

# COMMITTEE AGENDA



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

DATE February 16, 2010

LOCATION Council Committee Room (112)

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

**CONFIRMATION OF MINUTES:** December 14, 2009

**PRESENTATIONS** (Items with no accompanying report)

### 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- 2010-A1 <b>Community Responder Program – First Year in Review</b>			
ECO-2010-A2 <b>Emergency Management Activities 2010</b>			
ECO-2010-A3 <b>Special Events &amp; Community Festivals at Riverside Park</b>			
ECO-2010-A4 <b>Work Plan – South End Community Centre</b>			
ECO-2010-A5			

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<b>Energy Environment Excellence (E<sup>3</sup>) Designation Update</b>			
ECO-2010-C1 <b>Erin Emergency Response Times</b>	Shawn Armstrong		√
ECO-2010-C2 <b>Community Services Allocation Policy</b>	Barbara Powell		√

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**

**NEXT MEETING**

March 15, 2010



**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

December 14, 2009

**Emergency Services, Community Services  
Page 2**

**& Operations Committee**

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**

**December 14, 2009**

Deputy Chief, Lyle Quan advised the Strategic Plan is a necessary  
**Emergency Services, Community Services**  
**Page 3**

### **& Operations Committee**

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

**December 14, 2009**

**Emergency Services, Community Services  
Page 4  
& Operations Committee**

**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

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

**February 16, 2010**

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-2010-A1 COMMUNITY RESPONDER PROGRAM – FIRST YEAR IN REVIEW</b></p> <p>THAT the report dated January 18, 2010 ‘Community Responder Program – First Year in Review’ be received for information.</p>	Receive
<p><b>ECO-2010-A2 EMERGENCY MANAGEMENT ACTIVITIES 2010</b></p> <p>THAT the report dated February 16, 2010 with respect to the 2010 Emergency Management Activities of Emergency Services, be received for information.</p>	Receive
<p><b>ECO-2010-A3 SPECIAL EVENTS &amp; COMMUNITY FESTIVALS AT RIVERSIDE PARK</b></p> <p>THAT Report #CS-IS-1003, ‘Special Events &amp; Community Festivals at Riverside Park’ dated February 16, 2010, be received.</p>	Receive
<p><b>ECO-2010-A4 WORK PLAN – SOUTH END COMMUNITY CENTRE</b></p> <p>THAT Community Services Report, #CS-AD-1004 ‘Work Plan – South End Community Centre’ dated February 16, 2010, be received;</p> <p>AND THAT staff proceed with Phase One: Preliminary Partnership Assessment and Development Options for a future South End Community centre utilizing internal staff resources and report back to Council on their progress as outlined in Report #CS-AD-1004.</p>	Approve

**ECO-2010-A5 ENERGY ENVIRONMENT EXCELLENCE (E<sup>3</sup>)  
DESIGNATION UPDATE**

Receive

THAT the Energy Environment Excellence (E<sup>3</sup>) Designation Update Report dated February 16, 2010, be received.

**B Items for Direction of Committee**

**C Items for Information**

**ECO-2010-C1 ERIN EMERGENCY RESPONSE TIMES**

Staff will provide a verbal update.

**ECO-2010-C2 COMMUNITY SERVICES ALLOCATION POLICY**

Staff will provide a verbal update.

attach.

# INFORMATION REPORT



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

SERVICE AREA Operations  
DATE February 16th, 2010

**SUBJECT** Community Responder Program – First Year in Review

## RECOMMENDATION

That the report dated February 16th, 2010 Community Responder Program - First Year in Review, be received.

## BACKGROUND

During the 2008 budget deliberations, Council approved an expansion request to introduce a seven day a week road patrol program providing 24 hour per day response and enhanced customer service to the City of Guelph community.

Historically, staff were required to be on a weekly standby rotation to respond to all after hour's calls and emergencies relating to the Operations Department services such as sewer blocks, traffic signal failures, regulatory sign maintenance, road closures and storm damage. This service was provided on an overtime basis.

Following an in-depth operational analysis of the program, it was identified that through reallocation of financial and human resources, three additional full time positions could be created to deliver 24 hour a day, seven day a week, highly responsive, visible and cost effective service to the community.

Staff in these additional positions were combined with the existing Road Inspector position, provided additional training and departmental knowledge to enable them to respond and resolve most issues independently, reducing the need to call in additional staff to assist.

The cost of the program was expected to have a net impact of \$15,000 (to cover additional vehicle operating expenses) after the savings created by reduced overtime were redirected to the program.



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## REPORT

At the conclusion of months of planning, developing and training the successful candidates, the Community Responders program was implemented in August 2008.

Through weekly and monthly monitoring of the performance of the program, staff are pleased to report on the following results realized in the first year of the program:

### Exceeding Expectations:

- 53% reduction in unplanned overtime (approximately 1,000 fewer hours or \$62,000\*)
- 25% reduction in the cost per call (approximately \$56.00/call)
- 33% reduction in staff time per call
- **Average response time decreased from 1 hour to 5 minutes**
- 100% Customer satisfaction – 0 complaints
- 100% road inspection requirement met

(\* conservatively estimated. Assumes all hours charged at 1.5x regular rate. If time was incurred, a significant number would be charged at 2x regular rate)

### Meeting expectations:

- 64% of calls resolved by Community Responder unassisted
- 12% of calls required two or more staff
- 2009 budget on track

### Unanticipated Outcomes:

- Decreasing trend in number of calls per day (from 3 in 2006 to 2 in 2009)
- Low number of calls received during late night/early morning

As we head into the second full year of the program, staff will continue to monitor the effectiveness of the program and plan to implement the following improvements:

- address any training gaps to increase the % of calls resolved unassisted,
- assess the need and impact of changing the current shift structure
- expand routine services that can be performed after regular business hours
- continuous program monitoring
- seek to extend the benefits of this service to other departments

By continuously monitoring the effectiveness of the program and optimizing the service, staff expect the Community Responder Program to remain an essential and valuable service provided to the community by the Operations Department.

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## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

N/A

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

Year to Year Performance Results of After Hours Program.



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### **Recommended By:**

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Manager, Roads & Right of Ways  
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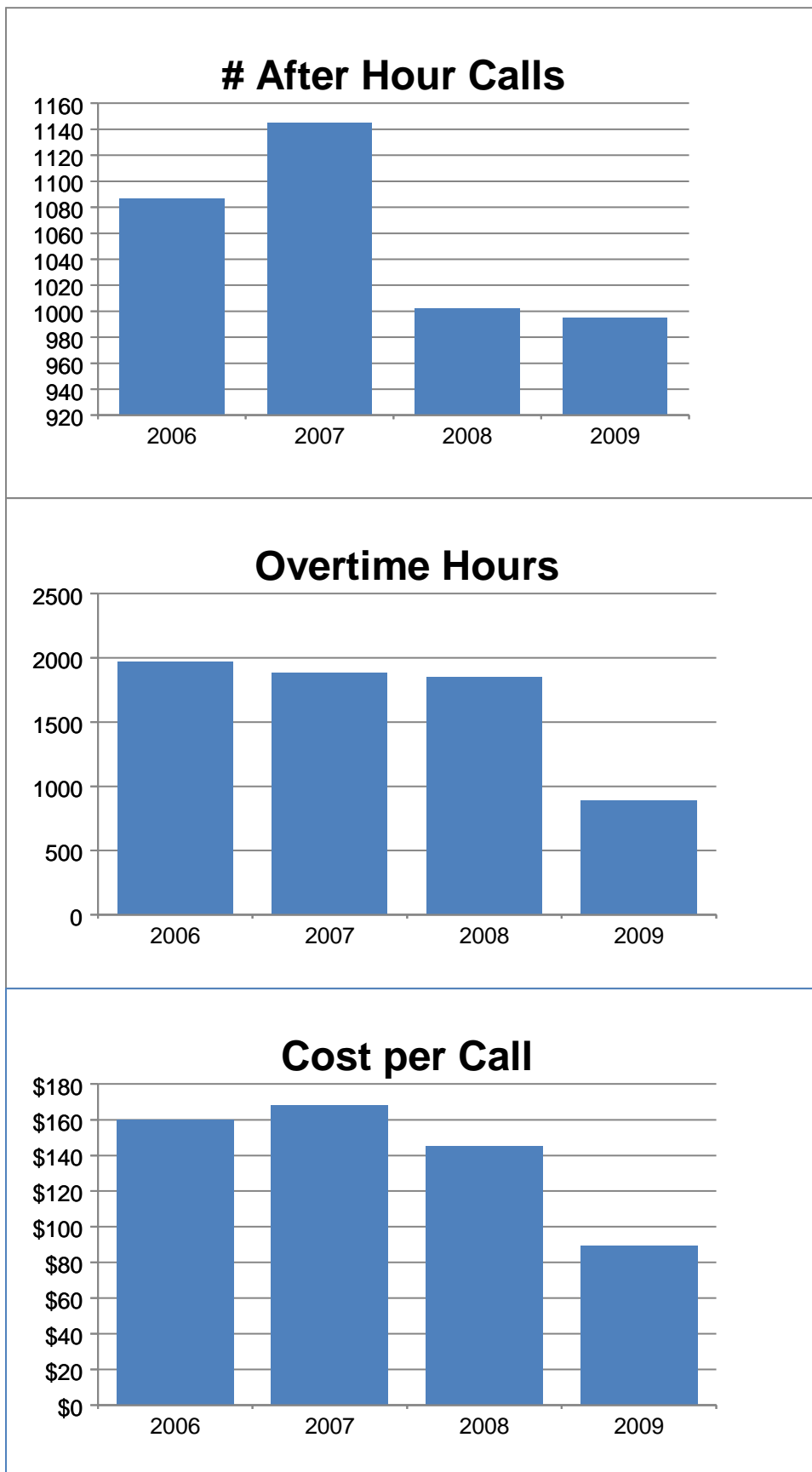


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### **Approved by:**

Derek McCaughan  
Director, Operations  
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[Derek.mccaughan@guelph.ca](mailto:Derek.mccaughan@guelph.ca)

## Year to Year Performance Results of After Hours Program



# COMMITTEE REPORT



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

SERVICE AREA Emergency Services  
DATE February 16<sup>th</sup>, 2010

**SUBJECT Emergency Management Activities 2010**  
REPORT NUMBER ECO-2010 A.2

## RECOMMENDATION

That the report dated February 16<sup>th</sup>, 2010 with respect to the 2010 Emergency Management activities of Emergency Services, be received for information.

## BACKGROUND

The City of Guelph is required by the Emergency Management & Civil Protection Act, RSO 1990 and Ontario Regulation 380/04 to satisfy yearly Emergency Management 'Program Standards'. Emergency Services has moved beyond the mandatory requirements in their goal to make Guelph more 'disaster resilient'. This report will provide information on our planned activities for 2010.

## REPORT

These are the Emergency Preparedness areas that staff plan to be working on in 2010:

- 1- **Training:** Two Basic Emergency Management courses will be held, (April and November) in 2010. This course is sanctioned by Emergency Management Ontario (EMO) and is a pre-requisite for any other emergency management courses from EMO or the federal Emergency Preparedness College in Ottawa. This course is open to all Emergency Management partners and Harry Dunning, the Community Emergency Management Coordinator has trained hundreds so far. A "Scribe" Seminar will be held in late spring to train staff who may have to maintain 'logs' for their principals during an emergency. Mandatory training for members of the Emergency Operations Control Group (EOCG) is being scheduled

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- 2- **Public Education:** The 'Eighth Annual' Emergency Preparedness Day will be held on May 5<sup>th</sup>, 2010 at the West End Community Centre. Exhibitor and related displays will be present with approximately forty of our emergency management partners. A helicopter is scheduled to attend from the Canadian Forces. Local school boards partner with us and bus children to the event each year. Extensive information is maintained on Guelph.ca for use by residents. Efforts are made to keep up to date information and improve it as changes are received. In consultation with our Disability Coordinator Leanne Warren, improved information is being made available for People with Disabilities / Special Needs. Ongoing written material is provided to the community such as our 'Your Personal Preparedness Guide' handbook. Personal Preparedness presentations are conducted on request.
  - 3- **Annual Emergency Exercise:** It is a requirement to do an annual exercise each year. This year a 'tabletop' exercise will be completed with simulators involved. This year's exercise is scheduled for the fourth quarter of 2010 and it is called Exercise 'Exponential Increase'. The desired outcome is to test our plans, train our staff and become more familiar with unusual issues not encountered on a day to day basis. Efforts are made to involve groups and staff that don't deal with the daily emergencies affecting first response organizations. The 2010 exercise will be held in our 'new' alternate Emergency Operations Centre at City Hall.
  - 4- **Yearly Requirements:** The Emergency Plan and Emergency Program will be reviewed along with the Hazard Identification and Risk Assessment and Critical Infrastructure list. The Community Emergency Management Coordinator and the Community Emergency Management Program Committee is tasked to ensure this is completed and reported to EMO. Guelph is currently 'compliant' with all Emergency Management Ontario requirements (2009) and is working on 2010.
  - 5- **Other Initiatives:** Preparations are under way for an Interoperability conference in Guelph on February 23<sup>rd</sup>, 2010 in partnership with the Canadian Interoperability Technology Interest Group (part of the Canadian Police Research Centre). An identified outcome is to improve interoperability during emergencies or disasters. A voluntary trial period for a proposed Guelph Hazardous Materials Management website and bylaw is underway. If successful, improved information will be available about hazardous materials in our community and Emergency Services will have improved planning on how to respond. The 'Site Management' group is continuously improving their skill and education level. Several hazard specific plans are under development, such as one to deal with overall 'fuel management' during an emergency.
  - 6- **Event Monitoring:** Every day, situation reports from EMO are received providing the CEMC and staff with information on emergencies in Ontario and around the world. In addition, local sources of information are monitored in an attempt to anticipate issues that may affect our community. A secure EOCG blog is maintained reporting issues to the group as necessary. We are currently monitoring the Haiti Earthquake issue with a view to how we could assist the response effort and how it could affect us (repatriation to our community could affect Social Services, Public Health, etc.).

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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**

All contained in the 2010 budget.

## **DEPARTMENTAL CONSULTATION**

Emergency Services

## **COMMUNICATIONS**

Community Emergency Management Program Committee (regulatory requirement)

## **ATTACHMENTS**

N/A

Original Signed by:

Original Signed by:

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### **Prepared By:**

Harry Dunning  
CEMC  
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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  
**DATE** February 16, 2010

**SUBJECT** **Special Events & Community Festivals at Riverside Park**  
**REPORT NUMBER** CS-IS-1003 / ECO-2010 A.3

## RECOMMENDATION

THAT Report# CS-IS-1003` Special Events & Community Festivals at Riverside Park', dated February 16, 2010 be received.

## BACKGROUND

Riverside Park, zoned as a regional park, hosts a number of festivals open to the public over the course of the summer, with attendance at these events ranging from 800 to 50,000 people. These festivals have grown in number and popularity over the past few years. City staff has received complaints from residents with respect to noise and some of the activities that occur before, during and following the events.

An ad hoc committee comprised of City staff, festival organizers, and Councillors convened to address the complaints and develop a strategy to minimize the disturbances experienced by the residents surrounding Riverside Park. The result of these collaborative meetings has been a list of actions for the festivals and events in 2010 outlined below in the body of the report.

### Events

Zoned as a regional park, Riverside Park remains the only readily accessible City owned park with existing amenities and of size to accommodate festivals of this size and scope. See appendix A for a listing of Riverside Park events and attendance.

### Complaints:

The complaints received centre around noise and the presence of vendors and amusement ride workers in the park outside of authorized hours. Specifically:

1. Vendors and amusement ride workers onsite days prior to the event and remaining onsite for days beyond the end of the festival.
2. Vendors and amusement ride workers allowed to "camp" overnight in Riverside Park throughout the festival.
3. The noise generated from the late night setup and/or dismantling of equipment.

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4. The noise from the generators required to run refrigeration compressors overnight.
  5. The noise generated by amplified music at the festivals.

Bylaw restrictions/Guidelines:

Currently the bylaws and policies/guidelines pertaining to these issues are focused on noise:

The noise bylaw allows for an exemption "*(e) to sport or recreational events in public parks where a permit has been issued by the City authorizing such event and the event complies with all of the conditions of such permit;*"

Sound Monitoring Guidelines adopted by Council in 2000:

- "Stage(s) locations for each event will be designated for each park site in consultation with City staff
- Stage(s) will be located with the back to adjacent buildings.
- A maximum sound volume of 95db, at the mix position will be permitted. The mix position is determined to be 100 feet in front of the stage and midway between the speakers.
- Events will open no earlier than 9:00 am and will close no later than 11:00pm. Exceptions will require Council approval.
- The events will be advertised to inform the public of the coming events.
- The event users will communicate about their events with the building superintendents of adjacent residential buildings".

These guidelines have not been incorporated into the noise bylaw. As such, Bylaw Officers cannot issue citations based on a decibel level; rather they investigate noise complaints and pursue enforcement based on noise as defined in the bylaw.

It is anticipated that complaints related to after-hours attendance in the park will be covered in the development of a consolidated parks by law; anticipated to be before Council in early Fall 2010.

## **REPORT**

### Collaborative Planning

During the coordination of special events City staff conduct one or more pre-event, on-site meetings with organizers of large community events to review the City's requirements and guidelines, as well as to assist the group with their planning and site layout.

These meetings are coordinated by the Special Events Co-coordinator and attended by Parklands and Greenways, Fire Prevention and other City staff as necessary. Post- event meetings also occur where staff and organizers debrief on the events, applaud successes, highlight challenges and work towards improving the event in future years.



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The ad hoc committee consisting of City staff, the Ribfest event organizers (Rotary Club of Guelph), and Councillors implemented a number of steps towards reducing the impact to surrounding residents for 2009 events

Steps included:

1. Monitoring of noise levels by staff using decibel meters at events/festivals.
2. Contracts between third party vendors/providers and the event organizers stipulated that these vendors would not be allowed onsite before or after the time agreed upon with the City.
3. Not allowing organizers or third party vendors/providers to remain in the park after hours for any activity other than active security, without permission.
4. Repositioning of loud speakers at Ribfest.
5. Asking organizers to rent quieter models of generators.

While these efforts were successful for the most part, the following issues persisted and were responded to as follows:

- Some vendors remained onsite beyond their contracted time. The City responded by having Bylaw Officers attend and issue tickets to the offenders.
- Complaints were received about the volume of music; even though, with the exception of one reading, decibel readings taken throughout the event indicated that noise levels were within the 95db guideline.
- Residents complained that vendors were "camping" in the park. Vendors that were onsite overnight had been given permission to do so by the Manager of Parklands and Greenways in order to allow them to provide security for their equipment.

Further meetings with staff and event organizers to address the above noted persistent issues resulted in a list of short and longer term actions to be undertaken.

### **Short term Actions:**

#### ***Vendors onsite outside of contracted times:***

- Bylaw Officers will be advised of permitted dates and times for events and will be asked to make periodic checks for early arrivals and late departures.
- Event organizers will be asked to remain onsite for the duration of the event to ensure that their vendors vacate the park as per the contracted time.

#### ***Setup coordination:***

- Organizers will prepare a coordinated and staggered check in for vendors coming onsite.
- All drivers will be given specific routes to follow and protocols to follow when operating a motorized vehicle in a park.

#### ***Overnight security***

- With the exception of Ribbers who have to start smoking their meat 2 days prior to Ribfest, organizers will investigate the feasibility of hiring a security company in order to eliminate the need for amusement ride workers and vendors remaining onsite overnight.

#### ***Amplified Sound:***

- 
- Over the winter, staff will review the 95db maximum sound level guideline and establish one that is more appropriate for the location: reviewed in collaboration with Bylaw staff.

***Tents:***

- Further to identified concerns for buried utilities, staff will research tent companies that could provide large tents that don't need to be pegged into the ground. The results will be communicated to the event organizers.

***Parking:***

- Event organizers will be asked to assign volunteers to prevent parking on the grassy areas or sports fields.

***Communication/Public Forum***

- Event organizers will be asked to post a notification in the common area or lobby of condominiums and apartment buildings surrounding Riverside Park, notifying residents of their event one week prior to the start date.
- Ward councilors will receive a weekly updated list of events occurring within City parks.
- Staff will hold a public information session in March or April 2010 to inform residents about the events booked at Riverside Park for the upcoming season. Targeted invitations will be extended to residents living within a certain radius of the park, consistent with the protocol for other departmental public information sessions. In recognition of the fact that these festivals are of interest to all City residents, notification of the information session will also be publicized on the City page of the newspaper. During the public forum, residents will be advised of the actions that are being implemented in response to their issues and they will be given the opportunity to provide input. They will also be provided with the phone numbers to call if issues arise. Appropriate cross departmental staff will attend to answer questions. Representatives from the largest festivals have also agreed to attend the forum, including Canada Day, Multicultural Festival, RibFest and FaeryFest.

***Environmental issues:***

- Waste resource staff will continue to work collaboratively with event organizers to manage and reduce waste at the events; for example, provision of signage and assisting organizers in providing three stream sorting at events.
- Waterworks staff will review the feasibility of providing a water tanker of City water at large community events and develop parameters and guidelines around eligibility and costs if the practice is to continue.

***Longer Term Actions***

***Damage deposits:***

- Staff will establish an appropriate damage deposit for large events.

***Infrastructure upgrades:***

- Staff will look for opportunities to source capital funding for infrastructure upgrades to Riverside Park water and hydro services, which would eliminate the need for additional generated power at festivals.

***Next Steps:***

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The above noted recommendations are being piloted at Riverside Park over the 2010 season. Results from these piloted changes will help to refine and inform decisions for events and festivals in other parks beyond 2010.

**Next Steps for 2010:**

1. Incorporate the actions outlined in this report into the work on the City's role in special events, as part of the Special Events Framework currently being revised by a cross -departmental working group. Specifically, what types of supports and services the City will provide in-kind to special events and which ones will be the responsibility of the event organizer.
2. Align the information from this report with the development of both the Noise by law and the consolidated Parks by law.

**CORPORATE STRATEGIC PLAN**

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, cultural and heritage identity.

**FINANCIAL IMPLICATIONS**

The actions outlined in this report represent a change in practice. Event monitoring, our response to complaints and public notification will be carried out by staff within their existing operational budgets.

**DEPARTMENTAL CONSULTATION**

Parklands and Greenways – Operations Department

By law enforcement – Operations Department

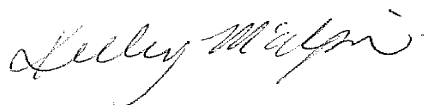
Waterworks – Environmental Services Department

Solid Waste Resources – Environmental Services Department

Community Programs and Facilities – Community Services Department

**ATTACHMENTS**

Attachment A: Riverside Park Events 2009



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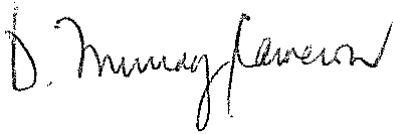
**Prepared By:**

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**Recommended By:**

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Appendix A – Riverside Park Events 2009

Community Festivals held at Riverside Park during the summer of 2009:

<b><i>Event Name:</i></b>	<b><i>Event Date:</i></b>	<b><i>Event Attendance:</i></b>
<i>Multicultural Festival</i>	<i>June 12-14</i>	<i>50,000</i>
<i>FaeryFest</i>	<i>June 20-21</i>	<i>2,300</i>
<i>Canada Day Celebration</i>	<i>July 1</i>	<i>50,000</i>
<i>Hindu Worship of Fire Deity</i>	<i>July 5 (first year)</i>	<i>800</i>
<i>Sunlight Music Festival</i>	<i>August 15 (first year)</i>	<i>2,000</i>
<i>RibFest</i>	<i>August 28-30 (12<sup>th</sup> year)</i>	<i>50,000</i>

# COMMITTEE REPORT



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

**SERVICE AREA**        Community Services  
**DATE**                                February 16, 2010

**SUBJECT**                        **Work Plan - South End Community Centre**  
**REPORT NUMBER**    CS-AD-1004 / ECO-2010 A.4

## RECOMMENDATION

THAT Community Services Report # CS-AD-1004, 'Work Plan – South End Community Centre', dated February 16, 2010 be received;

AND THAT staff proceed with Phase One: Preliminary Partnership Assessment and Development Options for a future South End Community Centre utilizing internal staff resources and report back to Council on their progress as outlined in Report #CS-AD-1004.

## BACKGROUND

A September 12, 2007 report entitled South End Community Centre advises of the need for a feasibility study and additional work related to supply, demand and trends, to inform a program and functional space design. At that time, it was also noted that a financial plan would be required, considering development charges and the potential for community partnerships.

In 2008 Council approved the development of a Recreation, Parks and Culture Master plan; a plan that provided a 10 year forecast on supply, demand and trends. It also approved the parallel development of a *South End Component Study* (SECS) to produce a listing of guiding principles and a preliminary indoor space allocation list.

As per Report CS-FP-0914, Councilors "*received and referred*" the Master plan for Recreation, Parks and Culture and the South End Component Study back to staff to comment. Given the challenges of the 2010-2014 capital budgets, staff is assessing the recommendations received against ever-changing opportunities for financing, partnerships and alternative modes of operation.

At the October 20, 2009 presentation of the 2010-2014 Capital Budget, Council was advised that there was no capital funding available to proceed with the South End Community Centre project in the next five years. Council voiced concern that the

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South End Community Centre, along with the Guelph Central Library project, are not 'shovel ready' and therefore, not able to take advantage of alternative funding opportunities. Staff proposed a general work plan for both projects to move them to a 'project ready' state and Council directed staff to report back with a more detailed approach for consideration by February 2010.

## **REPORT**

The sole purpose of the South End Component Study (SECS) was to identify types of spaces and potential activities that would be a good fit for the South End Community Centre, minding that the facility would need to respond to needs, trends and growth on a city-wide basis. It produced a *Preliminary Indoor Space Program* which is a list of potential services and programs and their related facility square footage requirement. If the full list was constructed, the South End Community Centre facility would be in the range of 122,000 and 146,000 square feet. Its current footprint is 120,000 square feet.

### Issues Identification

The SECS concludes with the following key action statement (12-3): "*The City should continue to plan for the South End Community Centre opening in the year 2015 pending further evaluation by the City related to planning, design, construction, funding and partnerships.*"

To proceed, the consultants identified the need to explore four key issues prior to the City moving forward to detailed design and the construction of a facility. Specifically, we should further examine:

- 1) Land requirements;
- 2) Operating models;
- 3) Financing of capital and operating budgets;
- 4) Partnership opportunities: public, private, commercial and other.

These four items were outside of the scope of the South End Component Study.

With regard to land, while the SECS's "*Preliminary Indoor Space Program*" projected a square footage requirement of between 122,000 and 146,000 square feet, the current site's "*maximum building envelope ...is within the range of 120,000 square feet, which may preclude some of the recommended components.*" Thus, it was understood that this full list of programs may not be accommodated on the existing site. The SECS also notes that the site's configuration could have an impact on the type and design of the facility components itself; the land is long and narrow, fronting on Poppy Drive, abutting a high school and community park.

With regard to operating models and a financial feasibility of both capital and operating budgets, the SECS outlined a series of guiding principles to inform the facility's design and operation including that the facility should:

- a) Serve active recreation and broader community needs;
- b) Be multi-use and multi-generational in design and programming;

- 
- c) Balance the needs of the immediate community while recognizing its city-wide role;
  - d) Take a collaboration approach between the city and community partners.

These guiding principles directly influence and may be seen to offset the range of potential operating models and partnerships available to the City of Guelph.

Without the information needed to address the land and operating models issues, the development of financing plans for capital and operating budgets is curtailed.

### Moving Forward in 2010

The SECS consultants provided recommended next steps to move the City toward the construction of the South End Community Centre, as follows:

- Step 1. Prepare preliminary concept plans to determine if additional land is required.
- Step 2. Business Case Development.
- Step 3. Partnership Assessment & Evaluation
- Step 4. Facility Concept Design, Phasing Plan, Financial Plan & Strategy
- Step 5. Detailed Design & Construction Documents
- Step 6. Construction
- Step 7. Detailed Operational Plan

Staff has reviewed the sequencing of these steps and proposes that we first focus on Step 3: Partnership Assessment first in order to discuss and explore potential partnerships and alternative operating models that might share in the delivery of programs and services identified in the SECS's "*Preliminary Indoor Space Program.*"

For example, the exploration of potential partnership with the Guelph Library, the YMCA and other recreational or social service partners may provide alternatives not included in the scope of the SECS work. The South End Community Centre requires these conversations to occur early in any work plan focused on positioning the centre to be "project ready." The findings of this work would be assessed in the future during the development of detailed business cases and financial models.

Therefore, staff would propose that the following Phase One work be undertaken using internal staff resources over the next 12-18 months:

### **Phase One: Preliminary Partnership Assessment and Development Options**

Actions:

1. Develop a working committee of interested service and program delivery agencies
2. Explore options to partner or work in an integrated manner towards the successful outcome of recommendations included in the SECS and Recreation, Parks and Culture Master Plan
3. Propose draft options for programming including alternative operation and building program models



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#### 4. Report findings to Council at key milestones

Outcome of Phase One work would include:

- Preliminary results report on “Partnership Assessment and Development Options”
- Recommendations leading to a Refined Component Study List of Space needs for the South End Community Centre

During Phase One, staff would seek dialogue with Council regarding:

- The distribution of services and facilities using a neighbourhood/village model vs. a clustered, district model;
- Building a framework of principles related to future business and development partnering on recreation facilities with private and non-profit sector colleagues, educational institutions and developers;
- Quantifying the financial feasibility of implementing the vision of equitable accessibility for programs, services and facilities.

Future Steps required will include:

Phase Two: Architectural Program

- Program & Functional Assessment
- Technical Site Analysis & Options
- Service Delivery Models
- Concept Drawings & Preliminary Costing

Phase Three: Business Case

- Organizational /Operational Model
- Partnership Principles and Draft Agreements
- Performance Indicators and Benchmarks
- Operating and Capital Budgets
- Liabilities & Risk Assessment

Phase Four: Detailed Architectural Design & Development

Phase Five: Building Program

- Land Assembly
- Site Preparation
- Construction
- Commissioning

#### Benefits of Proposed Approach

- Allows for exploration of future emerging practices and partners;
- Community will assist in defining future operating models and partnerships which may ultimately inform the design of functional space and business cases;
- Identifies, assesses and provides an evaluation on the probability of further capital costs along with interim or alternative solutions for providing the community with services

Provides a needed and incremental work plan to respond to opportunities for development and funding, while enabling the completion of key steps that move the project forward.

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## **CORPORATE STRATEGIC PLAN**

### Goal 2: Personal and community well being

2.1 A complete community with services and programs for children, youth and adults of all ages

2.5 Comprehensive life-long learning opportunities

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

### Goal 5: Government and Community Involvement

5.2 A consultative and collaborative approach to community decision making

5.4 Partnerships to achieve strategic goals and objectives

5.6 Organizational excellence in planning, management, human resources and people practices; recognized as a top employer in the community

## **FINANCIAL IMPLICATIONS**

No expenditures are required at this time to continue through 2010 with Phase One: Preliminary Partnership Assessment to explore options with the local community. Of note, the findings of this phase of work will need to be assessed and expanded upon using in the future Phase Three: Business Case.

The 10 Year Capital forecast remains to be developed and staff will continue to review the 2010-2014 Preliminary Five Year Capital Budget for opportunities to proceed with any further Phases of this project, subject to Council approval.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A



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### **Prepared and Recommended By:**

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Director of Community Services

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# COMMITTEE REPORT



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

SERVICE AREA Operations  
DATE February 16, 2010

**SUBJECT Energy Environment Excellence (E<sup>3</sup>) Designation Update**

## RECOMMENDATION

THAT the Energy Environment Excellence (E<sup>3</sup>) Designation Update Report dated February 16, 2010 be received.

## BACKGROUND

In May 19, 2009 Fleet Services tabled Emergency Services, Community Services & Operations Committee report (ECO) E<sup>3</sup> Fleet Designation (attached). In the report staff committed to "soliciting participation from various internal stakeholders" to develop Corporate policy in three key areas;

- Corporate "right sizing" of vehicles
- Anti-idling policy
- Vehicle utilization policy

## REPORT

A Green Fleet Policy Steering Committee was formed to create these policies. The Committee consisted of;

- Manager, Solid Waste Resources
- Manager of Inspection Services
- Manager, Community Facilities and Programs
- Manager, Roads/Rights of Ways
- Manager of Fleet & Equipment

The Committee developed three policies (attached) to address the key areas;

- **Right-Sizing Vehicle & Equipment Policy**  
Policy mandates that the most fuel efficient, lowest Green House Gas (GHG) emission vehicle/equipment capable of doing the work will be used. The term "equipment" refers to all unlicensed assets in the City of Guelph Fleet ranging from chainsaws to large wheeled loaders.
- **Vehicle & Equipment Utilization Policy**  
Policy establishes utilization thresholds for ownership of corporate vehicles & equipment.
- **Corporate Fuel Efficiency Policy**  
Policy establishes fuel efficiency training requirements for all City staff, establishes operator's responsibilities for fuel efficiency, establishes fleet's responsibilities for fuel efficiency, and creates policy for fuel type purchasing.

The three policies were presented to and adopted by the Senior Management Team

on January 14, 2010. Fleet Services has begun to meet with end user groups to communicate the content and implications of these policies in regards to vehicle & equipment operation, acquisition and utilization. All City of Guelph vehicle and equipment acquisitions and replacements, including those scheduled for 2010, will be subject to the thresholds and justification requirements set forth in these policies.

### **CORPORATE STRATEGIC PLAN**

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

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

### **FINANCIAL IMPLICATIONS**

Staff believe that these policies will lead to overall reductions in fleet operating cost by;

- Purchasing right size (smaller) vehicles
- Ensuring proper justification for vehicle & equipment acquisitions or replacements through utilization thresholds. This could lead to a reduction in the overall size of the fleet
- Reducing fuel operating expense by minimizing engine idling and training staff on fuel efficient vehicle/equipment operation

### **DEPARTMENTAL CONSULTATION/CONCURRENCE**

Departmental consultation has been facilitated by ensuring diverse user group/departmental representation on the Green Policies Steering Committee.

### **COMMUNICATIONS**

User group information sessions facilitated by Fleet Services

### **ATTACHMENTS**

1. ECO E<sup>3</sup> Designation Report
2. Right-Sizing Vehicle & Equipment Policy
3. Vehicle & Equipment Utilization Policy
4. Corporate Fuel Efficiency Policy

Original Signed by:

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**Prepared By:**

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Original Signed by:

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**Recommended By:**

Derek J. McCaughan  
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[derek.mccaughan@guelph.ca](mailto:derek.mccaughan@guelph.ca)

**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 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**

**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 & Recommended By:**

Derek J. McCaughan  
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822 1260 x 2018

## **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*

### 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)\**

POLICY	<b>Right-Sizing Vehicle &amp; Equipment Policy</b>
CATEGORY	Corporate
AUTHORITY	Operations (Fleet)
RELATED POLICES	Vehicle & Equipment Utilization Policy
APPROVED BY	SMT
EFFECTIVE DATE	December 2009
REVISION DATE	December 2011

## **POLICY STATEMENT**

The City of Guelph is committed to being environmentally responsible in the operation of its' fleet. The "Right-Sizing" Policy mandates the most fuel efficient, lowest Green House Gas (GHG) emission vehicle capable of doing the work will be used. All vehicles shall be purchased according to the average or typical utility of the vehicle. If work applications, drive train requirements, and vehicle capacities are required less than 40% of the time, the vehicles will be leased, rented, or shared from another work group to meet this need.

## **PURPOSE**

The intent of this policy is to purchase, lease and rent, higher efficiency vehicles, and decrease the unnecessary use of larger vehicles.

By right-sizing the City's fleet we will reduce total GHG emissions, decrease our carbon foot print and contribute significantly in achieving the City of Guelph's Strategic Plan Goal 6/Objective 6.2: *"Less total greenhouse gas emissions for the City as a whole compared to the current global average"*. This policy allows for the implementation of fleet standards while also bringing more awareness to the selection and environmental impact of vehicles.

This policy will lead to cost savings for the City of Guelph as higher efficiency vehicles use less fuel require less maintenance, and smaller vehicles have lower capital costs.

## **PROCEDURES**

The selection of the most appropriate vehicle, consistent with this policy is the joint responsibility of Fleet Services and the end user. To acquire a new vehicle or replacement vehicle (either through purchase, lease, or rent), all end users shall complete the 'Vehicle Right-Sizing Assessment' form (see attachment). Based on the information provided by the end user and in accordance with the right-sizing policy, Fleet Services will make a recommendation of the appropriate vehicle for the work application.

If the end user disagrees with the vehicle recommended by Fleet Services, the selection will be reviewed by an Appeal Committee (see attachment). The Appeal Committee, in all cases, will make the final decision.

## **ATTACHMENTS**

Refer to Attachment 1: Vehicle Right-Sizing Assessment Sheet

Refer to Attachment 2 : Vehicle Selection Appeal Committee Procedure

## **DEFINITIONS**

Carbon foot print - The total set of greenhouse gas (GHG) emissions caused directly and indirectly by an individual, organization, event or product.

# Attachment 1: City of Guelph Vehicle Right-Sizing Assessment Form

Vehicle is: New acquisition

Replacement                      Unit #:  \_\_\_\_\_ Make/Model: \_\_\_\_\_

Lease/Rent                       Estimated Period of Lease/Rent: \_\_\_\_\_

Suggested Make/Model: \_\_\_\_\_

2 Wheel Drive     4 Wheel Drive                       Seating Requirement: \_\_\_\_\_

Cab Configuration: Standard     Extended     Quad

Box Size: 6 ft (standard for inspection/supervision truck)   
                    8 ft (standard for work truck)

### Main Purpose of Vehicle:

Supervisor Vehicle   
Inspection Vehicle   
Work Truck

Describe nature of work:

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Is vehicle used in an off-road capacity? Yes     No

If yes, describe the off-road use of this vehicle:

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Are there other 4x4 vehicles in your work-group's fleet available for off-road use?

Yes     No                       If yes state quantity \_\_\_\_\_

Does vehicle need to provide emergency or on-call services? Yes     No

If yes, describe these duties and the equipment required to respond:

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Identify any emergency situations in the past 12 months:

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Is vehicle used in winter control activities? Yes  No

If yes, describe these duties:

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Describe any special considerations with regards to this vehicle's use or requirements (i.e. security of load, computer on board etc.):

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**Ridership/Usage/Cargo Analysis:**

<b>RIDERSHIP</b>		<b>Usage Frequency %</b>
1	Typical no. of passengers: _____	
2	Maximum no. of passengers: _____	

<b>USAGE</b>		<b>Usage Frequency %</b>
1	% driving in the city	_____ %
2	% driving on the highway	_____ %
3	% driving off road	_____ %
4	Average km/day of operation	_____ km
5	Average hours/week expected usage	_____ hrs

<b>CARGO</b> <b>Typical Cargo Items:</b>	<b>Estimated Weight/ Dimension/Notes</b>	<b>Usage Frequency %</b>


Does vehicle require towing capability? Yes  No

If yes, describe type of equipment being towed, approximate weight and how often:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Department Comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Requesting Manager's Name: Ext \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_

-----**To be completed by Fleet Services**-----

Vehicle Selected:

\_\_\_\_\_

Fleet Manager's Comments:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Fleet Manager's Signature:

Date:

\_\_\_\_\_  
 \_\_\_\_\_

-----**To be completed by Requesting Department**-----

Request for review by Appeal Committee:

Yes  No

Requesting Manager's Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

\*(Please return to Fleet Services if appeal is requested.)\*

**Fuel Economy/Emission Analysis:**

<b>New Acquisition Vehicle</b>	
CO <sub>2</sub> emissions as rated by NRCan for new acquisition vehicle	
Fuel economy as rated by NRCan for new acquisition vehicle	
<b>Existing Vehicle</b>	
CO <sub>2</sub> emissions as rated by NRCan for existing vehicle	
Fuel economy as rated by NRCan for existing vehicle	
<b>Replacement Vehicle</b>	
CO <sub>2</sub> emissions as rated by NRCan for replacement vehicle	
Fuel emissions as rated by NRCan for replacement vehicle	

## **ATTACHMENT 2: VEHICLE SELECTION APPEAL COMMITTEE**

### **PURPOSE**

The role of the vehicle/equipment acquisition Appeal Committee is to arbitrate disagreement between Fleet Services and end users regarding the selection and acquisition of vehicles and equipment.

### **APPEAL COMMITTEE**

- The Appeal Committee shall be made up of eight (8) City of Guelph Managers.
- There shall be exactly three (3) members present for each appeal hearing.
- Each member of the committee attending the hearing shall have one vote.
- None of the three members shall be from the requesting department
- End user Department Manager requesting the appeal has no vote and will be excused from the decision making process.
- Fleet Services representative has no vote and will be excused from the decision making process.
- All appeals shall be tabled by the Fleet Manager and sent to committee in a timely fashion.
- The Appeal Committee, in all cases, shall make the final decision.
- The Manager of Fleet shall introduce a rotation of committee members to achieve continuity and fair representation from all end users departments.
- The first committee will consist of the following positions.
  1. Manager of Inspection Services
  2. Manager of Infrastructure Planning; Design & Construction
  3. Manager, Community Facilities and Programs
  4. Manager, Solid Waste Resources
  5. Manager of Waterworks
  6. Manager of Procurement and Risk Management Services
  7. Manager, Roads/Right of Ways
  8. Manager, Traffic & Parking



POLICY	<b>Vehicle &amp; Equipment Utilization Policy</b>
CATEGORY	Corporate
AUTHORITY	Operations (Fleet)
RELATED POLICES	"Right Sizing" Policy, Vehicle & Selection Appeal Committee
APPROVED BY	Council
EFFECTIVE DATE	December 2009
REVISION DATE	December 2011

## **POLICY STATEMENT**

The City of Guelph is committed to being environmentally responsible in the operation of its' fleet. The Vehicle Utilization Policy mandates that all City vehicles and equipment, new acquisitions or replacements, must fall within the utilization thresholds described herein. By ensuring that vehicle and equipment utilization is optimized, we will make certain there are no unnecessary vehicles or equipment in the fleet.

This policy will lead to cost savings for the City of Guelph, as fewer vehicles and equipment will require less maintenance and repair and will lower capital costs.

## **UTILIZATION DEFINITIONS**

**Utilization** - The time the vehicle/equipment is away from its home base(s)

**Utilization measurement**- The measurement for utilization is time – tracked by either means of work orders or by checking vehicle/equipment activity via GPS (Global Positioning System)

**Full utilization**- Making allowance for vehicles/equipment not being utilized at the beginning and end of day and during break periods, the following **annual hours** shall be considered full utilization- Outside Workers asset – **1450** hours Inside Workers asset – **1365** hours (Outside Workers and Inside Workers have differing hours of work as specified in their collective agreements).The utilization of seasonal vehicles and equipment shall be proportional to full utilization.

## AQUISITON OR REPLACEMENT THRESHOLDS

<p><b>ACQUIRE OR REPLACE WITHOUT REVIEW</b></p> <p>Asset has sufficient utilization for it to be acquired/replaced without review</p>	<p><b>75 % or more</b></p>
<p><b>REVIEW REQUIRED</b></p> <p>Discussion is triggered on how to increase the utilization of asset</p>	<p><b>51 % - 74 %</b></p>
<p><b>NO AQUISITON OR REPLACEMENT</b></p> <p>Utilization is too low - asset will not be considered for acquisition or replacement without a re-utilization review</p>	<p><b>50% or less</b></p>

- Vehicles with utilization greater than 75% may be assigned permanently to the end user.
- City Hall vehicles with utilization between 74% & 51% will be classified as pool vehicles which can be booked out for all staff use through Service Guelph.

## EXEMPTIONS TO UTILIZATION POLICY

- Assets for which capital purchase/replacement cost is less than \$5000.
- Assets with highly specialized applications for which rental equipment, capable of doing the work, cannot be procured in a timely fashion.
- Highly specialized assets for which rental costs are greater than ownership costs

Determination as to whether any given asset meets the exemption criteria will be made by Fleet Services in consultation with the end-user. Disagreements shall be arbitrated by the Vehicle/Equipment Acquisition Appeal Committee

POLICY	<b>Corporate Fuel Efficiency Policy</b>
CATEGORY	Corporate
AUTHORITY	Operations (Fleet)
RELATED POLICES	Vehicle "Right Sizing" Policy Vehicle/Equipment Utilization Policy
APPROVED BY	Council
EFFECTIVE DATE	December 2009
REVISION DATE	December 2011

### **POLICY STATEMENT**

The City of Guelph is committed to being environmentally responsible in the operation of its' fleet. By doing so, we will significantly contribute to achieving the City of Guelph's Strategic Plan Goal 6/Objective 6.2: "*Less total greenhouse for the City as a whole compared to current global average*". To that end, all City of Guelph employees shall operate vehicles and equipment in a manner that minimizes fuel consumption. Employees who operate City vehicles and equipment must comply with this policy and procedures described herein.

### **PURPOSE**

The purpose of the policy is to educate and outline the responsibilities and obligations of employees who drive or operate City of Guelph vehicles and equipment, with respect to optimizing their fuel efficiency.

### **POLICY AWARENESS**

Every employee is required to become familiar with the Corporate Fuel Efficiency Policy and Procedure. Every employee will be provided with information about corporate vehicle fuel efficiency targets as well as tips for optimizing fuel efficiency.

### **POLICY IMPLEMENTATION**

Fleet Services staff will provide fuel efficient driver training to all existing City of Guelph employees who operate City vehicles or equipment. The trainer will provide policy orientation and ongoing fuel efficiency training for employees at crew and/or department meetings.

The training shall consist of a session to educate employees about fuel-efficiency driving techniques, anti- idling and the impacts of vehicle usage on the environment.

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City employees will receive Corporate Fuel Efficiency Policy orientation and fuel efficient driver training prior to operating any vehicles or equipment on behalf of the City.

All City employees who operate City vehicles or equipment will be required to attend refresher training on fuel efficient driving every three years.

## **FUEL EFFICIENCY RESPONSIBILITIES**

### **Operators Responsibilities:**

- City of Guelph vehicles and equipment will be operated in manner that optimizes fuel efficiency and minimizes the fleet's impact on the environment.
- City of Guelph vehicles & equipment will not be idled unnecessarily. If the vehicle/equipment is going to be idled for more than 30 Seconds (other than in traffic) operators will shut off the engine.
- City of Guelph vehicle & equipment operators shall not be permitted to utilize drive-through lanes at fast food/coffee shop locations.
- Over- acceleration and harsh braking shall be minimized.
- Vehicle/equipment shall not carry excess or unnecessary weight.
- Managers and Supervisor will encourage their staff to perform efficient route planning. (plan for multiple stop rather than multiple trips)

### **Fleet Responsibilities:**

- Fleet Services will be responsible to ensure all vehicles and equipment receives at least annual engine tune ups to optimized fuel efficiency and minimizes engine emissions. Fuel reports will be generated & checked monthly to identify units that are achieving less than class average fuel economy and corrective action will be taken.
- Vehicle and equipment idle time will be monitored by means of OEM onboard computers and by GPS. Fleet Services will generate monthly exception reports and advise Supervisors of any assets from their area with unacceptable idle time. Supervisors will counsel operators and initiate progressive disciplinary/coaching measures as required.
- All heavy vehicles with an automated shut down system will have the vehicle computer programmed to shut down the engine after 3 minutes of idling. Vehicles/equipment which utilizes the engine to operate accessory equipment shall be programmed so that the engine goes to Power Take Off (PTO) mode as soon as the PTO is engaged. PTO time will not be considered idle time.

- 
- Heavy vehicles with speed regulation systems shall be programmed to a maximum speed of 70 KM/HR.

### **Vehicle/Equipment Acquisitions:**

- Whenever possible and appropriate for the work application, the City of Guelph will purchase hybrid vehicles.
- To ensure that current technology, environmentally friendly vehicles and equipment are in use in the City of Guelph Fleet, cars and light trucks shall have a life cycle of 5 years (commencing in 2011). Heavy vehicles and equipment shall have a life cycle of 10 years. The stated lifecycle for each asset group may be adjusted based upon on-going lifecycle analysis .The specific lifecycle for each is unit is based on normal and anticipated maintenance and repair. Units exceeding these expectations will be disposed of prematurely at the discretion of the Manager of Fleet.
- All vehicles and equipment acquisitions (purchased rented or leased) must adhere to the City of Guelph Vehicle "Right Sizing" Policy and the Vehicle/Equipment Utilization Policy.
- Small equipment (weed-eaters lawn mowers etc.) where possible, will be powered by "four mix- four stroke" engines rather than standard two cycle engines which produce considerably more emissions.
- Where possible, small equipment will be powered by re-chargeable batteries rather than internal combustion engines. (e.g. Arena ice edgers)

### **Fuels:**

- Gasoline purchased by the City of Guelph shall be a minimum of 10% ethanol.
- Fuel purchased for City of Guelph Transit diesel powered vehicles will be bio-diesel.
- Diesel fuel purchased for all other City of Guelph on road use vehicles will be # 1 clear low sulfur diesel.
- All diesel powered City vehicles and equipment will operate on bio-diesel commencing in 2011.

### **DEFINITIONS**

PTO – **Power Take Off** is an auxiliary device usually mounted to either the front of the engine or the transmission to provide hydraulic pressure to operate other components.

Engine PTO mode- Engine operates at a higher than idle speed, usually 1200 rpm. (Idle speed is usually 750 rpm)

OEM – Original Equipment Manufacturer

GPS – Global Positioning System

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Tuesday, February 16, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Tuesday, February 16, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Hofland

Also Present: Councillors Bell, Billings and Wettstein

Staff in Attendance: Mr. H. Loewig, Chief Administrative Officer; Mr. 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 Farrelly  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on December 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the February 16, 2010 Consent Agenda to be voted on separately:

ECO 2010-A1	Community Responder Program – First Year in Review
ECO 2010-A3	Special Events & Community Festivals at Riverside Park
ECO 2010-A5	Energy Environment Excellence (E <sup>3</sup> ) Designation Update
ECO 2010-C1	Erin Emergency Response Times
ECO 2010-C2	Community Services Allocation Policy

2. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of February 16, 2010 as identified below, be adopted:

a) **Emergency Management Activities 2010**

Mr. S. Armstrong

THAT the report dated February 16, 2010 with respect to the 2010 Emergency Management Activities of Emergency Services, be received for information.

b) **Work Plan – South End Community Centre  
Community Responder Program – First Year in  
Review**

REPORT

THAT Community Services Report, #CS-AD-1004 `Work Plan – South End Community Centre' dated February 16, 2010, be received;

AND THAT staff proceed with Phase One: Preliminary Partnership Assessment and Development Options for a future South End Community centre utilizing internal staff resources and report back to Council on their progress as outlined in Report #CS-AD-1004.

Carried

**Community Responder Program – First Year in Review**

Mr. Sam Mattina, Manager, Roads/Right of Ways, provided highlights of the program and advised it has proven to be very successful and has a 100% customer satisfaction level.

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

Mr. D. McCaughan

THAT the report dated January 18, 2010 `Community Responder Program – First Year in Review' be received for information.

Carried

**Special Events & Community Festivals at Riverside Park**

Ms. Barbara Powell, Manager of Integrated Services & Development advised that notices are now being posted within the neighbourhood advising of special events and community festivals, as well as a mail out to area residents that provides options for them to receive further details and to provide their comments.

3. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

Ms. A. Pappert

THAT Report #CS-IS-1003, `Special Events & Community Festivals at Riverside Park' dated February 16, 2010, be received.

Carried

**Energy Environment Excellence (E<sup>3</sup>) Designation Update**

Mr. Bill Barr, Manager, Fleet & Equipment advised the program has been quite successful to date and that fuel efficiency training will be provided to all applicable staff. A news release will be done on February 17, 2010 and final certification is expected April 29, 2010. He advised they want to ensure the training is completed before promoting the program to the public to allow for compliance to occur. It was suggested that the public promotion could start on Earth Day.

4. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. D. McCaughan THAT the Energy Environment Excellence (E<sup>3</sup>) Designation Update Report dated February 16, 2010, be received.  
Carried

**Erin Emergency Response Times**

Mr. Shawn Armstrong, Director of Emergency Services/Fire Chief provided a synopsis of the Land Ambulance Service which includes Provincial standards and monitoring. He stated there are 100 standards to be met to receive certification and the City has been approved for certification until December, 2012. Response time is one of the 100 standards. He also advised that staff are undergoing a comprehensive review of processes in order to establish the funding formula resulting from the decision of the arbitration.

5. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. S. Armstrong THAT staff report back to committee with the process to be undertaken to determine the new funding methodology for Land Ambulance Services.  
Carried

6. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly  
Mr. S. Armstrong THAT Staff report back to committee with a process to address the Town of Erin's concerns in a system-wide context considering rural/urban issues regarding Land Ambulance Services.  
Carried

7. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. S. Armstrong THAT staff report back with statistical data analysis to provide context on the Land Ambulance service as a whole.  
Carried



**Community Services Allocation Policy**

Ms. Barbara Powell, Manager of Integrated Services & Development, advised that staff are ensuring the principles are in place for the Community Services Allocation Policy before developing the policy further. She stated that the challenge is to find a balance between special events and tournaments with regularly scheduled programs. She asked what issues of allocation should be considered in the policy and how the committee members would like to be involved in the development of the policy.

Suggestions made were:

- include an economic development component and explore different partners within the community and tourism initiatives;
- consider transition time needed to allow the various groups an opportunity to adjust to changes;

The meeting adjourned at 6:06 p.m.

Next Meeting: March 15, 2010

.....  
Chairperson

# COMMITTEE AGENDA



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

DATE March 15, 2010

LOCATION Council Committee Meeting Room (Rm 112)

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

**CONFIRMATION OF MINUTES-** February 16, 2010

**PRESENTATIONS** (Items with no accompanying report)

a)

## 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-6 Bylaw Compliance and Enforcement Officers' Code of Conduct			
ECO-7 Noise Control bylaw Exemption Request – EllisDon Construction, 75 Southgate Drive			
ECO-8 2010 Service Agreement with the Guelph Humane Society			

ECO-9	Ontario Street Road Narrowing – Follow-up Report			
ECO-10	Cassino Avenue – Traffic Management Review			
ECO-11	Further Enhancements to the Traffic Signal Operation – St. George’s Square	Alister McIlveen		√
ECO-12	Committee Mandate & Charter			
ECO-13	Follow Up on Directions by ECO Committee, February 16, 2010 Respecting Land Ambulance Services			

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**

**NEXT MEETING – April 19, 2010**

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Tuesday, February 16, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Tuesday, February 16, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Hofland

Also Present: Councillors Bell, Billings and Wettstein

Staff in Attendance: Mr. H. Loewig, Chief Administrative Officer; Mr. 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 Farrelly  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on December 14, 2009 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the February 16, 2010 Consent Agenda to be voted on separately:

ECO 2010-A1	Community Responder Program – First Year in Review
ECO 2010-A3	Special Events & Community Festivals at Riverside Park
ECO 2010-A5	Energy Environment Excellence (E <sup>3</sup> ) Designation Update
ECO 2010-C1	Erin Emergency Response Times
ECO 2010-C2	Community Services Allocation Policy

2. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of February 16, 2010 as identified below, be adopted:

a) **Emergency Management Activities 2010**

Mr. S. Armstrong

THAT the report dated February 16, 2010 with respect to the 2010 Emergency Management Activities of Emergency Services, be received for information.

b) **Work Plan – South End Community Centre Community Responder Program – First Year in Review**

REPORT

THAT Community Services Report, #CS-AD-1004 `Work Plan – South End Community Centre’ dated February 16, 2010, be received;

AND THAT staff proceed with Phase One: Preliminary Partnership Assessment and Development Options for a future South End Community centre utilizing internal staff resources and report back to Council on their progress as outlined in Report #CS-AD-1004.

Carried

**Community Responder Program – First Year in Review**

Mr. Sam Mattina, Manager, Roads/Right of Ways, provided highlights of the program and advised it has proven to be very successful and has a 100% customer satisfaction level.

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

Mr. D. McCaughan

THAT the report dated January 18, 2010 `Community Responder Program – First Year in Review’ be received for information.

Carried

**Special Events & Community Festivals at Riverside Park**

Ms. Barbara Powell, Manager of Integrated Services & Development advised that notices are now being posted within the neighbourhood advising of special events and community festivals, as well as a mail out to area residents that provides options for them to receive further details and to provide their comments.

3. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly

Ms. A. Pappert

THAT Report #CS-IS-1003, `Special Events & Community Festivals at Riverside Park’ dated February 16, 2010, be received.

Carried

## **Operations Committee**

### **Energy Environment Excellence (E<sup>3</sup>) Designation Update**

Mr. Bill Barr, Manager, Fleet & Equipment advised the program has been quite successful to date and that fuel efficiency training will be provided to all applicable staff. A news release will be done on February 17, 2010 and final certification is expected April 29, 2010. He advised they want to ensure the training is completed before promoting the program to the public to allow for compliance to occur. It was suggested that the public promotion could start on Earth Day.

4. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. D. McCaughan THAT the Energy Environment Excellence (E<sup>3</sup>) Designation Update Report dated February 16, 2010, be received.

Carried

### **Erin Emergency Response Times**

Mr. Shawn Armstrong, Director of Emergency Services/Fire Chief provided a synopsis of the Land Ambulance Service which includes Provincial standards and monitoring. He stated there are 100 standards to be met to receive certification and the City has been approved for certification until December, 2012. Response time is one of the 100 standards. He also advised that staff are undergoing a comprehensive review of processes in order to establish the funding formula resulting from the decision of the arbitration.

5. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. S. Armstrong THAT staff report back to committee with the process to be undertaken to determine the new funding methodology for Land Ambulance Services.

Carried

6. Moved by Mayor Farbridge  
Seconded by Councillor Farrelly  
Mr. S. Armstrong THAT Staff report back to committee with a process to address the Town of Erin's concerns in a system-wide context considering rural/urban issues regarding Land Ambulance Services.

Carried

7. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
Mr. S. Armstrong THAT staff report back with statistical data analysis to provide context on the Land Ambulance service as a whole.

Carried

## **Operations Committee**

### **Community Services Allocation Policy**

Ms. Barbara Powell, Manager of Integrated Services & Development, advised that staff are ensuring the principles are in place for the Community Services Allocation Policy before developing the policy further. She stated that the challenge is to find a balance between special events and tournaments with regularly scheduled programs. She asked what issues of allocation should be considered in the policy and how the committee members would like to be involved in the development of the policy.

Suggestions made were:

- include an economic development component and explore different partners within the community and tourism initiatives;
- consider transition time needed to allow the various groups an opportunity to adjust to changes;

The meeting adjourned at 6:06 p.m.

Next Meeting: March 15, 2010

.....  
Chairperson

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

**March 15, 2010**

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-2010 A.6 BYLAW COMPLIANCE AND ENFORCEMENT OFFICERS’ CODE OF CONDUCT</b></p> <p>THAT the March 15<sup>th</sup>, 2010 Operations Department’s report <u>Bylaw Compliance and Enforcement Officers’ Code of Conduct</u>, be received.</p>	Receive
<p><b>ECO-2010 A.7 NOISE CONTROL BYLAW EXEMPTION REQUEST – ELLISDON CONSTRUCTION, 75 SOUTHGATE DRIVE</b></p> <p>THAT an exemption be granted from Schedule “A” of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the construction process in association with EllisDon Construction, located at 75 Southgate Drive within the City of Guelph between March 23, 2010 and April 30, 2010 from 7:00 a.m. to 9:00 a.m. on Saturdays and Sundays only.</p>	Approve
<p><b>ECO-2010 A.8 2010 SERVICE AGREEMENT WITH THE GUELPH HUMANE SOCIETY</b></p> <p>THAT the Mayor and 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 \$382,000 for the period January 1, 2010 to December 31, 2010.</p>	Approve



**ECO-2010 A.9 ONTARIO STREET ROAD NARROWING – FOLLOW-UP REPORT**

Approve

THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;

AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;

AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.

**ECO-2010 A.10 CASSINO AVENUE – TRAFFIC MANAGEMENT REVIEW**

Approve

THAT an all-way stop control be installed at the intersection of Cassino Avenue and William Street.

**ECO-2010 A.11 FURTHER ENHANCEMENTS TO THE TRAFFIC SIGNAL OPERATION – ST. GEORGE’S SQUARE**

Approve

THAT the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George’s Square with the changes approved by Council at its regular meeting held Monday December 7, 2009 and implemented on December 9, 2009 be retained;

AND THAT staff review the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George’s Square in conjunction with the completion of the construction of the new Transit Terminal at the VIA/Carden Street location and report back to Committee with the results of their review and recommendations regarding changes to the current traffic signal phasing.

**ECO-2010 A.12 COMMITTEE MANDATE AND CHARTER**

Approve

THAT the Emergency Services, Community Services and Operations Mandate and Charter be approved.

**ECO-2010-A13 FOLLOW UP ON DIRECTIONS BY ECO COMMITTEE, FEBRUARY 16, 2010 RESPECTING LAND AMBULANCE SERVICES**

Approve

THAT the report dated March 15, 2010 regarding follow up on directions by ECO Committee, February 16, 2010 respecting Land Ambulance Services be received;

AND THAT the timing and process to address impacts of the new

funding methodology be approved;

AND THAT the statistical analysis providing context to current Land Ambulance Response time tracking be received for information;

AND THAT the timing and process to develop a system wide response time plan, including public education and reporting across the service area be approved.

**B Items for Direction of Committee**

**C Items for Information**

attach.

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** March 15, 2010

**SUBJECT** Bylaw Compliance and Enforcement Officers' Code of  
Conduct

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## **RECOMMENDATION**

"THAT the March 15<sup>th</sup>, 2010 Operations Department's report Bylaw Compliance and Enforcement Officers' Code of Conduct be received"

## **BACKGROUND:**

In 2009, some negative comments had been received from the public regarding the conduct of our Bylaw Compliance and Enforcement Officers (By-law Officers) during activities associated with the Holistic Establishments. While some comments can be attributed to misperception or misunderstanding of the role staff play in achieving compliance with City By-laws, some actions of staff were clearly not to the standard of the City of Guelph's Corporate Values or the Operations Department's Mission Statement (Attachment A). While staff usually carries out their responsibilities in a tactful manner under less than ideal circumstances, there is occasion where staff conduct has left us wanting. Unfortunately, while these occasions may be infrequent, they often overshadow the good work usually done and paint a negative perception of all staff.

To address such concerns, a number of enforcement agencies have developed codes of staff conduct to be followed when interacting with the public. In discussion with our staff, there was general concurrence the development of a Code of Conduct for the City's By-law Officers would provide positive guidelines that not only clearly set the expectations for staff, but would also allow a more objective review/assessment to occur when complaints regarding staff conduct are received.

## **REPORT:**

In May 2009, our By-law Officers began the process of creating a Code of Conduct. While management staff provided guidance, the points reflected in the Code of Conduct (Appendix B) were developed based on direct input from the By-law Officers and, consequently, the final Code is supported by all staff.

While the Code of Conduct is fundamental, Bylaw Officers also created a list of various behaviours and actions that they can apply to maintain the values stated in the code.

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Bylaw Officers will be expected to follow the code of conduct which they themselves created. To remind staff, the code of conduct will be prominently posted within their work areas and posted on the City's web site so that it can also be reviewed by the public.

**CORPORATE STRATEGIC PLAN:**

5.1 The highest municipal customer service satisfaction rating of any comparable sized Canadian community

**FINANCIAL IMPLICATIONS:**

N/A

**DEPARTMENTAL CONSULTATION:**

Human Resources

**COMMUNICATIONS:**

The Bylaw Compliance and Enforcement's Code of Conduct will be posted on the City's Webpage.

**ATTACHMENTS:**

Attachment A - Operations Department Mission Statement

Attachment B - Bylaw Compliance and Enforcement Officers Code of Conduct

Original Signed by:

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**Prepared By:**

Bryan Hall  
Bylaw Compliance & Enforcement Officer  
(519) 822-1260 ext 2273  
Bryan.Hall@guelph.ca

Original Signed by:

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**Recommended By:**

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

Original Signed by:

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**Recommended By:**

Allister McILveen  
Manager, Traffic & Parking  
519-822-1260 x2275  
Allister.McILveen@guelph.ca

Original Signed by:

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**Recommended By:**

Derek J.McCaughan  
Director, Operations  
519-822-1260 x2018  
Derek.McCaughan@guelph.ca

## **ATTACHMENT A**

### **Operations Department's Mission Statement**

Employees strive to provide customer service excellence, ensuring the efficient maintenance and effective management of our diverse public assets to enhance the quality of life; resulting in a desirable community in which to live, work and play.

**ATTACHMENT B**  
**Bylaw Compliance & Enforcement Officer**  
**Code of Conduct**

City of Guelph Bylaw Compliance and Enforcement Officers work to meet the Operations Department Mission Statement, providing customer service excellence, contributing to a desirable community in which to live, work and play. They conduct themselves in keeping with the City of Guelph Corporate Values when interacting with their customers and colleagues.

<b>Bylaw Compliance and Enforcement Officers demonstrate <i>Integrity</i> as they:</b>	<b>Examples include, but are not limited to:</b>
Are accountable for and take ownership of their actions, recognizing they are highly visible to the public.	Take responsibility for mistakes and improve yourself from them Avoid passing blame Be mindful of people's perceptions, recognize the public is observing your behaviour (e.g. driving, parking)
Are professional in their appearance and communication.	Avoid using foul language and be cautious with the use of slang, ensuring it fits the situation conform to the terms of the uniform policy Be neat and tidy in your appearance be aware of your style and tone when speaking interview people rather than interrogate
Act within the scope of their authority and apply the law fairly.	know the laws and facts of the situation before acting know the limits and authority of your role and act within them stand behind your and colleagues' decisions use discretion when needed and appropriate issue valid charges
Are honest, up front and trustworthy.	set the example in behaviour for the public and your colleagues do not accept bribes or gifts of any sort have open and honest conversations with co-workers about issues and seek assistance when needed protect confidential information
Show understanding and use discretion in responding to others' needs.	Be compassionate to the needs of all Avoid taking customer's actions personal Use common sense Compromise where appropriate Recognize that the public doesn't necessarily know the by-laws-provide education
Commit to performing their assigned duties and representing the City and their profession.	work according to your assigned schedule (i.e. duties and location) complete tasks to the best of our ability rather than passing them onto the next shift be punctual

<b>Bylaw Compliance and Enforcement Officers demonstrate <i>Excellence</i> as they:</b>	<b>Examples include, but are not limited to:</b>
Are open to and develop innovative approaches to their work.	Encourage the customer to help solve the problem share information with your colleagues about best practices be open to and accept change, seeking support when needed bring ideas for improvement forward – suggest solutions
take initiative with show leadership in a planned approach to their work	be organized in the way you carry out your duties to be effective and efficient
Manage their time well, being responsive to service requests.	Recognize the world isn't based on your schedule be considerate of others' time and help others become more efficient be sure to complete your assigned tasks
Treat resources and equipment well, using it to effectively deliver their service.	keep your uniform and equipment properly maintained and use them as they were meant to be return equipment to its proper location ready for the next user clean and fuel vehicles for the next shift
Adapt to the various needs of service requests, customers, and continual change.	realize that the public doesn't necessarily know the rules-provide education be open to compromise – it's not always black and white have your approach match the situation let customers know you want to help resolve the issue

<b>Bylaw Compliance and Enforcement Officers demonstrate <i>Wellness</i> as they:</b>	<b>Examples include, but are not limited to:</b>
Are respectful and considerate of others.	support people who are learning clarify roles with your partner before going to a call
Prioritize safety for themselves and others in their approach.	watch your tone and body language when speaking with customers so as to not antagonize people be sure your approach is comfortable for the other person be aware of what's going on around you and do not approach a situation if unsafe wear all PPE as required and encourage others to do so
Support the well being of their colleagues and cohesiveness of their team.	recognize each work unit has its own culture and ensure your actions are welcomed have open conversations with co-workers about issues do unto others as they would have you do unto them – the platinum rule have fun
Take pride in their work and promote their profession.	avoid taking customer actions and complaints personally recognize co-workers for their work - use FROG cards support City initiatives and events help people understand and appreciate what you do

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** March 15, 2010

**SUBJECT** Noise Control Bylaw Exemption Request  
EllisDon Construction, 75 Southgate Drive

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## RECOMMENDATION

"THAT an exemption be granted from Schedule "A" of the Noise Control Bylaw (2000)-16366, as amended, to permit noise associated with the construction process in association with EllisDon Construction, located at 75 Southgate Drive within the City of Guelph between March 23, 2010 and April 30, 2010 from 7:00 a.m. to 9:00 a.m. on Saturdays and Sundays only."

## BACKGROUND

EllisDon Construction is completing a time sensitive construction project within the Hanlon Creek Business Park. The structure they are building is required to be completed September 2010. Adhering to the City's Noise bylaw may create a delay in the construction resulting in the project not being completed on schedule.

Currently, the City's Noise Bylaw permits construction noise from 9:00 a.m. to 11:00 p.m. on weekends. This exemption request is to allow work to commence at 7:00 a.m.

The noise generated will be mostly from handheld tools such as nail guns, sanders and drills. On occasion, noise will be generated by equipment involved in the pouring of concrete.

The structure is scheduled to be completed by April 30, 2010 at which time all work will be performed inside and the exemption will no longer be required.

## REPORT

This construction project is located in an industrial basin with limited residential properties nearby. To date the Bylaw Compliance and Enforcement office has not received any concerns regarding this project.

It is anticipated that approximately 150-200 new employment positions will be created upon completion of this project.

In order not to be in violation of the Noise Bylaw, EllisDon Construction has requested an exemption from the Noise Control Bylaw to allow them to start at 7:00 a.m. on weekends rather than the permitted 9:00 a.m.



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Eight residential properties located within 500 metres of the construction site were advised of the exemption request and the date it would be presented to Committee.

Public notice of this exemption request was advertised in the local newspaper on March 5, 2010 (Attachment "A").

### **ALTERNATIVES**

Require EllisDon Construction to comply with the City's Noise Control Bylaw and maintain their constructing process during the permitted times.

### **CORPORATE STRATEGIC PLAN**

3.1 Thriving and sustainable local employment opportunities.

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Building Department

### **COMMUNICATIONS**

EllisDon Construction and residential properties located within 500 metres of the construction site have been advised that this report will be presented to the Environmental Services, Community Services and Operations Committee on March 15, 2010.

### **ATTACHMENTS**

Attachment "A" - Public Notice

Attachment "B" - Map of 75 Southgate Drive and surrounding 500m area

Attachment "C" - Letter sent to residential properties located within 500m of the construction site

Original Signed by:

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**Prepared By:**

Doug Godfrey  
Supervisor, Parking Reg. & Enforcement  
519-822-1260 x2520  
doug.godfrey@guelph.ca

Original Signed by:

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**Recommended By:**

Allister McILveen  
Manager, Traffic & Parking  
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allister.mcilveen@guelph.ca

Original Signed by:

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**Recommended By:**

Derek McCaughan  
Director, Operations  
519-822-1260 x2018  
derek.mccaughan@guelph.ca

## **Attachment A**

### **PUBLIC NOTICE**

#### **Noise Control By-law Exemption**

EllisDon Construction working at 75 Southgate Drive has applied for an exemption to the City of Guelph Noise Control By-law that prohibits noise associated with the construction process from 9:00 p.m. to 7:00 a.m. Monday thru Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays. In order to complete a time sensitive construction project, the applicant is requesting an exemption from the Noise Bylaw from 7:00 a.m. to 9:00 a.m. on Saturdays and Sundays commencing March 23, 2010 until April 30, 2010.

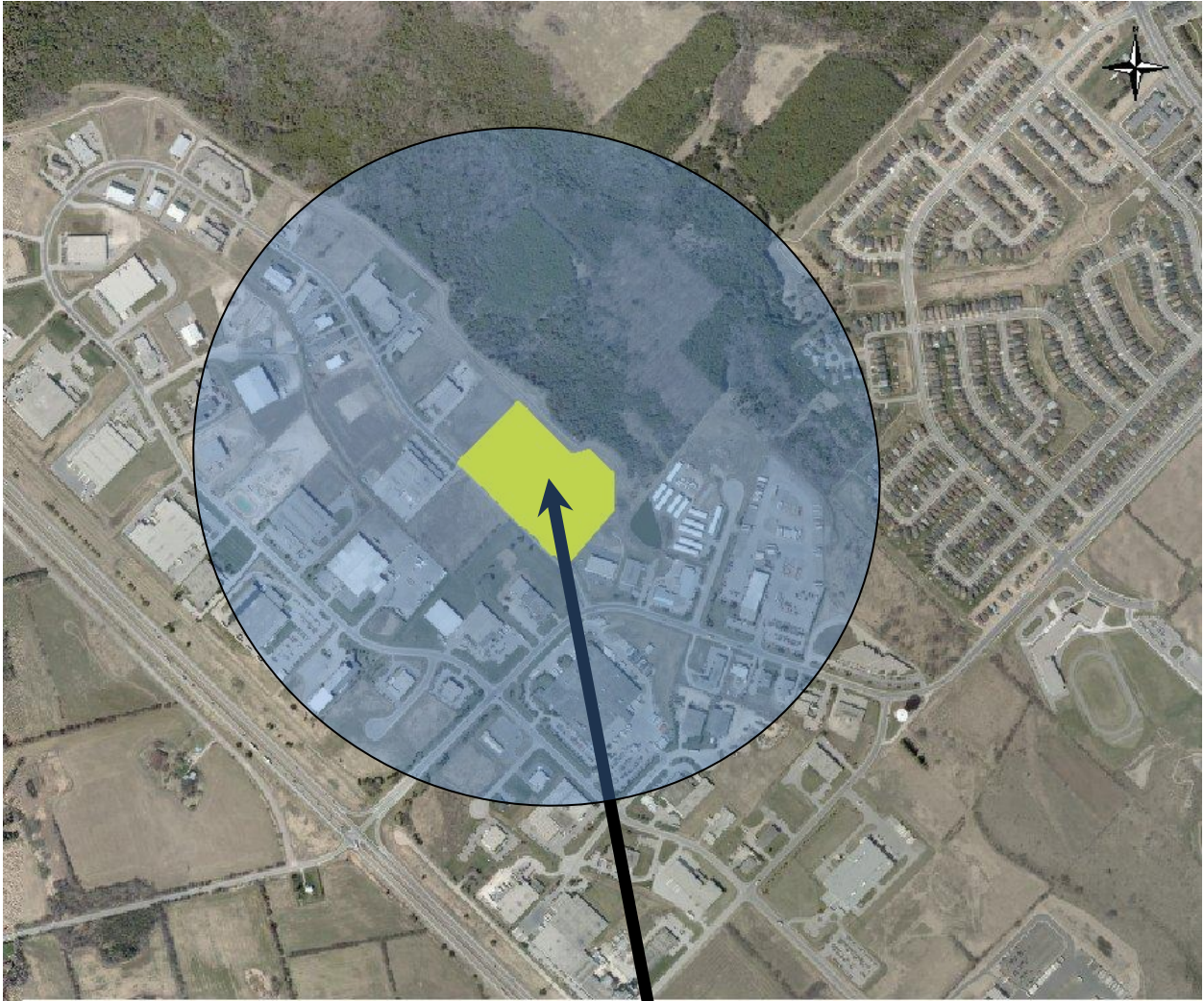
The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on March 15, 2010 at 5:00 p.m. in City Hall Committee Room 112, 1 Carden Street, Guelph, ON.

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 March 12, 2010. 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 March 12, 2010.

For more information, please contact:  
Doug Godfrey  
Supervisor, Parking Regulation and Enforcement  
519-822-1260 x 2520  
Or by-email to [Doug.Godfrey@guelph.ca](mailto:Doug.Godfrey@guelph.ca)

## Attachment B

### Map of 75 Southgate Drive



75 Southgate Drive and 500 metre surrounding area

## Attachment C

March 5, 2010

Dear Sir or Madame:

### **RE: Noise Control By-law Exemption**

Please note that EllisDon Construction working at 75 Southgate Drive has applied for an exemption to the City of Guelph Noise Control By-law that prohibits noise associated with the construction process from 9:00 p.m. to 7:00 a.m. Monday thru Friday and from 9:00 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays.

In order to complete a time sensitive construction project, the applicant is requesting an exemption from the Noise Bylaw from 7:00 a.m. to 9:00 a.m. on Saturdays and Sundays only commencing March 23, 2010 until April 30, 2010. The noise generated would mostly be from handheld tools such as nail guns, sanders and drills. On occasion, noise from equipment involved with the pouring of concrete will also be generated.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on March 15, 2010 at 5:00 p.m. in City Hall Committee Room 112, 1 Carden, Guelph, ON.

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 March 12, 2010. 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 March 12, 2010.

Yours truly,

**Doug Godfrey**  
Supervisor, Parking Regulation and Enforcement

Operations Department  
**Traffic & Parking Services**

T 519 822-1260 X2520  
F 519 822-1751  
E [doug.godfrey@guelph.ca](mailto:doug.godfrey@guelph.ca)  
File No: 15.136.003J

DG:cv

# COMMITTEE REPORT



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

**SERVICE AREA**            Operations  
**DATE**                            March 15, 2010

**SUBJECT**                      2010 SERVICE AGREEMENT WITH THE GUELPH HUMANE  
SOCIETY

## **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 \$382,000 for the period January 1, 2010 to December 31, 2010.

## **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 is within the approved 2010 budget.

## **REPORT**

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

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## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

The contract value of \$382,000 was approved in the 2010 Budget.

## **DEPARTMENTAL CONSULTATION**

n/a

## **COMMUNICATIONS**

n/a

## **ATTACHMENTS**

n/a

Original Signed by:

Original Signed by:

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### **Prepared 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 March 15, 2010

**SUBJECT Ontario Street Road Narrowing - Follow-Up Report**

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## **RECOMMENDATION**

THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;

AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;

AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.

## **BACKGROUND**

A traffic calming review was completed for Ontario Street following the installation of interim all-way stop signage in May 2003. A traffic calming plan was developed for Ontario Street, however due to lack of support from residents to the proposed measures staff recommended leaving the interim all-way stops in place as the final phase of the review. On February 25, 2008, Council approved the following resolution:

THAT the existing all-way stop controls installed at the intersections of Ontario Street at Arthur Street South/Manitoba Street and at Ontario Street at Neeve Street remain in place;

AND THAT the Director of Operations confirm with the Director of Community Design and Development Planning that the realignment of the corner of Ontario Street will occur with the realignment of York Road;

AND THAT Operations Department staff be directed to provide alternative recommendations to the Committee to address the local issues outside of the traffic management process.

In October 2008 staff presented a report to the Emergency Services, Community Service and Operations (ECO) Committee (Appendix A) recommending the installation of a road narrowing at the Intersection Pedestrian Signal (IPS) on Ontario Street at Wood Street. On October 27, 2008, Council approved the following resolution:

THAT the recommendation contained in the Director of Operations report of October 15, 2008, to install a road narrowing at the intersection of Wood Street and Ontario Street be approved.

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In August 2009 the road narrowing was installed on the north side of Ontario Street east of Wood Street.

At the September 21, 2009 ECO Committee meeting a number of residents registered as delegations to present their objections and concerns regarding the installation of the road narrowing. At this meeting, Committee approved the following resolution:

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.

## **REPORT**

After objections to the installation of the road narrowing were raised by delegations at the September 21, 2009 ECO Committee meeting, the following actions were undertaken:

1. Staff responded to the list of questions and concerns submitted by the group of residents. This response was given directly to the resident(s) who submitted the inquiry and made available to other residents at a public meeting held in October 2009. (Appendix B)
2. On October 27, 2009, staff held a public meeting to provide an open forum to discuss the issue of the road narrowing on Ontario Street at Wood Street.

Staff collected comments from residents at the meeting and following the meeting. The comments received and staff's responses are provided in Appendix C. Appendix D shows the area and key locations of some of the concerns raised.

### Effect on Operating Speeds:

One of the concerns raised by residents was the effectiveness of the road narrowing in reducing vehicle operating speeds. Traffic data collected on Ontario Street before and after the installation of the road narrowing, shows a reduction of operating speeds by 6 km/h (55km/h before; 49 km/h after). The City's traffic calming policy requires that a speed be 55 km/h or greater to consider addressing a speeding issue through the policy. This reduction represents a significant positive impact on the speed of vehicles on Ontario Street.

### Conclusion:

At the public meeting held on October 27, 2009 the majority of the residents that appeared at the September 21, 2009 ECO meeting were in attendance. Based upon observations by staff, most if not all of these residents, are still of the opinion that the road narrowing is not necessary and still want the island removed. A number of other residents that attended the public meeting indicated their support of the narrowing remaining with the addition of some signing and pavement marking to enhance its operation. Staff anticipate that the residents who object to the road narrowing remaining will appear as a delegation at the March 15<sup>th</sup> meeting of ECO.

As the road narrowing has been shown to be effective in reducing the operating speeds on Ontario Street near Tytler Public School and addresses the initial objective of staff in providing a shorter crossing distance for pedestrians at the



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existing pedestrian signal, staff recommend that it be retained and that the road narrowing be reviewed at the time that Tytler Public School closes with a report to committee on whether or not it should be retained. In addition, to address concerns raised by residents, staff recommend adjusting the centerline in order to make it less abrupt and install warning signs in advance of the narrowing to advise drivers that road narrows. (Appendix E)

### **CORPORATE STRATEGIC PLAN**

Government and community involvement: Goal #5: A community focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

Installation of roadway narrows signs and alterations to the centerline will be funded through Operating budget New Sign Installation Account 720-3141 at an estimated cost of \$500.

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

Residents of Ontario Street will be notified that this matter is being brought to the ECO Committee at their meeting on March 15, 2010.

### **ATTACHMENTS**

- Appendix A – Ontario Street Narrowing ECO Committee Report, October 15, 2008
- Appendix B – Staff response to resident questions
- Appendix C – Staff response to public meeting comments
- Appendix D – Area Map
- Appendix E – Proposed modifications

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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Director, Operations  
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# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** October 15, 2008

**SUBJECT** ONTARIO STREET ROAD NARROWING  
**REPORT NUMBER**

---

## RECOMMENDATION

"That the recommendation contained in the Director of Operations report of October 15, 2008, to install a road narrowing at the intersection of Wood Street and Ontario Street be approved."

## BACKGROUND

At the February 11, 2008, meeting of Emergency Services, Community Services and Operations Committee the following resolution was passed:

"THAT the Operations Department staff be directed to provide alternative recommendations to the Committee to address the local issues outside of the traffic management process."

## REPORT

Past concerns from Ontario Street residents primarily consisted of the speed of vehicles, pedestrian safety at school crossings and cut through traffic. While cut through traffic and vehicle speed was found to be no longer a problem based on the recent traffic calming review for Ontario Street, concern remained for pedestrian safety at school crossings.

Staff have reviewed Ontario Street and determined that a roadway narrowing on the northeast corner of the intersection of Ontario Street at Wood Street would provide a shorter crossing distance for the existing pedestrian signal that services Tytler School and the primarily residential area.

Appendix A provides a location of the proposed road narrowing for Ontario Street at Wood Street.

### Proposed Road Narrowing:

The Operations Department surveyed the residents on Ontario Street between Manitoba Street and York Road on a proposed road narrowing at Wood Street.

# Appendix A

## Ontario Street Follow-up Report

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Appendix B outlines the survey area for the proposed road narrowing. 45 notices were distributed to the directly affected households located within the study area and only 17 (38%) of the households surveyed responded. Of the 17 households that responded, 13 (76%) were not in favour of the proposed road narrowing on Ontario Street.

While technically not warranted, staff are recommending the installation of the road narrowing as Ontario Street is overly wide for a local street. Once installed, this narrowing will reduce the exposure that pedestrians, including the elementary school students, have to vehicular traffic as they cross the roadway to the elementary school and to the play area located on the school board property.

### **ALTERNATIVES**

Do not install the road narrowing.

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Community Design and Development Services

### **COMMUNICATIONS**

Affected property owners have been advised that this matter is being presented to the Emergency Services, Community Services and Operations Committee on October 15, 2008.

### **ATTACHMENTS**

Appendix A – Proposed Road Narrowing  
Appendix B – Survey Area



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#### **Prepared By:**

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Manager, Traffic and Parking  
519 822 1269 ext 2275  
Bob.Chapman@guelph.ca

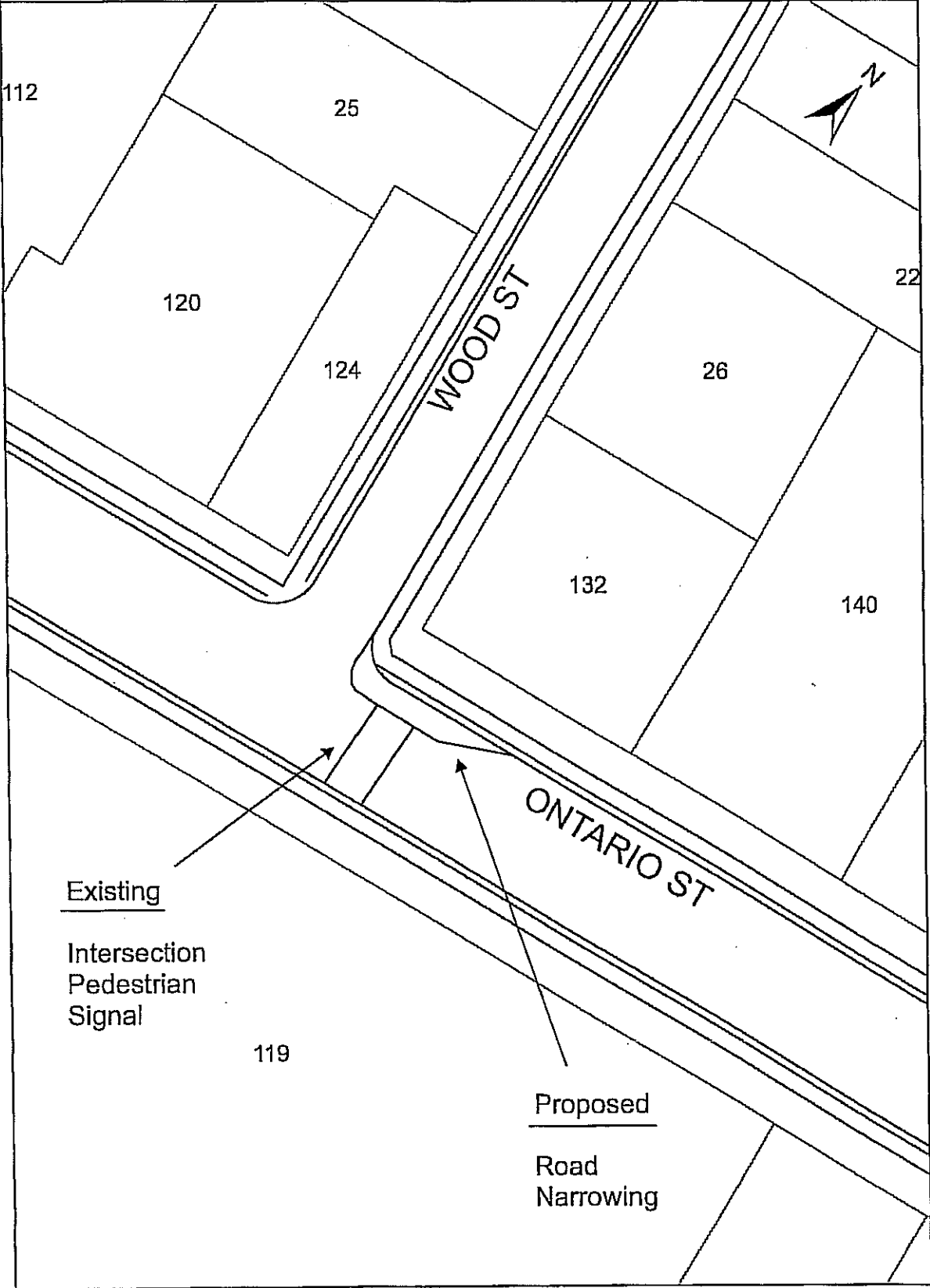
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#### **Recommended By:**

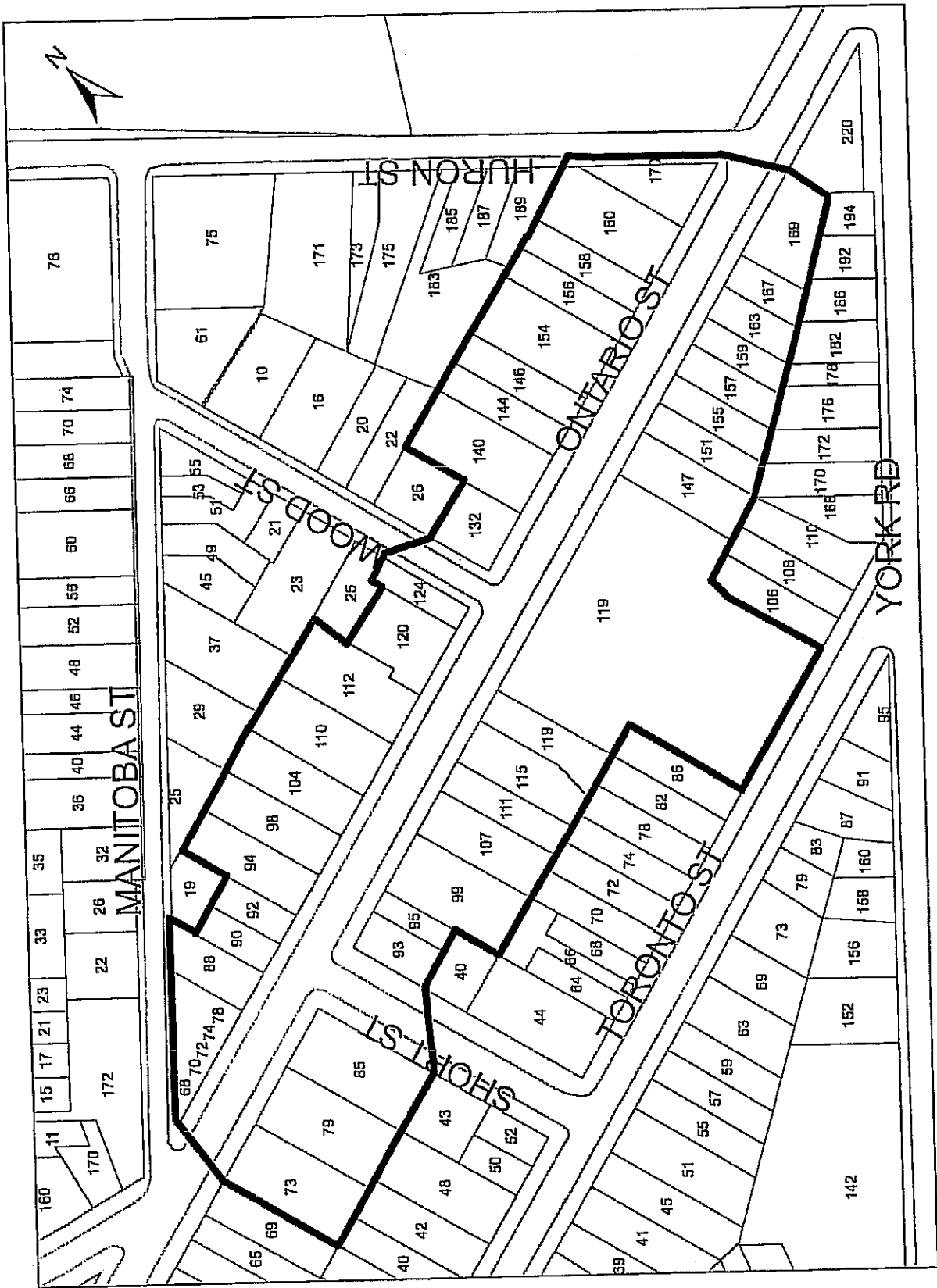
Derek J. McCaughan  
Director of Operations  
837 5628 ext 2018  
Derek.McCaughan@guelph.ca

Appendix A  
Ontario Street Follow-up Report

Appendix A - Proposed Road Narrowing



Appendix A  
 Ontario Street Follow-up Report  
 Appendix B - Survey Area



Appendix B  
Ontario Street Follow-up report

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*The following is staff's response to a series of questions presented to the Emergency Services, Community Services and Operations Committee (a Committee of City Council) on September 21, 2009.*

## 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?

Staff Response:

In the past 5 years there has been 1 reportable collision involving a pedestrian on Ontario Street (@ Neeve St). (In 2002 pedestrian ran out from between parked cars and was hit.)

2. How many pedestrians have been hurt at the Tytler School pedestrian crossing?

Staff Response:

A search of the records that we have on file indicates that there has not been a reported collision involving a pedestrian at this location.

3. How many near misses have happened at the Tytler School pedestrian crossing?

Staff Response:

Collision history is based upon reported collisions. Therefore, the staff have no record of those collisions that are not reported through Guelph Police Services. Unless the public calls and advises that there was a 'near miss' staff would be unaware. In addition, the term 'near miss' is misleading as each individual has their own definition of a 'near miss'.

4. How many near misses have happened on Ontario Street?

Staff Response: As above

Appendix B  
Ontario Street Follow-up report

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5. How many, if any accidents or near misses were related to parents dropping off their children?

Staff Response:

There is no record of any reported collisions on Ontario Street at Tytler Public School frontage.

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?

Staff Response:

Funding was readily available to pay for the permanent installation of a road narrowing at the school to create a safer crossing area for school children.

7. Where else in the City, have these exact same type of measures been used?

Staff Response:

Similar narrowings are installed on Dufferin Street, Teal Drive and Balmoral Drive.

8. Where has this type of protrusion worked before?

Staff Response:

As indicated above there are locations that we have installed similar road narrowings. They are installed for safety reasons with some of the effects being measurable, while others are not.

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?

Staff Response:

This is not a pilot project.

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?

Appendix B  
Ontario Street Follow-up report

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Staff Response:

The narrowing was designed to allow two vehicles to pass through the narrowed portion at the same time. Illegal driving actions are enforced by Guelph Police Service.

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?

Staff Response:

The object marker installed on the narrowing functions as a year-round warning device. Yellow centreline functions during the majority of the year. We are currently reviewing the existing signing and the pavement marking for improvement.

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?

Staff Response:

The money was identified for traffic calming for Ontario Street, not specific to the intersection of York Rd. and Ontario St.

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?

Staff Response:

The overall traffic impact generated by Owens Corning has not been determined. We are not aware of any negative impact on school children at pick up times 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?

Staff Response:



Appendix B  
Ontario Street Follow-up report

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The narrowing is intended to improve the operation of the road at this location by slowing vehicles on Ontario Street and providing a shorter crossing distance for pedestrians to cross.

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?

Staff Response:

City staff will review the usefulness of both the narrowing and intersection pedestrian signal after the school has been closed and the future use is determined.

16. What is the difference in traffic volume between the summer months and the school term months?

Staff Response:

We do not collect traffic information in the summer months unless there is a special need, as traffic patterns are different due to vacation and the summer school break. As a general rule of thumb the peak hour traffic flows are 25% to 30% lower in the summer 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?

Staff Response:

Council directed staff to recommend treatment on Ontario Street outside of the traffic management process to address pedestrian safety at school crossings. The staff do not consider this area as a 'slum' area.

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?

Appendix B  
Ontario Street Follow-up report

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Staff Response:

City staff strive to identify deficiencies and opportunities for improvement on the road network to make roads safer for all road users.

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?

Staff Response:

Road narrowings do not promote aggressive driving at any time.

20. Were there feasibility studies done for:

- A roundabout at the intersection of York and Ontario Street

Staff Response:

No, a roundabout was not considered as part of this project.

- Reducing the speed limit from the intersection at Huron and Ontario to the intersection at Arthur and Ontario Street

Staff Response:

No. Artificially lowering speeds limits have very limited effectiveness without very strict long-term enforcement by police. The necessary enforcement is not sustainable with the resources available to Guelph Police Service.

- Smart Lights

Staff Response:

The term 'smart lights' has many meanings. Staff would need further clarification to provide a response.

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?

Staff Response:

Appendix B  
Ontario Street Follow-up report

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Traffic Investigations staff watch for opportunities to improve roads through capital or maintenance programs. E.g. Balmoral / Inverness.

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?)

Staff Response:

The cost for the road narrowings was approximately \$7,000. Funds are to be collected from Owens Corning.

23. What would the cost of removing this protrusion be? (old Owens Corning money again?)

Staff Response:

The cost to remove the road narrowing is estimated at \$7,000.

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?

Staff Response:

Staff would have required specific direction from Council to change the course of action since it was a Council resolution which directed staff to implement the narrowing.

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?

Staff Response:

Appendix B  
Ontario Street Follow-up report

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The issue of the children crossing Ontario Street was subjective rather than through statistically collected information.

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....."

Staff Response:

I would speak to your local Councillor on the best way to be kept up to date with activities/issues within your neighbourhood.

It is our usual practice to keep the public informed of the results of surveys.

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.

Appendix B  
Ontario Street Follow-up report

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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:

519- [REDACTED]

or

519- [REDACTED]

Appendix C  
Ontario Street Follow-up report

Verbal comments received at Public Meeting – October 27, 2009

Comment / Question	Staff response
Some do not believe the road narrowing reduces operating speeds.	Comparison of data collected before and after installation of the narrowing indicates a significant reduction in operating speed. Before narrowing - 55 km/h; After narrowing - 49 km/h)
Some believe speeds/noise reduced/lowered.	
Narrowing does not lower speeds.	
Pedestrians in driver's line of sight/closer to vehicles on road- concern situation is more UNSAFE	With proper warning of the change in curblines (through signs and pavement markings) drivers are aware that it is necessary to travel around the narrowing. Pedestrians standing in the narrowing area are more visible to drivers, and pedestrians also have better sightlines to see approaching vehicles.
Location of school bus loading zone interferes with operation of intersection. Can it be relocated?	Options for school bus loading zone location are limited. Only viable option within school frontage would be to eliminate the existing Kiss N Ride Zone on Toronto Street and replace it with the school bus loading zone. Staff do not recommend since displaced parent vehicles would create greater affect on neighbourhood residents. <b>Adjusting centreline on Ontario St west of Wood St would help to improve the situation.</b>
Concern snow will accumulate at the road narrowing. Vehicles losing control and hit pedestrians, etc.	On-site observation (January 14, 2010) showed that travel portion is clear of parked vehicles and staff have not received any related complaints to date. Staff can continue to observe though winter after additional snow accumulation.
Narrowing is ugly. Do not like the use of asphalt on boulevard. Prefer plantings, grass, compared to other narrowings installed in the City where grass was installed on the boulevard.	Other narrowings are an extension of a grass boulevard. North side of Ontario Street has asphalt boulevard.
40km/h speed limit in school zones. Suggestion that Ontario Street be used as a pilot project.	Council report on matter of school speed zones planned for later in 2010.
Request for Road Narrowing Ahead warning signs.	<b>Staff recommend this improvement.</b>
Request to use traffic signals to control speeding by making signals cycle so that when a vehicle is approaching the signal turns to red indication.	Traffic signals are installed to control right of way and increase safety of pedestrians crossing, not as speed control measures.
Lower speed limits in neighbourhoods (not just in school zones). (e.g. 40 km/h)	Speed limit signs without strict enforcement have limited impact on driver behaviour. The use of physical measures can be effective at all times.
Suggest narrowing road on south side instead of on the north side.	Effect on speeds would likely be unchanged.

Appendix C  
Ontario Street Follow-up report

Comment / Question	Staff response
Make the crosswalk at the narrowing a raised crosswalk.	As per City policy, vertical measures are to be used as a last resort. Current narrowing has been effective in reducing operating speeds below posted speed limit, and staff do not recommend the addition of a raised crosswalk at this time.
Location of stop bar on Wood St. Concern expressed that the stop bar is located significantly back from new edge of curb and makes it more difficult to see approaching vehicles. (Note: traffic on Wood Street has a stop sign.)	Sightlines are adequate from a stopped position at the existing stop bar. The stop bar cannot be moved further ahead due to location of the Ontario Street sidewalk. Drivers are required to stop at the stop bar, then they are permitted to move forward slowly until they are comfortable proceeding onto Ontario Street when there is an acceptable gap in traffic.
Make Manitoba St one way eastbound.	This would have a significant impact on Manitoba St residents accessing their properties.

Appendix C  
Ontario Street Follow-up report

Written comments received following Public Meeting – October 27, 2009

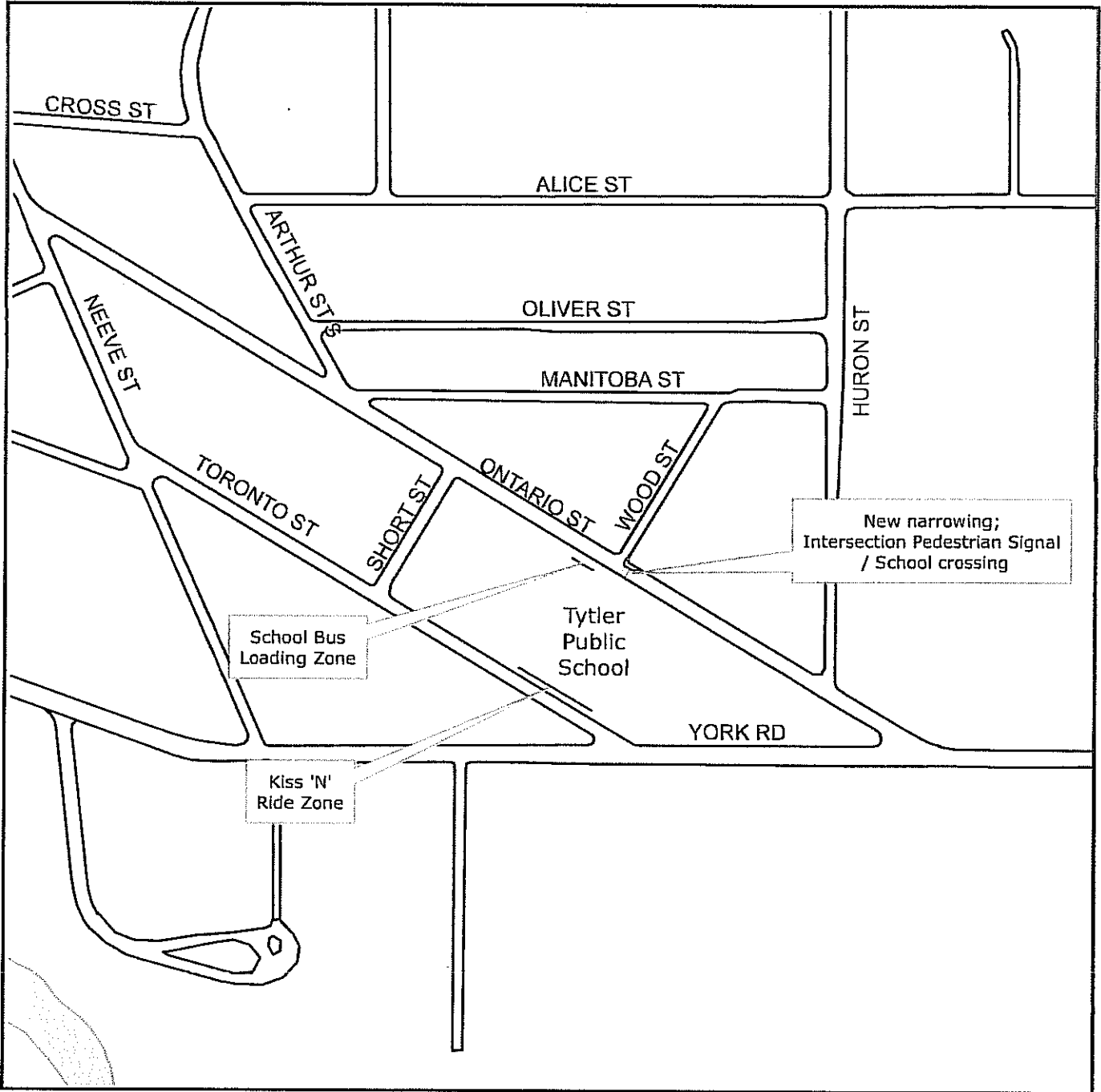
Comment / Question	Staff Response
<p>Successful meeting in that information was shared and issues and concerns clarified. Feels that "safety" is an illusion no matter what is done. Feels that Stop signs do not stop aggressive drivers. Bump outs encourage aggressive drivers to rush through the bottleneck. Speed signs don't work, unless they are enforced. Speed bumps work best if you speed to get over them. Traffic calming does work as it forces people who are in a hurry to use different routes thus giving the problem to another neighbourhood. Only law enforcement works for aggressive drivers and we don't have enough enforcement officers. It's okay to have a child out in the middle of the road (on the bump-out) because people would slow down in a school zone. Demographics of "aggressive drivers" are: teens whose brains have not yet fully developed and are under the illusion they are invincible; impaired drivers who just don't know what they're doing; the elderly; people in a hurry and people with disabilities or anger issues. Does not feel that the presenting issue of safety for the City has even been touched.</p>	N/A
<p>Parents of two small children who feel that the narrowing of Ontario St at Tytler School has slowed the speeding cars. Would also <b>suggest that a similar measure be taken between Neeve &amp; Arthur</b> as we find this area not only a "speed" zone but an area with a higher population of families with young children residing there. Please keep with the current narrowing of Ontario St.</p>	N/A
<p>Has noticed a decrease in number of speeders on Ontario St this past summer. Others were concerned that the narrowing protrudes into traffic and poses safety risks for kids waiting at the lights – hopes this can be modified. Appreciated the diplomacy exhibited by city staff at the meeting.</p>	N/A
<p>Concerned over the proposed event of taking out the road narrowing in front of Tytler School. Traffic calming is needed on this street and the stop signs were supposed to be an interim measure to slow down speed and volume. It was never meant to be the final strategy. Would like to see <b>another "Pinch Point" put at Ontario &amp; Arthur</b> in order to make vehicular traffic at least slow down through this intersection instead of cruising through the stop signs.</p>	N/A
<p>Okay with what is in place. Maybe a sign indicating "Road Narrowing Ahead" between Huron and Wood Sts would work. Drivers should be aware and also cautious because of school crossing. Also, no parking/bus drop-off should be moved west of where it is located.</p>	Staff recommend this improvement.
<p>Remove it.</p>	N/A
<p>Tytler School – the comment about children crossing shorter distance with road narrowing is safer, there hasn't been a problem since the school has been there. Feels that this is a waste of money as it hasn't solved the problem. There is still room for 2 cars to go through and they'll drive how they want. The school has been there for so long and you think about children now 100 years later.</p>	N/A



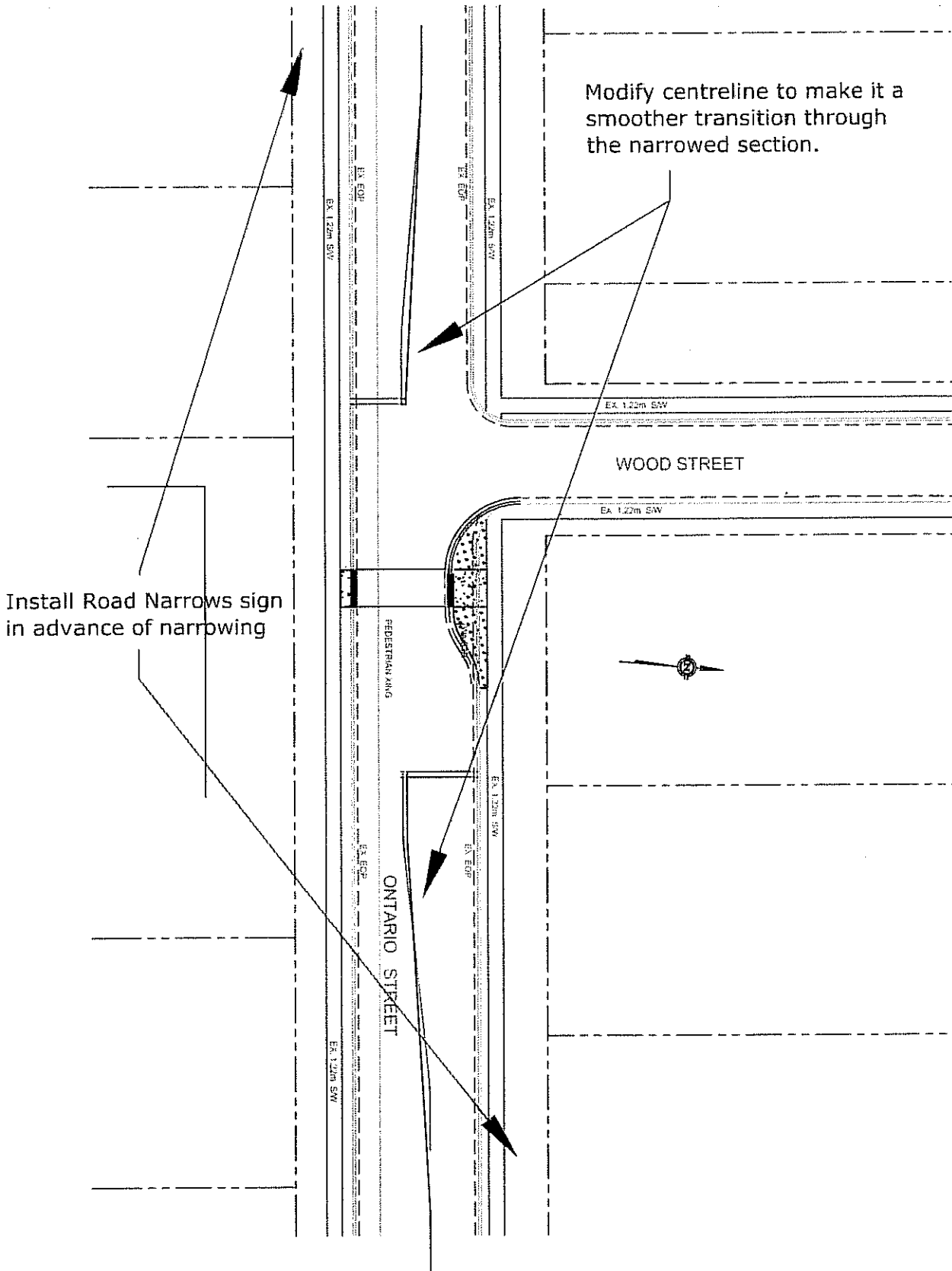
Appendix C  
Ontario Street Follow-up report

Comment / Question	Staff Response
<p>Doesn't want speed bumps or raised surfaces on Ontario St. <b>Painting the road at the lights would be fine or a sign reading "Narrow Area Ahead"</b>. Otherwise leave the street the way it is. The person who wanted the roadway narrowed got what she wanted.</p>	<p>N/A</p>
<p>Very happy to see the Police Traffic Division in attendance and to hear what they had to say about enforcement, speed limits, red lights, stop signs, compliance, etc. Basically hard to enforcement due to lack of staff, too many issues and reluctance to comply by the general public. Wants a copy of the minutes including the ideas and suggestions mentioned by group in attendance. Road narrowing should be given a chance and monitored before any drastic changes take place. Saying that the technical problems currently there should be addressed, such as possible signage ahead of the narrowing, road line, the curb itself around narrowing and the asphalt should be replaced with interlocking block, coloured asphalt or grass, something more visually appealing. The Balmoral Dr narrowing was very successful. The letter which was sent out should have been addressed to residents not property owners since many of the homes have apartments and are rentals. Like to see a detailed traffic study done now that the road narrowing has taken place. Needs to include check points at Ontario/York, Ontario/Arthur/Manitoba, Ontario/Neeve. Also needs to include the study of the types of vehicles and of course speed and volumes. This information should then become part of staff's report to see if the road narrowing has helped reduce commercial vehicle usage, shortcutting and speeds. City needs to contact the school and the bus companies who drop off the children, often they are parked in the No Stopping Zones. Would like to see the road narrowing retained and a raised crosswalk at this site introduced. Would be in favour a raised crosswalk that is defined differently from roadway example materials changes, colours, etc. Not in favour of removal of road narrowing unless another physical measure is put in place to deal with safety at this location. Totally against removal of the road narrowing and the solution being a lower speed limit, traffic light manipulation, etc. Thought it was an excellent idea about signage stating a road narrowing. Would be good to have it close to where people are turning onto Ontario St at York and perhaps near Short St. City also needs to instruct their own staff not to shortcut or speed down Ontario St.</p>	<p>N/A</p>
<p>Thinks the crosswalk is useful and offers a more noticeable way for children going to school to cross street safely. Has noticed the dangerous speed in which drivers come off of York onto Ontario. The new street set-up provides them with a reminder to slow down and if they're driving the correct speed and are focused on the road, they should have no problem negotiating the area. Re. the complaints of people not being able to see the road from Wood St, I have personally driven that particular intersection many times and can see just fine. If they can't see, perhaps it's because they haven't stopped long enough. Would be a terrible waste of resources and city funds if the road narrowing/crosswalk was removed.</p>	<p>N/A</p>

# Appendix D Ontario Street Follow-up Report



# Appendix E Ontario Street Follow-up Report



# COMMITTEE REPORT



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

**SERVICE AREA**            Operations  
**DATE**                                March 15<sup>th</sup>, 2010

**SUBJECT**                            **Cassino Avenue – Traffic Management Review**

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## **RECOMMENDATION**

THAT an all-way stop control be installed at the intersection of Cassino Avenue and William Street.

## **BACKGROUND**

Cassino Avenue between Stevenson Street North and Victoria Road North fulfills the City's requirements for a Traffic Management review. Residents have expressed concerns regarding excessive operating speeds and the volume of traffic using their street.

As an interim measure until a formal traffic review could be initiated, four temporary speed cushions were installed in 2007 on Cassino Avenue between Stevenson Street North and Victoria Road. The speed cushions were very effective in reducing the overall operating speed by 11 km/h from 58 km/h to 47 km/h. However, because of their limited use, only the spring, summer and winter months, and the lack of support (38%) from Cassino Avenue residents, the devices were removed in the fall of 2007.

Despite their limited use and lack of resident support, the speed cushions were successful in reducing traffic volumes and operating speeds on Cassino Avenue. The attached Appendix A is the staff report from the April 16th, 2008 Emergency Services, Community Services and Operations Committee meeting summarizing the results of the speed cushion pilot project.

In October 2008, staff initiated a formal traffic review for Cassino Avenue between Stevenson Street North and Victoria Road North in an effort to develop a Neighborhood Traffic Management plan for the street. The main concerns raised by residents through the consultation process were speeding, high traffic volumes due to motorists short-cutting through the area as well as specific concerns regarding vehicular and pedestrian safety at the intersection of Cassino Avenue and William Street. This report speaks to the results of staff's review.

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## REPORT

### Existing Conditions

Cassino Avenue between Stevenson Street North and Victoria Road North is a two lane local street with a 50 km/h speed limit. Guelph Transit route #61 travels eastbound along Cassino Avenue from Stevenson Street North to Victoria Road North (refer to Appendix B – Study Area).

Land use along Cassino Avenue between Stevenson Street North and Victoria Road North includes low and medium-density residential dwellings.

In June 2007, traffic volumes and operating speeds were collected on Cassino Avenue and are summarized in Table 1.0 below:

Table 1.0 – Traffic Volumes and Operating Speeds

<b>Location</b>	<b>Direction</b>	<b>Annual Average Daily Traffic Volume (vehicles per day)</b>	<b>Operating Speed (km/h)</b>
Cassino Avenue between Stevenson Street North and William Street	Eastbound	1,509	58
	Westbound	1,351	59
	<b>Combined</b>	<b>2,860</b>	<b>58</b>

The City's Traffic Management policy indicates that for a review to be undertaken, a local street must have at least 900 vehicles per day and an operating speed greater than 55 km/h. Based upon this information Cassino Avenue satisfied criteria for a review to be undertaken.

Additional traffic studies were conducted in September 2008, a year following the temporary speed cushions were removed. Although the studies indicated a reduction in overall operating speed from 58 km/h in 2007 to 52 km/h in 2008, the traffic volumes (24-hour weekday) increased from 2,860 vehicles per day to 3,689 vehicles per day. Generally, local classified roadways carry between 1,000 and 3,000 vehicles per day. Therefore, a 24-hour traffic volume of 3,689 vehicles per day is considered high for this type of roadway. Staff believe the increased volumes may be attributable to road reconstruction projects in effect during 2008, specifically the closure of Eramosa Road Bridge and the reconstruction of Victoria Road at Eramosa Road, as motorists sought out alternate routes to avoid construction delays.

### Collision Frequency

A review of the collision history for the last five years December 1, 2004 to November 30, 2009 indicated that there were a total of four collisions occurring along Cassino Avenue between Stevenson Street North and William Street. Two were midblock and two occurred at the intersection of Casino Street and William Street.

Based on the collision history, no trends or frequencies were identified.

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### Traffic Management Review

Following initiation of a traffic review in 2008, staff developed a Neighbourhood Traffic Management plan for Cassino Avenue which included road narrowings. Normally, the execution of such plans is funding through the Capital Budget. Unfortunately, the approved 2010 budget removed funding for traffic calming measures and the current five year capital forecast suggests funding during this period is unlikely. Given this and the public's desire to deter existing through traffic along Cassino Avenue, staff investigated the use of low-cost options for a solution, specifically the installation of an all-way stop control at the intersection of Cassino Avenue and William Street (refer to Appendix C).

Staff surveyed the residents within the study area to determine whether there was support for the all-way stop control. Only four residents expressed concern about pursuing this option.

### Recommendation

Given the level of resident support, staff recommend the installation of an all-way stop control at the intersection of Cassino Avenue and William Street as a mitigation measure to deter through traffic from travelling between Victoria Road North and Stevenson Street North. Previous experiences with all-way stop controls has shown some success with deterring through traffic and decreasing the overall operating speeds within the immediate vicinity of the all-way stop. In addition, staff will add this location to their annual traffic count program to determine if the increase in the 2008 traffic volume was just a fluctuation due to adjacent construction activity or is a consistent pattern. Further action may be initiated upon assessment of this forthcoming information.

## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

Installation of signs and markings will be funded through the approved 2010 Operating Budget at an estimated cost of \$2,000.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

Residents have been advised this matter is being presented to Committee on this date.

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**ATTACHMENTS**

Appendix A – Cassino Avenue Speed Cushion Pilot Project Report

Appendix B – Study Area

Appendix C – All-way Stop and 50 km/h Speed Limit sign Proposal

Original Signed by:

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**Prepared By:**

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Traffic Technologist II

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Original Signed by:

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**Recommended By:**

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**Recommended By:**

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Director, Operations

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# COMMITTEE REPORT



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

SERVICE AREA Operations  
DATE April 16<sup>th</sup>, 2008

**SUBJECT Cassino Avenue Speed Cushion Pilot Project**  
REPORT NUMBER

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## RECOMMENDATION

"THAT Speed Humps be utilized for permanent traffic management installations instead of Speed Cushions;

AND THAT staff be authorized to continue to use Speed Cushions as an interim measure in neighbourhoods where speeding and excessive volume is an issue."

## BACKGROUND

Staff presently have a number of neighbourhoods awaiting the availability of staff resource to undertake the Neighbourhood Traffic Management Process. Residents of Cassino Avenue were advised they were fifth on this list of areas and that it was unlikely the process would commence before late 2008. Due to their on-going concerns about the speed of vehicles on their street, staff suggested this street be used to undertake a *pilot project* which would involve the installation and evaluation of Speed Cushions as a speed control measure. Appendix A is an information report presented to Council in 2007 regarding the Cassino Avenue Speed Cushion Pilot Project.

The results of this *pilot project* were to be used to assess the effectiveness of *Speed Cushions* to control speed and to lessen the impact and delay experienced by emergency vehicles when traditional *Speed Humps* are employed.

For clarification:

Speed Hump – Is one continuous vertical measure across the width of the road intended to deter traffic volume and reduce speed of all vehicles traversing them.

Speed Cushion – Is a series of vertical measures side by side across the width of the roadway with gaps between the cushions. Its purpose is to reduce



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passenger vehicle speed and volume while accommodating larger vehicles such as Transit and Emergency Service vehicles.

## REPORT

Cassino Avenue between Stevenson Street North and Victoria Road is a two-lane, local road with a 50km/h speed limit. The land use consists of residential properties. Guelph Transit Route #61 (Victor Davis) utilizes Cassino Avenue in the outbound direction between Stevenson Street North and Hadati Road. A total of four Speed Cushions were installed on this section of Cassino Avenue from September 2007 to mid November 2007. Refer to Appendix B for the study area and speed cushion locations.

### Data Analysis:

Traffic data was collected on Cassino Avenue both before and after the installation of the Speed Cushions to measure the volume and speed of traffic. The results are as follows:

Traffic Volume – Volume of traffic decreased from 2,860 to 1,722 vehicles/day (40% reduction).

Operating Speeds – The 85<sup>th</sup> percentile speed observed on Cassino Avenue was reduced by 11 km/h (from 58 km/h to 47km/h). The 85<sup>th</sup> percentile speed is the speed at which 85% of the vehicles observed are travelling at or below.

Collision Data – From January 1, 2003 to December 31, 2007 there have been a total of five (5) reportable collisions along Cassino Avenue. No reportable collisions occurred on Cassino Avenue while Speed Cushions were in place. Given the low collision frequency, there does not appear to be any detectable collision pattern or problematic location.

The empirical data collected clearly indicates that Speed Cushions are effective at discouraging unnecessary traffic volume and reducing operating speeds.

### Cassino Avenue Speed Cushion Survey:

In November 2007 staff surveyed the 47 residents of Cassino Avenue regarding the Speed Cushion installation. This survey was intended to gather the residents' **perceived** effectiveness of these devices. 52% of respondents believed the Speed Cushions reduced both traffic volume and vehicular speed. Although the traffic data indicates that the Speed Cushion Pilot Project was successful in reducing traffic volume and speed (see above), when residents were asked whether the temporary speed cushions should be re-installed in spring 2008, 21 responses (45%) were received with only 8 (38% of the 21) indicating their support.

With respect to the installation of Speed Cushions on a permanent basis, again only 8 (38% of the 21) respondents indicated that they would support a permanent installation of vertical traffic calming measures. Survey results highlight that residents perceive speed cushions to be an undesirable traffic calming device for

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Cassino Avenue. A number of reasons were offered, including concern that motorists were speeding between the cushions, motorcycles being unaffected as they are able to travel between the cushions and children using the cushions for bicycle and skateboard ramps.

### Speed Humps vs. Speed Cushions

The only current installation of permanent Speed Humps on City roadways is on Dufferin St. where they have been in place for 10 years. It is acknowledged that the use of Speed Humps does delay emergency vehicle response. The alleged benefit of using Speed Cushions is that this delay would be eliminated without compromising the devices' effectiveness at controlling the rate of speed of passenger vehicles.

Staff's review of the design of speed cushions, and more specifically the distance between each cushion, determined that in order to allow emergency vehicles to pass between the cushions, the spacing would be such that many passenger cars would also be able to pass between the cushions as well, making their installation ineffectual.

### **CONCLUSION**

It is clear that Speed Cushions are as effective as speed humps in discouraging unnecessary traffic volume and discouraging excessive speed. However, the primary purpose of the pilot project was to determine whether Speed Cushions could be used as an alternative to Speed Humps to eliminate the delay experienced by emergency vehicles while traversing the latter. To this end, it was demonstrated that accomplishing the elimination of the delay for emergency vehicles made the devices ineffectual at controlling the speed of passenger vehicles. For this reason, staff recommend that Speed Humps be employed when recommended through a Neighbourhood Traffic Management Process rather than Speed Cushions.

While Speed Cushions did not satisfy the primary goal of the pilot project, it is clear they are effective at addressing speeding and volume concerns. Staff recommend that the installation of Speed Cushions be added to the list of traffic engineering measures that may be used to address speeding and volume concerns in neighbourhoods.

### **ALTERNATIVES**

N/A

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

N/A

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## DEPARTMENTAL CONSULTATION

Guelph Fire Department

## COMMUNICATIONS

Affected property owners have been advised that this matter is being presented to the Emergency Services, Community Services and Operations Committee on April 16th, 2008.

## ATTACHMENTS

Appendix A – Information Report August 23<sup>rd</sup>, 2007

Appendix B - Study Area and Speed Cushion Placement



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**Prepared By:**

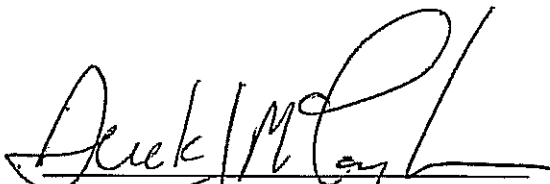
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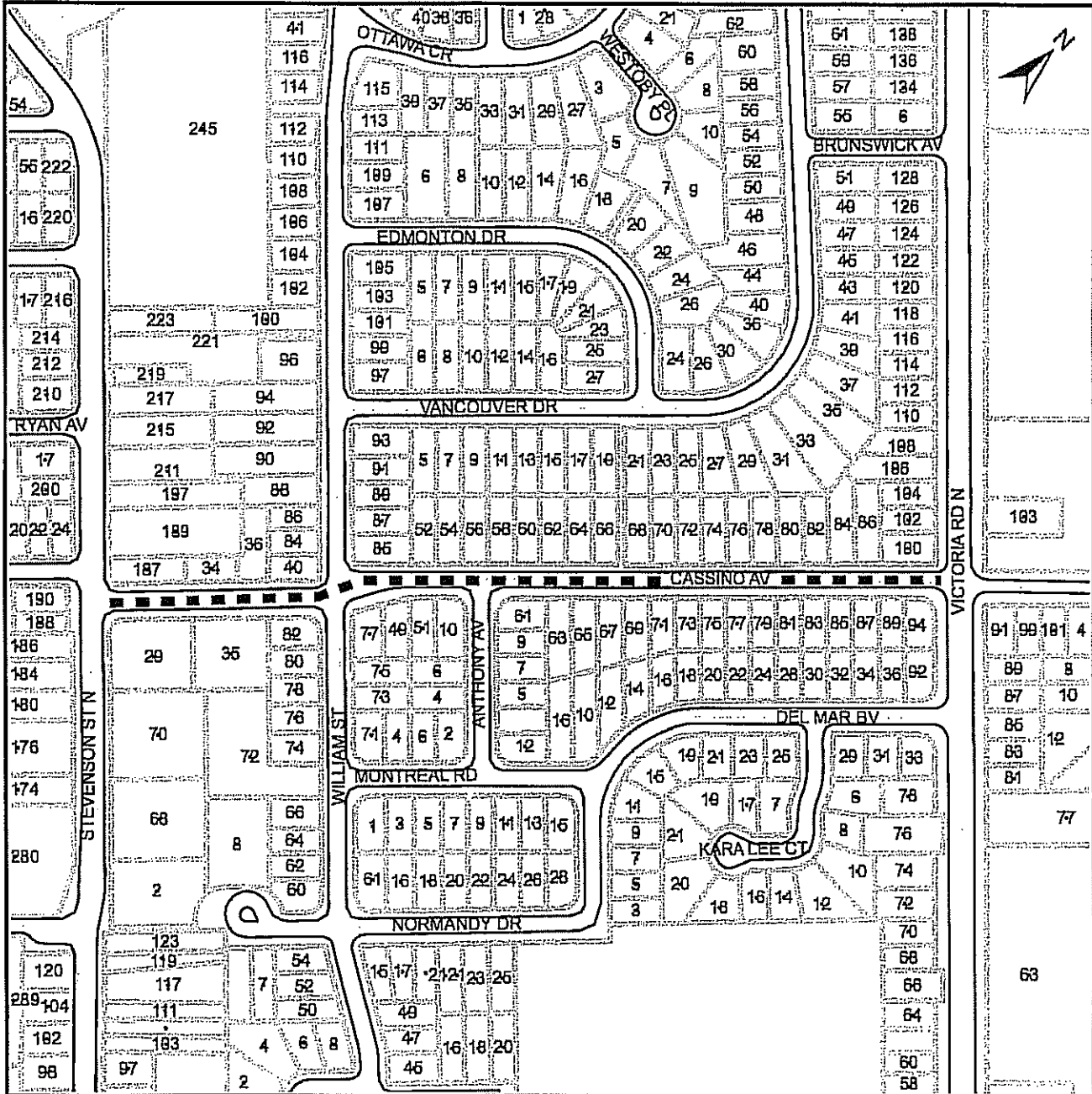


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# Appendix A - Study Area



## LEGEND:

----- - Street under review



City  
of  
Guelph

OPERATIONS

Information Report:

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TO: Council

DATE: 2007/08/23

SUBJECT: CASSINO AVENUE SPEED CUSHION PILOT PROJECT

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**BACKGROUND:**

Under the Council approved *Neighbourhood Traffic Management policy*, for residential streets which meet pre-set criteria based on traffic volumes and operating speeds, City staff, in consultation with local residents, develop traffic management plans in an effort to control vehicle operating speeds and decrease the amount of traffic short-cutting through a neighbourhood.

The *Neighbourhood Traffic Management policy*, initially adopted by City Council in 1998 has gone through a number of revisions over the past nine years and at one time, as an interim measure, all-way stop controls were installed on streets waiting to undertake a formal review. In January 2006, a number of amendments were made to the policy in an effort to streamline the process and improve community involvement. In addition, all-way stops as interim measures were removed from the policy.

**REPORT:**

Because these public processes take considerable time to undertake, including implementation, monitoring and follow-up, as public concerns surrounding traffic safety and the popularity of traffic calming increases, the number of requests for such measures has also increased.

There are nine residential areas in the City either actively engaged in or waiting to undertake this public process. Currently, staff are finishing three public consultation processes and are working on establishing a traffic management plan for a fourth neighbourhood. In addition, there are presently five streets waiting for formal traffic reviews to commence for their neighbourhoods including Cassino Avenue between Victoria Road and Stevenson Street. This neighbourhood is fifth on the waiting list and a formal review for Cassino Avenue is not scheduled to take place until late 2008.

In July 2007, the Operations Department was approached by a group of residents from Cassino Avenue expressing a desire to participate in a pilot project which would involve placing traffic calming measures as an *interim* measure on their street until a formal review was undertaken at a later date.

**Speed Cushion – Pilot Project:**

City staff have been investigating a new traffic calming device recently available on the market called "speed cushions". Speed cushions are very similar in design to speed humps however they are designed to lessen their impact on larger vehicles such as fire trucks and reduce their impact on emergency response times. The devices are made of rubberized material and are temporarily affixed to the road surface. (For an illustration of the speed cushions, refer to Appendix A.)

In response to the growing concerns and at the residents' request, staff will proceed with installing, as a *pilot project*, speed cushions on Cassino Avenue between Victoria Road and Stevenson Street. There will be a total of four locations where the devices will be placed. Because of their temporary nature, these devices are appropriate for use in our climate during the spring, summer and fall months only. Therefore the speed cushions would be installed early this fall and then removed temporarily for the winter months.

Attached is a diagram (refer to Appendix B) showing the approximate locations where the speed cushions will be installed. As part of this *pilot project*, staff will monitor the impacts of the speed cushions on operating speeds and traffic volumes. In addition, we will follow-up with local residents and City services for feedback on the devices. The results of this *pilot project* will be used to determine their effectiveness and if there are opportunities for application of these measures elsewhere in the City. City staff will report back to City Council on the *pilot project* in the first quarter of 2008.

**CORPORATE STRATEGIC PLAN:**

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

**FINANCIAL IMPLICATIONS:**

Capital Budget RD0063 - \$20,000.

**DEPARTMENTAL CONSULTATION:**

The following City services have been made aware of this *pilot project*: Guelph Transit, Guelph Fire Services, Guelph Police Service, Solid Waste Resources, and Operations Department – Roads & Right-of-ways.

**COMMUNICATIONS:**

No statutory requirements. However, letters were mailed to residents of Cassino Avenue in August advising of the *pilot project* and locations where the devices will be installed.

**ATTACHMENTS:**

Appendix A – Speed cushion photo

Appendix B – Diagram of Speed cushion locations

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# CASSINO AVENUE SPEED CUSHION PILOT PROJECT

## Appendix A

### Sample Photo - Speed Cushions

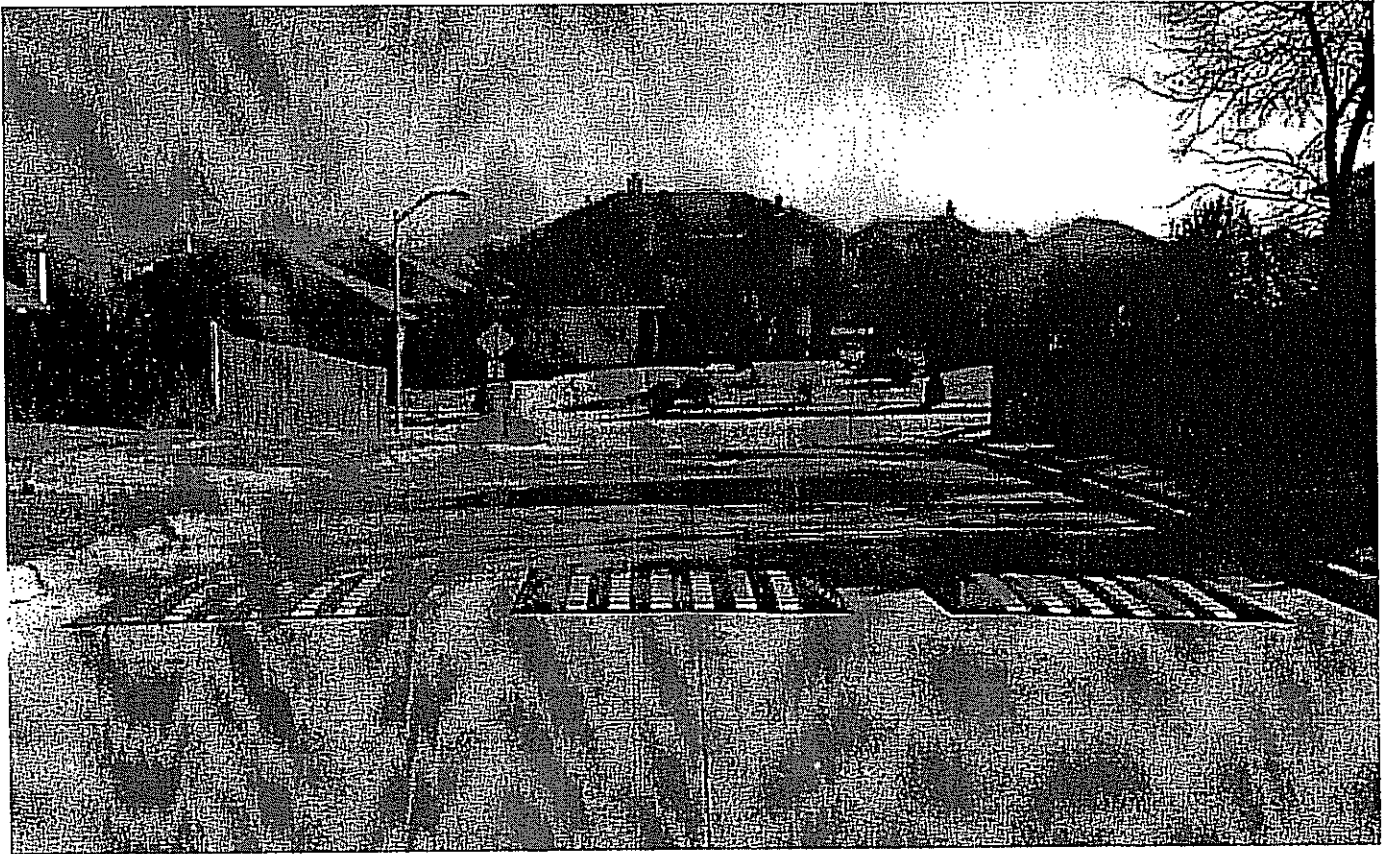
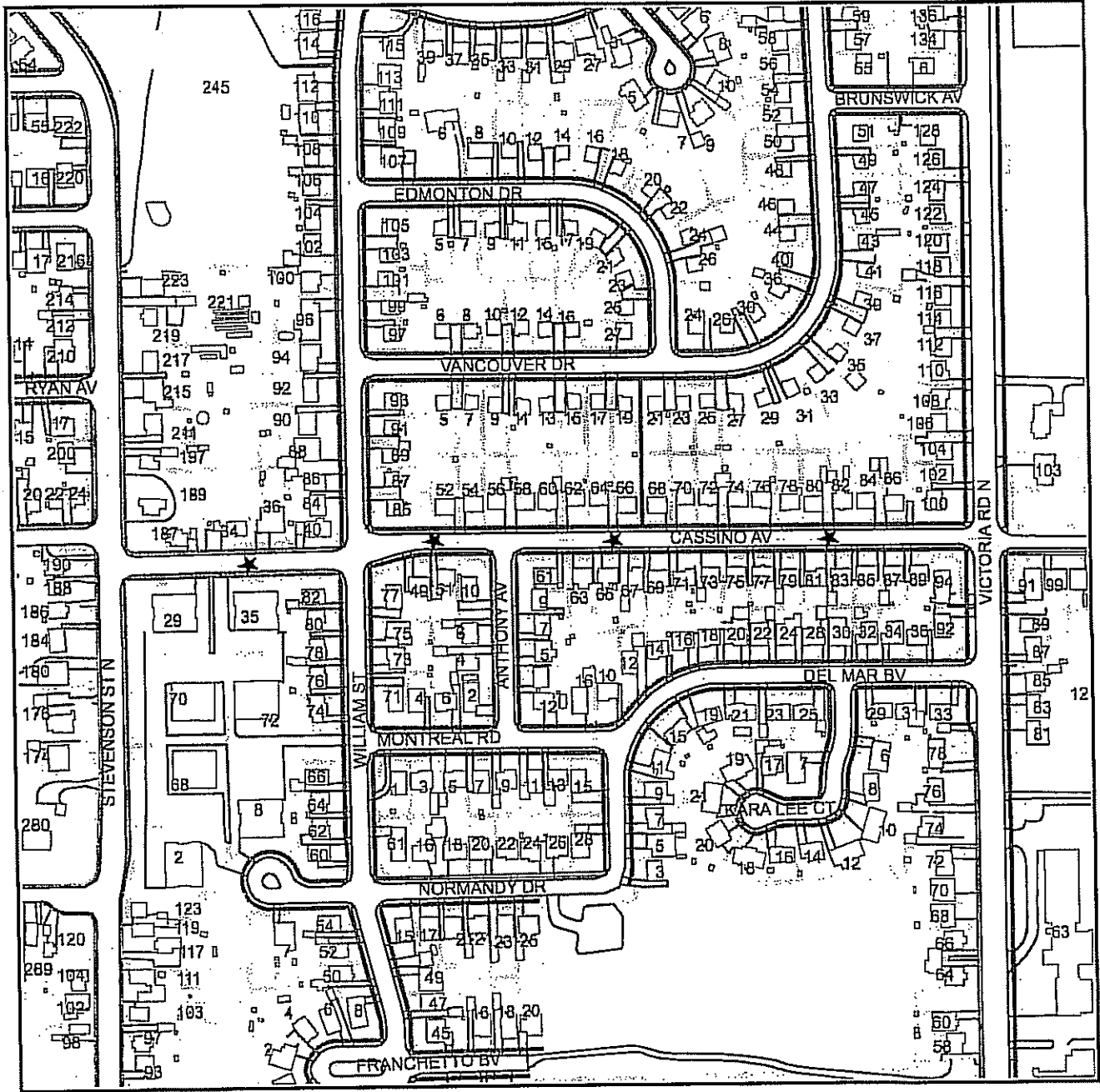


Photo courtesy Traffic Logix web site <http://www.trafficlogix.com/gallery/results.asp?idcat=3>



# Appendix B

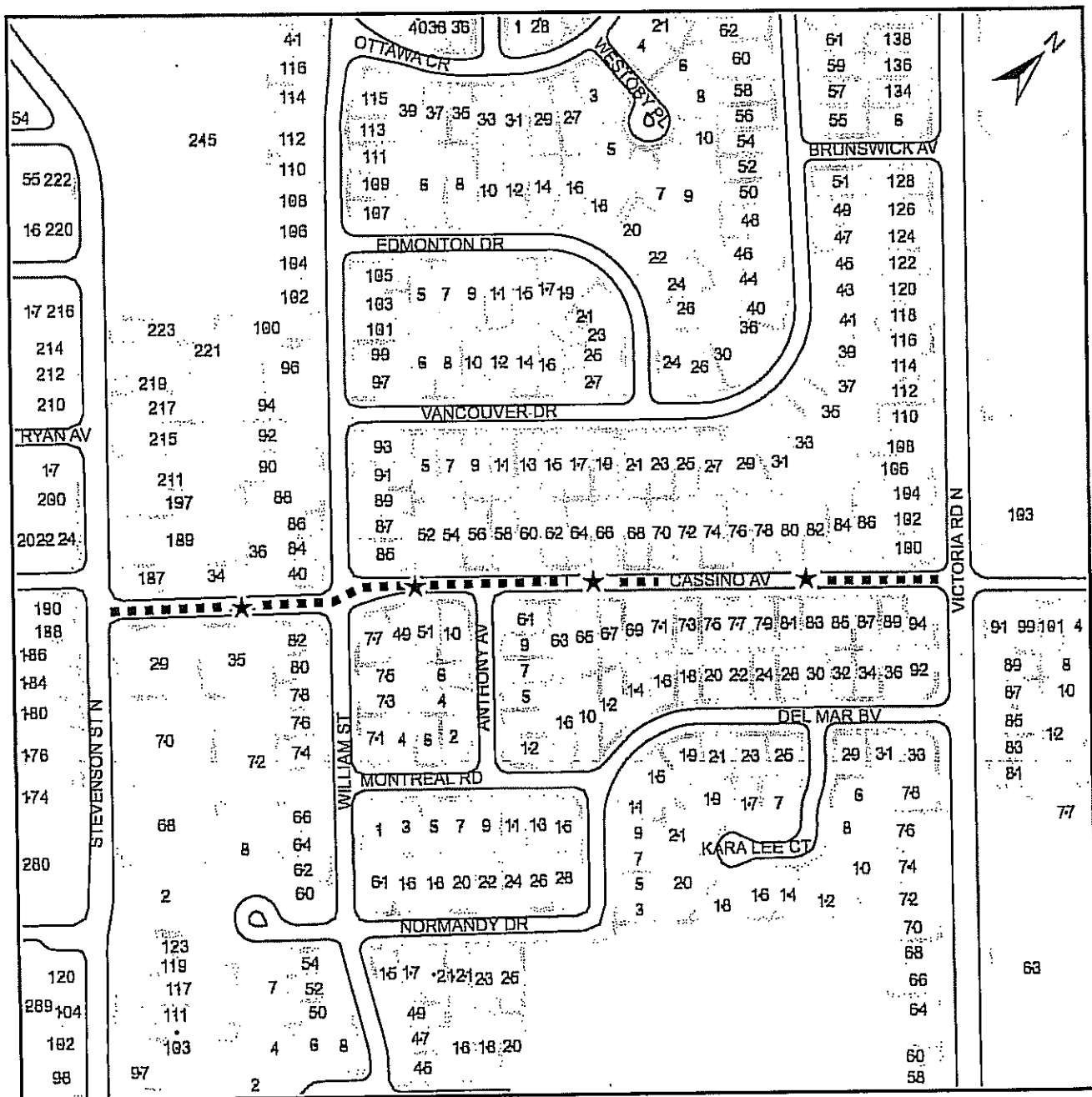
## Cassino Avenue Speed Cushion Pilot Project Speed Cushion Locations



★ Speed cushion location (approximate)

# Appendix B

## Study Area and Speed Cushion Placement

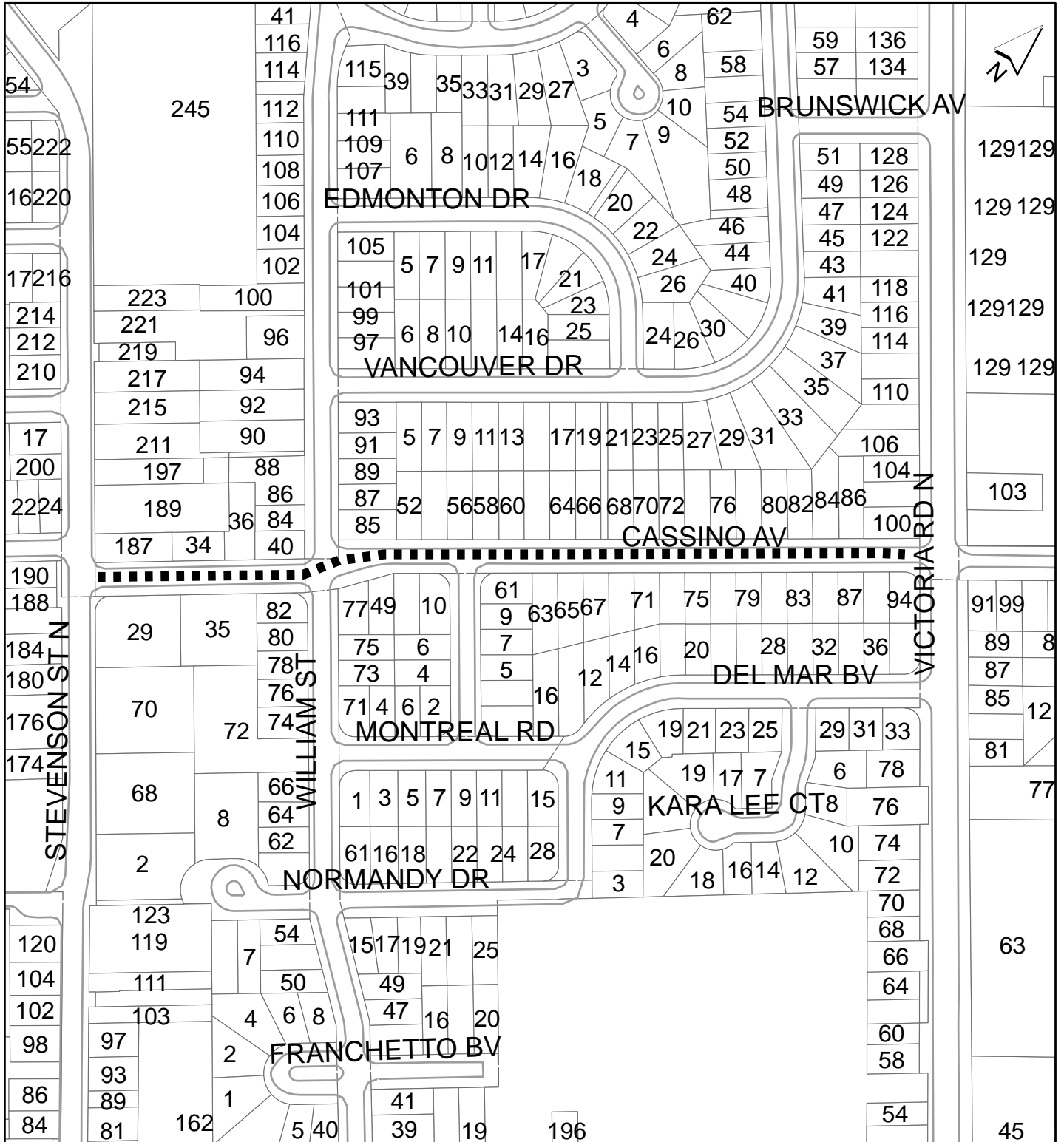


### LEGEND:

- - Street under review
- ★ - Speed cushion placement

# APPENDIX B

## Study Area

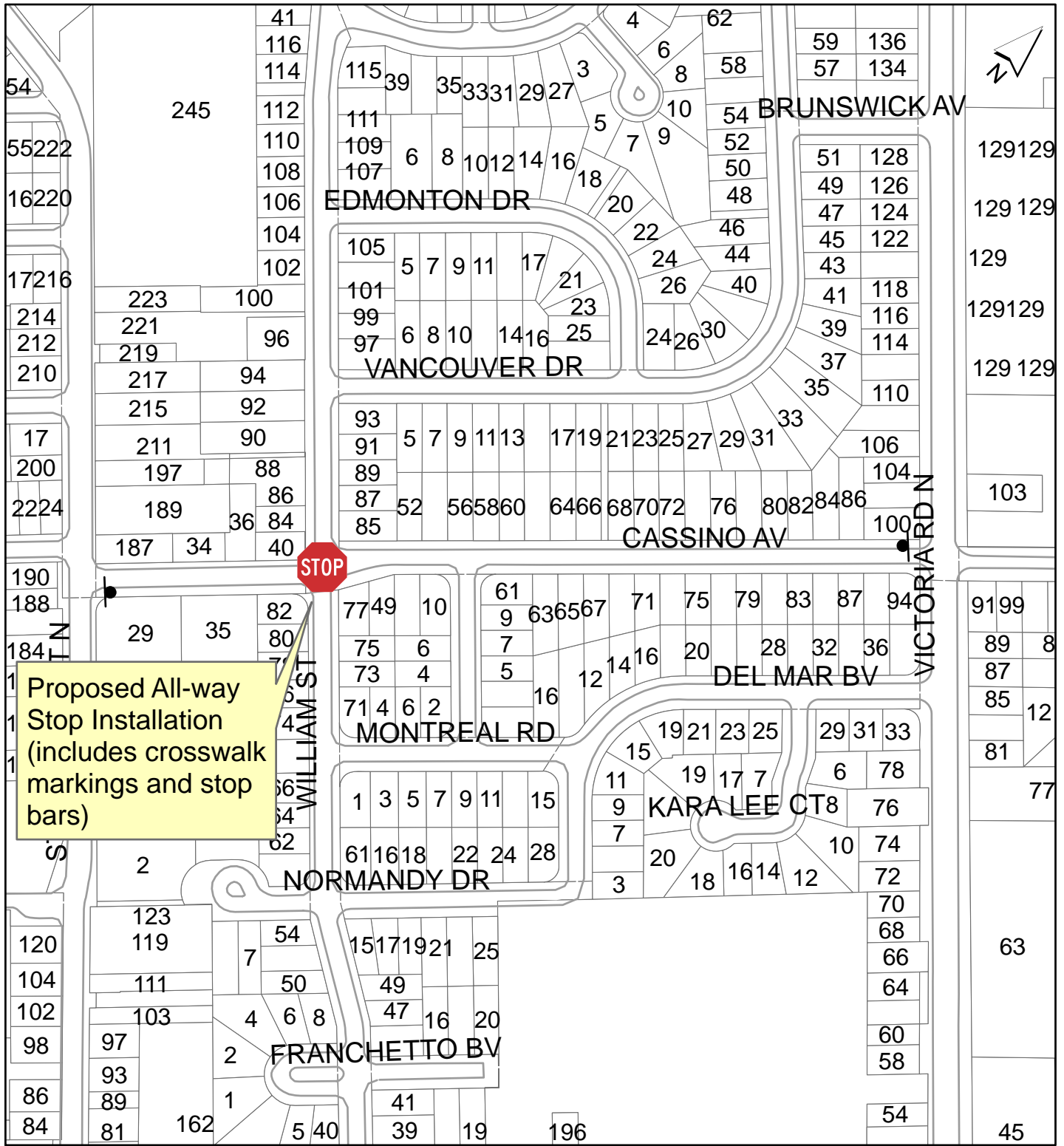


**LEGEND:**


■■■■■ - Street under review

# APPENDIX C

## Cassino Avenue at William Street Proposed All-way Stop Installation



**LEGEND:**

 - PROPOSED ALL-WAY STOP LOCATION

 - POST NEW 50 KM/H SPEED LIMIT SIGNS

# COUNCIL REPORT



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

**SERVICE AREA** Operations  
**DATE** March 15, 2010

**SUBJECT** Further Enhancements to the Traffic Signal Operation -  
St. George's Square

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## RECOMMENDATION

THAT the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square with the changes approved by Council at its regular meeting held Monday December 7, 2009 and implemented on December 9, 2009 be retained;

AND THAT staff review the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square in conjunction with the completion of the construction of the new Transit Terminal at the VIA/Carden Street location and report back to Committee with the results of their review and recommendations regarding changes to the current traffic signal phasing.

## BACKGROUND

City Council at its regular meeting held Monday December 7, 2009 approved the following recommendation:

"THAT the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square be retained, with the timing modifications as detailed within Alternative 1, in Table to this report;

AND THAT the existing No Right Turn on Red prohibition, from 7:00 a.m. to 9:00 p.m. daily, in St. George's Square be modified to only prohibit right turns on red during the hours of 8:00 a.m. to 9:00 a.m., 11:30 a.m. to 12:30 p.m. and 3:45 p.m. to 4:45 p.m. daily. *Council also added a recommendation that cyclists be exempt from this prohibition.*

THAT a review of further enhancements to the traffic signalization of St. George's Square be referred to the Emergency Services, Community Services and Operations Committee with a report back to Council by March 31, 2010.

The following report presents the results of staff's review of potential further enhancements to the traffic signalization of St. George's Square.

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## REPORT

On Wednesday December 9, 2009 adjustments were made to the the existing traffic signal timing in St. George's Square to reduce the maximum time that vehicles would have to wait until they receive the next green signal indication. The revised signal timing continued to provide pedestrians with two crossing opportunities every cycle.

### **Additional Strategies and Options Considered**

Appendix A to this report is the staff report that was submitted to Council at its regularly scheduled meeting held on December 7, 2009. Three alternatives were tabled for discussion, with the "all phases being reduced to minimum times" alternative approved for implementation by Council. The other two alternatives addressed either removing one of the exclusive pedestrian phases or changing the traffic signal operation to a more conventional two phase operation where pedestrians have one opportunity to move one direction per cycle. The following additional strategies and options have been reviewed by staff.

Option #1 - A signal timing sequence as follows:

Phase 1 - northbound advance left turn and through vehicular movements, no pedestrian movements permitted

Phase 2 - northbound and southbound vehicular movements, pedestrian movements permitted northbound and southbound

Phase 3 - eastbound left and right turn vehicular movements, no pedestrian movements permitted

Phase 4 - eastbound left and right turn vehicular movements, pedestrian movements permitted eastbound and westbound

*Note: the No Right Turn on Red prohibition, during peak hours, bicycles excepted, would be removed.*

This alternative is slightly different than a conventional two phase operation in that it treats the first eastbound vehicular movement as an advance movement with no delay imposed by crossing pedestrians. The results will be that vehicular delay will be decreased overall, more specifically for the eastbound left and right turning movements; pedestrian waiting times will increase to cross the intersection; removes the separation between pedestrian and vehicle movements by permitting right and left turning traffic to complete their turn if there is a gap in the pedestrian flow.

**Benefits** - vehicular delay would be reduced resulting in a direct benefit of reducing fuel consumption and greenhouse gases, such as carbon dioxide; loaded cycles\* would be minimized (\*vehicles waiting as their signal indication turns green not getting through the intersection until the next green signal indication); the 'protected' north and east vehicular movement from pedestrian movement will ease delays encountered by Guelph Transit; turning motorists would be able to avail themselves of turning right on red signal displays when gaps in pedestrian activity are present.

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**Disadvantages** - pedestrians would no longer have a protected movement allowing them to cross in any direction when it was their 'turn' to move. This will result in increased waiting times to cross the intersection as pedestrian will only be able to cross in the direction of the traffic flow; allowing vehicular turning traffic to move at the same time as pedestrians are crossing increases the potential for pedestrian/vehicle related collisions. The volume of pedestrians at this location is directly attributable to the transit transfer function. The protected and separated pedestrian signal phase operating today was introduced to address the inherent conflict that will exist between a large volume of pedestrians and turning vehicles.

Option #2 - A signal timing sequence similar to Option #1, with the exception that the No Right Turn on Red prohibition during peak hours, bicycles excepted, would be retained.

**Benefits** -pedestrians would be able to cross during peak hours without conflicting with vehicles attempting to turn right on a red signal indication.

**Disadvantages** - motorists facing a red signal indication would not be able to turn even if gaps in pedestrian activity were present. This will increase delay to motorists.

Option #3 - Retain the existing traffic signal timing (2 exclusive pedestrian phases) but remove the No Right Turn on Red Prohibition during peak hours, bicycles excepted, for southbound and eastbound right turning traffic.

**Benefits** - total vehicular delay would be reduced slightly, with reductions in delay to right turning traffic and reducing the lengths of vehicle queues on the north and west legs of the intersection; there would be a direct benefit of reducing fuel consumption and greenhouse gases, such as carbon dioxide; but not as great as identified in Options #1 and #2;

**Disadvantages** - removes the complete separation between pedestrian and vehicle movements by permitting right turning traffic to complete their turn on a red signal indication if there is a gap in the pedestrian flow, which increases the potential for pedestrian/vehicle related collisions.

## **Summary**

The above three options are in addition to the three alternatives identified in the staff report to Council at its regularly scheduled meeting held on December 7, 2009. Appendix A to this report. Each option has benefits and disadvantages that affect both vehicular and pedestrian traffic. Three key issues that are relevant to pedestrians within a Central Business District environment and have importance are:

- The ability to safely cross a road;
- Minimize waiting time through increased crossing opportunities; and
- Encourage Compliance.

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Staff are still of the opinion that the safety of pedestrians outweighs the efficient movement of traffic within a downtown environment. The number of pedestrians utilizing the intersection at St. George's Square continues to be substantial due to the existing transit transfer connections that take place on a daily basis. Therefore, staff recommend that the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square, with the changes approved by Council at its regular meeting held Monday December 7, 2009 and implemented on December 9, 2009 be retained, until such time as the completion of the construction of the new Transit Terminal at the VIA/Carden Street location. At that time, staff will undertake a review of the existing intersection operation and report back to Committee with the results of their review and make recommendations regarding changes to the current traffic signal phasing.

If staff are directed to implement any of the three options described in this report a communications plan identifying to the public the change in the traffic signal operation, why the change is occurring and when it would occur would be developed with Corporate Communications staff and implemented in advance of any adjustments taking place.

## **CORPORATE STRATEGIC PLAN**

Strategic Objective 1.4 – "A sustainable transportation approach that looks comprehensively at all modes of travel to, from and within the community."

## **FINANCIAL IMPLICATIONS**

Funding for implementation of any of the three options would be funded through the 2010 Operations Operating Budget.

## **DEPARTMENTAL CONSULTATION**

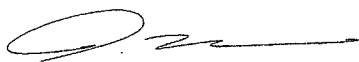
N/A

## **COMMUNICATIONS**

Staff have provided a copy of the report to Audrey Jamal, Executive Director of the Downtown Guelph Business Association and advised her of when this report is being presented to Committee.

## **ATTACHMENTS**

Appendix A – Staff Report to Council, December 7, 2009



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**Prepared By:**

Allister McILveen  
Manager, Traffic and Parking  
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Allister.mcilveen@guelph.ca



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**Recommended By:**

Derek J. McCaughan  
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# COUNCIL REPORT



**TO** Guelph City Council

**SERVICE AREA** Operations  
**DATE** December 7, 2009

**SUBJECT** Traffic Operational Assessment - St. George's Square

## RECOMMENDATION

THAT the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square be retained, with the timing modifications as detailed within Alternative 1, in Table 2 to this report;

AND THAT staff review the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square in conjunction with the completion of the construction of the new Transit terminal at the VIA/Carden Street location and report back to Committee with the results of their review and recommendations regarding changes to the current traffic signal phasing;

AND THAT the existing No Right Turn on Red prohibition, from 7 a.m. to 9 p.m. daily, in St. George's Square be modified to only prohibit right turns on red during the hours of 8:00 a.m. to 9:00 a.m., 11:30 a.m. to 12:30 p.m. and 3:45 p.m. to 4:45 p.m. daily.

## BACKGROUND

At a meeting held on Tuesday September 15, 2009 the Downtown Guelph Business Association (DGBA) passed the following resolution:

"DGBA expresses concern that the 4 cycle light at St. George's Square unnecessarily delays vehicular traffic without significant benefit to pedestrians. DGBA request that Councillor Burcher moves this forward to the appropriate Committee."

Staff was made aware of the DGBA position at a meeting held on Friday October 23, 2009 with its Executive Director, Audrey Jamal.

## REPORT

### Purpose

The purpose of this report is to present an operational assessment of the existing exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square verses a more traditional phasing. In particular, addressing delay motorists experience currently due to the exclusive pedestrian and vehicle phasing.

### History of the Existing Pedestrian/Vehicle Right- Of -Way Signal Operation

City Council at its meeting on July 19, 1999 approved the retention of the exclusive pedestrian/vehicle right-of-way signal phase/operation in St. George’s Square that was implemented as a pilot project in July 1998. This special pedestrian friendly signal phasing operation involved exclusive pedestrian and vehicle phasing which eliminated conflicts between motorists and pedestrians by allowing each to proceed at separate times. Pedestrians are able to cross within any of the three crosswalks at the same time. In addition, right turns on red were prohibited between 7:00 a.m. and 9:00 p.m. daily. This special phasing provides pedestrians with two crossing opportunities every cycle instead of the more conventional one opportunity per direction per cycle. In real-time terms, this creates 72 pedestrian crossing opportunities each hour with the current operation versus 45 crossing opportunities each hour with the more traditional phasing.

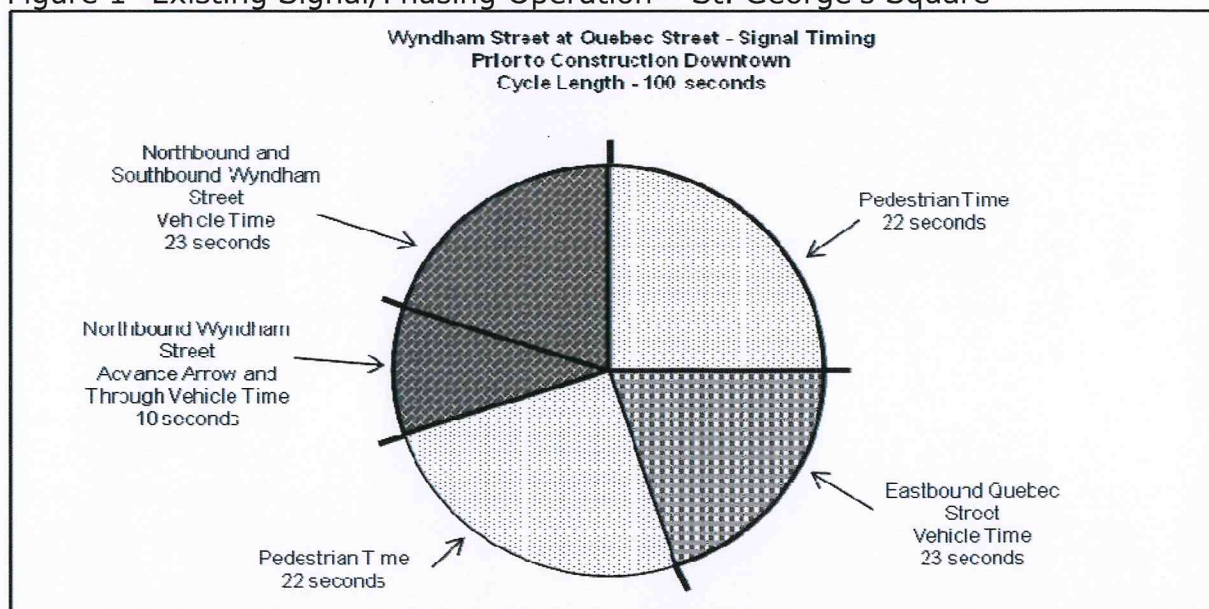
The need for this special signal phasing operation was initiated to address the considerable number of pedestrians that utilize this intersection as part of the transit transfer activity throughout each day. The most recent pedestrian related count information, dated April 2007, identifies a total of 5,900 pedestrians crossed this intersection during the highest eight hours of the day.

### Existing Signal/Phasing Operation

As noted in Figure 1, the existing cycle length at the St. George’s intersection is 100 seconds. This is the **maximum** timing at this intersection. In order to simplify the explanation of how the traffic signal operates, staff has included the clearance intervals, all red and amber indications, into the vehicle and pedestrian times shown.

The allocated exclusive pedestrian movement time is 44 seconds or 44% of the cycle length. Traffic travelling eastbound on Quebec Street is provided with 23 seconds of green time and traffic traveling northbound and southbound on Wyndham Street has the remainder of the cycle length, approximately 33 seconds of green time.

Figure 1- Existing Signal/Phasing Operation – St. George’s Square



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## **Vehicle Delay**

Vehicle observations undertaken on Monday, November 16<sup>th</sup> and Tuesday, November 17<sup>th</sup> of this year are summarized in Table 1 below.

Table 1 – Vehicle Observations – St. George’s Square

Direction	A.M. Peak Hour Volume 8:00 to 9:00			Off Peak Hour Volume 11:30 to 12:30			P.M. Peak Hour Volume 3:45 to 4:45		
	# of Vehicles	# of Vehicles Delayed	Maximum Delay in Seconds	# of Vehicles	# of Vehicles Delayed	Maximum Delay in Seconds	# of Vehicles	# of Vehicles Delayed	Maximum Delay in Seconds
Northbound	203	0	N/A	267	2	100 seconds	282	0	N/A
Southbound	168	0	N/A	248	10	100 seconds	217	3	100 seconds
Eastbound	148	0	N/A	226	7	100 seconds	196	0	N/A

In summary, no vehicular delays were observed during the a.m. peak hour. During the off-peak hour, 11:30 a.m. to 12:30 p.m., a total of 19 (3%) of the 741 vehicles that entered the intersection were delayed a maximum of 100 seconds. This involves a vehicle being in the end of the queue at the beginning of the green indication but not being able to clear the intersection and having to wait until the next green phase that serves their movement. During the p.m. peak hour period, 3:45 p.m. to 4:45 p.m., a total of 3 (0.43%) of the 695 vehicles that entered the intersection were delayed a maximum of 100 seconds.

## **Other Phasing Opportunities**

Table 2 summarizes and provides a comparison of the current traffic signal phasing against three alternative phasing opportunities for this intersection.

Alternative 1 retains all of the existing phases, but reduces the cycle length from 100 seconds to 85 seconds by minimizing the amount of green time provided to vehicles. This reduces the maximum time that vehicles have to wait until they receive the next green signal indication by a total of 8 seconds.

Alternative 2 reduces the cycle length from 100 seconds to 80 seconds by removing one of the exclusive pedestrian phases. However, the maximum time pedestrians must wait until the next pedestrian phase increases to 55 seconds from 33 seconds. Vehicle maximum wait time is reduced from 77 seconds to 57 seconds.

Alternative 3 is a more conventional two phase operation where pedestrians have one opportunity to move per direction per cycle. The maximum delay to vehicles and pedestrians is decreased to 47 seconds.

All alternatives reduce the amount of potential maximum delay experienced by vehicles. However, Alternatives 2 and 3 substantially increase the amount of delay experienced by pedestrians. It is important to note while reducing the cycle length will decrease the delay experienced by motorists, it will likely increase the number of motorists being delayed. Further, alternative 3 reinstates the interaction of pedestrians and vehicles during the same ‘green time’ recreating the environment that initially led to the conversion of this signal. Staff is not supportive of this phasing as long as the transit transfer point remains in St. George’s Square.

Table 2 – Alternative Traffic Signal Phasing Comparisons

	Existing	(1) Reduce All Phases to Minimum Times	(2) Remove One Pedestrian Phase	(3) Two Phase (vehicle & pedestrian movements on together)
Number of Phases	4	4	3	2
Cycle Length	100 seconds	85 seconds	80 seconds	80 seconds
Maximum time for next vehicle green signal	100	85	80	80
Maximum time for next pedestrian signal	33	25	55	47
Northbound Advance Arrow	10	9	10	10
Northbound/Southbound	23	16	23	37
Exclusive Pedestrian Phase	22	22	n/a	n/a
Eastbound	23	16	22	33
Exclusive Pedestrian Phase	22	22	25	n/a
Intersection Delay (second /vehicle)	37.1	41.4	26.1	15.9
Level of Service	D	D	C	B
Part of Existing Co-ordination plan	Yes	No	No	No

**Collision History**

A review of the collision history in St. George’s Square, from January 1, 2006 to July 31, 2009, indicates that a total of 6 collisions occurred in this time period, with not any involving pedestrians.

**Recommendation**

The implementation of the exclusive pedestrian/vehicle right-of-way signal phase operation at St. George’s Square was to remove the potential conflict between vehicles and the considerable number of pedestrians that utilize this intersection throughout the day. A study undertaken in April 2007, identified a total of 5,900 pedestrians using this intersection over an eight hour period. This pedestrian activity is largely created by the Transit Terminal and the transfer of customers from one bus to the other. As indicated under the information noted under Collision History, there have not been any pedestrian related collisions from January 1, 2006 to July 31, 2009. Therefore, the special exclusive pedestrian phasing can be considered a success in meeting the objective of making the intersection a safer and more comfortable intersection for pedestrians to utilize.

One of the negative outcomes of the exclusive pedestrian/vehicle right-of-way signal phase operation is an increase in the maximum delay experienced by vehicles. This maximum delay has been quantified by staff during a ‘slice in time’ so to speak and also determined in a theoretical exercise based upon the use of adopted traffic signal methodology. The information collected during the study periods and through the theoretical exercise indicated that the maximum vehicular delay, affected 3% or less of vehicles travelling through the intersection.

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Based on the above analysis staff recommend that the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square be retained, with the timing modifications as detailed within Alternative 1, in Table 2 to this report.

As previously stated, the rationale for this type of signal operation will no longer be present once the transit point has been relocated in 2011. Staff will undertake a review the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George's Square in conjunction with the completion of the construction of the new Transit terminal at the VIA/Carden Street location and report back to Committee with the results of their review and recommendations regarding changes to the current traffic signal phasing.

In addition, staff also recommend that the existing No Right Turn on Red prohibition, from 7 a.m. to 9 p.m. daily, in St. George's Square be modified to only prohibit right turns on red during the hours of 8:00 a.m. to 9:00 a.m., 11:30 a.m. to 12:30 p.m. and 3:45 p.m. to 4:45 p.m. daily. This modification will allow vehicles to take advantage of the longer gaps in pedestrian traffic during off peak hours to make their right turn safely and reduce their delay.

## **CORPORATE STRATEGIC PLAN**

Strategic Objective 1.4 – "A sustainable transportation approach that looks comprehensively at all modes of travel to, from and within the community."

## **FINANCIAL IMPLICATIONS**

Funding for the installation of the new No Right Turn on Red prohibition signing will cost approximately \$500 and be funded through the approved 2009 Operations Operating Budget.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

Staff will notify Audrey Jamal Executive Director of the Downtown Guelph Business Association of staff's recommendations and when this report is being presented to Committee.

## **ATTACHMENTS**

N/A



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### **Prepared 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 will be comprised of four members of Guelph City Council and the Mayor.
- II. The Chair is selected from among its members. The selected Chair and members shall be appointed by Council for a one year term.
- III. Additional staff members or specialists may be called upon to conduct research, communications or any other Committee identified requirements.

### **B. Charter of the Community Development & Environmental Services Committee:**

The Committee's Charter outlines how the Committee will satisfy the requirements set forth by Council in its mandate. This Charter is comprised of:

- Operating principles;
- Responsibilities and duties; and
- Operating procedures

#### **I. Operating Principles**

All Committee work will be carried out in accordance with provisions of the Municipal Act and other governing legislation and the Committee will fulfill its responsibilities within the context of the following principles:

##### **i) Committee Values**

The Council's Code of Conduct, transparency and accountability will 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 media related inquiries.

iii) Meeting Agenda

Committee meeting agendas shall be the responsibility of the Chair of the Committee in consultation with Committee members and 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.

Any discussions 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:

Committee:

To make recommendations and offer advice for the consideration of Guelph City Council with respect to:

Emergency Services



- Fire
- Guelph Wellington Emergency Medical Services
- Emergency Management
- Community Services
  - Culture
  - Recreation
  - Transit
- Operations
  - Fleet & Equipment
  - Traffic & Parking
  - Parklands & Greenways
  - Roads & Right-of-ways

The City is the Delivery Agent and service operator designated by the Province of Ontario to provide land ambulance service for Guelph and Wellington County, and the committee will make recommendations to ensure that land ambulance services are provided as effectively and efficiently as possible within the City of Guelph and the County of Wellington, in line with the basic principles established by the Province of Ontario, which include:

- Accessibility
- Integration
- Seamlessness
- Accountability
- Responsiveness

**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 work plan.

To ensure 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; and

To represent and advocate on behalf of constituents, keeping in mind the entire municipality when considering and addressing issues.

**i. 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. In the event, consensus cannot be achieved on recommendation to be made to Council, the normal voting process will occur consistent with approved by-laws.
- iv. Meeting minutes will be provided to each member of the committee as part of the agenda for the meetings.
- v. Any rule not stated herein is deemed to be provided in By-law 1996-15200 Consolidate Procedural By-law.
- vi. The Chair shall vote on any motion.

# COMMITTEE REPORT



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

**SERVICE AREA** Land Ambulance – Guelph – Wellington EMS  
**DATE** March 15, 2010

**SUBJECT** Follow up on directions by ECO Committee, February 16,  
2010 respecting Land Ambulance Services.

**REPORT NUMBER**

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## RECOMMENDATION

“THAT the report dated March 15, 2010 regarding follow up on directions by ECO Committee, February 16, 2010 respecting Land Ambulance Services be received,

AND THAT the timing and process to address impacts of the new funding methodology be approved,

AND THAT the statistical analysis providing context to current Land Ambulance Response time tracking be received for information,

AND THAT the timing and process to develop a system wide response time plan, including public education and reporting across the service area be approved,”

## BACKGROUND

By the year 2001 the delivery of land ambulance services was fully downloaded from the Province to Upper Tier Municipalities and Designated Delivery Agents. The City became a “Delivery Agent” responsible under Ministry of Health regulations to ensure the provision of ambulance services for areas within the City of Guelph and the County of Wellington. Royal City Ambulance was awarded the contract to provide services within Guelph and Wellington County and was the contractor for the service from 2001 - 2009. In 2009 the City assumed direct delivery of the service.

At the February 16, 2010 Emergency Services, Community Services & Operations Committee meeting staff received the following 3 resolutions.

- 1- “THAT staff report back to committee with the process to be undertaken to determine the new funding methodology for Land Ambulance Services.”

- 
- 2- "THAT Staff report back to committee with a process to address the Town of Erin's concerns in a system-wide context considering rural/urban issues regarding Land Ambulance Services."
  - 3- "THAT staff report back with statistical data analysis to provide context on the Land Ambulance service as a whole."

## **REPORT**

### **New Funding methodology:**

Based on the recent Arbitration Award of January 26, 2010, "the method for apportioning land ambulance average call cost will be based on the locations of call codes (1-4)"

Staff will need to consider the issues relating to the implications of the arbitration award.

- 1- How is the data going to be captured and from what source?
- 2- Is the data being collected relevant and accurate?
- 3- An average cost per call needs to be determined and agreed upon.
- 4- Will the data be captured at year end or midyear and what is the cutoff date for budgeting purposes?
- 5- What are the administrative resources required to enable this change?

It is estimated that 60 days will be required to consult and return with detailed answers to the above issues surrounding the new cost sharing methodology.

### **Statistical Data Analysis**

#### **Explanation of Response Time Distributions Provided on the Graphs.**

Calls received by the Central Ambulance Communication Centre, (CACC) are tracked and the response time is benchmarked by the communicator at various intervals throughout the response.

The attached Graphs are provided to identify the distributions of response times throughout the service area and provides context on response times as they relate to the 1996 legislated response time standard.

The graphs in attachment # 1 illustrate data on response times that are measured on Code 4 calls (potential life threatening, emergency call). The current standard that the service is held to by the Ministry of Health measures responses against code 4 calls.

The Guelph-Wellington response time standard established by Ministry of Health and Long Term Care, (MOHLTC) is 14 minutes 55 seconds (90th percentile).

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Guelph- Wellington Emergency Medical Service achieves a current response time of 12 minutes 55 seconds (90th percentile), meaning only 10% of code 4 calls have a longer response time across the service area.

The MOHTLC standard of tracking response times uses a valid T4, specifically T2-T4.

T2 – time dispatched by CCAC

T4 – time arrived on scene

T2-T4 – time between dispatch and arrival on scene (response time)

It should be noted that many code 4 calls return on a lesser priority; however they continue to be included in the determination of response times even if the return was of lesser urgency. 9873 total code 4 calls were logged across the service area in 2009. Across the service area there are approximately 987 code 4 calls in excess of the current 90<sup>th</sup> percentile response time.

### **Response Times within the Service Area**

Within the land ambulance system, the goal should be to reduce the range of response time variances for the most life threatening responses, provide services within the guiding principles outlined within the Ambulance Act and adjust to changing service needs.

The Guelph-Wellington response time standard established by MOHLTC is 14 minutes 55 seconds (1996 - 90th percentile). The current response time is 12 minutes 55 seconds (90th percentile); meaning only 10% or approximately 980 of all code 4 calls have a longer response time across the service area. Adjustments have been made to the service which has resulted in response times that are better than the legislated standard. Across the Province legislated response time standards were a “snapshot” of code 4 responses for each service area. Therefore response time standards vary in comparison to another area.

### **New Response Time Performance Plans**

In 2011, the province is changing the way it previously monitored response times and legislating a new methodology. There continues to be a requirement to meet Provincial response standards, but will allow for service providers to have greater flexibility in achieving that standard.

Currently, service providers must meet provincially-established land ambulance 1996 -90<sup>th</sup> percentile standard response times, but this will change to a new method which the service provider will have the flexibility to develop and report to the ministry on, an annual response time performance plan and the response time performance that was achieved under each annual plan.

The Delivery Agent will be required to submit to the Ministry, by each October the response time targets that they plan to achieve for the year forward, and then each

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March reporting to the Ministry what response times they did achieve for the year previous. This requirement will provide an opportunity to address rural and urban response issues within the service area.

Details and plans surrounding new response time targets will create a system wide management of required response times for the most critical emergencies.

It is estimated that this work will take approximately 120 days to develop. The work will include a process for reporting and communicating land ambulance service outcomes. The goal is to enhance reporting around land ambulance issues and factors impacting services. In addition, the following will be required to be completed:

- Create a formal response time performance plan (RTPP) for approval.
- Identify options to address response time issues in the rural/urban context.
- Develop a public education component communicating on the proper utilization of ambulance services along with the impacts of using ambulances for non emergency reasons.

### **CORPORATE STRATEGIC PLAN**

- 1- To manage growth in balanced, sustainable manner,
- 4- To enhance community wellness,
- 6- To have exemplary management practices

### **FINANCIAL IMPLICATIONS**

Staff resources will be provided within the current operating budget to accomplish this work. Further costs will be developed and reported as the processes complete.

### **DEPARTMENTAL CONSULTATION**

### **COMMUNICATIONS**

A Land Ambulance Backgrounder was developed to provide information to the community on key issues. It was posted on Guelph.ca

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## **ATTACHMENTS**

Attachment # 1 – 4 graphs

- Town of Erin 2009
- Wellington County 2009
- Wellington County and Guelph 2009
- City of Guelph 2009

Attachment # 2 – February 25, 2010 - Land Ambulance Backgrounder.

Original Signed by:

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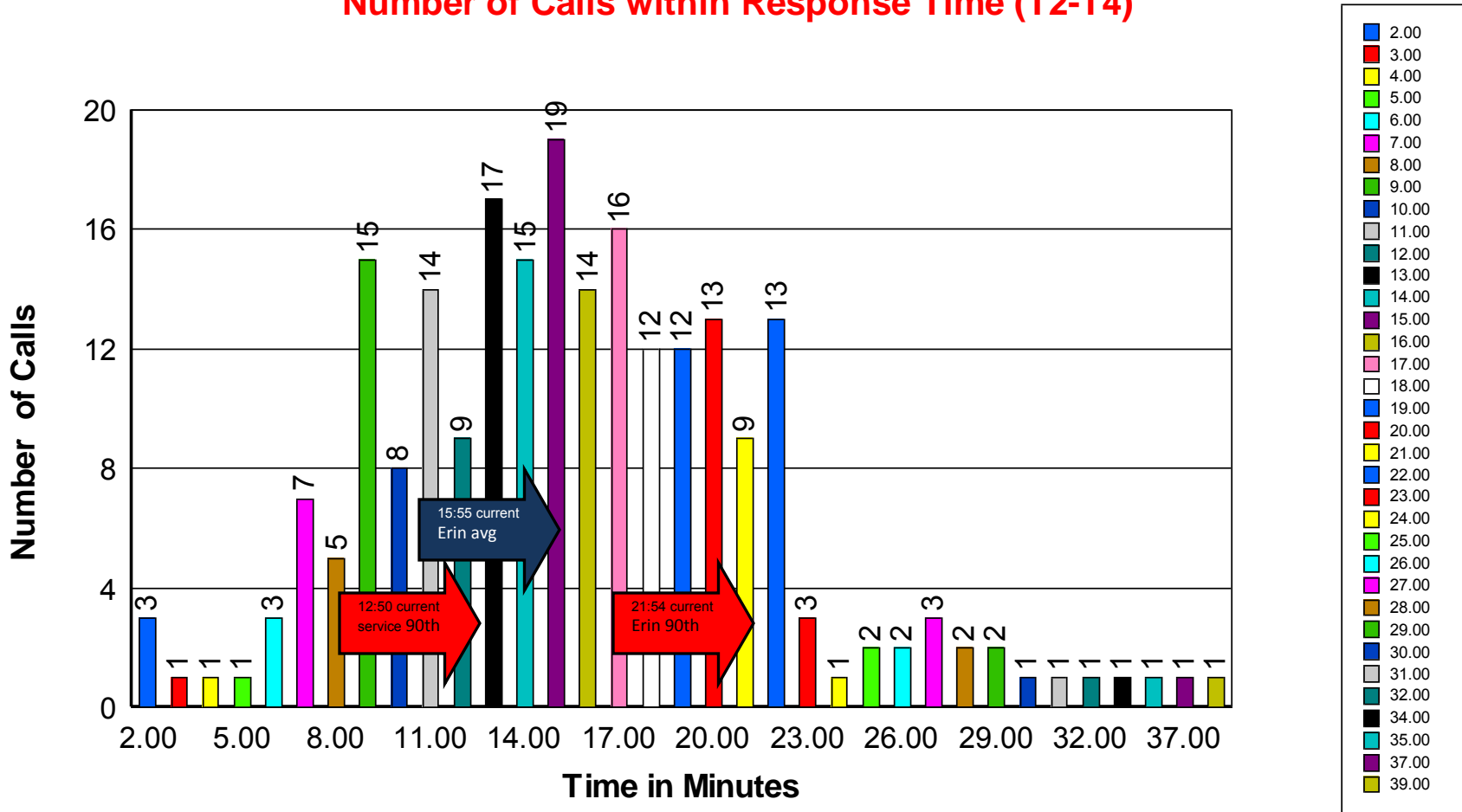
**Recommended By:**

K. Shawn Armstrong,  
Director,  
Emergency Services, Land Ambulance  
shawn.armstrong@guelph.ca



Guelph Wellington Emergency Medical Service  
**Town of Erin 2009**

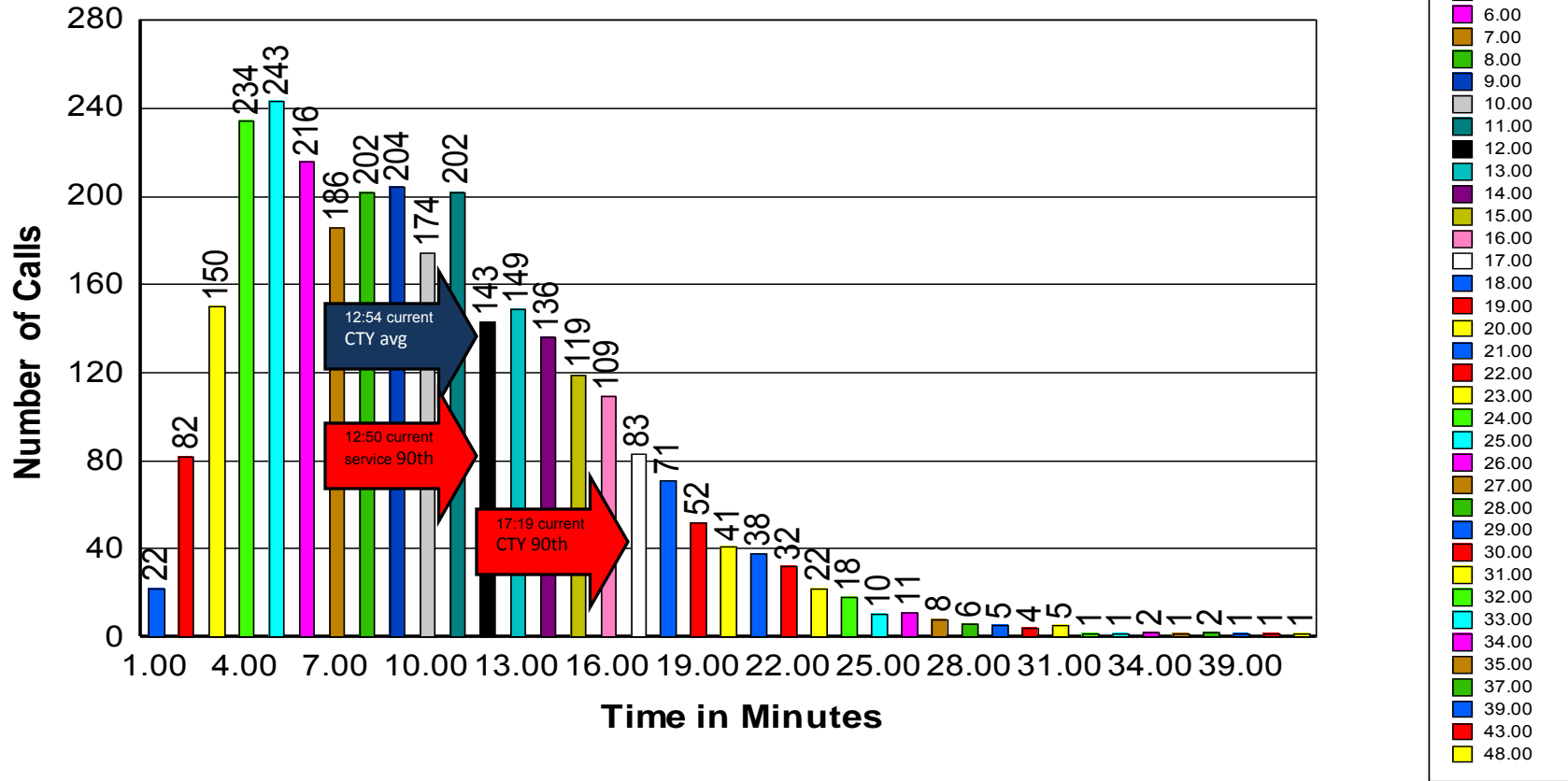
**Number of Calls within Response Time (T2-T4)**





Guelph Wellington Emergency Medical Service  
**Wellington County 2009**

**Number of Calls within Response Time  
 (T2-T4)**

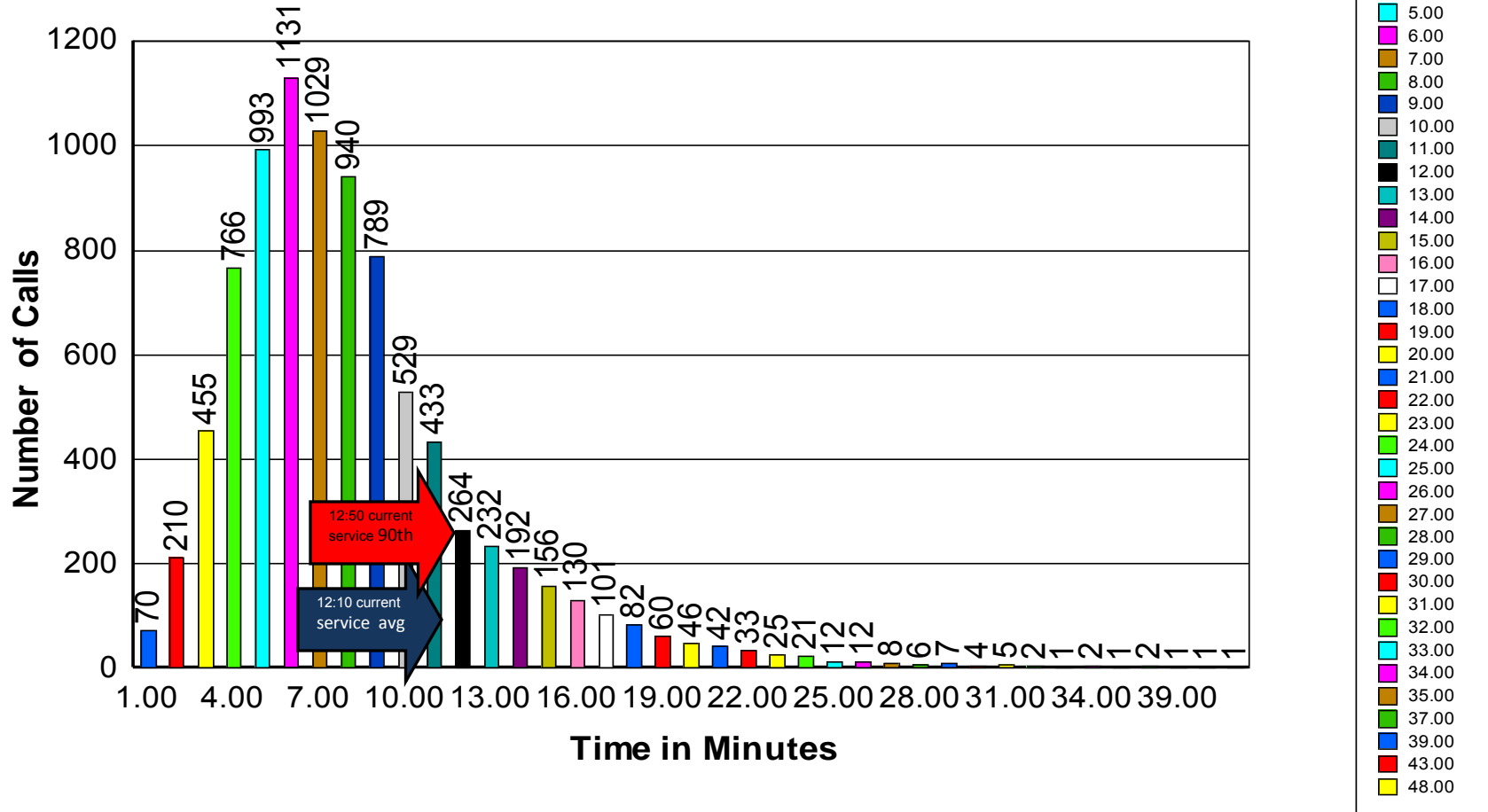






# Guelph Wellington Emergency Medical Service Wellington County Inclusive of the City of Guelph 2009

## Number of Calls within Response Time (T2-T4)

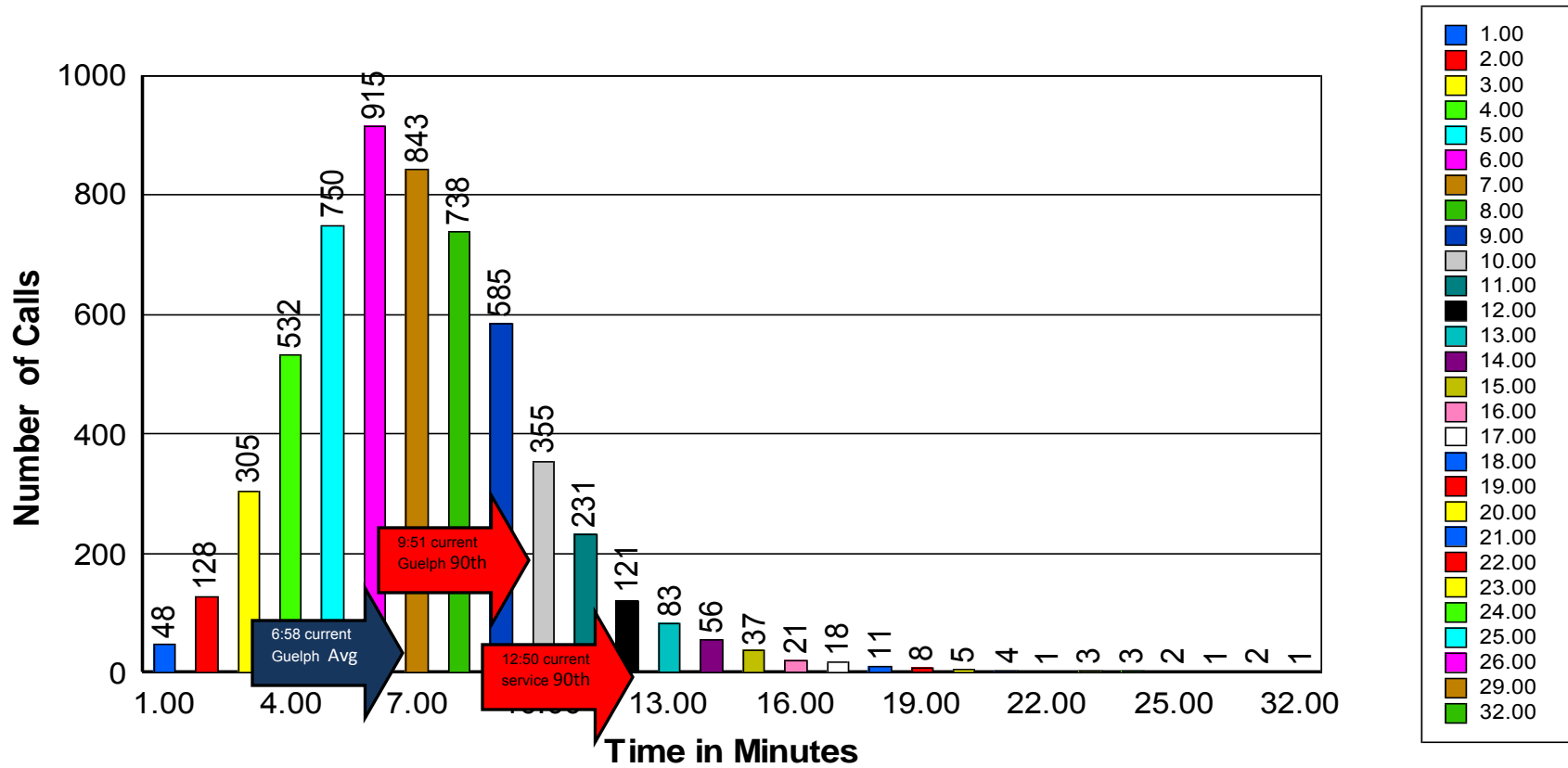


3/11/2010  
Code 4 only with valid T4 time  
Data Source: MOHLTC ADDAS



Guelph Wellington Emergency Medical Service  
**City of Guelph 2009**

**Number of Calls within Response Time (T2-T4)**



# **Land Ambulance Service (LAS)**

## **Background information**

February 25, 2010

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### **Key issues**

#### **Excellence in emergency medical response**

- As the LAS Delivery Agent and service operator designated by the Province of Ontario to provide ambulance service for Guelph and Wellington, the City of Guelph is committed to achieving the fundamental principles established by the Ministry of Health and Long Term Care (MOHLTC) of accessibility, integration, seamlessness, accountability, and responsiveness.

#### **Dissolution of LAS Committee**

- To strengthen the role of City Council in fulfilling its responsibilities and obligations under the Ambulance Act and Regulations, all matters related to LAS will now be dealt with by the Emergency Services, Community Services and Operations Committee (ECO Committee).

#### **Accountability and Transparency**

- The City will enter into an open and transparent cost-sharing agreement with the County of Wellington.

#### **Implication of the Arbitration**

- The County of Wellington brought LAS into a recent arbitration to change the way costs are divided between the County and City. Before the arbitrator's decision, costs were divided by population. In other words, costs were shared based on the percentages of populations served across the entire coverage area. (57% of the costs were apportioned to the City and 43% were apportioned to the County.) The County sought a change to have costs apportioned by call location.

The arbitrator supported the County's request to apportion costs based on call location. No other jurisdiction in Ontario uses the location of call for the apportioning of Land Ambulance costs. In this regard, Guelph taxpayers are being treated differently than every other municipal taxpayer in the province in their funding of LAS.

Weighted assessment is how most of Ontario pays for services delivered at the local level. It is based on the assessed value of one's property, not on where one lives, what services one uses, or how often one uses those services. Apportionment by population or weighted assessment has had the following attributes: it's fair, as services are universally accessible across the delivery area; it's predictable, because the apportionment does not vary throughout the year; and it's accountable and transparent without requiring auditing. In contrast, apportionment by location of calls is administratively complex and costly.

**Erin Township response times**

- Erin Township continues to have concerns regarding the response times in its part of the Guelph-Wellington service area.

As the delivery agent, the City of Guelph is reviewing all of the pressures that impact effective responses in all parts of the service area, including the Town of Erin. In the meantime, funding and supplies have been provided to fire services in areas such as Erin, which provide life-saving resources in medical emergencies. Interim measures such as "call-sharing" emergency requests with neighbouring services have been established to ensure resources can be assigned in an emergency for optimal response times.

## History: Province of Ontario

- Until the beginning of 1998, the Ministry of Health and Long Term Care (MOHLTC) fully funded and directed the operations of all LAS in Ontario.
- In 1998, the Province began the process of transferring the responsibility for the provision of LAS to 40 upper-tier municipalities and designated Delivery Agents.
- Initially the funding was on a 50/50 basis between the province and the municipality. A few years later, the province changed this funding proportion to 75% municipal and 25% provincial. More recently, the Province changed the funding proportion back to a 50/50 basis in recognition that health care costs do not belong on the municipal property tax base.
- In addition to providing funding, the MOHLTC sets standards for the delivery of LAS and ensures compliance with those standards.
- Despite municipal responsibility for operating LAS, the Province controls the dispatch of all ambulances in the Province.
- Ambulance service in Ontario is intended to be a seamless program that responds to requests for service and transports patients across municipal boundaries without reference to residence or other demographic factors. Central Ambulance Communications Centres (CACCs) facilitate this seamless approach by coordinating, directing and deploying the movement of all ambulances and emergency response vehicles within large geographic areas.
- MOHLTC conducts regular quality assurance reviews of LAS. This peer-oriented review program serves as a basis for determining if a service operator is meeting the criteria for certification under the Ambulance Act and Regulations.
- Service operators are required to complete a prescribed certification process at least once in each three-year period.
- MOHLTC has legislated a 90<sup>th</sup> percentile response time standard for each designated Delivery Agent.
- In 2011, the Province will move from the requirement that municipal LAS operators meet provincially-established land ambulance response times, to a framework under which each upper tier municipality and designated Delivery Agent, including the City of Guelph, will have the flexibility and responsibility to establish, maintain, enforce, evaluate, update, and report to the ministry on an annual response time performance plan and the response time performance that was achieved under each annual plan.

## History: Guelph-Wellington

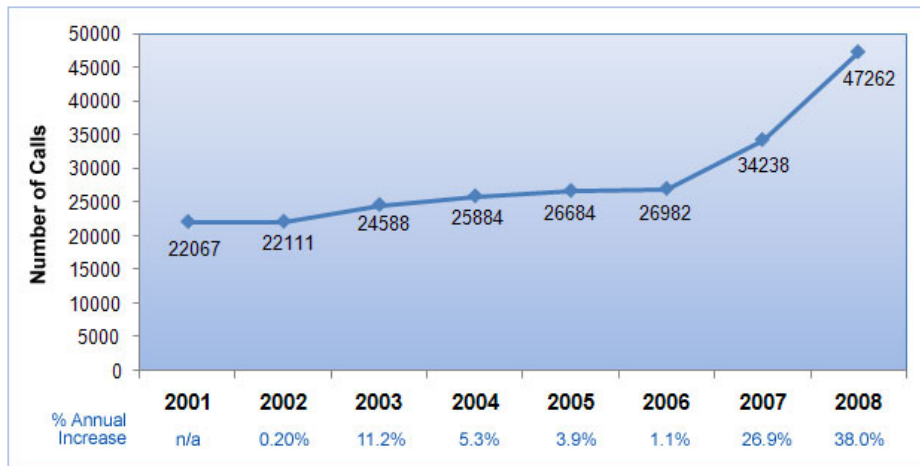
- The City of Guelph was designated as the Delivery Agent for the City of Guelph and the County of Wellington in 2000.
- Royal City Ambulance, a privately-owned business, was the service operator when responsibility for the service was transferred to the City of Guelph from the Province.
- Royal City Ambulance continued in the role as service operator after the transfer until January 2009 when the service was brought in-house by the City of Guelph.
- At present there are nine ambulance stations in Guelph-Wellington:

Station	Location	Staffing
0	Main Land Ambulance Administrative Offices, 355 Elmira Rd. N., Guelph	2 Paramedic Crews, 24 hours, 7 days 1 Paramedic Crew, 0600 to 0200, Monday to Friday
1	34 Harvard Rd., Guelph	1 Paramedic Crew, 24 hours, 7 days 1 Paramedic Crew, 0800 to 2000, 7 days
2	285 Queen St. E., Fergus	1 Paramedic Crew, 24 hours, 7 days
4	382 Main St. N., Mount Forest	1 Paramedic Crew, 24 hours, 7 days
5	110 Smith St., Arthur	1 Paramedic Crew, 24 hours, 7 days
6	122 Robertson St. S., Harriston	1 Paramedic Crew, 24 hours, 7 days
7	Station (satellite), 16 Main St., Drayton	1 Paramedic Crew, 0800 to 1600, 7 days
8	5141 Wellington Road 27, Rockwood	1 Paramedic Crew, 0900 to 2100, 7 days

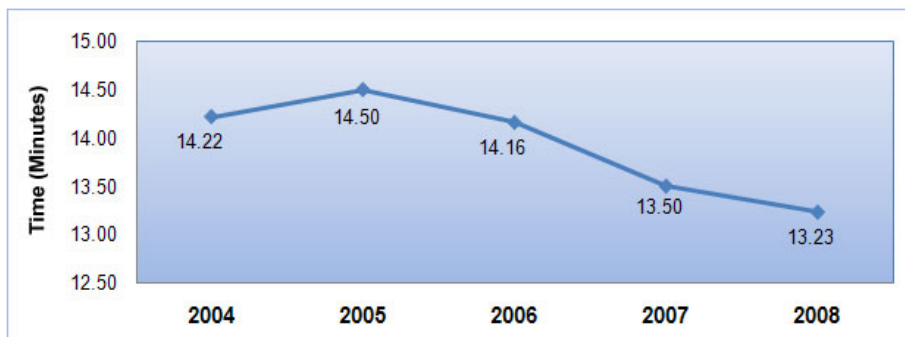
- The Harvard Road station will move to the South End Emergency Services Centre currently under construction on Clair Road to better serve the southern part of the city and the county.
- The City, as the Delivery Agent, is required to respond as dispatched by the CACC both within and outside our designated service area (seamless service). The CACC radios the closest ambulance directly for all emergency responses (regardless of service operator) and that ambulance must respond. Ambulances from other jurisdictions are also called into Guelph-Wellington to respond to calls for emergencies:

Year	Calls for which Guelph-Wellington ambulances responded outside Guelph-Wellington	Calls for which outside ambulances responded inside Guelph-Wellington
2005	757	1846
2006	913	1811
2007	1112	1714
2008	1084	1552
2009 (6 months)	457	525

- The municipal portion of the cost of LAS has been apportioned between the City and the County on the basis of population since 2000. In 2009, this was 59.98% City and 43.02% County.
- A Land Ambulance Agreement was signed between the City and the County in March 2000. The agreement was extended by an amending agreement dated December 20, 2005 until December 31, 2006. A revised draft Land Ambulance Agreement has been provided to the County annually since the end of 2006, with no response from the County. There is currently no written agreement in place.
- Since assuming responsibility for LAS, the City has enhanced training with a goal to ensure that every ambulance is normally staffed with an Advanced Care Paramedic (ACP) ensuring every call in Guelph-Wellington receives the highest level of care. Many communities only provide Primary Care Paramedics or ACPs in urban areas.
- Calls for service have increased since the City assumed responsibility for LAS:



- Response times have improved since the City assumed responsibility for LAS:



- The Guelph-Wellington response time standard established by MOHLTC is 14 minutes 55 seconds (90<sup>th</sup> percentile). The current response time is 12 minutes 55 seconds (90<sup>th</sup> percentile), meaning only 10% of code 4 calls have a longer response time across the service area. Many LAS in the Province struggle to achieve their response time standard.
- Approximately 60% of the calls for Guelph-Wellington occur within city of Guelph boundaries, however only about 40% of the resources are deployed in the city.
- In 2005, the County of Wellington petitioned MOHLTC to designate it as the Delivery Agent for LAS. After review, the MOHLTC determined the City should retain its designation.
- In 2006, the City submitted an expansion request for an ambulance in Erin but the request was not supported by the Province.
- The City of Guelph, as the Delivery Agent, went through the certification process in 2009. Guelph-Wellington EMS meets the certification criteria and the legislated requirements contained within the Ambulance Act and related regulations.

### **Recent events**

- In 2009, the City of Guelph and County of Wellington went to arbitration to consider the methodology for the division of costs for social services and housing. The County of Wellington requested that the apportionment of costs for LAS be included in the arbitration.
- The Land Ambulance Committee was dissolved by Guelph City Council in January 2010. The functional responsibilities of the City's existing Emergency Services, Community Services and Operations Committee (ECO) were expanded to include responsibility for LAS in order to strengthen the role of Guelph City Council in ensuring the City, as Delivery Agent and service operator, is meeting the criteria for certification under the Ambulance Act and Regulations, the principles for providing LAS established by the MOHLTC (see below) and ensuring excellence in public safety.

The Land Ambulance Committee was relatively inactive before it was dissolved.

## **Definitions**

### **Calls**

- Code 1 – non-life threatening
- Code 2 – scheduled appointment, non-emergency call
- Code 3 – prompt, non life-threatening, emergency call
- Code 4 – potential life-threatening, emergency call
- Code 8 – emergency coverage reinstatement (stand by)



- ADDENDUM -

- Emergency Services, Community Services & Operations Committee -

Council Committee Room 5:00 p.m.

- March 15, 2010 -

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**ONTARIO STREET ROAD NARROWING – FOLLOW-UP REPORT (ECO-2010 A.9)**

Correspondence:

\_ Lorraine Pagnan and Fred Thoonen

March 12, 2010

Dear Committee,

We have reviewed the recommendations by staff with regards to the Ontario Street Road Narrowing-Follow-up report. We are unsure that we will be available to attend this meeting and therefore wish to comment. We are in support of staff's recommendations, but would suggest that in clause two that a friendly addition shall be include "that staff be directed to review and report back to Committee on whether or not the road narrowing should be retained after the decommissioning process of the school closing has been undertaken and an assessment of an identified use for the site has been established."

Thank-you for your time.  
Lorraine Pagnan and Fred Thoonen

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, March 15, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, March 15, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Laidlaw

Also Present: Councillors Bell and Wettstein

Staff in Attendance: Mr. S. Armstrong, Director of Emergency Services/Fire Chief; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on February 16, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the March 15, 2010 Consent Agenda to be voted on separately:

ECO 2010-A6	By-law Compliance and Enforcement Officers' Code of Conduct
ECO 2010-A7	Noise Control By-law Exemption Request – EllisDon Construction, 75 Southgate Drive
ECO 2010-A9	Ontario Street Road Narrowing – Follow-Up Report
ECO 2010-A11	Further Enhancements to the Traffic Signal Operation – St. George's Square
ECO 2010-A12	Committee Mandate and Charter
ECO 2010-A13	Follow Up on Directions by ECO Committee, February 16, 2010 Respecting Land Ambulance Services

2. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of March 15, 2010 as identified below, be adopted:

REPORT a) **2010 Service Agreement with the Guelph Humane Society**  
THAT the Mayor and 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 \$382,000 for the period January 1, 2010 to December 31, 2010

REPORT b) **Cassino Avenue – Traffic Management Review**  
THAT an all-way stop control be installed at the intersection of Cassino Avenue and William Street.

Carried

**Further Enhancements to the Traffic Signal Operation – St. George’s Square**

Mr. Allister McIlveen, Manager of Traffic and Parking presented three options for the traffic signal operation at St. George’s Square that were considered when making their recommendation.

REPORT 3. Moved by Councillor Farrelly  
Seconded by Mayor Farbridge  
THAT the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George’s Square with the changes approved by Council at its regular meeting held Monday December 7, 2009 and implemented on December 9, 2009 be retained;

AND THAT staff review the exclusive pedestrian/vehicle right-of-way signal phase operation in St. George’s Square in conjunction with the completion of the construction of the new Transit Terminal at the VIA/Carden Street location and report back to Committee with the results of their review and recommendations regarding changes to the current traffic signal phasing.

Carried

**Ontario Street Road Narrowing – Follow-Up Report**

Mr. D. McCaughan 4. Moved by Councillor Farrelly  
Seconded by Mayor Farbridge  
THAT the matter of the Ontario Street Road Narrowing – Follow-Up Report be deferred to the April 19, 2010 meeting.

Carried

**By-law Compliance and Enforcement Officers' Code of Conduct**

Staff advised they will get business cards printed that can be presented by the by-law officers when they enter a business.

Mr. D. McCaughan

5. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT the March 15<sup>th</sup>, 2010 Operations Department's report "Bylaw Compliance and Enforcement Officers' Code of Conduct", be received.

Carried

**Noise Control By-law Exemption Request – EllisDon Construction, 75 Southgate Drive**

Staff confirmed they have had no objections regarding this exemption from the noise by-law to date.

REPORT

6. Moved by Councillor Hofland  
Seconded by Councillor Farrelly  
THAT an exemption be granted from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, to permit noise associated with the construction process in association with EllisDon Construction, located at 75 Southgate Drive within the City of Guelph between March 23, 2010 and April 30, 2010 from 7:00 a.m. to 9:00 a.m. on Saturdays and Sundays only.

Carried

Mr. J. Riddell  
Mrs. L.A. Giles

7. Moved by Councillor Hofland  
Seconded by Mayor Farbridge  
THAT staff report back on the delegation to staff of exemptions to the noise by-law.

Carried

**Committee Mandate and Charter**

REPORT

8. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT the Emergency Services, Community Services and Operations Mandate and Charter be approved.

Carried

REPORT

9. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT in keeping with the relationship between the City of Guelph and

the County of Wellington with respect to land ambulance service, the Emergency Services, Community Services and Operations Committee agrees that no time limitation will be placed on individuals appearing as a delegation before the Committee when they are appearing on behalf of the County of Wellington with respect to land ambulance service matters;

AND THAT the procedural by-law be amended accordingly.

Carried

**Follow Up on Directions by ECO Committee, February 16, 2010 Respecting Land Ambulance Services**

Mr. Armstrong clarified that a report will be coming regarding accountability practices for the land ambulance service. He provided clarification of the response times. He also provided information regarding the changes that are upcoming with the delivery of service resulting from new regulations from the Province.

10. Moved by Councillor Hofland

Seconded by Councillor Farrelly

REPORT

THAT the report dated March 15, 2010 regarding follow up on directions by ECO Committee, February 16, 2010 respecting Land Ambulance Services be received;

AND THAT the timing and process to address impacts of the new funding methodology be approved;

AND THAT the statistical analysis providing context to current Land Ambulance Response time tracking be received for information;

AND THAT the timing and process to develop a system wide response time plan, including public education and reporting across the service area be approved.

Carried

**Other Business**

**Anti-Idling By-law**

11. Moved by Mayor Farbridge

Seconded by Councillor Hofland

Mr. D. McCaughan

THAT the feasibility of posting the anti-idling information on the

March 15, 2010

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

Page 5

entrance signs leading into the City be considered within the work plan of the anti-idling by-law.

The meeting adjourned at 6:10 p.m.

Next Meeting: April 19, 2010

.....  
Chairperson

# COMMITTEE AGENDA



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

DATE April 19, 2010

LOCATION Council Committee Meeting Room (Rm 112)

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

### CONFIRMATION OF MINUTES - March 15, 2010

### PRESENTATIONS (Items with no accompanying report)

- a) WWLHIN (Waterloo Wellington Local Health Integration Network):-  
Kathy Durst, Chair and Sandra Hanmer, CEO re update report  
regarding their activities

### 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-2010-A.14 Ontario Street Road Narrowing – Follow-Up Report		<ul style="list-style-type: none"> <li>• Renato Cadorin</li> <li>• Antonio Leo</li> </ul> <u>Correspondence:</u> <ul style="list-style-type: none"> <li>• Lorraine Pagnan</li> <li>• Antonio Leo</li> <li>• Franceschi Family</li> <li>• Sam Leo</li> </ul>	√
ECO-2010-A.15 Follow-Up – Arthur-King-Queen Traffic Calming			
ECO-2010-A.16 Noise Control By-law Exemption Request – Ministry of Transportation		<ul style="list-style-type: none"> <li>• Mira Soni</li> </ul>	√



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of Ontario – Highway 6 (Hanlon Expressway) Intersection Improvements			
ECO-2010-A.17 Temporary Traffic Control for Infrastructure Stimulus Funded Projects			
ECO-2010-A.18 Sports Field Maintenance Report			
ECO-2010-A.19 Locomotive 6167 Restoration Update			
ECO-2010-A.20 Dining Room Operation – Evergreen Seniors Centre			
ECO-2010-A.21 New Guelph Civic Museum Update			
ECO-2010-A.22 Community Gardens Pilot Site Approval		Sally Ludwig	√
ECO-2010-A.23 River Run Centre Capital Project RR0031			
ECO-2010-A.24 Dialogue With Potential Interregional Partners			
ECO-2010-B.1 May & June Meeting Dates			

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**

**CLOSED MEETING**

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

- personal matters about identifiable individuals

**NEXT MEETING – May 17, 2010**

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Emergency Services, Community Services & Operations  
Committee  
Monday, March 15, 2010 5:00 p.m.**

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Absent: Councillor Laidlaw

Also Present: Councillors Bell and Wettstein

Staff in Attendance: Mr. S. Armstrong, Director of Emergency Services/Fire Chief; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no disclosure of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on February 16, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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- Mr. D. McCaughan
5. Moved by Mayor Farbridge  
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**Other Business**

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March 15, 2010

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

Page 5

entrance signs leading into the City be considered within the work plan of the anti-idling by-law.

The meeting adjourned at 6:10 p.m.

Next Meeting: April 19, 2010

.....  
Chairperson

# City of Guelph

*Kathy Durst, Chair and Sandra Hanmer, CEO  
Monday, April 19, 2010*







# Agenda

- WWLHIN Board Renewal
- Working Together for a Healthier Future - Integrated Health Service Plan 2010 - 2013
- Rural Health Care Review

# WWLHIN Board Renewal

- New appointments through Order in Council
  - William (Bill) Dinwoody (Area of Residence: Erin)
  - Dale Small (Area of Residence: Mount Forest)
- WWLHIN Nominations Committee is a standing committee of the WWLHIN Board
- 7 Board Members terms expire by June 2011
- Board recruitment – competency based skill mix

# WWLHIN & Municipality Links

- Leadership
- Mandate
- Economic Development Planning
- Space Utilization Planning
- Housing
- Population Health

Working Together for a Healthier Future-  
Integrated Health Service Plan  
2010 - 2013

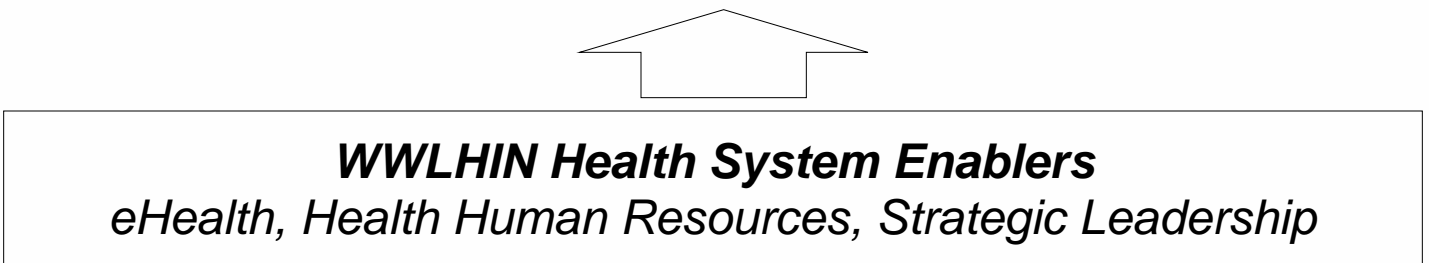
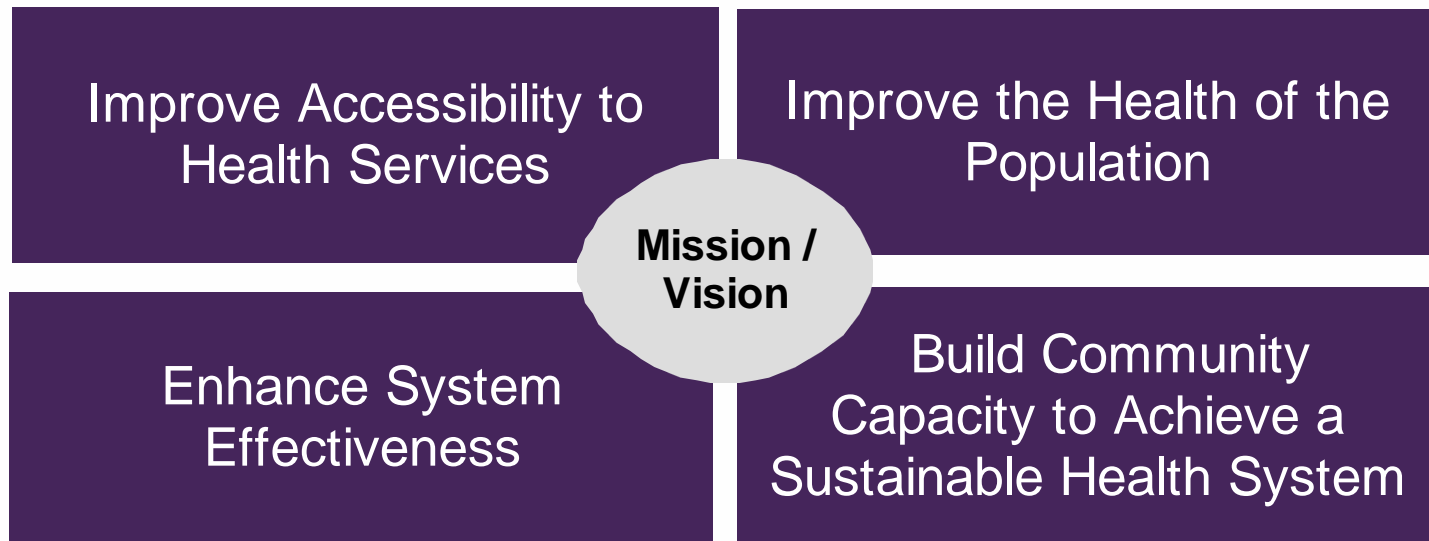
# Working Together for a Healthier Future- Integrated Health Service Plan (IHSP) 2010 - 2013

- Strategic plan for Waterloo Wellington's health care system
- Identifies key priorities, measures of success, system improvement initiatives and outcome expectations for the local health system for a three year period
- Current IHSP 2007 – 2010 (April 1 – March 31)
- Updated IHSP 2010 – 2013 (April 1 – March 31)

# Guiding Principles IHSP 2010 - 2013

- Build on the goals of the current IHSP
- Align with provincial priorities
- Focus on system performance improvement
- Create action-oriented activities related to each priority
- A partnership between the WWLHIN, health service providers, and other stakeholders will advance the priorities

# WWLHIN Strategic Dimensions



# IHSP Priorities

Our community's eight priorities for 2010 - 2013 are:

- improving wait times for MRI exams
- improving access to emergency department (ED) care
- improving access to primary care
- improving access to, and coordination of, addictions and mental health services
- improving chronic disease prevention and management
- improving outcomes for stroke patients through integrated programs
- decreasing alternate level of care (ALC) days
- improving patient safety and enhancing quality of care.



# Rural Health Care Review

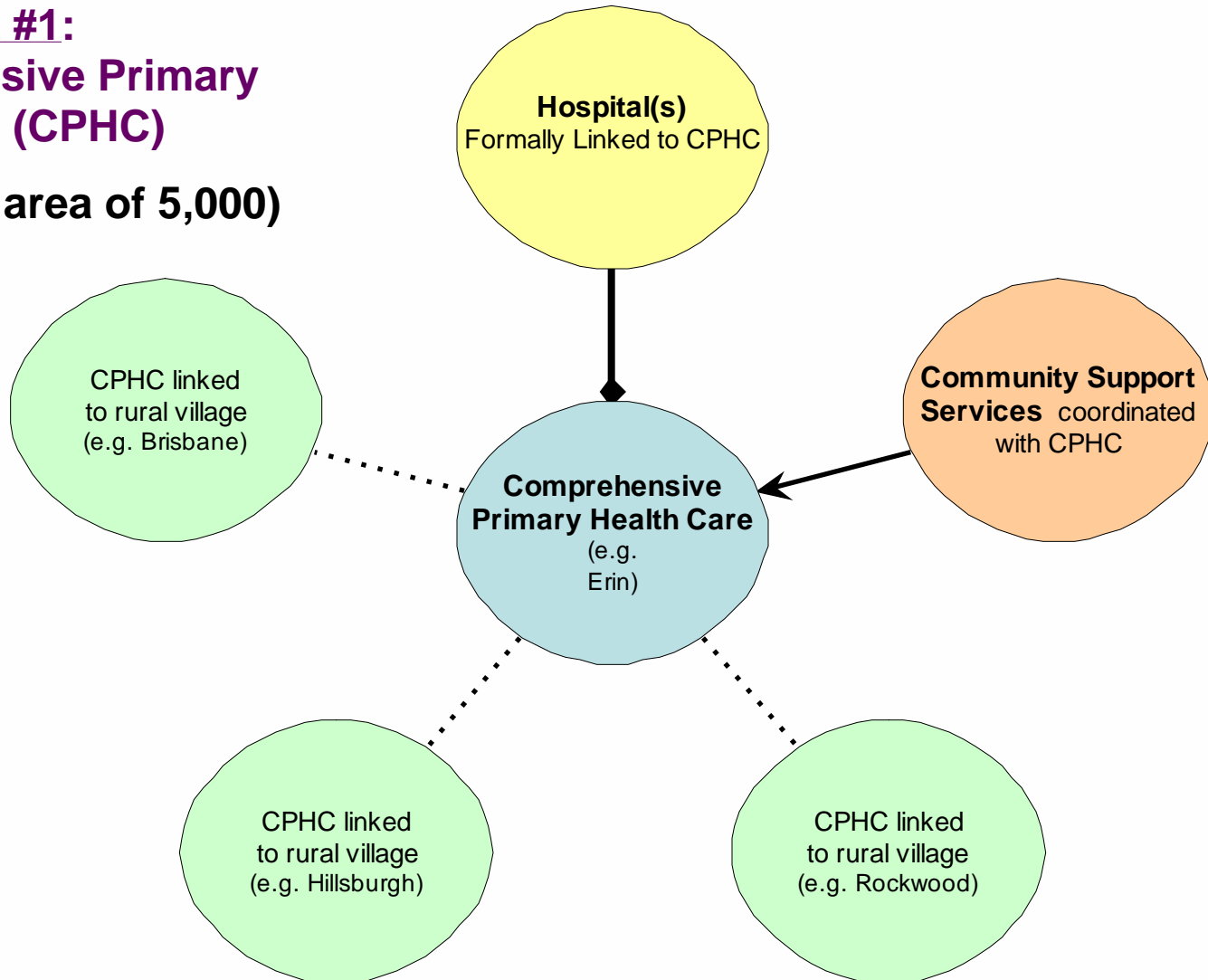
## Recommendations

## Proposed Rural Health Services Framework 4 *key elements*

- Comprehensive Primary Health Care
- Community Support Services and Home-based Care
- . Hospital-based Care
- Integrated Rural Health Care Network

**Component #1:  
Comprehensive Primary  
Health Care (CPHC)**

**(catchment area of 5,000)**



# Long Term Goal:

## *Healthy & Sustainable Rural Communities*



Need to create an integrated strategy for rural communities which links social, economic development and environmental sustainability strategies with rural health plan

# Questions?

Waterloo Wellington LHIN

# LIVE AND LIVE WELL IN WATERLOO WELLINGTON

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

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

**April 19, 2010**

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-2010 A.14 ONTARIO STREET ROAD NARROWING – FOLLOW-UP REPORT</b></p> <p>THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;</p> <p>AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;</p> <p>AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.</p>	<p>Approve</p>
<p><b>ECO-2010 A.15 FOLLOW-UP – ARTHUR-KING-QUEEN TRAFFIC CALMING</b></p> <p>THAT no further action be taken at this time on the Neighbourhood Traffic Management Plan in the Arthur-King-Queen neighbourhood.</p>	<p>Approve</p>
<p><b>ECO-2010 A.16 NOISE CONTROL BY-LAW EXEMPTION REQUEST MINISTRY OF TRANSPORTATION OF ONTARIO – HIGHWAY 6 (HANLON EXPRESSWAY) INTERSECTION IMPROVEMENTS</b></p> <p>THAT an exemption from Schedule “A” of the Noise Control By-law (2000)-16366, as amended, from April 27, 2010 until November 15, 2010 and April 1, 2011 until November 15, 2011 between the times 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on</p>	<p>Approve</p>

Saturdays and at all times on Sundays and Holidays be granted to the Ministry of Transportation of Ontario to permit noise associated with the road reconstruction improvements to be undertaken on Highway 6 (Hanlon Expressway).

**ECO-2010 A.17 TEMPORARY TRAFFIC CONTROL FOR INFRASTRUCTURE STIMULUS FUNDED PROJECTS**

Receive

THAT the 'Temporary Traffic Control for Infrastructure Stimulus Funding Projects' report dated April 19, 2010 be received.

**ECO-2010 A.18 SPORTS FIELD MAINTENANCE REPORT**

Receive

THAT the Operations' report dated April 19, 2010, 'Sports Field Maintenance Report be received for information.

**ECO-2010 A.19 LOCOMOTIVE 6167 RESTORATION UPDATE**

Receive

THAT the Operations' report 'Locomotive 6167 Restoration Update' dated April 19, 2010, be received.

**ECO-2010 A.20 DINING ROOM OPERATION – EVERGREEN SENIORS CENTRE**

Receive

THAT the April 19, 2010 Community Services Report # CS-FP-1006 entitled "Dining Room Operation – Evergreen Seniors Centre" be received.

**ECO-2010 A.21 NEW GUELPH CIVIC MUSEUM UPDATE**

Receive

THAT Report # CS-MU-1007, dated April 16, 2010, providing an update on the new Museum project, be received for information.

**ECO-2010 A.22 COMMUNITY GARDENS PILOT SITE APPROVAL**

Approve

THAT the Community Services Report # CS-IS-1008 dated April 19, 2010 related to Community Gardens be received;

AND THAT City Council support the location of two pilot community gardens, one in Peter Misersky Park and the other in Norm Jary Park as set out in Appendix B and Appendix E, respectively, of the Community Services Report # CS-IS-1008 dated April 19, 2010 for a two year trial period commencing in the spring of 2010 and ending after the harvest in the fall of 2011;

AND THAT staff be directed to work with the associated neighbourhood groups, the Upper Grand District School Board (UGDSB), and community garden volunteers to support the implementation of the pilot community gardens and including gardens to be located at Brant Avenue School and



the UGDSB Lot at 170 Stephanie Drive subject to available resources within the approved 2010 operating budgets;

AND THAT staff report back on the results of the community gardens program following the end of the pilot.

**ECO-2010 A.23 RIVER RUN CENTRE CAPITAL PROJECT RR0031**

Approve

THAT as per Report #CS-CU-1009, the previously approved funding of \$20,000 for Capital Project RR0031 be reallocated for the installation of wireless network at the River Run Centre.

**ECO-2010 A.24 DIALOGUE WITH POTENTIAL INTERREGIONAL PARTNERS**

Approve

THAT staff be encouraged to dialogue with interregional providers and colleagues in other cities and towns, for the purpose of exploring innovative new ways to partner on transit services, prior to the presentation of recommendations of the Transit Growth Strategy.

**B Items for Direction of Committee**

**ECO-2010-B.1 MAY & JUNE MEETING DATES**

Approve

THAT the Emergency Services, Community Services & Operations Committee meeting scheduled for Monday, June 21, 2010 be rescheduled to Tuesday, June 22, 2010.

**C Items for Information**

attach.

# COMMITTEE REPORT



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

SERVICE AREA Operations

DATE April 19, 2010

**SUBJECT Ontario Street Road Narrowing - Follow-Up Report**

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## **RECOMMENDATION**

THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;

AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;

AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.

## **BACKGROUND**

A traffic calming review was completed for Ontario Street following the installation of interim all-way stop signage in May 2003. A traffic calming plan was developed for Ontario Street, however due to lack of support from residents to the proposed measures staff recommended leaving the interim all-way stops in place as the final phase of the review. On February 25, 2008, Council approved the following resolution:

THAT the existing all-way stop controls installed at the intersections of Ontario Street at Arthur Street South/Manitoba Street and at Ontario Street at Neeve Street remain in place;

AND THAT the Director of Operations confirm with the Director of Community Design and Development Planning that the realignment of the corner of Ontario Street will occur with the realignment of York Road;

AND THAT Operations Department staff be directed to provide alternative recommendations to the Committee to address the local issues outside of the traffic management process.

In October 2008 staff presented a report to the Emergency Services, Community Service and Operations (ECO) Committee (Appendix A) recommending the installation of a road narrowing at the Intersection Pedestrian Signal (IPS) on Ontario Street at Wood Street. On October 27, 2008, Council approved the following resolution:

THAT the recommendation contained in the Director of Operations report of October 15, 2008, to install a road narrowing at the intersection of Wood Street and Ontario Street be approved.

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In August 2009 the road narrowing was installed on the north side of Ontario Street east of Wood Street.

At the September 21, 2009 ECO Committee meeting a number of residents registered as delegations to present their objections and concerns regarding the installation of the road narrowing. At this meeting, Committee approved the following resolution:

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.

## **REPORT**

After objections to the installation of the road narrowing were raised by delegations at the September 21, 2009 ECO Committee meeting, the following actions were undertaken:

1. Staff responded to the list of questions and concerns submitted by the group of residents. This response was given directly to the resident(s) who submitted the inquiry and made available to other residents at a public meeting held in October 2009. (Appendix B)
2. On October 27, 2009, staff held a public meeting to provide an open forum to discuss the issue of the road narrowing on Ontario Street at Wood Street.

Staff collected comments from residents at the meeting and following the meeting. The comments received and staff's responses are provided in Appendix C. Appendix D shows the area and key locations of some of the concerns raised.

### Effect on Operating Speeds:

One of the concerns raised by residents was the effectiveness of the road narrowing in reducing vehicle operating speeds. Traffic data collected on Ontario Street before and after the installation of the road narrowing, shows a reduction of operating speeds by 6 km/h (55km/h before; 49 km/h after). The City's traffic calming policy requires that a speed be 55 km/h or greater to consider addressing a speeding issue through the policy. This reduction represents a significant positive impact on the speed of vehicles on Ontario Street.

### Conclusion:

At the public meeting held on October 27, 2009 the majority of the residents that appeared at the September 21, 2009 ECO meeting were in attendance. Based upon observations by staff, most if not all of these residents, are still of the opinion that the road narrowing is not necessary and still want the island removed. A number of other residents that attended the public meeting indicated their support of the narrowing remaining with the addition of some signing and pavement marking to enhance its operation. Staff anticipate that the residents who object to the road narrowing remaining will appear as a delegation at the March 15<sup>th</sup> meeting of ECO.

As the road narrowing has been shown to be effective in reducing the operating speeds on Ontario Street near Tytler Public School and addresses the initial objective of staff in providing a shorter crossing distance for pedestrians at the

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existing pedestrian signal, staff recommend that it be retained and that the road narrowing be reviewed at the time that Tytler Public School closes with a report to committee on whether or not it should be retained. In addition, to address concerns raised by residents, staff recommend adjusting the centerline in order to make it less abrupt and install warning signs in advance of the narrowing to advise drivers that road narrows. (Appendix E)

### **CORPORATE STRATEGIC PLAN**

Government and community involvement: Goal #5: A community focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

Installation of roadway narrows signs and alterations to the centerline will be funded through Operating budget New Sign Installation Account 720-3141 at an estimated cost of \$500.

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

Residents of Ontario Street will be notified that this matter is being brought to the ECO Committee at their meeting on March 15, 2010.

### **ATTACHMENTS**

- Appendix A – Ontario Street Narrowing ECO Committee Report, October 15, 2008
- Appendix B – Staff response to resident questions
- Appendix C – Staff response to public meeting comments
- Appendix D – Area Map
- Appendix E – Proposed modifications

Original Signed by:

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**Prepared By:**

John Gaddye, C.E.T.  
Traffic Technologist II  
519-822-1260 x2040  
john.gaddye@guelph.ca

Original Signed by:

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**Recommended By:**

Allister McIlveen  
Manager, Traffic & Parking  
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Original Signed by:

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**Recommended By:**

Derek J. McCaughan  
Director, Operations  
519-822-1260 x2018  
derek.mccaughan@guelph.ca

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** October 15, 2008

**SUBJECT** ONTARIO STREET ROAD NARROWING  
**REPORT NUMBER**

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## RECOMMENDATION

"That the recommendation contained in the Director of Operations report of October 15, 2008, to install a road narrowing at the intersection of Wood Street and Ontario Street be approved."

## BACKGROUND

At the February 11, 2008, meeting of Emergency Services, Community Services and Operations Committee the following resolution was passed:

"THAT the Operations Department staff be directed to provide alternative recommendations to the Committee to address the local issues outside of the traffic management process."

## REPORT

Past concerns from Ontario Street residents primarily consisted of the speed of vehicles, pedestrian safety at school crossings and cut through traffic. While cut through traffic and vehicle speed was found to be no longer a problem based on the recent traffic calming review for Ontario Street, concern remained for pedestrian safety at school crossings.

Staff have reviewed Ontario Street and determined that a roadway narrowing on the northeast corner of the intersection of Ontario Street at Wood Street would provide a shorter crossing distance for the existing pedestrian signal that services Tytler School and the primarily residential area.

Appendix A provides a location of the proposed road narrowing for Ontario Street at Wood Street.

### Proposed Road Narrowing:

The Operations Department surveyed the residents on Ontario Street between Manitoba Street and York Road on a proposed road narrowing at Wood Street.

# Appendix A

## Ontario Street Follow-up Report

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Appendix B outlines the survey area for the proposed road narrowing. 45 notices were distributed to the directly affected households located within the study area and only 17 (38%) of the households surveyed responded. Of the 17 households that responded, 13 (76%) were not in favour of the proposed road narrowing on Ontario Street.

While technically not warranted, staff are recommending the installation of the road narrowing as Ontario Street is overly wide for a local street. Once installed, this narrowing will reduce the exposure that pedestrians, including the elementary school students, have to vehicular traffic as they cross the roadway to the elementary school and to the play area located on the school board property.

### **ALTERNATIVES**

Do not install the road narrowing.

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Community Design and Development Services

### **COMMUNICATIONS**

Affected property owners have been advised that this matter is being presented to the Emergency Services, Community Services and Operations Committee on October 15, 2008.

### **ATTACHMENTS**

Appendix A – Proposed Road Narrowing  
Appendix B – Survey Area



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#### **Prepared By:**

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519 822 1269 ext 2275  
Bob.Chapman@guelph.ca

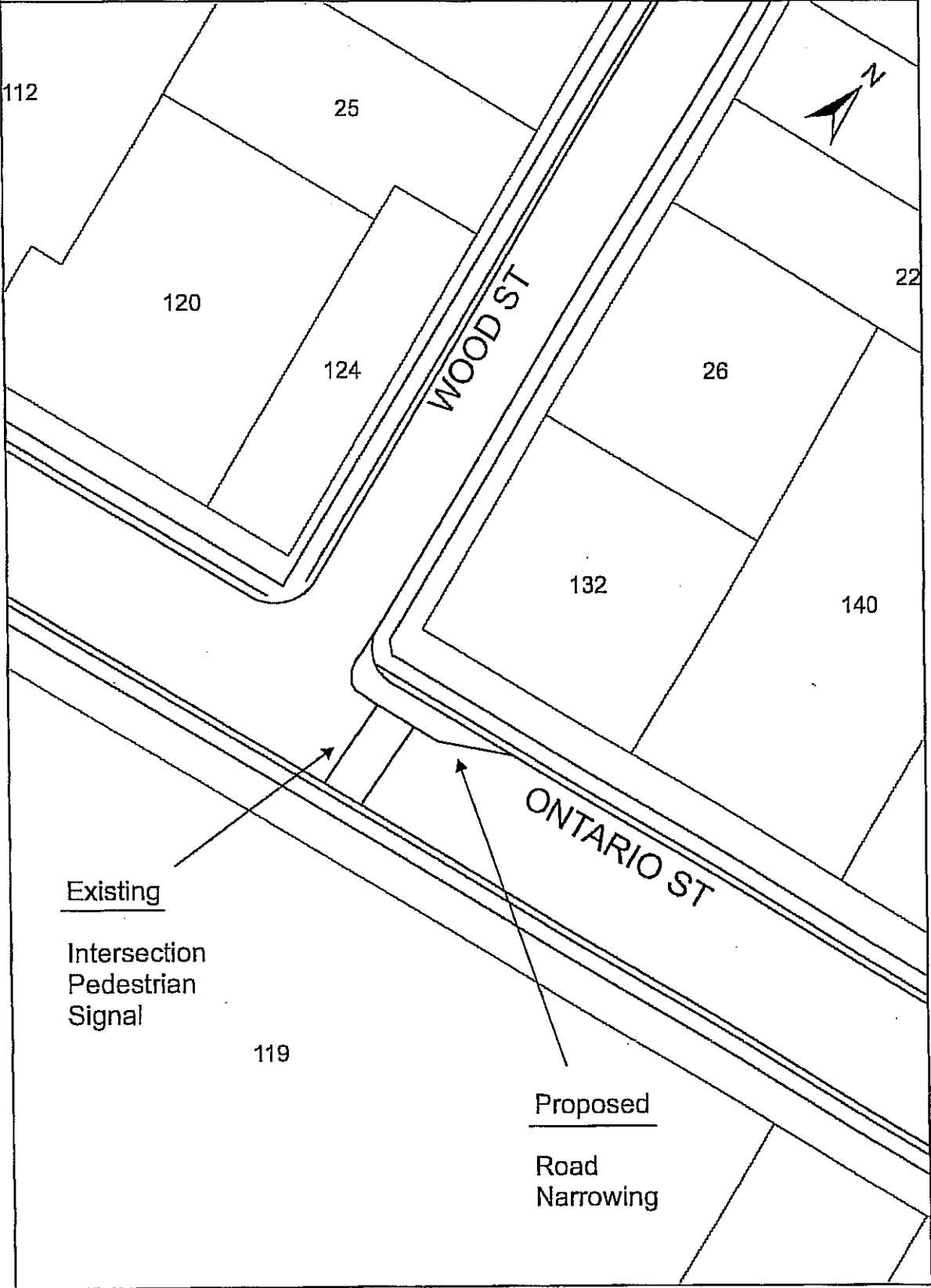
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#### **Recommended By:**

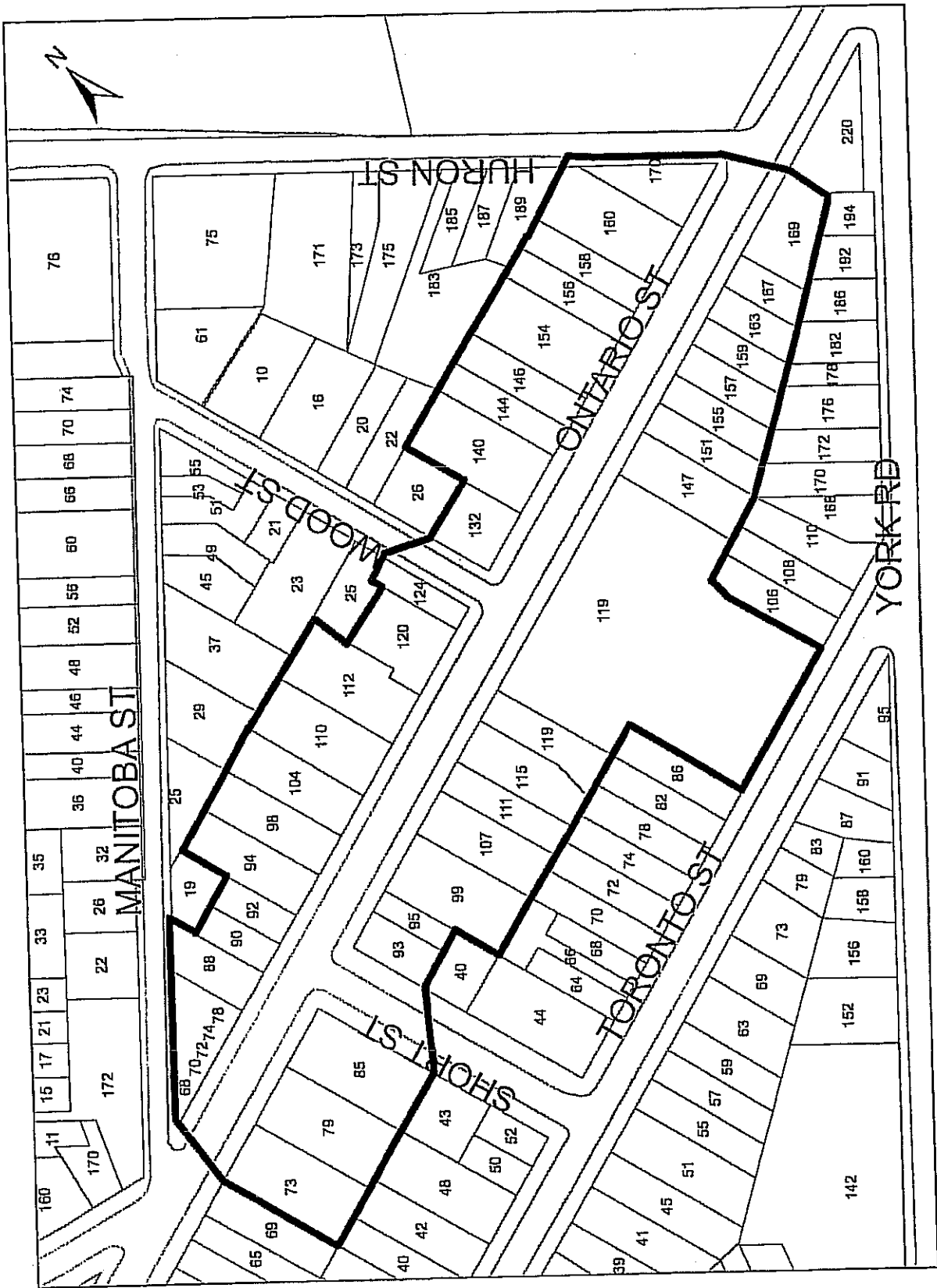
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Appendix A  
Ontario Street Follow-up Report

Appendix A - Proposed Road Narrowing



Appendix A  
 Ontario Street Follow-up Report  
 Appendix B - Survey Area



LEGEND:  
 ——— SURVEY BOUNDARY AREA



Appendix B  
Ontario Street Follow-up report

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*The following is staff's response to a series of questions presented to the Emergency Services, Community Services and Operations Committee (a Committee of City Council) on September 21, 2009.*

## **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?

Staff Response:

In the past 5 years there has been 1 reportable collision involving a pedestrian on Ontario Street (@ Neeve St). (In 2002 pedestrian ran out from between parked cars and was hit.)

2. How many pedestrians have been hurt at the Tytler School pedestrian crossing?

Staff Response:

A search of the records that we have on file indicates that there has not been a reported collision involving a pedestrian at this location.

3. How many near misses have happened at the Tytler School pedestrian crossing?

Staff Response:

Collision history is based upon reported collisions. Therefore, the staff have no record of those collisions that are not reported through Guelph Police Services. Unless the public calls and advises that there was a 'near miss' staff would be unaware. In addition, the term 'near miss' is misleading as each individual has their own definition of a 'near miss'.

4. How many near misses have happened on Ontario Street?

Staff Response: As above

Appendix B  
Ontario Street Follow-up report

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5. How many, if any accidents or near misses were related to parents dropping off their children?

Staff Response:

There is no record of any reported collisions on Ontario Street at Tytler Public School frontage.

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?

Staff Response:

Funding was readily available to pay for the permanent installation of a road narrowing at the school to create a safer crossing area for school children.

7. Where else in the City, have these exact same type of measures been used?

Staff Response:

Similar narrowings are installed on Dufferin Street, Teal Drive and Balmoral Drive.

8. Where has this type of protrusion worked before?

Staff Response:

As indicated above there are locations that we have installed similar road narrowings. They are installed for safety reasons with some of the effects being measurable, while others are not.

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?

Staff Response:

This is not a pilot project.

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?

Appendix B  
Ontario Street Follow-up report

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Staff Response:

The narrowing was designed to allow two vehicles to pass through the narrowed portion at the same time. Illegal driving actions are enforced by Guelph Police Service.

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?

Staff Response:

The object marker installed on the narrowing functions as a year-round warning device. Yellow centreline functions during the majority of the year. We are currently reviewing the existing signing and the pavement marking for improvement.

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?

Staff Response:

The money was identified for traffic calming for Ontario Street, not specific to the intersection of York Rd. and Ontario St.

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?

Staff Response:

The overall traffic impact generated by Owens Corning has not been determined. We are not aware of any negative impact on school children at pick up times 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?

Staff Response:

Appendix B  
Ontario Street Follow-up report

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The narrowing is intended to improve the operation of the road at this location by slowing vehicles on Ontario Street and providing a shorter crossing distance for pedestrians to cross.

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?

Staff Response:

City staff will review the usefulness of both the narrowing and intersection pedestrian signal after the school has been closed and the future use is determined.

16. What is the difference in traffic volume between the summer months and the school term months?

Staff Response:

We do not collect traffic information in the summer months unless there is a special need, as traffic patterns are different due to vacation and the summer school break. As a general rule of thumb the peak hour traffic flows are 25% to 30% lower in the summer 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?

Staff Response:

Council directed staff to recommend treatment on Ontario Street outside of the traffic management process to address pedestrian safety at school crossings. The staff do not consider this area as a 'slum' area.

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?

Appendix B  
Ontario Street Follow-up report

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Staff Response:

City staff strive to identify deficiencies and opportunities for improvement on the road network to make roads safer for all road users.

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?

Staff Response:

Road narrowings do not promote aggressive driving at any time.

20. Were there feasibility studies done for:

- A roundabout at the intersection of York and Ontario Street

Staff Response:

No, a roundabout was not considered as part of this project.

- Reducing the speed limit from the intersection at Huron and Ontario to the intersection at Arthur and Ontario Street

Staff Response:

No. Artificially lowering speeds limits have very limited effectiveness without very strict long-term enforcement by police. The necessary enforcement is not sustainable with the resources available to Guelph Police Service.

- Smart Lights

Staff Response:

The term 'smart lights' has many meanings. Staff would need further clarification to provide a response.

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?

Staff Response:

Appendix B  
Ontario Street Follow-up report

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Traffic Investigations staff watch for opportunities to improve roads through capital or maintenance programs. E.g. Balmoral / Inverness.

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?)

Staff Response:

The cost for the road narrowings was approximately \$7,000. Funds are to be collected from Owens Corning.

23. What would the cost of removing this protrusion be? (old Owens Corning money again?)

Staff Response:

The cost to remove the road narrowing is estimated at \$7,000.

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?

Staff Response:

Staff would have required specific direction from Council to change the course of action since it was a Council resolution which directed staff to implement the narrowing.

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?

Staff Response:

Appendix B  
Ontario Street Follow-up report

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The issue of the children crossing Ontario Street was subjective rather than through statistically collected information.

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....."

Staff Response:

I would speak to your local Councillor on the best way to be kept up to date with activities/issues within your neighbourhood.

It is our usual practice to keep the public informed of the results of surveys.

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.

Appendix B  
Ontario Street Follow-up report

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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:

519- [REDACTED]

or

519- [REDACTED]



Appendix C  
Ontario Street Follow-up report

Verbal comments received at Public Meeting – October 27, 2009

Comment / Question	Staff response
Some do not believe the road narrowing reduces operating speeds.	Comparison of data collected before and after installation of the narrowing indicates a significant reduction in operating speed. Before narrowing - 55 km/h; After narrowing - 49 km/h)
Some believe speeds/noise reduced/lowered.	
Narrowing does not lower speeds.	
Pedestrians in driver's line of sight/closer to vehicles on road- concern situation is more UNSAFE	With proper warning of the change in curblines (through signs and pavement markings) drivers are aware that it is necessary to travel around the narrowing. Pedestrians standing in the narrowing area are more visible to drivers, and pedestrians also have better sightlines to see approaching vehicles.
Location of school bus loading zone interferes with operation of intersection. Can it be relocated?	Options for school bus loading zone location are limited. Only viable option within school frontage would be to eliminate the existing Kiss N Ride Zone on Toronto Street and replace it with the school bus loading zone. Staff do not recommend since displaced parent vehicles would create greater affect on neighbourhood residents. <b>Adjusting centreline on Ontario St west of Wood St would help to improve the situation.</b>
Concern snow will accumulate at the road narrowing. Vehicles losing control and hit pedestrians, etc.	On-site observation (January 14, 2010) showed that travel portion is clear of parked vehicles and staff have not received any related complaints to date. Staff can continue to observe though winter after additional snow accumulation.
Narrowing is ugly. Do not like the use of asphalt on boulevard. Prefer plantings, grass, compared to other narrowings installed in the City where grass was installed on the boulevard.	Other narrowings are an extension of a grass boulevard. North side of Ontario Street has asphalt boulevard.
40km/h speed limit in school zones. Suggestion that Ontario Street be used as a pilot project.	Council report on matter of school speed zones planned for later in 2010.
Request for Road Narrowing Ahead warning signs.	<b>Staff recommend this improvement.</b>
Request to use traffic signals to control speeding by making signals cycle so that when a vehicle is approaching the signal turns to red indication.	Traffic signals are installed to control right of way and increase safety of pedestrians crossing, not as speed control measures.
Lower speed limits in neighbourhoods (not just in school zones). (e.g. 40 km/h)	Speed limit signs without strict enforcement have limited impact on driver behaviour. The use of physical measures can be effective at all times.
Suggest narrowing road on south side instead of on the north side.	Effect on speeds would likely be unchanged.

Appendix C  
Ontario Street Follow-up report

Comment / Question	Staff response
Make the crosswalk at the narrowing a raised crosswalk.	As per City policy, vertical measures are to be used as a last resort. Current narrowing has been effective in reducing operating speeds below posted speed limit, and staff do not recommend the addition of a raised crosswalk at this time.
Location of stop bar on Wood St. Concern expressed that the stop bar is located significantly back from new edge of curb and makes it more difficult to see approaching vehicles. (Note: traffic on Wood Street has a stop sign.)	Sightlines are adequate from a stopped position at the existing stop bar. The stop bar cannot be moved further ahead due to location of the Ontario Street sidewalk. Drivers are required to stop at the stop bar, then they are permitted to move forward slowly until they are comfortable proceeding onto Ontario Street when there is an acceptable gap in traffic.
Make Manitoba St one way eastbound.	This would have a significant impact on Manitoba St residents accessing their properties.

Appendix C  
Ontario Street Follow-up report

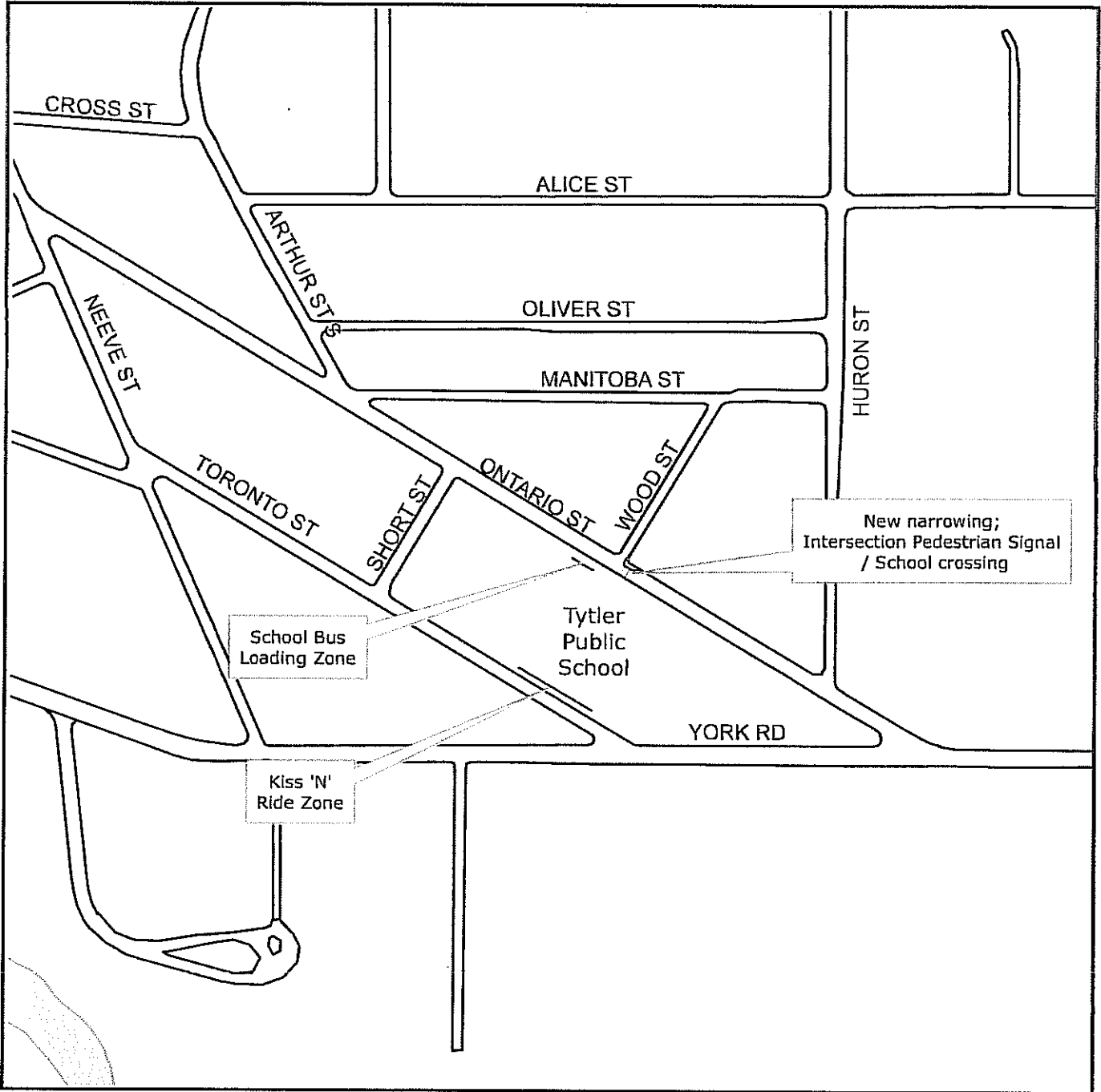
Written comments received following Public Meeting – October 27, 2009

Comment / Question	Staff Response
<p>Successful meeting in that information was shared and issues and concerns clarified. Feels that "safety" is an illusion no matter what is done. Feels that Stop signs do not stop aggressive drivers. Bump outs encourage aggressive drivers to rush through the bottleneck. Speed signs don't work, unless they are enforced. Speed bumps work best if you speed to get over them. Traffic calming does work as it forces people who are in a hurry to use different routes thus giving the problem to another neighbourhood. Only law enforcement works for aggressive drivers and we don't have enough enforcement officers. It's okay to have a child out in the middle of the road (on the bump-out) because people would slow down in a school zone. Demographics of "aggressive drivers" are: teens whose brains have not yet fully developed and are under the illusion they are invincible; impaired drivers who just don't know what they're doing; the elderly; people in a hurry and people with disabilities or anger issues. Does not feel that the presenting issue of safety for the City has even been touched.</p>	N/A
<p>Parents of two small children who feel that the narrowing of Ontario St at Tytler School has slowed the speeding cars. Would also <b>suggest that a similar measure be taken between Neeve &amp; Arthur</b> as we find this area not only a "speed" zone but an area with a higher population of families with young children residing there. Please keep with the current narrowing of Ontario St.</p>	N/A
<p>Has noticed a decrease in number of speeders on Ontario St this past summer. Others were concerned that the narrowing protrudes into traffic and poses safety risks for kids waiting at the lights – hopes this can be modified. Appreciated the diplomacy exhibited by city staff at the meeting.</p>	N/A
<p>Concerned over the proposed event of taking out the road narrowing in front of Tytler School. Traffic calming is needed on this street and the stop signs were supposed to be an interim measure to slow down speed and volume. It was never meant to be the final strategy. Would like to see <b>another "Pinch Point" put at Ontario &amp; Arthur</b> in order to make vehicular traffic at least slow down through this intersection instead of cruising through the stop signs.</p>	N/A
<p>Okay with what is in place. Maybe a sign indicating <b>"Road Narrowing Ahead"</b> between Huron and Wood Sts would work. Drivers should be aware and also cautious because of school crossing. Also, no parking/bus drop-off should be moved west of where it is located.</p>	Staff recommend this improvement.
<p>Remove it.</p>	N/A
<p>Tytler School – the comment about children crossing shorter distance with road narrowing is safer, there hasn't been a problem since the school has been there. Feels that this is a waste of money as it hasn't solved the problem. There is still room for 2 cars to go through and they'll drive how they want. The school has been there for so long and you think about children now 100 years later.</p>	N/A

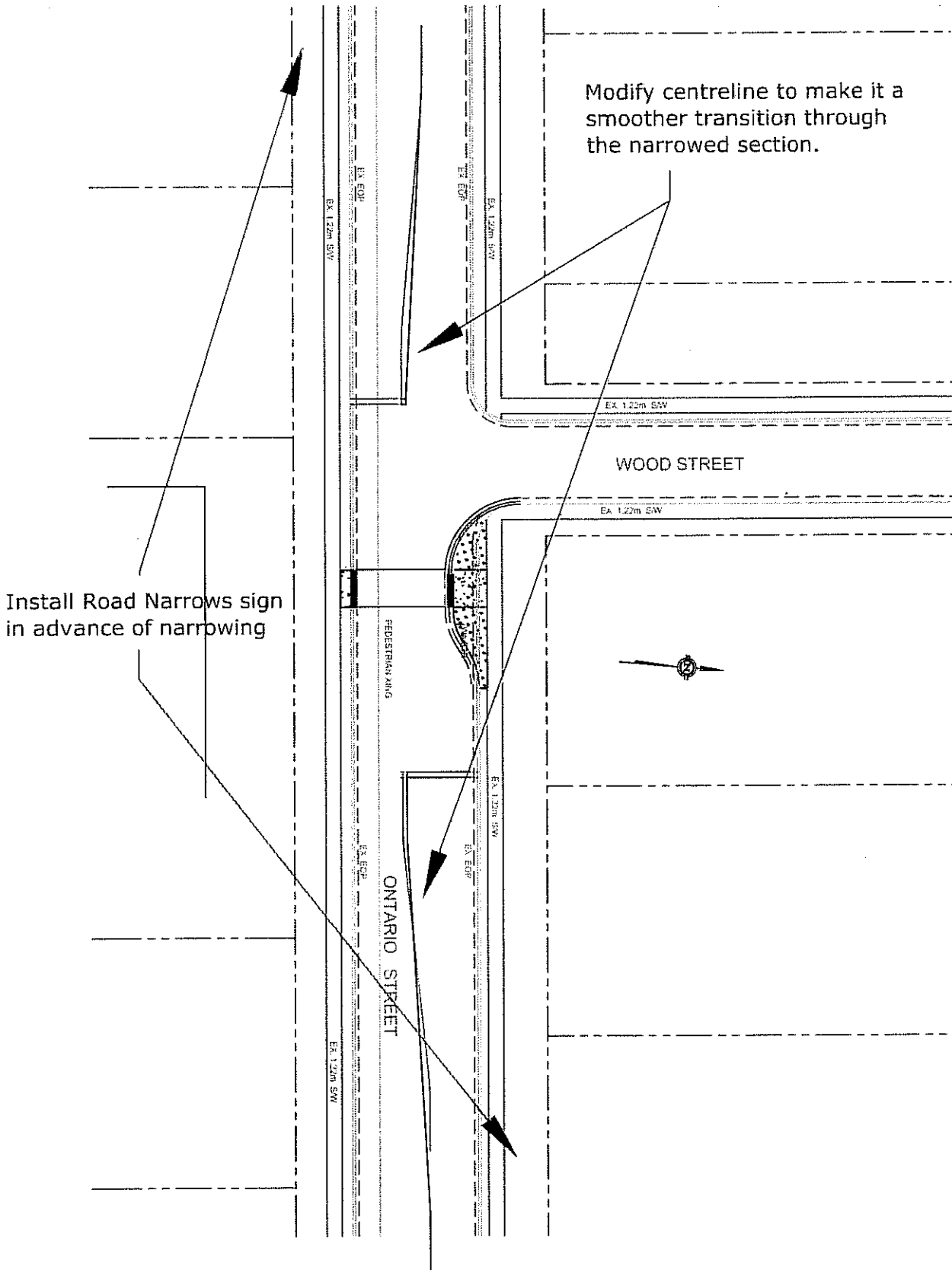
Appendix C  
Ontario Street Follow-up report

Comment / Question	Staff Response
<p>Doesn't want speed bumps or raised surfaces on Ontario St. <b>Painting the road at the lights would be fine or a sign reading "Narrow Area Ahead"</b>. Otherwise leave the street the way it is. The person who wanted the roadway narrowed got what she wanted.</p>	<p>N/A</p>
<p>Very happy to see the Police Traffic Division in attendance and to hear what they had to say about enforcement, speed limits, red lights, stop signs, compliance, etc. Basically hard to enforcement due to lack of staff, too many issues and reluctance to comply by the general public. Wants a copy of the minutes including the ideas and suggestions mentioned by group in attendance. Road narrowing should be given a chance and monitored before any drastic changes take place. Saying that the technical problems currently there should be addressed, such as possible signage ahead of the narrowing, road line, the curb itself around narrowing and the asphalt should be replaced with interlocking block, coloured asphalt or grass, something more visually appealing. The Balmoral Dr narrowing was very successful. The letter which was sent out should have been addressed to residents not property owners since many of the homes have apartments and are rentals. Like to see a detailed traffic study done now that the road narrowing has taken place. Needs to include check points at Ontario/York, Ontario/Arthur/Manitoba, Ontario/Neeve. Also needs to include the study of the types of vehicles and of course speed and volumes. This information should then become part of staff's report to see if the road narrowing has helped reduce commercial vehicle usage, shortcutting and speeds. City needs to contact the school and the bus companies who drop off the children, often they are parked in the No Stopping Zones. Would like to see the road narrowing retained and a raised crosswalk at this site introduced. Would be in favour a raised crosswalk that is defined differently from roadway example materials changes, colours, etc. Not in favour of removal of road narrowing unless another physical measure is put in place to deal with safety at this location. Totally against removal of the road narrowing and the solution being a lower speed limit, traffic light manipulation, etc. Thought it was an excellent idea about signage stating a road narrowing. Would be good to have it close to where people are turning onto Ontario St at York and perhaps near Short St. City also needs to instruct their own staff not to shortcut or speed down Ontario St.</p>	<p>N/A</p>
<p>Thinks the crosswalk is useful and offers a more noticeable way for children going to school to cross street safely. Has noticed the dangerous speed in which drivers come off of York onto Ontario. The new street set-up provides them with a reminder to slow down and if they're driving the correct speed and are focused on the road, they should have no problem negotiating the area. Re. the complaints of people not being able to see the road from Wood St, I have personally driven that particular intersection many times and can see just fine. If they can't see, perhaps it's because they haven't stopped long enough. Would be a terrible waste of resources and city funds if the road narrowing/crosswalk was removed.</p>	<p>N/A</p>

# Appendix D Ontario Street Follow-up Report



# Appendix E Ontario Street Follow-up Report



March 12, 2010

Dear Committee,

We have reviewed the recommendations by staff with regards to the Ontario Street Road Narrowing-Follow-up report. We are unsure that we will be available to attend this meeting and therefore wish to comment. We are in support of staff's recommendations, but would suggest that in clause two that a friendly addition shall be include "that staff be directed to review and report back to Committee on whether or not the road narrowing should be retained after the decommissioning process of the school closing has been undertaken and an assessment of an identified use for the site has been established."

Thank-you for your time.

Lorraine Pagnan and Fred Thoonen

April 11, 2010

To: Mayor Farbridge  
Members of City Council  
Members of ECO Committee

I was born and raised at 159 Ontario Street. I still live there. I have lived in this area in its busier and thriving days when it had 4 grocery stores on Alice Street alone with many more throughout the area and an active manufacturing sector. Traffic calming measures were not needed then and I still see no need for traffic calming measures now.

I would like to explain the history of the private money that was used for installing the bump out.

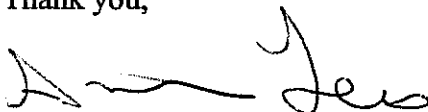
In 1999 Owens Corning was planning a \$ 41 000 000.00 expansion; part of this expansion included a minor zoning issue. Owens Corning had submitted an application to the city of Guelph Committee of Adjustments to rectify the zoning issues. City staff granted Owens Corning the rezoning and therefore allowed Owens Corning to go ahead with their \$41 000 000.00 expansion.

An Ontario Street resident appealed the City of Guelph Committee of Adjustment's decision by bringing this to the Ontario Municipal Board (OMB). This caused a delay to the expansion. As a result, the resident came to a settlement with Owens Corning without going to the OMB. Part of that settlement was that Owens Corning save \$17 000.00 for traffic calming on Ontario Street.

I believe that since this private money was put aside for the use of traffic calming, people mistakenly believed it was okay to go outside of the normal procedures followed before installing traffic calming measures.

I respectfully request that the Committee re-evaluate staffs recommendation based on the overwhelming opposition by the community, indicated in the survey, for the last five years and have the bump out removed.

Thank you,

A handwritten signature in black ink, appearing to read 'Antonio Leo', written in a cursive style.

Antonio Leo



As long time residents of Ontario St., We are very disappointed with the narrowing of the street. First of all we have no problem with the Traffic on our street, so we see no reason why the street needed to be narrowed.

Secondly, and most importantly. The majority of residents that responded to the survey said **no** to the narrowing of the street. The street was fine just the way it was.

If it's a question of safety, We believe you have made the street less safe. The narrowing has created a bottleneck at the traffic lights, making it more dangerous at the narrowing.

We respectfully ask the ECO committee to consider removing this narrowing and returning the street to the way it was before.

Thank You

The Franceschi Family

April 8, 2010

To: Mayor Farbridge  
Members of City Council  
Members of ECO Committee

I have lived on Ontario Street for 45 years. I would like to express my concern regarding the traffic calming measures (BUMPOUT), installed on Ontario Street, with little consideration to my family and other long term residents of this street.

The majority living in this neighbourhood believed that the results of the survey taken in August 2007, (76% in favour of leaving the street as it was), was indicated clearly that the "BUMPOUT" was neither needed nor indeed wanted by the residents. The results could not have been clearer.

The views expressed by Ms. Pagnan in 2008 to the ECO Committee were her views only. She improperly represented herself as speaking on behalf of the Ontario Street people.

The opinion of the residents was shown in the results of the survey.

At a residents' meeting held at Tytler School in September 2009, our Ward One Councillor, Mr. Bell, said he understood our concerns and advised us that he would support the re-opening of this issue by council.

In October of 2009, also at Tytler School, two Police Traffic Officers informed those attending the meeting that Ontario Street traffic was no different than any other street in the City. The residents accept the everyday traffic in this older neighbourhood and have indicated that such traffic flow is simply not a problem.

I respectfully request that the Committee re-evaluate staffs recommendation based on the overwhelming opposition by the community, indicated in the survey, for the last five years and remove the bump out.

Yours Truly,



Sam Leo

In August 2009 the road narrowing was installed on the north side of Ontario Street east of Wood Street.

At the September 21, 2009 ECO Committee meeting a number of residents registered as delegations to present their objections and concerns regarding the installation of the road narrowing. At this meeting, Committee approved the following resolution:

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.

## **REPORT**

After objections to the installation of the road narrowing were raised by delegations at the September 21, 2009 ECO Committee meeting, the following actions were undertaken:

1. Staff responded to the list of questions and concerns submitted by the group of residents. This response was given directly to the resident(s) who submitted the inquiry and made available to other residents at a public meeting held in October 2009. (Appendix B)
2. On October 27, 2009, staff held a public meeting to provide an open forum to discuss the issue of the road narrowing on Ontario Street at Wood Street.

Staff collected comments from residents at the meeting and following the meeting. The comments received and staff's responses are provided in Appendix C. Appendix D shows the area and key locations of some of the concerns raised.

### Effect on Operating Speeds:

One of the concerns raised by residents was the effectiveness of the road narrowing in reducing vehicle operating speeds. Traffic data collected on Ontario Street before and after the installation of the road narrowing, shows a reduction of operating speeds by 6 km/h (55km/h before; 49 km/h after). The City's traffic calming policy requires that a speed be 55 km/h or greater to consider addressing a speeding issue through the policy. This reduction represents a significant positive impact on the speed of vehicles on Ontario Street.

### Conclusion:

At the public meeting held on October 27, 2009 the majority of the residents that appeared at the September 21, 2009 ECO meeting were in attendance. Based upon observations by staff, most if not all of these residents, are still of the opinion that the road narrowing is not necessary and still want the island removed. A number of other residents that attended the public meeting indicated their support of the narrowing remaining with the addition of some signing and pavement marking to enhance its operation. Staff anticipate that the residents who object to the road narrowing remaining will appear as a delegation at the March 15<sup>th</sup> meeting of ECO.

As the road narrowing has been shown to be effective in reducing the operating speeds on Ontario Street near Tytler Public School and addresses the initial objective of staff in providing a shorter crossing distance for pedestrians at the

## Appendix A Ontario Street Follow-up Report

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Appendix B outlines the survey area for the proposed road narrowing. 45 notices were distributed to the directly affected households located within the study area and only 17 (38%) of the households surveyed responded. Of the 17 households that responded, 13 (76%) were not in favour of the proposed road narrowing on Ontario Street.

While technically not warranted, staff are recommending the installation of the road narrowing as Ontario Street is overly wide for a local street. Once installed, this narrowing will reduce the exposure that pedestrians, including the elementary school students, have to vehicular traffic as they cross the roadway to the elementary school and to the play area located on the school board property.

### **ALTERNATIVES**

Do not Install the road narrowing.

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

Community Design and Development Services

### **COMMUNICATIONS**

Affected property owners have been advised that this matter is being presented to the Emergency Services, Community Services and Operations Committee on October 15, 2008.

### **ATTACHMENTS**

Appendix A – Proposed Road Narrowing  
Appendix B – Survey Area

*Bob Chapman*

*Derek J. McCaughan*

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#### **Prepared By:**

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#### **Recommended By:**

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Director of Operations  
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# COMMITTEE REPORT



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

**SERVICE AREA**        Operations  
**DATE**                                April 19, 2010

**SUBJECT**                        **Follow-up – Arthur-King-Queen Traffic Calming**

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## **RECOMMENDATION**

THAT no further action be taken at this time on the Neighborhood Traffic Management plan in the Arthur-King-Queen neighbourhood.

## **BACKGROUND**

Commencing in 2001, a Neighbourhood Traffic Management review was conducted for Arthur Street, King Street and Queen Street (refer to Appendix A – Study Area). In May 2005 a Traffic Management Plan (Appendix B – Interim Plan), supported by residents and City Council, was implemented in a temporary nature. This plan included diversions and directional changes with some regulatory restrictions. Although this plan had success in addressing the traffic concerns expressed by the neighbourhood, (speeding, volumes and through traffic) it raised other issues regarding non-compliance that some residents, City staff and Guelph Police Service had concerns with. As this Plan appeared unsustainable, staff returned to the neighbourhood residents in 2007 to develop a new Traffic Management Plan.

The result of this consultation with the neighborhood was a Traffic Management plan that included speed humps combined with curb extensions on Queen Street at Arthur Street North and Queen Street at Palmer Street (Appendix C – Speed Hump Plan). The components of this plan were installed in June 2008. As per the City's Neighbourhood Traffic Management Policy (NTMP) staff monitored the neighbourhood traffic patterns to determine the plan's effectiveness. This report advises Council of staff's findings.

## **REPORT**

### Traffic Data

Appendix D to this report summarizes the changes in traffic data for the current plan, the previous interim plan and prior to traffic calming measures being in place.

Analysis of the information collected indicates that the speed humps have been more effective than the interim plan in reducing speeds and traffic volumes.

The speed limit on all three streets under review is 50 km/h. After the installation of the speed humps, speeds were reduced on Arthur Street North from 59 km/h to 53 km/h, on King Street from 48 km/h to 46 km/h and Queen Street from 50 km/h to 48 km/h.

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Traffic volumes on Arthur Street North were reduced an additional 31% from 1,445 to 1,003, and King Street volumes were reduced by an additional 23% from 1,184 to 912 vehicles per day after speed humps were introduced. Traffic volumes on Queen Street remained the same as when the interim plan was in place but nonetheless, the volumes remain 54% below the original volumes observed in 2001.

Although the through traffic percentages during the two peak hour periods (8:00 to 9:00 a.m. and 4:00 to 5:00 p.m.) increased after the removal of the interim plan, the overall number of through trips has remained below levels recorded prior to any traffic calming measures being implemented from a high of 655 through trips prior to traffic calming to 363 through trips in 2009. This represents a 44% overall reduction in through trips within the neighbourhood. It is not surprising that motorists continue to short-cut given the street design in this area which is significantly impacted by the presence of the Eramosa River. Queen, King and Arthur Streets remain viable short cuts for motorists knowledgeable of the neighbourhood. However, it is important to reiterate one of the key objectives of any traffic management initiative is to impress upon motorists the need to be respectful of the neighbourhood while traversing through it. The volume and slight speed reductions suggest the implementation of the Traffic Management Plan has been successful in influencing motorist behaviour.

#### Resident Survey

A mailed survey was sent to residents in June 2009 asking their opinion on the effectiveness of the speed hump traffic calming plan. The following three questions were asked with the corresponding responses shown:

Question	Yes	No
1. Do you feel the current traffic calming measures have been effective in reducing vehicle speeds?	51%	49%
2. Do you feel the current traffic calming measures have been effective in reducing cut-through traffic and traffic volume?	38%	62%
3. Do you support leaving the current traffic calming measures in place?	80%	20%

The results above show that while there are mixed opinions regarding the perceived effectiveness of the traffic calming measures, a significant majority (80%) of residents that replied to the survey support leaving the existing measures in place.

A number of residents commented on the design of the speed humps, indicating that they were not effective enough in slowing traffic. The design used is less abrupt than some others used throughout the City. Staff based this design on Canadian standards in order to balance the desire to calm traffic and to maintain accessibility for all road users. While a more abrupt design would be more effective in reducing speeds, it may also create a barrier for individuals with accessibility concerns.

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### Conclusions

Based on the traffic data collected, the current traffic calming plan has been successful in reducing traffic volumes and vehicle speeds in the Arthur-King-Queen neighbourhood. In addition, based on the resident survey, the majority of residents support leaving the speed humps and curb extensions in place.

### Recommendations

Staff recommend that the existing traffic calming measures remain in place and that no further action be taken on traffic calming in the Arthur-King-Queen neighbourhood 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**

A letter has been mailed to the residents within the study area neighbourhood informing them of the report being brought forward by staff.

## **ATTACHMENTS**

Appendix A – Study Area  
Appendix B - Interim Plan  
Appendix C – Speed Hump Plan  
Appendix D – Traffic Data Summary



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### **Recommended By:**

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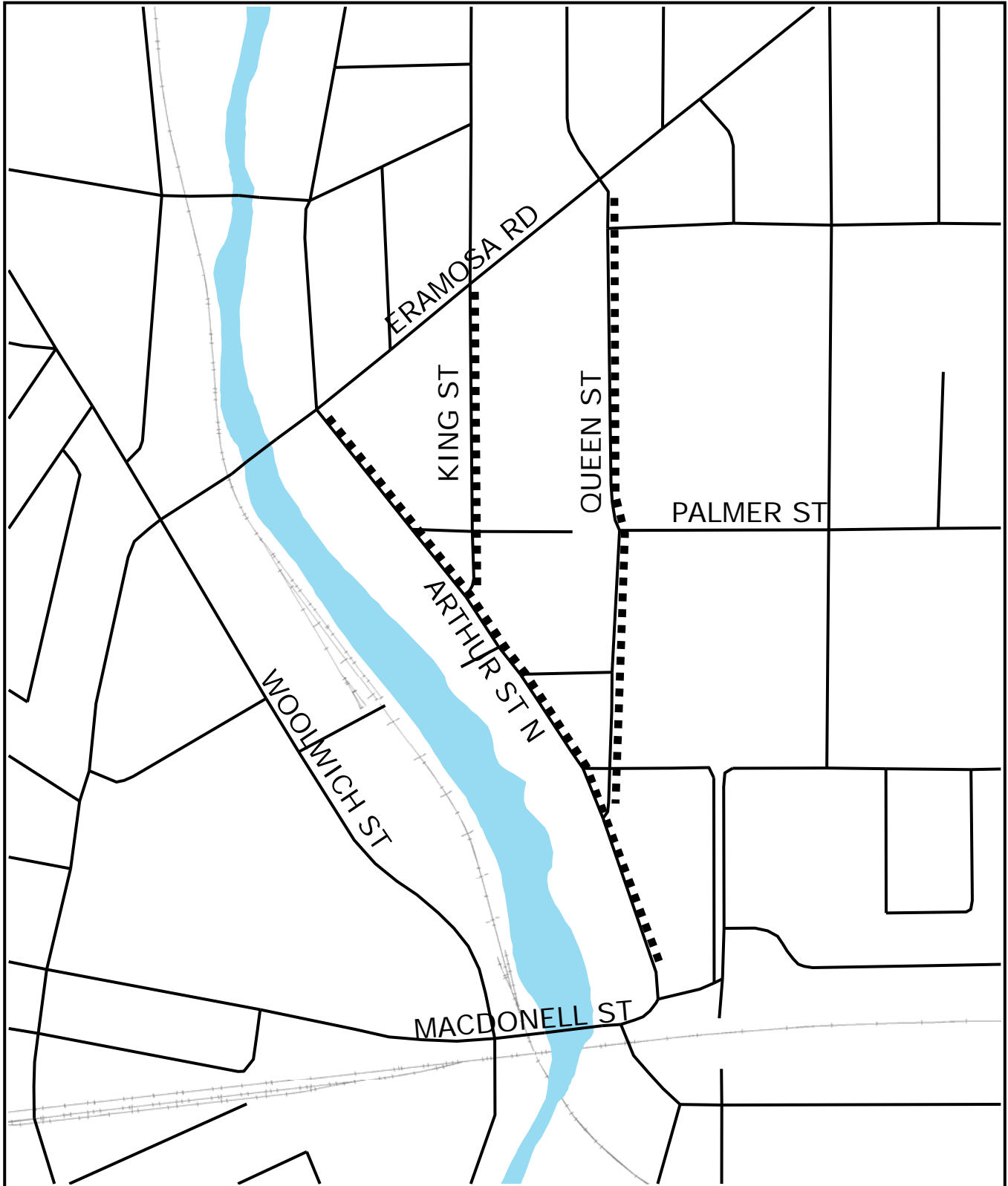


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### **Recommended By:**

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# Appendix A Study Area



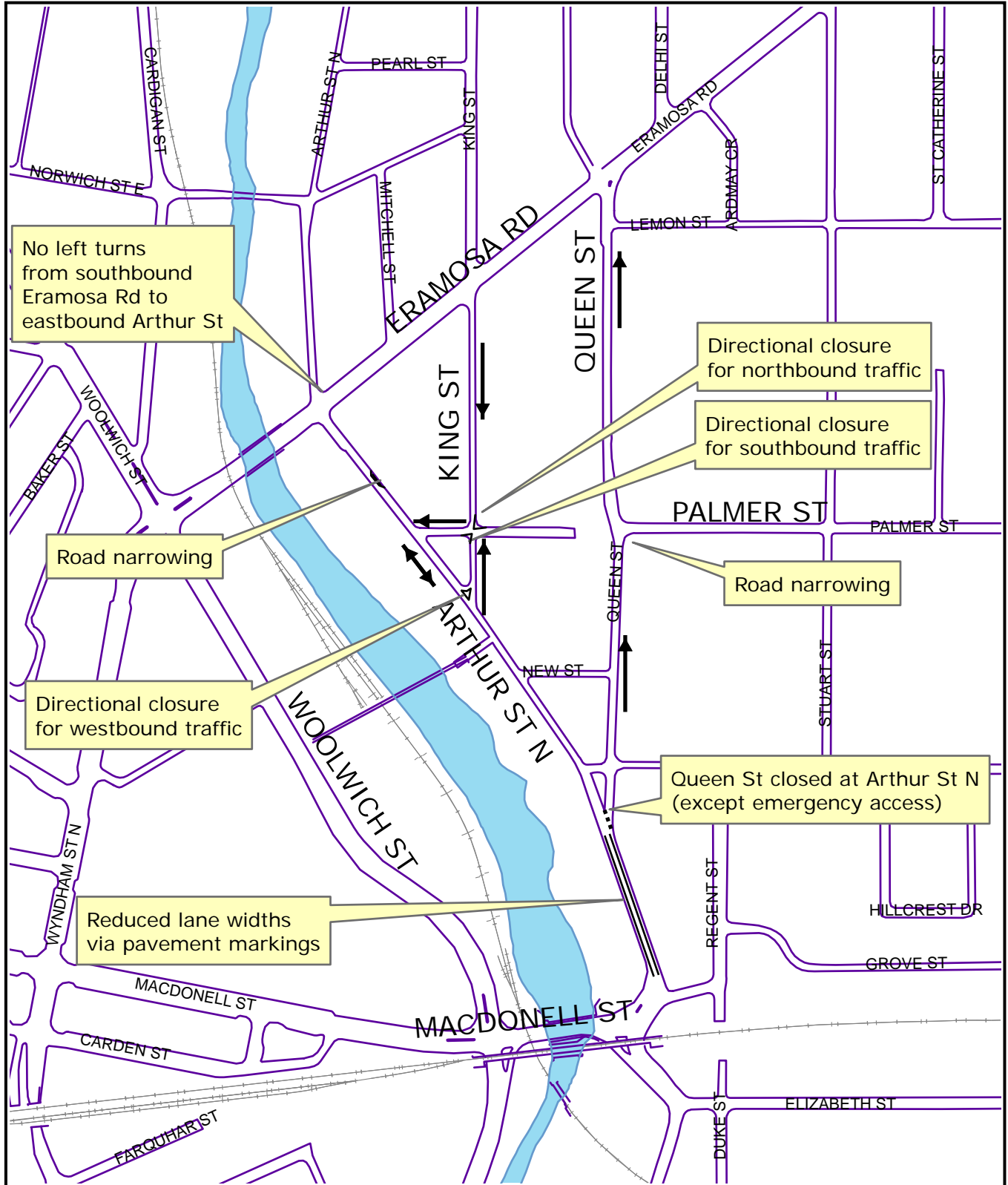
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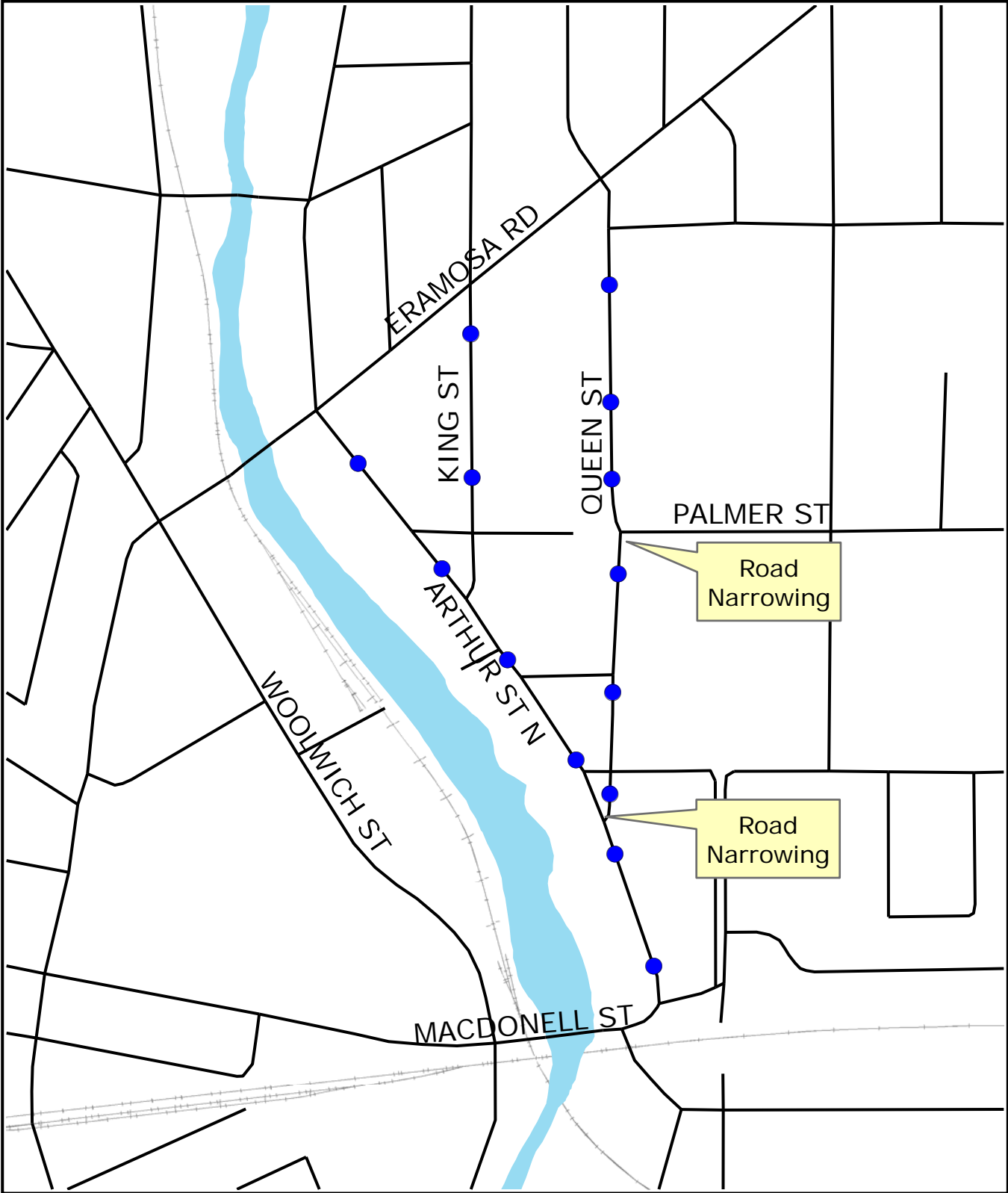
Streets under review



# Appendix B Interim Plan



# Appendix C Speed Hump Plan



Legend:

- Speed Hump location

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** April 19, 2010

**SUBJECT** Noise Control Bylaw Exemption Request  
Ministry of Transportation of Ontario– Highway 6  
(Hanlon Expressway) Intersection Improvements

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## RECOMMENDATION

"THAT an exemption from Schedule "A" of the Noise Control Bylaw (2000)-16366, as amended, from April 27, 2010 until November 15, 2010 and April 1, 2011 until November 15, 2011 between the times 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on Saturdays and at all times on Sundays and Holidays be granted to the Ministry of Transportation of Ontario to permit noise associated with the road reconstruction improvements to be undertaken on Highway 6 (Hanlon Expressway)"

## BACKGROUND

The Ministry of Transportation of Ontario (MTO) will be undertaking various intersection improvements (Attachment A) to eight intersections along the provincially owned Highway 6 (Hanlon Expressway) between Highway 401 and Woodlawn Road. Seven of the eight intersections are within the City of Guelph. Specifically; Woodlawn Road, Speedvale Avenue, Willow Road, Paisley Road, College Avenue, Stone Road and Kortright Road. The eighth intersection (Wellington Road 34) is within the Township of Puslinch.

## REPORT

To minimize the potential for traffic impacts on the travelling public, some of the construction activities will be required to be completed outside the times permitted in the City's Noise Bylaw (2000)-16366. Therefore, Dillon Consulting Limited on behalf of the MTO is requesting an exemption to allow for night-time work as required. The specific times which the City's Noise Bylaw prohibits construction noise is between the hours of 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on Saturdays and at all times on Sundays and Holidays.

Specific dates and times that overnight work is required is not known at this time, however public updates regarding the construction project and detours will be made in consultation with the City of Guelph's Engineering Services. This consultation is to ensure that the detours for Highway 6 do not conflict with the City's road construction projects.

Typical construction activities that may occur during the evening hours include granular replacement/grading, asphalt removal (milling) and paving.

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No pile driving will be completed as part of this project. Anticipated noise that will be generated includes noise created by machinery and generators. Subject to other approvals, construction is scheduled to commence in spring 2010 and be completed over two construction seasons.

Public notice of this exemption request was advertised in the local newspaper on March 25, 2010 (Attachment "B").

## **ALTERNATIVES**

Require the road improvements be completed during the permitted times.

## **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**

N/A

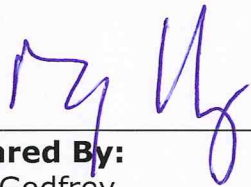
## **DEPARTMENTAL CONSULTATION**

## **COMMUNICATIONS**

Dillon Consulting Limited has been advised that this report will be presented to the Environmental Services, Community Services and Operations Committee on April 19, 2010.

## **ATTACHMENTS**

Attachment "A" - Proposed Intersection Improvements  
Attachment "B" - Public Notice



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**Prepared By:**

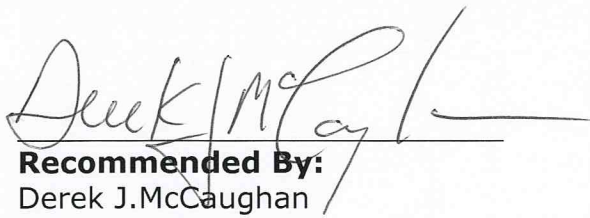
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## Attachment A

### Proposed Intersection Improvements

Intersection	Proposed Improvements
Woodlawn Road	<ul style="list-style-type: none"> <li>• Upgrade traffic signals and illumination</li> <li>• Add crosswalks</li> </ul>
Speedvale Avenue	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Extend and add second northbound left turn lane</li> <li>• Extend southbound right turn lane</li> <li>• Extend southbound left turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>
Willow Road	<ul style="list-style-type: none"> <li>• Upgrade traffic signals and illumination</li> </ul>
Paisley Road	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Add eastbound left turn lane</li> <li>• Extend and add second northbound left turn lane</li> <li>• Extend northbound right turn lane</li> <li>• Extend southbound left turn lane</li> <li>• Add southbound right turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>
College Avenue	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Extend northbound left turn lane</li> <li>• Extend and add northbound right turn lane</li> <li>• Add eastbound and westbound left turn lanes</li> <li>• Extend southbound right turn lane</li> <li>• Add second southbound left turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>
Stone Road	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Extend northbound left turn lane</li> <li>• Extend northbound right turn lane</li> <li>• Add eastbound and westbound left turn lanes</li> <li>• Add second southbound left turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>
Kortright Road/Downey Road	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Add northbound right turn lane</li> <li>• Extend and add second northbound left turn lane</li> <li>• Extend southbound right turn lane</li> <li>• Extend and add second southbound left turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>
Wellington Road 34	<ul style="list-style-type: none"> <li>• Rehabilitate pavement</li> <li>• Extend northbound left turn lane</li> <li>• Extend northbound right turn lane</li> <li>• Extend southbound left turn lane</li> <li>• Upgrade traffic signals and illumination</li> </ul>

## **Attachment B**

### **PUBLIC NOTICE**

#### **Noise Control By-law Exemption**

The Ontario Ministry of Transportation (MTO) has applied for an exemption to City of Guelph Noise Control By-law to allow overnight work on Highway 6 (Hanlon Expressway) from April 27, 2010 until November 15, 2010 and April 1, 2011 until November 15, 2011.

To minimize the potential for traffic impacts on the travelling public, Dillon Consulting Limited on behalf of the MTO is requesting an exemption to allow for night-time work as required. The specific times which the City's Noise Bylaw prohibits construction noise is between the hours of 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on Saturdays and at all times on Sundays and Holidays.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on April 19, 2010 at 5:00 p.m. in City Hall Committee Room 112, 1 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 16, 2010. 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 16, 2010.

For more information, please contact:  
Doug Godfrey  
Supervisor, Parking Regulation and Enforcement  
519-822-1260 x 2520  
Or by-email to [Doug.Godfrey@guelph.ca](mailto:Doug.Godfrey@guelph.ca)

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** April 19<sup>th</sup>, 2010

**SUBJECT** **Temporary Traffic Control for Infrastructure Stimulus Funded Projects**

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## **RECOMMENDATION**

That the Temporary Traffic Control for Infrastructure Stimulus Funding Projects report dated April 19, 2010 be received.

## **BACKGROUND**

The City of Guelph has embarked on an infrastructure renewal program that involves 25 projects, of which 18 require temporary traffic control and road detours. As part of the Infrastructure Stimulus cost sharing formula, one third of the cost to undertake the program is at the City's expense. This report identifies a change in methodology staff will be undertaking in the preparation and administration of detour routes and the installation and ongoing monitoring of the detour signing as part of the Infrastructure Stimulus Funded projects, the reason for the change and the impacts it will have on the ability of staff to respond to other public requests for service.

## **REPORT**

Staff issued a tender calling for both the preparation and administration of the detour routes and the installation and ongoing monitoring of the detour signing. Bids were received from two contractors to undertake the work as described in the tender. Following an analysis by staff of the tender bids received, it was projected that the total expenditures to undertake this work could range from \$1.637 to \$1.708 million dollars. The City's one third share\* of these expenditures was projected to range between \$528,000 and \$560,000.

\*The Infrastructure Stimulus Funding Contribution Agreement states all incurred expenditures relating to services delivered in the execution of each project are eligible for the two thirds funding reimbursement *providing the services are delivered by employees not on the City's direct payroll.*

The submitted bids appeared unreasonable at face value leading staff to undertake a comparison of what the actual expenditures to the City would be if we undertook the preparation and administration of the detour routes as well as the installation and ongoing monitoring of the detour signing.

Table 1 summarizes the information and calculations that staff developed and the comparison to the submitted tender bids.

Table 1 – Cost Comparisons For Temporary Traffic Control

	Phase I (detour design)	Phase II (sign purchase, installation & maintenance)	Total Costs	City's Share of Cost (outsourcing at one third; City at 100% labour & Equipment and one third cost to purchase signs)
Operations Department	\$ 20,000 <sup>1</sup>	\$ 144,000 <sup>2</sup>	\$ 164,000	\$ 118,040 <sup>3</sup>
Bid 1	\$ 319,701.29 (Tendered Price)	\$ 1,317,960.00 <sup>4</sup> (estimated by staff based on sign rental costs)	\$ 1,637,661.29	\$ 528,000
Bid 2	\$ 190,687.50 (Tendered Price)	\$ 1,518,021.72 <sup>5</sup> (estimated by staff based on sign rental costs)	\$ 1,708,709.22	\$ 560,000

**The difference (savings) in the Cities estimated expenditures versus the two bids ranges from \$409,960 to \$441,960, this in spite of losing 2/3 funding by using City staff.** In addition to the substantial savings in expenditures, the added benefit to having City staff undertake the detour design, sign installation and maintenance is summarized as follows:

- knowledge of the existing roadway system
- Knowledge of existing problem areas and specific issues that may affect the planning of the detour route
- Experience in working with both engineering staff and operations staff on previous projects
- Experience in the existing processes that we have currently in place to inform the public and emergency agencies regarding road closures and detour routes
- Understand the importance of working with Corporate Communications to ensure that the correct messaging is put forth to our customers in a timely and concise manner
- Experience in addressing issues quickly such as traffic not following detours and staff asked to take action
- Field staff, as part of their daily routine being able to respond quickly to changes in closure and/or sign knockdowns

<sup>1</sup> Based on 22 person hours per project

<sup>2</sup> Includes \$68,400 in materials

<sup>3</sup> Includes \$22,440 for City's share of the cost for materials (signs / hardware / stands)

<sup>4</sup> Daily sign rental costs for an average project duration of 160 days (6 months)

<sup>5</sup> Daily sign rental costs for an average project duration of 160 days (6 months)



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Given the sizeable savings and numerous benefits to be realized, staff have chosen to undertake this work internally. Work within the Traffic Investigations and Signs area will be reprioritized to focus on these projects. This decision will result in longer wait times for public non-urgent requests for service.

**CORPORATE STRATEGIC PLAN**

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

**FINANCIAL IMPLICATIONS**

The estimated expenditure for staff to undertake the detour design, sign installation and maintenance is \$118,040. This amount is provided for through the approved 2010 Operating Budget.

**DEPARTMENTAL CONSULTATION**

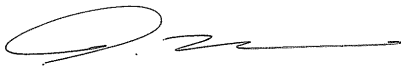
Staff consulted with the staff of Community Design and Development Services and Finance.

**COMMUNICATIONS**

N/A

**ATTACHMENTS**

N/A



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# COMMITTEE REPORT



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

SERVICE AREA Operations  
DATE April 19, 2010

**SUBJECT Sports Field Maintenance Report**

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## **RECOMMENDATION**

That the Operations' report dated April 19, 2010, Sports Field Maintenance Report be received for information.

## **BACKGROUND**

As a result of Council's 2007 budget deliberations, the Operations Department received additional funding to revamp the sports fields maintenance program to address numerous complaints and negative publicity regarding the playability and general condition of the City's sports fields. The condition of the fields at that time was attributable to many reasons, but primarily to the absence of any enhanced maintenance practices to offset the impact of the discontinuation of the use of pesticides in 2000.

Funding provided was used to hire dedicated sports field staff, new turf mowers and materials for an enhanced maintenance program. This report identifies actions taken since 2007 and issues that remain unresolved at this date.

## **REPORT**

Plant density is the limiting factor of the performance of a sports field. Proper mowing and fertilization are essential practices for the provision and maintenance of vigorous and healthy natural turf. For natural sports turf fields, proper cultural practices; including mowing, fertilization, irrigation, aeration, topdressing and overseeding allow sports turf to compete with weeds and insects, and afford the opportunity for turf grass to recover from diseases, and excessive wear.

The expanding demands on our fields by organized league play (attach. 1) and casual use on our limited numbers of well-used fields can and has led to fields being overused, unplayable and in the opinion of some, unsafe. The conditions of our fields in 2006 illustrated the importance of maintenance practices in realizing the recuperative potential of the turf and ultimately on the performance of the field.

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## Actions Taken

- Staff address plant density by means of a regular over seeding program to ensure, ideally, a higher density at the start of the sports field booking season; mid to early May. With an increased density in turf grass, a field is better able to withstand the wear and tear of both permitted and non-permitted use.
- To ensure the sports turf is receiving the proper balance of nutrients, staff have had custom fertilizer blends prepared based on soil analyses of individual sports field locations. Significant advancements have been made in the functionality of fertilizer products. Controlled release fertilizers are being used vs slow release, with the added benefit of labour savings due to reduced application frequencies while providing consistent release of macronutrients. The latest fertilizer prill coatings provide for consistently fed turf, with minimized spikes in turf growth, affording the turf to recover from excessive wear over the course of the season. To maximize our purchasing power for both the over seeding and fertilization programs, staff have set-up supply/delivery contracts to suit the scheduling needs of the operation.
- To optimize field conditions for safe playable use, sports field maintenance standards (attachment 2) have been developed and adopted for our various classes of fields and shared with our outdoor user groups. The document represents our commitment to a minimum standard of care for actively growing and permitted sports fields.
- To formalize the tracking of field use, league practice times now require a permit. Prior to 2007, sports field use for practices was left unchecked, with leagues using fields at their discretion regardless of field conditions. The formalized use warrants additional inspections and the scheduling of routine maintenance. Fees were introduced in 2008 for the practice bookings to help address the additional wear from unmitigated field use.
- Staff rekeyed the light control boxes at each of our lit facilities with a high security key system. It was determined that light box keys issued to leagues over the course of many years were never returned at the end of the season and groups were using our sports fields and lighting systems after hours without authorization and at a direct cost to the operation. Along with the light boxes being rekeyed, a \$75.00 key deposit was set-up to ensure all keys are returned at year end, and to act as a deterrent for individuals to misplace the keys.
- Staff introduced a revised sports field booking season including earlier field closures for the regular season starting at the end of September/first week of October. Until 2007, sports fields were booked from April through to late October/early November. Likewise, earlier permitted use of fields in April is no longer allowed and any bookings pre or post season must be approved by sports field staff. Fields to be released for use will not necessarily be those requested but those recommended by staff for use as they may be part of planned renovation/cultural work. With the shoulder seasons providing generally ideal conditions to germinate and establish grass seed for turf

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density and undertake repairs, little time was afforded to staff to address cultural practices with both early and late use of the fields.

- As new parks are developed, Operations' staff have requested that new sports fields be irrigated to facilitate cultural practices, and at a minimum, water services be stubbed to the curb at the park for future use. As well, staff have requested that new parks be developed using sod vs. grass seed as a means of establishing a ground cover.
- To further minimize excessive wear and damage of the natural sports turf, staff introduced in 2009 sports facility closures during periods of saturated field conditions. The field closures will help to minimize turf damage and potentially longer-term closures (~2+ weeks) for excessive damage resulting in unsafe field conditions during the regular season.
- To further improve the condition of our sports fields, staff also pursued discussions and partnered with the University of Guelph to initiate seed trials on a number of the City's sports fields. This research work will take place over a number of years in collaboration with Dr. Eric Lyons and his turf grass students, and complements the activities our operation.
- Where specific league use is increasing and others waning as demonstrated by registration numbers (i.e., soccer vs. baseball), staff are pursuing opportunities to repurpose existing fields to help address current facility demands. In 2009, at Centennial Park, a remnant ball diamond was decommissioned and a combination of five mini and minor soccer fields were developed in the vicinity of the soccer dome. Staff will continue to assess existing field use and consider altering their intended use subject to user group demand and available operating funds.
- Water is the key to healthy sports turf, high recuperative qualities and safe playing surfaces. Without water our efforts to improve our sports fields are drastically impaired and the measurable improvements are greatly reduced.

Of our seven fields that are irrigated, staff have been focusing on standardizing irrigation heads to maximize their watering efficiency and reduce water consumption used during irrigation cycles. Centennial Bowl soccer facility is one of Guelph's 'AA' facilities where upgrades were undertaken. Sprinkler heads were tested for their performance, including spray pattern and the evenness of field coverage. As required, sprinkler heads and zone valves were replaced to obtain optimum results.

As part of the irrigation retrofits at Centennial, Operations staff worked with Water Works to upgrade the existing irrigation infrastructure with the procurement of a digital flow meter and a data logger (to date there had been no measure of how much water was being applied to the field). In addition, environmental controls were added. Three soil moisture sensors were installed in the field and connected to the data logger, and two rain sensors were installed. One rain sensor is connected directly to the irrigation controller and automatically turns the system off during times of precipitation, and the other is connected to the data logger and measures the amount of

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precipitation received on site. Subject to funding, staff are planning to update the irrigation systems at South End Community Park (Larry Pearson Baseball Complex), Hastings Stadium and Guelph Lake Sports Fields.

### **Issues to be Resolved**

- Current conditions warrant a capital forecast for field renovations beyond simple sodding to include comprehensive regrading work. Implementation of this much needed work will involve taking fields off-line for a period of time at either spring start-up or fall play-offs, to allow for an adequate grow-in period. Subject to the scale of the renovation work, some fields may require being closed for a full-season which will contribute to field scheduling pressures for booking staff and the sports groups.
- Subject to available funding, the aforementioned sports field renovation work should include irrigation systems designed to apply water based on an evapotranspiration rate (water lost by evaporation from the growing turf plant and soil surface/sports field, due to wind, sun, humidity.) and using cellular technology that can simplify the operation of irrigation controls from one central location. Where fields are irrigated, it is desirable to install sub-drains to further enhance the performance of the field.
- Staff continues to address the pre-existing condition of many sports fields, whether due to poor execution at the time of construction, or not having been on a formal maintenance program since the cessation of pesticide use. In 2000, at the time of the city-imposed pesticide ban within parks operations, it would have been ideal to introduce proactive measures to retrofit non-irrigated fields to irrigated assets, as part of an enhanced integrated pest management program for sports fields.

Until such time as irrigation retrofits are implemented, staff's ability to germinate grass seed during the active playing season to maintain turf density and choke-out weeds will be significantly limited during periods of drought. The ongoing use of fields while dormant, by both casual and permitted user groups, can and has destroyed/thinned the crowns of the grass plants. With minimal opportunity to germinate grass seed on non-irrigated fields, regular field use exposes the playing surface to opportunistic weed species.

- Existing sports groups are growing their number, new clubs are starting-up, and the shortened 'regular' sports field season has generated some concerns by our user groups regarding current field supply and demand.

The established earlier field closure date has posed challenges to those sports groups, such as youth football that require fields into November. Where those permitted fields are damaged late in the season, they cannot be repaired due to weather conditions until the following spring and are subject to a delayed start, i.e., June 1st or later. The late starts, in-turn, impact those leagues anticipating spring field use. Our field inventory continues to be problematic, as 'sacrificial' fields are required to address regular use outside the May-September booking season.

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- Staff are of the opinion that youth groups need to be accommodated as a priority; however, there is a growing sector of for-profit adult sports groups seeking field use in April, and beyond the September/October closing. Based on our limited facilities, staff are not supportive of the potentially very damaging use during these periods. The development of the Eastview sports park will assist in addressing the significant short-fall of a dedicated football field for youth sports. Unfortunately, the funding for the Eastview Park was delayed as part of the 2010 Capital budget process, due to limited funding envelopes. Therefore, the development of the fields within the park will likely be phased over a number of years to coincide with the availability of funding. Further the Sports Field Allocation Policy being developed by Community Services will provide further clarity to the prioritization of permitted user groups.

## **Conclusion**

2009 was an exceptional year to grow sports turf. The weather was cool and never too dry. Aeration was easy to perform as soils were soft, seed readily germinated with the moisture and applied top dressing material, and the fertilizer acted perfectly under these environmental conditions. Staff made great strides in the right direction of improving and maintaining safe playing surfaces for the general public and permitted user groups alike.

Along with the requisite knowledge of turf management, skilled staff and adequate operating funds, the design and construction of fields is key to the long-term playability of a sports field. Working for the most part with non-irrigated, aged and tired assets, while operating under the Province's cosmetic pesticide ban, we are continuing to focus on improving plant health through best practices.

Our management practices along with controlled use of fields will result in safe and playable fields, as integral green assets of the parks and open space system. Sports fields complaints directly related to cultural practices have dropped 50% based on the 2008 performance review, with feedback from most user groups has been very positive.

With favourable weather conditions, and support from and dialogue with our user groups, staff will work to meet the designated sports field standards and continue to refine fields operations. Prioritized capital asset forecasts for field renovations will be developed for future budget consideration, and associated gray capital assets will be inventoried i.e., lighting, irrigation, fencing, signs, bleachers, waste receptacles, storage buildings, pathways/parking lots/driveways, and tracked for retrofit and replacement, as significant amenities of the overall sporting experience.

Our sports field venues support a healthy lifestyle, and we will continue to facilitate the programmed sporting events that contribute to a sense of community and well-being, while in many instances promoting Guelph and supporting local talent and tourism through tournaments.

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## **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive, well-functioning and sustainable city.

1.2 Municipal sustainability practices that become the benchmark against which other cities are measured.

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

2.3 The most physically and socially active residents in Canada

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

5.1 The highest municipal customer service satisfaction rating of any comparable-sized Canadian community.

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

6.1 Coordinated management of parks, the natural environment and the watershed.

## **FINANCIAL IMPLICATIONS**

N/A

## **DEPARTMENTAL CONSULTATION**

Community Services

Community Design and Development Services

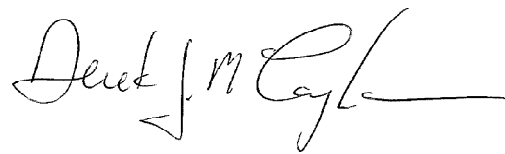
## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

Attachment 1 Sports Fields Use

Attachment 2 Sports Fields Maintenance Standards



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## Attachment 1 Sports Fields Use

<b>Sports Field Use in Hours</b>						
	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
<b>Lit Facilities</b>						
Baseball Fields	2046.9	2021.9	1590.5	1771.3	1264.75	1451.3
Softball	3863.2	3688.4	2901	3220	2395.5	2710.25
Multi-Use (Soccer/ Football/Frisbee)	1323.3	1553.6	1613.5	1278.5	1380.5	1356.75
Soccer (Centennial enclosure)	342	368	415.5	232	315.75	316
<b>Total Hours</b>	<b>7575.4</b>	<b>7631.9</b>	<b>6520.5</b>	<b>6501.8</b>	<b>5356.5</b>	<b>5834.3</b>
<b>Un-Lit Facilities</b>						
Baseball	3616.5	4414.8	3354.3	2591	2129.5	1922.8
Softball	6864.7	8512.95	6903.5	6420	6029.5	6676.8
Multi-Use	980.9	2040.75	1235.5	901.5	761.5	742.5
Soccer	7726.6	7020.5	6628.5	6172.5	5567.25	4942.25
<b>Total Hours</b>	<b>19188.7</b>	<b>21989</b>	<b>18121.8</b>	<b>16085</b>	<b>14487.75</b>	<b>14284.35</b>
<b>Grand Total Hours</b>	<b>26764.1</b>	<b>29620.9</b>	<b>24642.3</b>	<b>22586.8</b>	<b>19844.25</b>	<b>20118.65</b>
<p>Total booked hours are down in 2009 for a number of reasons:            UGDSB fields were no longer permitted by booking staff in 2009.            Field closures protocol due to saturated soil conditions was implemented in 2009.            2009 was the first year sports groups had to pay to book a practise - 2008 was the transition year whereby practises were to be booked but user groups were not required to pay.            Booked time for special events are included as this also represents wear and tear on the natural turf fields.</p>						



# Attachment 2

## City of Guelph Sports Field Maintenance Standards

### "AA" Soccer Field (Centennial Enclosure)

Cutting Height	2"
Cutting Frequency	3 cuts per week
Lining Frequency	Weekly
Aeration Frequency	5 times per season
Fertilizing Frequency	5 times per season
Over seeding Frequency	5 times per season
Top Dressing Frequency	4 times per season
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Limited Booking
Type of Use	Games Only, NO Practice
Sports Field Closures	No Play on Rained-out Fields

### "AA" Baseball Field (Hastings Stadium)

Cutting Height	2"
Cutting Frequency	3 cuts per week
Lining Frequency (Painted lines on Grass)	Weekly
Infield Grooming	Daily (when permitted)
Lining Frequency (Chalk on Clay Infield)	Daily (when permitted)
Aeration Frequency	5 times per season
Fertilizing Frequency	5 times per season
Over Seeding Frequency	5 times per season
Top Dressing Frequency	4 times per season
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Limited Booking
Type of Use	Games Only, NO Practice
Sports Field Closures	No Play on Rained-out Fields

### "A" Soccer / Multi-use Field (Lit and Irrigated)

Cutting Height	2"
Cutting Frequency	3 cuts per week
Lining Frequency	Weekly
Aeration Frequency	5 times per season
Fertilizing Frequency	5 times per season
Over Seeding Frequency	5 times per season
Top Dressing Frequency	4 times per season
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Modified Start Date and Closing Date
Type of Use	Open
Sports Field Closures	No Play on Rained-out Fields

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### "A" Baseball / Softball Fields (Lit and Irrigated)

Cutting Height	2"
Cutting Frequency	3 cuts per week
Lining Frequency (Painted lines on Grass)	Weekly
Infield Grooming	Daily (when permitted)
Aeration Frequency	5 times per season
Fertilizing Frequency	5 times per season
Over Seeding Frequency	5 times per season
Top Dressing Frequency	4 times per season
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Modified Start Date and Closing Date
Type of Use	Open
Sports Field Closures	No Play on Rained-out Fields

### "B" Soccer / Multi-use Field (Lit)

Cutting Height	3"
Cutting Frequency	1 cut per week
Lining Frequency	Monthly
Aeration Frequency	3 times per season
Fertilizing Frequency	3 times per season
Over Seeding Frequency	3 times per season
Top Dressing Frequency	As Required
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Open
Type of Use	Open
Sports Field Closures	No Play on Rained-out Fields

### "B" Baseball / Softball Fields (Lit)

Cutting Height	3"
Cutting Frequency	1 cut per week
Lining Frequency (Painted lines on Grass)	Monthly
Infield Dressing	1 grooming per week
Aeration Frequency	2 times per season
Fertilizing Frequency	3 times per season
Over Seeding Frequency	2 times per season
Top Dressing Frequency	As Required
Litter Pick-Up	Weekly / Additional as Required
Regular Maintenance Season	June 1st - September 30th
Rest Periods	Open
Type of Use	Open
Sports Field Closures	No Play on Rained-out Fields

# COMMITTEE REPORT



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

**SERVICE AREA**                Operations  
**DATE**                                April 19, 2010

**SUBJECT**                        **Locomotive 6167 Restoration Update**

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## **RECOMMENDATION**

THAT the Operations' report Locomotive 6167 Restoration Update dated April 19, 2010 be received.

## **BACKGROUND**

The Locomotive No. 6167 Restoration Committee was established by City Council at its meeting of September 16, 2002. The purpose of the Committee was to undertake a cosmetic restoration of the Locomotive and to create a static display to interpret the history and importance of the railroad to Guelph. Current members of the Committee are Chair Paul Breadner, George Renninger, Jim Hall, Fred Thoonen, Bruce Lowe and City staff Derek McCaughan, Bill Klein, and Katherine McCracken.

An investigative report was completed by the Canadian Conservation Institute in October 2002. The Committee then consulted with other locomotive experts throughout the Province, developed a restoration plan, and began to restore ancillary parts. A website was established to collect restoration information and to document the history of No. 6167. Raising awareness and soliciting additional donated funds were also critical and Committee members have represented No. 6167 at community events and major train shows in the area.

Locomotive No. 6167 is one of three existing locomotives of this type in North America. It was built in March 1940 and was one of 203 "Northern" locomotives used by Canadian National Railways (CNR) for both passenger and freight service between 1927 and 1960. 6167 spent most of its working life in eastern Canada. During WWII, it carried troops and supplies to the eastern ports. On July 6, 1943 No. 6167 was involved in a full-speed head-on collision with sister engine No. 6166 east of Montreal. The damage was extensive but due to a critical war-time shortage of locomotives, 6167 was repaired and continued in regular service until 1960 when diesel engines replaced steam engines. No. 6167 was then used for special excursions only in Ontario from 1960 to 1964. In October 1967 "the regal lady" as it was known, was presented by CNR to the "Royal City."

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## **REPORT**

A major part of the restoration called for the removal and abatement of the asbestos located under the boiler jackets of the engine. This work had to be performed before a majority of the restoration activity could commence. Funding for this activity was provided in 2007 and in 2008, the work was completed.

Recent activity includes coordination of the painting of the engine in 2009. A two-part high-quality painting system was used. Volunteers completed restoration of more ancillary parts that are now stored and will be reinstalled when the restoration is complete. As a result of media coverage, faculty from Conestoga College (Guelph Campus) contacted the Committee to discuss the possibility of involving students in the fabrication of new boiler jackets for the engine. CAD drawings have been completed, the appropriate metal is being ordered, and Conestoga College students will be fabricating the jackets this spring.

Most significant is the relocation of No. 6167. It has been known for some time that plans for the transportation centre would require relocation of the Locomotive. Considerable time was spent examining all possibilities. Most important to the Committee was that No. 6167 remain near the main tracks in a visible location and in an appropriate context. Other communities throughout North America where locomotives have been moved to park settings as an isolated artifact have proven to be unsuccessful and are often subject to vandalism and graffiti. City staff have worked with Committee members to ensure that No. 6167 will be highly visible within the transportation centre (see attachment 1). The Locomotive is scheduled to be moved in late April by PNR Rail Works (a local Guelph company).

The restoration of No. 6167 including work to create a proper static display will be completed in 2011. In the coming years, as the GO/VIA/bus centre is fully developed, Locomotive No. 6167 will be a unique feature of Guelph's transportation infrastructure and will be an attraction for both commuters and visitors.

## **CORPORATE STRATEGIC PLAN**

Goal 1 – An attractive, well-functioning and sustainable city.

Goal 3 – A diverse and prosperous local economy.

Goal 4 – A vibrant and valued arts, culture and heritage identify.

## **FINANCIAL IMPLICATIONS**

Funding for the restoration of No. 6167 has been previously approved by City Council.

Funding for the relocation of No. 6167 is provided through the Transit Terminal Capital Project.

## **DEPARTMENTAL CONSULTATION**

N/A

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## **ATTACHMENTS**

Transportation Centre site plan showing new location of Locomotive 6167

Original Signed by:

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Original Signed by:

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**Recommended By:**

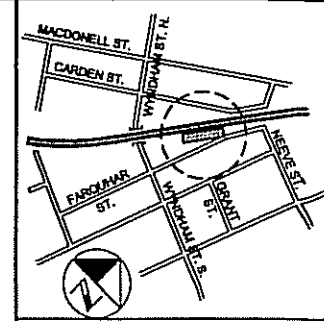
Paul Breadner  
Chair  
Locomotive No. 6167 Restoration  
Committee

Original Signed by:

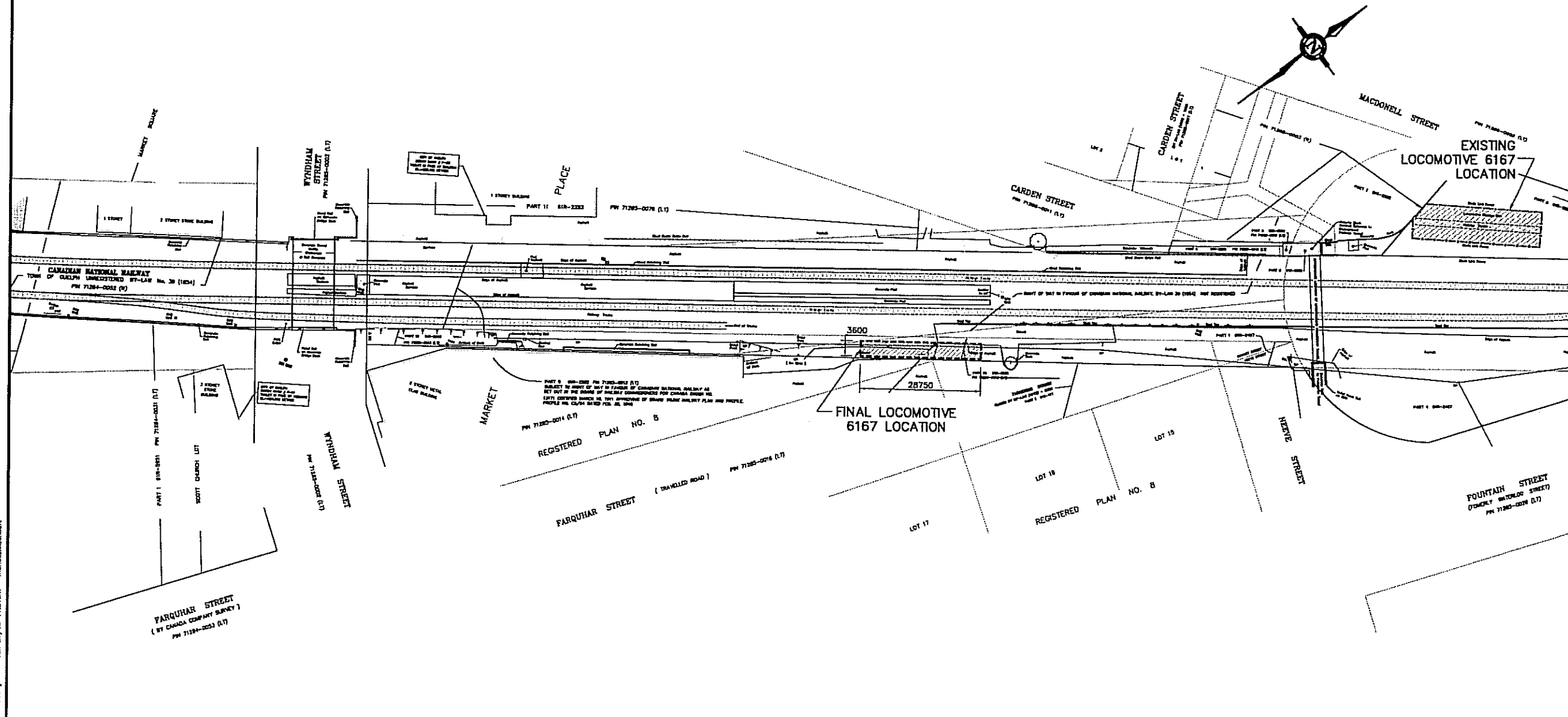
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KEY PLAN  
N.T.S.



PLAN  
SCALE 1:500

THE POSITION OF POLES, LINES, CONDUITS, WATERMANS, SEWERS AND OTHER UNDERGROUND UTILITIES AND STRUCTURES IS NOT NECESSARILY SHOWN ON THE CONTRACT DRAWINGS, AND WHERE SHOWN, THE ACCURACY OF THE POSITION OF SUCH UTILITIES AND STRUCTURES IS NOT GUARANTEED. BEFORE STARTING WORK, THE CONTRACTOR SHALL INFORM HIMSELF OF THE EXACT LOCATION OF ALL SUCH UTILITIES AND STRUCTURES, AND SHALL ASSUME ALL LIABILITY FOR DAMAGE TO THEM.

No.	DATE	DESCRIPTION	BY:	CHKD.
ISSUES/REVISIONS				

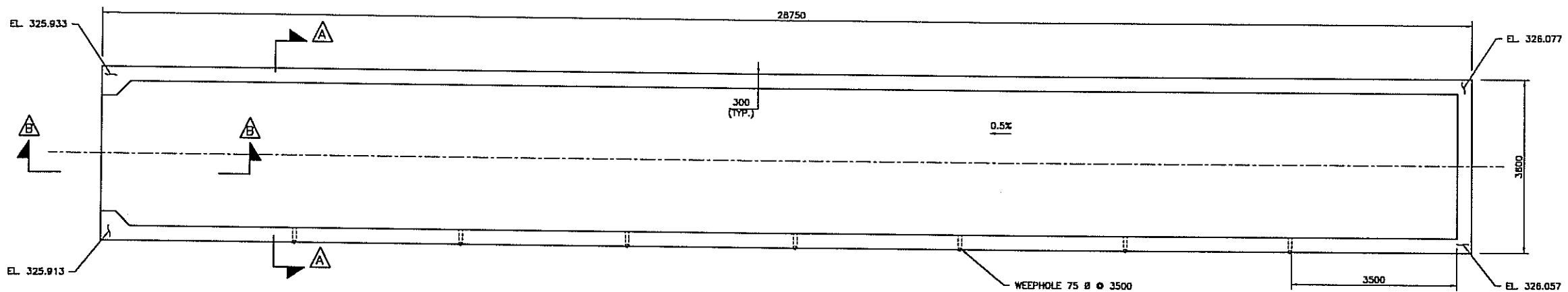
ENGINEERING SERVICES  
WYNDHAM STREET  
LOCOMOTIVE 6167 RELOCATION  
PLINTH

**PRELIMINARY**  
NOT TO BE USED  
FOR CONSTRUCTION

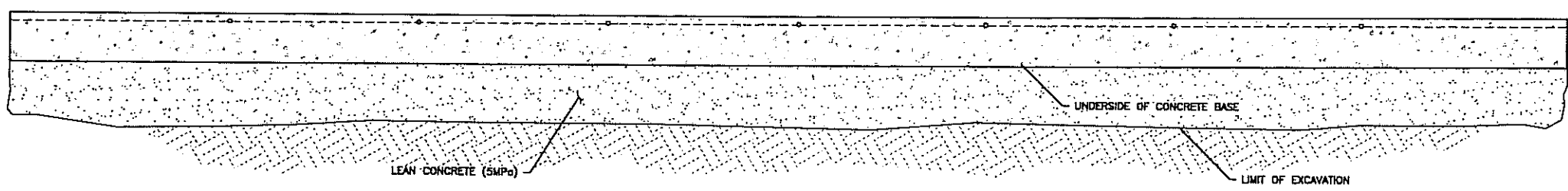


SCALES: AS SHOWN	CONSULTANT JOB No. 108162
DATE DRAWN DECEMBER 2009	CITY CONTRACT No. ?
DRAWN BY: B.M.	CHECKED BY: D.M.
DRAWING No.	REV. 0

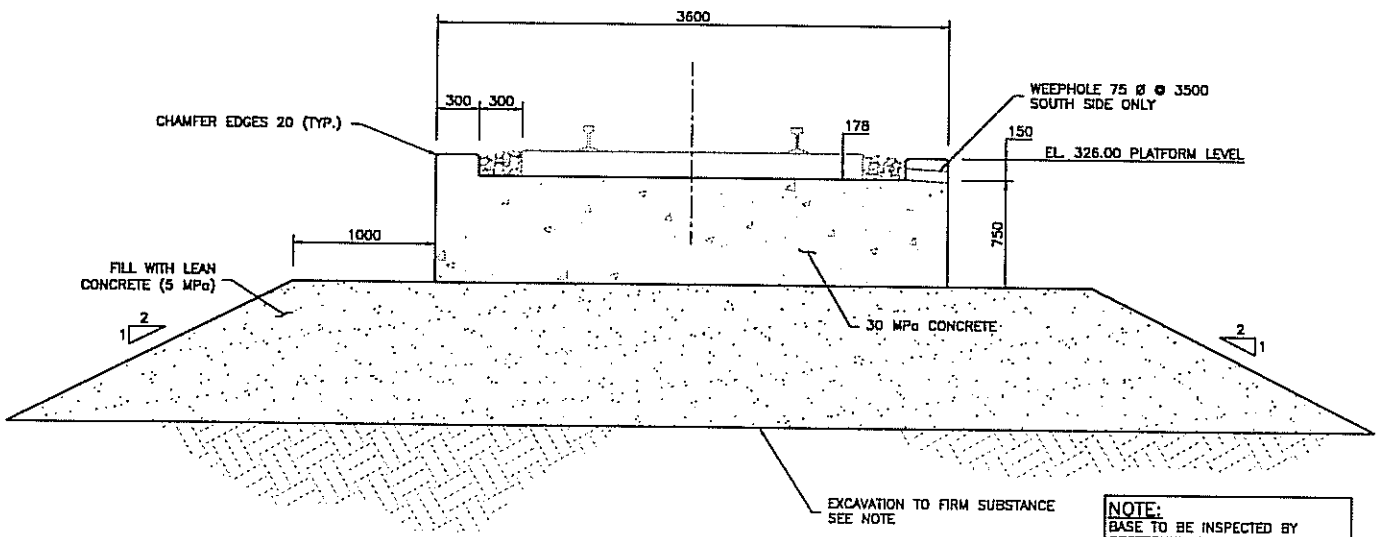
AutoCAD drawing: C:\Work\108162\SWA\Draw\LOCO PLINTH.dwg Jan 27/10 11:31am mofuz@sternbart



**PLAN**  
SCALE 1:50

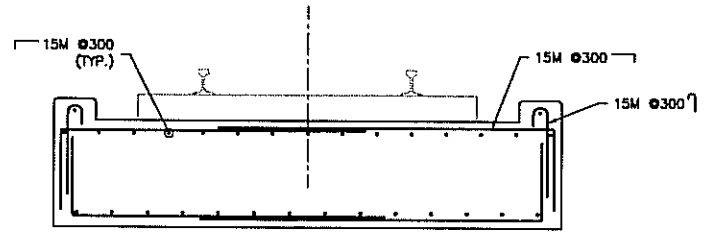


**ELEVATION**  
SCALE 1:50

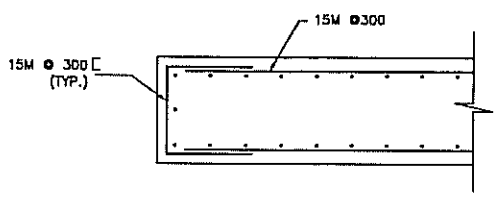


**SECTION A-A**  
SCALE 1:25

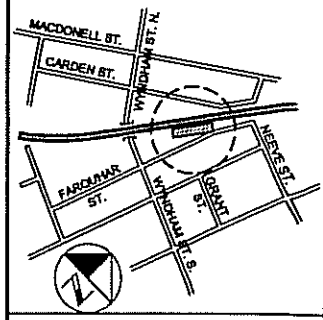
**NOTE:**  
BASE TO BE INSPECTED BY  
GEOTECHNICAL ENGINEER, BEARING  
CAPACITY REQUIRED IS 300 KPa



**SECTION A-A  
REINFORCING**  
SCALE 1:25



**SECTION B-B  
REINFORCING**  
SCALE 1:25



**KEY PLAN**  
N.T.S.

**GENERAL NOTES**

1. EVACUATION SHALL BE INSPECTED BY A GEOTECHNICAL ENGINEER TO CONFIRM A BEARING CAPACITY OF 300KPa.
2. CONCRETE SHALL BE 30MPa.
3. COLD WEATHER PROTECTION WILL BE REQUIRED IN ACCORDANCE WITH OPSS 904.
4. RAILWAY TIES SHALL BE MADE OF COMPOSITE MATERIAL.
5. RAILWAY TIE SHALL BE SPACED AT 508 mm.

THE POSITION OF POLES, LINES, CONDUITS, WATERMANS, SEWERS AND OTHER UNDERGROUND UTILITIES AND STRUCTURES IS NOT NECESSARILY SHOWN ON THE CONTRACT DRAWINGS, AND WHERE SHOWN, THE ACCURACY OF THE POSITION OF SUCH UTILITIES AND STRUCTURES IS NOT GUARANTEED. BEFORE STARTING WORK, THE CONTRACTOR SHALL TAKE RESPONSIBILITY OF THE EXACT LOCATION OF ALL SUCH UTILITIES AND STRUCTURES, AND SHALL ASSUME ALL LIABILITY FOR DAMAGE TO THEM.

No.	DATE	DESCRIPTION	BY:	CHKD.

**ISSUES/REVISIONS**

**ENGINEERING SERVICES**  
**WYNDHAM STREET**  
**LOCOMOTIVE 6167 RELOCATION**  
**PLINTH**

**PRELIMINARY**  
**NOT TO BE USED**  
**FOR CONSTRUCTION**



SCALE: AS SHOWN	CONSULTANT JOB No. 108162
DATE DRAWN: DECEMBER 2000	CITY CONTRACT No. ?

DRAWN BY: B.M.	CHECKED BY: D.M.	DRAWING No.	REV. 0
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AutoCAD drawing: C:\Work\108162\Site\Drawings\Loco Plinth.dwg Jan 27/10 11:12am melissa.diamond

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE April 19, 2010

**SUBJECT Dining Room Operation – Evergreen Seniors Centre**  
REPORT NUMBER CS-FP-1006

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## **RECOMMENDATION**

THAT the April 19, 2010 Community Services Report # CS-FP-1006 entitled "Dining Room Operation – Evergreen Seniors Centre" be received.

## **BACKGROUND**

The Evergreen Seniors Centre Dining Room is an integral part of the Evergreen Seniors Centre, and as such has always been subsidized, as have all services for seniors provided by the City of Guelph. The average dining room subsidy for the last three years has been \$72,500. During the 2010 budget process Council directed staff to achieve cost recovery in the Evergreen Dining Room.

## **REPORT**

Staff worked with members of the Guelph Wellington Seniors Association (GWSA) Board of Directors forming a "Food Services Review Team." The work consisted of a complete review of the dining room operation, including but not limited to marketing, staffing, purchasing, pricing, fundraising, portioning and hours of operation.

As a result of the review, a myriad of changes were made and the committee felt confident that the City subsidy could be reduced from the historical average of \$72,500 per year to \$25,000 per year. By adding possible sponsorships and further refinements staff felt that the subsidy could be further reduced to approximately \$10,000 per year.

Staff, however recognize the difficulty of forecasting revenues in general, and new sustainable sponsorship revenues in particular. The Food Services Review Team is considering options to obtain sponsorship. Staff will continue to work with the GWSA to increase dining room revenues, and decrease expenses so as to minimize the negative operating variance.

## **CORPORATE STRATEGIC PLAN**

Goal 2.1: A complete community with services and programs for children, youth and adults of all ages.



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Goal 2.3: The most physically and socially active residents in Canada.

### **FINANCIAL IMPLICATIONS**

Working with the GWSA, staff has reduced the operating subsidy of the Evergreen Dining Room to approximately \$10,000.

As there is a risk of incurring this negative variance for the Evergreen Dining Room, staff will continue to pursue opportunities to increase revenues through sponsorship and increased communications to the public.

Further, the Community Services Department will continue to manage its overall 2010 operating budget to mitigate this possible shortfall and will report on our progress in our 2010 quarterly variance reports.

### **DEPARTMENTAL CONSULTATION**

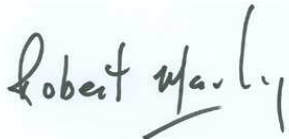
N/A

### **COMMUNICATIONS**

Staff has met regularly with the Guelph Wellington Seniors Association throughout the process.

### **ATTACHMENTS**

N/A



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#### **Prepared By:**

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Manager of Facilities and Programs  
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---

#### **Recommended By:**

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Director of Community Services  
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ann.pappert@guelph.ca

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE April 19, 2010

**SUBJECT New Guelph Civic Museum Update**  
REPORT NUMBER CS-MU-1007

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## RECOMMENDATION

THAT Report # CS-MU-1007, dated April 16, 2010, providing an update on the new Museum project, be received for information.

## BACKGROUND

At the October 15, 2007 City Council meeting, Council approved the project to convert the Loretto Convent to a new Guelph Civic Museum in the amount of \$12,700,000, including external grants and subsidies.

## REPORT

**Construction** – The official construction launch was held on Friday, January 22, 2010 at City Hall. The following week, General Contractor Harbridge & Cross mobilized. There was a delay of approximately one to two weeks as sub-trades were confirmed, but work was fully underway by mid-February. Demolition of the main level floor has been completed as well as demolition of the rear porches. Underpinning is approximately 40% completed and roof truss steel has been installed. Attached is the initial construction schedule; however it is noted that this is a preliminary construction schedule that will be reviewed again in the second quarter of 2010.

**Interior Museum Design** - Meetings are ongoing regarding a number of interior details. Two meetings have been held since January with Brenneman File Systems regarding the final design of artifact and archival storage furniture. There will be a combination of moveable and fixed storage units to accommodate the collections. Some storage units from the current Museum, including all of the moveable units, will be relocated to the new facility. Several meetings have been held to finalize the layout of gallery lighting which is taking place in coordination with Vilnis Cultural Design Works, who are now into the detailed design of the two permanent gallery exhibits.

**External Funding** – Staff were notified in February that the March 31, 2010 deadline for the initial \$1,000,000 Contribution Agreement with Cultural Spaces

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Canada (CSC) could be extended into the next fiscal year. An amendment to the agreement has now been received and signed, allowing the transfer of the remaining funds to fiscal year 2010/11. To date, the City of Guelph has received \$712,991 from CSC and the remaining \$787,009, which includes the additional \$500,000 contribution from CSC, will be received by March 31, 2011.

**Fundraising** – The Fundraising Committee is chaired by John Valeriote and honorary chair Hugh Guthrie. There are currently ten people from the community who are serving on this Committee. The campaign goal is \$500,000 and the Committee has set an end date of October 31, 2010. The campaign is currently directed to identified individuals and corporate donors.

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

This \$12,700,000 project is included in the City's 2009 and 2010 Capital Budget. \$6,500,000 has been secured from the federal and provincial governments, and \$500,000 will be raised from the community.

### **DEPARTMENTAL CONSULTATION**

Community Services  
Corporate Services – Corporate Property  
Finance

### **ATTACHMENTS**

Appendix 1: Preliminary Construction Schedule



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**Prepared By:**

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**Recommended By:**

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Appendix 1

PRELIMINARY PROJECT SCHEDULE  
GUELPH CIVIC MUSEUM

ID	Task Name	Duration	Start	Finish	November	December	January 20	February	March 2010	April 2010	May 2010	June 2010	July 2010	August 201	September	October 20	November	December	January 20	February	March 2011	
1	Mobilize to Site	10 days	Mon 25/01/10	Fri 05/02/10																		
2	Demolition	91 days	Mon 25/01/10	Mon 31/05/10																		
3	Underpinning	71 days	Mon 22/02/10	Mon 31/05/10																		
4	Site Services	35 days	Mon 22/03/10	Fri 07/05/10																		
5	Interior Footings	30 days	Mon 22/03/10	Fri 30/04/10																		
6	Addition - Footings	40 days	Mon 26/04/10	Fri 18/06/10																		
7	Masonry Walls	98 days	Mon 26/04/10	Fri 29/10/10																		
8	Interieor Structural Steel	43 days	Mon 03/05/10	Wed 30/06/10																		
9	Addition - Conc. Wall/Slab	45 days	Mon 17/05/10	Fri 16/07/10																		
10	Addition - Structural Steel	35 days	Mon 07/06/10	Fri 23/07/10																		
11	Alum. Framing/Glass	64 days	Mon 05/07/10	Thu 30/09/10																		
12	Interior Studs	65 days	Mon 12/07/10	Fri 08/10/10																		
13	Roofing	50 days	Mon 23/08/10	Fri 29/10/10																		
14	Interior S.O.G.	32 days	Mon 19/07/10	Tue 31/08/10																		
15	Addition - S.O.G.	35 days	Mon 02/08/10	Fri 17/09/10																		
16	Drywall Boarding	72 days	Mon 23/08/10	Tue 30/11/10																		
17	Taping/Sanding	70 days	Mon 13/09/10	Fri 17/12/10																		
18	Painting	86 days	Mon 01/11/10	Mon 28/02/11																		
19	Install T-Bar	56 days	Mon 15/11/10	Mon 31/01/11																		
20	Flooring	64 days	Wed 01/12/10	Mon 28/02/11																		
21	Install Stairs	88 days	Wed 01/09/10	Fri 31/12/10																		
22	Install Doors/Hrdw.	75 days	Mon 27/09/10	Fri 04/03/11																		
23	Exterior Restoration	1 day	Mon 25/01/10	Mon 25/01/10																		
24	Curbs/Sidewalks	34 days	Mon 16/08/10	Thu 30/09/10																		
25	Waterproofing	24 days	Mon 30/08/10	Thu 30/09/10																		
26	Paving	20 days	Mon 20/09/10	Fri 15/10/10																		
27	Landscaping	50 days	Mon 06/09/10	Fri 12/11/10																		
28	Elevator	100 days	Mon 30/08/10	Fri 14/01/11																		
29	Sprinklers	155 days	Mon 02/08/10	Fri 04/03/11																		
30	Mechanical	235 days	Fri 07/05/10	Thu 31/03/11																		
31	Electrical	235 days	Fri 07/05/10	Thu 31/03/11																		
32	Commissioning	29 days	Mon 21/02/11	Thu 31/03/11																		
33	Final Clean	23 days	Tue 01/03/11	Thu 31/03/11																		

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE April 19, 2010

**SUBJECT Community Gardens Pilot Site Approval**  
REPORT NUMBER CS-IS-1008

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## **RECOMMENDATION**

THAT the Community Services Report # CS-IS-1008 dated April 19, 2010 related to Community Gardens be received;

AND THAT City Council support the location of two pilot community gardens, one in Peter Misersky Park and the other in Norm Jary Park as set out in Appendix B and Appendix E, respectively, of the Community Services Report # CS-IS-1008 dated April 19, 2010 for a two year trial period commencing in the spring of 2010 and ending after the harvest in the fall of 2011;

AND THAT staff be directed to work with the associated neighbourhood groups, the Upper Grand District School Board (UGDSB), and community garden volunteers to support the implementation of the pilot community gardens and including gardens to be located at Brant Avenue School and the UGDSB Lot at 170 Stephanie Drive subject to available resources within the approved 2010 operating budgets;

AND THAT staff report back on the results of the community gardens program following the end of the pilot.

## **BACKGROUND**

In September of 2009 a Community Gardens Proposal was presented to City Council by sub-committee members of the Guelph Food Round Table requesting that the City support:

- a) the development of policy and operating procedures for the use of public lands for community gardens
- b) the development of two (2) existing neighbourhood-based garden programs on City-owned parklands in the spring of 2010.

Community gardens are not new to Guelph as witnessed in the 1941 photo of Royal City Park as per Appendix G. In December of 2009 City Council approved "that staff be directed to work with the community on the development of a maximum of three

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(3) pilot garden locations in 2010, subject to the conditions and resources as outlined in section one of this report and budget approval.” (CS-NE-0925)

## **REPORT**

The primary purposes of this report are to: seek approval for two (2) pilot community garden locations on City-owned property, to indicate the level of City operational support required, and to provide information on two additional gardens to be located on lands owned by the Upper Grand District School Board (UGDSB).

The pilot garden projects being proposed are the result of an integrated approach to this community request involving five City of Guelph Departments (Community Services, Operations, Community Design & Development Services, Environmental Services and Corporate Services – Realty Services) under the leadership of our Community Services Integrated Services Division’s Neighbourhood Engagement staff and through partnerships established with the UGDSB, the Guelph/Wellington Food Round Table, Neighbourhood Groups and the Kindle Community Organization.

### 2010 Pilot Garden Locations:

The “team” of staff and partners have identified four (4) proposed garden locations based on criteria and site attributes (water availability, security) listed in the attached chart (Appendix A). Site maps have also been included in this report to indicate specific site locations. (Appendices B, C, D, E)

### Gardens Proposed on City-Owned Property:

The two locations on City property (Peter Misersky Park and Norm Jary Park/ Onward Willow) will operate on a two (2) year trial basis at which time their sustainability will be evaluated for continued operations over an extended period of time.

### Gardens Proposed on UGDSB Property:

The UGDSB has identified two garden locations (Brant Avenue Public School, and 170 Stephanie Drive – an empty lot adjacent to Castlebury Park) that will be supported by their students, neighbourhood groups and the City where feasible.

### Community Consultation:

A community survey was circulated to residents within a 120 m radius of the Peter Misersky and Norm Jary Park locations. Survey circulation at Norm Jary Park was further enhanced to include more residents. Results and comments have been summarized and attached (Appendix F). Overall the feedback was quite supportive from both residents and neighbourhood group volunteers. Some concerns with regards to vandalism and security were raised and the pilot gardens will be used to assess the validity of these concerns.

The UGDSB will be partnering with the Brant Avenue Neighbourhood Group and the Parkwood Gardens Neighbourhood Group to conduct a community consultation process for their two (2) garden locations.

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### Operational Support:

The Operation Department's Parklands and Greenways Division will provide initial soil tilling, mulch (subject to availability) and will arrange for utility locates to prepare the Peter Misersky and Norm Jary sites for start-up. Soil testing will also be required and will be at the expense of the neighbourhood groups.

The Healthy Landscapes Program (Environmental Services) will encourage residents to have healthy vegetable gardens that use less water and provide healthier options for pest control. They are committed to working with volunteers at each site to:

- Develop best practices for garden watering including the supply of rain barrels and/or research into other water harvesting systems;
- Provide educational outreach including events, workshops, brochures;
- Offer promotional support through their website, media releases and newsletters to encourage local resident involvement.

The UGDSB will provide the operational start-up necessary to prepare the garden sites located on their property. City assistance consistent with that provided for gardens on City property will be made available when needed and where feasible.

### Community Involvement

As indicated, there has been strong interest from the Neighbourhood Groups (NG) to determine where the proposed sites will be located. Groups were consulted during the site selection process and will be coordinating the community consultation process for the UGDSB garden locations. Each NG has developed a gardens sub-committee to coordinate garden volunteers and site operations.

The Community Gardens Committee (a sub-committee of the Guelph/Wellington Food Round Table) has been providing advisory support throughout the site selection process. They are currently seeking funding from the Ontario Trillium Foundation to support the hiring of a Community Gardens Coordinator that could assist with the implementation of the pilot sites in the spring/summer of 2010. In addition, it is anticipated that this position would provide leadership for the further development of a Guelph Community Gardens Network and support for the development of a community gardens framework, operating procedures and policy development.

### Future Development

Staff are committed to continuing their work with the Community Gardens Committee and other emerging partners to develop a community gardens program and policy for the City of Guelph. It is anticipated that the proposed pilot garden projects will identify operational and administrative best practices during their first season and that these lessons learned will identify roles/responsibilities of volunteers and staff and recommended levels of support for future garden initiatives.

A draft Community Gardens policy will be submitted for Council's review and consideration after the pilot gardens have been evaluated.

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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 6: A leader in conservation and resource protection/enhancement

## **FINANCIAL IMPLICATIONS**

1. Staff time and resources from Community Services & CDDS were used for two (2) public survey processes
2. Parklands and Greenways staff time and resources will be used for soil tilling and mulch delivery
3. Staff time from Community Services will continue to support the Guelph Food Round Table and the developing Community Gardens Network

Included in the approved 2010 operating budget

## **DEPARTMENTAL CONSULTATION**

Operations – Parklands and Greenways

Community Design and Development Services – Planning

Corporate Services – Realty Services

Environmental Services – Healthy Landscapes

## **COMMUNICATIONS**

Upper Grand District School Board

Guelph/Wellington Food Round Table- Community Gardens Committee,

Brant Avenue, Grange Hill East, Onward Willow and Parkwood Gardens

Neighbourhood Groups

Kindle Communities Organization

## **ATTACHMENTS**

Appendix A – Community Garden Pilot Site Attributes

Appendix B – Pilot Site Map – Peter Misersky Park

Appendix C – Pilot Site Map – Onward Willow

Appendix D – Pilot Site Map – Brant Avenue Public School

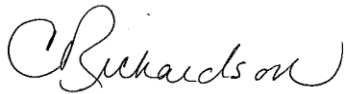
Appendix E – Pilot Site Map – Stephanie Drive

Appendix F – Community Survey Summary

Appendix G – 1941 Photo of Community Garden in Royal City Park



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**Prepared By:**

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Neighbourhood Engagement  
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**Recommended By:**

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Development  
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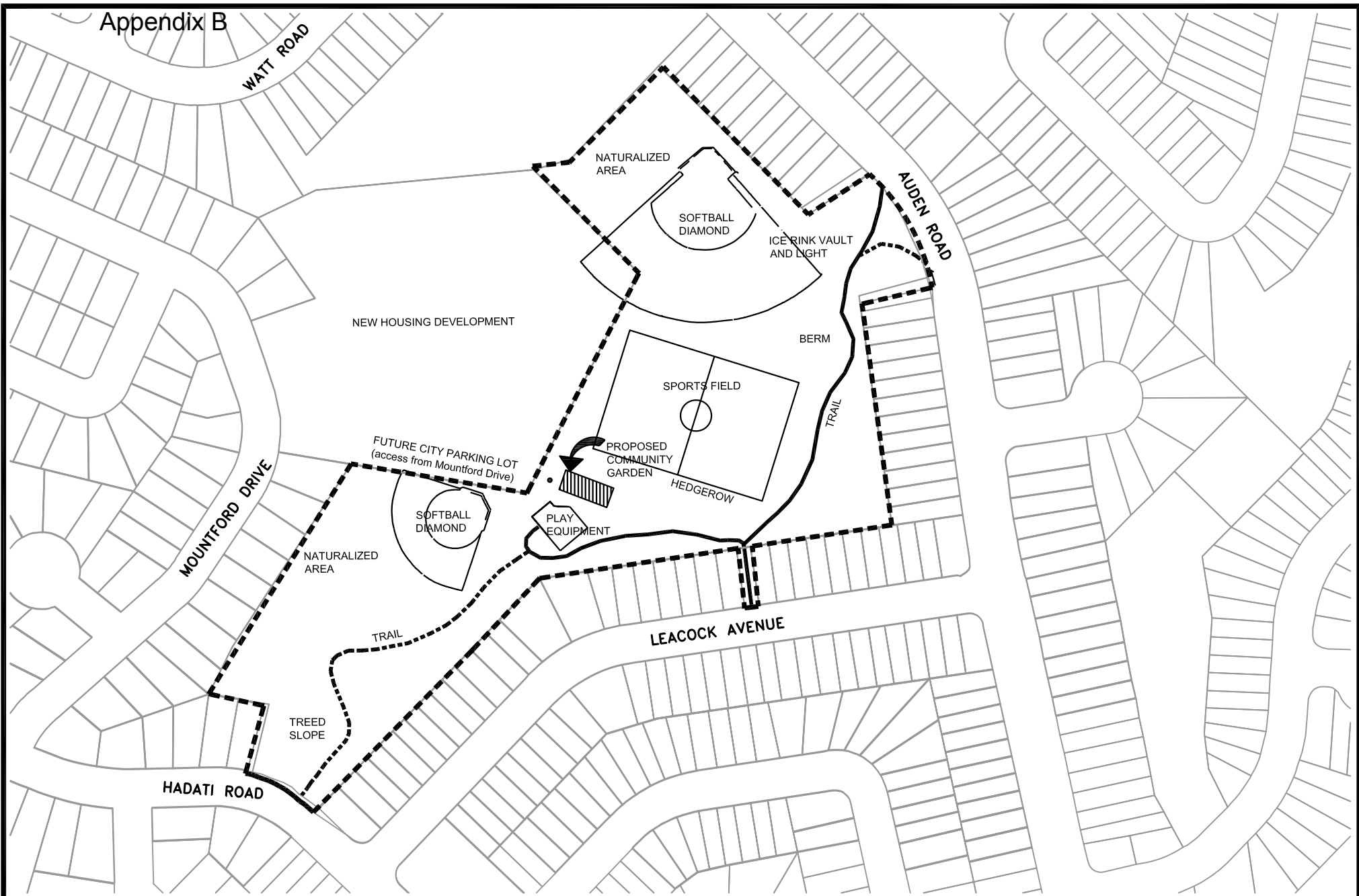
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**Recommended By:**

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## 2010 COMMUNITY GARDEN PILOT SITE ATTRIBUTES

<b>Attributes</b>	<b>Norm Jary Park</b>	<b>Peter Misersky Park</b>	<b>UGDSB Lot at 170 Stephanie Drive</b>	<b>Brant Ave School</b>
<b>Water Source</b>	existing water chamber next to garden site (old outdoor rink location)	new water chamber located next to proposed site & playground	rain barrels/water from City's Healthy Landscapes Program	water source located at school
<b>Parking / Accessibility</b>	Shelldale parking lot adjacent to proposed garden site	new parking lot being constructed (Options for Homes Dev.) adjacent to park & proposed garden site	availability of street parking to be determined	Parking on Brant Ave., school parking lot –off school hours
<b>Security</b>	open area adjacent to existing lit parking lot	next to new development and lit parking lot	close proximity to residents and street lighting	front of school, close proximity to residents and street lighting
<b>Park Programming Interference?</b>	no interference with current use of park amenities	no interference with current use of park amenities	no interference	no interference
<b>Community Involvement</b>	Onward Willow Neighbourhood Group, Onward Willow BBBF, Kindle Communities Organization, Community Gardens Committee	Grange Hill East Neighbourhood Group, Community Gardens Committee	Parkwood Gardens Neighbourhood Group, Taylor Evans PS, College Heights School, Community Gardens Committee	Brant Ave. P.S. students, Brant Ave. Neighbourhood Group, Community Gardens Committee, potential farm partnerships



# Appendix B

NEW HOUSING DEVELOPMENT

FUTURE CITY PARKING LOT

NEW HOSE BIB

COMMUNITY GARDEN SPACE

PLAY EQUIPMENT

SPORTS FIELD

HEDGEROW OF TREES

TRAIL

PROPERTY LINE

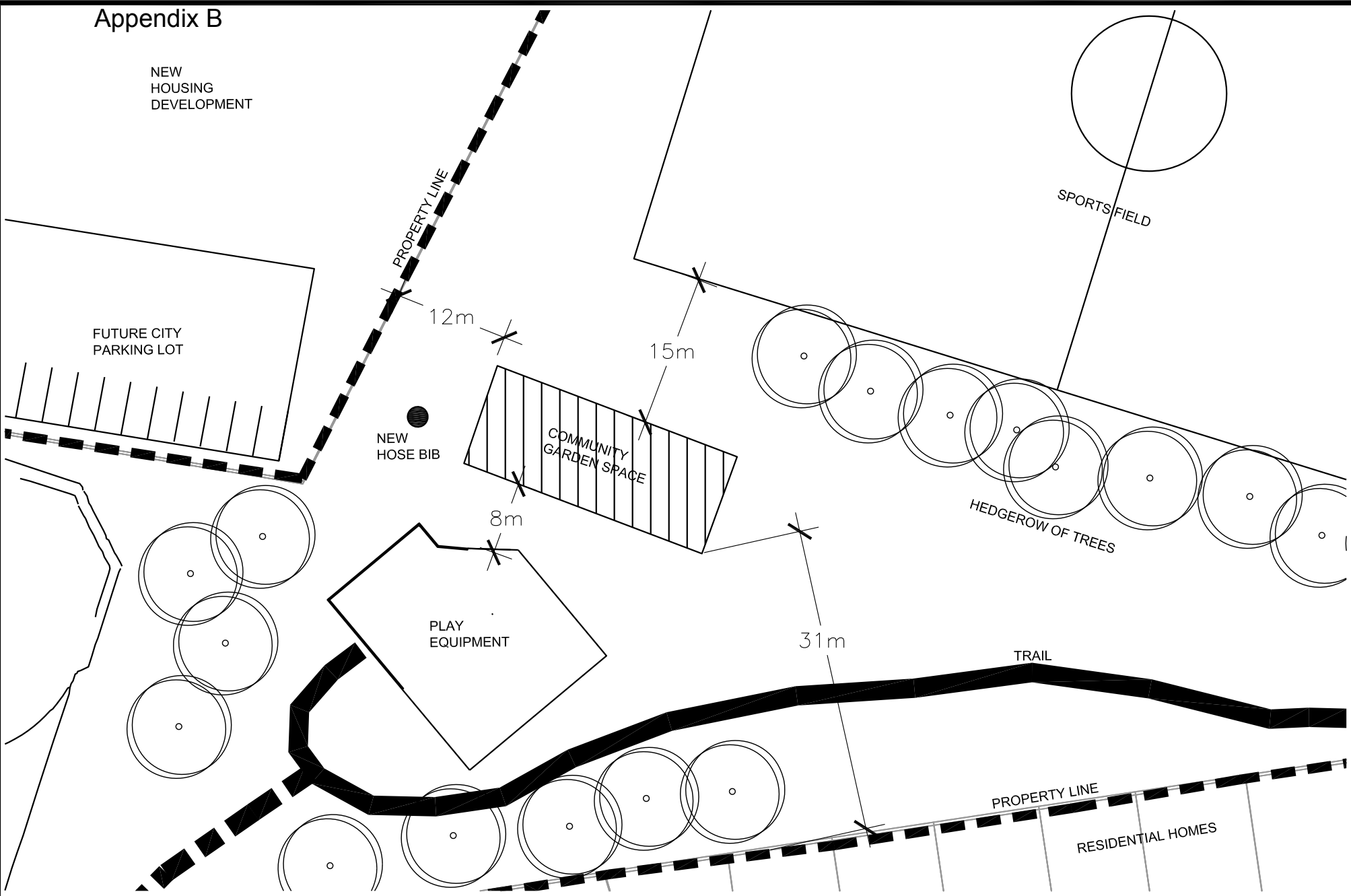
RESIDENTIAL HOMES

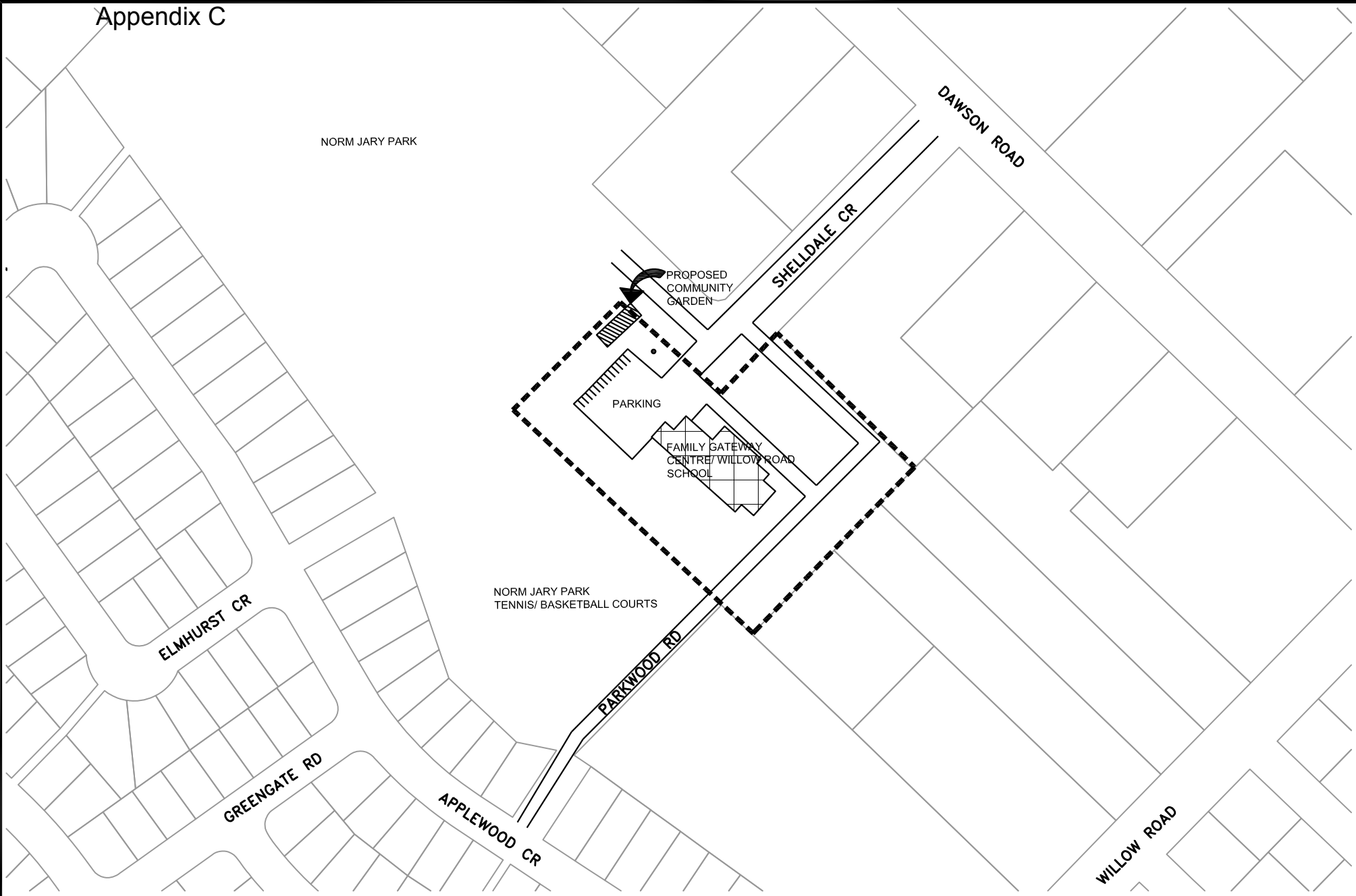
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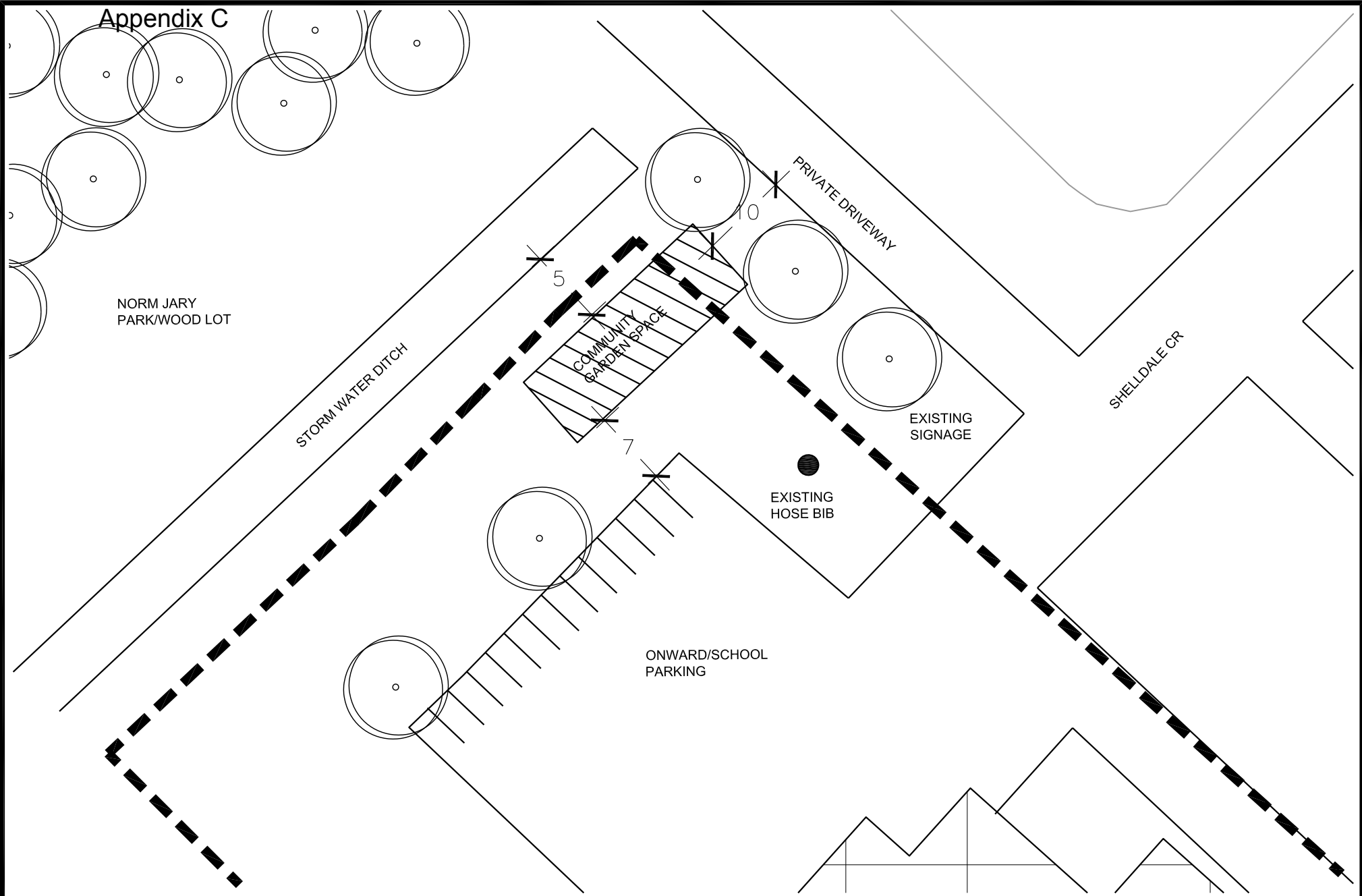
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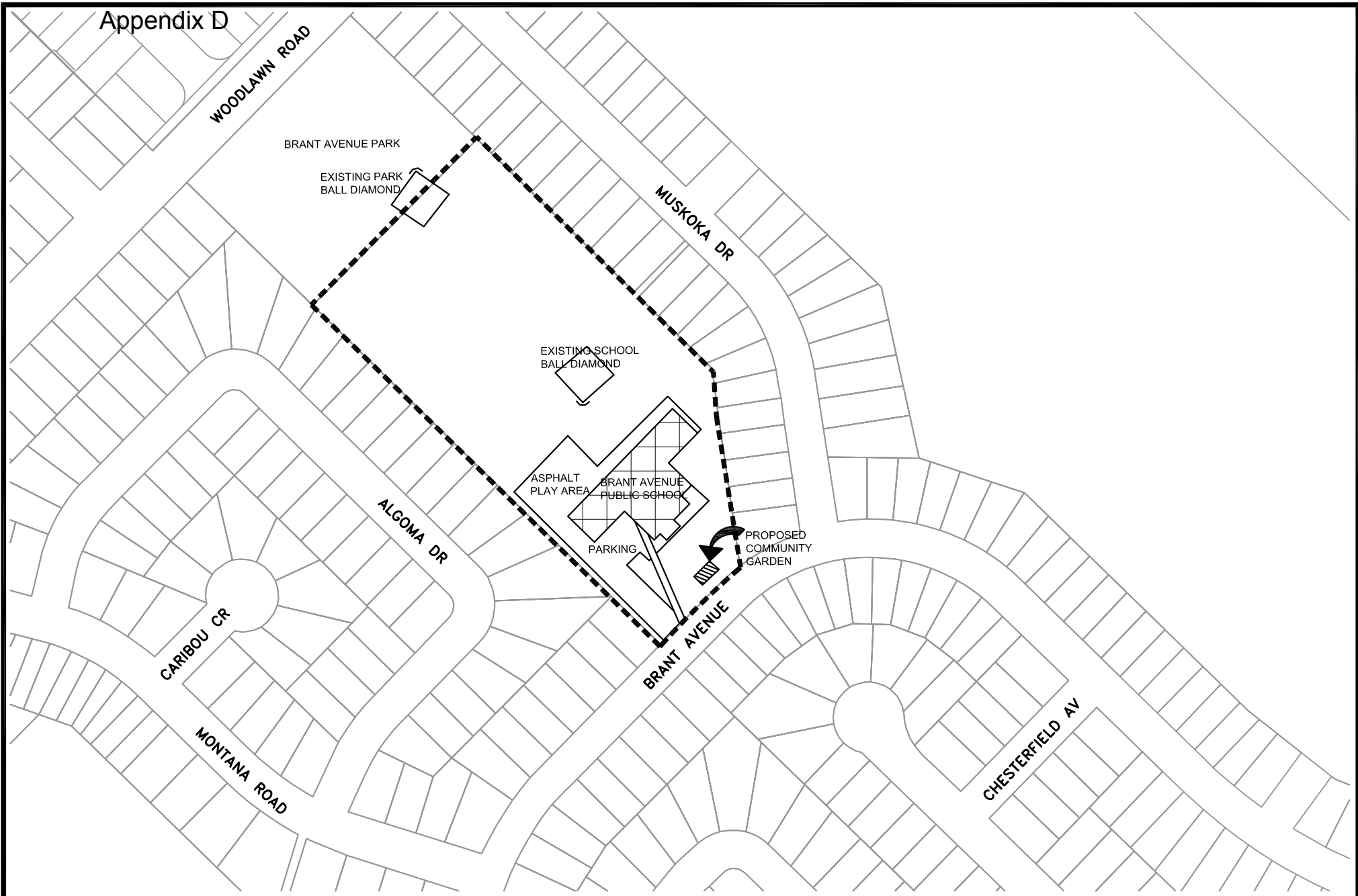
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Appendix C





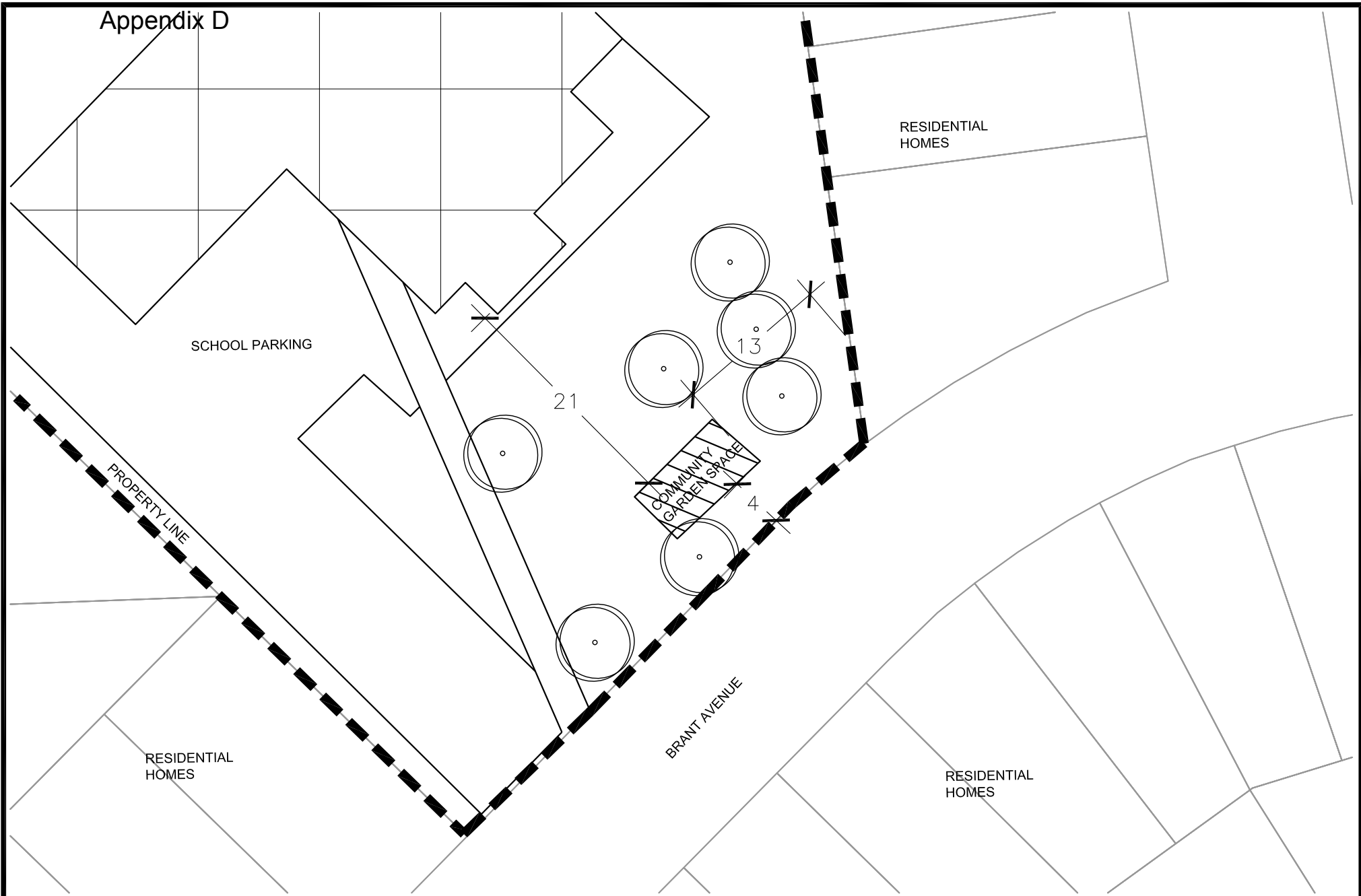
**BRANT AVE. P.S - OVERALL PLAN**  
 Community Gardens Pilot Initiative

64 BRANT AVENUE, GUELPH, ON

WARD 2

CLASSIFICATION: INSTITUTIONAL  
 ZONING: I.1    SIZE: 2.74 ha (6.77ac)  
 FEATURES: Institutional Building, Parking Lot,  
 Play Area, Baseball Diamond





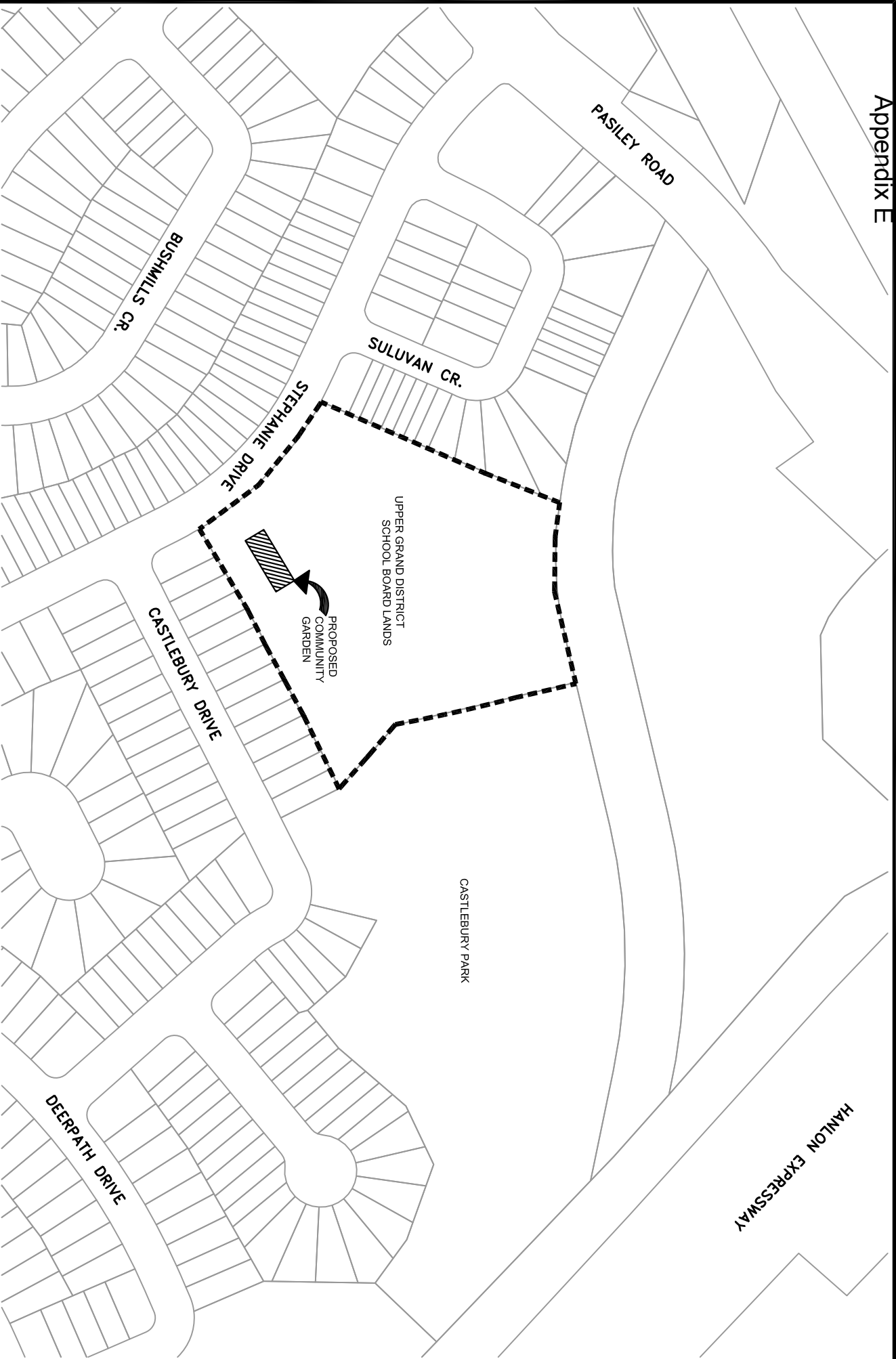
**BRANT AVE. P.S - GARDEN FOCUS**  
**Community Gardens Pilot Initiative**  
64 BRANT AVENUE, GUELPH, ON

WARD 2

CLASSIFICATION: INSTITUTIONAL  
ZONING: I.1    SIZE: 2.74 ha (6.77ac)  
FEATURES: Institutional Building, Parking Lot,  
Play Area, Baseball Diamond

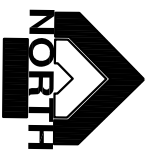




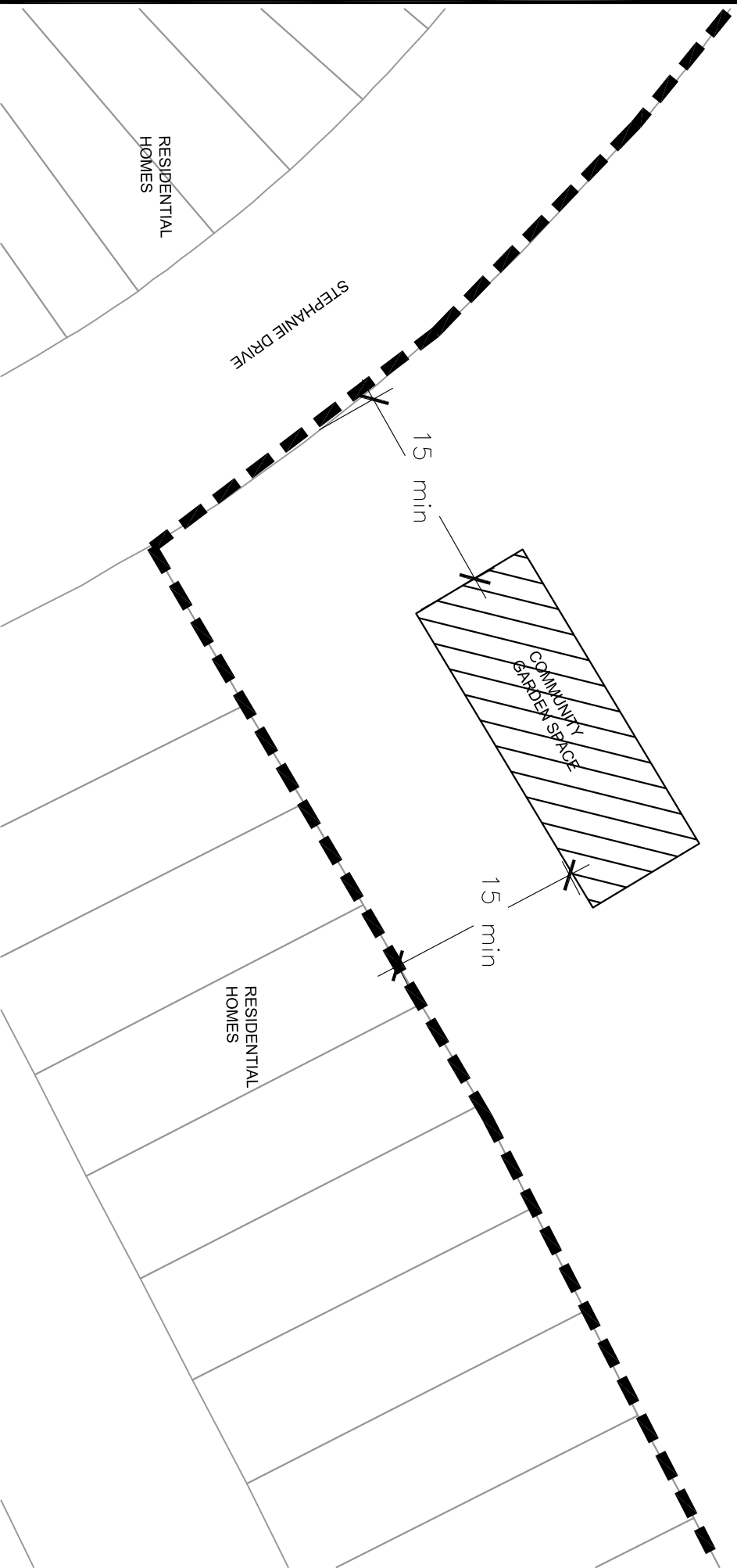


**STEPHANIE DRIVE SITE - OVERALL PLAN**  
 Community Gardens Pilot Initiative  
 170 STEPHANIE DRIVE, GUELPH, ON  
 WARD 4

CLASSIFICATION: INSTITUTIONAL  
 ZONING: I.1 SIZE: 2.21 ha (5.5ac)  
 FEATURES: EMPTY LOT, NO SERVICING



EMPTY LOT



**STEPHANIE DRIVE SITE - OVERALL PLAN**  
Community Gardens Pilot Initiative  
170 STEPHANIE DRIVE, GUELPH, ON

WARD 4

CLASSIFICATION: INSTITUTIONAL  
ZONING: 1.1 SIZE: 2.21 ha (5.5ac)  
FEATURES: EMPTY LOT, NO SERVICING



**APPENDIX F - Community Gardens Pilot Program Survey Results - Onward Willow**

Surveys Sent - 219 Response - 8

*What do you like about the proposed community gardens idea?*

**Inquiry/**

<b>Positive Responses</b>	<b>Negative Response suggestions</b>	<b>Relevant comments/ concerns</b>	<b>Staff Response</b>
8	0	Great idea, Excellent idea, Love it, Urban Gardening, fresh food, food security, investment in community. Imparting pride in young people to protect the environment and enjoy nature	Sites were chosen by staff using a wide range of criteria for community garden suitability.

*What do you like about the proposed community garden pilot site?*

**Inquiry/**

<b>Positive Responses</b>	<b>Negative Responses suggestions</b>	<b>Relevant comments/concerns</b>	<b>Staff Response</b>
4	3	Concerns about the site being too accessible and therefore easily vandalized. Security concerns. Too close to traffic. 2 feel the site may be too small. Want the site to be closer to their house, wants the site out in the country. Loves the site. Feels it will be well utilized. Likes that water and parking and playing area for kids is close by. It is OK.	Soil testing will be conducted in the spring by the community gardens network. Land use history may be determined if required. Site size will be determined by the number of active gardeners.

*What do you dislike about the proposed community gardens site?*

**Positive Response/  
Blank response**

**Inquiry/**

<b>Negative Responses suggestions</b>	<b>Relevant comments/ concerns</b>	<b>Staff Response</b>
---------------------------------------	------------------------------------	-----------------------

<p>Will it be large enough? Site is too small?          How will it be organized? Poor sight lines.          Would prefer an open area far from          parkland. Feels that people who can drive          to a site would be more committed to it.          Feels vandalism is likely in this rough area.          Worries about soil condition so close to the          road.</p>	<p>Operational procedures will be          determined by the Community          Gardens Network, the gardeners          and the neighbourhood groups.          Staff acknowledge the potential          security concerns. Pilots will be          used to determine if concerns          are valid. Research suggests          Community Gardens decrease          vandalism in parks. Other sites          will be considered if pilots are          successful.</p>
--	--

2

4

2

*Other comments?*

**Inquiry/**

**Positive Reponses**

**Negative Response suggestions**

**Relevant comment/ concern**

**Staff Response**

Concern of user neglect after initial  
 enthusiasm. Wants us to consider a  
 garden in another neighbourhood. Many  
 operational questions. Is VERY interested.

Future garden sites will be  
 determined using the pilot  
 project results.

2

6 Good step for the City of Guelph.

**APPENDIX F - Community Gardens Pilot Program Survey Results - Onward Willow**

Surveys Sent - 219 Response - 8

*What do you like about the proposed community gardens idea?*

**Inquiry/**

<b>Positive Responses</b>	<b>Negative Response suggestions</b>	<b>Relevant comments/ concerns</b>	<b>Staff Response</b>
8	0	Great idea, Excellent idea, Love it, Urban Gardening, fresh food, food security, investment in community. Imparting pride in young people to protect the environment and enjoy nature	Sites were chosen by staff using a wide range of criteria for community garden suitability.

*What do you like about the proposed community garden pilot site?*

**Inquiry/**

<b>Positive Responses</b>	<b>Negative Responses suggestions</b>	<b>Relevant comments/concerns</b>	<b>Staff Response</b>
4	3	Concerns about the site being too accessible and therefore easily vandalized. Security concerns. Too close to traffic. 2 feel the site may be too small. Want the site to be closer to their house, wants the site out in the country. Loves the site. Feels it will be well utilized. Likes that water and parking and playing area for kids is close by. It is OK.	Soil testing will be conducted in the spring by the community gardens network. Land use history may be determined if required. Site size will be determined by the number of active gardeners.

*What do you dislike about the proposed community gardens site?*

**Positive Response/  
Blank response**

**Inquiry/**

<b>Negative Responses suggestions</b>	<b>Relevant comments/ concerns</b>	<b>Staff Response</b>
---------------------------------------	------------------------------------	-----------------------

<p>Will it be large enough? Site is too small?          How will it be organized? Poor sight lines.          Would prefer an open area far from          parkland. Feels that people who can drive          to a site would be more committed to it.          Feels vandalism is likely in this rough area.          Worries about soil condition so close to the          road.</p>	<p>Operational procedures will be          determined by the Community          Gardens Network, the gardeners          and the neighbourhood groups.          Staff acknowledge the potential          security concerns. Pilots will be          used to determine if concerns          are valid. Research suggests          Community Gardens decrease          vandalism in parks. Other sites          will be considered if pilots are          successful.</p>
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2

4

2

*Other comments?*

**Inquiry/**

**Positive Reponses**

**Negative Response suggestions**

**Relevant comment/ concern**

**Staff Response**

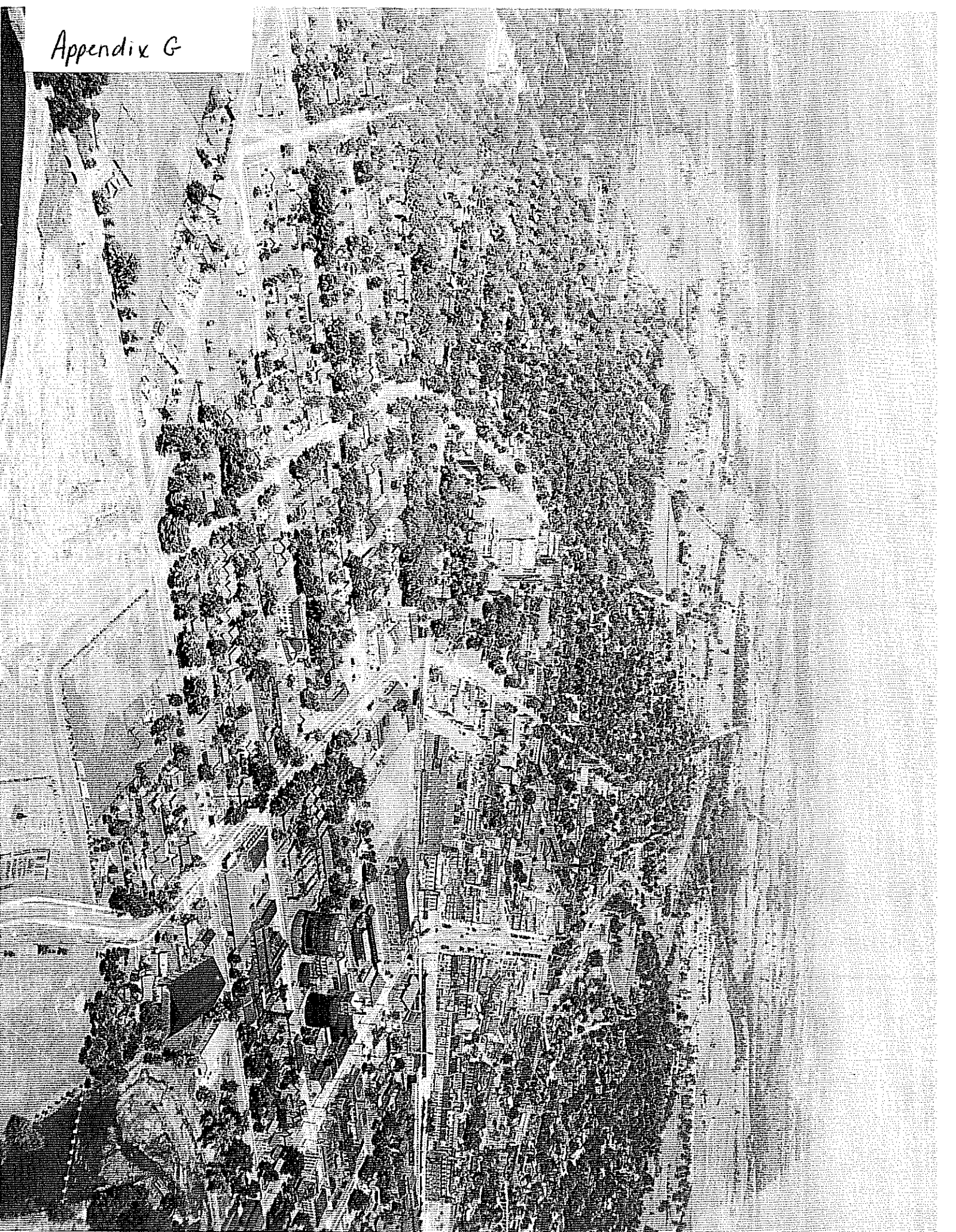
Concern of user neglect after initial  
 enthusiasm. Wants us to consider a  
 garden in another neighbourhood. Many  
 operational questions. Is VERY interested.

Future garden sites will be  
 determined using the pilot  
 project results.

2

6 Good step for the City of Guelph.

Appendix G



# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE April 19, 2010

**SUBJECT River Run Centre Capital Project RR0031**  
REPORT NUMBER CS-CU-1009

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## **RECOMMENDATION**

THAT as per Report # CS-CU-1009, the previously approved funding of \$20,000 for Capital Project RR0031 be reallocated for the installation of wireless network at the River Run Centre.

## **BACKGROUND**

Several years ago, it was projected that the audio console in the Cooperators Hall would need to be replaced in 2009 at a cost of \$20,000. As part of the Capital Budget, this money was allocated for this project called RR0031. The audio console is not showing the expected signs of wear and it is not anticipated that it will need to be replaced for several more years.

## **REPORT**

River Run has an identified need for installation of a wireless network, similar to the network being installed in City Hall. It is regularly requested by artists and rental clients using the facility, as this service is available in all similar sized performing arts centres in South-Western Ontario.

River Run has the potential to create revenues by developing a system of user pay access to the wireless network for clients and artists who need access for multiple people. The design and installation will be coordinated through the Information Technology Services division.

## **CORPORATE STRATEGIC PLAN**

Goal 3.6: The City as a tourist destination of choice

Goal 4.3: Highest per capita use of city libraries, museums and cultural facilities among any comparable Canadian city.

## **FINANCIAL IMPLICATIONS**

Project RR0031, previously funded for \$20,000 will be renamed River Run Centre Wireless Network Installation. The previously approved funding was allocated from the tax base supported capital budget.



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**DEPARTMENTAL CONSULTATION**

Information Technology Services  
Finance

**COMMUNICATIONS**

N/A

**ATTACHMENTS**

Appendix A: Funding Summary



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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

Original Signed by:

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**Recommended By:**

Margaret Neubauer  
Director, Finance  
519-822-1260 ext. 5606  
margaret.neubauer@guelph.ca



# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE April 19, 2010

**SUBJECT Dialogue with Potential Interregional Partners**  
REPORT NUMBER CS-TR-1010

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## **RECOMMENDATION**

THAT staff be encouraged to dialogue with interregional providers and colleagues in other cities and towns, for the purpose of exploring innovative new ways to partner on transit services, prior to the presentation of recommendations of the Transit Growth Strategy.

## **REPORT**

The preliminary findings of the Transit Growth Strategy were shared at public information centers held on March 30, 2010. The complete Strategy is planned for review, and approval by Guelph City Council this summer.

One of the elements in the development of the Transit Growth Strategy was an assessment of the potential for interregional routes. Based on the current level of daily trips between Guelph-Kitchener-Waterloo-Cambridge, there is some potential for an alternative mode to the private auto. For these larger centers, the Transit Growth Strategy is exploring a number of alternatives including both bus and rail options. A strategy is being developed to approach the Region of Waterloo to determine a level of interest in this type of service.

However, discussions both during the study and at the public session March 30, 2010 suggest that there is interest in discussing ways to partner with other centers not within the service area of the Region of Waterloo.

Staff wishes to further engage in informal dialogues with our colleagues in centers such as Rockwood, Eden Mills, Puslinch Township, Elora, Fergus and Elmira to better explore and evaluate opportunities to partner on pilot services.

While a strategy is being developed for more formal communication and info sharing with Council counterparts in these centers, City staff seeks approval to enter into dialogues ahead of reports coming forward to ECO and Council.

## **CORPORATE STRATEGIC PLAN**

Goal 1: an attractive, well-functioning and sustainable city

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Goal 2: A healthy and safe community where life can be lived to the fullest  
Goal 3: A diverse and prosperous local economy  
Goal 5: A community-focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

Recently, two Public Information Centres were held on March 30, 2010.

### **ATTACHMENTS**

N/A



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### **Prepared and Recommended By:**

Ann Pappert  
Director of Community Services  
519-822-1260 ext. 2665  
[ann.pappert@guelph.ca](mailto:ann.pappert@guelph.ca)

**Emergency Services, Community Services &  
Operations Committee  
Closed Meeting Agenda**

**Monday, April 19, 2010 – 5:00 p.m.**

**ITEMS FOR DIRECTION**

1. **Citizen Appointments to Guelph Sports Hall of Fame Board of Directors**  
S. 239 (2) (b) personal matters about identifiable individuals

**- ADDENDUM -**

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

**Council Committee Room 5:00 p.m.**

**- April 19, 2010 -**

\*\*\*\*\*

**ONTARIO STREET ROAD NARROWING – FOLLOW-UP REPORT (ECO-2010 A.14)**

Delegations:

- Annette Stocco
- Gino Caldoren

Correspondence:

- Maria Marchesano
- Residents of Ontario Street Petition
- Maureen Blackwood & Cheryl Cadogan
- Annette Stocco and Tracy Reed
- Rosalba Stocco
- Barbara Mann
- Kassie Jennings

**FOLLOW-UP-ARTHUR-KING-QUEEN TRAFFIC CALMING (ECO-2010 A.15)**

Delegations:

- Stan Kozak (correspondence attached)

Hi Dolores.

My family and I live on Ontario Street and have been for 46 years. I wanted to email you with my comments for the Monday April 19, 2010 meeting.

I feel that the road narrowing needs to be tweaked a bit. There was a meeting at Tytler School last year where I did suggest some changes. One of my recommendations was to have a sign between Huron St and the lights indicating that there was a road narrowing ahead. Or a flashing light could be posted on the sign so drivers are made aware of the road narrowing.

Yes, I still feel the road narrowing is justified and that it stay in place. I also know that some of my neighbours have made this a "cause" and that "we don't need any traffic calming". I find it surprising that some of the people opposed to the road narrowing have elderly family members living in their household. My parents are elderly and for them to cross the street, I find that with the road narrowing, it is a safer option for them to cross the street. There are still children going to Tytler School and also many other children who use the playground throughout the evening and weekends.

I would appreciate receiving any updated information as well as a decision with regards to this matter.

Thanks so much.

Maria Marchesano

# Residents of Ontario St

We the residents of Ontario St  
want the bump out, removed  
as staff and eco community  
are not respecting the residents  
wishes our voices are not being heard.

76% are in favour of no Traffic  
Calming and to put street Back  
as normal

RECEIVED  
APR 16 2010

CITY CLERK'S OFFICE

169 Ontario St

- Ruby Hamilton Teresa Leo 159 Ontario St
- Karen Crewson

Peter Kolab 163 Ontario St

Solange Frank Piccoli 10 Wood St

Danny Franceschi 151 Ontario St.

Dana Picken 167 Ontario St

Jason Kim York Convenience

Kersti Cateris 22 Wood St

Ray Reed 23 Wood St



**Sent:** Friday, April 16, 2010 6:52 PM  
**To:** John Gaddy  
**Subject:** ontario street road narrowing

Hi John,

Thank you for forwarding a copy of this to the other committee members. As mentioned to you today during our phone call we are unfortunately unable to attend Monday's committee meeting on the road narrowing but would like to put forth our thoughts on the matter. We are very happy that some attempt has been made to slow traffic on Ontario Street. While the street narrowing is perhaps not the best solution (we would prefer to see speed humps like the ones by Exhibition Park) we are very happy that some effort has been made by the city to address this problem/concern. We have been very concerned after seeing many near misses with kids and vehicles. It is our opinion that even when Tytler School does eventually close, due to the number of kids in the neighbourhood the need for some traffic calming will remain as there is significant traffic from York Road as this street has long been used as a short cut. We would like to see the road narrowing remain and perhaps see a speed hump installed before the road narrowing as most speeders seem to come from the direction of York Street. If for whatever reason the road narrowing is removed, we would hope that some other measure would be introduced in its place such as some speed humps on Ontario between York Rd. and Arthur St.

Sincerely,

Maureen Blackwood  
Cheryl Cadogan

April 15, 2010

RECEIVED  
APR 19 2010  
CITY CLERK'S OFFICE

To: Members of ECO Committee

We have lived on Wood Street for a few years. We are writing to express our concerns about the bump out on the corner of Wood Street and Ontario Street.

Although there has been a reduction of traffic we have seen the reports that indicate this is part of a trend that has been happening for at least the last five years. It is our belief that the further reduction to traffic on Ontario Street has more to do with the closing of businesses including Woods.

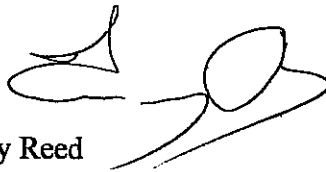
The reports the city has done on the traffic state that there is not enough traffic to warrant traffic calming measures. We would like to believe that seeing families, kids or adults playing football and other catch games in the middle of the Ontario Street ever since we have lived in the area as proof of this fact.

The bump out has caused traffic to slow down temporarily because they have not yet figured out how the intersection works. People will stop to allow a left hand turn onto Wood Street even though the through traffic on Ontario Street has the right of way. Once the signs are up and people are used to the new intersection, this slow down is unlikely to continue. A right hand turn onto Wood Street causes vehicles to end up in the way of oncoming traffic to avoid hitting the bump out.

We respectfully request that the Committee re-evaluate staff's recommendation based on the overwhelming opposition by the community, indicated in the surveys, for the last five years and remove the bump out.

Respectfully yours,

Annette Stocco



Annette Stocco and Tracy Reed

April 19, 2010

TO: Members of the ECO Committee

I grew up in "the Ward". I have always had family living in this area. Currently I own property and work there. I plan to continue to be a part of this neighbourhood for the rest of my life.

With regards to the bumpout, I have participated at all meeting and returned all the mail communications I received. I have voiced my objections. I understand the difficult position the committee and counsel are in.

I listened to the evidence for the bumpout. The box on the pole does appear to be safer with the bumpout in place. The people for the bumpout seem to be concerned citizens who don't believe that children can be trusted to follow the safety guidelines or road safety, such as look both ways before you cross the street and don't walk out between parked cars. And they are right because all children do that. Perhaps the city speed limit should be dropped to 40 kilometers everywhere, because I have also family in the south, east and the west end, I feel they should all be equally safe.

What we understood from the public meeting was that the only way we could get true safety is strict law enforcement, either police enforcement or video cameras, which we cant afford. Therefore, regardless of all the pros and cons, all I ask for is due process to be followed and allow everyone equal voice.

Respectfully yours,

A handwritten signature in cursive script, appearing to read "R Stocco".

Rosalba Stocco

April 16, 2010

Ms. Barbara Mann

Mr. John Gaddy, C.E.T.  
Traffic Technologist II, Traffic & Parking, Operations  
City Hall  
1 Carden St.  
Guelph, ON N1H 3A1

Dear Mr. Gaddey and other members of the ECO Committee, Council and Mayor,

**Re: Ontario St. at Wood St. Narrowing**

I hope this finds you well. I write to you with much concern as to the recommendations outlined in a letter of March 19<sup>th</sup>, 2010, and the "public input process" that has been followed regarding traffic calming on Ontario St.

As a resident of the St. Patrick's Ward neighbourhood, I participated in a traffic calming survey almost 2 years ago. The conclusions of this survey were to be implemented as a pilot, and a follow up reviewed with residents two years later. As with the residents of Ontario St., we have never seen City Staff study the results of the pilot on our street traffic, received notice of the outcome of the surveys, or been consulted as a follow-up.

There are three reasons why this is important. 1) Public Consultation is an important process by which City staff, Council and the Mayor may learn from local residents the challenges of that neighbourhood and appropriate solutions. 2) Any traffic calming measure implemented, not only affects the street that it is on, it greatly affects the adjacent streets. Therefore, while a pilot traffic calming measure can be implemented on a street by street basis. It must be followed up and reviewed with all local residents of the area, including those on adjacent streets. 3) When local residents take the time to participate in the decision making process, they should be listened to. When their efforts are ignored there is no longer democracy.

On September 2<sup>nd</sup>, I attended an informal meeting which included approximately 30 local residents and Councillor Bob Bell. At that meeting residents of Ontario and adjacent streets questioned the process by which the physical traffic calming measures had been approved and installed.

While I am a large proponent of traffic calming, I am a stronger supporter of public input being listened to, and good traffic calming measures being installed. The obvious conclusion of the informal meeting in September, and Councillor Bob Bell agreed that this decision had been made on a very strong opinion of a local voice and private monies being available. The results of the traffic calming survey for Ontario St. had not been reviewed with local residents.

I believe that the road narrowing on Ontario St. installed as a traffic calming measure, be removed. I base this decision on:

1) the "process" that has been followed; Minutes of the Feb 11, 2008 ECO Meeting page 2, Ontario St. Traffic Management Review 4. Moved by Mayor Farbridge and Seconded by Councillor Hofland. 2) my experience with the large number of oppositional voices of residents on Ontario St., as supported by the results of the City run survey (76% of the households that responded were in opposition) as outlined on page 2 of Appendix A, Ontario Street Follow-Up report mailed on March 19<sup>th</sup>, 2010. 3) the residents observations of the effect of this particular traffic calming measure in encouraging motorists to be "the first through the narrows", and having waiting pedestrians that much closer to the centre of the street.

Sincerely,

Barbara Mann

Cc: Councillor Bob Bell

Councillor Kathleen Farrelly

Councillor June Hofland

Mayor Karen Farbridge

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APR 19 2010  
CITY CLERK'S OFFICE

Could you please forward my concern regarding this issue to the ECO committee.

I have lived on Ontario Street for over 25 years. I have fought my way through street narrowing/calming issues for most of those years. I have asked for stop signs, speed humps, and pavement remarked in order to indicate these same stop signs that we fought so hard to get to be visible. We will never be able to stop speeders or vehicular traffic on this street that ignores these signs but heavens knows we have tried.

Last summer when I saw that there was some calming activity in front of Tytler School, I did not question it but instead was proud of however was instrumental in getting this done. Then I starting getting letters from the City that this road narrowing may be taken out. Is this some kind of joke? Over \$7,000 was spent to install these measures that are very much needed on this street and now we may spend another \$7,000 to have it taken out? Please do not spend any more time on this issue. Please do not consider taking out this traffic calming. Please do not allow a few disgruntled people who may or may not live on this street to dictate what should/could happen to slow down the speed of traffic.

Please retain the narrowing regardless of whether or not the school closes. Any and all calming measures are appreciated.

thankyou,

Kassie Jennings

**Rationale for Keeping this Project Open**

1. Traffic management in neighbourhoods is first a safety issue. Residential streets are designed for a certain traffic load. Exceed those limits and the design is compromised –safety is undermined.
2. The data in Appendix D of the report on this issue was examined. There are serious problems with its interpretation.
  - a. It indicates that thresholds for residential streets both in terms of cut through and total volume are being exceeded –the current policy identifies 30% cut through for residential –this data shows as much as 71% cut through. Total volume levels for residential streets in the policy is 900, this data shows over 1100 in some cases
  - b. the data is contradictory and inconsistent showing decreased levels of local traffic, increased cut through and decreased total volume.
3. Our own counts for April 13 and 14 indicate a total volume in the morning at 288 vehicles per hour with 79% cut through. For the late afternoon period the count was 236 vehicles per hour with 74% cut through. These are grossly unacceptable levels for residential streets.
4. The issue of near term developments in the area must be considered. The GO station is slated to come into operation next year. The Woods property we understand is slated for up to 900 units.

With this information presented last Thursday, city staff were agreeable to change the recommendation before you to keep examination and consideration of the traffic through this neighbourhood on the table.

There have been serious errors in this file otherwise we would still not be addressing this issue today. To avoid these in the future we are asking that this committee support the discussions that occurred with us and staff through the following recommendation.

Recommendation:

With regard to traffic management in the Arthur St N, King, Queen neighbourhood:

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APR 19 2010  
CITY CLERK'S OFFICE

1. consideration of the traffic concerns/situation in this neighbourhood will remain open due to recent count results, targets expressed in the current traffic policy, and upcoming local developments
2. Further formal measurements will be taken at a time when relevant developments/construction settle down -at this point looking at March 2011 for formal measurements
3. Future measurements will involve consultation with the neighbourhood group so that what is being measured is clear and the process is transparent . Data collected will be promptly made available to the neighbourhood traffic committee for interpretation.
4. Traffic services maintain ongoing communication with the neighbourhood regarding its traffic issues, directly with residents and through the traffic committee.
5. Traffic services be open to exploring low or no cost –options identified by the neighbourhood committee to improve relevant arterial routes and/or residential street traffic concerns.

Stan Kozak  
Neighbourhood Traffic Committee  
Allan's Mill Pond Neighbourhood Group  
519 826-0408  
skozak@sentex.ca



**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, April 19, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, April 19, 2010 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. S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. A. Pappert, Director of Community Services; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

Councillor Farrelly declared a pecuniary interest regarding the Arthur-King-Queen Traffic Calming Follow-Up Report due to the vicinity of her home to the neighbourhood and did not speak or vote on the matter.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on March 15, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the April 19, 2010 Consent Agenda to be voted on separately:

ECO 2010-A.14	Ontario Street Road Narrowing Follow-up Report
ECO 2010-A.15	Follow-Up Arthur-King-Queen Traffic Calming
ECO 2010-A.16	Noise Control By-law Exemption Request – Ministry of Transportation of Ontario Highway 6 (Hanlon Expressway) Intersection Improvements
ECO 2010-A.20	Dining Room Operation – Evergreen Seniors Centre
ECO 2010-A.22	Community Gardens Pilot Site Approval
ECO 2010-B.1	May & June Meeting Dates

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of April 19, 2010 as identified below, be adopted:

- Mr. D. McCaughan
- a) Temporary Traffic Control for Infrastructure Stimulus Funded Projects**  
THAT the 'Temporary Traffic Control for Infrastructure Stimulus Funding Projects' report dated April 19, 2010 be received.
- Mr. D. McCaughan
- b) Sports Field Maintenance Report**  
THAT the Operations' report dated April 19, 2010, 'Sports Field Maintenance Report be received for information.
- Mr. D. McCaughan
- c) Locomotive 6167 Restoration Update**  
THAT the Operations' report 'Locomotive 6167 Restoration Update' dated April 19, 2010, be received.
- Ms. A. Pappert
- d) New Guelph Civic Museum Update**  
THAT Report # CS-MU-1007, dated April 16, 2010, providing an update on the new Museum project, be received for information.
- REPORT
- e) River Run Centre Capital Project RR0031**  
THAT as per Report #CS-CU-1009, the previously approved funding of \$20,000 for Capital Project RR0031 be reallocated for the installation of wireless network at the River Run Centre.
- REPORT
- f) Dialogue with Potential Interregional Partners**  
THAT staff be encouraged to dialogue with interregional providers and colleagues in other cities and towns, for the purpose of exploring innovative new ways to partner on transit services, prior to the presentation of recommendations of the Transit Growth Strategy.

Carried

**Waterloo Wellington Local Health Integration Network (WWLHIN)**

Ms. Kathy Durst, on behalf of WWLHIN, outlined changes to the WWLHIN Board, plans for the upcoming years and issues surrounding rural health care.

**Ontario Street Road Narrowing – Follow-Up Report**

Mr. Renato Cadorin, an area resident, is not in favour of the road narrowing and stated the bump has not resolved the issues.

Mr. Antonio Leo, an area resident, concurred and stated the bump makes the road too narrow. He stated that as a result of an OMB hearing, private money was used for traffic calming resulting in process issues. He requested the bump be removed.

Ms. Annette Stucco, an area resident, stated the volume of traffic does not warrant traffic calming. She noted the bump does not match the architecture of the neighbourhood.

Mr. Gino Caldoren, an area resident, said the petition opposing traffic calming was not considered, but he does not want the City to spend money to remove the bump.

3. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

REPORT

THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;

AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;

AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.

Carried

### **Follow-Up Arthur-King-Queen Traffic Calming**

Councillor Farrelly left the room and did not speak or vote on the Follow-Up Arthur-King-Queen Traffic Calming report.

Mr. Stan Kozak, representing the Allan's Mill Pond Neighbourhood Group stated the City's traffic data is inconsistent with the neighbourhood group's traffic data. He advised they performed their own traffic study that shows the traffic is too high for a residential neighbourhood. He raised concerns regarding traffic volumes and safety when the Woods' property is developed and the Transit Terminal is completed. He requested that staff be directed to work with the neighbourhood group to address issues instead of adopting the staff recommendation within the report.

4. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

REPORT

THAT Staff be directed to take action as it deems necessary to mitigate any negative traffic impacts that may arise in the King/Queen/Arthur Streets neighbourhood as a result of the execution of the ISF projects;

AND THAT staff be directed to work with the King/Queen/Arthur Street neighbourhood to collect and assess traffic data at an appropriate time following the conclusion of the ISF projects and as the neighbourhood further develops;

AND THAT the Urban Design Programme Manager be urged to be cognizant of traffic impacts on neighbourhoods surrounding the downtown core when establishing the Downtown Secondary Plan.

Carried

**Noise Control By-law Exemption Request – Ministry of Transportation of Ontario – Highway 6 (Hanlon Expressway) Intersection**

Ms. Mira Soni advised she lives in the area and expressed concern regarding the noise extending two years and would like to see both intersections worked on at the same time or to have some restrictions put in place to mitigate the noise impact.

REPORT

5. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT an exemption from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, from April 27, 2010 until November 15, 2010 and April 1, 2011 until November 15, 2011 between the times 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on Saturdays and at all times on Sundays and Holidays be granted to the Ministry of Transportation of Ontario to permit noise associated with the road reconstruction improvements to be undertaken on Highway 6 (Hanlon Expressway).

AND THAT MTO be asked to provide on-site contact information to our City staff to manage communications if any concerns arise.

Carried

**Community Gardens Pilot Site Approval**

Ms. Marena Brinkhurst, representing the Community Garden Network advised they are currently setting up the organization, finances, and distribution of communal plots and individual plots. She stated they estimate initial costs of \$1800.00 for each garden the first year which will be handled by the network mostly through corporate partnerships and donations. They are seeking long-term funding from a Trillium grant for which they have already submitted the application.

REPORT

6. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the Community Services Report # CS-IS-1008 dated April 19, 2010 related to Community Gardens be received;

AND THAT City Council support the location of two pilot community gardens, one in Peter Misersky Park and the other in Norm Jary Park

as set out in Appendix B and Appendix E, respectively, of the Community Services Report # CS-IS-1008 dated April 19, 2010 for a two year trial period commencing in the spring of 2010 and ending after the harvest in the fall of 2011;

AND THAT staff be directed to work with the associated neighbourhood groups, the Upper Grand District School Board (UGDSB), and community garden volunteers to support the implementation of the pilot community gardens and including gardens to be located at Brant Avenue School and the UGDSB Lot at 170 Stephanie Drive subject to available resources within the approved 2010 operating budgets;

AND THAT staff report back on the results of the community gardens program following the end of the pilot.

Carried

**Dining Room Operation – Evergreen Seniors Centre**

Mr. Rob MacKay, Manager, Community Facilities and Programs, advised that the Guelph Wellington Seniors Association have increased their volunteer level to meet the gap of less staff and there has been an overall positive response.

- 7. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

Ms. A. Pappert

THAT the April 19, 2010 Community Services Report # CS-FP-1006 entitled "Dining Room Operation – Evergreen Seniors Centre" be received.

Carried

**Meeting Dates in May and June**

- 8. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

Councillor Findlay  
Mrs. L.A. Giles

THAT the Emergency Services, Community Services & Operations Committee meeting scheduled for Monday, June 21, 2010 be rescheduled to Tuesday, June 22, 2010.

Carried

- 9. Moved by Councillor Hofland  
Seconded by Councillor Farrelly

THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public, 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 closed to the public.**

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

Also Present: Councillors Beard and Bell

Staff in Attendance: Mr. R. Grau, Sleeman Centre Facility Manager; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

REPORT TO COMMITTEE  
OF THE WHOLE

THAT staff be given direction with respect to appointments to the Guelph Sports Hall of Fame Board of Directors.

Carried

The meeting adjourned at 6:33 p.m.

Next Meeting: May 17, 2010

.....  
Chairperson

# COMMITTEE AGENDA



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

DATE May 17, 2010

LOCATION Council Committee Room 112

TIME 5:00 p.m.

---

## DISCLOSURE OF PECUNIARY INTEREST

### CONFIRMATION OF MINUTES

April 19, 2010

### CLOSED MEETING

THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public with respect to:

#### **Education and Training of Members**

S. 239 (3.1) education and training of members

### PRESENTATIONS (Items with no accompanying report)

- a) Guelph and Wellington Task Force for Poverty Reduction – Daniel Moore
- b) Leadership – Guelph & Wellington – Cathy Taylor, Executive Director, Volunteer Centre of Guelph/Wellington

### 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-2010-A.25 Fire Services – Office Of The Fire Marshal Annual Compliance Report			
ECO-2010-A.26 Emergency			

---

Services Grant Opportunity			
ECO-2010-A.27 Long Term Monthly Parking Agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc.		<ul style="list-style-type: none"> <li>• Barbara Turley-McIntyre</li> <li>• Jason Ashdown</li> </ul> <u>Correspondence:</u> <ul style="list-style-type: none"> <li>• Downtown Guelph Business Association</li> </ul>	√
ECO-2010-A.28 Noise Control By-Law Exemption Request – Abs Friction Corporation, 10 Kingsmill Avenue			
ECO-2010-A.29 Festival Italiano – Noise Control By-Law Exemption			

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**

**NEXT MEETING**

June 22, 2010



**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, April 19, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, April 19, 2010 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. S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. A. Pappert, Director of Community Services; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

Councillor Farrelly declared a pecuniary interest regarding the Arthur-King-Queen Traffic Calming Follow-Up Report due to the vicinity of her home to the neighbourhood and did not speak or vote on the matter.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on March 15, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the April 19, 2010 Consent Agenda to be voted on separately:

ECO 2010-A.14	Ontario Street Road Narrowing Follow-up Report
ECO 2010-A.15	Follow-Up Arthur-King-Queen Traffic Calming
ECO 2010-A.16	Noise Control By-law Exemption Request – Ministry of Transportation of Ontario Highway 6 (Hanlon Expressway) Intersection Improvements
ECO 2010-A.20	Dining Room Operation – Evergreen Seniors Centre
ECO 2010-A.22	Community Gardens Pilot Site Approval
ECO 2010-B.1	May & June Meeting Dates

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of April 19, 2010 as identified below, be adopted:

- Mr. D. McCaughan
- a) Temporary Traffic Control for Infrastructure Stimulus Funded Projects**  
THAT the 'Temporary Traffic Control for Infrastructure Stimulus Funding Projects' report dated April 19, 2010 be received.
- Mr. D. McCaughan
- b) Sports Field Maintenance Report**  
THAT the Operations' report dated April 19, 2010, 'Sports Field Maintenance Report be received for information.
- Mr. D. McCaughan
- c) Locomotive 6167 Restoration Update**  
THAT the Operations' report 'Locomotive 6167 Restoration Update' dated April 19, 2010, be received.
- Ms. A. Pappert
- d) New Guelph Civic Museum Update**  
THAT Report # CS-MU-1007, dated April 16, 2010, providing an update on the new Museum project, be received for information.
- REPORT
- e) River Run Centre Capital Project RR0031**  
THAT as per Report #CS-CU-1009, the previously approved funding of \$20,000 for Capital Project RR0031 be reallocated for the installation of wireless network at the River Run Centre.
- REPORT
- f) Dialogue with Potential Interregional Partners**  
THAT staff be encouraged to dialogue with interregional providers and colleagues in other cities and towns, for the purpose of exploring innovative new ways to partner on transit services, prior to the presentation of recommendations of the Transit Growth Strategy.

Carried

**Waterloo Wellington Local Health Integration Network (WWLHIN)**

Ms. Kathy Durst, on behalf of WWLHIN, outlined changes to the WWLHIN Board, plans for the upcoming years and issues surrounding rural health care.

**Ontario Street Road Narrowing – Follow-Up Report**

Mr. Renato Cadorin, an area resident, is not in favour of the road narrowing and stated the bump has not resolved the issues.

Mr. Antonio Leo, an area resident, concurred and stated the bump makes the road too narrow. He stated that as a result of an OMB hearing, private money was used for traffic calming resulting in process issues. He requested the bump be removed.

Ms. Annette Stucco, an area resident, stated the volume of traffic does not warrant traffic calming. She noted the bump does not match the architecture of the neighbourhood.

Mr. Gino Caldoren, an area resident, said the petition opposing traffic calming was not considered, but he does not want the City to spend money to remove the bump.

3. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

REPORT

THAT the road narrowing at the intersection of Ontario Street and Wood Street be retained;

AND THAT staff be directed to review and report back to Committee on whether or not the road narrowing should be retained at the time that Tytler Public School closes;

AND THAT the traffic signage and pavement marking changes as outlined in the report of the Director of Operations dated March 15, 2010 be implemented.

Carried

### **Follow-Up Arthur-King-Queen Traffic Calming**

Councillor Farrelly left the room and did not speak or vote on the Follow-Up Arthur-King-Queen Traffic Calming report.

Mr. Stan Kozak, representing the Allan's Mill Pond Neighbourhood Group stated the City's traffic data is inconsistent with the neighbourhood group's traffic data. He advised they performed their own traffic study that shows the traffic is too high for a residential neighbourhood. He raised concerns regarding traffic volumes and safety when the Woods' property is developed and the Transit Terminal is completed. He requested that staff be directed to work with the neighbourhood group to address issues instead of adopting the staff recommendation within the report.

4. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

REPORT

THAT Staff be directed to take action as it deems necessary to mitigate any negative traffic impacts that may arise in the King/Queen/Arthur Streets neighbourhood as a result of the execution of the ISF projects;

AND THAT staff be directed to work with the King/Queen/Arthur Street neighbourhood to collect and assess traffic data at an appropriate time following the conclusion of the ISF projects and as the neighbourhood further develops;

AND THAT the Urban Design Programme Manager be urged to be cognizant of traffic impacts on neighbourhoods surrounding the downtown core when establishing the Downtown Secondary Plan.

Carried

**Noise Control By-law Exemption Request – Ministry of Transportation of Ontario – Highway 6 (Hanlon Expressway) Intersection**

Ms. Mira Soni advised she lives in the area and expressed concern regarding the noise extending two years and would like to see both intersections worked on at the same time or to have some restrictions put in place to mitigate the noise impact.

REPORT

5. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT an exemption from Schedule "A" of the Noise Control By-law (2000)-16366, as amended, from April 27, 2010 until November 15, 2010 and April 1, 2011 until November 15, 2011 between the times 7:00 p.m. to 7:00 a.m. Monday through Friday, 7:00 p.m. to 9:00 a.m. on Saturdays and at all times on Sundays and Holidays be granted to the Ministry of Transportation of Ontario to permit noise associated with the road reconstruction improvements to be undertaken on Highway 6 (Hanlon Expressway).

AND THAT MTO be asked to provide on-site contact information to our City staff to manage communications if any concerns arise.

Carried

**Community Gardens Pilot Site Approval**

Ms. Marena Brinkhurst, representing the Community Garden Network advised they are currently setting up the organization, finances, and distribution of communal plots and individual plots. She stated they estimate initial costs of \$1800.00 for each garden the first year which will be handled by the network mostly through corporate partnerships and donations. They are seeking long-term funding from a Trillium grant for which they have already submitted the application.

REPORT

6. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw  
THAT the Community Services Report # CS-IS-1008 dated April 19, 2010 related to Community Gardens be received;

AND THAT City Council support the location of two pilot community gardens, one in Peter Misersky Park and the other in Norm Jary Park

as set out in Appendix B and Appendix E, respectively, of the Community Services Report # CS-IS-1008 dated April 19, 2010 for a two year trial period commencing in the spring of 2010 and ending after the harvest in the fall of 2011;

AND THAT staff be directed to work with the associated neighbourhood groups, the Upper Grand District School Board (UGDSB), and community garden volunteers to support the implementation of the pilot community gardens and including gardens to be located at Brant Avenue School and the UGDSB Lot at 170 Stephanie Drive subject to available resources within the approved 2010 operating budgets;

AND THAT staff report back on the results of the community gardens program following the end of the pilot.

Carried

**Dining Room Operation – Evergreen Seniors Centre**

Mr. Rob MacKay, Manager, Community Facilities and Programs, advised that the Guelph Wellington Seniors Association have increased their volunteer level to meet the gap of less staff and there has been an overall positive response.

- 7. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

Ms. A. Pappert

THAT the April 19, 2010 Community Services Report # CS-FP-1006 entitled "Dining Room Operation – Evergreen Seniors Centre" be received.

Carried

**Meeting Dates in May and June**

- 8. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

Councillor Findlay  
Mrs. L.A. Giles

THAT the Emergency Services, Community Services & Operations Committee meeting scheduled for Monday, June 21, 2010 be rescheduled to Tuesday, June 22, 2010.

Carried

- 9. Moved by Councillor Hofland  
Seconded by Councillor Farrelly

THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public, 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 closed to the public.**

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

Also Present: Councillors Beard and Bell

Staff in Attendance: Mr. R. Grau, Sleeman Centre Facility Manager; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

REPORT TO COMMITTEE  
OF THE WHOLE

THAT staff be given direction with respect to appointments to the Guelph Sports Hall of Fame Board of Directors.

Carried

The meeting adjourned at 6:33 p.m.

Next Meeting: May 17, 2010

.....  
Chairperson

# POVERTY GUELPH & WELLINGTON TASK FORCE FOR ELIMINATION

The **Guelph & Wellington Task Force for Poverty Elimination** is a community initiative composed of concerned and affected residents, organizations, business, all levels of government, the research community and others working together to move poverty issues forward.

The Poverty Task Force (PTF) formed out of a February 12, 2009, Poverty Symposium, hosted by the United Way. One of the key recommendations from the symposium was to develop a cohesive poverty elimination strategy based on the examples of other Ontario cities. In May, the community responded to this recommendation, striking the PTF.

Today, the PTF is a network of individuals and organizations with a common goal—to eliminate poverty in Guelph & Wellington.

**Our Vision**—Poverty will be eliminated in Guelph-Wellington by supporting, coordinating and inspiring sustainable change and supporting the building of individual resilience through collective action.

One year after the Poverty Symposium, members of the PTF have established a strong foundation and framework that are instrumental in supporting action steps to eliminate poverty in our community. As part of this framework, the PTF brings together community leaders as “networkers and connectors” on a monthly basis to share knowledge, information and concerns to identify needs, service gaps and to avoid duplication of efforts. Sub-groups of the PTF take up other challenges:

- **Working Groups**—These groups support the PTF (steering committee and communications working group), engage the community and identify solution-based research opportunities. Recently, a policy working group was also struck.
- **Action Groups**—In addition, the PTF has connected with existing and new networks to form four action group—income security, housing security, food security and access to recreation. These groups are committed to eliminating poverty through action and by joining the PTF network, have been able to strengthen their efforts.

All of these groups came together to develop the PTF’s first **Community Plan**, released March 2, 2010.

## The Stats

**Income Levels**—In all of Wellington County (City of Guelph included) 8.7% of all individuals are living below the Low Income Cut-Off (before taxes).

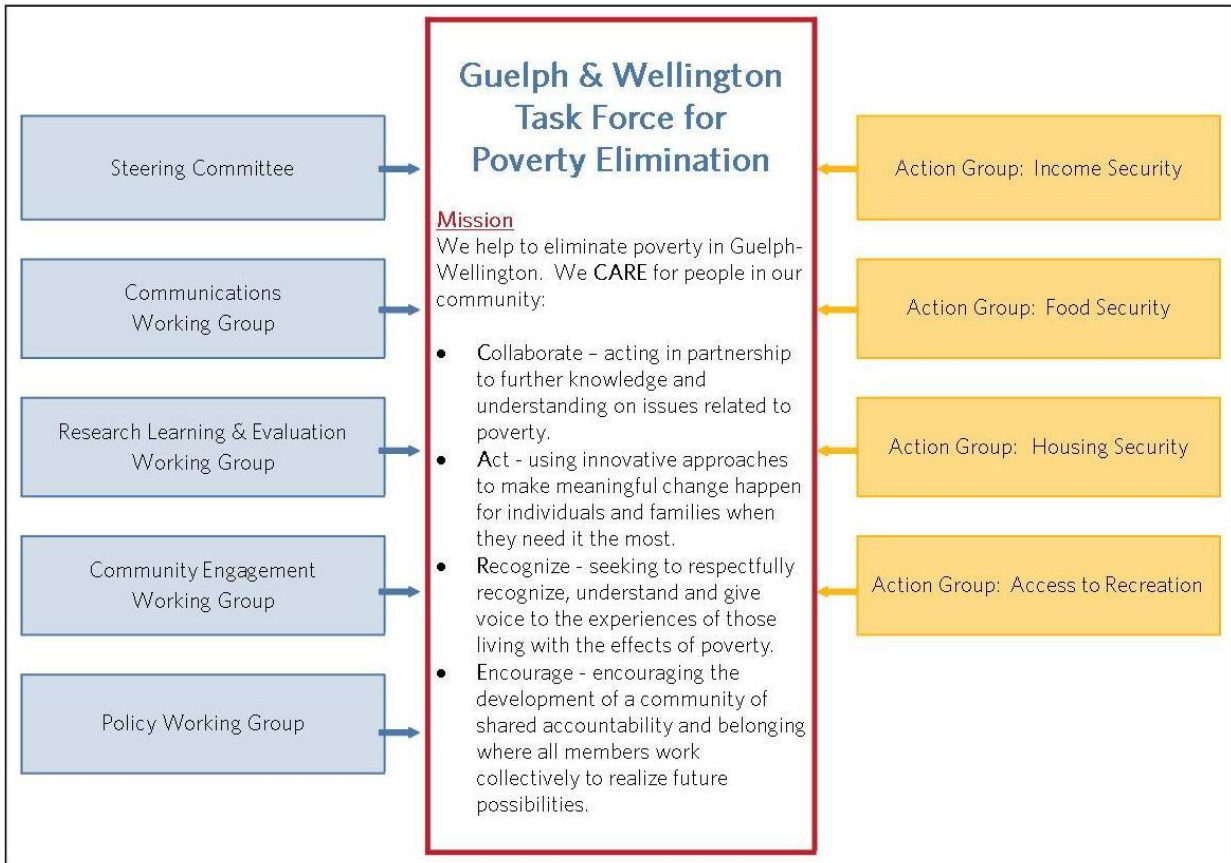
**Food Security**—There was a 7% increase in the number of individuals served through the Ontario Association of Food Bank members in Wellington County and Guelph from March 2008 to March 2009.

**Housing Security (1)**—The average rent cost for a one-bedroom apartment in Guelph and Wellington as of October 2009 was \$766. A single individual with no dependants receiving Ontario Works receives \$356 per month for shelter costs.

**Housing Security (2)**—1,660 individuals made visits to shelters in Guelph and Wellington in 2008.

**Access to Recreation**—The demand in the City of Guelph for recreation program subsidies rose 70% from 2008 to 2009.

## Organizational Framework



## Poverty Task Force Members, 2010

### Co-Chairs:

- June Hofland, City Councillor, City of Guelph
- Ron MacKinnon, Executive Director, Community Resource Centre

### Members:

- Andrea Roberts, Director, Child and Family Health, Wellington-Dufferin-Guelph Public Health
- Andrew Seagram, Community Use of Schools Program, Upper Grand District School Board
- Brenda McGinnis, Constituency Assistant - Liz Sandals, Ontario Provincial Government
- Byron Sheldrick, Professor, University of Guelph
- Daniel Moore, Executive Director, Family & Children's Services of Guelph and Wellington
- Debbie Bentley-Lauzon, Executive Director, Wyndham House
- Erin Harvey, Family & Children's Services of Guelph and Wellington
- Evelyn Herron, Community Member, Waverley Neighbourhood Group
- Frank Valeriote, Member of Parliament
- Fred Wagner, Executive Director, Trellis Mental Health and Development Services

- George Kelly, Guelph/Wellington Coalition for Social Justice
- Heather Burke, Housing Director, County of Wellington
- Jane Londerville, Chair, Wellington-Guelph Housing Committee
- Jean Innes, County Councillor, County of Wellington
- John Borthwick, Minister, St. Andrew's Presbyterian Church
- Karen Armstrong, In Motion Coordinator, Wellington-Dufferin-Guelph Public Health
- Ken Dardano, Executive Director, United Way of Guelph & Wellington
- Konnie Peet, Executive Director, Guelph Community Health Centre
- Linda Benallick, Superintendent, Upper Grand District School Board
- Linda Busuttill, Board of Trustees, Upper Grand District School Board
- Liz Sandals, Member of Provincial Parliament, Provincial Government
- Lloyd Longfield, President, Guelph Chamber of Commerce
- Lorna Schwartzentruber, Project Director, Onward Willow Better Beginnings

- Nikki Henry, Community Member, Two Rivers Neighbourhood Group
- Paul Clarkson, Three Willows United Church
- Roya Rabbani, Executive Director, Immigrant Services Guelph-Wellington
- Sly Castaldi, Executive Director, Women in Crisis
- Terry O'Connor, President, Guelph & District Labour Council
- Tina Brophy, Community Member, Onward Willow

### Coordinator:

- Bethany Wagler-Mantle, Social Planning Associate - Poverty Task Force Coordinator, United Way of Guelph & Wellington (while Randalin Ellery is on maternity leave).

Funding for the PTF provided by:  
City of Guelph/County of Wellington Joint Social Services Committee, Family & Children's Services of Guelph Wellington.





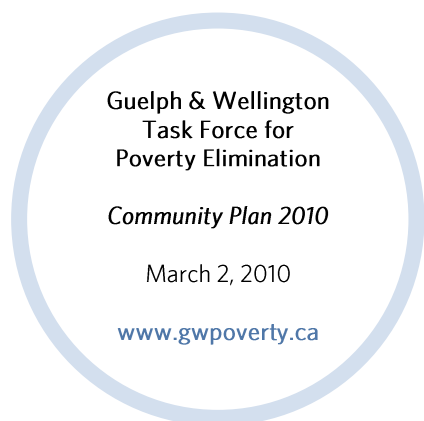
**2010**

COMMUNITY PLAN

**!** **POVERTY**  
GUELPH & WELLINGTON TASK FORCE FOR  
**ELIMINATION**

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## Introduction



**Children in our community are going to school hungry, their parents are forced to visit food banks, struggling to earn a living wage, and find suitable housing.** As a city councillor, I am seeing this right in our own community.

In February of 2009, I attended a Poverty Symposium hosted by the United Way. I was one of 100 people in attendance to discuss and learn more about poverty in Guelph and Wellington.

At the symposium three life stories were shared to highlight how poverty has touched their lives and continues to impact people in our community. Each story represented the individual experiences of one person. It was very humbling, and heart wrenching to hear the struggles and challenges of living in poverty from these individuals.

It was inspiring to see the willingness of the symposium participants to learn, make suggestions and commit time and energy to reduce the impacts of poverty. It became quite obvious that now was the time for our community to build on the momentum and energy that was evident at the symposium and take steps to respond to poverty in our community.

The **Guelph & Wellington Task Force for Poverty Elimination** formed from that momentum. Composed of concerned and affected residents, organizations, business, all levels of government, the research community and others working together to move poverty reduction issues forward.

In its first year, the Poverty Task Force reached out and connected with groups working on different aspects of poverty elimination, from food security to housing to recreation. We figured out how to work together, considered what needed our attention most urgently and what resources were available to help meet our goal of eliminating poverty. This 2010 Community Plan sets out the actions we will take this year to make concrete progress towards our ultimate goal of eliminating poverty.

I hope many in our city will embrace the local nature of this initiative. I invite you to step up and participate in this important work. Visit [gwpoverty.ca](http://gwpoverty.ca) to learn how you can be involved and make a difference.

**Poverty reduction work is not one single solution, but rather a thousand little things and it is complex and hard work.** Together, with your help, we can make a difference right in our own neighbourhood.

*June Hofland*  
Co-Chair, Guelph & Wellington Task Force for Poverty Elimination

## Background

### What is the Guelph & Wellington Task Force for Poverty Elimination?

The Guelph & Wellington Task Force for Poverty Elimination is a community initiative composed of concerned and affected residents, organizations, business, all levels of government, the research community and others working together to move poverty issues forward.

The Poverty Task Force (PTF) formed out of the February 12, 2009, Poverty Symposium, hosted by the United Way Social Planning Department. Over 100 people met to discuss and learn more about poverty in Guelph and Wellington. Key recommendations from the symposium included developing a cohesive poverty elimination strategy based on the examples of other Ontario cities, identifying “local champions” and community education.

Today, the PTF is a network of individuals and organizations with a common goal—to eliminate poverty in Guelph & Wellington.

### Who makes up the Task Force?

#### Co-Chairs:

- June Hofland, City Councillor, City of Guelph
- Ron MacKinnon, Executive Director, Community Resource Centre

#### Members:

- Andrea Roberts, Director, Child and Family Health, Wellington-Dufferin-Guelph Public Health
- Andrew Seagram, Community Use of Schools Program, Upper Grand District School Board
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- Fred Wagner, Executive Director, Trellis Mental Health and Development Services
- Galen Fick, Local Affairs Commissioner, Central Student Association - University of Guelph
- George Kelly, Guelph/Wellington Coalition for Social Justice
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- Lloyd Longfield, President, Guelph Chamber of Commerce
- Michelle Pilgrim, Community Development Worker, Two Rivers Neighbourhood Group & Waverley Neighbourhood Group
- Nikki Henry, Community Member, Two Rivers Neighbourhood Group
- Paul Clarkson, Three Willows United Church
- Randalin Ellery, Social Planning Associate - Poverty Task Force Coordinator, United Way of Guelph & Wellington
- Robin Egressy, Community Development Coordinator, Onward Willow
- Roya Rabbani, Executive Director, Immigrant Services Guelph-Wellington
- Sly Castaldi, Executive Director, Women in Crisis
- Terry O'Connor, President, Guelph & District Labour Council
- Tina Brophy, Community Member, Onward Willow

## What do we want to accomplish?

### Vision

Poverty will be eliminated in Guelph-Wellington by supporting, coordinating and inspiring sustainable change and supporting the building of individual resilience through collective action.

### Mission

We help to eliminate poverty in Guelph-Wellington.

We **CARE** for people in our community:

- **Collaborate** - acting in partnership to further knowledge and understanding on issues related to poverty.
- **Act** - using innovative approaches to make meaningful change happen for individuals and families when they need it the most.
- **Recognize** - seeking to respectfully recognize, understand and give voice to the experiences of those living with the effects of poverty.
- **Encourage** - encouraging the development of a community of shared accountability and belonging where all members work collectively to realize future possibilities.

## Values

The following values constitute the fundamental beliefs that guide behaviour and influence decision making:

- Innovation
- Collaboration
- Social justice
- Inclusivity
- Respect

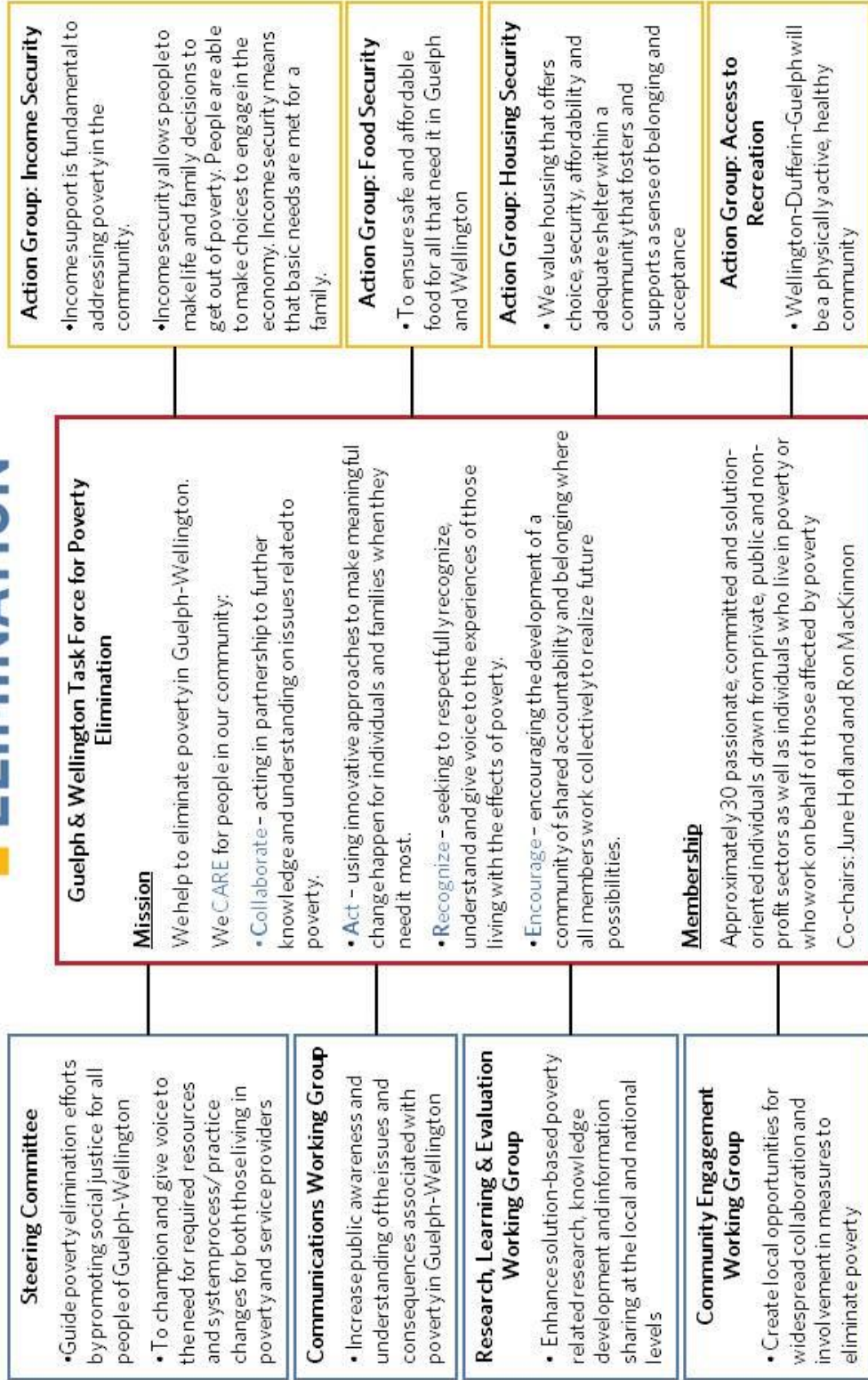
## Guiding Principles\*

- Away from a culture that emphasizes alleviating the effects of poverty with an emphasis on cautious, short-term responses, towards a culture that **focuses on eliminating poverty** by emphasizing innovation, risk-taking and long-term change.
- Away from a culture that promotes quick fixes to reduce poverty towards a culture that **thinks comprehensively about poverty and strives to address its root causes** while identifying short term and long term solutions.
- Away from a culture of individual, isolated efforts towards a **culture of multisectoral collaboration**, weaving together diverse skills, knowledge, resources and efforts
- Away from a culture that marginalizes and compartmentalizes diverse voices and efforts, towards a culture that makes **broad social inclusion a priority** for ongoing learning and improvement.
- Away from a culture of blaming different people and sectors for poverty, towards a culture that recognizes **poverty elimination as a community responsibility** in which everyone has a role to play.

*\*Adapted from Tamarack Institute for Community Engagement.*



## Organizational Framework—How are we working together?



## Starting Down the Road to Poverty Elimination— Our Activities for 2010

One year after the Poverty Symposium, members of the PTF have established a strong foundation and framework that are instrumental in supporting action steps to eliminate poverty in our community. As part of this framework, the PTF brings together community leaders as “networkers and connectors” on a monthly basis to share knowledge, information and concerns to identify needs, service gaps and to avoid duplication of efforts.

The framework expands to include working groups, focused on supporting the PTF (steering committee and communications working group), engaging the community and identifying solution-based research opportunities. In addition, the PTF has connected with existing and new networks to form four action group—income security, housing security, food security and access to recreation. These groups are committed to eliminating poverty through action and by joining the PTF network, have been able to strengthen their efforts.

Below is a summary of the plans for the working and action groups. Detailed workplans for the working groups are provided in the appendices.

### Steering Committee

#### Goal:

- To champion and give voice to the need for required resources and system process/practice changes for both those in poverty and service providers

#### The Plan:

- *Advocacy:* Regularly identify and plan for opportunities to address all three levels of government on policy issues relating to poverty in Guelph & Wellington
- *Leadership:* Ensure that the guiding principles of the Poverty Task Force are being effectively followed - AND - Identify community issues that strategically impact the Poverty Task Force

#### 2010 Activities:

- Engage with provincial and national poverty reduction initiatives and institutions (Wellesley Institute, Caledon Institute of Social Policy, 25 in 5, Campaign 2000, Tamarack/Vibrant Communities, Canadian Council on Social Development)
- Regularly meet and engage with all three levels of government in the County of Wellington, including the City of Guelph
- Regularly engage with the community through forums, daily communication and events to gather feedback on the perceived impact of the Poverty Task Force



## Communications Working Group

### Goal:

- Increase public awareness and understanding of the issues and consequences associated with poverty in Guelph-Wellington

### The Plan:

- Develop a communications strategy to reach out to residents and the local media on the work of the Poverty Task Force and poverty related issues
- Develop marketing material for the Poverty Task Force and leverage social media technologies to ensure greater visibility and outreach
- Create and continuously strengthen a web presence with links to resources, current findings and upcoming events

### 2010 Activities:

- Have information about the Poverty Task Force made available in a variety of locations across the City and County
- Prepare advertisements, posters and invitations for Poverty Task Force events as required
- Update the website on a regular basis to ensure material is current and relevant

## Research, Learning & Evaluation Working Group

### Goal:

- Enhance solution-based research, knowledge development and information sharing on poverty related issues

### The Plan:

- Understand the service gaps, frustrations, areas of greatest need, assets and available resources for those living in poverty
- Through various research methods, ensure the community is aware of current and emerging trends and issues regarding poverty in Guelph & Wellington
- Develop a tool to measure the impact that the Poverty Task Force has in our community

### Activities:

- Implement peer research training
- Host focus groups with various individuals and service providers to identify service gaps for people living in poverty
- Develop and implement a tool to inform those living in poverty about local services and programs
- Produce monthly research profiles to be published on the Poverty Task Force website

- Explore and develop a community-based deprivation index to measure poverty in Guelph & Wellington

## Community Engagement Working Group

### Goal:

- Create opportunities for community members to become involved and work together in efforts to eliminate poverty in Guelph & Wellington

### The Plan:

- Develop a strategy to educate community members about poverty and poverty related issues in our community in an effort to change perceptions and eliminate stigma
- Increase opportunities to engage in poverty elimination efforts by improving capacity, support and connection for those living in poverty in Guelph and Wellington

### 2010 Activities:

- Engage with children, youth, parents and educators in local schools by providing presentations about poverty-related issues in our community
- Plan and host workshops in Guelph and Wellington for community members living in poverty to build resilience and increase knowledge of community resources
- Introduce and explore a reverse mentorship program.  
*For example - CEOs and Executive Directors will spend time with a person living in poverty to experience their daily challenges*
- Organize and support regular meetings for those living in poverty to inform public policy, share information, and act as an advisory group to the Guelph & Wellington Task Force for Poverty Elimination.

## Income Security Action Group

### Member Affiliation:

- Labour Council, Trellis Mental Health Services, University of Guelph, concerned citizens

### Vision/Purpose:

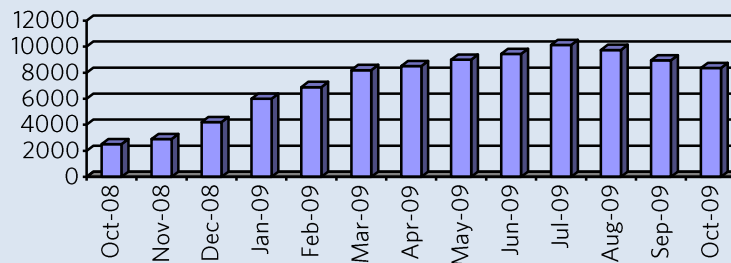
- The Income Security Action Group believes that income support is fundamental to addressing poverty in our community.
- Income security allows people to make life and family decisions to get out of poverty. People are able to make choices to engage in the economy. Income security means that basic needs are met for a family.

## 2010 Activities:

- Advocate changing structural barriers in government income support programs.
- Identify and develop alternative economic activities to compliment household currency-income, accessing the means to 'make' income in formal informal economy.
- Work with companies to explore human resources practices that support income security, such as fair wages and work organization.
- Develop local community economic development opportunities.

### Income Security: The Stats

Number of EI Claimants with Regular Benefits -  
Wellington County (Including City of Guelph)



(Source: Statistics Canada, 2010)

In July 2009, Ontario Works (OW) and the Ontario Disability Support Program (ODSP) had a total combined population of 798,105 people or 6% of Ontario's population. This number is expected to increase in 2010 (Metcalf Foundation, 2009). We know this because Employment Insurance claims have gone way up and EI is time limited. As people come off of EI, some will find employment and training or be helped by other people. But even if a small minority of EI exhaustees need further help through social assistance programs, OW and ODSP numbers will increase (The Mark, 2010).

## Housing Security Action Group (Wellington & Guelph Housing Committee)

### Member affiliation through the Wellington & Guelph Housing Committee:

- The Wellington & Guelph Housing Committee is a non-partisan community body providing a local focus for addressing housing and homelessness in Guelph and Wellington; anyone is welcome to join.
- Organizations that regularly send representatives include: Welcome In Drop-in Centre, Wyndham House, Women in Crisis, Habitat for Humanity, County of Wellington, City of Guelph, Wellington and Guelph Legal Clinic, United Way, Community Representatives, Aids Committee of Guelph and Wellington County

### Vision/Purpose:

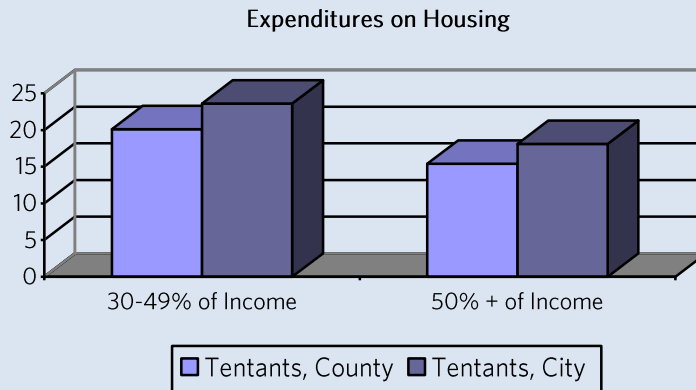
- We value housing that offers choice, security, affordability and adequate shelter within a community that fosters and supports a sense of belonging and acceptance.

### Priorities for 2010:

- **Advocacy** - activities to include:
  - Input to the consultation on income support systems (OW and ODSP)
  - Support letters for rezoning for affordable housing projects
  - Consultation on County Affordable Housing Strategy and affordable housing targets for city's Official Plan.
  - Support for Bill C-304 Secure, Adequate, Affordable and Accessible Housing Act
- **Partnership Building**
  - Arrange a forum on Best Practices in affordable housing in conjunction with Canada Mortgage and Housing Corporation, the University of Guelph and the County of Wellington - open to the community
  - Form the Community Advisory Board to adjudicate submissions to an RFP for Homelessness Partnership Strategy funds
- **Education**
  - Participation in the "Living on Less" workshop day hosted by the Poverty Task Force

## Housing Security: The Stats

Ideally, housing costs should represent no more than 30% of income to be considered “affordable.” In Guelph and Wellington,



The average rent cost for a one-bedroom apartment in Guelph and Wellington as of October 2009 was \$766. A single individual with no dependants receiving Ontario Works receives \$356 per month for shelter costs.

Average Waiting Times for Social Housing, Guelph & Wellington 2009

<i>Unit Size</i>	<i>City of Guelph</i>	<i>Wellington County</i>
1 bedroom	3-8 years	4-5 years
2 bedroom	3 years	3 years
3 bedroom	3 years	2 years
4 bedroom	4 years	2.5 years

(source: Statistics Canada, Census, 2006.)

## Food Security Action Group

**Member affiliation through the Guelph Wellington Food Round Table:**

- Wellington Guelph Dufferin Public Health Unit, Garden Fresh Box, City Of Guelph, Guelph Community Health Centre, Local Farmers, Community Gardeners, Upper Grand District School Board, and others

**Vision/Purpose:**

- To ensure safe and affordable food for all that need it in Guelph and Wellington County.

### Priorities for 2010:

- **Collective Kitchens** — People meet once or twice a month to cook food in bulk for their families.
  - Research and explore opportunities to support existing collective kitchens
  - Identify resources and build partnerships to assist with the development of new collective kitchens and similar food sharing activities
- **Community Gardens**—Groups of people come together to garden in shared space.
  - Support the development of four new community gardens in the City of Guelph.
- **Improve food access** through the Food Bank and community food pantries.
  - Participate in a citywide food drive to support community food pantries.

### Food Security: The Stats

In 2008-2009, 42 of 72 Upper Grand District School Board schools had supplemental food programs (breakfast/lunch). This school year, the 42 schools have seen much higher demand for the supplemental food programs, and another 8 schools are requesting similar programs (UGDSB, 2009).

In 2008, 14,670 adults and children were assisted by the food bank. Numbers are much higher this year. That does not include food pantries located in churches, Neighbourhood Groups or Chalmers Community Services (Guelph Food Bank website, 2010).

In September 2008, the Centre Wellington Food Bank served 143 people per month. In January 2010, that number increased to 335 people per month. December 2009 saw the largest 1 month increase (35 people) needing food in Fergus and area. The 35 person increase is directly attributable to the ending of EI benefits.

According to the Centre Wellington Food Bank, over the past year the Arthur food bank has doubled the number of people served (Centre Wellington Food Bank, 2010).

## Access to Recreation Action Group (*Guelph in motion*)

### Member affiliation through *Guelph in motion*:

- City of Guelph, Guelph Community Health Centre, Guelph Family Health Team, Guelph Youth Sports Advisory Council (represented by Guelph Soccer), Health & Performance Centre, Heart & Stroke Foundation of Ontario, University of Guelph, Volunteers, Wellington-Dufferin-Guelph Public Health, YMCA-YWCA of Guelph

### Vision:

- Wellington-Dufferin-Guelph will be a physically active, healthy community.

### Purpose:

- *in motion* is aimed at mobilizing people in our region to become more physically active by:
  - Building awareness about local physical activity opportunities and the benefits of being active.
  - Reducing barriers to physical activity in our communities.
  - Identifying the creative use of leisure facilities, parks & open spaces to support broader participation.
  - Utilizing community events to celebrate and encourage physical activity.
  - Stimulating community dialogue and action to enhance physical activity opportunities.
  - Inspiring and engaging local schools in physical activity opportunities for children & youth.

### Priorities 2010:

- Guelph *in motion* is focusing on reducing financial barriers to physical activity for children and youth by supporting community efforts to:
  1. Reduce Registration Fees
  2. Provide Access to Equipment
  3. Address Transportation Barriers

### Access to Recreation: The Stats

Among Canadian teen boys in the age group 15 to 19, the proportion classified as overweight or obese rose from 14% to 31% between 1981 and 2009. Among teen girls, it increased from 14% to 25%. Low education was associated with obesity for both employed men and women as was low income for women (source: Statistics Canada, *Canadian Health Measures Survey*, 2010).

The demand in the City of Guelph for program subsidy rose 70% from 2008 to 2009 (source: Statistics Canada, *Canadian Health Measures Survey*, 2010).

At age 5, 67% of all 5 year-old children in the most affluent families in Canada participate in at least one organized recreational activity. Only 20% of children from low-income families participate. Participation in organized recreational activities at age 5 is linked to higher vocabulary, communication skills, number knowledge and symbol use scores, particularly for children whose families have lower incomes (source: McCain, M.N., Mustard J.F., & Shanker, S., *Early Years Study 2: Putting Science into Action*, Toronto, Ontario: Council for Early Child Development, March 2007).

## Appendix A: Delivering the Strategy - LEADERSHIP

### OVERALL GOAL:

Guide poverty elimination efforts by promoting social justice for all people of Guelph-Wellington

<p><b>EXPECTED RESULT</b> What do you want to accomplish?</p>	<p><b>Provide strategic guidance and oversight in the management of the administrative, human and financial resources of the Poverty Task Force</b></p>				
<p><b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?</p>	<ul style="list-style-type: none"> <li>Regular evaluations with the Poverty Task Force indicate that members believe that the Steering Committee handles the administrative, human and financial resources effectively and transparently</li> <li>Regular evaluations with the Poverty Task Force indicate that members believe that the Poverty Task Force membership is inclusive and representative of the community</li> <li>Funding opportunities are regularly applied to</li> </ul>				
	Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.	
<p><b>ACTIVITIES</b> How will you accomplish it?</p>	<ul style="list-style-type: none"> <li>Complete an annual evaluation with the Poverty Task Force members</li> <li>Agenda items for the Poverty Task Force monthly meetings are identified and brought forward</li> <li>Challenges and opportunities for the Poverty Task Force are regularly identified with an emphasis on resources</li> <li>Membership of the Poverty Task Force is regularly assessed to ensure a representative community group</li> <li>A budget is established and reviewed:                             <ul style="list-style-type: none"> <li>Annually by members of the Poverty Task Force</li> <li>Quarterly by members of the Steering Committee</li> </ul> </li> </ul>				
	x	x	x	x	x



<p><b>EXPECTED RESULT</b> What do you want to accomplish?</p>	<p>Ensure that the guiding principles of the poverty task force are being effectively followed &amp; identify community issues that strategically impact the Poverty Task Force</p>				
<p><b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?</p>	<ul style="list-style-type: none"> <li>• Regular evaluations indicate that Poverty Task Force members believe that their guiding principles are being effectively followed</li> <li>• Community feedback suggests that the guiding principles are being effectively followed and priority community poverty-related issues are being tackled</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<p><b>ACTIVITIES</b> How will you accomplish it?</p>	<ul style="list-style-type: none"> <li>• Complete an annual evaluation with the Poverty Task Force members</li> </ul>		x		
	<ul style="list-style-type: none"> <li>• Regularly engage with the community through forums, daily communication and events to gather feedback on the perceived impact of the Poverty Task Force</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>• Regular meetings of the Steering Committee are held to share information, chart progress and determine the direction and long-term vision of the Poverty Task Force while following the guiding principles</li> </ul>	x	x	x	x

## Appendix B: Delivering the Strategy - ADVOCACY

### OVERALL GOAL:

To champion and give voice to the need for required resources and system process/practice changes for both those in poverty and service providers.

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Regularly identify and plan for opportunities to address all three levels of government on policy issues relating to poverty in Guelph &amp; Wellington</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>• Advocacy letters regularly submitted to all three levels of government from the Poverty Task Force concerning policy issues relating to poverty in Guelph &amp; Wellington</li> <li>• Issues and opportunities to address all three levels of government on policy issues relating to poverty are regularly identified and brought to the attention of the Poverty Task Force members in Guelph &amp; Wellington</li> <li>• Advocacy approach focuses on creating awareness of the impact that policy has on low-income people in Guelph &amp; Wellington</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>• Regularly meet and engage with all three levels of government in the County of Wellington, including the City of Guelph</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>• Engage with provincial and national poverty reduction initiatives and institutions (Wellsley Institute, Caledon Institute of Social Policy, 25 in 5, Campaign 2000, Tamarack/Vibrant Communities, Canadian Council on Social Development)</li> </ul>	x	x	x	x

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Raise awareness and further understanding of poverty in Guelph &amp; Wellington in all sectors of the community</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>• Local media will be engaged with the Poverty Task Force and will regularly feature poverty related issues in an effort to increase the profile of those living in poverty</li> <li>• Poverty Task Force events and advocacy efforts will focus on basic needs (housing, food, income), but will also profile those issues considered to be hidden</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>• Build relationship between the Poverty Task Force and local media</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>• One member of the Poverty Task Force on the Community Editorial Board of the Guelph Mercury</li> </ul>	x	x	x	x

## Appendix C: Delivering the Strategy - COMMUNICATIONS

### OVERALL GOAL:

Increase public awareness and understanding of the issues and consequences associated with poverty in Guelph-Wellington

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Develop a communications strategy to reach out to residents and the local media on the work of the Poverty Task Force and poverty related issues</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>The Poverty Task Force regularly appears in a variety of local media, and in a positive light.</li> <li>Information about the Poverty Task Force is available to all members of the public through the website and other communications channels as required.</li> <li>Poverty Task Force events are well advertised and well attended by intended audiences and the local media.</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Develop standard messaging regarding the Poverty Task Force and its work</li> </ul>	x			
	<ul style="list-style-type: none"> <li>Prepare press releases and other media outreach (letters to the editor, editorials, etc.) as required</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Have information about the Poverty Task Force made available in a variety of locations across the city and county</li> </ul>	x	x	x	x

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Develop marketing material for the Poverty Task Force and leverage social media technologies to ensure greater visibility and outreach</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>Appropriate marketing materials are available for given events and audiences.</li> <li>Poster for the "poverty supports tool" is up in community locations across the city and county, particularly in locations where those living in poverty are in frequent attendance</li> <li>Social media such as Facebook is used as appropriate to spread the word about the Poverty Task Force and its events and activities.</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Based on the research outcomes from the Research, Learning &amp; Evaluation Group, prepare a poster advertising the "tool" for those living in poverty looking for supports</li> </ul>				x
	<ul style="list-style-type: none"> <li>Prepare advertisements, posters and invitations for Poverty Task Force events as required</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Support other working groups in preparing user-friendly, professional materials for sharing with the broader community</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Prepare copy for those with access to appropriate social media venues to share information about the Poverty Task Force and its events and activities.</li> </ul>	x	x	x	x

<p><b>EXPECTED RESULT</b> What do you want to accomplish?</p>	<p><b>Create and continuously strengthen a web presence with links to resources, current findings and upcoming events</b></p>				
<p><b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?</p>	<ul style="list-style-type: none"> <li>• Website is current and up-to-date at any given time.</li> <li>• Website is visited frequently, used as a resource for information about the Poverty Task Force, poverty-related issues and research, and poverty-reduction strategies in Guelph and Wellington .</li> <li>• Those living in poverty visit the site and can find directions to community resources providing the supports they are seeking.</li> </ul>				
	Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.	
<p><b>ACTIVITIES</b> How will you accomplish it?</p>	<ul style="list-style-type: none"> <li>• Update the look and content of the current website to reflect the changing work and role of the Poverty Task Force</li> <li>• Update the website on a regular basis to ensure material is current and relevant</li> <li>• Include a reference to the website on all marketing and communications materials</li> </ul>				
	x				
	x	x	x	x	
	x	x	x	x	

## Appendix E: Delivering the Strategy - RESEARCH, LEARNING AND EVALUATION

### OVERALL GOAL:

Enhance solution-based poverty related research, knowledge development and information sharing at the local and national levels.

<b>EXPECTED RESULT</b> What do you want to accomplish?	Understand service gaps, frustrations, areas of greatest need, assets and available resources for those living in poverty.				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>A decrease in the number of complaints about service availability and wait times</li> <li>Efficient transfer of knowledge between agencies regarding services and programs</li> <li>Trained peer researchers in Guelph &amp; Wellington</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Host focus groups with various individuals and service providers to identify service gaps for people living in poverty.</li> </ul>	x	x		
	<ul style="list-style-type: none"> <li>Implement peer research training</li> </ul>	x	x		

<b>EXPECTED RESULT</b> What do you want to accomplish?	Have a tool for informing those living in poverty about local services and programs.				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>Users of the tool are satisfied</li> <li>Reduce the number of contacts individuals living in poverty need to make to acquire a service</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Determine best practices for knowledge transfer to individuals regarding programs and services for those living in poverty in Guelph &amp; Wellington</li> </ul>	x	x		
	<ul style="list-style-type: none"> <li>Develop and implement a tool to inform those living in poverty about local services and programs</li> </ul>			x	x

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Through various research methods, ensure that the community is aware of current and emerging trends and issues regarding poverty in Guelph &amp; Wellington</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>A high proportion of completed research requests</li> <li>Information from the research profiles are being integrated into community planning activities</li> <li>Satisfaction with content, format and style of research reports from service providers and community members</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Produce monthly research profiles to be published on the Guelph &amp; Wellington Task Force for Poverty Elimination website</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Respond to short-term research requests from working groups and action groups</li> </ul>	x	x	x	x

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Measure progress of the Poverty Task Force and working groups</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>The Poverty Task Force, as well as all Working Groups and Action Groups, have an effective evaluation tool to measure and track progress over time</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Develop and implement a tool to evaluate collaboration and process for the general Poverty Task Force</li> </ul>	x	x		
	<ul style="list-style-type: none"> <li>Capture stories: "working differently"</li> </ul>	x			
	<ul style="list-style-type: none"> <li>Capture stories: "action groups"</li> </ul>			x	
	<ul style="list-style-type: none"> <li>Explore and develop a deprivation index to measure poverty in our community based on the real life experience of the poor and non-poor</li> </ul>	x	x	x	x

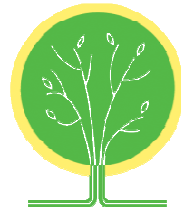
## Appendix F: Delivering the Strategy - COMMUNITY ENGAGEMENT

### OVERALL GOAL:

Create local opportunities for widespread collaboration and involvement in measures to eliminate poverty

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Develop a comprehensive community engagement campaign focused on educating the community, changing perceptions and eliminating stigma surrounding poverty in Guelph &amp; Wellington</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>Feedback from children, youth, parents and educators indicates that they are more knowledgeable about poverty-related issues in Guelph &amp; Wellington as a result of the presentations</li> <li>Feedback from children, youth, parents and educators indicates that negative perceptions about people living in poverty have improved as the result of the presentations</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Engage with children, youth, parents and educators in local schools by providing presentations about poverty-related issues in our community</li> </ul>			x	x
	<ul style="list-style-type: none"> <li>Provide presentations about the work of the Poverty Task Force, including its Working and Action Groups, to local agencies and organizations.</li> </ul>		x	x	x

<b>EXPECTED RESULT</b> What do you want to accomplish?	<b>Increase opportunities to engage in poverty elimination efforts by improving capacity, support and connections for those living in poverty in Guelph &amp; Wellington</b>				
<b>PERFORMANCE INDICATORS</b> How will you know you've accomplished what you wanted to?	<ul style="list-style-type: none"> <li>Workshops are held in Guelph &amp; Wellington for people living in poverty to provide them with the tools and resources that build individual resilience</li> <li>Feedback from workshop evaluations indicate that participants found them useful</li> <li>A reverse mentorship program is understood and considered by members of the Guelph &amp; Wellington Task Force for Poverty Elimination</li> <li>People living in poverty are actively engaged in poverty elimination efforts through their participation in a low-income advisory committee</li> </ul>				
		Jan. - Mar.	Apr. - June	July - Sept.	Oct. - Dec.
<b>ACTIVITIES</b> How will you accomplish it?	<ul style="list-style-type: none"> <li>Plan and host workshops in Guelph &amp; Wellington for community members living in poverty to build resilience and increase knowledge of community resources</li> </ul>	x	x	x	x
	<ul style="list-style-type: none"> <li>Introduce and explore a reverse mentorship program</li> </ul>		x	x	x
	<ul style="list-style-type: none"> <li>Organize and support the replication of ALIV(e) - a low-income advisory group that provides input to the Guelph &amp; Wellington Task Force for Poverty Elimination</li> </ul>		x	x	x



**Leadership**  
Guelph & Wellington

# Our Community Leadership Program

**Cathy Taylor**

Executive Director,  
Volunteer Centre of Guelph/Wellington



# Our Community



- Volunteers make an impact
  - Guelph is Canada's most caring community with a volunteer rate of 69.7% (Maclean's Magazine, 2008)

# Our Community



- We need more volunteers
  - Currently, we have 142 volunteer opportunities available, representing 1,481 volunteers needed



Community Leadership Programs promote and encourage outstanding community leadership, by developing the leadership capabilities of citizens who care about the community, who understand its strengths and weaknesses, and who are willing to make a personal investment to improve a community's quality of life.

– *Canadian Community Leadership Network*

*Building community.  
Developing leaders.*

# Why A Leadership Program



- Good for our **community**
  - Leadership Guelph & Wellington supports a caring, more engaged community
  - Strengthens volunteerism
  - Builds community engagement

# Why A Leadership Program



- Good investment for **employers**
  - Training that goes well beyond 9 – 5
  - Career growth
  - Staff retention and boost staff morale
  - Investment in a better prepared, more resilient community
  - Align your business with emerging leaders

# Why A Leadership Program



- Good for **participants**
  - Personal and professional growth
  - Gain practical skills and confidence
  - Get involved in your community
  - Grow knowledge of Guelph and Wellington
  - Develop a network of contacts

# About Leadership GW



- A made-in Guelph and Wellington initiative
- A partnership of the Volunteer Centre and University of Guelph
- One of 22 community leadership programs across the county

# About Leadership GW



- An opportunity to link different corners of our community with training and skill development
- Academically strong program designed by professional adult educators
- Facilitated by Volunteer Centre and taught by community experts

*Building community.  
Developing leaders.*



## What It Is



- 10 month personal leadership development program
- 20-30 participants from public, private and nonprofit sectors
- Class meets for an initial opening retreat weekend in October

## What It Is



- Once a month, they will meet for a full weekday of training and learning
- Classes held throughout the City of Guelph and the County of Wellington

## What It Is



- Closing retreat and graduation in June 2011
- Participants receive a certificate

# What Participants Will Learn



- Leadership and change management
- Conflict resolution and communications
- Inclusiveness
- Organizational governance
- Project management
- Leadership styles

# What They Will REALLY learn



- Knowledge of 'community'
- A personal community leadership style
- Sustainability and partnership
- The power of a strong network
- Motivation for making change
- How to engage community

# Who Can Apply



- Emerging leaders from the public, private and non-profit sectors (employees or volunteers)
- Participants must be over 18 and either work or live in Guelph or Wellington County

# Who Can Apply



- Anyone interested in community growth
  - Community leaders who are courageous, entrepreneurial and change makers
- Participants are selected through written applications and in-person interviews
  - Selection conducted by an independent, community-based committee

# Commitments



- Employers
  - One day a month
  - Flexibility
  - Financial support



# Commitments



- Participants

- Time from work and home (10 days plus some “homework”)
- \$2,750 (funded through individual participants, employer support and scholarships)

# Get Involved



- Apply
- Nominate an employee
- Consider a participant sponsorship
- Become a mentor
- Sponsor a class

# Learn More



- [www.leadershipgw.ca](http://www.leadershipgw.ca)
- Volunteer Centre  
– 519.822.0912

# Thank You



*Building community.  
Developing leaders.*

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

**May 17, 2010**

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-2010-A.25 Fire Services – Office of the Fire Marshal Annual Compliance Report</b></p> <p>THAT the Office of the Fire Marshal “Annual Compliance Report” dated May 17, 2010 be received;</p> <p>AND THAT the Mayor and the Director of Emergency Services be authorized to sign the declaration of compliance in completing all the necessary requirements as stated in Clause 2(1)(a) of the Fire Protection and Prevention Act.</p>	<p>Approve</p>
<p><b>ECO-2010-A.26 Emergency Services Grant Opportunity</b></p> <p>THAT the report dated May 17, 2010 with respect to the Emergency Services grant opportunity, be received for information;</p> <p>AND THAT the Director of Emergency Services (or his delegate) be authorized to apply for said grant when the next grant application release date is known, act as the primary applicant for said grant and obtain support from partnered applicants.</p>	<p>Approve</p>
<p><b>ECO-2010-A.27 Long Term Monthly Parking Agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc.</b></p> <p>THAT the Mayor and Clerk be authorized to sign an agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc.,</p>	<p>Approve</p>

Skyline Incorporated and Skyway Estates Inc. for the provision of monthly parking permits subject to the final approval of the agreement by the Director of Operations and the City Solicitor.

**ECO-2010-A.28 Noise Control By-law Exemption Request – ABS Friction Corporation, 10 Kingsmill Avenue**

Approve

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 June 1 and September 5 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 for 2010.

**ECO-2010-A.29 Festival Italiano Noise Control By-law Exemption**

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 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 the crowd noise from 12:00 p.m. to 1:00 a.m., from July 9<sup>th</sup> to July 11<sup>th</sup>, 2010, be approved.

**B Items for Direction of Committee**

**C Items for Information**

attach.

# COMMITTEE REPORT



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

SERVICE AREA Emergency Services  
DATE May 17, 2010

**SUBJECT Fire Services – Office of the Fire Marshal Annual  
Compliance Report**

REPORT NUMBER

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## **RECOMMENDATION**

That the Office of the Fire Marshal "Annual Compliance Report" be received; and

That the Mayor and the Director of Emergency Services be authorized to sign the declaration of compliance in completing all the necessary requirements as stated in clause 2(1)(a) of the Fire Protection and Prevention Act.

## **BACKGROUND**

The Fire Protection and Prevention Act mandate the following municipal responsibility;

- 2. (1)** Every municipality shall,
- (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
  - (b) Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

## **REPORT**

The Office of the Fire Marshal monitors to ensure a municipality is compliant to minimum requirements for public education regarding fire safety and fire prevention.

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The Guelph Fire Department maintains documentation relating to public education and fire prevention activities in addition to maintaining an emergency response capability. However, emergency response members are active in promoting public education regarding fire safety during on duty hours. Firefighters promoting fire safe practices during a fire hall tour or while at a community event is a good example of the opportunity to educate during non emergencies. Attachment # 1 "Annual Compliance Report" provides the Office of the Fire Marshal with a snapshot of activities since the last compliance report was filed.

### **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**

Completing the Annual Compliance report has been accomplished within the 2010 operating budget.

### **DEPARTMENTAL CONSULTATION**

### **COMMUNICATIONS**

### **ATTACHMENTS**

Attachment # 1 "Annual Compliance Report – Corporation of the City of Guelph

"original signed by John Osborne"

"original signed by Shawn Armstrong"

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**Prepared By:**

John Osborne,  
Deputy Chief, Emergency Services,

Guelph Fire Department  
john.osborne@guelph.ca

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**Recommended By:**

K.Shawn Armstrong,  
Director/Fire Chief, Emergency  
Services,  
shawn.armstrong@guelph.ca





**Annual Compliance Report  
Corporation City of Guelph  
Emergency Services – Fire Department**

**Ministry of Community Safety and Correctional Services  
Office of the Fire Marshal**

## Preface

The Municipal Fire Protection Information Survey submitted to the Office of the Fire Marshal (OFM) dated **March 17, 2010** enabled the Fire Marshal to issue **Corporation of the City of Guelph** a Certificate of Compliance on {Date of Certificate} in regard to the public fire safety education and fire prevention requirements of clause 2(1)(a) of the *Fire Protection and Prevention Act, 1997*.

Part of the requirement to maintain your municipality's compliance status is to keep the OFM informed of any significant changes to activities, directions or programs. This is accomplished by the submission of the Annual Compliance Self-Assessment Form. The form allows the OFM to verify ongoing compliance.

The form is also used to provide information if the municipality has reason to believe that it is not in compliance. The form has a section to describe briefly the reason for non-compliance, the actions that need to be taken to achieve compliance and the impact taking these actions will have on the municipality.

The annual compliance report is used by the OFM to monitor your municipality's status with respect to continuing to meet the minimum requirements. All activity should be reported for each of these requirements. Appropriate documentation must be available, to the OFM to demonstrate that your efforts to maintain compliance are ongoing. Such documentation may include tracking reports, documents relating to smoke alarm programs and activities, public education and inspection activities, and a Simplified Risk Assessment that is reviewed annually. The Annual Compliance Report will consist of:

- **An annual review of the Simplified Risk Assessment of the community**
  - To identify any significant changes in factors that have an impact on fire risk
  - To evaluate existing programs
  - To list additional, revised or discontinued programs
  
- **The continuation of a smoke alarm program with home fire escape planning**
  - Tracking form stating the number of smoke alarms distributed
  - Tracking form listing the number of smoke alarm inspections, violations and resulting fines or convictions
  - Results of smoke alarm surveys
  - List of specific activities and samples of smoke alarm education materials distributed
  - Program evaluation documents

- **Distribution of fire safety education materials**
  - Tracking form showing the quantity and type of material distributed
  - Tracking form listing public education initiatives and events.
  - Samples of public education materials distributed
  - Public education program evaluation documents
  
- **Ontario Fire Code inspections upon complaint or request**
  - Tracking form listing inspections conducted upon complaint or request, and resulting actions
  - Tracking form listing routine inspections and resulting actions

The Annual Compliance Report is due on the anniversary date of your most recent award of compliance. Please complete the attached form, sign the declaration and return them to your local OFM fire protection adviser.

Should you have any questions regarding the report, please contact your local OFM fire protection adviser.

**DECLARATION OF COMPLIANCE**

*We, the undersigned declare that the information provided is true and accurate. Further, we declare that the municipality of Corporation of the City of Guelph has completed all the necessary requirements for continued compliance with the public fire safety education and fire prevention requirements stated in clause 2(1)(a) of the Fire Protection and Prevention Act, 1997.*

**Shawn Armstrong** \_\_\_\_\_  
Name  
Director Emergency Services - Fire Chief  
Emergency Services – Guelph Fire Department

\_\_\_\_\_  
Date

*“A fire chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services”, subsection 6(3) of the Fire Protection and Prevention Act, 1997.*

**Karen Farbridge** \_\_\_\_\_  
Name  
Head of Council  
Corporation City of Guelph

\_\_\_\_\_  
Date

**Compliance Self Assessment Form**  
**Municipal Information**

**Name of Municipality** Corporation of the City of Guelph

**Address of Municipality** 1 Carden St. Guelph, Ontario N1H 3A1

**Telephone Number of Municipality** (519)-822-1260

**Municipal Website** Guelph.ca

**Reeve or Mayor** Karen Farbridge

**CAO or Clerk** Hans Loewig

**Fire Chief** Shawn Armstrong

**MFPIS Contact if other than Fire Chief** \_\_\_\_\_

**Date of Award of Compliance** April 2008

**Annual Compliance Report Due Date** April 2010

**OFM Fire Protection Adviser** Thomas Evered

**Compliance Self Assessment Form**

Form must be completed, declaration must be signed, and both must be returned to your local OFM fire protection adviser

**Simplified Risk Assessment**

1. Date the Simplified Risk Assessment was reviewed, and person who conducted the review

Date: Dec. 2003  
 June 2007  
 Conducted By: **Randy Gillis FPO Accreditation Coordinator**  
 Conducted By: **Tony Sabatini ACFPO**  
 Yes  No

2. List any major changes

Major Changes: (such as change in council direction, policy, staffing or demographics) Joint Initiative on addressing fire safety issues in shared rental housing units in Guelph have been implemented. Predominantly addressing risks relating to student housing

**Smoke Alarm Program with Home Escape Planning**

1. Review conducted of implemented smoke alarm and home escape planning programs

Date: Dec 2009  
 Yes  No   
 Conducted By: **Kim Hodgson and Shawn Armstrong**

2. Have there been any changes / additions to your smoke alarm program since you received your Certificate of Compliance?

Yes  No   
 Reason for Changes: **Charges along with Education have been approached more aggressively to increase the awareness and increase compliance to provincial legislation.**

3. Does your department charge for smoke alarm violations?

Yes  No   
**Education is the main focus, with consideration given to charges when landlords/occupants do not communicate that they realize the seriousness of not having working smoke alarms. Charges are also laid "post fire scene" when smoke alarms are found to be absent or not working**

4. Does your department have an operational guideline to deal with cases of non-compliance of Ontario Fire Code smoke alarm requirements in dwellings?

Yes  No



### Distribution of Fire Safety Education Materials

1. Review conducted of implemented program for the distribution of fire safety education materials.
2. Are you targeting the high risk groups identified in your Simplified Risk Assessment?
3. Have there been any changes or additions to your public education program since you received your Certificate of Compliance?

Yes  No

Conducted By: Kim Hodgson -- CFPO

Changes: Nil

Yes  No

Yes  No

Conducted By: Kim Hodgson

Changes: Fire Safety Education Trailer is a primary teaching aid. Fire Safety Concert (Mary Lambert) was held to introduce younger children to fire safe strategies..

### Inspections upon Request or Complaint

1. Do you still provide inspections upon request or complaint?
2. Number of request inspections
3. Number of complaint inspections

Yes  No

Conducted By: Fire Prevention Officers

# of Request Inspections in 2008: 965 # completed: 965

# of Complaint Inspections in 2008: 181 # completed: 181

### Non-Compliance with clause 2(1)(a) of the Fire Protection and Prevention Act, 1997

Describe any reasons for non-compliance with clause 2(1)(a) of the Act.  
Describe actions required to achieve compliance with clause 2(1)(a) of the Act.  
Describe the impact of these actions on the community.

Rationale: This section of the Act is being complied with.



## **Factors That Have an Impact on the Delivery of Minimum Mandated Requirements**

Describe any changes having an impact on the delivery of services by the fire department. Such changes may include any of the following:

Changes in direction from municipal council:

- There are no changes in direction of council at this time and they remain in support of the Fire Department. The Establishing and Regulating by-law has been updated as of July 2009

Changes in fire department policy/direction:

- Emphasis is being put on education throughout the community and attending community functions promoting fire safety.

Changes in fire department staffing levels:

- No changes at this time. New station is under construction. Estimated completion date of the south end emergency services facility is August 2010. Staffing considerations will be forwarded to Council for approval as part of the 2011 budget process

Changes in bylaws or policy direction:

- Fire Safety Plan Lock Box By- Law has been implemented and enforcement is in progress with education of owners and managers through media and open houses.
- The Establishing and Regulating by-law has been updated as of July 2009

Growth or decline in population, housing or industry:

- Construction of housing is lower than in the past 2 years. Industry is stable with some growth. Building permit requests have been in decline since 2008

Change in financial status, e.g., budget, overall revenues, tax base, etc

- Budgets have been reduced to 2009 levels with only slight increases to maintain existing service levels. In 2010, no new services have been implemented due to budget constraints, but not significantly to affect the delivery of Fire Safety Messages.

Other significant changes:

- Headquarters in the downtown is being renovated to improve efficiencies in day to day operations. The building will provide a training room/ community room and completely accessible facilities
- The current headquarters is in a neighborhood district with two major high-rises geared to persons with disabilities. The availability of newer facilities will provide all Publics with access to Fire Safety Public Education from this renewed facility.



## **Programs or Activities Exceeding Minimum Requirements**

List any programs or activities conducted by the municipality or fire department that demonstrate its commitment to provide services beyond the minimum acceptable model. This is also an opportunity to share with others what you consider to be a best practice or an innovative program or activity.

- Continued commitment to promote fire safety through education. Accomplished by attending community events, hosting open houses conducting inspections.
- Hands on training sessions for citizens provided through the Fire Safety Education Trailer, Extinguisher Training with use of Fire Pan training simulator and partnership with the University to promote Fire Safety to students.
- Finalization of meeting the requirements of Accreditation in conformance with the Commission Fire Accreditation International.
- In process of having FPO's all certified by the OFM as Fire Prevention Officers.
- Partnerships with Neighbourhood Organizations, Coalitions and Task Forces which are comprised of citizens, businesses, city departments, police services and councilors to address the fire safety needs and concerns of interest groups.
- Working on improving the interoperability of emergency services working in Wellington County through the development of an interoperability working group.

# COMMITTEE REPORT



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

SERVICE AREA Emergency Services  
DATE April 22<sup>nd</sup>, 2010

**SUBJECT Emergency Services Grant Opportunity – Radio  
Interoperability**

REPORT NUMBER

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## **RECOMMENDATION**

That the report dated April 22nd, 2010 with respect to the Emergency Services grant opportunity, be received for information:

And that the Director of Emergency Services (or his delegate) be authorized to apply for said grant when the next grant application release date is known, act as the primary applicant for said grant and obtain support from partnered applicants.

## **BACKGROUND**

Emergency's can impact all City departments and can cross jurisdictional borders. It is important that public safety agencies have the ability to talk across disciplines and jurisdictions via voice communications systems, exchanging voice and/or data with one another on demand, in real time, when needed, and as authorized.

## **REPORT**

Serious emergency situations or disasters require a coordinated response from a number of public safety, other City, other government and non governmental agencies. The potential always exists that an emergency originating in the City (e.g. – a hazmat incident) could impact neighbouring jurisdictions such as Wellington County or vice versa.

Currently the Guelph Police Service often interacts with the Wellington O.P.P. during day to day operations. Similarly the Guelph Fire Department dispatches all fire departments within Wellington County and is part of a mutual aid agreement which is a reciprocal agreement to assist Township Fire Services. The Guelph Wellington Emergency Medical Service (GWEMS) provides service to the entire area.

Emergency Services has been examining opportunities to improve interoperability among its core partners. An interoperability conference was hosted at the Guelph Police Service in February. In March a 'working group' from Guelph and Wellington got together to look at how interoperability could be improved and what could be done to move forward in a positive manner.

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The working group found that there were a number of issues that could be solved by utilizing existing technologies. These issues require coordination, standard operating guidelines and training to be successful. Some examples of ongoing interoperability activities are:

- Wellington County Fire Departments are utilizing existing technologies thereby improving interoperability with the Guelph Fire Department as they "link" into the City of Guelph's radio system.
- Guelph Police Service and Guelph Fire Department have agreed to improve dispatchers training and testing of the mutual aid talk group. They are working on a memorandum of understanding that will improve how that talk group will be utilized during an emergency or disaster.
- The Ministry of Health and Long Term Care provides ambulance dispatching in most of the Province of Ontario through Central Ambulance Communication Centres (CACC). Guelph Police and Fire are negotiating a memorandum of understanding with the Cambridge CACC that would see a certain level of interoperability at a supervisory level become available during an emergency or disaster.

Further work is required in the following areas:

- Ensuring all agencies understand their communication requirements in the future and that they work together to further improve interoperability.
- To pursue cost saving initiatives in the area of hardware, software and personnel usage.
- Understanding Industry Canada's new interoperability standards. (To commence in approximately 2013) that will require first responder agencies to have a certain level of communications equipment in place.
- Understanding changes and risks from Ontario's Government Mobile Communications Bureau. The Province is currently investigating a new communications network, (currently slated for 2016) that could impact the current system utilized by the City. If Bell Mobility does not successfully bid on this project the current interoperability features we have with the O.P.P. and County Fire departments will be reduced.

The working group felt that it is reasonable for the City of Guelph and Wellington County to create a long term strategic plan to improve interoperability. An opportunity in the form of a research grant from the Canadian Police Research Centre (CPRC) is available. The CPRC is an agency that exists "**To harness science and technology knowledge to strengthen police, fire and emergency medical services across Canada.**"

Guelph and Wellington first response agencies could partner in a grant application to the CPRC once the next grant application release date is known (currently they are talking about June 2010 but that could be pushed back). The intention would be to utilize grant funding to hire a consultant to research common interoperability requirements of all agencies. Further to determine what future opportunities exist by developing a strategic plan or road map that all agencies could reference when considering new communication equipment. The Strategic Plan would provide the '**methodology**' needed to have numerous agencies move forward to improving interoperability in partnership.

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The application would ask that CPRC provide the funds for the consultant and indicate that the local partner agencies would provide 'in kind' (access to first responders for interviews, provision of space for interviews and research, etc) funding only that would involve no cash outlay. This has been done successfully in other jurisdictions.

Partnering with other emergency service agencies is the best chance of successfully receiving the research funding. It would be natural for Guelph and Wellington to coordinate activities on this application as agencies currently work together on first response issues.

If the committee authorizes the Director of Emergency Services to move forward with the grant application it will be coordinated by City Staff and signatories from representative emergency services in Guelph and Wellington will be obtained. If the grant application is successful this would be a long term project that would take from one to two years to complete. Appropriate progress reports would be submitted as the project moves forward.

### **CORPORATE STRATEGIC PLAN**

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

### **FINANCIAL IMPLICATIONS**

No budget implications. Possibility of access to research grant funds.

### **DEPARTMENTAL CONSULTATION**

Emergency Services, Guelph Police Service

### **COMMUNICATIONS**

N/A

### **ATTACHMENTS**

N/A

“original signed by Harry Dunning”

“original signed by Shawn Armstrong”

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#### **Prepared By:**

Harry Dunning  
CEMC  
519-822-1260 ext. 2127  
harry.dunning@guelph.ca

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#### **Recommended By:**

Shawn Armstrong  
Director of Emergency Services  
519-822-1260  
shawn.armstrong@guelph.ca

# COMMITTEE REPORT



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

**SERVICE AREA** Operations  
**DATE** May 17, 2010

**SUBJECT** **Long Term Monthly Parking Agreement With Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc.**

**REPORT NUMBER**

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## **RECOMMENDATION**

THAT the Mayor and Clerk be authorized to sign an agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc. for the provision of monthly parking permits subject to the final approval of the agreement by the Director of Operations and the City Solicitor.

## **BACKGROUND**

The existing parking agreement between Co-operators General Insurance (CGIC) and the City of Guelph was entered into on December 6, 2004 and provides monthly parking permits to CGIC employees at various locations throughout the downtown; namely the East Parkade, West Parkade, and the Neeve Street Parking Lot. The monthly permit fees are based upon the current Council approved rates at each of the facilities. The expiry date of the existing parking agreement with CGIC was recently extended to May 31<sup>st</sup>, 2010 to allow for this matter to be concluded.

In 2009, staff were approached by CGIC and Skyline Incorporated to discuss a proposed tenancy by CGIC within the Gummer Building on Douglas Street, thereby consolidating CGIC's presence with the City's downtown and ensuring the continued redevelopment and occupation of the Gummer building. The proposal was contingent upon a satisfactory number of parking permits being made available to CGIC. This is a significant step in continuing to make the downtown a place of community focus and destination.

The following report clarifies the relationship between CGIC, Skyline Real Estate Holdings Inc. (Skyline), Skyline Incorporated (SI) and Skyway Estates Inc. (Skyway), summarizes key elements of the proposed parking agreement and provides a synopsis of the financial commitment through the tenure of the agreement.

## REPORT

### Relationship of Signing Parties

CGIC's head office and ancillary offices are located at 130 and 98 Macdonell Street respectively, which are currently owned by Skyline and leased by CGIC pursuant to a lease agreement between CGIC and Skyline for a term expiring September 30, 2023. SI and Skyway are the owners of the 'Gummer Building' located at 1 Douglas Street. CGIC has entered into a conditional lease with SI and Skyway for additional office space to be used by their employees. The latest information provided to staff indicates that the occupancy of the Gummer Building by employees of CGIC will commence on or about summer 2011.

### Comparison between the Existing and Proposed Parking Agreement

As part of the proposed agreement CGIC has requested an additional 200 permits, 100 of which are the permits that were previously committed in 2007 to SI on behalf of the owners of the Gummer Building, for use by its tenants. The proposed agreement indicates that it satisfies the commitment made to SI in the letter of October 16, 2007. Table 1 below summarizes a comparison of the key elements of the existing parking agreement to the proposed agreement. The guiding principles used to develop the conditions of the proposed agreement, such as using best efforts to find alternate parking locations within the downtown when permit holders are displaced through facility repairs and/or the provision of a shuttle service if the alternate parking facility is located outside of the downtown are consistent with the principles that staff use and would continue to apply, when dealing with all permit holders.

**Table 1 – Comparison Summary of Key Elements between the Existing and Proposed Parking Agreement**

Existing Agreement	Proposed Agreement	Staff's Comments
The existing agreement is between CGIC and the City of Guelph.	The proposed agreement includes the City of Guelph, CGIC, Skyline, SI and Skyway; Skyline owns the buildings at 130 Macdonell where CGIC leases office space. SI and Skyway are the owners of 1 Douglas Street (known as the Gummer Building) where CGIC has entered into a lease agreement for additional office space to be used by its employees.	Staff have no objection to the parties included within the agreement as CGIC leases space in these facilities.
A 5 year term, extended on consent to May 31, 2010.	A 13 year term with an automatic option for renewal by CGIC and the Gummer Building Owners (GBO's), respectively, for up to 3 additional 5-year terms. The term of the agreement for Skyline would run with the term for CGIC. The City may reduce the number of Permits upon renewal due to	Staff have no objection to the 13 year term and renewals for the following reasons: <ul style="list-style-type: none"><li>• The term aligns with the term of lease between CGIC and the other parties to the agreement</li><li>• The 13 year term is a substantial financial commitment to the City</li></ul>

	an Uncontrollable Circumstance, on a proportionate basis, if the total off-street parking inventory in the identified area of the downtown has decreased	as well as meeting the needs of a major downtown employer
The facilities will continue to be maintained by the City.	The facilities will continue to be maintained by the City.	No Change
A block of 466 permits at current rates.	A block of 666 permits at current rates committed as follows; <ul style="list-style-type: none"> <li>• 466 are committed to CGIC for its employees.</li> <li>• 100 are committed to CGIC for future employees to be located at the Gummer Building.</li> <li>• 100 are committed to the Gummer Building to be assigned to CGIC under the Agreement. Option for the GBO's to resume use of up to 100 permits for remainder of the term of the agreement, in the event that the agreement terminates as between the City and CGIC, or the lease between the GBO's and CGIC terminates. In this case, the GBO's would be bound by the same provisions that apply to CGIC in respect of the permits.</li> </ul>	As of Summer 2011 the current commitment would increase by 200 to 666. The commitment of 466 monthly permits represents 29% of the total number of off street spaces that are currently available. The increase in Summer 2011 to 666 permits represents 41% of the total number of off street spaces that we have currently.
CGIC administers and issues permits for a fee of 3.5% of the net permit fees to be remitted to the City.	CGIC administers and issues permits for a fee of 3.5% of the net permit fees to be remitted to the City. The City may resume administration of the permits on any anniversary date provided that 60 days notice is given.	Provides the opportunity for the City to take back the administration of the permits.
One monthly payment to the City of Guelph from CGIC.	One monthly payment to the City of Guelph from CGIC.	No Change
The monthly permit fees will be priced in accordance with other facilities and may be adjusted by Council as required during the term of the contract with 30 days notice.	The monthly permit fees will be priced in accordance with other facilities and may be adjusted by Council as required during the term of the contract with 30 days notice.	No Change
Public use of the East Parkade continues outside of Designated Hours (7am to 5pm on any business day) and on weekends, evenings and for special event parking. Permit holders entering during Designated Hours can, with certain limitations, remain at no additional cost.	Public use of the East Parkade continues outside of Designated Hours (7am to 5pm on any business day) and on weekends, evenings and for special event parking. Permit holders entering during Designated Hours can, with certain limitations, remain at no additional cost.	No Change
Termination clauses include: <ul style="list-style-type: none"> <li>• CGIC can reduce number of permits with 30 days</li> </ul>	Termination clauses include: <ul style="list-style-type: none"> <li>• CGIC can reduce number of permits with 30 days</li> </ul>	Due to the length of the term of the proposed agreement CGIC has extended their commitment

<p>notice, and if no permits remain, the agreement is deemed to be terminated;</p> <ul style="list-style-type: none"> <li>• The City can terminate for default (if the issues is not corrected within 15 days);</li> <li>• City can terminate for sale of facility with 30 days notice;</li> <li>• Automatic termination in the event of bankruptcy or insolvency of CGIC.</li> </ul>	<p>notice, and if no permits remain issued to CGIC, the agreement is deemed to be terminated as between CGIC and the City;</p> <ul style="list-style-type: none"> <li>• The City can terminate for default (if the issue is not corrected within 15 days);</li> <li>• Automatic termination in the event of bankruptcy or insolvency (provided that if one of the GBO's declares bankruptcy, etc. the remaining Gummer Building Owner may continue with the agreement in certain circumstances);</li> <li>• If the date for occupancy of the Gummer Building by CGIC is never finalized, the agreement may be terminated as between the GBO's and the City, at their request, and the 100 permits previously committed would be dealt with under the letter of October 16, 2007;</li> <li>• It should be noted that the termination of the agreement in respect of one party does not result in termination regarding the other party(ies);</li> <li>• In the case that the City sells a parking facility to a party other than Skyline or one of its affiliates, the city at its option, would negotiate with the purchaser to so that the permit holders would remain at the facility, or provide alternate parking.</li> </ul>	<p>to the downtown.</p> <p>There is no 'general' termination clause; rather the agreement provides that the City will use best efforts to provide alternative parking arrangements in cases of circumstances that generate loss of monthly parking supply at affected Parking Lots.</p> <p>Where alternate parking is located outside the identified area in the downtown, then the City would provide a shuttle service for up to 90 days after which CGIC may choose to provide the shuttle service at its cost (in the case of uncontrollable circumstances or a parking lot deemed unsafe, the City would not provide a shuttle service, but CGIC could choose to do so); if, in either case, CGIC provides a shuttle service, the parking permit fees would be waived for the affected permit holders for that time (up to a maximum of 18 months (540 days))</p>
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This agreement will contribute to the financial stability of the parking operation in the downtown and contribute to the daily utilization of the City's parking inventory. In addition, this agreement will ensure that we meet the long-term parking needs for a major downtown employer and reinforce CGIC's continued presence within the downtown. Finally, the execution of this agreement sees the recommencement of the reconstruction of the Gummer Building which is currently on hold. All of the above will assist in the continued economic viability of the downtown.



**CORPORATE STRATEGIC PLAN**

Goal 1, Objective 1.5  
Goal 5, Objectives 5.2, 5.3 and 5.4

**FINANCIAL IMPLICATIONS**

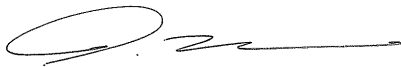
The annual operating budgets will reflect the projected revenues from this agreement.

**DEPARTMENTAL CONSULTATION**

Corporate Services - Legal

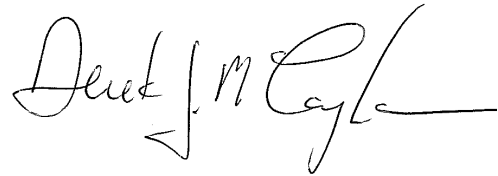
**COMMUNICATIONS**

The Downtown Guelph Business Association has been provided a copy of the report in advance of the Committee meeting.



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**Prepared By:**  
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Manager, Traffic and Parking  
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allister.mcilveen@guelph.ca



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**Recommended By:**  
Derek J. McCaughan  
Director, Operations Department  
519-837-5628 X2018  
derek.mccaughan@guelph.ca



April 28, 2010

Ian Findlay, Chair  
Emergency Services, Community Services & Operations  
City of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1

Dear Councillor Findlay,

The Downtown Guelph Business Association (DGBA) represents the 450+ businesses in our city's core. On April 20, 2010 The Co-operators made a presentation to our Board of Directors with respect to their parking agreement with the City of Guelph.

The DGBA passed a motion in favour endorsing the renewal of The Co-operators parking agreement. The Co-operators currently employs 800 people in downtown Guelph. Their move into the Gummer Building will add an additional 200 staff. As a key downtown employer, it is important that their staff be able to access convenient parking downtown.

As such, we recommend that Committee and Council add their support to this parking agreement.

Should you have questions, please feel free to contact me directly.

Regards,

A handwritten signature in black ink, appearing to read "AJ", written over a faint, larger version of the signature.

Audrey Jamal B.A, M.A.  
Executive Director

# COMMITTEE REPORT



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

**SERVICE AREA** Operations Department  
**DATE** May 17, 2010

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

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## 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 June 1 and September 5 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 for 2010.

## BACKGROUND

In April 2009, City Council approved a noise exemption for ABS Friction Corporation from May 30, 2009 to September 5, 2009. Originally ABS Friction Corporation requested a 3 year exemption, similar to other manufacturing establishments, however staff recommended a 1 year exemption so that an exemption procedure for all requests based on quantifying the noise generated could be developed. In addition, staff recommended a 1 year exemption so that any concerns received from the neighbourhood surrounding 10 Kingsmill Avenue during the 2009 exemption could be addressed. No complaints have been received by staff or ABS Friction Corporation during the 2009 period.

The cost of having a consultant assist staff with the creation of a noise monitoring program was higher than anticipated resulting in the program not being created to date. However staff proposes to continue their effort in having a program developed by year end for submission to committee for their review and consideration.

## REPORT

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 24 hours a day. Thirty to forty staff work the evening shift from 3:30 p.m. to 11:30 p.m. and an additional ten to fifteen people work the overnight shift from 11:30 p.m. to 7:30 a.m.

While these shifts have been operating for a number of years, in order not to be in violation of the Noise Bylaw, ABS Friction Corporation has requested an exemption from the Noise Control Bylaw. It should be noted that the noise generated from overnight shifts is typically lower than that of the daytime shift and is mostly associated with air handling equipment and material handling equipment (tow motor).

---

Given that no noise concerns were received by ABS Friction Corporation or Bylaw Compliance and Enforcement staff in 2009, either during or after the noise exemption, staff are recommending that a noise exemption for only the 2010 year be granted. This will allow staff to continue their efforts to develop an exemption procedure for all requests based on quantifying the noise generated. Attachment A to this report highlights the location of ABS Friction Corporation facility and the adjacent area.

Public notice of this exemption request was advertised in the Guelph Mercury on May 8, 2010 (see Attachment "B").

### **ALTERNATIVES**

Require ABS Friction Corporation to comply with the City's Noise Control Bylaw and cease their manufacturing process at 9:00 p.m.

### **CORPORATE STRATEGIC PLAN**

3.1 Thriving and sustainable local employment opportunities

### **FINANCIAL IMPLICATIONS**

None

### **COMMUNICATIONS**

ABS Friction Corporation has been advised that this will be presented to the Environmental Services, Community Services and Operations Committee on May 17, 2010.

### **ATTACHMENTS**

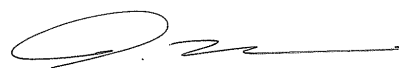
Attachment "A" - Map of location  
Attachment "B" - Public Notice



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**Prepared By:**

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doug.godfrey@guelph.ca



---

**Recommended By:**

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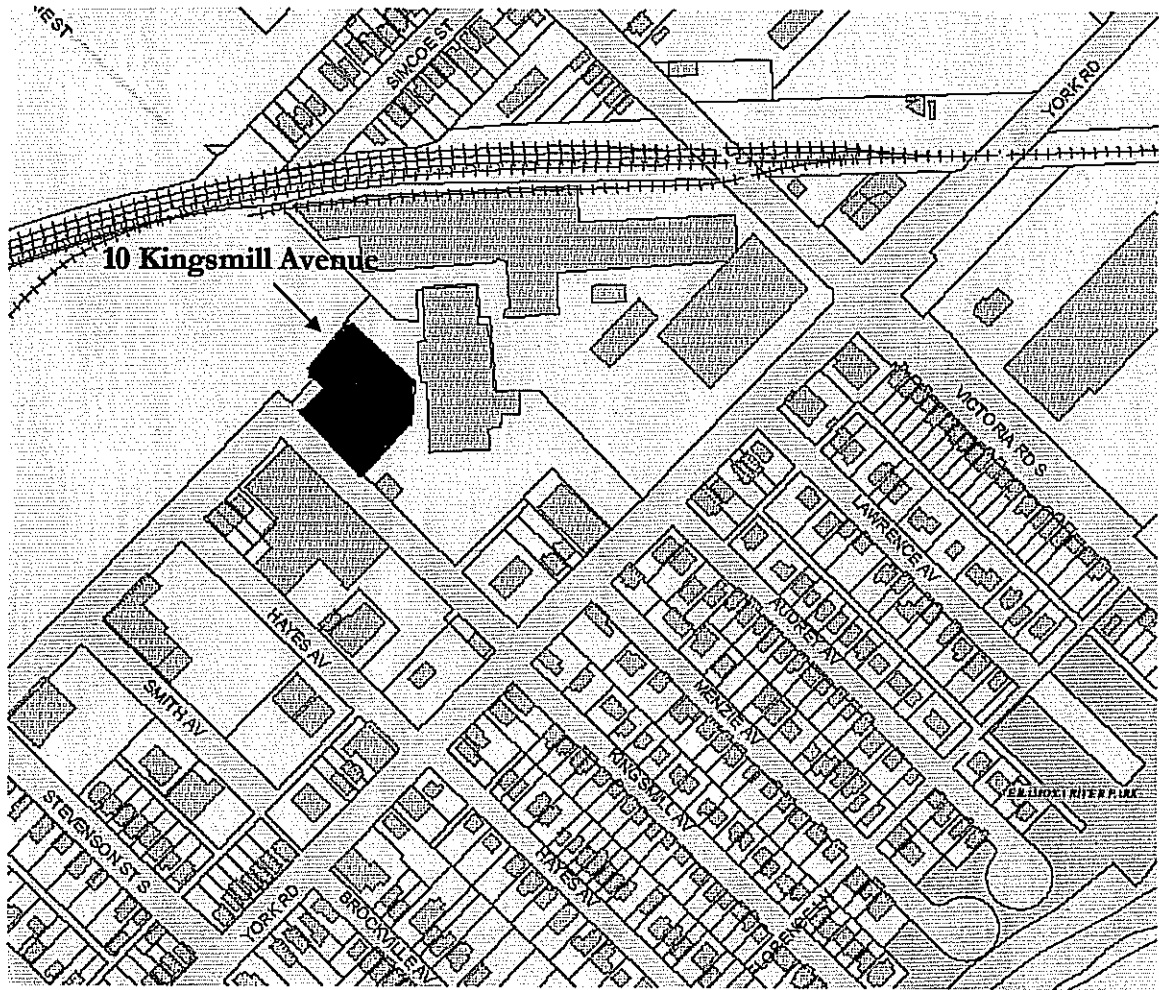
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**Recommended By:**

Derek McCaughan  
Director, Operations  
519-822-1260 x2018  
derek.mccaughan@guelph.ca

# ATTACHMENT A

## Map of Location



# **ATTACHMENT B**

## **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 p.m. to 9:00 a.m. on Saturdays, Sundays and Holidays. The applicant is requesting an exemption in order to operate evening and overnight shifts from June 1 to September 5, 2010.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on May 17, 2010 at 5:00 p.m. in City Hall Committee Room 112, 1 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 May 14, 2010. 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 May 14, 2010.

For more information, please contact:

Doug Godfrey

Supervisor, Parking Regulation and Enforcement

519-822-1260 x 2520

Or by-email to [Doug.Godfrey@guelph.ca](mailto:Doug.Godfrey@guelph.ca)

# COMMITTEE REPORT



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

**SERVICE AREA**           Operations  
**DATE**                         May 17, 2010

**SUBJECT**                   **Festival Italiano - Noise Control Bylaw Exemption**

## **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 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 the crowd noise from 12:00 p.m. to 1:00 a.m., from July 9th to July 11th, 2010, be approved.”

## **BACKGROUND**

The Italian Canadian Club of Guelph is holding the 17th annual Festival Italiano from 4:00 p.m. Friday, July 9th to 8:00 p.m. Sunday, July 11th, 2010 on their property located at 135 Ferguson Street in Guelph. Most activities will take place within their parking lot located directly to the north of the Club.

In 2009, through public consultation, a mitigation plan was created and implemented to address various concerns regarding the event.

## **REPORT**

Staff are recommending that Council support a noise exemption for the 2010 event based on the following information:

Guelph Police Service support the noise exemption.

Following the 2009 event, staff reviewed the records for enforcement during the time frame of the event and found that 3 concerns were received. None of the concerns were related to noise issues.

Public notice of this exemption request was advertised in the Guelph Mercury on May 8, 2010(see Attachment “A”)

## **ALTERNATIVES**

Permit the event to occur without an exemption to the City’s Noise Bylaw. This would have significant implications on the success of the event.

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Staff are of the opinion there is a finite size of event that can be permitted at this location. As the event continues to grow in popularity, it may be necessary to work with the event organizers to relocate it to a location that can better accommodate the number of people, activities, and noise.

**CORPORATE STRATEGIC PLAN**

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

**FINANCIAL IMPLICATIONS**

No cost

**DEPARTMENTAL CONSULTATION**

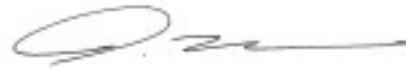
Guelph Police Service

**COMMUNICATIONS**

The Italian Canadian Club was advised that this report will be presented to the Environmental Services, Community Services and Operations Committee on May 17, 2010.

**ATTACHMENTS**

Attachment "A" - Public Notification of the Exemption Request



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**Prepared By:**

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Doug.Godfrey@guelph.ca

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**Recommended By:**

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Allister.McIlveen@guelph.ca



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**Recommended By:**

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

**Attachment A**



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## **PUBLIC NOTICE**

### **Noise Control By-law Exemption**

The Italian Canadian Club of Guelph has applied for an exemption to Schedule A of the City of Guelph Noise Control By-law (2000)-16366, as amended, to permit noise from the various activities associated with the 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 the crowd noise from 12:00 p.m. to 1:00 a.m., from July 9<sup>th</sup> to July 11, 2010.

The application will be presented to the City of Guelph's Emergency Services, Community Services and Operations Committee in a public meeting on May 17, 2010 at 5:00 p.m. in City Hall Committee Room 112, 1 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 May 14, 2010. 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 May 14, 2010.

For more information, please contact:  
Doug Godfrey  
Supervisor, Parking Regulation and Enforcement  
519-822-1260 x 2520  
Or by e-mail to [Doug.Godfrey@guelph.ca](mailto:Doug.Godfrey@guelph.ca)

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, May 17, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, May 17, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. S. Smith, Associate Solicitor; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on May 17, 2010 be confirmed as recorded and without being read.

Carried

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of July 19, 2010 as identified below, be adopted:

**a) New Guelph Civic Museum Update**

THAT Report #CS-MU-1016, dated July 19, 2010, providing an update on the new Museum project, be received for information.

Ms. A. Pappert

Carried

**Sustainable Neighbourhood Engagement Framework**

Mr. Sean Meagher, Consultant representing Public Interest, Strategy and Communications provided a synopsis of the purpose, the framework overview, vision, principles, activities, structure and funding of the neighbourhood engagement framework study. He then outlined the criteria, principles, governance and membership, reporting structure and the implementation plan for the neighbourhood support coalition.

Ms. Michele Altermann and Dana Berry-Nagao, Co-Chairs Neighbourhood Coalition, advised they endorse the report and are excited about the next steps for the neighbourhood groups.

REPORT

3. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the "Sustainable Neighbourhood Engagement Framework" and Transition Plan, as set out in Report #CS-IS-1015, be received and approved by Council;

AND THAT staff be directed to begin the Transition plan as described in Report #CS-IS-1015 in 2010 securing a 'host' organization by the end of 2010;

AND THAT the Director of Community Services and City Clerk be authorized to enter into a contractual agreement with the host organization for a period of up to 18 months, with the purpose of implementing the Framework by the end of the first quarter of 2012, the agreement being subject to the satisfaction of the City Solicitor.

Carried

### **Guelph Humane Society – Contractual Service**

Mr. Dave Young, President, Board of Directors, Guelph Humane Society, advised they are working on protocols regarding the use of T-61 with the Ontario Veterinary College.

Ms. Jackie Cooper has provided free grooming and training

Ms. Jill Taglietti expressed concern regarding her inability to obtain minutes from the Board.

Ms. Tracy Bolzon raised the concern regarding the lack of an Executive Director for 15 months.

Ms. Barbara Miller raised the concern that the Guelph Humane Society has not had a volunteer coordinator for over a year. She stated

Ms. Gaynor Fletcher, board member of the Guelph Humane Society, stated that board members have not been given access to log books ; T-61 is being used for wildlife. Raised concerns about election process – only posted on website – not everyone given info needed to solicit proxy votes – advised some proxies were paid employees, no limit despite previous limit set. Confidentiality agreements shouldn't be used – disregard for breach in contract – don't use T-61 properly – cardiac, not intravenous due to lack of training – tried to

remove her and 2/3 of membership – trying to revoke membership  
To get her off the board

Mr. Don Holman, expressed concerns surrounding the operating budget for the Guelph Humane Society. He does not believe there is enough financial accountability.

Ms. Mary Richardson, member of the Guelph Humane Society raised concerns regarding the election process for the Board of Directors. And expressed issues regarding treatment of her when she raised issues.

Ms. Kate Flannigan, a local veterinarian expressed concern regarding how T-61 is used at the Guelph Humane Society. It has been banned in many countries. Does not understand why they wouldn't use the most humane method of euthanasia.

Ms. Marlene Santin, expressed concern that the City is not getting all the information regarding statistics surrounding euthanasia and adoptions. Nearly 50% are euthanized.

Mr. Mike Seeman, citizen, expressed concern regarding the election process as well. He did not get info on how to obtain proxies, but experience board members had that information.

Ms. Michele Vindum, citizen and member of Guelph Humane Society, stated that despite signing request sheets, sending letters to president, and cannot obtain minutes, statistics, etc.

Ms. Barbara Kerson was not in attendance.

Mayor Farbridge stated that the issues mentioned have raised risk issues.

The Director of Operations & Transit advised there have been very little changes to the structure of the agreement in the last decade.

The CFO advised that staff will examine options to improve accountability.

3. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

REPORT

THAT the CFO be directed to review the agreement with the Guelph Humane Society Inc. with the appropriate staff in light of current best practices and whether there are merits in moving forward with an RFP process and report back to committee.

Carried

REPORT

4. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly  
THAT staff be directed to investigate the allegations pertaining to a breach of contract with the City of Guelph against the Guelph Humane Society and report back to committee.

Carried

**Guelph Transit Growth Strategy and Plan & Mobility Services Review**

Mr. Michael Anders, advised they have been working on the study for approximately one year.

Mr. Richard Puccini, Consultant, Dillon Consulting, outlined the purpose of the study, the vision for Guelph Transit, examination of mobility and conventional services, and recommended improvements. He also addressed the higher order transit that examined bus rapid transit, light rail transit, diesel multiple units and pod cars. He reviewed recommendations for service improvements and performance measurements, capital requirements and one-time costs and listed the benefits of the recommendations.

The meeting adjourned at 5:56 p.m.

Next Meeting: Tuesday, June 22, 2010

.....  
Chairperson

**- ADDENDUM -**

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

**Council Committee Room 1122 @ 5:00 p.m.**

**- July 19, 2010 -**

\*\*\*\*\*

**1) GUELPH HUMANE SOCIETY – CONTRACTUAL SERVICE (ECO-2010 A.32)**

Delegations:

- Jackie Cooper
- Jill Taglietti
- Tracy Bolzon
- Barbara Miller
- Gaynor Fletcher
- Don Holman
- Barbara Kerson
- Mary Richardson
- Kate Flannigan
- Marlene Santin
- Mike Seeman
- Michele Vindum

Correspondence:

- Jackie Cooper
- Jill Taglietti
- Tracy Bolzon
- Barbara Miller
- Don Holman
- Barbara Kerson
- Mike Seeman

**2) GUELPH FARMERS' MARKET – INSURANCE REQUIREMENTS (ECO-2010 A.35)**

Delegations:

- KC Hornsby
- Sam Bowman
- Catherine Mambourg
- Bob Watkins

My name is JACKIE COOPER, and I own Ruff Cuts, a dog grooming business in Guelph.

For the past 20 years, I have donated free grooming services and temperament training to the Guelph Humane Society. I estimate that I have donated over \$90,000 worth of services in the last 20 years.

After attending a T-61 Rally in downtown Guelph in September of 2009, my free services were suddenly no longer required, and I was banned from assisting the Guelph Humane Society shelter. Currently, the Guelph Humane Society is paying for these same grooming services.

With all these years of services to the Guelph Humane Society, I felt that I had valuable experience that would be beneficial on the Board of the Guelph Humane Society. However, my bio was only on the Guelph Humane Society website one week prior to the Annual General Meeting and I was also not given an opportunity to seek proxies through use of the Guelph Humane Society membership list as were some candidates.

**My name is Jill Taglietti and I am a citizen of Guelph, an animal lover and a member of the Guelph Humane Society. I am concerned that after multiple requests (and rejections) the minutes of Board meetings are unavailable to members of this organization. As this is a registered public charitable organization it should be required to operate with transparency and openness towards the public. This lack of transparency, reluctance to be accountable and unwillingness to share with its members what is being worked on begs the question....And are they serving the best interests of the animals and the Guelph community?**



**My name is Tracy Bolzon; I am a concerned citizen of Guelph and passionate about the welfare of animals. I am concerned that the Guelph Humane Society has had no Executive Director at the shelter for 15 months. No committee has been established, to my knowledge, to look at hiring a new Executive Director. Repeated requests from the membership to do so have been ignored by the Board. Who is currently running the shelter? How can the shelter, let alone a business, run with no form of leadership?**

My name is Barbara Miller. As a tax paying citizen of Guelph, I am concerned that, inspite of almost 3 million dollars worth of investments and securities, the Guelph Humane Society has avoided for a year the rehiring of a Volunteer Coordinator who could organize the free labour that is being offered by numerous service groups and citizens of Guelph.

However, without the approval or knowledge of the whole board, it was decided to hire a court reporting company to co-chair, tape and transcribe all meetings of this volunteer board from Feb 2010 to the present, as well as hire two policemen to be present at the Annual General Meeting in May 2010.

Good governance and governance training for this board would negate the necessity of these costs and the monies could be directed towards the development of an education program which would reduce the City's budget for the costs of collecting, housing and euthanizing strays and surrendered cats and dogs.

Don Holman

I am concern about the Guelph Humane Societies operational budget.

Everyone is presently aware that we are experiencing a global economic slowdown. As you are witnessing, this economic slowdown has had a negative impact on local tax revenues. The only ways available in this type of economy for the City of Guelph to meet its operational budget is to either cut back or eliminate services provided by the city or to raise taxes. City of Guelph taxpayers expect that our elected representatives will ensure our tax dollars are spent wisely. However, if services cannot be provided with the manpower available, additional manpower is hired to deliver these necessary services and the operational budget is adjusted accordingly.

At the Guelph Humane Societies' annual general meeting this past spring a financial statement was provided for the 2009 calendar year. This financial statement indicated almost three million dollars in investments held by the Humane Society, a substantial sum that any "not for profit" - charitable corporation would love to have on their books. While the Guelph Humane Society appears to be in sound financial shape in 2009, an operational budget for this present calendar year is lacking. Due to this lack of operational budget, it is unknown whether or not a shortfall or excess in operational monies exist.

The City of Guelph funds the Humane Society approximately \$384,000 per year plus additional costs incurred by the Humane Society that are related to specific operations however, the Guelph Humane Society does not have an "operational budget" that would indicate whether or not present funding is adequate, inadequate or substantially more than required. Presently, any monies paid by the City of Guelph to the Guelph Humane Society that are not directly targeted to specific operations, and remain unaccounted for, go directly into the coffers of the Guelph Humane Society and are not returned to the City of Guelph.

As this financial arrangement presently stands, there is no financial operational accountability and no incentive for the Guelph Humane Society to explore ways to save money for the City of Guelph and those taxpayers who ultimately shoulder these costs.

**As a tax payer I am concerned that this contract is being given to an organization which does not seem to <sup>be</sup> handling their finances in a very professional way. They do not seem to have a budget. I do not understand how an organization can function without a budget. They seem to be spending money on services that have been donated in the past. I am concerned that the organization may not be able to complete this contract as the members of the board are putting the financial health of the organization at jeopardy.**

**Barbara Kerson**

My name is Mike Seeman. I am a citizen of Guelph.

I am concerned that the recent election of Guelph Humane Society board members was unfairly executed. As a candidate for the Board, I had no idea that I could have solicited proxy votes using the Guelph Humane Society membership list. The material I received as a prospective board member did not include information on how to obtain proxies nor did the website until a week prior to the election. I feel as though my time and effort to obtain a seat on the Guelph Humane Society board was wasted because some Board members already knew who was going to win the election due to the large number of proxy votes they had secured through the use of the Guelph Humane Society membership list and prior to the bios appearing online one week before the Annual General Meeting.

# Guelph Humane Society Euthanasia Statistics 2000- 2008

Compiled by  
Marlene Santin

July 19, 2010

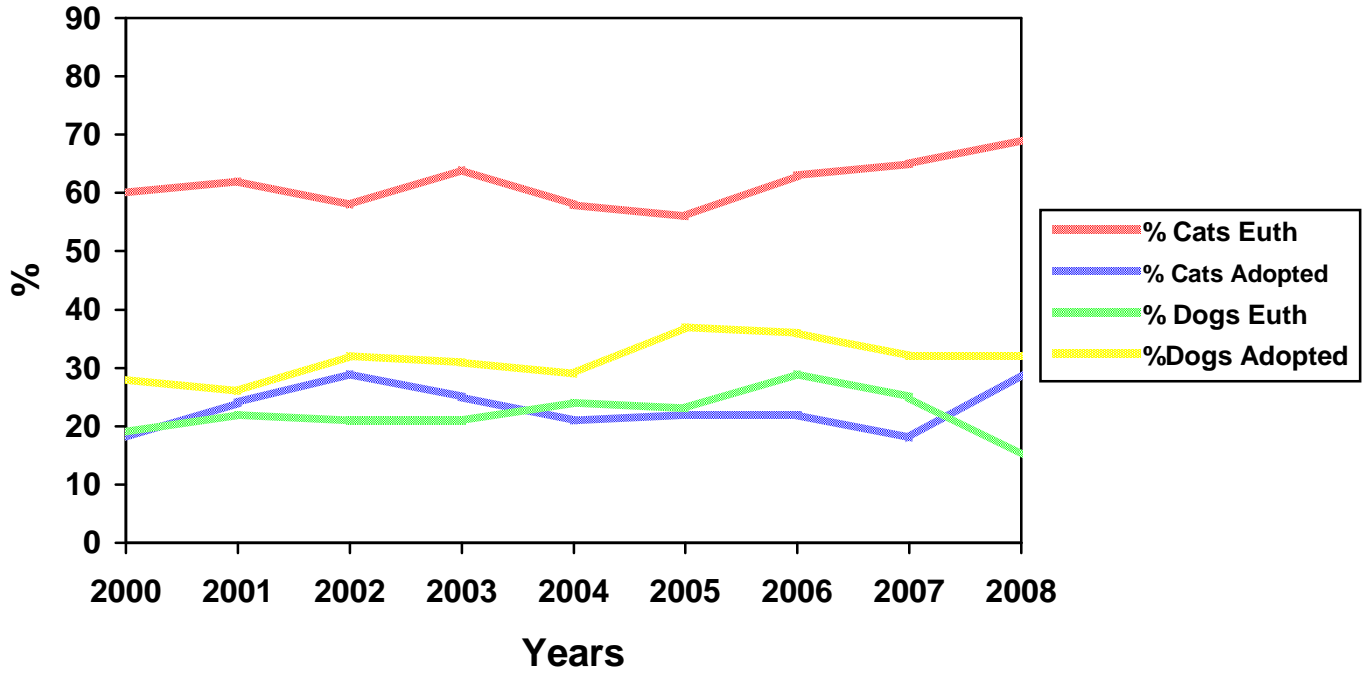
As a concerned citizen, I am asking that the Guelph Humane Society contract be reviewed because of the following concerns:

- A) The records that the city of Guelph receives with respect to the statistics for animals brought into the shelter only give you part of what is really happening because these statistics deal with figures that pertain to contract cats and dogs. These are not representative statistics. As a result, I maintain that you are only getting to see a very small part of what is really happening at the shelter.
- B) Statistically, the Guelph Humane Society has a history of euthanizing twice as many animals as they adopt out. From 2000-2007, they euthanized nearly 50% of all animals (cats and dogs combined) brought into the shelter, either through surrender or strays picked up by animal control officers.
- C) On average, the Guelph Humane Society euthanized on average 1279 animals per year from 2000 to 2008.
- D) On average, over 60% of the cats in the shelter (surrenders and strays) were euthanized from 2000 to 2008.
- E) There seems to be an institutional concentration on euthanizing rather than adoption, or networking with other animal welfare organizations that are more than willing to help with the large number of animals (especially cats) that end up in the shelter.

Please review the following charts:

- Figure 1:Yearly Percentage of Cats Euthanized, 2000-2008.....Pp. 2**
- Figure 2:Yearly Percentage GHS Animals Euthanized, 2000-2008.....Pp.3**
- Figure 3: Raw Number of Cats Euthanized 2000-2008.....Pp.4**
- Figure 4: Percentage of GHS Cats and Dogs Euthanized 2008-2009.....Pp.5**

Figure 1: % Cats Euthanized 2000-2008





**Figure 2: Percentage GHS Animals Euthanized 2000-2008**

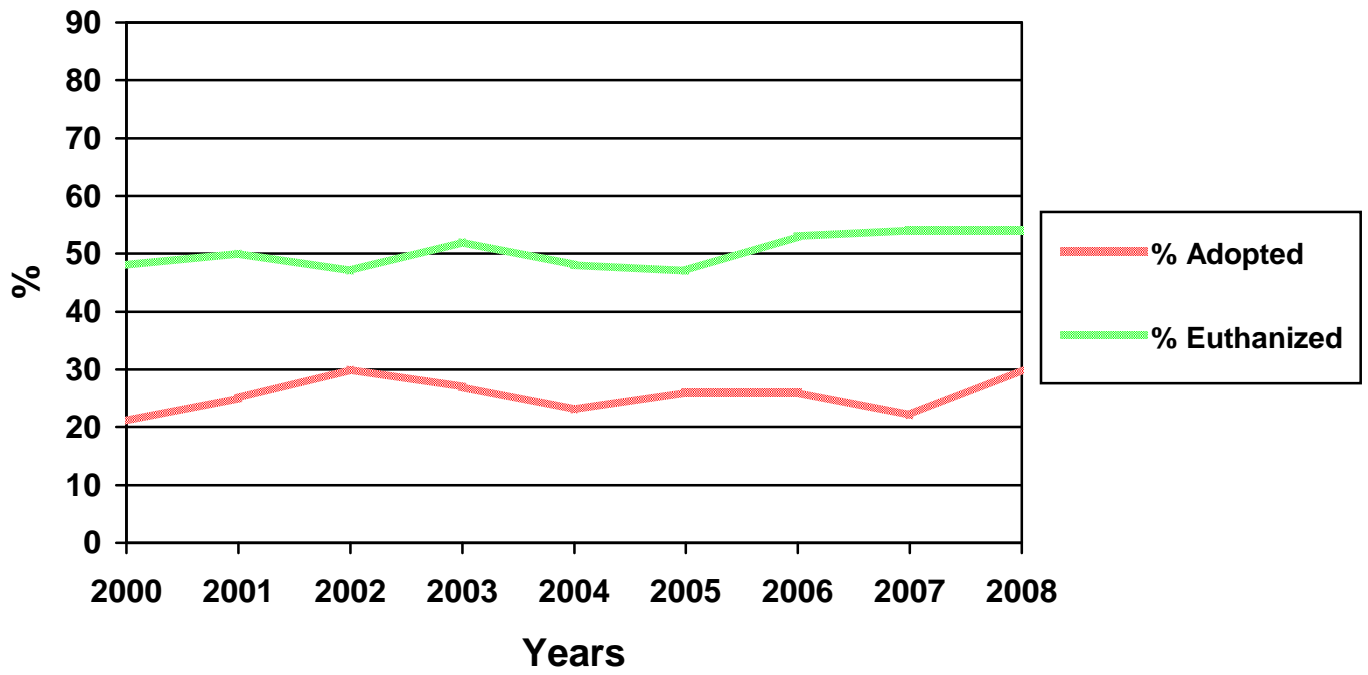
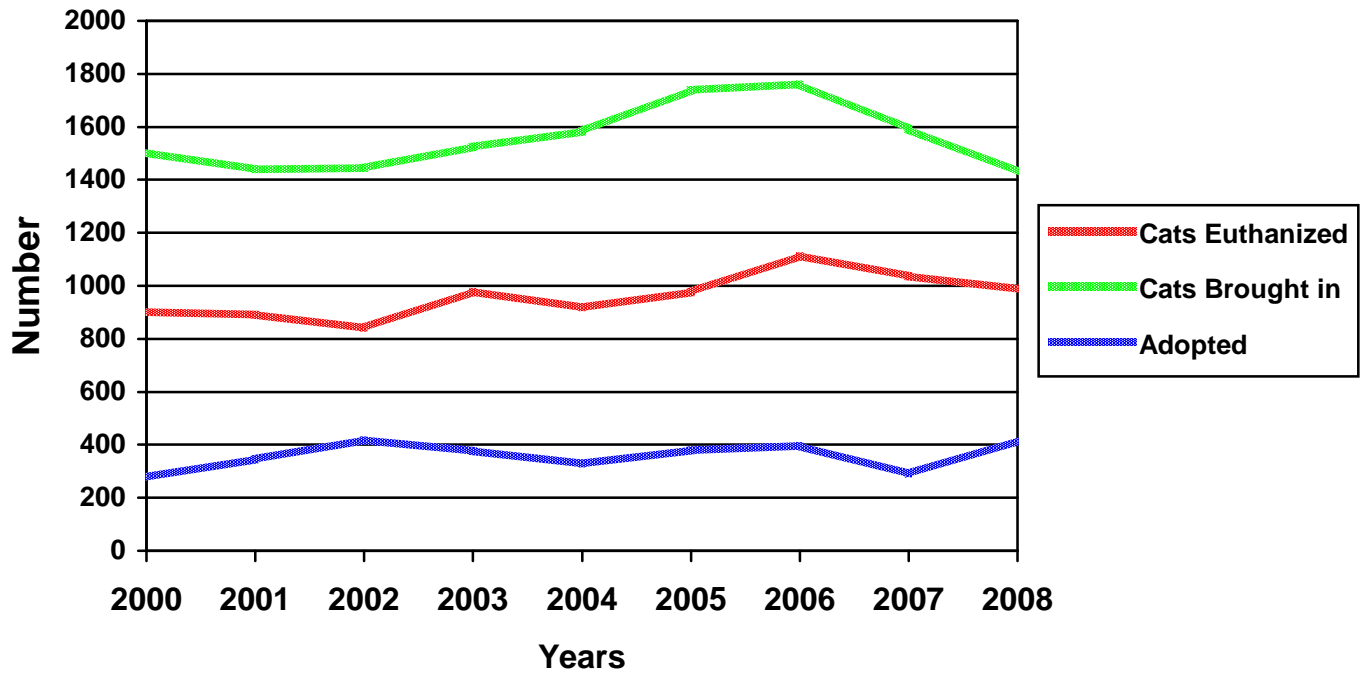
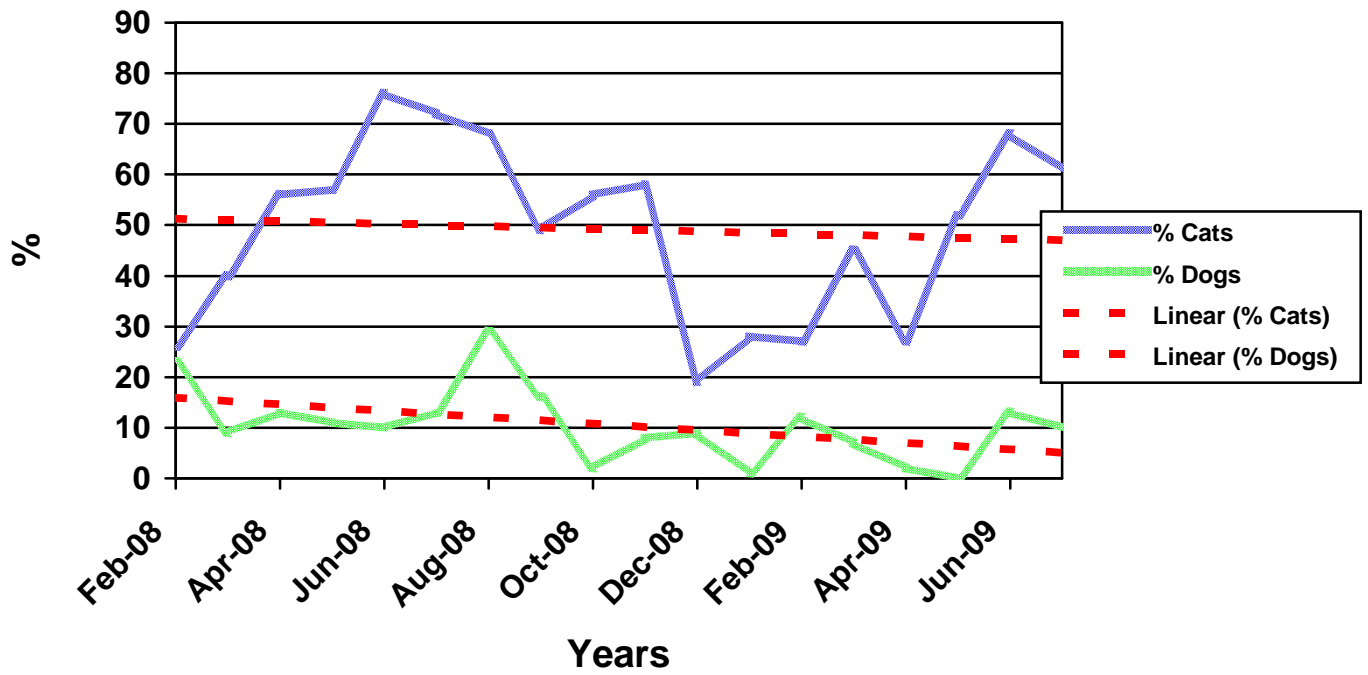


Figure 3: Raw Number of Cats Euthanized 2000-2008



**Figure 4: Percentage of GHS Cats and Dogs Euthanized 2008-2009**



Please: You will note a large drop in shelter animals euthanized (Dec 08 to April 09) after Elizabeth Bonkink's had been Director at the shelter.

# COMMITTEE AGENDA



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

DATE July 19, 2010

LOCATION Council Committee Meeting Room (Rm 112)

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

## CONFIRMATION OF MINUTES – May 17, 2010

## PRESENTATIONS (Items with no accompanying report)

- a) Guelph Humane Society

## 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-30 Sustainable Neighbourhood Engagement Framework		<ul style="list-style-type: none"> <li>Sean Meagher, Public Interest, Strategy and Communications</li> <li>Michele Altermann &amp; Dana Berry-Nagao, Co-Chairs, Neighbourhood Support Coalition</li> </ul>	√
ECO-31 Guelph Transit Growth Strategy and Plan & Mobility Services Review		<ul style="list-style-type: none"> <li>Richard Puccini, Dillon Consulting</li> </ul>	√
ECO-32 Guelph Humane Society – Contractual Service		<ul style="list-style-type: none"> <li>Dave Young, President, Board of Directors, Guelph Humane Society</li> </ul>	√

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ECO-33 Sports Field, Ice And Pool Allocation Policy Principles			
ECO-34 New Guelph Civic Museum Update			
ECO-35 Guelph Farmers' Market – Insurance Requirements			

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.

**CLOSED MEETING**

THAT the Emergency Services, Community Services & Operations Committee now hold a meeting that is closed to the public with respect to:

**Insurance Claims Update**

S. 239 (2) (e) and (f) Litigation or Potential Litigation / Advice that is subject to solicitor-client privilege.

**OTHER BUSINESS**

**NEXT MEETING** – August 23, 2010

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, May 17, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, May 17, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Farrelly

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Mr. S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. S. Smith, Associate Solicitor; Mr. A. McIlveen, Manager, Traffic & Parking; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on April 19, 2010 be confirmed as recorded and without being read.

Carried

2. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT the Emergency Services, Community Services and Operations Committee now hold a meeting that is closed to the public, with respect to:

**Education and Training of Members**

S. 239 (3.1) education and training of members.

Carried

The meeting adjourned at 5:02 p.m.

Monday, May 17, 2010

**A meeting of the Emergency Services, Community Services & Operations Committee closed to the Public**

Present: Councillors Findlay, Hofland, Laidlaw and Mayor Farbridge

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

Absent: Councillor Farrelly

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Mr. G. Hahn, Webmaster; Mr. G. Dupuis, Manager, IT Services ; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

Greg Hahn, Webmaster provided a demonstration and training to the Committee.

The meeting adjourned at 5:14 p.m.

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

**Monday, May 17, 2010 5:15 p.m.**

Present: Councillors Findlay, Hofland, Laidlaw and Mayor Farbridge

Absent: Councillor Farrelly

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Mr. S. Armstrong, Director of Emergency Services/Fire Chief; Mr. D. McCaughan, Director of Operations; Ms. S. Smith, Associate Solicitor; Mr. A. MacIlveen, Manager, Traffic & Parking; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

**Guelph and Wellington Task Force for Poverty Elimination**

Mr. Daniel Moore provided information regarding the establishment and activities of the Task Force. He then outlined the goals and next steps the committee is working toward.

The task force will report back on whether the requests for funding assistance for recreation programs is currently being met and advise on the best method of funding the needs of the Task Force. Mr. Moore stated they are working on coordinating a method to get fresh foods and perishables distributed that are available within the community.

**Leadership Guelph & Wellington Program**

Cathy Taylor, Executive Director, Volunteer Centre of Guelph/Wellington outlined the details and benefits of the Leadership Guelph and Wellington Program.

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

The following items were extracted from the May 17, 2010 Consent Agenda to be voted on separately:

ECO 2010-A.27 Long Term Monthly Parking Agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc.

1. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of May 17, 2010 as identified below, be adopted:

**a) Fire Services – Office of the Fire Marshal Annual Compliance Report**

REPORT

THAT the Office of the Fire Marshal "Annual Compliance Report" dated May 17, 2010 be received;

AND THAT the Mayor and the Director of Emergency Services be authorized to sign the declaration of compliance in completing all the necessary requirements as stated in Clause 2(1)(a) of the Fire Protection and Prevention Act.

**b) Emergency Services Grant Opportunity – Radio Interoperability**

REPORT

THAT the report dated May 17, 2010 with respect to the Emergency Services grant opportunity, be received for information;

AND THAT the Director of Emergency Services (or his delegate) be authorized to apply for said grant when the next grant application release date is known, act as the primary applicant for said grant and obtain support from partnered applicants.

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

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 June 1 and September 5 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 for 2010.



REPORT

**d) Festival Italiano – Noise Control Bylaw Exemption**

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 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 the crowd noise from 12:00 p.m. to 1:00 a.m., from July 9<sup>th</sup> to July 11<sup>th</sup>, 2010, be approved.

Carried

**Long Term Monthly Parking Agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc.**

Ms. Barbara Turley-McIntyre advised the Co-Operators continue to need the parking and they have the support of the Old Quebec Street Mall for this agreement.

Mr. Jason Ashdown, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc., was present to support the agreement. He commended the Co-operators for being good corporate citizens who value the downtown and it is important to have such a national brand in the downtown core to attract other businesses.

Mr. McCaughan, Director of Operations, provided a brief history of downtown parking needs and assured the committee that the current agreement is viable.

- 2. Moved by Councillor Hofland
- Seconded by Councillor Laidlaw

REPORT

THAT the Mayor and Clerk be authorized to sign an agreement with Co-operators General Insurance Company, Skyline Real Estate Holdings Inc., Skyline Incorporated and Skyway Estates Inc. for the provision of monthly parking permits subject to the final approval of the agreement by the Director of Operations and the City Solicitor.

Carried

The meeting adjourned at 5:56 p.m.

Next Meeting: Tuesday, June 22, 2010

.....  
Chairperson

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

**July 19, 2010**

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-2010 A.30) SUSTAINABLE NEIGHBOURHOOD ENGAGEMENT FRAMEWORK</b></p> <p>THAT the "Sustainable Neighbourhood Engagement Framework" and Transition Plan, as set out in Report #CS-IS-1015, be received and approved by Council;</p> <p>AND THAT staff be directed to begin the Transition plan as described in Report #CS-IS-1015 in 2010 securing a 'host' organization by the end of 2010;</p> <p>AND THAT the Director of Community Services and City Clerk be authorized to enter into a contractual agreement with the host organization for a period of up to 18 months, with the purpose of implementing the Framework by the end of the first quarter of 2012, the agreement being subject to the satisfaction of the City Solicitor.</p>	Approve
<p><b>ECO-2010 A.31) GUELPH TRANSIT GROWTH STRATEGY AND PLAN &amp; MOBILITY SERVICES REVIEW</b></p> <p>THAT the Emergency Services, Community Services &amp; Operations Report #CS-TR-1014 of July 19, 2010 pertaining to the Guelph Transit Growth Strategy &amp; Mobility Services Review, be received;</p> <p>AND THAT Council approve in-principle the recommendations and implementation plan contained in the Dillon Consulting Report "Guelph Transit Growth Strategy and Plan &amp; Mobility Services Review" related to Conventional Transit, Mobility Services and Higher Order Transit and the Implementation Plan be adopted as the blueprint to guide transit</p>	Approve

operations and development over the next five years, subject to annual budget deliberations;

AND THAT staff be directed to undertake the required activities in 2010 including discussions with potential industrial partners to prepare for the implementation of the 5-Year Plan for Conventional Transit and Mobility Services commencing no later than the summer of 2011;

AND THAT staff be directed to prepare a detailed plan for undertaking transit priority measures on roadways recommended in the Dillon Report for bus-rapid higher-order-transit service, taking into account implications for roadway geometry, functions and operations, and including timing and budget requirements, for Council approval prior to implementation;

AND THAT staff be directed to undertake discussions with municipal partners and provincial agencies to carry out a detailed assessment of the opportunities to implement interregional transit service between Guelph and Cambridge, Kitchener, Waterloo in the Region of Waterloo and potential for extending transit service areas in Wellington County , as identified in the Dillon Report;

AND THAT staff be directed to undertake a detailed assessment of using the Guelph Junction Railway (GJR) for providing rail-based higher-order-transit service in Guelph, taking into account implications for land use and supporting infrastructure, as identified in the Dillon Report.

**ECO-2010-A.32 GUELPH HUMANE SOCIETY – CONTRACTUAL SERVICE**

Receive

THAT the Operations & Transit Report for July 19, 2010 `Guelph Humane Society – Contractual Service’ be received.

**ECO-2010 A.33) SPORTS FIELD, ICE AND POOL ALLOCATION POLICY PRINCIPLES**

Approve

THAT the Allocation Policy Principles set out in Report #CS-IS-1017 be received and approved;

AND THAT staff be directed to develop the Pools, Sports Field and Ice Allocation Policies which reflect the overarching Policy Principles.

**ECO-2010 A.34) NEW GUELPH CIVIC MUSEUM UPDATE**

Receive

THAT Report #CS-MU-1016, dated July 19, 2010, providing an update on the new Museum project, be received for information.

**ECO-2010 A.35) GUELPH FARMERS' MARKET – INSURANCE REQUIREMENTS**

Approve

THAT the City's insurance practice requiring a certificate of insurance be applied to the Guelph Famers' Market.

**B Items for Direction of Committee**

**C Items for Information**

attach.

***Guelph***  
***Sustainable Neighbourhood***  
***Engagement Framework***

# Purpose

Operational review initiated by Community Services Department

- City's role supporting neighbourhood groups
- Potential elimination of Community Development Workers

# Summary of Consultations

## **Consultations Conducted:**

- 30 Interviews
- 5 Focus Groups
- 6 Feedback Sessions

## **People Consulted:**

- Neighbourhood Groups
- City Staff
- Community Engagement Coordinators
- Program Coordinators
- City Councillors
- F&CS Staff
- Funders and Partners
- County Staff
- Provincial Staff

# Summary of Consultations

- Across-the-board enthusiasm for the work of neighbourhood groups
- Neighbourhoods groups are effective, responsive: benefit communities
- Tensions because groups are informal and City is formal: creates constraints on the work
- Neighbourhood groups separate from the City, but City still plays a significant role
- Need for more clarity: of vision, supports, and staffing
- Neighbourhood groups could benefit from more transparency and accountability
- Enthusiasm from range of people and organizations to contribute resources and supports



# Framework Overview

- **Common Ground:** Vision, 4 Common Principles, Activities
- **Structure and Support:** NSC Structure, Governance, Resources and Supports, Allocation of Funding
- **Criteria:** Specific criteria and accountability mechanisms

# Vision

The City of Guelph's vision statement of the Sustainable Neighbourhood Engagement Framework, shared by communities and partners, describes the desired future of Guelph's neighbourhood group system:

*Engaged neighbourhoods make a positive difference to the health and well being of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and in small ways, in the shared activities that impact the circumstances, aspirations and opportunities of all who live there.*

# Principles

- Key rules for effective community development
  - Facilitate social capital via bonding current participants
  - Also bridge out to new communities
- All neighbourhood groups must pursue these to receive city supports and resources

# Principles

Four principles describe the work and underlying goals:

- Inclusive
- Engaging
- Belonging
- Responsive

# Activities

- Neighbourhood groups currently undertake a range of different activities
- There are specific types of activity that most effectively meet the vision and principles and are consistent with effective engagement
- Groups choose to undertake at least one type of activity
- Groups will decide which activities are best suited to local needs and the group's capacities

# Activity Categories

- Delivering accessible services
- Delivering responsive services
- Basic engagement
- Creating a sense of belonging
- Providing a voice for the community on issues

# Neighbourhood Support Coalition

- Build on its existing foundation and strengths
- Bring together partners and neighbourhood groups
- Coordinate partner-provided resources and supports to neighbourhood groups
- Support new groups where there is a demand and where the criteria can be met
- Build capacity among neighbourhood groups – work towards ensuring equity
- Provide more autonomy for the Neighbourhood Support Coalition
- Will require greater internal capacity, including new staff

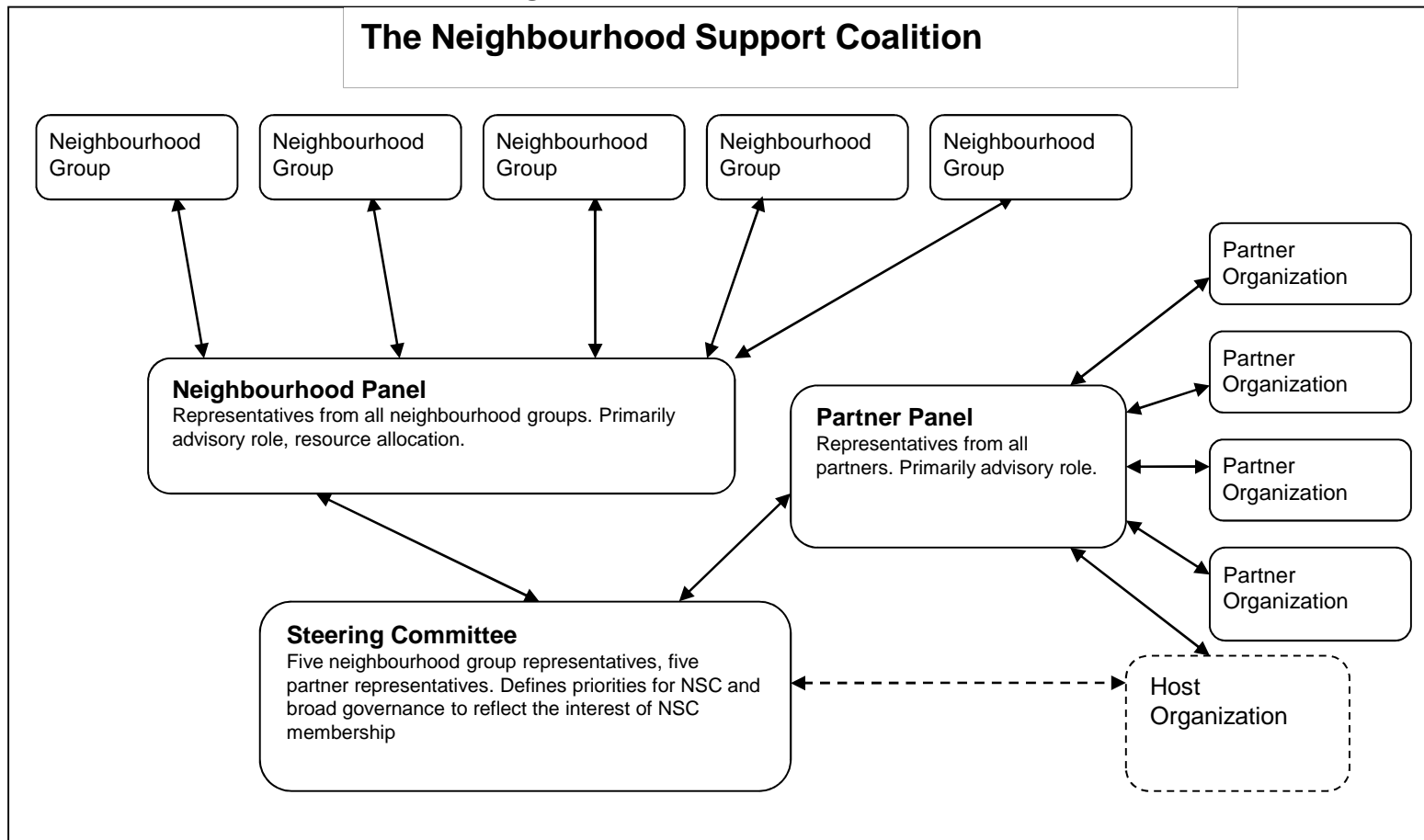
## **NSC – CD Workers**

- Address loss of Community Development Workers (currently supported by Family and Children Services)
- Coordinate resources for CDW-like staff at NSC, able to work with those neighbourhoods in greatest need, and report to the Coordinator of the NSC



# NSC Governance Structure

- Several governance models were reviewed and the following model was determined as working best



# NSC Structure

## Partner Panel

- Representatives from neighbourhood group partners – that have at least a city-wide mandate.
- The City would chair and lead the partner panel through the transition period and perhaps longer

## Neighbourhood Panel

- All neighbourhood groups must sit on the neighbourhood panel.
- Coordinates the participatory budgeting allocation process.

# NSC Structure

## **Steering Committee/Board**

- 5 elected representatives from neighbourhood panel.
- 5 elected representatives from partner panel.

## **Host Organization**

- During the initial transition period to an incorporated non-profit, there will need to be a host organization to house and resource the NSC.

# Resources

- The Framework recognizes that all stakeholders contribute different critical resources and supports – not just funding
- Many already in place, informally or ad hoc
- Should be formalized in the framework
- NSC can act as a resource centre and allocations body, well placed to coordinate the flow of some of these resources and supports

# Resources

Resource	Details
<b>Access to City Hall</b>	Ensuring that NGs face minimal barriers accessing appropriate departments/staff/systems and services.
<b>Permits/fast track for municipal services</b>	Related to above – City provides permits for community events, fast track for safety audits and other service requests from NGs
<b>Space</b>	Office space, meeting space, program space, storage space
<b>Insurance</b>	Covers liability for staff and programs
<b>Staff</b>	For guidance, programming support, organizational development
<b>Human resource help</b>	Hiring committees, policies, conflict resolution, problem solving
<b>Charitable host</b>	To allow NGs to apply for grants in transition to incorporation
<b>Audit/bookkeeping/financial services</b>	Supports to NGs to develop capacity
<b>Templates/guidelines</b>	Simple tools for financial management, planning, program design, by-laws
<b>Training/mentoring</b>	Skills development for volunteers and staff
<b>Organizational development</b>	Staff to support NGs with specific challenges and development strategies (outreach/engagement/ board/committee development etc.)
<b>Research/information</b>	Demographic information, service inventories, system navigation info
<b>Communications</b>	Newsletters/flyers/translation, web-site development
<b>Special projects</b>	Joint fundraising, engagement with city-wide initiatives

# Funding Allocation

- Current process is a good example of grassroots democratic practice for distributing funds
- Accountability, transparency issues
- The new allocation model works to maintain values and benefits of participatory budgeting while addressing the current challenges of the process

# Funding Allocation

- All funds allocated through the participatory budgeting
- Multiple funding streams, based on donor priorities
- Greater disclosure from each group
  - Report on accomplishments in the last year
  - Budget (costs and functions)
  - Summary of current accounts
  - Action Plan that justifies programs for the coming year
  - Size and boundaries of catchment area
  - Additional information to funder eligibility

# Funding Allocation

## City Funding Stream:

- Prioritization based on how resources serve vision and principles
- Funds distributed help neighbourhood groups develop through volunteer building, outreach, engagement, or program development
- Neighbourhood groups are actively growing their programs and finding ways to make those programs more self-sufficient, when they are able
- Fundraising by groups is expected as a way to support ongoing activities



# Criteria

- Under the framework, neighbourhood groups must be members of the NSC to receive funds
- To be eligible for membership, groups have to meet key criteria.
- These criteria help the neighbourhood groups by ensuring they are accountable to both funders and partners, as well as residents.
- Two key components of this accountability are ***transparency*** and ***clearly stated goals***.

# 1. Following the Principles

**Neighbourhood groups will be required to show how their activities further the core principles annually.**

Criteria	What it includes
Action Plan	<ul style="list-style-type: none"> <li>•Activities that the NG will undertake (i.e. special events, programming, services, etc.)</li> <li>•Description of how these activities relate to the core principles.</li> </ul>
Inclusion and Outreach Plan	<ul style="list-style-type: none"> <li>•Outreach activities that the NG plans to undertake</li> <li>•Description of how the NG will ensure that it's activities and operations are inclusive</li> </ul>

## 2. Participation in the NSC

**The effectiveness of the NSC as an organization depends on the participation of neighbourhood groups. Neighbourhood groups will be required to participate in the NSC via the Neighbourhood Panel and work with each other to provide support and mentorship.**

Criteria	What it includes
Representation on NSC neighbourhood panel	<ul style="list-style-type: none"> <li>•Every neighbourhood group elects one representative to sit on NSC neighbourhood panel.</li> <li>•Attendance requirements.</li> <li>•Voluntary representation on task forces and ad hoc committees.</li> <li>•Fundraising collaboration</li> </ul>

# 3. Governance and Membership

**In order to remain accountable to their residents, neighbourhood groups will operate under a not-for-profit governance model.**

Criteria	What it includes
Elected Board	<ul style="list-style-type: none"> <li>•Annual elections.</li> <li>•Outreach and inclusion to build membership</li> <li>•Open eligibility requirements.</li> </ul>
Bylaws	<ul style="list-style-type: none"> <li>•Bylaws filed with the NSC and available on group websites.</li> </ul>
Minutes	<ul style="list-style-type: none"> <li>•Groups will make publicly available the minutes of their meetings.</li> </ul>
Boundaries	<ul style="list-style-type: none"> <li>•Groups will define the geographic areas they serve in their bylaws.</li> <li>•When new groups form, they will work with the NSC+ to establish the boundaries of the area they will serve.</li> <li>•The NSC Steering Committee will have final approval over boundaries.</li> </ul>

# 4. Ongoing Reporting

**Neighbourhood groups will produce annual reports about the types of activities they offered and some of the successes of these programs. As well, neighbourhood groups will make available information about their finances. Both reports will be made publicly available by a specified date determined by the NSC Steering Committee.**

<b>Criteria</b>	<b>What it includes</b>
Annual report made publicly available	<ul style="list-style-type: none"> <li>•Community impact activities that the NG undertook.</li> <li>•Number of participants served.</li> <li>•Number of volunteer hours.</li> <li>•Stories that highlight the success of how the neighbourhood group contributes to the principles.</li> </ul>
Annual financial report made publicly available	<ul style="list-style-type: none"> <li>•Information about how previous year funds were spent or saved.</li> <li>•Report on any fundraising activities.</li> </ul>

# **Implementation Plan**

**Goal: for the NSC to become an autonomous organization capable of coordinating and supporting new and existing neighbourhood groups in Guelph.**

## **Two Sets of Actions:**

- **Building the NSC Structure and securing a host organization**
- **Neighbourhood Groups Meet the New Criteria**

# **Building the NSC Structure**

## **Bringing Panels Together and Finding a Host Organization**

**Approximate Timeline: June 2010 to February 2011**

- Current NSC Board becomes the Neighbourhood Panel
- Establish the Partnership Panel
- Host a founding meeting to elect members to the NSC Steering Committee
- Secure a host organization

# Building the NSC Structure

## Planning the NSC

### Timeline: February 2011 to February 2012

- Revise implementation plan as needed for first two years of NSC in conjunction with the host organization
- Develop a budget for the NSC in conjunction with the host organization
- Start to flow financial resources to the host organization for the NSC's operating budget
- Transfer City's role as transfer agent of resources to the host organization
- Hire the NSC coordinator



# Building the NSC Structure

## New NSC Functions

### Timeline: February 2011 to February 2012

- Take over insurance provision for groups
- Resources continue to flow from the City and other Partners
- Hire CEC and CDW-like positions
- Enter into partnership agreements with various partners for resources (i.e. space)
- Implement and oversee allocation process
- Make a decision about NSC becoming a stand-alone organization or hosted

# Meeting the Criteria

## General Membership Criteria

- Determine benchmarks of participation and attendance to continue to sit on Neighbourhood Panel and receive NSC supports and resources
- Develop templates and guidelines to support neighbourhood group governance

# Meeting the Criteria

## **Past Activity Reports (to be used in the allocation process)**

- Develop templates based on existing activity reporting mechanisms
- Develop templates based on existing financial reporting mechanisms

## **Upcoming Activity Reports**

- Develop Action Plan template
- Develop Inclusion and Outreach Plan template

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE July 19, 2010

**SUBJECT Sustainable Neighbourhood Engagement Framework**  
REPORT NUMBER CS-IS-1015

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## **RECOMMENDATION**

THAT the "Sustainable Neighbourhoods Engagement Framework" and Transition Plan, as set out in Report #CS-IS-1015 be received and approved by Council;

AND THAT staff be directed to begin the Transition plan as described in Report #CS-IS-1015 in 2010 securing a 'host' organization by the end of 2010;

AND THAT the Director of Community Services and City Clerk be authorized to enter into a contractual agreement with the host organization for a period of up to 18 months, with the purpose of implementing the Framework by the end of the first quarter of 2012, the agreement being subject to the satisfaction of the City Solicitor."

## **BACKGROUND**

Since the 1997 approval of the 'Recreation, Parks and Culture Strategic Plan – Vision 2007' the City of Guelph has been committed to the development of neighbourhood-based programs and services through active citizen involvement and leadership. Specific to Neighbourhood groups, the 1997 Strategic Plan recommended that:

*"Neighbourhood groups will be established throughout all parts of the City and nurtured with assistance/guidance from municipal or Leisure Networks staff and volunteers, as well as by a city-wide coalition of neighbourhood groups. The role of these groups will be to help build stronger, healthier, more vibrant neighbourhoods that will also be more 'hands-on' involved in providing locally-based leisure thorough multi-age centres and other activities and initiatives."*

The Leisure Network was to be a "strong, efficient, effective and cohesive leisure delivery system that is multi agency, partnership based, relatively seamless and organized around an integrated and well coordinated Leisure Network of providers in the public, commercial and non profit sectors."

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The City's support for neighbourhood groups was outlined in the Neighbourhood Partnership Policy adopted by City Council in 2001. This policy reflects *'a commitment to move towards utilizing and fostering a community development approach for the provision of recreation and leisure opportunities and includes the enhancement of the quality of life and community wellness through active citizen involvement and leadership in community life activities'*.

The policy outlines the resources the City provides to support and assist neighbourhood groups including community development, partnership building, financial support, staffing resources, insurance coverage and space allocation. The role of the City through the Community Services Department was defined as *'resource, advisor, facilitator and/or in a consultative role for all neighbourhood groups.'* City staff played a very active role in the initiating stages of neighbourhood groups. The City also provided financial, ongoing staff support, administrative support and some operational support to neighbourhood groups through the Neighbourhood Support Coalition (NSC).

#### Impact of Growth

At the March 25<sup>th</sup>, 2008 meeting of City Council, a unanimous motion required that "Community Services staff be directed to look at the long term plan and sustainable development of the neighbourhoods". This motion was in response to requests for increased grant funding to the NSC arising from growth.

Staff responded with Information Report CS-CD-0820 entitled "Neighbourhood Development Updates" which outlined the scope of City resources and services that support the work of neighbourhood groups and the Neighbourhood Support Coalition (NSC). In that report, Council was advised that it supports 12 active neighbourhood groups at different stages of development through a budget of \$569,650. It has also begun to work with three emerging groups. In 2008, 13,068 individuals participated in programs and community events operated in neighbourhood locations.

Further, staff identified the following issues and changes have evolved since the original policy of 2001:

- neighbourhood residents coming together for specific issue resolution that are not necessarily recreation or leisure focused;
- social services needs pressing neighbourhoods to deliver programs beyond the original scope of recreation and leisure;
- increased community engagement with evolving needs for facilitation, support and partnership with the city;
- changes within the relationships between agencies, funders and leaders.

In 2008 staff identified that there was no current, integrated, sustainable or strategic plan or framework that could respond to the growth and development of neighbourhood groups or informal resident arrangements which addressed these issues. During this time there was also the continued work of incorporated resident associations, and the evolving role of rate payer associations focused on issues relating to planning within their neighbourhood.

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“Neighbourhood Long Term Development Strategy” as per report CS-NE-0904 outlined a review to respond to these issues and to determine how the City partners with neighbourhood groups. The goals of the project are as follows:

- Refresh and re-affirm the City’s vision/philosophy for a neighbourhood/grass roots focus on service delivery.
- Conduct research on issues and best practices with regards to neighbourhood development work.
- Complete a comprehensive review of the City’s current practices/policies/resources that support neighbourhood group development and the delivery of neighbourhood-based programs and services.
- Conduct a public engagement process that includes neighbourhood group leaders, program participants, staff and members of City Council at various stages of the planning process.
- Identify key stakeholders and potential partnerships through the participation of multiple stakeholders in the planning process.
- Prepare recommendations and related financial implications to support the long term sustainable growth of neighbourhood groups

Council approved proceeding with this study and Community Services secured the services of a consultant to undertake the work. Council has been receiving updates throughout the project and they are included in Appendix A

## **REPORT**

This report describes the outcomes of the review process and provides an overview of the Sustainable Neighbourhood Engagement Framework (SNEF) which explores the way in which the City partners, and engages with specific neighbourhood groups to building healthy and vibrant communities through programming and civic engagement. (See Appendix B for the Executive Summary of the SNEF Report)

During the process, the Community Services Department was asked to include in the SNEF a response to how the community can address the impact arising from the elimination of funding for Community Development (CD) workers currently provided by Family and Children’s Services (F&CS); workers who strive to pro-actively meet the needs of vulnerable neighbourhoods.

## **Study Process**

The City secured the services of the consultants named ‘Public Interest Strategy and Communications’ who undertook the study. Public Interest was guided by a 16 member Advisory Committee comprised of neighborhood group volunteers and Neighbourhood Support Coalition (NSC) members, community agency partners and city staff. (See Appendix C for committee membership).

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The SNEF Advisory Committee worked collaboratively to conduct the study and to develop a framework that neighbourhood volunteers, the NSC, community agency partners and city staff could all endorse. The study consisted of the following components:

- A literature review of best practices based on empirical studies and research on community-led service delivery and governance models for the delivery of neighbourhood engagement work.
- An environmental scan which included the history of the NSC and policy development, related corporate policies, community profiles and information specific to each neighbourhood group
- Community consultation to gather information to develop the framework. Consultation included: 30 Interviews and 5 Focus Groups involving neighbourhood group volunteers, City staff, City Councillors, F&CS staff, funders, partners, County and Provincial staff. These same participants were invited to follow up sessions to provide feedback on the draft framework and 50 people participated these sessions.

### **Key Findings of the Study**

Some of the key study findings included:

- the importance of the work of neighbourhood groups in contributing to the health and well being of the community; and a recognition that as communities in Guelph continue to transform, the functions of neighbourhood groups will only become more important because they are uniquely placed to identify emerging issues and appreciate the context of these changes, as well as to find innovative, responsive and appropriate ways of addressing them;
- a recognition that neighbourhood groups have taken on a broader range of activities than those outlined in the Neighbourhood Partnership Policy (2001) and could be involved in a broader array of activities within neighbourhoods by focusing on creating a stronger sense of belonging for more residents in neighbourhoods and enhancing civic engagement by finding ways to bring neighbourhood voice to issues of concern;
- that the City, as a municipal institution, was ill-suited to directly hosting flexible, grassroots neighbourhood groups in such a heavily interconnected way. The highly regulated nature of municipal governments and the extent to which they are obliged to minimize risk are difficult for volunteer-driven organizations to accommodate. An example is that all neighbourhood groups who employ staff are required to meet all human resource policies of the City because the groups' staff are city employees. This challenge is found in

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Guelph and has been identified in similar circumstances in jurisdictions around the world;

- building social capital is critical to the success of neighbourhood groups. Social capital is the resource made up of the networks and shared interests and skills of a community that is so critical to the success of communities. Social capital works best when the “bonding” capital, which brings people together around a shared goal and encourages them to contribute their time and capacities, is paired with “bridging” capital, which links together ever-widening circles of relationships to build broader, stronger, more effective networks. By “bonding” and “bridging”, by strengthening connections and reaching out, groups grow stronger.
- enhanced reporting requirements are necessary to promote an open and transparent grant allocations process to assure partners, funders and neighbourhood group volunteers that funds are optimally deployed.

### **Framework Elements**

Public Interest and the SNEF Advisory Committee worked collaboratively to develop a framework that neighbourhood volunteers, the NSC, community agency partners and city staff could all endorse. The framework makes clear how the neighbourhood groups function and include a governance model. It consists of: a vision statement, core principles, neighbourhood group activities, resource requirements and criteria for neighbourhood groups to be eligible for City support, a governance structure and the role of partners.

The vision statement is a new vision developed and endorsed through the consultation process.

#### **A Vision Statement:**

“Engaged neighbourhoods make a difference to the health and well being of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and in small ways, in the shared activities that impact the circumstances, aspirations and opportunities of all who live there and raise the quality of life for Guelph as a whole.”

#### **1. Core Principles for Neighbourhood Groups:**

Four common principles describe the current work and underlying goals of neighbourhood groups. These principles also provide future direction and must be both reflected in the work of neighbourhood groups and consistently practiced for groups to be supported by the City and the NSC.



- **Inclusive:** Neighbourhood groups create programs, provide spaces and are governed in ways that are inclusive. Neighbourhood groups actively work towards reducing barriers that might otherwise prevent residents from participating.
- **Engaging:** Neighbourhood groups work to include residents in their decision-making process and in the implementation of programs and activities.
- **Belonging:** Neighbourhood groups strive to create a sense of belonging and community in the neighbourhoods they serve.
- **Responsive:** Neighbourhood groups must constantly adapt and respond to the needs, interests and wishes of their growing range of participants by developing new programs and modifying existing ones.

2. Activities of Neighbourhood Groups:

Neighbourhood groups currently undertake a multitude of activities that meet the above principles and vision. The list below catalogues the work of current neighbourhood groups and provides some guidance and clarity about expectations for new neighbourhood groups.

In the new framework, Neighbourhood Groups may now choose to undertake only one, or undertake multiple types of these activities.

The framework moves from the past ten years of work on the delivery of recreation and leisure programming and the evolving delivery of social services to include opportunities that purposefully create a sense of belonging and seek to build a stronger community voice on issues such as public policy, engagement processes, and advocacy.

Types of Activities	Examples
Delivering accessible services (economic, physical, social)	<ul style="list-style-type: none"> <li>• Programs with fee subsidies</li> <li>• Physically accessible space and supports</li> <li>• Variety of programs for different ethno-cultural groups</li> </ul>
Delivering responsive services (relevant, appropriate)	<ul style="list-style-type: none"> <li>• Adjusting programs and services based on need</li> <li>• Soliciting feedback from the community</li> <li>• Programs focused on social need</li> </ul>
Basic engagement (decision-making processes, fostering dialogue)	<ul style="list-style-type: none"> <li>• Newsletter, flyers, emails for events</li> <li>• Activities designed to build engagement</li> <li>• Active recruitment of neighbourhood leaders</li> </ul>

Creating a sense of belonging (involvement, outreach, awareness, leadership)	<ul style="list-style-type: none"> <li>• Community BBQs</li> <li>• Festivals</li> <li>• Capacity building workshops</li> </ul>
Providing a voice for the community on issues (policy process, advocacy, community issues)	<ul style="list-style-type: none"> <li>• Community meetings on issues</li> <li>• Information sessions with government staff</li> <li>• Community organizing</li> <li>• Lobbying</li> </ul>

3. Resources for Groups involved in the Sustainable Neighbourhood Engagement Framework:

The Framework is based on the understanding that the City, neighbourhood groups, other partnering community agencies and institutions, all play a part in supporting the neighbourhood group system. A list of the kinds of resources required by neighbourhood groups was provided as well as the stakeholder(s) that could potentially provide them. The list includes: space, insurance, training, neighbourhood profile data, staff, for instance.

4. A New Governance Structure for the NSC:

It is proposed that the NSC build on its existing foundation and strengths and become a new incorporated, non-profit organization acting as a bridge between the City, partner organizations and neighbourhood groups to achieve the shared vision for neighbourhoods and to coordinate the flow of multiple resources and while providing support for capacity development of groups.

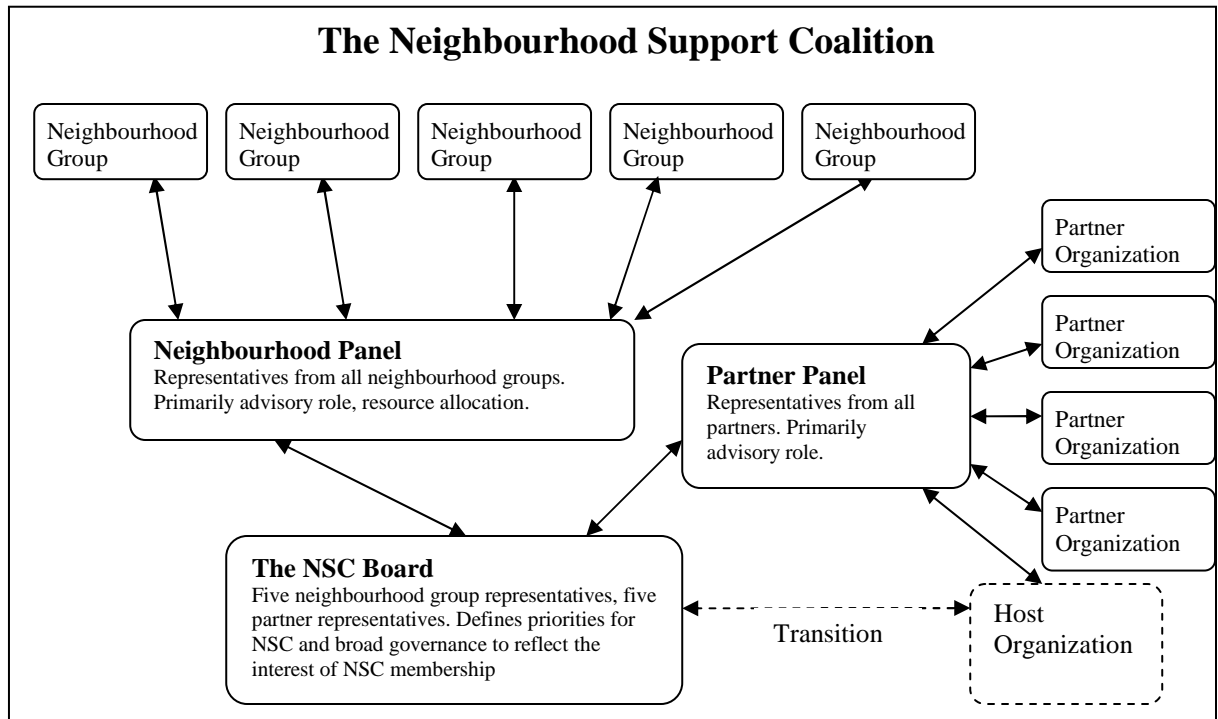
This change provides the NSC with the autonomy to make decisions and determine priorities to achieve the vision of sustainable neighbourhood engagement. A new governance model has been recommended as follows:

The NSC Board would include both elected community leaders from neighbourhood groups and a selection of major partners. The two panels, the Neighbourhood Panel and the Partner Panel inform the NSC Board.

A Neighbourhood Panel would be similar to the current structure of the NSC, with each neighbourhood group being represented on the panel to discuss issues, advise the Board, mentor and network with each other.

A newly created Partners Panel would include representatives from a selection of major partners meet to network, discuss issues/solutions and advise the Board. Committed partners to date include:

- Family and Children Services of Guelph/Wellington,
- the Guelph Community Health Centre,
- the Upper Grand District School Board,
- the Volunteer Centre of Guelph/Wellington,
- Guelph Police Services and
- Trellis Mental Health and Developmental Services



5. Criteria for Neighbourhood Groups Involved in SNEF:

The Framework more specifically articulates the criteria for neighbourhood groups to be part of the NSC. It moves away from the former development model for neighbourhood groups that anticipated their eventual incorporation, recognizing instead the fluid and context sensitive nature of neighbourhood groups.

In the Framework neighbourhood groups will need to show that they:

- support the vision,
- consistently act in accordance with the principles,
- undertake at least one of the activities outlined in the framework (deliver accessible and responsive programs, conduct basic engagement activities, create a sense of belonging, provide a voice on community issues),
- participate on the Neighbourhood Panel of the NSC.

Further, these criteria will help support the framework by ensuring that neighbourhood groups remain accountable to their funders and their partners, as well as their local residents. Two key components of this accountability are 1) transparency (in their processes and finances) and 2) sharing clearly stated goals. Both these components are known to be very important to ensuring a sustainable organization.

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To evolve greater sustainability, as part of the allocations process groups will now be required to:

- prepare an annual report of their activities,
- prepare a financial report,
- develop an action plan for next year's activities,
- develop an inclusion and outreach plan.

Through the transition phase, groups will develop clear, non-conflicting boundaries with other neighbourhood groups, and support will be provided to meet these requirements.

### **The Role of the City (Community Services)**

The Framework provides a vision for the work of neighbourhood groups, principles to guide how the work is to be done, a broader array of neighbourhood group activities that echo the interests of the City and a governance model for the NSC that provides a recognized role for partners and neighbourhood leaders in the strategic use and cultivation of resources, for the work of neighbourhoods.

In this new framework and in recognition of the need for the NSC to be an autonomous organization, the City moves from being the main 'facilitator and supporter' of the NSC to being one of many community partners who share the principles of community development as practiced through the activities of neighbourhood groups.

During a period of eighteen months while the NSC moves to its new governance model, the Community Services Department is committed to continuing to provide a range of resources and expertise to support the effective functioning of the NSC. These resources include: funding for the NSC to support its work in the way that best reflects needs and priorities as well as ongoing advice and support of City staff involved with neighbourhood engagement work.

### **Benefits of the Sustainable Neighbourhood Engagement Framework**

The proposed framework offers many benefits to the City, community and agency partners such as:

- Builds on historic base of work with partners and the NSC
- Developed through a solid community engagement process
- Research indicates the specific combination of the five neighbourhood group activities in the framework (delivering accessible and responsive services, basic engagement, creating a sense of belong and providing a voice on community issues) provide the most benefit to neighbourhoods

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- Clarifies the vision for neighbourhood work, the principles to undertake the work and the activities that describe the work to ensure a wise investment of City resources
  - Sets in place increased accountability for program goals, financial reporting, outreach and mentoring for neighbourhood groups and the NSC
  - Governance structure provides ongoing support and buy-in of community partners, the City and other funders
  - Enhances dialogue and transparency in the participatory budgeting process to ensure a fair and transparent process
  - Requires neighbourhood groups to disclose a variety of information (related both to programs and finances) prior to the fund allocation process to support informed and collective decisions
  - Recognizes the value of F&CS, Community Development Worker contributions. While it does not resolve the current funding issue for these positions in the short term, the framework provides a collaborative structure to discuss funding options going forward.
  - Re-defines the nature of the City's role as an active partner rather than a sponsor
  - Opens up new ways and potential partners for the City, and the NSC in its neighbourhood work, particularly with activities involved in creating a sense of belonging and providing a community voice to issues of neighbourhood interest where some resident associations or rate payer groups have played a role
  - Addresses the sustainability of neighbourhood groups by engaging more partners to support the work, identifying criteria for new groups and a structure to support the new group development

### **Response to the Framework**

The framework was created through a collaborative process by the SNEF Advisory Committee (consisting of 16 members from neighbourhood groups, community agencies, F&CS, City staff and the NSC), endorsed by the NSC and supported by Community Agencies currently working with neighbourhood groups. There are no recommendations in the SNEF report created by the consultants. Public Interest Strategic Communications and the Advisory Committee created a framework that not only responded to each groups needs but positioned the NSC for a broader scope of work in the future.

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## **Next Steps**

### Transition Plan

A detailed transition plan has been developed to support the implementation of the framework with timelines and milestones. (See Appendix D)

### Key Steps

There are two principle key steps to the transition which are: to secure a host organization to oversee the transition and to work with neighbourhood groups to meet the new criteria.

- 1) **Secure a Host Organization:** A host organization will oversee the transition of the NSC to incorporate as a non-profit. Further work is required to determine a process for the selection of the host organization and this work will happen in conjunction with building the Neighbourhood and Partner Panels and the NSC structure. It is anticipated that a host organization be selected within the next 4-6 months

The host organization should be a registered not-for-profit located in Guelph with an understanding of community engagement work. They would have the experience and expertise to work in a mentoring relationship to guide the development of a non profit group. The host organization will in turn hire the NSC Co-ordinator to assist with the transition

- 2) **Neighbourhood Groups Meet the New Criteria:** During this transition to a new NSC structure, existing neighbourhood groups will work towards meeting the new membership criteria outlined in the framework.

During this period, the City will continue to support neighbourhood groups during this transition phase until a suitable host organization has been secured, or the new incorporated NSC has been developed.

A detailed staffing plan for City staff that currently support the work of neighbourhood groups both directly with on-site programs in the neighbourhood, as well as the community engagement co-ordinator staff who provide support to the voluntary boards of neighbourhood groups, will be submitted as part of the overall transition plan which is anticipated to last 18 – 24 months.

A reporting system will be developed. The transition plan will continue through 2011 and the first quarter of 2012 with reporting on key milestones as identified in the agreement between the City and the host organization.

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## **CORPORATE STRATEGIC PLAN**

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

2.1: A complete community with services and programs for children, youth and adults of all ages.

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

Goal 5: A community- focused responsive and accountable government

5.2: A consultative and collaborative approach to community decision making

5.3: Open, accountable and transparent conduct of municipal business

5.4: Partnership to achieve strategic goals and objectives

## **FINANCIAL IMPLICATIONS**

The transition plan will be managed through an 18 month contract and negotiated as a phased allocation tied to the achievement of milestones in the contract. The funds to support the transition are in the base operating budget and are part of Community Services overall community development budget of approximately \$550,000. This provides a sound approach to ensuring the sustainability of groups.

Additionally, Community Services would allocate a portion of the Supervisor of Neighbourhood Engagement time to work with the incorporated NSC as well as other partners and City staff to build capacity to undertake work in the SNEF framework that focused on providing a voice for the community on issues and building capacity for broad neighbourhood engagement work.

## **DEPARTMENTAL CONSULTATION**

Human Resources Department

Community Design and Development Department - Development and Parks Planning

Operations Department - By-law Enforcement and Parkland and Greenways

Community Services Department - Community Facilities and Programs

Corporate Services- Realty

## **COMMUNICATIONS**

Community consultation has occurred through the advisory committee, focus groups and key informant interviews. (See Appendix E for listing of participants.) All consultation participants who provided contact information have been sent an update on the SNEF process and a copy of the Executive Summary of the report

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## **ATTACHMENTS**

Appendix A: SNEF project updates to City Councillors

Appendix B: SNEF Report, Public Interest Strategy and Communications Executive Summary

Appendix C: SNEF Advisory Committee Membership

Appendix D: SNEF Report, Public Interest Strategy and Communications, Implementation Road Map

Appendix E: SNEF Report, Public Interest Strategy and Communications, SNEF Consultation



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## **Appendix A: SNEF Project Updates to City Councillors**

### **Sustainable Neighbourhood Engagement Framework Study (SNEF): Project Update**

The Sustainable Neighbourhood Engagement Framework Study explores the way in which the City partners, and engages with specific neighbourhood groups. It also includes how the community can respond to the elimination of funding for Community Development workers currently provided by Family and Children's Services to work in vulnerable neighbourhoods. The following lists our progress to date in key project areas:

#### **Project Scope Expanded:**

- Following consultation with the community and a number of supportive agencies, the scope of this study was recently expanded to include a review of the elimination of the F&CS CD worker positions and future funding options

#### **SNEF Advisory Committee:**

- Developed in November of 2009
- Have held 2 meetings to date
- Currently 16 members including neighbourhood group leaders and agency representatives
- Will be expanding to include 3 new members to accommodate change in scope

#### **Literature Review:**

Key Learnings to date:

Public Interest conducted an initial review of empirical studies and research on community-led service delivery. The literature pointed to a number of benefits that can occur when municipalities and community groups co-produce services:

- Improved service quality and effectiveness
- Enhanced participation and engagement
- More opportunities to establish and expand social networks and social supports
- Develops social capital

The literature reviewed highlighted a number of challenges and barriers to obtaining these potential benefits:

- Delivering effective community-led services is complex and elusive
- Strong organizations in and of themselves don't necessarily ensure benefits of Community development, social capital and collective efficacy.

The literature also contained a number of recommendations for ensuring that community-led services are able to deliver services and additional benefits.

Neighbourhood groups need clear criteria around:

- Context specific strategies that are able to change with the community
- Steadily broadening engagement and shared leadership
- Addressing barriers to participation (cultural/class differences, power imbalances)
- Conscious development of social capital ( building bonds within the group and bridges to other groups)
- Addressing issues that reflect broad need (rather than the narrow interests of a few)
- Both short and long term actions in areas that address these broad needs

Municipal staff need:

- Partnership policies
- Flexibility to adjust to needs of groups
- Training (facilitation of collaborative partnerships)

Finally, the literature also notes the challenge of funding neighbourhood groups and specifically points out that while the costs are generated locally, the benefits tend to accrue largely provincially.

#### **Environmental Scan:**

- Initial scan which includes history of the NSC and policy development, related corporate policies, community profiles and information specific to each group completed and circulated for comment

#### **Community Consultation:**

- List of key informant interviews ( 39 participants invited) and focus group participants ( 33 invited) has been established
- Public Interest scheduling interviews last week of February and first week of March

### **Sustainable Neighbourhood Engagement Framework Study (SNEF):**

#### **Project Update 2**

This memo updates the operational review currently underway focusing on how the City works with neighbourhood groups. An advisory committee comprised of volunteers from neighbourhood groups, and other agency partners in neighbourhood work is overseeing the review. This update provides highlights on the environmental scan used to develop the framework.

#### **Data Gathering Completed**

- 30 Interviews & 5 Focus Groups involving: neighbourhood group volunteers, City staff including: Community Engagement Coordinators & Program Coordinators, City Councillors, F&CS Staff, funders and partners and County & Provincial Staff

#### **What we learned**

- Neighbourhood Groups achieve great benefits because of active volunteer, city, and partner support
- Neighbourhood Groups (NGs) are responsive to the community, accessible and inclusive.

#### **Key Roles that make successful NGs:**

- City's role: vital support, staff, funding, space, liability, partnership building, capacity building, city-wide vision
- F&CS's role: vital for addressing great needs, capacity building, program development and support
- Neighbourhood Support Coalition's role: funding distribution, mentoring, information sharing

#### **Some challenges:**

- Clarity and consistency of vision- different partners see different aspects and priorities
- Staff support and communication, including managing workload and communicating City requirements
- Funding and stability , lack of stable core funding, especially in the face of a growing number of groups, and limited diversity of funding sources

- Transparency in the participatory budgeting process
- Volunteer support- dwindling volunteer support and limited capacity building
- Outreach- lack of resources and capacity to conduct ongoing outreach

### **Building the Model**

The advisory committee has begun to build the framework of neighbourhood engagement by considering some of its elements. These include identifying and cataloguing the benefits of neighbourhood focused activities and the objectives the groups are trying to achieve such as:

#### **Benefits & objectives**

- Delivering accessible services
- Delivering better attuned services
- Delivering engaging services
- Creating Engagement
- Creating a sense of belonging
- Providing a voice for the community on issues

The advisory committee also considered the various types of activities neighborhood groups could engage in to meet these objectives as well as the criteria that could be used to determine which objectives and activities to pursue. The committee concluded the session with the following points to build into the framework:

- Groups do different things and are not all things to all people all the time
- Funding should remain flexible but be based on clear criteria – related to the nature activities of the group
- Retaining funders means acknowledging their goals and obligations and creating a system for risk management, reporting and compliance
- Groups can't do this alone; they need support, capacity building knowledge sharing, group help, formal structures – and who does that?
- Sustainable groups need volunteers, and a broad base of connection for outreach, recruitment, and succession
- Expand the capacity of the City to relate to groups in a diversity of appropriate ways
- Defining partnership protocols and clarifying circumstances for partnering, supporting, facilitating and convening

#### **Next Steps:**

These elements will be further developed into a framework that includes: vision, principles, resources, activities, criteria, Neighborhood Support Coalition structure, allocation and partnership so look to your next update for details. It is anticipated that the draft framework will be ready for consultation later in May and early June.

### **SNEF update 3**

This email will provide a 3<sup>rd</sup> update on the operational review currently underway focusing on how the City works with neighbourhood groups. The following is a summary of some of the key elements of the proposed framework based on the key informant interviews, focus group and advisory committee discussions. I have taken the liberty of highlighting for you some elements of this communication, which may alter how we have been working in the past.

#### **Elements of the Framework:**

##### **1. A Vision Statement:**

*"Engaged neighbourhoods make a difference to the health and well being of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and in small ways, in the shared activities that improve the circumstances, aspirations and opportunities of all who live there."*

##### **2. Core Principles for Neighbourhood Groups:**

Three common principles describe the current work and underlying goals of neighbourhood groups.

- ***Inclusive:*** Neighbourhood groups create programs, provide spaces and are governed in ways that are inclusive. Neighbourhood groups actively work towards reducing barriers that might otherwise prevent residents from participating.
- ***Engaging:*** Neighbourhood groups work to include residents in their decision-making process and in the implementation of programs and activities.
- ***Belonging:*** Neighbourhood groups strive to create a sense of belonging and community in the neighbourhoods they serve.

##### **3. Activities of Neighbourhood Groups:**

Neighbourhood groups currently undertake a multitude of activities that meet the above principles and vision. The list below not only catalogues the work of current neighbourhood groups, but may also provide some guidance and clarity about expectations for new neighbourhood groups. Neighbourhood groups may choose to undertake only one or multiple types of these activities.

Types of Activities	Examples
Delivering accessible services (economic, physical, social)	<ul style="list-style-type: none"> <li>• Programs with fee subsidies</li> <li>• Physically accessible space and supports</li> <li>• Variety of programs for different ethno-cultural groups</li> </ul>
Delivering responsive services (relevant, appropriate)	<ul style="list-style-type: none"> <li>• Adjusting programs and services based on need</li> <li>• Soliciting feedback from the community</li> <li>• Programs focused on social need</li> </ul>
Basic engagement (decision-making processes, fostering dialogue)	<ul style="list-style-type: none"> <li>• Newsletter, flyers, emails for events</li> <li>• Activities designed to build engagement</li> <li>• Active recruitment of neighbourhood leaders</li> </ul>
Creating a sense of belonging (involvement, outreach, awareness, leadership)	<ul style="list-style-type: none"> <li>• Community BBQs</li> <li>• Festivals</li> <li>• Capacity building workshops</li> </ul>
Providing a voice for the community on issues (policy process, advocacy, community issues)	<ul style="list-style-type: none"> <li>• Community meetings on issues</li> <li>• Information sessions with government staff</li> <li>• Community organizing</li> <li>• Lobbying</li> </ul>

#### **4. Resources:**

The Framework would be based on the understanding that the City, neighbourhood groups, community agencies and institutions, all play a part in supporting the neighbourhood group system. A list of the kinds of resources that would be helpful to NGs was provided as well as the stakeholder(s) that could potentially provide them. Also, an expanded role for the NSC as an incorporated non-profit was proposed which would better place the NSC to coordinate the flow of many of these resources or supports.

#### **5. Criteria:**

Neighbourhood groups would have to be members of the NSC in order to receive City funds through the allocation process or other resources. In order to be eligible for membership, neighbourhood groups will have to meet key criteria. These criteria will help support the neighbourhood group system by ensuring that neighbourhood groups remain accountable to their funders and their partners, as well as their residents. Two key components of this accountability are transparency (in their processes and finances) and clearly stated goals.

#### **6. A New Governance Structure for the NSC:**

It is proposed that the NSC build on its existing foundation and strengths and become a new non-profit organization acting as a bridge between the City, partner organizations and neighbourhood groups to achieve the shared vision for neighbourhoods. A new governance model has been discussed as follows:

**“Blended Board”:** The NSC Board would include both elected community leaders from NGs and a selection of major partners.

**Executive Committee:** The Board would require the support of staff (an Executive Director/ Coordinator & Administrative support staff) and select Board members

**Neighbourhood Group Advisory Committee:** similar to the current structure of the NSC, each NG would be represented on this committee to discuss issues, advise the Board, mentor and network with each other.

**Partners Advisory Committee:** Representatives from a selection of major partners meet to network, discuss issues/solutions and advise the Board.

**A "trustee" role would need to be adopted by one or two of the current partnering agencies to assist in guiding the transition from the current NSC Board to a proposed new structure.**

**Next Steps:**

Five focus group sessions have been scheduled to gain feedback on the draft framework in mid May. The Mayor and Members of Council have been invited to the session with City staff on **May 18<sup>th</sup>, from 1:00 to 3:00 in Committee Room 112.** An executive summary will be forwarded for preview prior to this meeting.

Based on feedback from these sessions, a final draft will be developed and presented to the SNEF Advisory Committee June 1<sup>st</sup> followed by submission for Council's consideration in June.

## **Appendix B: Sustainable Neighbourhood Engagement Framework Report : Executive Summary**

### **Executive Summary**

In 2009, the City of Guelph Community Services Department initiated the Sustainable Neighbourhood Engagement Framework process, an operational review of how the City engages and partners with Guelph neighbourhood groups and the Guelph Neighbourhood Support Coalition (NSC). The review also examined how the potential elimination of Community Development Worker positions would affect neighbourhood groups. Working with an advisory committee of key stakeholders, the process involved a review of existing literature on community development, grassroots service delivery, and effective organizational development, as well as an environmental scan of City of Guelph policies, neighbourhood group reports and statistical data that inform the City's role and current contexts of neighbourhood groups. Also, an extensive consultation process that included key informant interviews and focus groups was undertaken with a range of stakeholders from neighbourhood group leaders, City staff, frontline workers, partners and elected officials.

The consultation findings have informed this draft Sustainable Neighbourhood Engagement Framework. There is widespread agreement that neighbourhood groups are a significant asset and provide invaluable benefit to the City of Guelph. The Framework articulates a new overall structure for moving forward and building on those assets. Within this new structure, the NSC has an expanded role as an independent organization that acts as a bridge between neighbourhood groups and other partners including the City. As well, the Framework clarifies what the City hopes to achieve through this work.

The Framework contains seven key elements, with four guiding principles. Each element addresses a different aspect of the neighbourhood group system.

### **Vision**

The Sustainable Neighbourhood Engagement Framework is guided by the City of Guelph's vision, shared by communities and partners, of neighbourhoods in Guelph and the role that neighbourhood groups can play in achieving that vision. This vision is based on an understanding about the valuable contribution neighbourhood groups make to the quality of life in Guelph and what can be achieved by continuing to support this work.

*Engaged neighbourhoods make a positive difference to the health and well-being of the people who live in them. Every neighbourhood in Guelph should be a welcoming, inclusive place that engages its residents and involves them, in large ways and in small ways, in the shared activities that impact the circumstances, aspirations and opportunities of all who live there, and raise the quality of life for Guelph as a whole.*

### **Principles**

The Framework provides four common principles that all neighbourhood groups are expected to use to guide their actions in order to receive supports and resources from the City of Guelph. These principles are based on a shared understanding of the most effective model of community development and engagement - that grassroots and community initiatives are most successful when they build on the strengths and assets of the whole community, including those already involved and those beyond current membership and participants, to build the organization around shared community priorities.

Four common principles describe the current work and underlying goals of neighbourhood groups, which are more effective and successful when they are:

1. **Inclusive:** Neighbourhood groups create programs, provide spaces and make decisions in ways that can include everyone in the community. People from diverse backgrounds feel comfortable participating and neighbourhood groups actively work to break down barriers that stop people from getting involved.
2. **Engaging:** Neighbourhood groups actively reach out and get people involved in decision-making as well as local activities.
3. **Responsive:** Neighbourhood groups respond to the needs and priorities of the community, making changes, setting new goals and adjusting processes to accommodate the whole range of residents they serve.
4. **Building a sense of belonging:** Neighbourhood groups work to create a sense of belonging and community for all the people in the area they serve and help everyone see their shared interest in the community.

By articulating these principles, the Framework identifies the unique characteristics and goals of neighbourhood groups and helps to distinguish them from other area-based organizations.

### Activities

A number of the activities carried out by neighbourhood groups help to fulfill the principles. Neighbourhood groups must do at least one of these types of activities to be actively involved in engagement and eligible to receive supports and resources from the City of Guelph. The framework provides five categories of activities that help achieve the vision and strengthen neighbourhoods. The following table outlines the five activity categories. The list is not intended to be prescriptive, but rather serve as a guide to neighbourhood groups as they plan out their activities and reflect on how those activities will support the vision and principles.

Categories of Activities	Indicators
Delivering accessible services (economic, physical, social)	Services are delivered by the neighbourhood group and differ from other similar services in one or more of the following ways: <ul style="list-style-type: none"> <li>o located closer to users or in physically more accessible settings</li> <li>o less expensive</li> <li>o programs are more flexible and adjust to user needs</li> <li>o programs are linked to social and cultural structures or activities that make them more inviting, familiar or comfortable for users in ways that increase participation</li> </ul>
Delivering responsive services (relevant, appropriate)	Services are delivered by the neighbourhood group and differ from other similar services in one or more of the following ways: <ul style="list-style-type: none"> <li>o programs are geared to the specific needs of the neighbourhood rather than broader goals</li> <li>o programs planners consult community members and design services to reflect local priorities</li> <li>o planning actively includes users</li> </ul>



	<ul style="list-style-type: none"> <li>o program operations actively include users as leaders in the management and delivery of services</li> </ul>
Basic engagement (decision-making processes, fostering dialogue with neighbourhood groups, communities and partners)	<p>Neighbourhood groups engage in activities designed to:</p> <ul style="list-style-type: none"> <li>o increase awareness of and contact with others</li> <li>o bring neighbours in contact with each other in ways that bridge typical gaps in social networks</li> <li>o bring neighbours together to encourage new discussion on shared ideas and concerns</li> <li>o demonstrate the ability of residents to make constructive changes in their community</li> </ul>
Creating a sense of belonging (involvement, outreach, awareness, leadership)	<p>Neighbourhood groups engage in activities designed to:</p> <ul style="list-style-type: none"> <li>o demonstrate mutual interest and respect</li> <li>o celebrate the value of belonging to a community</li> <li>o make residents feel welcome in settings outside their established social networks</li> </ul>
Providing a voice for the community on issues (policy process, advocacy, community issues)	<p>Neighbourhood groups engage in:</p> <ul style="list-style-type: none"> <li>o arranging opportunities for community members to express their views on issues</li> <li>o creating and managing community decision making processes</li> <li>o speaking out for the community on issues</li> <li>o pursuing advocacy efforts on behalf of the community</li> </ul>

### **Neighbourhood Support Coalition Structure**

Neighbourhood groups are volunteer run organizations with varying capacities. Funders and partners of neighbourhood groups, including the City, recognize the benefits of having neighbourhood-based organizations serving communities. A large part of what makes neighbourhood groups so effective is their close connection to the communities they serve as well as their flexibility and responsiveness to the needs of neighbourhoods. That flexibility is hard to achieve when groups are not supported with a network and with capacity building. The support structures currently in place, most notably the Neighbourhood Support Coalition and the City of Guelph’s community engagement staff, struggle to meet these needs without imposing demanding administrative requirements as well. The Framework recommends that the NSC expand to become an autonomous organization that acts as a bridge between individual neighbourhood groups, the City and other partner organizations that work with neighbourhood groups.

An expanded NSC would continue to support neighbourhood groups through information sharing, resource and partner development and resource allocation. A Partner Panel (of external organizations) and a Neighbourhood Panel (of neighbourhood group representatives) would serve as advisory bodies within the NSC. Both panels would elect representatives to a Steering Committee.

Within the new structure, the NSC will need increased capacity to support the neighbourhood groups and marshal resources. One of the initial responsibilities of the NSC would be to work with partner organizations to secure funding from a range of diverse sources for NSC staff to deliver more supports to groups.

In order to support the transition to an expanded NSC a host organization will be required. After the transition period, the NSC may choose to continue to work with a host organization on a more permanent basis or become a stand-alone, incorporated, non-profit organization.

### **Resources and Supports**

Currently the City and other partners provide a number of key resources to neighbourhood groups. Some of these are provided through formal agreements while others are provided informally. The framework provides a list of all the non-financial resources that should be provided consistently to assist neighbourhood groups in the work they do and clarifies the roles of the NSC and its partners. The list includes:

- Access to City Hall;
- Permits/fast track for municipal services;
- Staff support;
- Human resources supports;
- Hosting;
- Auditing, book-keeping and other financial services;
- Templates and guidelines to use in planning and managing various projects;
- Training and mentoring;
- Research and information;
- Communications; and
- Other special projects.

Three resources are highlighted as priority resources for neighbourhood groups. These priority resources include:

- Space acquisition:
  - Assistance in acquiring office space, meeting space, program space and storage space
- Insurance:
  - Liability insurance for neighbourhood groups
  - Coverage for staff and programs
- Organizational development:
  - Includes allocation of Community Development Worker staff to support NGOs with specific challenges or development strategies
  - Skills development for volunteers (program and governance), staff and neighbourhood groups overall

The arrangements for accessing these resources and supports identified should be formalized into written agreements.

### **Allocation of Funding**

Currently, the NSC Finance Committee allocates funds to neighbourhood groups through a participatory budgeting process. The process was seen by most of those involved in it as important and reflective of the core values of the NSC and neighbourhood groups in Guelph. However, significant challenges with the process were also identified. The framework outlines a similar allocation process but with additional transparency through clearer annual and public reporting. The allocation process will be managed by the Neighbourhood Panel of the NSC with neighbourhood group representatives, under the auspices of the NSC Steering Committee.

Neighbourhood groups will be asked to prepare and publicly share reports on their finances, previous year's activities and upcoming annual plans. Reporting will include accounting for the number of programs, participants and volunteer hours of the group in the previous year,

a summary of current accounts, a budget for the year to come, action and inclusion plans, justifications for resources and stories of the benefits of neighbourhood groups. In light of the varying capacities of neighbourhood groups, the NSC will provide support to neighbourhood groups in preparing for the new process. Underlying this model is an expectation that neighbourhood groups will work towards developing and improving their activities in accordance with the Framework principles.

### **Criteria**

Neighbourhood groups that are working towards the principles will also have to be members of the NSC in order to be included in the allocation process. The criteria for membership is laid out and includes specific requirements including action plans, inclusion plans, annual reports, annual financial reports, neighbourhood group governance structures and participation in the NSC to ensure clarity, transparency and accountability.

The Framework recognizes that neighbourhood groups have varying capacities. The criteria should not be so burdensome that it discourages new groups from forming or takes away from important on-the-ground work. The NSC will support neighbourhood groups in meeting these criteria by providing templates and assistance in developing the plans and reports.

### **Moving Forward**

The Framework also includes an Implementation Road Map. Some elements of the Framework are more readily adoptable by the City of Guelph, neighbourhood groups and partners. Other changes proposed in the Framework require long term planning, and the development of stable structures and a multi-year transition period is expected.

## Appendix C: SNEF Advisory Committee Membership

### City of Guelph – Sustainable Neighbourhood Engagement Framework Project

<b>Advisory Committee Members – Updated February 9, 2010</b>		
<b>Name</b>	<b>Organization/Agency</b>	<b>Title/Position</b>
Andrew Seagram	Upper Grand District School Board	Coordinator, Community Use of Schools Program
Anne Marie Simpson	Family & Children's Services	
Barbara Powell	City of Guelph	Manager of Integrated Services and Development
Brent Eden	Guelph Police Services	Deputy Chief of Neighbourhood Services
Cindy Richardson	City of Guelph	Community Manager, Neighbourhood Engagement
Gayle Valeriotte	Volunteer Centre of Guelph Wellington	Manager, Training and Consultation
Kelly Guthrie	City of Guelph	Community Engagement Coordinator
Lynne Briggs	City of Guelph	Seniors Services Manager
Nancy Mykitschak	Guelph Community Health Centre	Programs and Services Director
Larry Lacey	Waverley Drive Public School	Principal
Brenda Albert	Onward Willow Neighbourhood Group	Community Leader
Niki Henry	Two Rivers Neighbourhood Group	Community Leader
Debbie Gorman	Brant Avenue Neighbourhood Group	Community Leader
Roy McLeod	Two Rivers Neighbourhood Group	Community Leader
Bill MacDonald	West Willow Woods Neighbourhood Group	Community Leader
Barb McPhee	Waverley Neighbourhood Group	Community Leader
Helen Fishburn	Trellis Mental Health and Developmental Services	Director of Programs
Mandeep Sandhu (mailing list only; cannot attend meetings)	Exhibition Park Neighbourhood Group	Community Leader
Kathryn Hern	City of Guelph	Customer Service Administrator

## Appendix D : SNEF Report, Public Interest Strategy and Communications, Implementation Road Map

### Appendix A: Implementation Road Map

This document outlines some of the key strategies required for a transition to a sustainable process for neighbourhood engagement, including the establishment of the NSC as an autonomous organization capable of coordinating and supporting new and existing neighbourhood groups in Guelph.

The transition to an autonomous organization will take time and effort. It's important that neighbourhood groups continue to function during this period. Until the new NSC is fully established and is able to coordinate resources to groups including insurance, space and HR, the neighbourhood groups should continue to receive supports directly from the City and other partners.

The Implementation Road Map envisions two areas of action that will be implemented concurrently. In one area the NSC structure is built. In the other area, neighbourhood groups, working through the Neighbourhood Panel, work towards meeting the criteria laid out in the framework.

#### Building the NSC Structure

The following actions will support the establishment of an expanded NSC and identifies who will likely be responsible for carrying them out.

<p><b>Bringing Panels Together</b>          Approximate Timeline: June 2010 to February 2011</p>	
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• Current NSC Board becomes the Neighbourhood Panel</li> <li>• Establish the Partnership Panel</li> <li>• Elect representatives from the panels to sit on the NSC Steering Committee</li> <li>• Host a founding meeting to elect members to the NSC Steering Committee</li> <li>• NSC Terms of Reference becomes the basis of the constitution</li> </ul>	<p><b>Who:</b></p> <ul style="list-style-type: none"> <li>• The City will take a lead role in bringing together the Partner Panel and developing its Terms of Reference. The Terms of Reference should include protocols around electing representatives to the NSC Steering Committee.</li> <li>• The current NSC Board will become the Neighbourhood Panel.</li> <li>• It may be useful to set up a small task force of reps from both the Partner and Neighbourhood Panels which will establish the Terms of Reference for the NSC Steering Committee. Both Panels will have an opportunity to ratify the Terms of Reference.</li> </ul>

<b>Finding a Host Organization</b> Approximate Timeline: June 2010 to February 2011	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Secure resource commitments from City and other partners</li> <li>• Develop criteria to guide decision-making around selecting a host organization</li> <li>• Identify candidate organizations to host the NSC</li> <li>• Engage in discussions between the Steering Committee and potential hosts to identify a suitable, willing candidate</li> <li>• Develop a written agreement with the identified host organization</li> </ul>	<b>Who:</b> <ul style="list-style-type: none"> <li>• Steering Committee with input from Panels</li> </ul>
<b>Planning the NSC</b> Approximate Timeline: December 2010 to January 2011	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Revise implementation plan as needed for first two years of NSC in conjunction with the host organization</li> <li>• Develop an operating budget for the NSC in conjunction with the host organization</li> <li>• Start to flow financial resources to the host organization for the NSC's operating budget</li> <li>• Transfer City's role as transfer agent of resources to the host organization</li> <li>• Hire the NSC Coordinator</li> <li>• Identify opportunities to bring on CDW staff as early staff team</li> </ul>	<b>Who:</b> <ul style="list-style-type: none"> <li>• Steering Committee with input from Panels</li> </ul>
<b>New NSC Functions</b> Approximate Timeline: February 2011 to February 2012	
<b>Actions:</b> <ul style="list-style-type: none"> <li>• Resources continue to flow from the City and other partners</li> <li>• Take over insurance provision to neighbourhood groups</li> <li>• Hire CEC and CDW-like positions as appropriate</li> <li>• Enter into partnership agreements with various partners for resources to neighbourhood groups (i.e. space)</li> <li>• Implement and oversee allocation process</li> <li>• Support new and existing neighbourhood groups in their ability to meet the criteria</li> <li>• Mentor new neighbourhood groups and decide when and if they are able to become members</li> <li>• Make a decision about NSC becoming a stand-alone organization <u>or</u> entering into a more permanent relationship with a host organization</li> <li>• Establish new Terms of Reference for Panels and Steering Committee</li> </ul>	<b>Who:</b> <ul style="list-style-type: none"> <li>• Steering Committee with input from Panels and NSC Coordinator</li> </ul>

## Neighbourhood Groups Meet the New Criteria

Concurrent with the development of the NSC structure, neighbourhood groups will work towards meeting the membership criteria outlined in the Sustainable Neighbourhood Engagement Framework. Until the NSC has fully established the Steering Committee, the Neighbourhood Panel will be responsible for ensuring that neighbourhood groups are working towards meeting the membership criteria. This means that the Neighbourhood Panel will have to work with partners to refine the details for meeting the criteria. As well, until the NSC is established, the Neighbourhood Panel will oversee and implement the funding allocation process. The Neighbourhood Panel may choose to establish committees to undertake aspects of this work.

CECs employed by the City will work with the Neighbourhood Panel (or established committee) to design templates and support new and existing neighbourhood groups in meeting the criteria. When the NSC is operational and has hired a coordinator, it will begin to deliver this assistance to neighbourhood groups. The NSC Steering Committee will also oversee and implement the funding allocation process once it is established

It is expected that neighbourhood groups will require a fairly robust level of support in meeting the criteria and that they will also have ample opportunity to provide feedback about the criteria.

<b>General Membership Criteria</b>	
<p><b>Actions:</b> Participate on the Neighbourhood Panel</p> <ul style="list-style-type: none"> <li>• Determine benchmarks of participation and attendance to continue to sit on Neighbourhood Panel and receive NSC supports and resources</li> <li>• Elect representatives to the Steering Committee once established</li> </ul>	<p><b>Who:</b></p> <ul style="list-style-type: none"> <li>• CECs develop tools, procedures and templates for these activities with the support of neighbourhood group representatives as members of the Neighbourhood Panel</li> </ul>
<p><b>Actions:</b> Develop and maintain a governance and membership structure</p> <ul style="list-style-type: none"> <li>• Develop templates and guidelines to support neighbourhood group governance including:               <ul style="list-style-type: none"> <li>○ Elected Board Guidelines</li> <li>○ Bylaws Templates</li> <li>○ Minutes Templates</li> <li>○ Boundaries Guidelines</li> </ul> </li> <li>• CECs will assist in the filling out of guidelines and templates</li> <li>• Develop criteria for boundary negotiation</li> <li>• Negotiate conflicting boundaries with Neighbourhood Panel (or Steering Committee if established)</li> </ul>	<p><b>Who:</b></p> <ul style="list-style-type: none"> <li>• CECs develop tools, procedures and templates for these activities with the support of the Neighbourhood Panel or a designated committee will develop templates and guidelines around putting these structures in place</li> <li>• Neighbourhood Panel will resolve boundary conflicts until the establishment of the Steering Committee</li> </ul>

## Past Activity Reports (to be used in the allocation process)

Actions: Annual reporting of past activities that is publicly available

- Develop templates based on existing activity reporting mechanisms to include:
  - Number of Programs
  - Number of Participants
  - Number of Volunteer Hours
  - Membership and Group Development Activities
  - Stories that highlight successes
- Develop templates based on existing financial reporting mechanisms to include:
  - Information about how previous year funds were spent or saved
  - Report on any fundraising activity
  - Summary of current accounts including amounts in each
- Develop tools for gathering the above information
- CECs will assist in the completion of the annual reports
- Neighbourhood panel will determine whether new reporting system is able to be used for the 2011 allocation process
- Allocation will include the opportunity to question and defend all aspects of the reports

Who:

- CECs develop tools, procedures and templates for these reports with the support of the Neighbourhood Panel or a designated committee. This will include tools for collecting data.
- CECs will provide direct assistance to groups in producing these reports
- The Neighbourhood Panel will determine when the first reports need to be prepared



## Upcoming Activity Reports (to be used in the allocation process)

Actions: Action, Inclusion and Outreach Plans for activities in the upcoming year

- Develop Action Plan template that include:
  - Activities that the neighbourhood group plans to undertake in the upcoming year
  - Description of how these activities relate to the core principles
  - Estimated costs of offering these activities including staff resources and operating funds
- Develop Inclusion and Outreach Plan template that include:
  - Description of how the NG will ensure that its activities and operations are inclusive
  - Outreach activities that the NG plans to undertake
  - Estimated costs of offering these activities including staff resources and operational funds
- CECs will assist in the completion of the annual reports
- The City and other partners will develop a plan for providing demographic information to neighbourhoods
- Determine whether new reporting system is able to be used for the 2011 allocation process
- Allocation will include the opportunity to question and defend all aspects of the reports

Who:

- CECs, with the support of the Neighbourhood Panel or a designated committee, will develop templates and guidelines around producing these plans
- CECs will provide direct assistance to groups in producing these report.
- The Neighbourhood Panel will determine when the first report needs to be prepared
- The City and other partners will provide research to neighbourhood groups around demographics in their neighbourhoods

## **Appendix E: SNEF Report, Public Interest Strategy and Communications, SNEF Consultation**

### **Key informant interviews were conducted with representatives of the following organizations:**

Community Services Department, City of Guelph  
Brant Avenue Neighbourhood Group  
Clairfields Neighbourhood Group  
Downtown Neighbourhood Association  
Exhibition Park Neighbourhood Group  
Grange Hill East Neighbourhood Group  
Kortright Hills Neighbourhood Group  
Onward Willow Neighbourhood Group  
Parkwood Gardens Neighbourhood Group  
Two Rivers Neighbourhood Group  
Waverley Neighbourhood Group  
West Willow Woods Neighbourhood Group  
Neighbourhood Support Coalition  
Rickson Ridge  
O.U.R. Three Bridges  
Sunnyacres  
City Council, City of Guelph  
Family and Children's Services of Guelph Wellington County  
Upper Grand District School Board  
Wellington Catholic District School Board  
Guelph and Wellington Task Force for Poverty Elimination  
Ministry of Children and Youth Services, Government of Ontario  
Wellington and Guelph Housing Services, County of Wellington  
Childcare Services, County of Wellington  
United Way of Guelph and Wellington  
Trellis Mental Health and Developmental Services  
Guelph Police Services  
Volunteer Centre of Guelph-Wellington  
Guelph Community Health Centre

### **Focus groups were conducted with the following groups:**

Neighbourhood Group Frontline Staff  
Neighbourhood Group Program Participants  
City of Guelph Senior Staff  
Community Organizations in Guelph

### **Once the Framework was developed, it was presented and discussed at the following consultation sessions:**

May 17, 2010: Affiliated and unaffiliated neighbourhood group volunteers and participants

May 18, 2010: City Council and City staff

May 18, 2010: Public session

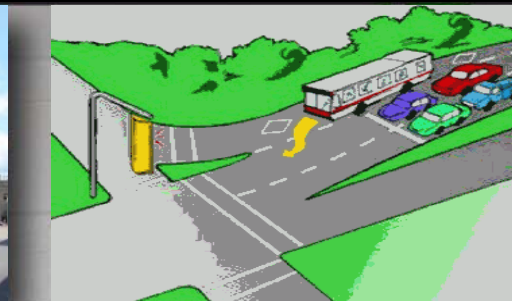
May 19, 2010: Community agency partners

May 25, 2010: NSC Board

# CITY of GUELPH

Transit Growth Strategy and Plan, Mobility Services Review

## ECO Committee



July 19, 2010



# Study Purpose

- Vision and growth strategy for Guelph Transit, ensuring broad consultation
- Operational review and recommended improvements to Conventional and Mobility Services for the next 5 years
- Assess feasibility of implementing Higher Order Transit services within Guelph and linking Guelph to surrounding communities



Source: Guelph Transit



Source: City of Guelph



Source: GreenWheels.org



# Consultation Activities

- **Public Information Centres**
  - December and March, 110 attendees
- **Public notifications and website**
- **Stakeholder interviews and focus groups**
- **Technical Steering Committee (city staff)**
- **Public Advisory Committee**  
**(residents, transit users, employers)**
- **Onboard Bus Users Survey**
  - 1,000 user responses (Oct. 2009)
- **Onboard Mobility Service Survey**
  - 100 user responses (Sept. 2009)
- **Online University Student Survey**
  - Over 6,000 responses in Dec. 2009
- **Online Employer Survey**
  - 92 responses from members of the Chamber of Commerce and Downtown Business Association





# A Vision for Guelph Transit

***“Guelph Transit is the preferred transportation mode for the residents, employees and visitors of Guelph over the single occupant vehicle.”***



Source: City of Guelph



Source: The Cannon Contest





# Mobility Services – Diagnostic of Existing Service

## Summary of Findings

- Currently 52,500 annual trips for 1,400 registered clients
- No service expansion for several years
- Service level is the most common client concern
- Significant growth in demand with aging population

## Recommendations will:

- Develop “Family of Services” to increase ridership by:
  - 25% within 2 years
  - 60% within 5 years



Source: City of Guelph



Source: Red Top Taxi



# Family of Services – Recommended Improvements

## 1. Accessible Regular Transit (fleet will be 100% accessible by 2011)

- Provide travel training & incentives to try conventional buses for some travel
- Continue to improve bus stop accessibility (design and snow clearing)

## 2. Taxi Scrip Program

- Expand to all registered clients (not just wheelchair users)
- Promote for spontaneous trips (no reservation required)

## 3. Mobility Services Van & Contracted Taxi Service

- Maintain service quality and current level of efficiency
- Provide an additional van in 2 or 3 years

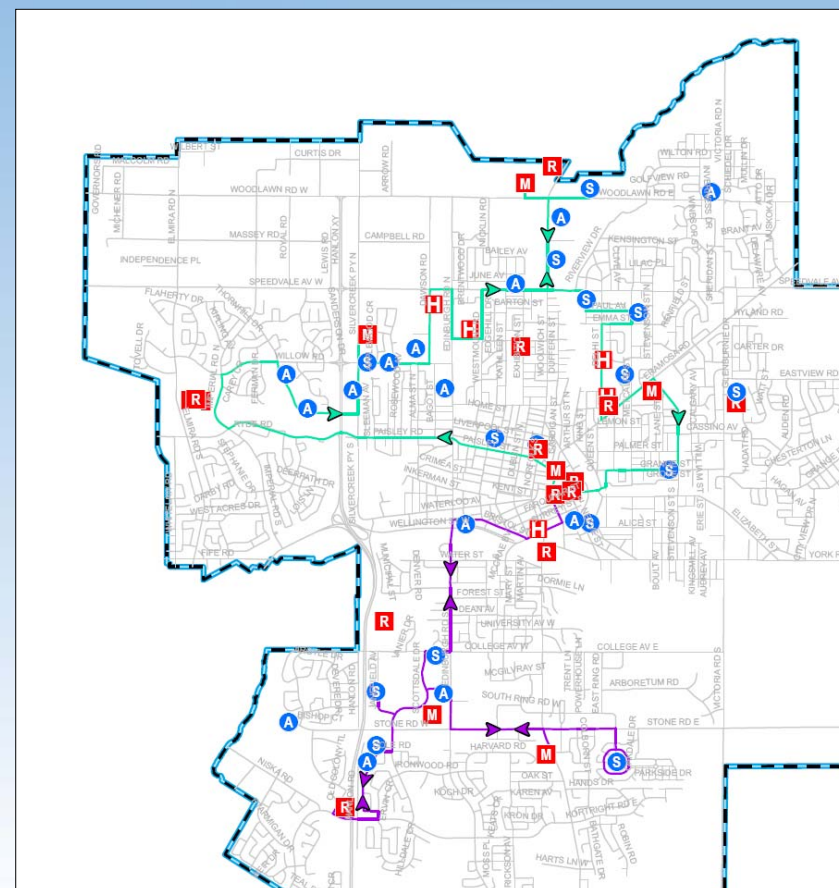




# Family of Services – Recommended Improvements

## 4. Community Bus

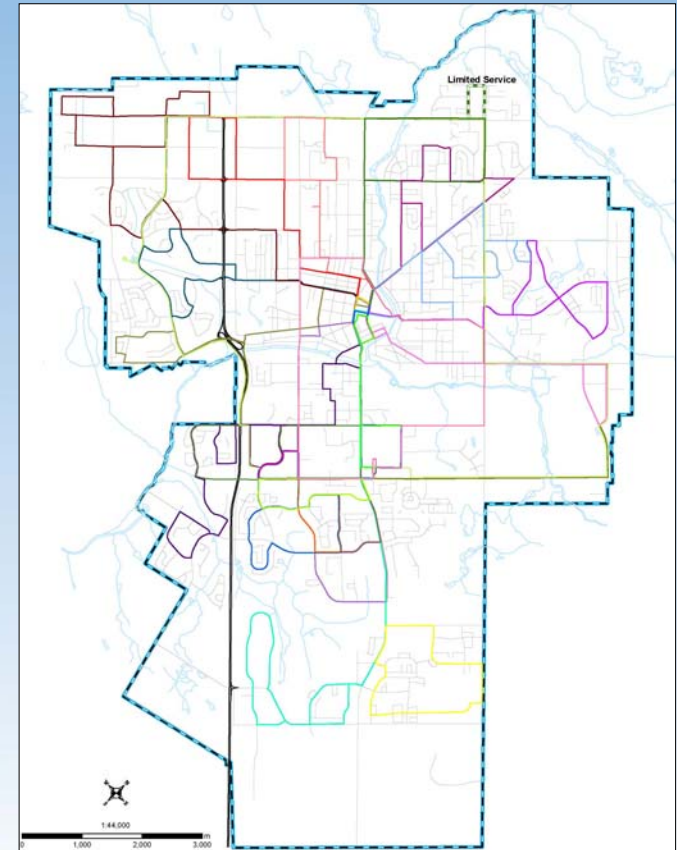
- Expand coverage with second bus
- Expand service (9:00am to 4:30pm, 6 days/week)
- Serve all seniors and Mobility registrants
- Focus on shopping, recreation, personal business, medical clinics, activity centres, community nodes (consult on route design)
- Schedule one reserved trip per route cycle to encourage usage by Mobility registrants





# Conventional Services – Diagnostic of Existing Service

- Difficult to adjust bus frequency to match demand
- Buses crowded during peak and underutilized during off peak periods
- Looping routes increase travel time/reduce efficiency
- Some areas are not well served by transit
- Perimeter route has limited service hours and low ridership in north sections
- Demand has increased to university hub
- Council approved downtown transit hub (2004) – most routes converge at this site
- Two industrial areas with low off-peak ridership (indirect routes, difficult to service)



**Existing Route Map**



# Conventional Services – Recommended Improvements

## Routes

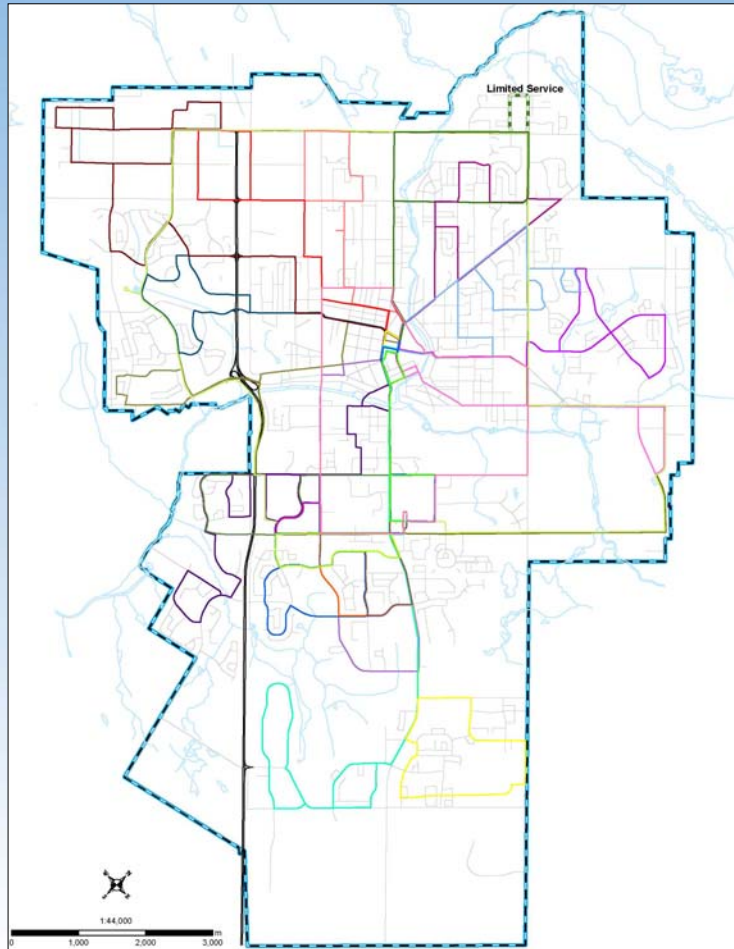
- New routes designed to provide more direct two-way travel, better coverage and shorter travel times
- Residential collector routes converge in the downtown and university (major hubs)
- 2-way periphery routes serve existing and emerging nodes
- Gordon/Norfolk/Woolwich becomes a Transit Spine (higher density, transit priority)
- Industrial specials in partnership with key employers (assistance from Chamber of Commerce)
- Premium Shuttle service to enhance transit support to the GO Trains
- Future routes provided as development occurs and road connections completed



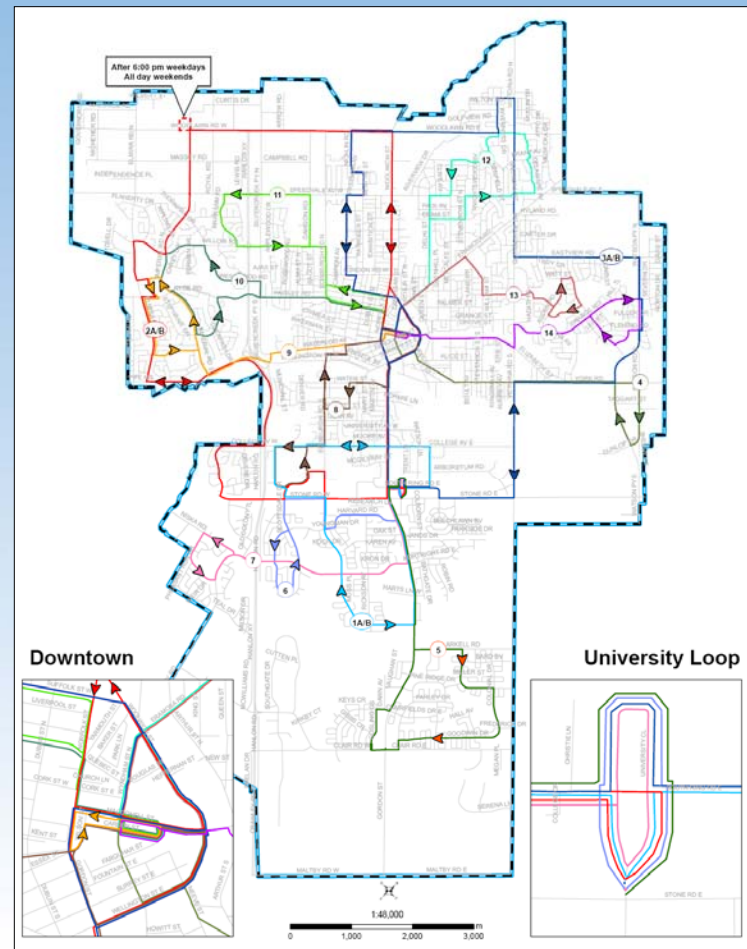


# Conventional Services - Recommended Route Structure

## Existing Route Map



## Recommended Route Map





# Conventional Services – Recommended Improvements

## Service

- New routes with 30/ 60 min. run times to allow 15 minute peak / 30 minute off-peak service
- Saturday service remains the same as weekday service (but 30 minute all day frequency)
- Sunday (and 5 Holidays) service extended one hour with potential zone bus/spine service in future
- Peak period weekday transit service continues during summer months



# Conventional Services – Future Routes – Growth Areas

## Area A

- new route from downtown when Silvercreek becomes continuous (2/3 years)

## Area B

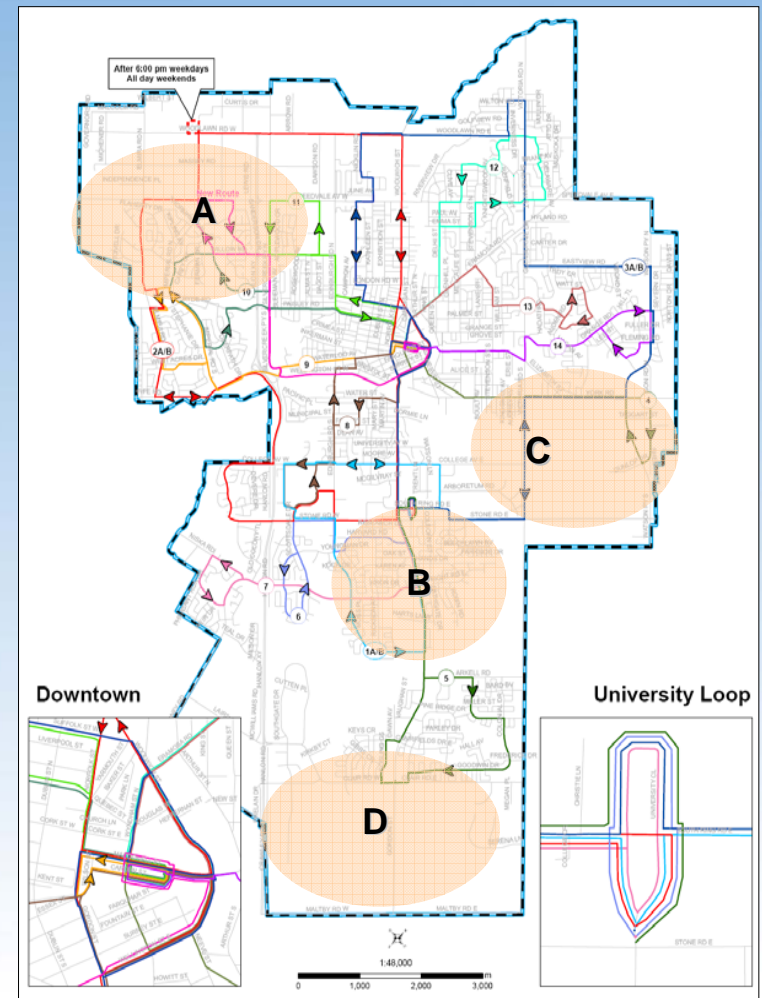
- new route from University as development fills in (4/5 years)

## Area C

- new route from Guelph Innovation District to University (5+ years)

## Area D

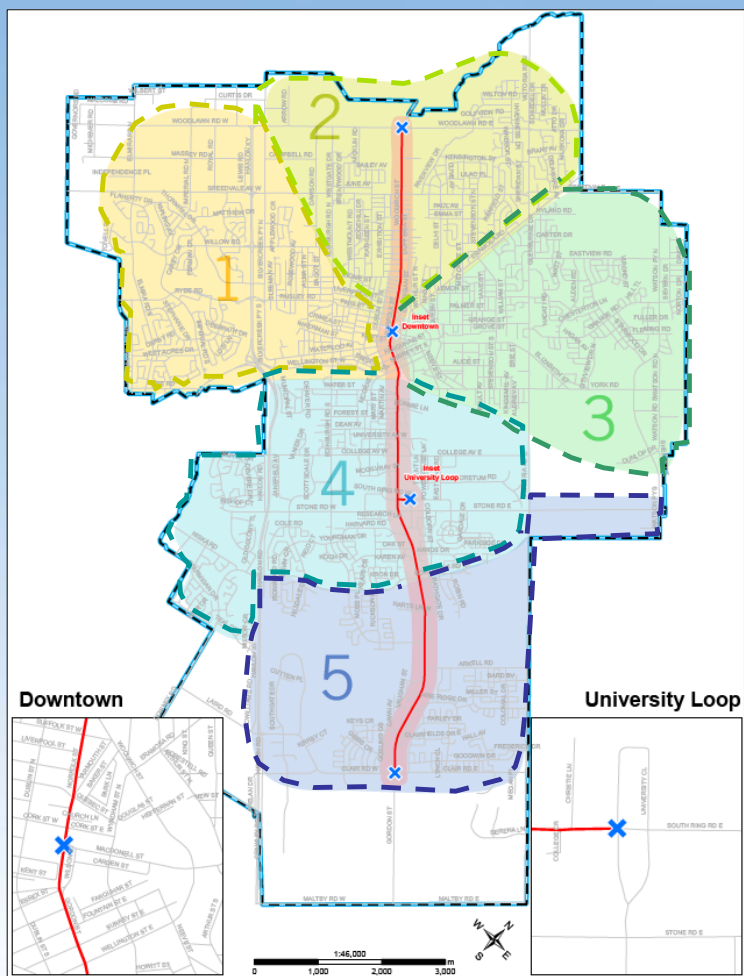
- new periphery route as development occurs south of Clair Rd







# Conventional Services – Future Sunday/Holiday Strategy



- Fixed route 30 minute service on Gordon/Norfolk/Woolwich spine
- Plus 5 zone buses with flexible routes which operate on demand and connect to spine service
- Level of service can be matched to demand



# Higher Order Transit in Guelph – The Opportunity

## Capitalize on existing ridership

- Ridership in some corridors may be high enough for higher order transit

## Build future ridership

- Higher order transit will increase ridership as it is fast, attractive and more competitive with the automobile
- Stations and corridors provide intensification opportunities

## Contribute to sustainability goals

- Targets in the Community Energy Plan require change in people's travel behaviour (more likely with higher order transit)

## Provide regional transit options

- Fast, effective transit between Guelph and surrounding communities will require higher order transit systems

## Technologies examined:

- Bus Rapid Transit
- Light Rail Transit
- Diesel Multiple Units
- Pod cars



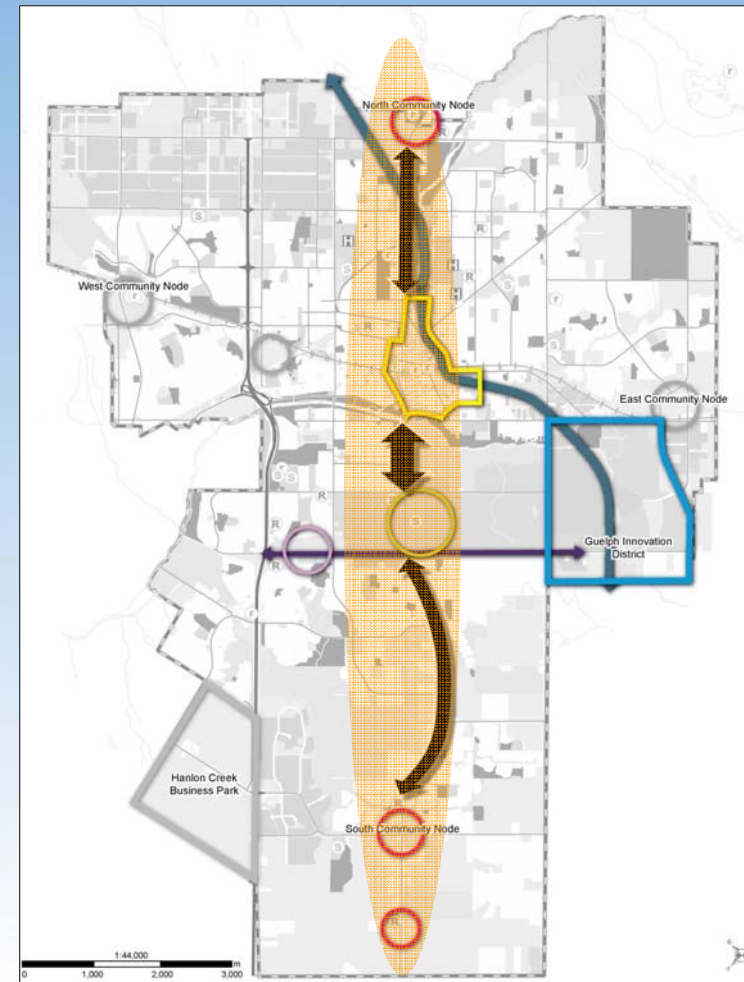




# Higher Order Transit – Recommended Improvements

## 1. Develop Gordon/Norfolk/Woolwich as Bus Rapid Transit Priority Corridor

- Implement queue jump lanes, signal priority and semi-express services
- Intensify adjacent land use and implement Transit Oriented Design
- Protect for exclusive BRT operation as transit demand grows
- **LRT is not recommended** (physical fit, high impacts, not supported by demand, high cost, unique vehicles/facilities in small application)





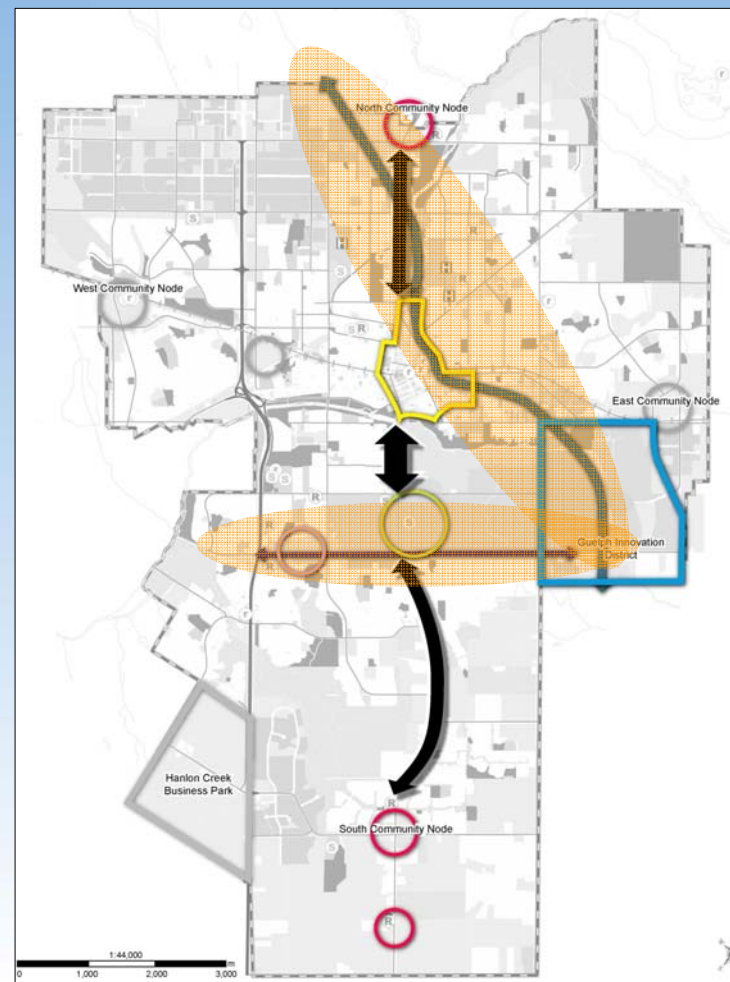
# Higher Order Transit – Recommended Improvements

## 2. Guelph Junction Railway Corridor

- Protect corridor and 4 or 5 station locations
- 2 DMU trains could provide 20/30 minute service
- Connections will be required to downtown transit terminal and from Innovation District to University

## 3. Stone Road Corridor

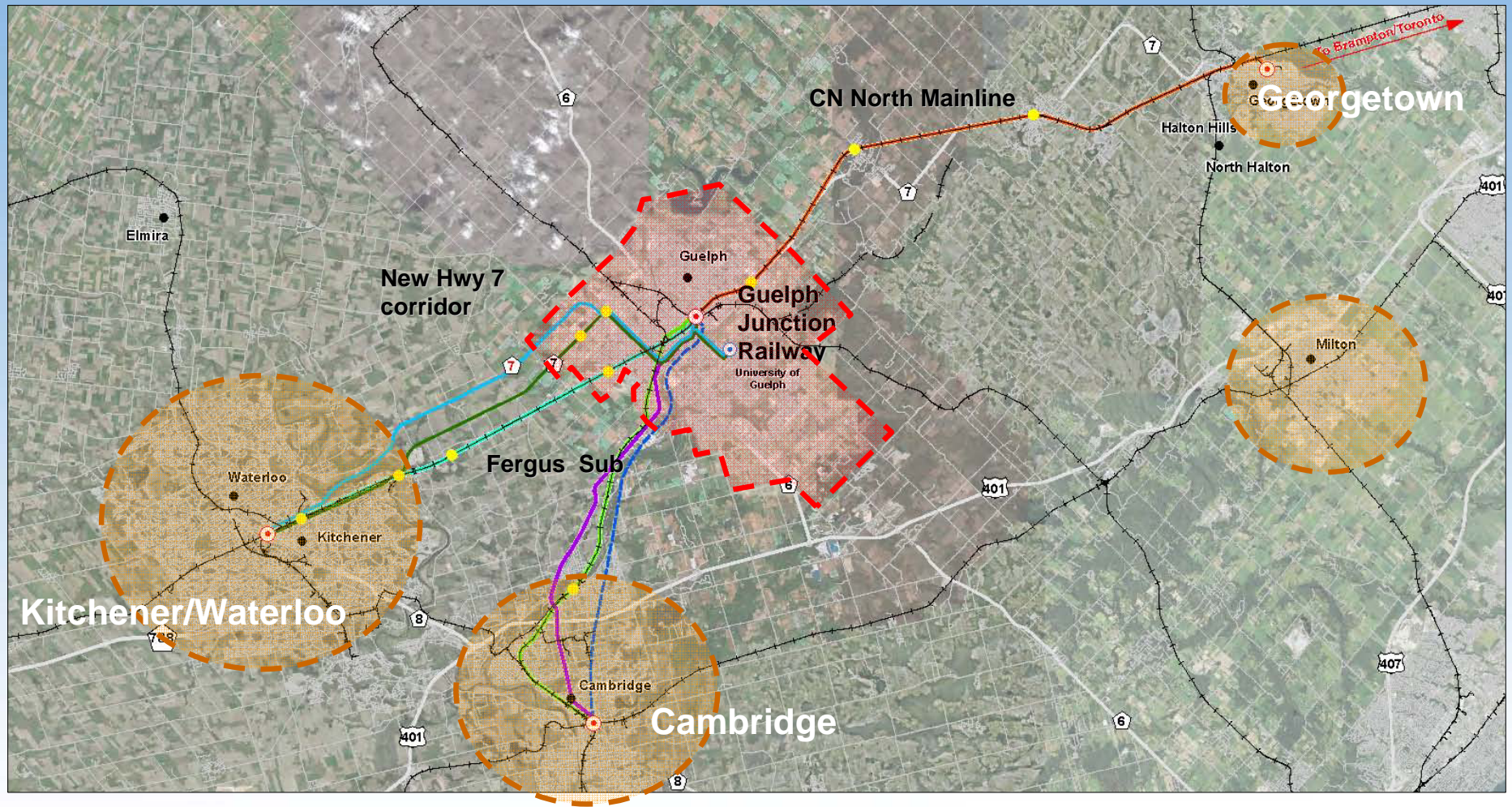
- Protect for HOV/bus lanes and future Bus Rapid Transit from Hanlon to Innovation District
- Start by implementing transit priority measures
- Intensify adjacent uses







# Higher Order Transit – External Corridors







# Higher Order Transit – External Corridor Directions

- **Guelph and Kitchener-Waterloo**
  - Highest travel demand
  - Relatively low cost/low impact
  - Three viable options by road and rail
- **Guelph and Cambridge**
  - High demand, moderate costs
  - Two or three viable options to consider
- **Guelph and Georgetown, Brampton**
  - DMU's on North Mainline could supplement peak period GO Train services
- **Guelph and Wellington County**
  - An option is to use small buses and provide serve with full cost recovery
- **Linking Guelph Transit and Grand River Transit services is the first step**
- **Work with province/municipal partners and operators to assess options, plan and protect corridors, and implement interregional services in the greater Guelph area**



# Service Improvements and Performance Measurements

## Customer Service

- Service Standards developed to communicate expected level of service and monitor performance
- Mechanism to monitor that Guelph Transit is achieving what it set out to achieve
- Will report annually to Council
- Open and transparent process to Council and the public
- Transit technology strategy coming forward to assist Guelph Transit in measuring performance effectively



# Service Improvements and Performance Measurements

## Coverage/Walking Distance

- 90% of population within 400m of bus stop

## Days and hours of service

- 5:45AM-12:45AM Monday-Saturday

## Service Frequency

- 15 minute peak, 30 minute off peak

## Route Directness

- % of transfers in the system

## Bus Stop Spacing

- Avg. spacing of 400m

## Bus Shelter/Stop Ratio Warrants

- 1 shelter / 7 stops

## Vehicle Accessibility

- All routes and buses to be fully accessible

## On time Performance

- Bus arrive 0 to 3 min. late, 95% of the time

## Passenger Loading Factors

- 150% of seated capacity max (peak times)

## Introduction of New Service

- Based on population/employment density

## Complaint / Compliment Ratio

- Reduce complaints by 10% annually

## Accident Rate

- Reduce preventable accidents by 5%/year

## Service Utilization

- Avg. 25 passengers/hour on base routes

## Financial Performance

- R/C ratio of 50%, Mun. subsidy per capita



# Conventional Services - Operating Costs and Revenues

- 5 year growth in ridership from 6.3M to 7.5M transit trips annually based on proposed recommendations
- Initial decrease in operating cost, then increases due to phased improvements
- Financial forecasts prepared using 2010 fares
- Operating costs increased annually at approximately the rate of inflation

Financial Performance	2010	2011	2012	2013	2014	2015
Total Operating Costs	\$19,900,000	\$19,812,000	\$20,686,000	\$22,437,000	\$22,806,000	\$23,182,000
Total Revenue	\$8,900,000	\$9,760,000	\$10,517,000	\$11,000,000	\$11,253,000	\$11,386,000
Cost Recovery	45%	49%	51%	49%	49%	49%
Provincial Gas Tax	\$2,600,000	\$2,643,000	\$2,696,000	\$2,737,000	\$2,748,000	\$2,743,000
Municipal Subsidy	\$8,400,000	\$7,409,000	\$7,473,000	\$8,700,000	\$8,805,000	\$9,053,000
% of Municipal Subsidy	42%	37%	36%	39%	39%	39%
Municipal Population	124,400	126,600	128,800	131,000	133,200	135,400
Municipal Subsidy per Capita	\$67.52	\$58.52	\$58.02	\$66.41	\$66.10	\$66.86

1. 2010 represents Council approved budget for Guelph Transit conventional services
2. Operating cost of new transit terminal not included (estimated at \$0.8 to \$1.0M annually)



# Mobility Services - Operating Costs and Revenues

- 5 year increase in trips from 52,500 to 83,000 annually
- 2010 Council approved budget for Mobility Services used as base
- Financial forecasts prepared using 2010 fares
- Operating costs increased annually at approximately the rate of inflation

Financial Performance	Existing	2011	2012	2013	2014	2015
Mobility Services Trips	50,000	50,000	59,000	60,000	67,000	73,000
Total Trips (incl. conventional)	53,500	53,700	65,000	67,300	75,600	83,000
Total Operating Costs	\$800,000	\$843,000	\$939,300	\$973,000	\$1,075,000	\$1,160,000
Total Revenue	\$109,900	\$109,900	\$145,700	\$147,900	\$172,300	\$194,600
Cost Recovery	14%	13%	16%	15%	16%	17%
Municipal Subsidy	\$690,100	\$733,100	\$793,600	\$825,100	\$902,700	\$965,400
Municipal Subsidy per Capita	\$5.55	\$5.79	\$6.16	\$6.30	\$6.78	\$7.13
Municipal Subsidy per Trip	\$12.90	\$13.65	\$12.21	\$12.26	\$11.94	\$11.63





# Capital Requirements and One-Time Costs

Growth Plan Capital and One Time Costs	2011	2012	2013	2014	2015
Bus Stops and Shelters	\$147,500	\$47,500	\$47,500	\$47,500	\$47,500
Public Awareness Campaign (external cost)	\$30,000	\$5,000	\$5,000		
Transit Priority Measures	\$200,000	\$150,000	\$150,000	\$150,000	\$150,000
University and Sub-Node Terminals	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
Planning Studies for Higher Order Corridor Protection		\$400,000	\$400,000	\$250,000	
<b>Fleet Expansion</b>					
Interregional Service		\$512,500	\$525,300	\$150,800	
Base Service Increase			\$1,050,600		\$1,104,000
Mobility Van / Community Bus		\$143,500	\$147,100		
<b>Sub-Total</b>	<b>\$627,500</b>	<b>\$1,358,500</b>	<b>\$2,425,500</b>	<b>\$698,300</b>	<b>\$1,401,500</b>
Approved Capital Plan for Bus Replacements and System Upgrades	\$1,700,000	\$1,900,000	\$1,900,000	\$2,400,000	\$2,000,000
<b>Total</b>	<b>\$2,327,500</b>	<b>\$3,258,500</b>	<b>\$4,325,500</b>	<b>\$3,098,300</b>	<b>\$3,401,500</b>

\*Note: Costs in this table are not covered by the existing capital envelop and must be addressed in the budget process



# Benefits of Recommendations

- **Improved Level of Service** – 15 minute peak service and more direct routes provide a service level that will help change travel behaviour to favour transit
- **Effectiveness** - More efficient use of City resources
- **Innovation** - Innovative approaches to service such as industrial and GO shuttles, expanded community bus, use of DMUs and Sunday zone bus
- **Ridership Growth** – 20% for conventional transit and 60% for Mobility clients
- **Strategic Planning** - Supports future plans for land use and transit growth and connections to interregional systems
- **Integration** - Supports key city plans / Places to Grow / Community Energy Plan targets – integrates transit with walking, cycling and Transportation Demand Management.

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE July 19, 2010

**SUBJECT Guelph Transit Growth Strategy and Plan & Mobility  
Services Review**

REPORT NUMBER CS-TR-1014

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## RECOMMENDATION

"THAT the Emergency Services, Community Services & Operations Report # CS-TR-1014 of July 19, 2010 pertaining to the Guelph Transit Growth Strategy and Plan & Mobility Services Review BE RECEIVED;

THAT Council approve in-principle the recommendations and implementation plan contained in the Dillon Consulting Report "Guelph Transit Growth Strategy and Plan & Mobility Services Review " related to Conventional Transit, Mobility Services and Higher Order Transit and the Implementation Plan be adopted as the blueprint to guide transit operations and development over the next five years, subject to annual budget deliberations;

THAT staff be directed to undertake the required activities in 2010 including discussions with potential industrial partners to prepare for the implementation of the 5-Year Plan for Conventional Transit and Mobility Services commencing no later than the summer of 2011;

THAT staff be directed to prepare a detailed plan for undertaking transit priority measures on roadways recommended in the Dillon Report for bus-rapid higher-order-transit service, taking into account implications for roadway geometry, functions and operations, and including timing and budget requirements, for Council approval prior to implementation;

THAT staff be directed to undertake discussions with municipal partners and provincial agencies to carry out a detailed assessment of the opportunities to implement interregional transit service between Guelph and Cambridge, Kitchener, Waterloo in the Region of Waterloo and potential for extending transit service areas in Wellington County , as identified in the Dillon Report;

AND THAT staff be directed to undertake a detailed assessment of using the Guelph Junction Railway (GJR) for providing rail-based higher-order-transit service in Guelph, taking into account implications for land use and supporting infrastructure, as identified in the Dillon Report.”

## **BACKGROUND**

The background to the Transit Strategy initiative and the Terms of Reference for the consultant study were outlined in the staff report dated July 16, 2008 and presented to a joint Community Development and Environmental Services (CDES)/Emergency Services, Community Services and Operations (ECO) Committee Meeting. The report detailed a number of dynamics related to the provision of transit services that had significantly changed and put in question the suitability of the existing model used to provide service. The critical changes included:

- Societal concerns about climate-change effects, air quality, energy consumption and rising fuel cost;
- Policy changes at federal, provincial and municipal levels in regards to land use intensification, energy conservation and promotion of alternative modes of travel; and
- The Provincial Growth Plan allocating growth targets to Ontario municipalities including the City of Guelph and the County of Wellington.

Following Council approval, the Transit System Growth Strategy and Plan was initiated in response to the changing dynamics; to take advantage of new opportunities and partnerships; and, to develop a public transit system that was flexible enough to respond to community needs, desires and planning requirements. The Terms of Reference for the Transit Strategy focused on the following key elements:

- A long-term transit vision for Guelph;
- Review of existing systems (Conventional and Mobility) including operations, route planning, vehicle types/technologies and service delivery options;
- Feasibility of higher order transit including light rail transit and bus rapid transit;
- Roadway transit priority measures;
- Recommendation for Official Plan Policies and Targets; and
- Implementation and Financial Plans.

Previously Council had approved the development of a Mobility Services Review and the undertaking of the design and construction of a new Transit Terminal on Carden Street. Consultancy services were assigned in spring 2009 as follows:

- Transit Growth Strategy and Mobility Services Study: Dillon Consulting; and
- Transit Terminal Design and Construction (including road reconstruction, amenities and underground services): R.J. Burnside and Associates.

The Work Plan for the Transit Growth Strategy and Plan & Mobility Services Review was approved by Council on June 22, 2009. Part of Dillon's assignment was to modify and finalize the Concept Plan for the Transit Terminal, approved by Council in 2004, to accommodate the service improvements for Guelph Transit recommended by the Transit Strategy study and the future requirements of GO Transit and Greyhound.

The work completed by Dillon related to the Downtown Transit Terminal is not the subject of this staff report. However, the final Transit Terminal design was developed in concert with the assessment of current services and the development of future routes and operations for Guelph Transit which are discussed in this report.

## **REPORT**

The Executive Summary of the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" is provided as Attachment A. Further, a copy of Section 31.0 entitled "Complete Study Recommendations" is included as Attachment B. A copy of the consultant's July 19 PowerPoint presentation to the ECO Committee is provided in Attachment C.

A copy of the full report entitled "Guelph Transit Growth Strategy and Plan & Mobility Services Review" has been made available to the Committee and Council in advance.

### Consultation Process

An extensive consultation process was undertaken as a key element in assessing current operations for all Guelph Transit services and developing plans and recommendations for future operations. Feedback and input from the public, stakeholders and City of Guelph staff was gathered through a variety of avenues including:

- Stakeholder interviews with Guelph Transit staff, Councillors, area businesses, accessibility groups, health care professionals and seniors;
- Public Information Centre (2 sessions);
- Public Advisory Committee (4 meetings);
- Technical Advisory Committee (7 meetings);
- Onboard Guelph Transit survey;
- Onboard Mobility Services survey;
- Online University of Guelph student survey;
- Online employer survey; and
- Public notifications and website postings.

The detailed findings from consultations are detailed in the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" as per Section 7.0 and Appendix B.

Highlights include:

**1. Conventional Service:**

- Existing service is good;
- Operators are friendly and courteous;
- Improve communications during construction;
- Add service in peak hours;
- Some routes are long and indirect;
- Service is not flexible to match demand;
- Need better integration with walking, cycling and transportation demand management techniques; and
- Address transit targets in Community Energy Plan.

**2. Mobility Services:**

- Drivers are very helpful;
- Need an additional mobility bus;
- Trips can take too long; and
- Demand is growing and utilization of existing capacity is very high.

**3. Higher Order Transit:**

- Use Guelph Junction Railway corridor for rail-based public transit; and
- Implement bus-rapid transit on the Gordon-Norfolk-Woolwich and Stone Road corridors.

**4. Inter-regional Transit Service:**

- Undertake discussions with municipal partners and Provincial agencies to assess opportunities for implementing interregional transit service between Guelph and the municipalities of Cambridge, Kitchener and Waterloo in the Region of Waterloo and areas in Wellington County.

Vision for Guelph Transit

A key element in the preparation of the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" was the development of a vision statement to guide the future role, operation and service offerings of Guelph Transit. The vision statement for Guelph Transit was developed through input and feedback from the Public Advisory Committee which was comprised of members from the public at large representing all Wards of City, as well as individuals from key institutions and businesses.

Based on four meetings with this group, the following vision statement for Guelph Transit was prepared:

***"Guelph Transit is the preferred transportation mode for the residents, employees, and visitors of Guelph over the single occupant vehicle"***

## Guelph Transit Goals & Objectives: Performance & Service Standards

Based upon the vision statement, a number of goals and accompanying performance objectives were developed which were focused on three areas. These are detailed in the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" Section 8.0. Each of which are summarized below:

### **1. Community**

- **Goal:** Guelph Transit will support and promote a sustainable, equitable and environmentally responsible community on its own and in partnership with neighbouring communities.
- **Objectives:** There are 8 objectives that support this goal:
  - Ridership growth;
  - Protect environment;
  - Seamless connections;
  - Affordability;
  - Quality of life;
  - Equity;
  - Sustainable funding; and
  - Flexibility.

### **2. Customer**

- **Goal:** Maximize ridership on Guelph Transit by providing a level of service to customers that is a competitive alternative to the single occupant vehicle.
- **Objectives:** There are 6 objectives that support this goal:
  - Service reliability;
  - Availability;
  - Safety;
  - Comfort;
  - Convenience; and
  - Travel time.

### **3. Transit System**

- **Goal:** Guelph Transit pursue effective, efficient and innovative approaches to ridership growth in response to changing community needs and deliver a service quality that exceeds customer expectations.
- **Objectives:** There are 6 objectives that support this goal:
  - Image;
  - Customer services;
  - Effectiveness/efficiency;
  - Innovation and partnerships;
  - Fleet reliability; and
  - Adherence to quality.

In addition to the vision, goals and objectives, a framework of service standards and monitoring programs were developed for Guelph Transit to define the appropriate service levels and provide a defined framework for the measurement of

performance with accompanying adjustments made to service as required. These service standards can be found in the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" in Section 30.0.

### Key Recommendations

A detailed assessment of current operations and services for both conventional and mobility transit was performed. Based on this analysis which included an estimate of future demand reflecting population and employment forecasts; and, estimates for future mode shares, a series of recommendations were developed for each service.

The recommendations considered the role of Guelph Transit in achieving goals and objectives in key City plans, the impact on customer service, operational efficiencies, financial performance and the ability to change in the future to match changing demands. The recommendations provide a detailed roadmap for the next five years of Guelph Transit operation and provide a framework to accommodate future changes and requirements through the planning horizon of 2031.

The recommendations for changes to conventional, mobility and higher order transit services over the next five years are summarized in the "Guelph Transit Growth Strategy and Plan & Mobility Services Review" Section 31.0.

Key recommendations which represent significant changes to the system are highlighted below:

#### **1. Conventional Services**

The five-year Ridership Growth plan recommends:

- A complete restructuring of the fixed route transit service to respond to efficiencies and growth;
- The introduction of 15 minute service frequency in AM and PM peak periods and 30 minute service off-peak; and
- Guelph Transit works with the Chamber of Commerce and enters into agreements with industrial partners to provide Industrial Specials to the Hanlon and Northwest Business Parks.

Further, the Gordon/Norfolk/Woolwich corridor is identified and reinforced as a transit spine and transit in this corridor will support and benefit from the City's planned land use intensification measures.

The Plan also provides several innovations in conventional services. It identifies an approach to providing customized transit services for employees in industrial areas which will require a partnership among the City, the Chamber of Commerce and local industries.



Another innovation is a proposed premium shuttle service to augment the Guelph Transit feeder services to the GO Train. For Sundays and Holidays, a zone bus strategy combined with a Gordon/Norfolk/Woolwich spine service has been proposed for the future as a cost effective service option.

With these changes, riders will benefit from more direct routes and shorter average travel times with strong transit support for the downtown, the university and other existing and emerging nodes.

Due to operating efficiencies afforded by the new routing structure and matching service levels with demand, the proposed 5-year service strategy will create growth in transit ridership, improve productivity and move Guelph Transit to an improved revenue/cost (R/C) ratio.

## **2. Mobility Services**

The proposed “Family of Services” approach will provide an array of effective and efficient services to address the needs of current users and respond to the expected high growth in travel demand by persons with mobility issues. Ridership growth of 25 percent over two years and 60 percent within five years is forecast by building on a “Family of Services” approach. Initially, it is recommended that Mobility Services:

- Expand the Taxi Scrip program to all registrants;
- Improve and promote the Community Bus service; and
- Increase rides by contracted taxis.

Further, it is recommended that travel training and incentives be provided for Mobility registrants to use the fully accessible conventional services for at least some of their trips. The benefits of implementing these ridership growth strategies will be the greater opportunity for existing Mobility Services registrants, who depend on the highly valued Guelph Transit mobility service, to have vans available for their essential trips. Within the next three years, the purchase of an additional mobility vehicle is recommended.

## **3. Higher Order Transit Within Guelph**

Future travel demand forecasts were prepared based on the City’s 2031 population, employment and land use projections. Transit ridership forecasts for both internal and external trips were developed by area and for key travel corridors. Consistent with Guelph’s Community Energy Plan, public transit must play a vital role in reducing dependence on the use of Single Occupant Vehicles (SOV’s) and higher order transit systems operating in key corridors will make transit a more competitive travel choice.

### Gordon/Norfolk/Woolwich Spine

It is recommended that the Gordon/Norfolk/Woolwich spine should be developed as a Bus Rapid Transit priority corridor starting with queue jump lanes, traffic signal

priority measures and enhanced service levels including express and semi express buses. As demand increases through the City's land use intensification strategy and the further development of the downtown, university and north and south end community nodes, extended sections of dedicated bus/high occupancy vehicle lanes can be applied to this corridor. Such measures will further improve transit travel time relative to the car and hence increase transit market share.

#### Stone Road

The Stone Road corridor linking the Guelph Innovation District, the University, Stone Road Mall and the Hanlon Expressway, has higher order transit significance for both internal travel and as a link to interregional transit services on the highway network. Short-term implementation of transit priority measures and longer-term protection for Bus Rapid Transit is recommended along Stone Road to be supported with Transit Oriented Design and intensification measures for adjacent land uses.

#### Guelph Junction Railway

The Guelph Junction Railway (GJR) links the Guelph Innovation District, the downtown and the north community node and transit service could be provided using Diesel Multiple Units (DMU's) on existing trackage. Four potential station locations were identified along with capital improvements required and a future operating scenario. Further planning and protection is warranted for future rail-based higher-order-transit service provision in the city-owned GJR corridor.

### **4. Inter-regional Transit Service: Potential for Diesel Multiple Units, Express Bus/High Occupancy Vehicle**

#### DMU/Express Bus/HOV

The DMU technology provides the opportunity to use existing rail corridors and link Guelph to neighbouring communities with high quality public transit services. The rail linkages to Kitchener Waterloo and Cambridge show the highest potential and additional markets of Rockwood/Georgetown/Brampton and Milton/Mississauga/Hamilton should also be considered.

Establishing Express Bus/HOV lanes in connecting corridors is a second option for implementing interregional transit services. Key corridors include new or existing Highway 7, the Hanlon/Highway 6 and Wellington Road 124.

Both rail and highway based solutions require further discussions, planning and a cooperative effort with municipal partners and Provincial agencies. The forum for initiating this discussion is the proposed Integrated Regional Transportation Initiative involving the Province and the Municipalities of Guelph, Brantford, Cambridge, Kitchener, Waterloo, Region of Waterloo, Brant County and Wellington County.

#### Services into Wellington County

The opportunity to provide Guelph Transit service extensions into neighbouring communities in Wellington County was also explored. Demand at this juncture is relatively low suggesting an operation based on vans (or Mobility Services vehicles)

as opposed to full size buses. Discussions with Wellington County are recommended with any service provision based on full cost recovery by the City.

## **5. Resource Requirements & Monitoring Plan**

The operating review included an examination of the financial impact of implementing the recommendations along with a review of the organizational structure of Guelph Transit. Future revenue opportunities were examined and both capital and operating expenditure estimates were prepared reflecting the recommended changes. The existing fare structure was also reviewed.

The majority of operational changes required for implementation can occur within the existing operating funding window for Guelph Transit, and coupled with suggested improvements to the service structure lead to a more productive use of existing resources.

### Fare Structure

In order to estimate the financial impact associated with the implementation of the recommendations, financial forecasts and associated performance indicators were prepared using the fare structure that was put into effect in February 2010. Future fare levels will be subject to the annual budget process and City financial goals and objectives at that time.

The opportunity to introduce Employee U-Pass programs particularly in the Downtown, at the University and in Industrial parks should be pursued as both a revenue and ridership growth strategy.

It is also recommended that the City re-assess its existing fare program and transit subsidy policies once new route system and operational changes have been implemented and the system is stabilized. The re-assessment should include options to advance more novel approaches to change travel behaviour and significantly increase transit usage

### Five Year Financial Plan - Operating Costs, Revenues and Capital Requirements

Capital and operating costs and revenues associated with implementation of the recommendations in this Report were prepared.

Operating costs were assumed to increase at approximately the rate of inflation annually. Financial results reflect the net operating costs of the new Downtown Transit Terminal which are incremental to existing operations. Details can be found in the "Guelph Transit Growth Strategy & Plan and Mobility Services Review" Sections 27.0 and 28.0.

Overall, implementation will result in an improvement in revenue/cost ratio, ridership growth on both conventional transit and Mobility Services, higher transit service levels and more productive use of resources.

Annual capital requirements associated with implementing the recommendations averages \$1.3 million over the next 5 years ranging from a low of \$0.6 million in

2011 to a high of \$2.4 million in 2013. Funding sources are currently being assessed and efforts will be made to maximize the contribution from eligible provincial and federal programs.

### Organizational Design

The organizational structure of Guelph Transit was reviewed and the key recommendations are to consolidate Mobility Services operations in a single unit and strengthen the planning, marketing and communications functions. An increase of two full-time equivalent (FTE) positions is recommended.

### Monitoring Performance

Adoption of the Vision, Goals and Objectives developed by the Public Advisory Committee for Guelph Transit is recommended. As well, a full set of performance standards and service design criteria were developed along with an annual monitoring program. It is recommended that these measures be adopted and that an annual monitoring report be prepared for Council. The standards and criteria are detailed in Section 30.0.

### Implementation Strategy - Action Steps

Recognizing financial pressures that the City is facing and limitations in staff resources, an Implementation Plan has been developed which details the phasing of the recommended activities. The Plan for the next three years is summarized below:

#### Year 1

- Introduction of the new route structure and 15 minute peak service and 30 minute off-peak service all year including the summer period;
- Extension of service by one hour on Sundays and reintroduction of service on five selected holidays;
- Modification of University Express and High School Specials;
- Introduction of Industrial Special Services;
- Continued operation of Late Night Services and Arc Industries Special;
- Expansion of existing Community Bus Route to eight hours a day (weekdays), including increased marketing and one pre-scheduled Mobility trip per route cycle; and
- Expansion of Taxi scrip to all Mobility Registrants.

#### Year 2

- Introduction of GO Premium Shuttle for the AM and PM peak trains;
- Introduction of interregional bus service between Guelph and Kitchener-Waterloo (with appropriate fare coordination) using Guelph Transit and GRT services; and
- Introduction of travel training and fare incentive to increase use of conventional services by Mobility Services registrants.

### Year 3

- Expansion of Community Bus service to Saturday and operation of a second route;
- Introduction of interregional bus service to Cambridge (with appropriate fare coordination) using Guelph Transit and GRT services;
- Addition of a new Base Radial Route using Silvercreek Parkway (dependent on Silvercreek Parkway extension and initial development of Lafarge Lands); and
- Purchase of an additional van for Mobility Services.

### Benefits

Based on the implementation of the recommendations as outlined above, it is estimated that ridership on conventional services will grow from 6.3 million revenue passengers today to approximately 7.4 million revenue passengers over the next five years. This represents an annual ridership growth of 3.7% and increases Transit's mode share to approximately 7% at the end of 2015. This is a very conservative estimate and future ridership levels could be higher depending on the level of success of the various initiatives recommended and community reaction to the proposed increase in the level of service by implementing 15 minute frequency in peak periods.

Based on the expansion of the "Family of Services" concept, it is forecast that annual ridership for Mobility Services will increase to approximately 80,000 by the end of five years representing a growth of 60% from current levels.

Implementing the proposed Plan provides numerous benefits to the City of Guelph and its citizens including:

- Improvement in base transit service - Implementation of the proposed AM and PM peak frequency will increase service in those periods by 25%. This is a significant increase in the level of service and due to the operating efficiencies gained by matching service to demand, this improvement can be effected without significantly altering the funding relationship with the City. With the implementation of the recommended changes, riders will benefit from more direct routes and shorter average travel times with strong transit support for the downtown, the university and other existing and emerging nodes.
- Support for economic development - The proposed routing provides service to all existing and emerging nodes in the City and will provide support for continued population and/or employment growth in all of these areas. The Implementation Plan is directed at matching new/expanded service with growth in demand to the greatest extent possible.

- Additional options for interregional travel - Based on an assessment of travel demand to/from other communities in the County and surrounding Regions, the Plan provides a number of alternatives for travel trips to use transit rather than the automobile.
- New and innovative approaches to service - The Plan details a number of service delivery models that are both innovative and cost effective including industrial specials, expansion of Community bus service and the concept of zone bus service for Sundays. These approaches provide a degree of flexibility for Guelph Transit that will allow it to grow and change in the future in response to changes in demand.
- Support key City plans - The recommendations in the Transit Growth Strategy and Plan fully support the key goals and objectives detailed in other City of Guelph core plans such as the Official Plan and the Community Energy Plan. The estimated growth in ridership and increase in transit mode share are a critical element in the City achieving the goals set out in those plans.
- Provides future planning framework - The Plan provides a number of recommendations on actions to take to protect specific zones and nodes for future service and infrastructure as dictated by demand. This will provide Guelph Transit the flexibility to adjust its service offerings in the future to meet demand to the greatest extent possible. This will allow Guelph Transit the flexibility to adjust its service offerings in the future to meet demand to the greatest extent 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.

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

## **FINANCIAL IMPLICATIONS**

Provided below is a summary of the estimated key operating statistics and consolidated financial forecasts for Guelph Transit over the next five years resulting from the implementation of the recommendations. Please note that the forecasts include an estimated annual operating cost of approximately \$1.1 million associated with the opening of the Downtown Transit Terminal in 2011.

The estimated financial impact of implementing the recommendations was undertaken based on a very conservative assumption of not revising the existing fare structure over the next 5 years. As part of the future annual budget process, the financial performance of Guelph Transit will be forecast and the fare structure

may be adjusted to achieve budget goals and objectives. Based on the above assumption, implementation of the Plan provides a significant increase in service levels with the same funding support from the City as today (on a percentage basis). This is due to the operating efficiencies affected from the recommended service frequency and revised routing in the Plan.

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Ridership (M)	6.3	6.6	7.0	7.3	7.5	7.6
Operating Costs (\$M)	\$20.7	\$21.5	\$22.6	\$24.5	\$25.0	\$25.5
Passenger Revenue (\$M)	\$9.0	\$9.9	\$10.6	\$11.1	\$11.4	\$11.6
Prov Gas Tax (\$M)	\$2.6	\$2.6	\$2.7	\$2.7	\$2.7	\$2.7
Cost Recovery (%)	44%	46%	47%	45%	46%	45%
Municipal Sub (\$M)	\$9.1	\$9.0	\$9.3	\$10.7	\$10.9	\$11.2
Municipal Sub (%)	43%	42%	41%	44%	44%	44%
Capital Cost (\$M)		\$0.6	\$1.4	\$2.4	\$0.7	\$1.4

## **DEPARTMENTAL CONSULTATION**

The preparation of the Plan involved staff input, review and expertise from a variety of City departments including:

Planning & Building Services;  
 Engineering Services;  
 Economic Development;  
 Operations;  
 Downtown Renewal; and  
 Corporate Services

## **COMMUNICATIONS**

As detailed above, there was extensive communication with and feedback from the public in the preparation of the Plan. Upon approval of the Plan, one of the priority tasks is the preparation of a communication strategy to inform the public of the recommended changes and implementation strategy.

## ATTACHMENTS

Attachment A - Executive Summary, Guelph Transit Growth Strategy and Plan and Mobility Services Review

Attachment B - Section 31.0 Complete Study Recommendations

Attachment C - PowerPoint Presentation by Dillon Consulting



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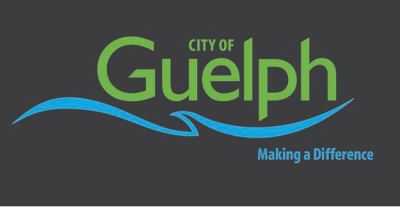
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# GUELPH TRANSIT GROWTH STRATEGY AND PLAN AND MOBILITY SERVICES REVIEW

*Final Report*

*June 2010*

Submitted by:



In association with:



Bill Cunningham Consulting  
Public Transit Solutions

## EXECUTIVE SUMMARY

Over the past year, the Dillon Consulting team conducted a comprehensive review of public transit in Guelph. The City of Guelph has for many years been a leader among Canadian municipalities in the provision of public transit services. Its services were examined in 2002 as part of the Guelph Transit Route Planning, Service Design and Downtown Transfer Point Relocation Study. Yet, it became evident in 2008 that Guelph Transit needed to undertake a broader review of its services and examine a wider range of future options in response to changing social, economic and planning opportunities. Some factors precipitating the current study are:

- Construction of a new multi-modal transportation terminal in downtown Guelph;
- Planned introduction of GO Train services;
- Guelph's Community Energy Plan with requirements for greatly increased transit usage; innovative land use plans for nodes, corridors and intensification strategies;
- A growing recognition of the need for interregional public transit connections between Guelph and neighbouring communities; and
- A desire for greater integration of public transit with walking, cycling and transportation demand management initiatives in the city.

### **ORGANIZATION OF REPORT**

The “Guelph Transit Growth Strategy and Plan and Mobility Services Review” Final Report provides an in depth analysis and forecast for the operation of Guelph Transit and Mobility Services. Part A of the report provides details on the study objectives, outlines services and defines the organization of the study. Part B entitled “Background and Planning Context” responds to a wide variety of key City of Guelph strategic documents and plans such as: Places to Grow (Provincial Growth Plan), The Official Plan and OPA 39, Community Energy Plan, Prosperity 2020, Guelph-Wellington Transportation Study (GWTS), Metrolinx Regional Transportation Plan (The Big Move), Recreation, Parks and Culture Master Plan (2009), Accessibility for Ontarians with Disabilities Act (AODA) and the 2002 Guelph Transit Route Planning, Service Design and Downtown Transfer Point Relocation Study.

Detailed work has been undertaken to complete a transit market assessment, estimate future travel demand and develop ridership forecasts which are outlined in Part B. The Report includes Parts C, D, and E which focus on conventional transit, Mobility Services and Higher Order Transit opportunities. The Report concludes with Part F which details the operating, capital and revenue implications of implementing the study recommendations. It also includes policy, performance monitoring and review practices to ensure clear, open and accountable delivery of services.

The public and stakeholder consultation program included two open houses, on-board passenger surveys of conventional and mobility services, on-line surveys of University students and employers, focus groups, interviews, public feedback via the study web site and four meetings of a Public Advisory Committee comprised of transit users, citizens from various wards, and representatives of local employers and major institutions. The consultation program is detailed in Part B.

## ***VISION & KEY RECOMMENDATIONS***

The Guelph Transit Growth Strategy and Plan and Mobility Services Review sets out immediate strategies and future directions in support of the following Vision:

***Transit is the preferred transportation choice over the single occupant vehicle for residents, employees and visitors to Guelph.***

Input from an extensive consultation program combined with strong technical support from city staff has resulted in recommendations for:

- A 5-year ridership growth plan for conventional transit services;
- A 5-year ‘Family of Services’ strategy to improve and increase travel opportunities for Mobility Services registrants;
- Protection for and implementation of Higher Order Transit systems and corridors to capture an increased transit share of future travel demand;
- A Vision, with goals and objectives for Guelph Transit, supported by performance and design standards to measure and monitor success; and
- Resource Requirements, Implementation Plan and Monitoring Strategies.

## ***FIVE-YEAR RIDERSHIP GROWTH PLAN - CONVENTIONAL SERVICES***

The 5-year Ridership Growth plan recommends:

- A complete restructuring of the fixed route transit service to respond to efficiencies and growth;
- The introduction of 15 minute service frequency during peak periods and 30 minute off-peak service; and
- The flexibility to adjust service levels to match demand in the off peaks.

Further, the Gordon/Norfolk/Woolwich corridor is identified and reinforced as a transit spine and transit in this corridor will benefit from the City’s planned land use intensification measures.

The Report also provides several innovations in conventional services. It identifies an approach to providing customized transit services for employees in large industrial areas which will require a partnership among the City, the Chamber of Commerce and local industries.

Another innovation is a proposed premium shuttle service to augment the Guelph Transit feeder services to the GO Train. For Sundays and Holidays, a zone bus strategy combined with a Gordon/Norfolk/Woolwich spine service has been developed as a cost effective service option to be assessed in Year 3 of the plan.

With these changes, riders will benefit from more direct routes and shorter average travel times with strong transit support for the downtown, the university and other existing and emerging nodes.

With the recent negotiation of an appropriately priced U-Pass for University of Guelph students and maintaining the fare schedule introduced in February 2010, the proposed 5 year service strategy will create growth in transit ridership, improve productivity and move Guelph Transit to an improved revenue/cost (R/C) ratio.

### ***“FAMILY OF SERVICES” - MOBILITY SERVICES***

The proposed Family of Services approach will provide an array of effective and efficient services to address the needs of current users and respond to the expected high growth in travel demand by persons with mobility issues.

For Mobility Service registrants, ridership growth of 25 percent over 2 years and 60 percent within 5 years will be achieved by building on a Family of Services approach. Initially, it is recommended that Mobility Services:

- Expand the Taxi Scrip program to all registrants;
- Improve and promote the Community Bus service; and
- Increase rides by contracted taxis.

Further, it is recommended that travel training and incentives be provided for Mobility registrants to use the fully accessible conventional services for at least some of their trips. The benefits of implementing these ridership growth strategies will be the greater opportunity for existing Mobility Services registrants, who depend on the highly valued Guelph Transit Mobility Service, to have vans available for their essential trips. Within the next 3 years, an additional vehicle is recommended.

### ***HIGHER ORDER TRANSIT - PROTECTION AND PREPARATION FOR FUTURE TRAVEL DEMAND***

Future travel demand forecasts were prepared based on the City’s latest population, employment and land use projections. Transit ridership forecasts for both internal and external trips were developed by area and for key travel corridors. Consistent with Guelph’s Community Energy Plan, public transit must play a vital role in reducing dependence on the use of Single Occupant Vehicles (SOV’s) and higher order transit systems operating in key corridors will make transit a more competitive travel choice for residents and employees.

### ***Gordon/Norfolk/Woolwich Spine***

It is recommended that the Gordon/Norfolk/Woolwich spine should be developed as a Bus Rapid Transit priority corridor starting with queue jump lanes, traffic signal priority measures and enhanced service levels including express and semi-express buses. As demand increases through the City’s land use intensification strategy and the further development of the downtown, university and north and south end community nodes, extended sections of dedicated bus/high occupancy vehicle lanes can be applied to this corridor. Such measures will further improve transit travel time relative to the car and hence increase transit market share.

## ***Guelph Junction Railway***

The Guelph Junction Railway (GJR) links the Guelph Innovation District, the downtown and the north community node and transit service could be provided using Diesel Multiple Units (DMU's) on existing trackage. Four potential station locations were identified along with capital improvements required and a future operating scenario. Further planning and protection is warranted for future transit provision in the city-owned GJR corridor.

## ***DMU's, Express Bus/HOV & Inter-regional Transit***

The DMU technology also provides the opportunity to use existing rail corridors and link Guelph to neighbouring communities with high quality public transit services. The rail linkages to Kitchener Waterloo and Cambridge show the highest potential and additional markets of Rockwood/Georgetown/Brampton and Milton/Mississauga/Hamilton should also be considered.

Establishing Express Bus/High Occupancy Vehicle (HOV) lanes in connecting corridors is a second option for implementing interregional transit services. Key corridors include new or existing Highway 7, the Hanlon/Highway 6 and former Highway 24.

Both rail and highway based solutions require further planning and a cooperative effort with municipal partners and the Province (Metrolinx, Ministry of Transportation) is proposed to establish interregional transit in the Greater Guelph Area. A first stage to developing these higher order interregional services might involve linking conventional and paratransit services of Guelph Transit and Grand River Transit.

## ***Stone Road***

The Stone Road corridor linking the Guelph Innovation District, the University, Stone Road Mall and the Hanlon Expressway, has higher order transit significance for both internal travel and as a link to interregional transit services on the highway network. Short-term implementation of transit priority measures and longer term protection for Bus Rapid Transit is recommended along Stone Road to be supported with Transit Oriented Design and intensification measures for adjacent land uses.

## ***Services into Wellington County***

The opportunity to provide Guelph Transit service extensions into neighbouring communities in Wellington County was also explored. Demand would be fairly low suggesting an operation based on vans (or Mobility Services vehicles) as opposed to large buses. Discussions with Wellington County are recommended with any service provision based on full cost recovery by the City.

## **RESOURCE REQUIREMENTS & MONITORING PLAN**

The operating review included an examination of the financial impact of implementing the recommendations of the Report along with a review of the organizational composition of Guelph Transit. Future revenue opportunities were examined for both capital and operating expenditures and the fare structure was reviewed.

The majority of changes required for implementation can occur within the existing operating funding envelop for Guelph Transit, coupled with suggested improvements to the service structure to lead to a more productive use of existing resources.

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No change in the fare schedule implemented in February 2010 is recommended and the revenues projected over the 5-year period assume fares remain constant. The recent agreement on U-Pass pricing has been factored into the revenue projections. The opportunity to introduce Employee U-Pass programs particularly in the Downtown, at the University and in industrial parks should be pursued as both a revenue and ridership growth strategy.

It is also recommended that the City assess its existing fare program and transit subsidy policies as a strategy to change travel behaviour and significantly increase transit usage.

## ***FIVE-YEAR FINANCIAL PLAN - OPERATING COSTS, REVENUES AND CAPITAL REQUIREMENTS (MOBILITY SERVICES AND CONVENTIONAL TRANSIT)***

Capital and operating costs and revenues associated with implementation of the recommendations in this report were assessed. Operating costs were assumed to increase at 1.5 percent annually and passenger fares were assumed to remain constant. Details can be found in Sections 27 and 28 of the Report and are summarized in the table below.

**Table E1 – Summary of Operating Costs, Revenue and Capital Requirements**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Ridership (M)	6.3	6.6	7.0	7.3	7.5	7.6
Operating Costs (\$M)	\$20.7	\$20.6	\$23.4	\$24.5	\$23.8	\$24.3
Passenger Revenue (\$M)	\$9.0	\$9.9	\$10.6	\$11.1	\$11.4	\$11.6
Provincial Gas Tax (\$M)	\$2.6	\$2.6	\$2.7	\$2.7	\$2.7	\$2.7
Cost Recovery (%)	44%	48%	49%	48%	48%	48%
Municipal Sub (\$M)	\$9.1	\$8.1	\$8.2	\$9.5	\$9.6	\$10.0
Municipal Sub (%)	43%	39%	38%	41%	40%	41%
Capital Cost (\$M)		\$0.6	\$1.4	\$2.4	\$0.7	\$1.4

\*Note: the operating costs do not include the incremental costs of operating the Downtown Transit Terminal (estimated at \$1.1M per year).

\*\*Note: the capital costs do not include bus replacement and routine items.

Overall, implementation of this plan will result in an improvement in Revenue/Cost ratio, ridership growth on both conventional transit and Mobility Services, higher transit service levels and more productive use of resources. The incremental costs of the Downtown Transit Terminal can be accommodated within the savings generated by implementing the recommendations in the Plan.

## ***ORGANIZATIONAL DESIGN***

The organizational structure of Guelph Transit was reviewed and changes recommended to consolidate Mobility Service operations and provide better planning, marketing and communications services. An increase of two full time equivalent (FTE) positions is recommended.



# Attachment A

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## **MONITORING PERFORMANCE**

Adoption of the Vision, Goals and Objectives developed with the Public Advisory Committee for Guelph Transit is recommended. As well, a full set of performance standards and service design criteria were developed along with an annual monitoring program. It is recommended that these measures be adopted and that an annual monitoring report be prepared for Council.

## **ACTION/IMPLEMENTATION PLAN**

A staging plan was developed for the first five years of the plan. Highlights are provided below.

### **Year 1:**

- Introduction of new Route structure and 15 minute peak/30 minute off-peak service all year including the summer period;
- Extension of service by one hour on Sundays and service provided on 5 selected Holidays;
- Modification of University Express and High School Specials;
- Introduction of Industrial Special Services;
- Continued operation of Late Night Services and Arc Industries Special;
- Expansion of existing Community Bus Route to 8 hours a day (weekdays), including increased marketing and target of one pre scheduled Mobility trip per route cycle; and
- Expansion of Taxi scrip to all Mobility Registrants.

### **Year 2:**

- Introduction of GO Premium Shuttle for the AM and PM peak trains;
- Introduction of interregional bus service between Guelph and Kitchener-Waterloo (with appropriate fare coordination) using Guelph Transit and GRT services; and
- Introduction of Travel Training and fare incentive to increase use of conventional services by Mobility registrants.

### **Year 3:**

- Expansion of Community Bus service to Saturday's and addition of a new bus to operate a second route;
- Introduction of interregional bus service to Cambridge (with appropriate fare coordination) using Guelph transit and GRT services;
- Addition of a new Base Radial Route using Silvercreek Parkway (dependent on Silvercreek Parkway extension and initial development of Lafarge Lands); and
- Introduction of an additional van for Mobility Services.

The final report of the Guelph Transit Ridership Growth and Mobility Service Plan contains extensive analysis and a complete summary of all Recommendations can be found in Part F, Section

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31. This plan provides a sound financial and operational basis from which to address current and short-term needs as well as clear directions for future growth in transit ridership through the development of higher order transit corridors serving local, regional and interregional needs.

Implementing the recommendations will also ensure that transit is fully integrated with other sustainable transportation modes and that the broader community objectives described in land use and community energy plans are supported.



## 31.0 COMPLETE STUDY RECOMMENDATIONS

Working towards achieving the Vision, Goals and Objectives for Guelph Transit, the study specifically recommends:

### ***TRANSIT VISION STATEMENT, GOALS AND OBJECTIVES (PART B - 8)***

- That the City of Guelph adopt the Transit Vision Statement and supporting goals and objectives developed in this report.

### ***CONVENTIONAL TRANSIT REVIEW AND 5-YEAR PLAN (PART C)***

#### *Service Standards (Part C – 13.1)*

- That Guelph Transit adopt the service standards document and monitoring strategy for conventional services.

#### *Weekday Service (Part C – 13.2)*

- That Guelph Transit adopt the proposed routing plan identified in this report, with the service change to occur with the opening of the Downtown Transit Terminal;
- That Guelph Transit operate at a 15 minute frequency during the weekday AM and PM peak periods on all base and peripheral routes and 30 minute frequency service during the midday and evening periods;
- That Guelph Transit operate the peripheral routes as a semi-express service between the University Centre and the Downtown Transit Terminal;
- That Guelph Transit eliminate the Hart's Lane High School Special upon implementation of the recommended routing strategy and consider implementation of two additional specials at Centennial CVI and Guelph CVI;
- That Guelph Transit operate three University Express services, with routes determined by Guelph Transit based on demand;
- That Guelph Transit maintain the existing weekday end time of 12:45am; and
- That Guelph Transit begin weekday service at 5:45am starting mid-route.

#### *Saturday Service (Part C – 13.3)*

- That Guelph Transit operate the weekday route structure on Saturdays;
- That Guelph Transit operate base and peripheral routes between 5:45 am and 12:45am on Saturdays;
- That Guelph Transit operate base and peripheral routes at 30 minute frequencies all day on Saturdays; and

- That Guelph Transit continue to not run the Express Routes and High School Specials on Saturdays.

*Sunday/Holiday Service (Part C – 13.4)*

- That Guelph Transit adopt the weekday route structure on Sundays and selected Holidays;
- That Guelph Transit extend existing service hours and operate base and peripheral routes between 9:15 am and 7:45pm on Sundays and selected Holidays;
- That Guelph Transit operate base and peripheral routes at 30 minute frequencies all day on Sundays and selected Holidays;
- That Guelph Transit continue to not run the Express Routes and High School Specials on Sundays and Holidays;
- That Guelph Transit provide Holiday Service for 5 holidays a year;
- That Guelph Transit explore the Zone bus concept with Gordon/Norfolk/Woolwich Corridor in further detail within 2 or 3 years after the implementation of the recommended service strategy.

*Summer Service (Part C – 13.5)*

- That Guelph Transit adopt the same weekday route structure, hours of service and frequency of service during the summer period;
- That Guelph Transit look to reduce the length of peak period 15 minute service during summer from 3 hours in each AM and PM peak to 2 hours for each peak period; and
- That Guelph Transit continue to not run the Express Routes and High School Specials during the summer period.

*Service Operations (Part C – 13.2)*

- That Guelph Transit extend its transfer window from 60 minutes to 90 minutes with no restriction on route selection other than time;
- That Guelph Transit interline routes at the Downtown Transportation Terminal and the University Centre Terminal based on the results of a transfer trace being conducted; and
- That Guelph Transit continue to operate its Late Night Bus Service based on the operating and revenue agreement developed with the University.

*Industrial Service (Part C – 13.6)*

- That Guelph Transit work with the Chamber of Commerce and enter into agreements with industrial partners to provide Industrial Specials to the Hanlon and Northwest Business Parks based on the Financial Partnership Approach described in this report and with the City Council setting an appropriate R/C target. (The industrial service strategy should also be open to any other interested employers in the City);

- That Guelph Transit operate this industrial special service using 4 buses (9 revenue service hours each) during the weekday, 2 buses (9 revenue service hours each) on Saturdays, and 2 buses (6 revenue service hours each) on Sundays. Hours of revenue service would need to be confirmed with participating employers;
- That Guelph Transit design industrial routes based on input from participating employers (employee survey recommended);
- That Guelph Transit identify opportunities to use industrial special buses to provide extra capacity on Base Radial Routes (where time permits) when deadheading to/from the industrial areas;
- That Guelph Transit/TDM Coordinator develop an emergency ride home program for employers participating in the Industrial service strategy;
- That Guelph Transit explore opportunities for a TransCab application to service public facilities in the two industrial areas if these facilities are not adequately serviced by the industrial specials; and
- That Guelph Transit address industrial service requests beyond Guelph Transit's regular hours of service based on a full cost recovery agreement.

*Passes (Part C – 13.7)*

- That Guelph Transit assess the feasibility of extending the U-Pass concept to employers in the City of Guelph.

*GO Premium Shuttle Service (Part C – 13.7)*

- That Guelph Transit staff design and market the Premium Shuttle service offering to residents and current GO Train users on a monthly subscription basis, with implementation targeted at Year 2 or 3 of this service strategy. Initially this service would be offered for a six month trial period;
- That Guelph Transit allocate 2 buses in the early AM and late PM (consistent with GO Train departure and arrival times) to provide this type of service (approximately 1 revenue service hour per bus); and
- That City Council set and approve an acceptable cost recovery rate for a Premium GO Shuttle Service.

**MOBILITY SERVICES REVIEW AND 5-YEAR FAMILY OF SERVICES PLAN (PART D)**

*Marketing and Promotion of Family of Services (Part D – 20.1)*

- That Guelph Transit promote the use of the conventional services to existing and potential clients of Mobility Services as a short-term measure. This would include:
  - Updating the Mobility Services brochure to provide a section on the current accessibility features of conventional transit including information on how to use the services;

- Maintaining and possibly expanding the accessibility information on the Transit Map and Transit web site and, over time, adding communication elements which more directly target seniors. Taking steps to ensure information is available on general service accessibility (e.g., any change in availability of accessible buses, bus shelter locations and bus stop conditions); and
- Conducting occasional demonstrations of low floor bus accessibility for groups of seniors and persons with disabilities.

### *Accessibility on Conventional Transit (Part D – 20.1)*

- That Guelph Transit expand the current program for the ongoing upgrading of high volume and other important bus stops to improve accessibility. Improvements include landing pads, paved connections to sidewalks, benches, shelters or other accessibility enhancements. In conjunction with this program, an accessibility inventory of all bus stops should be developed to guide improvements as well as to be able to provide information to customers. The bus stop improvement program is proposed as a medium to long-term measure;
- That Guelph Transit provide an incentive to Mobility Service clients to use conventional transit service under conditions (e.g., non-winter seasons, daylight hours, accessible bus stops at origin and destination) in which they are able to use the service. The incentive could be in the form of free passage for clients who have a time limited (e.g., six months) photo identification pass issued by Guelph Transit. This incentive is suggested as a short to medium-term measure;
- That Guelph Transit (Mobility Services) offer a travel training program to encourage and assist persons with disabilities to use conventional transit. It is suggested that this be a medium to long-term measure so more experience can be gained from others in the industry. It is also suggested that opportunities to provide this service through partnerships with external agencies should be explored;

### *Taxi Scrip Program (Part D – 20.2)*

- That Guelph Transit expand eligibility for the taxi scrip program to all Mobility Services registrants; and
- That Guelph Transit consider expanding the availability of the Taxi Scrip service to all licensed taxi companies.

### *Community Bus (Part D – 20.3)*

- That Guelph Transit expand and redesign the Community bus service in consultation with seniors groups, persons with disabilities, other stakeholders and Mobility Services staff. This expanded service would require the use of a second Mobility Services van and should be implemented in the medium term;
- That the current Community bus service be extended from 4 to 8 hours per day, the route be slightly modified and better promoted and that staff adopt a target of one prescheduled Mobility Services trip being accommodated on each route cycle of the Community bus;

- That Guelph Transit pursue partnership and sponsorship opportunities for Community bus capital acquisitions and operations such as shoppers specials; and
- That, as demand grows for Community bus, Guelph Transit should consider increasing the number of routes, operating at lower frequencies as well as replacing vans with conventional accessible buses of higher capacity (i.e. 30 ft transit buses).

*Contracted Taxi Service and Mobility Van (Part D – 20.4)*

- That Guelph Transit expand the pre-scheduled door-to-door service through increased use of the contracted taxi in the short-term; and
- That Guelph Transit increase the capacity of the Mobility van service in the medium term (2 to 3 years) via the purchase and operation of an additional van.

*Eligibility Guidelines (Part D – 20.5)*

- That Guelph Transit review eligibility guidelines for Mobility Services.

**ASSESSMENT OF HIGHER ORDER OPPORTUNITIES (PART E)**

*Gordon/Norfolk/Woolwich Higher Order Transit (Part E – 24.1)*

- That the City of Guelph protect the entire Gordon/Norfolk/Woolwich Corridor for future dedicated right-of-way higher order bus rapid transit implementation;
- That the City of Guelph intensify residential and employment uses along the Gordon/Norfolk/Woolwich Corridor;
- That Guelph Transit implement a Transit Priority Corridor (BRT lite) for the section of the Gordon/Norfolk/Woolwich Corridor between the Downtown and the University. In the short-term implement transit priority measures along the corridor at the following locations:
  - Northbound left turn priority at Woodlawn Road & Woolwich Street;
  - A dedicated southbound transit lane with transit priority indicator at the intersection of Wellington Street & Gordon Street;
  - Queue jump or queue relocation with stop bar set back on Gordon Street northbound and southbound at College Avenue. This would allow buses on Gordon to pull ahead of stopped vehicles when they arrive during a red signal phase for Gordon;
  - Coordination of pedestrian crossing signals with traffic control signals along Gordon between College Avenue and Stone Road;
  - Transit-actuated southbound left and westbound left turn priority phasing at intersection of Gordon Street and South Ring Road; and
  - Transit-actuated southbound left turn priority phasing at intersection of Stone Road and South Ring Road;

- That, as transit demand develops, Guelph Transit implement semi-express and express bus services along the Gordon/Norfolk/Woolwich corridor;
- That, as transit demand develops, Guelph Transit implement a dedicated transit/High Occupancy Vehicle right-of-way by adding one additional lane in each direction on the Gordon/Norfolk/Woolwich Corridor between Stone Road and Clair Road;
- That, as transit demand develops, Guelph Transit implement a dedicated transit/HOV right-of-way by converting one lane of traffic in each direction on the Gordon/Norfolk/Woolwich Corridor between Speedvale Avenue and Woodlawn Road; and
- That, as plans develop, the City of Guelph and Guelph Transit implement similar measures on the Gordon/Norfolk/Woolwich Corridor south of Clair Road.

### *Guelph Junction Railway (Part E – 24.1)*

- That the City of Guelph undertake the necessary planning and protection activities for a future DMU transit service on the Guelph Junction Railway from the Guelph Innovation District through the Downtown to the north city limits along the Guelph Junction Railway corridor;
- That the City of Guelph locate potential stations along the Guelph Junction Railway and protect for appropriate property and access requirements; and
- That the City of Guelph intensify residential and employment uses around the designated stations along the Guelph Junction Railway.

### *Stone Road Corridor (Part E – 24.1)*

- That the City of Guelph protect the Stone Road corridor between the Guelph Innovation District and the Hanlon Expressway for future higher order BRT implementation;
- That the City of Guelph intensify residential and employment uses along the Stone Road corridor between the Guelph Innovation District and the Hanlon Expressway;
- That, in the near term, Guelph Transit implement transit priority measures along the Stone Road corridor at the following locations:
  - Signal priority at the intersection of Stone Road West & Edinburgh Drive South;
  - Signal priority at the intersection of Stone Road West & Scottsdale Drive;
  - Transit-actuated southbound left turn priority phasing at intersection of Stone Road and South Ring Road; and
- That, as demand develops, Guelph Transit implement semi-express and express bus services along the Stone Road corridor between the Guelph Innovation District and the Hanlon Expressway.

### *External Corridors (Higher Order Transit) (Part E – 24.2)*

- That the City of Guelph work with municipal partners, transportation operators and the Province in a detailed assessment of the three road and rail options identified for interregional transit service between Guelph and Kitchener Waterloo;

- That the City of Guelph work with municipal partners, transportation operators and the Province in a detailed assessment of the three road and rail options identified for interregional transit service between Guelph and Cambridge;
- That the City of Guelph work with Region Waterloo (and the Province as a potential funding partner) on the short-term introduction of linked paratransit and conventional services between Guelph and Kitchener/Waterloo and Guelph and Cambridge using Guelph Transit and GRT buses;
- That the City of Guelph initiate discussions with Wellington County regarding the opportunity of interregional services to Wellington County based on full cost recovery by the City;
- That the City of Guelph work with municipal partners, transportation operators and the Province to implement shoulder DMU service between Guelph and Georgetown/Brampton to supplement planned GO Rail services; and
- That the City of Guelph work with municipal partners and the Province to ensure that long term opportunities for higher order transit implementation are maintained and promoted through necessary transportation planning activities. Specific focus should be on Highway 6 to Hamilton and the Guelph Junction Railway/CP South Mainline to Milton (Mississauga-Toronto).

### **FUTURE STUDIES/CAPITAL COSTS (PART F – 30)**

#### *Expansion Vehicles (Part F - 30.1)*

- That Guelph Transit acquire 4 to 6 expansion low-floor accessible conventional transit vehicles in years 2 to 5 of this plan for internal and external expansion; and
- That Guelph Transit acquire 2 expansion Mobility Services vehicles in years 2 to 3 of this plan for expansion of Mobility Services and the Community Bus service.

#### *Higher Order Transit Studies (Part F – 30.2)*

- That the City of Guelph and Guelph Transit initiate a number of feasibility and EA studies required to move forward with the higher order transit opportunities (both internal and external corridors).

#### *Terminals (Part F - 20.3)*

- That Guelph Transit explore opportunities for additional lands in the vicinity of the VIA/Carden Transportation Terminal to accommodate future growth in transit and associated works within the 2031 planning horizon;
- That Guelph Transit and the University of Guelph revisit the terminal design at the University Centre terminal over the next year to accommodate expansion of routes and timed transfers between routes;
- That Guelph Transit work with representatives from Stone Road Mall to improve the ability for buses to make left turns into the Stone Road Mall Terminal from Scottsdale Drive; and

- That the City of Guelph and Guelph Transit work with local property owners to design 4 to 6 bay transit terminal/transfer points within each of the Sub-Area Nodes (North End Node, East End Node, South End Node, West End Community Centre Node).

*Bus Stops and Pads (Part F – 20.4)*

- That Guelph Transit identify improved passenger amenities at stops along the future Gordon/Norfolk/Woolwich Bus Rapid Transit corridor as it moves towards implementation.

**STAFFING IMPLICATIONS & ORGANIZATIONAL STRUCTURE (PART F – 29)**

- That Guelph Transit implement improvements to the current organizational structure and business practices based on two phases outlined below:

**Phase 1**

- Simplify staffing nomenclature;
- Create an organizational culture which is proactive in addressing current and future challenges;
- Ensure transit growth is sustainable from the perspective of having the appropriate staff resources to operate a fully functional and efficient transit system;
- Develop a Performance Monitoring and Management system aligned to the vision, goals and objectives of Guelph Transit and its business units;
- Review and realign current roles and responsibilities within the Business Services unit, to establish a stronger focus on the marketing and promotion of Guelph Transit;
- Establish a new position - Transit Planner/Scheduler reporting to the Supervisor, Planning and Scheduling;
- Establish a new position - Supervisor, Mobility Services reporting to the Supervisor, Transit Operations;
- Undertake cross training of **all** operators to deliver conventional, Community Bus or Mobility Services;
- Transfer the Operator Trainer, with responsibility for all operator training, to the Supervisor, Transit Operations; and
- In consultation with the City Fleet Manager develop a series of performance standards and indicators for the repair and maintenance of the Guelph Transit fleet.

**Phase 2**

- Conduct a comprehensive review of external and internal communications to determine how information is communicated; and



- Based on the results of the communications review, revise the organizational structure to effectively deal with customer contact and service.

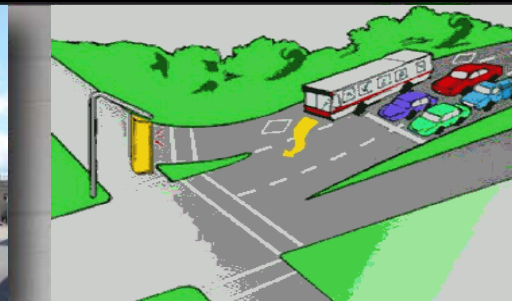
### ***MONITORING PROGRAM (PART F - 30)***

- That Guelph Transit adopt a comprehensive Planning Review and Monitoring Process to assist Guelph Transit staff in achieving a fair and balanced appraisal of service requirements, which is based on sound technical analysis and effective consultation. This should include:
  - Performance Standards to assess new and existing services;
  - A series of on-going route assessments comprising:
    - Regular route reviews as part of an on-going monitoring process;
    - Periodic service reviews to monitor the on-going performance of the system or to respond to requests for minor changes;
    - Annual service reviews to assess major requests for new or revised services;
    - Detailed assessment of various service improvement proposals;
  - A data collection program required to support the review process; and
  - A comprehensive consultation process.

# CITY of GUELPH

Transit Growth Strategy and Plan, Mobility Services Review

## ECO Committee



July 19, 2010



# Study Purpose

- Vision and growth strategy for Guelph Transit, ensuring broad consultation
- Operational review and recommended improvements to Conventional and Mobility Services for the next 5 years
- Assess feasibility of implementing Higher Order Transit services within Guelph and linking Guelph to surrounding communities



Source: Guelph Transit



Source: City of Guelph



Source: GreenWheels.org



# Consultation Activities

- **Public Information Centres**
  - December and March, 110 attendees
- **Public notifications and website**
- **Stakeholder interviews and focus groups**
- **Technical Steering Committee (city staff)**
- **Public Advisory Committee**  
(residents, transit users, employers)
- **Onboard Bus Users Survey**
  - 1,000 user responses (Oct. 2009)
- **Onboard Mobility Service Survey**
  - 100 user responses (Sept. 2009)
- **Online University Student Survey**
  - Over 6,000 responses in Dec. 2009
- **Online Employer Survey**
  - 92 responses from members of the Chamber of Commerce and Downtown Business Association





# A Vision for Guelph Transit

***“Guelph Transit is the preferred transportation mode for the residents, employees and visitors of Guelph over the single occupant vehicle.”***



Source: City of Guelph



Source: The Cannon Contest





# Mobility Services – Diagnostic of Existing Service

## Summary of Findings

- Currently 52,500 annual trips for 1,400 registered clients
- No service expansion for several years
- Service level is the most common client concern
- Significant growth in demand with aging population

## Recommendations will:

- Develop “Family of Services” to increase ridership by:
  - 25% within 2 years
  - 60% within 5 years



Source: City of Guelph



Source: Red Top Taxi



# Family of Services – Recommended Improvements

## 1. Accessible Regular Transit (fleet will be 100% accessible by 2011)

- Provide travel training & incentives to try conventional buses for some travel
- Continue to improve bus stop accessibility (design and snow clearing)

## 2. Taxi Scrip Program

- Expand to all registered clients (not just wheelchair users)
- Promote for spontaneous trips (no reservation required)

## 3. Mobility Services Van & Contracted Taxi Service

- Maintain service quality and current level of efficiency
- Provide an additional van in 2 or 3 years

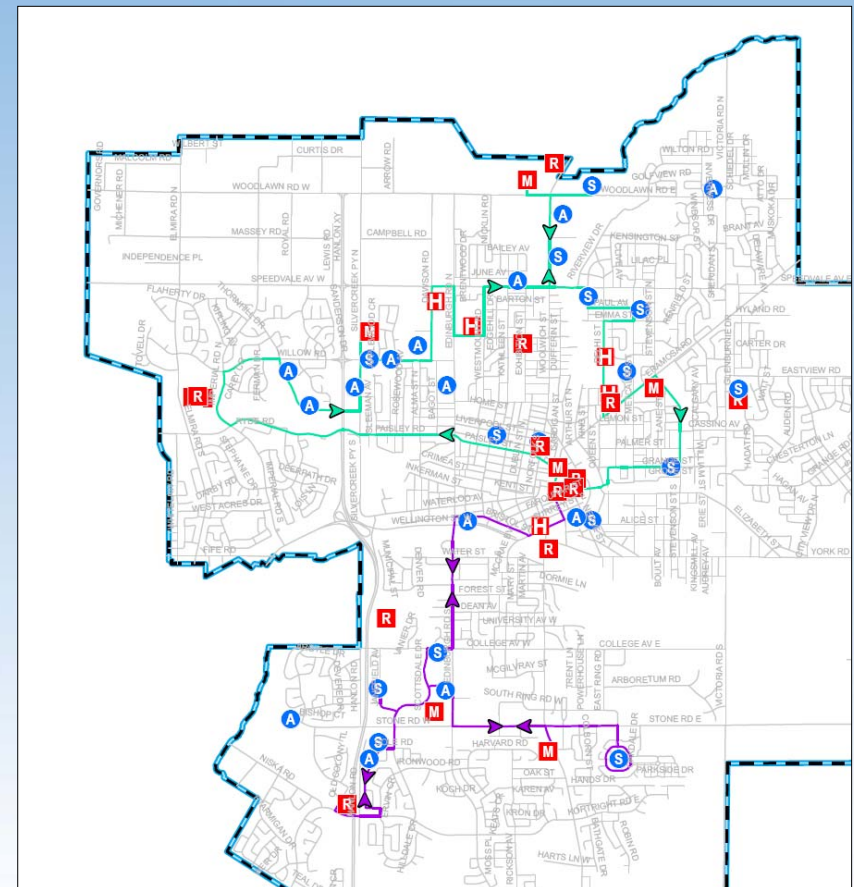




# Family of Services – Recommended Improvements

## 4. Community Bus

- Expand coverage with second bus
- Expand service (9:00am to 4:30pm, 6 days/week)
- Serve all seniors and Mobility registrants
- Focus on shopping, recreation, personal business, medical clinics, activity centres, community nodes (consult on route design)
- Schedule one reserved trip per route cycle to encourage usage by Mobility registrants

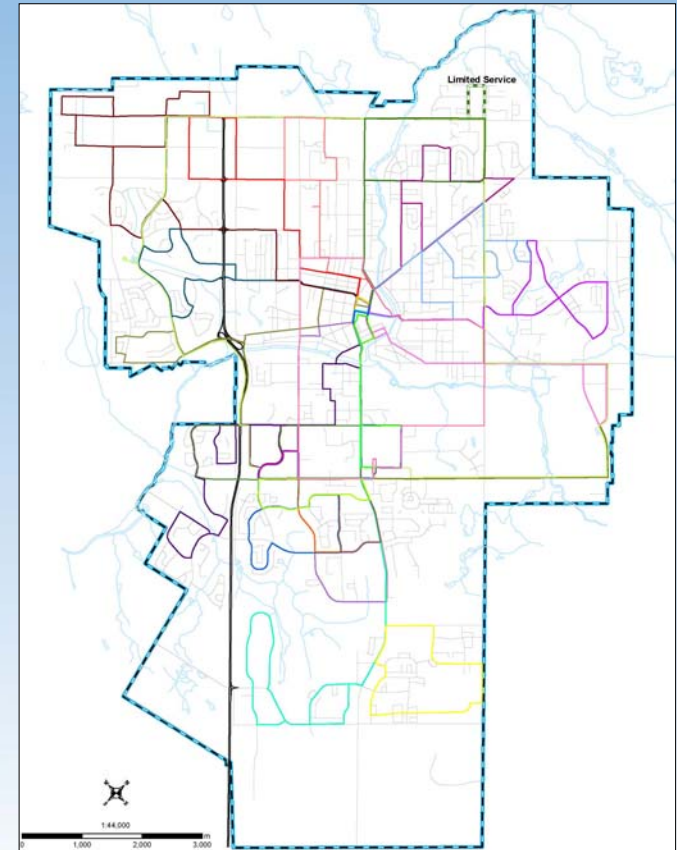






# Conventional Services – Diagnostic of Existing Service

- Difficult to adjust bus frequency to match demand
- Buses crowded during peak and underutilized during off peak periods
- Looping routes increase travel time/reduce efficiency
- Some areas are not well served by transit
- Perimeter route has limited service hours and low ridership in north sections
- Demand has increased to university hub
- Council approved downtown transit hub (2004) – most routes converge at this site
- Two industrial areas with low off-peak ridership (indirect routes, difficult to service)



**Existing Route Map**



# Conventional Services – Recommended Improvements

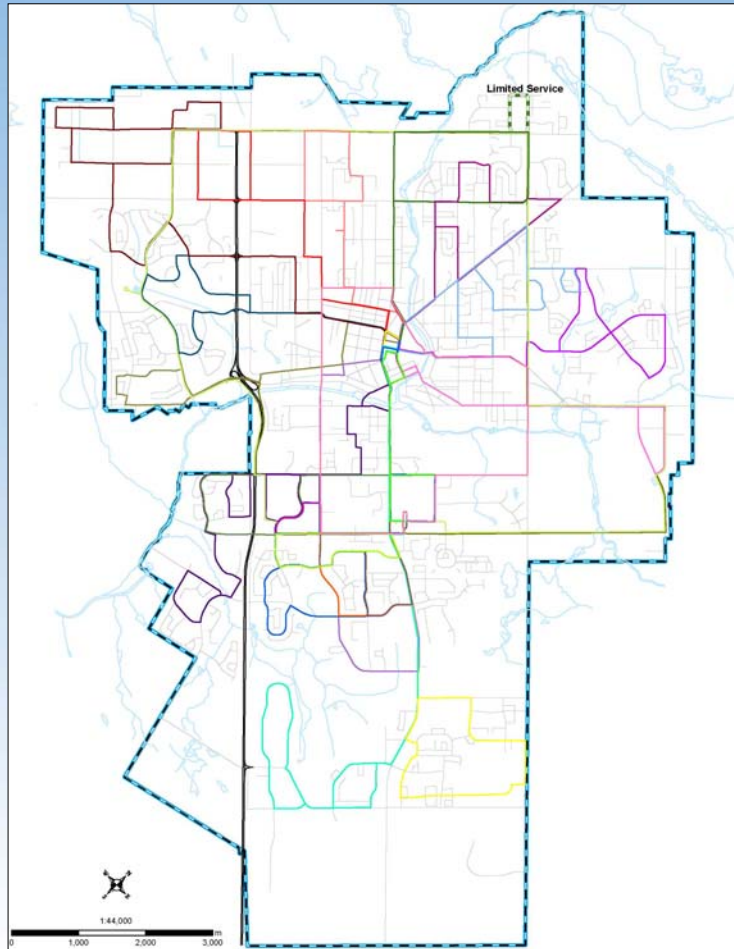
## Routes

- New routes designed to provide more direct two-way travel, better coverage and shorter travel times
- Residential collector routes converge in the downtown and university (major hubs)
- 2-way periphery routes serve existing and emerging nodes
- Gordon/Norfolk/Woolwich becomes a Transit Spine (higher density, transit priority)
- Industrial specials in partnership with key employers (assistance from Chamber of Commerce)
- Premium Shuttle service to enhance transit support to the GO Trains
- Future routes provided as development occurs and road connections completed

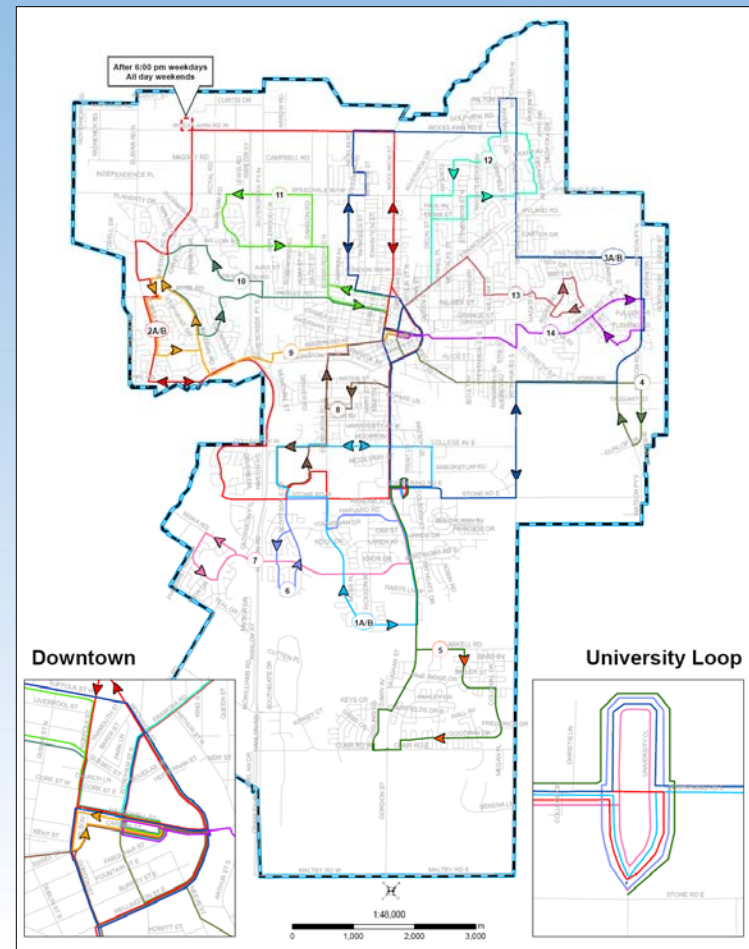


# Conventional Services - Recommended Route Structure

## Existing Route Map



## Recommended Route Map





# Conventional Services – Recommended Improvements

## Service

- New routes with 30/ 60 min. run times to allow 15 minute peak / 30 minute off-peak service
- Saturday service remains the same as weekday service (but 30 minute all day frequency)
- Sunday (and 5 Holidays) service extended one hour with potential zone bus/spine service in future
- Peak period weekday transit service continues during summer months





# Conventional Services – Future Routes – Growth Areas

## Area A

- new route from downtown when Silvercreek becomes continuous (2/3 years)

## Area B

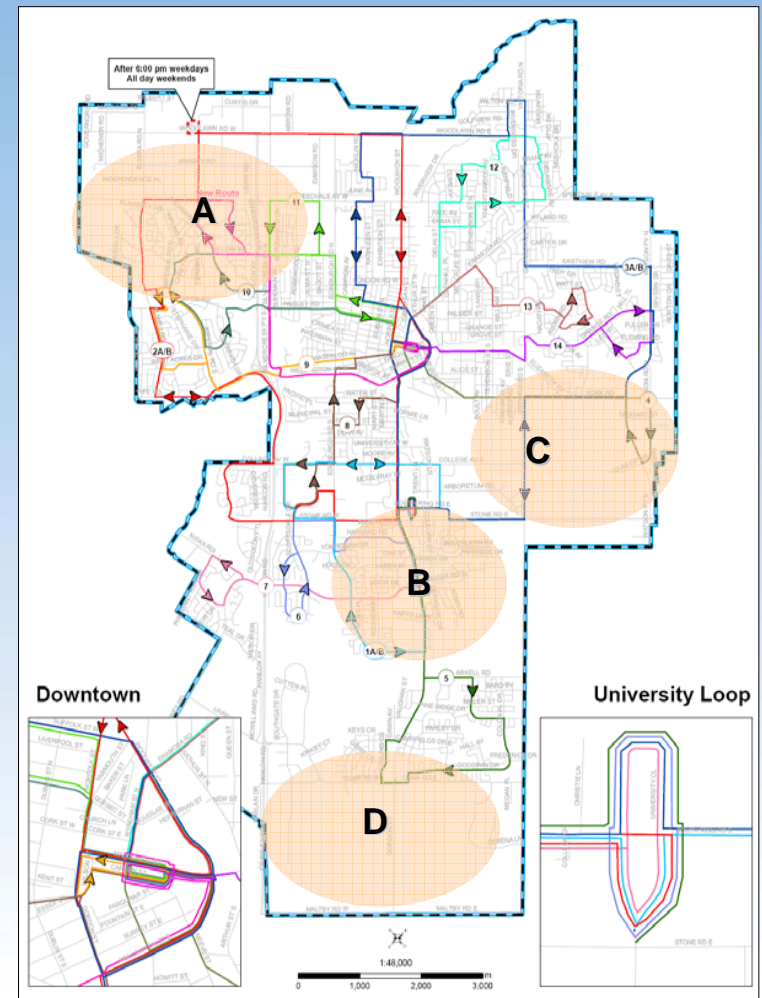
- new route from University as development fills in (4/5 years)

## Area C

- new route from Guelph Innovation District to University (5+ years)

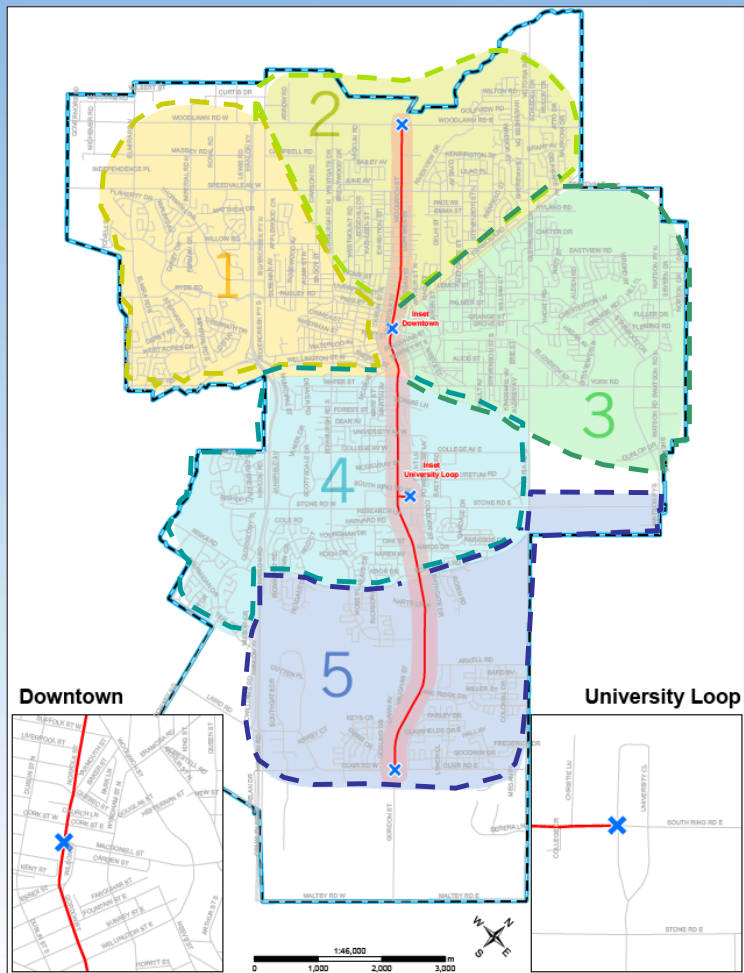
## Area D

- new periphery route as development occurs south of Clair Rd





# Conventional Services – Future Sunday/Holiday Strategy



- Fixed route 30 minute service on Gordon/Norfolk/Woolwich spine
- Plus 5 zone buses with flexible routes which operate on demand and connect to spine service
- Level of service can be matched to demand



# Higher Order Transit in Guelph – The Opportunity

## Capitalize on existing ridership

- Ridership in some corridors may be high enough for higher order transit

## Build future ridership

- Higher order transit will increase ridership as it is fast, attractive and more competitive with the automobile
- Stations and corridors provide intensification opportunities

## Contribute to sustainability goals

- Targets in the Community Energy Plan require change in people's travel behaviour (more likely with higher order transit)

## Provide regional transit options

- Fast, effective transit between Guelph and surrounding communities will require higher order transit systems

## Technologies examined:

- Bus Rapid Transit
- Light Rail Transit
- Diesel Multiple Units
- Pod cars



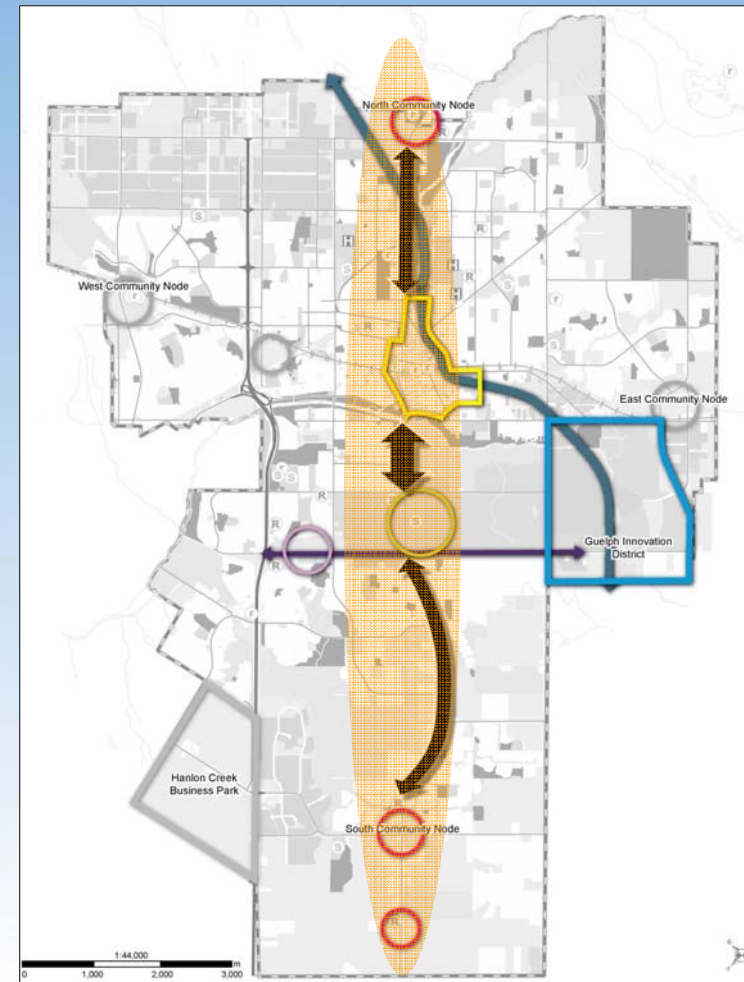




# Higher Order Transit – Recommended Improvements

## 1. Develop Gordon/Norfolk/Woolwich as Bus Rapid Transit Priority Corridor

- Implement queue jump lanes, signal priority and semi-express services
- Intensify adjacent land use and implement Transit Oriented Design
- Protect for exclusive BRT operation as transit demand grows
- **LRT is not recommended** (physical fit, high impacts, not supported by demand, high cost, unique vehicles/facilities in small application)







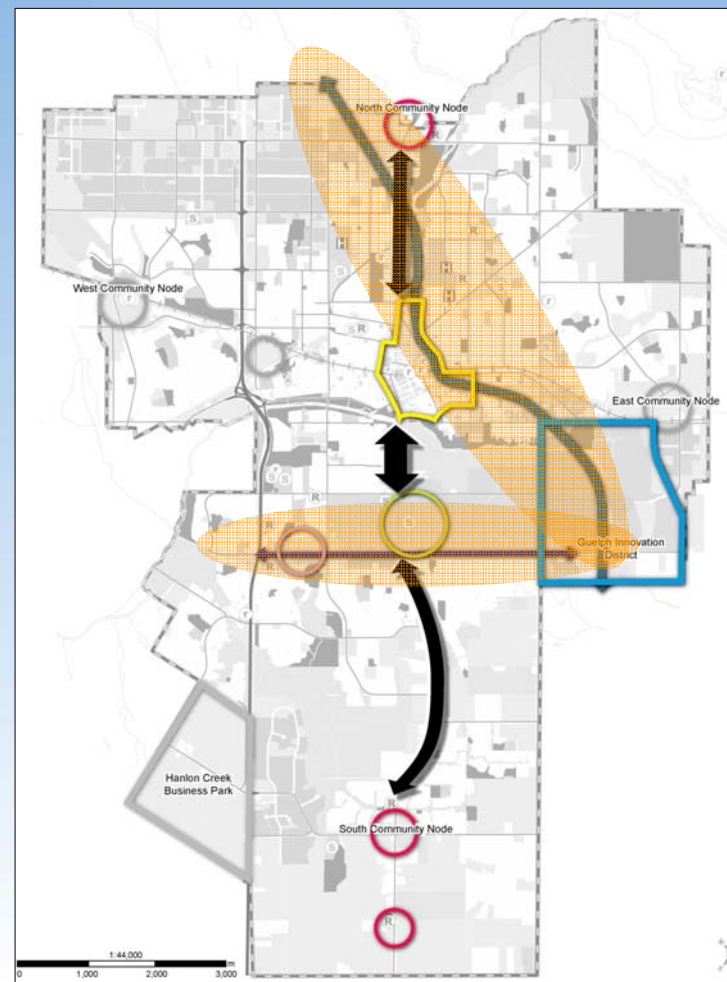
# Higher Order Transit – Recommended Improvements

## 2. Guelph Junction Railway Corridor

- Protect corridor and 4 or 5 station locations
- 2 DMU trains could provide 20/30 minute service
- Connections will be required to downtown transit terminal and from Innovation District to University

## 3. Stone Road Corridor

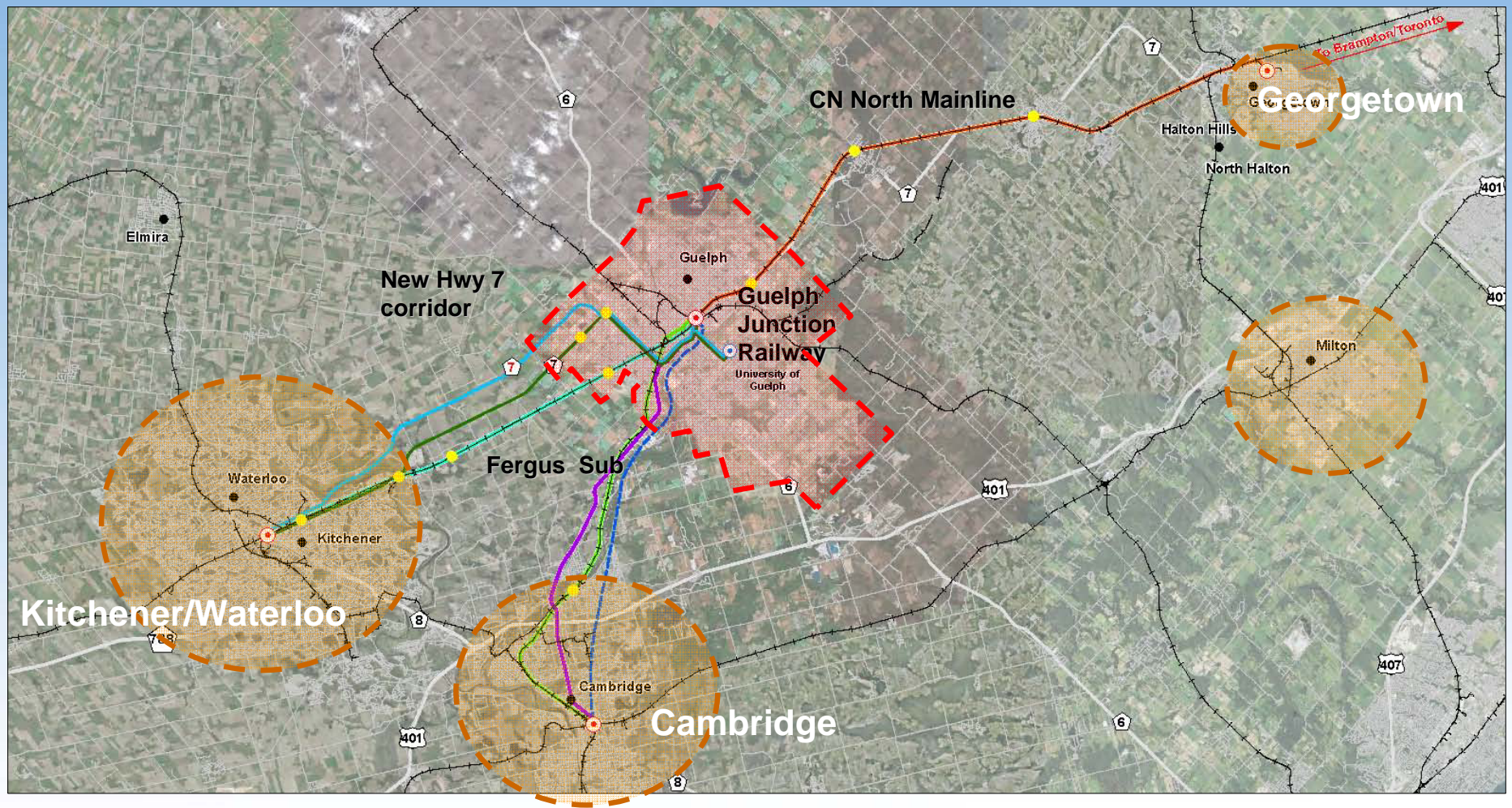
- Protect for HOV/bus lanes and future Bus Rapid Transit from Hanlon to Innovation District
- Start by implementing transit priority measures
- Intensify adjacent uses







# Higher Order Transit – External Corridors







# Higher Order Transit – External Corridor Directions

- **Guelph and Kitchener-Waterloo**
  - Highest travel demand
  - Relatively low cost/low impact
  - Three viable options by road and rail
- **Guelph and Cambridge**
  - High demand, moderate costs
  - Two or three viable options to consider
- **Guelph and Georgetown, Brampton**
  - DMU's on North Mainline could supplement peak period GO Train services
- **Guelph and Wellington County**
  - An option is to use small buses and provide serve with full cost recovery
- **Linking Guelph Transit and Grand River Transit services is the first step**
- **Work with province/municipal partners and operators to assess options, plan and protect corridors, and implement interregional services in the greater Guelph area**



# Service Improvements and Performance Measurements

## Customer Service

- Service Standards developed to communicate expected level of service and monitor performance
- Mechanism to monitor that Guelph Transit is achieving what it set out to achieve
- Will report annually to Council
- Open and transparent process to Council and the public
- Transit technology strategy coming forward to assist Guelph Transit in measuring performance effectively



# Service Improvements and Performance Measurements

## Coverage/Walking Distance

- 90% of population within 400m of bus stop

## Days and hours of service

- 5:45AM-12:45AM Monday-Saturday

## Service Frequency

- 15 minute peak, 30 minute off peak

## Route Directness

- % of transfers in the system

## Bus Stop Spacing

- Avg. spacing of 400m

## Bus Shelter/Stop Ratio Warrants

- 1 shelter / 7 stops

## Vehicle Accessibility

- All routes and buses to be fully accessible

## On time Performance

- Bus arrive 0 to 3 min. late, 95% of the time

## Passenger Loading Factors

- 150% of seated capacity max (peak times)

## Introduction of New Service

- Based on population/employment density

## Complaint / Compliment Ratio

- Reduce complaints by 10% annually

## Accident Rate

- Reduce preventable accidents by 5%/year

## Service Utilization

- Avg. 25 passengers/hour on base routes

## Financial Performance

- R/C ratio of 50%, Mun. subsidy per capita



# Conventional Services - Operating Costs and Revenues

- 5 year growth in ridership from 6.3M to 7.5M transit trips annually based on proposed recommendations
- Initial decrease in operating cost, then increases due to phased improvements
- Financial forecasts prepared using 2010 fares
- Operating costs increased annually at approximately the rate of inflation

Financial Performance	2010	2011	2012	2013	2014	2015
Total Operating Costs	\$19,900,000	\$19,812,000	\$20,686,000	\$22,437,000	\$22,806,000	\$23,182,000
Total Revenue	\$8,900,000	\$9,760,000	\$10,517,000	\$11,000,000	\$11,253,000	\$11,386,000
Cost Recovery	45%	49%	51%	49%	49%	49%
Provincial Gas Tax	\$2,600,000	\$2,643,000	\$2,696,000	\$2,737,000	\$2,748,000	\$2,743,000
Municipal Subsidy	\$8,400,000	\$7,409,000	\$7,473,000	\$8,700,000	\$8,805,000	\$9,053,000
% of Municipal Subsidy	42%	37%	36%	39%	39%	39%
Municipal Population	124,400	126,600	128,800	131,000	133,200	135,400
Municipal Subsidy per Capita	\$67.52	\$58.52	\$58.02	\$66.41	\$66.10	\$66.86

1. 2010 represents Council approved budget for Guelph Transit conventional services
2. Operating cost of new transit terminal not included (estimated at \$0.8 to \$1.0M annually)



# Mobility Services - Operating Costs and Revenues

- 5 year increase in trips from 52,500 to 83,000 annually
- 2010 Council approved budget for Mobility Services used as base
- Financial forecasts prepared using 2010 fares
- Operating costs increased annually at approximately the rate of inflation

Financial Performance	Existing	2011	2012	2013	2014	2015
Mobility Services Trips	50,000	50,000	59,000	60,000	67,000	73,000
Total Trips (incl. conventional)	53,500	53,700	65,000	67,300	75,600	83,000
Total Operating Costs	\$800,000	\$843,000	\$939,300	\$973,000	\$1,075,000	\$1,160,000
Total Revenue	\$109,900	\$109,900	\$145,700	\$147,900	\$172,300	\$194,600
Cost Recovery	14%	13%	16%	15%	16%	17%
Municipal Subsidy	\$690,100	\$733,100	\$793,600	\$825,100	\$902,700	\$965,400
Municipal Subsidy per Capita	\$5.55	\$5.79	\$6.16	\$6.30	\$6.78	\$7.13
Municipal Subsidy per Trip	\$12.90	\$13.65	\$12.21	\$12.26	\$11.94	\$11.63





# Capital Requirements and One-Time Costs

Growth Plan Capital and One Time Costs	2011	2012	2013	2014	2015
Bus Stops and Shelters	\$147,500	\$47,500	\$47,500	\$47,500	\$47,500
Public Awareness Campaign (external cost)	\$30,000	\$5,000	\$5,000		
Transit Priority Measures	\$200,000	\$150,000	\$150,000	\$150,000	\$150,000
University and Sub-Node Terminals	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
Planning Studies for Higher Order Corridor Protection		\$400,000	\$400,000	\$250,000	
<b>Fleet Expansion</b>					
Interregional Service		\$512,500	\$525,300	\$150,800	
Base Service Increase			\$1,050,600		\$1,104,000
Mobility Van / Community Bus		\$143,500	\$147,100		
<b>Sub-Total</b>	<b>\$627,500</b>	<b>\$1,358,500</b>	<b>\$2,425,500</b>	<b>\$698,300</b>	<b>\$1,401,500</b>
Approved Capital Plan for Bus Replacements and System Upgrades	\$1,700,000	\$1,900,000	\$1,900,000	\$2,400,000	\$2,000,000
<b>Total</b>	<b>\$2,327,500</b>	<b>\$3,258,500</b>	<b>\$4,325,500</b>	<b>\$3,098,300</b>	<b>\$3,401,500</b>

\*Note: Costs in this table are not covered by the existing capital envelop and must be addressed in the budget process





# Benefits of Recommendations

- **Improved Level of Service** – 15 minute peak service and more direct routes provide a service level that will help change travel behaviour to favour transit
- **Effectiveness** - More efficient use of City resources
- **Innovation** - Innovative approaches to service such as industrial and GO shuttles, expanded community bus, use of DMUs and Sunday zone bus
- **Ridership Growth** – 20% for conventional transit and 60% for Mobility clients
- **Strategic Planning** - Supports future plans for land use and transit growth and connections to interregional systems
- **Integration** - Supports key city plans / Places to Grow / Community Energy Plan targets – integrates transit with walking, cycling and Transportation Demand Management.

# COMMITTEE REPORT



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

SERVICE AREA Operations & Transit  
DATE July 19, 2010

**SUBJECT Guelph Humane Society – Contractual Service**

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## RECOMMENDATION

That the Operations & Transit Report of July 19<sup>th</sup>, 2010 Guelph Humane Society - Contractual Service be received.

## BACKGROUND

At Council's meeting of March 22<sup>nd</sup>, 2010 the following resolution was passed:

"THAT the Guelph Humane Society be requested to report back to City Council with respect to Clause 4 of the agreement relating to public relations, euthanasia of cats, a veterinarian on staff and board functioning."

## REPORT

The Guelph Humane Society (GHS), represented by Mr. Dave Young, President of its Board of Directors has provided the attached report for Committee's review and will be present to make deliberation to the Committee on this date.

Attached for the Committee's review is a 7+ year summary (2003 – 2010 YTD) of statistics pertaining to the services provided by the GHS and the annual operating budget as approved by City Council. Staff will present to Committee an overview of the contract at the meeting.

## ATTACHMENTS

July 11, 2010 Correspondence- Guelph Humane Society, Dave Young, President  
Guelph Humane Society Statistics: 2003 – 2010 YTD

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### Prepared & Recommended By:

Derek J. McCaughan  
Executive Director, Operations & Transit  
519.837.5628 x2018  
[Derek.McCaughan@guelph.ca](mailto:Derek.McCaughan@guelph.ca)

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**ATTACHMENT – Email received July 11, 2010, Dave Young – President, Guelph Humane Society Incorporated.**

Report Requested by the City of Guelph Council –

For over thirty years the Guelph Humane Society and the City of Guelph have worked cooperatively through the contract to provide the community with animal control services. The contract consists of two components, a flat fee for service and a fund for reimbursement of certain costs, (i.e. Veterinary services, disposal services, board, quarantine, Pit Bull Provisions).

The contract allows for 24/7 “animal in need” coverage and is in line with other communities in supplying animal services to an urban area. The Guelph Humane Society is a member of the Association of Animal Shelter Administrators, the Canadian Federation of Humane Societies as well as the Ontario Society for the Protection of Animals.

The Guelph Humane Society promotes the welfare of all animals and prevention of cruelty and suffering. Euthanasia becomes a necessity of life when all other options have been exhausted. Education is a top priority for the Guelph Humane Society and this, in hand with the Spay/Neuter Program, Microchip Identification, Adoption Program and community outreach, compliments our strategy to lower the euthanasia numbers. Pet overpopulation, the root of the problem, has not been the focus in recent discussions and articles. It is a continuous concern in all communities for animal welfare organizations.

Concerning Clause 4 of the contract the Guelph Humane Society is cognizant of the requirements to positively represent the City in the delivery of the services required in the contract.

Under current regulations animal shelters in Ontario have the authority to utilize T-61. The Guelph Humane Society has a euthanasia policy that is similar to other shelters which reflects the use of T-61. The Guelph Humane Society is working with the Ontario Veterinary College to establish statement of protocols involving euthanasia and T-61. To complement this on going work, the Guelph Humane Society has established a Euthanasia Committee.

The Guelph Humane Society uses the services of various veterinary clinics when required and also has a contract with a veterinary clinic to provide onsite services at the shelter which does include the euthanasia of cats.

The Board of Directors of the Guelph Humane Society, due to the nature and complexity of some issues, has had some difficulties. With the election of a new Board of Directors at our most recent annual general meeting, there is a desire to resolve these issues and move forward.

**ATTACHMENT - Guelph Humane Society Statistics: 2003 – 2010 YTD**

	2003	2004	2005	2006	2007	2008	2009	2010
<b>DOGS</b>								<i>*YTD</i>
# stray dogs (impounded)	286	263	290	326	256	269	277	117
# stray dogs returned to owner	102	100	122	129	180	211	214	59
# stray dogs adopted	34	37	30	50	32	39	42	11
# stray dogs euthanized			26	32	29	28	14	0
<b>CATS</b>								
# stray cats	722	891	931	858	898	1142	620	149
# stray cats returned to owner		11	10	27	20	119	179	30
# stray cats adopted	207	193	224	209	177	217	244	87
# stray cats euthanized			521	519	643	472	355	35
<b>WILDLIFE/EXOTIC ANIMALS</b>								
# orphaned/injured wildlife	510	557	530	555	574	365	343	55
# deceased wildlife	493	455	392	476	443	311	289	57
# exotic strays	26	10	49	42	45	25	34	3
<b>ADMINISTRATION</b>								
# dog licenses sold	5365	5744	5781	5744	6369	6553	6734	4820
# km patrolled	54363	48956	47296	56675	56138	49815	53435	17294
# dog bite investigations	24	39	50	45	30	33	16	3
# warnings issued (Dog at Large)	257	182	247	182	263	211	250	59
# PON's issues (Failure to License, At Large)	171	170	174	171	128	38	49	6
# emergency calls between 4pm-11pm	2709	2561	2743	2903	2489	1823	2186	542
# emergency calls after 11pm	336	358	244	266	226	203	244	82

	2003	2004	2005	2006	2007	2008	2009	2010
<b>Stray Dogs returned to Owner</b>	36%	38%	42%	40%	70%	78%	77%	50%
<b>Stray Dogs Adopted</b>	12%	14%	10%	15%	13%	14%	15%	9%
<b># dog licenses sold</b>	5365	5744	5781	5744	6369	6553	6734	4820

<b>Stray Cats returned to Owner</b>	0%	1%	1%	3%	2%	10%	29%	20%
<b>Stray Cats Adopted</b>	29%	22%	24%	24%	20%	19%	39%	58%

<b>COSTS</b>	2003	2004	2005	2006	2007	2008	2009	2010
<b>Operating Budget</b>	<b>\$170,800</b>	<b>\$185,600</b>	<b>\$214,300</b>	<b>\$219,200</b>	<b>\$226,800</b>	<b>\$238,000</b>	<b>\$287,225</b>	<b>\$310,225</b>

*\*2010 YTD is January through April*

**AGREEMENT FOR PROVISION OF SERVICES  
FOR DOG CONTROL AND ANIMAL SHELTER**

This Agreement made in triplicate this <sup>27<sup>th</sup></sup> day of <sup>January</sup> 2010.

B E T W E E N

**THE CORPORATION OF THE CITY OF GUELPH**

Hereinafter called "the City"

of the FIRST PART

AND

**THE GUELPH HUMANE SOCIETY INCORPORATED**

Hereinafter called "the Society"

of the SECOND PART

THIS AGREEMENT WITNESSES that the City and the Society in consideration of the fulfillment of their respective promises and obligations herein set forth covenant and agree with each other as follows:

**DOG CONTROL SERVICES**

1. (1) The Society agrees:
  - (a) to enforce the City's Dog Control By-law (1991)-14008, as amended from time to time or any successor thereof ("the Dog Control By-law") which relates to the licensing and regulating of dogs and the prohibiting or regulating of running at large of dogs in the City of Guelph; and
  - (b) to investigate and, where appropriate commence proceedings, under the Dog Owners' Liability Act, R.S.O. 1990, c. D. 16, including any regulations made thereunder, as amended from time to time or any successor thereof ("the Dog Owners' Liability Act"), as further set out in this Agreement.
- (2) At least one trained Animal Control Officer of the Society ("Animal Control Officer") shall be actively on duty during the following hours:
  - (a) from April 15<sup>th</sup> to October 31<sup>st</sup> inclusive, a minimum of 80 hours per week, as follows:
    - 8:00 a.m. to 9:00 p.m. Monday through Friday;
    - 8:00 a.m. to 4:00 p.m. Saturday and Sunday.

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- (b) from November 1<sup>st</sup> to April 14<sup>th</sup>, inclusive, a minimum of 40 hours per week, as follows:  
8:00 a.m. to 4:00 p.m. Monday through Friday.

Vehicle patrols will be so designed as to location and timing to have the maximum effect in preventing the running of dogs at large in contravention of the Dog Control By-law.

At all times outside the above hours, a trained Animal Control Officer shall be on call, being available and in condition for work when called for service. Such Animal Control Officer shall be equipped with an electronic paging unit or cellular phone. The said Animal Control Officer will expeditiously attend to the location of a request for service. To receive and dispatch such calls outside of the normal hours of operation of the Society office, the services of a telephone answering machine or service will be employed.

- (3) During the on-duty hours of the Animal Control Officer, the Animal Control Officer shall, except when actively answering a request for service, actively patrol the streets of the City, picking up dogs from the streets which are running at large as defined in the Dog Control By-law.
- (4) For patrolling and responding to requests for service, the Animal Control Officer shall use a motor vehicle provided by the Society equipped with cages which comply with Ontario Regulation 25 made under the Animals for Research Act, R.S.O. 1990, Chapter A.22, as amended from time to time or any successor thereof. Said vehicle shall display adequate identification to the public as a Dog or Animal Control vehicle.
- (5) The Animal Control Officer shall, when on duty, be dressed in a suitable uniform suit and carry an identification badge.
- (6) When the Animal Control Officer apprehends a dog running at large, he or she will:
- (a) if it is wearing a current City of Guelph Dog License, attempt to return it to the identified owner and if such owner cannot be located, impound such dog at the Animal Shelter, and
- (b) if it is not wearing a current City of Guelph Dog License, impound such dog at the Animal Shelter.

When any dog is found to be running at large, the Society's Animal Control Officer shall take appropriate action which may include issuing the appropriate Provincial Offence Notice, under the Provincial Offences Act, noting the offence committed. Where it is reported that an unlicensed dog is

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being kept, the Animal Control Officer shall take such actions as are required to ensure that a license is purchased.

- (7) The Society will be responsible, during the term of this Agreement, to enforce the provisions of the Dog Control By-law and any other by-laws relating to animal control as set out in this Agreement from time to time, and to enforce the provisions of the Dog Owners' Liability Act, as further set out in this Agreement. The Director of the Society, including his or her designate for the purposes of enforcement, and the Animal Control Officers shall also be available to appear in Court as may be required and shall be capable and prepared to give evidence within the Court procedures with respect to such enforcement.
- (8) It is understood and agreed that the services provided to the City of Guelph include the enforcement of:
- (a) Sections 4(1), 4(1.1), 6-10 and 13-17 of the Dog Owners' Liability Act, R.S.O. 1990, c. D. 16, as amended from time to time, or any successor thereof, in relation to pit bulls as defined therein; and
  - (b) O. Reg. 157/05, as amended from time to time, or any successor thereof, in relation to pit bulls;
- (collectively "the Pit Bull Provisions") will be further managed in accordance with Schedule "B" attached.

### ANIMAL CONTROL SERVICES

2. (1) The Animal Control Officer shall respond to all requests for services at any time which relate to the following:
- (a) dogs harassing humans;
  - (b) animals (domestic or wild) biting or attacking persons or animals;
  - (c) in addition, upon responding to a request for service relating to an animal (domestic or wild) biting or attacking persons or animals, for greater clarification,
    - i) it is agreed that the Society will contact the Guelph Police Service to further investigate all cases of dogs (including pit bulls as defined in the Dog Owners' Liability Act) attacking or biting a person;
    - ii) it is further agreed that the Society will investigate all cases of dogs (including pit bulls as defined in the Dog Owners' Liability Act) attacking or biting a domestic animal, and where appropriate commence proceedings under the Dog Owners' Liability Act; and
    - iii) it is agreed that the Society's enforcement responsibility regarding situations of dogs (including pit bulls as defined in

- the Dog Owners' Liability Act) attacking or biting any person is limited to enforcement of the Dog Control By-law
- (d) dogs running at large;
  - (e) injured and/or stray domestic animals;
  - (f) injured wildlife, pursuant to the Society's own authority and discretion;
  - (g) dog care complaints; and
  - (h) all deceased animals within City limits;
    - i) on streets and City property; and
    - ii) on private property with the permission of the property owner
- (2) All deceased animals shall be disposed of in accordance with provincial legislation and such by-laws or regulations as may be legislated by the City Council.
- (3) The Animal Control Officer will immediately take all injured domestic animals that are in his or her possession to a qualified veterinarian for treatment.
- (4) It is understood and agreed that the services provided to the City by the Society shall also include the enforcement of the following City by-laws, as amended from time to time or any successor thereof:
- (a) Poultry By-law (1985)-11952
  - (b) Exotic Animal By-law (1978)-9876
  - (c) Non Domestic Animal By-law (1988)-12960

### ANIMAL SHELTER SERVICES

2. The Society shall operate an Animal Shelter ("the Shelter") on behalf of the City of Guelph under the following terms:
- (1) The Shelter shall be located within the corporate limits of the City of Guelph and shall be easily accessible. The services of the Shelter shall be available to the Animal Control Officers 24 hours per day, every day of the year.
  - (2) The Shelter shall be open to the public during the following minimum hours:
    - (a) 10:00 a.m. to 6:00 p.m. Monday through Friday;
    - (b) 10:00 a.m. to 4:00 p.m. on Saturdays;
    - (c) Sundays at the discretion of the Society's management
    - (d) Sundays, Statutory holidays and after regular business hours by appointment for the redemption of stray domestic animals.

The Shelter shall be responsive to telephone calls 24 hours per day. An answering service or machine shall be used during hours that the



Shelter is not open and such service or machine shall relay pertinent information to the caller including a means of contacting the Animal Control Officer in the event of an emergency.

- (3) The services of the Shelter are provided for the public, and the Society will answer inquiries of the public pertaining to the Shelter and the availability of animal control services, and will handle all such inquiries in a courteous manner.
- (4) The Stray Dog Ward shall be a separate part of the building in which it is housed and shall be equipped with suitable ventilation, heating and cooling facilities to provide for the comfort of the animals in accordance with current legislation as amended from time to time. There shall be provided in the Stray Dog Ward a minimum of 20 separate cages and each animal impounded will have a separate cage for the period of impoundment. All cages and surrounding areas will be cleaned and disinfected daily.
- (5) All impounded animals will be given general daily care including feeding, watering and twice-daily exercising.
- (6) The Society will ensure that a qualified veterinarian is available at all times to provide necessary treatment to any impounded animal and any animal picked up by an Animal Control Officer.
- (7) When a dog is impounded, the Society will tag such dog with an indestructible identification tag for purposes of identification during the impoundment.
- (8) The Society on behalf of the City shall charge a boarding and administration fee for all dogs impounded in accordance with current City of Guelph By-laws as amended from time to time.
- (9) The Society will sell dog tags on behalf of the City, and in particular will ensure that no dog is released from impoundment before the owner of such dog purchases a current City dog tag.
- (10) Revenue collected by the Society for (8) and (9) above will be submitted to the City as set out in Schedule "B" of this Agreement.
- (11) The Society will operate the Shelter in accordance with, and provide records in accordance with, the Animal for Research Act, R.S.O. 1990, Chap. A.22 and regulations thereto, as amended from time to time, or any successor thereof.

- (12) The Society shall, at the request of the Animal Control Officer or Medical Officer of Health, quarantine any cat or dog for the period of time so required.
- (13) The Shelter shall provide for final disposition of all unclaimed animals through adoption or euthanasia.

### INSURANCE

3. The Society shall indemnify and save harmless the City, its employees, officers and agents from and against all claims, actions, losses, expenses, costs and damages of every nature and kind whatsoever, including but not limited to bodily injury and property damage, arising from this Agreement, and shall maintain throughout the term of this Agreement Commercial General Liability insurance coverage in the amount of not less than two million dollars per occurrence, naming the City as an additional insured party. A signed Certificate of Insurance evidencing the above insurance requirement shall be filed with the City's Director of Finance upon execution of this Agreement, and thereafter during the term of this Agreement upon request by the City's Director of Finance.

### PUBLIC RELATIONS

4. Consistent with all clauses of this Agreement and not in variance with such clauses, the Society shall make every effort to maintain good public relations on behalf of the City and in so doing the Society shall make every effort to resolve complaints rather than referring such complaints to members of the City Council or City Staff.

### RECORDS

5. On or before the fifteenth day of each month, the Society shall provide the City with a record of transactions for the previous month stating the numbers of:
- (a) Provincial Offence Notices issued (with breakdown of offence);
  - (b) requests for service;
  - (c) stray dogs picked up, returned to owners, impounded, claimed by owners, adopted to new owners, euthanised;
  - (d) injured and dead dogs picked up;
  - (e) animals quarantined at the Shelter;
  - (f) dog care checks (under Dog Control By-law);
  - (g) stray cats picked up, injured cats picked up, dead cats picked up;
  - (h) injured wildlife picked up, dead wildlife picked up;
  - (i) kilometers traveled on patrol and attending requests for service;
  - (j) requests for service after 4 p.m. and 11 p.m.;
  - (k) administration, boarding fees and G.S.T. collected; and
  - (l) dog tags sold from van and the Shelter.
  - (m) dog attacks and bites reported to the Society, and the number of proceedings commenced by the Society under the Dog Owners' Liability Act

The aforementioned information will be supported by filing copies of daily record sheets, on a monthly basis. Such sheets will be kept in a form and manner satisfactory to the City and the records of the Society relating to this Agreement will be available as may be required for inspection or audit.

Subject to Schedule "A" attached hereto, the Society shall turn over all funds collected for items (k) and (l) above on a monthly basis to the City of Guelph, on normal business days and during normal business hours.

#### DURATION OF AGREEMENT

6. This Agreement shall be in effect from January 1, 2010 to December 31, 2010

#### GOVERNING LEGISLATION

7. In addition to the requirements of this Agreement, all services provided by the Society for the City under the Agreement shall be carried out in accordance with all applicable legislation of the Province of Ontario, as amended from time to time.

#### QUALITY SERVICE

8. If the City is not satisfied with the services provided under this Agreement, it may terminate the Agreement upon giving three months written notice to the Society. Further, the Society may terminate the Agreement upon giving the City three months written notice.

#### PAYMENT FOR SERVICES

9. For dog control and all other services specified in this Agreement, except as set out in Schedules A and B, for the term of this Agreement as set out in Paragraph 6, the City shall pay to the Society the following amount: **Three hundred and eighty-two thousand dollars (\$ 382,000).**

Payments shall be made in twelve equal payments per year with such payments to be made upon receipt, in satisfactory form, of the information required under Clause 5 of this Agreement and no later than the fifteenth of the month provided that the information required under Clause 5 has been received by the City from the Society. These sums and the payments as set out in Schedules "A" and "B" of this Agreement shall be the only remuneration for services and all other funds collected by the Society on behalf of the City are the property of the City and shall be turned over to the City. The parties agree that a portion of the payment amount set out above has been calculated on the basis of 50% of the Society's Supervisor of Animal Control and Investigation's time in relation to services set out under this Agreement (approximately 1,100 hours), not including any time invoiced to the City under Schedule "B".

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Should it appear to either party at any time, acting in good faith, that the Supervisor of Animal Control and Investigation's time during the term of this Agreement may exceed 1,100 hours, they shall immediately notify the other party and the parties agree to meet to discuss additional payment to the Society. If the parties cannot agree on the amount of such additional payment, either party can terminate this Agreement upon giving ninety (90) days written notice to the other party. During the ninety (90) day notice period, all services to be provided by the Society will continue and payment shall be provided by the City on a pro-rated monthly basis based on the annual amount set out above, and as further set out in Schedules "A" and "B".

10. It is agreed that services provided by the Society under this Agreement will continue until the date of termination or expiry of the Agreement in accordance with the provisions set out herein.

### **NOTICE**

11. Any notice or other communication by either party to the other under this Agreement shall be in writing and may be made or given by personal delivery, by courier, by facsimile transmission or by registered mail. Any such notice or communication shall be addressed or faxed, as the case may be, to:

In the case of notice to the Society to:

**Guelph Humane Society**  
500 Wellington Street West  
Guelph, Ontario  
PO Box 684  
N1H 6L3  
Facsimile number: (519) 824-3075  
Attention: Executive Director

and, in the case of notice to the City to:

**Operations Department**  
City Hall, 59 Carden Street  
Guelph, Ontario  
N1H 3A1  
Facsimile number: (519) 821-0839  
Attention: Director, Operations

Each party shall be responsible to provide to the other party any change in address or facsimile number, the proof of which lies upon the party.

12. Any notice or communication given by personal delivery or courier shall be deemed to have been given and received on the day of actual delivery thereof. Any notice or communication given by facsimile transmission, for which there is a facsimile

transmission record indicating successful transmission, shall be deemed to have been given and received on the next business day following the day on which it was successfully sent. Any notice or communication given by registered mail shall be deemed to have been given and received on the third business day following the date of mailing, but if at the time of mailing or within three business days thereafter, there is or occurs a labour dispute or event that might reasonably be expected to disrupt delivery of documents by registered mail, the notice or communication shall be delivered or transmitted by means of personal delivery, courier or facsimile transmission as provided for in this section.


**SCHEDULES**

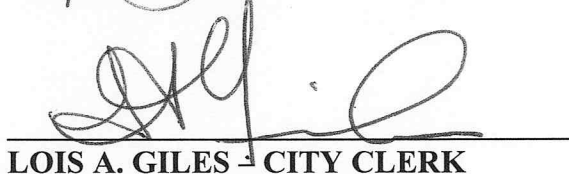
- 13. Schedules "A" and "B" attached hereto form parts of this Agreement and shall apply, notwithstanding any provision of this Agreement to the contrary.

**IT WITNESS WHEREOF the parties hereto have set their hands and seals.**

**DATED AND SIGNED** at the City of Guelph, this *27<sup>th</sup>* day of *January* 2010.

**THE CORPORATION OF THE CITY OF GUELPH**

  
\_\_\_\_\_  
**KAREN FARBRIDGE - MAYOR**

  
\_\_\_\_\_  
**LOIS A. GILES - CITY CLERK**

DATED AND SIGNED at the  
City of Guelph *31* day  
of *MARCH* 2010 .

**GUELPH HUMANE SOCIETY INCORPORATED**

  
\_\_\_\_\_  
**Simon McLatter - PRESIDENT**

  
\_\_\_\_\_  
**David Young - TREASURER**



**SCHEDULE "A"**

Notwithstanding any provision in the Agreement to the contrary, the following provisions shall apply:

1. (a) Revenue received by the Society in 2010 for the sale of dog licenses shall be shared between the Society and the City as set out below:

<u>Licenses Sold</u>	<u>City's Share</u>	<u>Society's Share</u>
Prior to March 1, 2010	50%	50%
After March 1, 2010	50%	50%

- (b) Payment to the City by the Society of the City's share shall be made on a monthly basis, at the same time as the payments set out in Clause 9 of the Agreement.
2. The Society will maintain a dog license database and will provide the City with a monthly license sales report, to be attached to each monthly invoice for licenses sold.
3. A year end license sales report is to be submitted by the Society to the City for each calendar year during the term of this Agreement, to be submitted no later than the first day of February for the prior calendar year. This provision shall survive the termination or expiry of this Agreement.
4. The Society will be responsible for maintaining the dog licensing program in 2010, including renewals, and supplying 2010 tags, including offering a variety of locations to conveniently purchase licenses, including pet food stores, veterinarians, dog groomers, etc.
5. The Society shall provide the City's Director of Finance with audited financial statements relevant to the animal control services specified in this Agreement, for each fiscal year during the term of the Agreement, within thirty (30) days of the Society's annual general meeting. This provision shall survive the termination or expiry of this Agreement.

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## SCHEDULE "B"

Notwithstanding any provision in the Agreement to the contrary, the following provisions shall apply:

1. During the term of this Agreement, the Society shall bill the City for any costs incurred by the Society in enforcing the Pit Bull Provisions defined in section 1(11) of this Agreement, or incurred by the Society in boarding restricted or prohibited pit bulls as defined in the Dog Owners' Liability Act where such pit bulls are held by the Society while awaiting court disposition, to a maximum limit of four thousand five hundred dollars (\$4,500). Any outstanding costs not previously invoiced to the City shall be invoiced no later than thirty (30) days following the expiry or termination of this Agreement. If at any time it appears to either party, acting reasonably, that this limit may be exceeded, or that sixty percent of this limit has been exceeded, the City and the Society shall meet to discuss a method for handling any future costs that may exceed such limit.
  
2. During the term of this Agreement, as defined in Paragraph 6 of the Agreement, the City shall pay to the Society, within 30 days of being invoiced, the actual cost of the following services incurred by the Society to a total maximum of thirty thousand dollars (\$30,000):
  - a) External veterinary services for injured or stray domestic unclaimed dogs and cats during the first three (3) days in the care of the Society.
  - b) disposal services (euthanizing and cremation) for unclaimed domestic cats, dogs and wildlife
  - c) quarantine for unclaimed animals, when required by law
  - d) board for dogs (other than restricted or prohibited pit bulls as defined by the Dog Owners' Liability Act) held by the Society while awaiting court disposition

If at any time, it appears to either party, acting reasonably, that the limit of \$30,000 may be exceeded, or that sixty percent of this limit has been exceeded, the City and the Society shall meet to discuss a method for handling any future costs that may exceed such limit.

3. If at any time, a domestic animal is claimed by its rightful owner, the Society shall collect on behalf of the City reimbursement by the owner for any and all such expenses incurred by the City as listed above. Such expenses, along with any boarding and administration fees incurred during the first three (3) days the animal comes under the care of the Society, shall be collected by the Society and submitted to the City. Expenses, boarding fees and administration fees incurred following the three (3) day stray period, shall be collected and retained by the Society.
  
4. If the parties cannot agree on the amount of any payment in excess of the amounts set out in this Schedule, either party can terminate this Agreement upon giving ninety (90) days written notice to the other party. During the ninety (90) day notice period, all services to be provided by the Society will continue and payment shall be provided by the City on a pro-rated monthly basis based on the annual amount set out in Paragraph 9 of this Agreement, and as further set out in Schedules "A" and in this Schedule "B".

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE July 19, 2010

**SUBJECT Sports Field, Ice and Pool Allocation Policy Principles**  
REPORT NUMBER CS-IS-1017

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## **RECOMMENDATION**

THAT the Allocation Policy Principles set out in Report # CS-IS-1017 be received and approved;

AND THAT staff be directed to develop the Pools, Sports Field and Ice Allocation Policies which reflect the overarching Policy Principles.

## **BACKGROUND**

In 2009 the Community Service Department, as part of its Recreation, Parks and Culture Strategic Master Plan, identified the need to review the City's existing Ice Allocation Policy and to create two additional policies for its Pools and Sports Fields which currently do not have Allocation Policies. Staff has proceeded to undertake this process in-house.

## **REPORT**

This purpose of this report is to provide an overview of the consultation process, research, rationale and implications of four Allocation Policy Principles which, if approved, will form the foundation of three specific policies related to the allocation of pools, sports fields and ice time in city facilities.

### Process

The policy development/review process is being carried out in three phases.

The first phase has been to develop the overarching Allocation Policy Principles and gain endorsement through Council.

The second phase is to develop three detailed Allocations Policies for each of the key areas, which reflect the Policy Principles.

The final phase of policy development will happen in line with the creation of the Guelph Investment Strategy that aims to deliver a more strategic and coordinated



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approach to the way in which the City works with, and provides funding to, community organizations and partners.

The decision to undertake this project was motivated by a number of critical factors:

- The changing nature of the diverse Guelph community, their needs and aspirations;
- The strategic direction provided by the Recreation, Parks and Culture Strategic Master Plan;
- Emerging leisure, recreational and sport interests;
- The need to align current departmental policies with the City's Strategic Plan and the goals and objectives that it contains;
- The increasing need for the City to seek new and innovative ways of engaging with and working with the Guelph community to deliver shared goals around health and well-being;
- The need to fully articulate the City's commitment to delivering service excellence to its customers;
- The need to address service feedback from facility users and user groups relating to their increased demands for access to City facilities at 'peak times', and to balance the needs of various groups;
- To provide City staff with an operational policy framework that enabled them to make clear and transparent decisions when programming activities across Community Services facilities and resources.

#### Resourcing the Project

There was no funding allocated to hire an outside consultant to assist with this work. Instead, staff formed a collaborative staff working group consisting of key Community Services staff to develop the process and facilitate community involvement in the development of the policy principles.

The working group went a further step and secured the support of a PhD Candidate through the Department of Sociology of the University of Guelph Research Shop. The student, Alexandra Siberry, has supported the policy development by assisting with the community consultation activities, the best practice review, and the development of the policy principle rationale and policy components.

#### Advisory Committee & Community Consultation

Community engagement and consultation activity has underpinned the policy development process to date, and the Department has taken significant steps to ensure that its users have been actively involved from the start.

City staff has been working closely with an advisory committee, consisting of key stakeholders from the user group community. The participation of this group has been critical in guiding and shaping the policy principles contained within this report. The City has also engaged with others such as In Motion and the Poverty Task Force.

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Two focus groups were undertaken in February whereby facility users/user groups and staff were invited to participate and offer their thoughts and opinions pertaining to a number of key areas. The groups were asked what the main focus for the policy should be in terms of the key benefits for the community as a whole, and then more specifically about how different groups within the community should be accommodated within the policy.

Following this, an on-line user group survey was distributed to 450 regular user groups receiving 86 responses (19% response rate). This survey aimed to gain an understanding of the groups that regularly utilized the facilities and ascertain their levels of agreement with certain allocation policy options.

As part of the Recreation, Parks and Culture Strategic Master Plan development, a community survey was carried out across the City. This survey spoke to both users and non-users of City facilities. In total 500 households were surveyed about their activity choices, participation sites, levels of participation and recreation spending. The findings of this report are being used to inform this review.

The second key component of the review process to date has been the commencement of an ongoing good practice review. This work continues and will enable the City to gain a clearer understanding of how other comparable municipalities, undertake the process of allocating facility time and resources.

#### Policy Principles

Following engagement and consultation with the community, staff, and analysis of current community trends, the following four key principles have been identified which will underpin the allocations policy framework.

The Allocation Policy therefore will:

- *Policy Principle - **Promote a physically active and healthy community***

Guelph's social landscape is changing and our communities are facing new health challenges. The City continues to play a key role as a community leader to work alongside its partners to ensure that it appropriately delivers and facilitates a mix of structured and unstructured services and programs that enable communities and individuals to successfully meet these challenges. During the Strategic Plan's process the City heard that we should have a commitment to supporting our Guelph residents be the most active residents in Canada. This is a way to collectively define success and it is critical that the Allocation policy has this, and other outcome targets for success at the heart of its decision making process.

#### *Supporting Rationale*

Social life has become increasingly characterized by busy lifestyles and long work weeks. Remaining physically active and healthy is key to being able meet this challenge. Given the trend toward fewer hours for free time it is important

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that Community Services Department work to accommodate and encourage active lifestyles through the successful delivery of programs and services. Structured and unstructured activities and spaces provide community members with an array of opportunities for becoming engaged and maximizing resources. With the prioritization of children and youth's health and wellness, the policy acknowledges that young people will be the next generation of citizens who will lead Guelph in the years to come. Given the challenges that face children and youth's development, such as childhood obesity and poverty to name a few, the policy acknowledges the importance of providing young people with healthy and rewarding opportunities in the community.

- ***Policy Principle - Support and build a strong and engaged community***

Strong, dynamic relationships between the City, partners (non profit and commercial), community groups and volunteers build strong and engaged communities that shape their own future. This policy aims to support an approach that builds community leadership and capacity by increasing participation in community activities, volunteering and service planning. These relationships or 'partnerships' take many forms, and the Community Services will endeavor to strengthen existing relationships, as well as building new ones where the need is identified. In the context of this policy, our long term vision for partnerships will focus on:

- Working with residents and community groups to establish shared goals for community health and wellbeing in the context of leisure, recreation and sport.
- Working with residents, community groups and private enterprise to help achieve these shared goals through the facilitation and development of leisure, recreation and sporting opportunities.
- Exploring new ways or working in partnership that enables the provision of quality services, programs and levels of facility access that benefit the health and wellbeing of the community.

*Supporting Rationale*

The policy aims to facilitate collaborative relations between community members for a number of reasons. Firstly, it is through working together that the community will foster greater capacity and ability to take on a greater role in developing successful programs and services. By drawing on different community leaders/members for their expertise and resources the city of Guelph will gain a more comprehensive resource base that channels new and innovative ways of providing services. By supporting residents, community groups and private enterprises to claim a stake in promoting Guelph's wellness the policy works to create new investments in the community. This approach allows for the strengthening of existing partnerships and the creation of new ones. This innovative and holistic approach will benefit the community from an

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economic and social standpoint by channeling resources effectively and maximizing their use.

This policy will evolve over time and the City's vision for partnership working will be refined and clarified through the Guelph Investment Strategy Project.

- ***Policy Principle - Aspires to deliver service excellence***

It is a City strategic goal to provide effective and efficient services to our customers - the residents and community groups that access City facilities and programs. The City is committed to providing high performing and high quality services through the employment of best practices such as integrated service delivery. The Community Services Department will set clear and fair guidelines for decision making and develop processes that will ensure our customers have opportunity to influence the ongoing development of the policy. Further, the Department will develop, where appropriate, a delivery system that leverages municipal resources and those of non-municipal partners (e.g. business sector partners) to support residents and community groups to achieve their goals.

*Supporting Rationale*

By creating a service delivery system that integrates the professional and client/citizen perspective, this framework aims to provide transparent services and practices. A key component of the Recreation, Parks and Culture Master Plan was a review of the current business processes, policies and operational practices/procedures of the Community Services Department. This review highlighted areas that were both currently performing well and areas for future focus.

This policy aims to address the findings of this review by placing critical importance on: achieving high levels of customer satisfaction; developing a robust and consistent decision-making framework; listening to customers and the wider community; reaching clear standards for service delivery and developing a systematic approach to monitoring and review.

In addition, within this scope, an advisory group made up of community members functions throughout the year to channel feedback and comments where appropriate. This group meets to ensure communication remains a priority.

Furthermore, a conflict resolution process will be developed to ensure there are effective channels for dealing with issues and complaints that arise. Finally, a review of the policy every three years will enable the changing nature and needs of the community to be taken into account.

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- *Policy Principle - **Is accessible and inclusive***

Supporting affordable services and programs for people of all ages, including children, youth, adults and seniors *based on need*. Providing accessible, inclusive and fair opportunities, that actively aim to engage under-represented groups (including but not limited to, those with culturally diverse backgrounds, persons of low income and persons with disabilities) to participate.

*Supporting Rationale*

Accessibility and inclusiveness are concepts which are central to a fair and equitable policy. The notion that all persons regardless of race, ethnicity, class, gender, religious affiliation, ability or sexuality be granted the opportunity to access affordable and culturally appropriate services and programs is embedded in this policy framework.

Guelph is a diverse community and it is important that policies reflect the varying needs of Guelph's community members. This policy aims to create space for consultation with neighbourhood groups in order to gain awareness around barriers that Guelph citizens may face in gaining access to recreational resources. By gaining awareness the city can become strengthened to create new opportunities through collaboration with community stakeholders and outreach activities to ensure that underrepresented groups become included.

Policy Principle Implications

Although the detailed policies have not yet been written, and consultation will continue, it is envisaged that the four Policy Principles will impact upon a number of areas, specifically:

- Giving greater priority to City run programs and activities
- Focusing on children and youth
- Recognizing the importance of hosting tournaments, whilst setting clear parameters to minimize their impact on regular users and programs
- Providing an appropriate balance and mix of both structured and unstructured opportunities for recreation and sport
- Balancing the need between ensuring that current and established user groups are catered to and supported to sustain programming whilst finding ways to support new groups that cater for specific needs within the community
- Placing greater emphasis on collecting key information about users and user groups to help staff oversee the policy and its impact on the community

- The policy aims to build new partnerships with community groups and private enterprise to ensure that the Guelph community can access appropriate and accessible recreation and sport opportunities.

### Next Steps

- Community Service Staff will continue to develop the three allocation policies in consultation with City staff, the advisory committee and broader user groups. Following approval by Council, the Community Services Department anticipates that the implementation of the three policies will be phased, and align with the annual facility booking timetables for 2011.

<b>Policy</b>	<b>Anticipated initial implementation</b>
Sports Field	November 2010
Pools	April 2011
Ice	May 2011

## **CORPORATE STRATEGIC PLAN**

The Allocation Policy Principles clearly align with the City's Corporate Strategic Plan, in the following key areas:

### **Goal 2: A healthy and safe community where life can be lived to the fullest**

- 2.1 A complete community with services and programs for children, youth and adult services
- 2.3 The most physically and socially active residents in Canada
- 2.6 A well-connected and accessible community that values diversity, multiculturalism, volunteerism and philanthropy

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

- 5.2 A consultative and collaborative approach to community decision making
- 5.3 Open, accountable and transparent conduct of municipal business
- 5.4 Partnerships to achieve strategic goals and objectives

## **FINANCIAL IMPLICATIONS**

Policy development and consultation will be managed within existing resources and policy implementation is not anticipated to negatively impact revenue.

## **DEPARTMENTAL CONSULTATION**

Operations Department: Parklands and Greenways

Community Design and Development Department: Development and Parks Planning

Community Services: Integrated Services & Development, Community Facilities & Programs

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## COMMUNICATIONS

Staff and user group focus groups; Advisory Board Meeting; staff collaborative working group and user group survey.

## ATTACHMENTS

Appendix A: User group survey summary  
Appendix B: Allocation Policy Timeline



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**Prepared By:**

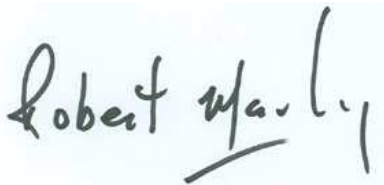
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Community Services  
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## APPENDIX A - USER GROUP SURVEY SUMMARY

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450 user groups were selected to participate in the on-line survey. The sample included those groups that used the facilities regularly and excluded individual 'one off' users such as those that had booked birthday parties at the facilities.

The survey was electronically distributed via a user group email distribution list in March, and a reminder notice was issued one week after the commencement of the survey, in an attempt to boost response rates.

The survey achieved 86 user group responses. This response rate was not consistent across the survey, with some questions being answered by all respondents, and others being answered by just a few. The results obtained in this survey therefore, should be considered with this point in mind and should only be taken as an indication of the views of those user groups that responded to the survey, and cannot be generalised to the broader user group population. It must also be noted that, due to the response rates, analysis by subgroup (e.g. sport activity) is limited.

The largest proportion of respondents (32.6%) considered their group status to be 'not for profit - non-registered' organisations.

The majority of groups, (80.2%) had been in operation for more than ten years and 14% were between 4-10 years old.

Just under half (44.2%) of respondents did have a board of directors and just over half (55.8%), did not have a board of directors.

Just over half (51.2%) of respondents indicated that they had between 1 – 25 volunteers, the second largest proportion of respondents (29.1%), had no volunteers and 11.6% of respondents had over 75 volunteers in their group.

The majority of respondent groups (74.4%) did not have paid staff

### **Recreational/Teams Pursuits**

In 2009 the total number of participants of recreational and team pursuits was indicated by respondent groups as 49,061, an increase of 5730 participants since 2007.

Overall, the majority of respondent groups (58.8%) described the level of their participation in recreational teams/pursuits as staying the same, followed by those who felt their participation was increasing (35%). Only 6.3% of respondents described their levels of participation as decreasing.

When respondents were asked if they had a waiting list for their recreational teams/pursuits, the majority (65%) indicated that they did not, however 35% did have a waiting list. It is anticipated that (when looking at the information offered by participants and the anticipated average participants per recreation activity) that waiting lists may equate to somewhere in the region of around 1000 individuals

Of those groups that had recreational teams/pursuits, 82.5% indicated that between 76-100% of their participants were Guelph residents.



Collectively respondents indicated an average of 50% of their group participants as aged between 26-54 yrs, 25% aged between 6 – 18yrs, 8% were aged 55 + and 3% of their participants aged between 0-5yrs.

Collectively respondents estimated that they received a total of \$3,415,750 in operating revenue, and 'not for profit- registered' groups accounted for \$2,112,700 (61.8%) of this total.

### **'Rep' and competitive/teams and pursuits**

Respondents were asked if their group had elite/rep or competitive teams. The majority of respondents (70.4% /50 respondents) indicated that they did not, yet nearly a third (29.6% - 21 respondents) indicated that they did. 17.4% did not respond to this question. Given the small number of rep teams that responded to this survey the findings have limited application.

### **Levels of agreement with policy options**

Respondents were asked how much they agreed or disagreed with statements regarding the allocation of ice, pool and sports fields. Those statements that gained the most agreement (strongly agree and agree) were:

- Businesses should be encouraged to sponsor city owned facilities and sports fields (68.8%).
- New sports fields, arenas or pools should be allocated to existing groups to accommodate program expansion (65.7%).
- The allocations policy should be reviewed every 3 years (60%).
- Commercial uses (selling items) should be allowed in City recreation buildings and parks (56.3%).
- Private sports organisations should be treated the same as other groups for the purpose of booking policies for facilities (53.1%).

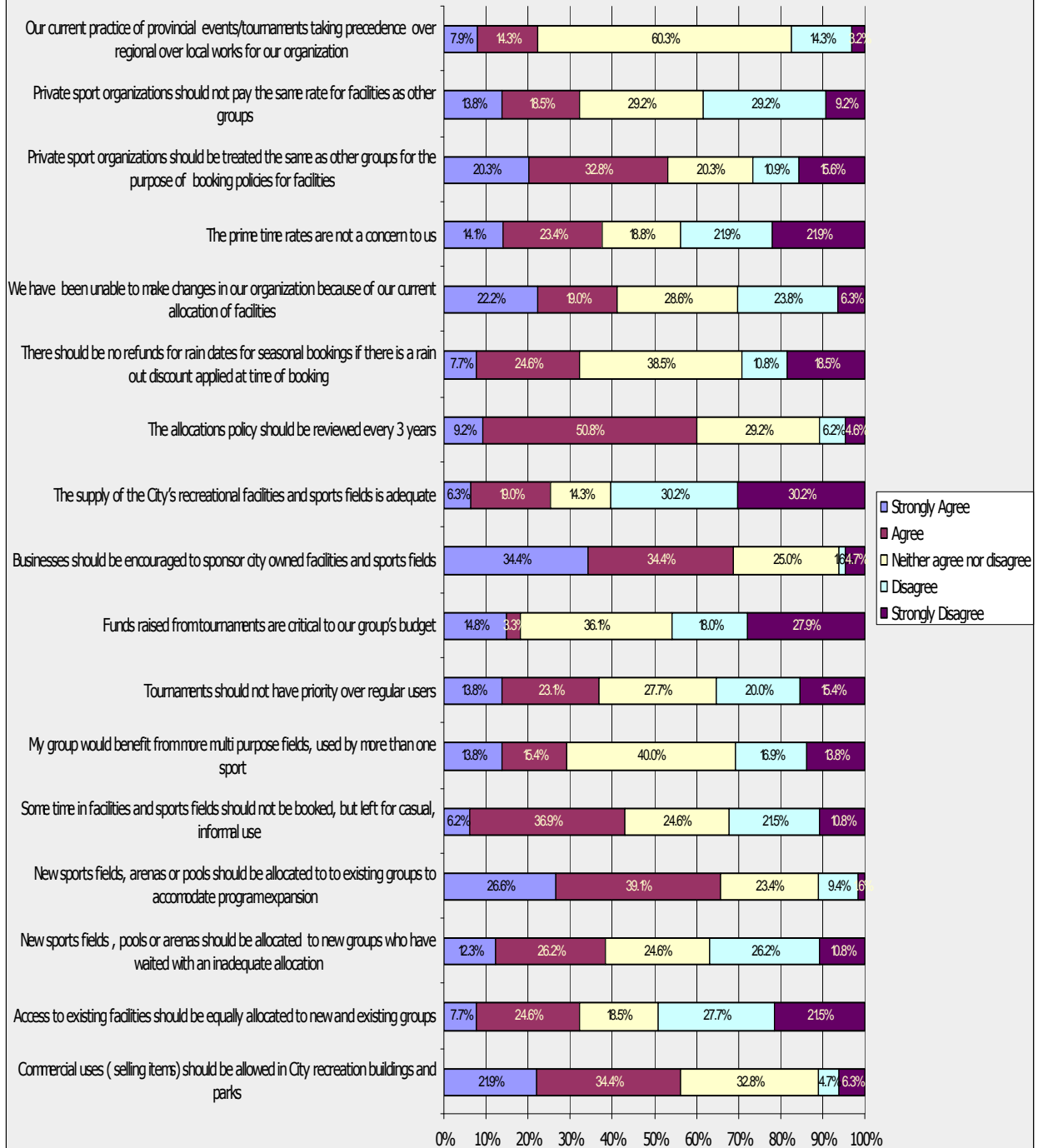
Those statements that gained the most disagreement (strongly disagree and disagree) were:-

- The supply of the City's recreational facilities and sports fields is adequate (60.4%).
- Access to existing facilities should be equally allocated to new and existing groups (49.2%), however 32.3% agreed with this statement.
- Funds raised from tournaments are critical to our group budgets (45.9%).
- The prime time rates are not a concern to us (43.8%).
- Private sport organisations should not pay the same rate for facilities as other groups (38.4%), however 32.3% agreed with this statement.

Those statements that gained most neutrality (neither agree nor disagree) were:

- Our current practice of provincial events/tournaments taking precedence over regional over local works for our organisation (60.3%).
- My group would benefit from more multi purpose fields, used by more than one sport (40%). Other respondents were fairly split in their agreement with this statement as 29.2% agreed and 30.7% disagreed.
- There should be no refunds for rain dates for seasonal bookings if there is a rain out discount applied at the time of booking (38.5%), however 32.3% agreed with this statement and 29.3% disagreed.

Please indicate your level of agreement with each of the following statements



Appendix B

**Allocation Policy Timeline**

<b>Overview of Main Tasks</b>	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
<b>Sports Field (Outdoor)</b>												
Emergency Services, Community Service and Operations Committee engagement (Policy Principles - report)												
Policy drafting												
Staff engagement (working group meetings)												
User Group Engagement -(Advisory Committee Meetings)												
Emergency Services, Community Services and Operations Committee (Final Policy Report)												

<b>Pools</b>												
Emergency Services, Community Service and Operations Committee engagement (Policy Principles - report)												
Policy drafting												
Staff engagement (Working Group Meetings)												
User Group Engagement (Advisory Committee Meetings)												
Emergency Services, Community Services and Operations Committee (Final Policy - Report)												

Appendix B

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
<b>Ice</b>												
Emergency Services, Community Service and Operations Committee (Policy Principles - report)												
Policy drafting												
Staff engagement (working group meetings)												
User Group Engagement (Advisory Committee Meetings)												
Emergency Services, Community Services and Operations Committee (Final Policy - Report)												

# COMMITTEE REPORT



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

SERVICE AREA Community Services  
DATE July 19, 2010

**SUBJECT New Guelph Civic Museum Update**  
REPORT NUMBER CS-MU-1016

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## RECOMMENDATION

That Report #CS-MU-1016, dated July 19, 2010, providing an update on the new Museum project, be received for information.

## BACKGROUND

At the October 15, 2007 City Council meeting, council approved the project to convert the former Loretto Convent to a new Guelph Civic Museum in the amount of \$12,700,000, including external grants and subsidies.

## REPORT

**Construction** – Underpinning of the original foundations is now complete. The foundation has been poured for the north addition and the masonry basement walls are currently 80% complete. The first floor of the original building has been removed and replaced with a new steel and concrete floor and steel framing is installed to support the second floor. Steel is also being installed on the first floor in the 1880s chapel addition. The retaining wall at the rear of the property has been built. Completing the underpinning had to be done slowly due the condition in some locations especially under the 1880s chapel. This put the General Contractor behind approximately 2 weeks which is indicated in the attached Construction Scheduled dated June 3, 2010. The current completion date is April 14, 2011, subject to change. The project continues to be on budget.

**Interior Museum Design** – Two meetings have been held with staff from The Ventin Group as well as Leanne Warren, Administrator of Disability Services, to confirm all interior finishes, millwork, and design features. Vilnis Cultural Design Works continues to work on the two permanent exhibition galleries and will be presenting the next level of detailed design to staff in the coming weeks. Detailed design of the artifact storage furniture is almost complete which was a significant amount of work for Museum curatorial staff working with the consultants to identify how the collections will be stored right down to the number of shelves and drawer inserts.

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**Fundraising** – The Capital Campaign Committee of community volunteers has been meeting bi-weekly and making direct requests of individuals and corporations. Approximately \$100,000 has been committed to date. There is a need to raise the profile of the project and Committee member Gil Stelter has been extremely helpful by writing pieces for both the Tribune and the Mercury. It is the intention of the Committee to complete the \$500,000 capital campaign by October 31, 2010. Members of the Committee are: John Valeriote (Chair), Hugh Guthrie (Honourary Chair), Martin Bosch, Ian Brown, Susan Brown, Ken Hammill, Gil Stelter, Murray Taylor, Morris Twist and Katherine McCracken.

## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

This \$12,700,000 project is included in the City's 2009 and 2010 Capital Budgets. \$6,500,000 has been secured from the federal and provincial governments, and \$500,000 will be raised from the community.

## **DEPARTMENTAL CONSULTATION**

Community Services  
Corporate Services - Corporate Property

## **ATTACHMENTS**

Appendix A: Construction Project Schedule June 30, 2010



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### **Prepared By:**

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### **Recommended By:**

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Community Services  
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Appendix A

CONSTRUCTION PROJECT SCHEDULE  
GUELPH CIVIC MUSEUM

ID	Task Name	Duration	Start	Finish	Jan '10	Feb '10	Mar '10	Apr '10	May '10	Jun '10	Jul '10	Aug '10	Sep '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11	Apr '11	May '11	Jun '11	Jul '11	
1	Mobilize to Site	10 days	Mon 1/25/10	Fri 2/5/10																				
2	Demolition	114 days	Mon 1/25/10	Thu 7/1/10																				
3	Underpinning	68 days	Wed 3/10/10	Fri 6/11/10																				
4	Interior Footings	53 days	Wed 4/7/10	Fri 6/18/10																				
5	Interior Structural Steel	70 days	Mon 5/17/10	Fri 8/20/10																				
6	Masonry Walls	73 days	Wed 6/16/10	Fri 10/29/10																				
7	Roofing	75 days	Mon 7/12/10	Fri 12/31/10																				
8	Site Services	35 days	Mon 7/19/10	Fri 9/3/10																				
9	Alum. Framing/Glass	64 days	Thu 8/5/10	Tue 11/2/10																				
10	Interior Studs	65 days	Thu 8/12/10	Wed 11/10/10																				
11	Interior S.O.G.	32 days	Thu 8/19/10	Fri 10/1/10																				
12	Exterior Restoration	35 days	Mon 8/23/10	Fri 10/8/10																				
13	Waterproofing	24 days	Mon 8/30/10	Thu 9/30/10																				
14	Curbs/Sidewalks	34 days	Thu 9/16/10	Tue 11/2/10																				
15	Drywall Boarding	72 days	Thu 9/23/10	Fri 12/31/10																				
16	Install Doors/Hrdw.	75 days	Mon 9/27/10	Fri 3/4/11																				
17	Elevator	100 days	Thu 9/30/10	Wed 2/16/11																				
18	Install Stairs	88 days	Mon 10/4/10	Wed 2/2/11																				
19	Landscaping	50 days	Thu 10/7/10	Wed 12/15/10																				
20	Taping/Sanding	70 days	Thu 10/14/10	Wed 1/19/11																				
21	Paving	20 days	Thu 10/21/10	Wed 11/17/10																				
22	Painting	68 days	Thu 12/2/10	Mon 3/7/11																				
23	Install T-Bar	56 days	Thu 12/16/10	Thu 3/3/11																				
24	Flooring	65 days	Mon 1/3/11	Fri 4/1/11																				
25	Sprinklers	155 days	Thu 9/2/10	Wed 4/6/11																				
26	Mechanical	259 days	Fri 5/7/10	Wed 5/4/11																				
27	Electrical	259 days	Fri 5/7/10	Wed 5/4/11																				
28	Commissioning	29 days	Fri 3/25/11	Wed 5/4/11																				
29	Final Clean	23 days	Mon 4/4/11	Wed 5/4/11																				
30																								
31																								
32	<b>North Addn Structure</b>	<b>135 days</b>	<b>Mon 4/26/10</b>	<b>Fri 10/29/10</b>																				
33	Footings	40 days	Mon 4/26/10	Fri 6/18/10																				
34	Conc. Walls	24 days	Tue 6/15/10	Fri 7/16/10																				
35	Masonry	71 days	Wed 6/16/10	Fri 10/29/10																				
36	Struc Steel	35 days	Thu 7/8/10	Wed 8/25/10																				
37	Plaza Slab	35 days	Mon 8/2/10	Fri 9/17/10																				
38	Slab on Grade	35 days	Mon 8/16/10	Fri 10/1/10																				
39																								
40																								
41	<b>West Addn Structure</b>	<b>105 days</b>	<b>Mon 8/2/10</b>	<b>Fri 12/24/10</b>																				
42	Underpinning	35 days	Mon 8/2/10	Fri 9/17/10																				
43	Footings	35 days	Mon 8/23/10	Fri 10/8/10																				
44	Conc. Walls	35 days	Mon 10/4/10	Fri 11/19/10																				
45	Masonry	35 days	Mon 10/18/10	Fri 12/3/10																				
46	Struc. Steel	35 days	Mon 10/25/10	Fri 12/10/10																				
47	Slab on Grade	35 days	Mon 11/8/10	Fri 12/24/10																				

Note: Reflects lost time to date due to underpinning re-design and weather.  
Final impact to be determined, as work still not complete.



# COMMITTEE REPORT



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

**SERVICE AREA**            Operations  
**DATE**                            July 19, 2010

**SUBJECT**                      **Guelph Farmers' Market – Insurance Requirement**

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## **RECOMMENDATION**

THAT the City's insurance practice requiring a certificate of insurance be applied to the Guelph Farmers' Market.

## **BACKGROUND**

A review of the Market operations began in March 2007. The purpose of the review was to realign the by-law governing the Guelph Farmers' Market ('the Market'), revise policies and procedures, address inconsistencies and improve upon the administration of the operating process. Of the numerous tasks and issues that were undertaken, all have been resolved with the exception of vendor insurance. Previous Committee reports and staff recommendations, addressing the issue of vendor insurance, were tabled to Committee on the following dates: November 12, 2008, June 15, 2009 and September 21, 2009.

## **REPORT**

The City's current practice for all activities on public land, with the exception of the Market, is to request a certificate of insurance naming the City as an additional insured.

For unknown reasons, a requirement of insurance has never been requested of the Vendors of the Guelph Farmers' Market and has proven to be a contentious topic that has been difficult to resolve. Staff have worked with the Market's Executive Committee on this matter pursuing a number of suggestions and potential solutions. On three separate occasions staff pursued alternative options available to Vendors.

During the course of the investigation, several insurance firms were contacted of which only four would entertain the writing of a policy. Issues that staff consistently encountered included:

- Unwillingness of insurers to allow for an open policy in which participants would come and go
- Premiums were quoted on a full year term with no offering of shorter term program payment options

- 
- Applications for insurance would have to be made individually with risk that insurance could be rejected
  - Insurance fee payments made directly to the insurer
  - Affordability

As a result, Staff were unsuccessful at finding an affordable blanket policy that could be used by all vendors. A summation of the actions taken by the City's Risk Manager is attached for reference.

Also, during the September 21<sup>st</sup> ECO Committee meeting committee members heard from a delegate who opposed the insurance requirement on the basis of religion. Staff were willing to consider waiving the insurance requirement for such reason, with the condition that sufficient collateral was provided. Unfortunately, the Church representing the vendor was unable to provide collateral in the amount required.

In summary there are two options available. The first is that (recommended by staff) all vendors be required to maintain \$2 million comprehensive general liability insurance which includes coverage for premises, operations and products liability. The insurance policy shall also name the Corporation of the City of Guelph as an additional insured party. A survey of surrounding area markets within Ontario indicates an increasing trend for the requirement that all vendors carry individual liability insurance at a minimum of \$2 million. However, as mentioned in previous reports this implementation will also result in the termination or non-renewal of some vending relationships where the Vendor is unable to meet the insurance requirement.

The second option is that Council can choose not to request the insurance requirement for the Guelph Farmers' Market. If this option is pursued and an insurable claim is filed against the City, or against the City and the Vendor, for an incident caused by a Vendor, the City would be responsible for the cost of defending the claim against the City, and for any damages awarded against the City, up to the applicable deductible (currently \$50,000). The City's insurer would be responsible for amounts which exceed the deductible. The City insurance would not defend or cover the Vendor in any way.

While there have been few claims against the Market to date, suggesting a relatively low risk environment, only City Council can waive the insurance requirement. Along with the financial burden of the City's portion of the deductible, another implication of not requiring insurance is that it may set a precedent and other user groups throughout the City may seek the same exemption (such as facility rentals at arenas, River Run, etc.).

In conclusion, the recommendation that all vendors be required to maintain individual liability insurance, if approved, will achieve consistency in the requirement by all who conduct business on city-owned property.

## **CORPORATE STRATEGIC PLAN**

Goal 4, Objective 4.5

Goal 5, Objectives 5.2, 5.3 and 5.4

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## **DEPARTMENTAL CONSULTATION**

Finance Department - Procurement and Risk Management Services  
Legal Services, Corporate Services Department

## **COMMUNICATIONS**

The Guelph Farmers' Market Executive and vendors have been made aware this report is before Committee on this date.



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### **Prepared By:**

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### **Recommended By:**

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### **Recommended By:**

Bill Stewart  
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**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, July 19, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, July 19, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Ms. M. Neubauer, Chief Financial Officer/City Treasurer; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director, Community and Social Services; Ms. S. Smith, Associate Solicitor; Mr. M. Anders, General Manager, Community Connectivity and Transit; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on May 17, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the July 19, 2010 Consent Agenda to be voted on separately:

- |                |  |
|----------------|--|
| ECO 2010-A.30  | Sustainable Neighbourhood Engagement Framework                     |
| ECO 2010-A.31  | Guelph Transit Growth Strategy and Plan & Mobility Services Review |
| ECO 2010-A.32  | Guelph Humane Society – Contractual Service                        |
| ECO 2010- A.33 | Sports Field, Ice and Pool Allocation Policy Principles            |
| ECO 2010-A.35  | Guelph Farmers' Market – Insurance Requirements                    |

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of July 19, 2010 as identified below, be adopted:

July 19, 2010

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

Page 2

Ms. A. Pappert

**a) New Guelph Civic Museum Update**

THAT Report #CS-MU-1016, dated July 19, 2010, providing an update on the new Museum project, be received for information.

Carried

**Sustainable Neighbourhood Engagement Framework**

Mr. Sean Meagher, Consultant representing Public Interest, Strategy and Communications provided a synopsis of the purpose, the framework overview, vision, principles, activities, structure and funding of the neighbourhood engagement framework study. He outlined the criteria, principles, governance and membership, reporting structure and the implementation plan for the neighbourhood support coalition.

Ms. Michele Altermann and Dana Berry-Nagao, Co-Chairs of the Neighbourhood Support Coalition, advised that they endorse the report and are excited about moving forward with the next steps.

REPORT

3. Moved by Councillor Hofland

Seconded by Councillor Laidlaw

THAT the "Sustainable Neighbourhood Engagement Framework" and Transition Plan, as set out in Report #CS-IS-1015, be received and approved by Council;

AND THAT staff be directed to begin the Transition plan as described in Report #CS-IS-1015 in 2010 securing a 'host' organization by the end of 2010;

AND THAT the Director of Community Services and City Clerk be authorized to enter into a contractual agreement with the host organization for a period of up to 18 months, with the purpose of implementing the Framework by the end of the first quarter of 2012, the agreement being subject to the satisfaction of the City Solicitor.

Carried

**Guelph Humane Society – Contractual Service**

Mr. Dave Young, President, Board of Directors, Guelph Humane Society, advised they are working on protocols regarding the use of T-61 with the Ontario Veterinary College and considering alternatives to T-61. He advised they use a veterinary service which provides five veterinarians and allows for a broader scope of service. He stated the Board of Directors is elected by the members of the Guelph

Humane Society and they are in the process of establishing their priorities and working on Clause 4 of the agreement.

Ms. Jackie Cooper, Guelph Humane Society member, stated she has provided free grooming and training to the Guelph Humane Society for 20 years, but since she attended a T-61 rally in Guelph in 2009 her services are no longer required, and the Humane society is paying for the same services. She stated concerns regarding the election process for the Board of Directors and believes that candidates were not provided equal access to information.

Ms. Jill Taglietti, Guelph Humane Society member, expressed concern regarding her inability to obtain minutes from the Board meetings and the lack of accountability and transparency of the Board of Directors for the Guelph Humane Society.

Ms. Tracy Bolzon, member of the Guelph Humane Society, raised the concern of the lack of an Executive Director for 15 months and the lack of action being taken to hire an Executive Director.

Ms. Barbara Miller, Guelph Humane Society member, raised the concern that the Guelph Humane Society has not had a Volunteer Coordinator for over a year to coordinate free labour, yet a court reporting company was hired to co-chair, tape and transcribe meetings. She stated that those duties could be done by qualified volunteers and the money could be better utilized for programs.

Ms. Gaynor Fletcher, board member of the Guelph Humane Society, stated that board members have not been provided access to log books. She clarified that T-61 is still being used for wildlife. She also raised concerns about the election process regarding means of soliciting and using proxies. She questioned of the need for confidentiality agreements within a public charitable organization. She stated that the Board does not follow proper protocols for removing board members. She is concerned about the lack of transparency and accountability of the Board of Directors.

Mr. Don Holman, expressed concerns surrounding the operating budget for the Guelph Humane Society. He believes there is not enough financial accountability and the Humane Society is not exploring ways to reduce their budget.

Ms. Mary Richardson, member of the Guelph Humane Society raised concerns regarding the election process for the Board of Directors regarding solicitation of proxy votes. She expressed concern about board members acting inappropriately when they were challenged on certain issues.

Ms. Kate Flannigan, a local veterinarian, expressed concern regarding how T-61 is used at the Guelph Humane Society. She stated it has been banned in many countries and it should not be used on wildlife or domestic animals. She would like the Humane Society to use the most humane method of euthanasia.

Ms. Marlene Santin, expressed concern that the City is not getting all the information regarding statistics surrounding euthanasia and adoptions. She advised nearly 50% of the animals are euthanized but the City is only receiving reports on those being euthanized under their service contract.

Mr. Mike Seeman, member of the Guelph Humane Society, expressed concern regarding the election process. He was not given access to the same information as some other candidates.

Ms. Michele Vindum, member of the Guelph Humane Society, stated that she has been unable to receive minutes, statistics, or reports.

Ms. Barbara Kerson was not in attendance to speak.

The Director of Operations & Transit advised there have been very little changes to the structure of the agreement in the last decade so expectations of service are understood.

The Chief Financial Officer advised that staff will examine options to improve the Guelph Humane Society's level of accountability.

Ms. M. Neubauer  
Mr. D. McCaughan

4. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT the Chief Financial Officer be directed to review the agreement with the Guelph Humane Society Inc. in light of current best practices to determine whether there is merit in moving forward with an RFP process and report back to committee.

Carried

Mr. D. McCaughan

5. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

THAT staff be directed to investigate the concerns with respect to the Guelph Humane Society Inc. agreement with the City of Guelph and report back to committee.

Carried

**Guelph Transit Growth Strategy and Plan & Mobility Services Review**

Mr. Richard Puccini, Consultant, Dillon Consulting, outlined:

- the purpose of the transit growth strategy and plan and mobility services review;
- the vision for Guelph Transit;
- the examination of mobility and conventional services, and recommended improvements
- the higher order transit consideration that examined bus rapid transit, light rail transit, diesel multiple units and pod cars
- recommendations for service improvements and performance measurements;
- capital requirements and one-time costs;
- benefits of the recommendations.

He stated that progress reporting will incorporate items such as the CEP goals in order to show the greater community benefits such as lower emissions.

6. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

REPORT

THAT the Emergency Services, Community Services & Operations Report #CS-TR-1014 of July 19, 2010 pertaining to the Guelph Transit Growth Strategy & Mobility Services Review, be received;

AND THAT Council approve in-principle the recommendations and implementation plan contained in the Dillon Consulting Report "Guelph Transit Growth Strategy and Plan & Mobility Services Review" related to Conventional Transit, Mobility Services and Higher Order Transit and the Implementation Plan be adopted as the blueprint to guide transit operations and development over the next five years, subject to annual budget deliberations;

AND THAT staff be directed to undertake the required activities in 2010 including discussions with potential industrial partners to prepare for the implementation of the 5-Year Plan for Conventional Transit and Mobility Services commencing no later than the summer of 2011;

AND THAT staff be directed to prepare a detailed plan for undertaking transit priority measures on roadways recommended in the Dillon Report for bus-rapid higher-order-transit service, taking into account implications for roadway geometry, functions and operations, and including timing and budget requirements, for Council approval prior to implementation;

AND THAT staff be directed to undertake discussions with municipal partners and provincial agencies to carry out a detailed assessment of the opportunities to implement interregional transit service between Guelph and Cambridge, Kitchener, Waterloo in the Region of



Waterloo and potential for extending transit service areas in Wellington County , as identified in the Dillon Report;

AND THAT staff be directed to undertake a detailed assessment of using the Guelph Junction Railway (GJR) for providing rail-based higher-order-transit service in Guelph, taking into account implications for land use and supporting infrastructure, as identified in the Dillon Report.

Carried

7. Moved by Councillor Hofland

Seconded by Councillor Laidlaw

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

- litigation or potential litigation;
- advice that is subject to solicitor-client privilege.

Carried

The public committee meeting adjourned at 8:23 p.m.

**A meeting of the Emergency Services, Community Services and Operations Committee closed to the public.**

### **Guelph Farmers' Market – Insurance Requirements**

Mr. B. Stewart, provided information regarding the Guelph Farmers' Market – Insurance Requirements report.

The closed committee adjourned at 8:30 p.m.

### **The committee reconvened in open session at 8:31 p.m.**

Mr. KC Horsnby, market vendor, advised the vendors were looking to find affordable insurance and possibly blanket coverage. He stated that a number of vendors cannot afford the insurance and will withdraw from the market if the insurance becomes mandatory.

Mr. Sam Bowman, a market vendor, advised that due to religious beliefs, he does not carry public insurance. If the insurance requirement is adopted, he may need to look for other venues to sell his products.

Ms. Catharine Mambourg, a market vendor, stated that insurance is not affordable for many and the unique flavour of the market will be lost if insurance is a requirement. She believes the public will lose

interest in the market if the unique, small business vendors are not there. She provided a petition from the vendors requesting the insurance requirement not be adopted. She stated that she is only able to obtain liability insurance for her business.

Mr. Bob Watkins, a market vendor, stated the flavour of the market will change if insurance is required and the market will lose a number of unique vendors. He added that he has insurance by his suppliers. He suggested the City put signs up stating that people enter at their own risk.

REPORT

8. Moved by Mayor Farbridge  
 Seconded by Councillor Hofland  
 THAT a third party risk assessment be sought to determine ways to mitigate risks at the Farmers' Market.

Carried

REPORT

9. Moved by Councillor Laidlaw  
 Seconded by Councillor Hofland  
 THAT no action be taken to require a certificate of insurance for the Guelph Farmers' Market.

Carried

**Sports Field, Ice and Pool Allocation Policy Principles**

Staff provided information regarding the goals of the policy and the process.

Ms. A. Pappert

6. Moved by Mayor Farbridge  
 Seconded by Councillor Laidlaw  
 THAT the Allocation Policy Principles set out in Report #CS-IS-1017 be received;

AND THAT staff be directed to review the scope of the policy and report back to committee with a more comprehensive framework.

Carried

The meeting adjourned at 9:22 p.m.

Next Meeting: Monday August 23, 2010

.....  
 Chairperson

# COMMITTEE AGENDA



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

DATE August 23, 2010

LOCATION Council Committee Room 112

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

## CONFIRMATION OF MINUTES

July 19, 2010

## PRESENTATIONS (Items with no accompanying report)

a)

## 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-2010 A.36 Jr. B Hockey Club, Facility Construction			
ECO-2010 A.37 Macdonald Stewart Art Centre Proposal: July 2010	Joanne Shoveller		√
ECO-2010 A.38 City Of Guelph 2009 And 2008 Annual Collision Reports			
ECO-2010 A.39 Creation Of Downtown Revitalization Fund (banner fund)			

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

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## **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**

## **NEXT MEETING**

September 20, 2010

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, July 19, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, July 19, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Also Present: Councillors Beard, Bell and Wettstein

Staff in Attendance: Ms. M. Neubauer, Chief Financial Officer/City Treasurer; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director, Community and Social Services; Ms. S. Smith, Associate Solicitor; Mr. M. Anders, General Manager, Community Connectivity and Transit; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on May 17, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the July 19, 2010 Consent Agenda to be voted on separately:

ECO 2010-A.30	Sustainable Neighbourhood Engagement Framework
ECO 2010-A.31	Guelph Transit Growth Strategy and Plan & Mobility Services Review
ECO 2010-A.32	Guelph Humane Society – Contractual Service
ECO 2010- A.33	Sports Field, Ice and Pool Allocation Policy Principles
ECO 2010-A.35	Guelph Farmers’ Market – Insurance Requirements

2. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of July 19, 2010 as identified below, be adopted:

July 19, 2010

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

Page 2

Ms. A. Pappert

**a) New Guelph Civic Museum Update**

THAT Report #CS-MU-1016, dated July 19, 2010, providing an update on the new Museum project, be received for information.

Carried

**Sustainable Neighbourhood Engagement Framework**

Mr. Sean Meagher, Consultant representing Public Interest, Strategy and Communications provided a synopsis of the purpose, the framework overview, vision, principles, activities, structure and funding of the neighbourhood engagement framework study. He outlined the criteria, principles, governance and membership, reporting structure and the implementation plan for the neighbourhood support coalition.

Ms. Michele Altermann and Dana Berry-Nagao, Co-Chairs of the Neighbourhood Support Coalition, advised that they endorse the report and are excited about moving forward with the next steps.

3. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

REPORT

THAT the "Sustainable Neighbourhood Engagement Framework" and Transition Plan, as set out in Report #CS-IS-1015, be received and approved by Council;

AND THAT staff be directed to begin the Transition plan as described in Report #CS-IS-1015 in 2010 securing a 'host' organization by the end of 2010;

AND THAT the Director of Community Services and City Clerk be authorized to enter into a contractual agreement with the host organization for a period of up to 18 months, with the purpose of implementing the Framework by the end of the first quarter of 2012, the agreement being subject to the satisfaction of the City Solicitor.

Carried

**Guelph Humane Society – Contractual Service**

Mr. Dave Young, President, Board of Directors, Guelph Humane Society, advised they are working on protocols regarding the use of T-61 with the Ontario Veterinary College and considering alternatives to T-61. He advised they use a veterinary service which provides five veterinarians and allows for a broader scope of service. He stated the Board of Directors is elected by the members of the Guelph

Humane Society and they are in the process of establishing their priorities and working on Clause 4 of the agreement.

Ms. Jackie Cooper, Guelph Humane Society member, stated she has provided free grooming and training to the Guelph Humane Society for 20 years, but since she attended a T-61 rally in Guelph in 2009 her services are no longer required, and the Humane society is paying for the same services. She stated concerns regarding the election process for the Board of Directors and believes that candidates were not provided equal access to information.

Ms. Jill Taglietti, Guelph Humane Society member, expressed concern regarding her inability to obtain minutes from the Board meetings and the lack of accountability and transparency of the Board of Directors for the Guelph Humane Society.

Ms. Tracy Bolzon, member of the Guelph Humane Society, raised the concern of the lack of an Executive Director for 15 months and the lack of action being taken to hire an Executive Director.

Ms. Barbara Miller, Guelph Humane Society member, raised the concern that the Guelph Humane Society has not had a Volunteer Coordinator for over a year to coordinate free labour, yet a court reporting company was hired to co-chair, tape and transcribe meetings. She stated that those duties could be done by qualified volunteers and the money could be better utilized for programs.

Ms. Gaynor Fletcher, board member of the Guelph Humane Society, stated that board members have not been provided access to log books. She clarified that T-61 is still being used for wildlife. She also raised concerns about the election process regarding means of soliciting and using proxies. She questioned of the need for confidentiality agreements within a public charitable organization. She stated that the Board does not follow proper protocols for removing board members. She is concerned about the lack of transparency and accountability of the Board of Directors.

Mr. Don Holman, expressed concerns surrounding the operating budget for the Guelph Humane Society. He believes there is not enough financial accountability and the Humane Society is not exploring ways to reduce their budget.

Ms. Mary Richardson, member of the Guelph Humane Society raised concerns regarding the election process for the Board of Directors regarding solicitation of proxy votes. She expressed concern about board members acting inappropriately when they were challenged on certain issues.

Ms. Kate Flannigan, a local veterinarian, expressed concern regarding how T-61 is used at the Guelph Humane Society. She stated it has been banned in many countries and it should not be used on wildlife or domestic animals. She would like the Humane Society to use the most humane method of euthanasia.

Ms. Marlene Santin, expressed concern that the City is not getting all the information regarding statistics surrounding euthanasia and adoptions. She advised nearly 50% of the animals are euthanized but the City is only receiving reports on those being euthanized under their service contract.

Mr. Mike Seeman, member of the Guelph Humane Society, expressed concern regarding the election process. He was not given access to the same information as some other candidates.

Ms. Michele Vindum, member of the Guelph Humane Society, stated that she has been unable to receive minutes, statistics, or reports.

Ms. Barbara Kerson was not in attendance to speak.

The Director of Operations & Transit advised there have been very little changes to the structure of the agreement in the last decade so expectations of service are understood.

The Chief Financial Officer advised that staff will examine options to improve the Guelph Humane Society's level of accountability.

4. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

Ms. M. Neubauer  
Mr. D. McCaughan

THAT the Chief Financial Officer be directed to review the agreement with the Guelph Humane Society Inc. in light of current best practices to determine whether there is merit in moving forward with an RFP process and report back to committee.

Carried

5. Moved by Councillor Laidlaw  
Seconded by Councillor Farrelly

Mr. D. McCaughan

THAT staff be directed to investigate the concerns with respect to the Guelph Humane Society Inc. agreement with the City of Guelph and report back to committee.

Carried

**Guelph Transit Growth Strategy and Plan & Mobility Services Review**



Mr. Richard Puccini, Consultant, Dillon Consulting, outlined:

- the purpose of the transit growth strategy and plan and mobility services review;
- the vision for Guelph Transit;
- the examination of mobility and conventional services, and recommended improvements
- the higher order transit consideration that examined bus rapid transit, light rail transit, diesel multiple units and pod cars
- recommendations for service improvements and performance measurements;
- capital requirements and one-time costs;
- benefits of the recommendations.

He stated that progress reporting will incorporate items such as the CEP goals in order to show the greater community benefits such as lower emissions.

6. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

REPORT

THAT the Emergency Services, Community Services & Operations Report #CS-TR-1014 of July 19, 2010 pertaining to the Guelph Transit Growth Strategy & Mobility Services Review, be received;

AND THAT Council approve in-principle the recommendations and implementation plan contained in the Dillon Consulting Report "Guelph Transit Growth Strategy and Plan & Mobility Services Review" related to Conventional Transit, Mobility Services and Higher Order Transit and the Implementation Plan be adopted as the blueprint to guide transit operations and development over the next five years, subject to annual budget deliberations;

AND THAT staff be directed to undertake the required activities in 2010 including discussions with potential industrial partners to prepare for the implementation of the 5-Year Plan for Conventional Transit and Mobility Services commencing no later than the summer of 2011;

AND THAT staff be directed to prepare a detailed plan for undertaking transit priority measures on roadways recommended in the Dillon Report for bus-rapid higher-order-transit service, taking into account implications for roadway geometry, functions and operations, and including timing and budget requirements, for Council approval prior to implementation;

AND THAT staff be directed to undertake discussions with municipal partners and provincial agencies to carry out a detailed assessment of the opportunities to implement interregional transit service between Guelph and Cambridge, Kitchener, Waterloo in the Region of

Waterloo and potential for extending transit service areas in Wellington County , as identified in the Dillon Report;

AND THAT staff be directed to undertake a detailed assessment of using the Guelph Junction Railway (GJR) for providing rail-based higher-order-transit service in Guelph, taking into account implications for land use and supporting infrastructure, as identified in the Dillon Report.

Carried

7. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

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

- litigation or potential litigation;
- advice that is subject to solicitor-client privilege.

Carried

The public committee meeting adjourned at 8:23 p.m.

**A meeting of the Emergency Services, Community Services and Operations Committee closed to the public.**

**Guelph Farmers' Market – Insurance Requirements**

Mr. B. Stewart, provided information regarding the Guelph Farmers' Market – Insurance Requirements report.

The closed committee adjourned at 8:30 p.m.

**The committee reconvened in open session at 8:31 p.m.**

Mr. KC Horsnby, market vendor, advised the vendors were looking to find affordable insurance and possibly blanket coverage. He stated that a number of vendors cannot afford the insurance and will withdraw from the market if the insurance becomes mandatory.

Mr. Sam Bowman, a market vendor, advised that due to religious beliefs, he does not carry public insurance. If the insurance requirement is adopted, he may need to look for other venues to sell his products.

Ms. Catharine Mambourg, a market vendor, stated that insurance is not affordable for many and the unique flavour of the market will be lost if insurance is a requirement. She believes the public will lose

interest in the market if the unique, small business vendors are not there. She provided a petition from the vendors requesting the insurance requirement not be adopted. She stated that she is only able to obtain liability insurance for her business.

Mr. Bob Watkins, a market vendor, stated the flavour of the market will change if insurance is required and the market will lose a number of unique vendors. He added that he has insurance by his suppliers. He suggested the City put signs up stating that people enter at their own risk.

REPORT 8. Moved by Mayor Farbridge  
Seconded by Councillor Hofland  
THAT a third party risk assessment be sought to determine ways to mitigate risks at the Farmers' Market.  
Carried

REPORT 9. Moved by Councillor Laidlaw  
Seconded by Councillor Hofland  
THAT no action be taken to require a certificate of insurance for the Guelph Farmers' Market.  
Carried

**Sports Field, Ice and Pool Allocation Policy Principles**

Staff provided information regarding the goals of the policy and the process.

Ms. A. Pappert 6. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the Allocation Policy Principles set out in Report #CS-IS-1017 be received;

AND THAT staff be directed to review the scope of the policy and report back to committee with a more comprehensive framework.

Carried

The meeting adjourned at 9:22 p.m.

Next Meeting: Monday August 23, 2010

.....  
Chairperson

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

**August 23, 2010**

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-2010 A.36 JR. B HOCKEY CLUB, FACILITY CONSTRUCTION</b></p> <p>THAT the Mayor and Clerk be authorized to execute a lease agreement with the Jr. B Hurricanes Hockey Club to allow construction of a dressing room at Jr. B cost at the Sleeman Centre, and to allow use of the dressing room by Jr. B subject to the terms and conditions being satisfactory to the Executive Director of Community and Social Services, the City Engineer, Legal Services and the Manager of Realty Services.</p>	<p>Approve</p>
<p><b>ECO-2010 A.37 MACDONALD STEWART ART CENTRE PROPOSAL: JULY 2010</b></p> <p>THAT Report #CSS-AD-1018 and the attached letter and proposal dated July 26, 2010 from the Macdonald Stewart Art Centre (MSAC) be received;</p> <p>AND THAT, as an original “sponsor” of the Macdonald Stewart Art Centre, the City of Guelph agrees with the MSAC Task Committee’s goal of “proposing alternative agreement(s) that would ensure viable funding, sustainable maintenance and provide value to the primary partners” and approves, in principle, the City’s participation in the proposed consultation process which would suggest new governance and partnership models for the Macdonald Stewart Art Centre;</p> <p>AND THAT staff of the Community and Social Services Department serve as liaison to the MSAC Task Committee, and that the Task Committee report back, through staff, on its progress as key milestones are achieved.</p>	<p>Approve</p>

**ECO-2010 A.38 CITY OF GUELPH 2009 AND 2008 ANNUAL COLLISION REPORTS**

Approve

THAT the report entitled `City of Guelph 2009 and 2008 Annual Collision Reports', from Operations and Transit, dated August 23, 2010, be received;

AND THAT, staff be directed to review potential mitigation measures for the ten highest ranked intersections and ten highest ranked midblock locations identified in the 2009 Annual Collision Report.

**ECO-2010 A.39 CREATION OF DOWNTOWN REVITALIZATION FUND (banner fund)**

Approve

THAT staff utilize the `banner fund' to pursue improvements within the downtown on a 50-50 cost sharing agreement with the Downtown Guelph Business Association when the business unit is in a positive variance position.

**B Items for Direction of Committee**

**C Items for Information**

attach.

# COMMITTEE REPORT



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

SERVICE AREA Community and Social Services  
DATE August 23, 2010

**SUBJECT Jr. B Hockey Club, Facility Construction**  
REPORT NUMBER CSS-FP-1020

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## RECOMMENDATION

THAT the Mayor and Clerk be authorized to execute a lease agreement with the Jr. B Hurricanes Hockey Club to allow construction of a dressing room at Jr. B cost at the Sleeman Centre, and to allow use of the dressing room by Jr. B subject to the terms and conditions being satisfactory to the Executive Director of Community and Social Services, the City Engineer, Legal Services and the Manager of Realty Services.

## BACKGROUND

Traditionally the Guelph Jr. B Hurricanes Hockey Club has played at the Victoria Road Recreation Centre. At Victoria Road they maintained an office, storage room and dressing room(s) for their exclusive use. In the summer of 2009, the Club was sold and purchased by a number of local business people. The new ownership group approached staff about relocating the Club to the Sleeman Centre and expressed a desire to construct team facilities at the Sleeman Centre.

## REPORT

Based upon their request last season to play at Sleeman, staff had discussions with various rental groups; with their cooperation, staff was able to adjust the ice schedules at both Sleeman and Victoria Road to accommodate the majority of the Club's games at Sleeman. However, some games could not be accommodated at Sleeman due to previously contracted special events, so the Jr. B's continued to practice and play some games at Victoria Road.

Last season the Club continued to maintain a dressing room, storage area and office space at Victoria Road. This upcoming season we have been able to accommodate all of their practices and games at the Sleeman Centre.

As the Jr. B's will no longer be utilizing the Victoria Road Recreation Centre, they have vacated their previously dedicated space. However, there is one major hurdle to relocating to the Sleeman Centre - that being the lack of a permanent dressing room, office and storage space. These amenities are the norm and are expected of all Junior Hockey Club Operations.

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At this point we have provided some temporary office space and allow the Club to use the OHL visitor's room for home games, but storage remains a problem. Staff met with the principal owner of the Club, and he has suggested that they would construct these amenities at the Sleeman Centre – at their cost – which is estimated in the \$60,000 range. The Club presented a conceptual layout of the space they would require and there is enough “surplus” space in the marshalling area to accommodate their needs. Staff estimated the construction period at about two months.

City staff has identified the City's requirements for the Jr. B owners to design and build a change room, offices, and a storage room at the Sleeman Centre. This information is highlighted in Attachment B: City Requirements.

The City has entered into a license agreement with the Club for the use of the Sleeman Centre for games and practices. An additional lease agreement is required with the Jr. B Club to cover the use of the proposed facilities and include, but not limited to the following:

1. The entire construction cost would be covered by the Jr. Club.
2. The term would be 5 – 10 years in duration.
3. The cost of construction would constitute the rental cost for the facilities for the lease period.
4. The Club would be obligated to maintain the facilities in an appropriate condition at their cost.
5. The facilities would become the property of the City at the conclusion of the construction.

### Benefits

There are three (3) key benefits for both venues to relocating the Club to Sleeman.

1. Moving the Club out of Victoria Road frees up much needed dressing room space and less expensive prime time ice for other rental groups.
2. At Sleeman increased spectator events increases concession revenues, increases the facilities visibility and provides opportunities to host Jr. B special events such as Prospect and All-Star games.
3. Relocating the Club also helps them by providing a first class facility that has the capacity to accommodate larger play-off crowds – traditionally a problem at Victoria Road.

## **CORPORATE STRATEGIC PLAN**

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

Goal 4: A vibrant and valued arts, culture and heritage identity

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## **FINANCIAL IMPLICATIONS**

The estimated costs of the proposed facilities are \$60,000 for approximately 1,200 sq ft.

The construction cost is approximately \$50/sq ft. The full cost of construction is to be paid by the Jr. B Club.

There are no anticipated additional incremental facility operating or capital costs as the facilities are being constructed inside the facility. Having the Jr. B Club play their games at Sleeman provides an opportunity to increase Food and Beverage sales and has the potential to open other revenue streams such as the Jr. B All-Star and Prospect games.

## **DEPARTMENTAL CONSULTATION**

Human and Legal Services Department: Manager of Reality Services

Finance Department: Manager of Procurement Risk Management

Community & Social Services Department: Municipal Building Maintenance staff

Discussions were had regarding the practicality and requirements to entertain permitting the Club to construct such facilities. All felt it was a workable and manageable project. We would work to ensure that the proposed structure would complement the existing structure.

## **COMMUNICATIONS**

Last season the Jr. B Club played the majority of their games here at Sleeman.

They met with the Storm Hockey Club and discussed their use of the facility and worked on developing a relation between the two Clubs. Both Clubs have been meeting over the summer and have additional meetings scheduled in the upcoming weeks.

The Storm Hockey Club's games and practices are all accommodated prior to any ice being made available to the Jr. B Club.

Staff met with Guelph Minor Hockey, Guelph Girls Hockey and a private rental group to work thru the allocation of ice both here and at Victoria Road to accommodate the relocation of games and practices to Sleeman.

Everyone involved was very supportive of the relocation.

## **ATTACHMENTS**

Attachment A: Conceptual Layout

Attachment B: City Requirements



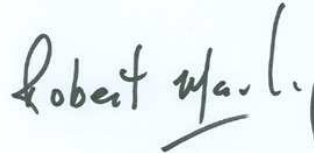
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**Prepared By:**

Rich Grau  
Facility Manager, Sleeman Centre  
519-822-4900 x2847  
rich.grau@guelph.ca



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**Recommended By:**

Rob MacKay  
Manager Programs and Facilities  
519-822-1260 x2664  
rob.mackay@guelph.ca

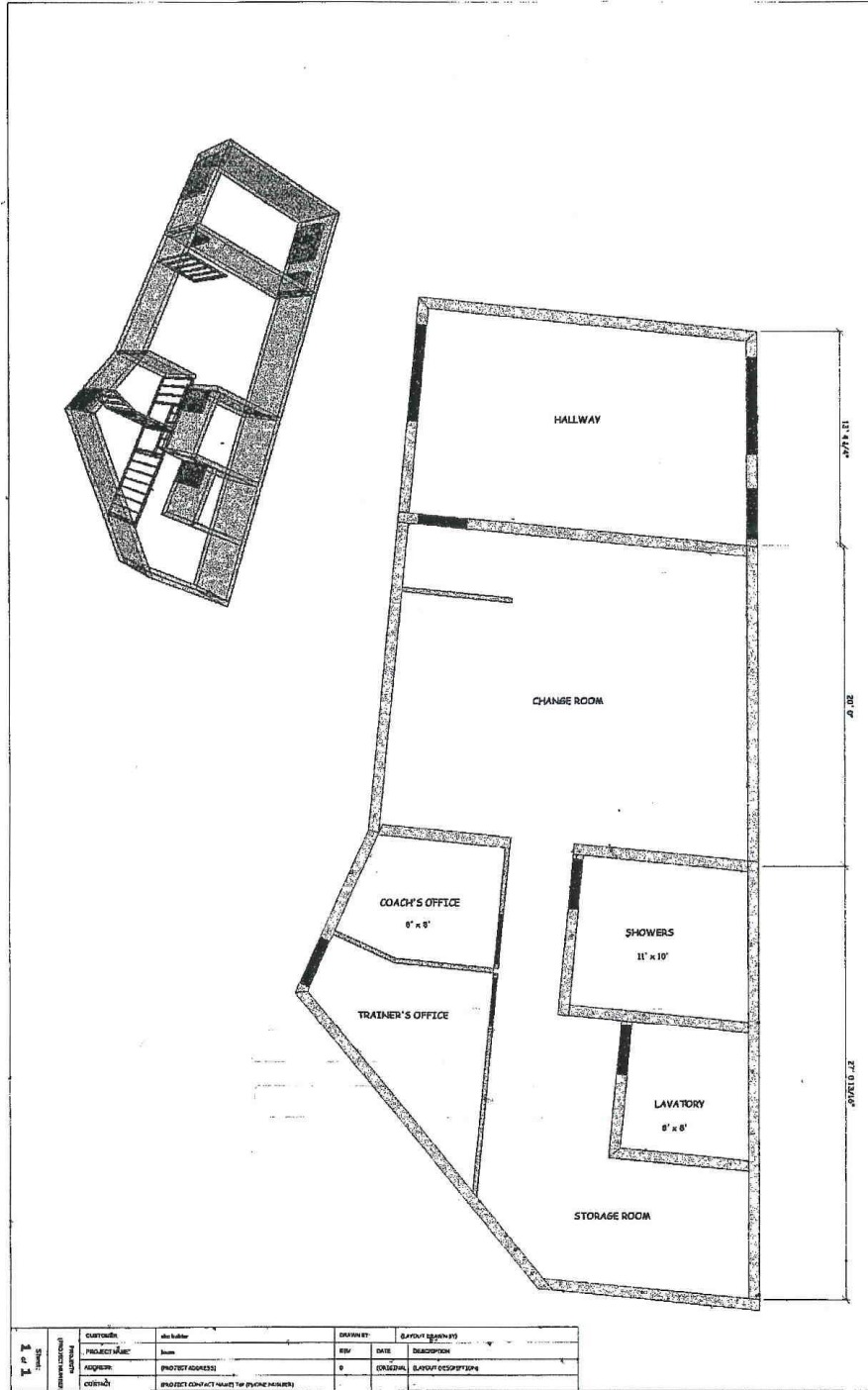


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**Recommended By:**

Ann Pappert  
Executive Director, Community and Social Services  
519-822-1260 x2665  
[ann.pappert@guelph.ca](mailto:ann.pappert@guelph.ca)

Appendix A: Conceptual Layout



## ATTACHMENT B: CITY REQUIREMENTS

Regarding the design and construction of the Jr.B's room at the Sleeman Center, this information has been highlighted as required by the City of Guelph:

1. The design of a fixed floor space of about 1200 sq. ft. meeting all Ontario Building Code requirements, and City of Guelph FADM accessibility design standards.
2. All areas, except the storage area are to be air conditioned, and all new HVAC systems must be compatible with and tied into the existing building automation system.
3. The design, structural components, finishes, and systems must be accepted by the City to ensure a minimum quality standard. In this regard all walls will be block construction, except for the office walls, as an example.
4. The design drawings, prepared with AutoCAD, must be stamped by an Architect and/or a Professional Engineer(s).
5. The contractor is to arrange and pay for all bonding, insurance and WSIB to the minimum City standards. Bonding must be a minimum 50% performance, 50% material and labour. Insurance must be a minimum \$5 million. The contractor must indemnify the City for a period of five years.
6. At the end of each month, the contractor must submit to the City proof of payment to all subcontractors and suppliers.
7. Work is to be carried out between the hours of 8 a.m. and 6 p.m. Monday to Friday.
8. The contractor is to arrange for all permits and licences, and call for all inspections at the required times, including but not limited to Building Permit, Electrical Safety Authority, and Notice of Project with the Ministry of Labour.
9. Only new materials and equipment will be allowed in this project. All equipment must have the appropriate approvals and stamps from local authorities such as CSA, ULC, CGA, etc.
10. Workers must be fully qualified and licensed to carry out the work of their trade.
11. The construction of the project will be done under a site Superintendent present at all times on site when work is being carried out to ensure all work is done in a safe and orderly manner.
12. The construction area must be tarped off with appropriate safety signs to limit access and to control dust.
13. The contractor must get approval from the City before drilling or cutting into the existing building or building systems.
14. All garbage is to be removed daily to a dumpster supplied by the contractor and placed in a location acceptable to the City, and the area is to be thoroughly cleaned after construction. Access from the work area to the dumpster is to be kept clean at all times.
15. The City will have the right to enter the work site at any time during construction.

## ATTACHMENT B: CITY REQUIREMENTS

16. The City will have the right to stop all work and/or terminate the contractor's and/or subcontractor's right to perform any work on the site.
17. As-built drawings in AutoCAD and maintenance manuals must be prepared and submitted to the City for approval along with all warranties and signed off permits.
18. All work considered deficient by the City will be corrected by the contractor within a reasonable time frame.

# COMMITTEE REPORT



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

SERVICE AREA Community and Social Services Department  
DATE August 23, 2010

**SUBJECT Macdonald Stewart Art Centre Proposal: July 2010**  
REPORT NUMBER CSS-AD-1018

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## **RECOMMENDATION**

THAT Report # CSS-AD-1018 and the attached letter and proposal dated July 26, 2010 from the Macdonald Stewart Art Centre (MSAC) be received;

AND THAT as an original "sponsor" of the Macdonald Stewart Art Centre, the City of Guelph agrees with the MSAC Task Committee's goal of "proposing alternative agreement(s) that would ensure viable funding, sustainable maintenance and provide value to the primary partners" and approves in principle, the City's participation in the proposed consultation process which would suggest new governance and partnership models for the Macdonald Stewart Art Centre;

AND THAT staff of the Community and Social Services Department serve as liaison to the MSAC Task Committee, and that the Task Committee report back through staff, on its progress as key milestones are achieved.

## **BACKGROUND**

The Macdonald Stewart Art Centre (MSAC) was incorporated in 1978 through a Provincial Act identifying four official 'sponsors' who manage the Board including: University of Guelph, City of Guelph, County of Wellington, and the Upper Grand District School Board.

The MSAC Board consists of fifteen Trustees with equal representation from all four sponsors, of whom three are appointed by each, and three are elected by the membership.

A separate Five Party Agreement (1981) exists between the sponsors and MSAC which defines responsibilities and obligations. Under the agreement, the obligations and responsibilities are diverse, unequal and occasionally silent. There is no end date to the agreement and no delineation of responsibilities for capital.

The building and surrounding land located at 358 Gordon Street is owned by Upper Grand District School Board. This property is leased to MSAC for a nominal fee per year. The lease runs until 2019 with an option to renew for another 10 years.

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## **REPORT**

The Macdonald Stewart Art Centre is a public non profit, visual arts gallery noted for its programming of curatorial relevant exhibitions of artists of regional and national interest. Its sculpture park, shared collections and education program provides valued cultural benefit to the citizens of Guelph. Its public profile and affiliations with the University of Guelph continues to provide Guelph with a sustainable public gathering place that attracts local, regional and national tourism.

Staff has noted that while the Provincial Act (1978) and Five Party Agreement (1981) were based upon a unique model that served the community for the last 30 years in providing the gallery with a consistent level of governance and funding, it may not be serving the community or gallery in achieving future objectives.

Over the last three years, staff has worked with representatives of the MSAC Board and their staff to better understand the strategic development of the organization and to provide feedback and support as required.

By way of the Proposal received by the MSAC Task Committee, it appears that the original partners have expressed a willingness "to explore a new model for property ownership, partnership and operations."

The principles of engagement outlined in the proposal include seeking a model that:

- Ensures the artistic mission and vision of the MSAC;
- Maintains a high level of independence in managing its own liabilities and responsibilities;
- Continues its relationship with the University of Guelph collection on permanent loan within the MSAC while being available to the broader community;
- Creates value for partners;
- Engages the broader Guelph community and arts education sector;
- Reviews alternative models as part of a due diligence process.

Staff concurs with this General Timeline and Milestones of proposal and will continue to work with the Task Committee to detail the community consultation process to ensure that its financial commitment to the arts community of Guelph is being used to its highest and best use.

## **CORPORATE STRATEGIC PLAN**

This initiative supports the following Strategic Goals:

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

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## **FINANCIAL IMPLICATIONS**

There are no foreseen costs to participating in this proposal with the exception of the commitment of City of Guelph staff.

The City of Guelph provides an annual operating grant to MSAC. Its 2010 funding commitment was \$168,600. In addition to the City of Guelph's annual grant to the MSAC, the Operations Department contributes \$15,000 per year in winter control, horticultural and turf maintenance.

Over the last three years, in addition to the annual operating grant, Council agreed to commit \$60,000 (i.e. \$20,000 each year in 2008, 2009, and 2010) towards capital projects to replace the heating, cooling and major air handling systems; a capital project valued at \$580,000.

In 2009 representatives of the MSAC discussed the option of establishing a capital (building) reserve fund to fund major repairs to the building or property. This resulted in the MSAC completing a building audit which defines the capital requirements of the structure.

In 2010, the MSAC facility required a replacement of the roof surface. For 2011, MSAC is requesting that the City of Guelph provide a \$20,000 capital grant in addition to its annual operating grant, to assist in offsetting the cost of soffits for drainage. This request will be referred to the 2011 budget deliberation cycle.

## **DEPARTMENTAL CONSULTATION**

Finance Department regarding capital requests  
Office of the CAO

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

Attachment A: Letter and Proposal from the MSAC dated July 26, 2010.



---

### **Prepared and Recommended By:**

Ann Pappert  
Executive Director, Community and Social Services  
519-822-1260 x2665  
ann.pappert@guelph.ca

# ATTACHMENT A

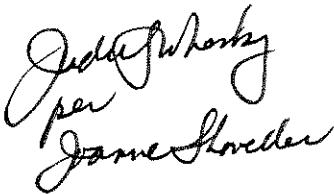
July 26, 2010

Mayor Karen Farbridge  
& Members of City Council  
1 Carden Street  
Guelph, ON  
N1H 3A1

Dear Mayor Farbridge and Members of City Council,

I respectfully request that City Council give consideration to the proposal that the Macdonald Stewart Art Centre engage with our partners to explore options to create a new partnership model that would further position the Art Centre as a valuable cultural asset of Guelph as it grows and develops as a creative community. The proposal is attached with the Art Centre's mission and vision statement as an appendix. I also respectfully request that I may appear at the August meeting of the ECO Committee to be available to answer questions or provide further information.

Yours Sincerely,

Handwritten signature of Joanne Shoveller, with the word "per" written above the signature.

Joanne Shoveller  
Chair, Macdonald Stewart Art Centre Board of Trustees

cc Ann Pappert



# ATTACHMENT A

The Macdonald Stewart Art Centre Board of Trustees appreciates the opportunity to present a proposal to the City of Guelph. We wish to engage our partners in exploring options for to create a new partnership model that would further position the MSAC as a valuable cultural asset of Guelph as it grows and develops as a creative community.

## **Background**

The Macdonald Stewart Art Centre (MSAC) was incorporated in 1978 through a Provincial Act with four official sponsors comprising community representation from the University of Guelph, City of Guelph, County of Wellington, and the Upper Grand District School Board. Aligned well with the City's Strategic Plan 2007 and the more recent Prosperity 2020 report, MSAC presents exhibitions that explore regional, national and international contemporary visual arts for our community and as an attraction to visitors to the City of Guelph. (See Appendix A for description) MSAC is committed to working with the City of Guelph to promote itself as an increasingly valuable contributor to our creative community.

## **Proposing a new model**

As part of our stewardship role, the Macdonald Stewart Art Centre Board recently completed a strategic planning process and a building audit. These documents suggest that to meet the challenges of our future, we need to explore and possibly, redefine our governance and operating model.

Therefore, the MSAC Board established a 'Task Committee' to explore different models of oversight and alternative partnership arrangements. This Committee's goal is to propose an alternative agreement(s) that would ensure viable funding, sustainable maintenance and provide value to the primary partners.

The Task Committee has met with staff representatives from the four partners (the MSAC being the 5<sup>th</sup> entity) and has general agreement to explore a range of new models that will ensure a stable future for the Macdonald Stewart Art Centre and its remarkable collections, and align with the directions of the primary partners.

Further, the Upper Grand District School Board has expressed early willingness to explore alternative ownership arrangements for the property, and the University of Guelph has indicated interest in engaging in discussions with MSAC and the City of Guelph to explore a new model of property ownership, partnership and operations.

## **Principles of engagement**

Based on these early conversations, the following principles of engagement are proposed to be followed:

- A new model will be based on creation of value for each of the partners while preserving the artistic mission and vision of MSAC
- A new model must have a high level of independence managing its own liabilities and responsibilities

# ATTACHMENT A

- The University of Guelph’s collection will continue to be on permanent loan within MSAC and available to the broader Guelph community
- The broader community in the City of Guelph will be engaged in development of a new model as would the artistic education community at the University of Guelph
- Partnership models of community-university engagement in other communities are being reviewed as part of the due diligence process.

## **Proposed Consultation process**

The Task Committee wishes to work with its sponsors to design a comprehensive process that will engage key stakeholders with focus on the Guelph’s community involved in the arts, education and creativity sectors. This process will involve an overview of the undertaking, stakeholder and public meetings, and invitations for commentary and deliberation.

Throughout this community consultation, MSAC Task Committee will have discussions with the sponsors as the new partnership model is evolved.

## **General Timeline and Milestones**

July/August 2010	Early discussions with City of Guelph, Upper Grand District School Board and University of Guelph
Fall 2010	Consultation with community stakeholders
Winter/Spring 2011	Discussions about possible models begin
Summer 2011	Proposal to Partners: Model, Governance and Implementation
Milestone 1	Upper Grand District School Board makes a decision about the property
Milestone 2	Community consultation complete
Milestone 3	Deliberation on Requirements of existing Legislation

## **MSAC’s request to council at this time**

As Chair of the Board of Trustees of the Macdonald Stewart Art Centre, I ask the City of Guelph Council members to agree to move forward in principle with discussions, consultation and due diligence around a new partnership model of governance and sponsorship of the Macdonald Stewart Art Centre, a valuable cultural asset for our community.

# ATTACHMENT A

## Appendix A

### Mission, Vision and Accomplishments

With a mission to be a leading public art gallery in Canada through excellence in stimulating exhibitions, education programming and development of its extensive collection and sculpture park, the gallery is a valuable present and future asset for the City of Guelph. Its artistic vision is to provide a venue that initiates dialogue, engages and challenges a broad audience, promotes teaching and learning, and provides a forum for the understanding of contemporary practice through historical research and the re-interpretation of the arts through cross-cultural and interdisciplinary activities.

MSAC is committed to excellence in educational programs featuring artist talks, family days, children's art classes, and tours. These programs are designed to engage the broad community we serve in an exciting and enjoyable experience of the visual arts. The regional emerging artists series gives many young artists their first exhibition at a public gallery and many of these exhibitions include the purchase of a work for the permanent collection.

Since the Art Centre was founded thirty years ago, the growth of the collection has been remarkable; achieved through generous donations and sponsored commissions. MSAC has the largest sculpture park at a public gallery in Canada and touring exhibitions, particularly its Inuit art, have received acclaim in Europe, Asia, and South America, helping to raise Guelph's artistic profile internationally. Scholarly publications have also risen to a distinguished level, bringing our research to a world-wide audience.

MSAC's audience is multi-tiered comprising the general public, the regional arts community, the university community, and school-aged children (grades K-12) who engage with the gallery through the public/private school boards. Its artistic vision is achieved through an innovative program that makes contemporary visual arts accessible, engages the general public, prioritizes teaching and learning, challenges the artistic and academic communities, and re-positions and reinterprets art in an ever-changing cultural landscape.

MSAC's public profile has been expanded through an integration of new promotional tools including our website, social networking websites such as Facebook, and the use of other web-based applications aimed at broadening our regional audience, particularly among youth.

# COMMITTEE REPORT



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

**SERVICE AREA**            Operations and Transit  
**DATE**                                August 23, 2010

**SUBJECT**                        **City of Guelph 2009 and 2008 Annual Collision Reports**

---

## **RECOMMENDATION**

THAT the report entitled City of Guelph 2009 and 2008 Annual Collision Reports, from Operations and Transit, dated August 23, 2010, be received;

AND THAT, staff be directed to review potential mitigation measures for the ten highest ranked intersections and ten highest ranked midblock locations identified in the 2009 Annual Collision Report.

## **BACKGROUND**

The City of Guelph 2009 and 2008 Collision Reports summarize factors associated with traffic collisions that occurred in 2009 and 2008. The information presented in these reports is based upon vehicle collisions occurring on roads under the jurisdiction of the City of Guelph and investigated by Guelph Police Services.

Due to staff's commitments to other projects with higher priorities the 2008 Collision information was not provided to Committee in 2009. Staff has reprioritized their annual work program and committed to having this information before Committee on an annual basis.

City staff utilizes the information contained within the annual collision report for the following purposes:

- Respond to queries from the public;
- Recognize and rectify problem locations;
- Establish collision pattern tables to identify appropriate countermeasures;
- Prioritize roadway and traffic control projects; and
- Evaluate projects to determine if the remedial action taken was effective in reducing collisions.

Appendix A to this report is a summary of some of the key comparison statistics from the 2009 and 2008 Annual City of Guelph Collision Reports. A copy of the complete 2009 and 2008 Annual Collision Reports have been made available to Committee and Council in advance.

## REPORT

In comparing the collision statistics in 2009 to those of 2008, the following general observations have been made:

- the total number of reported collisions decreased by 11.32% (1136 in 2009 from 1281 in 2008)
  - the decrease in the total number of collisions in 2009 from 2008 follows the general trend since 2004 with 2007 being an exception; the reasons for the reductions are difficult to identify but can be related to various positive provincial and police campaigns to educate and promote safer driving
- the percentage of reported collisions involving drivers who had consumed alcohol in 2009 to 2008 increased by 0.3% (3.0% in 2009 from 2.7% in 2008)
  - although there is a minor percentage increase, it still reflects positively in the promotional campaigns to not drink and drive and have designated drivers when you are out socially
- the number of collisions involving pedestrians decreased by 3% (32 in 2009 from 33 in 2008)
- the number of collisions involving cyclists decreased by 39.5% (26 in 2009 from 43 in 2008)
  - the reduction in collisions involving cyclists is quite dramatic and although staff cannot at this time point to specifics as to the reason(s) why, the continuation of programs to provide on-street bicycle facilities will add to the potential to continue to have these collisions reduced
- the number of injury collisions decreased by 8.2% (412 in 2009 from 449 in 2008)
- the number of fatal collisions increased to 4 in 2009 from 0 in 2008

Exhibit 1 shows the vehicle collision history from 2004 to 2009 on City roads.

### Exhibit 1: Vehicle Collision History on City Roads

Year	Total Number of Collisions	Collisions Per 1,000 Population
2004	1378	12.2
2005	1374	12.1
2006	1280	11.1
2007	1315	11.2
2008	1281	10.9
2009	1136	9.5

## Collision Ranking

Collision ranking is the tool that helps to identify locations likely to benefit from collision countermeasures. The 2009 and 2008 intersection collision ranking is based on the highest collision rate that occurred at each City intersection. The location with the highest collision rate is ranked #1, with #2 having the second highest collision rate. The collision rate is given in terms of collisions per million vehicles entering the intersection and it varies by the Annual Average Daily Traffic (AADT). Midblock locations are ranked based upon the number of collisions that occurred in the year studied. The location with the highest number of collisions is ranked #1 with #2 having the second highest number of collisions.

Exhibits 2 and 3 list the first 10 ranked intersections and midblock locations in 2009 as well their 2008 ranking.

### Exhibit 2: First 10 Ranked Collision Intersections for 2009

2009 Rank	2008 Rank	Intersection	Rate per Million Entering Vehicles	Number of Collisions	Traffic Control
1	1	Speedvale Ave. E. at Stevenson St. N.	2.2	18	Signal
2	2	Silvercreek Pkwy. N. at Greengate Rd.	1.5	10	Signal
3	3	Edinburg Rd. S. at Wellington St. W.	1.2	16	Signal
4	-	Victoria Rd. S. at Arkell Rd.	1.2	5	Signal
5	5	Gordon St. at Stone Rd. W.	1.1	16	Signal
6	-	Chancellors Way at Stone Rd. W.	1.1	8	Signal
7	9	Speedvale Ave. W. at Silvercreek Pkwy. N.	1.0	11	Signal
8	7	Stone Rd. W. at Edinburgh Rd. S.	1.0	15	Signal
9	-	Woodlawn Rd. at Inverness Dr.	0.9	5	Signal
10	14	College Ave. W. at Janefield Ave.	0.9	5	Signal

Notes:

- Dashed entries represent intersections that were not on the 2008 top 32 intersection list.

### Exhibit 3: First 10 Ranked Collision Midblock Locations for 2009

2009 Rank	2008 Rank	Midblock Location	Number of Collisions
1	6	Woodlawn Rd. W. between Nicklin Rd. & Edinburgh Rd. N.	10
2	16	Scottsdale Dr. between Stone Rd. W. and Cole Rd.	9
3	-	Gordon St. between Stone Rd. W. and Monticello Cr.	8
4	1	Silvercreek Pkwy. N. between Greengate Rd. & Speedvale	8

		Ave. W.	
5	2	Speedvale Ave. E. between Stevenson St. N. and Knightswood Blvd.	8
6	3	Wellington St. E. between Gordon St. & Wyndham St. S.	8
7	10	Wellington St. W. between Hanlon Xpwy. & Imperial Rd. S.	7
8	11	Kortright Rd. W. between Yewholme Dr. & Rickson Ave.	6
9	-	Stone Rd. W. between Edinburgh Rd. S. & Scottsdale Dr.	6
10	9	Silvercreek Pkwy N. between Willow Rd. & Greengate Rd.	6

**Notes:**

- Dashed entries represent intersections that were not on the 2008 top 24 intersection list.

During 2010, staff will undertake detailed collision analysis of the intersections and midblock locations ranked from #1 to #10. Staff will identify collision trends and recommend countermeasures (e.g. addition of turning lanes, traffic signal phasing adjustment, signing and pavement marking changes). In addition, staff routinely undertakes a detailed collision analysis of all locations where fatalities have occurred.

**CORPORATE STRATEGIC PLAN**

Goal 2, "A healthy and safe community where life can be lived to the fullest"

**FINANCIAL IMPLICATIONS**

Minor collision countermeasures are funded though existing Operating Budgets. Major measures such as traffic signal installation and physical improvements are submitted as expansion requirements generally through Capital Budget submissions.

**DEPARTMENTAL CONSULTATION**

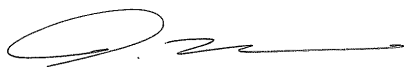
N/A

**COMMUNICATIONS**

Copies of this report as well as the complete 2009 and 2008 Annual Collisions Reports will be forwarded to Guelph Police Services for their information and use.

**ATTACHMENTS**

Appendix A –2009 & 2008 Collision Summary Report




**Prepared By:**

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 Manager, Traffic and Parking  
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**Recommended By:**

Derek J. McCaughan  
 Executive Director,  
 Operations & Transit Department  
 519-837-5628 X2018  
[derek.mccaughan@guelph.ca](mailto:derek.mccaughan@guelph.ca)

APPENDIX A

**SUMMARY  
2009 & 2008 COLLISION REPORT**

<b>STATISTIC</b>	<b>2009</b>	<b>2008</b>
Number of Collisions	1136	1281
Collisions Per Thousand Population	9.5	10.9
Number of Fatal collisions	4	0
Number of Injury collisions	412	449
Percentage of Collisions Occurring at Intersections	52%	52%
Number of Collisions Involving pedestrians	32	33
Age Range Involving the Highest Number of Pedestrian Collisions	17 to 25 Years of Age	17 to 25 Years of Age
Percentage of Pedestrian Collisions Occurring at Signalized Locations	50%	58%
Number of Collisions Involving Cyclists	26	43
Percentage of Collisions Involving Cyclists Occurring at Intersections	73%	60%
Day with Highest Number of Collisions	Friday	Friday
Month with the Highest Number of Collisions	January	February
Most Common Collision Type	Rear End	Rear End
Most Frequently Recorded Improper Driver Action	Following to Close	Following to Close
Percentage of Alcohol-Related Collisions	3.0%	2.7%



# COMMITTEE REPORT



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

**SERVICE AREA** Operations & Transit  
**DATE** August 23, 2010

**SUBJECT** **Creation of Downtown Revitalization Fund (banner  
fund)**

---

## **RECOMMENDATION**

THAT staff utilize the 'banner fund' to pursue improvements within the downtown on a 50-50 cost sharing arrangement with the Downtown Guelph Business Association when the business unit is in a positive variance position.

## **BACKGROUND**

In 2007, the Operations Department Downtown Housekeeping budget was increased to supplement the Downtown Guelph Business Association annual purchase of street banners for the downtown. This budget amount of \$28,000 is often referred to as the "banner" fund. Street banners, which are attached to street light posts, are used to beautify the downtown core while presenting a theme for holidays or special downtown events.

## **REPORT**

The design and purchase of the street banners is coordinated by the Downtown Guelph Business Association. The recent banners, which are jointly purchased, have been of a higher quality than previous years. This has resulted in an extended useful life leading to a reduction in the frequency of replacement. As a result, the funds allocated to this purpose have not been consumed. The Downtown Guelph Business Association has requested alternative use for the "Banner" funding to fund other improvement items for the downtown such as the purchase of tables, umbrella's and chairs for St George's Square or to supplement the purchase of festive lights and decorations for the Holiday Season. Since the original budget allocation by Council was specifically provided for the purchase of banners, staff have been unwilling to deviate from that requirement when unspent funds were available.

Staff are of the opinion that a spirit of co-operation with the Downtown Guelph Business Association should be fostered in this regard to achieve a mutual objective, that being a presentable and welcoming downtown environment.

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Therefore, staff recommend the 'banner fund' be utilized to pursue improvements within the downtown on a 50-50 cost sharing arrangement with the Downtown Guelph Business Association when the fund is in a positive variance position.

### **CORPORATE STRATEGIC PLAN**

Goal 1: An attractive well functioning and sustainable city.

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

### **FINANCIAL IMPLICATIONS**

Funding for this initiative is through approved operating accounts.

### **DEPARTMENTAL CONSULTATION**

CAO's Office; Corporate Manager Downtown Renewal



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**Prepared and Recommended By:**

Sam Mattina  
Manager, Roads & Right of Ways  
519-837-5628 ext 2017  
sam.mattina@guelph.ca

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**Recommended By:**

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

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, August 23, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, August 23, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Laidlaw

Also Present: Councillors Bell and Billings

Staff in Attendance: Ms. M. Neubauer, Chief Financial Officer/City Treasurer; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director, Community and Social Services; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on July 19, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

The following items were extracted from the August 23, 2010 Consent Agenda to be voted on separately:

- |                |  |
|----------------|--|
| ECO 2010-A.37  | Macdonald Stewart Art Centre Proposal: July 2010       |
| ECO 2010-A.38  | City of Guelph 2009 and 2008 Annual Collision Reports  |
| ECO 2010- A.39 | Creation of Downtown Revitalization Fund (banner fund) |

2. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of August 23, 2010 as identified below, be adopted:

**a) Jr. B Hockey Club, Facility Construction**

THAT the Mayor and Clerk be authorized to execute a lease agreement with the Jr. B Hurricanes Hockey Club to allow

REPORT

construction of a dressing room at Jr. B cost at the Sleeman Centre, and to allow use of the dressing room by Jr. B subject to the terms and conditions being satisfactory to the Executive Director of Community and Social Services, the City Engineer, Legal Services and the Manager of Realty Services.

Carried

**Macdonald Stewart Art Centre Proposal: July 2010**

Ms. Joanne Shoveller, Chair, Macdonald Stewart Art Centre Board of Trustees provided information regarding the purpose for the report, and the timelines and goals of the proposal.

REPORT

3. Moved by Councillor Farrelly  
Seconded by Councillor Hofland

THAT Report #CSS-AD-1018 and the attached letter and proposal dated July 26, 2010 from the Macdonald Stewart Art Centre (MSAC) be received;

AND THAT, as an original "sponsor" of the Macdonald Stewart Art Centre, the City of Guelph agrees with the MSAC Task Committee's goal of "proposing alternative agreement(s) that would ensure viable funding, sustainable maintenance and provide value to the primary partners" and approves, in principle, the City's participation in the proposed consultation process which would suggest new governance and partnership models for the Macdonald Stewart Art Centre;

AND THAT staff of the Community and Social Services Department serve as liaison to the MSAC Task Committee, and that the Task Committee report back, through staff, on its progress as key milestones are achieved.

Carried

**City of Guelph 2009 and 2008 Annual Collision Reports**

Mr. D. McCaughan

4. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the report entitled 'City of Guelph 2009 and 2008 Annual Collision Reports', from Operations and Transit, dated August 23, 2010, be received;

AND THAT staff be directed to review potential mitigation measures for the ten highest ranked intersections and ten highest ranked midblock locations identified in the 2009 Annual Collision Report.

Carried

**Creation of Downtown Revitalization Fund (banner fund)**

REPORT

- 5. Moved by Mayor Farbridge  
 Seconded by Councillor Hofland  
 THAT staff utilize the `banner fund' to pursue improvements within the downtown on a 50-50 cost sharing agreement with the Downtown Guelph Business Association when the business unit is in a positive variance position.

Carried

**Other Business:**

Mr. D. McCaughan

- 6. Moved by Mayor Farbridge  
 Seconded by Councillor Hofland  
 THAT staff be directed to investigate and report back to the committee regarding the feasibility of expanding the off-leash zone of the Hanlon Road corridor including timelines of implementation and resources required.

Carried

Mr. D. McCaughan

- 7. Moved by Mayor Farbridge  
 Seconded by Councillor Hofland  
 THAT staff be directed to investigate and report back to committee the feasibility of overnight parking on Goodwin Drive for the winter months in order to alleviate parking issues.

Carried

The meeting adjourned at 5:52 p.m.

Next Meeting: Monday, September 20, 2010

.....  
 Chairperson

# COMMITTEE AGENDA



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

DATE September 20, 2010

LOCATION Council Committee Room 112

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST

## CONFIRMATION OF MINUTES

August 23, 2010

## PRESENTATIONS (Items with no accompanying report)

- a) Poverty Task Force – Daniel Moore and Ken Dardano

## 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-2010 A.40 Guelph Farmers' Market – Market Rates and Fees			
ECO-2010 A.41 Guelph Transit Technology Plan	Kevin Benenek, IBI Consultants		√
ECO-2010 A.42 Artscape Project			
ECO-2010 A.43 John Galt Day			
ECO-2010 A.44 Licence Agreement Guelph Royals Baseball Club And Hastings Stadium			

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

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## **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**

**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, August 23, 2010 5:00 p.m.**

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Absent: Councillor Laidlaw

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Staff in Attendance: Ms. M. Neubauer, Chief Financial Officer/City Treasurer; Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director, Community and Social Services; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge

THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on July 19, 2010 be confirmed as recorded and without being read.

Carried

**Consent Agenda**

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REPORT



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Carried

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Carried

**Creation of Downtown Revitalization Fund (banner fund)**

REPORT

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THAT staff utilize the `banner fund' to pursue improvements within the downtown on a 50-50 cost sharing agreement with the Downtown Guelph Business Association when the business unit is in a positive variance position.

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Mr. D. McCaughan

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THAT staff be directed to investigate and report back to the committee regarding the feasibility of expanding the off-leash zone of the Hanlon Road corridor including timelines of implementation and resources required.

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Mr. D. McCaughan

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Seconded by Councillor Hofland  
THAT staff be directed to investigate and report back to committee the feasibility of overnight parking on Goodwin Drive for the winter months in order to alleviate parking issues.

Carried

The meeting adjourned at 5:52 p.m.

Next Meeting: Monday, September 20, 2010

.....  
Chairperson



# ! POVERTY

GUELPH & WELLINGTON TASK FORCE FOR

# ELIMINATION

**Presentation to:** City of Guelph Emergency Services,  
Community Services & Operations Committee

**Date:** September 20, 2010

Presenters: **Ken Dardano**, Executive Director, United Way of Guelph & Wellington  
**Daniel Moore**, Steering Committee Member, Guelph & Wellington Task Force for Poverty Elimination; Executive Director, Family & Children's Services of Guelph and Wellington County

# Purpose

- Provide a brief overview of poverty in our community;
- Provide an outline of the Poverty Task Force;
- Showcase the 2009/2010 achievements of the Poverty Task Force;
- Discuss future directions for the Poverty Task Force;
- Ask the ECO Committee to consider providing financial support to the Poverty Task Force for 2011.



# History

- February 2009—Poverty Symposium
- June 2009—First meeting of the Task Force
- October 14, 2009—Presentation to Joint Social Services Committee requesting funds
- March 2, 2010—Release of 2010 Community Plan
- May 17, 2010—Presentation to ECO Committee



# Poverty in our Community—Why We are Here

- In all of Wellington County (City of Guelph included) **8.7% of all individuals** are living below the Low Income Cut Off (before taxes)
  - **9.4% of women** living in Wellington County (City of Guelph included) live below the Low Income Cut Off (before taxes)
  - **9.6% of children** in Wellington County (City of Guelph included) are living below the Low Income Cut Off

\*statistics are based on 2006 Census Data



# Mission

**Mission:** We help to eliminate poverty in Guelph-Wellington.

We CARE for people in our community:

- **Collaborate** – acting in partnership to further knowledge and understanding on issue related to poverty.
- **Act** – using innovative approaches to make meaningful change happen for individuals and families when they need it the most.
- **Recognize** – seeking to respectfully recognize, understand and give voice to the experiences of those living with the effects of poverty.
- **Encourage** – encouraging the development of a community of shared accountability and belonging where all members work collectively to realize future possibilities.



# Working & Action Groups

- The Task Force supports poverty elimination through its 5 working groups and support of 4 community action groups.
- Working Groups:
  - Communications
  - Community Engagement
  - Policy
  - Research, Learning, and Evaluation
  - Steering Committee
- Action Groups:
  - Access to Recreation (Guelph *in motion*)
  - Food Security (Guelph-Wellington Food Round Table)
  - Housing Security (Wellington-Guelph Housing Committee)
  - Income Security





# Members

- The Guelph & Wellington Task Force for Poverty Elimination is a community initiative composed of around 35 passionate, committed, and solution-oriented individuals.
- Each working and action group linked with the Task Force includes between 6 and 20 individuals.
- These individuals represent:
  - all three levels of government;
  - social service agencies;
  - grassroots organizations;
  - neighbourhood groups;
  - individuals with lived experience;
  - research community;
  - faith community;
  - business community; and
  - concerned community members.



# The Poverty Task Force in 2009/2010

- Key Partners in 2009/2010:
  - City of Guelph & County of Wellington (through Joint Social Services Committee)
    - Provided \$84,000 of funding to the United Way (November 1, 2009-October 31, 2010) for a full-time coordinator to support the Task Force and all Working and Action groups; communications and outreach; and overall administrative support.
  - United Way of Guelph & Wellington
    - Hosted the Poverty Task Force Coordinator as part of the Social Planning Department;
    - Provided over \$17,000 value of in kind support; and
    - Provided over \$3,500 in cash support.
  - Meridian Credit Union
    - Provided \$3,000 to support a Living on Less event.
  - The Research Shop (University of Guelph)
    - Provided student researchers to support the work of action and working groups; and
    - Supported the training of Community Researchers.
  - Community agencies
    - Allowed staff to participate in the Poverty Task Force.



# The Poverty Task Force in 2009/2010

- Accomplishments:
  - Multi-sectoral collaboration
  - Research and learning
  - Establishment of working and action groups
  - Development and release of 2010 Community Plan
  - Community Researcher Project
  - Living on Less Event
  - “\$750 Challenge”
  - City-Wide Food Drive
  - Advocacy



# How We are Working to Eliminate Poverty in 2010/2011

- The Poverty Task Force is working to make shorter-term changes that **support individuals living in poverty** and longer-term changes that **address the causes and effects of poverty**. Some examples of strategies for 2010/2011 include:
  - Developing a group of people living with low-income to share information and inform the work of the Poverty Task Force ;
  - Holding Poverty Briefings for municipal candidates;
  - Working alongside the Research Shop (University of Guelph) and other partners to enhance collaboration and community research;
  - Continuing to work with all levels of government to support policy changes;
  - Improving emergency food access;
  - Supporting collective kitchens;
  - Offering grassroots income security support;
  - Running additional Living on Less workshops;
  - Enhancing a running shoe recycling program to provide children and adults with a variety of footwear;
  - Enhancing the way we measure poverty in our community; and
  - Reporting back to the community and developing new goals and Community Plans.



# Our Request

- Seeking funding from January 1, 2011 – December 31, 2011 to continue a full-time coordinator of the Guelph & Wellington Task Force for Poverty Elimination.
- The Poverty Task Force requires a total of \$97,368 for a coordinator, staff supports (i.e., communication and administration), and outreach to the community and people living with low income.
  - **The City of Guelph's portion of this (75%) would be: \$73,206**
  - **We are working with the County of Wellington for the remaining 25%.**
  - The increase in funds is primarily to support new efforts to engage people experiencing poverty in the Poverty Task Force.
- The United Way will continue to provide other staff support and management through the Social Planning Department. They will cover overhead expenses related to this position. The United Way will also pay for all expenses for November 1-December 31, 2010.
- Other funds will be sought for specific projects of the working and action groups.



# Making a Difference

*The “Living on Less” event gave me a chance to talk and listen to others about trying to manage on so little...I learned about community supports and things I can do at home to make my money go further...I felt respected...Everyone benefited from what we learned because you never know when you might have to learn to get by on less.*

- Participant, Living on Less Workshop, 2010



**Thank you!**

**Questions or Comments?**



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

**September 20, 2010**

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-2010 A.40 GUELPH FARMERS’ MARKET – MARKET RATES &amp; FEES</b></p> <p>THAT the rate adjustments as presented in the September 20, 2010 Emergency Services, Community Services &amp; Operations Committee report ‘Guelph Farmers’ Market – Market Rates and Fees’ be approved.</p>	Approve
<p><b>ECO-2010 A.41 GUELPH TRANSIT TECHNOLOGY PLAN</b></p> <p>THAT the Emergency Services, Community Services &amp; Operations Report of September 20, 2010 ‘Guelph Transit Technology Plan’ be received;</p> <p>AND THAT the IBI Consulting Report ‘Guelph Transit Technology Plan’ be used as a framework to guide staff in the enhancement of operational technology for Guelph Transit.</p>	Approve
<p><b>ECO-2010 A.42 ARTSCAPE PROJECT</b></p> <p>THAT report #CSS-CU-1023 entitled ‘Artscape Project’ dated September 20, 2010 be received.</p>	Receive
<p><b>ECO-2010 A.43 JOHN GALT DAY</b></p> <p>THAT report # CSS-CU-1022 entitled ‘John Galt Day’ dated September 20, 2010 be received.</p>	Receive



**ECO-2010 A.44 LICENSE AGREEMENT GUELPH ROYALS  
BASEBALL CLUB AND HASTINGS STADIUM**

Approve

THAT staff be authorized to negotiate a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the stadium;

AND THAT the Mayor and Clerk be authorized to sign a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the Stadium, provided that the terms of the agreement are acceptable to both the Executive Director of Community and Social Services and the Manager of Realty Services.

**B Items for Direction of Committee**

**C Items for Information**

attach.

# COMMITTEE REPORT



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

**SERVICE AREA**            Operations & Transit  
**DATE**                            September 20, 2010

**SUBJECT**                      **Guelph Farmers' Market – Market Rates & Fees**

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## **RECOMMENDATION**

THAT the rate adjustments as presented in the September 20, 2010 Emergency Services, Community Services and Operations Committee report 'Guelph Farmers' Market – Market Rates & Fees' be approved.

## **BACKGROUND**

Market rental fees have remained constant and have not increased since 2005 while costs have realized annual increases. Staff were of the opinion a rate increase would be unadvisable during the significant review of the governing bylaw and operating procedures which just concluded in 2009.

Within the 2010 Operating Budget, Council approved a 5% revenue increase for the Guelph Farmers' Market. The increase was generic in nature and required staff to determine how best to generate this increase in revenue. This report identifies the methodology used and recommends how the increase will be attained.

## **REPORT**

Staff met with the Guelph Farmers Market Vendor Executive ('the Executive') in March 2010 to consult and collectively brainstorm methods of increasing the Market revenue by the targeted 5%. After dialogue, the Executive referred the matter back to staff and requested that three viable options be developed based upon their input.

In June 2010 staff met with the Executive to review these three options:

- to increase rental rates by 5% for all vendors\*;

- 
- to introduce a premium rate to reflect preferred vending locations within the Market thereby adjusting the rental rates on a variable scale\*;
  - to hold an additional 12 market days.
- (\*both options include a 5% discount for vendors paying a year in advance)

The Executive group opted for the first option, to have a 5% rate increase for all vendors. This decision was then communicated to all current vendors for comment and feedback. There was little feedback received. Therefore, staff recommend the rates for the Guelph Farmers Market be increased unilaterally by 5%.

During the rate review process, vendors raised a concern with the current fees charged for electrical use. After investigation, staff confirmed the rate charged was indeed excessive. The Executive was advised of our findings and staff suggested the electrical rate be based upon a flat fee to all vendors or upon actual consumption. Consensus amongst the Executive was to charge electrical fees based upon consumption. The decision was then communicated to the Vendors.

In conclusion, over the past year the Vendors at the Guelph Farmers' Market have been impacted by the implementation of the new Harmonized Sales Tax and poor economic climate. Further they continue to have challenges with the implementation of the changes approved during the Market Bylaw review. The relationship between the City and the Vendors, although improving, has been strained. In order to promote good relations with the vendors, and in recognition that any increase in rates could not be implemented before October, staff recommend the rate increase take effect as of January 1, 2011 and that the adjustment to the electrical fees be implemented as of October 1, 2010.

## **CORPORATE STRATEGIC PLAN**

Goal 4, Objective 4.5  
Goal 5, Objectives 5.2, 5.3 and 5.4

## **FINANCIAL IMPLICATIONS**

The full potential of increased revenues through rate changes will not be generated this year because of administrative delays in determining the best means of increasing rates. By delaying rate increases until the New Year as staff have recommended, the Market will likely incur a negative variance of approximately \$2000 for 2010. This variance can be managed within the overall budget of the department.

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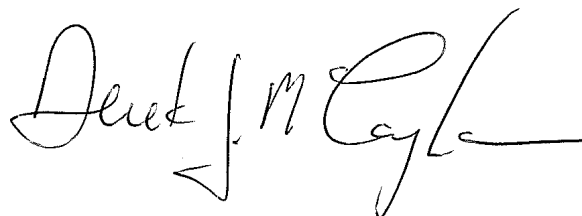
## **DEPARTMENTAL CONSULTATION**

Corporate Building Maintenance, Community & Social Services were consulted regarding electrical consumption.

## **COMMUNICATIONS**

A communiqué was distributed to vendors in July informing Vendors of the proposed rate and fee changes.

The Guelph Farmers' Market Executive and Vendors have been made aware this report is before Committee on this date.



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### **Prepared By:**

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### **Recommended By:**

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Executive Director,  
**Operations & Transit**  
519-837-5628 X2018  
[Derek.mccaughan@guelph.ca](mailto:Derek.mccaughan@guelph.ca)

# **GUELPH TRANSIT TECHNOLOGY PLAN**

**STUDY OVERVIEW AND RECOMMENDATIONS  
ECO COMMITTEE PRESENTATION**

**SEPTEMBER 20, 2010**

We need to add a slide at the beginning referring to:

- we are seeking approval of the Plan to be used by staff as a framework to guide staff efforts in improving technology at Guelph Transit
- we are not seeking Committee approval *at this time* to acquire the technology presented in the plan.
- approval to acquire components of the plan will be sought from Council during the normal budget deliberation process.



## INTENT

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To obtain approval of the Guelph Transit Technology Plan to be used by staff as a framework to guide their efforts in improving technology at Guelph Transit

Approval for funding to acquire components of the plan will be sought from Council during the normal budget deliberation process and is not required at this time.

## **PURPOSE**

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To develop a comprehensive Transit Technology Plan to provide a framework and stable foundation for the future procurement of Intelligent Transportation Systems (ITS) solutions to support daily operations and addresses Guelph Transit's current and future needs.

# **TRANSIT ENVIRONMENT**

- **Industry constantly changing – internal/external**
- **The need for technology**
- **Current method of acquiring technology**
- **Maximize efficiency of staff and infrastructure**
- **Minimize risk to front line staff**



# **METHODOLOGY**

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**Task 1: Data Gathering and Needs Assessment**

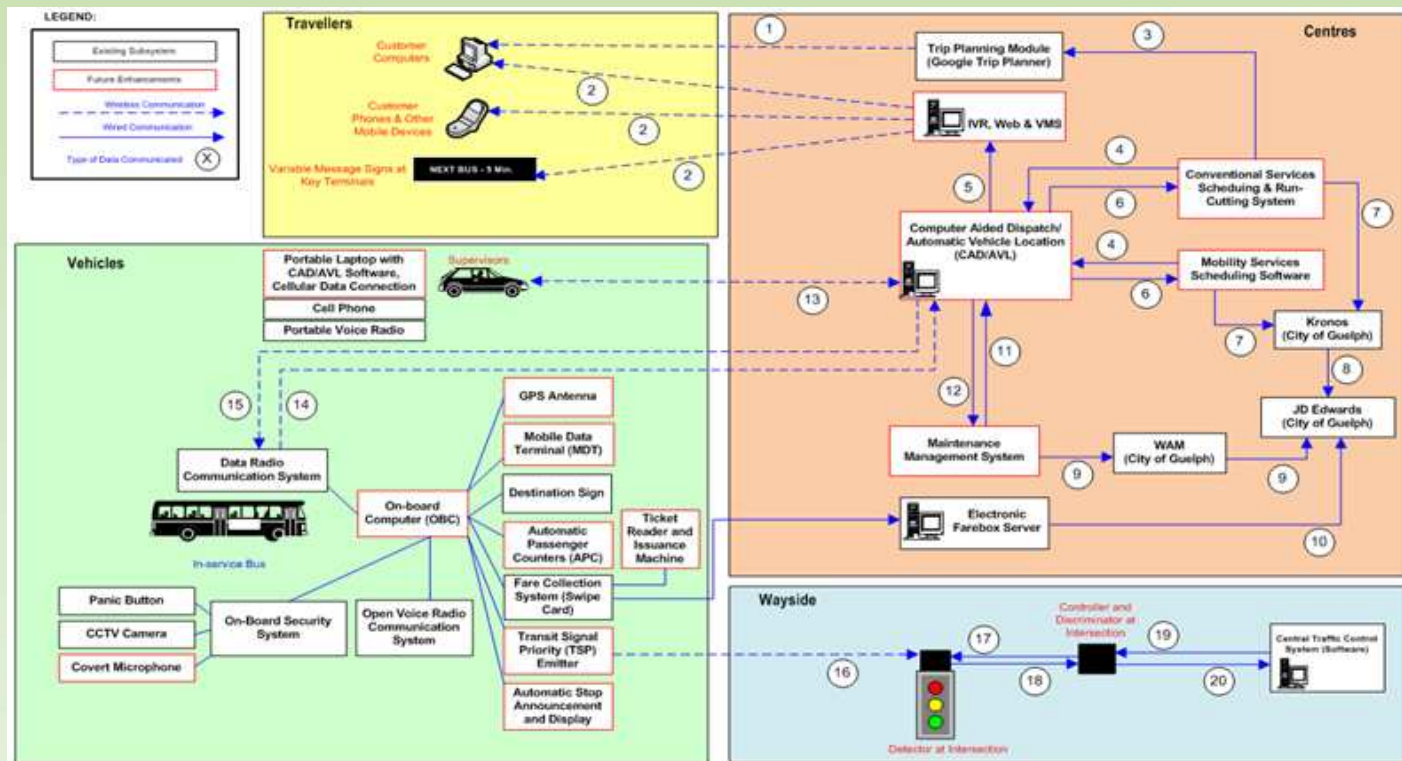
**Task 2: Preliminary Cost Analysis**

**Task 3: Transit Technology Implementation Plan**

## **ISSUES WITH EXISTING TECHNOLOGY/SYSTEMS**

- Lack of system integration
- Managing multiple vendors
- Inconsistent service contracts
- Manual data entry
- Multiple points of data entry
- Higher costs for implementing stand alone systems
- Applications require customization for integration with other systems

## OVERVIEW OF PROPOSED SYSTEMS AND INFORMATION FLOW



- |   |  |
|---|--|
| 1. Schedule Information                               | 12. Diagnostic Alerts  |
| 2. Real Time Information                              | 13. Location Information, Text & Voice Messages  |
| 3. Schedule Information                               | 14. Log-on/Log-off, Location Information, Schedule Adherence, Text & Voice Messages, Live Vehicle Video  |
| 4. Schedule information and planned driver assignment | 15. Log-on/Log-off Acknowledgement, Messages (GPS Coordinate Requests, Text Instructions, Voice Messages, Open Radio Channel Commands), TSP Instructions |
| 5. Real Time and Schedule Information                 | 16. Emitter Sends Infrared Signals when the Bus is behind Schedule   |
| 6. Actual Driver Assignment                           | 17. TSP Timing Plans   |
| 7. Planned/Actual Driver Assignment                   | 18. Priority Request   |
| 8. Payroll  | 19. TSP Configuration Information  |
| 9. Work Orders  | 20. Event Logs   |
| 10. Farebox Report                                    |  |
| 11. Work Order Generation/ Status                     |  |

## PRIORITIZED IMPLEMENTATION

Implementation Priority	Description	Projects
Short Term	Represents higher priority projects to be addressed in the short term (0-2 years)	<ul style="list-style-type: none"> <li>Conventional and Mobility Services SmartBus System Deployment</li> <li>Conventional Services Scheduling Software</li> <li>Mobility Services Scheduling Software</li> <li>Fare Collection System Upgrade</li> <li>Advanced Traveller Information System               <ul style="list-style-type: none"> <li>Inactive Voice Response System</li> <li>Website</li> <li>Mobile Devices</li> </ul> </li> </ul>
Medium Term	Represents medium priority projects to be addressed in the medium term (2-4 years)	<ul style="list-style-type: none"> <li>Advanced Traveller Information System               <ul style="list-style-type: none"> <li>Variable Message Signs</li> </ul> </li> <li>Transit Signal Priority (On-board Components)</li> </ul>
Long Term	Represents lower priority projects to be addressed in the long term (4-5 years)	<ul style="list-style-type: none"> <li>On-board Security System Upgrades</li> <li>Maintenance Management Software<sup>1</sup></li> </ul>

*1. Non-transit project - Fleet maintenance is provided by the City of Guelph's Operations & Transit.*

## **BENEFITS OF RECOMMENDATIONS**

- More efficient use of staff (same FTE, more output)
- More efficient planning and scheduling
- Improved travel time
- Better interfaces with other on-board ITS
- Increased customer satisfaction
- Increased market share through customer information systems
- Increased safety and security of passengers and drivers

## **BENEFITS OF RECOMMENDATIONS**

- Potential fuel consumption reduction
- More efficient use of limited resources (ie. Vehicles)
- Compliance with legislative requirements (ie AODA)
- Increase safety for operating personnel

# FINANCIAL IMPACT

Tasks	Capital Budget	Operation & Maintenance	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Short Term</i>																						
Conventional and Mobility Services SmartBus System Deployment	\$1,865,000	\$ 67,000	■	■	■	■	■															
Conventional Services Scheduling Software	\$ 162,000	\$ 8,000		■	■																	
Mobility Services Scheduling Software	\$ 108,000	\$ 6,000		■	■																	
Fare Collection System Upgrade	\$ 756,000	\$ 16,000				■	■	■	■													
Advanced Traveller Information System (Interactive Voice Response System)	\$ 270,000	\$ 9,000	■	■					■	■												
Advanced Traveller Information System (Website)	\$ 75,000	\$ 2,000	■	■					■	■												
Advanced Traveller Information System (Mobile Devices)	\$ 170,000	\$ 6,000	■	■					■	■												
<i>Medium Term</i>																						
Advanced Traveller Information System (Variable Message Signs at Major Stops/ Terminals)	\$ 149,000	\$ 4,000	■	■						■	■											
Transit Signal Priority (On-board Components)	\$ 252,000	\$ 9,000								■	■	■	■	■								
<i>Long Term</i>																						
On-board Security System Upgrades	\$ 173,000	\$ 6,000															■	■	■	■	■	■
<i>Other Non-Transit Project*</i>																						
Maintenance Management Software	\$ 270,000	\$ 14,000																■	■			
* Non-transit projects are excluded from the annual cost estimation.																						
Legend:																						
Project Planning and Review		■																				
Specification and Procurement		■																				
Implementation		■																				



## RECOMMENDATIONS

- “THAT the Emergency Services, Community Services & Operations Report of September 20, 2010 Guelph Transit Technology Plan BE RECEIVED;
- THAT the IBI Consulting Report Guelph Transit Technology Plan be used as a framework to guide staff in the enhancement of operational technology for Guelph Transit.



# COMMITTEE REPORT



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

**SERVICE AREA**            Operations and Transit  
**DATE**                            September 20, 2010

**SUBJECT**                      **Guelph Transit Technology Plan**

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## RECOMMENDATION

“THAT the Emergency Services, Community Services & Operations Report of September 20, 2010 Guelph Transit Technology Plan BE RECEIVED;

THAT the IBI Consulting Report Guelph Transit Technology Plan be used as a framework to guide staff in the enhancement of operational technology for Guelph Transit.

## BACKGROUND

Transit is an industry that is constantly evolving and is subject to changes in both internal and external dynamics such as fleet technology, legislative requirements and customer demands. As operations incorporate these changes, there is opportunity to implement technology to support and accelerate the changes and improve efficiencies between Transit functional areas making transit more attractive as an alternative mode of transportation and increase customer satisfaction.

In the past, technology applications at Guelph Transit have been added in a direct response to satisfy a specific need without fully determining how the technology integrates with existing systems, processes or infrastructure. This lack of system integration has created numerous issues including managing multiple vendors, inconsistent service contracts, manual data entry, multiple points of data entry, higher costs for implementing stand alone systems and customizing applications to be able integrate with other systems.

With direction by the Director of Community Services, Guelph Transit was tasked with undertaking a comprehensive technology study to provide a framework and stable foundation for the future procurement of Intelligent Transportation Systems (ITS) solutions to support daily operations. Through the corporate procurement process, a RFP was issued and the IBI Group was retained to develop a Transit Technology Plan that addresses Guelph Transit’s current and future needs. The Plan considered which technologies will result in the best investment and provide improved transit efficiencies,

workload reduction, and increased quality of services to passengers. The Transit Technology Plan incorporates automated interfaces among ITS applications to the greatest extent possible to minimize points of data entry.

Furthermore, the Plan prioritizes the recommended projects into three implementation stages: short term, medium term, and long term; reflecting stakeholders' needs, existing system sustainability, and funding availability. The Plan will guide Guelph Transit over the next 5 years in capital budgeting and procuring IT solutions.

## **REPORT**

A copy of the full report entitled "Transit Technology Plan" has been made available to the Committee and Council in advance.

The report is divided into three sections as follow:

Task 1: Data Gathering and Needs Assessment

Task 2: Preliminary Cost Analysis

Task 3: Transit Technology Implementation Plan

### Needs Assessment

In Task 1, IBI held stakeholder meetings to gather information on user requirements at Guelph Transit and to acquire background information on current operations. The following groups were consulted:

- Transit Drivers;
- Transit Administration Staff;
- Transit Planning and Scheduling Staff;
- Transit Operations Staff;
- Transit Mobility Dispatch Staff;
- Fleet Mechanics;
- Fleet Supervisors;
- Fleet Cleaners;
- Facility Maintenance;
- IT;
- Parking and Traffic; and
- Dillon Consulting (Transit Growth Strategy Consultants).

### Analysis and Assessment of Existing Systems

The use of technology in a transit operation is essential as the applications facilitate the communication and interaction between management, supervisors, operators, fleet maintenance and the customer. Thus, the level of integration between these systems are very complex but can lead to a vast of amount of efficiencies and savings through automation, integration and set controls.

An assessment of the existing transit technologies was performed by IBI by working with each operating group to determine the technology in use, what features were active or inactive and the functionality available to the user. To validate their findings, IBI contacted the current vendors to fully understand the detailed technical aspects of the applications, to determine the capabilities and limitations of these deployed technologies and the potential to integrate the existing technology. A technology inventory was developed outlining the vendor and application, system description, stakeholders and issues identified by transit staff which can be referenced in the Appendix A to this report.

The Task 2 Report assesses the potential to reuse parts or all of Guelph Transit’s existing ITS applications to meet the defined user requirements. It assesses whether modifications or upgrades to existing ITS applications are feasible to address the stakeholders’ needs, without requiring replacement. The current ITS technologies in use by Guelph Transit were categorized into four groups with respect to their recommend action required:

- No modification required;
- Minor modification required;
- Major modification or replacement required; and
- New system deployment required

Exhibit 1 summarizes the recommended changes to existing technology.

**Exhibit 1: Required Actions to Existing ITS Technologies**

Technology	No Modification	Minor Modification (based on cost)	Major Modification or Replacement (based on cost)	New Deployment
NextBus AVL, IVR, and Station Arrival Sign CAD/AVL with On-Board Computers, Mobile Data Terminals and Communication Systems			X	
Motorola-MRC Passport Communication System		X		
Scheduling Software			X	
GFI CentsABill Fareboxes			X	
Seon On-Board Security Camera System		X		
AESIS Destination Signs	X			
Google Trip Planner	X			
Variable Message Signs (In-Vehicle) / Automatic Stop Annunciators				X
Automatic Passenger Counters				X
Transit Signal Priority				X
Maintenance Management System			X	

## Benefits

There are numerous benefits that result from the procurement and deployment of the recommend Transit ITS solutions. These include but are not limited to:

- Staff time reduction – more automated interfaces and processes allow for more efficient and effective use of staff resources;
- More efficient planning and scheduling efforts - interfaces between planning and scheduling activities, reduces manual data entry and provides better controls to avoid human error;
- Improved travel time – defined schedules using accurate data allow run cuts that save fuel, wages and wear on equipment. Also, having schedules on the Mobile Data Terminals (MDT) provides operators with real-time information, assists them with on-time performance, reduces administrative work resulting in either salary cost savings or more transit service. An appropriate CAD/AVL system will improve control functions for supervisors dealing with customer complaints and service issues using actual operating data;
- Better interfaces with other on-board ITS technologies- a single point of login for all on-board devices, automation of destination sign and advanced functionality related to the on-board security cameras allows the operators to focus on driving and customer service and ensures the correct information is being provided to the customers;
- Increased customer satisfaction – more information and better service through the implementation of the various technologies that interact with the customer;
- Increased market share through customer information systems – increased customer satisfaction, better accessibility, on-time, convenient and reliable service will make transit a more attractive alternative resulting in increased ridership;
- Increased safety and security of passengers and drivers – the CAD/AVL and camera integrated allows supervisors and emergency services to assess the issues from a remote location before reacting;
- Fuel consumption reduction and more efficient use of existing resources – improved travel time allows equipment to be redeployed offering more service or returned to the transit facility which saves on fuel consumption.

Transit is experiencing a limited number of these benefits with its existing technology but has the opportunity to maximize these benefits by procuring suitable, integrated Transit ITS solutions and deploying them in a systematic approach. Appendix B to this report details the benefits of each recommended technology.

## Prioritized Implementation

The Task 3 Report categorizes the recommended ITS deployments into three time frames: short, medium and long term. This is based on the priority level, industry experience and a systematic approach to implementing ITS solutions. Exhibit 2 details this information.

**Exhibit 2: Transit ITS Project Implementation Prioritization**

<b>Implementation Priority</b>	<b>Description</b>	<b>Projects</b>
Short Term	Represents higher priority projects to be addressed in the short term (0-2 years)	<ul style="list-style-type: none"> <li>• Conventional and Mobility Services SmartBus System Deployment</li> <li>• Conventional Services Scheduling Software</li> <li>• Mobility Services Scheduling Software</li> <li>• Fare Collection System Upgrade</li> <li>• Advanced Traveller Information System               <ul style="list-style-type: none"> <li>○ Inactive Voice Response System</li> <li>○ Website</li> <li>○ Mobile Devices</li> </ul> </li> </ul>
Medium Term	Represents medium priority projects to be addressed in the medium term (2-4 years)	<ul style="list-style-type: none"> <li>• Advanced Traveller Information System               <ul style="list-style-type: none"> <li>○ Variable Message Signs</li> </ul> </li> <li>• Transit Signal Priority (On-board Components)</li> </ul>
Long Term	Represents lower priority projects to be addressed in the long term (4-5 years)	<ul style="list-style-type: none"> <li>• On-board Security System Upgrades</li> <li>• Maintenance Management Software<sup>1</sup></li> </ul>

*1. Non-transit project - Fleet maintenance is provided by the City of Guelph's Operations & Transit.*

**Financial Impact**

All ITS applications' cost estimates are based on industry experience. The capital costs of each system include hardware and other relevant software packages. For example, laptops for road personnel shall include the hardware and all necessary software installed on the laptops.

There are three key tasks associated with an effective deployment of each ITS technology. These are Project Planning and Review, Specification and Procurement and Implementation. The total capital required for implementation of all recommended technology applications is approximately \$4 million over a five year period. The operating and maintenance (O&M) costs build over the five years as each ITS solution is implemented. By Year 5 the estimated incremental annual O&M costs are \$268,000. Industry experience indicates a system lifecycle of at least 10 years. A capital life cycle cost of approximately \$400,000 per year is necessary so that when the technology requires replacement, funds are available. The estimated staffing impacts will be accommodated within the existing staff compliment having no direct impact to the operating budget.

Exhibit 3 details the timing for each ITS solution over the five year implementation plan. The associated capital and operating cost estimates are also presented in this plan.

### Exhibit 3: Transit ITS Project Implementation Schedule and Annual Budgetary Plan

Tasks	Capital Budget	Operation & Maintenance	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Short Term</i>																						
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Maintenance Management Software	\$ 270,000	\$ 14,000																				

\* Non-transit projects are excluded from the annual cost estimation.

		Year 1	Year 2	Year 3	Year 4	Year 5
5-year Capital Budget Total	\$ 3,980,000	\$1,537,417	\$1,734,167	\$ 367,417	\$ 225,667	\$ 115,333
10-year Operation and Maintenance Cost Total	\$ 395,250	\$ 3,500	\$ 34,750	\$ 109,750	\$ 120,250	\$ 127,000
10-year Capital Life Cycle Reserve Total	\$ 3,980,000	\$ 398,000	\$ 398,000	\$ 398,000	\$ 398,000	\$ 398,000

Legend:

Project Planning and Review	
Specification and Procurement	
Implementation	

1) Assumptions

Five key costs were taken into account when developing the estimate of the financial impact of implementing the recommendations. The components were:

- Capital cost – incurred from the purchase of equipment and communication infrastructure;
- Spare unit cost – estimated at 5% of the overall capital costs of hardware items;
- Installation, integration, documentation, testing and training costs – defined as initial deployment expenses and estimated at 25% of the overall capital costs;
- Contingency cost – an amount added to the estimate to allow for unexpected occurrences, estimated at 10% of capital costs; and
- Annual Operation and Maintenance (O&M) costs – defined as annual expenses needed to maintain the system functionality (e.g. preventive maintenance and software upgrades), and additional staffing needed for transit ITS applications.

## CORPORATE STRATEGIC PLAN

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

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

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

5.1 The highest municipal customer service satisfaction rating of any comparable sized Canadian community

5.6 Organizational excellence in planning, management, human resources and people practices; recognized as a top employer in the community

**DEPARTMENTAL CONSULTATIONS**

- Information Services
- Transit
- Traffic Services
- Fleet Services

**ATTACHMENTS:**

Appendix A – Existing Transit Technology

Appendix B – Transit ITS Project Prospectus



---

**Prepared By:**

Conrad Coutts  
Project Manager  
Operations and Transit  
(519) 822 1260, ext 2796  
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**Recommended By:**

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## **APPENDIX A**

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### **EXISTING TRANSIT TECHNOLOGY**





# Guelph Transit Technology Plan Technology Inventory



## Schedule Masters Fixed Route Scheduling/Run-cutting application

**Vendor(s) – Schedule Masters**

**Contact(s)**  
David Reed  
(905) 495-5402  
d.reed@schedule-masters.org

**Model/Version – 4.8.02.002**

**Year of Implementation – 2005**

**User Manual Available - No**



### System Description

**Features**

- Performs scheduling, run-cutting processes
- Daily operation module to allows dispatchers to perform day-to-day tasks
- Data feeding application to Google Transit and other web-based trip planning programs
- Customer complaints module to integrate customers' needs into schedules
- Discipline module

**Graphical User Interface**

- Schedule Masters' Windows based GUI

**Reports**

- Can create custom reports using Crystal
- Over 60 canned reports available in the application

**Interfaces**

- Grey Island's NextBus CAD/AVL System

### Stakeholders

**Users**

- Scheduling/ Service Planning Department

**Supported by**

- Vendor

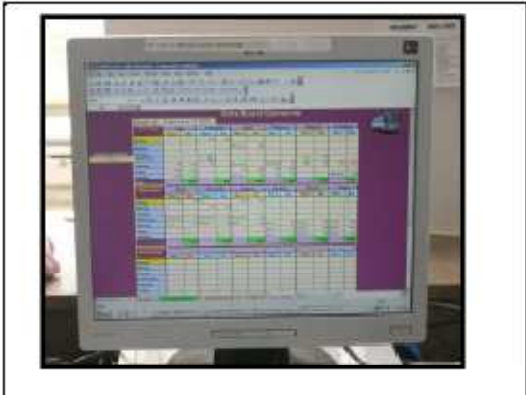
### Issues Identified by Transit Staff

- Existing staff are in need of additional training
- Limited support from the vendor;
- Staff is unfamiliar with creating Crystal reports.



**Fixed Route Daily Operations Application**

Vendor(s) – developed in-house using MS Excel  
Contact(s) – N/A  
Model/Version – N/A  
Year of Implementation – N/A  
User Manual Available – No



**System Description**

**Features**

- Assists supervisors in daily fixed route bus and driver assignments

**Graphical User Interface**

- Microsoft Office Excel

**Reports**

- None

**Interfaces**

- None

**Stakeholders**

**Users**

- Operation (Fixed Route) Supervisors

**Supported by**

- Guelph Transit staff

**Issues Identified by Transit Staff**

- Very limited automation results in reliance on manual data entry
- Lack of support as in-house developer has left the organization



## Guelph Transit Technology Plan Technology Inventory



### Mobility Daily Schedule Software

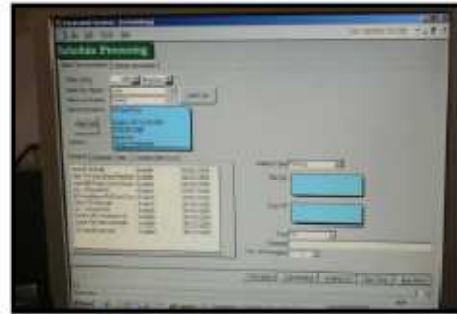
Vendor(s) – developed in-house using MS Access

Contact(s) – N/A

Model/Version – N/A

Year of Implementation – 1997

User Manual Available – No



#### System Description

##### Features

- Assists Mobility service supervisors to schedule daily mobility services

##### Graphical User Interface

- Microsoft Office Access

##### Reports

- None

##### Interfaces

- None

#### Stakeholders

##### Users

- Operation (Mobility Service) Supervisors

##### Supported by

- Guelph Transit staff

#### Issues Identified by Transit Staff

- Very few staff members are familiar with the system;
- No suggested routing provided to operators alongside trip origin/destinations;
- All data are input into the system manually;
- City Corporate Database Standard is Oracle.

## Open Radio Communication System

Vendor(s) – Microwave Radio Communications (MRC)

Contact(s)

Model/Version – Motorola Radius – CDM1550-LS\*

Year of Implementation – 2004

User Manual Available – Yes



### System Description

#### Features

- Enables communication with operators, supervisors and mechanics
- Open radio system
- Guelph Transit has three channels for operations
- One radio console available at dispatch

#### Interfaces

- Digital recorder

### Stakeholders

#### Users

- Supervisors
- Bus operators
- Maintenance department

#### Supported by

- Vendor

### Issues Identified by Transit Staff

- Maintenance staff do not track radio system issues or their models;
- Maintenance staff are reliant on MRC to program the system and this is costly
- Bus passengers can clearly hear conversations between bus drivers and operation supervisors; and
- Bus operators feel uncomfortable with open radio. They prefer to talk to a specific person directly, rather than go through operation supervisors.

**On-board Camera System**

Vendor(s) – Seon Design Inc.

Contact(s)  
Chris Akiyama  
[cakiyama@seon.com](mailto:cakiyama@seon.com)

Model/Version – N/A

Year of Implementation – 2006

User Manual Available – No



**System Description**

**Features**

- Assists supervisors to monitor bus operations for security and safety purposes
- Live vehicle video
- Workstation with a disc reader and burner to process video records

**Graphical User Interface**

- Seon GUI

**Reports**

- None

**Interfaces**

- None

**Stakeholders**

**Users**

- Operation (Fixed Route & Mobility) Supervisors

**Supported by**

- Vendor

**Issues Identified by Transit Staff**

- Vendor's support service has deteriorated since Guelph Transit stopped buying their products;
- Rough road surface affects camera functionality;
- Maintenance staff received very limited training from the vendor.



## Farebox System

Vendor(s) – GFI

Contact(s)

Model/Version

Year of Implementation – 2007

User Manual Available – Yes



### System Description

#### Features

- Processes magnetic passes (not currently in use)
- Automatically registers and counts coins and bills
- Keypad for registration of special fares

#### Graphical User Interface

- GFI GUI

#### Reports

- GFI customized reports

#### Interfaces

- None

### Stakeholders

#### Users

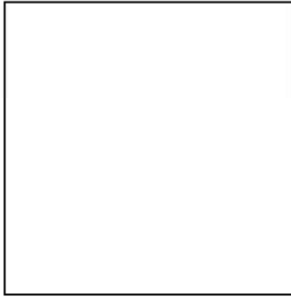
- Bus operators
- Customer service department
- Maintenance department
- Bus passengers

#### Supported by

- Vendor

### Issues Identified by Transit Staff

- Fraud is a concern;
- Operators feel stressful dealing with fraudulent payment by passengers;
- Reports can be created automatically. GFI was supposed to send a CD for a software upgrade but this is outstanding
- Farebox ticket reader misreads tickets (i.e. reading senior ticket as adult ticket) and misreads the transfer ticket as a five dollar bill;
- Operators sometimes use a transfer ticket to clear a jammed farebox. This action causes the farebox to mistakenly treat transfer tickets as five-dollar bills. The total estimated revenue in the farebox are higher than the actual revenue counted by



finance staff;

- Farebox system does not work with university IDs' magnetic stripe;
- Operators would like to simplify the operational process for logging into the farebox;
- Maintenance staff received limited training from the vendor;
- Drivers usually change the destination sign, but do not change the farebox code at the same time. As a result, the revenue data corresponding to the designated routes is skewed.



## **NextBus and InterFleet CAD/AVL System**

**Vendor(s)** – Grey Island

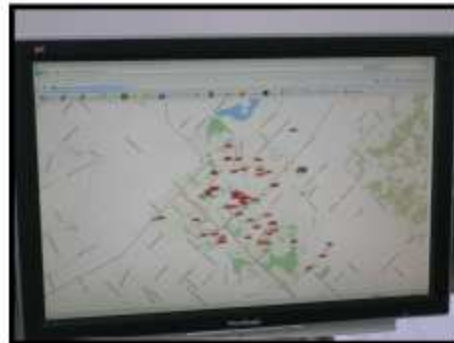
**Contact(s)**  
Mark Mullhall, Project Manager  
(416) 348-9991 x 223  
markm@interfleet.com

Chris Jackson, VP Operations  
chrisj@interfleet.com

**Model/Version** - N/A

**Year of Implementation** – 2007

**User Manual Available** – No (NextBus) & Yes (Inter Fleet)



### **System Description**

#### **Features**

- Using GPS tracking satellites to provide bus arrival information and real time maps to passengers and operators
- Schedule adherence
- Enhance bus service reliability
- Wireless communication
- Information dissemination to public through webpage, automatic message signs and interactive voice response system
- Fleet tracking
- Live dispatch map display for all transit vehicles in service
- Covert alarm
- Capable of holiday schedule if Sunday schedule is not appropriate

#### **Graphical User Interface**

- NextBus GUI
- Inter Fleet GUI



### Reports

- Activity summary report
- Stop report
- Vehicle status report
- Exceptions monitoring include landmark exception and PTO report

### Interfaces

- Schedule Masters
- Automatic message Sign
- Interactive voice response system
- NextBus webpage

### Stakeholders

#### Users

- Operation supervisors
- Bus operators
- Scheduling/ Service planning department
- Bus passengers

#### Supported by

- Vendor

### Issues Identified by Transit Staff

- AVL system sometimes experiences communications issues at Gordon Street on the south side of Kortright Road;
- Operation supervisors find issues with the refresh rate of the dispatch computer. The computer can take approximately five minutes to refresh the operational status of each bus;
- On the computer screen, bus symbols display in a grey colour occasionally. These grey symbols mean that the bus AVL data is not being transmitted. This problem usually happens on Routes 57 and 58;
- The schedule adherence function does not support statutory holiday schedules (Supervisors' laptops always pick up Guelph University's WiFi network when they pass the University area during operations);
- Bus service reliability has improved since the NextBus deployment. However, there is still room for improvement;
- Supervisors receive very limited training and support from the vendor. Many supervisors learn the system by themselves.
- The current system should be capable of triggering alerts, (visual or audio), to bus drivers for early or late bus schedules. However, no one in the agency know how this function works;
- Buses experience poor GPS detection when they enter the downtown area. This causes the schedule adherence to lose accuracy in downtown Guelph;
- It took a year to get all bus operators to login to the NextBus system prior to operation;
- Inter Fleet software and NextBus displays are provided by Grey Island. However, both programs do not work together. NextBus does not support the covert alarm that is operated by Inter Fleet. This results in the dispatcher requiring two computer displays for bus status monitoring.



# Guelph Transit Technology Plan Technology Inventory



## Interactive Voice Response (Phone) System

Vendor(s) – Grey Island

Contact(s)  
Mark Mullhall, Project Manager  
(416) 348-9991 x 223  
markm@interfleet.com

Model/Version - N/A

Year of Implementation – 2007

User Manual Available - No



### System Description

#### Features

- Allows a computer to detect voice and keypad inputs
- Responds with pre-recorded or dynamically generated audio to further direct users on how to proceed
- Enables handling of large call volumes
- Allows travellers to obtain real time bus information

#### Graphical User Interface

- N/A

#### Reports

- N/A

#### Interfaces

- Grey Island's NextBus CAD/AVL

### Stakeholders

#### Users

- Bus passengers

#### Supported by

- Vendor

### Issues Identified by Transit Staff

- N/A



## Guelph Transit Technology Plan Technology Inventory



### Mobile Data Terminal

Vendor(s) – Grey Island

Contact(s)  
Mark Mullhall, Project Manager  
(416) 348-9991 x 223  
markm@interfleet.com

Model/Version – Net-960E

Year of Implementation – 2007

User Manual Available – No



#### System Description

##### Features

- Features a screen to view information and a keypad for entering information
- Can be set up with default canned messages

##### Graphical User Interface

- Simple text-based navigation and control

##### Reports

- No

##### Interfaces

- Grey Island's NextBus CAD/AVL

#### Stakeholders

##### Users

- Bus operators
- Bus supervisors

##### Supported by

- Vendor

#### Issues Identified by Transit Staff

- No training program is provided to bus operators and supervisors;
- MDTs do not provide system time, schedule adherence information and road closure information;
- Cumbersome log-on process involving multiple points of driver interface;
- Canned messages are not programmed into the MDT.



## **NextBus Arrival Display**

**Vendor(s)** – Grey Island

**Contact(s)**  
Mark Mullhall, Project Manager  
(416) 348-9991 x 223  
markm@interfleet.com

**Model/Version** - N/A

**Year of Implementation**– 2007

**User Manual Available** – No



### **System Description**

**Features**

- Provide real time bus arrival information to public
- LED display
- Can be deployed at indoor and outdoor shelters

**Graphical User Interface**

- N/A

**Reports**

- N/A

**Interfaces**

- Grey Island's NextBus CAD/AVL

### **Stakeholders**

**Users**

- Bus passengers

**Supported by**

- Vendor

### **Issues Identified by Transit Staff**

- Sign is small and in a discrete location.
- Low level of awareness among customers.
- Low level of familiarity among staff.

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## **APPENDIX B**

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TRANSIT ITS PROJECT PROSPECTUS

## Conventional and Mobility Services SmartBus System Deployment with Communication System Upgrades

### Project Description:

#### Conventional and Mobility Services CAD/AVL

- Re-deployment of new CAD/AVL to all Guelph transit conventional and mobility bus fleet.
- Implementation of AVL applications, including GPS tracking, MDTs, and integration with CAD & automatic stop annunciators.
- Coordination of routing and scheduling using CAD.

#### Mobile Data Terminals

- Installation of new MDTs on all Guelph Transit vehicles.
- Provide interface for communication between driver and dispatcher/in-vehicle ITS systems.

#### Automatic Stop Announcement System

- Installation of on-board variable message signs and stop-annunciators in all transit vehicles.
- Deployment needed in all transit vehicles to meet AODA requirements.

#### Advanced Vehicle Monitoring System

- Installs interface with in-vehicle sensors (if available) to monitor mechanical performance, collect performance data, and alert driver and dispatch of any malfunction.
- On-board diagnostics interface to return, or store, error codes

#### Automatic Passenger Counters

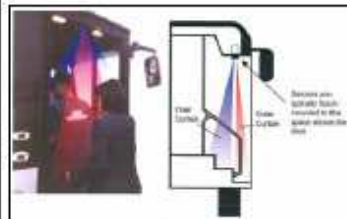
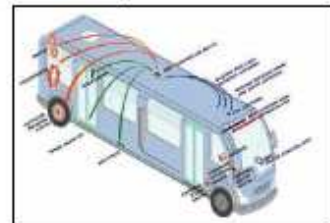
- Installation of infrared door sensors on 10 vehicles
- Rotate buses equipped with APC on each fixed route
- Combine with AVL to collect detailed transit ridership information.

#### Communication System Upgrades

- Migrate the existing open channel radio communication system architecture to a bus-to-base radio communication system architecture.
- Encourage operational staff to use MDTs' canned messages to communicate.
- Enable a cellular data service to facilitate CAD/AVL Communication.

#### All Systems

- Provides support with training and new operational procedures.





**Benefits:**

- More efficient routing.
- Higher scheduling flexibility.
- Easier to monitor service delivery.
- Better customer services.
- Improves safety and security.
- Increases coordination with dispatch centre.
- More efficient vehicle-dispatch communication.
- Automates communication.
- Allows interfacing with other on-board ITS systems.
- Provides real time information to passengers through on-board variable message signs and next stop audio annunciators automatically.
- Drivers have fewer distractions.
- Encourages the disabled and elderly to take public transit.
- More efficient maintenance operations.
- Allows on-road troubleshooting.
- More detailed boarding and alighting information.
- Provides a tool for system planning and performance monitoring.
- Allows better fare management/auditing.
- Maintains staff privacy during communication.

**Barriers:**

- User reluctance in new system.
- Need to train staff in using/ maintaining a new system.
- New operational procedures need to be established.
- Maintenance procedures need to be established.
- Institutional coordination issues.
- Availability of radio channels.

**Logistics:****Relevant Technologies:**

- Vehicle tracking (GPS).
- Communication infrastructure.
- Data processing.
- CAD/AVL system.
- On-board audio speakers.
- On-board variable message signs.
- Supporting in-shop software program.
- Infrared automatic passenger counters.
- Radio communication equipment and infrastructure.

**Prerequisite Technologies:**

- Maintenance management software.

**Participants:**

- Guelph Transit Staff
  - Operation supervisors;
  - Operators;
  - Maintenance department;
  - Scheduling/ Service planning department; and
  - Administrative department.
- Bus passengers.
- Radio communication system vendor.

**Evaluation:**

- Increase in ridership.
- User acceptance and satisfaction.
- Incident response time.
- On-time performance.
- Operators-Dispatchers communication.
- Quality of audio and visual information.
- Data collection costs.
- Breakdown reductions.
- Number of passengers.

### Conventional Services Scheduling Software

#### Project Description:

- Replacement of the existing system with an automatic daily scheduling program to optimize conventional services.
- Integration with the City's payroll system
- Data feeding application to Google Transit
- Provides support with training and new operational procedures.



#### Benefits:

- Minimizes manual data entry.
- Optimizes operators' schedules under various schedule constraints.
- Increases feasibility by simplifying the decision making process

#### Barriers:

- User reluctance in the new system.
- New scheduling procedures need to be established.
- Need to train staff in using/ maintaining a new system.
- 

#### Logistics:

##### Relevant Technologies

- Data Processing.

##### Prerequisite Technologies:

- N/A

#### Participants:

- Guelph Transit Staff
  - Operation supervisors; and
  - Operators.
- Bus passengers.

#### Evaluation:

- User acceptance and satisfaction.
- Bus delay time reduction.
- Data entry time reduction.
- Operation cost reduction.
- Schedule adherence.



## Mobility Services Scheduling Software

### Project Description:

- Replacement of the existing system with an automatic daily scheduling program to optimize mobility services.
- Provides route-planning assistance, including mapping and travel conditions reporting.
- Provides support with training and new operational procedures.



### Benefits:

- Minimizes manual data entry.
- Optimizes operators' schedules under various schedule constraints.
- Increases number of customers that can be reached.

### Barriers:

- User reluctance in the new system.
- New scheduling procedures need to be established.
- Need to train staff in using/ maintaining a new system.

### Logistics:

#### Relevant Technologies

- Data Processing.

#### Prerequisite Technologies:

- CAD/AVL.
- MDT.
- Communication system.

### Participants:

- Guelph Transit Staff
  - Operation supervisors; and
  - Operators.
- Bus passengers.

### Evaluation:

- User acceptance and satisfaction.
- Response time.
- Bus delay time reduction.
- Data entry time reduction.
- Operation cost reduction.
- Schedule adherence.

### Maintenance Management Software

**Project Description:**

- Implementation of software to track work orders, inventories, fuel usage, maintenance status, and equipment model numbers.
- Provides support with training and new operational procedures.



**Benefits:**

- Reduces maintenance time per bus.
- Fewer break downs.
- Greater efficiency.
- Capable of tracking inventories, work orders, fuel usages.
- Ability to track vehicle repair history.
- Minimizes manual data entry.

**Barriers:**

- Maintenance procedures need to be established.
- Users reluctance in new system.
- Compatibility with city's accounting system.
- Need to train staff in using/ maintaining a new system.

**Logistics:**

**Relevant Technologies:**

- In-shop hardware.
- In-shop software.

**Prerequisite Technologies:**

- CAD/AVL.
- MDT.

**Participants:**

- Guelph Transit Staff
  - Maintenance department.
- City of Guelph Staff
  - Accounting department; and
  - IT department.

**Evaluation:**

- Data collection costs.
- Breakdown reductions.

**Fare Collection System Upgrades**

**Project Description:**

- Installation of TRiM equipment on all Guelph Transit vehicles.
- Enhance functionalities of the existing fare collection reader system to reduce fraud and increase accountability related to the U-Pass program.
- Provides supports with training and new operational procedures.



**Benefits:**

- Improves customer experience.
- Provides a tool for system planning and performance monitoring.
- Better fare management/auditing.
- Reduces manual efforts on tracking and controlling fare media.
- Reduces fraudulent transfers and fake fare stickers by university students.

**Barriers:**

- User reluctance in new system.
- Need to train passengers in using new transfers.
- Need to train staff in using/ maintaining a new system.

**Logistics:**

**Relevant Technologies:**

- Farebox reader.
- TRiM unit.
- On-board farebox.

**Prerequisite Technologies:**

N/A.

**Participants:**

- Guelph Transit Staff
  - Operation supervisors;
  - Operators;
  - Maintenance department; and
  - Schedule/ Service Planning Department.
- City of Guelph Staff
  - Finance/Accounting Department.
- Bus passengers.

**Evaluation:**

- Reduction in fraud related to U-Pass program.
- Reduction in fake transfer ticket issues.

### Advanced Smart Card Fare System

**Project Description:**

- Installation of advanced smart card fare collection equipment on all Guelph Transit vehicles.
- Supported with training and new operational procedures.



**Benefits:**

- Improves customer experience.
- Speeds up passengers' boarding/alighting time.
- Provides a tool for system planning and performance monitoring.
- Better fare management/auditing.
- Reduces dwell time at stations.

**Barriers:**

- User reluctance in new system.
- Coordination required with other transit agencies.
- Need to train passengers in using smart card fare technology.
- Need to train staff in using/ maintaining a new system.

**Logistics:**

**Relevant Technologies:**

- Smart card fare collection equipment.

**Prerequisite Technologies:**

- CAD/AVL.
- Fare collection system.

**Participants:**

- Guelph Transit Staff
  - Operation supervisors;
  - Operators;
  - Maintenance department; and
  - Schedule/ Service Planning Department.
- City of Guelph Staff
  - Finance/Accounting Department.
- Other transit agencies in Guelph.
- Bus passengers.

**Evaluation:**

- Increase in ridership.
- Reduction in dwell time.

## On-Board Security System Upgrades

### Project Description:

- Live feed recorded image from on-board cameras.
- Integrate together with subsystems, including CAD/AVL, alert button, tape recorder, CCTV cameras, and radio communication system.
- Installation of a secondary convert microphone at the rear-end of each transit vehicle to improve on-board security for passengers and staff.



### Benefits:

- Increase perception of safety.
- Deterrent to crime.
- Send appropriate team to the field for assistance.

### Barriers:

- User reluctance in new system and privacy disclosure.
- Need to train staff in using/ maintaining a new system.

### Logistics:

#### Relevant Technologies:

- Convert microphone.
- Communication infrastructure.

#### Prerequisite Technologies:

- CAD/AVL.
- MDT.
- CCTV camera.
- Alert button.
- Tape recorder.
- Radio communication system.

### Participants:

- Guelph Transit Staff
  - Operation supervisors;
  - Operators; and
  - Maintenance department.
- City of Guelph
  - Police department; and
  - Fire department.
- Bus passengers.

### Evaluation:

- Number of incidents.
- Increase in ridership.
- Response time.



### Advanced Traveller Information System

**Project Description:**

- Use technology to provide travelers with better schedule information.
- Provide real-time bus information via IVR, web, mobile devices, and VMS, at major stops/terminals.
- Upgrades web/IVR systems following the upgrade of CAD/AVL.
- Supported with training and new operational procedures.



**Benefits:**

- Provides accurate, consistent real time traveller information.
- Greater accessibility to information.
- Automated system frees up personnel.
- Improves customer satisfaction.

**Barriers:**

- User unfamiliar with the new system.
- Inaccurate schedule information.
- Additional transit personnel training efforts required to monitor system performance.

**Logistics:**

**Relevant Technologies:**

- Communication infrastructure.
- Data processing and handling capabilities.
- Web interface.
- Variable message signs.
- Interactive voice response systems.
- Mobile device interfaces.

**Prerequisite Technologies:**

- CAD/AVL.

**Participants:**

- Guelph Transit Staff
  - Customer service department.
- City of Guelph Staff
  - IT Department.
- Bus passengers.

**Evaluation:**

- Increase in ridership.
- User acceptance and satisfaction.
- Quality of visual information.
- Decrease in customers' phone calls regarding bus schedules and arrival times.

## Transit Signal Priority

### Project Description:

- Implementation of TSP module on select intersections along bus routes, which allows transit vehicles equipped with a TSP emitter to cross intersections with priority.
- Upgrades traffic signal controllers along the selected transit corridors for TSP.
- Upgrades required for the transit vehicles that travel along the identified TSP bus routes.



### Benefits:

- Better connectivity to dispatcher centre.
- Improves signal timing capacity.
- Reduces bus delays at signals.

### Barriers:

- Traffic conditions may not warrant TSP, resulting in little benefit.
- Need to train City personnel in using/ maintaining a new system.
- Creates delays to traffic on the opposite direction of transit routes.

### Logistics:

#### Relevant Technologies:

- Detector loops.
- Dynamic traffic signals.
- Communication infrastructure on roadside and on-board.

#### Prerequisite Technologies:

- CAD/AVL.

### Participants:

- Guelph Transit Staff
  - Operation supervisors; and
  - Operators.
- City of Guelph Staff
  - Traffic engineering and planning department; and
  - Emergency department.

### Evaluation:

- Vehicle delays.
- On-time performance.
- Traffic controller logs.

# COMMITTEE REPORT



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

SERVICE AREA Community and Social Services

DATE September 20, 2010

**SUBJECT Artscape Project**

REPORT NUMBER CSS-CU-1023

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## RECOMMENDATION

THAT report # CSS-CU-1023 dated September 20, 2010 be received.

## BACKGROUND

Community Services has a 2009 capital project to develop a Feasibility Study/ Business Case for shared arts and cultural space. Finding space for this sector has been a pressure point for many years and was identified as a high priority in the Parks, Recreation and Culture Master Plan. Creative collaborations and investing in people and ideas is also a focus for diversifying Guelph's economy as per Prosperity 2020.

For the last year, we have been looking at a range of approaches to undertake this project including the traditional approach of hiring a consultant to complete the study/case.

In the spring of 2010, staff began a series of conversations with representatives from the arts, cultural, business and IT/Design sector, and specifically with groups who have voiced an interest in working together to lease or own space. The purpose of these meetings was to both evaluate the community's interest in working collaboratively amongst themselves to explore space options and to test their interest in a more 'community capacity/development' approach towards gaining knowledge about property management/business planning, rather than pursuing the traditional 'consultant driven' option.

Given the community interest in pursuing the community capacity/development approach, Artscape, a recognized leader in neighbourhood and facility revitalization through the arts, was approached and asked to meet with City staff and interested community groups to determine if their 'Mentorship and Coaching Program' would be an appropriate and effective tool to be undertaken in Guelph. Artscape has gained over more than 20 years in developing a portfolio of unique facilities that deliver sustainable and affordable production, rehearsal, exhibition, and living space for creative practitioners, entrepreneurs and organizations.



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Recently, Artscape launched its Mentorship and Coaching Program as an education and training program that builds the capacity of organizations to develop the strategic, organizational and individual leadership skills to establish a creative space development organization and/or multi-tenanted creative and cultural facilities in their community. This program has been piloted with the City of Edmonton and Guelph will be the second community to take this training.

## **REPORT**

In early June, Artscape was invited by the Community Services Department to Guelph to meet formally with the community. Senior leaders from Artscape met with seven Guelph based groups to discuss their interest in undertaking the "Mentoring/Coaching" training program offered by Artscape.

Each group met individually and directly with Artscape and was asked a series of questions to gauge the groups' interest in becoming direct property owners or managers, and their capacity to commit to the training work required in the Mentoring program. The groups were also invited to submit any strategic plans, business cases for space leasing or purchasing, and any other relevant documents.

As a result of this meeting and after discussions with staff, Artscape provided staff with a proposal that both:

- builds the capacity of the whole community through the governance structure of a single "lead" organization (who was willing to commit to property ownership/management); and
- addresses the individual or unique needs of the other groups.

Staff explored a range of options and is satisfied that Artscape's proposal meets the communities' articulated needs.

### Opportunity designed for Guelph

Artscape designed a program specific to the needs of our Guelph arts and cultural community. The program will be divided into three components: the Mentorship Program; Coaching Services; and Presentations/ Workshops.

### Mentorship Program

Artscape will mentor a designated lead organization over a 12 month period to support their development as an effective creative and cultural space developer and intermediary organization serving the needs of the creative and cultural sector in the city for affordable, stable and sustainable space.

After reviewing all information provided and subsequent to their interviews, Artscape recommended that the group that had the capacity to take on the role of the lead organization was the Guelph Arts Platform (The Platform). A Memorandum of Agreement will be finalized with The Platform to ensure that they are representing and including all key art disciplines in Guelph (e.g. visual arts, writers, film, performers, etc...).

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Initially, staff pursued the possible alternative model of creating an interim, “super-board” with representatives from all interested groups to lead the Mentorship Program, rather than a single lead organization. However, it was felt that this approach would not be successful because the capacity-building work would be ‘spread wide’ but not sufficiently ‘deep’ to advance substantial facility projects.

It was also felt that under the ‘super-board’ model, the legacy of the investment in the Mentorship and Coaching Program will be too dispersed and diluted among a number of (potentially) competing interests rather than being concentrated and positioned in an intermediary body with a long term mission to support a wide variety of creative space needs across the city.

#### Coaching Services

Artscape will support capacity building across a range of not-for-profit arts organizations in the city who have expressed an interest in the development of access to affordable, stable and sustainable space through access to coaching “surgery and advice” sessions. The agreement with Artscape allows for 28 hours of coaching services throughout the term of the contract, which can be divided into full-day or half-day sessions.

#### Presentations and Workshops

Artscape will create a Guelph specific workshop that focuses on the development of and access to affordable, stable and sustainable space through a tailored Creative Spacemaking Workshop. Artscape will also support efforts to raise the profile of the creative and cultural space agenda through two formal presentations to be provided within the community during the course of the program.

### **CORPORATE STRATEGIC PLAN**

Goal 4: A vibrant and valued arts, cultural and heritage identity.

### **FINANCIAL IMPLICATIONS**

The funds for this project will come from the Capital Project which has a balance as of June 2010 of \$70,677.84.

The cost for the Artscape program is \$56,750 plus incidental expenses.

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

Staff has been undertaking a series of meetings with organizations and individuals to apprise them of the project. The Arts & Culture Program Officer will begin arranging formal meetings for The Platform to begin the work in the Mentoring Program, for other groups to participate in the Coaching sessions, and to plan the Creative Spacemaking Workshop.

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## ATTACHMENTS

Attachment A: Artscape organizational information



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## Attachment A

Artscape organization information (taken from their website - [www.torontoartscape.on.ca](http://www.torontoartscape.on.ca))

### **About Artscape**

Artscape is a not-for-profit, urban development organization that revitalizes buildings, neighbourhoods, and cities through the arts. Artscape projects provide affordable space for creativity while generating positive cultural, economic, social, and environmental impact.

While Artscape's real estate development activities are focused in Toronto, it also shares knowledge with other urban centres and communities across Canada and around the world.

### Vision – Where We Are Going

Artscape is committed to building a world that engages art, culture and creativity as catalysts for community transformation, sustainability, prosperity and liveability.

### Mission – Why We Exist

Artscape unlocks the creative potential of people and places to build vibrant, resilient and inclusive communities.

### Mandate – What We Do

Artscape is a not-for-profit enterprise engaged in culture-led regeneration. Our practice focuses on:

- \* Anchoring creative communities within sustainable and affordable spaces
- \* Building authentic and dynamic places by connecting creative and cultural resources
- \* Creating tools, expanding thinking and inspiring action

### Our Approach

While there are now dozens of artist studio providers in major urban centres, Artscape has a unique focus as a creative urban development group. Our approach to development involves rallying artists, designers, urban planners, community activists, environmentalists, government officials, as well as community, economic, and real estate developers around projects where all parties benefit.

This multi-stakeholder approach allows Artscape to design projects that deliver a quadruple bottom-line. Artscape initiatives often start with an exploration of what combination of art, culture, and creativity might add value to a building, development site, or neighbourhood. Then, we look at how the project can support community and economic development and serve as the social heart of the neighbourhood.

Last but not least, we work to ensure that our projects are economically and environmentally sustainable. Through its expansive focus on cultural, economic, social, and environmental bottom lines, Artscape has been able to elevate the aspirations of its work beyond serving the basic needs of creative practitioners. Artscape unlocks the creative potential of people and places to build vibrant, resilient, and inclusive communities.

# COMMITTEE REPORT



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

SERVICE AREA Community and Social Services

DATE September 20, 2010

**SUBJECT John Galt Day**

REPORT NUMBER CSS-CU-1022

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## RECOMMENDATION

That report # CSS-CU-1022 dated September 20, 2010 be received.

## BACKGROUND

The fourth annual John Galt Day event took place on Monday, August 2, 2010. While attendance was lower than hoped for, all other aspects of the event ran well. The event is currently funded through Civic Celebrations, and is organized and coordinated by City staff. Further to the Council recommendation as part of the 2010 budget process, staff continues to look for an external host for the event beginning in 2011.

John Galt Day is an annual event that has taken place on John Galt Day (the Civic Holiday, the first Monday in August) for the past four years. The event celebrates Guelph's founder, John Galt, by bringing community members together for family friendly outdoor activities and entertainment.

The event is one of the City of Guelph's designated Civic Celebrations; however unlike the other events under this category, there is no community based organization contracted to coordinate and plan the event. Rather, it is lead by City staff and supported by a committee of community volunteers.

As part of the 2010 budget process, Council passed a resolution which stated:

*"THAT the John Galt Day event be held in 2010;*

*AND THAT staff be directed to seek an external group who would undertake the event in 2011 through a purchase of service agreement or a sponsored event, subject to budget deliberations."*

## REPORT

Highlights for 2010 John Galt Day activities included children's heritage games and crafts; face painting; air brush tattoos; tours on the historical caboose; a game of canoe hockey; live entertainment; historical lectures and displays.

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For the past four years, the event has taken place in John Galt Park, located immediately south of River Run Centre. Most of the events take place outside, however some of the displays and concessions have been inside River Run Centre, as well as the facility being used as a rain location when needed.

Attendance has varied over the four years, with the ongoing struggle being the difficulty to attract patrons on the holiday Monday. While no official attendance counts are done at the event due to the fact that it is an open, non-gated site, attendance has ranged from a low of 500 people to an estimated high of 1,500 people in 2009. This year showed disappointing results with approximately 500 to 700 patrons in attendance. The same challenge of being on the August long weekend also makes it difficult to find community performers, volunteers or vendors for the event.

Discussions have taken place with several community organizations identified as having potential interest or capacity to undertake the event in 2011. At this time, no group has been willing to take on the project, primarily due to lack of resources needed to coordinate a large event like this.

Prior to the 2011 budget process, staff will put out a formal request for expressions of interest to the community, including a broad range of arts, heritage and service organizations.

## **CORPORATE STRATEGIC PLAN**

Goal 4: A vibrant and valued arts, cultural and heritage identity.

## **FINANCIAL IMPLICATIONS**

Currently, the City covers the operating costs for the event, through the \$10,000 set aside as part of the Civic Celebrations grant. Additionally, staff support is provided, which equates to approximately 160 hours for which a full-time Supervisor from River Run Centre is seconded to coordinate the event.

## **DEPARTMENTAL CONSULTATION**

N/A

## **COMMUNICATIONS**

The request for expressions of interest will be distributed by mail and e-mail, and notices will be placed in the weekly City News and on the City's website.

## **ATTACHMENTS**

N/A

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**Prepared By:**

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# COMMITTEE REPORT



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

**SERVICE AREA** Community and Social Services Department  
**DATE** September 20, 2010

**SUBJECT** **License Agreement Guelph Royals Baseball Club and Hastings Stadium**

**REPORT NUMBER** CSS-FP-1021

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## **RECOMMENDATION**

THAT staff be authorized to negotiate a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the Stadium;

AND THAT the Mayor and Clerk are authorized to sign a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the Stadium, provided that the terms of the agreement are acceptable to both the Executive Director of Community and Social Services and the Manager of Realty Services.

## **REPORT**

The Guelph Royals is a not-for-profit baseball club and has played for many years in the Inter-county Baseball League. The team is based in Guelph and plays their home games at Hastings Stadium. They provide inexpensive quality entertainment to the community

In the past, the owners of the club have bid and run the concession stand located at the park. The team is now in the process of being sold. A purchaser wishes to negotiate a five year agreement for the use of both the ball park and the concession stand.

In early 2010, staff issued a tender for the rights to run the concession stand at Exhibition Park. Only one bid was received. Unfortunately, at that time, the bid contained a counter proposal and was disqualified.

As the tendering process for the operation of park concessions has met with limited success, and because this specific location was unsuccessful in securing a range of bids this year, staff is willing to recommend the option of including the operation of the concession in the lease of the stadium.



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The proposed License Agreement would therefore not change the current situation, but it would solidify an already long-standing arrangement, and give assurance to the prospective owner that he would be able to operate both the team and the concession stand as a package.

## **CORPORATE STRATEGIC PLAN**

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

## **FINANCIAL IMPLICATIONS**

This recommendation would result in no change to the amount of revenue generated by the City for the use of the Stadium and for the use of the concession stand.

The City has not required the operator of this concession to disclose the gross revenues of its operation. Both the current owner and the prospective owner have stated that whatever profit is gained is used to offset the losses of operating the team.

## **DEPARTMENTAL CONSULTATION**

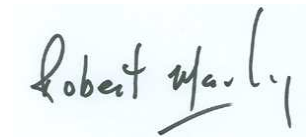
Human Resources and Legal Services Department - Realty Services  
Operations and Transit Department - Parks

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A



Original Signed by:

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### **Prepared By:**

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### **Recommended By:**

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**The Corporation of the City of Guelph  
Emergency Services, Community Services & Operations  
Committee  
Monday, September 20, 2010 5:00 p.m.**

A meeting of the Emergency Services, Community Services & Operations Committee was held on Monday, September 20, 2010 in Council Committee Room 112 at 5:00 p.m.

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

Absent: Councillor Farrelly

Staff in Attendance: Mr. D. McCaughan, Executive Director of Operations & Transit; Ms. A. Pappert, Executive Director, Community and Social Services; Ms. M. Neubauer, Chief Financial Officer/City Treasurer; Ms. T. Agnello, Deputy Clerk; and Ms. D. Black, Assistant Council Committee Coordinator.

There was no declaration of pecuniary interest.

1. Moved by Councillor Hofland  
Seconded by Mayor Farbridge  
THAT the minutes of the Emergency Services, Community Services & Operations Committee meeting held on August 23, 2010 be confirmed as recorded and without being read.

Carried

**Guelph and Wellington Task Force for Poverty Elimination**

Mr. Daniel Moore, and Mr. Ken Dardano, representing the Guelph & Wellington Task Force for Poverty Elimination, provided information regarding the purpose and accomplishments of the Task Force. They requested funding for a coordinator, staff support and outreach to the community. They stated other funds will be sought for specific projects of the working and action groups.

2. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw  
THAT the funding request from the Guelph and Wellington Task Force for Poverty Elimination be referred to the 2011 Budget Process.

Carried

**Consent Agenda**

The following items were extracted from the September 20, 2010 Consent Agenda to be voted on separately:  
ECO 2010-A.41 Guelph Transit Technology Plan

REPORT

3. Moved by Mayor Farbridge  
Seconded by Councillor Hofland

THAT the balance of the Consent Agenda of the Emergency Services, Community Services & Operations Committee of September 20, 2010 as identified below, be adopted:

**a) Guelph Farmers' Market Rates and Fees**

REPORT

THAT the rate adjustments as presented in the September 20, 2010 Emergency Services, Community Services & Operations Committee report 'Guelph Farmers' Market – Market Rates and Fees' be approved.

**b) Artscape Project**

Ms. A. Pappert

THAT report #CSS-CU-1023 entitled 'Artscape Project' dated September 20, 2010 be received.

**c) John Galt Day**

Ms. A. Pappert

THAT report # CSS-CU-1022 entitled 'John Galt Day' dated September 20, 2010 be received.

**d) License Agreement Guelph Royals Baseball Club and Hastings Stadium**

REPORT

THAT staff be authorized to negotiate a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the stadium;

AND THAT the Mayor and Clerk be authorized to sign a License Agreement with the Guelph Royals Baseball Club for the use of Hastings Stadium and the Concession Booth located at the Stadium, provided that the terms of the agreement are acceptable to both the Executive Director of Community and Social Services and the Manager of Realty Services.

Carried

**Guelph Transit Technology Plan**

Mr. Kevin Benenek, IBI Consultants, identified the issues, the implementation priorities, the benefits and the financial impacts of the recommendations within the Transit Technology Plan.

4. Moved by Councillor Hofland  
Seconded by Councillor Laidlaw

September 20, 2010

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

Page 3

REPORT

THAT the Emergency Services, Community Services & Operations Report of September 20, 2010 `Guelph Transit Technology Plan' be received;

AND THAT the IBI Consulting Report `Guelph Transit Technology Plan' be used as a framework to guide staff in the enhancement of operational technology for Guelph Transit.

Carried

The meeting adjourned at 6:11p.m.

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Chairperson