

COMMITTEE AGENDA



TO **Public Services Committee**

DATE Monday, October 5, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES - Public Services Committee September 9, 2015 open meeting minutes

OPEN MEETING

PRESENTATIONS (Items with no accompanying report)

- a) Support for Vulnerable Seniors in Guelph Wellington – Tiffany Symes, Vulnerable Senior Community Service Lead
- b) Wellington Guelph Drug Strategy Presentation – Adrienne Crowder, WGDS Manager
- c) Guelph Neighbourhood Support Coalition Annual Report – Brenda Johnson. Executive Director, GNSC

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 Public Services Committee Consent Agenda will be approved in one resolution.

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
PS-2015.30 Land Ambulance Response Time Performance Plan for 2016	Shawn Armstrong, General Manger, Emergency Services/Fire Chief Stephen Dewar, EMS Chief		✓
PS-2015.31 Goose Management Strategy			
PS-2015.32 Urban Forest Management Plan – Status Update			

PS-2015.33 Play Structure Replacement and Maintenance			
PS-2015.34 Winter Control Program Update			
PS-2015.35 Adapted Blue Dot Movement Municipal Declaration: Right to a Healthy Environment			
PS-2015.36 City of Guelph Council Representation on the County of Wellington Social Services Committee			

Resolution to adopt the balance of the Public Services Committee Consent Agenda.

ITEMS EXTRACTED FROM THE CONSENT AGENDA

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

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

SPECIAL RESOLUTIONS

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURN

NEXT MEETING: November 2, 2015

**Public Services Committee Meeting
Wednesday, September 9, 2015 at 5:00 p.m.
City Hall Council Chambers**

Attendance

Members: Chair C. Downer
Mayor M. Guthrie
Councillor C. Billings

Councillor J. Gordon
Councillor A. Van Hellemond

Councillors: Councillor B. Bell
Councillor M. Salisbury

Staff: Mr. D. Thomson, Deputy CAO, Public Services
Ms. C. Clack, General Manager, Culture, Tourism and Community Investments
Mr. R. Keller, General Manager, Operations
Mr. S. Armstrong, General Manager, Emergency Services/Fire Chief
Ms. K. Scott, General Manager, Parks and Recreation
Mr. A. Chapman, Program Manager, Corporate Energy
Mr. N. Violin, Manager, Roads and Rights of Way
Mr. D. McMahon, Council Committee Coordinator

Call to Order (5:00 p.m.)

Chair Downer called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Billings
Seconded by Councillor Gordon

That the open meeting minutes of the Public Services Committee held on June 29 and July 6, 2015 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond
(5)

VOTING AGAINST: (0)

CARRIED

Presentations

MS. Colleen Clack introduced Angela Monkhouse who sang God Save the Queen in honour of Queen Elizabeth II becoming the longest serving British monarch.

Consent Agenda

The following items were extracted:

- PS-2015.26 Update from the Guelph Youth Council**
- PS-2015.27 Response to Outstanding Council Resolution Regarding Climate Change**
- PS-2015.28 Sidewalk Maintenance Program Update**
- PS-2015.29 Guelph Trail Master Plan Update**

Extracted Consent Items

PS-2015.26 Guelph Youth Council Update

Jenn Bucci, Youth Services Coordinator, introduced Lexis Braund, Sophie Rymill, Heather Duff and Yang Xu, Guelph Youth Council members, who presented the 2015 Guelph Youth Council Update.

- 2. Moved by Mayor Guthrie
 Seconded by Councillor Billings

- 1. That the Public Services Report # PS-15-40 "Update from the Guelph Youth Council" dated September 9, 2015 be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond (5)

VOTING AGAINST: (0)

CARRIED

- 3. Moved by Mayor Guthrie
 Seconded by Councillor Van Hellemond

- 2. That item number PS-2015.26 "Update from Guelph Youth Council" and presentation be given to Council at the September 28, 2015 meeting.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond (5)

VOTING AGAINST: (0)

CARRIED

PS-2015.27 Response to Outstanding Council Resolution Regarding Climate Change

Significant discussion occurred surrounding the proposed purpose and funding of the Climate Change Adaptation Team.

- 4. Moved by Mayor Guthrie
 Seconded by Councillor Billings

1. That the report dated September 9, 2015 and entitled "Response to Outstanding Council Resolution Regarding Climate Change" be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond
(5)

VOTING AGAINST: (0)

CARRIED

5. Moved by Mayor Guthrie
Seconded by Councillor Billings

2. That a Climate Change Adaptation Team be approved to continue to work on the integration of current and proposed initiatives that address the impacts of climate change, severe weather events and the make-up and mandate of the Climate Change Adaption Team by the end of Q4, 2015.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond
(5)

VOTING AGAINST: (0)

CARRIED

PS-2015.28 Sidewalk Maintenance Program Update

Staff clarified what the proposed funding plan contained within the Sidewalk Maintenance Program Update included versus other possible courses of action.

6. Moved by Councillor Billings
Seconded by Councillor Gordon

That the Public Services Report # PS-15-42 "Sidewalk Maintenance Program Update" dated September 9, 2015 be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond
(5)

VOTING AGAINST: (0)

CARRIED

PS-2015.29 Guelph Trail Master Plan Update

Patrick Sheridan commended staff on the work they had done to prepare the Guelph Trail Master Plan Update report and stressed the importance of trails for the Community of Guelph.

7. Moved by Councillor Gordon
Seconded by Councillor Billings

1. That the Public Services Report # PS-15-43 "Guelph Trail Master Plan Update" dated September 9, 2015 be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond
(5)

VOTING AGAINST: (0)

CARRIED

8. Moved by Mayor Guthrie
Seconded by Councillor Gordon

2. That Council endorses the "Expansion of the Royal Recreational Trail" project as submitted to the Canada 150 Community Infrastructure Program approved by the Federal Economic Development Agency of Southern Ontario in the amount of \$289,743.00 conditional on a contribution agreement between the two parties.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond (5)

VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

Derrick Thomson announced that five new fire fighters and one clerical assistant were hired for Fire and Emergency Services.

Authority to Resolve into a Closed Meeting (6:58 p.m.)

9. Moved by Councillor Billings
Seconded by Mayor Guthrie

That the Public Services Committee now hold a meeting that is closed to the public with respect to Sec. 239(2) (b) and (c) of the *Municipal Act* with respect to personal matters about identifiable individuals and proposed or pending acquisition or disposition of land by the municipality or local board.

CARRIED

Closed Meeting

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

PS-C-2015.4 Citizen Appointments to the Wellbeing Grants Allocation Panel for 2015 – 2016

PS-C-2015.5 Feasibility of Development of Brant Community Hub

Rise from Closed Meeting (7:09 p.m.)

Open Meeting (7:12 p.m.)

The chair indicated that Council received information regarding item PS-C-2015.4 and gave staff direction with regard to item PS-C-2015.5.

Adjournment (7:13 p.m.)

10. Moved by Mayor Guthrie
Seconded by Councillor Gordon

That the meeting be adjourned.

CARRIED

Dylan McMahon
Council Committee Coordinator

**PUBLIC SERVICES COMMITTEE
CONSENT AGENDA**

Monday, October 5, 2015

Members of the Public Services Committee:

SUMMARY OF REPORTS:

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

REPORTS FROM ADMINISTRATIVE STAFF

REPORT	DIRECTION
<p>PS-2015.30 LAND AMBULANCE RESPONSE TIME PERFORMANCE PLAN FOR 2016</p> <p>1. That Public Services Report # PS-15-47 "Land Ambulance Response Time Performance Plan for 2016" dated October 5, 2015, be received.</p> <p>2. That the Response Time Performance Plan (RTPP) for 2016 be set as recommended in Public Services Report # PS-15-47.</p>	Approve
<p>PS-2015.31 GOOSE MANAGEMENT STRATEGY</p> <p>1. That Council approve the creation of a Goose Management Strategy for the City of Guelph subject to funding approval in the 2016 operating budget.</p>	Approve
<p>PS-2015.32 URBAN FOREST MANAGEMENT PLAN – STATUS UPDATE</p> <p>1. That Public Services Report # PS-15-49 "Urban Forest Management Plan – Status Update" dated October 5, 2015 be received.</p>	Receive
<p>PS-2015.33 PLAY STRUCTURE REPLACEMENT AND MAINTENANCE</p> <p>1. That the Public Services Report # PS-15-50 "Play Structure Replacement" dated October 5, 2015 be received.</p>	Approve

2. That staff be directed to identify \$4,732,300 in the capital budget to address 38 play structure replacements from 2016 – 2019 to meet Canadian Safety Association requirements and updated accessibility standards.
3. That Council direct staff to allocate a minimum of \$500,000 each year in capital budget for play structure replacement and that the funds are placed in a capital reserve to sustain the play structure replacement program.

PS-2015.34 WINTER CONTROL PROGRAM UPDATE

Receive

1. That the Public Services Report # PS-15-51 "Winter Control Program Update" dated October 5, 2015 be received for information.

**PS-2015.35 ADAPTED BLUE DOT MOVEMENT MUNICIPAL
DECLARATION: RIGHT TO A HEALTHY
ENVIRONMENT**

Approve

1. That the modified Blue Dot Declaration contained within report # CAO-I-1501, "Adapted Blue Dot Movement Municipal Declaration: Right to a Healthy Environment", Appendix 4, be adopted.
2. That the Mayor, on behalf of Council, be directed to forward a copy of the Declaration to the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.
3. That the Mayor, on behalf of Council, be directed to forward a copy of the Declaration to the Prime Minister of Canada, the Premier of Ontario and federal and provincial ministers of the Environment, calling for the development of provincial and federal legislation that recognizes that all people have the right to live in a healthy environment.

**PS-2015.36 CITY OF GUELPH COUNCIL REPRESENTATION
ON THE COUNTY OF WELLINGTON SOCIAL
SERVICES COMMITTEE**

Approve

1. That Council direct the creation of a subcommittee of Council to develop governance options to potentially consider representation on the County of Wellington Social Services Committee.

attach.



**Canadian Mental
Health Association**
Waterloo Wellington
Dufferin

**Association canadienne
pour la santé mentale**
Waterloo Wellington
Dufferin

A Community Response to Support Vulnerable Seniors in Guelph Wellington

Tiffany Symes, Vulnerable Senior Community Service Lead
Jane McKinnon Wilson, Geriatric Systems Coordinator

*Presentation to Public Services Committee
October 5, 2015*

Background

- Seniors at Risk
Coordinator position
funded since 2003
- Longstanding goals of
building capacity
through education,
enhancing partnerships
and providing
consultations to support
vulnerable older adults
and victims of elder
abuse



Break the Silence.

Community Benefit Agreement

2015-2020 Shared City Objectives



Themes:

- Partnership
- Collaboration
- Consultation
- Education
- Leadership

Program Activities

- **Community/Client Consultation:**
Vulnerable Seniors Lead and Seniors at Risk
Clinical Consultant
- **Elder Abuse Networks**
 - Seniors at Risk Consultation Team
 - Regional Network - <http://www.elderabuseontario.com/>
 - County of Wellington Social Services Partnership

Activities - Continued

- **Education/Knowledge Transfer**
 - Elder Abuse Training
 - Emergency Services
 - Community Programs and Services
 - Immigrant Services Partnership
 - Safe Pathways Project – partnership with Alzheimer Society Waterloo Wellington and Guelph Police Services
- **Leadership: Network and Committee Involvement**





Reporting and Trends

- Clients Served and Direct Client Consultations
- Community Consultations
 - Goal: 15% increase by 2020 to demonstrate capacity building
- Trending of referral sources
 - Goal: Identify target services for education and support
- Community Development Activities
 - Goal: Completion of project milestones
- Education
 - Goal: 25% increase in learning of resources and/or identified topic

Thank you

Contact:

Tiffany Symes

Vulnerable Seniors Community Service Lead
Canadian Mental Health Association Waterloo Wellington Dufferin
1-844-CMHA WWD (264-2993) x 7030



WGDs

WELLINGTON GUELPH DRUG STRATEGY

City of Guelph's relationship with WGDS

- Financially, the City of Guelph has generously supported the WGDS since its inception
- City of Guelph staff play a key leadership role in supporting the WGDS and make a valuable contributions to projects
- WGDS provides resources to key local substance-related, prevention and harm reduction initiatives
- Ongoing bilateral communication of concerns, needs and challenges is key to this relationship

WGDS Work Plan, 2015

Priority Projects:

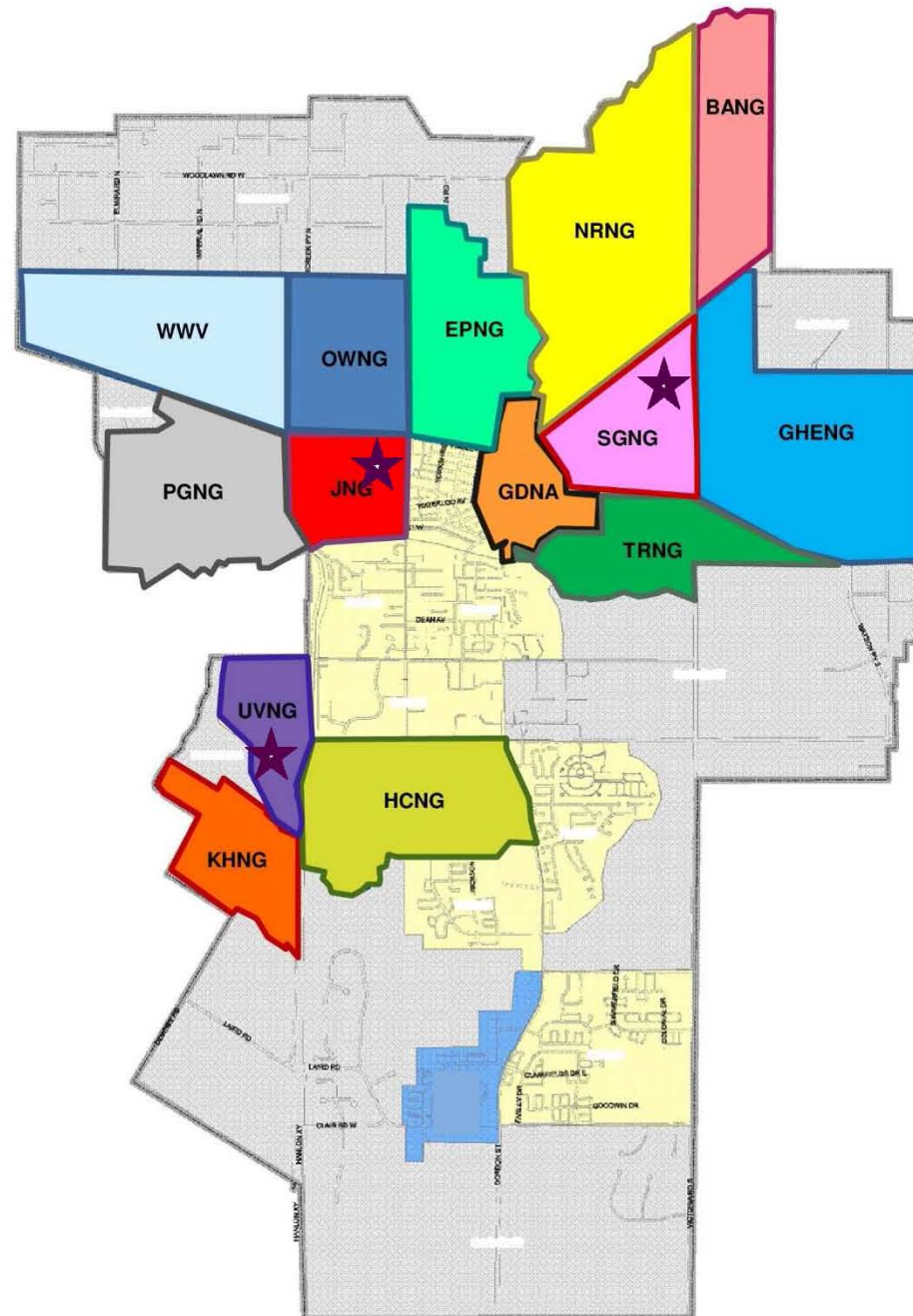
1. Community Response to Crystal Meth
2. Youth Addictions Project
3. Prescription Drug Working Group
4. Guelph Wellington DTC
5. Harm Reduction partnership with acute care facilities
6. Ongoing 4-pillar support to FASD Action Group, Strengthening Families for the Future, HSJCC, Geriatric Addiction Committee, etc.

Questions?

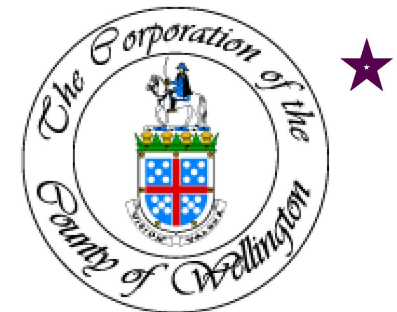
Thank you!



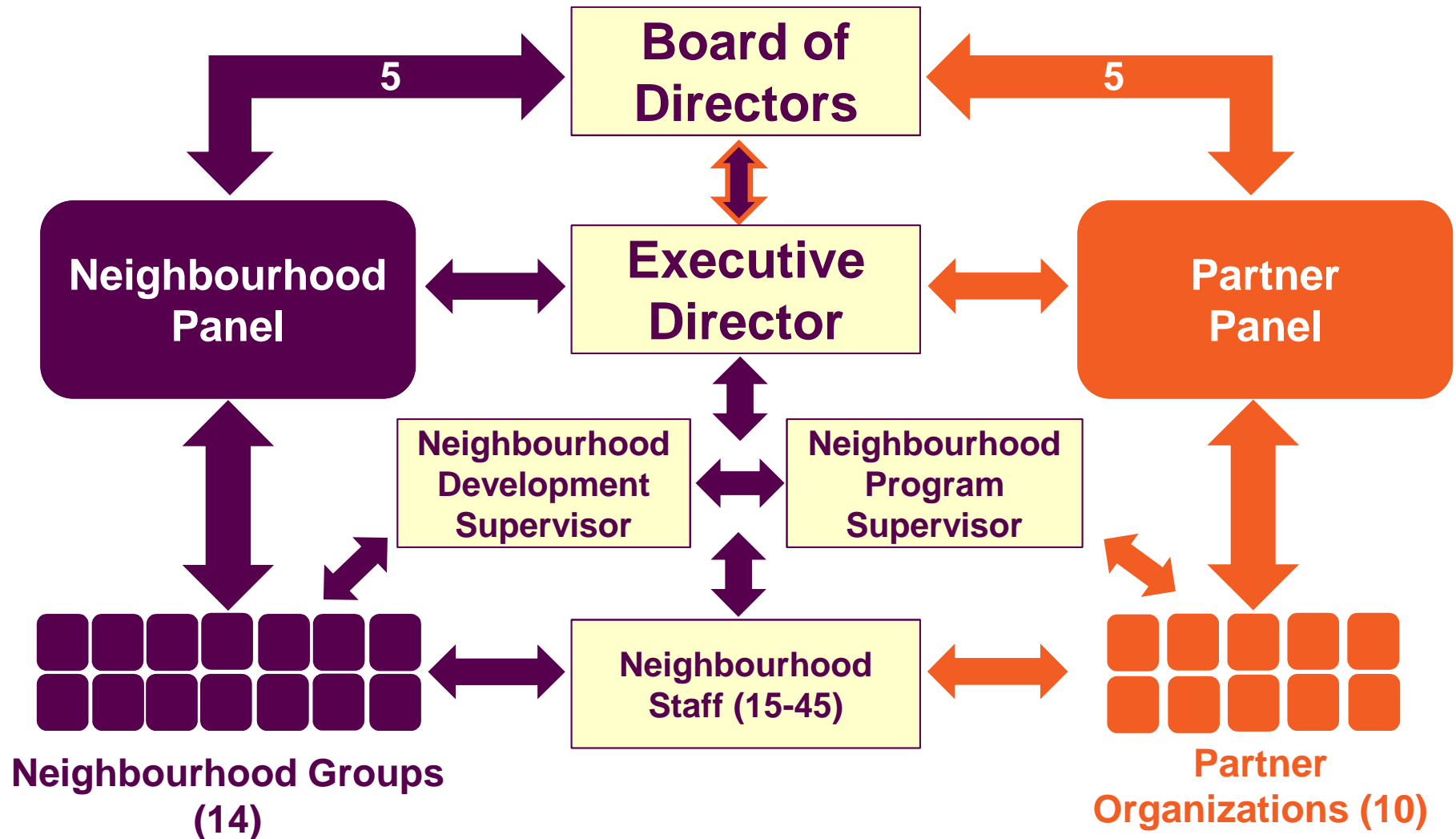
Since 2012...



Nurturing Neighbourhoods



How Does It Work?



ROI

In 2014...

Our community volunteered

34,000 hours

for a value of

\$374,000...

Non-City Dollars of revenue

~\$350,000

and

250 programs

were delivered to

28,000

participants!

For every \$1.00 that the City has invested in the GNSC,
we have brought in **\$1.70** in funding & in-kind support

If you include other grants that the GNSC helped secure
in 2014 (OTF for The Seed: \$267,000)

the ratio becomes **2.3 : 1**

Since 2012, we have...

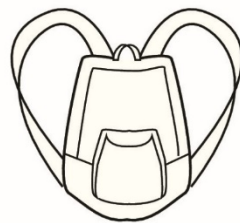


added **2**
Partner Organizations

welcomed **3**
new Neighbourhood Groups

(we are in discussion with 2 new NGs who may join the GNSC in 2016)

and initiated and taken a leadership/partnership role in these
Collaborative Community Projects:



THE GUELPH
COMMUNITY
BACKPACK DRIVE



BRANT HUB

**Community
Cold Storage**

Parent Outreach Worker



"It's too bad they did not have more of these around the City. I just love coming here.
It is so welcoming and everyone is so helpful."

"New way to connect with new people who understand my life."

260 people, 10 new families each week

Equity Committee



- Diversity & Inclusion Training
- Speakers Series, Workshop Series
- Special Events, Equity Scorecard

Brant Hub



Thank You!

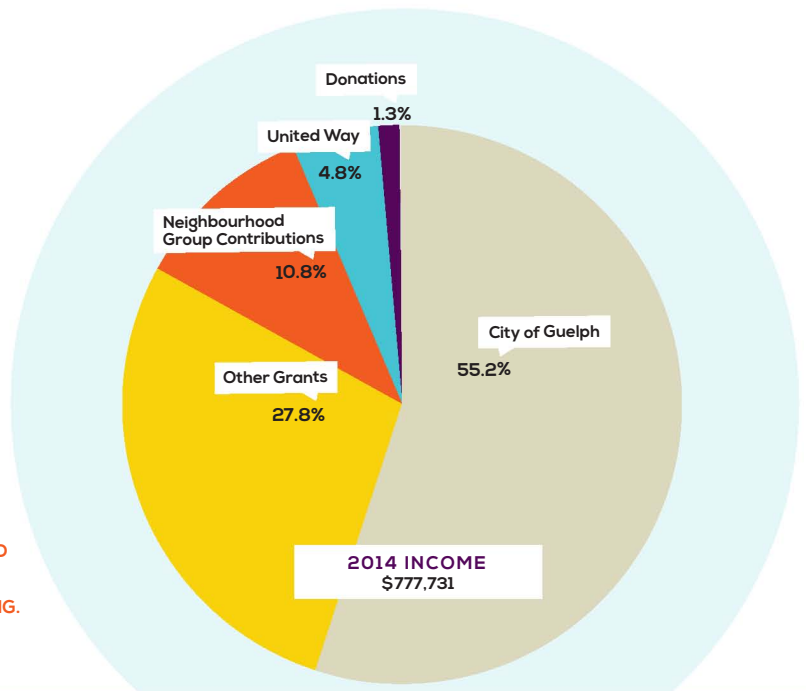


Making a Difference

neighbourhood support coalition

OUR MISSION IS TO SUPPORT NEIGHBOURHOOD GROUPS THAT ARE INCLUSIVE, ENGAGING, RESPONSIVE AND BUILD A SENSE OF BELONGING.

2014 EXPENSES \$777,950



Neighbourhood Group and Program Salaries	GNSC Administration Salaries	Parent Child Program (GCHC)	Neighbourhood Group non-salary support	Program Expenses	Rent, office, insurance, financial admin	Training, meetings, events
60%	15%	10%	5%	4%	4.8%	1%

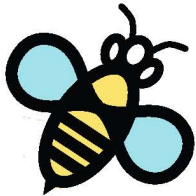
In 2014...

Our community volunteered
34,000 hours
for a value of
\$374,000...

and

250 programs
were delivered to
28,000
participants!

Since 2012, we have...



added **2**
Partner Organizations



re-branded

welcomed **3**
new Neighbourhood Groups

Engaged **7**
new funders

increased
external
funding by

206%

Community Leadership to Nurture Neighbourhoods

PARKWOOD GARDENS
BRANT AVENUE
DOWNTOWN NEIGHBOURHOOD ASSOCIATION
EXHIBITION PARK
HANLON CREEK
TWO RIVERS
WEST WILLOW VILLAGE
ONWARD WILLOW
ST. GEORGE'S
GRANGE HILL EAST
UNIVERSITY VILLAGE
NORTH RIVERSIDE
KORTRIGHT HILLS
THE JUNCTION

designed by Barking Dog Studios



City of Guelph
Family & Children's Services
Guelph Community Health Centre
Guelph Police Service
WDG Public Health
Immigrant Services Guelph-Wellington
Canadian Mental Health Association WWD
Upper Grand District School Board
Wellington Catholic District School Board
County of Wellington

A LOOK AT 2014

THEN AND NOW

NEIGHBOURHOOD GROUPS

FUNDERS

PROGRAM PARTNERS



Board of Directors

Erin Harvey, F&CS, Co-chair
Debbie Gorman, BANG, Co-chair
Michele Altermann, PGNG, Treasurer
Helen Fishburn, CMHA WWD, Secretary
Matt Naismith, 2RNG
Kate Bishop, City of Guelph
Michelle Lebon, GHENG
David Thornley, GCHC
Linda Beale, BANG
Jeff DeRuyter, Guelph Police Service

Bryan Larkin, Guelph Police Service
(served on the board until the AGM)

Our Funders

City of Guelph
Ontario Trillium Foundation
United Way Guelph Wellington Dufferin
Family & Children's Services
of Guelph and Wellington County
Government of Canada
The Guelph Community Foundation
Guelph United Ministries
Lutherwood
2nd Chance
YMCA
musagetes
Heart & Stroke - Spark
Foodland Ontario
WDG Public Health
The Corporation of the County of Wellington
Hitachi Construction
Upper Grand District School Board
Canadian Mental Health Association WWD

**Special thanks to all
all of our amazing
volunteers and donors
who make this work
possible!**



with gratitude...

Message from the Executive Director,

When I began my job on January 1st, 2013 I knew there was a huge story behind the coalition and the history of the Neighbourhood Groups. Over the past two years I have been lucky enough to hear many stories and even meet some of the amazing people who were there when the Onward Willow Neighbourhood Group got everything started. We all owe a debt of gratitude to those community heroes and every single person since then who has contributed to a meeting, an event or a program in their neighbourhood.

In the first two years of the Guelph Neighbourhood Support Coalition a lot has changed. We are now our own charity, we have attracted new Neighbourhood Groups and Partners, brought new funding and supports to the work, and been part of some new and exciting projects (The Seed, Brant Hub, North End Harvest Market). We have been supported by, and collaborated with, some wonderful and dedicated new friends such as Lakeside HOPE House and Chalmers Community Services Centre.

What hasn't changed is the passionate and committed people that make the Neighbourhood Groups such amazing places. They are the heart and soul of the coalition. They are the places where neighbours connect over food, coffee, parenthood, programs and celebrations, and where great ideas are born. What the GNSC has done is start to knit the supportive fabric together to help the Neighbourhood Groups realize their dreams. We have done this by building new resources and partnerships, connecting Neighbourhood Groups to share their skills, resources and expertise, and through the tremendous support of our Partner organizations.

After two years in this role, I am filled with joy, hope and gratitude: gratitude for being able to be a part of this profound work, gratitude for being able to spend time with so many amazing and caring people, gratitude for all of the people and organizations that support and partner in our work, gratitude for all of the fun and laughter that is shared, and gratitude for the incredible people who came before me who had a dream and made this work possible.

Two years into this journey, we are just starting to realize the potential of the GNSC. I look forward to ten years from now, looking back on these first years and sharing how much further we have come together.

with gratitude,
Brendan Johnson

Message from the Co-Chairs

What an amazing year it has been for the GNSC. Our second full year as an incorporated not-for-profit organization has seen continued growth in all areas. The amazing staff team of the GNSC have supported new neighbourhoods, welcomed new partner organizations, secured increased funding from various sources, and most importantly, worked in partnership with citizens to imagine what is possible and bring those possibilities to life. This hard work has resulted in continued (amazing) neighbourhood after school and summer programs, new efforts to reduce barriers and reach out to new Canadians, more initiatives that have increased food security, increased outreach to families facing challenges – helping to connect them to needed supports and inviting them to belong to this wonderful thing called community. The planning and dreaming of a Brant hub continues in earnest with a committee of strong neighbourhood leaders, the city, and the school board. In all of these efforts, we are achieving our vision of creating a healthy, safe, community where everyone feels at home. We feel so proud to be a part of such an incredible organization full of life. We want to thank everyone who has been part of this great organization and applaud your efforts to move us forward. We are looking forward to another great year, with all of you involved.

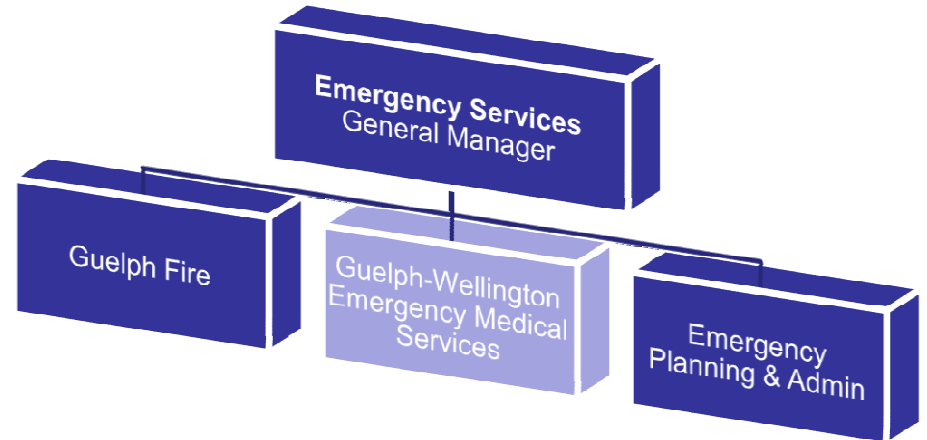
Debbie Gorman and Erin Harvey

Ambulance Response Time Performance Plan for 2016

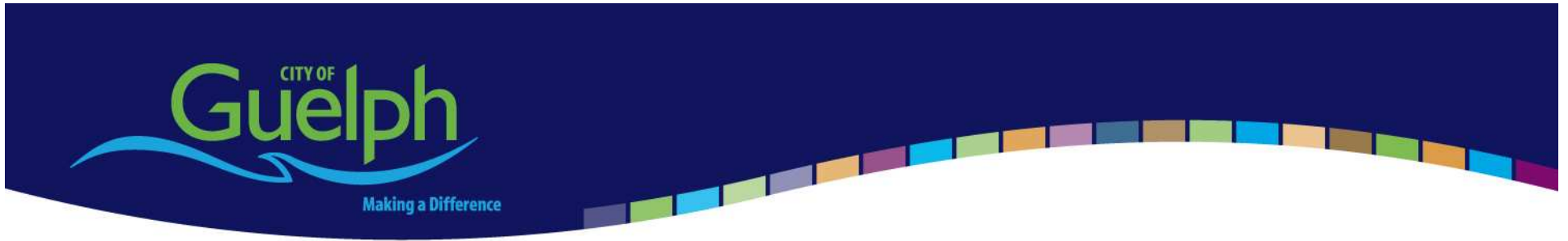


Introduction

Guelph Wellington EMS



- Provides paramedic services in response to 911 calls to the City of Guelph and the County of Wellington



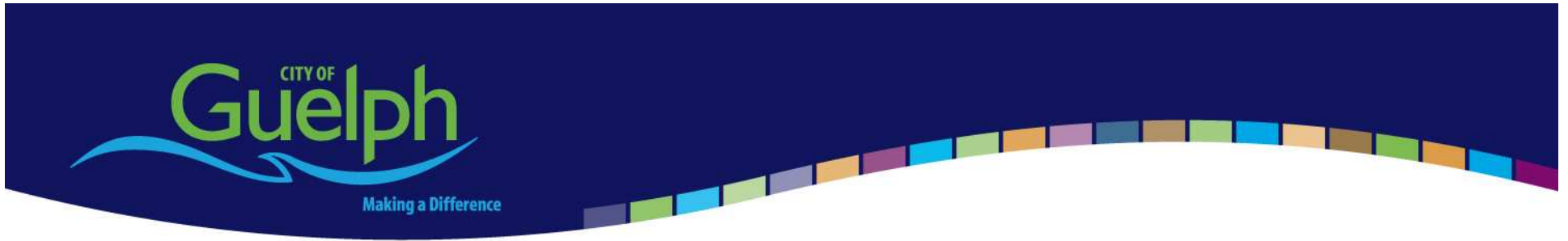
Service Review Results

- Report from our service review indicates that our service is running well.
- Team gave kudos to our staff for, among other things, our professional, compassionate, dedicated staff.

Response Times

- As reported previously, the review team noted that we are not always meeting the response times and compliance levels that we established.





Old Reporting Targets –

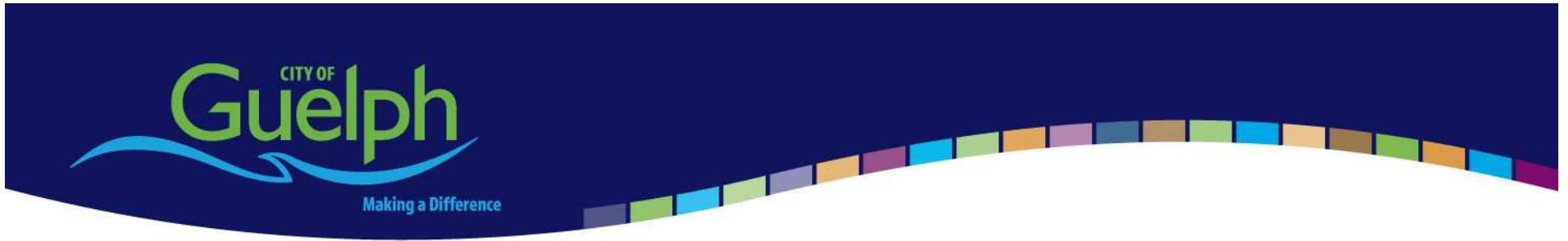
90th Percentile

- Prior to 2013
- Different targets set by the Ministry of Health for each service area
- Based on performance in 1996

Response Time Performance Plans

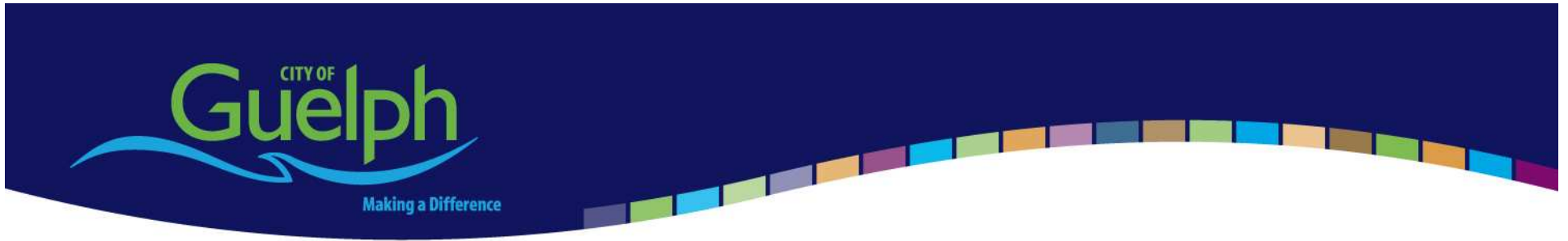
- New response levels
- Set by local Councils
- Different levels of response for different levels of patient acuity (CTAS)
- Targets and Compliance levels to those targets





Ministry of Health Reporting

- We are required to report our plan for the upcoming year to the MOHLTC by October.
- Also required to report our actual performance by March 31 of the following year.



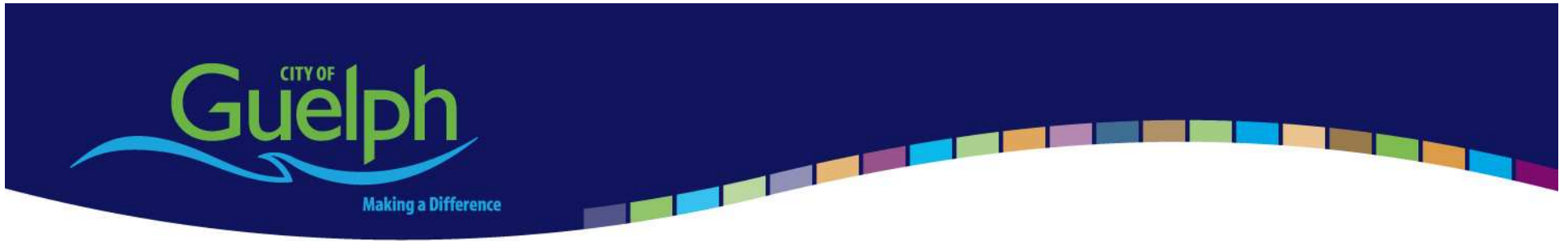
2014 Actual Performance

- Did not meet targets and compliance rates.
- CTAS 1 Target of 8 minutes was actually achieved 57.3% compared to 65% target.

Guelph Wellington Challenges

- Large geographical area
- Increasing call volume
- Aging population
- Complexity of medical conditions

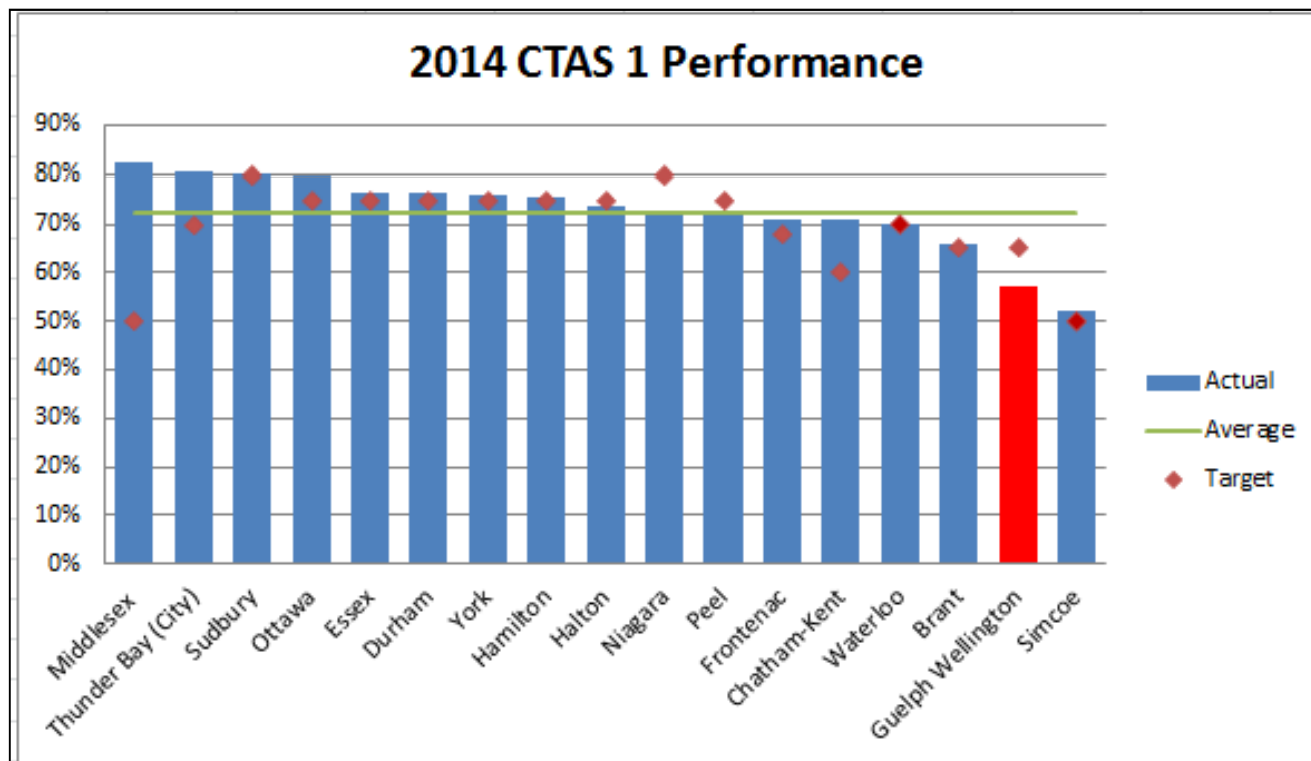




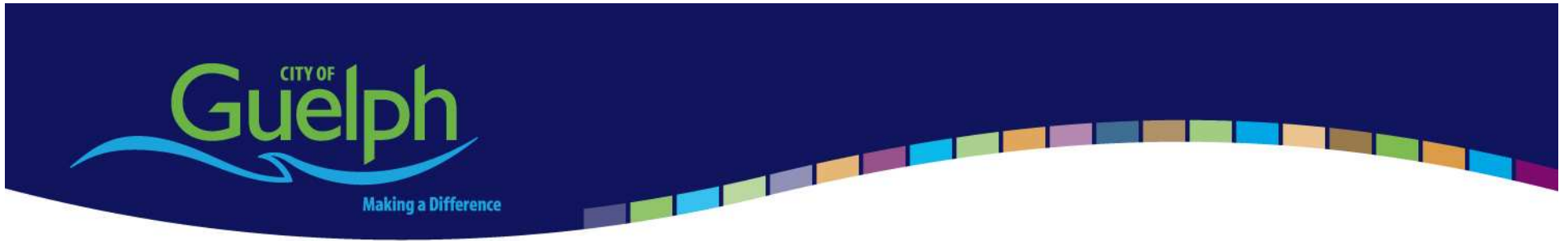
Importance of Response Times

- CTAS 1 patients are critically ill or injured, with life or limb threatening complaints
- Response times can impact their outcome.

Comparators

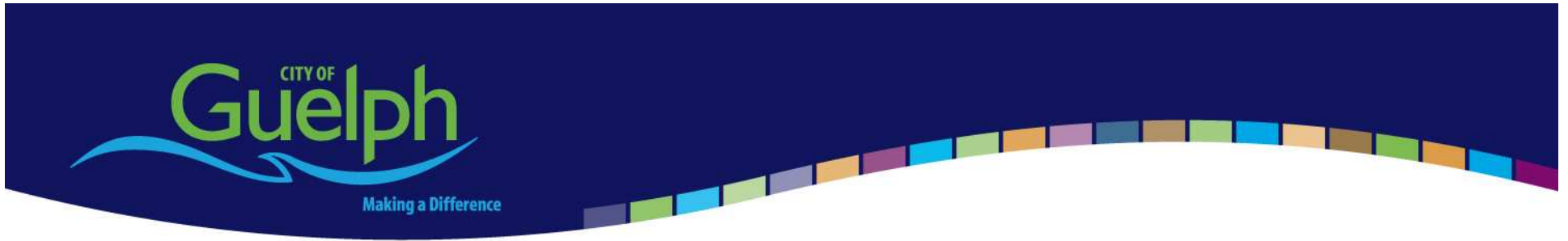


- Based on 2014 published data
- Reviewed CTAS 1 and CTAS 2 response times



Mitigation Strategies

- 3 FTEs and Supervisory hours added in the 2015 budget
- New deployment concept – ERV
- Community Paramedicine project
- Working with local hospitals to reduce offload times
- Added a response location from the former Delhi Street Recreation Centre building.



Summary

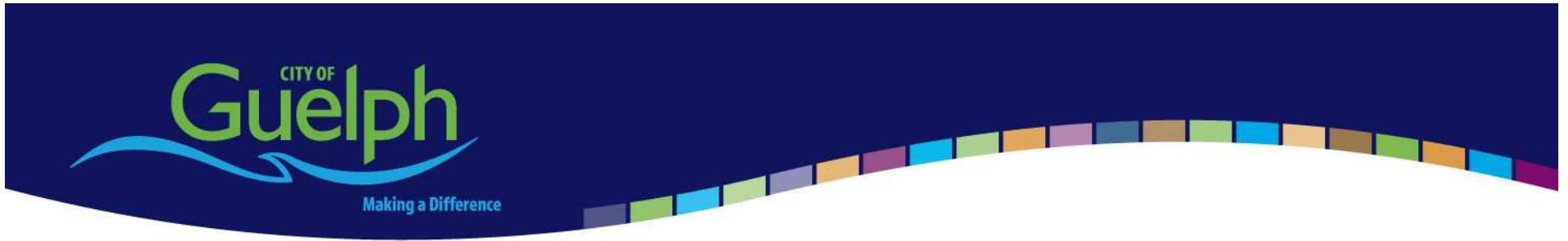
Guelph Wellington EMS provides a valued service

- Professional, motivated staff
- Proper training and quality assurance
- Well maintained equipment
- High customer satisfaction

Response times to the highest acuity of calls are trending below set targets, CTAS 1.

Response Time Performance Plan Recommendation

2015 RTPP	Response Time Target	Compliance Rate Recommended to Council
CTAS Level 1	8 minutes (set by MOHLTC)	65%
CTAS Level 2	10 minutes	75%
CTAS Level 3	15 minutes	90%
CTAS Level 4	15 minutes	90%
CTAS Level 5	20 minutes	90%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%



Questions?

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Emergency Services: Guelph Wellington
Emergency Medical Service

DATE October 5, 2015

SUBJECT **Land Ambulance Response Time Performance Plan for 2016**

REPORT NUMBER PS-15-47

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To address a legislative requirement to establish a Response Time Performance Plan (RTPP) for the Land Ambulance Service for 2016 and to report to Committee on the performance of that service compared to the RTPP set for 2014.

KEY FINDINGS

Guelph Wellington EMS was unable to meet the response time targets and compliance rates set for 2014. Increased call volumes are impacting the ability of the EMS service to meet existing targets. Response performance rates do not compare favourably with those of the City's comparator ambulance services. Staff are concerned that response time targets are not being met and have undertaken several activities to mitigate the impact on the issue.

FINANCIAL IMPLICATIONS

If necessary, any financial implications arising as a result of the need to meet response time performance targets will be submitted as part of the 2016 budget process.

ACTION REQUIRED

To receive the report and recommend the 2016 Response Time Performance Plan to City Council

RECOMMENDATIONS

1. THAT Public Services Report # PS-15-47 "Land Ambulance Response Time Performance Plan for 2016" dated October 5, 2015, be received

STAFF REPORT



2. THAT the Response Time Performance Plan (RTPP) for 2016 be set as recommended in Public Services Report # PS-15-47

BACKGROUND

Guelph Wellington Emergency Medical Service (GWEMS) provides land ambulance service to the City of Guelph and the County of Wellington. It is considered one coverage area with governance and delivery of the service the responsibility of the City of Guelph. The service is funded through a shared funding model between the City of Guelph, County of Wellington, and the Province of Ontario.

Expected performance of the Land Ambulance Service is established through a Response Time Performance Plan (RTPP) which sets a different response time target and compliance level based on a patient's acuity. Patient acuity describes the severity of the patient's condition, measured utilizing the Canadian Triage Acuity Scale (CTAS). CTAS includes 5 levels:

- CTAS 1 – requires resuscitation (i.e. cardiac arrest)
- CTAS 2 – requires emergent care (i.e. major trauma)
- CTAS 3 – requires urgent care (i.e. mild shortness of breath)
- CTAS 4 – requires less urgent care (i.e. minor trauma)
- CTAS 5 – requires non-urgent care (i.e. sore throat)

A sixth target is the measurement of response times to a call for a patient suffering a sudden cardiac arrest, and is different than CTAS 1 as it includes non-paramedic responders using defibrillators. The target of 6 minutes has been set by the Ministry of Health and Long Term Care (MOHLTC) but the compliance rates to that standard can be set by Council.

Council must establish and approve an annual RTPP by no later than October of each year for the coming year. The plan is accessible to the public adding a level of accountability and transparency around the provision of the Land Ambulance service.

REPORT

Service Performance

CTAS 1 and 2 patients represent the most critically ill and injured ambulance service patients, and therefore the patients who require urgent treatment and transport to an emergency department, and for whom ambulance response time can have the greatest impact.

Guelph Wellington EMS deploys available ambulances strategically so as to provide the best response time to emergency calls. Despite best efforts, the service was

STAFF REPORT

unable to meet the most critical targets and compliance rates set by Council for 2014.

The table below illustrates Council's approved RTPP for 2014 and Guelph Wellington EMS' compliance with its response time targets:

CTAS Category	Response Time Target	Compliance Rate as approved by Council (October 2012)	Compliance Rate
CTAS Level 1	8 minutes (set by MOHLTC)	65%	57.29%
CTAS Level 2	10 minutes	75%	70.49%
CTAS Level 3	15 minutes	90%	89.73%
CTAS Level 4	15 minutes	90%	87.89%
CTAS Level 5	20 minutes	90%	95.83%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%	55.70%

Table Notes:

- The RTPP is a good retrospective measurement of performance, but is less useful as a planning tool. The service needs to attempt to arrive at all calls in 8 minutes or less (CTAS 1 standard) or at least 10 minutes (CTAS 2 standard) because the severity of *the patient's condition cannot be verified before a paramedic arrives*.
- CTAS 3, 4 and 5 patients are not critically ill or injured and GWEMS response time will not affect patient outcome. Response Time targets at these levels, if delayed beyond the target, affect patient satisfaction only.
- The response time performance for Sudden Cardiac Arrest involves multiple agencies and public access defibrillators. The actual response times of public access defibrillators are often difficult to capture consistently.

Staff continue to monitor response time performance in 2015. Staff noted that data trending in 2014 shows that performance declined, compared to 2013. Factors include increased call volumes and increased complexity of calls. In addition, delays occur when offloading patients during peak times, but local hospitals have been supportive in assisting to reduce the impacts of delays in transferring care to hospital staff at the emergency department.

Increasing call volume (24.9% increase since 2009) and increasingly complex condition of patients are adding pressures on existing resources to meet performance targets.

STAFF REPORT



Response times are important for an emergency medical service in order to ensure timely and effective pre-hospital patient care. The timely intervention of paramedics in providing care can improve the overall condition of a patient suffering from a potentially life threatening event.

Mitigating Strategies

Staff have undertaken several activities to address issues in order to better meet performance targets. The approved budget for 2015 included funding for an additional three (3) paramedics. Those paramedics have been added to the schedule. Staff is hopeful that additional paramedic resources will assist in improving overall response time compliance. The additional paramedic staff were operationalized toward the end of May 2015, so the impact of the additional resources will be evaluated on a monthly basis to assess the impact on overall response time performance.

Staff have introduced a new deployment strategy as part of the additional staff added in 2015 by introducing an EMS Emergency Response Vehicle (ERV). This will involve a single paramedic responding to emergency calls in the higher call volume areas. Staff anticipates that this initiative will reduce response times in those specific areas.

Guelph Wellington EMS staff have also begun a trial of a Community Paramedicine Program in the coverage area. This project began in late 2014 and continues through 2015 through a grant received from the Ministry of Health and Long Term Care. The Community Paramedicine Program identifies at-risk individuals and attempts to address their health-related concerns before they become medical emergencies. Staff anticipates that this program will help to reduce the overall call volume and lead to better response times for other emergency calls. Further data on the overall impact of this program will be reported to Council as results become available.

Staff have met and continue to work with representatives of the Guelph General Hospital to address issues related to delays in ambulances returning to service after arriving at the hospital. This work included applying Lean Management principles to analyze and attempt to streamline the processes involved. Staff anticipates that this work will assist in clearing ambulances sooner and allow them to be available for other emergency calls, thereby reducing response times.

More recently, staff have established a paramedic response location from the building that formerly housed the Delhi Recreation Centre at 65 Delhi Street in Guelph. From this location, staff anticipate a better response time to the high number of calls in the downtown Guelph area which should improve the overall response times.

STAFF REPORT

Guelph Wellington EMS will commence work on an EMS Service Plan in 2015 to evaluate paramedic deployment and identify new strategies to assist the service in achieving Council approved targets. Staff continues to monitor the performance of the system on a monthly basis as it relates to improving targets. If the service continues to fall short of the targets, then further consideration regarding resources will be required to assist in meeting compliance targets for 2016.

Comparator Response Time Performance

Currently the Ministry of Health website displays the targets of all ambulance services in Ontario for 2013, 2014 and 2015, and the actual performance for 2013 and 2014. Guelph's established compliance rate for CTAS 1 and 2 targets is below the average targets set by these comparator services. The target times and compliance levels of comparator ambulance services are virtually unchanged in 2014 and 2015.

Response Times in the Coverage Area

In 2014, Guelph Wellington EMS reached the scene of CTAS 1 patients, including cardiac arrest patients, within eight (8) minutes 57.3% of the time. Year to date in 2015, that target was met 48.5% of the time (measured to July 31). August results are more positive, with a compliance rate of over 68%. These are early results based on a limited number of calls, but it does reflect the positive impact of some of the mitigation strategies recently introduced.

Considering the foregoing, staff recommends maintaining the current RTPP targets and compliance rates for 2016:

2015 RTPP	Response Time Target	Compliance Rate Recommended to Council
CTAS Level 1	8 minutes (set by MOHLTC)	65%
CTAS Level 2	10 minutes	75%
CTAS Level 3	15 minutes	90%
CTAS Level 4	15 minutes	90%
CTAS Level 5	20 minutes	90%
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	65%

STAFF REPORT



CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.2 Deliver Public Service better

City Building

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

DEPARTMENTAL CONSULTATION

The County of Wellington will be provided with a copy of this report. Staff will attend a meeting of their Social Services Committee to explain the RTPP Standards.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

COMMUNICATIONS

The Response Time Performance Plan will be posted on the City's website: guelph.ca under the Guelph Wellington EMS link.

ATTACHMENTS

N/A

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STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Parks and Recreation

DATE October 5, 2015

SUBJECT Goose Management Strategy

REPORT NUMBER PS-15-48

EXECUTIVE SUMMARY

PURPOSE OF REPORT

This report is to address concerns raised about the impact of geese in the city of Guelph.

KEY FINDINGS

Reducing the undesirable impact of geese in a city is a complex undertaking, due to the behavior and adaptability of the geese. Consequently, it is best done through the development of a comprehensive strategy.

FINANCIAL IMPLICATIONS

The cost estimate for hiring a consultant to develop a strategy is approximately \$50,000 according to an environmental consulting firm. The amount will depend on the terms of reference.

ACTION REQUIRED

Seeking Council approval for the creation of a Goose Management Strategy subject to funding approval in the 2016 operating budget.

RECOMMENDATION

1. THAT Council approve the creation of a Goose Management Strategy for the City of Guelph subject to funding approval in the 2016 operating budget

BACKGROUND

Complaints have been received from the public about Canada Goose behavior in Guelph parks and surrounding areas; specifically, their habits of defecating and behaving aggressively toward other park users. Staff received a number of requests in 2015 for a mitigation strategy to address these issues.

The Canada Goose is a grazing animal. The ideal habitat combination for them is grass adjacent to water. The spine of Guelph's park system is the nearly continuous

STAFF REPORT



public riparian greenspace along the Speed and Eramosa rivers. Known problem areas are Riverside Park, John Galt Park (beside the River Run Centre) downstream to Wyndham Street, Royal City Park, and the Boathouse. These are areas with the ideal habitat combination.

Guelph's goose population would likely be much higher, were it not for the fact that much of the riparian zone is forested, as opposed to turf, which discourages geese. Wherever there is sufficient break in the forested buffer strip, with turf adjacent to water, goose presence is high.

The City of Guelph currently has no formal strategy for dealing with geese in parks. Parks Operations has done some "trial-runs" with a turf-sweeping device that works well at sweeping litter and grass clippings from turf, but is only mediocre at removing goose feces, on account of the variable pliability of the material.

REPORT

Canada Geese have adapted very well to urban areas. The Canadian Wildlife Service indicates that the southern Ontario breeding population has increased from about 2,000 in the early 1970's to over half a million, largely in or near urban areas.

Canada Geese are classed as migratory birds, even though some populations are not very migratory. They are protected by the *Migratory Birds Convention Act, 1994*, which prohibits killing or capturing the birds, or damaging, destroying, removing, or disturbing their nests, except as provided for under the regulations. Environment Canada – Canadian Wildlife Service is the permitting agency for exceptions.

Interaction with humans varies with life cycle stage. During the nesting season, adults aggressively defend the nest. From mid-May to end of July, the adults are molting (flightless for 4 – 6 weeks), so both they and the small goslings are vulnerable, causing defensive behavior and seeking refuge in congregation zones. These congregation zones may be in parks, and may not be entirely compatible with desired use by people. Older, coarser grass has less nutritional value, so geese prefer young tender shoots – exactly as most people prefer their urban grass.

Deterring geese from becoming or remaining prominent in a particular place is not easy. They are smart enough and adaptable enough that urban populations have climbed dramatically, despite the many deterrents presented to them. In other municipalities, a combination of methods is used, as no single method is likely to be effective and appropriate in all circumstances. The following is a list of deterrent methods.

STAFF REPORT

Non-Lethal Approaches

- Stop feeding geese
- Landscape modification
- Barriers: plants, fences, grids (wire, twine, etc.), flight path
- Modify lawn grass: mow less frequently, change grass type, apply repellent
- Scaring (permit not required): propane cannons, air horns/sirens, strobe lights/lasers, distress tapes, streamers, balloons/kites, scarecrows, flags, motion-activated sprinklers, specially trained dogs
- Scaring (permit required): use of firearm, aircraft, or raptors
- Relocation (permit required)
- Positive/negative reinforcement through feeding/repellent stations

Lethal Approaches

- Hunting (hunting regulations apply)
- Egg Sterilization/destruction (permit required)
- Lethal removal (permit required)

Municipalities such as Oakville, Toronto, Mississauga, Brampton, and St. Catharines have goose management strategies employing a combination of these techniques. The most common techniques in use are habitat manipulation, egg oiling, hazing by trained dogs, scare tactics and relocation. In 2014, Environment Canada issued 11 goose relocation permits to municipalities in Ontario.

Staff recommends that the City of Guelph develop a formal Goose Management Strategy. Development of such a strategy would involve substantial goose and habitat reconnaissance, and public engagement, to ensure that the strategy is effective in Guelph, and is acceptable within the community. The need for specialized wildlife management expertise suggests the involvement of a consultant to develop the strategy.

CORPORATE STRATEGIC PLAN

City Building

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

DEPARTMENTAL CONSULTATION

N/A

COMMUNICATIONS

If a Goose Management Strategy is approved, a formal communication plan will be developed.

STAFF REPORT

ATTACHMENTS

N/A

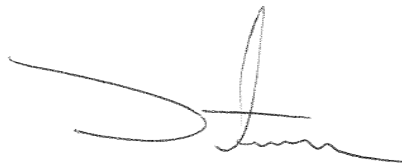
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STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Parks and Recreation

DATE October 5, 2015

SUBJECT Urban Forest Management Plan – Status Update

REPORT NUMBER PS-15-49

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide a status update on the City of Guelph Urban Forest Management Plan (UFMP), adopted by City Council in 2012.

KEY FINDINGS

Of the 22 recommendations for the period 2012 – 2018, progress has been made on fourteen. Timely implementation of the plan relies on the realization of the full forestry staff complement as recommended in the UFMP. The addition of four forestry staff positions since 2012 has enabled progress on many of these recommendations. One additional arborist is still required and has been included in the 2016 budget. Further analysis of the goals of the UFMP has also identified the need for a full-time inspector arborist. This position has also been included for Council consideration in the 2016 budget process.

FINANCIAL IMPLICATIONS

Two positions are being requested in the 2016 budget that impact the successful delivery of the UFMP. The arborist and inspector arborist positions will cost approximately \$200,000 to the budget including all related costs.

ACTION REQUIRED

No action required at this time.

RECOMMENDATION

1. THAT Public Services Report # PS-15-49 "Urban Forest Management Plan – Status Update" dated October 5, 2015 be received

BACKGROUND

The City of Guelph Urban Forest Management Plan was adopted by Council in the fall of 2012 with the following resolution:

STAFF REPORT

THAT report 12-94 dated October 15, 2012, from Planning, Building, Engineering and Environment entitled Urban Forest Management Plan be received; AND THAT the Urban Forest Management Plan be approved in principle, subject to budgetary approval; AND THAT the Capital and Operating Budget resources required to implement the Plan be 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.

Immediate implementation was envisioned, but not actually realized until 2013. As is standard for forest management plans, it is a 20-year timeframe implemented in 5-year stages. The over-arching intent of this plan was to enable the City of Guelph to achieve its urban forest obligations, ambitions, and opportunities. The plan prescribes a program that is proactive, professional, innovative, engaging, and robust. These qualities are essential if Guelph is to increase its canopy cover, or even to optimize the “green infrastructure services” of the existing canopy.

Green infrastructure services related to water, air, soil, climate, and habitat are well documented and generally understood. Their return on investment competes favourably with investments in other community infrastructure. Now, a rapidly expanding body of research increasingly shows how fundamental trees, greenspaces, and nature are to the mental and physical well-being of individuals, and to social well-being of the community. The City of Guelph has adopted a 40% canopy target, alternately expressed as “the best canopy cover of comparable municipalities”. In either case, the goal is ambitious, considering canopy cover is currently estimated at 20%. This underscores the importance of the plan and its capacity-building thrust.

REPORT

Good progress has been made in implementing the 22 recommendations of the plan (see ATT-1 UFMP Recommendations Update). Thirteen of the recommendations were slated for 2014 or earlier; of these, six are substantially complete, five are on-going or partially achieved, and two are pending.

Of the remaining recommendations slated for 2015 through 2018, one is complete, two are partially implemented or ongoing, and six are pending. Note that plan implementation started a year later than envisioned, so these accomplishments have been compressed into a short timeframe.

STAFF REPORT

The notable achievements to date include the following:

- Added technical/professional urban forestry capacity via four new forestry positions;
- Created the Urban Forest Advisory Committee of external stakeholders, meeting quarterly, generating great ideas and collaborations;
- Responded to the most tree-damaging ice storm (December 2013) in a generation;
- Completed Guelph's Emerald Ash Borer (EAB) Plan – implementation is now into the second year;
- Created the Tree Team of internal stakeholders, meeting quarterly, fostering tree-related dialogue across departments and beginning to act as a coordinating and problem-solving influence;
- Significantly advanced forest inventory;
- "Plantable Spaces Analysis" master's thesis completed by University of Guelph School of Landscape Architecture student, Jessica Brommer, with technical support from City of Guelph Forestry; and,
- Increased data management, GIS analysis and mapping capacity, and plan review capacity significantly.

Note that the plan really is a roadmap for the entire Forestry Program, so all of the major recent highlights for Forestry are included here. The three priorities of implementation so far for the UFMP have been as follows: a) increase staff capacity, b) expand the tree inventory, and c) deal effectively with Emerald Ash Borer (EAB). These were set as priorities because staff capacity is necessary to make progress on many of the recommendations, inventory is a prerequisite to managing proactively, and EAB response was obligatory.

The staffing recommendations from the plan totalled five full-time equivalents (FTEs). The following positions have been added since the approval of the UFMP:

- Manager of Forestry, November 2013 (now Manager of Parks Operations & Forestry)
- Urban Forestry Field Technologist (two positions), April 2014
- Arborist, June 2015

The remaining position outlined in the UFMP is an arborist, which has been requested in the 2016 budget.

Further review of the Forestry program has identified the need for an Inspector Arborist. This position is needed to undertake many of the 2,000+ annual tree inspections – a number that is rapidly growing with EAB. Currently, the majority of inspections are done by the Forestry Supervisor, leaving that position with insufficient time for supervisory duties. The inspector position requires a technical arborist highly-trained and experienced in hazard tree assessment, to ensure that Forestry can continue to proactively identify and remedy hazards before failure.

STAFF REPORT

Studies have shown that a proactively maintained urban forest is generally the healthiest and safest, and that proactive maintenance is, in the long term, the most cost-effective maintenance. This is so because proactive maintenance programs solve structural tree problems while the tree is smaller, and therefore the work is less expensive and less dangerous. Conversely, reactive maintenance results in work completed in a less efficient, geographically random fashion, with a higher probability of potentially dangerous hazard tree failures. Reactive maintenance may require a bucket truck and a crane to resolve something that could have been resolved from the ground with a pole pruner some decades earlier in a proactive program.

Guelph is evolving toward a proactive maintenance program, where each neighbourhood will experience systematic maintenance at set intervals, rather than maintenance response based on reaction to urgent problems and to service requests from constituents. This evolution to proactive maintenance will hinge on the capacity of the existing and newly-added staff positions, and also on the two proposed new positions: one arborist and one inspector arborist.

The thrust of the UFMP to move Guelph's Forestry program toward a more proactive and holistic approach is predicated on having and keeping a current inventory of the City-owned specimen trees and forests. At the end of 2013, the inventory, which until then had necessarily been a "spare time" effort, had just under 12,000 records; today, there are over 34,000 records, an effort that included the updating of most of the original 12,000 records. We estimate this to be one-third of the complete inventory.

Being proactive involves planning the future forest and its maintenance. On the forest planning side, we have necessarily focussed on planning for dealing with the EAB. Guelph's EAB Plan employs the same tenets and approaches as the UFMP: inventory data; proactive planning; multi-faceted approach; community engagement; and, forest diversification.

The basic elements of the EAB plan are to extend the service life of the healthiest ash trees (approximately 1,200) through injections; proactively installing "replacement" trees in affected parks and neighbourhoods, even before EAB-induced mortality occurs; replacing the lost ash component with a diverse mix of mostly native trees on at least a one-to-one ratio; striving to keep affected forests on desirable ecological trajectories; and, above all, maintaining the safety of people, property, and infrastructure during this extended period of heightened tree mortality.

Our inventory shows almost 7,000 City-owned ash trees that will need to be safely brought down and removed. The mortality of the "uninjected" trees over the next several years will be a temporary set-back to Guelph's tree canopy, but one which we are now in a good position to handle. However, our EAB response is already taking up time that otherwise would be dedicated to advancing various

STAFF REPORT

recommendations from the UFMP, and this situation is anticipated to worsen as ash tree mortality numbers climb rapidly. Some of the recommendations that should already or will soon need to move out of “pending” status are in the realm of policy and by-law review, and EAB response will certainly limit staff capacity to take these on.

In summary, the UFMP is an expression of Council’s commitment to Guelph’s urban forest now and for the future. Its implementation has been strongly supported by council through subsequent budget decisions. Implementation is on-track. Future progress on the plan will be challenged by the enormity of EAB-related workload. The two recommended staffing additions are necessary to maintain momentum on delivering the UFMP.

CORPORATE STRATEGIC PLAN

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

Innovation in Local Government

- 2.2 Deliver Public Service better

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

DEPARTMENTAL CONSULTATION

N/A

COMMUNICATIONS

As Urban Forest Management Plan milestones are achieved, and significant collaborations develop, the Communications group will be engaged to profile these accomplishments.

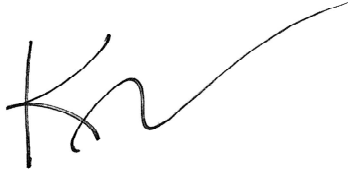
ATTACHMENTS

ATT-1 UFMP Recommendations Update 2015

STAFF REPORT

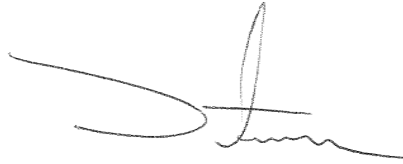
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ATT – 1 UFMP Recommendations Update 2015

MANAGEMENT AND MONITORING

#	Recommendation	Year	Status
1	Create a Senior Urban Forester position	2013	Complete: November 1013
2	Create an interdepartmental “Tree Team” of City staff	2013	Complete: Quarterly meetings since June 2014
3	Increase capacity to complete an inventory of municipal street and park trees	2013	Capacity added: Technical staff added 2014; tree inventory now 30% complete
4	Undertake targeted vegetation assessment and management of City parks and natural areas	2015	Pending
5	Expand the City’s capacity for planting and maintenance of municipal trees	2013	Partial: One of two recommended additional arborists approved in 2015 budget; staff added in June, 2015
6	Undertake an Urban Tree Cover (UTC) Potential Plantable Spaces Analysis	2013	Partial: Master’s thesis in cooperation with U of G School of Landscape Architecture complete
7	Develop and implement an Invasive Species and Pest Management Strategy, starting with an Emerald Ash Borer Strategy	2013	Partial: EAB Plan in year two of implementation; broader invasive strategy not started
8	Develop tree risk management policy and train City Arborists in risk assessment	2015	Pending
9	Complete a State of the Urban Forest report every five years	2017	Pending
10	Establish a green infrastructure asset valuation	2018	Pending

PLANNING

#	Recommendation	Year	Status
11	Assess the effectiveness of current tree-related policies and legislation	2013	Pending
12	Update City documents to be consistent with new tree-related policies, guidelines and legislation	2014	Pending
13	Develop and implement a Public Tree By-law	2018	Pending

ATT – 1 UFMP Recommendations Update 2015

PROTECTION, ENHANCEMENT, PLANTING

#	<i>Recommendation</i>	<i>Year</i>	<i>Status</i>
14	Implement and assess use of the new Tree Technical Manual	2013	Partial: Tree Technical Manual in draft form, still requires substantial work
15	Implement and monitor success of new rooting technologies	2013	On-going: Carden Street tree decline investigation and replacement strategy in progress
16	Develop a Greening Strategy building on the Potential Plantable Spaces Analysis	2018	Pending
17	Track municipal tree removals and plantings	2018	Started as soon as technical staff hired; continue to improve data collection
18	Expand the City's capacity to undertake tree-related plan review and site inspections	2015	Capacity improved with the 2014 hiring of two technologists

COMMUNICATIONS

#	<i>Recommendation</i>	<i>Year</i>	<i>Status</i>
19	Create an Urban Forest Advisory Committee (UFAC)	2013	Meeting quarterly since early 2014
20	Pursue targeted urban forest education and outreach	2012	Much increased in past two years, with added technical staff
21	Increase municipal capacity for coordination of volunteers for stewardship activities	2014	Increased with technical staff
22	Pursue targeted stewardship initiatives, partnerships and funding sources	2015	Ongoing

STAFF REPORT



TO Public Services Committee

SERVICE AREA Public Services – Parks and Recreation

DATE October 5, 2015

SUBJECT Play Structure Replacement and Maintenance

REPORT NUMBER PS-15-50

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To outline infrastructure issues with City play structures and how they are exceeding their service life resulting in 38 replacements being necessary over the next four years to align replacement schedules with play structure life spans. Further, that increased capital and operating budgets are required for the annual play structure replacement and maintenance program to accommodate new accessibility standards.

KEY FINDINGS

Budget constraints and increased cost for purchasing and installing play structures has resulted in fewer play structures being replaced annually, and has delayed replacement schedules by 3 – 5 years. Delaying replacements causes play structures to exceed their service life of 12 – 15 years.

Aging play structure facilities require increased maintenance and operational budgets, particularly when they are beyond the warranty period for replacement parts. Where no budget is available, play structures that are beyond their service life are at risk of being partially or entirely removed without immediate replacement.

To align the annual play structure replacement schedule with play structure life spans, 6 – 12 play structures need to be replaced per year for a total of 38 replacements from 2016 to 2019. Beyond 2019, an average of 3 – 5 play structures need to be replaced annually to meet the replacement schedule.

As of January 1, 2016, provincial accessibility standards for Outdoor Play Spaces require all new and replacement play structures to incorporate accessible features such as firm playground surfaces for stability and impact attenuation. Additionally, play structure locations must be easily accessible by pathway. Increased capital and operating is necessary to meet these new standards.

FINANCIAL IMPLICATIONS

A budget of \$4,732,300 is required in the 2016 - 2019 capital budgets for playground replacements.

The 2016 play structure replacement budget of \$895,000 remains in line with Finance Department targets for 2016 capital budget submissions. The proposed play structure budget for 2016 – 2019 is a significant increase from the average \$200,000 to \$500,000 per year historically approved.

In order to sustain the annual play structure replacement schedule, a minimum of \$500,000 is required annually to be approved in capital budgets and placed within a capital reserve. Where a given year may have play structure replacements that exceed more than \$500,000, the appropriate capital budget would be requested for Council approval.

In all P4 zoned regional parks (i.e. Riverside Park, South End Community Park) replacement of play structures shall include rubberized surfacing to cover either a portion or the entire playground area. The rubberized surface is a preferred surface in regional parks because it will serve a larger population and it provides consistent impact attenuation. Rubberized surfacing has an approximate 8 year life span and will need to be replaced half way through the life span of the associated play structure. Replacement of only the rubberized surface will be included within the capital budget play equipment replacement schedule in order to meet Canadian Standards Association (CSA) maintenance requirements for impact attenuation.

Play structure locations must be easily accessible by pathway. All replacement play structures must include a granular or paved pathway to them. The annual replacement and operating budgets have been increased to accommodate accessibility to play structures.

The 2016 Parks Operating Budget will identify a \$10,000 increase in funding, subject to Council approval, to accommodate maintenance costs associated with the new accessibility features.

ACTION REQUIRED

Approval of staff recommendations to address funding as part of the current and future capital and operating budgets.

STAFF REPORT

RECOMMENDATION

1. THAT the Public Services Report # PS-15-50 "Play Structure Replacement" dated October 5, 2015 be received
2. THAT staff be directed to identify \$4,732,300 in the capital budget to address 38 play structure replacements from 2016 – 2019 to meet Canadian Safety Association requirements and updated accessibility standards
3. THAT Council direct staff to allocate a minimum of \$500,000 each year in capital budget for play structure replacement and that the funds are placed in a capital reserve to sustain the play structure replacement program

BACKGROUND

Budget constraints and increased cost for purchasing and installing play structures has resulted in fewer play structures being replaced annually. Currently, City of Guelph play structures are exceeding their service life resulting in increased maintenance. Where no budget is available, play structures that are beyond their service life are at risk of partial or complete removal without immediate replacement. In addition, recent changes in the provincial and City accessibility standards require all new and replacement play structures to have accessible playground surfacing and pathways to them. Municipalities are required to comply with the new provincial legislation by January 1, 2016.

To address the current play structure replacement deficiencies and ensure that replacement play structures are meeting accessibility standards the following is necessary:

- A total of 38 play structures need to be replaced at a rate of 6 – 12 play structures per year from 2016 to 2019 to align the annual play structure replacement schedule with play structure life spans.
- Beyond 2019, an average of 3 – 5 play structures need to be replaced annually to meet the replacement schedule.
- \$4,732,300 has been identified in the 2016 – 2019 capital budget and forecast to replace 38 play structures that are at or past their service life
- A minimum budget of \$500,000 is required to be allocated annually for capital budgets and placed within a capital reserve to sustain the play structure replacement schedule.
- The annual operating budget for play structure replacements need to be increased by \$10,000 to accommodate new accessibility requirements.

STAFF REPORT

REPORT

The City of Guelph currently has 92 play structures in our inventory. Once a play structure is installed, it requires regular maintenance and inspections. Staff inspects each play structure once per month and refurbishes the play structure surfacing (non-rubberized) every seven days to meet CSA requirements.

Currently, it costs approximately \$130,000 to install a play structure within a neighbourhood/community park and \$300,000 - \$500,000 (depending on size) to install a play structure in a regional park. The costs include community engagement, design, play equipment purchase, wood carpet surfacing, curbing, drainage, accessible pathways and landscaping and site restoration. Once installed, it costs approximately \$300,000 annually to maintain our entire inventory of play structures or \$3,200 per play structure. Play structure maintenance includes: removing debris, repairing/replacing parts, tightening bolts, removing graffiti, topping up the play structure surface (non-rubberized) and touching up painted surfaces.

Even with regular maintenance, play structures have a typical lifespan of 12 – 15 years. Depending on popularity, use, vandalism and the quality of the play structure, the life span may be greater or less than the typical. Based on available funding and the cost to replace play structures, the City is currently replacing play structures at the 18 year range with a few play structures exceeding that. Aging play structure facilities require increased maintenance and operational budgets, particularly when they are beyond the warranty period for replacement parts. Where no budget is available, play structures that are beyond their service life are at risk of being partially or entirely removed without immediate replacement.

As of August 31, 2015, the City's maintenance records identify that 28% of our play structure inventory is in fair condition and 13% is in poor condition. Play structures that are rated in poor condition need replacement because of their age, wear and tear, vandalism and weathering. All of the play structures rated in poor condition have been identified for replacement in the next four years.

The table below outlines our current play structures, the ward and associated budget identified for replacement between 2016 and 2019.

STAFF REPORT

Park & Replacement Year Ward Proposed Budget

2016		
Carter Park	2	\$ 70,300
Centennial Park	5	\$130,000
Hugh C. Guthrie Park	5	\$130,000
Jenson Boulevard Park	6	\$ 53,500
Riverside Park West	2	\$437,100
South End Community Park (rubber surface only)	6	\$ 75,000
Total		\$895,900
2017		
Earl Brimblecombe Park	4	\$133,200
Guelph Lake Sports Fields	2	\$133,200
Kimberley Park	3	\$133,200
Mollison Park	6	\$ 54,800
Oak Street Park	5	\$133,200
Springdale Park	4	\$140,900
Sunny Acres Park	3	\$133,200
Waverley Drive Park	2	\$133,200
West End Community Park	4	\$ 54,800
Total		\$ 1,049,700
2018		
Clair Road Park	6	\$ 48,100
Drummond Park	1	\$136,600
Green Meadows Park	1	\$144,400
Hanlon Creek Park	5	\$256,800
John Gamble Park	6	\$136,400
Kortright Hills Park	6	\$ 56,200
Lee Street Park	1	\$ 56,200
Peter Misersky Park	1	\$153,300
Skov Park	2	\$144,400
Steffler Park	5	\$136,600
Suffolk Street Park	3	\$ 56,200
St. John Elementary School	1	\$136,600
Total		\$ 1,461,800
2019		
Colonial Drive Park	6	\$ 57,600
Drew Park	3	\$140,000
Gosling Gardens Park	6	\$ 57,600
Grange Road Park	1	\$ 65,800
Herb Markle Park	2	\$140,000
Highview Park	3	\$140,000
Howden Crescent Park	6	\$ 65,800
Royal City North Park	5	\$329,000
University Village Park	5	\$140,000
Westminster Woods Park	6	\$ 49,300
Total		\$1,185,100

STAFF REPORT

Note: 1. To address play structure conditions, replacement years are reviewed and adjusted annually.
2. Play structure replacement costs are based on current site conditions.

Play Structure Accessibility

As of January 1, 2016, provincial and City legislation requires all new play structures and replacement play structures to meet accessibility standards that include providing a firm playground surface that provides both stability and impact attenuation. To meet legislation regarding playground surfacing, all new play structures will have at minimum wood carpet surfacing. Sand surfacing will no longer be used and as existing play structures are replaced, the sand surface will be replaced with the wood carpet surfacing. All wood carpet surfacing will be required to meet CSA standards for impact attenuation and accessibility requirements. Additionally, play structure locations within a park must be accessible by pathway.

Recognizing that the City has certain destination parks (zoned as P4 – Regional Park) that have a higher demand for public use and recreational programming (i.e. Riverside Park, South End Community Park, Eastview Community Park and Royal City Park), staff recommends the play structure be designed as fully accessible which includes a playground surface that is either completely or partially rubberized. Rubberized play surfacing is a higher cost to install and requires replacement typically every eight years, which means the surface would have to be replaced once during the typical lifecycle of the play structure. The capital budget for play equipment replacement identifies the funding necessary to address the installation and replacement costs for rubberized playground surfacing.

Community Engagement

Community engagement continues to be the cornerstone for how play structures are designed in city parks. Further, it is a requirement of the provincial legislation for designing accessible outdoor play spaces. The City's Accessibility Advisory Committee will be consulted as per the Accessibility for Ontarians with Disabilities Act 80.19 on the design of play structures/play spaces.

City staff engages the community in varying levels for all play structure replacements. For neighbourhood park playground replacements, city staff work with play equipment companies on a design, which is then communicated to the public through media release and input is requested. For P4 regional designated parks, a more encompassing public process is provided that can include public meetings, completing surveys and receiving input on play structure layout and components.

Alternatives to Funding Play Structure Replacements

Alternatives to providing increased funding to address play structure replacement deficiencies and meeting the new accessibility standards include:

STAFF REPORT

- removal of partial components or complete playgrounds that are deemed to be no longer safe without replacement,
- not installing playgrounds in new parks to control the play structure inventory that is required to be maintained, and
- installation of smaller playgrounds that have fewer play components.

Risk and Liability

The City will continue to be responsible for all insurance, maintenance, removal and replacements of play structures. There is a legislative requirement to provide accessible playgrounds. Further, playground maintenance must meet CSA standards for the safety of the users, to prevent injury and to control the City's risk of legal claims. If playground facilities are eliminated in parks, there is a risk of eroding the overall play value the City parks are offering to Guelph residents and visitors.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.
- 2.2 Deliver public services better.

City Building

- 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable city.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

DEPARTMENTAL CONSULTATION

Parks Operations
Accessibility Committee
Finance

COMMUNICATIONS

No formal communication plan has been determined at this time.


ATTACHMENTS

N/A

STAFF REPORT

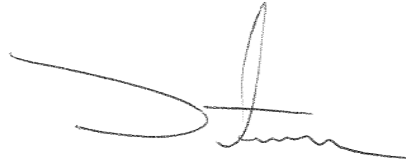
Report Author:

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STAFF REPORT

TO Public Services Committee

SERVICE AREA Public Services – Operations

DATE October 5, 2015

SUBJECT Winter Control Program Update

REPORT NUMBER PS-15-51

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide an update on the City's Winter Control Program.

KEY FINDINGS

The City of Guelph experienced another severe winter in 2014/15, revealing continued operational challenges and program response limitations including:

- The existing service level standard for winter sidewalk maintenance continues to be unachievable with the resources available. As a result, pedestrian mobility on City sidewalks continued to be a challenge for the duration of the winter season.
- The current frontline staffing model for roadway service continues to result in many snow plow operators working excessive hours to meet the challenge of responding to successive weather events, thereby increasing both risk and overtime costs.
- The current supervisory model for Winter Control Operations does not adequately provide for supervision of frontline staff and contractual efforts employed during two of the three daily business week shifts (afternoon and midnight), nor the 48 hours of weekend operations.
- Additional operational support and resources were re-allocated to respond to unplanned emergency road cut repairs required as a result of weather related damage to water and waste water below grade infrastructure.
- Preventative maintenance on vehicles and equipment, normally undertaken between events, continued to be disrupted due to frequent 'back to back' winter control events. This extended vehicle utilization resulted in more frequent equipment breakdown during service delivery.

STAFF REPORT

- The colder than average temperatures experienced in the winters 2013/14 and 2014/15 ensured that that above average snowfall accumulations remained in situ, resulting in an inability to clear snow prior to the onset of the next storm system. This inability to achieve service levels continues to be most acute in the winter sidewalk maintenance program where service priorities are based on pedestrian volumes. The result continues to be significant delays to the provision of snow clearing services to residential streets, bus stops and cycling lanes.
- The volume of snow received continues to exceed the storage capacity of a number of boulevards. This resulted in the significant narrowing of many streets and the blockage of cycling lanes and sidewalks. As a result, additional resources for snow removal operations are required. This required snow removal service is currently a nominally funded activity.
- The below average temperatures, in conjunction with frequent 'back to back' events over the last two winter seasons prevented routine clearing activities that are normally undertaken following a storm. This includes pushing windrows further back to create storage room for the next storm, clearing snow accumulations on sidewalks and at intersections, and the 'opening up' of cycling lanes.
- While the City has adopted a progressive program of establishing cycling lane infrastructure, the winter control program has not been adjusted to provide the expected service.
- Salt and sand material storage and loading operations required modification to address safety issues identified at the existing Denver Road salt and sand dome facilities.
- The two supervisors responsible for 24 hour/7 day per week delivery of the winter control services are also responsible to respond to requests for information and service from residents and other property owners. Meeting the operational challenges posed by increasingly severe winter seasons continues to prevent timely responses to the community.

FINANCIAL IMPLICATIONS

Analysis of the actual costs of road and sidewalk winter control by fiscal year from 2011 to 2013 has shown an upward trend. Total costs in 2014 rose approximately 14% per annum over the previous two year average. This analysis suggests an adjustment to the funding level for winter control activity is required to meet the increasing costs of winter control in order to mitigate negative budget variances.

STAFF REPORT

ACTION REQUIRED

That the report be received for information.

RECOMMENDATION

1. THAT the Public Services Report # PS-15-51 "Winter Control Program Update" dated October 5, 2015 be received for information

BACKGROUND

The seasonal treatment of snow and ice in the City of Guelph is referred to as the winter control program. Each winter season, City staff in the Operations Department, the Parks Division, and hired contractors are organized to provide a response to snow and ice conditions. This program services all City owned highways, lanes, sidewalks, parking lots, pathways, trails and stairs. The scope of this report is focused on the impacts of the last two winter seasons on highways and sidewalks only.

The winter control program is built to meet, or exceed, the Minimum Maintenance Standards (MMS) outlined under Ontario Regulation 239/02 of the Municipal Act (2001). The MMS applicable to winter conditions only establishes service expectations for highways (roads) and **not sidewalks**. The City of Guelph authorized the service levels approved by Council in 2005 with one amendment in 2011: Road plowing for Class 5 highways (local/residential roads) will occur at 10cm snow accumulation vs. 8cm).

Other than adhering to provincial regulations, the goals of the winter control program are to enhance the overall safety and mobility of the community during the winter season, and support economic and leisure activity dependent on road and right of way passage. Details of the service levels can be found on the City of Guelph website located here: <http://guelph.ca/living/getting-around/drive/snow-removal/>. The winter control program is 100% tax supported and is funded out of the City's operating budget.

REPORT

METEOROLOGICAL DATA

After a five year period of relatively mild winters leading up to the 2012/13 season, and compared to the 30 year climate average, the City of Guelph has again received another severe winter based on meteorological data. The 2014/2015 winter season has been identified as being over 4 C degrees colder on average than the 30 year climate average. In addition, though snowfall this past season has been

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determined to be in line with the 30 year average, the colder temperatures in February and March have resulted in extended snow accumulations that negatively impacted snow clearing operations, and again prevented service level compliance (See ATT-1, Tables 1-4).

IMPACT OF METEOROLOGICAL EVENTS IN 2014/15

In addition to the extreme cold and snow fall accumulations experienced in both the 2013/14 and 2014/15 winter seasons, the City of Guelph continues to experience an increased number of weather "events" when compared to previous years. Based on a five year average, the winter control program is structured and budgeted to respond to 23 weather events per season. The timeframe of an event is defined as commencing when staff activation is triggered due to precipitation thresholds being met, and concluding when the service standards have been met on roads and sidewalks.

Historically, and ideally, these 23 weather events are nominally spaced out throughout the season allowing supporting activities to occur between events. Such activities include preventive maintenance on vehicles and support equipment, intersection snow clearance, bus stop snow clearance, snow removal in the downtown and known narrow streets, sandbox maintenance, crew rest and sight line improvements, to name a few.

Based on information from recent winter seasons, the number of staff activations in response to winter events has increased from 16 event responses in the 2011/12 winter season, to 26 in 2012/13, to 38 in the 2013/14 season, and 31 in the 2014/15 season. This increase in event responses over recent year averages has again had a significant negative impact on the effectiveness of the winter control program, relative to its original design.

Essentially, this increase in event responses equates to several staff activations per week often involving 24 hour a day operations causing what is known as 'back to back' weather events. During these events none of the supporting activities mentioned above can be accomplished, leading to severe strain on personnel, vehicles and equipment. For sidewalk service specifically, the established level of service could not again be delivered in the 2014/15 winter season. Figure 1 below shows the number of days where staff were deployed conducting winter control operations, and the upward trend over the last four winter control seasons.

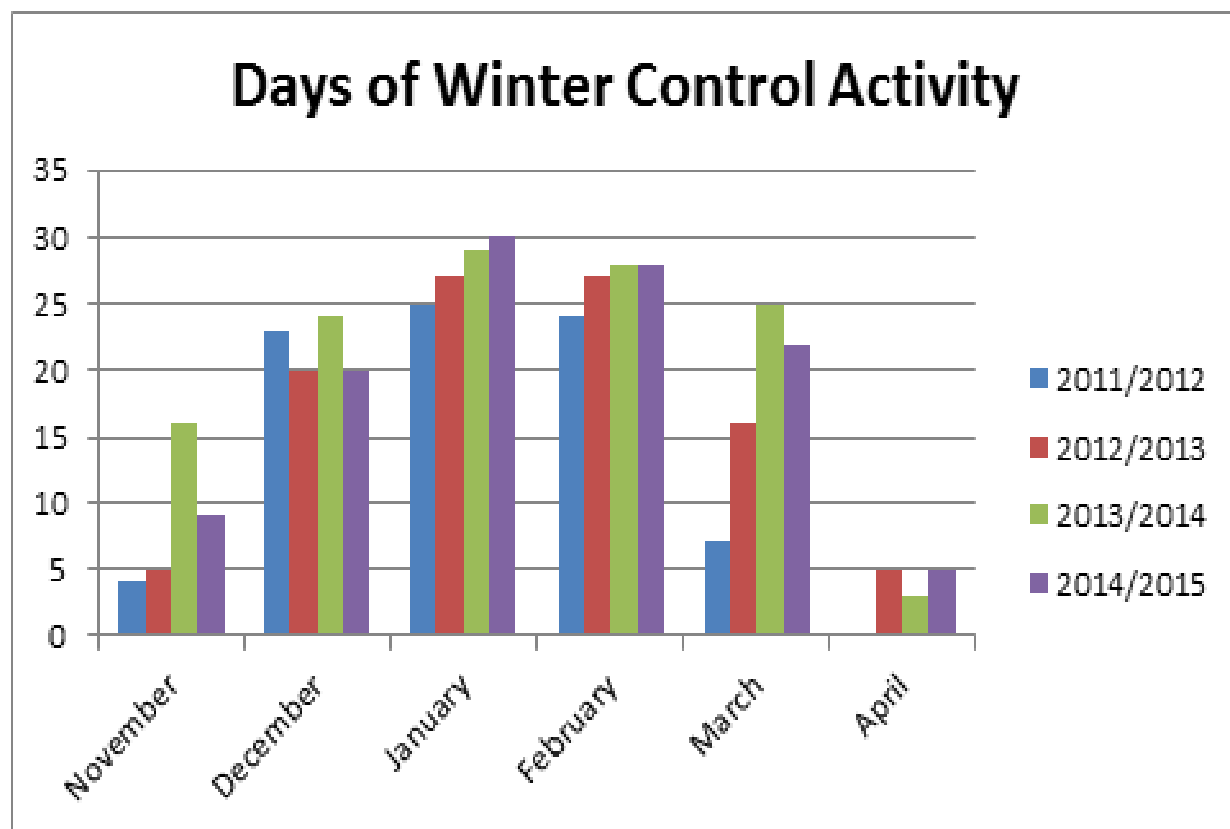


Figure 1. Days of Winter Control Activity 2011-2015

It is important to restate that the City's service level standard does not have an objective of achieving bare sidewalk, an acknowledgement of the limitation of employing mechanized equipment to clear snow. While residents are familiar with a requirement to walk or ride on snow-packed surfaces, conditions in the 2013/14 and 2014/15 seasons remained unusually difficult for both pedestrians and cyclists.

The length of the winter season has again had a negative impact on the 'normal' start-up of Spring operations. Impacts included delays to: Fleet Services ability to prepare Parks vehicles and equipment for spring operations, scheduled street sweeping programs, loose litter clean-up, and catch basin cleaning. As a result, the extended winter weather conditions have resulted in additional overtime costs to both the Roads, Stormwater and Traffic Operations Division and Fleet Services Division as they needed to adjust their programs to meet service levels.

WINTER CONTROL STAFF

Frontline Operations

Prior to the start of the winter season, the Operations Department re-configures its full-time staff to create efficiencies in organizational structure. As a result, winter

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control staff allocated to the roads section consist of 30 full-time staff and eight temporary seasonal staff that provide 24 hour coverage 7 days a week. (Note: the road winter control service is augmented by a number of contractors that are called in when a full 'residential' plow out is required.) A core number of staff are assigned to each shift, not enough however to staff all equipment available. If an "event" occurs, staff assess whether the core group can address service needs. If not, additional staff are called in on overtime to operate additional equipment. This structure was designed to be the most efficient system possible balancing 'down time' with required task completion and overtime.

As mentioned previously, the 31 weather events in the 2014/15 winter season created periods where continuous operations were required for extended lengths of time. Staff in the Roads section were asked to flex their normal work hours in order to accomplish the necessary service levels. Overtime continues to be the main mechanism available to management and as a result, staff are often asked to work up to 60-70 hours per week. Total increase in overtime hours amounted to additional hours required over the previous 2013/14 winter season levels. Working staff at high levels of overtime, frequently, is not a desirable scenario for either the employer or the employee.

Winter control staff in the Sidewalk section are structured to work a daytime shift five business days per week, with five full-time staff and are augmented with up to 28 temporary seasonal staff who are called in on an as-required basis. Once service is activated, the operation is to remain continuous until the service level is attained. Using ten sidewalk plows, the duration of citywide sidewalk clearance was designed to take up to five days to complete. It has been identified that the approved service levels are not attainable with the current level of resources. Overtime is a core requirement of this service provision and even with this component of support, service levels remained unattainable in 2014/15.

Supervision

The City has established a winter control shift model for road operations that includes three 8 hour shifts for each business day and, two 12 hour shifts for each day on weekends. For two of the three shifts on a business day (or weekday), and for the two 12 hour shifts (48 hours) of the weekend, there is no provision of supervisory staff to monitor frontline operations or contractual services. Lead hand support from frontline staff is employed during these periods to carry out operations. Road winter operations are currently supervised by one supervisor for the 24hr/7 day per week schedule.

Similar to road operations, winter sidewalk operations have one supervisor in place for the season. This model relies exclusively on overtime services to provide winter maintenance outside of regular business hours (Monday to Friday, 7:00 am to 3:00 pm.). In circumstances that require after hours winter service, frontline lead hand support is employed to monitor operations. There is currently no contingency for

STAFF REPORT



supervision of staff or contractual services during winter afterhours operations and weekends, outside of overtime (single supervisor).

VEHICLES AND EQUIPMENT

Sidewalk Equipment

There are also limitations to vehicles and equipment used for winter control operations, most notably the machines used for sidewalk snow clearance. Sidewalk plows provide a reasonable level of service when snow is fresh and below 8 cm in depth. However, there are issues that result from use of our current blade-equipped units including:

- plows cannot provide uniform and consistent clearance;
- plows cannot attain bare concrete given low bearing pressure of their blade/blower and lower kinetic energy from pedestrian traffic (compared to cars) to accelerate de-icing agents
- current units have shown not to be the most effective vehicle for completing bus stops and intersections in clearing snow to a satisfactory level
- current units have limited material carrying capacity (sand/salt) requiring frequent restocking efforts, ultimately affecting effectiveness
- a recent addition to the sidewalk fleet of plows has shown higher servicing requirements than the previous model, reducing its availability for service

Finally, the 2014/15 winter season has shown yet again, that sidewalk machines equipped with blowers were more effective in snow clearance than plow attachments. They achieve a more uniform walking surface, reduce windrows across driveways, and minimize snow deposits on sidewalks and driveways previously cleared by residents. To achieve this higher quality service however, the speed of the operation is reduced, contributing to delays in route completion.

Road Equipment

The City of Guelph has 12 plow trucks available for 12 plow routes, leaving no capacity for downtime to accommodate repairs and or routine maintenance. It is common practice in municipalities and other agencies to have a spare ratio of up to 20% of equipment to be available as contingency for operations to carry on during necessary downtime of equipment. This ratio allows for continuity of service and response for all operations.

As a result, Fleet Services noted again, that the larger Commercial Vehicle Operator Registration (CVOR) plow/salt trucks had additional maintenance challenges including: lack of driver maintenance (no time to wash salt build-up off vehicles due to 'back to back' weather events), extremely high usage and mileage rates, more technology related equipment breakdowns, and increased demand on vehicle technician resources.

STAFF REPORT

The significant amounts of sustained snowfall accumulations resulting from the absence of normal thaw periods continued to challenge available resources. The Operations Department has only one large blower unit which is the preferred piece of equipment for removing snow in areas that have limited snow storage. Areas such as the downtown, older neighbourhoods with narrow streets, and cycling lanes were most impacted by this limitation resulting in challenges in maintaining a minimum of 3 m width and slower service response than what the public expects.

MATERIAL

Sand, made available to residents for the purpose of keeping City sidewalks safe, continued to be made available to the public at 45 Municipal St (Operations yard). In addition, the City continued to position sand/salt boxes throughout the city for use by residents to apply material on city sidewalks in areas of high pedestrian traffic and sloped areas. Demand for this support to winter safety remained extremely high in 2014/15, and staff continued to be challenged in re-stocking this commodity, given other, higher priority duties.

Materials (salt or sand/salt mix) applied during winter control operations continued to show an increase over previous years (see Figure 2). Salt remains one of the most effective materials available to mitigate ice build-up on both roads and sidewalks. The City of Guelph does have a Salt Management Plan which controls the use of salt on an as required and functionally necessary basis.

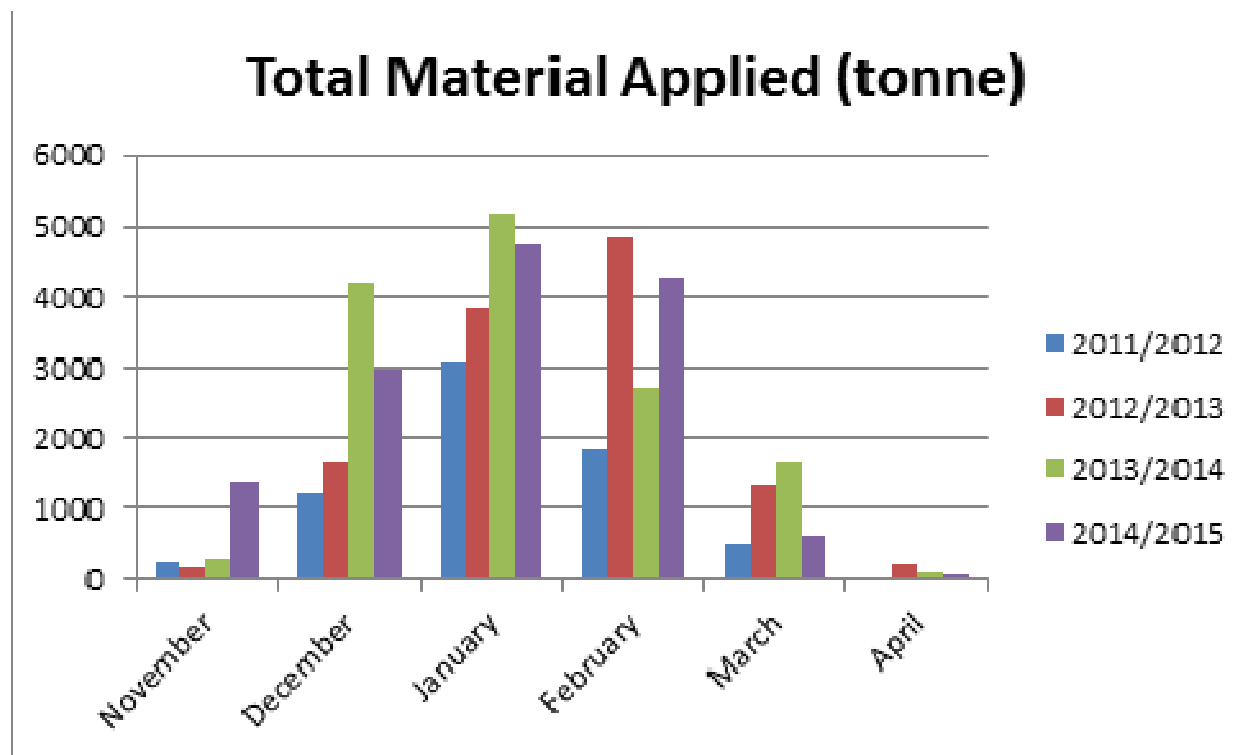


Figure 2. Total Material (Salt/Sand) Applied 2011-2015

STAFF REPORT

SERVICE CALLS

Due to the continued high volume of calls regarding winter maintenance, and the repeated need to activate staff and contractors for successive events, supervisory staff focused on managing and leading operations and were not available to meet customer service expectations in responding to concerns raised (see Table 1). Every effort was made to acknowledge all customer service calls using Operations Department reception staff; however, the public often wanted to speak to a supervisor or higher level manager.

The main issues raised by residents, as in previous winter seasons continues to be: a) timing of when local (residential) street will be plowed, b) dissatisfaction with the level of service provided on the sidewalks for snow and ice clearance, c) bus stops not adequately cleared, and d) dissatisfaction with windrows left at bottom of driveways and general service standard of snow clearance on residential streets (Class 4 and 5 roads).

The Operations Department did receive some calls on the requirement to keep cycling lanes cleared of snow throughout the winter. Despite staff's knowledge that the City of Guelph has policy on traffic modal shifts including goals to increase bicycle usability, the current winter control program has not been adjusted operationally or resourced to provide timely service to clear cycling lanes of snow and ice.

There is some anecdotal evidence that the City's website (<http://guelph.ca/living/getting-around/drive/snow-removal>) is becoming more useful to the public in providing information on winter control activities which may have resulted in a downward trend of customer service calls in 2014/15 from the previous winter. Further, there was no emergency event (i.e. the ice storm of December 2013) in 2014/15 which may have also contributed to a lower number of calls.

Table 1: Winter Control Customer Service Calls (2011-2015)		
Winter Season	Road Operations	Sidewalk Operations
2011/12 Nov. 1 to Mar. 31	220	87
2012/13 Nov. 1 to Mar. 31	552	557
2013/14 Nov. 1 to Mar. 31	2,828	1,152
2014/15 Nov. 1 to Mar. 31	750	484

STAFF REPORT

FACILITIES

In 2014 a structural review of the existing salt and sand storage facilities was undertaken as a result of concerns raised by provincial authorities that similar structures were failing in other areas of the province. As a result, the City of Guelph engaged an engineering firm to undertake a structural assessment and make recommendations on lifecycle and repair. The subsequent analysis indicated that the existing salt and sand storage facilities were deemed to be beyond the design life span and that they were also structurally unsafe. To mitigate any potential safety concerns, a series of recommended repairs and adjustments to operational activities were made and implemented. This allowed for operations to continue during the 2014/15 winter season.

In the spring of 2015 a follow up analysis was undertaken, as part of the original scope of safety concerns raised in the report, to determine the continued viability of the structures. The follow up analysis indicated that the structures could not continue to be utilized for operations in the upcoming 2015/16 winter season.

In response to this notification the City has undertaken an urgent capital infrastructure project for the replacement of these facilities with the construction of a new salt/sand storage facility. The new facility will incorporate best management practices for the control of salt storage which will lead to operational efficiencies related to the application of materials for winter safety on roadways and sidewalks.

As a result of the construction of the new salt/sand storage facility, current yard space at 45 Municipal Street has been permanently reduced causing some storage of equipment and materiel to be displaced. This will be a factor in yard operations and will need to be considered in future yard expansion plans.

CONCLUSION

Overall, the winter of 2014/15, similar to last winter season, is among the most severe on record. As such, it presented the City of Guelph with continued operational challenges to its winter control program. Climate experts have confirmed that seasons similar to this winter are likely to reoccur and that due to the increased frequency of extreme weather events, planning and preparation activities for municipal services will have to be increased and modified to meet new challenges and maintain compliance with Provincial and Council approved service levels.

In conclusion, current trends and expectations are challenging the existing winter roads and sidewalks maintenance model. In order to provide the expected service levels for winter control in extreme weather conditions and to comply with Provincial legislation on MMS (O. Reg. 239/02), the Operations Department will continue to modify the winter control program utilizing current resources and processes available.

STAFF REPORT

FINANCIAL IMPLICATIONS

Analysis of the actual costs of road and sidewalk winter control by fiscal year from 2011 to 2013 has shown an upward trend. Total costs in 2014 rose approximately 14% per annum over the previous two year average. This analysis suggests an adjustment to the funding level for winter control activity is required to meet the increasing costs of winter control in order to mitigate negative budget variances.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.2 Deliver Public Service better

City Building

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

DEPARTMENTAL CONSULTATION

Finance Department

Legal Department

Facilities Management Department

COMMUNICATIONS

There are no corporate communications planned to support this report specifically.

ATTACHMENTS

ATT-1 Winter Summaries Report - Amec Foster Wheeler (May 2015)

Report Author:

Nello Violin

Manger, Roads, Stormwater and Traffic Operations



Recommended By

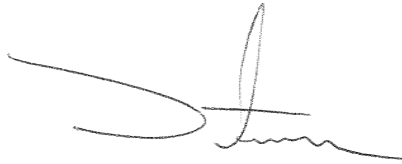
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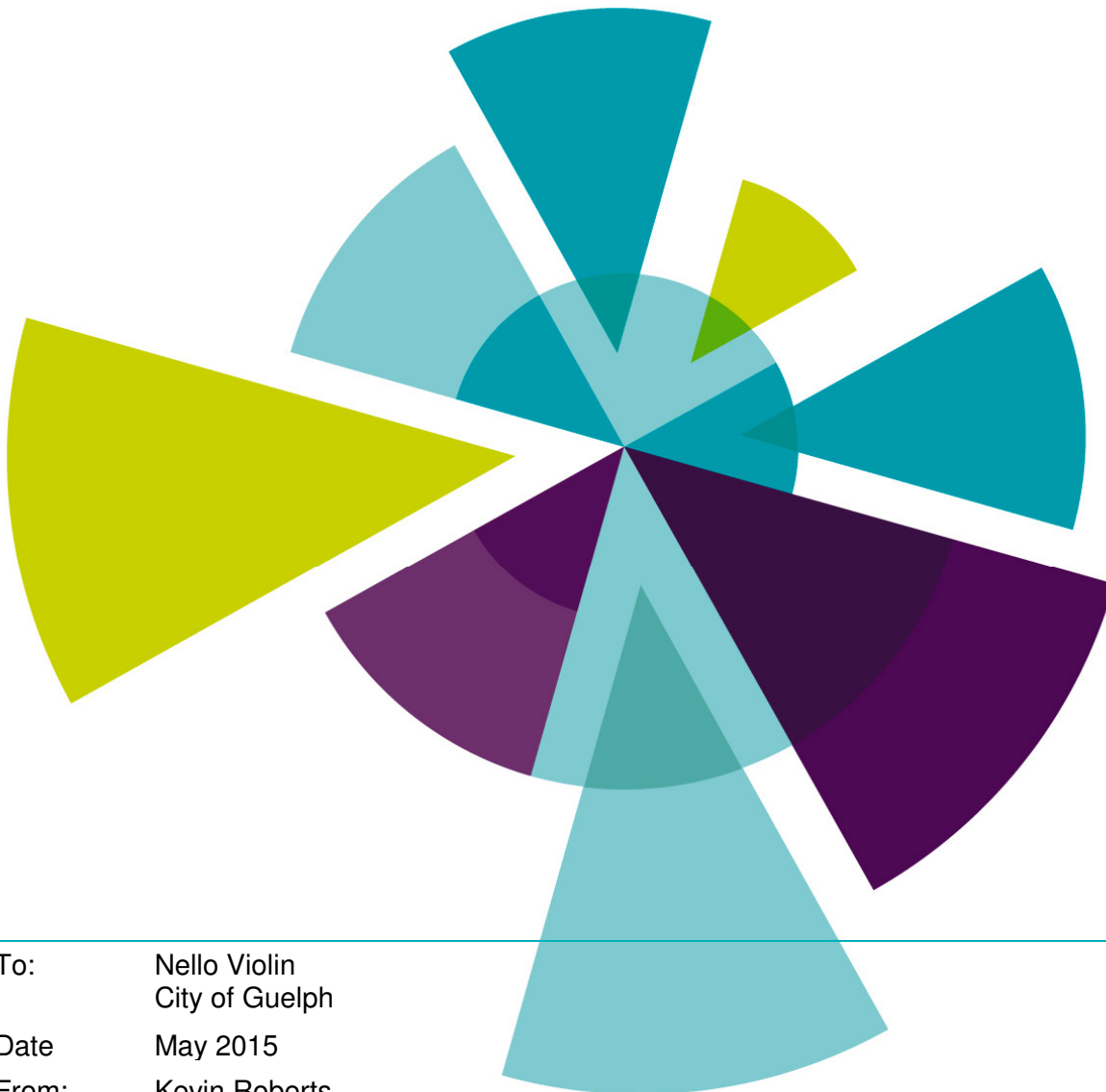
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City of Guelph

Winter Summaries (November-March)
2011-12, 2012-13, 2013-14, 2014-15



To: Nello Violin
City of Guelph

Date: May 2015

From: Kevin Roberts
Amec Foster Wheeler Ottawa



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1. GENERAL PROJECT INFORMATION

Project Identification:

Name: City of Guelph
Project Code: TA1372202
Description: Winter Summaries: (November-March)
2011-12, 2012-13, 2013-14, 2014-15

Customer:

Organization: City of Guelph
Name of Acceptor: Nello Violin

Amec Foster Wheeler:

Project Manager: Kevin Roberts
Climatology Team Lead: Robert Boggs, ACM

2. SITE INFORMATION

2.1 Guelph Ontario

- 2.1.1 Latitude: 43° 33' 00.000" N
- 2.1.2 Longitude: 80° 13' 00.000" W
- 2.1.3 Climate ID: 6143089
- 2.1.4 WMO ID: 71833
- 2.1.5 TC ID: TGT
- 2.1.6 Elevation: 325.0 m



3. WINTER CLIMATE DATA

3.1 Guelph Ontario: 1971 to 2000 Canadian Climate “Normals” station data

<i>Temperature (T)</i>	Nov	Dec	Jan	Feb	Mar	<i>Winter Average</i>
Daily Averages (°C)	2.4	-4	-7.6	-6.9	-1.3	-3.5
Daily Maximum (°C)	6.2	-2.6	-3.7	-2.6	3.4	0.1
Daily Minimum (°C)	-1.4	-0.5	-11.4	-11.1	-6	-6.1
Extreme Maximum (°C)	20.6	19.1	13.9	13.5	23.5	18.1
Extreme Minimum (°C)	-15.1	-30.4	-34.4	-31.7	-26.8	-27.7
Days with Max T ≤ 0°C	3.7	15.8	23.1	18.2	9.3	14.0
<i>Precipitation</i>						
Rainfall (mm)	75.3	38.1	17.6	22.1	46.9	200.0
Snowfall (cm)	9.7	38.5	45.8	33.1	25.8	152.9

3.2 Guelph Ontario: Winter 2011-12

<i>Temperature (T)</i>	Nov	Dec	Jan	Feb	Mar	<i>Winter Average</i>
Daily Averages (°C)	5.0	-0.9	-3.7	-2.2	5.5	0.7
Daily Maximum (°C)	9.8	2.7	0.2	1.4	12.1	5.2
Daily Minimum (°C)	0.1	-4.6	-7.5	-5.7	-1.0	-3.7
Extreme Maximum (°C)	17.6	11.7	8.4	7.7	26.4	14.4
Extreme Minimum (°C)	-6.6	-12.8	-18.3	-16.0	-14.8	-13.7
Days with Max T ≤ 0°C	0	7	14	6	3.0	6.0
<i>Precipitation</i>						
Rainfall (mm)	108	74.8	41.6	17.4	27.4	269.2
Snowfall (cm)	0.8	24.4	29.2	26.2	6.2	86.8



3.3 Guelph Ontario: Winter 2012-13

<i>Temperature (T)</i>	Nov	Dec	Jan	Feb	Mar	<i>Winter Average</i>
Daily Averages (°C)	1.6	-0.6	-4.1	-7.3	-2.0	-2.5
Daily Maximum (°C)	5.9	2.8	0.3	-2.4	1.8	1.7
Daily Minimum (°C)	-2.7	-4.0	-8.6	-12.1	-5.8	-6.6
Extreme Maximum (°C)	17.1	14.6	13.5	5.0	12.9	12.6
Extreme Minimum (°C)	-7.4	-11.7	-24.5	-24.4	-14.4	-16.5
Days with Max T ≤ 0°C	1	10	14	17	12	10.8
<i>Precipitation</i>						
Rainfall (mm)	16.8	73.8	78.6	10.0	25.2	204.4
Snowfall (cm)	8.6	20.2	23.8	68.4	17.8	138.8

3.4 Guelph Ontario: Winter 2013-14

<i>Temperature (T)</i>	Nov	Dec	Jan	Feb	Mar	<i>Winter Average</i>
Daily Averages (°C)	0.4	-5.9	-10.3	-11.6	-6.6	-6.8
Daily Maximum (°C)	4.7	-2.4	-5.9	-6.0	-1.1	-2.1
Daily Minimum (°C)	-3.8	-9.3	-14.7	-17.1	-12.2	-11.4
Extreme Maximum (°C)	15.4	13.4	6.4	3.9	10.3	9.9
Extreme Minimum (°C)	-13.9	-22.7	-27.3	-30.1	-24.7	-23.7
Days with Max T ≤ 0°C	7.0	20	26	23	15	18.2
<i>Precipitation</i>						
Rainfall (mm)	33.4	56.2	22.8	10.6	10.0	133.0
Snowfall (cm)	5.2	42.4	62.4	53.2	22.4	185.6



3.5 Guelph Ontario: Winter 2014-15

<i>Temperature (T)</i>	Nov	Dec	Jan	Feb	Mar	<i>Winter Average</i>
Daily Averages (°C)	0.1	-1.4	-9.2	-14.8	-4.0	-5.8
Daily Maximum (°C)	3.9	1.4	-4.5	-9.3	1.4	-1.4
Daily Minimum (°C)	-3.7	-4.3	-13.9	-20.3	-9.3	-10.3
Extreme Maximum (°C)	15.7	10.9	5.2	-2.1	8.5	7.6
Extreme Minimum (°C)	-15.5	-11.8	-23.9	-32.7	-26.1	-22.0
Days with Max T ≤ 0°C	10	12	28	28	11	18.2
<i>Precipitation</i>						
Rainfall (mm)	61.8	25.4	18.6	0.6	7.4	113.8
Snowfall (cm)	26.6	7.2	32.8	55.2	10.0	131.8



4. COMPARISON OF WINTER OF 2014-15 TO 30 YEAR CLIMATE AVERAGE

The striking feature of the winter of 2014-2015 was the deep cold spell in February which continued into March. Guelph's average daily temperature in February was -14.8°C and the average daily minimum temperature for the month was -20.3°C . The coldest temperature recorded for Guelph in February was -32.7°C . The temperature never got above 0°C during the month of February. By way of comparison, those temperatures are colder than Sudbury's normal February temperatures.

Although the total snowfall for the winter of 2014-15 was almost exactly equal to the 30 year average (there was 136.4 cm of snow during the winter of 2014-2015 compared to the average of 133.1 cm), most of the snow came early during November, or later in February. Guelph received a total of 55 cm of snow during the month of February, as compared to the average of 30 cm for the month. The cold temperatures ensured that the much heavier snowfall than normal in February accumulated on the ground, and there wasn't a typical freeze-thaw to reduce the snow build-up. Guelph usually receives 61 days with snowfall, while the winter of 2014-15 resulted in 57 days with snow. The slightly higher snowfall total for 2014-15 means that the individual snowfall events had slightly higher snowfall amounts per storm.

There are often large climate variations from year to year. Climatologists use the 30 year climate average to compare the weather observations for one winter to the "normal". The table below compares temperatures and snowfall for the winter of 2014 – 2015 to the 30 year climate average. The updated period of 1981 to 2010 was used to generate the 30 year averages.

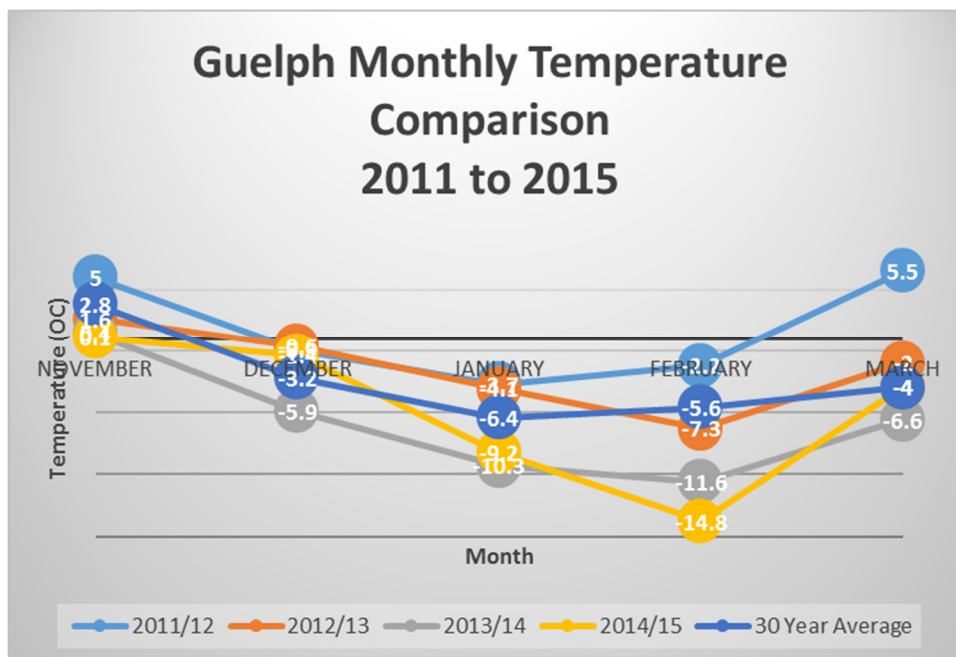


Figure 1: Temperature Comparison 2011 to 2015



4.1 Guelph Snowfall Comparison For The Years 2011 to 2015

4.1.1. Guelph Snowfall Table (all snowfall amounts in cm)

	November	December	January	February	March	Total
2011/12	0.8	24.4	29.2	26.2	6.2	86.8
2012/13	8.6	20.2	23.8	68.4	17.8	138.8
2013/14	5.2	42.4	62.4	53.2	22.4	185.6
2014/15	26.6	7.2	32.8	55.2	10	131.8
30 Year Average	9.7	38.5	45.8	33.1	25.8	152.9

Table 1: Snowfall Comparison 2011 to 2015

4.1.2. Guelph Snowfall Graph (all snowfall amounts in cm)

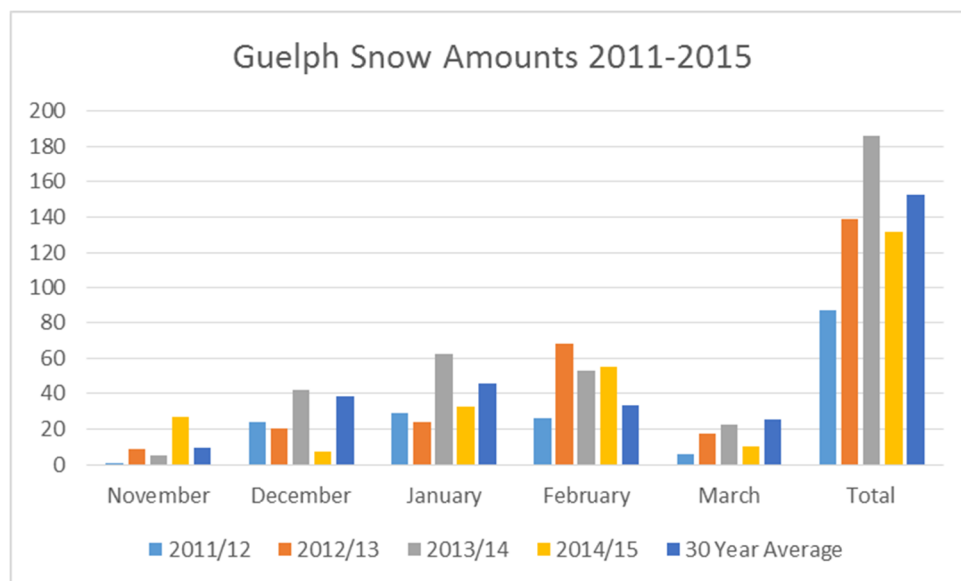


Figure 2: Snowfall Comparison 2011 to 2015

4.1.3. Guelph Snowfall Discussion

The “normal” amount of snowfall for Guelph based on the 30 year climate normal is 153 cm. Guelph received a total of 132 cm of snow during the 2014/15 winter season, or about 86% of the normal snowfall. A significant feature was that Guelph received 55 cm of snow in February, and the colder than normal temperatures resulted in an extended accumulation of snow through February and March without any thaw to diminish the snow cover. This made it harder to clear successive snowfalls. The heaviest total winter snowfall for the last four years occurred during the winter of 2013/2014 when Guelph received 186 cm of snow, and the lightest winter was 2011/12 when Guelph only received 87 cm of snow.



2014/2015 ACTUAL VERSUS AVERAGE WEATHER COMPARISON

GUELPH

	NOVEMBER		DECEMBER		JANUARY		FEBRUARY		MARCH		APRIL	
	Norm	Actual	Norm	Actual	Norm	Actual	Norm	Actual	Norm	Actual	Norm	Actual
Daily Temp	2.8	0.1	-3.2	-1.4	-6.4	-9.2	-5.6	-14.8	-0.8	-4.0	6.5	8.5
Daily Max	6.4	3.9	0.1	1.4	-2.7	-4.5	-1.5	-9.3	3.6	1.4	11.6	12.7
Daily Min	-0.8	-3.7	-6.4	-4.3	-10.1	-13.9	-9.6	-20.3	-5.3	-9.3	1.5	4.3
Snowfall	12.0	26.6	32.0	7.2	36.1	32.8	30.0	55.2	19.7	10.0	5.5	4.6
Cum Snow*	12.0	26.6	34.0	33.8	80.1	66.6	110.1	121.8	129.8	131.8	133.1	136.4
Days/Snow	6.4	11	13.7	7	17.0	16	12.1	19	8.9	2	3.2	2

Data Sources: 2014/15 Actual temperature data from Guelph Turfgrass at U. of Guelph, actual snowfall data is recorded at Waterloo Wellington 2. The 30 year Climate Average is for the period of 1981-2010 for Preston.

* Cumulative Snowfall



5. LONG RANGE OUTLOOK FOR THE WINTER OF 2015-16

Long range models have low confidence when trying to provide forecasts out for the next 12 month period. By comparing the Canadian long-range generated by Environment Canada to the U.S. long-range generated by the NOAA Center for Weather and Climate Prediction, we can see if the two models agree or have divergence to get an idea of outlook for the winter of 2015-16.

It appears that both models are tending towards probabilities of above-normal temperatures for the entire Great Lakes region into the North-East, as indicated by a consensus of NMME and IMME global climate model forecasts. The outlook maps are shown on the following page.

Precipitation for the winter of 2015-16 is expected by both agencies to be “near-normal”, in other words, not higher or lower than normal. Since the temperature is expected to be above normal for the Great Lakes basin, a few heavy lake-effect snow storms could be expected earlier in the season before Lake Huron and Georgian Bay freeze over.

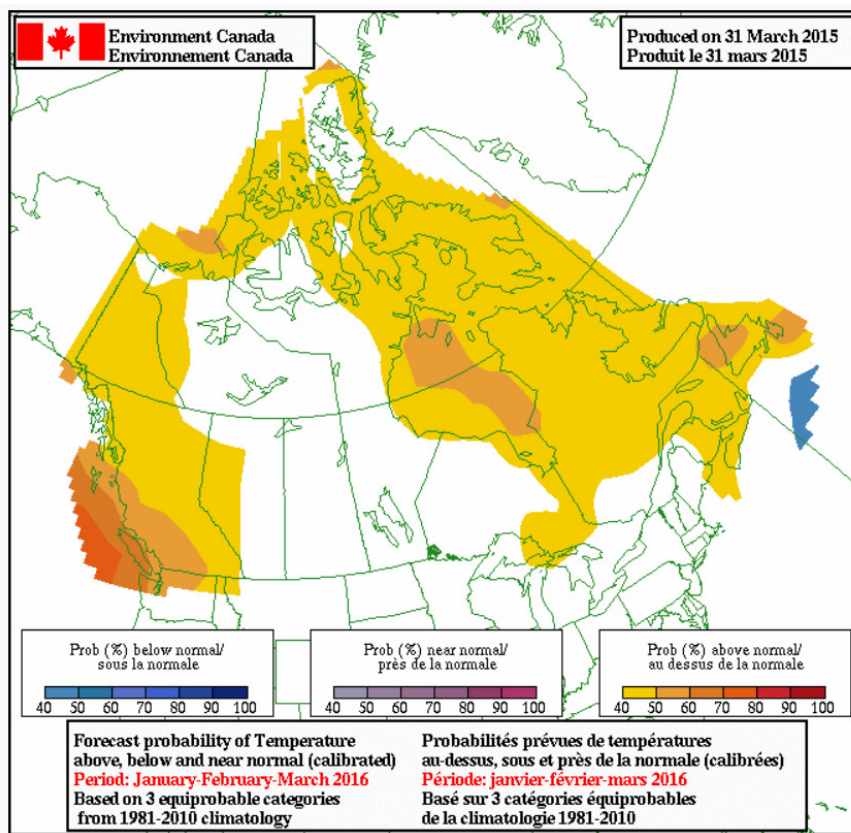


Figure 2: Environment Canada Long-Range Temperature outlook for January to March 2016

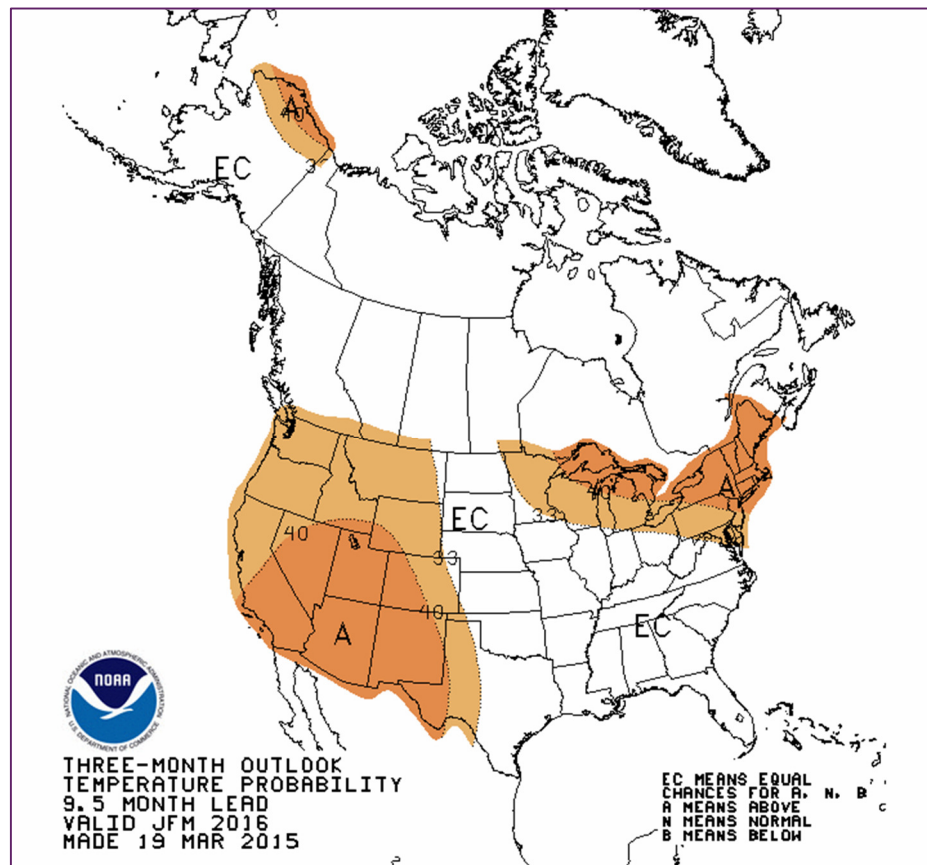


Figure 3: U.S. NOAA Center for Weather and Climate Prediction Long-Range Temperature Outlook for January to March 2016



6. SOURCES

5.1 Climate Prediction Center

<http://www.cpc.ncep.noaa.gov/>

5.2 Earth System Research Laboratory

<http://www.esrl.noaa.gov/>

5.3 National Climate Data and Information Archive

http://climate.weatheroffice.gc.ca/Welcome_e.html



Amec Foster Wheeler

Environment & Infrastructure



STAFF REPORT



TO Public Services Committee

SERVICE AREA Policy and Intergovernmental Affairs, Office of the CAO

DATE October 5, 2015

SUBJECT Adapted Blue Dot ¹ Movement Municipal Declaration: Right to a Healthy Environment

REPORT NUMBER CAO-I-1501

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide a recommended Blue Dot Declaration for Council approval.

KEY FINDINGS

The goal of the Blue Dot movement is an amendment to Canada's Charter of Rights and Freedoms granting a constitutional right to a healthy environment. While there is no fundamental disagreement about the basic principle, the adoption of the Model Blue Dot Declaration (**Attachment 1**) is not recommended in its current form.

Aspects of the Model Declaration are considered to be outside the municipalities' jurisdiction and would have significant resourcing implications for the City to implement – financially and with respect to staff capacity.

A jurisdictional analysis determined that no Ontario municipality has adopted the Declaration in its model form. Specifically, conditions mandating financial resources to prevent the degradation of the environment and protection of health, full cost accounting and the identification of specific objectives, targets and timelines have been removed.

Currently, the City of Guelph is already deemed to be a leader in environmental stewardship, and is continuously improving to address priority areas (e.g. food security, cycling, climate change). An additional structure of resources and processes is not recommended as a means to

¹ Blue Dot refers to Planet Earth

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implement or evaluate the specific objectives of the Blue Dot Movement (e.g. full cost accounting).

Following a thorough jurisdictional and risk analysis, a modified approach is recommended. The modified Declaration maintains the spirit of the Original Declaration, identifies the City as environmental stewards, and details the need for consideration of the Blue Dot Campaign in future strategic planning.

FINANCIAL IMPLICATIONS

Proceeding with the Model Declaration in its original form would have resourcing implications across all departments within the City, as well as commit staff resources to work with related community groups and other levels of government for an extended period of time. The adapted recommended Declaration will not have any financial implications.

ACTION REQUIRED

Public Services Committee approval of a modified Blue Dot Declaration, for endorsement of Council.

RECOMMENDATIONS

1. That the modified Blue Dot Declaration contained within report # CAO-I-1501, "Adapted Blue Dot Movement Municipal Declaration: Right to a Healthy Environment", Appendix 4, be adopted.
2. That the Mayor, on behalf of Council, be directed to forward a copy of the Declaration to the Federation of Canadian Municipalities and the Association of Municipalities of Ontario;
3. That the Mayor, on behalf of Council, be directed to forward a copy of the Declaration to the Prime Minister of Canada, the Premier of Ontario and federal and provincial ministers of the Environment, calling for the development of provincial and federal legislation that recognizes that all people have the right to live in a healthy environment.

BACKGROUND

The Blue Dot movement is a national campaign of the David Suzuki Foundation and Ecojustice (formerly the Sierra Legal Defense Fund). The ultimate objective of this five-year initiative is an amendment to the Canadian Charter of Rights and Freedoms, enshrining every citizen's right to a healthy environment. A Model Blue Dot Declaration is being circulated across Canada. Individual Canadians are invited to sign it, and it is also being submitted to Municipal Councils for consideration.

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Local Blue Dot organizers are requesting Guelph Council adopt a Blue Dot Declaration. They hope that as local communities pass municipal Declarations respecting people's right to live in a healthy environment, all provinces and territories will follow suit and eventually result in environmental rights being enshrined in the Canadian Charter of Rights and Freedoms.

On June 1, 2015, the Public Services Committee directed that Intergovernmental Staff examine a Guelph Based Municipal Declaration on the Right to a Healthy Environment and report back to the Committee.

REPORT

An analysis of the original Blue Dot Model Municipal Declaration identifies the following considerations:

Legal Jurisdiction

- As creatures of their respective provincial statutes, municipalities do not have the authority to grant rights other than development rights through planning approvals.
- Some provisions duplicate existing legal measures at other levels of jurisdiction.
- Some of the stated rights (e.g. "the right to consume safe food") fall under multiple jurisdictions. Public Health Departments oversee food safety in restaurants and at public events, but the responsibility for other aspects of food safety such as pre-packaged foods, food plants etc. rests with other levels of government.
- The Precautionary Principle can be challenging to implement if it delays necessary actions or pushes Planning Act applications beyond statutory time periods and therefore risks an appeal to the Ontario Municipal Board for failing to make a decision.

Resource and Financial Capacity

- The Original Declaration commits the municipality to specify objectives, targets, timelines and accomplishments to meet nine priority actions across a diverse range of areas of interest (climate change, transportation, food safety etc.) over a period of five years. Setting long-term targets, timelines and actions would pose significant resourcing implications across multiple City departments, as well as commit staff resources to work with related community groups and other levels of governments for an extended period of time.
- Additionally, the existing information technology at the City of Guelph consists of legacy systems that do not have the capacity to support a change in the City's budgeting model (e.g. Full cost accounting as referred

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to in the Original Declaration). However, as increasingly complex requests for data analysis have come forward, staff have begun a review of future IT functionality needs.

Jurisdictional Scan

As of August 25, 2015, some form of a Blue Dot Declaration has been adopted by approximately 80 municipalities across the country, including 16 in Ontario. No Ontario jurisdiction has adopted the original Model Declaration as written.

Neighbouring municipalities that have adopted modified Declarations include the City of Hamilton, the Town of Erin, the City of Kitchener, the Region of Waterloo and the City of Waterloo.

Ontario's 18 Declarations were analyzed and the work of an inter-municipal working group consisting of the Chief Administrative Officers, environmental and legal staff of the cities of Cambridge, Kitchener, Waterloo and the Regional Municipality of Waterloo was reviewed.

Please see **Appendix 2** for a detailed analysis of the jurisdictional scan.

Conclusion

The Blue Dot Declaration as originally posed raises concerns related to jurisdictional authorities associated with the adoption of the same and potential financial/capacity issues for the City.

Additionally, there is already significant positive work underway within the City of Guelph to address many of the Blue Dot priority areas; e.g. food security, cycling, climate change. Adding additional structures and reporting requirements will not significantly advance this work.

However, should Council wish to formalize a Declaration, the original Blue Dot Declaration has been adapted to better reflect the responsibilities and realities of municipal government, recognizing Guelph's inherent commitment to environmental stewardship and leadership, thus meeting the spirit of the Declaration, while incorporating best practices and relevant clauses derived from other Ontario jurisdictions. Furthermore, the modified approach recommends that as the City moves forward with its Council Shared Agenda and 2016-2021 Strategic Plan, the City will consider and have regard for the environmental considerations of the Blue Dot Campaign.

Appendix 3 provides a comparative summary of the Original Declaration contrasted with the Recommended Guelph Declaration.

Please see **Appendix 4** for the Recommended Guelph Declaration.

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CORPORATE STRATEGIC PLAN

The Blue Dot Declaration supports each of the CSP focus areas:

1. Organization Excellence
2. Innovation in Local Government
3. City Building

DEPARTMENTAL CONSULTATION

Legal Services

Financial Services

Planning, Urban Design and Building Services

Engineering and Capital Infrastructure Services

Parks and Recreation

Business Development and Enterprise

FINANCIAL IMPLICATIONS

Recommended approach - Nil

COMMUNICATIONS

If approved, the following communication activities and tactics will be undertaken to support the Blue Dot Declaration

- Media relations activities
- Social Media promotion

ATTACHMENTS

ATT – 1 Model Municipal Declaration

ATT – 2 Jurisdictional Scan

ATT – 3 Comparative Summary

ATT – 4 Recommended Guelph Declaration

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Approved and Recommended By

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Executive Director

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Policy and Open Government

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Appendix 1
ORIGINAL DECLARATION– NOT RECOMMENDED

Model Municipal Declaration
The Right To A Healthy Environment

Whereas the MUNICIPALITY understands that people are part of the environment, and that a healthy environment is inextricably linked to the well-being of our community;

The MUNICIPALITY finds and declares that:

1. All people have the right to live in a healthy environment, including:
 - The right to breathe clean air
 - The right to drink clean water
 - The right to consume safe food
 - The right to access nature
 - The right to know about pollutants and contaminants released into the local environment
 - The right to participate in decision-making that will affect the environment
2. The MUNICIPALITY has the responsibility, within its jurisdiction, to respect, protect, fulfill and promote these rights.
3. The MUNICIPALITY shall apply the precautionary principle: where threats of serious or irreversible damage to human health or the environment exist, the MUNICIPALITY shall take cost effective measures to prevent the degradation of the environment and protect the health of its citizens. Lack of full scientific certainty shall not be viewed as sufficient reason for the MUNICIPALITY to postpone such measures
4. The MUNICIPALITY shall apply full cost accounting: when evaluating reasonably foreseeable costs of proposed actions and alternatives, the MUNICIPALITY will consider costs to human health and the environment.
5. By XXXXXXXXXX, the MUNICIPALITY shall specify objectives, targets and timelines and actions the MUNICIPALITY will take, within its jurisdiction, to fulfill residents' right to a healthy environment, including priority actions to:

- a. Ensure equitable distribution of environmental benefits and burdens within the municipality, preventing the development of pollution "hot spots";
- b. Ensure infrastructure and development projects protect the environment, including air quality;
- c. Address climate change by reducing greenhouse gas emissions and implementing adaptation measures;
- d. Responsibly increase density;
- e. Prioritize walking, cycling and public transit as preferred modes of transportation;
- f. Ensure adequate infrastructure for the provision of safe and accessible drinking water;
- g. Promote the availability of safe foods;
- h. Reduce solid waste and promote recycling and composting;
- i. Establish and maintain accessible green spaces in all residential neighbourhoods.

The MUNICIPALITY shall review the objectives, targets, timelines and actions every five (5) years, and evaluate progress towards fulfilling this declaration.

The MUNICIPALITY shall consult with residents as part of this process.

- 6. The MUNICIPALITY shall send a letter to the provincial government calling for a public review of the Ontario Environmental Bill of Rights in order to improve the Act and to include recognition that all people have the right to live in a healthy environment. The MUNICIPALITY will also send a letter to the federal government calling for the development of federal legislation that recognizes that all people have the right to live in a healthy environment.

Appendix 2 JURISDICTIONAL SCAN

Between February 2015 and August 2015, 16 Ontario municipalities have adopted Blue Dot Declarations. The following compares the resolutions adopted against the original model declaration.

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
City of Hamilton February 25, 2015	<ul style="list-style-type: none"> • Did not specify target date – Section 5 (timelines) • Altered “shall apply” to “endeavour to” in Section 3, 5 a, c • Included a provision to continue to protect and restore the biodiversity and ecosystem services of the area – naming Niagara escarpment, surrounding greenbelt to Lake Ontario, Cootes Paradise and Dundas Valley – Section 3 i • City Manager directed to develop and report back to General Issues Committee, in 2016, in tandem with the City’s community visioning and Strategic Plan 	<ul style="list-style-type: none"> • Mayor, on behalf of City Council, correspond with PM and Premier calling for development of federal and provincial legislation 	<ul style="list-style-type: none"> • NA
Corporation of the City of Kawartha Lakes March 24, 2015	<ul style="list-style-type: none"> • Resolution included 3 points: <ul style="list-style-type: none"> ◦ Recognition of link between people to environment ◦ Right to healthy, sustainable environment – clean air, right to access safe food and clean water ◦ As an environmental steward, respect, protects, fulfills and promotes the rights for the benefit of existing and future generations 	<ul style="list-style-type: none"> • Forward resolution to federal and provincial Ministers of the Environment calling for the development of federal and provincial legislation 	<ul style="list-style-type: none"> • City respects, protects, fulfills and promotes rights for benefit of existing and further generations
Town of Richmond Hill	<ul style="list-style-type: none"> • Did not include Section 3, 4 and 5 (precautionary provision and full cost accounting, timeline) 	<ul style="list-style-type: none"> • Forward declaration to provincial and federal government, AMO, FCM 	<ul style="list-style-type: none"> • Town is committed to supporting the protection, enhancement and restoration of the environment

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
March 30, 2015			by: <ul style="list-style-type: none"> ○ Fostering education and outreach ○ Collaborating through partnerships ○ Supporting the development of connected communities ○ Reporting progress towards reaching goals • Noted council’s approval of an environmental strategy which specified goals, objectives, actions and timeframes to support the commitment to a healthy environment
Town of Erin April 21, 2015	<ul style="list-style-type: none"> • Support declared to promote the basic human rights of citizens to drink clean water, breathe fresh air and eat healthy food • Declaration made to protect, and promote the citizen’s basic human right to a healthy environment 	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • NA
Town of Ajax April 23, 2015	<ul style="list-style-type: none"> • Modified Section 2: <ul style="list-style-type: none"> ○ In order to respect, protect, fulfill and advance these rights within the Town’s means and municipal responsibilities, the Town shall continue to implement the principles, goals and policies of its various community and corporate Plans, Strategies and By-laws; • Modified Section 4: 	<ul style="list-style-type: none"> • In order to advance the rights linked to providing a healthy environment that fall under the responsibility of other levels of government, such as Durham Region or Ministry of the Environment and Climate Change, the Town shall, where feasible and appropriate, 	<ul style="list-style-type: none"> • Town staff be directed to continue to engage residents, local businesses and other stakeholders in the review of existing or development of new Plans, Strategies and By-laws that support this Declaration, and to report back to Council or a Committee of Council on the

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
	<ul style="list-style-type: none"> ○ The Town shall take a precautionary approach, consider cost effective measures, aim to prevent the degradation of the environment and aim to protect the health of its citizens when making decisions that could impact human health or the environment. • Modified Section 5: Targets not identified and language softened to read: <ul style="list-style-type: none"> ○ The Town shall continue to implement its community and corporate Plans, Strategies and By-laws to protect the local environment and support its citizens’ right to a healthy environment, which includes: <ul style="list-style-type: none"> ▪ Endeavouring to have an equitable distribution of environmental benefits within the Town’s municipal boundary; ▪ Ensuring infrastructure and development projects protect the environment, including air and water quality; ▪ Addressing climate change by taking actions to reduce corporate greenhouse gas emissions and implementing adaptation measures; ▪ Encouraging the community to reduce greenhouse gas emissions; ▪ Promoting appropriate and responsible intensification within the Town’s fixed Urban Area Boundary; 	<p>participate in undertakings by these other levels of government to help ensure their decisions protect the health of the environment and of all citizens.</p> <ul style="list-style-type: none"> • Town calls upon the Federal Government to recognize that current and future generations of Canadians have the right to live in a healthy environment by enshrining the right to live in a healthy environment in the Canadian Charter of Rights and Freedoms; • Town encourages the FCM to call upon the Federal Government to enshrine the right to a healthy environment in the Canadian Charter of Rights and Freedoms; • Given the Ontario Environmental Bill of Rights has not been reviewed or amended since it came into force in 1993, the Town calls upon the Ontario Government to review and amend the Ontario Environmental Bill of Rights to include enforceable provisions that protect for and 	<p>actions taken by the Town to help achieve the objectives, targets, and timelines in these Plans, Strategies and By-laws</p>

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
	<ul style="list-style-type: none"> ▪ Promoting walking, cycling and public transit as preferred modes of transportation; ▪ Encouraging Durham Region to ensure adequate infrastructure for the provision of safe and accessible drinking water; ▪ Promoting access to food that is regionally or locally sourced and healthy; ▪ Reducing solid waste and promoting recycling and composting in corporate facilities; and, ▪ Establishing and maintaining accessible green spaces. 	<p>guarantee the right to live in a healthy environment;</p> <ul style="list-style-type: none"> • Town encourages the AMO to call upon the Ontario Government to review and amend the Ontario Environmental Bill of Rights to include enforceable provisions that protect for and guarantee the right to live in a healthy environment; • Town calls upon Durham Region and other Durham Region Area Municipalities to adopt their own Declarations recognizing their citizens’ right to a healthy environment; • Declaration be sent to PM, Federal Environment Minister, Ajax-Pickering MP, Premier, Ajax-Pickering MPP, Durham Region, City of Pickering, Town of Whitby, City of Oshawa, Municipality of Clarington, Township of Uxbridge, Township of Scugog, Township of Brock, AMO, FCM, Environmental Commissioner of Ontario, Town of Ajax Environmental Advisory Committee, Durham Region 	

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
		Environmental Advisory Committee, Toronto and Region Conservation Authority, Central Lake Ontario Conservation Authority, Conservation Ontario and the David Suzuki Foundation	
Township of St. Joseph June 1, 2015	<ul style="list-style-type: none"> Appears to have adopted Section 1 – omitted reference to right to participate in decision-making that will affect the environment 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
Township of Springwater June 1, 2015	<ul style="list-style-type: none"> Modified Section 2 to respect, protect, fulfill and promote rights within the Township’s municipal responsibilities and jurisdiction Strive to apply and implement the principles, goals and policies of its various community and corporate plans, policies, strategies and by-laws Did not include Section 3 and 4 (precautionary provision and full cost accounting) Modified Section 5 with less prescriptive phrasing – encouraging, promoting etc., omitted mention of pollution hot spots, included water quality, eliminated “responsibly increase density”, included “appropriate and responsible intensification within the Township’s settlement areas”, included mention local foods and did not include a timeline Called upon County of Simcoe and other Municipalities within County to adopt declarations 	<ul style="list-style-type: none"> Participate in undertakings by other levels of government to help ensure that decisions protect the health of the environment and of all citizens Call upon federal government to enshrine the right to a healthy environment into Charter Call upon FCM to encourage federal government to enshrine right to a healthy environment into Charter Calls Ontario government to review Environmental Bill of Rights Declaration to be sent to PM, Federal Environment Minister, Simcoe-Grey MP, Premier, Simcoe-Grey MPP, FCM, AMO and David Suzuki Foundation 	<ul style="list-style-type: none"> Will consider and have regard for the environmental targets of the Blue Dot when moving forward with its Official Plan review and 2015-2018 Strategic Plan

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
City of Kitchener June 1, 2015	<ul style="list-style-type: none"> Identified target date as 2017 Did not include Section 6 - provision requiring municipality to send a letter to provincial government calling for a public review of the Ontario Environmental Bill of Rights 	<ul style="list-style-type: none"> Mayor, on behalf of City Council, correspond with PM and Premier calling for development of federal and provincial legislation 	<ul style="list-style-type: none"> NA
Region of Waterloo June 3, 2015 Township of Wellesley July 13, 2015 Township of North Dumfries August 10, 2015	<ul style="list-style-type: none"> Modified Subsection 1 to read: Region and its constituent Area within its jurisdictional mandate supports in principle the right of all people to live in a healthy environment – subsections a – f supported Did not include Subsections 2-6 of original model 	<ul style="list-style-type: none"> Mayor, on behalf of City Council, forward this resolution to PM and Premier with the request that the right of all citizens to live in a healthy environment be enshrined in applicable legislation – Ontario Environmental Bill of Rights and Charter Copy of resolution be sent to all local MPs and Legislative Assembly of Ontario, FCM and AMO 	<ul style="list-style-type: none"> Included four introductory paragraphs: <ul style="list-style-type: none"> Region/Township has for many years striven within its jurisdiction to maintain a healthy environment for all citizens through initiatives including but not limited to plans, policies, programs and practices Region/Township operates under provincial and federal statutory authority and does not have constitutional authority to confer human rights, but nonetheless endeavours to respect and promote the rights and quality of life of its citizens and pursues the public interest in all its actions

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
			<ul style="list-style-type: none"> ○ Region/Township understands that people are part of the environment and that a healthy environment is linked to human health and the social and economic well-being of the community ○ Region have for many years striven within their jurisdiction to maintain a healthy environment for all citizens through initiatives, including, but not limited to, official plan policies and by-laws protecting agricultural land and natural areas, making efficient use of urban land and infrastructure, the provision of clean and safe drinking water, sustainable use of water and energy, air quality and climate action plans, waste reduction strategies, transit and active transportation, promoting food safety and

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
			providing outdoor recreational opportunities ¹
City of Waterloo June 24, 2015	<ul style="list-style-type: none"> Modified Subsection 1 to read: City within its jurisdictional mandate supports in principle the right of all people to live in a health environment – subsections a – f supported Did not include Subsections 2-6 of original model 	<ul style="list-style-type: none"> Mayor, on behalf of City Council, forward this resolution to PM and Premier with the request that the right of all citizens to live in a healthy environment be enshrined in applicable legislation – Ontario Environmental Bill of Rights and Charter Copy of resolution be sent to all local MPs and Legislative Assembly of Ontario, FCM and AMO 	<ul style="list-style-type: none"> 1st three introductory paragraphs from Region of Waterloo
City of Burlington July 13, 2015	<ul style="list-style-type: none"> Did not include Subsections 3 – 5 of original model 	<ul style="list-style-type: none"> Mayor, on behalf of City Council, be directed to correspond with the Right Honourable Stephen Harper, Prime Minister of Canada, and the Honourable Kathleen Wynne, Premier of Ontario, calling for the development of federal and provincial legislations that recognizes all people have the right to live in a healthy environment Copy of the resolution be sent 	<ul style="list-style-type: none"> City of Burlington shall continue to work with community members, partners and agencies to take action to protect, enhance and restore the local environment

¹ Fourth paragraph was not included in North Dumfries resolution

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
		to FCM and AMO	
City of Kingston July 14, 2015	<ul style="list-style-type: none"> • Did not include Subsections 4 and 5 of original model • Subsection 3 modified to read “Whereas it is better to apply the precautionary principle where threats of serious or irreversible damage to human health or the environment exist and to take cost effective measures to prevent the degradation of the environment and to protect the health of our citizens”. 	<ul style="list-style-type: none"> • City of Kingston send a letter to the provincial government calling for public engagement in the ongoing review of the Ontario Environmental Bill of Rights in order to improve the Act and to include recognition that all people have the right to live in a healthy environment • City of Kingston send a letter to the federal government and all opposition parties calling for the development of federal legislation that recognizes that all people have the right to live in a healthy environment • Resolution be sent to AMO for distribution to all Ontario municipalities 	<ul style="list-style-type: none"> • Identified 3 of 6 priorities has strong and direct connections with healthy environment (Plan a Liveable City, Green the City and Advance a Vibrant Waterfront) • Noted City has illustrated long and outstanding efforts to promote the health of the environment for all plans, such as, but not limited to, the Sustainable Kinston Plan, the Climate Action Plan and the many references in the Official Plan
Oakville July 20, 2015	<ul style="list-style-type: none"> • Did not include Section 2 (responsibility to respect, protect, fulfill and promote the rights) or Section 5 	<ul style="list-style-type: none"> • Mayor, on behalf of Council, forward resolution to Prime Minister with Canada with request that the right of all citizens to live in a healthy environment be enshrined in appropriate legislation including the Canadian Charter of Rights and Freedoms • Mayor, on behalf of Council, 	<ul style="list-style-type: none"> • Identified Council’s Strategic Plan and priority actions: <ul style="list-style-type: none"> ○ ensure equitable distribution of environmental benefits and burdens within ○ the town, preventing the development of pollution “hot spots”; ○ ensure infrastructure and

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
		<p>forward resolution to Premier of Ontario with the request that the right of all citizens to live in a health healthy environment be enshrined in appropriate legislation including Ontario’s Environmental Bill of Rights and Ministerial Statements of Environmental Values</p> <ul style="list-style-type: none"> • Resolution be distributed to all local MPs, Legislative Assembly of Ontario, FCM and AMO 	<p>development projects protect the environment,</p> <ul style="list-style-type: none"> ○ including air quality; ○ address climate change by reducing greenhouse gas emissions and ○ implementing adaption measures; ○ responsibly increase density; ○ prioritize walking, cycling and public transit as preferred modes of transportation; ○ ensure adequate infrastructure for the provision of safe and accessible ○ drinking water; ○ promote the availability of safe foods; ○ reduce solid waste and promote recycling and composting; and ○ establish and maintain accessible green spaces in all residential neighbourhoods <ul style="list-style-type: none"> • Identified demonstrated leadership in the area of environmental sustainability and

Municipality	Modification to Original Declaration	Recommended Distribution of Resolution – Provincially/Federally	Inclusions
			<p>citizen engagement in evidence-based decision-making through many strategic plans, policies, program and initiatives</p> <ul style="list-style-type: none"> Identified that the town has taken actions and will continue to consider appropriate actions when deemed necessary to protect the health, safety and well-being of the community related to environmental sustainability
<p>Muskoka Region July 20, 2015</p>	<ul style="list-style-type: none"> Did not include Sections 2-5 	<ul style="list-style-type: none"> District Chair, on behalf of District Council, correspond with the Prime Minister of Canada and Premier, requesting that both the provincial and federal governments formally recognize that all people have the right to live in a healthy environment Copy of resolution be sent to AMO and FCM 	<ul style="list-style-type: none"> Referenced legacy of a healthy Muskoka by sustaining a functioning natural environment, recognizing the need for a vibrant economy together with a caring community conscience supporting those in need Recognized that a healthy and vibrant economy depends upon wise stewardship of the environment

Appendix 3
SUMMARY CHART - COMPARISON BETWEEN ORIGINAL AND MODIFIED BLUE DOT DECLARATION

Original	Recommendation for Guelph Model
<p>Whereas the MUNICIPALITY understands that people are part of the environment, and that a healthy environment is inextricably linked to the well-being of our community;</p> <p>The MUNICIPALITY finds and declares that:</p> <ol style="list-style-type: none">1. All people have the right to live in a healthy environment, including: The right to breathe clean air The right to drink clean water The right to consume safe food The right to access nature The right to know about pollutants and contaminants released into the local environment The right to participate in decision-making that will affect the environment	Clause 1 - Unchanged
<ol style="list-style-type: none">2. The MUNICIPALITY has the responsibility, within its jurisdiction, to respect, protect, fulfill and promote these rights.	Clause 5 - Unchanged
<ol style="list-style-type: none">3. The MUNICIPALITY shall apply the precautionary principle: where threats of serious or irreversible damage to human health or the environment exist, the MUNICIPALITY shall take cost effective measures to prevent the degradation of the environment and protect the health of its citizens. Lack of full scientific certainty shall not be viewed as sufficient reason for the MUNICIPALITY to postpone such measures.	Clause 4 - Modified
<ol style="list-style-type: none">4. The MUNICIPALITY shall apply full cost accounting: when evaluating reasonably foreseeable costs of proposed actions and alternatives, the MUNICIPALITY will consider costs to human health and the environment.	Omitted

Original	Recommendation for Guelph Model
<p>5. By XXXXXXXXXX, the MUNICIPALITY shall specify objectives, targets and timelines and actions the MUNICIPALITY will take, within its jurisdiction, to fulfill residents' right to a healthy environment, including priority actions to:</p> <ul style="list-style-type: none"> a. Ensure equitable distribution of environmental benefits and burdens within the municipality, preventing the development of pollution "hot spots"; b. Ensure infrastructure and development projects protect the environment, including air quality; c. Address climate change by reducing greenhouse gas emissions and implementing adaptation measures; d. Responsibly increase density; e. Prioritize walking, cycling and public transit as preferred modes of transportation; f. Ensure adequate infrastructure for the provision of safe and accessible drinking water; g. Promote the availability of safe foods; h. Reduce solid waste and promote recycling and composting; i. Establish and maintain accessible green spaces in all residential neighbourhoods. <p>The MUNICIPALITY shall review the objectives, targets, timelines and actions every five (5) years, and evaluate progress towards fulfilling this declaration.</p> <p>The MUNICIPALITY shall consult with residents as part of this process.</p>	<p>Clause 2, 3, 6 - Modified</p>
<p>6. The MUNICIPALITY shall send a letter to the provincial government calling for a public review of the Ontario Environmental Bill of Rights in order to improve the Act and to include recognition that all people have the right to live in a healthy environment. The MUNICIPALITY will also send a letter to the federal government calling for the development of federal legislation that recognizes that all people have the right to live in a healthy environment.</p>	<p>Modified Resolution</p>

Appendix 4
GUELPH BLUE DOT DECLARATION
RECOMMENDED

1. **Whereas** the City understands that people are part of the environment, and that a healthy environment is inextricably linked to the well-being of our community; and

Whereas the City, within its jurisdictional mandate, supports in principle the right of all people to live in a healthy environment, including:

- a) The right to breathe clean air
 - b) The right to drink clean water
 - c) The right to consume safe food
 - d) The right to access nature
 - e) The right to know about pollutants and contaminants released into the local environment
 - f) The right to participate in decision-making that will affect the environment; and
2. **Whereas** the City has for many years striven within its jurisdiction to maintain a healthy environment for all citizens through initiatives; including, but not limited to, its official plan, policies and by-laws, making efficient use of urban land and infrastructure, the provision of clean and safe drinking water, sustainable use of water and energy, air quality and climate action plans, waste reduction strategies, transit and active transportation, promoting food safety and providing outdoor recreational opportunities; and
 3. **Whereas as** the City moves forward with its Council Shared Agenda and 2016-2021 Strategic Plan, it will consider and have regard for the environmental consideration of the Blue Dot Campaign; and
 4. **Whereas** the City operates under provincial and federal statutory authority and does not have constitutional authority to confer human rights, but nonetheless endeavours to respect and promote the rights and quality of life of its citizens and pursues the public interest in all its actions; and
 5. **Whereas** the City, as an environmental steward, respects, protects, fulfills and promotes rights for the benefit of existing and future generations; and
 6. **Whereas** the City is committed to supporting the protection, enhancement and restoration of the environment by fostering education and outreach, collaborating through partnerships, supporting the development of connected communities and reporting progress towards reaching goals.

Therefore Be It Resolved

- a) That the Mayor, on behalf of Council, be directed to forward a copy of the Declaration to the Prime Minister of Canada, the Premier of Ontario and federal and provincial ministers of the Environment, calling for the development of provincial and federal legislation that recognizes that all people have the right to live in a healthy environment;
- b) That a copy of the Declaration be sent to the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

STAFF REPORT

TO Public Services Committee

SERVICE AREA Policy and Intergovernmental Affairs, Office of the CAO

DATE October 5, 2015

SUBJECT City of Guelph Council Representation on the County of Wellington Social Services Committee

REPORT NUMBER CAO-I-1502

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To explore the potential City of Guelph Council re-engagement with the County of Wellington, for the purpose of establishing a shared governance model for Social Services. This report documents the history of the City Council's participation in a previous model, details the current context and proposes next steps.

KEY FINDINGS

There is renewed interest in exploring options that could result in City of Guelph political representation on a shared Social Services Committee with the County of Wellington.

Considerations of any reformulated model of participation on a shared Social Services Committee will necessitate an understanding of the history of the previous relationship, an analysis of potential benefits, a review and understanding of governance, and an articulation of responsibilities and accountabilities.

Reconstitution of any form of Social Services Committee between the City and the County must attempt to address the historical challenges of the original governance structure, while navigating a new way forward through a negotiated Terms of Reference and governance structure – predicated on accountability, transparency, mutual trust and respect.

FINANCIAL IMPLICATIONS

Not applicable at this time. Should a new collaborative governance model be adopted, financial impacts will be determined.

ACTION REQUIRED

That Council establish a subcommittee of Council to develop governance options to potentially consider representation on the County of Wellington Social Services Committee.

RECOMMENDATIONS

1. That Council direct the creation of a subcommittee of Council to develop governance options to potentially consider representation on the County of Wellington Social Services Committee.

BACKGROUND

Over the past 20 years the governance and delivery of social services within the City of Guelph has undergone a number of significant changes driven by both provincial legislation and local decision making. Over this period, the City of Guelph participated in and then later parted from a Joint Social Services Committee with Wellington County. The following section documents the history and context of this matter.

Key Events - 1990s

In a City-County agreement dated April 18, 1995, it was agreed that Wellington County would administer Social Services on behalf of the City of Guelph.

The consolidation of municipal service management, formally initiated in 1998 by the provincial government, resulted in the creation of 47 Consolidated Municipal Service Managers (CMSMs) across Ontario. The CMSMs act as service system managers – responsible to the province for funding, planning, managing and delivering human services including early learning and child care, employment and income supports, and housing and homelessness prevention programs.

In the instance of the City and the County, the County is the provincially designated CMSM for social services including Ontario Works (OW), social housing and child care; while the City delivers land ambulance services.

By agreement, approved by the Minister of Community and Social Services, the Joint Wellington County Social Services Committee (The Committee) was created for the purposes of administering these services. It was composed of equal representation from the City and County.

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At the time of the partnership between the City and County, representation from the City and County Council was equal with four members per side. Reportedly, the voting pattern on the joint committee was along City/County lines, resulting in tie votes, with County Council as the final arbiter; causing, at times, a perceived unfair advantage to the County, especially in instances when decisions impacted the City's budget.

Other identified issues during that period included a lack of clarity regarding the degree that a City Councillor was empowered to make a decision that would impact the City (eg. If the City's budget was impacted by a Joint Social Services decision, could City Council representatives commit the City's funds without Council input), as well as a transparent and timely mechanism for report-backs from the Joint Social Services committee to City Council.

Key Events - 2000s

Reports indicate that a lack of clarity regarding governance and financial accountabilities coupled with interpersonal differences began to erode the partnership between the City and the County. Representatives engaged in 'without prejudice' discussions, at times with the assistance of the Provincial Facilitator's office, in an attempt to resolve the issues.

In February, 2008, the City advised the County that they were terminating the previous Social Services agreement. The City commenced an arbitration proceeding to determine the allotment of costs pursuant to the provisions of various social services statutes. The City also forwarded an agreement for the apportionment of land ambulance costs, proposing the continuation of the previous arrangement based on population.

In March of 2009, the County's request that the cost sharing of land ambulance services be included in the arbitration was granted.

An arbitration hearing commenced in October, 2009 with evidence heard over a period of nine days. In January 2010, the arbitrator ruled in favour of the County and ordered that the allocation for costs associated with OW, child care and social housing would be based on the residence of the recipient and the method for apportioning land ambulance average call cost would be based on the locations of call codes.

Also in January 2010, City council elected to withdraw from the joint City-County committees responsible for ambulance and social services. Council created a City Social Services and Housing Committee and council members ceased attending the Joint Social Services Committee. At the same time,

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City council terminated the City's land ambulance committee, which had included representation from the County.

REPORT

Current Status

Since the dissolution of the official Joint Social Services Committee, City staff has maintained their relationship with the county, attending the social services committee meetings, working on mutual areas of interest including homelessness, childcare and immigration, as well as reporting back to the City.

Total service expenditures for social housing, OW, child care services and affordable housing was over \$77 M in 2015, cost-shared with various funding sources. The combined total municipal cost (City and County) is almost \$30 M, of which the City pays almost \$23.5 M of the total municipal contribution. Please see **Appendix 1** for a detailed financial review.

In addition to this, historically the County also administered "grant" funding to agencies which provided a service/program that met a need within the community. These grants were 100% municipally funded, some 100% City-funded and others cost-shared with the County. These funds, totalling \$469,000 to 12 different organizations, were included as part of the Social Services budget.

Beginning in 2011, City staff worked with County staff to disentangle this funding from the social services budget. As a result of this work, the City assumed responsibility to administer the City's portion of the funds directly. In the instances where the City and County cost-shared the funding, the City and County worked together to ensure funding processes were compatible and continuous for the organization.

The City's arrangements with these agencies have since been replaced with Community Benefit Agreements (CBAs). The City again worked successfully with the County to ensure that funding processes and reporting expectations for both the City and County were aligned and coordinated for the recipient organization.

There are a variety of perspectives regarding the reinstatement of a Joint Social Services Committee, in terms of both model of governance/constitution and the benefits to the City.

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Jurisdictional Scan

Selected cities/counties with a similar structure to the City of Guelph were canvassed regarding their social services administration arrangements.

Selection was based on the following criteria:

- Separated city or county
- Did not have CMSM designation
- Likely to be contributing a significant percentage of social service program costs to CMSM

Appendix 2 details findings from:

- Barrie
- Prince Edward County
- Brockville
- Belleville

An assessment of the scan determined that although each service delivery area had different governance and reporting structures in place, they all had some formal governance structure involving elected representatives from each municipality. Staff-to-staff relationships were also identified as strength for building collaborative interactions. While some municipalities were content with the relationship with its service manager, others identified room for improvement.

Moving Forward

In anticipation of a potential exploration of renewed Council participation, there appears to be some likely key benefits of working more collaboratively, as has been demonstrated through staff involvement in improved alignment of strategic and operational activities, such as:

- The development of the County's Housing and Homelessness Strategy;
- The development and implementation of the City's Affordable Bus Pass program; and
- Shared efforts in economic development and support provided to new immigrants as part of the Local Immigration Partnership.

These partnerships and opportunities may be further enhanced with involvement at the governance level. Some of the potential benefits to evaluate may include:

- Improved ability to identify and act on opportunities that may bring forward improved efficiency and integration of service planning and delivery;
- Longer range strategic planning;

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- Improved leverage of reputation, intergovernmentally, as a robust partnership;
- Increased opportunities to work together to identify and leverage other sources of funding;
- Potential for pursuing shared interests beyond traditional models of social services;
- Improved ability to leverage local interests with other levels of government; and
- Improved transparency around decision making for Guelph citizens.

Considerations

Reconstitution of any form of Joint Social Services Committee must attempt to address the historical challenges of the original governance structure, while navigating a new way forward through a negotiated Terms of Reference and governance structure – focusing on:

- Membership composition;
- Financial accountabilities;
- Communication;
- Transparency; and
- A commitment to mutually beneficial decision making.

It will need to be predicated on accountability, transparency, mutual trust and respect.

With these considerations in mind, it is envisioned that the subcommittee of Council, with support of City staff, will develop governance options, obtain the endorsement of Council on the options proposed and then work with Wellington County Council to determine next steps regarding a collaborative approach for the future.

CORPORATE STRATEGIC PLAN

The work will support each of the CSP focus areas:

1. Organization Excellence
2. Innovation in Local Government
3. City Building

DEPARTMENTAL CONSULTATION

- Community Investments and Social Services, Culture Tourism and Community Investment, Public Services
- Emergency Services , Public Services
- Administration (Corporate) – Legal Services

FINANCIAL IMPLICATIONS

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Not applicable at this time. Should the Committee be reconstituted or an alternative collaborative governance model adopted, financial impacts will be determined.

COMMUNICATIONS

Not applicable at this time. Should the Committee be reconstituted or an alternative collaborative governance model adopted, a communication plan will be developed.

ATTACHMENTS

- ATT – 1 County of Wellington 2015-2019 Budget Forecast
- ATT – 2 Jurisdictional Scan

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Appendix 1
County of Wellington 2015-2019 Social Services Budget Forecast
(all figures in \$000's)

A) TOTAL PROGRAMME EXPENDITURE

	2014	2015	2016	2017	2018	2019
Social Housing	\$ 33,502	\$ 35,162	\$ 35,322	\$ 35,640	\$ 36,330	\$ 37,061
Ontario Works	\$ 24,346	\$ 25,231	\$ 25,948	\$ 26,843	\$ 27,764	\$ 28,716
Child Care Services	\$ 14,816	\$ 15,482	\$ 15,778	\$ 16,050	\$ 16,329	\$ 16,568
Affordable Housing	\$ 1,145	\$ 1,279	\$ 1,289	\$ 1,300	\$ 1,310	\$ 1,321
Total Social Service Expenditures	\$ 73,808	\$ 77,154	\$ 78,337	\$ 79,832	\$ 81,733	\$ 83,666
year/year % change	6%	5%	2%	2%	2%	2%

B) MUNICIPAL PROPERTY TAX REQUIREMENT

	2014	2015	2016	2017	2018	2019
<u>City of Guelph</u>						
Social Housing	\$ 16,343	\$ 17,116	\$ 17,439	\$ 17,675	\$ 18,195	\$ 18,818
Ontario Works	\$ 3,772	\$ 3,576	\$ 3,561	\$ 3,427	\$ 3,254	\$ 3,424
Child Care Services	\$ 2,223	\$ 2,774	\$ 3,004	\$ 3,215	\$ 3,433	\$ 3,456
Affordable Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total City of Guelph Cost	\$ 22,338	\$ 23,466	\$ 24,005	\$ 24,317	\$ 24,881	\$ 25,698
year/year % change	0%	5%	2%	1%	2%	3%
<u>County of Wellington</u>						
Social Housing	\$ 4,727	\$ 4,259	\$ 4,476	\$ 4,653	\$ 4,843	\$ 5,058
Ontario Works	\$ 1,813	\$ 1,730	\$ 1,749	\$ 1,732	\$ 1,701	\$ 1,772
Child Care Services	\$ 858	\$ 982	\$ 1,048	\$ 1,108	\$ 1,170	\$ 1,184
Affordable Housing	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Total County of Wellington Cost	\$ 7,898	\$ 7,470	\$ 7,773	\$ 7,994	\$ 8,214	\$ 8,514
year/year % change	8%	-5%	4%	3%	3%	4%
Total Municipal Property Tax requirement	\$ 30,236	\$ 30,936	\$ 31,777	\$ 32,311	\$ 33,096	\$ 34,212

Appendix 2 Jurisdiction Scan

SEPARATED CITY	CMSM ¹ PROVIDER	SERVICES PROVIDED BY CMSM	SOCIAL SERVICES ² BUDGET (MUNICIPAL CONTRIBUTIONS)	SEPARATED CITY'S COST (%)	SERVICE AGREEMENT (SA)	COMMENTS
Barrie	Simcoe County	Social services LTC Land ambulance	\$36,831,859	\$12,883,900 (35%)	SA expired Dec 2010 New SA signed 2013 until Dec 31, 2017	<ul style="list-style-type: none"> ▪ Councilors have seats on County's Human Services Committee ▪ Seats are proportionately allocated ▪ County provides program data ▪ Under new agreement, Staff Liaison Committee established ▪ Composed of CAO and/or the Treasurers, and/or designates, from each of Simcoe, Barrie and Orillia ▪ Meets a minimum of 3 times per year or and when required ▪ Reviews performance reporting and make recommendations to the administrative staff of Simcoe and to the Human Services Committee about matters of their particular interest including, but not limited to budgets, billings, service delivery, performance measurement and complaints

¹ CMSM = Consolidated Municipal Service Manager

LTC = long term care facility

² Social services = Ontario Works, social housing, child care

Appendix 2 Jurisdiction Scan

SEPARATED CITY	CMSM ¹ PROVIDER	SERVICES PROVIDED BY CMSM	SOCIAL SERVICES ² BUDGET (MUNICIPAL CONTRIBUTIONS)	SEPARATED CITY'S COST (%)	SERVICE AGREEMENT (SA)	COMMENTS
						related to the Services
County of Prince Edward (PEC)	County of Lennox and Addington (LA)	Social services LTC Land ambulance	\$5,197,500	\$1,986,400 (38%)	Signed at time of Local Service Realignment which created a joint services committee	<ul style="list-style-type: none"> ▪ Joint social services committee with LA ▪ Equal representation on committee ▪ Costs are shared using a formula which takes into consideration weighted assistance and social assistance caseload in each county ▪ PEC receives information on programs ▪ Collaborative relationship
Brockville	United Counties of Leeds and Grenville	Social services LTC Land ambulance	\$9,832,342	\$2,476,891 (25%)	Original SA at time of Local Service Realignment in 2000	<ul style="list-style-type: none"> ▪ Joint Services Committee (JSC) with County ▪ JSC has an indirect reporting relationship to Counties Council ▪ Per capita weighted voting
Belleville	County of Hastings	Social services LTC Land ambulance	\$17,507,189	\$7,198,956 (41%)	Original SA at time of Local Service Realignment in 2000	<ul style="list-style-type: none"> ▪ Members of Council sit on County's committee ▪ Number of seats based on a formula & City has majority ▪ Committee members receive program information ▪ Collaborative relationship