

# COMMITTEE AGENDA



TO **Planning & Building, Engineering and Environment  
Committee**

DATE July 15, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 2:00 p.m.

## **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**CONFIRMATION OF MINUTES** – June 10, 2013 Open and Closed Meeting  
Minutes

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

a) None

## **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 Planning & Building, Engineering and Environment Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
PBEE-2013.25 Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan & Performance Measurement Framework	<ul style="list-style-type: none"><li>Peter Cartwright, General Manager Economic Development</li></ul>		√
PBEE-2013.26 Rental Housing Licensing Cost-Benefit Analysis	<ul style="list-style-type: none"><li>Joan Jylanne, Senior Development Planner</li></ul>		√

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PBEE-2013.27 Housing and Homelessness Plan for Guelph and Wellington			
PBEE-2013.28 Wastewater Services 2012 Annual Report			
PBEE-2013.29 Outstanding Motions of the Planning & Building, Engineering and Environment Committee			

Resolution to adopt the balance of the Planning & Building, Engineering & Environment Committee Consent Agenda.

### **ITEMS EXTRACTED FROM 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.

### **STAFF UPDATES AND ANNOUNCEMENTS**

#### **CLOSED MEETING**

THAT the Planning & Building, Engineering and Environment Committee now hold a meeting that is closed to the public with respect to:

#### **1. Water Supply Master Plan Community Liaison Committee Citizen Appointments**

S. 239 (2) (b) personal matters about an identifiable individual.

#### **ADJOURNMENT**

**NEXT MEETING:** September 10, 2013

**Minutes of the Planning & Building, Engineering and Environment Committee  
Held in the Council Chambers, Guelph City Hall on  
Monday, June 10, 2013 at 2:00 p.m.**

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**Attendance**

Members: Chair Piper, and Councillors Bell, Burcher and Guthrie

Absent: Mayor Farbridge

Councillors: Councillors Furfaro, Hofland, Van Hellemond and Wettstein

Staff: Dr. J. Laird, Executive Director of Planning, Building, Engineering and Environment; Mr. T. Salter, General Manager, Planning Services; Mr. D. Wyman, General Manager, Solid Waste Resources; Ms. T. Agnello, City Clerk; and Ms. D. Black, Council Committee Coordinator

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**Call to Order (2:00 p.m.)**

Chair Piper called the meeting to order.

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were no disclosures.

**Confirmation of Minutes**

1. Moved by Councillor Bell  
Seconded by Councillor Guthrie

That the open and closed meeting minutes of the Planning & Building, Engineering and Environment Committee held on May 14, 2013 be confirmed as recorded.

*VOTING IN FAVOUR: Councillors Bell, Burcher, Guthrie and Piper (4)*

*VOTING AGAINST: (0)*

CARRIED

**Consent Agenda**

The following items were extracted from the June 10, 2013 Consent Agenda to be voted on separately:

- PBEE-2013.22 Heritage Planning: Annual Activity Report and Four Year Work Plan Update**  
**PBEE-2013.23 2012 Solid Waste Resources Annual Report**

2. Moved by Councillor Bell  
Seconded by Councillor Guthrie

That the balance of the Consent Agenda of the Planning and Building, Engineering and

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Environment Committee of June 10, 2013 as identified below, be adopted:

**PBEE-2013.24 Sign By-law Variance for 100 Woodlawn Road West (Frederick's Furniture)**

1. That the Planning, Building, Engineering and Environment report dated June 10, 2013, regarding a Sign By-law variance for 100 Woodlawn Road West, be received.
2. That the request for a variance from the Sign By-law for 100 Woodlawn Road West to permit a freestanding sign with a height of 5.59 metres with a setback of 2.5 metres, be approved.

*VOTING IN FAVOUR: Councillors Bell, Burcher, Guthrie and Piper (4)*

*VOTING AGAINST: (0)*

CARRIED

**Extracted Consent Items**

**PBEE-2013.22 Heritage Planning: Annual Activity Report and Four Year Work Plan Update**

Mr. Stephen Robinson, Senior Heritage Planner, summarized his role and the role of the Heritage Guelph volunteers. He noted that the City received the Lieutenant-Governor's Heritage Award for City Leadership in 2013.

Ms. Daphne Wainman-Wood, Chair, Heritage Guelph, said they are pleased to have the first Heritage Conservation District boundary established. She noted the workload for Heritage Guelph is increasing and suggested someone should be hired to help manage the Heritage issues.

3. Moved by Councillor Burcher  
Seconded by Councillor Bell

That the Planning, Building, Engineering and Environment Report 13-27, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated June 10, 2013, be received.

*VOTING IN FAVOUR: Councillors Bell, Burcher, Guthrie and Piper (4)*

*VOTING AGAINST: (0)*

CARRIED

**PBEE-2013.23 2012 Solid Waste Resources Annual Report**

Staff advised they will provide the committee with a breakdown of the factors contributing to the increase in cost per household for residential collection from 2011 to 2012. Staff will be assessing potential partnerships for open space recycling and intend to conduct a three-stream collection pilot program at Guelph Lake Sports Field.

4. Moved by Councillor Bell  
Seconded by Councillor Guthrie



That the report from Planning, Building, Engineering and Environment dated June 10, 2013 entitled "2012 Solid Waste Resources Annual Report" be received.

*VOTING IN FAVOUR: Councillors Bell, Burcher, Guthrie and Piper (4)*

*VOTING AGAINST: (0)*

CARRIED

## **Announcements**

Dr. J. Laird, Executive Director, Planning, Building, Engineering and Environment provided a brief synopsis of the Employee Public Engagement Survey and advised of the corporate accomplishment to date. She said the overall corporate engagement was 41% and her service area employee engagement was 38% with 46% nearly engaged. She noted that the three key drivers for her service area are management performance, employee recognition and people, Human Resources practice.

Dr. Laird then provided a summary for each of her service areas: Building Services, Planning Services, Engineering Services, Solid Waste Services, Water services and Wastewater Services.

## **Authority to Resolve into a Closed Meeting**

8. Moved by Councillor Bell  
Seconded by Councillor Burcher

That the Planning and Building, Engineering and Environment Committee now hold a meeting that is closed to the public with respect to Sec. 239(2)(c) of the *Municipal Act* with respect to proposed or pending acquisition or disposition of land.

CARRIED

## **Closed Meeting (2:44 p.m.)**

The following matters were considered:

### **Proposed Acquisition of Property**

## **Rise from Closed Meeting (3:44 p.m.)**

10. Moved by Councillor Bell  
Seconded by Councillor Guthrie

That the Committee rise from its closed meeting and reconvene in public session.

CARRIED

## **Open Meeting (3:45 p.m.)**

## **Adjourn (3:45 p.m.)**

11. Moved by Councillor Bell  
Seconded by Councillor Guthrie

That the Committee meeting be adjourned.

CARRIED

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Deputy Clerk

**PLANNING & BUILDING, ENGINEERING and ENVIRONMENT COMMITTEE  
CONSENT AGENDA**

**July 15, 2013**

Members of the Planning & Building, Engineering and Environment Committee.

**SUMMARY OF REPORTS:**

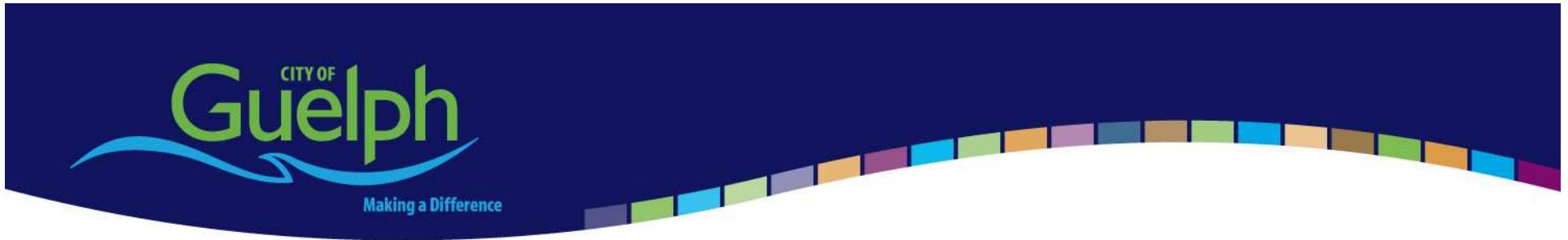
The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt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

**A Reports from Administrative Staff**

<b>REPORT</b>		<b>DIRECTION</b>
<b>PBEE-2013.25</b>	<b>INTEGRATED OPERATIONAL REVIEW OF PLANNING, BUILDING, ENGINEERING AND ENTERPRISE SERVICES – PHASE 3 – IMPLEMENTATION PLAN &amp; PERFORMANCE MEASUREMENT FRAMEWORK</b>  1. That report number 13-33, titled "Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan & Performance Measurement Framework" be received for information.  2. That the Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan 2014 – 2016 budget estimate as presented in report number 13-33 Attachment 4 be referred to the annual Operating and Capital Budget Process.	Approve
<b>PBEE-2013.26</b>	<b>RENTAL HOUSING LICENSING COST-BENEFIT ANALYSIS</b>  1. That Report 13-32 from Planning, Building, Engineering and Environment regarding the Rental Housing Licensing Cost-Benefit Analysis report dated July 15, 2013 be received.  2. That staff be authorized to proceed with public consultation on the proposed licensing directions and cost-benefit analysis to guide the development of a rental housing licensing program.	Approve

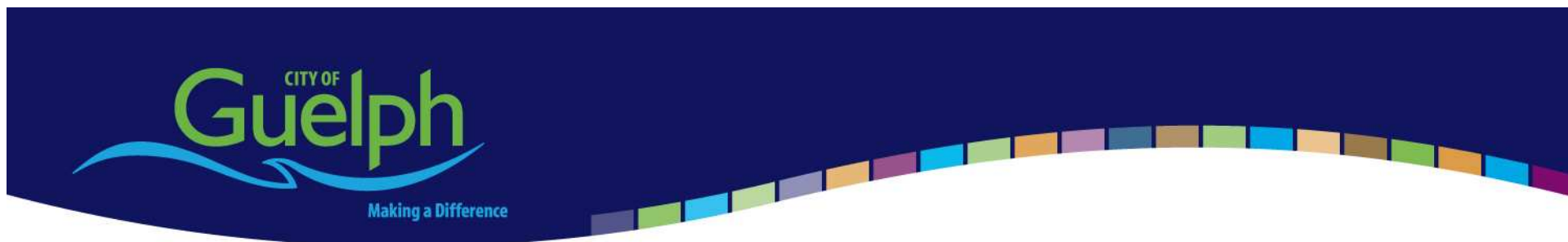
<b>PBEE-2013.27</b>	<b>HOUSING AND HOMELESSNESS PLAN FOR GUELPH AND WELLINGTON</b>	Receive
1. That the joint report from Planning, Building, Engineering and Environment, report #13-34; and Community and Social Services report #CSS-CESS-1329, regarding the Housing and Homelessness Plan for Guelph and Wellington, dated July 15, 2013, be received.		
<b>PBEE-2013.28</b>	<b>WASTEWATER SERVICES 2012 ANNUAL REPORT</b>	Receive
1. That the report from Planning, Building, Engineering and Environment dated July 15, 2013 entitled "Wastewater Services 2012 Annual Report" be received.		
<b>PBEE-2013.29</b>	<b>OUTSTANDING MOTIONS OF THE PLANNING &amp; BUILDING, ENGINEERING AND ENVIRONMENT COMMITTEE</b>	Receive
1. That the report dated July 15, 2013 regarding outstanding motions of the Planning & Building, Engineering and Environment Committee, be received.		

attach.



# **Integrated Operational Review of Planning, Building, Engineering & Enterprise Services Phase 3 - Implementation Plan & Performance Measurement Framework**

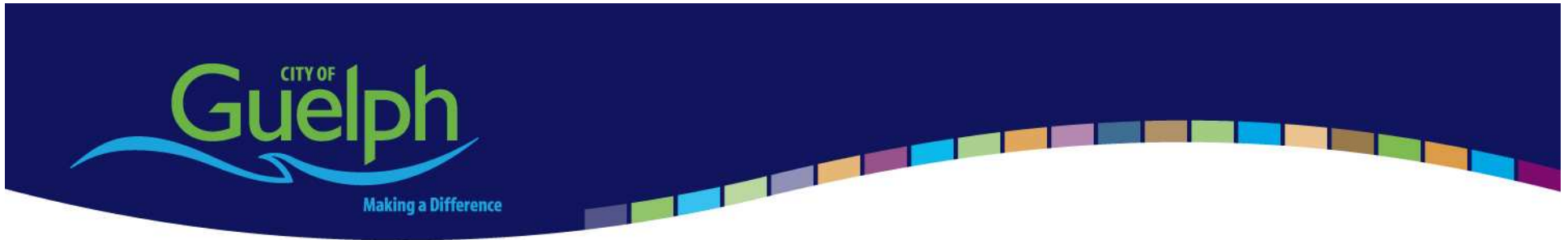
Presentation to  
Planning & Building, Engineering and  
Environment Committee  
July 15, 2013



# Summary Background

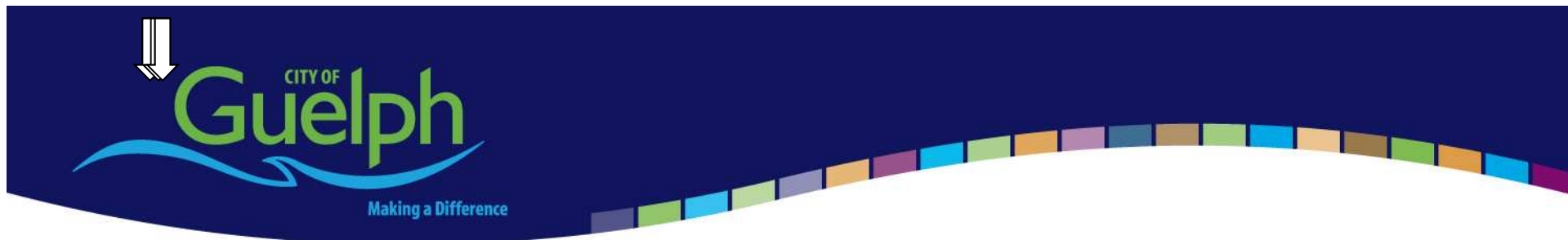
## Chronology of Events

2010	2011	2012
<b>Prosperity 2020</b>	<b>IOR Phase 1 Issues Report</b>	<b>IOR Phase 2 Best Practice Review &amp; Recommendations</b>
<b>Recommendations</b>  1. City needs to be investment ready 2. City needs to be Businesslike	<b>Issues</b>  1. Clarity & Expectations 2. Attitudes, Practices & Behaviours 3. City Processes & Client Services 4. Proponent Practices	<b>23 Recommended Improvements</b>  1. Adaptive Learning 2. Management Direction 3. Development Review Process 4. Communications



## **IOR – Phase 3 – The Process**

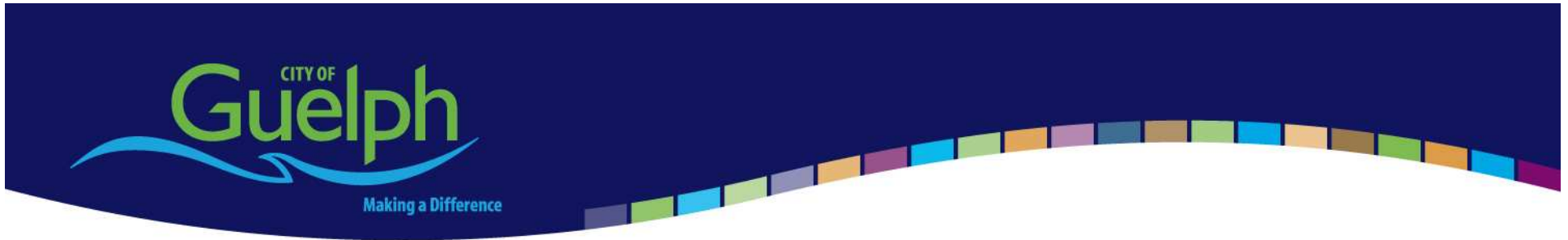
- **Whole Systems Approach**
  - Biggest initiative of this type taken by the City
- **Substantial Staff Engagement**
  - 60 + represent the four key service areas;
  - Additional staff representing five other service areas
- **Eight Inter-department teams**
  - Project Charters & Implementation Frameworks created for each of the 23 recommendations.



# Relationship to the Corporate Strategic Plan

Critical Issues & Business Imperatives	Critical Issues & Business Imperatives	Critical Issues & Business Imperatives
<b>1. Organizational Excellence</b>	<b>2. Innovation in Local Government</b>	<b>3. City Building</b>
1.1 Engage employees through excellence in leadership ✓	2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability ✓	3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City ✓
1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions ✓	2.2 Deliver Public Service better ✓	3.2 Be economically viable, resilient, diverse and attractive for business ✓
1.3 Build robust systems, structures and frameworks aligned to strategy ✓	2.3 Ensure accountability, transparency and engagement ✓	3.3 Strengthen citizen and stakeholder engagement and communications ✓



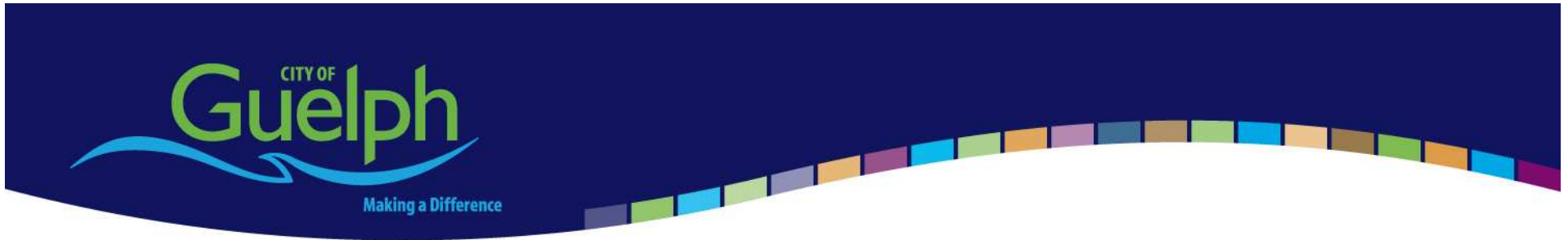


# **IOR – Phase 3 – The Approach to Implementation**

## **Steering Committee**

- **Reviewed Project Charters & Implementation Frameworks.**
- **Consolidated into an overall Implementation Plan which:**
  - Prioritizes tasks;
  - Identifies expected outcome of each task;
  - Identifies Project Sponsors and Leads;
  - Considers and identifies interdependencies between tasks; and
  - Provides the implementation Scoping and Schedule.

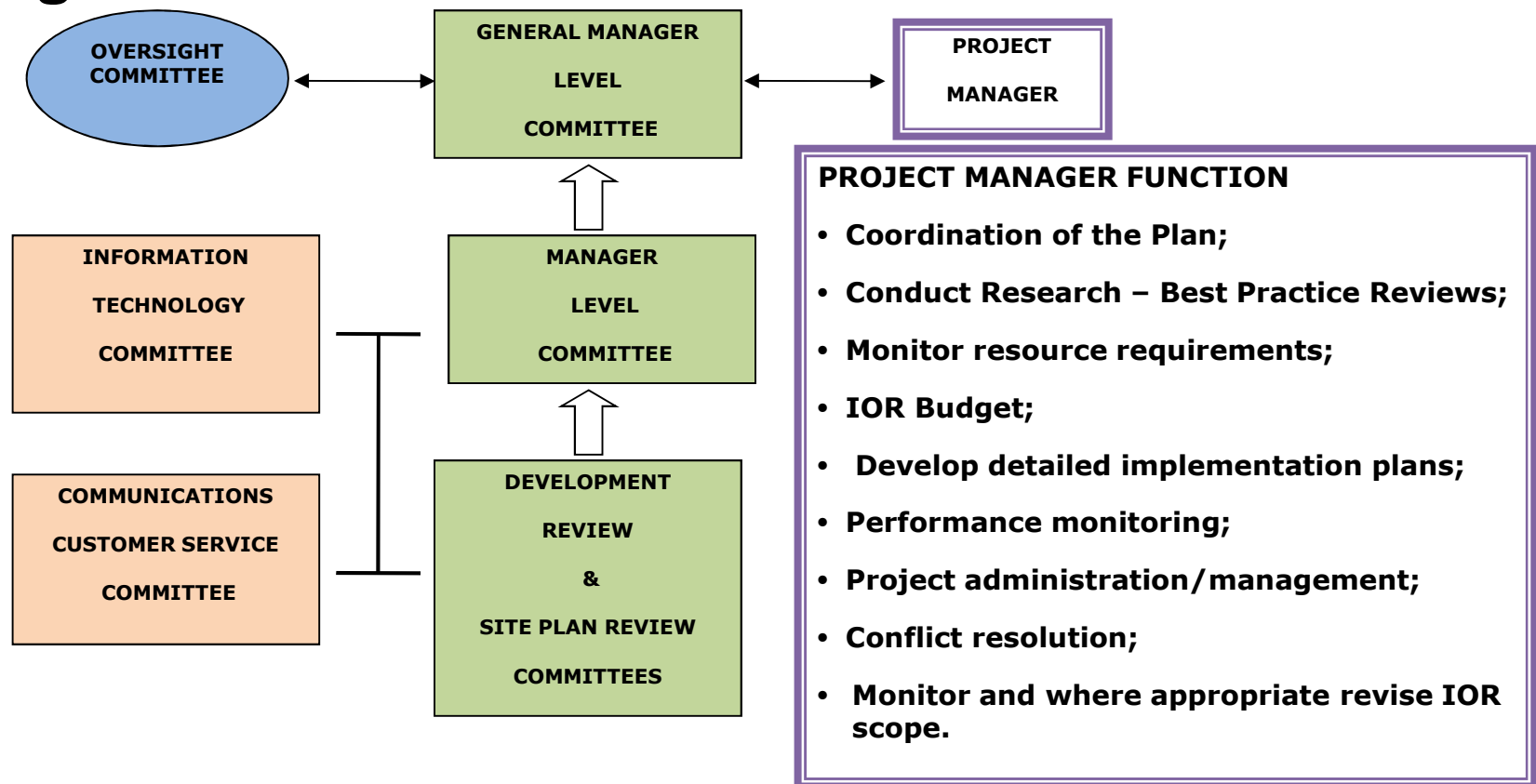
		2013	2014	2015 2016
<b>Project Manager Function</b>	Establish	✓		
	Resource	✓		
	Operational	✓	✓	✓
<b>Implementation Committee Functions</b>	Establish	✓		
	Operational	✓	✓	✓
<b>Best Practice Reviews</b>	Commence	✓		
	On-going	✓	✓	✓
<b>Document Management System, Data Bases, Monitoring Programs</b>	Commence	✓		
	On-going		✓	✓
<b>Mandatory Development Application Pre-consultation Process</b>	Implement	✓	✓	✓
	Review	✓	✓	✓
<b>Development Approval Process Mapping</b>	Mapping	✓	✓	✓
	KPI's est'd	✓	✓	✓
	Monitoring		✓	✓
<b>Performance Measurement Systems, Targets, Indicators</b>	Developed	✓	✓	
	Implemented	✓	✓	✓
<b>Re-establish Planner II Positions</b>	Initiate	✓		
	Resourced		✓	✓
<b>Human Resource Staffing &amp; Succession Planning</b>	Initiate	✓	✓	✓
<b>Initiate Staff Cultural Changes</b> (Staff empowerment/Staff engagement)	Implement	✓	✓	✓
<b>Clarifying the roles &amp; responsibilities</b> (All Manager positions)	Implement	✓	✓	✓
<b>Application Monitoring – Collaborative Problem Solving</b>	Conduct Review	✓	✓	✓
	Track Projects	✓	✓	✓
<b>Property Enforcement Bylaws Consolidation</b>	Initiate Review	✓		
<b>Capital Projects</b> (Improved coordination/review of Capital Projects)	Initiate	✓		
	On-going		✓	✓
<b>Feasibility Assessments</b> (Initiate Business Cases for Central Business Centre and Business Facilitation Process and Position)	Develop Assessments		✓	
	Finalize and Present			✓
<b>Staff Resource Programs</b>	Resource orientation		✓	✓
	Planning		✓	✓
	Mentoring	✓	✓	✓
	Training		✓	✓
<b>IOR Staff Performance Objectives</b>	Establish	✓	✓	✓
	Monitor		✓	✓
<b>Interdepartmental Coordination</b> (Large development applications)	Teams Established	✓		
	Teams Operational		✓	✓
	Monitor		✓	✓
<b>Capacity/Resource Assessment</b>	Initiate	✓		
	Assessment Completed		✓	
	Work Plans Completed		✓	✓
<b>Gold Star Program</b>	Feasibility Assessment			✓
	Pilot			✓
	Full Business Case			✓

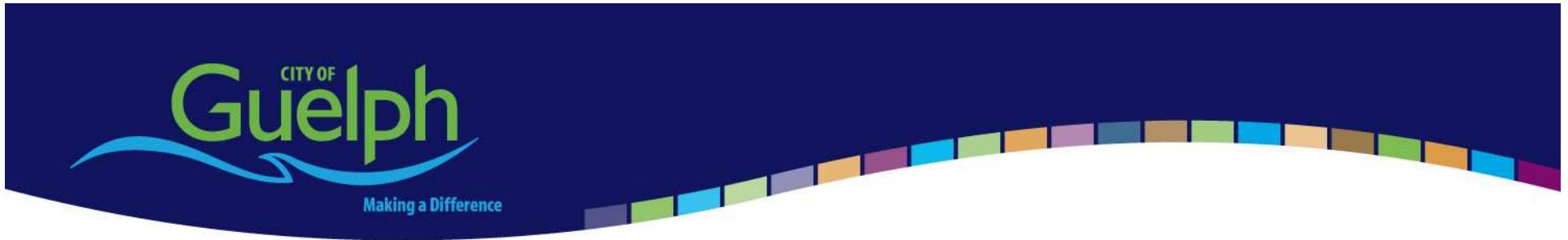


## **IOR – Phase 3 – Implementation Highlights**

- Multi Year Plan (2013 – 2016).
- Initial period – Foundational Building Blocks.
- Substantial Corporate and Staff Commitment Required.
- New Operating and Capital Resources will be required over time.
  - 2013 Activities will be addressed through current resources and budgets
  - 2014 – 2016 activities will be addressed through the City's annual budget process
- Communications Plan (Focus):
  - Internal & External (Community) Stakeholders;
  - Enterprise Services Marketing

## IOR – Phase 3 – Governance Model/Project Management Function



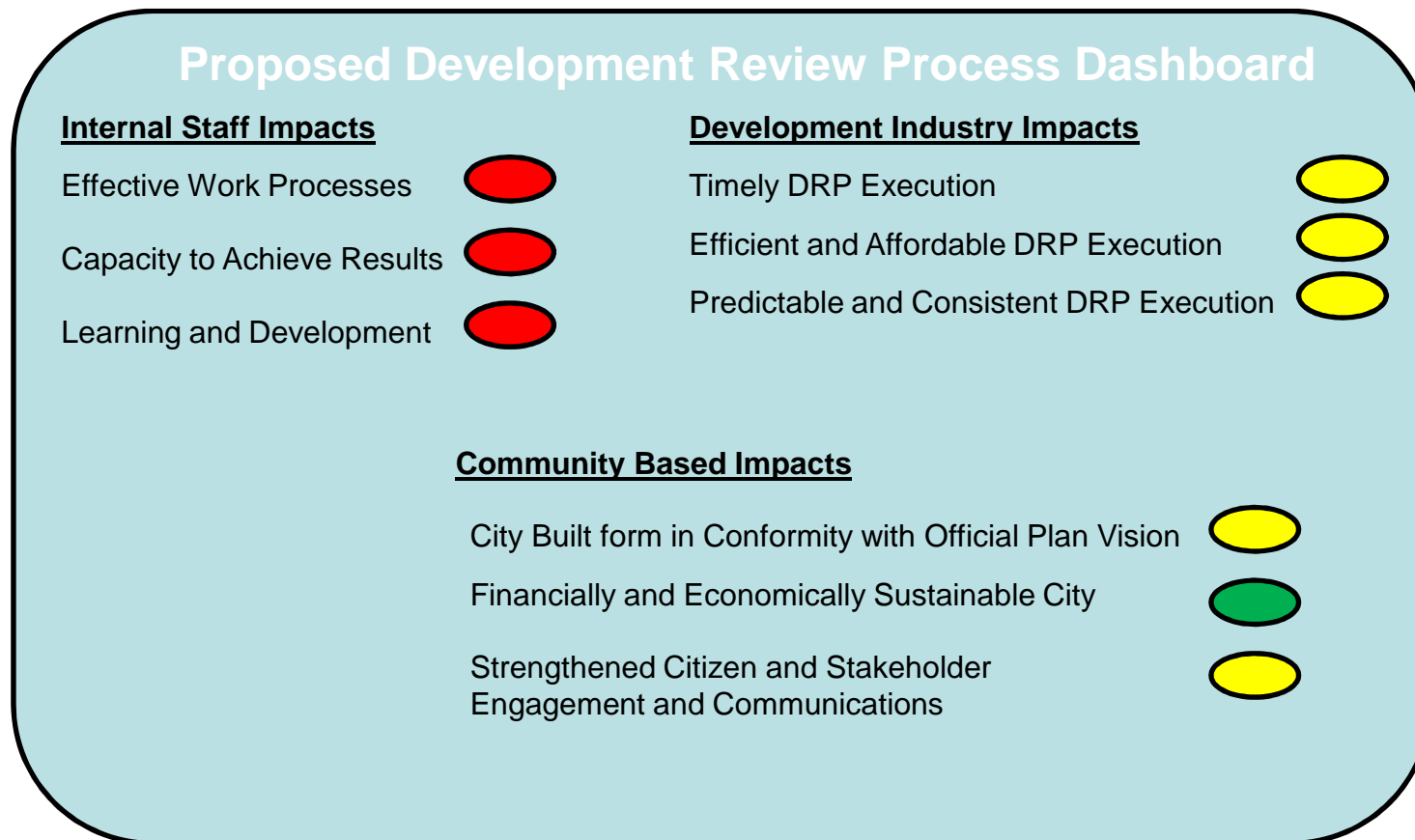


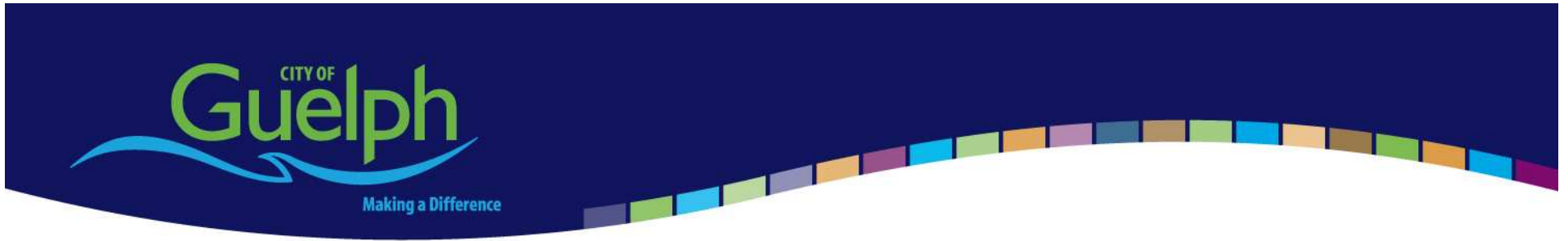
## IOR – Phase 3 – Performance Measurement Framework

Strategic approach to performance measurement and monitoring systems

- Building the performance metrics and monitoring framework
  - *address staff training needs, resources, as well as establishing baseline data;*
- Developing initial metrics, targets and benchmarks
  - *will be further refined through the implementation of the plan;*
- Benchmarking performance against Guelph's own baseline data

## IOR – Phase 3 – Performance Measurement - Dashboard





## **IOR – Phase 3 – Questions/Comments**

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment  
Enterprise Services

DATE July 15, 2013

**SUBJECT Integrated Operational Review of Planning, Building,  
Engineering and Enterprise Services – Phase 3 -  
Implementation Plan & Performance Measurement  
Framework**

REPORT NUMBER 13-33

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To provide summary information about the Integrated Operational Review (IOR) of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan, including a draft Performance Measurement Framework.

### KEY FINDINGS

The Integrated Operational Review was initially named the 'Joint Operational Review Project'. Soon after the work started, however, staff realized that the term 'joint operational review' was simply not sufficient to capture the spirit, scope and intended results of the effort.

To ensure overall success, representatives from a number of areas across the corporation participated on the numerous work teams. New relationships were forged as well as an understanding of the duties and responsibilities of the many points of service responsible for this important cross functional process. Success was dependent on this level of interaction and in many ways the overall approach to this project came to exemplify and embody the very behaviours and skills required to implement the new corporate strategic plan – hence the new name 'Integrated Operational Review'. Systems thinking, innovation and collaboration highlighted in the Corporate Strategic Plan were instrumental to project success and will now function as core elements of this improved service solution.

The creation of the Integrated Operational Review – Phase 3 - Implementation Plan and Performance Framework addresses recommendations provided by Prosperity 2020 relating to the need for the City of Guelph to become more "businesslike" in attracting and retaining private business investment.



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“Businesslike” is defined as the City improving its ability to respond to the needs of business sector in a clear, concise and timely fashion, while at the same time maintaining the rights of the public to engage on planning and development matters.

In addition to aligning with all of the 2012 – 2016 Corporate Strategic Plan’s (CSP) Critical Issues and Business Imperatives, the initiative aligns with, addresses and implements, elements of a number of other corporate wide initiatives, including:

- The 2012 Employee Engagement Survey;
- Departmental Employee Engagement Action Plans;
- The 2012 Corporate Business Planning Framework; and
- The Corporate Technology Strategic Plan.

The resulting Implementation Work Plan was achieved through a whole systems approach, which engaged 60+ staff representing each of the City’s six service areas in a series of working committees over the course of late 2012 and the first quarter of 2013.

Staff were organized into eight project teams to critically analyze and develop detailed action plans to implement the Phase 2 recommendations.

The teams were assisted in their tasks by consultants that have expertise in management systems and performance measurement.

An internal advisory group, comprised of the City’s Internal Auditor, Corporate Manager of Strategic Planning and Corporate Initiatives, Senior Organizational Development Specialist, as well as Coordinator of Service Performance & Development was also established to assist these teams.

An IOR Steering Committee comprised of the General Managers of Planning, Building, Engineering and Economic Development, the Manager of Development Planning, as well as the Executive Directors of Finance and Enterprise Services and Planning, Building, Engineering and Environment Services, coordinated the planning process.

Assisting the IOR Committee was an Oversight Committee comprised of representatives from the Guelph Wellington Developers Association, the Chamber of Commerce, local Industrial, Commercial and Institutional Real Estate Brokers, the Guelph District Homebuilders Association, and the local planning and engineering consulting sector.

The resulting IOR Implementation Work Plan reflects:

- A multi-year, Corporate wide approach to improving Guelph’s ability to better process and address a wide range of activities relating to Planning, Building, Engineering and Enterprise Services;

# STAFF REPORT

- A positive initiative which will support the City's Enterprise based marketing programs that will promote the City as investment ready;
- Clarity around the roles and responsibilities of staff and the private sector, which in turn should reduce timelines to process planning and development applications, as well as to provide clearer, more concise information for the public to review and provide comments;
- An improved, positive framework for City staff, departments, business and the public to collaborate on development and investment opportunities;
- A strategic, multi-year approach to addressing the issues raised in the Phase 1 and Phase 2 reports; and
- Focused key performance indicators that can be further expanded or refined as appropriate throughout the plan period.

The complete copy of the IOR Implementation Work Plan & Performance Measurement Framework can also be viewed at:

<http://guelph.ca/business/economic-development-office/integrated-operational-review/>.

## **FINANCIAL IMPLICATIONS**

Full implementation of the IOR Implementation Work Plan will require:

- A significant commitment of existing staff resources; and
- The funding of additional new staff and capital resources;

Attachment #4 provides a preliminary budget estimate, and itemizes \$270,000 in Operating costs and \$720,000 in Capital costs over the plan period. This includes the creation of two new staff positions and capital projects that are required to implement specific enhancements.

This funding represents critical investment necessary to fully implement the sweeping business service enhancements embodied in the IOR Implementation Plan.

## **ACTION REQUIRED**

This report is being presented as information, and is to be received by the Planning, Building, Engineering & Environment Committee.

## **RECOMMENDATION**

1. That report number 13-33, titled "Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan & Performance Measurement Framework" be received for information;
2. That the Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 – Implementation Plan 2014 – 2016 budget estimate as presented in report number 13 – 33 Attachment 4 be referred to the annual Operating and Capital Budget Process.

# STAFF REPORT

## BACKGROUND

In 2010 Guelph City Council adopted Prosperity 2020, the City of Guelph's Economic Development and Tourism Strategy. The strategy notes communities that are successful in retaining and attracting private business investment are those that respond in a clear, concise and timely fashion. The strategy recommended that Guelph needs improvement in this area.

In response, Enterprise, Planning, Building, and Engineering Services have conducted a three phased joint operational review of their respective programs. This work has been done with the assistance of an Oversight Committee which includes representatives from the Chamber of Commerce, Guelph-Wellington Developer's Association, Guelph District Homebuilders Association, the local development consulting sector, and the Industrial, Commercial and Institutional real estate broker sector.

Phase 1, conducted in 2011 identified issues through interviews with staff and external stakeholders. The firm GLPi was retained to conduct this work. A copy of GLPi's report can be found at:

[http://guelph.ca/wp-content/uploads/Operational\\_Review\\_Issues\\_Scoping\\_Report.pdf](http://guelph.ca/wp-content/uploads/Operational_Review_Issues_Scoping_Report.pdf)

Phase 2 built on the Phase 1 findings and was carried out in three stages:

- Stage 1 - Review of Services, Functions & Operational Issues:
- Stage 2 - Assessment & Development of Service Delivery Opportunities and Related Recommendations
- Stage 3 - Preparation of Integrated Operational Review Report and Recommendations.

The Phase 2 report, prepared by GGA Management Consultants provided 23 recommendations within the following four main areas:

1. Build a More Adaptive Learning Organization;
2. Improve Management Direction & Communications
3. Improve Development Review Process; and
4. Improve Communications Interdepartmental & with Stakeholders.

The results of Phase 2 were presented to the Planning, Building, Engineering and Environment Committee and Guelph Council in September 2012. A copy of both the staff and the consultant's report can be reviewed at:

[http://guelph.ca/wp-content/uploads/Operational\\_Review\\_Phase2\\_Report.pdf](http://guelph.ca/wp-content/uploads/Operational_Review_Phase2_Report.pdf)

At its meeting of September 17, 2012, the Planning, Building, Engineering & Environment Committee adopted the following resolution:

*"THAT the staff report regarding the final report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process, dated September 17, 2012 be received;*

# STAFF REPORT

*AND THAT staff report back with key performance and implementation indicators, comparator benchmarks and scorecard targets to monitor the success of implementation of the recommendations of the final report of GGA Management Consultants.”*

## **REPORT**

The intent of this staff report is to provide Council with an overview of the plan’s development, its elements and planned implementation. Further details can be viewed at:

<http://guelph.ca/business/economic-development-office/integrated-operational-review/>.

### **The Process to Create the Plan**

A whole systems approach to scoping, prioritizing and coordinating actions was taken throughout the development of this plan.

Approximately 60 staff representing each of the four key service areas were involved in the creation of the Implementation Plan. In addition, staff from the following service areas was also involved in the creation of this plan:

- Corporate and Human Resources
- Office of the Chief Administrative Officer
- Finance Services
- Community and Social Services
- Operations and Transit.

Staff were organized into eight inter-departmental project teams for the purpose of assessing and scoping the 23 Phase 2 recommendations that are clustered into the following categories:

- Adaptive Learning
- Management Improvements
- Development Process Review
- Communications

Attachment 1 provides further details about the Staff and Stakeholder Engagement Framework that was used to develop the Implementation Work Plan.

Each team then developed project charters and implementation frameworks which scoped each of the Phase 2 recommendations, identified implementation tasks and interdependencies, proposed resource requirements, considered priority actions, and suggested performance metrics.

Attachment 2 (available via weblink) provides a sample Project Charter and Implementation Framework document.

The resulting material was then thoroughly vetted by the Steering Committee and consolidated into an overall IOR Implementation Work Plan which:

- Prioritizes tasks;
- Identifies expected outcome of each task;
- Identifies Project Sponsors and Leads;

# STAFF REPORT

- Considers and identifies interdependencies between tasks; and
- Provides the implementation Scoping and Schedule.

## **The Approach to Implement the Plan**

The implementation of the plan will be phased over three and a half years, starting in 2013. The plan's implementation will require the commitment of numerous service areas that will either be directly responsible for, or provide support to the implementation of the plan. Figure 1 provides a summary of the proposed implementation activities and their respective timing. A detailed copy of the 2012 – 2016 Work Plan, which provides information on priorities, dependencies, and schedule, can be found in Attachment 3 (available via weblink).

**Figure # 1**

Activity		2013	2014	2015 2016
<b>Project Manager Function</b>	Establish	✓		
	Resource	✓		
	Operational	✓	✓	✓
<b>Implementation Committee Functions</b>	Establish	✓		
	Operational	✓	✓	✓
<b>Best Practice Reviews</b>	Commence	✓		
	On-going	✓	✓	✓
<b>Document Management System, Data Bases, Monitoring Programs</b>	Commence	✓		
	On-going		✓	✓
<b>Mandatory Development Application Pre-consultation Process</b>	Implement	✓	✓	✓
	Review	✓	✓	✓
<b>Development Approval Process Mapping</b>	Mapping	✓	✓	✓
	KPI's est'd	✓	✓	✓
	Monitoring		✓	✓
<b>Performance Measurement Systems, Targets, Indicators</b>	Developed	✓	✓	
	Implemented	✓	✓	✓
<b>Re-establish Planner II Positions</b>	Initiate	✓		
	Resourced		✓	✓
<b>Human Resource Staffing &amp; Succession Planning</b>	Initiate	✓	✓	✓
<b>Initiate Staff Cultural Changes</b> (Staff empowerment/Staff engagement)	Implement	✓	✓	✓
<b>Clarifying the roles &amp; responsibilities</b> (All Manager positions)	Implement	✓	✓	✓
<b>Application Monitoring – Collaborative Problem Solving</b>	Conduct Review	✓	✓	✓
	Track Projects	✓	✓	✓
<b>Property Enforcement Bylaws Consolidation</b>	Initiate Review	✓		
<b>Capital Projects</b> (Improved coordination/review of Capital Projects)	Initiate	✓		
	On-going		✓	✓
<b>Feasibility Assessments</b> (Initiate Business Cases for Central Business Centre and Business Facilitation Process and Position)	Develop Assessments		✓	
	Finalize and Present			✓
<b>Staff Resource Programs</b>	Resource orientation		✓	✓
	Planning		✓	✓
	Mentoring	✓	✓	✓
	Training		✓	✓
<b>IOR Staff Performance Objectives</b>	Establish	✓	✓	✓
	Monitor		✓	✓
<b>Interdepartmental Coordination</b> (Large development applications)	Teams Established	✓		
	Teams Operational		✓	✓
	Monitor		✓	✓
<b>Capacity/Resource Assessment</b>	Initiate	✓		
	Assessment Completed		✓	
	Work Plans Completed		✓	✓
<b>Gold Star Program</b>	Feasibility Assessment			✓
	Pilot			✓
	Full Business Case			✓

# STAFF REPORT

The implementation of the Work Plan first addresses those activities that are deemed by the Steering Committee as essential in establishing the foundational building blocks that will be required for the full and successful implementation of the plan.

It is important to also note that during the development of this Implementation Plan, staff have been able to identify and provide immediate improvements within the following areas:

- Preparation of standardized mapping templates for Corporate Reports;
- Implementation of a New Standardized Site Plan Agreement to ensure delivery of project and protection of liability for City;
- Creation of an internal condominium process protocol to ensure consistency;
- Development of a site plan inspection protocol;
- Commenced a review of all open development application files and update Amanda appropriately;
- Developed standard inquiry templates, with disclaimers and ensure Amanda is updated accordingly;
- Initiated triage of economic development investment opportunities (Hitachi expansion is an example);
- Business Expansion after-care meetings commenced (Hitachi, Accu-flex, McNeil Pharmaceuticals);
- Enhanced interdepartmental and stakeholder communication; and
- Established interdepartmental teams to enhance collaboration and management of major applications and initiatives

## **The Implementation Governance Model**

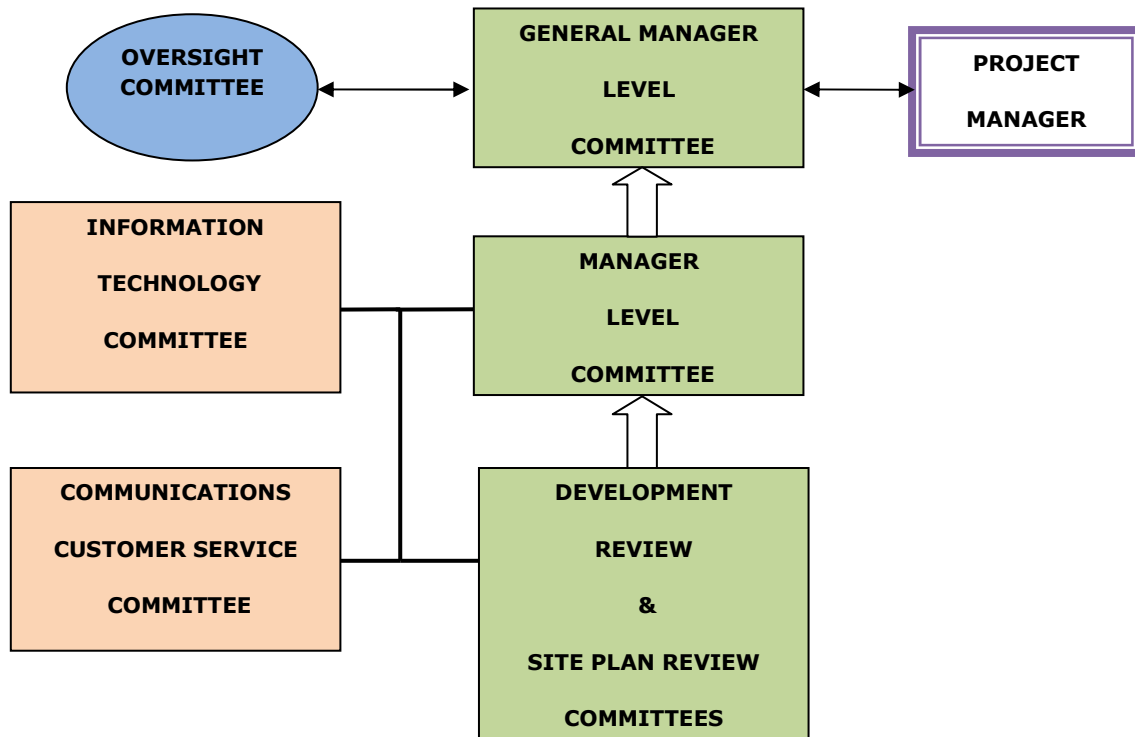
Given the complex, multi-disciplined, multi stakeholder nature of the Implementation Plan, the Steering Committee recognized the need for the creation of a governance model that will continue to effectively engage staff through the management, implementation, review, monitoring and assessment of the plan.

The resulting model continues the whole systems approach to this initiative, through the creation of committees that are intended to improve the engagement of staff at all levels, the coordination and collaboration of the service areas involved in the development process, as well as communications with all stakeholders.

Figure 3 provides an illustration of the functional relationship between the Committees that will be established to implement and oversee the performance of this initiative. Decision-making and problem solving will normally be achieved through a collaborative and integrated approach.

Figure# 3

**INTEGRATED OPERATIONAL REVIEW  
IMPLEMENTATION PLAN  
GOVERNANCE MODEL**



# STAFF REPORT

Figure 4 provides a functional description of these Committees.

**Figure 4**

<b>Committee</b>	<b>Description</b>
<ul style="list-style-type: none"> <li>• <b>Integrated Operational Review (IOR) General Manager (GM) Committee Members:</b> <ul style="list-style-type: none"> <li>▪ Building Services</li> <li>▪ Planning</li> <li>▪ Engineering</li> <li>▪ Economic Development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ Overall Leadership and Direction;</li> <li>○ On-going Management;</li> <li>○ On-going Monitoring;</li> <li>○ Program Updates and Revisions</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>External Oversight Committee Members:</b> <ul style="list-style-type: none"> <li>▪ IOR GM Committee Members</li> <li>▪ Development Sector;</li> <li>▪ Real Estate Sector;</li> <li>▪ Business Sector;</li> <li>▪ Consulting Services Sector;</li> <li>▪ Others as Identified</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ Provides two way communication and input on development matters;</li> <li>○ Will serve as a sounding board for the IOR GM Committee.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Manager Level Committee Members:</b> <ul style="list-style-type: none"> <li>▪ Corporate Managers;</li> <li>▪ Managers;</li> <li>▪ Others as Identified</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ Provide overall oversight and direction to the Development Review and Site Plan Review Committees</li> <li>○ Identify and recommend improvements to: <ul style="list-style-type: none"> <li>▪ Managing the Development Approval Processes;</li> <li>▪ Reviewing, tracking and monitoring application processing, project issues and timelines;</li> <li>▪ Providing customer service;</li> <li>▪ Clarifying staff's roles and responsibilities through the development process;</li> <li>▪ Expanded use of AMANDA or other potential data base software;</li> </ul> </li> <li>○ Engage in collaborative problem solving;</li> <li>○ Establish conflict resolution protocols and procedures;</li> <li>○ Coordinate capital works projects.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Development Review Committee (DRC) and Site Plan Review Committee (SPRC) Members:</b> <ul style="list-style-type: none"> <li>▪ Staff involved in the Development Review Process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ Both committees will be directly responsible for: <ul style="list-style-type: none"> <li>▪ The efficient processing of all development approval applications, and</li> <li>▪ The identification of service enhancement opportunities.</li> </ul> </li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Information Technology Committee Members:</b> <ul style="list-style-type: none"> <li>▪ <b>Staff from:</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning Services</li> <li>• Building Services</li> <li>• Engineering Services</li> <li>• Information Technology Services</li> <li>• Finance</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ This committee will be responsible for: <ul style="list-style-type: none"> <li>▪ The identification of service enhancement opportunities.</li> <li>▪ Improvements and expanded in the use of Management Information Tools</li> </ul> </li> </ul> </li> </ul>



# STAFF REPORT

<ul style="list-style-type: none"> <li>• <b>Communications/Customer Service Committee Members:</b> <ul style="list-style-type: none"> <li>▪ <b>Staff from:</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning Services</li> <li>• Building Services</li> <li>• Engineering Services</li> <li>• Information Technology Services</li> <li>• Corporate Communications</li> <li>• Finance</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Functions:</b> <ul style="list-style-type: none"> <li>○ This committee focus its activities on: <ul style="list-style-type: none"> <li>▪ Improved stakeholder communication</li> <li>▪ Improved customer service</li> </ul> </li> </ul> </li> </ul>
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While collaboration and this integrated approach to governance is seen as the most democratic style of management, it is also, perhaps, the most difficult to maintain, requiring among other things, a shared sense of purpose, an exceptional level of commitment by all group members, a willingness to accept personal responsibility for the work of others, and an ability to compromise. When working well, the organization benefits from the direct involvement of front-line workers in decision-making and the synergy created by the interaction staff. With this in mind, the Executive Directors and the General Managers of Economic Development, Planning, Building and Engineering Services have agreed to make this initiative a priority and ensure that each Department will support its ongoing implementation.

Attachment 5 provides the Departmental Statement of Commitment to this initiative.

## **The Project Management Function**

To date staff have contributed significant time, over and above their regular duties, to this initiative and it is anticipated that a significant staff level commitment will continue to be required over the coming years to support plan implementation. In order for this initiative to be successful it is staff's opinion that a full time project manager will be required to oversee the plan's implementation, undertake research, coordinate resources, monitor results, and where necessary provide recommendations to improve the plan's performance. Through best practice review it is noted that the City of Kingston and the City of Hamilton both have full time project management positions for their comparable initiatives. In summary, the project manager will:

- Lead the overall project management and coordination of the plan's actions and schedules;
- Conduct research and analysis and prepare information required to support the activities of the various IOR implementation committees;
- Assess and recommend required resources to support implementation of IOR recommendations on an annual basis (linked to budget cycle);
- Track and report on the IOR's budget;

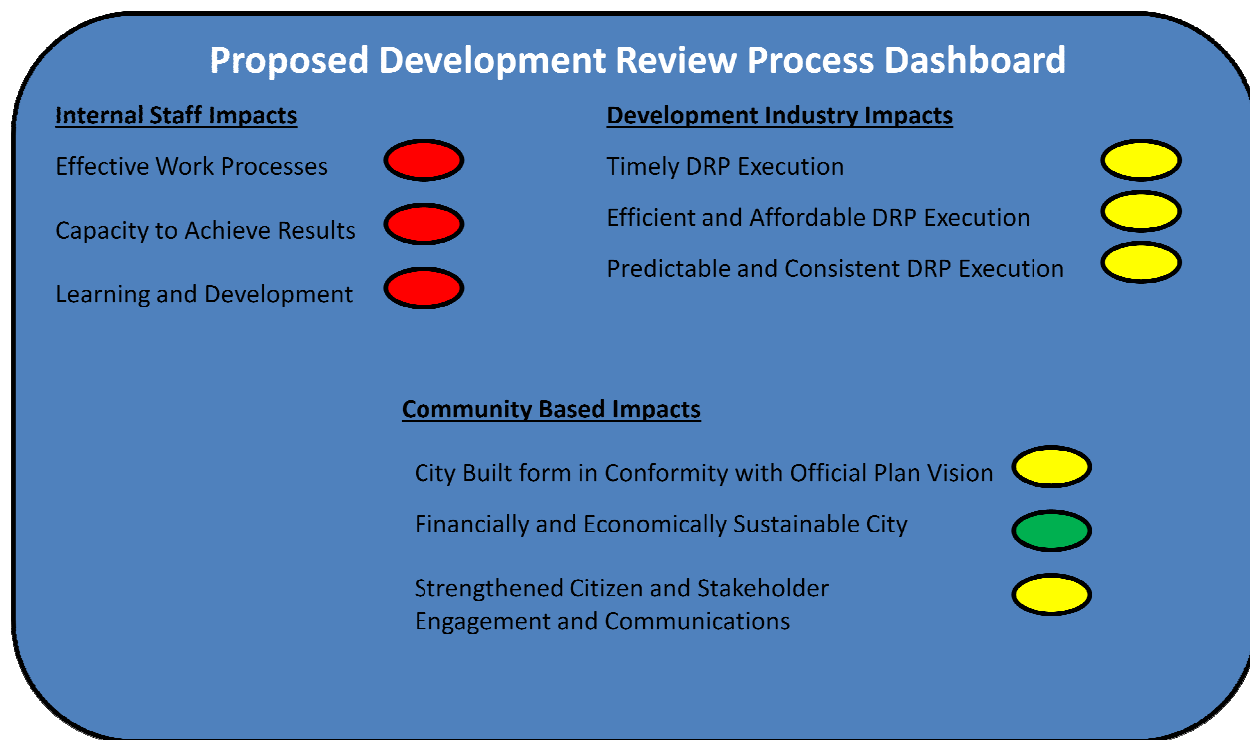
- Lead the development of more detailed implementation plans/business cases;
- Undertake performance monitoring and reporting;
- Design and implement stakeholder communication strategies;
- Monitor and report on the progress of each project and prepare summary reports to the Steering Committee;
- Oversee the selection and performance of required consultants;
- Establish a process for dealing with any changes in scope or deliverables or timeframe on individual projects;
- Accountable for the over-all performance of the implementation plan, and where appropriate recommend refinements;
- Resolve conflicts in direction or deliverables between teams and if these cannot be resolved bring these to the attention of the General Manager Committee; and
- Bring to the attention of the General Manager Committee any issues affecting resource availability on projects.

## **Performance Measurement Framework and Draft IOR Dashboard**

All staff engaged in the development of the Implementation Plan generated ideas regarding potential KPI's. Staff was assisted by an internal advisory group as well as Performance Concepts Consulting (a firm which has extensive experience in developing performance metrics for the public sector), to develop an approach to establish and monitor performance metrics. The resulting Performance Measurement Framework contained in Attachment 6 reflects a strategic approach to performance measurement and monitoring systems in relationship to the development approvals process, which includes:

- Building the performance metrics and monitoring framework, which will include addressing staff training needs, resources, as well as establishing baseline data;
- Developing initial metrics, targets and benchmarks which can be further built on through the implementation of the plan; and
- Benchmarking performance against Guelph's own baseline data (to be determined) and performance targets over time (this was strongly recommended by the consultant to avoid measuring Guelph against other communities due to the large number of variables).

The following is an initial dashboard identifying the proposed Key Performance Indicators.



The dashboard clearly highlights areas of concern which the DRP initiatives and actions will address. It is important to note that this is a potential framework which will be refined and finalized in accordance with the IOR Implementation Plan. Attachment 6 – Draft Performance Measurement Framework provides further detailed descriptions of these potential KPI's, related potential measurements and targets, and a dashboard trend projection identifying the anticipated benefits of full implementation in accordance with the Implementation Plan.

## Financial Implications

Full implementation of the plan will require a significant, multi-year commitment of existing staff and resources from all involved departments and additional new staff and budget resources will be required. The recommended contract Project Manager position will be funded from existing budget resources and two new staff and specific capital funding will be included in the annual budget approval process. Attachment 4 provides a preliminary budget estimate for the 2014-2016 IOR implementation period. This estimate identifies potential operating and capital budget investments of \$270,000 and \$720,000\* respectively that may be required to support the full implementation of the IOR improvements. These estimates will be further refined as the scope of specific initiatives is finalized.

\* Figure does not include potential additional operating (staff) and capital (facility renovations) investments associated with several long term recommendations ("One-Stop" Business Centre; Business Facilitator(s); and Gold Star Protocol) that are subject to future feasibility assessments and full business case evaluation before proceeding

# STAFF REPORT

## **CORPORATE STRATEGIC PLAN**

This initiative touches in whole, or in part on all of the CSP's objectives.

### **1. Organizational Excellence**

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

### **2. Innovation in Local Government**

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

### **3. City Building**

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

## **DEPARTMENTAL CONSULTATION**

- Planning Services
- Engineering Services
- Building Services
- Economic Development
- Office of the CAO
- Human Resources
- Information Technology
- Communications
- Clerks
- Finance Services
- Community and Social Services
- Operations and Transit

## **COMMUNICATIONS**

The Steering Committee is working with Corporate Communications staff to develop a Communications Plan to support the launch of the IOR Implementation Plan and ensure effective, ongoing communications with internal and external stakeholders as implementation activities commence.

## **ATTACHMENTS**

Attachment 1      Building the IOR Implementation Plan: Staff and Stakeholder Engagement Framework.

# STAFF REPORT



- Attachment 2 – Building the IOR Implementation Plan: Sample Project Charter and Implementation Framework *(This attachment is available on the City of Guelph website at: <http://guelph.ca/business/economic-development-office/integrated-operational-review/>. Click on the link for the Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 - Implementation Plan & Performance Measurement Framework Report)*
- Attachment 3 – IOR Implementation Plan: 2013 to 2016 Work Plan *(This attachment is available on the City of Guelph website at: <http://guelph.ca/business/economic-development-office/integrated-operational-review/>. Click on the link for the Integrated Operational Review of Planning, Building, Engineering and Enterprise Services – Phase 3 - Implementation Plan & Performance Measurement Framework Report)*
- Attachment 4 – IOR Implementation Plan: 2014 – 2016 Preliminary Budget Estimate
- Attachment 5 – IOR Implementation Plan: Departmental Statement of Commitment
- Attachment 6 - Draft Performance Measurement Framework

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# STAFF REPORT

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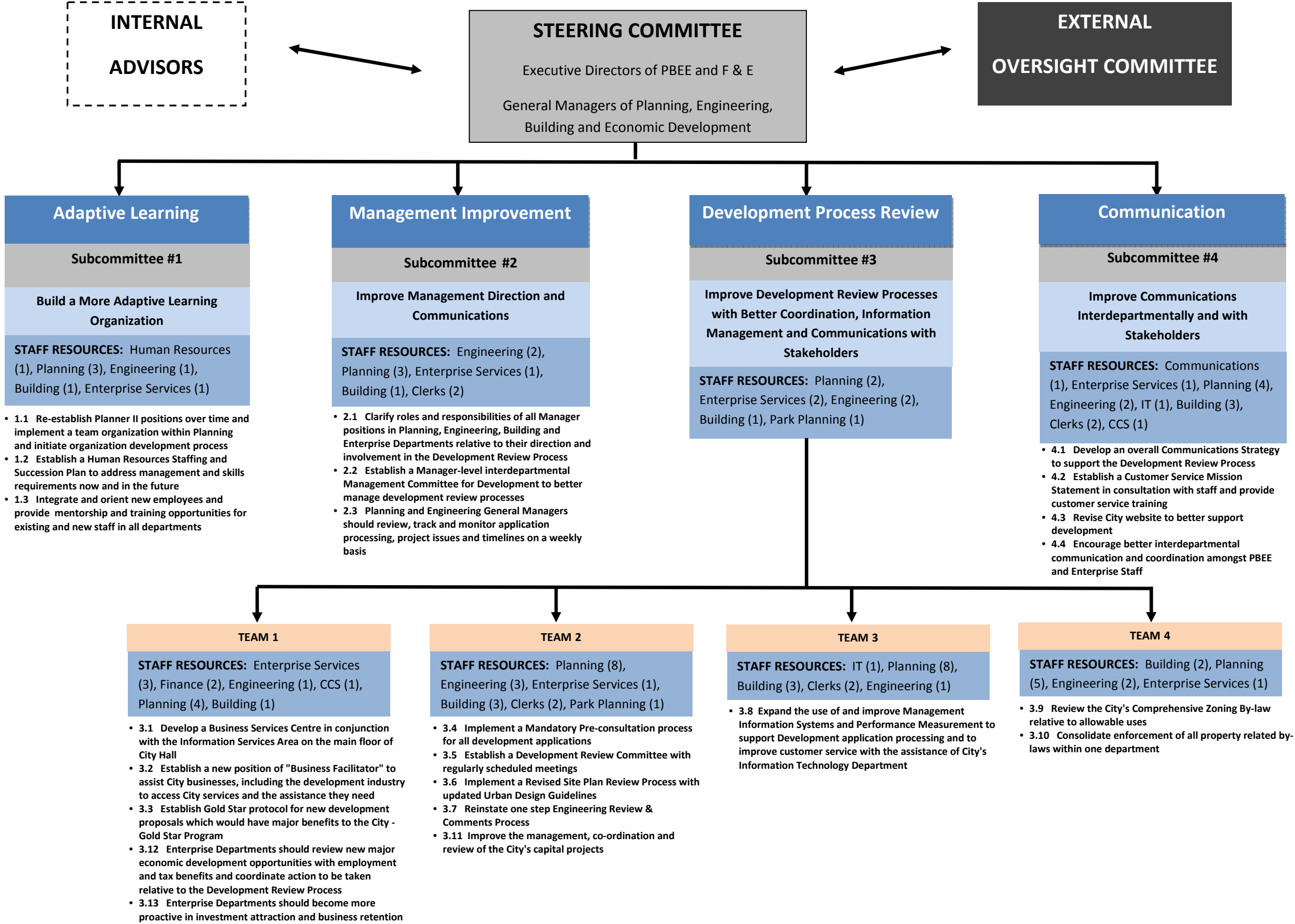
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ATTACHMENT 1

BUILDING THE IOR IMPLEMENTATION PLAN: STAFF AND STAKEHOLDER ENGAGEMENT FRAMEWORK



## ATTACHMENT 4

### IOR PRELIMINARY BUDGET ESTIMATE

	2014		2015		2016	
Implementation Plan Item		Notes		Notes		Notes

<b>IOR Project Manager</b>						
	\$40,000.00 (O)	Incremental cost for IOR Project Manager position hired in 2013		Ongoing baseline operating budget need		Ongoing baseline operating budget need
<b>1. Ensure Adaptive Learning</b>						
1.1 a) Establish new Planner II - Development position	\$105,000.00 (O)	To support IOR implementation and development approvals process enhancements		Ongoing baseline operating budget need		Ongoing baseline operating budget need
1.1 b) Conduct Capacity Assessment of Planning Services	\$10,000.00 (C)	Consultant to assist with Planning Services Capacity/Resource Assessment and Departmental Work Planning/Prioritization				
1.1. e) Implement Planning Services Departmental Development Plan			\$105,000.00 (O)	Assume the establishment of additional Planner II position. Subject to Departmental Development Plan		2016 budget needs to be determined through Departmental Development Plan
1.3 a) Create a Culture of Continuous Learning						



	2014		2015		2016	
Implementation Plan Item		Notes		Notes		Notes
1.3 a) i) Annual IOR "Year in Review" Forum	\$10,000.00 (O)	Annual budget needed to support IOR Year in Review Forum (e.g. venue, food, guest speakers, facilitator, forum materials, etc.)		Ongoing baseline operating budget need		Ongoing baseline operating budget need
1.3 a) ii) Establish IOR Shared Learning Committee	\$5,000.00 (O)	Annual budget to support Shared Learning Committee and ongoing learning activities		Ongoing baseline operating budget need		Ongoing baseline operating budget need
1.3 a) iii) Support new Continuous Professional Learning requirements for planners	\$5,000.00 (O)	Increase to Planning Services staff professional development budget to support new mandatory CPL requirements to maintain professional accreditation (as of 2013)		Ongoing baseline operating budget need		Ongoing baseline operating budget need
<b>3. Improve Development Review Process</b>						
3.1 a) Centralized "One-Stop-Shop" Business Centre 3.2 a) Establish "Business Facilitator" model	\$30,000.00 (C)	To hire consultant to conduct feasibility assessment				
3.1 b) Centralized "One-Stop-Shop" Business Centre 3.2 b) Establish "Business Facilitator" model			\$50,000.00 (C)	To hire consultant to conduct detailed Business Case, if justified through feasibility assessment		

	2014		2015		2016	
Implementation Plan Item		Notes		Notes		Notes
3.1 c) Centralized "One-Stop-Shop" Business Centre 3.2 c) Establish "Business Facilitator" model					*	* Potential Capital and Operating costs to be confirmed by Business Case
3.3 a) Establish "Triage Protocol" for new development proposals that would major benefits to City	\$30,000.00 (C)	To hire consultant to work with staff to develop and implement protocol (to be coordinated with Step 3.14 a)				
3.3 d) Implement Gold Star Protocol					\$30,000.00 (C)	To support roll out of new Gold Star Protocol, if supported by feasibility assessment and results of pilot project (Steps 3.3 b) and c))
3.8 d) Conduct IOR Technology Gap Analysis and develop IOR Technology Implementation Plan, including performance measurement systems, KPI's and targets	\$60,000.00 (C)	To hire a consultant to carry out this work. Needs to be coordinated with and supplement ongoing Corporate Technology Strategic Plan implementation activities				
3.8 f) Implement and monitor results of IOR Technology Plan			\$100,000.00 (C)	Specific scope to be confirmed through Step 3.8 d). Needs to be coordinated with and supplement ongoing Corporate Technology Strategic Plan implementation activities	\$100,000.00 (C)	Specific scope to be confirmed through Step 3.8 d). Needs to be coordinated with and supplement ongoing Corporate Technology Strategic Plan implementation activities

	2014		2015		2016	
Implementation Plan Item		Notes		Notes		Notes
3.14 a) i) - iii) Comprehensive mapping of development approvals processes, establish performance measurement systems, KPI's and targets, and develop related manuals and communications materials	\$70,000.00 (C)	To hire a consultant and carry out this work.				
<b>4. Improve Communications</b>						
4.1, 4.2, 4.3, 4.4 - develop and implement a Communications and Customer Service Strategy, including performance measurement systems, KPI's and targets	\$80,000.00 (C)	To hire consultant to develop Communications and Customer Service Strategy	\$80,000.00 (C)	Implementation of Communications and Customer Service Strategy (scope to be confirmed)	\$80,000.00 (C)	Implementation of Communications and Customer Service Strategy (scope to be confirmed)
<b>Total Operating *</b>	<b>\$165,000.00</b>		<b>\$105,000.00</b>			
<b>Total Capital **</b>	<b>\$280,000.00</b>		<b>\$230,000.00</b>		<b>\$210,000.00</b>	

\* Reflects only incremental impacts over previous year's baseline operating budget.

\*\* All external consulting work shown as capital budget items for purpose of this forecast. Could be shifted to operating budget if appropriate.

## Attachment 5

### Integrated Operational Review – Implementation Plan

#### Department Statement of Commitment

The City of Guelph's Integrated Operational Review of Planning, Building, Engineering and Enterprise Services practices, policies, processes and resources represents a whole systems approach to improving the City's business investment and development processes. The intent of this initiative is to improve these processes for the benefit of staff, business as well as the general public.

Staff from each service area were engaged in a collaborative process which resulted in the creation of the 2013 – 2016 Integrated Operational Review – Implementation Plan. The intent of the plan is to provide:

- A Corporate wide approach to improving Guelph's ability to better process and address a wide range of activities relating to Planning, Building, Engineering and Enterprise Services;
- Support in marketing and promoting the City's Enterprise activities to potential investors;
- Clarity with respect to roles and responsibilities of staff and the private sector, which is intended to reduce timelines to process planning and development applications;
- Clearer, more concise information for the public to review and provide comments; and
- An improved, positive framework for City staff, departments, business and the public to collaborate on development and investment opportunities;

In order to achieve these objectives, the signatories to this Statement of Commitment consent and agree to the following:

1. The Plan's successful implementation will continue to be achieved through an integrated approach to ensure staff ownership and stakeholder buy-in.
2. The Plan's on-going management, implementation, and monitoring of its performance will be a high priority within Departmental Work Plans and individual staff Personal Development Plans.
3. Bi-yearly reviews will be conducted to assess the implementation of the Plan, and will be reported to Council and the Public.

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Chief Building Official  
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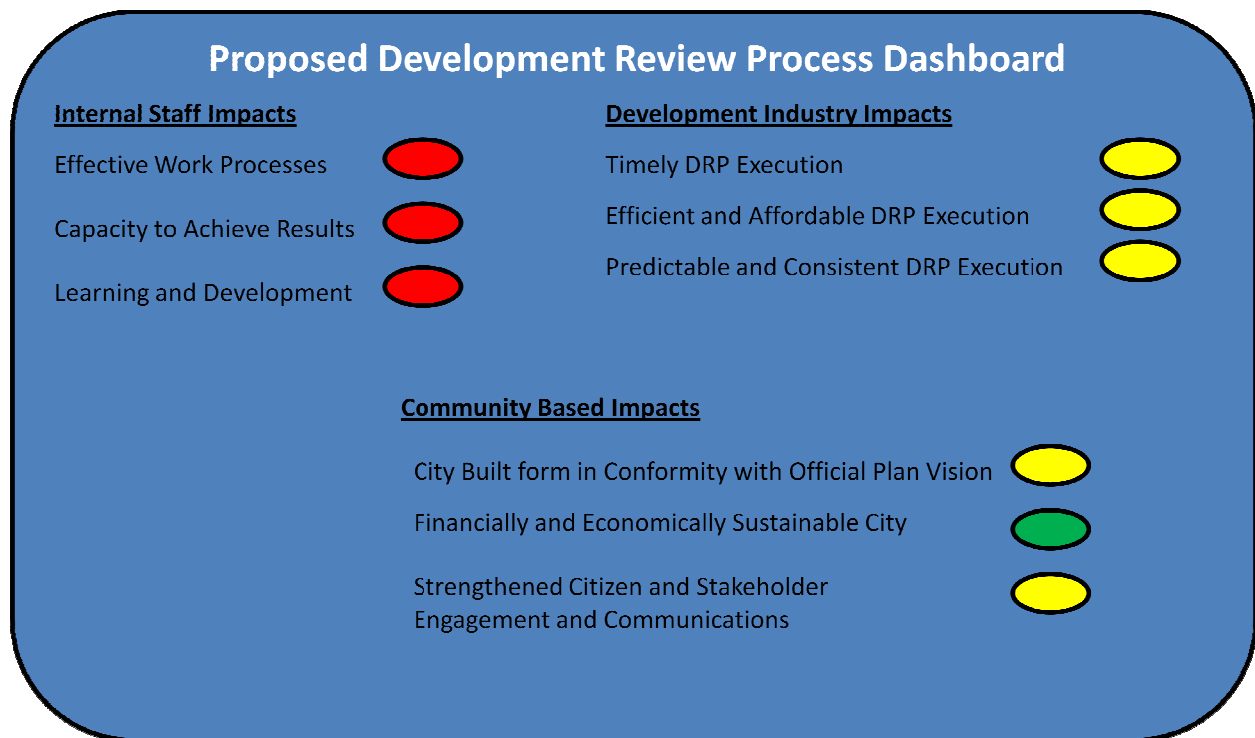
"original signed by Al Horsman"

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Al Horsman  
Executive Director  
Finance & Enterprise





































### **Draft Performance Measurement Framework**

As stated earlier in the report, the consulting firm Performance Concepts Consulting, a firm specializing in municipal performance metrics, was retained to assist with the creation of key performance indicators. Based on ideas generated by the IOR Staff Subcommittees, Teams and on the advice of this firm, the plan's indicators focus on three core areas: "Internal Staff Impacts", "Development Industry Impacts" and "Community Based Impacts".



The dashboard clearly highlights areas of concern which the DRP initiatives and actions will address. It is important to note that this is a potential framework which will be refined and finalized in accordance with the IOR Implementation Plan. If implemented well, the ratings on the dashboard are expected to change as demonstrated in the following table:

## ATTACHMENT 6 - Draft Performance Measurement Framework

Development Review Process Dashboard KPIs	2013	2014	2015	2016
<b>Internal Staff Impacts</b>				
Effective Work Processes				
Capacity to Achieve Results				
Learning and Development				
<b>Development Industry Impacts</b>				
Timely DRP Execution				
Efficient and Affordable DRP Execution				
Predictable and Consistent DRP Execution				
<b>Community Based Impacts</b>				
City Built Form in Conformity with Official Plan Vision				
Financially and Economically Sustainable City				
Strengthened Citizen and Stakeholder Engagement and Communications				

These improvements will be accomplished through the separate projects highlighted in the project work plan over the next 3.5 years.

### Internal Staff Impacts

The internal staff impact “lead” indicators will measure engagement levels of the City staff from the Planning, Building, Engineering and Economic Development business units that execute Development Review Process (DRP). It is important to note that these indicators are based on the results of the Employee Engagement Survey and were identified as areas with very low engagement scores but with significant opportunities for increased engagement if IOR enhancements are implemented.

The internal staff impact indicators will act as the “canary in the coal mine” measuring the risk of possible performance erosion for the DRP application processing process. Conversely, improvements in the DRP engagement performance data will correlate with improved DRP process performance.

## ATTACHMENT 6 - Draft Performance Measurement Framework

### Internal Staff Impacts

KPI	Measurement	Target
Effective Work Processes	•Rating of the ability of processes in place to allow staff to be as productive as possible	<i>2% increase per year suggested by Aon Hewitt assuming focused attention</i>  Planning –32% by 2014 Building – 57% by 2014 Engineering –61% by 2014 Economic Development TBD
Capacity to Achieve Results	•Rating regarding tools and resources provided by the city and how effectively they enable staff to be as productive as possible.	<i>2% increase per year suggested by Aon Hewitt assuming focused attention</i>  Planning –16% Building – 66% Engineering – 57% Economic Development TBD
Learning and Development	•Rating with respect to how strongly employee learning and development is supported in the organization.	<i>2% increase per year suggested by Aon Hewitt assuming focused attention</i>  Planning – 32% Building – 59% Engineering – 50% Economic Development TBD

### Development Industry Impacts

The DRP process that underpins development applications is the core component of the performance measurement framework. These performance indicators are organized around the following three desired results statements:

- Timely DRP execution
- Efficient & Affordable DRP execution
- Predictable & Consistent DRP execution

The following figure sets out the proposed portfolio of measures associated with each key performance indicator. The indicators differentiate between the Planning Act, Engineering, and Building Code Act process components of DRP.

## ATTACHMENT 6 - Draft Performance Measurement Framework

### Development Industry Impacts

KPI	Measurement	Target
Timely DRP Execution	<i>(Planning and Engineering)</i> <ul style="list-style-type: none"> <li>•Average # City controlled business days per complete DAP file (standard/complex)</li> <li>•% complete DAP files where City controlled business days fall within target range (standard/complex)</li> </ul> <i>(Building)</i> <ul style="list-style-type: none"> <li>•Average # City controlled business days per complete OBCA permit application files (by OBCA or fee schedule defined categories)</li> </ul>	TBD
Efficient and Affordable DRP Execution	<i>(Planning and Engineering)</i> <ul style="list-style-type: none"> <li>•Average # DAP service hours expended per application (standard, complex)</li> <li>•% DAP files completed where # actual expended service hours fall within targeted range of budgeted service hours standard (standard, complex)</li> <li>•% DAP service hour costs recovered by fee schedule (standard, complex)</li> </ul> <i>(Building)</i> <ul style="list-style-type: none"> <li>•Average # OBCA service hours expended per application (standard, complex)</li> <li>•% OBCA files completed where # actual expended service hours fall within targeted range of budgeted service hours standard (standard, complex)</li> <li>•% OBCA service hour costs recovered by fee schedule (standard, complex)</li> <li>•Fee competitiveness in relation to comparator municipalities</li> </ul>	TBD
Predictable and Consistent DRP Execution	<i>(Planning)</i> <ul style="list-style-type: none"> <li>•% DAP applications featuring pre-consultation meeting providing a comprehensive technical requirements checklist for applicant to secure complete application status (standard, complex)</li> <li>•% DAP applications featuring a City consolidated memorandum to applicant listing all technical refinements required for approval following initial circulation/commenting process (standard/complex)</li> </ul> <i>(Engineering)</i> <ul style="list-style-type: none"> <li>•% DAP applications featuring a City consolidated memorandum to applicant listing all technical refinements required for approval following initial engineering drawing review process (standard, complex)</li> </ul> <i>(Building)</i> <ul style="list-style-type: none"> <li>•% OBCA applications accepted over counter that are deemed completed according to Building By-law complete application checklist and applicable law criteria</li> <li>•% OBCA applications featuring a City consolidated memorandum to applicant listing all technical refinements required for approval following 1) Plans Examination process and 2) Occupancy Permit process</li> </ul>	TBD

### Timely DRP Execution

The key concept underlying timely execution of DRP is *controllable processing duration* – measured in the number of controllable business days of application file processing. Process mapping will determine the DRP processing steps within control of the City – versus processing steps under the control of the applicant. Applicant controlled file processing days can be subtracted from total file processing days in order to yield City controlled processing days. Once targets have been determined for key DRP application categories (Site Plan, Subdivision, Rezoning, Condominium), the variance in actual versus target City controlled processing days can be tracked.

### Efficient and Affordable DRP Execution

The key concept underlying DRP efficiency and affordability is the ability to track *DRP processing intensity* – measured in the number of DRP processing hours expended by City staff. The processing hours will be tracked against key DRP application categories – Site Plans, Subdivisions, Rezoning and Condominiums. Within each of the key DRP application categories, performance targets of budgeted file processing hours will be established for i) Standard and ii) Complex



## ATTACHMENT 6 - Draft Performance Measurement Framework

applications. The level of cost recovery of DRP file processing hours expended by staff (via the fee/permit schedule) could also be tracked but the City also needs to be mindful of its development review fees in relation to relevant comparator municipalities.

### Predictable and Consistent DRP Execution

The key to consistent and predictable DRP execution is to zero-in on critical process steps. Once these critical process steps have been identified, performance indicators can be identified to track consistency of step execution against the total number of applications and service level targets can be communicated to stakeholders to increase certainty.

### **Community Based Impacts**

Community impact is the final component in the DRP performance measurement framework. The achievement of these results is not within the exclusive control of the City nor directly tied to the objectives of the IOR, however, the DRP does exist to contribute to these kinds of desired community impacts. Measurement is therefore recommended.

The following figures set out proposed Community Based Impact measures:

### **Community Based Impacts**

KPI	Measurement	Target
City Built Form in Conformity with Official Plan Vision	<ul style="list-style-type: none"><li>•% increase in OP population densities in planned intensification areas and Greenfield areas.</li><li>•% residential development on Greenfields and Built up area</li></ul>	<ul style="list-style-type: none"><li>•Minimum of 50 persons and jobs per hectare or Greenfield area</li><li>•Minimum 150 persons and jobs per Urban Growth Centre.</li><li>•Minimum of 40% intensification from 2015 onwards</li></ul>
Financially and Economically Sustainable City	<ul style="list-style-type: none"><li>•Jobs/person ratios</li></ul>	<ul style="list-style-type: none"><li>•Maintain or increase over current rate (57%)</li></ul>
Strengthened Citizen and Stakeholder Engagement and Communications	To be determined	To be determined

*Built form conformity* with the Official Plan vision will focus on the gap between actual annual population densities and target population densities endorsed by Council.

*Financial and economic sustainability* will focus jobs per person ratios and the goal will be to see those maintained and improved over time. Potential targets could also address differences in existing land absorption rates versus a Council approved range that could be developed over time.

## ATTACHMENT 6 - Draft Performance Measurement Framework

*Strengthened Citizen and Stakeholder Engagement and Communications* will work towards tracking and monitoring improvement in citizen and stakeholder engagement as well as tangible improvements in two-way communications.

### **Implementation**

Selection of key performance indicators is only the first step in using results based management to improve DRP performance. Targets will need to be derived from meaningful performance data collected over time. Then the DRP culture can be focused on achieving measurable results in a compelling “scorecard”. Scorecard design and rollout via an online dashboard tool will follow.

Measuring DRP duration – controllable file processing days – is perhaps the most significant DRP implementation challenge. The AMANDA tracking system can be used to measure tracking of controllable file processing days. City DRP process steps will need to be mapped and re-engineered – to establish which steps are City-controllable and which are under applicant control. This mapping will allow AMANDA to turn “off and on” as a file moves forward and controllable file days are calculated.

Process mapping to properly track file processing duration is critical. It will take time. AMANDA revisions to measure controllable file processing days will also take time. Actual tracking of “live” applications will be required to set meaningful targets for each controllable process step. City staff that has never tracked processing effort in AMANDA (e.g. Engineering) will need training. This will also take time. City expectations for rolling out the supporting systems and data tracking need to be realistic. A one-year implementation critical path is realistic. A dashboard based DRP scorecard tool can be integrated into the critical path at the end of the year-long implementation period.

# Rental Housing Licensing Cost-Benefits Analysis



**PBEE Committee Meeting: July 15, 2013**

## Purpose

### Present a Rental Housing Licensing Cost-Benefits Analysis to Committee

- Response to Council resolution following receipt of rental housing licensing directions report in February 2013
  - “THAT prior to proceeding with the public consultation on a proposed rental housing licensing program, that a cost benefit analysis be completed on the proposed direction.”

February 25, 2013 Council meeting

## Principles

### **Fit Issues with the Right Tool**

- Look at the issues and tools comprehensively to develop an appropriate approach

### **Be Cost Effective and Fair**

- Ensure equitable and fiscally responsible approach

### **Consider Costs and Directions Together**

- Provide a high level assessment of costs and benefits of a rental housing licensing program with various stakeholders in mind

### **Being Better and Current**

- Building on what we do, do it better, and consider new tools that fit

## Community Issues

- Tenant health, safety and well-being
- Neighbourhood destabilization and deterioration
- Disruptive behaviour
- Lack of information about rental housing stock
- Inequality among rental housing providers
- Enforcement challenges
- Funding implications



# Existing Tools and Limitations

## Existing Tools

- Employ a suite of tools to address housing issues
  - Building and Fire Codes
  - Zoning By-law, Yard Maintenance, Property Standards, Parking, Noise and Nuisance Party By-laws
- Enhanced enforcement and potential changes to tools investigated
  - Some success but still challenging under current regulations
- No current tool deals specifically with rental housing

# Existing Tools and Limitations

## Limitations

- Cannot differentiate tenant occupancy and /or owner occupancy of property
- Regular inspections not available
- Access and enforcement challenges for suspected illegal properties
- Reactive to issue after violation
- Lack flexibility in funding source



## **Licensing Advantages & Benefits**

- Regulate any activities, matters or things that a municipal council considers necessary or desirable for the public including the rental of a residential unit
- New tool to address business of rental housing
- Funding could be sourced by rental housing operators rather than general tax base
- Works well with current tools and can require compliance with land use control by-laws and other by-laws as a condition of the license

# Licensing Advantages & Benefits

## Licensing can:

- Apply specifically to rental housing
- Apply equally to existing and new rental housing
- Require regular inspections
- Require proof of insurance
- Be funded by rental housing provider and/or general property tax base

## **Key Purpose - Issues and Tools**

- Regulate the business of operating rental housing accommodation to ensure health and safety protected and maintained
- Licensing helps address all of the issues but is essential to tenant safety
  - Regular inspections
  - Floor plans, proper exits
  - Property insurance
  - Electrical Safety Authority inspection
  - Substandard units identified and improved
  - Stop rental of units if not in compliance

## Licensing Options & Fees

Option	Service Level	New Staffing*	Proposed Fee
One	<ul style="list-style-type: none"> <li>One(1) year program, annual renewal</li> <li>Inspect every unit</li> </ul>	<ul style="list-style-type: none"> <li>1 program administrator</li> <li>4 administrative supports</li> <li>1 fire prevention officer</li> <li>9 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$132 per bedroom per year</li> <li>\$11.00 per month</li> </ul>
Two	<ul style="list-style-type: none"> <li>Two(2) year program, two (2) year renewal</li> <li>Inspection of every unit every two (2) years</li> </ul>	<ul style="list-style-type: none"> <li>2 administrative supports</li> <li>1 fire prevention officer</li> <li>5 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$90 per bedroom per year</li> <li>\$7.50 per month</li> </ul>
Three	<ul style="list-style-type: none"> <li>One(1) year program, annual renewal</li> <li>Self certification, risk-based inspection</li> </ul>	<ul style="list-style-type: none"> <li>3 administrative supports</li> <li>3 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$62 per bedroom per year</li> <li>\$5.17 per month</li> </ul>

## Cost-Benefits Analysis

Stakeholder	Cost	Benefits
Landlords in compliance	Yes (minimal)	Yes
Landlords in non-compliance	Yes	Yes
Tenants	Potentially	Yes
Taxpayers & Neighbouring Owners	None (after 5 years)	Yes

## Cost-Benefits Analysis

Given that a licensing program could, among other things:

- Increase the safety and well-being for tenants of low rise residential units with minimal financial impact
- Prevent neighbourhood destabilization and deterioration
- Assist in creating equality amongst rental housing providers
- Based on a cost recovery model

At this time staff believe that the benefits of a licensing program outweigh the costs.

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE July 15, 2013

SUBJECT Rental Housing Licensing Cost-Benefit Analysis

REPORT NUMBER 13-32

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To present a cost-benefit analysis for a rental housing licensing program based on the rental housing licensing directions report presented to PBEE Committee on February 19, 2013 in report 13-04 and to request Council's authorization to proceed with public consultation on the directions, and cost-benefit analysis to further the development of a rental housing licensing program.

### KEY FINDINGS

The City is committed to working with property owners, landlords, tenants and other community members to create and maintain vibrant neighbourhoods for all residents to enjoy.

The City is working to determine if, in addition to increased enforcement of existing tools and community education, a rental housing licensing program would help address rental housing issues including:

- health, safety, and well-being;
- neighbourhood destabilization and deterioration;
- disruptive behaviour;
- lack of information about rental housing stock and inequality among rental housing providers;
- enforcement challenges; and
- funding implications (to various stakeholders, including the City tax base, landlords of rental properties and tenants).

The cost-benefit analysis outlined in this report demonstrates that a licensing program would not only help address these rental housing issues, but would also address the many limitations of current tools. Further, a licensing program also provides an opportunity to utilize a number of unique benefits that are not available through other tools available to the City.

The intent is to develop a licensing program that works in concert with existing tools to address identified issues, the limitations of current tools and build on the advantages of licensing, all while ensuring that the supply of affordable

# STAFF REPORT

housing is not unduly impacted for groups protected by the *Human Rights Code* and the community at large.

The cost-benefit analysis indicates that the benefits of the proposed program outweigh the costs taking into consideration potential impacts on taxpayers, neighbours to qualifying properties, landlords and tenants.

## FINANCIAL IMPLICATIONS

This report presents the potential costs of a rental housing licensing program based on the principle of full cost recovery over a five year period and a review at the end of that time. The potential impact on affordable housing has also been taken into consideration and as summarized on Table 1, this impact is expected to be minimal. Final program costs will be considered as part of the annual budgeting process if Council approves a licensing program. Three alternative licensing options have been provided in this report. All three options have an initial negative impact on the Operating Budgeting in year one, but a positive impact in year two, and with full cost recovery by the end of year five. Currently the City does not have reserve funds to cover the first year incremental costs; however, staff will develop a funding model for inclusion in the 2014 Budget recommendations that will ensure the cost will be net zero thereby having no impact on the tax rate.

YEAR	OPTION 1		OPTION 2		OPTION 3	
	Incremental change	Operating Budget Impact	Incremental change	Operating Budget Impact	Incremental change	Operating Budget Impact
1	(\$920,000)	0.48%	(\$532,000)	0.28%	(\$332,000)	0.17%
2	\$268,000	-0.14%	\$330,000	-0.17%	\$329,000	-0.17%
3	\$822,000	-0.41%	\$456,000	-0.22%	\$599,000	-0.30%
4	\$742,000	-0.36%	\$648,000	-0.31%	\$572,000	-0.27%
5	\$659,000	-0.31%	\$825,000	-0.38%	\$544,000	-0.25%

## ACTION REQUIRED

To receive the Rental Housing Licensing Cost-Benefit Analysis report and authorize staff to proceed with public consultation on a rental housing licensing program based on the Rental Housing Licensing Directions report and cost-benefit analysis.

## RECOMMENDATION

1. That Report 13-32 from Planning, Building, Engineering and Environment regarding the Rental Housing Licensing Cost-Benefit Analysis report dated July 15, 2013 be received.
2. That staff be authorized to proceed with public consultation on the proposed licensing directions and cost-benefit analysis to guide the development of a rental housing licensing program.



## BACKGROUND

On February 19, 2013 Committee Report 13-04 – Rental Housing Licensing Directions was received by Planning & Building, Engineering and Environment (PBEE) Committee. At that time, the Committee requested a cost-benefit analysis on the proposed directions prior to proceeding with public consultation on a rental housing licensing program. The directions report was in response to a licensing workplan report received by PBEE Committee on May 22, 2012 in addition to a Council resolution made on January 30, 2012 directing staff to proceed with the development of a rental housing licensing program for Council's consideration.

The development of a rental housing licensing program is part of a comprehensive rental housing licensing work plan presented to PBEE Committee on May 17, 2010 (CDES Report 10-53). The work plan recognized the need for a multipronged approach to address rental housing issues that have surfaced over the years. Looking at the issues raised by various stakeholders comprehensively, along with existing tools and a new licensing program, helps ensure tools are used appropriately in an integrated and effective manner.

Attachment 1: Rental Housing Issues and Tools, outlines:

- issues related to rental housing raised by various stakeholders, including community groups, landlords, tenants and City departments;
- limitations of existing tools for addressing those issues; and
- advantages of a licensing program in addressing rental housing issues and overcoming the limitations of existing tools.

### (a) Issues

The issues have surfaced as a result of various public meetings, including delegations at PBEE Committee and/or Council, as well as the experience of City staff utilizing the existing suite of tools. The key issues are the following:

- health, safety, and well-being of tenants;
- neighbourhood destabilization and deterioration;
- disruptive behaviour;
- lack of information about rental housing stock and inequality among rental housing providers since compliant business owners are currently competing with noncompliant business owners;
- enforcement challenges; and
- funding implications (to various stakeholders, including the City tax base, landlords of rental properties and tenants).

### (b) Existing Tools and Limitations

The City's current approach is to employ a suite of tools to address rental housing issues, including the City's Zoning By-law, the *Building Code*, the *Fire Code*, and yard maintenance, property standards, parking, noise and nuisance party by-laws. The enforcement of these tools, and potential changes to those within the City's control, have been investigated over the years, leading to better coordinated enforcement efforts. Additional details regarding enforcement efforts, penalties for

# STAFF REPORT

non-compliance, and compliance/enforcement procedures can be found in Council Information Report on Shared Rental Housing Enforcement dated February 24, 2011.

Despite enhanced enforcement efforts, existing tools present the following limitations:

- cannot differentiate the tenant-occupancy and the owner-occupancy of property;
- regular inspections are not available;
- access and enforcement challenges for suspected illegal properties;
- typically only able to respond to issues after violation; and
- no flexibility related to funding source, i.e. funded by all taxpayers vs. user pay.

## **(c) Advantages of Licensing**

Changes made to the *Municipal Act* in 2007 permit a municipality to use licensing to regulate any activities, matters or things that a municipal council considers necessary or desirable for the public, including the rental of residential units. Prior to 2007, the licensing of rental housing was not allowed. A number of municipalities across the Province have either implemented or are considering licensing programs for rental housing and/or lodging houses. A licensing program would introduce a new tool to the City that would specifically address the business of rental housing (not addressed by existing tools) that could be funded by rental housing operators rather than the general tax base.

A rental housing licensing program would support a number of tools the City is currently using to deal with rental housing issues. Section 153(2) of the *Municipal Act, 2001* allows a licensing by-law to require, as a condition of obtaining, renewing and/or continuing to hold a licence, that the business comply with land use control by-laws or requirements under the *Planning Act* or any other Act. This authority provides a municipality with additional support to enforce current tools being used to deal with housing issues. The potential for a landlord to lose a rental housing license may also serve as an incentive to comply with existing by-laws. This in turn may limit the need to pursue legal action. In addition, should legal action be required, the application and enforcement of a rental housing licensing program could provide for streamlined methods which would be less resource intensive while being more effective (e.g. staff would only need to prove that a residential unit is being rented without a license, also see Attachment 1). Finally, gaining regular access to a property to ensure its safety is easier to obtain through a requirement for an inspection in order to acquire, renew or keep a license than gaining entry in order to determine compliance with requirements such as those in the *Building Code* and/or *Fire Code* and the City's Zoning and Property Standards By-laws.

More importantly, a rental housing licensing program presents a number of unique benefits that are not available through other tools available to the City and would

help address the limitations of existing tools. Specifically, a rental housing licensing program can:

- apply specifically to rental (as opposed to solely owner-occupied) housing;
- apply equally to existing and new rental housing;
- require regular inspections of units to ensure safety is maintained;
- require proof of appropriate property and liability insurance; and
- be funded by the rental housing provider and not reliant on the general property tax base.

The proposed purpose for licensing rental housing recognizes the City's authority to pass by-laws respecting the health, safety and well-being of persons and the protection of persons and property. Where planning controls such as the City's Zoning By-law regulate the use of land, including location, density and intensity of use, a licensing program would regulate the business of operating rental housing accommodation ensuring residential health and safety is protected and maintained through various requirements.

This single purpose aligns with the recognition by the Ontario Human Rights Commission (OHRC) that rental housing licensing can be a valuable tool provided it does not discriminate. In their latest publication released on May 10, 2013 "Room for everyone: Human rights and rental housing licensing" the OHRC looks at rental housing licensing bylaws from a services and housing perspective. In the report the Commission states that "Municipalities provide a service to their residents through residential rental licensing bylaws. For example, a rental housing licensing by-law may provide renters (and other residents in the area) with the comfort of knowing that the landlord has established a maintenance and snow removal plan, or has met health and safety standards, for his or her house."

The health and safety of tenants residing in rental living accommodation could be maintained by the requirement for regular inspections and the need for proof of insurance. Mechanisms such as the *Building Code* help ensure buildings are initially constructed and/or altered safely. However current tools limit the city's ability to ensure the safety of residential buildings are maintained after initial approval. Tenants of properties are generally not responsible and/or may not be able to affect repairs to their plumbing, heating and electrical systems; fire separations, closures, smoke alarms, egress doors and windows and required maintenance to the building structure they are living in as these are the responsibilities of the owner of the building as per the Property Standards By-law, *Building Code* and *Fire Code*. All of these systems and components of a building may affect the health, safety and well being of a tenant in the event of a breakdown in equipment and systems, a fire or substandard living conditions.

Many business operators within the City, including but not limited to bed and breakfast and hotel establishments, are subject to a business license which includes a number of safety regulations such as proof of appropriate property and liability insurance. In effect the proposed licensing program would be levelling requirements

and safety mechanisms for various forms of rental residential housing with other business operations.

Looking at the issues, existing tools and licensing advantages comprehensively helps ensure that the appropriate tool is used in an integrated and effective manner. The intent is to develop a licensing program that works in concert with existing tools to address identified issues, the limitations of current tools and build on the advantages of licensing.

## REPORT

### 1. Costs

The costs of a rental housing licensing program, from the perspective of various stakeholders, are presented in Attachment 3: Cost-Benefit Analysis. Taxpayers and neighbours of qualifying properties would have no financial costs. The main cost impact to landlords in compliance with existing tools would be the proposed licensing fee and associated costs related to meeting the requirements of the licence, e.g. cost of an Electrical Safety Authority (E.S.A) inspection if required. Landlords not in compliance with existing tools would likely experience greater costs and risks, including the potential loss of rental income and/or prosecution. Costs for non-compliant property owners would be reduced after compliance issues are addressed. Tenants may experience an increase in housing costs assuming landlords transfer a portion or all of their costs onto rental rates.

#### 1.1 Licensing Fees

Licensing fees comprise a key element of the monetary costs of a licensing program. The anticipated fees for the proposed licensing program are summarized in Table One with further detail provided in Attachment 2: Fee Options.

Licensing fees would be based on the level of service (including phase-in period and license renewal timeframe) and anticipated staffing levels. Given the preliminary nature of the rental housing licensing directions and the absence of a comprehensive community engagement process on those directions at this time, three alternative fee options are provided: one based on the Licensing Directions Report and two based on lower service levels that would nevertheless enhance existing tools and build on many of the advantages of a rental housing licensing program.

# STAFF REPORT

**Table One: Summary of Licensing Option Fees**

Option	Service Level	New Staffing*	Proposed Fee
One	<ul style="list-style-type: none"> <li>One(1) year program, annual renewal</li> <li>Inspection of every unit every year</li> </ul>	<ul style="list-style-type: none"> <li>1 program administrator</li> <li>4 administrative supports</li> <li>1 fire prevention officer</li> <li>9 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$132 per bedroom per year</li> <li>\$11.00 per month</li> </ul>
Two	<ul style="list-style-type: none"> <li>Two(2) year program, two (2) year renewal</li> <li>Inspection of every unit every two (2) years</li> </ul>	<ul style="list-style-type: none"> <li>2 administrative supports</li> <li>1 fire prevention officer</li> <li>5 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$90 per bedroom per year</li> <li>\$7.50 per month</li> </ul>
Three	<ul style="list-style-type: none"> <li>One(1) year program, annual renewal</li> <li>Self certification, risk-based inspection</li> </ul>	<ul style="list-style-type: none"> <li>3 administrative supports</li> <li>3 inspectors</li> </ul>	<ul style="list-style-type: none"> <li>\$62 per bedroom per year</li> <li>\$5.17 per month</li> </ul>

\*This does not include the reallocation of two (2) FTE's

Option One presents the fee for implementing a rental housing licensing program based on the February 19, 2013 PBEE Committee Report 13-04 – Rental Housing Licensing Directions as directed by Council in February 2013. The fee assumes the potential licensing of approximately 8,700 rental units, each for a one (1) year period, with a one (1) year renewal period, and the intent to inspect every unit. The fee is based on the number of bedrooms/lodging units rented. The fee assumes a five year (5) cost recovery model funded by rental housing providers with a commitment to review the model in five (5) years.

A conservative approach is being taken, by assuming 50% compliance by the end of year two, so that 4,350 estimated rental units are licensed, with 66% compliance in the remaining years. Staffing requirements for the program would be hired in the fourth quarter of the first year with the collection of licensing fees starting in the first quarter of the second year. Costing includes staff compensation, goods and services (office space and supplies), program education, appeal process, non-capital start-up (application forms and resource materials) and initial capital expenses (vehicles, etc.). Staffing levels would include: one (1) program administrator, four (4) administrative supports, one (1) fire prevention officer and nine (9) inspectors for a total of fifteen (15) new staff. The projected annual cost of a license would be \$132 per bedroom, \$11.00 per month.

Option Two differs from Option One by presenting a two (2) year program, with a two (2) year renewal period. Option Two would include an initial phase in period whereby half of the city would be required to licensed one year and the other half would be phased in the following year. A variance in revenue would be reflected by

# STAFF REPORT

the number of eligible units to be licensed in each half of the city. Once the phase in period is complete, it is anticipated that 4,350 estimated rental units would be licensed (50% compliance) by the end of year three, with 66% compliance in the remaining years. The intent is that each rental dwelling unit would still be inspected under this option. Staffing for this option would require hiring two (2) administrative supports, one (1) fire prevention officer and five (5) inspectors for a total of eight (8) new staff. The projected annual cost of a licence is \$90 per bedroom, \$7.50 per month.

Option Three presents a one (1) year program based on a self certification model, similar to the approach taken in the City of Waterloo and the City of London. This option is a risk-based approach, since not all units are inspected. Staffing for this option would require hiring three (3) administrative supports and three (3) inspectors for a total of six (6) staff. The projected annual cost of a licence is \$62 per bedroom, \$5.17 per month.

Each option would also include the reallocation of one (1) existing fire prevention officer and one (1) existing zoning inspector position (both approved in the 2011 budget for shared rental housing) to the licensing program.

Determining a fair licensing fee is key, not only from the perspective of being fiscally responsible as a public corporation, but also from the perspective of the OHRC, so that the supply of affordable housing is not unduly impacted for groups protected by the *Human Rights Code* and the community at large.

## **2. Benefits**

The anticipated benefits of a rental housing licensing program, from the perspective of various stakeholders, are presented in Attachment 3. Taxpayers, neighbours of qualifying properties and tenants would experience a number of benefits especially in regards to safer and more legally compliant properties. Reactive enforcement costs may actually be reduced allowing the City to provide better service at a lower cost to the general tax base. Landlords in compliance with existing tools would also benefit by being aware of City requirements upfront and experiencing less competition from non-compliant properties, since licensing would help level the playing field by having greater success in making rental properties compliant with existing regulations. Non-compliant properties may not offer rental units in compliance with requirements such as the *Building Code* and *Fire Code*, rendering them potentially unsafe. Essentially property owners complying with current regulations are competing with property owners who are saving and/or generating increased revenues through their non-compliance. Landlords not in compliance with existing tools may feel they would experience no benefit. However a licensing program would have the benefit of eliminating unsafe and non-compliant conditions.

### **3. Analysis**

As detailed in Attachment 1, a licensing program would work in concert with existing tools to address identified issues, assist in overcoming the limitations of existing tools and provide unique benefits that are not currently available to the City.

An analysis in Attachment 2 which connects to fee options as outlined in Table One, identifies three sustainable cost recovery licensing program options which yield fair and reasonable licensing fees. These options not only demonstrate fiscal responsibility, but they also take into consideration affordability issues and the potential impact for groups protected by the *Human Rights Code* and the community at large.

Attachment 3 provides greater detail with respect to the anticipated benefits and costs of the three licensing options from the perspective of the various stakeholders. Projected benefits include increased safety and well-being for tenants and equality amongst rental housing providers; while the costs of a licensing program would include the cost of obtaining a permit and if necessary the cost of bringing a property into compliance.

After careful analysis and consideration of all benefits, advantages, costs, and impacts to various groups, it is staff's opinion that the benefits of a licensing program outweigh the costs. Should Council authorize staff to proceed with further stakeholder and public consultation, the results of that consultation will help further inform and refine the cost benefit analysis and development of a preferred licensing option.

### **4. Next Steps**

This PBEE Rental Housing Licensing Cost-Benefit report along with the Licensing Directions report are posted on the City's website and all known stakeholders (over 200 groups and individuals) have been advised of the report and PBEE Committee meeting. Should Council authorize staff to proceed with the development of a rental housing licensing program, a Community Engagement Plan would be developed in coordination with Community Engagement and Corporate Communications staff to ensure there is an appropriate level of community feedback for staff to draft the Licensing By-Law. In the interim, Attachment 4: Rental Housing Questions, Answers and Key Decisions has been developed to assist with stakeholders' awareness and understanding of rental housing issues, in particular those regarding a proposed rental housing licensing program.

### **Financial Implications**

As outlined in the Executive Summary and detailed further in Attachment 3, this report presents the potential costs of a rental housing licensing program based on the principle of full cost recovery over a five year period and a review at the end of that time. The potential impact on affordable housing has also been taken into consideration and as summarized on Table 1, this impact is expected to be minimal.

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Final program costs will be considered as part of the annual budgeting process if Council approves a licensing program. All three options have an initial negative impact on the Operating Budgeting in year one, but a positive impact in year two, and with full cost recovery by the end of year five. Currently the City does not have reserve funds to cover the first year incremental costs; however, staff will develop a funding model for inclusion in the 2014 Budget recommendations that will ensure the cost will be net zero thereby having no impact on the tax rate.

As outlined under Licensing Fees and detailed further in Attachment 3, each licensing option would also include the reallocation of one (1) existing fire prevention officer and one (1) existing zoning inspector position (both approved in the 2011 budget for shared rental housing) to the licensing program. The reallocation of these positions, as well as recovery of support staff time to the cost recovery model of the licensing program, would represent a positive impact to the Operating Budget. Under the umbrella of a cost recovery program, these positions would assist in recovering their own costs, which would amount to approximately \$1.5 million over the initial five year period. This would in effect shift some of the existing rental housing costs from all tax payers to property owners who are operating rental housing businesses. It is estimated that without a licensing program, the current costs of shared rental housing initiatives to the tax base will exceed \$2.2 million over the next five years. Therefore the potential off-setting of \$1.5 million by a cost recovery licensing program is considered to be significant.

## **CORPORATE STRATEGIC PLAN**

**1.2 Organizational Excellence** - Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

**2.1 Innovation in Local Government** - Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

**2.2 Innovation in Local Government** - Deliver public services better.

**2.3 Innovation in Local Government** - Ensure accountability, transparency and engagement.

**3.1 City Building** - Ensure a well designed, safe, inclusive, appealing and sustainable City.

**3.2 City Building** - Be economically viable, resilient, diverse and attractive for business.

## **DEPARTMENTAL CONSULTATION**

Planning, Building, Zoning, By-Law, Licensing, Fire, Corporate Communications, Community Engagement, Finance and Legal Services staff have been part of the staff working group that have contributed to the contents of this report.



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## COMMUNICATIONS

Public notice requirements under the *Municipal Act* would be followed during the development of a licensing program. In addition, a Community Engagement Plan will be developed in coordination with Community Engagement and Corporate Communications staff. Human rights concerns would be considered as part of the public consultation strategy.

The public would be consulted throughout the process to determine how they may be affected by the proposed licensing directions, costs and benefits. Public comments gathered through this process, including the circulation of this report, would be taken into account as staff develop the Rental Licensing By-Law. Staff would also provide feedback to the community on how their comments influenced the by-law. OHRC comments would be specifically solicited.

The City's website includes relevant information regarding current City requirements and activities regarding rental housing.

## ATTACHMENTS

Attachment 1 – Rental Housing Issues and Tools

Attachment 2 – Fee Options

Attachment 3 - Cost-benefit Analysis

Attachment 4 – Rental Housing Questions, Answers and Key Decisions

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## Attachment 1

### Rental Housing Issues and Tools

Rental Housing Issue	Limitations of Existing Tools*	Licensing Advantages
<p><b>1. Tenant health, safety and well-being</b></p> <ul style="list-style-type: none"> <li>Rental units may pose a health and safety hazard to the occupants</li> <li>Safety issues commonly found include, but are not limited to, construction without permit; basements containing bedrooms that have either no windows or windows not large enough to provide a means of escape; smoke alarms not provided or not working; required fire separations missing etc.</li> </ul>	<ul style="list-style-type: none"> <li>Access challenges for properties suspected of non-compliance with current requirements</li> <li>Evidentiary issues (see Rental Housing Issue 5 – Enforcement Challenges)</li> <li>Regular inspections not available</li> <li>Tenants of properties are generally not responsible for and/or may not be able to make repairs to their plumbing, heating &amp; electrical systems, fire separations, closures, smoke alarms, egress doors &amp; windows and required maintenance to the building structure they are living in as these are the responsibilities of the owner of the building. All of these systems and components of a building may affect the health, safety &amp; well-being of a tenant in the event of a breakdown in equipment or systems, a fire or substandard living conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Safety of tenants would be enhanced through regular inspections of building safety systems, fire safety systems, and mechanical systems</li> <li>Floor plans could be required to identify where bedrooms are located (ie. in basements or attics without proper exits) which could assist in identifying safety concerns</li> <li>Substandard units would be identified for improvement, resulting in increased health, safety and well-being for tenants</li> <li>Could require an Electrical Safety Authority (E.S.A) inspection to ensure safety of electrical systems</li> <li>Could require property and liability insurance for the rental business which would recognize the use as a rental property and would be of assistance in an emergency (ie. Providing shelter if tenants are displaced, etc.)</li> <li>Property owners who fail to meet the safety standards could be prevented from renting their units.</li> </ul>

# STAFF REPORT

Rental Housing Issue	Limitations of Existing Tools*	Licensing Advantages
<p><b>2. Neighbourhood Destabilization and Deterioration</b></p> <ul style="list-style-type: none"> <li>Concentration and intensity of non-owner occupied rental housing</li> <li>Residential neighbourhoods losing diversity and in some instances becoming exclusive investment areas, which may create affordability issues for people trying to purchase a home as a principal residence</li> <li>Short-term tenants or absentee landlords without vested interest in the neighbourhood or community</li> <li>Lack of property maintenance</li> <li>Parking issues</li> </ul>	<ul style="list-style-type: none"> <li>Often difficult to contact or locate absentee rental business owners</li> <li>Current tools do not differentiate between tenant-occupancy and owner-occupancy of property</li> <li>Requirements cannot be grandfathered to apply to existing uses if requirements are modified</li> <li>Resource intensive - staff typically address issues AFTER violation has occurred</li> </ul>	<ul style="list-style-type: none"> <li>Require contact information for property manager and rental business owner</li> <li>Ability to be in direct contact with property manager or rental business owner to proactively and/or reactively inform him/her of issues and request assistance</li> <li>Could regulate the business of renting housing</li> <li>Owners could be held responsible for the operation of their business, like other business owners including bed and breakfast establishments, and hotels</li> <li>Zoning could be reviewed and confirmed</li> <li>Parking plan could be required to identify appropriate parking locations (to prevent parking issues)</li> <li>Property maintenance plan could be required to encourage proper care of the property</li> <li>Opportunity to build rapport amongst tenants, owners and property managers through increased contact</li> </ul>

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Rental Housing Issue	Limitations of Existing Tools*	Licensing Advantages
<b>3. Disruptive behaviour</b> <ul style="list-style-type: none"> <li>Repeat or ongoing behavioural issues such as furniture on roofs, noise, parties, litter, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Often difficult to contact business owners or property managers to assist with addressing issue(s) when tenants are not responsive (could also include proactive contact to prevent further occurrence or at time of incident or complaint)</li> <li>Typically address issues AFTER behaviour has occurred</li> </ul>	<ul style="list-style-type: none"> <li>Ability to contact property manager or business owner directly to proactively and/or reactively inform him/her of issues and request assistance</li> <li>Opportunity to build rapport amongst tenants, owners and property managers through increased contact</li> </ul>
<b>4. Lack of information about rental housing stock/inequality among rental housing providers</b> <ul style="list-style-type: none"> <li>Renters may not be able to verify that a unit meets codes, by-laws and other legislation designed to ensure the unit is safe</li> <li>Compliant business owners competing with non-compliant business owners</li> </ul>	<ul style="list-style-type: none"> <li>No cost effective way to verify safety/compliance of specific rental properties</li> <li>Business owners who invest in and provide safe and suitable rental accommodations may be competing with non-compliant business owners who may be offering units at lower rates</li> </ul>	<ul style="list-style-type: none"> <li>A registry of licensed rental properties could allow tenants to easily find and verify legal and safe living accommodations</li> <li>A registry would also help increase fairness in the rental housing market, by requiring licensees to maintain the same standard of housing</li> </ul>
<b>5. Enforcement Challenges</b> <ul style="list-style-type: none"> <li>Staff have experienced difficulty locating many landlords to serve them a summons to attend court – if the owner is not served, a trial cannot proceed</li> <li>Many tenants are unwilling to commit to</li> </ul>	<ul style="list-style-type: none"> <li>Current methods do not require updated detailed ownership information be provided by landlords (presently the city has to use tax records or a third party database to obtain contact information – this information is not always accurate or complete)</li> <li>Current enforcement tools often require that a business owner be served with an offence document in person or that the document be left</li> </ul>	<ul style="list-style-type: none"> <li>More proactive and preventative approach- licensees would need to conform with existing requirements to obtain licence and would be made aware of requirements before infraction occurs</li> <li>Could require complete contact information for the owner and a contact</li> </ul>

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Rental Housing Issue	Limitations of Existing Tools*	Licensing Advantages
<p>attending a trial in the future</p> <ul style="list-style-type: none"> <li>Current methods are resource intensive (staff), with results that often appear to be viewed by some landlords as merely the cost of doing business</li> </ul>	<p>at the owner's last known address with a person who appears to be over the age of 16</p> <ul style="list-style-type: none"> <li>To obtain a conviction, some violations require testimony from tenants, many of whom are unwilling to commit to attending a trial in the future</li> </ul>	<ul style="list-style-type: none"> <li>Could simplify service requirements and eliminate the cost of out of town service</li> <li>In most cases, testimony from tenants would not be required</li> <li>Streamlined enforcement methods available could be much more effective while being less resource intensive</li> <li>Business Owner/Licensee would have more at stake than just an individual prosecution – e.g. possible loss of licence; therefore would be more motivated to ensure violations are avoided</li> </ul>
<p><b>6. Funding Implications</b></p> <ul style="list-style-type: none"> <li>Sustainable financing for programs to address rental housing issues</li> </ul>	<ul style="list-style-type: none"> <li>Rental housing enforcement costs directly related to the business of rental housing are currently entirely paid for by all taxpayers</li> </ul>	<ul style="list-style-type: none"> <li>Could use a cost recovery model with the cost of regulating the rental businesses being paid for by the business owner- not all taxpayers</li> <li>Could reduce the current cost of proactive/enhanced enforcement related to the business of residential renting from all taxpayers to business owners</li> </ul>

## **\*Summary of Existing Municipal Tools Available for Addressing Rental Housing Issues**

### **Zoning, Property Standards and Building Controls**

Rules governing rental housing are set out in various pieces of legislation. A municipality can govern the location, density and intensity of rental housing through its Zoning By-law, under the *Planning Act*. In 2006, changes were made to the City's Zoning By-law, increasing the number of lodging units permitted in a lodging house from four (4) or more lodging units to five (5) to twelve (12) lodging units, bringing it into better alignment with the *Building Code* and *Fire Code*. In the City of Guelph, a list of lodging houses is maintained through the practice of certification. Accessory apartments are required to be registered via the Two-Unit Registration By-law No. (1997)-15392, under the authority of the *Municipal Act*. All structures are subject to the provisions of the *Building Code* and the City's Property Standards By-law.

### **Yard Maintenance By-law**

The Yard Maintenance By-law was enacted by Council in May of 2008 to allow the City to better respond to complaints regarding the maintenance of private property related to long grass, weeds, garbage, other waste materials, inoperable machinery and vehicles and lack of maintenance of vegetation, parking lots and walkways.

The adoption of that by-law has allowed staff to resolve these types of by-law violations more quickly, thereby lessening the negative impact on adjacent property owners and the surrounding neighbourhood. This by-law has also provided by-law enforcement staff with additional tools to be more effective and efficient. It provides the City with the authority to have remedial work carried out and any expenses incurred to be added to the City tax rolls and collected in the same manner as property taxes. This has proven much more efficient than having the owners prosecuted through the court system.

### **Fire Code**

All structures are subject to the provisions of the *Fire Code*. Owners are responsible for carrying out the provisions of the *Fire Code*. The Fire Department undertakes inspections of structures, subject to access being granted by the occupant(s).

### **Noise, Nuisance Party, Parking By-law Requirements/Enforcement**

Under the authority of the *Municipal Act*, the City of Guelph enforces a Noise By-law (2000)-16366, Nuisance Party By-law (2013)-19557 and various parking by-laws. By-law Compliance Officers also enforce the prohibition of front lawn parking and other parking regulations included in the City's Zoning By-law. A Nuisance Party By-law was passed by Council on April 29, 2013 providing staff with additional enforcement tools to deal with nuisances from parties such as intoxication, refuse, vandalism, traffic interference, unreasonable noise, open burning, fouling and public disturbances. The by-law allows for the recovery of costs from a participating owner through the tax roll.

### **Enhanced By-law Enforcement Program**

The enhanced by-law enforcement program was created in 2010 as a way to address areas with a high number of by-law infraction complaints at peak times. Based on previous complaints data, streets with high numbers of by-law infraction complaints are monitored by By-law Compliance staff. At that time, responsibility for noise complaints was transferred from Police Services to By-law Compliance staff, who have proven to have a much quicker response time. By-law Compliance staff are available 24 hours a day, 7 days a week to

respond to noise complaints and enforce parking related by-laws. The enhanced enforcement program has resulted in better coordination and communication between staff in By-law Compliance, Fire, Zoning, Property Standards and Solid Waste, resulting in problem properties being dealt with quickly. In 2011 additional staff was approved to support an on-going proactive model that is not solely complaint driven. The addition of a Zoning Inspector, a Fire Prevention Officer, and additional By-law Compliance positions to address enforcement of matters relating to rental housing are intended to provide for enhanced responsiveness in the identification of illegal lodging houses and other forms of rental housing; address life safety issues associated with these housing forms; enhance enforcement of issues associated with rental housing such as noise concerns; and enhance enforcement of by-law infractions occurring including noise and parking infractions.

On April 30, 2012 Information Report OTES Report OT051213 was provided to Council reporting on the results of the 2011 enhanced enforcement program.

### **Solid Waste – Move In/Move Out Madness and Proactive Education**

Representatives from the City, Guelph Transit, University of Guelph, Campus Police and Guelph Police Services deliver welcome packages for students living in neighbourhoods near the University. The packages include information about Guelph Transit, the City's waste sorting system, parking and Guelph's noise by-law. The City also sets up information booths on the City's waste sorting system at the University and at community events. Meetings are also held with property managers and tenants to explain the sorting system and calendar at properties with a history of waste related issues.

Solid Waste Services staff works with University of Guelph staff and volunteers to run Move-In and Move-Out Madness for university students in September and April as they are moving in and out of off-campus housing. This program provides students with help at the end of the school year with unwanted large items like furniture. Good quality items are picked up and taken to Habitat for Humanity or stored at the University for reuse in the next year. Poor quality items are picked up by Solid Waste staff, eliminating piles of unwanted items left curbside after a move out.

The City has used social media tools such as Facebook and Twitter to connect with students before and after they move to Guelph for the school year. Students who post about being accepted to the University of Guelph receive a welcome message, and tips to help them get to know the neighbourhood. While it is difficult to know if social media messages are affecting student behaviour, the idea is to make students feel more welcome, and less like visitors, so they treat Guelph more like their own home.

### **University of Guelph's Role**

City staff communicates regularly with staff from the University of Guelph on issues related to student housing in the City. City staff is aware that the University has a number of programs underway to mitigate issues related to student tenant behaviours. Through the University's Off-Campus Living Office, programs including Move-Out Madness, Off-Campus Living Fairs and Neighbourhood Conflict Resolution are available for students, landlords and neighbourhoods. The University is considering additional future programs and policies. These positive steps further address student tenant issues. City staff continues to pursue opportunities to partner with the University, share information on this topic and further the development of excellent University/neighbourhood relations.

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## Attachment 2

### Fee Options

Option 1 - Inspection each year, Fee \$132/bedroom/year	Year 1*	Year 2	Year 3	Year 4	Year 5	Cumulative Total (at end of 5 years)
A. Program Costs	\$920,000	\$1,618,000	\$1,693,000	\$1,773,000	\$1,856,000	\$7,860,000
B. Program Revenue	\$0	\$1,886,000	\$2,515,000	\$2,515,000	\$2,515,000	\$9,431,000
C. Incremental Surplus (Deficit) of Licensing Program C=(B-A)	(\$920,000)	\$268,000	\$822,000	\$742,000	\$659,000	\$1,571,000
% Impact on Operating Budget	0.48%	-0.14%	-0.41%	-0.36%	-0.31%	
FTE Impact (New)	15	15	15	15	15	
D. Total Existing Costs Transferred to Program **	\$284,000	\$297,000	\$311,000	\$327,000	\$342,000	\$1,561,000
E. Total Surplus (Deficit) of Licensing Program E=C-D	(\$1,204,000)	(\$29,000)	\$511,000	\$415,000	\$317,000	\$10,000

Option 2 - Inspection every two years, Fee \$90/bedroom/year	Year 1*	Year 2	Year 3	Year 4	Year 5	Cumulative Total (at end of 5 years)
A. Program Costs	\$532,000	\$873,000	\$913,000	\$956,000	\$1,000,000	\$4,274,000
B. Program Revenue	\$0	\$1,203,000	\$1,369,000	\$1,604,000	\$1,825,000	\$6,001,000
C. Incremental Surplus (Deficit) of Licensing Program C=(B-A)	(\$532,000)	\$330,000	\$456,000	\$648,000	\$825,000	\$1,727,000
% Impact on Operating Budget	0.28%	-0.17%	-0.22%	-0.31%	-0.38%	
FTE Impact (New)	8	8	8	8	8	
D. Total Existing Costs Transferred to Program **	\$307,000	\$321,000	\$336,000	\$353,000	\$369,000	\$1,686,000
E. Total Surplus (Deficit) of Licensing Program E=C-D	(839,000)	\$9,000	\$120,000	\$295,000	\$456,000	\$41,000

Option 3 - Risk based inspections, Fee \$62/bedroom/year	Year 1*	Year 2	Year 3	Year 4	Year 5	Cumulative Total (at end of 5 years)
A. Program Costs	\$332,000	\$557,000	\$582,000	\$609,000	\$637,000	\$2,717,000
B. Program Revenue	\$0	\$886,000	\$1,181,000	\$1,181,000	\$1,181,000	\$4,429,000
C. Incremental Surplus (Deficit) of Licensing Program C=(B-A)	(\$332,000)	\$329,000	\$599,000	\$572,000	\$544,000	\$1,712,000
% Impact on Operating Budget	0.17%	-0.17%	-0.30%	-0.27%	-0.25%	
FTE Impact (New)	6	6	6	6	6	
D. Total Existing Costs Transferred to Program **	\$307,000	\$321,000	\$336,000	\$353,000	\$369,000	\$1,686,000
E. Total Surplus (Deficit) of Licensing Program E=C-D	(\$639,000)	\$8,000	\$263,000	\$219,000	\$175,000	\$26,000

\*Staff will be hired in the 4th quarter. No revenue will be received during this time period. \*\*Existing costs transferred represents the reallocation of 2 FTE positions (1 Fire Prevention Officer, 1 Zoning Inspector) to the program and recovery of support staff time. NOTE: Numbers have been rounded to the nearest thousand. Each model is based on assumptions which, if not realized will render the model invalid. These assumptions include timing and the number of new licenses and renewals issued.



## Attachment 3

### Cost-Benefit Analysis

	<b>Costs of Proposed Licensing Directions</b>	<b>Benefits of Proposed Licensing Directions</b>
1.	To taxpayers:	
	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>safer, more legally-compliant properties in the City (safety and compliance hazards detected through licence applications and regular inspections; safety and compliance hazards reduced through enforcement provisions; cooperation and proactive prevention of hazards supported by direct and frequent City contact with property managers/landlords; comfort of independent, external (City) inspection; comfort that unsafe, non-compliant properties are targeted for compliance)</li> <li>reactive enforcement costs may be reduced (reduction of unsafe, non-compliant properties from the rental market; accessible, property managers; decreased requirement for tenant testimony in prosecutions; increased landlord motivation to avoid prosecutions due to potential loss of licences)</li> </ul>
2.	To neighbours of qualifying properties:	
	<ul style="list-style-type: none"> <li>none</li> </ul>	<ul style="list-style-type: none"> <li>safer, more legally-compliant properties in the City (safety and compliance hazards detected through licence applications and regular inspections; safety and compliance hazards reduced through enforcement provisions; cooperation and proactive prevention of hazards supported by direct and frequent City contact with property managers/landlords; comfort of independent, external (City)</li> </ul>

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		inspection; comfort that the number of unsafe, non-compliant properties have been reduced)
3.	To landlords which comply with existing regulations and would comply with potential licensing regulations:	
	<ul style="list-style-type: none"> <li>• potential cost for an Electrical Safety Authority report</li> <li>• cost to obtain appropriate insurance for their business (if not already in place)</li> <li>• time to potentially prepare floor, parking and maintenance plans</li> <li>• time to complete an application</li> <li>• licence fee to cover the cost of administering the program</li> </ul>	<ul style="list-style-type: none"> <li>• competition from unsafe, non-legally-compliant qualifying properties reduced</li> <li>• would become aware of City requirements very early, allowing proactive, cooperative, compliance efforts if required in the future, rather than strictly reactive enforcement</li> </ul>
4.	To landlords who do not comply with existing regulations:	
	<p>If they decide to comply with licensing regulations:</p> <ul style="list-style-type: none"> <li>• cost of bringing the property into compliance with existing regulations</li> <li>• potential cost for an Electrical Safety Authority report</li> <li>• time to potentially prepare floor, parking and maintenance plans</li> <li>• time to complete an application</li> <li>• licence fee to cover the cost of administering the program</li> </ul> <p>If they decide not to comply with licensing regulations:</p> <ul style="list-style-type: none"> <li>• potential loss of rental income due to enforcement and/or tenants new found ability to determine which rental units are safe and legally</li> </ul>	<ul style="list-style-type: none"> <li>• elimination of unsafe, non-compliant conditions</li> </ul>

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	compliant <ul style="list-style-type: none"> <li>prosecution if they try to rent without licences</li> </ul>	
5.	To tenants of qualifying properties:	
	<ul style="list-style-type: none"> <li>possibly some or all of the landlord's costs of bringing the properties into compliance and possibly some or all of the licence fee to cover the cost of administering the program (as noted in Table 1, approximately \$5.00 to \$11.00 per bedroom, per month)</li> </ul>	<ul style="list-style-type: none"> <li>safer, more legally-compliant properties in the City (safety and compliance hazards detected through licence applications and regular inspections; safety and compliance hazards reduced through enforcement provisions; cooperation and proactive prevention of hazards supported by direct and frequent City contact with property managers; comfort of independent, external (City) inspection; comfort that the number of unsafe, non-compliant properties have been reduced)</li> </ul>

## Attachment 4

### Rental Housing Questions, Answers and Key Decisions

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The City is committed to working with property owners, landlords, tenants and other community members to create and maintain vibrant neighbourhoods for all residents to enjoy.

Currently, the City is working to determine if, in addition to increased enforcement of existing tools and community education, a rental housing licensing program would help address concerns about repeated by-law offences, disruptive behaviour, excessive noise, parties, litter, vandalism etc. in neighbourhoods with high concentrations of rental housing.

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#### Questions and Answers

**Q. How might a licensing program help address community concerns about repeated by-law offences including disruptive behaviour, excessive noise, parties, vandalism etc.?**

A. Licensing rental housing would not directly influence people's disruptive behaviour, but a licensing program could enhance the City's ability to enforce zoning, parking, noise and property standards by-laws by requiring owners to provide contact information for a local landlord or property manager.

**Q. Has the City shifted away from addressing concerns about excessive noise, parties, litter, and vandalism to focus on protecting health and safety of tenants?**

A. No. The City's enhanced enforcement efforts continue to have a positive impact on neighbourhoods with high concentrations of rental housing. The City is also exploring ways to improve health and safety in rental housing to create and maintain vibrant neighbourhoods for all residents to enjoy.

**Q. How would a licensing program impact property owners/landlords?**

A. Home owners intending to rent a unit on their property would require a license, must comply with its requirements, and pay any associated fees. Compliance may require making renovations and permitting ongoing inspections to ensure properties meet all required codes and standards. For detailed information about potential licensing fees and staffing levels, please refer to the July 15, 2013 Cost/Benefit Analysis Report to the (PBEE) Committee (Report #13-32)

**Q. What new or additional requirements would owners/landlords have to meet?**

A. A licensing program could require owners/landlords to meet specific conditions for providing and maintaining safe housing. For example:

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- Licence application would include: number of bedrooms, floor plan, property maintenance plan, contact information for local landlord/property manager
- Rental unit must pass required inspections (Fire and Building Code etc.)
- Owner must have and provide proof of adequate property insurance
- Owner may be required to meet specific conditions in order to be licensed
- Licensing fee (and penalties)

## **Q. Would a licensing program require more enforcement?**

- A. The City could reassign existing staff resources to enforce new requirements included in a rental licensing program. For detailed information about potential licensing fees and staffing levels, please refer to the July 15, 2013 Cost/Benefit Analysis Report to the Planning, Building Engineering and Environment (PBEE) Committee (Report#13-32).

## **Q. Does the City plan to limit the number of bedrooms that can be rented?**

- A. The number of bedrooms being rented in two unit dwellings and lodging houses must comply with the City's existing Zoning By-law. Plans for a licensing program do not include further limitations.

## **Q. How well are existing rental housing regulations being enforced in Guelph?**

- A. Before 2007, Zoning, Property Standards, Yard Maintenance by-laws were enforced only if the City received a complaint. Since then, Guelph has increased enforcement efforts in areas with high concentrations of rental housing. The City hired a Zoning Inspector who has proactively inspected approximately 800 properties. Proactive Property Standards reviews are also performed annually, and the City continues to enforce provincial Building and Fire codes. The City has received community feedback stating that enhanced enforcement is having a positive effect, and staff feel a licensing program could further enhance the City's ability to enforce existing housing requirements.

## **Q. Why would a rental housing licensing program exclude multi-residential properties?**

- A. Low-rise residential dwellings are not built or regulated the same way as apartment buildings, nursing homes, rest homes, palliative care, group homes, emergency shelters, student residences operated by universities or colleges, and social housing.

These multi-residential buildings are purpose-built with inherent fire safety measures and are already subject to various inspections protecting health and safety (eg. Owners are required to have fire safety systems tested and inspected at intervals to comply with the Ontario Fire Code).

The City's proposed rental housing licensing program is intended to apply to properties not already governed by existing licensing regulations and/or legislation administered by the City or other levels of government.

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**Q. Is licensing fair to landlords? Would lawful property owners be paying more fees so the City can find non-compliant owners?**

- A. A licensing program could increase fair competition among owners/landlords; all owners/landlords would be required to maintain the same standard of safety and quality of rental housing, and would be subject to the same licensing fees.

**Q. How did the City determine tenants are less able to protect their health and safety than property owners?**

- A. The Guelph Fire Department responds to many complaints each year from tenants of rental properties which do not meet safety standards or legislation. Tenants don't own the property in which they live, therefore they are generally not responsible for and/or may be unable to make repairs to plumbing, heating and electrical systems, fire separations, closures, smoke alarms, doors and windows or perform other required building maintenance. The safe and reliable operation of these systems is essential to tenant health, safety and well-being.

**Q. How might licensing affect people who need affordable housing?**

- A. The City is committed to ensuring safe and affordable rental housing options. If a licensing program is implemented, the City will recommend fair and reasonable licensing fees to mitigate potential rent increases.

**Q. How much would a licensing program cost?**

- A. The City has prepared a cost benefit analysis for the Planning, Building, Engineering and Environment Committee's consideration on July 15, 2013. The report includes options for possible licensing fees, potential cost to tax payers, and impacts on home owners, landlords and tenants. Please refer to the July 15, 2013 Cost/Benefit Analysis Report to the Planning, Building Engineering and Environment (PBEE) Committee (Report#13-32)

**Q. When might a licence program be in place?**

- A. If approved by City Council, a rental housing licensing program could begin in year 2015 at the earliest.

**Q. What is the difference between zoning and licensing?**

- A. Zoning provisions address the location, density and intensity of residential buildings and uses. Licensing could regulate the business of renting residential buildings and, unlike zoning, licensing can be applied to existing operations regardless of when they were established.

**Q. What feedback has the City received from the Ontario Human Rights Commission regarding the proposed rental housing licensing directions?**

- A. The City continues to work with the Commission to ensure any proposed licensing program does not inadvertently or directly discriminate against any individual or group

based on disability, age, sex, or family status. The Commission also offered the following advice:

- Consider the Ontario Human Rights Code while drafting the licensing by-law, and integrate references to the code.
- Regulate the units, not the renter
- Avoid “per occupant” references
- Implement the by-law city wide and do not target a particular area
- Mitigate impact on tenants
- Avoid minimum separation distance requirements; and
- Commit to monitoring and evaluation reviews at least every five (5) years.

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## **Key decisions regarding rental housing**

In 2009, the City began discussing options to address community concerns about repeated by-law and criminal offences including disruptive behaviour, excessive noise, parties, litter, vandalism etc. in neighbourhoods with high concentrations of rental housing.

In 2010, Council approved a comprehensive work plan to find ways to address concerns raised by residents and landlords including Zoning By-law changes and enhanced enforcement (zoning, property standards, parking and noise).

In June 2010, Council passed an interim control by-law prohibiting the establishment of any new accessory apartment units and/or lodging house units in a portion of the City while staff developed a Zoning By-law amendment to prevent further concentrations of rental housing in these neighbourhoods. That Zoning By-law amendment was passed later in 2010. (see below for information about the appeal of this by-law)

In 2011, additional zoning enforcement, by-law compliance and fire prevention officers were employed to enhance enforcement and address community concerns.

In 2012, after property-owners/landlords appealed the City’s Zoning By-law amendment to the Ontario Municipal Board and the Ontario Human Rights Commission obtained party status on the matter, Council repealed the Zoning By-law amendment and the interim control by-law, and directed staff to develop a rental licensing program for Council’s consideration.

In May 2102, Planning, Building Engineering and Environment (PBEE) Committee received a report (12-60, May 22, 2012) outlining the work plan for developing a proposed licensing program and, in February 2013, proposed directions for a licensing program were received by the committee (13-04, February 19, 2013). The Committee directed staff to present a cost-benefit analysis to show: potential costs/investment in licensing program, and how it would benefit neighbourhoods with high concentration of rental housing.

In July 2013, the City presented a cost benefit analysis report to the PBEE Committee (13-32, July 15, 2013), and asked City Council for approval to proceed with community consultation regarding a proposed licensing program.

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee  
Community and Social Services Committee

SERVICE AREA Planning, Building, Engineering and Environment; and  
Community and Social Services

DATE July 15, 2013

**SUBJECT Housing and Homelessness Plan for Guelph and  
Wellington**

REPORT NUMBER PBEE 13-34  
CSS-CESS-1329

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

- To inform Council of Wellington County's progress on a 10-year Housing and Homelessness Plan for the City of Guelph and Wellington County
- To outline staff's involvement in the preparation of the Draft Housing and Homelessness Plan (HHP)
- To advise the Planning & Building, Engineering and Environment Committee of staff's comments on the Draft HHP on matters related to planning for and incenting the creation of more affordable housing units; and
- To advise the Community and Social Services Committee of staff's comments on the Draft HHP on matters related to system coordination and support services e.g. rent supplements, the emergency shelter systems, supports or people with special needs, etc.

### KEY FINDINGS

- As the Consolidated Municipal Service Manager (CMSM), Wellington County must submit a 10-year Housing and Homelessness Plan (HHP) for Guelph and Wellington to the province before January 2014
- The draft HHP represents a synthesis of broad stakeholder consultation and research conducted in 2012 and 2013
- The draft HHP identifies strategic goals and actions to improve the housing and homelessness system across the housing continuum
- Most of the recommended goals and actions require the development of more detailed implementation plans
- Staff actively participated in the development of the HHP as members of the Community Reference Group and are supportive of the Draft HHP. However, the development of detailed implementation plans may prompt other issues or considerations



## FINANCIAL IMPLICATIONS

No financial implications are identified at this time. However, many of the actions identified in the draft HHP may have financial implications for the City as a funder of the CMSM. It is expected that financial implications would be identified by the CMSM and other stakeholders through the development of implementation plans.

## ACTION REQUIRED

- That the Planning & Building, Engineering and Environment Committee; and the Community and Social Services Committee receive this report on the draft HHP for information.

## RECOMMENDATION

1. That the joint report from Planning, Building, Engineering and Environment, report #13-34; and Community and Social Services report #CSS-CESS-1329, regarding the Housing and Homelessness Plan for Guelph and Wellington, dated July 15, 2013, be received.

## BACKGROUND

The County of Wellington is the Consolidated Municipal Service Manager (CMSM) for the City of Guelph and Wellington County and is responsible for administering a range of provincially legislated programs and services addressing affordable housing, social housing and homelessness. The County of Wellington as CMSM is responsible for developing a Housing and Homelessness Plan (HHP) that covers housing needs in the geographic service area of the County of Wellington and the City of Guelph (CMSM area). The Provincial requirement for HHPs are one component of a shift in the provincial approach to a more integrated, systems based approach to addressing the housing continuum (see figure below) from homelessness through to private home ownership as outlined in Ontario's Long Term Affordable Housing Strategy, 2010.

### The Housing Continuum



Source: MMAH, Ontario's Long Term Affordable Housing Strategy, 2010

According to the Ontario Housing Policy Statement, CMSMs must ensure that HHPs:

- a) "demonstrate a system of coordinated housing and homelessness services to assist families and individuals to move toward a level of self-sufficiency;

- b) include services, supported by housing and homelessness research and forecasts, that are designed to improve outcomes for individuals and families;
- c) are coordinated and integrated with all municipalities in the service area;
- d) contain strategies to increase awareness of, and improve access to, affordable and safe housing that is linked to supports, homelessness prevention and social programs and services;
- e) contain strategies to identify and reduce gaps in programs, services and supports and focus on achieving positive outcomes for individuals and families;
- f) contain local housing policies and short and long-term housing targets;
- g) provide for public consultation, progress measurement, and reporting."

On November 28, 2011 Council resolved "THAT the County of Wellington be advised that the City of Guelph is interested in being an active participant in the development of the 10 year Housing and Homelessness Plan required under the New Housing Services Act."

## REPORT

In early 2012, the County initiated the development of an HHP in three phases and retained JPMC Consultants to assist.

### Phase 1 - Need and Demand Study

The Interim Summary of Findings and Conclusions of the Need and Demand Study for 2006-2010, dated October 2012, and available on the [County's website](#), provides an overview of the current and anticipated future demand for housing in Wellington and Guelph, highlighting key demographic trends, the availability of and demand for social and affordable housing, as well as usage of local homeless shelters and eviction prevention services.

### Phase 2 – Research and Consultations

The Housing and Homelessness Plan Discussion Paper, dated February 2013, and available on the [County's website](#), outlines research and consultation conducted in support of the HHP. Input was received from approximately 210 stakeholders including individuals who are precariously housed, local service providers, landlords, developers and municipalities. The Discussion Paper includes a review of promising practices related to homelessness and affordable housing as well as an inventory and analysis of the housing stock and programs on the left side of the housing continuum.

### Phase 3 – "A Place to Call Home..."

Phase 3 is the 10-year Housing and Homelessness Plan. It articulates the strategic directions, implementation strategies, and measures of success that will guide housing and homelessness planning over the next 10 years. The executive summary to the Draft HHP is included as Attachment 1. The full text of the HHP, entitled "A Place to Call Home", is available on the [County's website](#).

The HHP establishes a vision that “Everyone in Guelph Wellington can find and maintain an appropriate, safe and affordable place to call home.”

The Plan’s 37 recommended actions contribute to the following eight strategic goals:

1. To help low-income households close the gap between their incomes and housing expenses
2. To provide a range of supports to assist people at risk of homelessness to remain housed
3. To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions
4. To increase the supply and mix of affordable housing options for low-to-moderate income households
5. To reduce the length of time and number of people that experience homelessness
6. To promote practices that make the housing and homelessness support system more accessible and welcoming
7. To preserve the existing social and affordable rental housing stock
8. To seize opportunities to turn research knowledge into action

## **City Staff Contributions and Comments on the HHP**

Staff have contributed to phases 2 and 3 of the development of the HHP by:

- membership on the Community Reference Group that guided and assisted the County in the development of the Plan;
- meeting with project consultants to discuss City interests in the HHP;
- participating in wider community consultations; and
- meeting with County planning staff regarding tools to encourage the development and retention of affordable housing.

Some key themes raised by staff throughout the process are:

- Many of the recommended actions in the Plan may have financial implications for the City. We understand that the recommendations require detailed implementation plans to be prepared to identify key stakeholders, resource requirements and other details.
- The City will continue to be actively involved in the HHP through the development of detailed implementation plans.
- The City’s Affordable Housing Reserve has a projected year-end balance of \$333,000 with no ongoing funding source identified. This may constrain the City’s ability to contribute to several of the recommended actions. The matter of funding the Affordable Housing Reserve will be addressed by the City’s Housing Strategy (discussed later on).
- The City is interested in collaborating with the County and other stakeholders in advocating to senior levels of governments regarding housing and homelessness issues.

# STAFF REPORT

- Recent changes to the Consolidated Homelessness Prevention Program consolidate several, formerly separate, programs including rent supplements, into one funding envelope. City and County staff will continue to work through the issues and opportunities this presents.
- Staff have suggested or supported the consideration of tools to encourage the development and retention of affordable housing including:
  - a review of planning regulations that may unduly restrict the development of affordable housing (e.g. parking requirements)
  - advocating to the provincial government to make regulatory changes that would empower municipalities to require that affordable housing be provided through the development approval process
  - considering a range of financial and non-financial incentives for the development of affordable housing
  - a review of tools that can help maintain the existing rental and affordable housing stock

## Next Steps

June 2013	County Council is expected to endorse the draft HHP and send it to the Ministry of Municipal Affairs and Housing for comments (at the time of drafting this report, County Council had yet to consider the draft HHP)
October 2013	County Staff and the Community Reference Group review and consider the Ministry's comments and amend the HHP as appropriate
Late 2013	County Council consider approval of the Final HHP
Late 2013	Project consultants present the final HHP to City Council
Late 2013	Final HHP filed with the Province
Early 2014	The County and key stakeholders will begin implementation planning for the actions identified in the HHP

## CITY'S HOUSING STRATEGY

Planning Services and Community and Social Services staff are currently establishing the scope of a Housing Strategy to be initiated by the City. As outlined in Official Plan Amendment 48, the housing strategy should address how to achieve a full range and mix of housing, including affordable housing in the City of Guelph. The Housing Strategy could address some of the HHP's recommendations in more detail, particularly those included under Goal 4 "To increase the supply and mix of affordable housing options for low-to-moderate income households." Staff plan to report to Council on the proposed scope and work plan for the Housing Strategy in Fall 2013.

# STAFF REPORT



## CORPORATE STRATEGIC PLAN

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

## DEPARTMENTAL CONSULTATION

None

## COMMUNICATIONS

None

## ATTACHMENTS

Attachment 1 Executive Summary to the Draft Housing and Homelessness Plan, dated June 2013

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# EXECUTIVE SUMMARY

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This paper presents a **10-year Housing and Homelessness Plan (HHP) for Guelph Wellington**. This strategy has been developed in accordance with the Housing Services Act (2011) and the Ontario Housing Policy Statement (2012).

The HHP builds on the work of the County of Wellington's first [Affordable Housing Strategy](#), which was released in 2005. The process for updating the strategy occurred in three phases:

- a) [Need and Demand Study](#) completed by the County (October 2012)
- b) Research and Consultations facilitated by JPMC Services Inc. See [Discussion Paper](#) (February 2013) for results.
- c) Strategy Development, also prepared by JPMC Services Inc.

Throughout each phase, hundreds of individuals and organizations were engaged through a variety of public meetings, interviews, targeted focus groups, and surveys.

This report presents the results of Phase 3. It outlines eight goals and 38 actions, which provide a roadmap for achieving the desired vision:

***“Everyone in Guelph Wellington can find and maintain  
an appropriate, safe and affordable place to call home.”***

## Goals:

1. To help low-income households close the gap between their incomes and housing expenses
2. To provide a range of supports to assist people at risk of homelessness to remain housed
3. To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions
4. To increase the supply and mix of affordable housing options for low- to moderate-income households
5. To reduce the length of time and number of people that experience homelessness
6. To promote practices that make the housing and homelessness support system more accessible and welcoming
7. To preserve the existing social and affordable rental housing stock
8. To seize opportunities to turn research knowledge into action

The number of goals and actions demonstrates the breadth and complexity of issues relating to affordable housing and homelessness, and the need for a multi-pronged solution. Increasing the supply of affordable housing alone will not fully address the issues and needs facing the housing and homelessness support system in Guelph Wellington. And while the number of issues to be addressed may seem daunting, the intention behind the HHP is to tackle the issues piece-by-piece and from multiple directions over an extended period of time.

The plan includes examples for each of the actions, and performance measures by which progress towards the goals can be assessed. The list of examples is not intended to be exhaustive, but rather to highlight best practices and models that could be adapted to the local context. It should be noted that, in many cases, the ability to set specific targets or achieve certain goals is highly dependent upon the availability of funding from other levels of government or community partners. As funding becomes available, more specific implementation plans will be developed. These detailed implementation strategies will take into account different approaches required to address the various urban and rural communities of Guelph Wellington.

As the CMSM for Guelph Wellington, the County has an important leadership role related to system planning, coordination of services and the development of partnerships in the area of housing and homelessness. The HHP is a starting point for the community; it identifies needs and gaps across Guelph Wellington and proposes a range of strategies to achieve the community vision of ensuring that everyone has *a place to call home*. As a community, continued success will depend upon strong and trusting partnerships. The County will work to develop the goals and actions of the HHP into more detailed implementation plans in close cooperation with all community partners. This collaborative approach to meeting housing challenges will cultivate innovative solutions and will allow the County to maximize the available resources and assets of everyone.

# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE July 15, 2013

**SUBJECT Wastewater Services 2012 Annual Report**

REPORT NUMBER

## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To inform Council and Guelph residents of the successes and key achievements/milestones for the Wastewater Services Department during 2012.

### KEY FINDINGS

- During 2012, Wastewater Services maintained full Regulatory compliance with respect to treated Wastewater quantity, quality and the Biosolids quality;
- Successfully implemented various enhanced Health and Safety related site specific activities and training;
- There was a reduction in the number of blockages in the collection and conveyance system during 2012;
- Maintenance management system enhancement initiated;
- Laboratory quality management system implemented;
- Showcasing Water Innovation funded project initiated on side-stream treatment;
- Successful in capacity demonstration up to 73.3 million litres per day, enabling a request to MOE for a facility re-rating to delay a significant capital expansion.

### FINANCIAL IMPLICATIONS

All financial implications related to this report are already accounted for in the approved Wastewater operating and Capital budget

### ACTION REQUIRED

That Council receive the report for information.

## RECOMMENDATION

1. That the report from Planning, Building, Engineering and Environment dated July 15, 2013 entitled "Wastewater Services 2012 Annual Report" be received.

## REPORT

As this is our first Annual Report, a brief description of the treatment system, as well as the regulatory regime under which we operate, are provided.



# STAFF REPORT

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## System Description

The Wastewater Services Department (WWSD) operates and maintains the wastewater treatment plant (WWTP) that receives domestic, institutional, commercial and industrial wastewater from City and a portion of the Village of Rockwood. The WWTP also services the Gazer-Mooney subdivision which is located in the Township of Guelph/Eramosa. The WWSD also operates and maintains the City's collection system which has approximately 514 KM of Sewer mains and six pumping stations.

The Guelph WWTP is a tertiary treatment facility, having the rated capacity to treat 64 million litres (ML) of wastewater per day. The treatment process includes preliminary screening and grit removal, primary treatment by sedimentation, secondary treatment by conventional activated sludge, a two-stage tertiary treatment using rotating biological contactors (for additional ammonia removal) and sand filtration (for additional solids removal), disinfection, and de-chlorination. The de-chlorinated, disinfected effluent from the WWTP is discharged into the Speed River.

The solids generated during the wastewater treatment process are stabilized by anaerobic digestion and concentrated by a process known as mechanical dewatering, after which they are referred to as biosolids. Dewatered biosolids are either disposed of in a landfill, or receive further treatment through the Lystek process, which produces a pathogen-free, nutrient-rich product that is applied to agricultural land as a fertilizer. The digester gas generated during the anaerobic digestion process is used for heating and to co-generate electricity that is used at the plant, to offset power costs.

## Regulatory Requirements

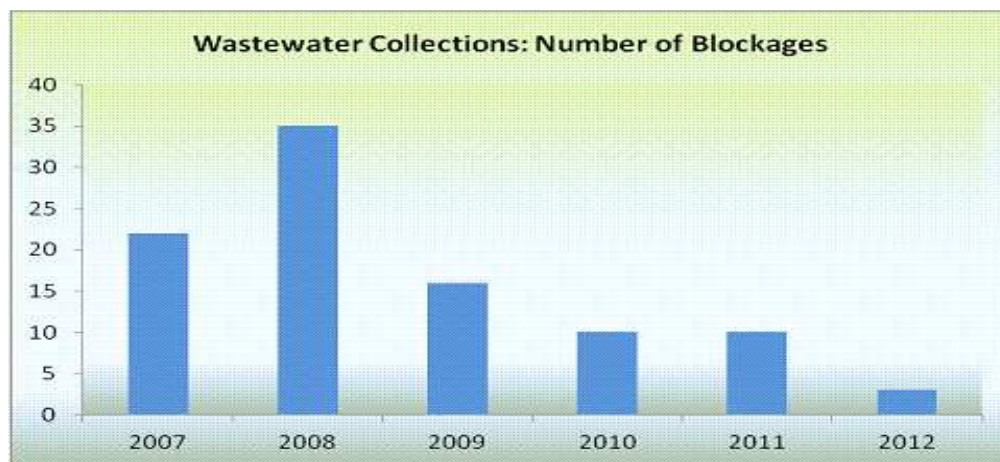
The City of Guelph is required to comply with the terms and conditions of the Environmental Compliance Approval (ECA), which is issued by the MOE under the Environmental Protection Act, and the Ontario Water Resources Act. The ECA outlines requirements for the operation and maintenance of the facility, monitoring and reporting, and treatment objectives and limits for the effluent.

The application of biosolids to agricultural lands is regulated through the Nutrient Management Act. The MOE's "Guidelines for the Utilization of Biosolids and Other Wastes on Agricultural Lands" contains the criteria for the application of biosolids on agricultural land.

Currently in Ontario, there is no requirement for municipalities to report sanitary or combined sewer overflows from the collection system. However, the reporting of overflows will be required under the new Federal Wastewater Systems Effluent Regulations, which also mandates minimum treatment requirements and requirements for monitoring, record-keeping, reporting, and toxicity testing. Municipalities will be required to submit reports for compliance with this regulation as early as 2014. As we have tertiary treatment and meet the minimum treatment requirements, we do not need to upgrade the treatment facility to comply with the new Federal regulations.

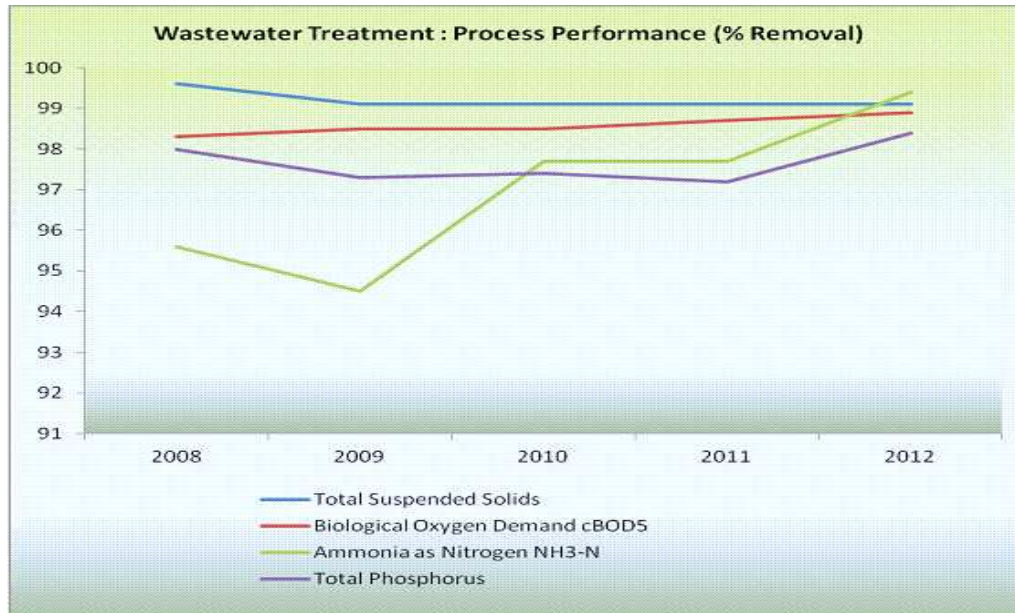
## Wastewater Services Highlights

### Collection System Sewer Blocks:



In 2012, a total of 16807 million litres were collected and conveyed to the WWTP through the collection and conveyance system. The reduction in the number of sewer blocks could be attributed to reduced storm flows and an improved maintenance program.

### Wastewater Treatment Process Performance:



The chart above shows improved efficiency of the WWTP over the past five years.

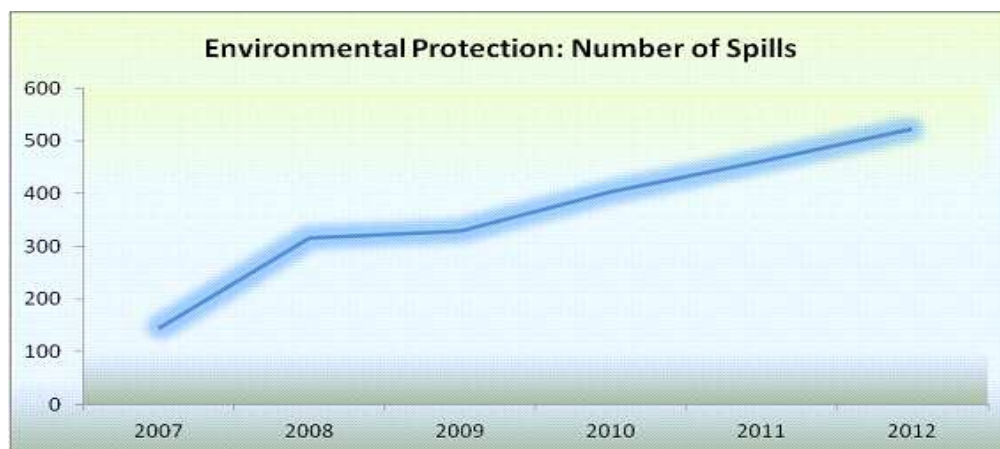
In 2012, the Guelph WWTP treated an average of 46 million litres per day, with a maximum daily flow of 63 million litres. These values are less than the rated capacity of the facility. The WWTP saw a 7.8 percent reduction in total flow compared to 2011, in part due to Water Services successful Water Conservation program.

# STAFF REPORT

In 2012, the effluent met all of the objectives and regulated limits that are outlined in the Environmental Compliance Approval, with most parameters being measured well below the objectives.

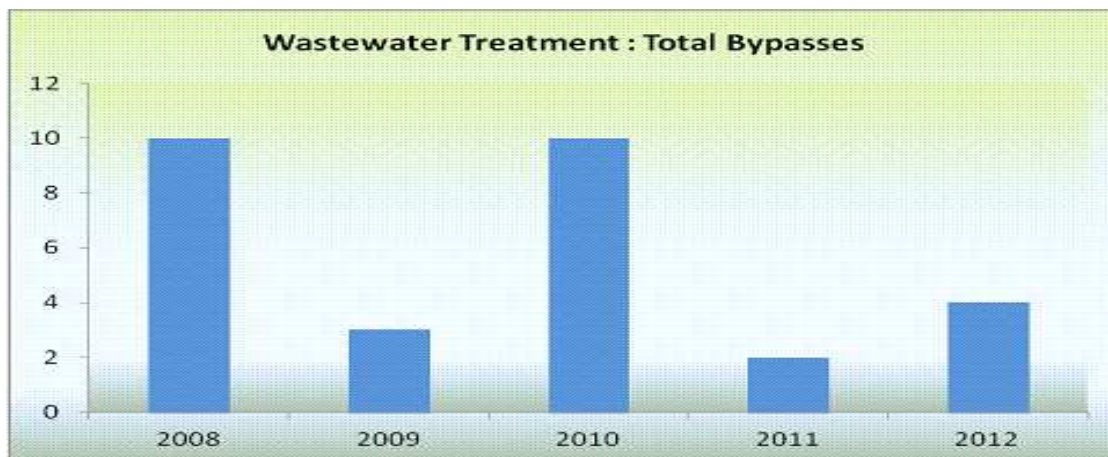
The treatment process at the WWTP generated 3,944 dry tonnes of dewatered biosolids in 2012. Of that amount, 31 percent received further treatment through the Lystek process and were applied to agricultural land at eight registered sites. The remainder of the dewatered biosolids were transported and disposed of at three landfill sites.

## Environmental Protection:



Since 2008, there has been a significant increase in the number of spills reported in the community requiring response by our Environmental Protection Officers (EPO's). A primary reason for this increase is improved awareness of how to manage a spill properly.

## Wastewater By-passes:



By-passes or spills from wastewater treatment plants is not uncommon. Wastewater treatment plants are designed with the provision to by-pass. Typical causes for by-passes are weather related (inflow and infiltration), power failure,

# STAFF REPORT

equipment failure and other unknown causes. We are committed to reduce the occurrence which can be seen in the graph above. Also it is important to note that in 2012 the four by-pass incidents resulted in effluent to the river that met all specifications within our discharge limits under our MOE-issued Environmental Compliance Approval. In each case, the wastewater received a minimum of full secondary treatment and was disinfected prior to discharge into the Speed River.

## Health and Safety:

We are committed to continually enhancing our Health & Safety Program for the Wastewater Services Department. We focused on the development and implementation of many key elements based on findings of previous health and safety audits. A comprehensive work-plan was developed for 2012 that was regularly monitored to ensure progress in each of the various elements.

## Wastewater Treatment Plant Optimization and Capacity Demonstration:

The staff-lead optimization program is in progress. The purpose of the capacity demonstration is to demonstrate the actual capability of the WWTP, which may be greater than the rated capacity of 64 million litres per day. If successfully demonstrated, this could eventually lead to the re-rating of the WWTP capacity, which could extend the timeline of the current capital upgrade program, resulting in capital cost deferral. The capacity demonstration has been ongoing throughout 2012. We have successfully demonstrated that the target flows of 73.3 million litres per day can be treated with the existing infrastructure.

## Projects, Maintenance and Laboratory Services:

Wastewater Services is committed to implement an enhanced maintenance management system. This was initiated in 2012 and is being implemented in phases.

### Projects:














The Wastewater Services Department, has been awarded a grant from the Ministry of Environment's (MOE's) Showcasing Water Innovation (SWI) program to assist the City financially in implementing the Anammox project. This project will be the first of its kind constructed in Canada, and demonstrates Guelph's commitment to environmental stewardship and leadership. The project is currently in the design stage in 2012.

### Laboratory Quality Management System:

The Laboratory Quality Management System was completed and fully implemented in 2012, and application to the Canadian Association for Laboratory Accreditation for ISO/IEC 17025 accreditation will be submitted in 2013.








# STAFF REPORT

## 2012 Wastewater Services Key Performance Indicators and Dashboard




Category	Performance Measure	Provides Indication of	Result	
Wastewater Collection, Environmental Protection Performance	Number of reported spills by Industrial, Commercial and Institutional sewer users in 2012	 By-law enforcement	523 calls	 <ul style="list-style-type: none"> <li>• Increase (13.4%) compared to 2011</li> <li>• Increase due to better awareness of spill management practices among ICI users</li> </ul>
	Number of blocked sewers in 2012	 System reliability	3 blockages	 <ul style="list-style-type: none"> <li>• Decrease compared to 2011 (10 blockages)</li> <li>• Improved system reliability</li> </ul>
	Number of sanitary or combined sewer overflows in 2012	 Environmental impacts	Nil	 <ul style="list-style-type: none"> <li>• None reported in 2012</li> </ul>
Wastewater Treatment Performance	Number of non-compliance events in 2012	 Environmental compliance	Zero non-compliance events	 <ul style="list-style-type: none"> <li>• Treated effluent quality met the limits and objectives outlined in the ECA</li> <li>• Biosolids quality requirements were met</li> </ul>
	Number of bypasses in 2012	 Environmental compliance	Secondary treatment bypasses: 0 Full tertiary treatment bypasses: 1 Partial tertiary treatment bypasses: 3	  <ul style="list-style-type: none"> <li>• Increase compared to 2011 (2 bypasses) and decreased compared to 2010 (10 bypasses)</li> <li>• All four bypasses received a minimum of secondary treatment and were disinfected prior to discharge into the Speed River</li> </ul>
	Number of complaints in 2012	 Customer satisfaction	Nil	 <ul style="list-style-type: none"> <li>• No complaints in 2012</li> </ul>



# STAFF REPORT

Wastewater Maintenance ,Projects and Laboratory services	Laboratory Quality Management System	 Environmental compliance	 <ul style="list-style-type: none"><li>The Laboratory Quality Management System was completed and fully implemented in 2012</li></ul>
	Projects	 System reliability  Environmental compliance	 <ul style="list-style-type: none"><li>Major projects such as Side stream treatment , Biosolids storage and Process operations have been initiated and in progress in 2012</li></ul>
	Enhancement to Maintenance Management system	 System reliability	 <ul style="list-style-type: none"><li>The Maintenance Management system enhancement has been initiated in 2012</li></ul>

Removed the Health and safety from dash board

	Good performance
	Performance can be improved
	Poor performance

## ATTACHMENTS

N/A

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# STAFF REPORT



TO Planning & Building, Engineering and Environment Committee

SERVICE AREA Planning, Building, Engineering and Environment

DATE July 15, 2013

**SUBJECT Outstanding Motions of the Planning & Building,  
Engineering and Environment Committee**

REPORT NUMBER

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## EXECUTIVE SUMMARY

### PURPOSE OF REPORT

To advise the Planning & Building, Engineering and Environment Committee of the status of all outstanding Committee resolutions, and to advise the Committee if there are any outstanding resolutions that may no longer be of community and Council interest.

### KEY FINDINGS

Staff are continuing to plan work required to address outstanding motions previously passed by the Committee. In some cases, motions previously passed may no longer be of community interest or have the same level of priority, based on more recent events or circumstances.

Staff have reviewed all outstanding motions and are recommending that all remain on the outstanding motion list and continue to be resourced in accordance with the approved annual budget. The status of all outstanding motions is provided.

### FINANCIAL IMPLICATIONS

All work previously endorsed by Council has been resourced through the approved Operating and Capital budgets.

### ACTION REQUIRED

To be advised of the status/timing of all outstanding PBEE Committee motions and to update the outstanding motion list by eliminating any motions no longer of priority to the Committee.

## RECOMMENDATION

1. That the report dated July 15, 2013 regarding outstanding motions of the Planning & Building, Engineering and Environment Committee, be received.

# STAFF REPORT

## BACKGROUND

For some time, with input from the City Clerk's Department, a record of outstanding motions of Committee has been maintained. The Executive Team has decided to bring to each Committee of Council an update of all outstanding motions. The biannual report may include recommendations, where appropriate, to eliminate from the list any outstanding motions that may no longer be of priority to the Committee. The current report is the first biannual report.

## REPORT

Please find attached for information the (1) outstanding motion list for the PBEE Committee, including the status of the work and the timing, when available, for when the work may be completed; and (2) the completed motion list.

## CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.3 Ensure accountability, transparency and engagement.

## DEPARTMENTAL CONSULTATION

Finance and Enterprise – Finance Department

Operations, Transit and Emergency Services – Public Work Department

Corporate Services and Human Resources – City Clerk's Department

## COMMUNICATIONS

N/A

## ATTACHMENTS

ATT #1 Planning, Building, Engineering and Environment (Council/Committee Outstanding Motions)

ATT #2 Planning, Building, Engineering and Environment (Council/Committee Completed Motions)



## Approved and Recommended By

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Planning, Building, Engineering and Environment  
**Council/Committee Outstanding Motions**  
**ATTACHMENT 1**

Date	Resolution	Contact/Dept	Status
<b>PLANNING SERVICES</b>			
May 6, 2013	<ol style="list-style-type: none"> <li>1. That Report 13-16 regarding a Zoning By-law Amendment application by James Fryett Architect Inc. on behalf of Michael House Pregnancy Care Centre to permit 9 residential apartment units with associated office use at the property municipally known as 185-187 Bristol Street and legally described as Lot 18, Part Lot 19, Registered Plan 42, City of Guelph, from Planning, Building, Engineering and Environment dated May 6, 2013, be received.</li> <li>2. That staff be directed to meet with the neighbour to resolve the issues around grading, drainage and parking.</li> </ol>	(Planning) Chris DeVriendt	2. Outstanding.
April 8, 2013	That the Site Alteration by-law be referred back to staff for review and report back to the Planning, Building, Engineering and Environment Committee.	(Planning) Todd Salter	Outstanding.
April 8, 2013	<ol style="list-style-type: none"> <li>1. That the Council Planning Report 13-11, regarding the proposed removal of the barn at 132 Hart's Lane West from the Municipal Register of Cultural Heritage Properties, dated April 8, 2013, be received.</li> <li>2. That, given the severe structural condition of the Hart barn and the addition, Council authorize staff to amend the description of the heritage attributes pertaining to 132 Hart's Lane West, a listed non-designated property in the City's Municipal Register of Cultural Heritage Properties, to refer only to the Hart farmhouse and to remove all references to the large bank barn and the addition as identified in this report.</li> <li>3. That the property owner and applicant be directed to develop and implement a strategy at their cost, to the satisfaction of City staff, that satisfies the following cultural heritage conditions: <ul style="list-style-type: none"> <li>• that the Hart barn and its interior framing be completely documented through measured drawings and photographs (before and during disassembly);</li> <li>• that all salvageable wood members (e.g. beams, posts or cladding) and the stone foundation wall be retained and appropriately stored for future study of potential reuse in situ or within a future proposed subdivision;</li> <li>• that heritage interpretive material presented in the form of an outdoor plaque be created by the proponent and installed for public view near the retained farmhouse to explain the former Hart farm complex and its cultural heritage value.</li> </ul> </li> </ol>	(Planning) Stephen Robinson	2. Outstanding.  3.  <ul style="list-style-type: none"> <li>• Completed.</li> <li>• Completed.</li> <li>• Outstanding.</li> </ul>
April 8, 2013	1. That staff be directed to report back to the Planning & Building, Engineering and Environment Committee on the most appropriate mechanism to determine the integrity and potential retention of any barns that remain on the City of Guelph Heritage Register.	(Planning) Stephen Robinson	Outstanding.
February 25, 2013	<ol style="list-style-type: none"> <li>1. That the proposal for an affordable housing project by Michael House, and located at 185-187 Bristol Street, be approved in principle.</li> <li>2. That staff be directed to finalize the form of an Indemnity Agreement between the City and the County of Wellington, to the satisfaction of the City Solicitor and the Chief Financial Officer.</li> <li>3. That the Mayor and Clerk be authorized to execute the Indemnity Agreement in time for it to be received by the County by February 28, 2013.</li> <li>4. That the Clerk be directed to inform the County of Wellington by February 28, 2013 of the City's decision regarding the proposal, and to further advise that no City action is required to provide the mandatory municipal incentives required by the Investment in</li> </ol>	(Planning) Tim Donegani	2. Completed.  3. Completed.  4. Completed – letter to County Clerk from City Clerk dated Feb.27/13

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	<p>Affordable Housing for Ontario program.</p> <p>5. That municipal incentives be offered in the form of a grant equivalent to the cost of the rezoning application site plan fees, building permit fees, development charges and parkland levy to Michael House, and notwithstanding various by-laws that staff be authorized to accept deferred payment of required municipal fees and charges to coincide with the timing of receipt of funds through the Investment in Affordable Housing program.</p> <p>6. That staff be directed to finalize an agreement with Michael House to implement the municipal incentives to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer.</p> <p>7. That the Mayor and Clerk be authorized to execute the Municipal Incentives Agreement.</p> <p>8. That the proposed demolition of one detached dwelling at 185 Bristol Street be approved.</p> <p>9. That the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment, regarding options for the salvage or recycling of all demolition materials.</p>		<p>5. Completed.</p> <p>6. Outstanding.</p> <p>7. Outstanding.</p> <p>8. Completed.</p> <p>9. Completed.</p>
February 4, 2013	<p>1. That Council endorse the Proposed Source Water Protection Plan, provided in Attachment 1, to the Planning, Building, Engineering and Environment Report 13-05, including the City of Guelph specific policies;</p> <p>2. That staff comments on the implementation and next steps in the process, provided to the Source Protection Authority, dated January 21, 2012 and as set out in Attachment 3, to the Planning, Building, Engineering and Environment Report 13-05, be endorsed;</p> <p>3. That Council request the Source Protection Authority to consult the City of Guelph on any comments or requested revisions to the Source Water Protection Plan proposed by the Ministry of Environment as part of the approval of the Plan or any subsequent amendments to the Source Water Protection Plan;</p> <p>4. That City staff be directed to consult with adjacent municipalities regarding options and opportunities for coordinated implementation of the Source Water Protection Plan, and to identify synergies and efficiencies, and report back to Council by late 2013;</p> <p>5. That City staff be directed to inform the Source Protection Authority that the staff comments and the Proposed Source Water Protection Plan have been endorsed by Council.</p>	April Nix Dave Belanger	<p>3. Completed</p> <p>4. Outstanding</p> <p>5. Completed</p>
February 4, 2013	<p>1. That Report 13-01 regarding an application for a Zoning By-law Amendment to permit 27 stacked townhouses on lands municipally known as 803-807 Gordon Street, from Planning, Building, Engineering and Environment, dated February 4, 2013, be received;</p> <p>2. That the application by Podium Developments requesting approval of a Zoning By-law Amendment to rezone lands legally described as the Northeast Half of Lot 2, Concession 7 (Parts 1, 2 and 3, Plan 61R-7123), formerly in the Township of Puslinch, County of Wellington, municipally known as 803-807 Gordon Street, City of Guelph, from the R.1B (Single-Detached Dwelling) Zone to a Specialized R.3A (Stacked Townhouse) Zone to allow the redevelopment of the subject property for 27 stacked townhouse units, be approved in accordance with the zoning and conditions attached hereto as Schedule 1;</p>	(Planning) Al Hearne	<p>2. Completed</p>

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	<p>3. That the request to demolish the two main residential buildings including the accessory storage barns and sheds located at 803-807 Gordon Street to allow the redevelopment of the subject lands, be approved;</p> <p>4. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 803-807 Gordon Street, as outlined in Report 13-01 from Planning, Building, Engineering and Environment dated February 4, 2013.</p> <p>5. That discussion of private or public garbage collection at the Site Plan Approval be communicated to future tenants.</p> <p>6. That the property owners at 7 &amp; 9 Hickory Street be further consulted prior to Site Plan Approval on matters related to boundary issues, including, but not limited to, fencing, lighting, garbage sheds, tree preservation and snow storage runoff protection.</p>		<p>3. Completed</p> <p>4. Completed</p> <p>5. Outstanding</p> <p>6. Outstanding</p>
December 10/12	<p>THAT the Planning, Building, Engineering and Environment Report 12-102, regarding the Brooklyn and College Hill Heritage Conservation District Boundary – Final Recommendation, dated December 10, 2012, be received;</p> <p>AND THAT Council adopt the Alternative Boundary Option B as the final boundary for the Brooklyn College Hill Heritage Conservation District Plan as shown in Attachment 4 of PBEE Report 12-102 (dated December 10, 2012);</p> <p>AND THAT staff and Heritage Guelph be directed to undertake background research and initiate preliminary discussion with the property owners of 220 Gordon Street and 22 James Street East regarding the potential for individual designation under Part IV of the Ontario Heritage Act;</p> <p>AND THAT the City enter into discussion with the University of Guelph regarding height and scale limits and appropriate setbacks with respect to the redevelopment of 346 Gordon Street.</p>	(Planning) Stephen Robinson	<p>Completed</p> <p>Outstanding</p> <p>Outstanding</p>
October 15, 2012	<p>“AND THAT the correspondence regarding the Special Residential Area received by the PBEE Committee be referred to staff to explore alternative servicing prior to the scheduled January 2013 Statutory Public Meeting for the GID Secondary Plan;</p> <p>AND THAT staff consider how flexibility can be incorporated into the GID Secondary Plan regarding development of the Specialized Residential Area.”</p>	(Planning) Jylanne/Salter	Work currently underway. Statutory Public Meeting now planned for September 2013
September 24, 2012 Council	<p>THAT the Planning, Building, Engineering and Environment report 12-58, regarding the Heritage Planning: Annual Activity Report and Four Year Work Plan Update, dated September 17, 2012, be received;</p> <p>AND THAT Heritage Guelph be requested to report to Council on financial mechanisms utilized in other communities best practices to support the maintenance and restoration of heritage properties;</p> <p>AND THAT staff be directed to conduct an orientation session for Council in consultation with Heritage Guelph.</p>	(Planning) Stephen Robinson	<p>Outstanding</p> <p>Outstanding</p>
September 17, 2012	<p>THAT report 12-94 dated October 15, 2012, from Planning, Building, Engineering and Environment entitled “Urban Forest Management Plan” be received;</p> <p>AND THAT the Urban Forest Management Plan be approved in principle, subject to budgetary approval;</p> <p>AND THAT the Capital and Operating Budget resources required to implement the Plan be</p>	(Planning) Rory Templeton	<p>Completed</p> <p>Ongoing</p>

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	referred to the 2013 budget process and future budget years as appropriate. AND THAT staff be directed to report back with a cost/benefit analysis of different service delivery models to support the most efficient and effective implementation of the Urban Forest Management Plan.		Outstanding
October 24, 2011	<p>"THAT staff report back to the Planning &amp; Building, Engineering and Environment Committee within 6 months to one year through the Affordable Housing Strategy:</p> <ul style="list-style-type: none"> <li>• the possibility of another project coming forward under the New Housing Ontario Initiative;</li> <li>• how this project and others would fit into the Affordable Housing Strategy and how the City is doing with the creation of affordable units;</li> <li>• the fixed terms of private affordable housing projects and the measures that could be taken to ensure the extended availability of affordable units;</li> <li>• general comparison of affordable housing built by non-for-profit organizations and private developers." </li></ul>	(Planning)	Housing Strategy scope document being developed. Anticipate report to Council in Q2 2013.
September 26, 2011	<p>"THAT the proposed renaming of York Road Park be referred back to the Planning &amp; Building, Engineering and Environment Committee; AND THAT the Committee give consideration to alternative opportunities for recognizing the legacy of Jessica's Footprint in our community including the possibility of renaming a portion of York Road Park."</p>	(Planning) Todd Salter	Staff are continuing to work with Jessica's Footprint to resolve the resolution.
February 28, 2011	<p>"THAT the Planning, Engineering and Environmental Services Report 11-12, regarding the notice of intention to designate 79 Cardin Street (Guelph Train Station Building) pursuant to the <i>Ontario Heritage Act</i>, dated February 22, 2011, be received;</p> <p>AND THAT, at the time of the transfer of ownership of the Guelph Train Station building at 79 Cardin Street from VIA Rail Canada Inc. to the City of Guelph, the City Clerk be authorized to publish and serve the Notice of Intention to Designate the building at 79 Cardin Street (Guelph Train Station building) in accordance with the <i>Ontario Heritage Act</i> and as recommended by Heritage Guelph;</p> <p>AND THAT the designation by-law be brought before City Council for approval if no objections are received within the thirty (30) day objection period;</p> <p>AND THAT the General Manager of Planning and Building Services be authorized to negotiate with the Ontario Heritage Trust in respect of a Heritage Conservation Easement for the Guelph Train Station building at 79 Carden Street;</p> <p>AND THAT the Mayor and Clerk be authorized to execute any documents required to establish said Heritage Conservation Easement at the time of the transfer of ownership."</p>	(Planning) Todd Salter	<p>Transfer of ownership has occurred.</p> <p>Notice of Intention to Designate was served on March 26, 2013.</p> <p>No appeals were received within the 30 day appeal period. By-law to Council July 29, 2013.</p> <p>Heritage Easement has been executed.</p>
August 3, 2010	<p>"THAT the Environmental Implementation Report for the proposed development at 1291 Gordon Street come back to Council for information prior to the removal of the holding symbol."</p> <p>"THAT the site plan for 1291 Gordon Street come back to Council for approval prior to the removal of the holding symbol."</p>	(Planning) Todd Salter	Applicant is currently revising site plan. Date for resubmission to be determined.

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<b>BUILDING SERVICES</b>			
Apr 22/13	That the report from Planning, Building, Engineering and Environment dated April 22, 2013 entitled Termite Control Program 2012 Annual Report be received. That staff be directed to bring forward in the 2014 budget, an item to address the removal and disposal of termite feedstock from City property.	(Building) Tim Myles	Outstanding. Will be included in proposed 2014 budget.
September 17, 2012	THAT Planning, Building, Engineering and Environment report dated September 17, 2012 regarding sign variances for 1291 Gordon Street be received; AND THAT variances from the Sign By-law for 1291 Gordon Street to permit two signs with a height of 7.8 metres and an area face of 18 m <sup>2</sup> per sign be approved; AND THAT the signs be removed no later than twelve months from the date of approval.	(Building) Pat Sheehy	Completed  Outstanding
<b>ENGINEERING SERVICES</b>			
April 29, 2013	<ol style="list-style-type: none"> <li>1. That the report entitled "Supporting the Expansion of Community CarShare Cooperative to Guelph", dated April 22, 2013, be received.</li> <li>2. That Council approve the transfer of entitlement of the free parking space in the Baker Street Parking Lot from the former Guelph Community Car Coop (GCCC) to the Community CarShare Cooperative.</li> <li>3. That Council approve providing a second dedicated CarShare space downtown free of charge in a location mutually agreed upon by Community CarShare and staff.</li> <li>4. That staff be directed, as part of the Zoning By-law Review, to develop a change in policy to reduce parking requirements for a development that has provided access to a car sharing practice.</li> <li>5. That staff be directed to set the term of the proposed spaces for car sharing to ten years.</li> </ol>	(Engineering) Jennifer Juste Rajan Philips  Pat Sheehy Melissa Aldunate  Anna Marie O'Connell	4. Outstanding. Planning Services with Building Services (Zoning) taking the lead, staff will be included in that process to introduce parking requirement changes. There are changes and amendments also coming as a result of the Parking Master Plan. It makes sense to group together the related amendments (CarShare parking, bicycle parking and changes resulting from the Parking Master Plan) rather than do a stand-alone amendment.  5. Completed. Parking to manage the parking permit contract with Community CarShare Cooperative and is set it up to automatically renew for the next ten years.
February 19, 2013	<ol style="list-style-type: none"> <li>1. That the Planning, Building, Engineering and Environment Report entitled "Guelph Cycling Master Plan", dated February 19, 2013, be received.</li> <li>2. That Council approve the Cycling Master Plan, including the cycling network, as illustrated in Schedule 1 to this report, and the recommendations for implementing physical and social infrastructure for cycling, as outlined in this report.</li> </ol>	(Engineering) Jennifer Juste	2. Completed

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	<p>3. That Council approve the recommended network of on-street bike lanes, and direct staff to implement them as part of road reconstruction or road restriping projects, subject to appropriate budget approvals as outlined in this report, and categorized in Schedules to the report as follows:</p> <p style="margin-left: 20px;">a. Schedule 3: On-street bike lanes involving road widening</p> <p style="margin-left: 20px;">b. Schedule 4: On-street bike lanes without road widening</p> <p style="margin-left: 20px;">c. Schedule 5: On-street Shared (Sharrow) lanes without road widening</p> <p>4. That Council approve the implementation of on-street bike lanes on the five streets (Downey Road, Eastview Road, Grange Road, Starwood Drive and Stevenson Street) listed in Schedule 4, that will result in the removal of on-street parking as currently provided on those streets, and direct staff to:</p> <p style="margin-left: 20px;">(i) inform residents, as well as the community at large, that on-street parking may be impacted by the need to provide bike lanes on those streets to establish a continuous and convenient citywide cycling network;</p> <p style="margin-left: 20px;">(ii) give those residents adequate notice and opportunity to provide feedback on safety concerns or other relevant information; and</p> <p style="margin-left: 20px;">(iii) take steps to address residents' concerns and minimize the impact on parking to the extent possible.</p> <p>5. That Council authorize staff to investigate the feasibility, including costs, of paving and maintaining approximately 30 km of the City's existing primary trail system to provide a continuous system of on-street and off-street cycling network for commuter use.</p> <p>6. That a summary of capital financing to implement the Guelph Cycling Master Plan be brought back in advance of the capital prioritization process.</p> <p>7. That staff consider current trail systems that currently do not allow bicycling within the overall network.</p>		<p>3. Ongoing</p> <p>4. Outstanding</p> <p>5. Outstanding</p> <p>6. Outstanding</p> <p>7. Outstanding</p>
January 30, 2012	<p>"THAT the Planning &amp; Building, Engineering and Environment report dated January 23, 2012, regarding the Class Environmental Assessment for the York Truck Sewer and Paisley and Clythe Reservoir Drinking Water Feeder mains be received;</p> <p>AND THAT staff be authorized to complete the Municipal Class Environmental Assessment process and to proceed with the implementation of the preferred alternatives, as outlined in this report;</p> <p>AND THAT staff revise the technical memorandum for the Recycled Water distribution System to consider the potential to supply recycled water for toilet flushing and other non-potable uses in future intensification site in the downtown and its contribution to meeting water conservation targets outlined City's water Conservation and Efficiency Plan;</p> <p>AND THAT staff report back to Council regarding the recommendations for the Recycled Water Distribution system prior to implementation of the preferred alternatives;</p> <p>AND THAT Engineering Services staff work with Parks Maintenance &amp; Development staff to examine the potential for including a trail underpass at Edinburgh Road and Guelph Junction Railway crossing within the preferred sewer and feeder main alignment during the</p>	(Engineering) Colin Baker	<p>Council report – July 2013</p> <p>Class EA completed.</p> <p>Completed - technical memo revised as requested.</p> <p>Will be reported to Council September 2013.</p> <p>Will be reported to Council September 2013.</p>

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	detailed design phase of the sewer and feedermain project.”		
December 5, 2012	THAT funding for active transportation be included in the 2014-2022 tax supported capital forecast.	(Engineering) Rick Henry Rajan Philips	Outstanding. Will be included in the 2014-2022 capital forecast.
May 22, 2012	AND THAT staff be authorized to complete the Municipal Class Environmental Assessment process for improvements to Silvercreek Parkway South, and proceed with their implementation, as outlined in this report.	(Engineering) Rajan Philips	The EA process for Silvercreek improvements has been completed. The implementation of improvements will proceed after securing funding from Silvercreek Development for the developer's share of the cost, and obtaining approvals from the Railways and MTO.
<b>WASTEWATER SERVICES</b>			
<b>WATER SERVICES</b>			
May 27, 2013	That staff be authorized to complete the Municipal Class Environmental Assessment process and to proceed with implementation of the preferred alternative for upgrading Burke Well Station, as outlined in the Report from Planning, Building, Engineering and Environment dated May 14, 2013.	(Water Services) Karl Cober	Ongoing
December 17, 2012	THAT the Planning, Building, Engineering and Environment report dated December 10, 2012 entitled <i>University of Guelph Research Partnership and City Access and Data Sharing Agreement</i> be received; AND THAT Council grants approval for the Mayor and Clerk to execute a formal five-year access and data sharing agreement with the University of Guelph, subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment, and the City Solicitor; AND THAT Council grants approval for the Mayor and Clerk to execute future five-year extensions of the access and data sharing agreement with the University of Guelph, subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment, and the City Solicitor.	(Water Services) Dave Belanger	Ongoing  Ongoing
April 26, 2010	“THAT Council, as part of the City's overall Program to Reduce Lead in Municipal Drinking Water, approve the Pilot Private Lead Service Line Replacement Grant Program to further reduce health risk through encouraging homeowners to replace lead water service lines, and to ensure City compliance with the lead reduction requirements outlined in the Provincial Regulation 170/03;  AND THAT Waterworks staff report to Council on the effectiveness of the Pilot Private Lead Service Replacement Grant Program in the spring of 2011;  AND THAT staff report back on the matter of eligibility for non-residential and rental property owners.”	(Water) Peter Busatto	Staff have reported on status of Pilot Grant Program through Water Services Annual Report.  Staff still to report on non-residential and rental property owners. This will be done through the 2013 Annual Report.

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<b>Date</b>	<b>Resolution</b>	<b>Contact/Dept</b>	<b>Status</b>
March 22, 2010	<p>"THAT the report of the Director of Environmental Services dated March 15, 2010 entitled <u>Water Quality Threats Assessment to the Source Protection Committee</u> be received;</p> <p>AND THAT Council approve the final Wellhead Protection Areas and Intake Protection Zones, indicated in the maps attached to Appendix "A", for inclusion in the Lake Erie Source Protection Region Assessment Report;</p> <p>AND THAT Council approve the Drinking Water Threats Assessment for inclusion in the Lake Erie Source Protection Region Assessment Report;</p> <p>AND THAT staff initiate a comprehensive Education and Outreach Program as part of the Ontario Drinking Water Stewardship Program.</p>	(Water) Dave Belanger	<p>Completed</p> <p>Completed</p> <p>Education and Outreach Program still to be initiated</p>
<b>SOLID WASTE RESOURCES</b>			
May 27, 2013	That Council award contract 13-033 to Waste Management Inc., and that the Mayor and Clerk be authorized to execute a ten year contract (plus extensions) subject to the satisfaction of the Executive Director of Planning, Building, Engineering and Environment and the City Solicitor.	(Solid Waste) Dean Wyman	Negotiations scheduled for July & August 2013.
June 27, 2011	<p>"WHEREAS the Executive Team has been directed to advise Council, based on Council's ranking of the initial 75 services, regarding which services are recommended for a service review and which are recommended for an operational review;</p> <p>AND WHEREAS the residential waste collection service was ranked by Council fairly low on "total score rank" with a fairly high standard deviation;</p> <p>AND WHEREAS through the service review process Council will consider what our relationship to the provision of services should be, including any potential impacts on both capital and operational costs;</p> <p>THEREFORE BE IT RESOLVED that staff be directed to identify residential waste collection for a service review and report back through the Service Review process on the best timing and cost to conduct this service review;</p> <p>AND THAT the service review be restricted to whether or not the curbside residential waste collection service be provided internally by City staff."</p>	(Solid Waste) Dean Wyman	<p>Completed. Best timing reported to Council.</p> <p>To be considered by Internal Auditor.</p>



Planning, Building, Engineering and Environment  
**Council/Committee Completed Motions**  
ATTACHMENT 2

Date	Resolution	Contact/Dept	Status
<b>Planning Services (completed)</b>			
May 27, 2013	<ol style="list-style-type: none"> <li>1. That the request for funding by Habitat for Humanity Wellington County be approved in the form of a grant equivalent to the cost of building permit fees, development charges, water services and road boulevards and notwithstanding various by-laws that staff be authorized to accept deferred payment of required municipal fees and charges to coincide with the timing of receipt of funds, to be funded from the Affordable Housing Reserve.</li> <li>1. That staff be directed to finalize an agreement to implement the grant with Habitat for Humanity Wellington County to the satisfaction of the General Manager of Planning Services, the City Solicitor and the Chief Financial Officer.</li> <li>2. That the Mayor and Clerk be authorized to sign the agreement.</li> </ol>	(Planning) Tim Donegani	<ol style="list-style-type: none"> <li>1. Completed.</li> <li>2. Completed.</li> </ol>
May 27, 2013	<ol style="list-style-type: none"> <li>1. That the 2013 Development Priorities Plan dwelling unit targets for registration and draft plan approval be approved, as set out in the Planning, Building, Engineering and Environment Report 13-18 dated May 14, 2013.</li> <li>2. That staff be directed to use the 2013 Development Priorities Plan to manage the timing of development within plans of subdivision in the City for the year 2013.</li> <li>3. That amendments to the timing of development in plans of subdivision be permitted only by Council approval unless it can be shown that there is no impact on the capital budget and that the dwelling unit targets for 2013 are not exceeded.</li> </ol>	(Planning) Katie Nasswetter	Completed.
May 6, 2013	<ol style="list-style-type: none"> <li>1. That Report 13-21 dated May 6, 2013 regarding an appeal from the Committee of Adjustment decision A-6/13 refusing a minor variance to permit two (2) off-street parking spaces for the main dwelling and accessory unit and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph, from Planning, Building, Engineering and Environment be received.</li> <li>2. That the City be a party at any upcoming OMB proceedings to oppose an appeal of the Committee of Adjustment's decision A-6/13 refusing a minor variance to permit two (2) off-street parking spaces for the main dwelling and accessory unit and an 87.1 square metre accessory apartment in a semi-detached dwelling at 103 Lynch Circle, City of Guelph.</li> <li>3. That appropriate staff attend any future Ontario Municipal Board proceedings to support Council's direction.</li> </ol>	(Planning) Sylvia Kirkwood Michael Witmer	<ol style="list-style-type: none"> <li>3. Completed.</li> <li>4. Completed.</li> </ol>
April 8, 2013	<ol style="list-style-type: none"> <li>1. That Report 13-10 regarding a Zoning By-law Amendment application by Astrid J. Clos Planning Consultants on behalf of Marann Homes Ltd., to rezone lands legally described as Part of Lot B, Concession 2, Division E, municipally known as 158 Fife Road, City of Guelph, from the existing UR (Urban Reserve) Zone to a Specialized R.3A (Cluster Townhouse) Zone, to permit an additional 13 cluster townhouse dwellings on the rear portion of the subject property and modify R.3A-40 zone to permit a reduction in frontage from 18m to 12m, from Planning, Building, Engineering and Environment dated April 8, 2013, be received.</li> <li>3. That staff be directed to facilitate discussions between the applicant and neighbours to resolve identified outstanding issues.</li> </ol>	(Planning) Al Hearne	5. Completed. Meeting held and outstanding issues generally resolved.
March 25, 2013	<p>City of Guelph Response to Proposed Amendment 2 to the Growth Plan for the Greater Golden Horseshoe</p> <ol style="list-style-type: none"> <li>1. That the staff comments provided to the Ministry of Infrastructure, dated February 8,</li> </ol>	(Planning) Todd Salter	Completed.

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**ATTACHMENT 2**

<b>Date</b>	<b>Resolution</b>	<b>Contact/Dept</b>	<b>Status</b>
	2013, and included as Attachment 1 be endorsed. 2. That the City Clerk be directed to inform the Ministry of Infrastructure that the staff comments have been endorsed by Council.		
February 19, 2013	1. That Report 13-04 from Planning, Building, Engineering and Environment regarding the Rental Housing Licensing Directions dated February 19, 2013, be received. 2. That prior to proceeding with the public consultation on a proposed rental housing licensing program, that a cost benefit analysis be completed on the proposed direction.	(Planning) Joan Jylanne	Cost/benefit analysis to be reported to PBEE on July 15th 2013, and Council on July 29, 2013.
December 17, 2012	THAT report #12-108 from Planning, Building, Engineering and Environment, dated December 10, 2012 regarding the Provincial Policy Statement Review be received; AND THAT the staff comments provided to the Ministry of Municipal Affairs and Housing, dated November 23, 2012, and included as Attachment 1 be endorsed; AND THAT the City Clerk be directed to inform the Ministry of Municipal Affairs and Housing that the staff comments have been endorsed by Council.	(Planning) Tim Donegani	Completed
December 3, 2012	THAT Report 12-110 regarding the proposed demolition of a detached dwelling at 17 Forest Hill Drive, legally described as Part Lot 19, Plan 401, AS IN R0787742 City of Guelph, from Planning, Building, Engineering and Environment dated December 3, 2012, be received; AND THAT the proposed demolition of the detached dwelling at 17 Forest Hill Drive be approved; AND THAT the applicant be requested to remove material stockpiled within the dripline of the existing front yard tree and erect protective fencing at one (1) metre from the dripline of this tree and any other existing trees on the property which can be preserved prior to commencement of demolition and maintain fencing during demolition and construction of the new dwelling; AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.	(Planning) Michael Witmer	Completed
December 3, 2012	THAT Report 12-111 regarding the proposed demolition of a detached dwelling at 28 St. Andrew Street, legally described as Lot 15, Plan 264, City of Guelph, from Planning, Building, Engineering and Environment dated December 3, 2012, be received; AND THAT the proposed demolition of the detached dwelling at 28 St. Andrew Street be approved; AND THAT the applicant be requested to erect protective fencing at one (1) metre from the dripline of any existing trees on the property which can be preserved, and be required to erect protective fencing at one (1) metre from the dripline of any existing trees on adjacent City property prior to commencement of demolition and maintain fencing during demolition and construction of the new dwelling; AND THAT the applicant be requested to contact the general manager of solid waste resources, planning, building, engineering and environment regarding options for the salvage or recycling of all demolition materials.	(Planning) Katie Nasswetter	Completed
December 3, 2012	THAT Report 12-107 regarding an application for a Zoning By-law Amendment to permit a single-detached dwelling on lands municipally known as 195 College Avenue West from Planning, Building, Engineering and Environment, dated December 3, 2012, be received; AND THAT the application by Van Harten Surveying Inc. on behalf of the Guelph Community Christian School, for a Zoning By-law Amendment from the I.1 (Institutional) Zone to the R.1B (Single Detached Residential) Zone affecting the property municipally	(Planning) Katie Nasswetter	Completed

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	<p>known as 195 College Avenue West, and legally described as Lot 16, Registered Plan 432, City of Guelph, be approved in accordance with the zoning regulations and conditions outlined in Attachment 2 of Planning, Building, Engineering and Environment Report 12-107, dated December 3, 2012 attached hereto as Schedule 2.</p> <p>AND WHEREAS the original zoning of the subject property was residential;</p> <p>AND WHEREAS the applicant is a non-profit educational institution;</p> <p>THEREFORE BE IT RESOLVED that a refund in the amount of \$3735.00, being the difference in fees between a major and minor zone change application, be refunded to the applicant.</p>		
November 5, 2012	<p>THAT Report 12-100 regarding a Zoning By-law Amendment for property municipally known as 172 Niska Road from Planning, Building, Engineering and Environment dated November 5, 2012 be received;</p> <p>AND THAT the application made by Black, Shoemaker, Robinson &amp; Donaldson Ltd. on behalf of Hira Custom Homes Inc. for approval of a Zoning By-law Amendment from the Urban Reserve (UR) Zone to the Residential Single Detached 'B' (R.1B) Zone affecting the property municipally known as 172 Niska Road and legally described as Part Lot 14, Concession 5, Township of Puslinch, AS IN RO731043, City of Guelph, be approved as outlined in Schedule 2 attached hereto;</p> <p>AND THAT the request to demolish the detached dwelling at 172 Niska Road be approved;</p> <p>AND THAT the applicant be required to erect protective tree hoarding at 1 metre from the dripline of the trees identified to be preserved on the Tree Preservation Plan prepared by the Landplan Collaborative Ltd. prior to commencement of demolition and maintain the fencing during demolition and construction activities;</p> <p>AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.</p>	(Planning) Michael Witmer	Completed
November 5, 2012	<p>THAT Report 12-101 regarding the proposed demolition of a detached dwelling at 81 Metcalfe Street, legally described as Part Lot 1 E of Eramosa Road, Division F, Township Of Guelph; Part Block B, Plan 405, as in MS68818, City of Guelph, from Planning, Building, Engineering and Environment dated November 5, 2012, be received;</p> <p>AND THAT the proposed demolition of the detached dwelling at 81 Metcalfe Street be approved;</p> <p>AND THAT the applicant be requested to erect protective fencing at one (1) metre from the dripline of any existing trees on the property which can be preserved prior to commencement of demolition and maintain fencing during demolition and construction of the new dwellings;</p> <p>AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.</p>	(Planning) Michael Witmer	Completed
October 1, 2012	<p>THAT Report 12-92 regarding the proposed demolition of a detached dwelling at 75 Cityview Drive North, legally described as Part Lot 31, Plan 53, Division C, As In RO767094; City of Guelph, from Planning, Building, Engineering and Environment dated October 1, 2012, be received;</p> <p>AND THAT the detached dwelling at 75 Cityview Drive North be removed from the Municipal Register of Cultural Heritage Properties;</p>	(Planning) Michael Mitmer	Completed

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	<p>AND THAT the proposed demolition of the detached dwelling at 75 Cityview Drive North be approved;</p> <p>AND THAT the applicant be requested to erect protective fencing at 1 metre from the dripline of existing trees on the property which are to be preserved prior to commencement of demolition and maintain the fencing during demolition activities;</p> <p>AND THAT the applicant be requested to contact the General Manager of Solid Waste Resources, Planning, Building, Engineering and Environment regarding options for the salvage or recycling of all demolition materials.</p>		
September 17, 2012	<p>"THAT the staff report regarding the final report of GGA Management Consultants: Integrated Operational Review of Planning, Building, Engineering and Enterprise Services and the Development Review Process, dated September 17, 2012 be received;</p> <p>AND THAT staff report back with key performance and implementation indicators, comparator benchmarks and scorecard targets to monitor the success of implementation of the recommendations of the final report of GGA Management Consultants."</p>	Cartwright Laird	Report planned to PBEE July 15, Council July 29
Sept 17/12	<p>THAT the Planning, Building, Engineering and Environment report 12-93, regarding Mixed-Use Nodes Urban Design Concept Plans dated September 17, 2012, be received;</p> <p>AND THAT Council endorse the Urban Design Concept Plans, Principles and Illustrative Diagrams for the Watson Parkway/Starwood and Paisley/Imperial mixed use nodes, included as Attachments 1A, 1B, 1C and 2A, 2B, 2C to report 12-93;</p> <p>AND THAT staff be directed to use the Urban Design Concept Plans, Principles and Illustrative Diagrams to guide the review of future development applications within these nodes.</p>	(Planning) David deGroot	<p>Not outstanding</p> <p>Not outstanding</p>
February 27, 2012	<p>"THAT the Brooklyn and College Hill Heritage Conservation District Study – Heritage Assessment Report (February 2012) be received;</p> <p>AND THAT staff be directed to proceed with the second phase of the Brooklyn and College Hill Heritage Conservation District designation process for the purposes of creating a Draft Brooklyn and College Hill Heritage Conservation District Plan and Design Guidelines according to Part V, Section 40(1) of the Ontario Heritage Act;</p> <p>AND THAT the proposed Heritage Conservation District boundary, as Attachment 1 of the report, recommended by the consultant in the Brooklyn and College Hill Heritage Conservation District Study – Heritage Assessment Report (February 2012 - Attachment 2) be acknowledged and that staff be directed to report back to Council with a final recommended Heritage Conservation District boundary during the second phase of the Brooklyn and College Hill Heritage Conservation District designation process;</p> <p>AND THAT staff report back to the April 16, 2012 meeting of the Planning, Building, Engineering and Environment Committee to present a timeline to address the outstanding boundary issues;</p> <p>AND THAT staff report back to the April 16, 2012 meeting of the Planning, Building, Engineering and Environment Committee on a proposed public consultation program to be</p>	Stephen Robinson (Planning)	Completed

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	carried out as part of the second phase of the Heritage Conservation District designation process."		
February 21, 2012	"THAT report 12-14 dated February 21, 2012, from the Planning & Building, Engineering and Environment entitled Draft Urban Forestry management Plan be received;  AND THAT when staff report back to the Planning & Building, Engineering and Environment Committee with the final recommended Urban Forest Management Plan, they also address the appropriate timing to address the recommendation of the 2011 Canopy Coverage Study to conduct further analysis of a target to achieve the 40% tree canopy coverage established in Official Plan Amendment 42."	Rory Barr Templeton (Planning)	Completed. Final UFMP Report received by Council October 2012.
February 21, 2012	"THAT the Report dated February 21, 2012, regarding the Joint Operational Review that is being conducted for Economic Development, Planning, Building and Engineering Services be received; AND THAT as part of the Economic Development, Planning, Building and Engineering Services Joint Operational Review, staff develop a set of performance indicators to establish a baseline and dashboard to serve as a framework for regular reporting to Council on the performance of the development approvals process (including Economic Development, Planning, Engineering and Building Services."	Cartwright Laird	See <b>September 17, 2012</b>  Completed
December 12, 2011	"THAT Committee Report No. 11-104, dated December 12, 2011 from Planning & Building, Engineering and Environment regarding the Guelph Innovation District Secondary Plan Preferred Design be received;  AND THAT the Guelph Innovation District Secondary Plan Preferred Design report be referred to the January 16, 2012 Council Planning meeting for consideration;  AND THAT staff meet with the stakeholders who have outstanding concerns at this point in time and include in the report the response to the concerns for the January 16th meeting."	Joan Jylanne (Planning)	Completed. <ul style="list-style-type: none"> <li>▪ Jan.16/12 Council Planning meeting canceled;</li> <li>▪ Report went to Council Jan.30/12;</li> <li>▪ Meetings with stakeholders held.</li> </ul>
December 7, 2011	THAT staff be directed to consider the resources needed in order to serve the capital projects for 2013 with respect to parks and trails."	(Finance)	Completed. Dealt with by Finance and CSS through the 2012 and 2013 budgets; extra staff were added during both budget cycles to address shortfalls.
May 24, 2011	"THAT staff be directed to review the proposal submitted by Earthartist Planning and Design on behalf of the owner, with respect to the potential redevelopment of 501 Wellington Street West and report back to the Corporate Administration, Finance & Emergency Services Committee on Development opportunities of this area."	(Planning)	Completed. Addressed through OP Update Phase 3 - OPA 48 (refer to January 30, 2012 staff report, comment/response table, item 34).
April 4, 2011	"THAT the matter of the 151, 205 and 251 Clair Road East (Dallon, Phase 1) – Proposed Draft Plan of Subdivision and Zoning By-law Amendment be referred back to the Environmental Advisory Committee for their recommendations regarding the recommended width and location of the corridor and whether any studies are required to make their determinations;	(Planning)	Completed. Council approved the development in Q-4 2012.



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	<p>AND THAT staff report back to Council as soon as possible with their recommendations;</p> <p>AND THAT the issue of the width of the buffer along the property to the east of 151, 205 and 251 Clair Road East (Dallon, Phase 1) be referred to staff in conjunction with the migration (wildlife) corridor matter;</p> <p>AND THAT staff report back to Council as soon as possible."</p>		
March 28, 2011	<p>"THAT the Planning &amp; Building, Engineering and Environment Report 11-24, regarding a recommendation to initiate the Heritage Conservation District Designation Process for the Brooklyn and College Hill area pursuant to Part V, Section 40(1) of the Ontario Heritage Act, dated March 21, 2011, be received;</p> <p>AND THAT Council direct staff to initiate the Heritage Conservation District Designation Process for the Brooklyn and College Hill area pursuant to Part V, Section 40(1) of the Ontario Heritage Act;</p> <p>AND THAT staff be directed to retain services of a consultant to undertake the Heritage Conservation District Designation process in accordance with defined terms of reference to be prepared by staff at an upset limit of \$90,000;</p> <p>AND THAT if there are any unspent funds at the conclusion of this process, they be set aside for funding the next heritage district project to come forward;</p> <p>AND THAT staff be directed to report back to Council at key decision making points in the Heritage Conservation District Designation process as identified in Attachment 6 of the report."</p>	Stephen Robinson (Planning)	Completed
March 21, 2011	<p>"THAT the Planning &amp; Building, Engineering and Environment Report 11-25, regarding the Four Year Heritage Work Plan, dated March 231, 2011, be referred back to staff;</p> <p>AND THAT staff report back at the next committee meeting with appropriate revisions if required as a result of decisions made at the Council meeting of March 28, 2011 with respect to work on the Heritage Conservation District Designation for Brooklyn and College Hill."</p>	(Planning)	Completed
February 28, 2011	<p>"THAT Planning, Engineering and Environmental Services Report 11-11, dated February 22, 2011 regarding requests for financial assistance pursuant to the City of Guelph Brownfield Redevelopment Community Improvement Plan for the property known municipally as 139 Morris Street be received;</p> <p>AND THAT the request for financial assistance made by 139 Morris Street Ltd. under the Environmental Study Grant program pursuant to the Brownfield Redevelopment Community Improvement Plan for the property known municipally as 139 Morris Street, in an amount up to 50% of the cost of the Phase 2 Environmental Site Assessment or to an upset total of \$10,000 and up to 50% of the cost of a Remedial Work Plan, if necessary, to an upset total of \$10,000 upon the completion of a Phase 2 Environmental Site Assessment, be approved;</p>	(Planning)	Completed. An Environmental Study Grant agreement was executed April 29, 2011. (Note: The Phase 2 Environmental Site assessment has been completed to the City's satisfaction and \$10,000 was paid to 139 Morris Street Ltd. in March 2012.

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	AND THAT staff be directed to proceed with the finalization of Environmental Study Grant Agreement with 139 Morris Street Ltd. or any subsequent owner to the satisfaction of the General Manager, Building and Planning Services and the City Solicitor; AND THAT the Mayor and Clerk be authorized to sign the Environmental Study Grant Agreement."		The proponent has not yet completed a remedial work plan but we understand that he intends to.)
January 17, 2011	"THAT Council direct staff to issue notice to the public of a proposed amendment to By-law (2003)-17260 as prescribed under the Ontario Heritage Act to reduce the amount of real property to be associated with the designated heritage property at 341 Forestell Road, as indicated in Planning, Engineering and Environmental Services report 11-08 dated January 17, 2011."	(Planning)	Completed. The requirements of the Ontario Heritage Act have been met.
December 13, 2010	<p>"THAT Report 10-86 regarding a Proposed Draft Plan of Residential Subdivision and associated Zoning By-law Amendment applying to property municipally known as 150 Eastview Road, City of Guelph, from Planning, Engineering and Environmental Services dated December 13, 2010, be received;</p> <p>AND THAT the application by J. L. Cox Planning Consultants Limited on behalf of Guelph Grangehill Developments Limited for approval of a Proposed Draft Plan of Residential Subdivision, as shown on Schedule 3, applying to property municipally known as 150 Eastview Road, and legally described as Part Lot 3, Concession 5, Div 'C', City of Guelph, be approved, subject to the conditions outlined in Schedule 2 of the Planning, Engineering and Environmental Services Report 10-86 dated December 13, 2010;</p> <p>AND THAT the application by J. L. Cox Planning Consultants on behalf of Guelph Grangehill Developments Limited for a Zoning By-law Amendment from the UR (Urban Reserve) Zone to the R.1D (Single Detached Residential) Zone, the R.2 (Residential Duplex/Semi-Detached) Zone, the R.3B (On-Street Townhouse) Zone, a Specialized R.3B-? (On-street Townhouse) Zone, a Specialized R.4A-? (Residential Apartment) Zone, the P.2 (Neighbourhood Park) Zone, the P.1 (Conservation Land) zone and the WL (Wetland) Zone affecting the property municipally known as 150 Eastview Road, and legally described as Part Lot 3, Concession 5, Div 'C', City of Guelph, be approved in the form outline in Schedule 2 of the Planning, Engineering and Environmental Services Report 10-86 dated December 13, 2010;</p> <p>AND THAT in accordance with Section 34 (17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed zoning by-law amendment affecting 150 Eastview Road (File ZC0703) as set out in Report 10-86 from Planning, Engineering and Environmental Services dated December 13, 2010;</p> <p>AND THAT staff be directed to explore the City's continued interest in facilitating district energy in this development and report back to Council."</p>	(Planning)	<p>Completed. District Energy determined not to be feasible by Corporate Energy office. (This was reported to Council by Memo from Rob Kerr attached to Report 10-86)</p> <p>Completed.</p>
September 27, 2010	"THAT consideration be given to developments that fit within the City's Community Energy Initiative goals when preparing the development priority plan."	(Planning)	Ongoing annual direction.
September 27, 2010	"THAT the Planning, Engineering and Environmental Services Report 10-68, dated September 20, 2010, pertaining to the proposed Conditions of Approval for fencing and	(Planning)	Completed. Condition now included in Conditions of

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	<p>trail notification to new homes buyers in all future subdivisions, be received;</p> <p>AND THAT the proposed Conditions of Approval for fencing and trail notification to new home buyers in all future subdivisions attached as Appendix 1 be approved;</p> <p>AND THAT staff be directed to proceed with the implementation of the proposed Conditions of Approval for fencing and trail notification to new home buyers in all future subdivisions where fencing and trails are planned.</p>		Approval.
September 7, 2010	<p>"THAT staff be directed to investigate the feasibility of imposing set fines for illegal lodging houses and/or accessory apartments and report back to the Community Development and Environmental Services Committee;</p> <p>AND THAT staff clarify the process and/or procedure followed by the City upon being made aware of an illegal housing unit;</p> <p>AND THAT staff advise Council on the current process for ensuring are legal housing units within the City and provide recommendations to enhance enforcement."</p>	(Planning) Joan Jylanne	Completed. See resolutions in Information Report February 24, 2011 entitled "Shared Rental Housing Enforcement". The use of set fines was not seen as appropriate.
September 7, 2010	<p>THAT Report 10-94 dated September 7, 2010 regarding proposed amendments to Zoning By-law Number (1995)-14864 from Planning, Engineering and Environmental Services, dated September 7, 2010, be received;</p> <p>AND THAT a 100 metre minimum separation distance be required between new Lodging Houses <b>and</b> Buildings containing Accessory Apartments with six (6) or more bedrooms within the Building to ensure reciprocity between Lodging Houses and Buildings with an Accessory Apartment with six (6) or more bedrooms;</p> <p>AND THAT Section 4.25.2.2 of Schedule 4 of the Proposed Zoning By-law report be deleted to eliminate the requirement that Lodging Houses shall be limited to one kitchen;</p> <p>AND THAT Section 4.15.1.2 of Schedule 4 be amended to add 'and a Semi-Detached Dwelling';</p> <p>AND THAT the definition of "accessory apartment" in Section 5 of Schedule 4 of the proposed zoning by-law amendment to include Semi-Detached Dwelling;</p> <p>AND THAT Section 4.13.4.3 "remove parking reference "Semi-Detached Dwelling with an Accessory Apartment - 3 minimum required Parking Spaces" be deleted and that the current parking provisions of the zoning by-law remain in place;</p> <p>AND THAT all other associated amendments resulting from the inclusion of Semi-Detached Dwellings be made to Schedule 4 and the Proposed Zoning Definitions with the By-law;</p> <p>AND THAT the City-initiated amendments to the Zoning By-law be approved in accordance with the regulations set out in Schedule 4, as amended, of Planning, Engineering and Environmental Services Report 10-94, dated September 7, 2010;</p>	(Planning) Todd Salter	<p>Completed. All matters related to the zoning by-law have been completed. Zoning by-law rescinded in early 2012.</p> <p>Licensing by-law work underway.</p> <p>Directions report regarding a comprehensive licensing program went to PBEE Committee in February 2013.</p> <p>Cost/benefit analysis report going to July 15 to PBEE, July 29 to Council.</p>



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	AND THAT, further to the work plan considered by Council in May 2010, staff continue to conduct public consultation on the preparation of the Licensing By-law pertaining to Lodging Houses and Two-Unit Houses and that the directions and details of a comprehensive licensing program be brought forward to Council for consideration."		
August 30, 2010	<p>"THAT Planning, Engineering and Environmental Services Report 10-87, dated August 23, 2010 regarding a request for Tax Increment – Based Grant pursuant to the City of Guelph Brownfield Redevelopment Community Improvement Plan for the property known municipally as 5 Arthur Street South be received;</p> <p>AND THAT the request by Arthur EMPC Four Limited under the Tax Increment-Based Grant program pursuant to the Brownfield Redevelopment Community Improvement Plan for the property known municipally as 5 Arthur Street South be approved to an upset total of \$3,389,000 subject to the program details set out in Attachment B;</p> <p>AND THAT staff be directed to proceed with the finalization of a Tax Increment-Based Grant Agreement with Arthur EMPC Four Limited to the satisfaction of the General Manager of Planning and Building Services and City Solicitor;</p> <p>AND THAT the Mayor and Clerk be authorized to sign the Tax Increment-Based Grant Agreement;</p> <p>AND THAT Council approve a modification to the terms and conditions of the Tax Assistance During Rehabilitation Program for 5 Arthur Street South, extending the time frame in which the Owner has to submit a Record of Site Condition before repayment of municipal tax assistance from 3 to 5 years."</p>	(Planning)	Completed.
July 27, 2010	<p>"THAT Report 10-71 dated July 27, 2010 from Planning, Engineering and Environmental Services regarding Official Plan Amendment No. 42 be received;</p> <p>AND THAT Official Plan Amendment No. 42, initiated by the City of Guelph, to incorporate comprehensive Natural Heritage System policies, mapping and associated definitions, be adopted in accordance with Attachment 1 – Official Plan Amendment 42;</p> <p>AND THAT Council declare to the Minister of Municipal Affairs and Housing that Official Plan Amendment No. 42 meets the requirements of Section 26 of the Planning Act in that it conforms with the Growth Plan for the Greater Golden Horseshoe, has regard to matters of Provincial interest, and is consistent with the 2005 Provincial Policy Statement;</p> <p>AND THAT the City of Guelph made an immediate request to the Province to add the publicly owned lands along the Eramosa and Speed Rivers to the Ontario Greenbelt."</p>	(Planning)	Completed.
July 26, 2010	<p>"THAT Report 10-77 dated July 19, 2010 from Planning, Engineering and Environmental Services regarding the Updated Private Tree By-law, be received;</p> <p>AND THAT the provisions of the Private Tree By-law dealing with Regulated Trees on large lot sizes (greater than 0.2 hectares) be enacted, implemented and enforced;</p>	(Planning)	Completed.

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	<p>AND THAT Council Direct staff to amend the User Fees or Charges for Services By-law as in accordance with Report 10-77;</p> <p>AND THAT the appeals to the tree by-law go to an Appeals Committee for review and recommendation to City Council."</p>		
<b>Building Services (completed)</b>			
December 17, 2012	<p>THAT Planning, Building, Engineering and Environment Report dated December 10, 2012 regarding a proposed Telecommunication Tower at 987 Gordon Street, be received;</p> <p>AND THAT, Council direct staff to issue a letter of non concurrence to Industry Canada with respect to the request for a Telecommunication Tower at 987 Gordon Street;</p> <p>AND THAT staff issue correspondence to those who submitted comments objecting to a Telecommunication Tower at 987 Gordon Street in order to notify them of the City's position and advise that the City does not have approval authority with respect to such installations.</p>	(Building) Pat Sheehy	<p>Completed, letter sent.</p> <p>Completed, letter sent.</p>
March 19, 2012	<p>"THAT the report (No. 12-33) on Building Services 2011 Annual Report from Planning &amp; Building, Engineering and Environment, dated March 19, 2012, be received;</p> <p>AND THAT staff report back on the appropriate timing of providing municipal comparator data for the Building Services' Annual Report."</p>	(Building) Bruce Poole	Completed. Municipal comparator data included in Building Services 2012 Annual Report.
May 28, 2012	<p>"THAT the report (No. 12-44) on Building By-law Revisions, New Administration Fees and Annual Increase of Building Permit Fees from Planning, Building, Engineering and Environment dated April 16, 2012, be received;</p> <p>AND THAT Council approve the proposed changes to the Building By-law, new administration fees and the attached Schedule of Permit and Administration Fees, effective June 1, 2012;</p> <p>AND THAT staff be directed to consider a fee structure in 2013 that will encourage alternative solutions that support our community energy initiative."</p>	Bruce Poole (Building)	Completed.
January 30, 2012	<p>THAT Zoning By-law Amendment Number (2010)-19076 is repealed, and staff shall take any necessary actions arising from such repeal, including taking steps to terminate the Appeals of the by-law currently before the Ontario Municipal Board;</p> <p>AND THAT staff be directed to bring forward at a subsequent Council meeting, a by-law repealing Interim Control By-law Number (2010)-19019;</p> <p>AND THAT staff be directed to proceed forthwith with development of a Shared Rental Housing Licencing program for Council's consideration, including consultation with the Ontario Human Rights Commission."</p>	(Building) Bruce Poole	<p>Completed</p> <p>Completed</p> <p>Staff proceeding with development of license program in consultation with OHRC.</p>
January 30, 2012	"THAT By-law Number (2005)-17771 and its amendments being By-law Numbers (2006)-18027, (2007)-18312, (2009)-18740, (2009)-18788, (2010)-19006, (2011)-19216, (2011)-19308, (2011)-19240 be repealed;	(Building) Bruce Poole	Completed

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<b>Date</b>	<b>Resolution</b>	<b>Contact/Dept</b>	<b>Status</b>
	<p>AND THAT Council approve and enact the By-law to be known as the Building By-law;</p> <p>AND THAT staff report back to the Planning &amp; Building, Engineering and Environment Committee in May with recommendations regarding:</p> <ul style="list-style-type: none"> <li>making the Code of Conduct for Building Officials more accessible to the members of the public; and</li> <li>establishing a formal process for complaints falling under the Code of Conduct for Building Officials;</li> </ul> <p>AND THAT staff include a summary of complaints addressed through this process in their annual report."</p>		
February 22, 2011	<p>"THAT staff be directed to report back to committee with a report showing the five year trend that will show:</p> <ul style="list-style-type: none"> <li>A list of requested variances separated by the type of variance;</li> <li>A breakdown of the consents provided;</li> <li>A breakdown of the Ontario Municipal Board hearings and orders;</li> </ul> <p>AND THAT a cost recovery analysis be provided within the report for 2012"</p>	(Building)	Completed. Reported in C of A 2011 Annual Report.
September 7, 2010	THAT staff bring forward a budget package for proactive enforcement of the Zoning By-law for the 2011 budget process including an expansion package for Fire Inspection Officers."	(Building) Bruce Poole	Completed
<b>Engineering Services (completed)</b>			
June 4, 2013	That the tender from Cox Construction Limited be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-1306 for Victoria Road South Reconstruction between MacAlister Boulevard and Stone Road East for a total tendered price of \$1,965,242.01 with actual payment to be made in accordance with the terms of the contract.	(Engineering) Brad Hamilton	Completed.
March 25, 2013	That the tender of Coco Paving be accepted and that the Mayor and Clerk be authorized to sign the agreement for Contract 2-1301 for the Annual Asphalt Contract for a total tendered price of \$ 3,827,310.00 with actual payment to be made in accordance with the terms of the contract.	(Engineering) Grant Ferguson	Completed.
March 18, 2013	That staff be directed to proceed with the Stormwater Funding Study by issuing the terms of reference for the consultant engineering assignment.	(Engineering) Don Kudo	Completed. Terms of Reference approved and RFP issued.
February 25, 2013	<ol style="list-style-type: none"> <li>That the Council Report entitled "Guelph Cycling Advisory Committee", dated February 25, 2013, be received.</li> <li>That Council authorize the dissolution of the Guelph Cycling Advisory Committee (GCAC) and that committee members be notified and thanked for their service to the community.</li> </ol>	(Engineering) Jennifer Juste	Completed.
February 25, 2013	<ol style="list-style-type: none"> <li>That the Planning, Building, Engineering and Environment report dated February 19, 2013, and entitled "Greater Toronto Area West Corridor Environmental Assessment Study" be received.</li> <li>That the City of Guelph advise the Ontario Ministry of Transportation (MTO) in regard to the Transportation Development Strategy proposed by the GTA West Corridor EA</li> </ol>	(Engineering) Rajan Philips	Completed. Letter sent.

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Date	Resolution	Contact/Dept	Status
	<p>Study, as follows:</p> <p>2.a) That the City of Guelph supports the Group #1 (Optimize Existing Networks) and Group #2 (New/Expanded Non-Road Infrastructure) elements of the Transportation Development Strategy for the GTA West Corridor;</p> <p>2.b) That the City of Guelph requests the Ministry of Transportation to implement Group 1 and Group 2 recommendations, including the expansion of GO Transit service west of the GTA, prior to commencing the proposed highway expansions.</p> <p>2(c) That the City of Guelph appreciates the need for widening 400-series highways in the GTA and for identifying a new corridor within the GTA, as well as the concerns about extending a new corridor through the Niagara Escarpment.</p> <p>3. That the Council Resolution and this report be circulated with a letter from the Mayor to the Minister of Transportation, Member of Provincial Parliament for Guelph, the County of Wellington and the Region of Waterloo.</p>		Completed. Letter sent.
December 17, 2012	<p>THAT Council authorize staff to submit an Expression of Interest to the Ontario Ministry of Agriculture, Food and Rural Affairs with respect to Municipal Infrastructure Investment Initiative - Capital Program for the replacement of the Niska Road Bridge, with the removal of the reference to two lanes in the application.</p> <p>AND THAT Council authorize staff to confirm to the Ontario Ministry of Agriculture, Food and Rural Affairs that the City's Sustainable Infrastructure Report dated September, 2012 is a comprehensive asset management plan pertaining to transportation, water, wastewater and stormwater systems that includes all of the information and analysis that is described in <i>Building Together: Guide for Municipal Asset Management Plans</i>, is in place or committed to be developed by December 31, 2013.</p>	(Engineering)	Completed
September 27, 2011	AND THAT staff report back on the feasibility of installing a sidewalk on Woodlawn Road West, west of the Home Depot.	(Engineering) Rick Henry	Completed. Reported back through 2013 budget process and directed by Council to include funding for active transportation in the 2014-2022 tax supported capital forecast. (see Dec.5/12)
June 27, 2011	<p>"THAT the Planning &amp; Building, Engineering and Environment report dated June 20, 2011, regarding the proposed Stormwater Management Master Plan be received;</p> <p>AND THAT the Stormwater Management Master Plan as outlined in this Report, be approved as the framework for implementing the projects and programs identified in the Master Plan;</p> <p>AND THAT staff be authorized to complete the Municipal Class Environmental Assessment process as required, and include specific Master Plan projects and programs in future Capital Budgets for Council approval prior to implementation as outlined in this Report;</p> <p>AND THAT staff be authorized to prepare the Terms of Reference to undertake a "Stormwater Use Pay Feasibility Study", as a potential future funding source for storm</p>	(Engineering) Rajan Philips	Completed. Terms of Reference Approved by Council March 25, 2013.

Planning, Building, Engineering and Environment  
**Council/Committee Completed Motions**  
**ATTACHMENT 2**

Date	Resolution	Contact/Dept	Status
	water infrastructure in Guelph, as recommended in the Master Plan and outline in this report, and that the draft Terms of Reference be considered by Council for approval at a future meeting, prior to release."		
November 22, 2010	THAT the Mayor and Clerk be authorized to sign individual Municipal Access Agreements with Union Gas, Bell Canada, Telus, Rogers Cable and Atria Networks, as described in the Planning, Engineering and Environmental Services report dated November 22, 2010."	(Engineering)	Completed.
September 27, 2010	"THAT the Mayor and Clerk be authorized to sign an agreement between The Corporation of the City of Guelph and the Township of Guelph/Eramosa for the increased allocation of treatment and conveyance of wastewater capacity for the Village of Rockwood for a total of 1710 cubic metres per day, subject to the form and content of the agreement being satisfactory to the Executive Director of Planning, Engineering and Environmental Services and the City Solicitor."	Don Kudo (Engineering)	Completed.
September 27, 2010	"THAT the current membership of the Guelph Cycling Transportation Advisory Committee be maintained until completion of its mandate, and that staff report to Council in the new year with recommendation relating to a longer term mandate and composition for the committee."	(Engineering)	Completed. Council report February 2013.
<b>Wastewater Services (completed)</b>			
September 27, 2010	"THAT the Mayor and Clerk be authorized to sign an agreement with H2Ontario Inc. for facility expansions at the Wastewater Treatment Plant, including a septage receiving station, vacuum truck unloading bay, and dechlorination building, for a total tendered price of \$1,850,940 (13% HST included), with actual payment to be made in accordance with the terms of the contract."	(Wastewater)	Project completed.
<b>Water Services (completed)</b>			
February 4, 2013	That staff seek leave to appeal, pursuant to Section 38 of the Ontario Environmental Bill of Rights, the decision by the Directory, Ministry of the Environment, to issue Amended Permit to Take Water (Groundwater) No. 5080-8TAKK2, dated January 25, 2013, which permit was issued to River Valley Developments Inc. related to the quarry locally known as Dolime.	(Water Services) Dave Belanger	Completed
November 5, 2012	THAT Guelph City Council appoint the General Manager of Water Services as the City's representative on the Lake Erie Region Source Protection Committee; AND THAT Guelph City Council appoint the Risk Management Official as the City's representative on the Lake Erie Region Source Protection Committee following Council's consideration of the appointment of a Risk Management Official during the 2013 Budget deliberation process.	(Water Services) Peter Busatto	Completed
September 19, 2011	"THAT the Planning & Building, Engineering and Environment report, dated September 19, 2011 entitled <u>Dolime Quarry Expansion - Aggregate License Amendment</u> , be received; AND THAT staff continue to work with MOE/MNR staff to seek resolution to the City's concerns."	(Water Services) Dave Belanger	Work with MOE is ongoing.
October 24, 2011	"THAT the Planning & Building, Engineering and Environment report 11-93 dated October 17, 2011 entitled <u>Draft City of Guelph Source Water Protection Policies and Pre-Consultation</u> be received;  AND THAT Council authorize staff to conduct Pre-Consultation on the proposed policy directives contained in the Draft Guelph Specific Policy Discussion Paper;	Dave Belanger (Water) Young (Planning)	Completed. Council endorsed recommended Guelph-specific policies in June 2012.



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**Council/Committee Completed Motions**  
**ATTACHMENT 2**

Date	Resolution	Contact/Dept	Status
	AND THAT staff report back to Council on the findings of the pre-consultation and recommend final Guelph specific source water protection policies for endorsement and submission to the Lake Erie Source Protection Committee (LESP) for inclusion in the Grand River Source Protection Plan."		
September 26, 2011	"THAT the City present a detailed technical response regarding the Dolime to the responsible regulatory agencies and Ms. Liz Sandals, Guelph MPP;  AND THAT the Mayor write a letter outlining the City's concerns and requests a meeting with the Minister of the Environment and Minister of Natural Resources, providing a copy to Liz Sandals, Guelph MPP and Mr. Gord Miller, Environmental Commissioner."	(Water Services) Dave Belanger	Completed.
September 26, 2011	"THAT the Planning & Building, Engineering and Environment report dated September 29, 2011 entitled <u>Efficient Home Visit Pilot Program</u> be received;  AND THAT Council authorize the Executive Director of Planning & Building, Engineering and Environment to execute an agreement for \$43,750 with Guelph Environmental Leadership (GEL) for delivery of the Efficient Home Visit Pilot Program, subject to the satisfaction of the Executive Director of Planning & Building, Engineering and Environment and the City Solicitor;  AND THAT staff be directed to report back to the Planning & Building, Engineering and Environment as a part of the annual Water Conservation Program Progress Report on program participation and water savings achieved through the Efficient Home Visit Pilot Program."	(Water Services) Wayne Galliher	Program has been completed-Report provided to Council in September 2012.  Completed.
May 16, 2011	"THAT the endorsement of the Water Services' Operational Plan be deferred;  AND THAT staff arrange an information session for Council members regarding the water services operational plan."	Brigitte Roth (Water)	<ul style="list-style-type: none"> <li>▪ Information Session held for Council Sept.20/11;</li> <li>▪ Resolution passed endorsing plan Oct.24/11</li> </ul>
April 18, 2011	"THAT the Chair of the Planning & Building, Engineering and Environment Committee consult with staff with respect to correspondence received by Council members regarding a proposed 2.316 acre open-pit quarry in North Dufferin County with implications for the Grand River system/water security in Guelph."	Dave Belanger (Water) Janet Laird	<ul style="list-style-type: none"> <li>▪ Resolution passed April 26, 2011;</li> <li>▪ Resolution passed June 27, 2011 "</li> </ul>
February 28, 2011	"THAT Council, as the Owner of the City of Guelph drinking water system, endorse the Lead Reduction Plan, as required by Ontario Regulation 170/03;  AND THAT Council approve the Private Lead Service Line Replacement Grant Program as a key component of the Lead Reduction Strategy;  AND THAT Council approve the Water Filter Rebate Program as the interim measure to ensure the City's compliance with the near term lead reduction requirements outlined in Ontario Regulation 170/03;  AND THAT Council authorize the Executive Director of Planning, engineering, and Environmental Services and the City Solicitor to make administrative amendments to the Private Lead Service Line Replacement Grants Program and Water Filter Rebate Program as may be required to ensure the effectiveness of these programs in supporting the Lead	(Water) 13.122.002	All clauses are completed or being completed.

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**Council/Committee Completed Motions**  
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<b>Date</b>	<b>Resolution</b>	<b>Contact/Dept</b>	<b>Status</b>
	Reduction Plan;  AND THAT Water Services staff provide annual reporting to Council and the community on the progress of the Lead Reduction Strategy that includes outcomes for the investment made in the program."		
January 31, 2011	"THAT the Conservation and Efficiency Program be referred to staff to review and report back on returns on rebates in their annual report to Council."	Wayne Galliher (Water)	Completed. Reported through the Conservation Program annual reports.
September 27, 2010	"THAT the report of the Executive Director of Planning, Engineering and Environmental Services, dated September 20, 2010 entitled 'Blue Built Home - New Home Water Efficiency Labeling Pilot Program', be received;  AND THAT Council authorizes and approves in principle the Blue Built Home Pilot Program Terms and Conditions, included as Attachment A to the report;  AND THAT Council authorizes the Executive Director of Planning, Engineering and Environmental Services to approve and execute related documents, including agreements, if any, required to implement to the Blue Built Home Pilot Program, subject to the satisfaction of the Executive Director of Planning, Engineering and Environmental Services and the City Solicitor;  AND THAT Council authorizes the adoption and use of the Blue Built Home Logos for the Blue Built Home - Water Efficiency Standards Pilot Program, included as Attachment B to the report;  AND THAT staff be directed to report back to the Community Development and Environmental Services Committee as a part of the annual Water Conservation Program Progress Report on program participation and water savings achieved through the Blue Built Home Pilot Program."	(Water)	All clauses are completed or are being completed as required.
May 25, 2010	"THAT the report of the Director of Environmental Services dated May 17, 2010 entitled 'Approval of Water and Wastewater Long-Range Financial Plan 017-031 (2010) as Required Under Ontario Regulation 453/07' be received;  AND THAT Council, as the owner of the Guelph municipal drinking water system, approve the Water and Wastewater Long-Range Financial Plan 017-301 (2010) in compliance with Ontario Regulation 453/07;  AND THAT staff submit the Water and Wastewater Long-Range Financial Plan 017-301 (2010) to the Province by July 1, 2010 in compliance with Ontario Regulation 453/07;  AND THAT the Water and Wastewater Long-Range Financial Plan be updated annually and included in the annual Water and Wastewater User Pay budgets presented to Council."	(Water) Peter Busatto	All actions in clauses have and are being completed.
April 16, 2007	THAT the information report with respect to the Waterworks' Combined Annual and Summary Report for 2006 be received; AND THAT staff be directed to forward this report to the Community Design and	(Water Services) Peter Busatto	Completed

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**ATTACHMENT 2**

Date	Resolution	Contact/Dept	Status
	Environmental Services Committee the first year of each new term.		
<b>Solid Waste Resources (completed)</b>			
December 5, 2012	That a new user fee for Cart Exchange not be introduced at this time, and that the operating budget be increased by \$75,000.	(Solid Waste) Dean Wyman	Completed
December 5, 2012	That the matter of a grace period for the cart exchange program be referred to Committee for consideration.	(Solid Waste) Dean Wyman	Completed
November 28, 2011	"THAT the matter of investigating Council's authority to require that all recyclable construction and demolition waste material in the City of Guelph be diverted from landfill be referred to the Planning & Building, Engineering and Environment Committee of Council."	Councillor Piper 14.131.001	Completed – Report submitted to Dec.10 PBEE (Salter/ Wyman)
September 27, 2010	"THAT the Mayor and Clerk be authorized to enter into a contract with a company within the AIM Environmental Inc. to operate and maintain the City's Organic Waste Processing Facility (OWPF), subject to the satisfaction of the Executive Director of Planning, Engineering and Environmental Services and the City Solicitor."	Dean Wyman (Solid Waste)	Completed.
September 27, 2010	"THAT the Mayor and Clerk be authorized to enter into a contract with the Continuous Improvement Fund (CIF) under Waste Diversion Ontario (WDO) to enable the City of Guelph to receive a grant of \$118,399 to perform energy updates to the Materials Recovery Facility, subject to the satisfaction of the Executive Director of Planning, Engineering and Environmental Services and the City Solicitor;  AND THAT funding from the approved 2010 Solid Waste Resources Equipment Replacement budget be reallocated to cover the City share of this project."	Dean Wyman (Solid Waste)	Completed.
September 27, 2010	"THAT the Mayor and Clerk be authorized to enter into a contract with Stewardship Ontario to fund the full cost of the operation of the City's Household Hazardous Waste Facility, subject to the satisfaction of the Executive Director of Planning, Engineering and Environmental Services;  AND THAT, based on the funding received from Stewardship Ontario, the operation hours and staffing levels of the Household Hazardous Waste Facility be returned to 2009 levels."	Dean Wyman (Solid Waste)	Completed.
August 30, 2010	"THAT the report of the Executive Director of Planning, Engineering and Environmental Services concerning conversion of the curbside waste collection program be received;  AND THAT staff's recommendation to convert the curbside waste collection program from a manual plastic bag collection program to a fully-automated cart collection program (Alternative 1, 3 bins) for the recyclables and waste streams commencing in 2012 be approved;  AND THAT the 2010-2014 capital budget and forecast be amended to reflect the additional cost of carts and waste packer trucks commencing in 2011;  AND THAT debenture funding for the curbside carts to a maximum of \$5.2 million be approved and incorporated into the City's annual repayment limit (ARL);  AND THAT the internal borrowing from the Vehicle and Equipment Replacement Reserve Fund to a maximum of \$4 million for the purchase of 15 waste packer trucks be approved;	Dean Wyman (Solid Waste)	Completed.



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**Council/Committee Completed Motions**  
**ATTACHMENT 2**

Date	Resolution	Contact/Dept	Status
	AND THAT the Mayor and Clerk be authorized to enter into an agreement with Waste Diversion Ontario to receive a Continuous Improvement Fund (CIF) grant of \$1,335,519, subject to the satisfaction of the Executive Director of Planning, Engineering and Environmental Services and the City Solicitor."		
May 25, 2010	<p>"THAT the report of the Director of Environmental Services concerning conversion to a cart-based curbside waste collection system for organic waste be approved;</p> <p>AND THAT staff be directed to convert the method of collection of organic waste to a cart-based system and advise the Ministry of Environment accordingly;</p> <p>AND THAT staff report back to Council in June 2010 with recommendations on the preferred alternative to modifying the City's waste collection system to facilitate cart-based collection."</p>	(Solid Waste) Dean Wyman	Completed.
April 26, 2010	<p>"THAT the Mayor and Clerk be authorized to enter into a contract with The Greening Canada Fund and L21 Financial Solutions to sell Greenhouse Gas Credits, subject to the satisfaction of the Director of Corporate Services/ City Solicitor and the Director of Environmental Services;</p> <p>AND THAT the funds from the sale of Green House Gas (GHG) credits in 2010 be used to fund infrastructure replacements/site upgrades associated with improving and securing the Eastview Landfill Methane Collection system with the balance used to reduce the tax-supported operating budget;</p> <p>AND THAT staff report back to Council following Phase 2."</p>	(Solid Waste) Bill Shields	Completed.