens representing residents, agencies and non-profits willing to work with the City and support Community Gardens, not only in the initial stages of development but through educational programs on organic gardening, food preserving etc, and establishment of a Community Gardens Network
- **We request that the ECO Committee members please read the recently circulated proposal and bring community gardens to the attention of Council as a priority**



**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**September 21, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p>ECO-2009 A.31     <b>FARMERS' MARKET BY-LAW OPERATIONAL REVIEW</b></p> <p>THAT the September 21, 2009 Emergency Services, Community Services and Operations Committee report 'Guelph Farmers' Market Operating Review' be received.</p>	Receive
<p>ECO-2009 A.32     <b>SNOW ANGELS PILOT PROGRAM</b></p> <p>THAT the Operations Department report of September 21, 2009 'Snow Angels Pilot Program' be received;</p> <p>AND THAT the Mayor and City clerk be authorized to execute an agreement with the Volunteer Center of Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.</p>	Approve

ECO-2009 A.33      **ELIZABETH STREET PAVEMENT MARKINGS**

Approve

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street;

AND THAT a "No Parking Anytime" restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

ECO-2009 A.34      **CARDIGAN STREET ON-STREET PARKING REQUEST**

Approve

THAT the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be received;

AND THAT no further action be undertaken at this time to provide additional on-street parking on Cardigan Street between Norwich Street East and London Road East.

ECO-2009 A.35      **COMMUNITY GARDENS PROPOSAL**

Receive

THAT the Community Services report dated September 21, 2009 entitled 'Community Gardens Proposal' be received.

**B      Items for Direction of Committee**

**C      Items for Information**

C-1)      **ONTARIO STREET ROAD NARROWING**

See attached submitted questions and petition.

attach.

# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Operations  
**DATE** September 21, 2009

**SUBJECT** **Guelph Farmers' Market Bylaw Operating Review**  
**REPORT NUMBER**

## **RECOMMENDATION**

That the September 21, 2009 Emergency Services, Community Services and Operations Committee Report Guelph Farmers' Market Operating Review be received;

AND THAT the recommendations as presented in the Emergency Services, Community Services and Operations Committee reports of November 12, 2008, June 15, 2009 as amended by the September 21, 2009 report be approved for implementation.

## **BACKGROUND**

The following Committee resolution was adopted on June 15, 2009:

"THAT the matter of the "Guelph Farmers' Market Operating Review' be referred back to staff to address the following issues:

- o Insurance requirements;
- o Market hours;
- o Roles and responsibilities of the Market Clerk;
- o Arts and crafts stipulations;
- o Vendor access to the market building;
- o The City's approval process;
- o Terms of reference; and
- o Consequences of non-compliance."

## **REPORT**

City staff met with the Market Vendor Executive Committee to discuss and attempt to find resolution to outstanding matters. This report addresses the proposed resolutions to the eight issues. All resolutions presented are supported by the Market Vendor Executive Committee.

**Insurance Requirements** - As noted in both the November 12, 2008 and June 15, 2009 reports, the requirement of insurance continues to be a contentious topic with vendors. Staff have concluded their investigation into group insurance and have

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identified an Insurance provider willing to offer group insurance to the vendors at a cost of \$20 for a daily contract or a \$100 for a six month contract. Vendors with existing general commercial liability insurance would be exempt from participating in the group insurance under the condition their policy provide \$2 million in coverage and names the City as an additional insured party. It should be noted, at previous meetings there was discussion of product insurance. The proposed group insurance policy does not cover product insurance however it is deemed acceptable by the City's Risk Manager.

While staff acknowledge that the implementation of the insurance requirement will result in termination or non-renewal of current vending relationships where the requirement is not met, City staff recommend that the current practice of requiring a certificate of insurance naming the City as an additional insured be upheld and for risk management reasons, that the Guelph Farmers' Market not be exempt from this requirement.

**Market Hours** – the Guelph Farmers' Market is a City-owned building. As such, it was conveyed to the Market Vendor Executive Committee that use of the facility would not be permitted without a City representative (Market Clerk) being present. While consensus to change the official market hours was not reached amongst the vendors, it was agreed to have a Market Clerk on site one-half hour earlier to accommodate and allow casual, non regular vending between the hour of 6:00 am and 7:00 am. Official Market Hours are to remain, 7am to 12 noon.

**Roles & Responsibilities of the Market Clerk**– Staff's position and rationale (to ensure neutrality) was reiterated to the Market Vendor Executive. Staff's position remains the same, Market Clerks are not permitted shop at the Market while on duty.

**Arts & Crafts stipulations** – the Market Vendor Executive requested the insertion of additional wording to the definition that would allow for exceptions to apply in circumstances where the product is unique or brings added value to the Market. Concern regarding the timing of addressing issues related to quality of product, was also expressed. It was requested that such concerns be dealt with at the end of a contract term and in consultation with the Arts & Craft Jury. Staff have agreed to both requests.

**Vendor Access to Market building** – the Market Vendor Executive requested additional access be granted for vendors who had special requirements. Staff reiterated to the Executive the objective of the access restriction; to reduce the number of problems encountered in the past and improve building security while continuing to provide vendors with ample opportunity to set up. City staff have agreed that short term temporary accommodation for special circumstances would be accommodated whenever possible.

**City's Approval Process** – the Market Vendor Executive requested denials of product be carried out in consultation with the Executive and rationale for denial be provided to the applicant. City staff reiterated that both points are noted in the revised Bylaw (pending) and operating procedures\*.

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(\*operating procedures, along with Rules & Regulations and the Vendor License Agreement documents were developed from the recommendations tabled at the Emergency Services, Community Services and Operations Committee meeting of November 12, 2008).

**Terms of Reference** – the Market Vendor Executive was seeking clarification and reaffirmation of the opportunities available to vendors and applicants for appeals. Staff reiterated the proposed dispute resolution process noted in the revised Bylaw (pending). Market Vendor Executive were appeased with the previously defined process.

**Consequences of non compliance** – the Market Vendor Executive was concerned the process of termination was too rigid in nature and did not provide flexibility to staff when dealing with non-compliance issues. They requested staff have discretionary authority to issue further notices requesting compliance rather than compelled to issue notice of termination when circumstances warranted a less strict response. Staff confirmed there was discretion in the non-compliance process.

These proposed alterations to staff’s original recommendations were communicated to all Market Vendors by the Market Vendor Executive Committee on August 22, 2009. In conclusion, staff and the Market Vendor Executive have worked together to find resolutions that are believed to be to the satisfaction of the majority while not compromising the integrity of the Market operations. Notwithstanding the proposed rules and procedures, staff will work to help market vendors during this transition phase.

Staff recommend the recommendations set out in the reports dated November 12, 2008, June 15, 2009 and September 21, 2009 be approved for implementation. Assuming approval is forthcoming; a by-law to execute these changes will be submitted at a subsequent meeting of City Council.

**CORPORATE STRATEGIC PLAN**

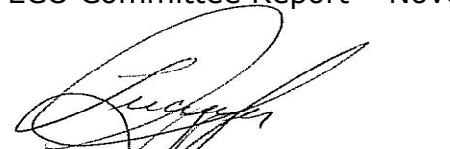
Goal 4, Objective 4.5  
Goal 5, Objectives 5.2, 5.3 and 5.4

**COMMUNICATIONS**

Market Vendors have been advised that this matter is before Committee on this date.

**ATTACHMENTS**

Market Rules & Regulations  
ECO Committee Report – June 15, 2009  
ECO Committee Report – November 12, 2008



**Prepared By:**  
Lucy Meyer



**Recommended By:**  
Derek J. McCaughan

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## RULES & REGULATIONS

### Rental Fees

- First and last month's rental fees are due at time of reservation
- Monthly payments are due first week of the preceding rental month
- Temporary weekly fees are due at time of reservation *before* market day

### Products:

- All pre-packaged food products must comply with the Nutrition Labelling requirements stipulated by Canadian Food Inspection Agency.
- All pre-packaged food products, not sold by the individual who prepared and processed the product, must comply with the Nutrition Facts Table requirements as stipulated by Canadian Food Inspection Agency.
- All products and equipment brought onto Market property must comply with all applicable law.
- Signs designating the variety, price, grade or origin of product must not be misleading.

### Vending Space Standards

- Merchandize may not be hung from ceiling or on walls.
- Signs cannot be permanently affixed to the building, walls or tables. Signs affixed to the building walls shall be fastened by the City.
- Coolers and refrigerator units are not permitted in the center section of the Market.
- Height of table shelves to be no more than 3ft from table surface.
- Rental table space is defined as the table surface only and does not include area behind the rental table. Licensee's are to utilize only the vending space allocated to them – no encroaching or extensions permitted. Extensions include Licensee-owned tables.
- Licensee is responsible for all expenses associated to any improvements to the licensed space. No alteration or changes to building, parking lot or other City property without prior written authorization from the City.
- Licensee is able to decorate table by temporarily affixing objects to table utilizing non-damaging holding devices such as clamps. Display equipment must be securely fastened.
- Licensee is responsible to ensure all canopies and tents, utilized for vending activities, are securely fastened. Tents must be weighted down with concrete squares (1ft x 1ft x 1ft). Blocks are to be painted a bright colour to prevent a tripping hazard.

### Leaving Product Behind

- No product to be left on the floor following the end of market day.
- All food products to be removed at the end of each market day, unless stored within a refrigerator unit.
- City is not responsible for lost, stolen or damaged product, including refrigerated products and Licensee equipment
- All items to be removed from the market at the end of the Licensee Agreement.

### Set up/ Clean up

- All licensee's must be set up by 7:00 am each market day. Removal of product cannot commence until the end of market day (12:00 noon) and Licensee to have

- vacated the Market Building and lot by 2:00 pm.
- No vending activities to take place outside of Market hours.

### **Housekeeping**

- Licensee is responsible for the cleanliness of vending space in such a manner that no rubbish, garbage or waste material is deposited on or about the licensed space. This includes providing refuse containers and emptying them at end of market day.
- Licensee's are responsible for sweeping & mopping the floor space within booths, if part of licensed space.

### **Equipment/Rental Space Improvements**

- All equipment must be CSA or CLU and ESA compliant and pre-approved by the City prior to installation and use. All related wiring and plumbing must be approved and coordinated by the City, at the expense of the Licensee.
- City is not responsible for vandalism or damages to Licensee's equipment.

### **Market Parking Lot**

- From April 1 to November 30<sup>th</sup>, no parking shall be allowed within parking lot unless vending from a vehicle. Those vending from vehicles must be set up by 6:45 am and cannot move vehicles until 30 minutes (12:30) following the end of market day.
- From December 1 to March 31<sup>st</sup>, a specific number of spaces will be reserved for vending purposes within the parking lot. The remainder of the lot will be utilized for customer parking.
- The safe operation of a vehicle within the Market parking lot is the Licensee's responsibility. The City strongly encourages the use of a spotter at all times while vehicles are in motion.

### **Licensee Conduct**

- Smoking shall not be permitted in Market Building or lot during market hours.
- Alcohol and drug use is not permitted at the Market Building or lot.
- Each Licensee shall remain on the assigned space when selling products or services.
- Sales shall be conducted in an orderly business manner. No shouting or other objectionable means, such as hawking through amplified means, for soliciting trade shall be tolerated.
- Licensee's who bring their young children to the Market, shall ensure that they are supervised at all times and not disrupting customers or other Licensees.
- Licensees shall not be confrontational with other Licensees, customers, staff or others. If a Licensee has a problem with any issue it is to be dealt with in a calm and professional manner. Issues between Licensees are to be dealt with outside of Market hours.

### **Notice of Non-Occupancy of Rental Space**

- Licensee to provide 48 -hour notice of absence; City will rent out space if possible and refund Licensee. If unable to rent out space, Licensee is responsible for rental fee.





- Seven (7) days notification to be provided in written format to the Market Clerk for leaves of absence such as vacation. In the event where the leave is greater than 2 weeks in length, the licensed space may be temporarily rented out to others. Licensee shall be reimbursed any unused portion if the Market Clerk was able to rent out space.
- In the event that a Licensee allows the licensed space to be vacant for more than 1 market day **without** providing 48-hours notice to the Market Clerk, their Agreement may be cancelled and their licensed space reassigned. Licensee shall be responsible for rental fee if the Market Clerk is unable to rent out the space.
- License Agreements may be cancelled at any time for breach of any of the provisions in the By-law, Rules & Regulations or terms of the License Agreement. The Licensee shall be entitled to a refund for the unexpired portion of the term of the License Agreement.
  
- A Licensee who wishes to cancel their License Agreement must provide 7-days written notification of their intentions to vacate the licensed space. Upon delivery of the notification, the Licensee may request a refund for the unexpired fee portion. A refund shall be conditional upon the Market Clerk receiving 7-days written notice.

# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            June 15, 2009

**SUBJECT**                      **Guelph Farmers' Market Operating Review**

## **RECOMMENDATION**

That the June 15, 2009 Emergency Services, Community Services and Operations Committee Report, Guelph Farmers' Market Operating Review be received.

## **BACKGROUND**

The following Council resolution was passed on November 24, 2008:

"THAT staff be directed to draft a new by-law for the consideration of Council, to regulate the Guelph Farmers' Market based on the recommendations contained in Schedule 1;

AND THAT staff be directed to incorporate revisions as contained in Schedule 2 attached, to the operating policies/procedures."

## **REPORT**

This report serves as notification to the Committee that the By-law governing the Farmers' Market is coming forth for approval by Council on June 22, 2009. This report addresses the outstanding issue of insurance, item additions and changes to the November 12, 2008 report (attached).

As directed by Council, standardized agreements and Rules & Regulations\* were developed for Vendors. The Rules & Regulation document will form part of the License Agreement with vendors. The by-law will authorize the Market Clerk to sign the agreements on behalf of the City.

(\* - Rules & Regulations were previously referenced as Operating Policies & Procedures in the November 12, 2008 report.)

The November 12<sup>th</sup> report identified insurance requirements as a contentious topic with vendors. The City's current practice with the exception of the Guelph Farmers' Market is to request a certificate of insurance naming the City as additional insured from any person/group undertaking organized activity on public property. i.e. Special Events.

While staff recommended Market Vendors be required to maintain \$2 million

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general commercial liability insurance naming the Corporation of the City of Guelph as an additional insured party, staff committed to investigate alternative strategies that would possibly reduce the cost of insurance for those vendors that participate at the Market on a casual basis.

Extending the City's own insurance to cover the vendors and the establishment of separate group insurance was pursued through collaborated efforts of staff. Our investigation revealed the extension of the City's insurance is not possible. The City's current insurance provider does not have a policy of this nature to offer expanded coverage for individual vendor insurance.

Separate group insurance for the vendors can be obtained. However, in order to do so, a formal, organized group (Association) must be created. If an Association was to be formed, Council would need to define the role of the group to ensure that as an entity, it did not conflict with the interests of the City as the owner of the Market. Staff are somewhat concerned with this potential solution as individuality is a cornerstone of the Guelph Farmers' Market. To create an Association may result in a loss of what makes the Market so renowned.

Most vendors already have insurance to meet the City's requirements. To be clear, the issue regarding the insurance requirement is cost, not availability. Those most likely unable to meet the requirements would be casual weekend and transient vendors. For risk management reasons, staff are not prepared to recommend this requirement be waived. The implementation of this requirement to operate within the Market will result in the termination or non-renewal of current vending relationships where the requirement is not met.

Finally upon review of the Rules & Regulations, staff noticed an issue that had been omitted. As a result, a new clause has been inserted within the Rules & Regulations document that pertains to the requirement of vendors, for safety purposes, to weigh down canopies and tent structures that are utilized by them for their vending operations at the Market.

Upon approval of the Bylaw by Council, staff will begin to implement the Rules & Regulations. We anticipate some resistance and strained relationships as vendors are impacted. As noted in the November 12, 2008 report, in order to minimize these impacts, *grandfathering* of vendors present at the Market before October 9, 2008 will be implemented where possible. Determination of what rules and regulations could be grandfathered was based on factors including potential health and safety risks, public disruption and magnitude of vendor impact. Where grandfathering cannot be accommodated, reasonable notice to comply or vacate will be given.

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## **CORPORATE STRATEGIC PLAN**

Goal 4, Objective 4.5

Goal 5, Objectives 5.2, 5.3, 5.4

## **DEPARTMENTAL CONSULTATION**

Corporate Services - Legal Services, Realty Services

Finance Department - Procurement and Risk Management

## **COMMUNICATIONS**

Market Vendors have been advised that this matter is before Committee on this date.

## **ATTACHMENTS**

Market Rules & Regulations

ECO Committee Report - November 12, 2008



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### **Prepared By:**

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### **Recommended By:**

Derek J. McCaughan

Director, Operations Department

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# COMMITTEE REPORT



**TO** **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA** Operations  
**DATE** September 21, 2009

**SUBJECT** **Guelph Farmers' Market Bylaw Operating Review**  
**REPORT NUMBER**

## RECOMMENDATION

That the September 21, 2009 Emergency Services, Community Services and Operations Committee Report Guelph Farmers' Market Operating Review be received;

AND THAT the recommendations as presented in the Emergency Services, Community Services and Operations Committee reports of November 12, 2008, June 15, 2009 as amended by the September 21, 2009 report be approved for implementation.

## BACKGROUND

The following Committee resolution was adopted on June 15, 2009:

"THAT the matter of the "Guelph Farmers' Market Operating Review' be referred back to staff to address the following issues:

- o Insurance requirements;
- o Market hours;
- o Roles and responsibilities of the Market Clerk;
- o Arts and crafts stipulations;
- o Vendor access to the market building;
- o The City's approval process;
- o Terms of reference; and
- o Consequences of non-compliance."

## REPORT

City staff met with the Market Vendor Executive Committee to discuss and attempt to find resolution to outstanding matters. This report addresses the proposed resolutions to the eight issues. All resolutions presented are supported by the Market Vendor Executive Committee.

**Insurance Requirements** - As noted in both the November 12, 2008 and June 15, 2009 reports, the requirement of insurance continues to be a contentious topic with vendors. Staff have concluded their investigation into group insurance and have

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identified an Insurance provider willing to offer group insurance to the vendors at a cost of \$20 for a daily contract or a \$100 for a six month contract. Vendors with existing general commercial liability insurance would be exempt from participating in the group insurance under the condition their policy provide \$2 million in coverage and names the City as an additional insured party. It should be noted, at previous meetings there was discussion of product insurance. The proposed group insurance policy does not cover product insurance however it is deemed acceptable by the City's Risk Manager.

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**Market Hours** – the Guelph Farmers' Market is a City-owned building. As such, it was conveyed to the Market Vendor Executive Committee that use of the facility would not be permitted without a City representative (Market Clerk) being present. While consensus to change the official market hours was not reached amongst the vendors, it was agreed to have a Market Clerk on site one-half hour earlier to accommodate and allow casual, non regular vending between the hour of 6:00 am and 7:00 am. Official Market Hours are to remain, 7am to 12 noon.

**Roles & Responsibilities of the Market Clerk**– Staff's position and rationale (to ensure neutrality) was reiterated to the Market Vendor Executive. Staff's position remains the same, Market Clerks are not permitted shop at the Market while on duty.

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**Vendor Access to Market building** – the Market Vendor Executive requested additional access be granted for vendors who had special requirements. Staff reiterated to the Executive the objective of the access restriction; to reduce the number of problems encountered in the past and improve building security while continuing to provide vendors with ample opportunity to set up. City staff have agreed that short term temporary accommodation for special circumstances would be accommodated whenever possible.

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**CORPORATE STRATEGIC PLAN**

Goal 4, Objective 4.5  
Goal 5, Objectives 5.2, 5.3 and 5.4

**COMMUNICATIONS**

Market Vendors have been advised that this matter is before Committee on this date.

**ATTACHMENTS**

Market Rules & Regulations  
ECO Committee Report – June 15, 2009  
ECO Committee Report – November 12, 2008



**Prepared By:**  
Lucy Meyer



**Recommended By:**  
Derek J. McCaughan

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# COUNCIL REPORT



**TO**                                **Emergency Services, Community Services & Operations Committee**

**SERVICE AREA**                Operations

**DATE**                                Monday September 21, 2009

**SUBJECT**                            **Snow Angels Pilot Program**

## **RECOMMENDATION**

THAT the Operations Department report of September 21, 2009 Snow Angels Pilot Program be received;

AND THAT the Mayor and City Clerk be authorized to execute an agreement with the Volunteer Center of Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.

## **BACKGROUND**

In the 2009 Operating Budget, Council approved funding of a pilot program called *Snow Angels* to provide a volunteer-based snow windrow\* removal service through a joint partnership between the City of Guelph and the Volunteer Centre of Guelph/Wellington (the Centre). The program was implemented through execution of an agreement which expires at the end of September 2009. The intent of the pilot was to evaluate the effectiveness of the service at meeting the needs of the community through a volunteer-based approach.

\* A windrow is essentially a row of accumulated snow that rolls off the curb-end of the snow plow's blade as it passes by an opening in the street curb. (i.e. driveway, intersection). The removal of this windrow, which is often very dense, poses a major challenge for those residents unable to perform physical work.

## **REPORT**

Although approved by Council in December 2008, the Snow Angels program was not in a position to provide service to the community until February 9, 2009 due to time required to set up the administrative requirements and recruit volunteers. Unfortunately, winter weather conditions ceased abruptly in early February and as such did not produce any snowfalls of significance to allow the program to be administered or evaluated. Attached are two reports from the Center summarizing their activities to date.

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Staff continue to support the Snow Angels concept and recommend the pilot program be continued for the coming 2009-2010 winter season to allow a proper evaluation to occur.

**CORPORATE STRATEGIC PLAN**

Goal #5: A community focused, responsive and accountable government.

**FINANCIAL IMPLICATIONS**

The cost for 2010 is \$54,360.00.

**DEPARTMENTAL CONSULTATION**

Volunteer Center of Wellington/Guelph

**COMMUNICATIONS**

N/A

**ATTACHMENTS**

Evaluation & Recommendations (May 31<sup>st</sup>, 2009)  
Snow Angels Program Summary (May 2009)

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**Prepared By:**

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Manager, Roads and Rights of Way  
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**Recommended By:**

Derek J. McCaughan  
Director of Operations  
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## *Evaluation and Recommendations* *May 31, 2009*

### *Successes*

- Wide promotion of program throughout the community (service providers, general public, educational institutions, media, etc.)
- Ten residents successfully matched to a volunteer and eleven volunteers trained and screened
- Administrative processes, staffing, program branding and key messages completed and in place for future

### *Challenges*

- Program launch occurred late in the season (week of February 8, 2009)
- Uncharacteristically mild later half of winter yielding no official significant snowfalls in February, March or April
- Recruitment of volunteers in balmy weather. Volunteers want to feel their services are needed.
- From a resident's perspective, *"How is a physically disabled person supposed to clear the snow from the rest of their driveway & sidewalk?"*

### *Learnings*

- At least 1/3 of all resident applicants were not eligible due to not meeting low income measures criteria.<sup>1</sup>

### *Unanticipated outcomes of the program*

- A very small core of dedicated volunteers who not only shoveled snow for residents at their own discretion but are committed to continue again next year. A true reflection of the Snow Angels motto, "The neighbourly thing to do."

### *Recommendations for Consideration*

1. Continue to promote the program throughout the summer and fall, simultaneously recruiting for both residents and volunteers.
2. Increase intensity of promotion and recruitment of both residents and volunteers in the fall (September on into snowfall season)
3. Engage neighbourhood groups and volunteers in promotion and recruitment of residents

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<sup>1</sup> 'low income measures' as published by Statistics Canada. Criteria utilized consistent with eligibility requirements of other City of Guelph programs.

4. Emphasize traditional forms of communications (print media, face-to-face contact) to engage and inform residents
5. Continue to utilize all forms of promotion and outreach to recruit volunteers.
6. Broaden scope of service to include clearing snow from the driveway and walkway.
7. Increase income measures utilized for eligibility criteria of resident.
8. Clarify messaging about privacy, confidentiality and boundaries in communications to residents. Include strategies the Volunteer Centre utilizes in working with existing volunteers.



## Snow Angels Program Summary May 2009

<p><b>Promotion and Publicity of the Snow Angels Program</b></p> <p>Venues through which the program was promoted</p> <p>Print materials</p> <p>Website</p> <p>Online Databases (volunteer opportunity and community information)</p> <p>Local media</p>	<p><b>Print Material</b></p> <p>Communication materials distributed to promote the program and recruit volunteers and residents ie., posters (specify type, quantity &amp; audience)</p>	<p>¼ page hand outs</p> <ul style="list-style-type: none"> <li>● 375 - high schools</li> <li>● 50 - City of Guelph</li> <li>● 50 - Libraries</li> <li>● 50 - Community Centres</li> <li>● 130 - Neighbourhood Groups</li> <li>● 160 - Service Partners</li> <li>● 315 - Faith Centres</li> <li>● 50 - University of Guelph</li> </ul> <p>Full size posters</p> <ul style="list-style-type: none"> <li>● 14 - High Schools</li> <li>● 25 - City of Guelph</li> <li>● 2 - Evergreen Senior Centre</li> <li>● 10 - Libraries</li> <li>● 10 - Community Centres</li> <li>● 26 - Neighbourhood Groups</li> <li>● 32 - Service Partners</li> <li>● 126 - Faith Centres</li> <li>● 10 - University of Guelph</li> </ul>
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	<p><b>Website</b>  <i>Webpage Hits</i>          There is a Snow Angels webpage on the Volunteer Centre website</p> <p><b>Online Databases</b>  <i>Community Information Guelph Database (Jan-May 09)</i></p> <p><i>Volunteer Centre Guelph/Wellington Database (Jan-May 09)</i></p> <p><b>Engagement of local media</b>          Media Outlets involved</p> <p>Guelph Mercury          Guelph Tribune          Magic 106/CJOY          Rogers Cable</p>	<p>December (18<sup>th</sup> to 31<sup>st</sup>) 52          January 179          February 79          March 42          April 35  <b>Total # of Hits 387</b></p> <p>Snow Angels community information record viewed 199</p> <p>Volunteer Opportunity Posting viewed 189</p> <p>Newspaper Articles</p> <p>Press Release (Jan. 29/09)</p> <p>Electronic ad on the City of Guelph community pages (Jan 09)</p> <p>Volunteer recruitment Ad (Jan. 30/09)</p> <p>Features in the newspaper (ie. Comic)</p> <p>Radio Announcements</p> <p><b>5</b> Media stories (radio, television, print)</p>
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<p><b>Volunteer Recruitment Strategies</b> Local Area High Schools</p>	<p>High Schools involved and strategies used to recruit student volunteers</p>	<p><b>7</b> High schools engaged in recruitment</p> <p><b>1</b> High School directly involved with assembly style presentation</p> <ul style="list-style-type: none"> <li>● St. James (May 09)</li> </ul> <p>Direct recruitment through displays in cafeteria &amp; Public Service Announcements read over the PA system</p> <ul style="list-style-type: none"> <li>● Bishop Macdonell</li> </ul> <p>Direct involvement at joint parent &amp; student council meeting (Feb 09)</p> <ul style="list-style-type: none"> <li>● John F. Ross C.V.I.</li> </ul> <p><b>5</b> High Schools indirectly through their Guidance Dept. &amp; advertised through out school</p> <ul style="list-style-type: none"> <li>● Centennial C.V.I.</li> <li>● College Heights S.S.</li> <li>● Guelph C.V.I.</li> <li>● John F. Ross C.V.I.</li> </ul> <p><i>(Grade 10 Civics students targeted. 200 students in total)</i></p> <ul style="list-style-type: none"> <li>● Our Lady of Lourdes</li> </ul> <p><b>All</b> High Schools</p> <ul style="list-style-type: none"> <li>● Word of mouth through students already registered encouraging their friends to also join</li> <li>● Monthly Student Volunteer Recruitment Ads (Jan-May 09) posted in high schools and on Volunteer Centre FaceBook page</li> </ul>
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<p><b>Resident Recruitment Strategies</b> Service Partners</p>	<p>Strategies used to recruit residents through service partners</p>	<p>Direct involvement in stakeholders meeting (December 19, 2008) &amp; follow-up with contact person.</p> <p>Stakeholders involved; Leanne Warren, City of Guelph Anne Weller, Guelph Independent Living Bob Butella, Community Living Guelph/Wellington Lynn Briggs, Evergreen Seniors Centre Maryanne Wilford, Seniors Offering Support</p> <p>Indirectly through distribution of;</p> <ul style="list-style-type: none"> <li>• electronic (2 campaigns) &amp;</li> <li>• hard copy of print material</li> </ul> <p>Promotion at internal (staff) meetings</p> <ul style="list-style-type: none"> <li>• Caregiver &amp; Advocates/ Community Living Guelph/Wellington</li> </ul> <p>Articles published in stakeholder newsletter</p> <ul style="list-style-type: none"> <li>• The Sentinel (Guelph Wellington Seniors Association Newsletter)</li> <li>• VolunteerLINK (Jan/09) Volunteer Centre Newsletter distributed to over 250 members, local government officials etc.</li> </ul>
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<p><b>Recruitment of Volunteers and Residents</b>  Member Agencies of the Volunteer Centre (includes over 100 local nonprofit/charitable organizations in Guelph and Wellington)</p>	<p>Strategies used to recruit residents &amp; volunteers through Volunteer Centre member agencies</p>	<p>Distribution of electronic broadcast to nonprofit membership - MemberLINK (Audience 235)</p> <p>Distribution of electronic broadcast to 36 employer members (Employer Link). Audience 1266.</p> <p>Direct involvement through presentations and displays including:</p> <ul style="list-style-type: none"> <li>• Hillside Inside (Feb. 7/09)</li> <li>• Chamber of Commerce Breakfast (Feb.20/09)</li> <li>• Involving Group Volunteers Workshop (Feb. 10/09)</li> <li>• Rotary Club Breakfast meeting (March4/09)</li> <li>• Chamber of Commerce Table Top Trade Show (April 1/09)</li> </ul>
<p><b>Volunteer Orientation &amp; Training</b></p>	<p>Type &amp; number of activities</p>	<p><b>7</b> Orientation/Training Sessions (February 11, 13, 14 &amp; 23, March 2, 3 &amp; 5)</p> <p><b>11</b> Volunteers participated</p> <p><b>0</b> Significant Snow Events</p> <p><b>5 hrs</b> Shovel Time</p>

	Total number registered to date	<b>15</b> Residents <b>11</b> Volunteers
	Total number of inquiries responded to	<b>13</b> Residents <b>19</b> Volunteers
<b>Appendix</b>	Copies available upon request	<p>Press Release Advertisement Guelph Mercury - article Guelph Tribune – article and editorial</p> <p>Newsletters</p> <ul style="list-style-type: none"> <li>• The Sentinel</li> <li>• Volunteer Centre Guelph/Wellington</li> </ul> <p>Snow Angels</p> <ul style="list-style-type: none"> <li>• Posters</li> <li>• Post card/leave behind</li> <li>• Handout</li> </ul> <p>Snow Angel Survey Results</p> <ul style="list-style-type: none"> <li>• Resident</li> <li>• Volunteer</li> </ul> <p>Statistical Report (Jan - May 2009)</p>

**Date: May 31, 2009**



46 cork street east, unit 1, guelph, ontario n1h 2w8  
tel • 519 • 822 • 0912 toll free • 1 • 866 • 693 • 3318 fax • 519 • 822 • 1389  
e-mail • info@volunteerguelphwellington.on.ca  
web • www.volunteerguelphwellington.on.ca

**2009 Snow Angels Reporting**

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	TOTAL		Notes: of Feb 09
<b>General</b>								
# of snow events	0	0	0	0	0	0	Sum	# of Sig notice fr
# of general inquiries re: snow removal, other city services	0	2	0	0	0	2	Sum	see ad
# of displays/presentations re: outreach	1	7	6	6	3	23	Sum	**
<b>Residents/Applicants</b>								
# of inquiries from prospective residents (email, phone)	7	2	4	0	1	14	Sum	Total Ye
# of total applicants	5	17	2	0	1	25	Sum	TYD
# of eligible applicants	4	10	0	0	1	15	Sum	TYD
# of ineligible applicants	1	7	2	0	0	10	Sum	TYD **
# of residents matched with volunteer	0	7	3	0	0	10	Sum	TYD
# of residents on waiting list	4	5	5	5	6	N/A	not accumulative total	# of res month
# of complaints (details separate)	3	0	0	0	0	3	Sum	**
# of external referrals for other services	0	0	0	0	0	0	Sum	**
# of service cancellations by participant	0	0	0	0	0	0	Sum	
# of households served	0	7	2	0	0	9	Sum	
<b>Volunteer</b>								
# of inquiries from prospective volunteers (email, phone)	5	12	2	0	0	19	Sum	
# of volunteer applications received	3	8	1	0	0	12	Sum	
# of volunteers trained and screened	0	7	4	0	0	11	Sum	
# of active volunteers	0	5	1	0	0	6	Sum	TYD vo
# of volunteers unmatched		2	5	5	5	N/A	not accumulative total	no resic ie.,stud
# of volunteer resignations (leaving program)	0	0	1	0	0	1	Sum	**
# of volunteer hours	0	12	4	0	0	16	Sum	orientat TYD vo

# COMMITTEE REPORT



**TO**                               **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                           Monday, September 21, 2009

**SUBJECT**                    **Elizabeth Street Pavement Markings**  
**REPORT NUMBER**

**RECOMMENDATION**

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street.

AND THAT a “No Parking Anytime” restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

**BACKGROUND**

At a meeting of the Emergency Services, Community Services and Operations Committee (ECO) held on May 19, 2009, the following resolution was adopted:

“THAT staff be directed to determine the feasibility of putting bicycle lanes on Elizabeth Street, west of Stevenson Street and report back to Committee”.

**REPORT**

In response to Council’s direction at its meeting of May 19, 2009, staff conducted an investigation into the feasibility of installing bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South. The following report summarizes the results of staff’s investigation.

Existing Conditions:

Elizabeth Street between Arthur Street South and Stevenson Street South is designated as a two-lane arterial road with on-street parking permitted on the north side (refer to Appendix A for the Study Area). Land use along this section of Elizabeth Street is primarily low-density residential. The land use changes to predominantly commercial/industrial uses east of Stevenson Street.

The existing speed limit on this section of Elizabeth Street is 50 km/h with an annual average daily traffic (AADT) volume of 8,000 vehicles per day.

Collision Review:

Collisions involving cyclists were reviewed during the past five year period (March, 2004 to March, 2009). There were two collisions involving cyclists during this time

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period. The first collision involved a northbound vehicle turning right from Morris Street striking a cyclist traveling westbound along the sidewalk on Elizabeth Street (no charges were laid). The second collision, involved an eastbound motorist striking an eastbound cyclist on Elizabeth Street (motorist was charged). There have been no collisions involving pedestrians within the past five years.

#### Resident Survey:

In recognizing that the introduction of on-street bicycle lanes would result in the elimination of the existing on-street parking on the north side of Elizabeth Street, between Arthur Street South and Stevenson Street, staff surveyed the affected residents. A total of 97 surveys were issued of which 23 (24%) were returned. Of the 23 surveys returned, 18 (78%) were not in favour of changing the existing pavement markings to accommodate bike lanes.

The main concerns identified in the returned surveys were:

- Elimination of on-street parking from the north side of the street;
- Not enough cyclists to justify re-marking the roadway.

While the implementation of bicycle lanes on Elizabeth Street would require elimination of the existing on-street parking, observations conducted by staff over the last several weeks indicate that on-street parking is under utilized. Furthermore, the majority of properties have ample on-site parking for one or more vehicles. If additional parking is required, on-street parking is available for residents on adjacent side streets. A summary of on-street parking available for use between Elizabeth Street and Alice Street is illustrated in Appendix B to this report.

#### Recommendation:

Although the majority of residents (18) who responded to the survey do not support introduction of on-street bicycle lanes, they only represent 18.5% of those surveyed. In keeping with the City's Official Plan which identifies bicycle lanes on Elizabeth Street, and Council's Strategic Plan that promotes the use alternative and sustainable modes of transportation, staff recommend that bicycle lanes be installed on Elizabeth Street between Arthur Street South and Stevenson Street. This will also provide a connection to the bicycle lanes recently installed to the east as part of the Elizabeth Street reconstruction project. Furthermore, in order to accommodate the addition of bicycle lanes, staff recommend a No Parking Anytime restriction be implemented along the north side of Elizabeth Street.

If approved by City Council, staff are prepared to install the bicycle pavement markings and No Parking Anytime signing this fall.

### **CORPORATE STRATEGIC PLAN**

A sustainable transportation approach that looks comprehensively at all modes of travel to, from and within the community.

### **FINANCIAL IMPLICATIONS**

The pavement marking changes and installation of No Parking Anytime signs along

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Elizabeth Street will cost approximately \$3,500 and be funded through the approved 2009 Operations Operating Budget.

### **DEPARTMENTAL CONSULTATION**

- In preparation of this report Operations staff asked Engineering Services (TDM Coordinator) for comments regarding the potential installation of bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South. Engineering Services supports the installation of bicycle lanes on Elizabeth Street between Arthur Street South and Stevenson Street South as it will provide a connection from the downtown to bicycle lanes being constructed on Elizabeth Street east of Stevenson Street and Victoria Road South.
- Guelph Police Services and Guelph Transit both advised of no concerns should bike lanes be installed along this section of Elizabeth Street.

### **COMMUNICATIONS**

Affected residents have been notified this report is being presented to the Emergency Services, Community Services and Operations Committee on this date.

### **ATTACHMENTS**

Appendix A – Study Area and Survey Respondents  
Appendix B – Existing On-Street Parking

Original Signed by:

Original Signed by:

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**Prepared By:**

Dean McMillan  
Traffic Technologist II  
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**Recommended By:**

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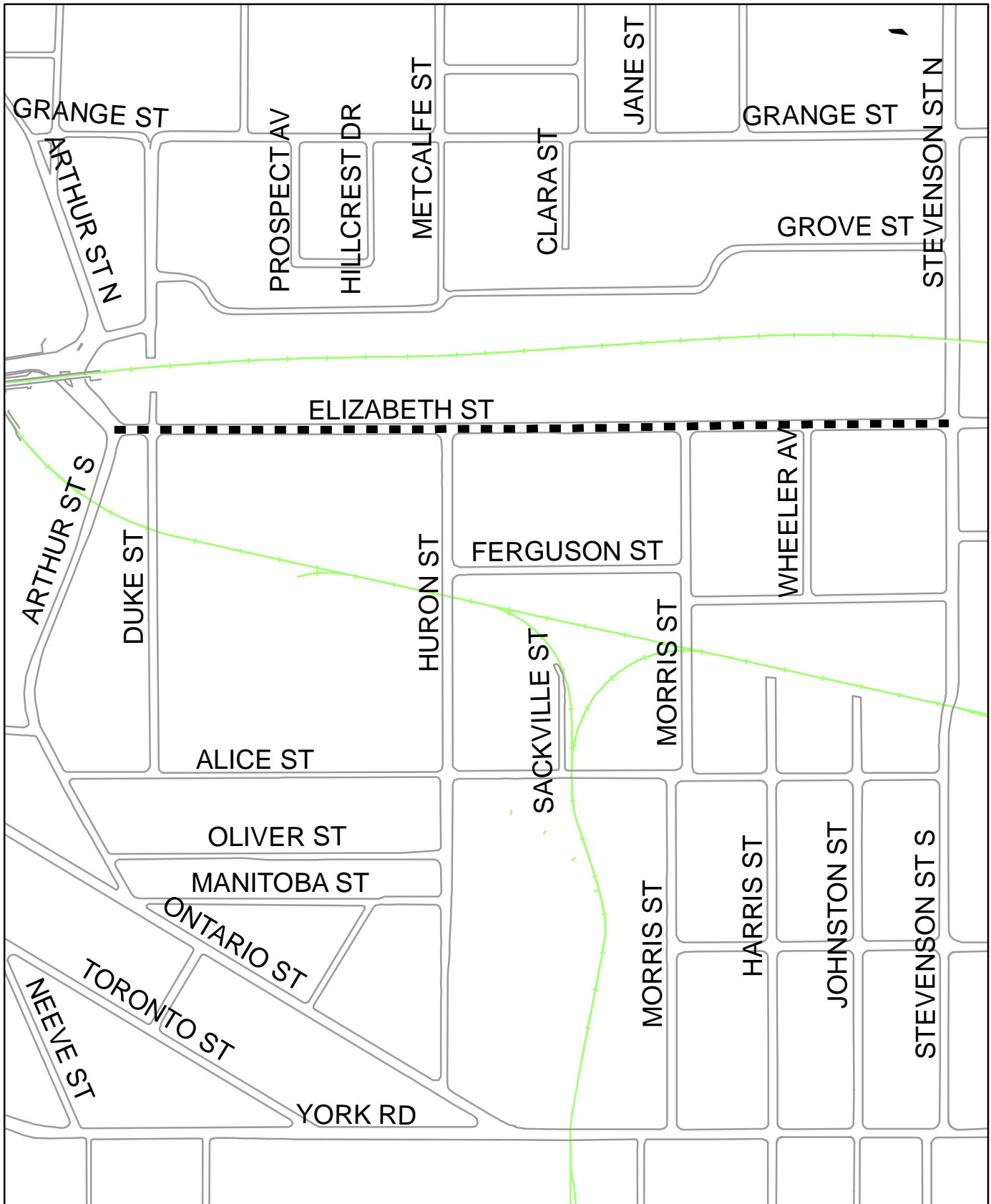


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**Recommended By:**

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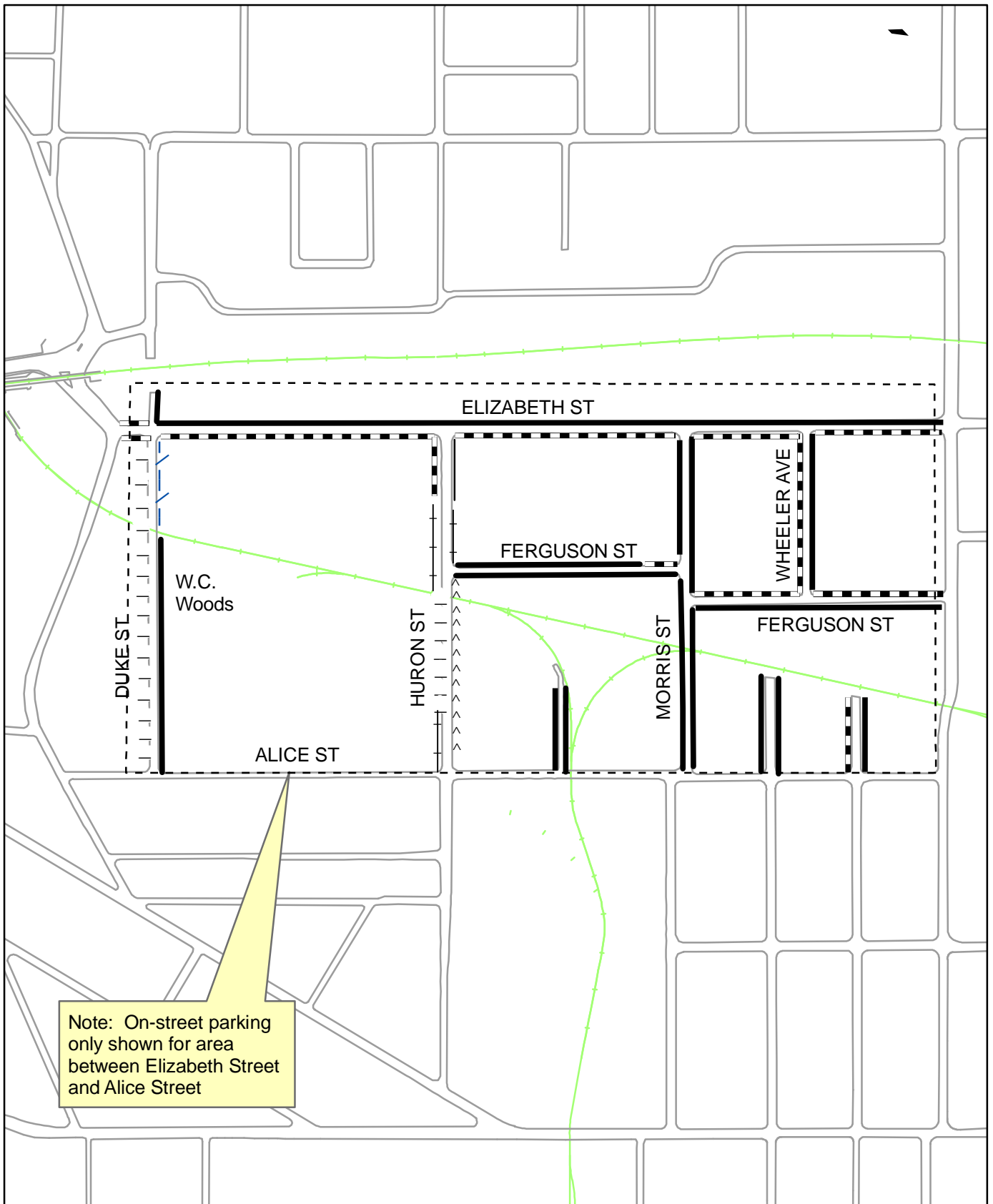
# APPENDIX A - STUDY AREA



LEGEND:

■ ■ ■ ■ ■ - STREET UNDER REVIEW

# Appendix B - Existing On-Street Parking



## LEGEND:

— On-street Parking permitted (no restrictions)

— No Parking Anytime

— No Stopping, 8AM - 4:30PM, MON - FRI

— 2 HR PARKING, 8AM - 6PM, MON. - FRI.

^^^ 2 HR PARKING, 8AM - 6PM, MON - SAT

- - - 2 HR PARKING, 8AM - 6PM



RECEIVED  
SEP 16 2009

CITY CLERK'S OFFICE


September 16, 2009

To: ECO Committee

I am a resident on Elizabeth Street. Unfortunately, my family and I were away when the street parking survey was sent to our household. Consequently, we did not have a chance to submit our concerns.

My wife and I have three young children. We also own a house, two vehicles and a single lane driveway (predominantly all driveways on Elizabeth Street are single lane). During the winter months, from at least November to April, when there are few (if any at all) bicycles on the road, where you would like me to park? The temperatures will be sub-zero, with lots of snow. This snow will be plowed onto my driveway by city trucks. Are we really expected to park on a side road, pull three children out of car seats, drudge them through the snow to our house, shovel the driveway, drudge back, put them back in car seats and then hope to get into the driveway before the city plows the sidewalk? This is insanity. It is far more convenient to park adjacent to our house. Besides, lets face it, who cycles at -5 with a wind chill of -25.

Please rethink the proposed changes. Seventy six percent of people who bothered to respond were against it. I hope that council's decision will reflect the desires of our street. Thank you.

  
Jim Duffy  
113 Elizabeth Street  
Guelph, Ontario  
N1E 2X4  
(519) 767-9574

# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            Monday, September 21, 2009

**SUBJECT**                        **Cardigan Street On-Street Parking Request**  
**REPORT NUMBER**

**RECOMMENDATION**

THAT the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be retained.

AND THAT no further action be undertaken at this time to provide additional on-street parking on Cardigan Street between Norwich Street East and London Road East.

**BACKGROUND**

The Guelph Youth Music Centre (GYMC) and Goldie Mill Park frequently host events such as concerts and weddings that draw large groups of people. During these events the City-owned parking lot next to the GYMC as well as on-street parking are in high demand, particularly when multiple events are occurring at the same time. The GYMC requested Operations staff to investigate the possibility of providing additional on-street parking on Cardigan Street. Although the parking lot at Goldie Mill Park is scheduled to be paved and expanded this year, spaces will remain limited for larger events and on-street parking would still be utilized to address the shortfall. It is unknown at this time exactly how many spaces will be provided since the parking lot design has not been finalized.

The current gravel parking lot provides approximately 23 spaces and when the parking lot is full patrons can park on nearby streets. Recently the Muslim Society of Guelph has agreed to allow free public parking in their parking lot at 126 Norwich Street East. Both Community Services (who book Goldie Mill Park) and GYMC are aware of this arrangement and are encouraged to share this information with patrons who use their facilities.

**REPORT**

Cardigan Street between Norwich Street East and London Road East is a two-way local street with on-street parking permitted on the east side limited to 2 hours, Monday to Friday, 8 a.m. to 6 p.m. Parking is prohibited at anytime on the west side. (refer to Appendix A – Cardigan Street Area Map)

Operations staff investigated the following options to provide additional on-street parking spaces on Cardigan Street between Norwich Street East and London Road East.

Option	West Side Parking	East Side Parking	Direction of Travel	Total Spaces
Retain Existing	No Parking Anytime	Parallel (Monday to Friday 8 a.m. to 6 p.m.)	Two-way	30 existing
Option 1	No Parking Anytime	30° reverse-in angle parking	One-way	34 projected
Option 2	Parallel (Monday to Friday 8 a.m. to 6 p.m.)	Parallel (Monday to Friday 8 a.m. to 6 p.m.)	One-way	42 projected

Other options considered, but ruled out:

- One-way traffic; Pull-in/reverse-out angle parking on one side – not adequate road width. It should be noted that unlike reverse-in angle parking, pull-in/reverse-out angle parking (similar to the angle parking currently in place on Macdonell Street) requires a manoeuvring area in between the marked angle parking stalls and adjacent travel lane in order to safely reverse out of the parking space. Because of the need for a manoeuvring area additional road width is required when compared to Option 1 listed above – reverse-in angle parking.
- Two-way traffic; Parallel parking on both sides – not adequate road width to accommodate on-street parking with two-way traffic. The high demand for parking during events at the GYMC and Goldie Mill Park and the generated congestion may compromise pedestrian safety.

Due to the street network in this area, one-way traffic on this section of Cardigan Street would significantly affect access to the properties in this area, particularly due to turn restrictions at the intersection of Woolwich / Norfolk / Norwich (5-Points). Access would be less restrictive if a roundabout at this intersection is constructed. A roundabout is being considered as part of the intersection's future reconstruction in 2010.

#### Resident Survey:

Staff conducted a resident survey based on Option 2 to determine if area residents were in favour of changing this section of Cardigan Street to one-way traffic. Option 2 (parallel parking on both sides of Cardigan Street) provided 12 additional on-street parking spaces.

A total of 157 properties were surveyed with 48 (30%) returned. Of the 48 surveys returned, 15 (31%) were in support of the proposed implementation of parallel parking on both sides of Cardigan Street, between the hours of 8 a.m. to 6 p.m., Monday to Friday.

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Comments from residents included:

- Norwich Street is a more desirable route out of the neighbourhood in the winter since the hill is not as steep as London Road. Northbound one-way traffic on Cardigan Street would eliminate this option for residents who live north of Norwich Street. They wish consideration of southbound one-way traffic.
  - Staff do not support the idea of southbound one-way traffic, as it would create confusion at Norwich Street where northbound and southbound one-way sections meet. Additionally, many patrons having a destination of GYM or Goldie Mill Park are not familiar with the area and opposing one-way sections of Cardigan Street would make it more confusing to access these destinations.
- Residents at 60 Cardigan Street (Stewart Mill Lofts), although open to the idea of one-way traffic, are strongly opposed to permitting parking on the west side as they feel it would affect their residences. (Additional condominium townhouse units fronting Cardigan Street are approved for future development)

#### Conclusions:

- In order to increase on-street parking on Cardigan Street (Norwich Street East to London Road East) it would be necessary to convert Cardigan Street to one-way traffic.
- 30° reverse-in angle parking would result in a minimal increase of on-street parking—4 spaces.
- Providing parking on the west side of this section of Cardigan Street is strongly opposed by the directly affected residents.
- Access to the properties in the area would be significantly affected by one-way traffic.

#### Recommendation:

Based on the resident survey results, the impact on traffic access to the area and the minimal gain in on-street parking (4 spaces via 30° reverse-in angle parking), staff do not recommend changing Cardigan Street between Norwich Street East and London Road East to one-way traffic. Therefore no further action is recommended at this time.

## **CORPORATE STRATEGIC PLAN**

A healthy and safe community where life can be lived to the fullest.

## **FINANCIAL IMPLICATIONS**

n/a

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

The Guelph Youth Music Centre and the affected property owners will be informed that this report is being presented to the Emergency Services, Community Services

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and Operations Committee.

**ATTACHMENTS**

Appendix A – Cardigan Street Area Map

Original Signed by:

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**Prepared By:**

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Original Signed by:

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**Recommended By:**

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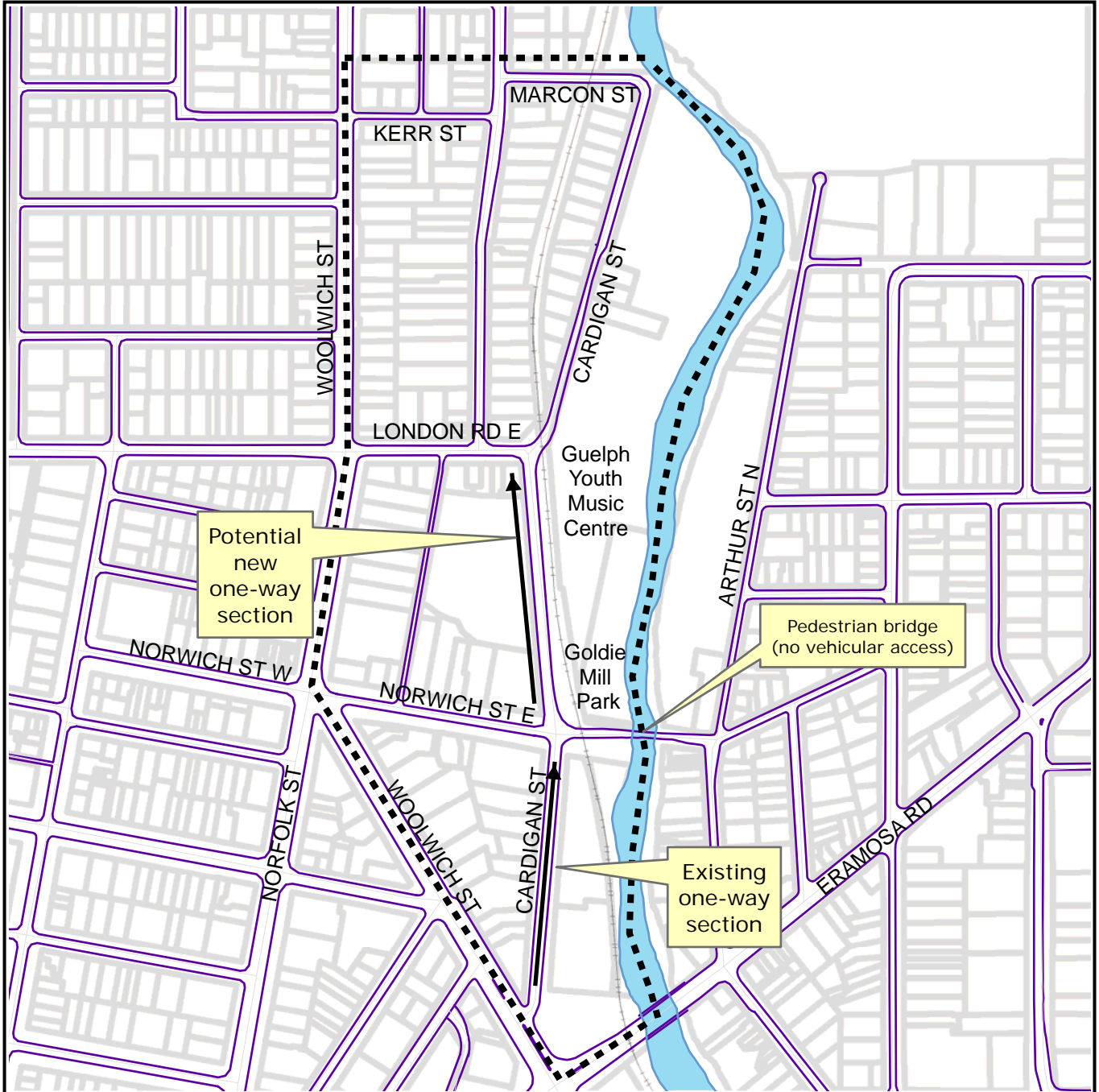


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**Recommended By:**

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# Appendix A Cardigan Street Area Map



Survey distribution area

# INFORMATION REPORT



**TO** Guelph City Council

SERVICE AREA Community Services  
DATE September 21, 2009

**SUBJECT** Community Gardens Proposal  
REPORT NUMBER CS-NE-0920

## SUMMARY

A proposal, developed by members of the Guelph Food Round Table, has been submitted during the month of August for City Council’s review requesting support for the development of community gardens on public lands in the City of Guelph. Staff have received the report and circulated it to all departments involved for discussion.

## BACKGROUND

### Community Gardening in Guelph:

In the 1970’s the City of Guelph through its Recreation and Parks Department supported garden allotment programs in two locations adjacent to commercial properties. These programs were fee for service operations offered on a cost recovery model. Plots were leased to gardeners and the City provided ground preparation prior to the start up of each season, access to water, on-going garbage collection and fall clean-up. The programs were discontinued when the land was no longer available due to commercial expansion (Linamar) and also due to an apparent lack of citizen interest.

Following this program, a handful of neighbourhood-based community garden initiatives have surfaced on private lands (schools, churches, etc.) with minimal City involvement. These gardens rely heavily on volunteer support, their affiliation with neighbourhood groups, private donations and in-kind services. Current locations connecting to neighbourhood groups include:

Waverley Public School	(Waverley Neighbourhood Group)
Three Willows United Church	(West Willow Woods Neighborhood Group)
Diocese owned vacant lot	(2 Rivers Neighbourhood Group)
Ken Danby Public School	(Grange Hill East Neighbourhood Group)

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## **REPORT**

In April of 2009 a number of interested residents, neighbourhood groups, agencies and local farmers initiated the development of the Guelph/Wellington Food Round Table, an organization whose purpose will be to focus on food security and local food production and distribution issues. This growing network of over fifty organizations envisions a Guelph and Wellington where all people have access to affordable, nutritious/healthy food through sustainable food production and distribution. While this newly formed network is still in its early development stages, they have identified community gardens as a priority project for their organization and as one viable "response to the concern over food access for our most vulnerable citizens".

The attached proposal was authored by members of the Guelph Food Round Table's community gardens subcommittee with advisory support from Community Services staff. The proposal urges City Council to recognize the value of community gardens to the health, social and ecological well-being of our community and through the development of policy and protocols, permit the use of public lands for community garden initiatives in the City of Guelph. The proposal also references the expansion of two existing neighbourhood-based garden programs to parklands in 2010 and consideration for City operational support and services as required.

Highlights of the proposal include:

- Request for the City of Guelph to approve and support the use of public lands for community gardens (including inactive areas in parks)
- Approval for the expansion of two existing small community gardens into park lands in the spring of 2010 (the Brant Avenue Neighbourhood Group garden into Brant Avenue or Dakota Park and the Grange Hill East Neighbourhood Group garden into O'Connor Lane Park)
- In-kind operational support to permit this expansion in 2010 including access to municipal water where possible and woodchips for mulch
- Request for City staff support for the development of a community garden policy and supporting protocols that would allow garden-ready groups to apply to the City for access to public lands for future gardening programs (similar to the outdoor ice rink model in parks)
- That the City recognize and promote the public gardens in official City publications, website, etc. lending credibility to these projects and acknowledgement of their value to all residents of Guelph
- Requirements for community gardens that would be addressed by neighbourhood organizations and garden groups (e.g.; tools, labour, waste removal, plants/seeds, etc.)
- A number of letters of support from various community stakeholders

The community gardens proposal was submitted for Council's consideration and



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approval of its goals and objectives and to initiate work on the development of a community gardens policy and its adoption prior to the 2010 gardening season.

**CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city

Goal 2: A healthy and safe community where life can be lived to the fullest

Goal 6: A leader in conservation and resource protection/enhancement

**FINANCIAL IMPLICATIONS**

City staff has not had sufficient opportunity to investigate operational budget implications for the 2010 garden expansions as requested.

**DEPARTMENTAL CONSULTATION/CONCURRENCE**

Consultation with all Departments impacted by this proposal is incomplete at present due to summer vacation schedules.

**COMMUNICATIONS**

N/A

**ATTACHMENTS**

Appendix A: Guelph Community Garden Proposal



Original Signed by:

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**Prepared By:**

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**Recommended By:**

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# **Guelph Community Garden Proposal**

## **Executive Summary**

Community gardens are parcels of land used by neighbourhood residents to grow their own vegetables, herbs, pollinator flowers and/or fruit. They are primarily used in areas where residents do not have any or suitable yard space to grow their own gardens. Community gardens are also important neighbourhood spaces, providing the opportunity for neighbours to meet each other, work together and become cohesive supportive communities. This aspect of community gardens is especially important for residents who feel isolated, such as new immigrants, or for those affected by poverty, disability or violence. Presently, during the severest economic down turn since the Great Depression, poverty is increasing, with the tragic effect of having people's food security undermined. For many people in Guelph access to food is deteriorating due to their diminishing incomes, making it nearly impossible to afford to feed their families consistently. Community gardens will make available affordable, fresh and healthy produce for families in Guelph. Community gardens are level fields where people come together for many reasons; where people from diverse and varying backgrounds find commonalities amongst each other. These commonalities are what make supportive neighbours and strong neighbourhoods.

The Guelph Wellington Food Round Table is seeking support from the City of Guelph to establish community gardens on public space. It would be a gradual growth process, with The City of Guelph nurturing community gardens over a period of years. The first steps towards a City of Guelph community gardening network would be twofold. One path would begin in the spring of 2010 with the moving of two existing gardens onto parkland. The other path would be the creation of a City community garden policy and supporting protocols that would ensure the people of Guelph and local groups the ability to establish community gardens well into the future. Expansion of community gardens aligns with the City's strategic priorities and new Master Plan for city parks. Support for community gardens will be a demonstration of the City's contribution to the amelioration of poverty and the strengthening of healthy, supportive communities.

The cost to the City will vary depending on the level of support given, and the available existing facilities. Some staff time would be needed to develop and oversee the community garden application and approval process. Other costs to the City would assistance with access to water hook-ups, where not already available, and optional additional support depending on the level of investment the City wishes to make (i.e. tools, bunkers for storing tools and ploughing.) To begin this process, the Guelph Wellington Food Round Table requests the expansion of the Brant Avenue and Grange Hill East Community Gardens, which would require the cost of installing a

hose-bib at O'Connor Lane park and the delivery of mulch wood chips.

As outlined in detail in the following pages, the individuals and groups involved in the gardens will meet the requirements of other aspects of garden start-up and ongoing maintenance. The Guelph Wellington Food Round Table's Community Garden subcommittee is committed to providing assistance to start-up community gardens and ensuring that a supportive network of communication, education and coordination between Guelph's community gardens is established.

*This proposal was prepared by the Community Gardens subcommittee of the Guelph-Wellington Food Round Table. The Food Round Table was initiated in the Spring of 2009 in response to increasing concerns about local food security. Among its members are citizens & organisations, local farmers, City staff and elected officials working variously on environmental protection, community health, social justice, and poverty alleviation. The goals of the Food Round Table are to support people of all income levels to feed their families fresh, healthy local food; and support food production and distribution methods that are sustainable for people and the planet.*

## **Introduction**

Community gardens are parcels of land for neighbourhood residents to grow their own vegetables, herbs, pollinator flowers and/or fruit. They are primarily used by people who do not have any or suitable yard space to grow their own gardens. As well as food production community gardens serve as neighbourhood centres; providing opportunities for neighbours to interact, collaborate, and build supportive communities.

It is time for the City of Guelph to have a clear process for the establishment and continuous support for community gardens. The City of Guelph's new Recreation, Parks and Culture Strategic Master Plan identifies community gardens as a way to optimize the use of shared public spaces and "provide an attractive community through community design." In the Master Plan community gardens, with the community vibrancy and pride they encourage, are central points in the concept of "Living Community Centres." The Master Plan describes that the integration of community gardens into natural spaces and public lands has become a priority for the citizens of Guelph. While the City's Master Plan stresses the importance of sustainable development and community building, community gardens have not yet received directed attention or support from the City of Guelph.

Guelph's residents and organizations in seeing growing hunger in their community, combined with our society's continued dependence on an unsustainable global food production/distribution systems, are concerned about future access to safe food. The current economic downturn has made Guelph's food security issues more visible, putting increased pressure on existing organizations and programs:

- Service Canada reports a tripling of the number of EI Claimants in Guelph & Wellington in the 6 month period from November 2008 to May 2009 (4948 to 15202)
- A fact sheet prepared by the United Way of Guelph-Wellington for their February 2009 Symposium on Poverty states that nearly 9% of individuals in the area live below the Low Income Cut Off.
- The United Way research also indicates that in Canada, the prices of key food items have all increased at greater than twice the rate of inflation from September 2007 to September 2008; in some cases far above what could be considered a reasonably expected increase: pasta 48.1%, bread 16%, baby food 11.5%, milk 8% and chicken 7.8%.
- The monthly caseload in Guelph for Ontario Works increased by 13.9% between January & December 2008. That number is anticipated to rise as Employment Insurance claims expire without sufficient job opportunities to meet needs.
- The Guelph Food Bank programs assisted 8891 adults in 2008 vs. 7342 in 2007, an increase which does not yet take into account the aforementioned job losses. Their 2008 food distribution weighed in at 851,459 pounds, up 18% from 2007's 721,872 pounds, and

in an email dated May 25, 2009, they report having already distributed 20,900 *more pounds* than at this time last year.

Around the world, community gardens are an inexpensive method to restore healthy neighbourhoods, improve local food security and have individuals connect with each other and their food.

### **The Success of Community Gardens**

The City of Guelph is a leader in community-led projects that address social, environmental and economic issues. Unfortunately, the City has fallen behind when it comes to supporting community gardens. Currently, there is a global movement in support of community gardens. This year for the first time since the Second World War, Buckingham Palace has food gardens and the US Government has legislation to financially support community gardens (Community Gardens Act of 2009) moving through Congress. Other local communities are ahead of Guelph in their support of community gardens.

**Kitchener-Waterloo, Cambridge and London** all boast community gardens with varying levels of municipal involvement.

#### **London, Ontario:**

- Has over 430 community garden plots feeding an estimated 1,800 people
- Surplus produce goes to the London & Area Food Bank.
- Gardeners are ethnically/culturally diverse ranging in age from 21 to 92
- Sixty-seven percent of the gardeners have household incomes of less than \$24,000.
- Forty percent have languages other than English as their first language.

#### **Kitchener, Ontario**

- Established a Community Garden Policy in 1999
- Offers public land and start-up grants of up to \$2,000 of in-kind support, including screened topsoil, compost, woodchips, roto-tilling and sod removal, or a maximum \$1,000
- has 29 gardens currently in Kitchener-Waterloo, on public and private land.

## **Community Gardens in Guelph**

Guelph's neighbourhoods are organizing for community gardens, but are constrained by the lack accessible public land. In the 1980's The City of Guelph had successful community gardens on parkland. The City supported these gardens with tilling and infrastructure. Unfortunately the gardens were never made policy and were lost in the 1990's.

Currently, there are very few community gardens in Guelph. While there are some success stories, there is still so much more that can be done. Presently, all existing community gardens in Guelph are on private land (individuals, churches, schools, and Wellington and Guelph Housing) and vary in size and accessibility.

- Ignatius Farm offers gardening space but is economically and geographically inaccessible to many of Guelph's highest-needs residents.
- Two Rivers Community Garden, in its 9<sup>th</sup> season, has a waiting list and annually turns away residents seeking gardening space.
- Three Willows United Church in the West Willow Woods neighbourhood provides half a dozen individual plots for gardeners. The church plans to expand that for the 2010 season to communally grow food to meet the increased demand at their food shelves.

The community garden projects started in the spring of 2009 at the Brant Avenue Neighbourhood Group and the Grange Hill East Neighbourhood Group have seen enthusiastic participation and are seeking additional space for expansion.

Guelph is expected to grow by 1.5%. and plans for downtown intensification will increase the need for public ally accessible gardening space. Unfortunately, currently there is no municipal support for the use of public lands for community gardening.

The time has come to have community gardens as an integral thread in the fabric of Guelph.

## **Goals and Objectives**

The goal with this proposal is for the City of Guelph to approve and support the use of public lands for community gardens. Initially, the City can demonstrate commitment by allowing the two existing small community gardens (Brant Avenue & Grange Hill East Neighbourhood Groups) to expand into nearby parks. Secondly, would be the writing of policy and protocols that would allow other garden ready groups to apply to the City to access land; and serve to establish a

long term commitment to community gardens in Guelph

### **Objective 1: Community Gardens on Public Lands-Spring 2010**

Brant and Grange Neighbourhood Groups have established successful gardening initiatives but are constrained by a lack of land. Fortunately both are gardens located near public parks with large accessible areas. The Neighbourhood Groups have established managerial structures to oversee the community gardens.

The expansion of the community gardens of Brant Avenue and Grange Hill East Neighbourhood Groups onto public land in the spring of 2010 would be a seamless transition, with only the need for access to municipal water where possible and woodchips for mulch. It would be expected that the City recognize and promote the public gardens in official City publications, lending credibility to these projects and official acknowledgement of their value to all residents of Guelph. (See Table 1 in Appendix 1.)

Community gardens are primarily independent, neighbourhood projects and do not require regular or significant in-kind or financial Municipal support. Table 2 emphasizes that this proposal is not requesting from the City donations of the following: tools or equipment, labour, security, waste removal, plants or seeds, or garden manager salary funding (See Table 2, Appendix 1).

The establishment of these community gardens on public land will:

- Serve as models for other neighbourhoods.
- Allow the City to develop a process of approving community gardens on public land.
- Determine Guelph-centric best practices for community gardens and food security
- Will solidify community involvement

**For Project Roles and Responsibilities see Appendix 2**

### **Project Costs**

Minimal financial support is being requested. The primary costs of this project would be in City staff time devoted to the approval of expansion plans, the possible installation of the water hook-ups where not already in place, and possible woodchip delivery. Recommendations for effective ways to further support community gardens were also included in Table 3 in Appendix 1, for City consideration.

## **Objective 2: Streamlined Approval Process**

The process for community ice rinks in parks is a model of an application process that could be utilized by community gardeners. Ice rinks in parks is a community driven program with little support needed by the City. Ice rinks see high dividends for neighbourhoods with outdoor activity and the sense of community that grows from a shared, mutually responsible space. Ice rinks enhance community by being the epicentre of annual neighbourhood festivals. A similar process for the establishment of community gardens would allow organized neighbourhoods to enjoy the benefits of improved local food security, health, and community building that community gardens are known to provide. **(Please see Appendix 3 for details, Project Roles and Responsibilities, Costs, and Alternatives)**

**See Appendix 4 for Project Evaluation Methods**

## **Stakeholders and Supporters**

Stakeholders include every citizen of Guelph and the organizations working to support our community. The wide support for community gardens is demonstrated with the official endorsement of this proposal by representatives from a wide range of residents and organizations, listed in Appendix 5.

## **Summary**

The City of Guelph needs to decide how it will manage and support the growth of community gardens throughout Guelph. Community gardens are a tangible response to increasing local need for food and greater food security. The successes in similar municipalities and Guelph neighbourhoods show the feasibility and functionality for community gardens. Guelph can become



a champion of this simple and obvious solution to issues of food security, isolation and mental, emotional & physical health. The health of any community starts with healthy individuals, working together.

Appendix 1

**Table 1: Minimum City-support Requested**

Support	Description	Justification	Budget Impacts
Land	<p>-Permission to garden in plots on public land, in areas where there is no other active use (i.e. unused grass/bush covered corners of public parks)</p> <p>-A plan would be designed by the community garden group, in cooperation with City staff, for spring 2010</p> <p>-Brant Neighbourhood Group garden: Seeks to expand into Dakota or Brant Avenue Park, due to increased need for space.</p> <p>-Grange Hill East Neighbourhood Group garden: Seeks to expand into O'Connor Lane park, due to need for increased space.</p>	<p>-Lack of accessible, suitable land for community gardens</p> <p>-Lack of volunteered Private land and insecurity of private land access</p> <p>-Current restrictions upon allowed land use in existing community gardens (Housing and School lands)</p> <p>-Large areas of unused open land in public parks, readily accessible and suitable for food cultivation</p>	<p>-Savings from reduced landscape and maintenance</p> <p>-savings from reduced likelihood of unauthorized gardening</p> <p>-Cost of staff time to collaborate on designs and in approval process</p>
Water	<p>-Many parks already have municipal water hose bibs available for the community skating rinks. Access to these tap hook-ups will supply irrigation water during the growing season</p> <p>-Where hose bibs are not already in place, costs might be prohibitively high and community garden groups may need to make alternative arrangements.</p>	<p>-Community gardens require regular watering but are often not located near to an accessible water source</p> <p>-Requiring gardeners to transport large quantities of water themselves is a serious disincentive to gardening</p> <p>-A tap hook-up to existing municipal water hose bibs is simple and not easily tampered with.</p>	<p>-Cost of access to existing hose bib or of any assistance given in accessing water where hose bibs are not in place</p> <p>-Cost of water used</p>

Woodchips, if requested	-Community gardens sometimes require woodchips to help with weed suppression and path maintenance. No more than one annual delivery would be required.	- the City has been receptive to assisting with community-driven “greening” initiatives in the past and this is a low-cost way to offer assistance	-minimal
Promotion and official support	-Specific promotion of community gardens on City website, in official publications  -Staff familiarity with community garden programs, to assist residents seeking more information  -In situations where residents express concerns regarding community gardens, the City will support the goals and purpose of community gardens and would have a representative at any neighbourhood meeting to address concerns	-It can be difficult to establish unanimous support for community gardens without official support and credibility.  -Having visible promotion of official commitment to community gardens will help the credibility of community garden groups in their neighbourhoods	-Cost of staff time to include community gardens in official promotions and communications  -Cost of staff time in building awareness and familiarity with community gardens in Guelph

**Table 2: Requirements of community gardens addressed by neighbourhood organizations themselves**

Tools, wheelbarrows, hoses etc.	Tool-sharing networks, fundraising and donations of equipment, and lending of privately owned tools has been sufficient elsewhere.
Labour	Community gardens operate on sweat-equity. Participants are volunteers and are responsible for start-up preparation, ongoing maintenance, fall clean-up, and winter care.
Security	Community gardens everywhere decide how to best prevent vandalism, sometimes through constructing a fence, other times through efforts to build community support for the project.
Waste removal	Organic matter from the garden is ideally composted on-site. If no composter is available, then this can be composted in private composters or volunteers can remove it or relocate it for municipal wet-waste collection as appropriate. There is no need for a special garbage pick-up schedule.

Plants, seeds	Networks of gardeners and community gardens share plants and seeds. Donations and fundraising for purchasing is also successful. Once established, garden projects can practice seed-saving.
Project Coordinator	Gardens can be run following various models, but most will see volunteers take on key leadership roles. The Round Table also envisions supporting a role which would see new & existing community gardens given access to educational workshops on-site, information sharing, conflict resolution etc.

**Table 3. Recommendations for Optional City Support for Community Gardens**

<b>Priority</b> <i>(will vary according to specifics of neighbourhood)</i>	<b>Support</b>	<b>Alternative Source</b>
<b>1</b>	Initial sod-removal and ploughing	Donated or reduced-cost equipment rental and volunteer labour
<b>2</b>	Picnic Tables (as space for community vegetable processing and garden meals or meetings)	Donation or fundraise for purchase
<b>3</b>	Signage (Formal and consistent signage aids in credibility of gardens)	Groups make signs themselves, or seek donations
<b>4</b>	Compost and/or Compost Bins	Donation, self-construction and preparation
<b>5</b>	Funding for Garden Co-ordination Staff person, housed under a non-profit organization	Grant-writing and community organizing
<b>6</b>	Materials for construction of Tool-sheds/Greenhouses/Cold-frames	Donated or reduced-cost material and volunteer labour

<b>7</b>	Fencing	Donated or reduced-cost material and volunteer labour
<b>8</b>	Lighting	None, would require City support
<b>9</b>	Start-up seeds and/or plant starts	Donations, fundraise for purchase, seed and plant exchanges
<b>10</b>		

Appendix 2: Expansion of existing gardens- Details

**Project Roles and Responsibilities**

i. Community garden group: Implementation

The organization, planning, and day-to-day maintenance and use of the community gardens will be the responsibility of the neighbourhood community garden group. This includes the initial design and construction of the garden, fundraising or donation seeking for supplies, regular maintenance, fall clean-up and winter preparation, establishment of garden rules and plot agreements, and dispute resolution whenever possible.

ii. Community Garden Network: Networking and training support

Tasks related to mentoring and networking would be best addressed by a Community Garden Network, organized by the Community Garden groups themselves. The Guelph Food Roundtable subcommittee on Community Gardens is currently networking existing community garden groups with the goal of evolving into such a network.

iii. City: Official Approval and Minimum support

The City would be responsible for granting and coordinating official approval of access for community gardens on public land. The City would supply basic support in the form of a municipal water hook-up and woodchips if requested. In addition, City staff would assist in establishing the credibility of community gardens by demonstrating them as an official priority and encouraging support of community gardens in official communications and publications. In the case of disputes over a community garden or cases of serious vandalism, the City would be willing to assist community garden organizers in addressing the issue.

## Appendix 3: Streamlined-Approval Process Proposal Details

### **A. Project Roles and Responsibilities**

- i. Community Garden group: A neighbourhood seeking a community garden on public land would be expected to organize a community garden group to take responsibility for organizing an application and plan for their community garden.
  
- ii. Community Garden Subcommittee: Individuals from this group would be able to offer assistance , including researching existing models and offering templates/examples being used in other municipalities and suggesting Guelph-specific models. Once a process has been implemented, the group would act as a support in the application process, ensuring citizen groups have met all requirements in advance of submission in order to reduce staff time addressing discrepancies.
  
- iii. City: The City would be responsible for creating an Application Form and process that meet City requirements and assigning an appropriate department and staff to address applications.

### **B. Program Costs**

The cost to the City would be the initial staff time to design the approval process, which, once implemented, would then only require time as needed in relation to approving the received applications. Other costs of supporting community gardens depend on how much the City decides to invest in them, as previously discussed.

### **C. Project Alternatives**

Without a policy in place, the City will continue to address community garden enquiries on a case by case basis. The inconsistency of this approach not only frustrates those looking to establish gardens but is also inefficient for staff whom have no clear procedure to follow. This may result in some residents partnering with private land owners such as churches or the school board. However, many inner-city churches and schools, where some of the highest density and smallest backyards are found, are already pressed for space and therefore could not equitably meet the needs of all neighbourhoods. Further, the City would be risking an increase in unauthorized gardening on public land as some residents would proceed out of frustration and the

need for food security. Citizens establishing community gardens without approval in potentially unsuitable areas, or causing damage to city park areas will then require City resources and staff time to repair.

#### Appendix 4: **Evaluation Methods**

The experiences of community gardens in Guelph and elsewhere provide examples of evaluation methods suitable for evaluating the success of these projects.

To measure the success of a community garden, strategies could include tracking:

- Number of repeated participant visits
- Participants inviting friends and neighbours to participate, building community.
- Participants reporting an increased sense of well-being
- Community members willingly spending more free time in the garden
- Community members eating the vegetables that are grown
- Community members reporting regularly discussing gardening and sharing tips
- Positive social behaviours observed amongst participants in the garden
- Community feedback
- Interest from other neighbourhoods seeking best-practices and assistance in establishing their own community gardens
- Amount of food being produced, either in total or averaged per participant
- Food being donated to food banks, pantries, supper programs etc.
- Establishment of community kitchens, food preparation/preserving programs etc.

To measure the success of a public-land community garden approval process, strategies could include:

- Number of applications for approval - to demonstrate awareness of the process and interest in establishing community gardens on public lands
- Number of successful approvals, upon both initial submission and revised submission - to evaluate effectiveness of the process



- Number of refused applications and reasons for refusal - to evaluate appropriateness of criteria
- Regular feedback from established community gardens
- Attitudes towards community gardens in the media and community feedback
- Interest from other municipalities on community garden strategies and best-practices
- Decrease in incidents of unauthorized cultivation on public lands

#### Appendix 5: Stakeholder Support for Community Gardens in Guelph

## **Narrowing of Ontario Street-Questions**

**We respectfully ask the committee to reopen the dialogue in regards to the Narrowing of Ontario Street with the firm understanding that we believe in safety first and foremost.**

**The following are a set of questions submitted to the ECO Committee for the meeting of September 21, 2009 at 5:00 PM.**

1. How many pedestrians have been hurt on Ontario Street?
2. How many pedestrians have been hurt at the Tytler School pedestrian crossing?
3. How many near misses have happened at the Tytler School pedestrian crossing?
4. How many near misses have happened on Ontario Street?
5. How many, if any accidents or near misses were related to parents dropping off their children?
6. On Arthur Street there were temporary traffic calming measures that were easily removed and the majority have been removed. What prevented the City from doing something similar for Ontario Street to see how effective this protrusion would be?
7. Where else in the City, have these exact same type of measures been used?
8. Where has this type of protrusion worked before?
9. Is this protrusion a pilot project that is only being tried in the Ward? And if so, what is the rationalization for doing this in the Ward versus another part of town, i.e. Willow Road School area?
10. The only way some of us see this new addition working is if there are two vehicles approaching the narrow section at the same time and both are in no hurry to get through. We have already seen vehicles approaching at the same time, speeding up to attempt to get by first. So how is the City planning to stop these “aggressive” drivers?
11. What are the probabilities of someone being hit standing at the newly installed protrusion, keeping in mind that it blends into the road and that this winter, with a

- slight snowfall the drivers will be challenged to know the difference between the middle of the road and this protrusion?
12. According to Bob Bell, the money used for this traffic calming measure was “old” money from Owens Corning that was set aside a number of years ago. The money that was allocated from Owens Corning, was it allocated for the intersection of York Road and Ontario Street or was it to be allocated for the whole of Ontario Street?
  13. If the money from Owens Corning was to be allocated to deal with the increased traffic flow from Owens Corning; what is the increased volume of traffic from Owens Corning employees that has impacted Ontario Street? How does this increased traffic from Owens Corning impact the school children at pick up time and drop off times?
  14. Was this protrusion installed for traffic calming? Or was this protrusion installed for the hoped for safety of the school children?
  15. Being that the Planning Department of the school board told us that the school will be closed within 2-5 years, is the city proposing at that time to remove this protrusion, as well as the lights as they will no longer need the cross walk nor the lights because most Ontario Street residents tend to saunter across the road at different points?
  16. What is the difference in traffic volume between the summer months and the school term months?
  17. We would like to understand, that if so many residents were opposed to this protrusion, what justified the work moving forward? And if it did have to go ahead, why aggravate an already sensitive community by building something that is in keeping with a slum area rather than an up and coming neighbourhood, which the St. Patrick’s Ward One Community Plan was to address?
  18. Residents are interested in traffic calming for various reasons; one reason for traffic calming was to protect children who are darting out across the road after school hours and at dusk facing vehicles that may be driving too quickly? What do you see as the City’s responsibility in dealing with reducing the risk of these children being hurt?
  19. Some residents have noticed that there are more “aggressive” drivers when the volume of traffic is low, so how will this protrusion stop the “aggressive” drivers from rushing through when there is little or no traffic?
  20. Were there feasibility studies done for:

- A roundabout at the intersection of York and Ontario Street
- Reducing the speed limit from the intersection at Huron and Ontario to the intersection at Arthur and Ontario Street
- Smart Lights

And if so, what was the cost benefit analysis for each of the above?

21. As safety is an important issue for the City, when will the other schools that have a higher volume of traffic have similar traffic calming measures implemented? i.e. Holy Trinity School, St. John's, St. Patrick's ? Willow Road?
22. What was the cost of the installation of this protrusion? The minutes said (N/A, we assume it was because it was "old" Owens Corning money?)
23. What would the cost of removing this protrusion be? (old Owens Corning money again?)
24. Albeit that we as a neighbourhood group were unable to get our act together to present at the meeting a month ago; a petition was dropped off one or two days later with numerous signatures on it saying that we were opposed to the narrowing and get back to us. We did not get a response. A copy of this petition was given to every councillor, please advise, how the City still felt justified in continuing with the work?
25. The report of October 2008 says that the only issue still not addressed is pedestrian safety at the crosswalk. Please advise how this is an issue when so many residents jaywalk across the road and the biggest problem most of us face are the parents dropping off their children. Where are the statistics to support the decision. When was this particular study done? What time of year? What time of day? Who participated in the study? How do other children handle crossing Victoria Road, or College Avenue, or Grange Street? Please advise where we can access the statistics that support this decision? Are you suggesting that Tytler School children are different to others?
26. Some residents are asking about the typical process of the ECO committee. We have heard that we can be on a mailing list so we can be kept up to date as to what is happening in our neighbourhood. If this is true, please advise as to who we need to speak to, to place ourselves on such a mailing list. Normally neighbours would simply let each other know, however that has not been the case. We are puzzled though as to why anyone who has bothered to respond to a survey would not be notified as to the outcome? Or perhaps, if it is not the custom to do so, would it not be helpful to simply add an addendum to the survey advising people how they can get the results of the survey or when the survey will be discussed and at which committee meeting it will be discussed and who to contact to get more information in regards to the result. Perhaps this is already been done and

we've missed it? Sometimes when we apply for jobs we are told, "only applicants interviewed will be notified", perhaps a similar notice needs to go out with surveys..."please respond to this survey so we can best serve your needs, however please note that you will not be advised as to the results unless....."

27. Last and not least, we do take exception to being considered disengaged citizens. Sometimes residents are disengaged and sometimes they come across as disengaged because they are too trusting of the process and their neighbours. And some are too intimidated by the process and some are overwhelmed by the energy required when there are so many other daily struggles in life. Sometimes people come across as disengaged because they simply do not know and or understand the process. Some have health issues that are barriers to being involved and some, even after all these years struggle with the language. Some feel powerless, and some disempowered, ignored and patronised. And some are afraid to speak because of what our neighbours might think. And yet, all have an opinion that is voiced when feeling safe with someone willing to listen. And yes, **we agree it is up to us to get involved because it is our community.**
28. We certainly appreciate that it is very difficult for city councillors and city staff to be able to distinguish the difference for all the above, and perhaps it is not their responsibility to do so, after all they too have their own daily struggles. And so in the future many of us have committed to putting more effort into ensuring that our voice will be heard. Thank you for taking the time to address these questions. We may not like the answers, however we will appreciate your effort in helping us understand; and this time we will not go away.
29. Again, we respectfully ask the committee to reopen the dialogue in regards to the Narrowing of Ontario Street with the firm understanding that all of us want safety first and foremost.

Respectfully submitted,

Residents Peacefully Engaged for the Safety of the Ontario Street Neighbourhood

For more information contact:

Annette Stocco    or Renato Cadorin  
519 265 – 4051      519 763 6233

Guelph, July 22, 2009

To the Mayor and the City Councilors

I do not understand politics, but I do understand common sense. When almost 100% of neighbourhood disagree with the narrowing road at the corner of Wood and Ontario Streets, it should be left as it is!

If reason prevails, please refer to the enclosed petition signed by the people concerned with the proposed project.

Yours truly  
Gino Cadornin  
Gino Cadornin

RECEIVED  
JUL 22 2009

 Service Guelph

We the undersigned disagree with the City of Guelph's decision to narrow Ontario Street at the cross walk at the corner of Ontario and Wood Streets for the following reasons:

- Difficulty in snow removal
- Difficulty for the residents of Wood Street to turn onto their street
- The closure of Tytler School (kids crossing street said to one of the reasons for narrowing the street)
- Too dangerous for city buss to navigate the new curb
- Will make street too dangerous for all those travelling on it
- Will impact emergency vehicles traveling west or turning onto Wood Street
- *Unnecessary obstacle*

NAME	SIGNATURE	ADDRESS
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*26 Signatures Received on the Petition*

- ADDENDUM -

- Emergency Services, Community Services & Operations Committee -

Council Chambers 5:00 p.m.

- September 21, 2009 -

\*\*\*\*\*

**GUELPH FARMERS' MARKET OPERATING REVIEW (ECO-2009 A.31)**

Delegations

- K.C. Hornsby
- Cleon Martin



**The Corporation of the City of Guelph  
Emergency Services, Community Services &  
Operations Committee  
Monday, September 21, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, September 21, 2009 in Committee Room C (Rm 137) at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, and Mayor Farbridge  
Absent: Councillor Laidlaw

Also Present: Councillors Beard, Bell and Kovach

Staff in Attendance: Mr. H. Loewig, Chief Administrative Officer; Mr. J. Riddell, Director of Community Design & Development Services; Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. S. Smith, Associate Solicitor; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on July 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Farmers' Market By-law Operational Review
- Elizabeth Street Pavement Markings
- Community Gardens Proposal
- Cardigan Street On-Street Parking Request

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Snow Angels Pilot Program**

THAT the Operations Department report of September 21, 2009 'Snow Angels Pilot Program' be received;

AND THAT the Mayor and City clerk be authorized to execute an agreement with the Volunteer Center of

REPORT

Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.

Carried

### **Farmers' Market By-law Operational Review**

Mr. Sam Bowman requested exemption from the insurance requirements being proposed with the by-law due to religious beliefs. He advised the Mennonite vendors are willing to sign a document approved by the City's lawyer stating that they will be financially responsible within reason. He stated that the St. Jacob's market is not enforcing the insurance requirement for the Mennonite vendors.

Mr. K.C. Hornsby, a vendor and member of the executive board of the Farmers' Market advised he has been approaching various insurance companies that provide blanket coverage. He stated the City could get the insurance policy and all the vendors would pay for it as part of their rent. He submitted a petition signed by 70 vendors requesting the City to delay the insurance proponent of the bylaw until July 2010.

Mr. Cleon Martin was not present.

In response to questions, staff advised:

- it is the intention of the City to require proof of insurance;
- the City has not been able to procure blanket coverage insurance
- they will attempt to meet with the stakeholders before the next committee meeting to determine if the collateral option is feasible.

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

REPORT

THAT the September 21, 2009 Emergency Services, Community Services and Operations Committee report 'Guelph Farmers' Market Operating Review' be received;

AND THAT the report be approved for implementation with the exception of the insurance clause, which is referred back for a report from staff at the next meeting.

Carried

**Elizabeth Street Pavement Markings**

Shayne Campbell & Judy Macerollo, residents of Elizabeth Street advised the majority of respondents to the survey regarding the pavement markings were not in favour of the bike markings. They do not agree that the parking is underutilized and do not see the need to make changes. They do not oppose bicycle lanes, but they value their street parking for visitors.

Rob Hingston, a resident on Elizabeth Street advised he has no driveway, but a shared right-of-way and removing the parking would remove the ability to park his vehicle at his premises. He does not believe there are enough cyclists using the road to require bicycle lanes. If on-street parking is removed, he believes it would negatively affect the value of the houses. He did not understand why changes were being proposed when survey results indicated opposition. He also inquired if seasonal parking was considered.

Staff were requested to investigate the 'Safe City Committee'.

4. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street;

AND THAT a "No Parking Anytime" restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

Defeated

5. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the issue of the Elizabeth Street Pavement Markings be brought forward to the September 28, 2009 Council meeting for decision.

Carried

REPORT

**Community Gardens Proposal**

Lisa Blenkinsop and Marena Brinkhurst, on behalf of Community Gardens Community, asked for gardens on public land and for an approval process for same. They are willing to offer their services to develop a process. Once a process in place, they would like to be approved for expansion onto public lands. There are not requesting any direct financial support; however, they would appreciate a

municipal water hook-up, wood chips or mulch if possible when they are able to expand to public lands.

Ms. A. Pappert

5. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the Community Services report dated September 21, 2009 entitled 'Community Gardens Proposal' be referred back to staff and that staff provide the Committee a preliminary report before the end of the year.

Carried

### **Cardigan Street On-Street Parking Request**

Staff will review the option of parking on Cardigan Street north of London Road and report back if a viable option is available.

REPORT

6. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT the report on the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be received;

AND THAT no further action be undertaken at this time to provide additional on-street parking on Cardigan Street between Norwich Street East and London Road East.

Carried

### **Other Business**

#### **Ontario Street Road Narrowing**

Annette Stocco, a resident on Ontario Street advised that the residents do not share the viewpoint on the road narrowing that was presented at previous meetings. The residents did receive surveys but did not understand the process so they did not pursue the matter further. She expressed concern that Dow Corning and Tytler School did not provide any input. She suggests drivers are more aggressive now in order to be first into the narrowed section. She stated there is no proper access onto Manitoba and Wood Streets. She advised that the average speed of vehicles was only 44 mph. and cut through traffic was only at peak times and therefore, there was no need to do the road narrowing. The residents believe the road narrowing is more unsafe and unsightly and wish to reopen dialogue on this matter.

Renato Cadorin concurred with Ms. Stocco.

Mr. D. McCaughan

6. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT staff be directed to respond to the residents' list of questions regarding the Ontario Street Road Narrowing;

AND THAT staff continue to monitor the situation and review the matter when Tytler School closes.

Carried

The meeting adjourned at 6:50 p.m.

Next Meeting: October 19, 2009

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE October 19, 2009

LOCATION Committee Meeting Room (Room 112)

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

**confirmation of minutes** – September 21, 2009

## **presentations** (*Items with no accompanying report*)

- a) Raechelle Devereaux, Coordinator, The Wellington Guelph Drug Strategy Committee

## **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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.*

<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
ECO 2009-36 Mutual Assistance Agreement between the City of Guelph, the County of Wellington and its Lower Tier Communities			
ECO 2009-37 Downtown Maintenance Service Review	Beth Brombal		X

Resolution to adopt the balance of the Emergency Services, Community Services & Operations 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

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3) all others.

**Other business**

**Next meeting** – November 16, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services &  
Operations Committee  
Monday, September 21, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, September 21, 2009 in Committee Room C (Rm 137) at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay, and Mayor Farbridge

Absent: Councillor Laidlaw

Also Present: Councillors Beard, Bell and Kovach

Staff in Attendance: Mr. H. Loewig, Chief Administrative Officer; Mr. J. Riddell, Director of Community Design & Development Services; Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. S. Smith, Associate Solicitor; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay

Seconded by Councillor Farrelly

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on July 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Farmers' Market By-law Operational Review
- Elizabeth Street Pavement Markings
- Community Gardens Proposal
- Cardigan Street On-Street Parking Request

2. Moved by Mayor Farbridge

Seconded by Councillor Findlay

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

a) **Snow Angels Pilot Program**

THAT the Operations Department report of September 21, 2009 'Snow Angels Pilot Program' be received;

AND THAT the Mayor and City clerk be authorized to

REPORT



September 21, 2009

Guelph Wellington to extend the Snow Angels Pilot Program through the 2009-2010 winter season.

Carried

### **Farmers' Market By-law Operational Review**

Mr. Sam Bowman requested exemption from the insurance requirements being proposed with the by-law due to religious beliefs. He advised the Mennonite vendors are willing to sign a document approved by the City's lawyer stating that they will be financially responsible within reason. He stated that the St. Jacob's market is not enforcing the insurance requirement for the Mennonite vendors.

Mr. K.C. Hornsby, a vendor and member of the executive board of the Farmers' Market advised he has been approaching various insurance companies that provide blanket coverage. He stated the City could get the insurance policy and all the vendors would pay for it as part of their rent. He submitted a petition signed by 70 vendors requesting the City to delay the insurance proponent of the bylaw until July 2010.

Mr. Cleon Martin was not present.

In response to questions, staff advised:

- it is the intention of the City to require proof of insurance;
- the City has not been able to procure blanket coverage insurance
- they will attempt to meet with the stakeholders before the next committee meeting to determine if the collateral option is feasible.

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

REPORT

THAT the September 21, 2009 Emergency Services, Community Services and Operations Committee report 'Guelph Farmers' Market Operating Review' be received;

AND THAT the report be approved for implementation with the exception of the insurance clause, which is referred back for a report from staff at the next meeting.

Carried

**Elizabeth Street Pavement Markings**

Shayne Campbell & Judy Macerollo, residents of Elizabeth Street advised the majority of respondents to the survey regarding the pavement markings were not in favour of the bike markings. They do not agree that the parking is underutilized and do not see the need to make changes. They do not oppose bicycle lanes, but they value their street parking for visitors.

Rob Hingston, a resident on Elizabeth Street advised he has no driveway, but a shared right-of-way and removing the parking would remove the ability to park his vehicle at his premises. He does not believe there are enough cyclists using the road to require bicycle lanes. If on-street parking is removed, he believes it would negatively affect the value of the houses. He did not understand why changes were being proposed when survey results indicated opposition. He also inquired if seasonal parking was considered.

Staff were requested to investigate the `Safe City Committee`.

- 4. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the existing pavement markings on Elizabeth Street between Arthur Street South and Stevenson Street South be remarked to include bicycle lanes on both sides of Elizabeth Street;

AND THAT a "No Parking Anytime" restriction be implemented on the north side of Elizabeth Street between Arthur Street South and Stevenson Street.

Defeated

- 5. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the issue of the Elizabeth Street Pavement Markings be brought forward to the September 28, 2009 Council meeting for decision.

Carried

REPORT

**Community Gardens Proposal**

Lisa Blenkinsop and Marena Brinkhurst, on behalf of Community Gardens Community, asked for gardens on public land and for an approval process for same. They are willing to offer their services to develop a process. Once a process in place, they would like to be

approved for expansion onto public lands. There are not requesting any direct financial support; however, they would appreciate a

**September 21, 2009**

**Emergency Services, Community Services & Operations Committee**

**Page 4**

municipal water hook-up, wood chips or mulch if possible when they are able to expand to public lands.

5. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

Ms. A. Pappert

THAT the Community Services report dated September 21, 2009 entitled `Community Gardens Proposal' be referred back to staff and that staff provide the Committee a preliminary report before the end of the year.

Carried

**Cardigan Street On-Street Parking Request**

Staff will review the option of parking on Cardigan Street north of London Road and report back if a viable option is available.

6. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

REPORT

THAT the report on the existing parking regulations on Cardigan Street between Norwich Street East and London Road East be received;

AND THAT no further action be undertaken at this time to provide additional on-street parking on Cardigan Street between Norwich Street East and London Road East.

Carried

**Other Business**

**Ontario Street Road Narrowing**

Annette Stocco, a resident on Ontario Street advised that the residents do not share the viewpoint on the road narrowing that was presented at previous meetings. The residents did receive surveys but did not understand the process so they did not pursue the matter further. She expressed concern that Dow Corning and Tytler School did not provide any input. She suggests drivers are more aggressive now in order to be first into the narrowed section. She stated there is no proper access onto Manitoba and Wood Streets. She advised that the average speed of vehicles was only 44 mph. and cut through traffic was only at peak times and therefore, there was no need to do the road narrowing. The residents believe the road narrowing is more

unsafe and unsightly and wish to reopen dialogue on this matter.

Renato Cadorin concurred with Ms. Stocco.

**September 21, 2009**

**Emergency Services, Community Services &  
Operations Committee**

**Page 5**

Mr. D. McCaughan

6. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT staff be directed to respond to the residents' list of questions  
regarding the Ontario Street Road Narrowing;

AND THAT staff continue to monitor the situation and review the  
matter when Tytler School closes.

Carried

The meeting adjourned at 6:50 p.m.

Next Meeting: October 19, 2009

.....  
Chairperson

# Wellington Guelph Drug Strategy

Emergency Services, Community  
Services and Operations Committee  
The City of Guelph  
October 19, 2009

# The Wellington Guelph Drug Strategy Committee: An Overview

## Vision, Mission and Goal

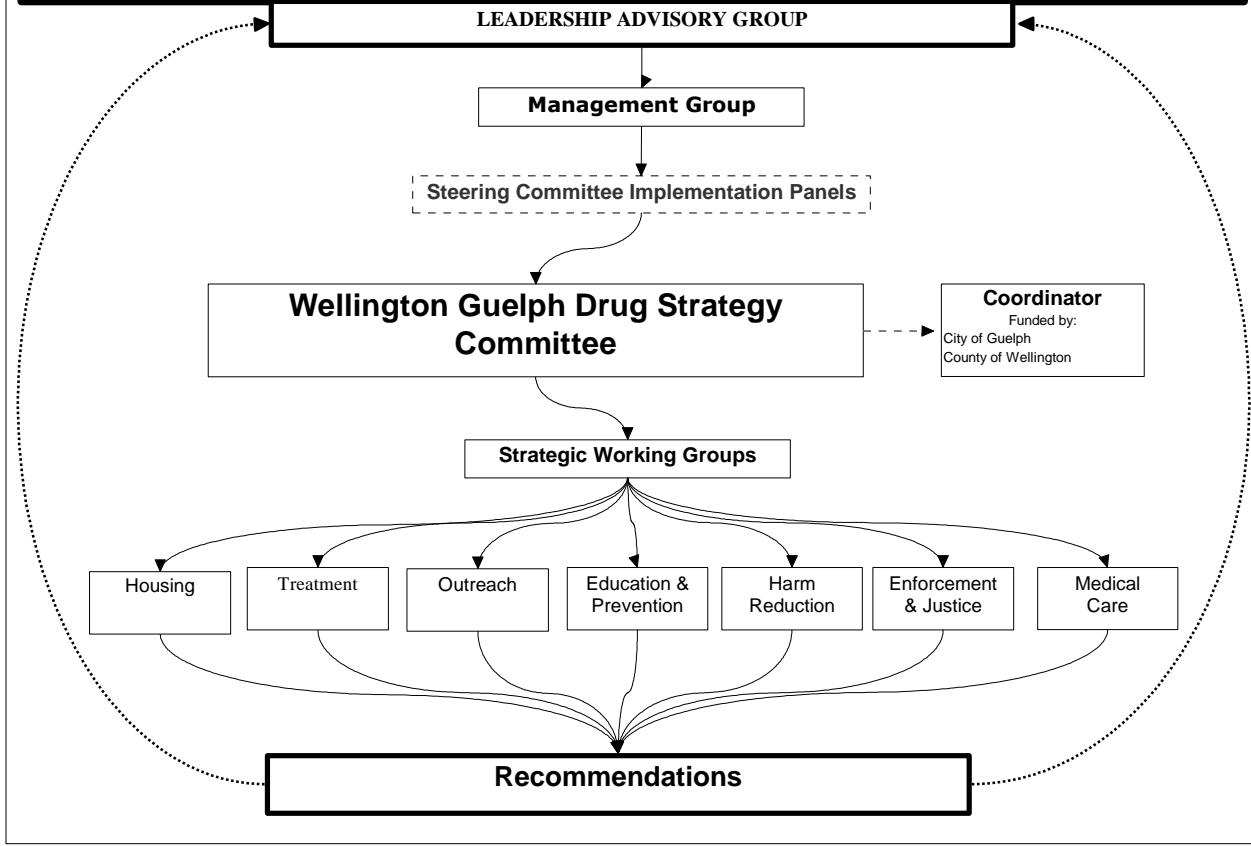
- **Vision:** We envision a life free of harm from substance misuse for all residents in the City of Guelph and the County of Wellington.
- **Mission:** We are committed to developing and implementing a formalized, funded drug strategy that will improve the quality of life for the residents of the City of Guelph and the County of Wellington.
- **Goal:** The Committee aims to address the four pillars: Prevention, Enforcement, Treatment and Harm Reduction. A key feature of this approach is that it balances the issues of the individual user with the public order issues of neighbourhoods and communities.

# Wellington Guelph Drug Strategy Committee Members

- **Raechelle Devereaux** Wellington Guelph Drug Strategy Coordinator
- **Valerie Sauer** The County of Wellington
- **Heather Kerr** Stonehenge Therapeutic Community
- **Lise Betteridge** Guelph Community Health Centre
- **Lisa Bigam** Trellis Mental Health & Developmental Services
- **Julie Bruin** The County of Wellington, Ontario Works
- **John Wenstrup** Homewood Health Services
- **Barb Chrysler** System Coordinator, Concurrent Disorders
- **Tahira Dosani** Guelph Community Health Centre
- **Heather Field** Women In Crisis
- **Paul George** Royal City Christian Life Centre
- **Tom Hammond** AIDS Committee of Guelph and Wellington
- **Tracy Hobson** Wellington-Dufferin-Guelph Public Health
- **Jeff Hunt** Guelph Police Services
- **Diane Laur** The County of Wellington, Housing
- **Christine Leyser** The Drop In Centre
- **Rob MacKay** The City of Guelph
- **Jennifer Mackie** Downtown Guelph Business Association
- **Naomi Melnick** Fergus Community Resource Centre
- **Marlene Pfaff** University of Guelph Wellness Centre
- **Mitch Snip** Family and Children's Services
- **Roger Woods** Wellington County OPP
- **Don McDermott** Pharmacist

STRUCTURE of the WELLINGTON-GUELPH DRUG STRATEGY

(August 2009)





# CHRONOLOGY

- May 2006
  - First Community Forum
- September 2006
  - Follow-up Community Forum
- November 2006
  - First meeting of Wellington Guelph Drug Strategy Committee
- March 2007
  - Meet with Mayor and Chief of Police
- August 2007
  - Coordinator is hired

# CHRONOLOGY

- July 2007:  
Leadership Advisory Group Established

## LAG MEMBERSHIP

<b>Mayor Karen Farbridge</b>	The City of Guelph
<b>Warden Joanne Ross-Zuj</b>	The County of Wellington
<b>Liz Sandals</b>	MPP Guelph-Wellington
<b>Chief Rob Davis</b>	Guelph Police Services
<b>Inspector Scott Smith</b>	Wellington County OPP
<b>Martha Rogers, Director of Education</b>	The Upper Grand District School Board
<b>Don Drone, Director of Education</b>	Wellington District Catholic School Board
<b>Hans Loewig, CAO</b>	The City of Guelph
<b>Dr. Nicola Mercer, Medical Officer of Health</b>	Wellington-Dufferin-Guelph Public Health
<b>Sandra Hamner, CAO</b>	Local Health Integration Network

# CHRONOLOGY

- September 2007
  - Official launch of the Wellington Guelph Drug Strategy Committee
- October 2007-March 2008
  - Environmental Scan/Needs Assessment completed
- June – September 2008
  - Formation of Working Groups
  - The strategies are developed

# CHRONOLOGY

- October-November 2008
  - Developed strategies are presented to the LAG and to the broader community
- November 2008
  - Provincial Coordinator's Network is launched
- January 2009-Present
  - Strategic planning, implementation commences
- September 2009
  - Steering Committee is formed

# Needs Assessment Findings and Subsequent Working Groups

The completed Needs Assessment demonstrated a need for growth  
in the following areas:

Housing  
Treatment  
Outreach  
Enforcement / Justice  
Medical Care  
Education  
Harm Reduction

Which informed the development of our Working Groups.

# The Four Pillars

- Prevention / Education
- Treatment
- Harm Reduction
- Enforcement

# TREATMENT STRATEGY

- A Flexible and Fluid Treatment Model
- 24-Hour Crisis Response for Addictions
- Enhancement of Addiction Services for Older Adults
- Support Additional School Treatment Resources
- Develop Clinical Services Model for Concurrent Disorders
- Increase Withdrawal Management Services in Guelph and Wellington County
- Increase Capacity for Full-Funded Short-Term Residential Treatment Beds
- Provide Accessible Community Day-Treatment Program

# HOUSING STRATEGY

- Establish a Housing Committee
- Develop a Transitional Housing Complex and Services Model
- Obtain Necessary Endorsement and Funding for the Project
- Provide Transitional Housing with Integrated Services
- Expand Transitional Housing Services to Include a Dry Facility and Post-Treatment Options



# OUTREACH STRATEGY

- Improved Accessibility
- Improved Coordination
- Expand Existing Outreach Services

# EDUCATION AND PREVENTION STRATEGY

- Early Identification through Education and Training
- Enhance Education and Prevention Programs and Service Provision
- Provide a Prevention Program for Parents
- Support Neighbourhoods to Respond to Negative Impacts of Substance Misuse

# HARM REDUCTION STRATEGY

- Increase Promotion of Existing Harm Reduction Services
- Increase Education and Information Regarding Harm Reduction
- Improved Coordination of Harm Reduction Services
- Expand Harm Reduction Locations and Services

# ENFORCEMENT & JUSTICE STRATEGY

- Improve Partnerships and Coordination
- Addictions Liaison Worker
- Expand Drug Squad
- Advocacy Regarding Warrant Procedures

# MEDICAL CARE STRATEGY

- Street Health Clinic
- Mobile Health Services
- Support Broad Use of Brief Intervention Techniques
- Reduce Misuse of Prescription Medication

# STRUCTURE & SYSTEM

Requirements to Implement the Strategies

## PRINCIPLES

Coordinated

Integrated, Multi-Sectoral

Client-Centred

Flexible

Low-Barrier

Community-Wide

# WHAT IS NEEDED TO MOVE FORWARD

- Partnerships
- Collaboration
- Commitment
- Funding
- A raised profile

**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**October 19, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>ECO-2009 A.36 MUTUAL ASSISTANCE AGREEMENT BETWEEN THE CITY OF GUELPH, THE COUNTY OF WELLINGTON AND ITS LWOER TIER COMMUNITIES</b></p> <p>THAT the Mayor and Clerk are hereby authorized to execute on behalf of The Corporation of the City of Guelph and seal with the corporate seal, an Agreement between The Corporation of the City of Guelph and The Corporations of The County of Wellington, The Township of Centre Wellington, The Town of Erin, The Township of Guelph/Eramosa, The Township of Mapleton, The Town of Minto, The Township of Puslinch, The Township of Wellington North, to provide Mutual Assistance in emergency situations.</p>	<p>Approve</p>
<p><b>ECO-2009 A.37 DOWNTOWN MAINTENANCE SERVICE REVIEW</b></p> <p>That staff proceed with the service level review outlined in the Emergency Services, Community Services and Operations Committee report ‘Downtown Maintenance Service Review’ of October 19, 2009.</p>	<p>Approve</p>
<p><b>B Items for Direction of Committee</b></p> <p><b>C Items for Information</b></p>	

attach.



# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Emergency Services  
**DATE**                            October 19, 2009

**SUBJECT**                      **Mutual Assistance Agreement between the City of  
Guelph, the County of Wellington and its lower tier  
communities.**

**REPORT NUMBER**

## **RECOMMENDATION**

THAT the Mayor and Clerk are hereby authorized to execute on behalf of The Corporation of the City of Guelph and seal with the corporate seal, an Agreement between The Corporation of the City of Guelph and The Corporations of The County of Wellington, The Township of Centre Wellington, The Town of Erin, The Township of Guelph / Eramosa, The Township of Mapleton, The Town of Minto, The Township of Puslinch, the Township of Wellington North, to provide Mutual Assistance in emergency situations.

## **BACKGROUND**

In order to enhance emergency preparatory and response measures, municipalities may, pursuant to the Emergency Management and Civil Protection Act (the "Act"), enter into agreements with other municipalities or persons, for the provision of any personnel, service, equipment or material during an emergency. Mutual assistance agreements are similar to Mutual Aid Agreements relating to Fire Services.

## **REPORT**

Attached is a copy of a draft mutual assistance agreement for consideration. It is intended that this agreement will, if authorized by Council, be entered into between and among the City of Guelph, the County of Wellington, the Township of Centre Wellington, the Town of Erin, the Township of Guelph/Eramosa, the Township of Mapleton, the Town of Minto, the Township of Puslinch and the Township of Wellington North.

The agreement sets out the roles and responsibilities of the municipality requesting assistance (assisted municipality) and for the municipality receiving assistance (assisting municipality). For the purposes of the agreement, the Chief Administrative Officer of the municipality or designated alternate is authorized to request or approve the requested assistance.

The Agreement identifies the type of aid that may be requested during an

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emergency, as defined in the Act, and the procedures for requesting assistance. The assistance may include personnel, services, equipment or materials.

The Assisted Municipality is responsible for the actual costs for assistance, incurred by the Assisting Municipality. For example, the assisted party would be responsible for all operating costs associated with the requested assistance for personnel but not employment benefits, for services and equipment and all costs associated with the requested assistance including but not limited to fuel costs, repairs, etc. The Assisted Municipality will also be responsible for providing all food, lodging and accommodation required by the personnel furnished pursuant to the Agreement, or a per diem rate in lieu of food and lodging.

The Assisting Municipality will be responsible for the supervision of its personnel and equipment and must ensure that supervisory personnel are available, either on or off-site, at all times, for consultation with its personnel.

The Agreement states that no party is legally bound to provide assistance to the other party and that no liability will stem from failing to provide or to continue to provide such assistance. Assistance may be withdrawn at any time, in whole or in part, immediately upon written or verbal notice by the Assisting Municipality to the Assisted Municipality.

The Agreement requires each party to inform its local boards of the Agreement and offer the local boards an opportunity to participate in the Agreement.

The Agreement includes a provision requiring all parties to maintain general commercial liability insurance of not less than \$2 million per occurrence, with each other party being named as an additional insured. The Agreement also contains an indemnity provision in favour of the Assisting Municipality, including any losses incurred by its participating local boards, excluding any losses arising from the negligence of the Assisting Municipality or its local board, or the elects, appointees, officials, employees or agents of either of them.

Any party may terminate its participation in the Agreement with written notice to all other parties.

Finally, the Agreement does not apply to services covered under any mutual aid plan or agreement that has been entered into between or among municipalities under the authority of the Fire Protection and Prevention Act (i.e. Mutual Aid Agreements). The Guelph Fire Department currently is part of a Mutual Aid Agreement with other Fire Departments in Wellington County.

Once executed, the Agreement will provide a method for requesting assistance from any municipality in the County including the County of Wellington. Once in place this Agreement could be used as part of the municipality's emergency planning to address deficiencies in existing resource capabilities for particular situations.

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## **CORPORATE STRATEGIC PLAN**

2.4 – The lowest crime rate and best emergency services record of any comparable-sized Canadian city.

## **FINANCIAL IMPLICATIONS**

None at this time.

## **DEPARTMENTAL CONSULTATION**

Emergency Services, Legal

## **COMMUNICATIONS**

Information on Community Emergency Preparedness is posted on the website. Both parties of the Mutual Assistance Agreement will communicate this with their respective Councils.

## **ATTACHMENTS**

Mutual Assistance Agreement

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Original Signed by:

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**Prepared By:**

Harry Dunning  
CEMC  
519-822-1260 x 2127  
Harry.dunning@guelph.ca

Original Signed by:

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**Recommended By:**

Shawn Armstrong  
Director of Emergency Services  
519-822-1260  
shawn.armstrong@guelph.ca

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## Mutual Assistance Agreement

**This Agreement** made in duplicate this \_\_\_\_\_ day of \_\_\_\_\_, 2009

BETWEEN AND AMONG THE

THE CORPORATIONS OF THE COUNTY OF WELLINGTON, THE TOWNSHIP OF CENTRE WELLINGTON, TOWN OF ERIN, TOWNSHIP OF GUELPH/ERAMOSIA, TOWNSHIP OF MAPLETON, TOWN OF MINTO, TOWNSHIP OF PUSLINCH AND TOWNSHIP OF WELLINGTON NORTH and the CITY OF GUELPH

Hereinafter called the parties to the agreement

**WHEREAS** Subsection 13 (3) of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E. 9, as amended (the "*Emergency Management and Civil Protection Act*") authorizes the Council of a municipality to make an agreement with the Council of any other municipality for the provision of any personnel, service, equipment or material during any emergency;

**AND WHEREAS** the municipalities described herein agree to provide mutual assistance to each other during times of emergencies;

**AND WHEREAS** Section 3 of the *Emergency Management and Civil Protection Act*, requires municipalities to have an approved Emergency Response Plan;

**AND WHEREAS** the municipalities named in this agreement have approved Emergency Response Plans;

**NOW THEREFORE** in consideration of the mutual covenants and conditions contained herein, the parties agree as follows:

**1.0** In this agreement, unless the context otherwise requires:

- a) "Assisted Municipality" means the municipality receiving assistance from a party to this Agreement, pursuant to this Agreement;
- b) "Assisting Municipality" means the municipality providing assistance to a party to this Agreement, pursuant to this Agreement;
- c) "Building Official" means a person appointed as a Building Official / Inspector pursuant to the *Building Code Act, 1992*, S.O. 1992, c. 23, as amended (the "*Building Code Act*"), for the purpose of enforcing the *Building Code Act* and the regulations made thereunder;
- d) "Chief Administrative Officer" means for all parties to this Agreement the Chief Administrative Officer, a Co-Administrator, or a designated alternate of either of them;
- e) "Municipal Emergency Control Group" means the person or persons responsible for coordinating municipal emergency response and recovery activities within

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their respective municipality;

- f) “Emergency”, “Emergency Area” and “Emergency Plan” means as defined in the *Emergency Management and Civil Protection Act*,
- g) “Mutual Assistance Agreement” means this Agreement and the attached Schedule(s);
- h) “Requesting Party” means the municipality asking for assistance from another party to this Agreement, pursuant to this Agreement;
- i) “Workers” mean collectively employees, contractors, servants and agents employed or hired by a party to this Agreement.

## **2.0 Requesting Assistance**

- 2.1 During an emergency, any party may request assistance from any of the other parties in accordance with clause 2.2 hereof and such request may include specialized personnel, services, equipment and/or material.
- 2.2 Each party hereby authorizes the Chief Administrative Officer of the Requesting Party to make the initial request for assistance. Requests to each party shall be made to the Chief Administrative Officer of that party, and the Chief Administrative Officer of that party is authorized to receive the request and to act on the municipality’s behalf for all purposes under this Agreement.
- 2.3 The Chief Administrative Officer of the Requesting Party will follow up any oral requests with a request in writing in accordance with Schedule “A” attached hereto within three (3) days of the initial oral request setting out in detail the specific personnel, services, equipment or material that has been requested as assistance. Notwithstanding the requirement for a written request, the Assisting Municipality may provide assistance to the other party upon receipt of the oral request.
- 2.4 The Assisting Municipality shall respond to the request, if possible, within one (1) day, and may at its sole discretion determine the type, scope, nature and amount of assistance it will provide. The Assisting Municipality shall within three (3) days of receiving the request, confirm in writing to the Requesting Party, the assistance it has agreed to provide or, if applicable, that it will not be providing any assistance.
- 2.5 The parties may alter the assistance to be provided to the Assisted Municipality under this Agreement. Amendments to the scope, type, nature or amount of assistance shall be confirmed in writing by the Requesting Party within three (3) days of being agreed upon.
- 2.6 Building Officials providing services to the assisted municipality shall be deemed to be temporarily appointed as building officials by the assisted municipality in accordance with subsection 3.(2) of the *Building Code Act* for the duration of the emergency or longer as required, as a result of their actions during the emergency in accordance with subsection 3.(2) of the *Building Code Act*.

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- 2.7 The certificate of appointment issued to the Building Official by the Clerk of the Assisting Municipality shall be deemed to have been issued by the Assisted Municipality in accordance with section 3. (8) of the *Act* for the duration of the emergency and as required as a result of their actions during the emergency.

### **3.0 Costs & Payment**

- 3.1 The parties agree that any and all actual costs for assistance are to be paid by the Assisted Municipality. Such costs shall include wages, salaries and expenses incurred by the Assisting Municipality while providing the assistance provided said expenses are reasonable in the circumstances.
- 3.2 The Assisted Municipality shall be responsible for providing, if necessary, all food, lodging and accommodation required by the personnel furnished pursuant to this Agreement. Where food and lodging cannot be provided in-kind, the Assisted Municipality shall pay a reasonable *per diem* to personnel for any food and lodging purchased by personnel of the Assisting Municipality. The *per diem* shall be no less than the *per diem* rate that the Assisted Municipality pays to its own employees as a matter of policy or agreement.
- 3.3 The Assisted Municipality shall be responsible for all actual operating costs for all personnel, services, equipment, or material furnished, including, but not limited to, costs of fuel, repairs, parts and any and all other items directly attributable to the operation of equipment and services and material furnished as assistance to the Assisted Municipality under the Agreement. The Assisted Municipality shall be responsible for the cost of repairing or replacing equipment or material furnished by the Assisting Municipality if damaged beyond reasonable repair.
- 3.4 The Assisting Municipality shall provide to the Assisted Municipality, if practical, an estimate of the cost of providing the assistance.
- 3.5 The Assisting Municipality will provide a detailed invoice to the Assisted Municipality for costs incurred for the assistance. Where available, receipts for disbursements shall be forwarded in support of the invoice.
- 3.6 The Assisted Municipality shall remit payment of the amount owing for the assistance provided within ninety (90) days of the termination of the Emergency or the receipt of the Assisting Municipality's invoice, whichever is later.
- 3.7 Any amount remaining unpaid and outstanding after the said ninety (90) day period shall bear interest at the rate stipulated in the Assisting Municipality's invoice, which rate shall not exceed the Bank of Canada bank rate at the date of the invoice plus two (2%) per cent per annum until paid.

### **4.0 Employment Relationship and Benefits**

- 4.1 Despite the fact that workers may be assigned to perform duties for the Assisted Municipality, in all respects, the workers of the Assisting Municipality retain their employment or contractual relationship with the Assisting Municipality. The parties acknowledge and agree that the Assisted Municipality shall not be

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deemed the employer of the Assisting Municipality's Workers, under any circumstances or for any purpose whatsoever. The Assisting Municipality shall remain responsible for all statutorily required deductions, contributions and/or payments, such as E.I., C.P.P., and WSIB.

## **5.0 Liaison and Supervision**

5.1 The Assisting Municipality shall have the right, to be exercised in its sole discretion, to assign an employee or agent (the "Liaison Officer") of the Assisting Municipality to the Municipal Emergency Control Group of the Assisted Municipality. The parties acknowledge that the purpose of the Liaison Officer shall be to facilitate communication between the Assisted and Assisting Municipality. Subject to the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended (the "*Municipal Freedom of Information and Protection of Privacy Act*"), the Liaison Officer shall be permitted to inform the Assisting Municipality on the status of the Emergency and the actions taken by the Assisted Municipality. The Liaison Officer shall have the right to obtain information about the Emergency and the use of the assistance provided in order to report to the Assisting Municipality during and after the duration of the assistance provided and the Emergency. Every Assisting Municipality, and every party that is not an Assisting Municipality, shall keep confidential and not disclose to any non-party any information concerning the Emergency or the assistance provided without the prior consent of the Assisted Municipality, except as may be required by law.

5.2 Every Assisting Municipality shall remain responsible for supervision of its personnel and equipment, and shall ensure that supervisory personnel are available, either on or off-site, at all times, for consultation with its personnel.

5.3 Every Assisting Municipality shall assign its personnel to perform tasks as directed by the Municipal Emergency Control Group of the Assisted Municipality, and shall ensure that any assistance it provides is in accordance with the instructions of the Municipal Emergency

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Control Group.

## 6.0 Information Sharing

6.1 If requested, each party shall respond to another party's request for information regarding specified types of personnel, services, equipment or material in the possession of each party that may be used in the provision of assistance under this Agreement. All such information shall be provided without any warranty of any kind as to its accuracy, reliability, usefulness or other characteristics.

### Personal Information

- 6.2 a) Section 6.1 shall not require any party to provide personal information, as defined in the *Municipal Freedom of Information and Protection of Privacy Act*.
- b) The parties agree to comply with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* in respect of all personal information.
- c) Without limiting (b), if any personal information is shared between the parties pursuant to this Agreement, or in relation to the matters set out in this Agreement, the receiving party shall:
- i) use the information only for the purposes specifically indicated by the providing party;
  - ii) not disclose such information except in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and with any other applicable legislation, or as may be otherwise required by law from time to time; and
  - iii) notify the party providing the information immediately if it becomes aware of any disclosure of the personal information contrary to the provisions of this Agreement, the *Municipal Freedom of Information and Protection of Privacy Act* or any other applicable legislation

## 7.0 Insurance and Limitations

7.1 The parties shall, during the term of this Agreement, maintain general commercial liability insurance in an amount of not less than \$2,000,000.00 per occurrence, to cover their respective obligations under this Agreement. The policy shall name each other party as additional named insured persons. Each party shall, upon request, provide evidence of the same to all other parties, or if any party is self insured, it shall provide evidence that is satisfactory to the other



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parties that the Municipality is and shall be at all times, in a position to satisfy its monetary obligations arising from liability under this Agreement.

- 7.2 Nothing in this Agreement shall require or obligate or be construed to require or obligate a party to provide assistance. Each party shall retain the right to refuse the request to provide assistance, and the right to offer options to the assistance that has been requested.
- 7.3 Notwithstanding anything contained herein, no liability shall attach or accrue to the Assisting Municipality for any reason whatsoever, for failing to provide or continue to provide any assistance under this Agreement.
- 7.4 When assistance has been offered or provided by the Assisting Municipality, the Assisting Municipality shall not be obligated to provide any further assistance or to do anything or take any action beyond that which is specifically agreed to by the acceptance of the request for assistance.
- 7.5 Nothing in this Agreement shall prevent the Assisting Municipality, in its sole discretion, through its Chief Administrative Officer from withdrawing any or all assistance provided to the Assisted Municipality, immediately upon giving written or verbal notice to the Assisted Municipality.
- 7.6 Without limiting 7.5, upon verbally notifying the Assisted Municipality, any Assisting Municipality, through its supervisory personnel, may refuse to carry out any work, in whole or in part, or to take any step with which it disagrees. During any time while a Worker of an Assisting Municipality is attempting to contact supervisory personnel on such a matter, the Worker is not required to carry out the work or take the steps with which he or she disagrees.
- 7.7 Should an Assisting Municipality exercise its option under either 7.5 or 7.6, the services to be provided by that party shall be diminished accordingly, and the Assisted Municipality shall notify any other Assisting Municipalities as soon as practicable.
- 7.8 The Assisted Municipality may determine in its sole discretion that its requirement for assistance has ceased and shall notify the Assisting Municipality of this verbally and shall confirm in writing. Upon receipt of such verbal or written notification, the Assisting Municipality shall terminate the provision of all such assistance.

## **8.0 Indemnity**

- 8.1 The Assisted Municipality shall indemnify and save harmless the Assisting Municipality, its elects, appointees, officials, employees, and agents from all claims, costs, all manner of action or actions, cause and causes of action, duties, dues, accounts, covenants, contracts, demands or other proceeding of every kind or nature whatsoever at law or in equity arising out of the Agreement and out of the provision of any assistance pursuant to this Agreement, including, without limitation, any losses sustained by the Assisting Municipality as a result of any costs or damages incurred by a local board of the Assisting Municipality, or the elects, appointees, officials, employees or agents of such local board

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(collectively, "Losses"), except to the extent that such Losses arise from the negligence of the Assisting Municipality or its local board, or the elects, appointees, officials, employees or agents of either of them.

## **9.0 Termination**

9.1 Any party may terminate its participation in this Agreement upon written notice to all other parties.

## **10.0 Notice**

10.1 Unless otherwise provided in this Agreement or advised in writing by the party, written notice given pursuant to this Agreement shall be addressed to:

Clerk of the County of Wellington  
74 Woolwich Street  
Guelph, ON N1H 3T9

Clerk of the Township of Centre Wellington  
1 MacDonald Square, P.O. Box 10  
Elora ON N0B 1S0

Clerk of the Town of Erin  
5684 Wellington Rd 24, R.R. 2  
Hillsburgh, ON N0B 1Z0

Clerk of the Township of Guelph/Eramosa  
8348 Wellington Rd 124, P.O. Box 7000  
Rockwood ON N0B 2K0

Clerk of the Township of Mapleton  
7275 Sideroad 16, P.O. Box 160  
Drayton, ON N0G 1P0

Clerk of the Town of Minto  
5941 Highway 89, R.R. 1  
Harriston, ON N0B 1Z0

Clerk of the Township of Puslinch  
7404 Wellington Rd, R.R 3  
Guelph, ON N1H 6H9

Clerk of the Township of Wellington North  
7490 Sideroad 7 W, P.O. Box 125  
Kenilworth ON N0G 2E0

Chief Administrative Officer of the City of Guelph  
City Hall, 1 Carden Street

## **11.0 Rights and Remedies**

11.1 Nothing contained in this Agreement shall be construed as restricting or preventing either party from relying on any right or remedy otherwise available to it under this Agreement, at law or in equity in the event of any breach of this Agreement.

## **12.0 Entire Agreement and Miscellaneous**

12.1 Except as may otherwise be stated herein, this Agreement and the attached Schedule "A", constitutes the entire Agreement of the parties and supersede any and all prior understandings or agreements, written or verbal, otherwise existing between the parties. Should any provision of this Agreement be declared null and void or inoperative, the remainder of the Agreement will remain in full force and effect

12.2 This Agreement shall enure to the benefit of, and be binding upon the parties and their respective successors and assigns.

12.3 This Agreement shall not be construed as or deemed to be an agreement for the benefit of any third parties, and no third party shall have any right of action arising in any way or manner under this Agreement for any cause whatsoever.

12.4 The parties agree that Sections 8 and 11 of this Agreement shall survive and remain in force notwithstanding the termination by any party of its participation in this Agreement, in respect of any matter occurring prior to the termination by such party of its participation herein.

12.5 The parties hereto acknowledge and agree that this Agreement does not apply to the services covered under any Mutual Aid Plan or agreement developed under the authority of the *Fire Protection and Prevention Act, 1997*, S.O. 1997, c.4, as amended, or the direction of the Ontario Fire Marshal, to facilitate provision of fire protection services.

12.6 The parties acknowledge that each party may have its own local boards that have emergency management or response capabilities or responsibilities or both. Each party shall inform these local boards of the existence of this Agreement and offer such local boards the opportunity to participate in this Agreement.

12.7 This Agreement shall be governed by the laws of the Province of Ontario and Canada.

12.8 This agreement may be executed in counterparts.

## **13.0 Arbitration**

13.1 The parties hereby agree that in the event of any dispute arising under or

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pursuant to this Agreement and which dispute cannot be resolved by the mutual agreement of the affected Chief Administrative Officers, the dispute shall be referred to the respective heads of Council of the parties for resolution. In the event that the heads of Council cannot resolve the dispute, the same shall be submitted to arbitration under the provisions of the *Municipal Arbitrations Act*, R.S.O., 1990, c. M. 48, as amended, and the decision rendered in respect of the proceedings shall be final and binding upon the parties to this Agreement.

**IN WITNESS WHEREOF** the said Corporations have hereunto affixed their corporate seals duly attested by the hands of their proper officers.

**The Corporation of the county of wellington**

Per: \_\_\_\_\_  
**Warden**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

**The Corporation of the township of centre wellington**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

**The corporation of the town of erin**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

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**The Corporation of the township of guelph/eramosa**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

**The corporation of the township of mapleton**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

**The corporation of the town of minto**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

**The Corporation of the township of puslinch**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_.

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**The corporation of the township of wellington north**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_

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**The corporation of the CITY OF GUELPH**

Per: \_\_\_\_\_  
**Mayor**

Per: \_\_\_\_\_  
**Clerk**

Dated: \_\_\_\_\_

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**Schedule "A"**

**Mutual Assistance Agreement between**

**THE CORPORATIONS OF THE COUNTY OF WELLINGTON, THE TOWNSHIP OF CENTRE WELLINGTON, TOWN OF ERIN, TOWNSHIP OF GUELPH/ERAMOSIA, TOWNSHIP OF MAPLETON, TOWN OF MINTO, TOWNSHIP OF PUSLINCH AND TOWNSHIP OF WELLINGTON NORTH and the CITY OF GUELPH**

I, \_\_\_\_\_, CAO / Co-Administrator/Designated Alternate of \_\_\_\_\_, duly authorized to do so by the Council of \_\_\_\_\_, do hereby request of The \_\_\_\_\_ to provide assistance in the form of :

PERSONNEL  
SERVICES  
EQUIPMENT  
MATERIAL

AS IS MORE PARTICULARLY SET OUT IN DETAIL AS FOLLOWS:

The above confirms the assistance verbally requested on \_\_\_\_\_ (date) and, which assistance the \_\_\_\_\_ has agreed to provide.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2\_\_\_\_.

Name:

Position:  
Administrator/Designated Alternate)

(CAO/Co-

# **Downtown Maintenance Service Review**

**October 19, 2009**



## Current Facts

- **\$1,286,000** ('09 budget)
- **7** full time
- **5** part time
- 7 km of sidewalk & lane km
- 8 parking lots
- 2 parking garages
- stairwells, elevators, meters, alleyways

## Purpose

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***To review the downtown maintenance activities to determine:***

- Right services are being provided
- Most appropriate way to provide those services
- Ensure most efficient & effective delivery

## Scope of Review

*Will include the routine maintenance and housekeeping services for:*

- Roads
- Sidewalks
- Parking lots
- Garages
- Public alleyways

## **Out of Scope**

***Will NOT include:***

- Parking by-laws & enforcement
- Winter Control on roads & sidewalks
- Garbage Collection
- Capital Projects
- Signal maintenance
- Special events
- Horticulture
- Infrastructure

## Objectives

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- Current service, structure, costs, standards
- Municipal research & comparisons
- Current & desired services & levels of service
- Resource requirements
- Recommendations
  - Short term
  - Long term

## **Consultation**

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- Operations
  - Roads & Right of Ways
  - Parking & Traffic
- Downtown Coordinating Committee

## **Timeframe**

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- October 2009 – early Spring 2010

# COMMITTEE REPORT



**TO**                                **Emergency Services, Community Services and  
Operations Committee**

**SERVICE AREA**            Operations  
**DATE**                            October 19, 2009

**SUBJECT**                      **Downtown Maintenance Service Review**

## **RECOMMENDATION**

That staff proceed with the service level review outlined in the Emergency Services, Community Services and Operations Committee report Downtown Maintenance Service Review of October 19, 2009.

## **REPORT**

Operations staff propose to perform an internal review of downtown maintenance activities to assess the current services provided and to determine whether they are being delivered both efficiently and effectively and in the most appropriate way. This review is similar to that undertaken for the parks and fleet areas but has a higher level of public stakeholder engagement and includes an interim optimization step.

The attached Service Review Plan will ensure the purpose, scope, objectives, methodology and timeline are clearly set out.

## **CORPORATE STRATEGIC PLAN**

Objective 5.6 – “Organizational excellence in planning, management, human resources and people practices...”

## **FINANCIAL IMPLICATIONS**

Funding for the review is through approved 2009 Operating Budget.

## **COMMUNICATIONS**

As set out in the Service Review Plan.

## **ATTACHMENTS**

Downtown Maintenance Service Review Plan

Original Signed by:

Original Signed by:

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### **Prepared By:**

Beth Brombal  
Coordinator, Service Performance  
519-837-5628 ext. 2006  
beth.brombal@guelph.ca

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### **Recommended By:**

Derek J. McCaughan  
Director, Operations  
519-837-5628  
derek.mccaughan@guelph.ca

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## Operation's Downtown Maintenance Service Review

### The Service Review Plan

#### **Purpose:**

To systematically review the downtown maintenance activities to determine whether the right services are being provided, to determine the most appropriate way to provide the services while ensuring the services are delivered in the most efficient and effective manner.

#### **Scope:**

The Downtown Maintenance Service Review will include the routine maintenance and housekeeping services provided on roads, sidewalks, municipally owned parking lots, garages and public alleyways and the methods in which the service is performed and managed.

#### **Out of Scope:**

The Service Review will not assess: Parking by-laws & enforcement practices, Winter Control on roads and sidewalks, garbage collection, work as a result of capital projects, signal maintenance and special events.

#### **Objectives:**

1. To provide a full understanding of the current services, its organizational structure, costs, objectives, standards and outcomes
2. To examine other municipal practices with respect to downtown maintenance practices
3. To build a service model (table) identifying current and desired services, levels of service and performance based on staff input
4. to determine resource requirements (gap) to achieve the preferred service & performance
5. To make informed recommendations for improvements to the current services, for the introduction of new services or service delivery models
6. Recommend short-term operational improvements that can be implemented and achieved immediately
7. Recommend long-term operational improvements that may need to be included in the 2011 budget process.

#### **Consultation:**

Manager, Roads & Right of Ways, Manager, Parking & Traffic  
Supervisor, Boulevards and Supervisor, Parking & Parking Facilities  
Downtown Coordinating Committee

#### **Timeframe:**

Upon approval of the Plan, assessment will begin mid-October 2009 with results presented to the Director of Operations in early 2010.

#### **Reporting:**

Reports and/or presentations will be made to ECO Committee, Downtown Coordinating Committee and Council as follows at the onset and conclusion of the service review.



**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, October 19, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, October 19, 2009 in Council Committee Room 112 at 5:00 p.m.

Present: Councillors Hofland, Farrelly, Findlay (arrived at 5:10 pm), Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Farrelly  
Seconded by Councillor Laidlaw  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on September 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Downtown Maintenance Service Review

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Mutual Assistance Agreement Between The City of Guelph, The County of Wellington and its Lower Tier Communities**

THAT the Mayor and Clerk are hereby authorized to execute on behalf of The Corporation of the City of Guelph and seal with the corporate seal, an Agreement between The Corporation of the City of Guelph and The Corporations of The County of Wellington, The Township of Centre Wellington, The Town of Erin, The Township of Guelph/Eramosa, The Township of Mapleton, The Town of Minto, The Township of Puslinch, The Township of

REPORT

Wellington North, to provide Mutual Assistance in emergency situations.

Carried

### **Wellington Guelph Drug Strategy**

Ms. Rachelle Devereaux, Coordinator, The Wellington Guelph Drug Strategy Committee Coordinator, provided an overview, vision, mission and goals of the Committee. She outlined the needs assessment findings and the various strategies they are trying to implement. She reviewed the Wellington Guelph Drug Strategy next steps.

Ms. Devereaux concurred that clarity should be provided regarding who does what and accountability should be assigned to the various participants of the Strategy. She requested Council approval of the Drug Strategy.

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

REPORT

THAT the Wellington Guelph Drug Strategy presentation be received;

AND THAT the work of the Wellington Guelph Drug Strategy Committee be endorsed by Guelph City Council.

Carried

### **Downtown Maintenance Service Review**

Ms. Beth Brombal, Coordinator, Service Performance & Development, outlined the consultation process of the Downtown Maintenance Service Review to date and advised they will engage the Downtown Coordinating Committee. The plan will focus on performance and alternative ways of conducting business. She outlined:

- current facts;
- items included and not included in the review;
- objectives;
- resources required;

Staff plan to report back in the Spring of 2010. She stated they will:

- focus on immediate operating issues versus long-term planning;
- identify and prioritize issues for subsequent operational reviews from other departments;
- incorporate associated garbage collection issues;

- establish standards according to what the downtown needs are;
- obtain input from various stakeholders.

REPORT

4. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT staff proceed with the service level review outlined in the  
Emergency Services, Community Services and Operations Committee  
report 'Downtown Maintenance Service Review' of October 19, 2009.

The meeting adjourned at 6:12 p.m.

Next Meeting: November 16, 2009

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations  
Committee**

DATE November 16, 2009

LOCATION Committee Meeting Room (Room 112)

TIME 5:00 p.m.

## **disclosure of pecuniary interest**

**confirmation of minutes** – October 19, 2009

## **presentations** (*Items with no accompanying report*)

- a) Beth Brombal, Coordinator, Service Performance & Development:  
'Operations Department Road Inspection Application'

## **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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.*

<b>Item</b>	<b>City Presentation</b>	<b>Delegations</b>	<b>To be Extracted</b>
<b>ECO 2009-38 Fire Department 100<sup>th</sup> Anniversary Celebrations</b>	Lyle Quan ( <i>video</i> )		√
<b>ECO 2009-39 Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas</b>			

Resolution to adopt the balance of the Emergency Services, Community Services & Operations 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.

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**Other business**

**Next meeting** – December 14, 2009

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, October 19, 2009, 5:00 p.m.**

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Present: Councillors Hofland, Farrelly, Findlay (arrived at 5:10 pm), Laidlaw and Mayor Farbridge

Also Present: Councillor Bell

Staff in Attendance: Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Farrelly  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on September 20, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

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Wellington North, to provide Mutual Assistance in emergency situations.

Carried

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Ms. Rachelle Devereaux, Coordinator, The Wellington Guelph Drug Strategy Committee Coordinator, provided an overview, vision, mission and goals of the Committee. She outlined the needs assessment findings and the various strategies they are trying to implement. She reviewed the Wellington Guelph Drug Strategy next steps.

Ms. Devereaux concurred that clarity should be provided regarding who does what and accountability should be assigned to the various participants of the Strategy. She requested Council approval of the Drug Strategy.

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

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THAT the Wellington Guelph Drug Strategy presentation be received;

AND THAT the work of the Wellington Guelph Drug Strategy Committee be endorsed by Guelph City Council.

Carried

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Ms. Beth Brombal, Coordinator, Service Performance & Development, outlined the consultation process of the Downtown Maintenance Service Review to date and advised they will engage the Downtown Coordinating Committee. The plan will focus on performance and alternative ways of conducting business. She outlined:

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- objectives;
- resources required;

Staff plan to report back in the Spring of 2010. She stated they will:

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- identify and prioritize issues for subsequent operational reviews from other departments;
- incorporate associated garbage collection issues;

- establish standards according to what the downtown needs are;
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REPORT

4. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT staff proceed with the service level review outlined in the Emergency Services, Community Services and Operations Committee report 'Downtown Maintenance Service Review' of October 19, 2009.

The meeting adjourned at 6:12 p.m.

Next Meeting: November 16, 2009

.....  
Chairperson



# **Operations Department Road Inspection Application**

November 16, 2009

## Purpose

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- Replace manual data collection and paper records
  - Improve data collection integrity & accuracy
  - Improve records:
    - proof of inspection
    - proof of repair
    - compliance to Minimum Maintenance Standards
- *Improve efficiency & effectiveness*

## The Need

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- **Regulated activity**

*Inspection & repair standards established and regulated through Minimum Maintenance Standards for Municipal Highways, Ont. Reg. 239/02*

Drive all roads on a specific schedule to obtain and keep records of road conditions

- **Documentation**

- Inadequate proof of inspection & route completion
- Increased risk of error, missed or lost information
- Identification of inspection, defect & repair for insurance claim purposes
- City growth

## The OLD Way



### Pot Hole Data Collection

- Hand written inspection observations
- Passed off to Supervisor - to Lead Hand - to Repair Crew
- Recorded repair by hand & dated
- Paperwork returned to Lead Hand & Supervisor
- Filed in 2-3 locations

### Problems:

- Volume of paper
- No stats to monitor trends
- Manual records – poor, incomplete
- Risk – evidence



## What we did

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- **Researched & tested 2 'off the shelf' products**
- **Extensive customization, staff resources required**
- ✓ **Designed in house by our own IT expert**

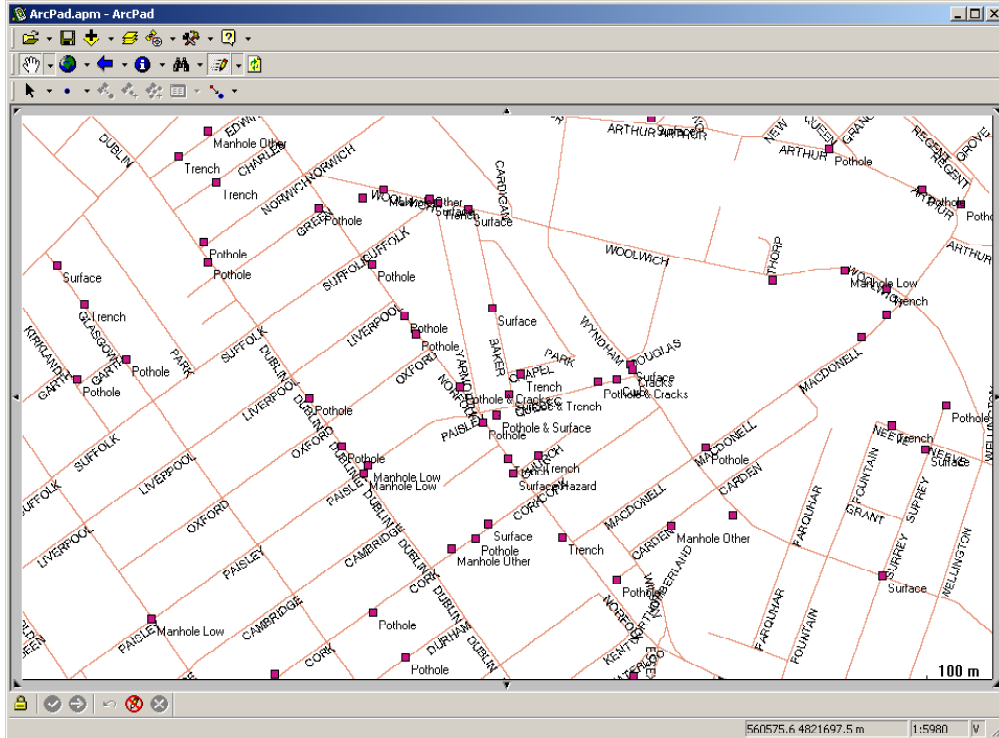
## The NEW Way

### **In Field electronic data collection & storage**

- **inspection ('08)**
- **repair ('09)**

### **GPS & GIS integrated applications**





**Roadpatrol** [X]

Road Defects |  Signs and Signals |  Drainage |  Sightlines |  | < | >

***City of Guelph Road Patrol***

Pothole                       Cracks                       Other

Shoulder                       Surface decomp

Debris                       Surface hazard

Trench                       Bridge deck spalls

**Severity**       Low       Medium       High

**Notes**     

Notified      **Date Done**



## Reporting

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- Inspection date
- Inspection results
- Work lists – outstanding items
- Work lists - by road class, severity, city section
- Search - by street, road class, inspector, date, defect
- Historical records

Report Page - Windows Internet Explorer provided by City Of Guelph

https://11-03-ccr/pls/htmldb/f?p=139:4:100973044090725100G:::

File Edit View Favorites Tools Help

Report Page

### Road Defects

Inspection Date	Street	From Street	To Street	Defect	Severity	Notes	Actions	Notified	Completed Date
04-FEB-09	WOODLAWN RD W	DAWSON RD	ARROW RD	Pothole	H	Dawson left turn lane at Woodlawn	-	<input type="checkbox"/>	06-FEB-09
05-FEB-09	WOODLAWN RD W	SILVERCREEK RD	HANLON XY	Pothole	H	w/b w of Silvercreek crb ln	-	<input type="checkbox"/>	06-FEB-09
07-FEB-09	WOODLAWN RD W	DAWSON RD	ARROW RD	Pothole	H	P/H west B curb L before CashMoney	-	<input type="checkbox"/>	12-FEB-09
11-FCO-09	WOODLAWN RD W	SILVERCREEK RD	HANLON XY	Pothole	II	w/b curb lane on west side of hanlon on woodlawn	all woodlawn not done Feb. 15	<input type="checkbox"/>	15-FCO-09
12-FEB-09	WOODLAWN RD W	NICKLIN RD	EDINBURGH RD N	Pothole	H	on n/s woodlawn across from 86 at catch basin	-	<input type="checkbox"/>	14-FEB-09
12-FEB-09	WOODLAWN RD W	EDINBURGH RD N	DAWSON RD	Pothole	H	w/b woodlawn west on west side of edinburgh	-	<input type="checkbox"/>	14-FEB-09
12-FEB-09	WOODLAWN RD W	ROYAL RD	IMPERIAL RD N	Pothole	H	front of leather by mann	-	<input type="checkbox"/>	14-FEB-09

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Map Viewer

Map Tools

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Search Tools

Map Tools

Map Contents

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- Addresses
- Streets
- Property
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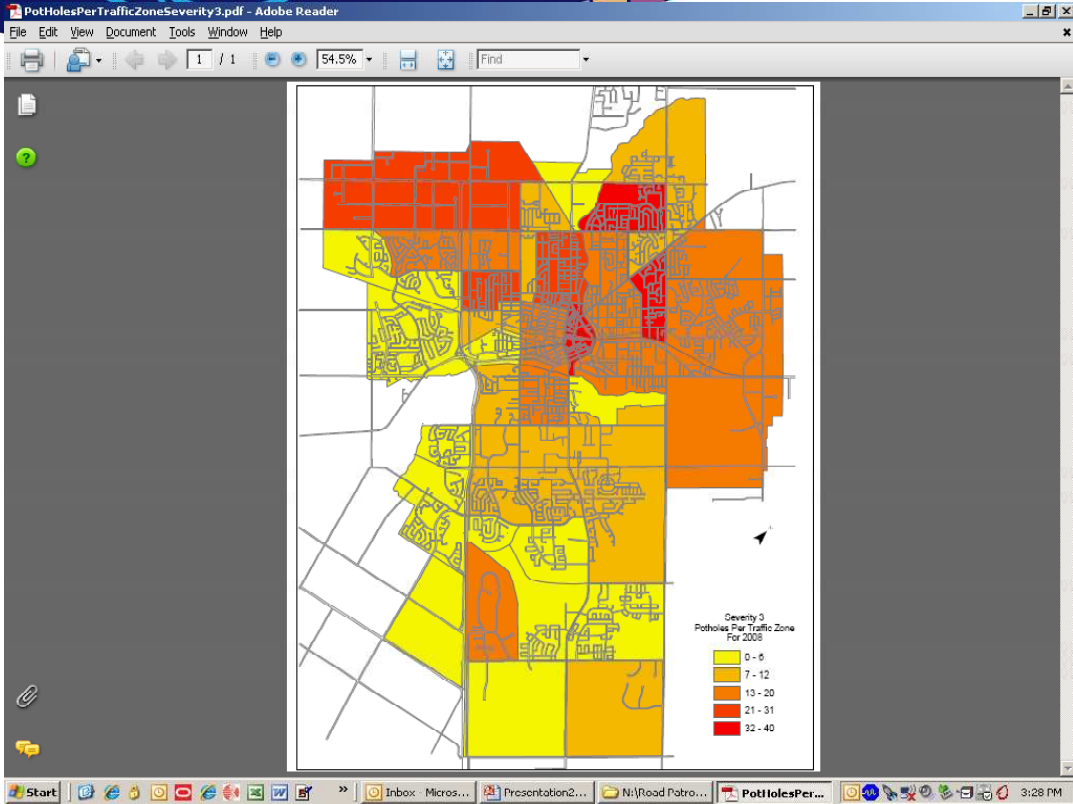
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## The Benefits

- ✓ **Elimination of duplication & paperwork**
- ✓ **Accuracy**
- ✓ **Time & Date records**
- ✓ **Sharing data**
- ✓ **History**
- ✓ **Search capabilities**
- ✓ **Analysis**
- ✓ **Evidence of inspection**
- ✓ **Proof of compliance & repair**
- ✓ **Customization**
- ✓ **100% repair**
  
- ✓ **More effective (evidence, records, repair)**
- ✓ **More efficient (work required, record search)**

**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**November 16, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<b>ECO-2009 A.38 FIRE DEPARTMENT 100<sup>TH</sup> ANNIVERSARY CELEBRATIONS</b>  THAT the Emergency Services report dated November 16, 2009 on the Fire Department's 100 <sup>th</sup> Anniversary Celebrations be received.	Receive
<b>ECO-2009 A.39 WATER TANKER ACCREDITATION FOR IMPROVED INSURANCE RATES IN RURAL RESPONSE AREAS</b>  THAT the Emergency Services report dated November 4, 2009 entitled 'Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas' be received.	Receive
<b>B Items for Direction of Committee</b>	
<b>C Items for Information</b>	

attach.

# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Emergency Services  
DATE 16 November 2009

**SUBJECT** FIRE DEPARTMENT 100<sup>th</sup> ANNIVERSARY CELEBRATIONS  
REPORT NUMBER

---

## **RECOMMENDATION**

"That the Committee receives this report on the 100<sup>th</sup> anniversary celebrations conducted by the Guelph Fire Department".

## **BACKGROUND**

In 1909 the Guelph Fire Department became a full time fire service with one fire station located at the Old City Hall. Today, a hundred years later, the department has grown to five fire stations with a sixth station presently being constructed in the south end of the city.

To recognize this 100<sup>th</sup> anniversary as a full time service, several events were organized.

## **REPORT**

The following is a list of the anniversary related events:

### **Floral Clock:**

In a joint effort with the Recreation and Parks Department, a design was developed for the floral clock at River Run Park to signify the fire department's 100<sup>th</sup> anniversary. The clock design consisted of a firefighter's helmet, fire axe, fire hydrant and the inscription "100<sup>th</sup> Year" all done in flowers. (See attachment #1). The clock went on display in April and will continue with until the end of the 2009 growing season.

### **Ground Breaking Event at South End Facility:**

On Friday, October 2<sup>nd</sup>, an official ground breaking event took place at the new South End Emergency Services Facility on Clair Rd. Many dignitaries were in attendance that day to participate in the event, which also recognized the 100<sup>th</sup> anniversary of the Guelph Fire Department as a full time service.

---

### **Open House at Fire Department Headquarters:**

On Saturday, October 3<sup>rd</sup>, an open house event was held at the fire department's headquarters. Antique fire vehicles (from some of the county departments) were on display and several fire safety displays were staffed to support our efforts in promoting community safety. This weekend also marked the start of "Fire Prevention Week". The open house was a real success with approximately 800 – 1000 people attending the event.

### **Sculpture by Fire Captain Ron Head:**

As a firefighter, Ron Head attended a call in which a 10 year old boy had been struck by a car. The boy suffered a broken leg and was transported by ambulance to the hospital for further care. When the boy was well enough to walk he came to the fire station and presented Ron and another firefighter with a small angel figurine.

Based on this call and its outcome Ron has spent hundreds of hours in creating a sculpture of the meeting between himself and the boy. (See attachment #2)

The intent is to have the sculpture sent out to be bronzed and properly mounted so it can be put on display for the community to see.

### **Sing Out Fire Safety Concert:**

Our fire prevention division organized a fire safety concert for school children in grades 3 and 4. This even was part of the fire prevention week festivities and offered the students a fun and interactive program for learning about fire safety at home. In total, 2100 students attended this fire safety education program, which made it a resounding success. (See attachment #3)

### **Accreditation – Strategic Plan:**

The accreditation process is nearing its final phase with the development of the fire department's strategic plan, which will be rolled out by the end of 2009. Prior to actual publication of the strategic plan, it will be brought before the ECO Committee for approval.

The site visit by the accreditation commission to review and assess the fire department for accreditation status is expected to occur in April 2010. A report will be made to the ECO Committee on the outcome of the site assessment.

## **CORPORATE STRATEGIC PLAN**

This report supports the following Corporate Strategic Directions:

2. A healthy and safe community where life can be lived to the fullest
5. A community-focused, responsive and accountable government

## **FINANCIAL IMPLICATIONS**

None



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## DEPARTMENTAL CONSULTATION

The 100<sup>th</sup> anniversary festivities involved many of the City's departments and would not have been possible without their assistance.

- Mayor's Office
- CAO's Office
- Corporate Communications
- Recreation and Parks
- Operations – traffic
- Corporate Properties
- Guelph Police Services
- Guelph/Wellington EMS

## COMMUNICATIONS

None

## ATTACHMENTS

1. photograph of fire department 100<sup>th</sup> anniversary floral clock
2. background and photos of Ron Head's sculpture
3. sign out fire safety posted



---

**Prepared By:**

Lyle Quan  
Deputy Fire Chief  
519-824-6590  
lyle.quan@guelph.ca

---

**Recommended By:**

Shawn Armstrong  
Director of Emergency Services



Please help keep our  
clock looking great.  
Stay on the pathway.

This piece relates to a call I went to early in my career. We were called to a child stuck by a car on Alice. Upon arrival we found a little boy of about ten years old with a broken leg. We comforted him and helped the Ambulance crew load him into the ambulance. The last thing I said to him was come see us at the fire hall when you get better.

Some time passed and the boy and his Mom came into HQ. They gave Dave S. and myself a small Angel figure. This is one of my best moments I have had on the department.

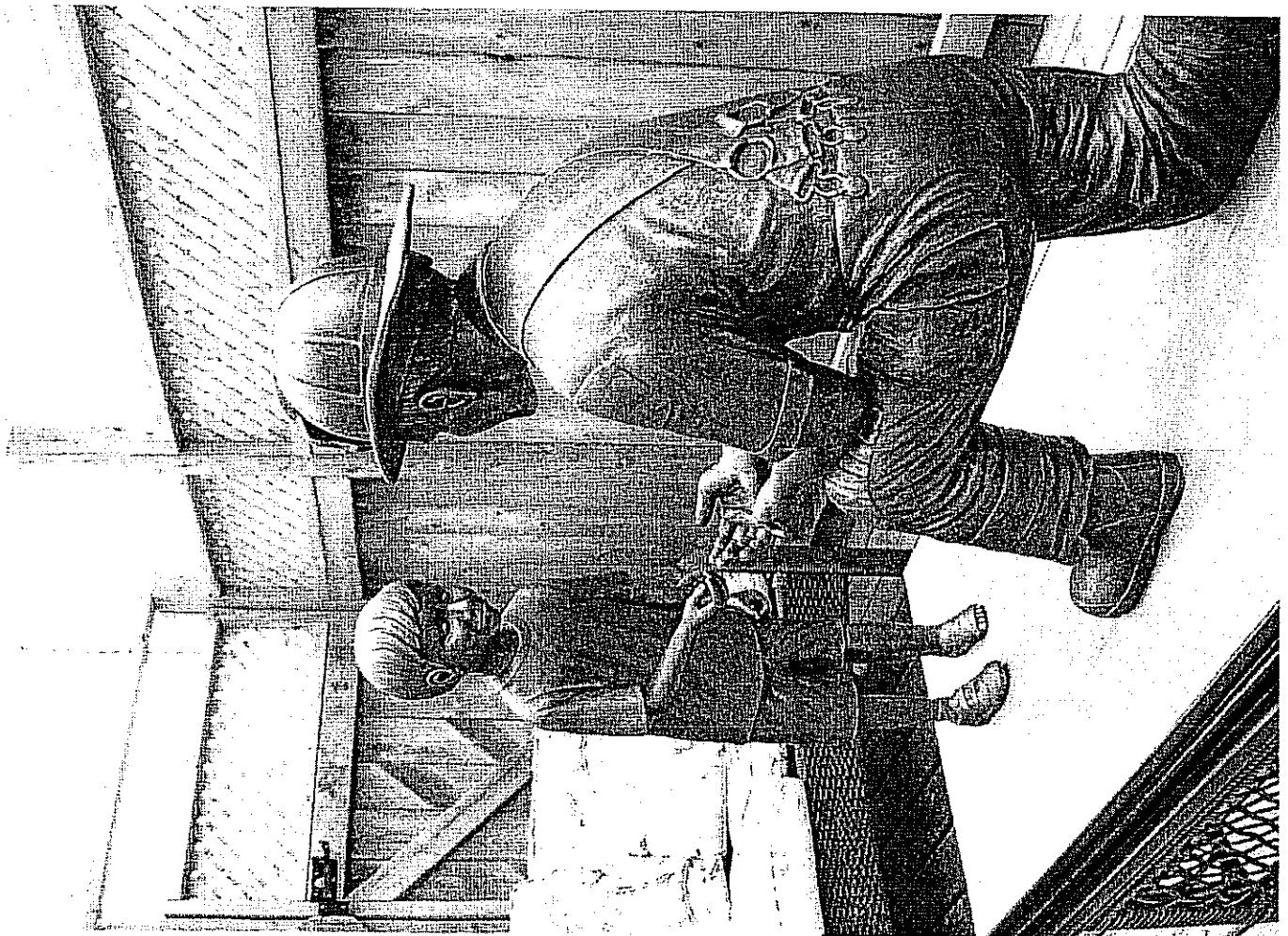
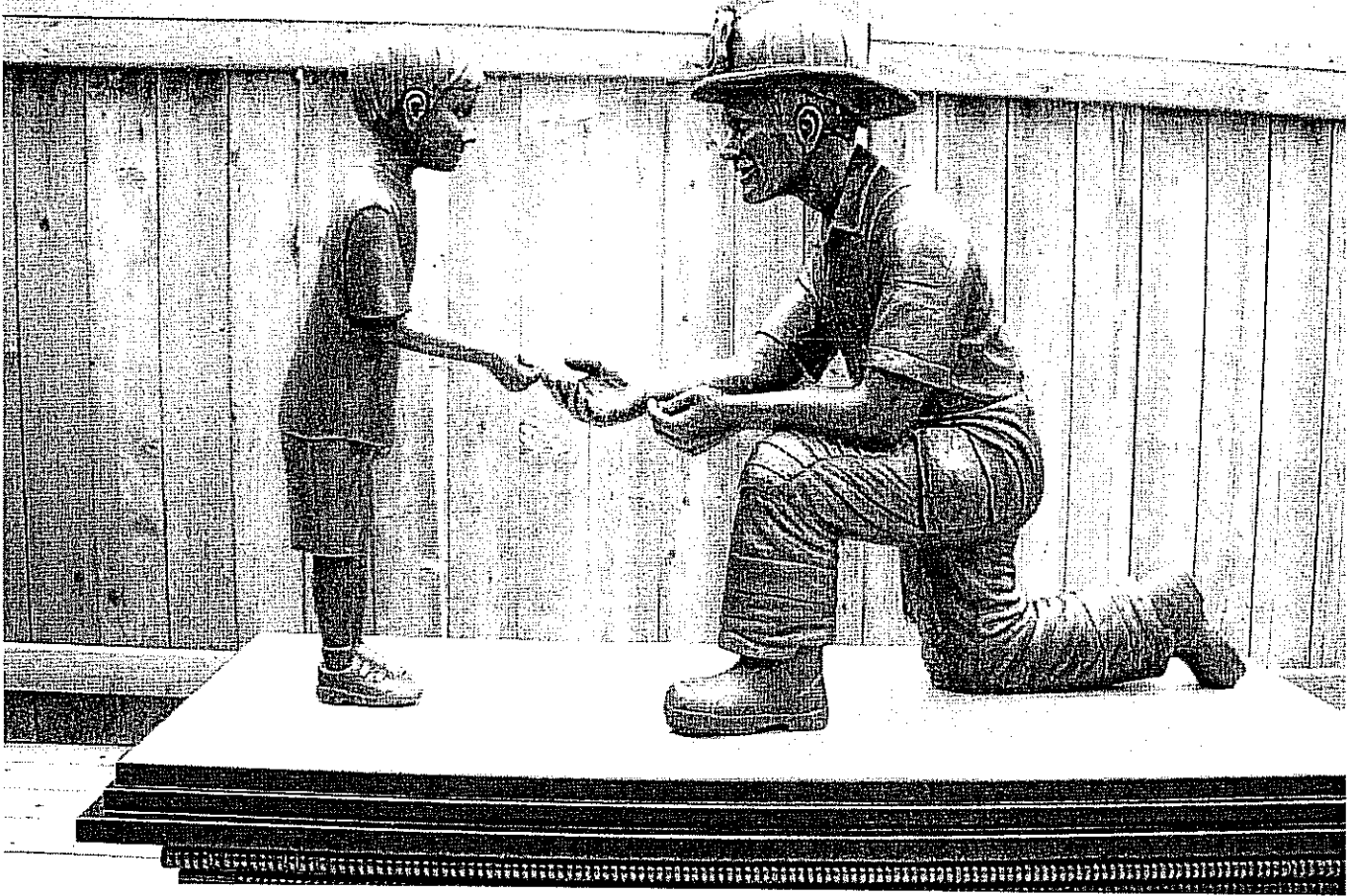
In the recent past I was trying to come up with an inspiration for a fire related sculpture. I researched the subject and found that most fire related sculptures had the same theme. The firefighter is always portrayed as the brave hero carrying a child out of a fire. There have been some very nice pieces produced portraying this image but it is starting to become cliché.

I needed something original. Margo suggested that I draw from my own experience. Bang...I had an inspiration. I have been creating my fire related sculpture over the last 12 months. I started with small wax model and then moved on to a half life size sculpture. My sculpture depicts the moment when the Little guy gave me the angel. The firefighter ( who sort of resembles me) is down on one knee looking at the child handing him an angel figurine.

I feel this sculpture better represents our relationship with the community. We are public servants ready to serve. The child represents the public showing appreciation for what we do. I will be making a small Angel figurine to go in the hand of the child.

My goal for this piece is to have it bronzed and to have it displayed in a community for public interest. I feel the work will promote a positive image of the fire service.

Ron Head







The Guelph Fire Department presents



# SING OUT FIRE SAFETY

featuring  
Mary Lambert

Learn about fire prevention and safety  
through interactive music, dance, drama,  
colourful costumes, humour and fun!

## OCTOBER 6

9:30 a.m. and 1:15 p.m.  
Lakeside Conference Centre

Sponsored by



NATIONAL AND MARINE  
FIRE SERVICES CORPORATION



CUTTEN CLUB

# INFORMATION REPORT



TO Emergency Services, Community Services and Operations  
Committee

SERVICE AREA Emergency Services  
DATE November 4, 2009

**SUBJECT Water Tanker Accreditation For Improved Insurance  
Rates in Rural Response Areas**

REPORT NUMBER

## **SUMMARY**

The Guelph Fire Department has achieved "Water Shuttle Accreditation". This achievement is recognized by Insurance Underwriters when establishing insurance rates for properties serviced by a Fire Department.

## **BACKGROUND**

The International Fire Service Training Association (IFSTA), the National Fire Protection Association (NFPA) and many other fire department water supply texts have referenced water shuttle operations since the mid-1970's. However, it is only in recent years that the fire departments, particularly rural ones, have had sufficient tankers available to make effective water shuttles a reality in delivering fire protection services to areas without municipal fire hydrants.

## **REPORT**

In order to evaluate the Guelph Fire Department's' water shuttle capability, a number of factors were considered. The physical evaluation was overseen by Fire Protection Survey Services; representative, who is a fully trained and qualified auditor for the process. Upon successful completion, the Fire Protection Survey Service representative issues a certificate of achievement. The certificate is used by insurance companies to validate water supplies in areas without fire hydrants.

This test is conducted in accordance with standard procedures used by the insurance industry in both Canada (Insurance Bureau of Canada) and the United States (Insurance Services Offices).

The Guelph Fire Department set out to achieve a "Residential" certification rating with water flow of 900 litres/minute over 2 hours but actually exceeded this standard and were able to achieve the "Industrial" certification rating with an uninterrupted two hour flow rate of 1,885 litres / minute.

---

This certification was achieved with the assistance of our Mutual Aid Partners from.

- Puslinch Fire Department
- Guelph/Eramosa Fire Department
- Centre Wellington Fire Department

We wish to publicly acknowledge and thank our neighbouring departments for their assistance in delivering this standard to the residents in our coverage area. A letter was also sent from the Office of the Fire Chief thanking them for their assistance

## **CORPORATE STRATEGIC PLAN**

This report supports the following Corporate Strategic Directions:

2. A healthy and safe community where life can be lived to the fullest
- 2.4 The lowest crime rate and best emergency services record of any comparable-sized Canadian city

## **FINANCIAL IMPLICATIONS**

The cost of the process was completed as part of the normal fire service's operating budget.

By attaining this certification our rural residence will have the opportunity to achieve improved insurance ratings.

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

## **COMMUNICATIONS**

A press release will be issued advising residents of the accomplishment in order for residents to take advantage of any savings on their home insurance rates in rural response areas.

## **ATTACHMENTS**

Original Signed by:

Original Signed by:

---

**Prepared By:**

John Osborne  
Deputy Chief  
519-824-6590 ext 2140  
john.osborne@guelph.ca

---

**Recommended By:**

Shawn Armstrong  
Director of Emergency Services





**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, November 16, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, November 16, 2009 in Council Committee Room 112 at 5:00 p.m.

Present: Councillors, Farrelly, Findlay (arrived at 5:09 p.m.), Laidlaw and Mayor Farbridge

Absent: Councillor Hofland

Also Present: Councillor Bell

Staff in Attendance: Chief S. Armstrong, Director of Emergency Services/Fire Chief; Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on October 19, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Fire Department 100<sup>th</sup> Anniversary Celebrations

2. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas**

Chief S. Armstrong

THAT the Emergency Services report dated November 4, 2009 entitled 'Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas' be received.

Carried

Ms. A. Pappert, Director of Community Services, introduced Mr. Michael Anders, the new General Manager, Community Connectivity and Transit.

### **Fire Department 100<sup>th</sup> Anniversary Celebrations**

Deputy Chief, Lyle Quan advised of activities that celebrated the 100<sup>th</sup> Anniversary of the Fire Department this year and presented a video. He drew attention to the bronze sculpture created by Captain Ron Head and stated they look forward to the sculpture being a part of the City's Public Art.

Chief Armstrong outlined the requirements and benefits of Certification and Career Firefighters' Certification as approved by the Office of the Fire Marshal and accepted by the Ontario Association of Fire Chiefs. He listed the recipients and distributed to those present:

- Platoon Chiefs:
  - John Thatcher
  - Bob Wells
  - Bill Lawrence
- Chief Training Officer:
  - Don McCullough
- Captains:
  - Geoff Adlington
  - Bob Fell
  - Al Farquharson
  - Ron Head
- Captains in Training:
  - Scott McDonald
  - Mike Knighton
  - Dean Curtis
  - Rob Page
- Firefighters:
  - Carlo Mann
  - Dave Hambly
  - Glenn Jacobsen
  - Sven Christensen
  - Rob Craven
  - Chris Cuning
  - Rick Linton
  - Mark Ewing
  - Kyle Drake

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

Chief S. Armstrong  
Ms. A. Pappert

THAT the Emergency Services report dated November 16, 2009 on the Fire Department's 100<sup>th</sup> Anniversary Celebrations be received;

AND THAT the firefighter sculpture be included in the Public Arts Policy Framework.

Carried

**Operations Department Road Inspection Application**

Ms. Beth Brombal, Coordinator, Service Performance & Development advised of the purpose and need for the new application. She advised that road inspections are a regulated activity and documentation is required. She outlined the data collection process, reporting system and benefits of the new program.

The meeting adjourned at 5:34 p.m.

Next Meeting: December 14, 2009

.....  
Chairperson

# committee AGENDA



TO **Emergency Services, Community Services & Operations Committee**

DATE December 14, 2009

LOCATION Committee Meeting Room (Room 112)

TIME 5:00 p.m.

## disclosure of pecuniary interest

**confirmation of minutes** – November 16, 2009

## DELEGATIONS *(no accompanying report)*

Provincial Cuts to the Community Development Worker Program

- Jeff Buisman/Lori Arsenault *(see attached correspondence)*
- Christine Nolan

## 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.*

Item	City Presentation	Delegations	To be Extracted
ECO 2009-40 <b>Fire Department Strategic Plan</b>	Lyle Quan		√
ECO 2009-41 <b>Update on Community Gardens Proposal</b>			
ECO 2009-42 <b>Accessibility for Ontarians with Disabilities Act – Accessible Customer Service Standard</b>	Leanne Warren		√

Resolution to adopt the balance of the Emergency Services, Community Services & Operations 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.

**Other business**

**IN CAMERA**

THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public with respect to:

**Citizen Appointments Various Boards & Committees**

S 239(2)(b) personal matters about identifiable individuals

**Next meeting** – January 18, 2010

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, November 16, 2009, 5:00 p.m.**

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Absent: Councillor Hofland

Also Present: Councillor Bell

Staff in Attendance: Chief S. Armstrong, Director of Emergency Services/Fire Chief; Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay

Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on October 19, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Fire Department 100<sup>th</sup> Anniversary Celebrations

2. Moved by Councillor Findlay

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THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

- a) **Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas**

THAT the Emergency Services report dated November 4, 2009 entitled 'Water Tanker Accreditation for Improved Insurance Rates in Rural Response Areas' be received.

Chief S. Armstrong

Carried

Ms. A. Pappert, Director of Community Services, introduced Mr. Michael Anders, the new General Manager, Community Connectivity and Transit.

### **Fire Department 100<sup>th</sup> Anniversary Celebrations**

Deputy Chief, Lyle Quan advised of activities that celebrated the 100<sup>th</sup> Anniversary of the Fire Department this year and presented a video. He drew attention to the bronze sculpture created by Captain Ron Head and stated they look forward to the sculpture being a part of the City's Public Art.

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  - Dean Curtis
  - Rob Page
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  - Dave Hambly
  - Glenn Jacobsen
  - Sven Christensen
  - Rob Craven
  - Chris Cuning
  - Rick Linton
  - Mark Ewing
  - Kyle Drake

3. Moved by Mayor Farbridge  
Seconded by Councillor Findlay



Chief S. Armstrong  
Ms. A. Pappert

THAT the Emergency Services report dated November 16, 2009 on the Fire Department's 100<sup>th</sup> Anniversary Celebrations be received;

**November 16, 2009**

**Emergency Services, Community Services & Operations Committee**

**Page 3**

AND THAT the firefighter sculpture be included in the Public Arts Policy Framework.

Carried

**Operations Department Road Inspection Application**

Ms. Beth Brombal, Coordinator, Service Performance & Development advised of the purpose and need for the new application. She advised that road inspections are a regulated activity and documentation is required. She outlined the data collection process, reporting system and benefits of the new program.

The meeting adjourned at 5:34 p.m.

Next Meeting: December 14, 2009

.....  
Chairperson

December 14, 2009

Dear Members of the Emergency Services, Community Services & Operations Committee:

We are sending this letter to you as a valuable community partner and friend of Neighbourhood Groups in Guelph to inform you of an important issue. Guelph's Neighbourhood Support Coalition is a network of neighbourhood and community organizations that is committed to building community, strengthening individuals and families, and ensuring healthy growth and development for every child. The neighbourhood groups are funded primarily through the City of Guelph, the County of Wellington, and Family & Children's Services (also known as the Children's Aid Society). Currently, **the Ministry of Children and Youth have cut funding to the Children's Aid so that they are prohibited from funding this program. They have allowed no time for finding other solutions. These unprecedented cuts will have a catastrophic impact on the most vulnerable families and children of Guelph.**

We are facing the loss of all community development workers and threats to programs supporting **food cupboards, collective kitchens, clothing closets, backpack and winter coat drives, and community building activities** that bring people together and build social networks. The community development worker positions that facilitate these activities have been described as "a compass to help navigate the complex social assistance system that many people living in poverty face". They prevent difficult situations in families from becoming worse which, if no help existed, can lead to child neglect and harm and more devastating problems.

Last year the Ministry of Children and Youth (MCYS) completed extensive community consultations about poverty after which, they released their Poverty Reduction Strategy. As yet, formal Poverty Reduction Strategy activities seem invisible to poor communities in Guelph. The activities that currently exist in the form of neighbourhood groups and are proven effective, are now being cut. This seems very inconsistent with the governments stated policy on poverty reduction.

**We are asking the Ministry to stand behind its Poverty Reduction Strategy. We are asking for *time* and an opportunity to *work together*. We are asking MCYS to consider a schedule of gradual funding reductions over the next two years to ensure continuity of services and allow time to secure alternative funding.**

***We need your help:***

**Please take two minutes and** help us demonstrate why Guelph has become Canada's "Most Caring Community". Add your organization's voice to that of the neighbourhood groups and strengthen the voice of Guelph's most at-risk communities who want to continue to better their own lives and that of their neighbours.

- Consider a financial or in-kind contribution to Neighbourhood Groups to assist with the bridge funding over the next two years while we figure out a longer term plan
- Write a letter, send an email or call Minister Laurel Broten to tell her what you

think about these cuts.

- Join our campaign – contact us if you would like to get involved in some other way
- Join your voice in future planning on how we can make neighbourhood groups continue to work for vulnerable families and children.

Thank you for considering this letter and for being open to supporting this campaign in whatever way you can. We appreciate the contribution that all community members and partners have to make.

Thank you very much,

Yours Sincerely,

Lori Arsenault  
Community Member

Jeff Buisman  
Community Member

**EMERGENCY SERVICES, COMMUNITY SERVICES & OPERATIONS COMMITTEE  
CONSENT AGENDA**

**December 14, 2009**

Members of the Emergency Services, Community Services & Operations 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 Emergency Services, Community Services & Operations Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>ECO-2009 A.40 FIRE DEPARTMENT STRATEGIC PLAN</b></p> <p>THAT the Emergency Services – Fire Department Strategic Plan (2009 – 2014, There for You) document be approved;</p> <p>AND THAT Staff provides a report on the details relating to the planning, implementation and costing of each Goal and related Objectives listed within the Fire Department Strategic Plan.</p>	Approve
<p><b>ECO 2009 A.42 UPDATE ON COMMUNITY GARDENS PROPOSAL</b></p> <p>THAT staff be directed to work with the community on the development of a maximum of three (3) pilot garden locations in 2010, subject to the conditions and resources as outlined in section one of the Community Services ‘Update on Community Gardens Proposal’ report and budget approval.</p>	Approve
<p><b>ECO 2009 A.43 ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT – ACCESSIBLE CUSTOMER SERVICE STANDARD</b></p> <p>Leanne Warren will lead this training information session.</p>	
<b>B Items for Direction of Committee</b>	
<b>C Items for Information</b>	

attach.

# Guelph Fire Department Strategic Plan



## Community focused plan

---

### Process

- Process began in August 2009
  - Representation from all divisions within the fire department
  - Assistance from Human Resources, Corporate Communications and CAO – strategic planning initiatives
  
- Internal and external surveys were distributed; information collated, reviewed by planning team and also through public stakeholder meetings.

# Fire Department Accreditation Program

---

## Three step process

- Department self assessment
- Strategic plan
- Standard of coverage document (risk analysis)



## Strategic Plan

---

### Goals and Objectives

- 6 goals that contain a total of 17 objectives, along with identified critical tasks to achieve the goals.
  - Goal #1 – *Education and training*
  - Goal #2 – *Health, wellness and recognition*
  - Goal #3 – *Communications and community engagement*
  - Goal #4 – *Service delivery and continuous improvement*
  - Goal #5 – *Administrative excellence*
  - Goal #6 – *Strategic partnerships*

## **Duration of the Plan**

---

### **Five year plan (2009 – 2014)**

- Linked to the accreditation commission's five year review process

### **Annual updates**

- The fire department is required to submit annual updates to the commission outlining how are goals and objectives within the plan are progressing



---

Once this strategic plan is in place, the accreditation team will be able to complete final accreditation activities.

### **CORPORATE STRATEGIC PLAN**

This report supports the following Corporate Strategic Directions:

2. A healthy and safe community where life can be lived to the fullest
5. A community-focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

Reports will be supplied on related costs that may be associated with the goals and objectives prior to their implementation.

### **DEPARTMENTAL CONSULTATION**

- CAO's Office - Strategic Planning Initiatives
- Human Resources
- Corporate Communications

### **COMMUNICATIONS**

A press release will be issued upon approval of the Strategic Plan.

### **ATTACHMENTS**

1. Emergency Services - Fire Department Strategic Plan (2009 – 2014)

---

#### **Prepared By:**

Lyle Quan  
Deputy Fire Chief  
519-824-6590  
lyle.quan@guelph.ca

---

#### **Recommended By:**

Shawn Armstrong  
Director of Emergency Services



# There for you



Emergency Services



Guelph Fire Department Strategic Plan



2009-2014

# ***Fire Department Strategic Plan (2009 -2014)***

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# Introduction

In the spring of 2009, a Guelph Fire Department (GFD) Strategic Planning Committee was formed to assist with the development of the Department's first Council approved community-driven Strategic Plan. The five year plan is directly linked to the City of Guelph's Strategic Plan and builds upon on the Corporate Values of Integrity, Excellence and Wellness. A 'living document', this plan will guide the Department strategically and operationally into the future. The Plan will also play a major role in the Department's quest to achieve and maintain the status of being a progressive organization, recognized internationally by the Center for Public Safety Excellence.

The initial Committee consisted of representation from each GFD division, as well as staff from the city's offices of Strategic Planning and Corporate Initiatives, Corporate Communications and Human Resources-Organizational Development. The focus of the Committee was, and will continue to be, to review, revise and/or develop and maintain the following:

- Mission statement
- Vision statement
- Values and guiding principles
- Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)
- Goals and objectives

The Department provided the opportunity for external stakeholders (community members; including those who have received GFD services), and internal stakeholders (GFD staff) to provide input into the plan. A series of applicable services related questions were created in survey format and distributed to community centres, city website and internally for the two stakeholder groups to complete. Results were compiled and reviewed by the committee, and the input was utilized during the preparation of the Guelph Fire Department Strategic Plan.



Through collaborative discussion, consistent with the City's Corporate Values, the Committee will review the Plan on a semi-annual or on an as-needed basis to ensure measurable progress towards achievement of the stated goals and objectives. At the end of each five year term the same principle will be followed to develop and implement a new plan.

The Fire Department members extend their gratitude to all individuals who contributed to the creation of this plan. Their contributions will help ensure that the Department is positioned successfully to respond to community needs and circumstances.





## Background

Today's fire service is faced with unique and changing challenges. Public demands continue to increase, while finances and other resources continue to shrink. These trends place increased pressure on the service demands of today's fire department, policy makers, and staff to develop ways to be more effective and more efficient.

To work efficiently with available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

Developing customer focus is an absolute necessity. It is required that fire service agencies strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and more cost effective programs. Planning is a continuous process, and this strategic plan can only come to life by being shared, debated, and implemented in the context of organizational realities.

Once strategic goals are established, fire service leaders will establish performance measures, to assess and ensure that the organization is indeed delivering on the strategic plan outcomes.

At the outset, the plan will provide a common understanding of where the organization is going. Everyone involved can work to that common purpose, and how progress and levels will measure success.



## Community overview

The City of Guelph is strategically located in the heart of southern Ontario, approximately 100 kilometres (60 miles) west of the province's capital city Toronto. It is a growing, diverse, and vibrant community with a well educated population of over 118,000. Because of its low crime rates, clean environment and generally high standard of living, Guelph is consistently rated as one of the country's most liveable cities. In 2008, Guelph was named "Canada's Most Caring City" by Maclean's Magazine, with an impressive 69.7 per cent of the population actively volunteering.

Covering a land area of 86.72 square kilometres (33.49 square miles), the city is marked by a diverse landscape consisting of gentle rolling hills, two rivers, as well as 2,500 acres of parklands, and natural wooded areas throughout. Scenic river banks lined with mature trees run the length of each river with interconnecting nature trails to provide an open space network for all to enjoy.

Blending in with the overall natural townscape is the University of Guelph; which is world renowned for its strong agricultural, veterinarian and science programs, and has an enrolment of approximately 18,000. It is estimated that this enrolment dramatically increases the overall population of the city by about 12,000 during the school year.

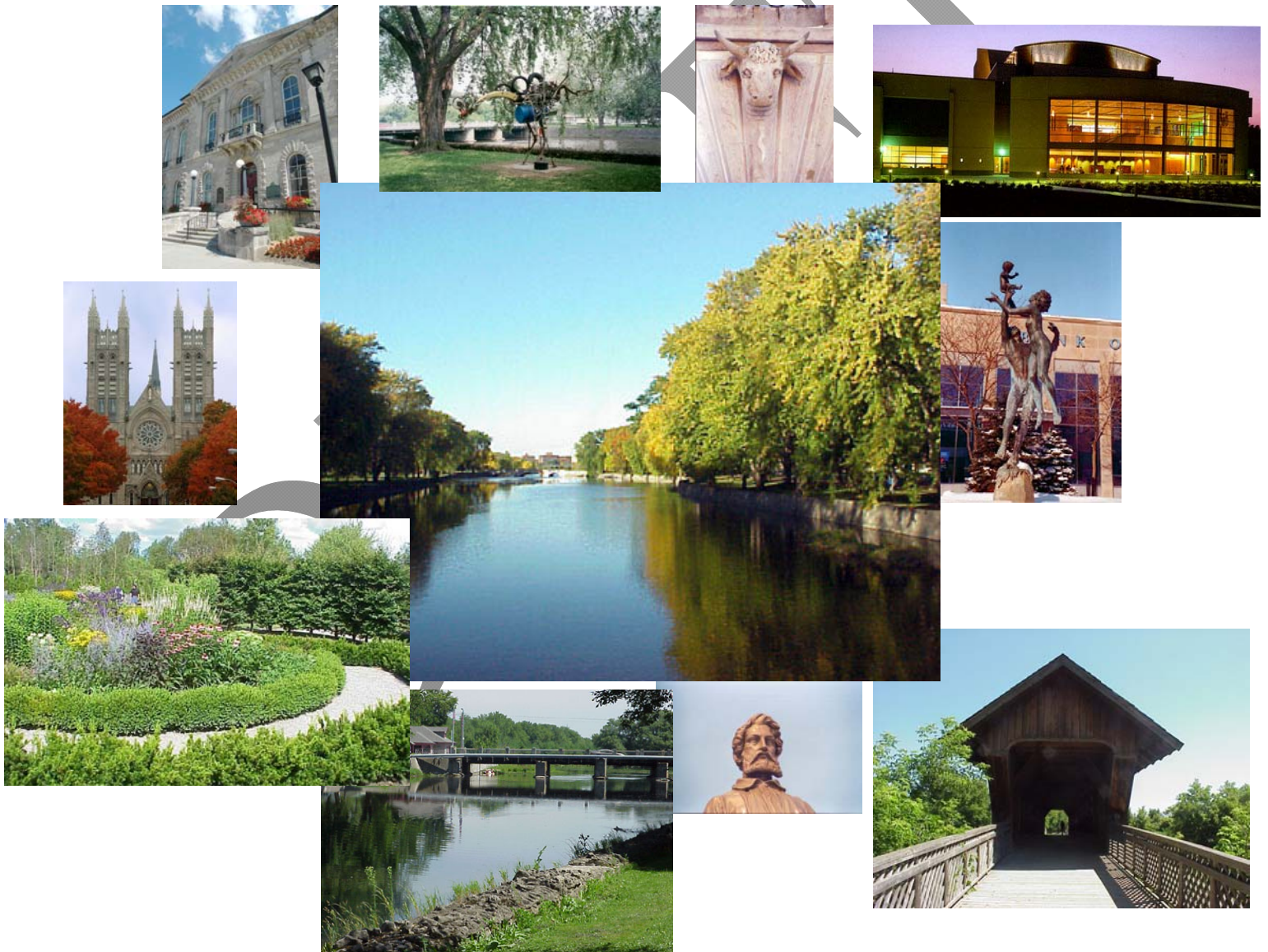
Guelph is noted as having one of the strongest economic regions in Canada, having experienced an annual growth rate of approximately two per cent over the last 10 years, and is expected to reach a population of 150,000 or more by 2027. A steady employment rate which includes industrial, educational, technical and government sectors has attributed to the steady growth.

There are four major business and industrial districts within the city, and numerous other industrial and commercial lands dispersed throughout the city.



The city has excellent living accommodations, from single detached housing to high rise residential buildings for both owners and renters are plentiful. Guelph also provides an abundance of accommodations for seniors, and those with special, or assisted living needs.

This unique mix of lifestyle, employment, educational, and other opportunities, enables Guelph to continue making a difference.





# Guelph Fire Department: Past and present

Guelph was founded in 1827; however there is no written record of the official beginning of a fire department until about 20 years afterwards when it fought a large fire in a church. In the 1850s the first volunteer fire department, complete with a horse drawn hand pumper, was established in the downtown core at the new City Hall building.

A couple of years later, the Council of the day passed a by-law ordaining that only stone could be used for building structures in, and near the downtown core. To this day several of the historical downtown buildings and exteriors which are now over a century old have survived major fires, and no doubt deflagration because of those preventative measures.

Guelph firefighters did not become paid municipal servants until 1909 (2009 marks the 100<sup>th</sup> year anniversary). A motorized Model-T Ford dubbed the "Red Devil" was purchased in 1917 and served as the Chief's car, hose reel, and chemical cart. In 1927 the Department became fully motorized with a triple combination fire truck, ladder truck, and Chief's car. It wasn't until 1946 the fire department acquired a new pumper and 75 foot ladder truck.

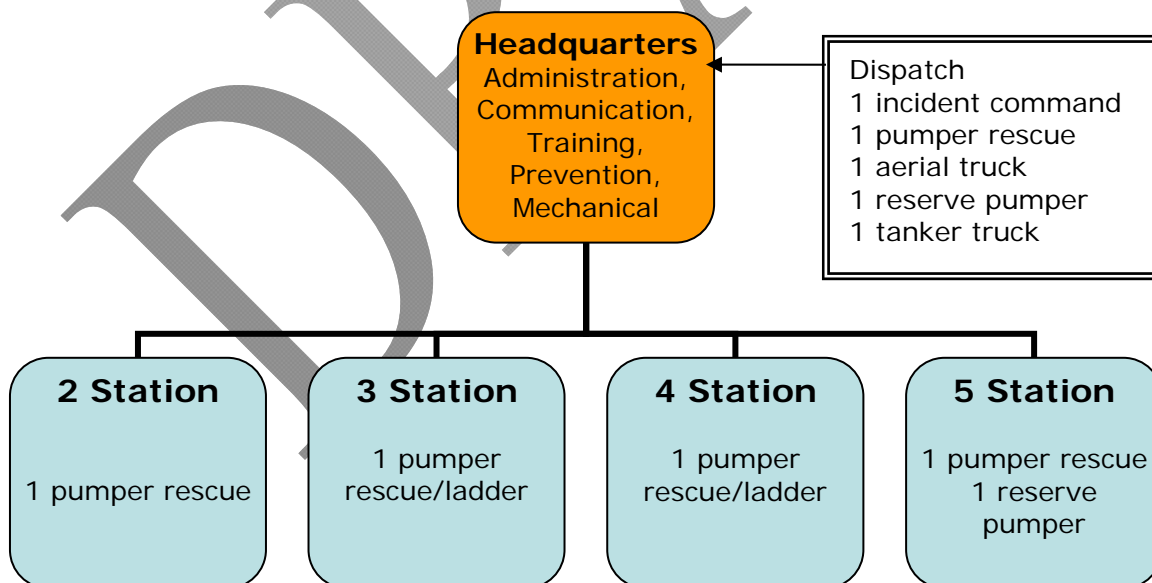


Today, after many changes and technological advancements, the Guelph Fire Department has evolved into a progressive agency with 150 full time staff. Fire service divisions include Administration, Fire Suppression, Communications, Fire Prevention, Training, and Mechanical. Fire Suppression staff are assigned to four platoons and five fire stations, two of which were constructed within the last 10 years; with a sixth station as shown below to be completed in 2010. The construction of Fire Station #6 will assist the GFD with providing improved emergency response services to the city's south end.

Conceptual Drawing – Station 6



The Department has an approximate annual operating budget (2009) of \$17,000,000, and responds to over 6,500 calls annually, ranging from fires, rescues, medical assistance, vehicle collisions, hazardous materials, and public assistance. Additional services include Fire Code inspections, public education, and fire investigations. The following chart demonstrates the current station and equipment placement.



The above chart is representative of front-line emergency response and reserve apparatus. Other Department vehicles and equipment include rescue boats, command vehicle, service truck, fire prevention trucks and cars, safety trailer, special operations trailers, and training car.



## Strategic Plan development

In 2009, the Fire Department identified the need to develop and implement a Strategic Plan that will guide its operations over the next five years. Integral to the development process was community consultation with key stakeholder groups to determine public expectations regarding service levels and necessary improvements. Leveraging insights from a Steering Committee made up of internal staff from each division. The Committee consisted of the following members:

<b>Lyle Quan</b> <i>Deputy Chief</i>	<b>Randy Gillis</b> <i>Fire Prevention Officer (Accreditation Coordinator)</i>
<b>Brenda Boisvert</b> <i>Manager, Strategic Planning &amp; Corp. Initiatives</i>	<b>Don McCullough</b> <i>Chief Training Officer</i>
<b>Laurie Watson</b> <i>Senior Communications &amp; Issues Management Coordinator</i>	<b>Tony Sabatini</b> <i>Assistant Chief Fire Prevention Officer</i>
<b>Bill Lawrence</b> <i>Platoon Chief</i>	<b>Bob Millson</b> <i>Training Officer</i>
<b>Chris Dixon</b> <i>Firefighter/Association Vice President</i>	<b>Aidan Prince</b> <i>Organizational Development Specialist</i>
<b>Dave Scott</b> <i>Firefighter</i>	<b>Ted Wagar</b> <i>Emergency Vehicle Technician</i>
<b>Kim Richardson</b> <i>Supervisor, Administration</i>	<b>Melina Gillies</b> <i>Accreditation Assistant</i>



The Strategic Plan includes a vision, mission, values, goals and objectives, as well as methods to quantifiably track and report on success. Development of the plan was completed within a five month period and included the following phases:

PHASE	OBJECTIVE	ACTION
Phase 1:	<b>Initiating the project</b>	❖ Define the services provided to the community
Phase 2:	<b>Strategic listening</b>	<ul style="list-style-type: none"> <li>❖ Determine service priorities for the community</li> <li>❖ Establish community service level expectations</li> <li>❖ Identify any concerns about the organization and its services</li> <li>❖ Identify those aspects of the fire department the community views positively</li> <li>❖ Understand the strengths, weaknesses, opportunities and threats facing the department</li> </ul>
Phase 3:	<b>Building the framework/defining the vision</b>	<ul style="list-style-type: none"> <li>❖ Develop the Mission Statement, giving careful attention to the services currently provided and which can reasonably be provided in the future</li> <li>❖ Create a Vision for the future</li> <li>❖ Establish fundamental Values of the fire department</li> </ul>
Phase 4:	<b>Validating the framework</b>	<ul style="list-style-type: none"> <li>❖ Establish realistic goals and objectives for the future</li> <li>❖ Identify implementation tasks for each objective</li> </ul>
Phase 5:	<b>Refinement, communications &amp; implementation</b>	❖ Ensure organizational commitment and community awareness of the plan



## Key elements

The inclusive and collaborative process included:

- o clearly defined phases built from the proven methodology of the Centre for Public Safety Excellence;
- o consistency with Guelph's Guiding Principles for Public Involvement;
- o meaningful public engagement that included internal staff as well as a variety of stakeholders within the community;
- o linkages with other City initiatives and the City Strategic Plan;
- o use of staff and volunteers to manage costs and provide additional support where needed;
- o use of strategic advice from the Centre for Public Safety Excellence;
- o targeted communication strategies with consistent messaging for both internal and external audiences; and
- o regular reports to the Fire Chief to ensure that the project was completed both on time and on budget.

## Community focus groups

All community members who provided feedback on the external surveys were invited to participate in an open forum focus group. Two sessions were conducted in September 2009, in which valuable insight and suggestions were received.

The Guelph Fire Department would sincerely like to thank the following participants for their time and input:

<b>Yvon Turgeon</b>	<b>Marion Wallace</b>	<b>Colin Benson</b>
<b>Alison Bruce</b>	<b>Rod Stork</b>	<b>Andy Stephenson</b>
<b>Bryan Connell</b>	<b>Mike Rooke</b>	

*\*The key stakeholders involved who could not be reached for inclusion by name in this Strategic Plan are sincerely thanked for their contribution.*





## What we heard

Both internal and external feedback was consistent in terms of reporting that response times, professionalism and compassion were among the greatest strengths of the Guelph Fire Department. Top issues that were identified include:

- rapid response times
- ensuring appropriate funding for training and equipment
- demographic shifts
- growth and related impacts
- enhancing health and safety programs
- strengthening partnerships with agencies

Of all the issues identified the challenges and opportunities that growth will present were noted as the most significant given their potential impact on maintaining an efficient response. In discussing future directions, it was decided that a focus on fire prevention will be important as well as strong leadership to ensure the continued development of a strong fire services team. All feedback received directly supported the development of targeted goals and objectives.



## Vision

To be a recognized leader in providing fire and emergency services. We will continue being a fire department of which both the community and staff are proud.

## Mission

*Trusted; Responsive; United; and Effective.*

We make a difference everyday with rapid, compassionate and professional services that keep our community safe.

Together we:

- prevent and fight fires;
- rescue those in need from critical incidents;
- protect property; and
- educate and prepare the community for unexpected emergencies

Unified in our efforts, we ensure the safest work environment possible, seeking positive change, recognizing efforts and facilitating self-development.

*There for you*

## Values

The Guelph Fire Department adheres to the City of Guelph Corporate Values of Integrity, Excellence and Wellness. Additional behaviours reinforced through the Corporate Values include:

- Trust
- Responsiveness
- Teamwork
- Effectiveness
- Compassion
- Professionalism



## Guiding principles

The following guiding principles will inform decision making as the department moves forward. They also outline the departmental approach to providing fire services and form the foundation of ongoing service excellence.

- Leadership and accountability
  - *Ensure strong leaders who are devoted to transparency and responsibility for achieving positive results for set actions.*
- Learning and continuous improvement
  - *Develop highly skilled personnel focused on continuous improvement and service excellence.*
- Openness to change
  - *Set an exemplary standard in practicing proactive measures that allow the department to continue offering effective delivery of emergency services in a rapidly changing industry.*
- Collaboration
  - *Develop and strengthen effective partnerships that will achieve mutual benefit to the community and all Emergency services.*
- Sustainability and environmentally responsible
  - *Ensure all current and future goals are environmentally responsible and endeavour to reduce our environmental footprint wherever possible*

## Goals and objectives

The following 6 goals and 17 objectives, along with subsequent timeframes identified, will work collectively towards realization of the defined mission and vision statements of the Guelph Fire Department. While goals constitute higher-level purposes and serve as statements of intent without measurement or timeframes, objectives are the key actions or directions that support each of the goals. As such the Guelph Fire Department recognizes each of following goals as being equal.



## Education and training

### Goal 1: A highly skilled workforce

Objective 1.1:	Identify and plan for training requirements.
Critical tasks:	<ul style="list-style-type: none"> <li>• Consult appropriate sources, industry standards and best practice material to understand future learning and development needs</li> <li>• Regularly survey staff to determine learning gaps</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: 12-24 months and ongoing</li> </ul>

Objective 1.2:	Develop targeted training to meet emerging needs
Critical tasks:	<ul style="list-style-type: none"> <li>• Source and budget for confined space and high angle rescue training</li> <li>• Assess the efficiency of training interventions</li> <li>• Enhance career planning efforts for personnel</li> <li>• Ensure Fire Department personnel achieve provincial certification where applicable</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: 6-12 months and ongoing</li> </ul>

Objective 1.3:	Ensure the availability of a training facility for all personnel
Critical tasks:	<ul style="list-style-type: none"> <li>• Investigate options, including potential partnerships, for an appropriate learning/training centre that will facilitate current and future learning needs</li> <li>• Develop a business case to support the most cost effective and highest quality alternatives</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: 12-24 months</li> </ul>



# Health, wellness and recognition

## Goal 2: A safe and healthy work environment

Objective 2.1:	Support staff efforts to achieve a healthy work/life balance
Critical tasks:	<ul style="list-style-type: none"><li>• Encourage and promote opportunities for physical fitness</li><li>• Assess and improve current fitness facilities</li><li>• Ensure the availability of useful information (in a variety of formats) on physical health and well being</li><li>• Consult staff to best understand their valued options</li><li>• Ensure Employee Assistance Plan (EAP) awareness</li><li>• Enhance and further develop peer support initiatives including possible options such as a welcome event for new recruits and network for family members</li></ul>
Start date/Timeframe:	<ul style="list-style-type: none"><li>• Commenced 2009: 6-12 months and ongoing</li></ul>





Objective 2.2:	Promote and enhance work place safety
Critical tasks:	<ul style="list-style-type: none"> <li>• Have qualified Incident Safety Officers for each platoon</li> <li>• Enhance regular testing and maintenance efforts on all equipment and vehicles</li> <li>• Liaise regularly with staff to identify safety concerns and related issues to be addressed</li> <li>• Establish facility maintenance and housekeeping protocols for all emergency service facilities</li> <li>• Review, revise, and develop Standard Operating Guidelines annually</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: 6-12 months and ongoing</li> </ul>

Objective 2.3:	Recognize the ongoing efforts of personnel
Critical tasks:	<ul style="list-style-type: none"> <li>• Institute meaningful recognition protocols for personnel</li> <li>• Establish recognition events for staff</li> <li>• Capture, preserve and communicate the history and successes of the Guelph Fire Department</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: ongoing</li> </ul>



## Communications and community engagement

### Goal 3: A safety conscious and aware community

<b>Objective 3.1:</b>	<b>Undertake communications initiatives to promote service awareness and provide valued information</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Identify future communication tools to promote information on provided services</li> <li>• Enhance current web content to ensure ease of access to frequently requested information (e.g. data on alarm retailers, key contacts, incident statistics)</li> <li>• Evaluate the current frequency levels of public service announcements, determine the value of enhancements and plan for potential improvements</li> <li>• Enhance leveraging of effective options in place (e.g. fire hall message boards)</li> <li>• Investigate new communication channels (e.g. Web 2.0 strategies, Twitter, Facebook etc.)</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: ongoing</li> </ul>
<b>Objective 3.2:</b>	<b>Undertake initiatives to promote emergency preparedness</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Support emergency preparedness planning and enhance information dissemination</li> <li>• Regularly evaluate the effectiveness of initiatives and plan for required improvements</li> <li>• Seek out best practices and investigate applicability to needs</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: ongoing</li> </ul>



<b>Objective 3.3:</b>	<b>Design valued community outreach and educational initiatives</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Plan and implement regular community events such as open houses and celebrate key milestones</li> <li>• Receive and evaluate invitations for attendance at community events</li> <li>• Develop a communications strategy for the Strategic Plan</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: ongoing</li> </ul>





## Service delivery and continuous improvement

### Goal 4: An innovative work place focused on service excellence

Objective 4.1:	Achieve and maintain accreditation status
Critical tasks:	<ul style="list-style-type: none"> <li>• Finalize and submit required information to the Center for Public Safety Excellence (CPSE) for approval</li> <li>• Achieve accreditation status</li> <li>• Plan for and celebrate successes</li> <li>• Follow through with applicable plans for improvement noted in Self-Assessment Manual</li> <li>• Provide annual updates to the CPSE, and GFD staff on progress achieved and plans going forward</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: 3-6 months and ongoing</li> </ul>

Objective 4.2:	Identify and plan for required technology enhancements
Critical tasks:	<ul style="list-style-type: none"> <li>• Plan for and give priority to communications-related technology (e.g. mobile data terminals)</li> <li>• Investigate the introduction of GPS in fire vehicles</li> <li>• Research best practices in the use of technology to improve service delivery efforts and apply where possible</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: 12-24 months</li> </ul>



<b>Objective 4.3:</b>	<b>Focus on the continued effective delivery of current services</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Encourage personnel to seek out and report on opportunities for service delivery improvements</li> <li>• Monitor and report on adherence to response times</li> <li>• Undertake efforts to regularly evaluate service delivery methods and options for improvement consistent with Accreditation requirements</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2009: ongoing</li> </ul>



## Administrative excellence

### Goal 5: An accountable and transparent department with strong leadership

Objective 5.1:	Integration of the Strategic Plan
Critical tasks:	<ul style="list-style-type: none"> <li>• Implement and evaluate the Strategic Plan and Standards of Cover</li> <li>• Regularly report on progress achievements</li> <li>• Update the Strategic Plan and Standards of Cover to be consistent with accreditation, and established guidelines</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: ongoing</li> </ul>

Objective 5.2:	Ensure ongoing leadership development
Critical tasks:	<ul style="list-style-type: none"> <li>• Determine an effective succession planning model and approach</li> <li>• Collaborate with staff to promote awareness and facilitate implementation of the model</li> <li>• Develop leadership training requirements; plan and budget for ongoing support</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: 24-36 months and ongoing</li> </ul>

Objective 5.3:	Continue seeking and incorporating staff feedback into planning and decision-making
Critical tasks:	<ul style="list-style-type: none"> <li>• Collaborate annually with staff to support planning and improvement efforts</li> <li>• Encourage staff feedback on an ongoing basis</li> <li>• As a minimum, report to staff annually on progress and plans</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: ongoing</li> </ul>



## Strategic partnerships

### Goal 6: A well developed network of partnerships with key support agencies

<b>Objective 6.1:</b>	<b>Continue to develop strategic partnerships to support service delivery excellence</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Evaluate the inventory of current partners critical for effective service delivery</li> <li>• Communicate content to staff and organizations where this information can be used most effectively</li> <li>• Establish a supplier resource guide and contact list for Emergency Services staff to use when replacing day to day supplies</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commencing 2010: ongoing</li> </ul>

<b>Objective 6.2:</b>	<b>Strengthen existing partnerships</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Better understand current partnerships and resource-sharing opportunities (e.g. space, instructors, specialized teams)</li> <li>• Plan and host an annual partnership meeting to discuss cost sharing opportunities, recognize efforts and celebrate successes</li> <li>• Partner with the University of Guelph to reduce the number of false alarm responses by strengthening educational initiatives within the university community</li> </ul>
Start date/Timeframe:	<ul style="list-style-type: none"> <li>• Commenced 2009: 6-12 months and ongoing</li> </ul>



## The success of the strategic plan

This Strategic Plan articulates for the community and for the Department, an understanding of who we are, what we do, and the values by which we define ourselves.

The success of GFD's Strategic Plan will not only depend upon the implementation of the current (6) goals and their related (17) objectives, it will also depend upon our assessment of where the Department stands today as we dedicate ourselves to these shared objectives.

As ever changing opportunities and demands arise, so too must the GFD Strategic Plan evolve. The planning process will continue to be dynamic and adaptable to ensure the framework of the plan remains current. As such, the Department will continue in its commitment of being a leader in the provision of fire and emergency services.





## The Inspiration behind the picture

The image of the sculpture placed behind the Guelph Fire Department Vision, Mission and Value statements is a representation of the fire fighting service and how it is perceived by the community it serves. It is a reflective representation, and a deeply personal one for Captain Ron Head of the Guelph Fire Department, whose personal experiences and artistic ability have given way to the inspiration for a sculpture that Ron has been creating to commemorate the Guelph Fire Department's 100 years of service. The story in Ron's own words:

*"This piece relates to a call I went to early in my career. We were called to a child struck by a car on Alice Street. Upon arrival we found a little boy of about ten years old with a broken leg. We comforted him and helped the Ambulance paramedics load him into the ambulance. The last thing I said to the child was "come see us at the fire hall when you get better". Some time passed and the boy and his Mom came into Headquarters. They gave Dave Simons and me a small Angel figure. This was one of the most rewarding moments that I have had on the department.*

*I have been creating this sculpture over the last 24 months. I started with a small wax model and then moved on to this half life-size sculpture. My sculpture depicts the moment when the little boy gave me the angel. The firefighter is down on one knee looking at the child handing him an angel figurine with humility on the child's level.*

*I feel this sculpture best represents our relationship with the community. Firefighters are public servants ready to serve. The child represents the public showing appreciation for what we do."*



# COMMITTEE REPORT



TO **Emergency Services, Community Services and  
Operations Committee**

SERVICE AREA Community Services  
DATE December 14, 2009

**SUBJECT Update on Community Gardens Proposal**  
REPORT NUMBER CS-NE-0925

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## RECOMMENDATION

THAT staff be directed to work with the community on the development of a maximum of three (3) pilot garden locations in 2010, subject to the conditions and resources as outlined in section one of this report and budget approval.

## BACKGROUND

The primary purpose of this report is to update the committee on a City staff response to the Community Gardens Proposal presented to ECO on September 21, 2009. At that time the proposal was referred back to staff to provide a preliminary report by the end of the year.

This community's presentation urged Committee to recognize the value of community gardens to the health, social and ecological well-being of our community. The proposal had two primary purposes:

A) The development of policy and operating procedures for the use of public lands for community gardens;

B) Consideration for the development of two (2) existing neighbourhood-based garden programs on to City owned parklands in the spring of 2010. These garden projects are currently supported by the Brant Avenue Neighbourhood Group and the Grange Hill East Neighbourhood Group in the east end of the City.

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## REPORT

An integrated services model was put into place to support the review of the gardens proposal and the development of the preliminary report and recommendations to Guelph City Council. City staff on this working group includes representatives from the following divisions: Neighbourhood Engagement (Community Services), Park Planning (Community Design and Development Services), Park Operations (Operations) and Realty Services (Corporate Services). The working group also recently added the Community Use of Schools Coordinator from the Upper Grand District School Board (UGDSB) and a representative from the Guelph Food Round Table's Community Gardens sub-committee.

To date, the working group has focused their discussions on the following areas:

1) 2010 Pilot Garden Projects:

a) Site Locations – The following site locations are being investigated:

- i) Brant Neighbourhood: Suitable sites for gardening have been identified by staff in Dakota Park. The Brant Avenue Neighbourhood Group has also requested that a location near the Brant Avenue Public School be considered. While a suitable location is not available in Brant Avenue Park, there is potential for locating the garden on school property which requires further investigation. This sets up a unique opportunity for partnership discussions and/or joint agreements between the Neighbourhood Group, the School Board and the City for this and future garden programs.
- ii) Grange Hill East Neighbourhood: No suitable location has been identified in O'Connor Lane Park or at the Ken Danby Public School as requested in the original community proposal. However, staff continues to investigate opportunities on other City-owned properties in this neighbourhood and with the Wellington District Catholic School Board.
- iii) Shelldale Centre: The Onward Willow Neighbourhood Group has recently indicated their interest in the development of a community garden in close proximity to the Shelldale Centre or potentially at Willow Road Public School. This request is being further investigated by the working group.

b) Parameters – Basic parameters have been identified with regards to the proposed pilot garden sites:

- They should have a water source
- They should not interfere with existing park programming
- There should be a public process to involve the surrounding property owners in the decision-making process to ensure neighbourhood acceptance



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- Pilot sites would operate for a minimum of two (2) years, at which time their sustainability would be re-evaluated for an extended period of operation

c) Operational Support - Parks Operations have indicated that they could provide initial soil "tilling" and the provision of mulch to prepare the pilot gardens within their 2010 operating budget. The scope of Operations' support for future garden programs would be addressed in the gardens policy and subject to future budget approval.

The Community Gardens Network (Guelph Food Round Table) is also investigating available grants or foundation funding to support the hiring of contracted staff positions that would assist with the implementation of the pilot sites in the spring/summer of 2010 and with the development and administration of a future gardens program for Guelph.

## 2) Policy Development and Operating Procedures:

Members of the working group have been conducting research into existing municipal gardens policies, operational criteria and the organizational structure of garden networks in other municipalities. There have been a number of promising practices identified and areas of focus that will need to be addressed in a policy for Guelph. (see attached list of promising practices)

It is also anticipated that the proposed pilot garden projects will identify operational and administrative best practices during their first season and that these lessons learned will further inform policy development.

With this groundwork in place staff are committed to continuing their work with the Community Gardens Network and other emerging partners, to develop a community gardens framework, policy and operational procedures for the City of Guelph.

Items that would need to be addressed in the recommendations include (but are not limited to) the following:

- Purpose, goals and benefits of a community gardens program
- Governance structure and the role of the Community Gardens Network
- Recommended level of in-kind City services (subject to available resources)
- Types of City or other public lands recommended for garden development
- Conditions of use on City or other public lands
- Requirement of use agreements and other liability issues
- Application process and site approval determinants
- Access to municipal water
- The City's role in communications, education and public awareness campaigns
- Evaluation methods of the policy and operational procedures

## 3) Partnerships:

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The Guelph community has a growing supportive infrastructure of neighbourhood groups, community organizations (Guelph Food Round Table), interested residents/gardeners and agency partners (Guelph Community Health Centre, UGDSB) that are willing to assist the City with the development, implementation and potential sponsorship of a community gardens program.

The Food Round Table sub-committee that authored the original gardens proposal is evolving into the Guelph Community Gardens Network and they plan to take a lead role in the administration and support of a community gardens program for Guelph.

#### Summary and Next Steps:

- 1) Staff is seeking direction to support the planning and development of three (3) pilot community gardens to be implemented in the spring/summer of 2010. A subsequent report to Council will recommend site locations for Council's approval and the level of operational support to be provided based on the approved 2010 operating budget.
- 2) The staff working group, in collaboration with the Community Gardens Network, will continue their work to develop a Community Gardens framework, policy and operating procedures that will define the City's role and recommended levels of support for future garden initiatives. Draft policy and procedures will be developed to guide the implementation of the pilot gardens and these projects will inform the final draft to be submitted for Council's review and consideration.

#### **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city

Goal 2: A healthy and safe community where life can be lived to the fullest

Goal 6: A leader in conservation and resource protection/enhancement

#### **FINANCIAL IMPLICATIONS**

Community Services, CDDS staff time and resources for public consultation process

Operations staff time and resources for soil tilling and mulch delivery

Supported in the approved 2010 operating budget

#### **DEPARTMENTAL CONSULTATION**

Operations – Parks Maintenance

Community Design and Development Services – Parks Planning

Corporate Services – Realty Services

#### **COMMUNICATIONS**

Upper Grand District School Board

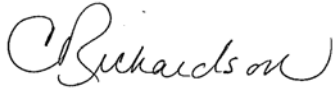
Guelph Food Round Table- Community Gardens Committee

Brant, Grange Hill East and Onward Willow Neighbourhood Groups

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## ATTACHMENTS

### Appendix A – Research Findings for Community Gardens Promising Best Practices



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**Prepared By:**

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Manager, Neighbourhood Engagement

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**Recommended By:**

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Manager of Integrated Services  
and Development

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**Recommended By:**

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Director of Community Services

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**Community Gardens Policy & Procedure Preliminary Research– November 4<sup>th</sup>, 2009**

Internal (City) Organizational Role & Procedures	Garden Committee Criteria	Garden Coordination/Roles of Coordinating Group	Application Process Examples	Site Selection Considerations & Criteria	Operational Best Practices	Community Gardens on Private Lands
<ul style="list-style-type: none"> <li>• Consult before approval: Planning (Park), Community Services/NE, Realty Services, Operations, Ward Councillor</li> <li>• Final approval person? (e.g., Director of Community Services)</li> <li>• Promote and raise awareness of Community Gardens (e.g., Web site)</li> <li>• Provide contact information of garden organizers</li> <li>• Provide contact information for how to start and operate a garden; where appropriate, offer City-owned land for garden use (e.g., marginal parkland, right of ways, undeveloped parcels, etc.)</li> <li>• Funding/matching funds for Community Gardens start-ups</li> <li>• Assistance in securing land through zoning and lease agreements with private sector and other</li> <li>• Site planning, design, irrigation and soil preparation</li> <li>• Providing water at a special rate</li> <li>• Offering recreational programs at Community</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted to not-for-profit groups in partnership with community organizations</li> <li>• need support and commitment of five community members</li> <li>• each group to have a Garden Coordinator to oversee and liaise with City; must have knowledge of community and good communication skills</li> </ul>	<ul style="list-style-type: none"> <li>• Designate garden coordinators for each garden who will sign waiver and distribute rules, manage expenses and notify City of vandalism or damage</li> <li>• Keep garden in state of reasonable repair and cleanliness, to satisfaction of the City</li> <li>• Adhere to license agreement (Coordinating Group and City)</li> <li>• Cannot make changes without consent of the City</li> <li>• No signage without City approval</li> <li>• City requires group to have \$3 million liability and \$500,000 for tenants' legal liability</li> </ul>	<ol style="list-style-type: none"> <li>1. Community group contacts Community Gardens Coordinator (i.e., letter or phone call). Application criteria: requires a description of the group; its members; its experience doing projects together; its purpose; the group's organization and decision-making structure; the time commitment of each member; the tasks to which each person has committed</li> <li>2. Group identifies potential sites with the help of the Coordinator; Coordinator is given formal request for the site. Lot request/description to include: its size; present use and history; access to water, sun and delivery trucks; submission of two site plans (site in its current state and envisioned project); description of the impact on the neighbourhood and list of the organizations which have been or will be contacted to participate; submission of a maintenance schedule; submission of site preparation needs, hardscape needs, plant needs; submission of list of tools and a tool storage plan</li> <li>3. Coordinator investigates title history of the site to determine ownership, other conditions for use</li> <li>4. Coordinator, Design and Planning Department and Area Supervisor review site for approval, ensuring stakeouts for electrical, gas or telephone lines have been carried out</li> </ol>	<ul style="list-style-type: none"> <li>• Area 300 square metres, large enough for 20 plots</li> <li>• Away from environmental hazards</li> <li>• Proximity to urban neighbourhoods and areas with dense populations</li> <li>• Geographic location of proposed garden</li> <li>• Consistency with City plans for the land</li> <li>• Site within defined community/neighbourhood</li> <li>• Crime Prevention Through Environmental Design (CPTED) principles applied to site</li> <li>• Access to public transit and parking</li> <li>• Clear of utilities</li> <li>• Access to water recommended</li> <li>• Minimum of six hours of sunlight during growing season</li> <li>• Soil test must be performed</li> <li>• Meets public consultation requirements</li> <li>• Follows universal accessibility design where feasible</li> <li>• Determine history of site</li> <li>• Convenient for community</li> </ul>	<ul style="list-style-type: none"> <li>• Garden developed at no cost to City (other than first till)</li> <li>• Clearly signed as a Community Garden</li> <li>• Clearly defined by fencing or other landscape material</li> <li>• Must have a Garden Coordinator available and supervising 8 am to 8 pm</li> <li>• Garden Network must provide rules and waiver (Gardeners to execute waiver)</li> <li>• Use of chemicals, pesticides, herbs and fertilizers prohibited</li> <li>• Soil amendments to include compost and composted manure only</li> <li>• All gardeners to clear plots no later than October 31<sup>st</sup></li> <li>• Tools and personal property not to be left unattended or out overnight</li> <li>• Pathways to be kept clear of weeds and garbage</li> <li>• Compost bins to be well maintained</li> <li>• Pets must be on a leash (do not compost pet droppings)</li> <li>• Prohibited plants (e.g., illegal, trees or woody plants)</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraged; three year agreement from property owner and Community Garden group (Victoria BC)</li> </ul>

Internal (City) Organizational Role & Procedures	Garden Committee Criteria	Garden Coordination/Roles of Coordinating Group	Application Process Examples	Site Selection Considerations & Criteria	Operational Best Practices	Community Gardens on Private Lands
<p>Garden sites</p> <ul style="list-style-type: none"> <li>• City to provide horticultural advice</li> </ul>			<ol style="list-style-type: none"> <li>5. Director of Parks and Recreation review report on site, confirms approval</li> <li>6. Area Councillors are informed, community consultations occur under Councillors' and Coordinator's guidance</li> <li>7. Design section staff receive group's proposed design, consult with group on design</li> <li>8. Financial requirements and sources of funding are confirmed, approved by the Coordinator and Director of Parks and Recreation</li> <li>9. Completed Community Gardens Permit and regulation form received and signed by Director of Parks and Recreation</li> <li>10. List of materials required and timeline received by Coordinator from group</li> <li>11. Date to begin site work and gardening confirmed by group and Coordinator</li> <li>12. Public Works notified of date to explain water access, etc.</li> <li>13. Coordinator provides initial orientation to community group about community gardening in the City</li> <li>14. Coordinator provides ongoing advice and technical support</li> </ol> <p>For further information, consult Calgary Community Garden Resource Group, Toronto Community Garden Network, Montreal, and Harvest Peel.</p>	<p>members to participate</p> <ul style="list-style-type: none"> <li>• Doesn't encroach on other park uses</li> <li>• Recommend establishing a water schedule prior to implementing the garden</li> <li>• Drainage considerations</li> <li>• Public education component</li> <li>• Priority for new sites should go to underserved areas</li> <li>• Doesn't conflict with adjacent land uses</li> </ul>	<ul style="list-style-type: none"> <li>• Produce cannot be sold</li> <li>• User agreements/contracts to comply with rules</li> <li>• Membership can be revoked due to poor compliance</li> <li>• First come, first served; create a waiting list</li> <li>• Priority given to residents around site</li> <li>• Liability insurance required of group</li> <li>• Contact information posted at garden</li> <li>• Size of garden/size of plots to be defined by group</li> <li>• Committed gardeners and members to make decisions about who else can join the garden (i.e., members from other areas of the city)</li> </ul>	

# Accessible Customer Service

ECO  
December 14, 2009

Leanne Warren  
Disability Services, Corporate Property

# Today's Session

- Review of the legislation
  - Accessible customer service and enforcement – not a voluntary standard
  - Policy, procedures and practices
    - Interacting and communicating with people with disabilities
    - Support Persons, Feedback Process, Service Disruption, Service Animals, Format of Documents, Assistive Devices
  - Training
- Setting inclusive policy
- Quiz and resources

## Review of the Legislation A 20 Year Road Map

- By 2025, 1 in 5 Ontarians will have a disability
- **Goal of Accessibility for Ontarians with Disabilities Act (AODA):**
  - An Accessible Ontario by 2025.
  - 5 regulations under this act:**
    - Customer Service (Compliance deadline January 1, 2010)
    - Employment
    - Information and Communication
    - Transportation
    - Built Environment
    - Other regulations may be developed in the future



# Accessible Customer Service and Enforcement

- Purpose: To provide standardized methods for delivering accessible customer service to our customers.
- Develop policies, procedures and practices
  - Support Persons, Feedback Process, Service Disruption, Service Animals, Format of Documents, Assistive Devices
  - Training
- Communicate opportunities to our customers
- Enforcement:
  - The AODA allows for enforcement of the customer service standard through inspections, compliance orders and administrative penalties

## Policies, Practices and Procedures

- Interacting and communicating with people with disabilities
- Please see the following reference guide available in your package:
  - PROVIDING CUSTOMER SERVICE TO PEOPLE WITH DISABILITIES – the Reference Guide

## Policies, Practices and Procedures

- Support Persons
- Feedback Process
- Service Disruption
- Service Animals
- Format of Documents and
- Assistive Devices
- Training

# Setting Inclusive Policy

- Guide and govern provision of goods and services to people with disabilities
- Adhere to principles of dignity, independence, integration and equality of opportunity
- Provide information in a way that takes into account the disability
- Provide information upon request
- If two laws conflict with one another, Section 38 of the AODA states that the law that provides the higher level of accessibility is the law that must be followed

# Defining Disability

- Ontario Human Rights Commission (OHRC)
  - Brain injury, Chronic illness or medical disabilities, Developmental disabilities, Learning disabilities, Mental health, Physical disabilities, Sensory disabilities
  - Visible and non-visible, from birth or acquired, predictable or unpredictable, stable, variable or progressive, permanent or temporary

## Best Practices

- Person first language
- Respect and consideration
- Get to know the person's needs
- Speak directly to the person
- Be patient and take the necessary time

## Best Practices

- Ask before you offer help
- Ensure you have understood
- Do not touch or distract service animals
- Do not touch or move assistive devices
- Keep obstacles out of the way

# Best Practices

- Keep in mind that
  - Not all disabilities are visible
  - It is the person's choice whether or not to disclose
  - It is important to avoid making assumptions about the type of disability



## Quiz and Resources

- Please complete the quiz in your package and return to Disability Services, City Hall before December 30th
- Several resources available on the Intranet under Accessibility.
- Questions? Contact Leanne Warren

The screenshot shows the City of Guelph website with several key elements and annotations:

- Header:** City of Guelph logo and navigation menu (city news, city holler, maps, service areas, phone/fax directory, corporate policies, web forum, guelph.ca, home).
- Search:** Google search bar with a "Go" button and a checkbox for "only search Guelph.ca".
- Accessibility Notice:** A banner with a wheelchair icon stating: "City staff are required to provide **accessible customer service** by **January 1, 2010**. >> click for information and resources." A yellow arrow points to this notice.
- Microsoft Office 2007:** A banner for "COMING SOON Microsoft Office 2007" with a "click for more" link. An orange arrow points to this banner.
- Phone Lookup:** A section titled "Phone Lookup" with a search input field and a link for "Or click here for an advanced search".
- Frequently Used:** A list of links: Forms, Documents, Logos/Templates, Calendars, Guidelines, Useful Tools, Websites. Below this list are links for: Accessible Customer Service Info, Employee Recognition Program, Employee Discounts, Corporate Values, Leadership Orientation Program, and Employee Assistance Program.
- BARK or Bite:** A banner featuring a dog's face and the text "BARK or Bite November 30 to December 18".

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, December 14, 2009, 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, December 14, 2009 in Council Committee Room 112 at 5:00 p.m.

Present: Councillors, Farrelly, Findlay, Hofland, Laidlaw and Mayor Farbridge

Also Present: Councillors Beard and Bell

Staff in Attendance: Mr. H. Loewig, Chief Administrative Officer; Deputy L. Quan, Deputy Fire Chief; Ms. A. Pappert, Director of Community Services; Mr. D. McCaughan, Director of Operation; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Findlay  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on November 16, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- Fire Department Strategic Plan
- Accessibility for Ontarians with Disabilities Act – Accessible Service Standard

2. Moved by Mayor Farbridge  
Seconded by Councillor Findlay

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee as identified below, be adopted:

a) **Update on Community Gardens Proposal**

Ms. A. Pappert

THAT staff be directed to work with the community on the development of a maximum of three (3) pilot garden locations in 2010, subject to the conditions and resources as outlined in section one of the Community Services ` Update on

Community Gardens Proposal' report and budget approval.

Carried

### **Provincial Cuts to the Community Development Worker Program**

Ms. Lori Arsenault explained that the Province is cutting funding for Community Development workers and they are asking the Province for a gradual reduction of funding over two years rather than immediate cuts to allow them an opportunity to find alternative financing. She advised they have found funding to carry them through to the end of March, 2010.

Ms. Anne Marie Simpson outlined the activities of the Community Development workers and emphasized the importance of the numerous services being provided that fill the gaps for low income families as a result. She stated that if the funding is cut off, those who are currently receiving assistance from the neighbourhood groups in the form of food banks, clothes closets, backpack programs and others will either need to get assistance elsewhere or face being unable to provide for their children.

Mr. Jeff Buisman, stated that the work of the Community Development workers helps reduce the level of poverty and crime, particularly in low income households. They are requesting bridge financing for a six month period of \$150,000 which would allow the four workers to continue their services. He stated they are also looking for any guidance, information or possible resources the City could provide.

3. Moved by Mayor Farbridge

Seconded by Kathleen Farrelly

REPORT

THAT the Mayor be directed to write to Minister Laurel Broten, and copy MPP Liz Sandals, to support the campaign to reinstate funding for Family & Children Services Community Development Workers;

AND THAT the matter of the loss of Community Development workers and the request for bridge financing be referred to the operational review of how the City engages partners and structures our relationship with Guelph Neighbourhood groups and the Neighbourhood Support Coalition.

Carried

### **Fire Department Strategic Plan**

Deputy Chief, Lyle Quan advised the Strategic Plan is a necessary

step to receiving accreditation for the Fire Department. He advised they have completed the departmental self-assessment and once the draft strategic plan is approved, they can forward it to the accreditation commission for their approval. He outlined the goals set out within the plan and advised the Fire Department will be held accountable by the accreditation commission to ensure the plan is being followed.

REPORT

4. Moved by Councillor Laidlaw  
Seconded by Councillor Findlay  
THAT the Emergency Services – Fire Department Strategic Plan (2009 – 2014, There for You) document be approved;

AND THAT Staff provide a report on the details relating to the planning, implementation and costing of each Goal and related Objectives listed within the Fire Department Strategic Plan.

Carried

#### **Accessibility for Ontarians with Disabilities Act – Accessible Customer Service Standard**

Ms. Leanne Warren, Administrator of Disability Services reviewed the provincial legislation and the requirement to conduct accessible customer service training. She advised that the standards will provide standardized methods for delivering accessible customer service to our customers. She further advised that the Ontario Human Rights definition for disability is used in the City's policy and documents.

Ms. L.E. Payne

5. Moved by Councillor Farrelly  
Seconded by Councillor Laidlaw  
THAT the presentation by the Administrator of Disability Services with respect to Accessible Customer Service, be received.

Carried

6. Moved by Mayor Farbridge  
Seconded by Councillor Findlay  
THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public with respect to:

#### **Citizen Appointments to Committees**

S. 239 (2) (b) personal matters about identifiable individuals.

Carried

Closed Meeting

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

7. Moved by Councillor Findlay  
Seconded by Mayor Farbridge  
THAT staff be given direction with respect to appointments to the Guelph Cemetery Commission.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

8. Moved by Councillor Findlay  
Seconded by Mayor Farbridge  
THAT staff be given direction with respect to appointments to the Guelph Public Library Board.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

9. Moved by Councillor Findlay  
Seconded by Mayor Farbridge  
THAT staff be given direction with respect to appointments to the Guelph Museums Board of Management.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

10. Moved by Councillor Farrelly  
Seconded by Mayor Farbridge  
THAT staff be given direction with respect to appointments to the River Run Centre Board of Directors.

Carried

REPORT TO COUNCIL  
IN COMMITTEE OF  
THE WHOLE

11. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT staff be given direction with respect to appointments to the Accessibility Advisory Committee.

Carried

The meeting adjourned at 5:55 p.m.

Next Meeting: January 18, 2009

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Chairperson