

COMMITTEE AGENDA



TO **Corporate Administration, Finance and Enterprise Committee**

DATE October 15, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:30 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES- September 16, 2013 open meeting minutes

PRESENTATIONS (Items with no accompanying report)

- a) None

CONSENT AGENDA

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

| ITEM | CITY PRESENTATION | DELEGATIONS | TO BE EXTRACTED |
|---|-------------------|-------------|-----------------|
| CAFE-2013.33 2013 Efficiency Target Progress Report | | | |
| CAFE-2013.34 2013 Interim Investment Performance Report | | | |
| CAFE-2013.35 Downtown Entertainment District: Safe Semester Update | | | |

Resolution to adopt the balance of the Corporate Administration, Finance & Enterprise Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

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

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

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURN

NEXT MEETING: November 12, 2013



**The Corporation of the City of Guelph
Corporate Administration, Finance and Enterprise Committee
Monday September 16, 2013 at 5:30 p.m.**

Attendance

Members: Chair Hofland, Mayor Farbridge, Councillors Kovach, Laidlaw and Wettstein

Councillors: Councillors Dennis, Furfaro and Guthrie

Staff: Ms. A. Pappert, Chief Administrative Officer; Mr. A. Horsman, Executive Director, Finance & Enterprise/Chief Financial Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Clack, Interim Executive Director, Community & Social Services; Ms. J. Laird, Executive Director, Planning & Building, Engineering and Environment; Mr. D. McCaughan, Executive Director, Operations, Transit & Emergency Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Coordinator

Call to Order (5:30 p.m.)

Chair Hofland called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Mayor Farbridge
Seconded by Councillor Kovach

That the open meeting minutes of the Corporate Administration, Finance and Enterprise Committee held on July 15, 2013 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)
VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted:

- CAFE-2013.31 June 2013 Operating Variance Report**
CAFE-2013.32 Disposition and Redevelopment of Property Framework 200 Beverley Street, Guelph, Ontario (former IMICO)

Balance of Consent Items

2. Moved by Councillor Laidlaw
Seconded by Mayor Farbridge

That the balance of the Corporate Administration, Finance and Enterprise Committee ,
2013 Consent Agenda, as identified below, be adopted:

CAFE-2013.30 2013 Q2 Capital Budget Monitoring

That FIN-13-37, '2013 Q2 Capital Budget Monitoring Report', be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)
VOTING AGAINST: (0)

CARRIED

Extracted Items

CAFE-2013.31 June 2013 Operating Variance Report

Mr. Al Horsman, Executive Director, Finance & Enterprise provided introductory remarks and advised that staff are working on strategies to address the variance.

3. Moved by Councillor Kovach
Seconded by Councillor Laidlaw

1. **That staff provide the Corporate Administration, Finance and Enterprise Committee with a monthly update on the operating variance including the efficiency, target until the end of 2013, and that this monthly update is in addition to the quarterly report to the Committee.**

2. That report FIN-13-36, 'June 2013 Operating Variance Report', be received for information.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)
VOTING AGAINST: (0)

CARRIED

CAFE-2013.32 Disposition and Redevelopment of Property Framework 200 Beverley Street, Guelph, Ontario (former IMICO)

Mr. Mark Amorosi, Executive Director of Corporate & Human Resources introduced Mike Kershaw, who has been working with this file, to the Committee.

Mr. Peter Cartwright, General Manager of Economic Development, outlined key decision points in moving this redevelopment forward.

4. Moved by Mayor Farbridge
Seconded by Councillor Wettstein
 1. That Council receive report FIN-ED-13-05.
 2. That Council direct staff to proceed with the process to attract an investor that will acquire and redevelop 200 Beverley Street as described in report FIN-ED-13-05.
 3. That Council direct staff to report back at the key milestones outlined in report FIN-ED-13-05 regarding the status of the process to attract an investor that will acquire and redevelop 200 Beverley Street.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Hofland, Kovach, Laidlaw and Wettstein (5)
VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

There were no updates or announcements.

Adjournment (6:10 p.m.)

7. Moved by Councillor Laidlaw
Seconded by Councillor Kovach

That the meeting be adjourned.

CARRIED

Tina Agnello – Deputy Clerk

**CORPORATE ADMINISTRATION, FINANCE & ENTERPRISE COMMITTEE
CONSENT AGENDA**

October 15, 2013

Members of the Corporate Administration, Finance & Enterprise Committee.

SUMMARY OF REPORTS:

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

A Reports from Administrative Staff

| REPORT | DIRECTION |
|--|------------------|
| <p>CAFE-2013.33 2013 EFFICIENCY TARGET PROGRESS UPDATE</p> <p>That Finance Report FIN-13-43 "2013 Efficiency Target Progress Update", be received for information.</p> | Receive |
| <p>CAFE-2013.34 2013 INTERIM INVESTMENT PERFORMANCE REPORT</p> <p>That Finance Report FIN-13-40 "2013 Interim Investment Performance Report", be received.</p> | Receive |
| <p>CAFE-2013.35 DOWNTOWN ENTERTAINMENT DISTRICT: SAFE SEMESTER UPDATE</p> <ol style="list-style-type: none">1. That Downtown Renewal Report FIN-DR-13-03, "Downtown Entertainment District: Safe Semester Update", dated October 15, 2013, be received.2. That the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, be approved. | Approve |

attach.

STAFF REPORT



TO Corporate Administration, Finance & Enterprise Services

SERVICE AREA Finance & Enterprise Services

DATE October 15, 2013

SUBJECT 2013 Efficiency Target Progress Update

REPORT NUMBER FIN-13-43

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide Committee with a progress update with respect to the 2013 efficiency target approved by Council.

KEY FINDINGS

As of August 30, 2013, staff have identified approximately \$526,873 in annualized cost reductions of which \$291,000 can be applied against the Council approved \$500,000 efficiency target in 2013. In addition, staff have identified several initiatives that could potentially yield savings. These ideas are currently being scoped and include corporate wide reviews on specific costs groups, and departmental initiatives.

Appendix One provides a summary of the status of all initiatives.

FINANCIAL IMPLICATIONS

Staff continue to seek cost reductions that meet the criteria set for the \$500,000 efficiency target and are scheduled to report again in December for Q4.

Regardless the \$209,000 shortfall noted in this report, several revenue and expenditure initiatives totalling approximately \$2.6 million have been identified under the recently executive staff imposed cost containment strategy. These items do not meet the efficiency target definitions. However, in combination with the efficiency measures that have been found to date, the \$2.36 million shortfall projected in the September 2013 CAFE June 2013 Operating Variance Report combined with the remaining \$209,000 shortfall described here will be covered. It is currently projected that there will be no (zero) variance by year end 2013.

ACTION REQUIRED

That the Corporate Administration, Finance and Enterprise Services Committee receive FIN-13-43 2013 Efficiency Target Progress Update for information.

STAFF REPORT



RECOMMENDATION

1. That FIN-13-43 2013 Efficiency Target Progress Update be received for information.

BACKGROUND

At the December 5, 2012 meeting of Council the following resolution was adopted:

That staff be directed to meet a \$500,000 efficiency target reduction as part of the 2013 Operating Budget.

Furthermore, at the July 15, 2013 meeting of Council the following resolution was adopted:

That new revenue not be included in the reporting on the 2013 Efficiency Target.

That staff include in their reporting on the 2013 Efficiency Target a summary of their approaches to engage employees in identifying opportunities for efficiency and continuous improvements.

This report will highlight progress made as of August 30, 2013 in terms of meeting the \$500,000 target, as well as provide an overview of ideas currently being scoped.

REPORT

The City has identified \$526,873 in annualized cost saving efficiencies of which \$291,000 can be applied to the \$500,000 Council approved Efficiency Target in 2013. The general approach used to find these efficiencies has been:

- Engage union leadership.
- Discuss potential opportunities at staff departmental meetings.
- Incorporate cost saving initiatives into action plans and employee engagement activities.

New revenue opportunities found throughout the efficiency target process have been removed from the efficiency target. However, impact from the newly identified revenue still has a positive impact on the overall corporate operating variance for year end 2013.

Staff continue to explore additional ideas that have the potential to result in savings.

As part of its work, staff have solicited input from all levels of the organization. Examples of efforts made include:

- CHR facilitated workshop discussions between the DRLT Team leads and Executive for collective bargaining units to solicit input on possible efficiencies.

STAFF REPORT



- CHR facilitated discussions with all levels of the Public Works department to seek staff ideas and input.
- The CFO cost containment directive sent in August 2013 to all supervisory, management and executive staff specifically requested that feedback be sought at all levels of administration for cost saving opportunities.
- Value For Money(VFM) audits conducted by the Internal Auditor's Office consistently seeks input from appropriate staff at all levels of the organization.

The potential cost savings opportunities under the efficiency target initiative are highlighted in **Appendix 1**.

CORPORATE STRATEGIC PLAN

- 1.3 Build robust systems, structures and frameworks aligned to strategy.
- 2.3 Ensure accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

Departments were consulted on actions they have implemented to date. The report was reviewed by the DRLT Budget Group and Executive Team.

COMMUNICATIONS

The Communications department has been consulted on this report and any necessary public communications will be developed.

ATTACHMENTS

Appendix One: Summary of 2013 Efficiencies as of August 30, 2013

Report Author

Christel Gregson
Sr. Corporate Analyst

"original signed by Sarah Purton"

"original signed by Al Horsman"

Approved By

Sarah Purton
Manager of Financial Planning
519-822-1260 ext. 2325
sarah.purton@guelph.ca

Recommended By

Al Horsman
Executive Director, Finance & Enterprise/CFO
519-822-1260 ext. 5606
al.horsman@guelph.ca

Appendix One: Summary of 2013 Efficiencies as of August 30, 2013

| Ref | Item | 2013 Amount | Comment | Status | 2014 Amount (note 1) |
|-----|---|---------------------------|--|--------|---------------------------|
| 1 | Electronic Pay Stubs | 1,000 | Transitioning to electronic paystubs is anticipated to save the City \$1,000 in 2013. This process is currently underway and is expected to result in approximately \$2,500 in savings when rolled out across the entire organization and fully annualized. | | 2,500 |
| 2 | Haul & Dispose Contract (SWR) | 35,000 | Savings that will be realized once the new rate for haul & disposal of Guelph's residual waste comes into effect in November 2013. Fully annualized savings of \$250,000 are expected for 2014. | | 250,000 |
| 3 | Reduced Maintenance Costs at Guelph Central Station | 35,000 | Represents reductions to maintenance provided by third party contractors. As Guelph Central Station is a new facility, the reduction is a result a review of required and forecasted maintenance. The savings reflected are fully annualized and there will be nothing additional reflected in the 2014 budget for this item. | | 35,000 |
| 4 | Bell Contract | 10,800 | The Information Technology Department has renegotiated the City's contract with Bell resulting in \$10,800 in savings in 2013 | | 14,450 |
| 5 | Reduce Overtime Costs in Finance Department | 4,000 | New departmental procedure implemented in Finance Dept Q1 2013 to control overtime costs | | 4,000 |
| 6 | Bell Service to Traffic Signals | 5,200 | Public Works has found savings by disconnecting Bell Telephone service to some of the traffic signal lights. | | 20,923 |
| 7 | New Employee Benefits provider | 200,000 | The savings derived from the new benefit provider is greater than initially anticipated and staff have revised benefit calculations to more closely align with the 5 year experience trend. | | 200,000 |
| 8 | Agreement with Guelph Hydro | Q4 | Information Technology Department is in the process of negotiating an agreement with Guelph Hydro to host their phones on the City's server system | | Q4 |
| 9 | Guelph Police Services | Q4 | Guelph Police Services has identified potential efficiencies that will need to be reviewed by their Board. | | Q4 |
| 10 | Value for Money Audits | Q4 | The City's Internal Auditor identified several opportunities for potential cost savings in the "Value for Audit" Report presented to Audit Committee in April 2013. These include a review of overtime, training and education programming and budgets, use of consultants, and programming at City Recreation and Community Centres. As identified in the report, these reviews have the potential to contribute to the 2013 efficiency target. Results will be presented at the December Audit Committee meeting and while they are not yield savings in 2013, there is a potential for savings in 2014. | | Q4 |
| 11 | Timekeeping | Q4 | The City's Human Resources Department will be working in conjunction with the IT Strategic Plan and the ERP Steering Committee to explore opportunities for efficiencies associated with timekeeping within the City. Staff will be looking at automation of existing manual processes as well as centralization versus decentralization of work. | | Q4 |
| 12 | Consultations with Union Leadership | not known for this report | Consultation with Union representatives has occurred. There were some opportunities identified for efficiencies that require scoping and may result in savings beyond 2014 | | not known for this report |

Legend

Cost Reduction is Confirmed

Cost Reduction Idea is in Scoping Stage

Note 1: These amounts will be used to achieve the 2014 Budget target of 3.87%

STAFF REPORT



TO Corporate Administration, Finance and Enterprise Committee

SERVICE AREA Finance & Enterprise

DATE October 15, 2013

SUBJECT 2013 Interim Investment Performance Report

REPORT NUMBER FIN-13-40

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To report on the interim 2013 investment portfolio performance and holdings as required by Ontario Regulation 438/97 of the *Municipal Act, 2001*, and the City's Council approved Investment Policy.

KEY FINDINGS

The City has earned \$1.8 million in investment income as of June 30, 2013 which is a \$604,000 surplus compared to the budget and an increase of \$200,000 compared to the same period in 2012.

The City's cash flow model has enabled staff to more accurately identify surplus cash available for investing and maximize opportunities to generate income throughout the year.

In December 2012, the City entered into a new banking relationship with TD Bank resulting in a higher rate of return earned on the operating bank account. As this banking transition is completed by the end of 2013, the City will have moved from earning 1.25% to 1.33% on the cash held in the bank.

The City has managed its investment portfolio in accordance with Ontario Regulation 438/97 of the *Municipal Act, 2001* and in accordance with the December 2011 Council approved Investment Policy.

FINANCIAL IMPLICATIONS

Investment income reduces the amount otherwise required from property taxation to finance City services and increases the value of reserve funds used to finance capital projects.

ACTION REQUIRED

That report FIN-13-40 "2013 Interim Investment Performance Report" be received.

STAFF REPORT



RECOMMENDATION

That report FIN-13-40 "2013 Interim Investment Performance Report" be received.

BACKGROUND

Ontario Regulation 438/97 of the *Municipal Act, 2001*, requires a municipality to adopt a statement of investment policies and goals and requires an investment report to be provided to Council at least annually. This report has been prepared in compliance with this regulation.

The primary objectives of the investment policy are as follows:

- Adherence to statutory requirements,
- Preservation of capital,
- Maintaining liquidity, and
- Earning a competitive rate of return

Provincial legislation requires that the Treasurer submit an investment report to Council, each year or more frequently as specified by Council. The current Investment Policy requires a report on the financial position, investment performance, market value, and compliance status of the portfolio at least twice per year. In accordance with Ontario Regulation 438/97, the investment report is to include:

- **Statement of Performance:** A statement about the performance of the portfolio of investments of the City during the period covered by the report;
- **Investments in Own Securities:** A description of the estimated proportion of the total investments of the City that are invested in its own long-term and short-term securities to the total investment portfolio of the City and a description of the change, if any, in that estimated proportion since the previous year's report;
- **Record of Own Security Transactions:** A record of the date of each transaction in or disposal of the City's own securities, including a statement of the purchase and sale price of each security;
- **Investment Policy Compliance:** A statement by the Treasurer as to whether or not all investments are consistent with the investment policies and goals adopted by the City;
- **Regulation Investment Standard Compliance:** A statement by the treasurer as to whether any of the investments fall below the standard required for that investment during the period covered by the report; and
- **Other:** Such other information that the council may require or that, in the opinion of the treasurer, should be included.

STAFF REPORT



In accordance with the City's Investment Policy, the following information should also be included in the investment report:

- A summary, by amount and percentage, of the composition of the investment portfolio;
- Monthly investment balances; and
- Year-end investment balance

REPORT

Definitions

Carrying Value - The portion of an asset's value that is not depreciated. Also called book value. Carrying value is not market value, which is determined by market forces, such as stock prices. A company assigns carrying value to its assets.

Face Value - The value of a bond or another type of debt instrument at maturity. Also called par value.

Market Value - The price at which a security currently can be sold.

Statement of Performance

Interest earned on investments and cash as of June 30, 2013 totals \$1.8 million compared to a budget of \$1.2 million resulting in a favourable variance of \$604,000. This is also a favourable position compared to the June 30, 2012 investment earnings which equalled \$1.6 million and a \$536,000 favourable variance.

The carrying value of the total investment and cash portfolio at June 30, 2013, was \$160.14 million plus cash holdings of \$47.3 million computing to an average rate of return of 2.07% (2012 – 1.94%).

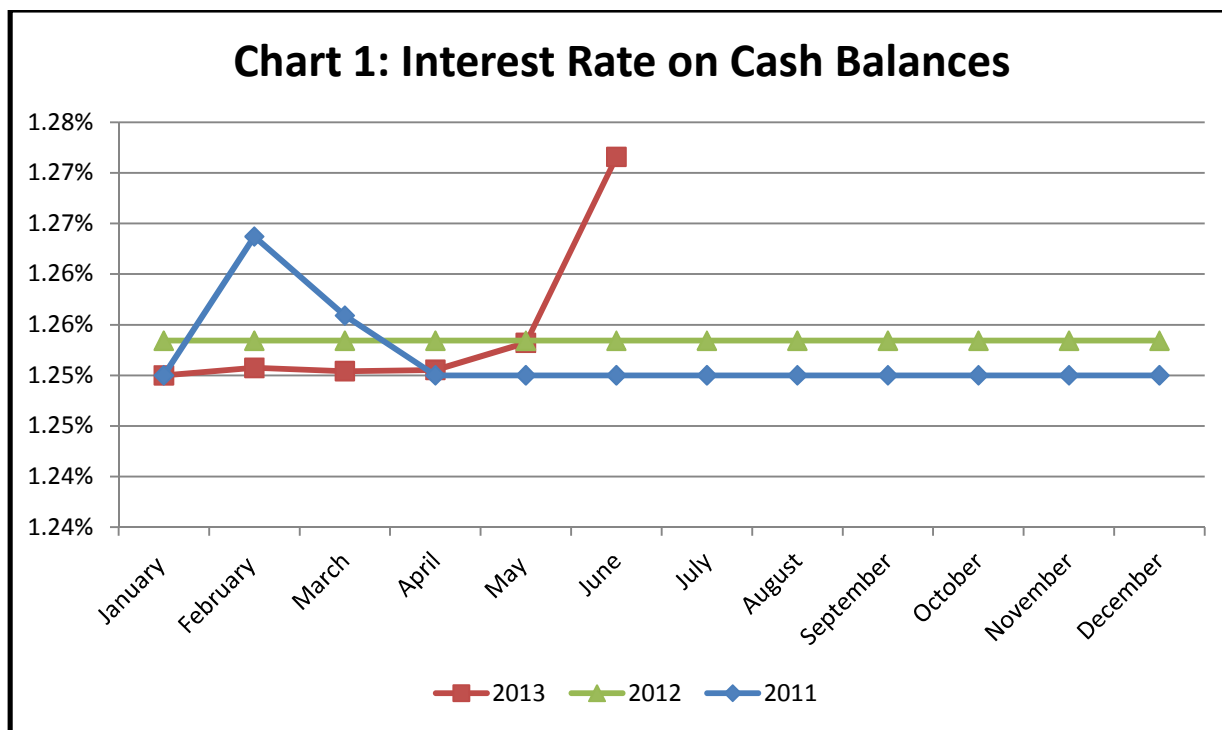
Interest earned on investments and cash balances will be allocated between operating and obligatory and capital reserve funds at year end in proportion to their average balances, in accordance with the City's General Reserve and Reserve Fund Policy.

2013 Investment Activity - Cash

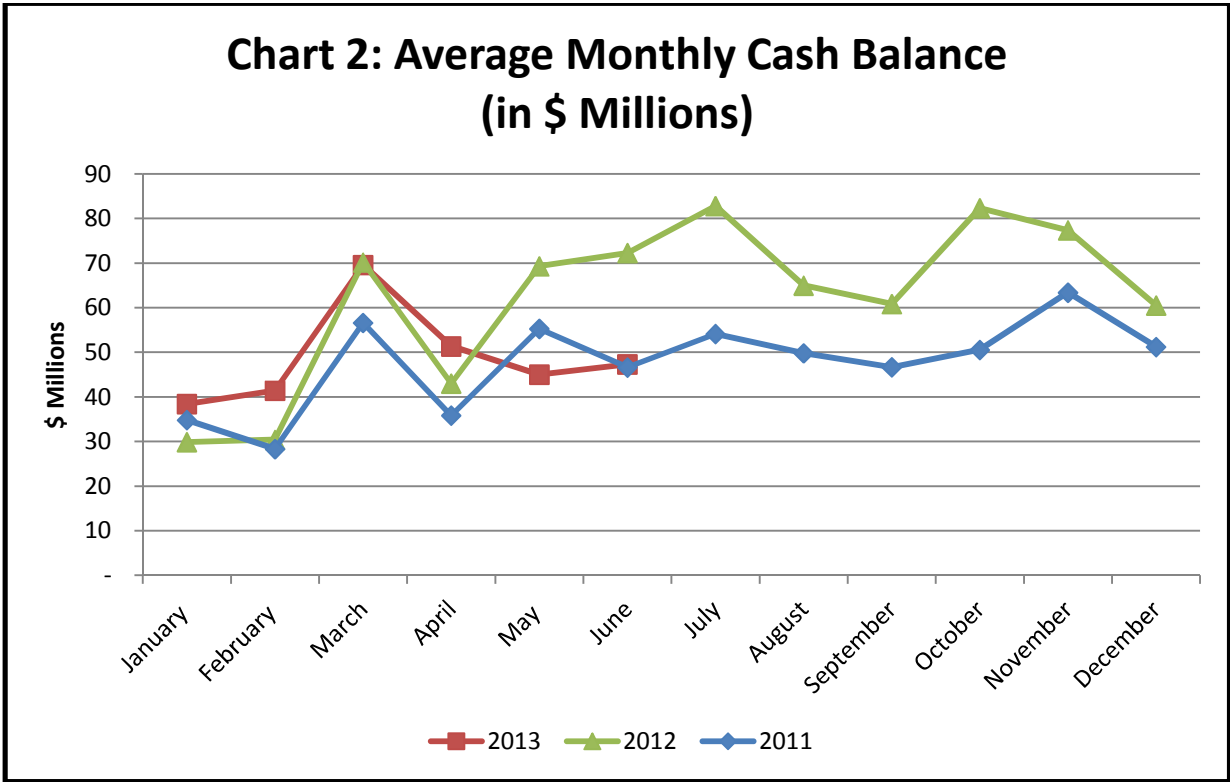
In December 2012, the City entered into a new banking relationship with TD Bank and one of the benefits of this arrangement is earning a higher rate of return on the City bank account.

STAFF REPORT

The previous agreement with the City's bank allows for interest to be paid on the bank balance at a rate of prime minus 1.75%. The prime rate has remained steady at 3% since September 9, 2010. The new agreement sets this rate at prime minus 1.67% which has enabled the City to begin to earn higher returns on the bank account as can be seen below in **Chart 1**. As the City fully transitions to the new bank account, by year end this rate should reach 1.33%.



See **Chart 2** below for a comparison of average monthly cash balances in 2013, 2012 and 2011



The City’s cash balances are determined by balancing the availability of high yielding investment options in the market with the appropriate level of liquidity for operations. The City strives to maximize the long-term investment position of the portfolio by using a cash flow model to estimate cash needs over the next 12 months.

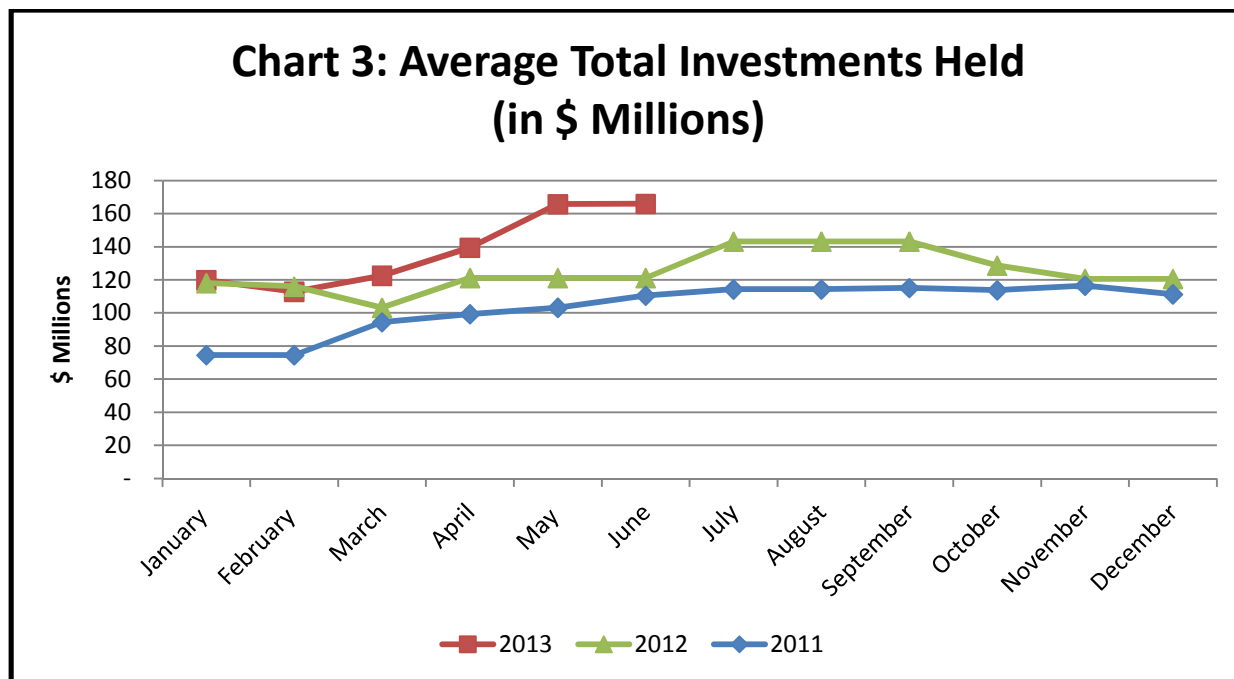
In today’s market, it has been difficult to find short term investment vehicles that produce a higher rate of return than the City is currently earning on the bank account. For that reason, cash balances have remained in the \$40 million range when operationally only approximately \$15 million is required to be sufficiently liquid at any given time.

2013 Investment Activity - Investments

The City follows a strict investment process to ensure adherence to the Investment Policy, security of funds and maximization of returns. Projected investment amounts are reviewed monthly, and quotes are obtained from at least three financial institutions, based on specific criteria produced by the investment model.

STAFF REPORT

The City earned a total of \$1.59 million representing a return of 2.33% on the investment portfolio as at June 30, 2013 compared with \$1.32 million and 2.23% for 2012. See **Chart 3** below for a comparison of average total investments held in 2013, 2012 and 2011.



The cash and investment positions (carrying value) of the City as of June 30 are as follows:

| | June 30, 2013 (Carrying Value) | June 30, 2012 (Carrying Value) |
|-------------------|-----------------------------------|-----------------------------------|
| Long-Term* | \$ 92,309,287 | \$ 69,158,552 |
| Short-Term | \$ 67,834,123 | \$ 52,014,789 |
| Total Investments | \$ 160,143,410 | \$ 121,173,341 |
| Cash | \$ 47,332,405 | \$ 72,295,787 |
| Total | \$207,475,815 | \$193,469,128 |

The total investment and cash market value was \$208.6 million (2012 - \$200.1 million).

*Note: Includes MAV II notes with face value of \$2.066 million and market value of \$1.693 million for 2012.

The attached **Schedules I and II** provide the portfolio mix, term limits, and holding limits as at June 30, 2013.

STAFF REPORT



Asset-Backed Commercial Paper (ABCP) Restructuring

In January of 2009, a restructuring plan was implemented to convert frozen short-term asset-backed commercial paper to long-term notes of various classes with terms matching the maturity of the underlying assets. Recognizing the highly speculative nature of the ultimate payment of principal at maturity, provisions for impairment totalling \$1.144 million were recorded in 2009 and 2010. In 2011, notice was received that the principal amount of MAV II 3 notes, with a face value of \$245,818, had been reduced to zero, and this amount was written off against the provision. The remaining MAV II notes as of December 31, 2012, have a face value of \$2.066 million and a market value of \$1.693 million. The current asset impairment provision related to MAV II notes is \$373,490.

The remaining MAV II notes as of December 31, 2012, are as follows:

| Class | Maturity | Rating | Face Value | Market Value | Impairment Provision |
|--------------|-----------------|---------------|------------------------|------------------------|-----------------------------|
| MAV II A-1 | 07/15/2056 | A+ | \$ 502,795.17 | \$ 427,375.89 | |
| MAV II A-2 | 07/15/2056 | BBB+ | \$ 1,270,940.00 | \$ 1,042,170.80 | |
| MAV II B | 07/15/2056 | Not Rated | \$ 230,711.00 | \$ 181,108.14 | |
| MAV II C | 07/15/2056 | Not Rated | \$ 62,043.00 | \$ 42,344.35 | |
| Total | | | \$ 2,066,489.17 | \$ 1,692,999.17 | \$373,490.00 |

Own Securities

The City has not invested in its own long-term or short-term securities.

Investment Policy and Regulation Investment Standard Compliance

To aid in the achievement of the primary objectives of the Investment Policy, the policy places restrictions and limitations on investment quality, diversification, and term. The current portfolio is in compliance with the *Municipal Act* and Ontario Regulation 438/97 and within the targets set out in the current City Investment Policy in all but the following respects:

- Under Ontario Regulation 438/97, a municipality **shall not invest in a bond, debenture, promissory note or evidence of indebtedness with a Dominion Bond Rating Service Limited (DBRS), or equivalent, rating lower than AA (low)**. As outlined above, most of the MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet this requirement.
- Under the current policy, the **City shall not invest in a security with a DBRS or equivalent bond rating lower than A**. As outlined above, most of the MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet this requirement.

STAFF REPORT



- Under the current policy, the **maximum term** for asset backed securities is 5 years. As outlined above, the MAV II notes acquired in January of 2009 and maturing in 2056 do not meet this requirement.

In all other respects, investments are fully consistent with the investment policies and goals adopted by the City.

CORPORATE STRATEGIC PLAN

2.1 – Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

2.3 – Ensure accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

None noted

COMMUNICATIONS

No communications are required

ATTACHMENTS

Appendix 1: Investment Reporting Requirements

Schedule I – City of Guelph Investment Portfolio by Issuer as at June 30, 2013

Schedule II – City of Guelph Investment Portfolio by Security as at June 30, 2013

STAFF REPORT



"original signed by Tara Baker"

Prepared By:

Tara Baker
Manager, Financial Reporting &
Accounting

"original signed by Katrina Power"

Reviewed By:

Katrina Power
General Manager, Finance
519-822-1260 ext. 2289
katrina.power@guelph.ca

"original signed by Al Horsman"

Recommended By:

Al Horsman
Executive Director, CFO, Finance
& Enterprise Services
519-822-1260 ext. 5606
Al.Horsman@guelph.ca

Investment Reporting Requirements

These investment reporting requirements are in accordance with Ontario Regulation 438/97 of the *Municipal Act, 2001*.

1. **Statement of Performance**

The City of Guelph earned an average return of 2.07% on its investment and cash as at June 30, 2013.

2. **Investments in Own Securities**

None of the 2013 investments of the City were invested in its own long-term or short-term securities.

3. **Record of Own Security Transactions**

None of the 2013 investments of the City were invested in its own long-term or short-term securities.

4. **Statement of Treasurer re Investment Policy Compliance**

I, Al Horsman, Treasurer for the City of Guelph, hereby state that:

- a) \$1,563,694 in MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet the requirement of a DBRS or equivalent bond rating of at least A.
- b) \$2,066,489.17 in MAV II notes acquired in January of 2009 and maturing in 2056 exceed the maximum term of 5 years for asset backed securities.
- c) The City's investment in Schedule I banks totals 76.7% of the total investment portfolio which exceeds the investment policy limit of 75%. This compliance anomaly began in May 2013 and will reverse in October 2013 and is the result of the timing of investment maturities during the year.

The remaining investments have been made in accordance with the investment policies adopted by the City of Guelph.

(continued)

STAFF REPORT



5. Statement of Treasurer re O.R. 438/97 Investment Standard Compliance

I, Al Horsman, Treasurer for the City of Guelph, hereby state that:

\$1,563,694 in MAV II notes acquired in January of 2009 under asset-backed commercial paper restructuring do not meet the requirement of a DBRS or equivalent bond rating of at least AA(low).

None of the other investments held by the City of Guelph fell below the required standard during the first 6 months of 2013.

“original signed by Al Horsman”

September 24, 2013

Al Horsman, CFO

Date

City of Guelph Investment Portfolio by Issuer as at June 30, 2013

Short-Term Investment Portfolio

| Issuer | Yield | Maturity Date | Carrying Value | Term to Maturity (Days) | | |
|------------------------------------|-------|---------------|-------------------|-------------------------|-------------|----------|
| | | | | At June 30/13 | Restriction | Exceeded |
| RBC | 4.64% | 04-Nov-13 | 1,250,186 | 127 | 365 | - |
| Farm Credit Canada | 1.15% | 12-Dec-13 | 5,083,937 | 165 | 365 | - |
| Bank of Nova Scotia | 1.65% | 17-Mar-14 | 5,000,000 | 260 | 365 | - |
| Bank of Nova Scotia | 1.67% | 02-Apr-14 | 10,000,000 | 276 | 365 | - |
| Royal Bank | 1.65% | 17-Mar-14 | 3,000,000 | 260 | 365 | - |
| Bank of Nova Scotia | 1.72% | 22-Oct-13 | 15,000,000 | 114 | 365 | - |
| Bank of Nova Scotia | 1.72% | 30-Oct-13 | 27,000,000 | 122 | 365 | - |
| Province of Ontario | 2.50% | 21-Jun-14 | 1,500,000 | 356 | 365 | - |
| Short-Term Investment Total | | | 67,834,123 | | | |

Long-Term Investment Portfolio

| Issuer | Yield | Maturity Date | Carrying Value | Term to Maturity (Years) | | |
|-----------------------------------|-------|---------------|--------------------|--------------------------|-------------|----------|
| | | | | At June 30/13 | Restriction | Exceeded |
| MAVII CL A-1 Note | - | 15-Jul-56 | 502,795 | 43.1 | 5 | 38.6 |
| MAVII CL A-2 Note | - | 15-Jul-56 | 1,270,940 | 43.1 | 5 | 38.6 |
| MAV II CL B Note | - | 15-Jul-56 | 230,711 | 43.1 | 5 | 38.6 |
| MAV II CL C Note | - | 15-Jul-56 | 62,043 | 43.1 | 5 | 38.6 |
| CIBC | 2.69% | 02-Nov-15 | 5,000,000 | 2.8 | 10 | - |
| FCC (Farm Credit Corp) | 2.00% | 15-Dec-15 | 4,765,262 | 2.4 | 20 | - |
| CIBC | 3.20% | 15-Mar-16 | 10,000,000 | 2.7 | 10 | - |
| Bank of Montreal | 2.60% | 08-Jul-16 | 10,000,000 | 3.0 | 10 | - |
| Bank of Montreal | 2.90% | 08-Jul-16 | 2,296,737 | 3.0 | 10 | - |
| Bank of Montreal | 2.86% | 08-Jul-16 | 1,895,867 | 3.0 | 10 | - |
| Bank of Montreal | 3.03% | 08-Jul-16 | 2,499,999 | 3.0 | 10 | - |
| Regional Municipality of Waterloo | 3.51% | 01-Dec-16 | 1,149,536 | 3.4 | 10 | - |
| City of Toronto | 5.08% | 18-Jul-17 | 4,995,908 | 4.0 | 10 | - |
| TD Bank | 4.25% | 21-Mar-18 | 12,000,000 | 4.7 | 10 | - |
| Province of Ontario | 2.98% | 01-Dec-21 | 12,639,479 | 8.9 | 20 | - |
| Province of Ontario | 3.04% | 02-Dec-22 | 5,000,010 | 9.4 | 20 | - |
| TD Bank | 3.65% | 09-May-23 | 18,000,000 | 9.8 | 10 | - |
| Long-Term Investment Total | | | 92,309,287 | | | |
| Total Investment Portfolio | | | 160,143,410 | | | |

Schedule II

City of Guelph Investment Portfolio by Security as at June 30, 2013

| Securities | Investment Value | Investment Percentage of Holdings | Policy Maximum Portfolio Percentage Limit |
|---|----------------------|-----------------------------------|---|
| Federal | | | |
| Government of Canada | \$5,083,936 | 3.2% | 100% |
| Federal Guarantees | \$4,765,262 | 3.0% | 50% |
| Provincial Governments & Provincial Guarantees | \$19,139,489 | 12.0% | 75% |
| Country Other than Canada | | | 5% |
| Municipal | | | |
| City of Guelph | | | 50% |
| Other Municipalities & OSIFA – AAA & AA | \$6,145,444 | 3.8% | 50% |
| Other Municipalities & OSIFA – A | | | 10% |
| School Board, Ont. University, Local Board, Conservation Authority, Public Hospital, Housing Corp. | | | 20% |
| Financial Institutions | | | |
| Schedule I Banks | \$122,942,790 | 76.7% | 75% |
| Schedule II and III Banks | | | 25% |
| Loan or Trust Corporations, Credit Union | | | 5% |
| Supranational Financial Institution or Government Organization | | | 25% |
| Asset Backed Securities | \$2,066,489 | 1.3% | 25% |
| Corporate Debt | | | 25% |
| Commercial Paper | | | 15% |
| Joint Municipal Investment Pools | | | 15% |
| TOTAL | \$160,143,410 | 100.0% | |

STAFF REPORT



TO Corporate Administration, Finance & Enterprise Committee (CAFE)

SERVICE AREA Finance and Enterprise Services: Downtown Renewal

DATE October 15, 2013

SUBJECT Downtown Entertainment District: Safe Semester Update

REPORT NUMBER FIN-DR-13-03

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The report is responding to Council request for reporting back on Safe Semester pilot project activities and to also provide the context on how the downtown entertainment district contributes to the economic vitality of Guelph's urban centre.

KEY FINDINGS

Downtown is the city's original mixed-use area. It is active during the day and night. The continued vitality of downtown can be partly attributed to the success of the area acting as an entertainment district.

The Late Night Task Force, struck and chaired by the Downtown Guelph Business Association (DGBA), has been effective in creating a collaborative forum for developing strategies between police services, city operations, stakeholders and the university regarding late night activities.

Safe Semester was a resounding success. This pilot program tested the idea that providing more appropriate space on the streets for the entertainment district would enable more effective management.

The Late Night Task Force is working with the partners to refine and deploy the techniques learned through Safe Semester on an as-needed basis as part of the evolving management of the district.

The entertainment district/active street concept continues to be explored through the Downtown Streetscape Manual project under development and other implementation discussions coming out of the Downtown Renewal Office.

FINANCIAL IMPLICATIONS

The Safe Semester 2012 pilot was carried out within existing budgets of the

STAFF REPORT

partner organizations. Refined approaches have reduced costs further for 2013 and are again being carried out within existing budgets.

Long term management discussions, which may have financial implications, to come through more comprehensive reports on activation strategies for downtown. Further exploration of a Bar Stool Tax is not recommended by staff.

ACTION REQUIRED

To receive report and to approve staff recommendation on financial directions.

RECOMMENDATION

THAT Downtown Renewal report FIN-DR-13-03, Downtown Entertainment District: Safe Semester Update, dated October 15, 2013, BE RECEIVED;

AND THAT the financial directions recommended in report FIN-DR-13-03 related to the continued financial support for the Safe Semester Project and to end further study of a Bar Stool Tax, October 15, 2013, BE APPROVED;

BACKGROUND

DRO was directed to provide a summary of the costs and benefits associated with late night downtown bars in relation to the Safe Semester pilot project which closed the Wyndham / MacDonnell intersection to enable more effective management of the late night crowds.

Council Motion. September 24, 2012 (Reconfirmed October 22, 2012):

THAT a summary of the costs and benefits associated with late night downtown bars be referred to the Corporate Administration, Finance & Enterprise Committee for discussion and direction to staff;

AND THAT a summary of the costs and benefits associated with late night downtown bars be undertaken following the pilot program;

AND THAT the matter of preparing the report be referred to the Manager of Downtown Renewal to report back to the Corporate Administration, Finance & Enterprise Committee.

REPORT

The Downtown Guelph Entertainment District

The context for this report is the long-standing aspect of Downtown Guelph as a vibrant and colourful town centre. The full mix of permitted uses, including bars, taverns and restaurants, reflected in the City's Zoning By-law, speak to the long-standing role of downtown as a meeting and celebratory space.

STAFF REPORT



Given the scale of late night activities, in 2003-5 the City amended its zoning controls to limit the size of new bars or restaurants being established. In addition, collaborative efforts such as the Late Night Task Force were created to begin to cooperatively coordinate management efforts.

The *Late Night Task Force* is led by the Downtown Guelph Business Association and includes members of Guelph Police Services, City Public Works, Transit and Downtown Renewal departments, the University of Guelph, neighbourhood associations and other stakeholders. The Task Force has worked to reduce littering, public fouling and other nuisances and discussed strategies to reduce conflicts between pedestrians and drivers during high volume nights.

Through these activities, there has been recognition of the value of late night entertainment uses being in a concentrated area and being able to be managed in a coordinated way. The concept of sections of downtown being positively referred to and acting as an Entertainment District has emerged.

Safe Semester Pilot Project

In August 2012, the Late Night Task Force coordinated the downtown component of the Guelph Police Services city-wide Safe Semester project. The project was designed to create a safer and enjoyable environment for downtown patrons including the fall influx of students starting school in September.

The pilot consisted of closing Wyndham and MacDonnell intersection to traffic, removing parked vehicles in the zone, providing convenient portable washroom facilities, arranging for staffed taxi stands nearby, as well as better controlling queuing to the late night bus services. This was implemented on the Thursday, Friday and Saturday evenings for the first five weekends of the fall semester.

The approach realistically recognizes the attendance levels that are possible on a busy weekend night in the entertainment district. What it enables is far more room for patrons to circulate as pedestrians safe from vehicular traffic, as well as provide clear and central sightlines for GPS to monitor activity and be visible.

Closing the road gives the district the right amount of space to operate, it actually feels good, and it was recognized that if routinely deployed, the community would learn to use and program the space for even more effectively with additional programming and events possible. ([Attachment 2](#) provides individual feedback on the pilot from the Late Night Task Force members.)

It was recognised that not every evening during the pilot needed this level of management and that future scheduling should be better fit to anticipated busy weekends.

STAFF REPORT

Cost Benefit Analysis

| IMPACT | BENEFITS | COSTS (2012) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|--------------------|--|--------------|------|------|----------------------|-----|-----|-------|---------------|-----|-----|-------|----------------|-----|-----|-------|-------------|-----|-----|-------|--|----|----|-----|-----------------------------------|----|----|-------|--|
| <p>Increased Safety in Downtown Guelph</p> | <ul style="list-style-type: none"> • Heightened GPS presence. • GPS effective in crowd dispersal at the end of these evening. • Additional Guelph Transit supervisor at boarding queue to ensure patrons cleared out of the Downtown. • GPS arranged towing for vehicles from the closed road sections & Public Works managed road closure installations. These efforts clearly identified the entertainment zone and increased sightlines. | <p>\$20,232</p> <p><i>*University of Guelph and CSA will be assisting with Guelph Transit costs in 2013.</i></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Reduced Crime rate in Downtown Guelph</p> | <ul style="list-style-type: none"> • Number of offences significantly decreased as highlighted in the table below: <table border="1" data-bbox="544 850 1112 1281"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Number of Offences</th> <th rowspan="2">Variance (%)</th> </tr> <tr> <th>2010</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>Total Criminal Code*</td> <td>954</td> <td>760</td> <td>-20.3</td> </tr> <tr> <td>Violent crime</td> <td>210</td> <td>166</td> <td>-21.0</td> </tr> <tr> <td>Property crime</td> <td>359</td> <td>304</td> <td>-15.3</td> </tr> <tr> <td>Other crime</td> <td>382</td> <td>290</td> <td>-24.1</td> </tr> <tr> <td>Controlled Drugs and Substances Act (CDSA)</td> <td>71</td> <td>77</td> <td>8.5</td> </tr> <tr> <td>Youth Criminal Justice Act (YCJA)</td> <td>23</td> <td>13</td> <td>-43.5</td> </tr> </tbody> </table> <p>*excludes traffic crimes</p> | | Number of Offences | | Variance (%) | 2010 | 2012 | Total Criminal Code* | 954 | 760 | -20.3 | Violent crime | 210 | 166 | -21.0 | Property crime | 359 | 304 | -15.3 | Other crime | 382 | 290 | -24.1 | Controlled Drugs and Substances Act (CDSA) | 71 | 77 | 8.5 | Youth Criminal Justice Act (YCJA) | 23 | 13 | -43.5 | |
| | Number of Offences | | Variance (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2010 | 2012 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Criminal Code* | 954 | 760 | -20.3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Violent crime | 210 | 166 | -21.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Property crime | 359 | 304 | -15.3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other crime | 382 | 290 | -24.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Controlled Drugs and Substances Act (CDSA) | 71 | 77 | 8.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Youth Criminal Justice Act (YCJA) | 23 | 13 | -43.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Strengthen existing and new partnerships to support the shared responsibility of managing Guelph's Downtown.</p> | <ul style="list-style-type: none"> • DGBA, Chair of the Task Force has worked with business community to support these focused initiatives. DGBA funds the portable toilets and taxi-stand security. • GPS engaged in 18 downtown partnerships. As with 2011, Project Safe Semester was the primary successful strategy carried out through partnership. • Other GPS downtown strategies include the development of a network of support services, assisting with a draft Public Nuisance bylaw, and Relationship bldg with downtown merchants | <p>\$5,000 <i>(DGBA funding)</i></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

STAFF REPORT



The total cost of the Safe Semester Project was \$25,232. The City of Guelph portion was \$20,232 (incl. GPS, Guelph Transit, and road closure installations & mgmt.) and \$5,000 was funded by the DGBA for portable toilets and taxi stand security.

For reference, Attachment 1 – Comparator City Matrix, is provided to illustrate how other cities have implemented comprehensive late night programs. A scan of Canadian Municipalities found the following:

- The majority of communities work collaboratively with stakeholders to find ways to manage thriving entertainment districts;
- Partner organizations use their resources to contribute to these focused efforts; and
- The majority of late night initiatives are funded on a cost recovery basis.

Upcoming Downtown Implementation Strategy

Downtown Renewal has been developing implementation recommendations for the Downtown Secondary Plan and will be presenting its "Downtown Strategic Assessment" to Council in Fall 2013. This study has analysed the mix of uses and level of activation in the downtown based on detailed mapping and data collection. The report confirms the healthy mix present in downtown and does not identify an overall imbalance of bars to other uses in the area. The report will provide strategic directions on further capitalizing on successes and recognizes that the late night entertainment uses contribute significantly to the overall vitality of the place.

Financial Directions

All members of the Late Night Task Force agree the pilot was a success. The group has reviewed the 2012 pilot and is gearing up to implement the techniques for 2013, and beyond, with refinements to become more cost and operationally efficient.

Staff recommends continued support for Late Night Task Force efforts in managing the entertainment district and funded on a cost recovery basis. In addition, staff does not recommend further study of a Bar Stool Tax on downtown businesses.

CORPORATE STRATEGIC PLAN

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

DEPARTMENTAL CONSULTATION

Members of the Late Night Task Force, including:

Public Works

Transit

University of Guelph / CSA

STAFF REPORT

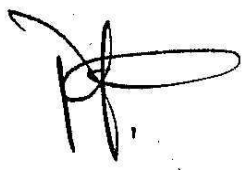
DGBA
Guelph Police Services

COMMUNICATIONS

There will be communications for the 2013 fall program coming from the Late Night Task Force, led by GPS, DGBA and DRO.

ATTACHMENTS

ATT-1 Comparator City Matrix.
ATT-2 Individual Feedback on 2012 Safe Semester pilot from Late Night Task Force Members.



Report Author

Ian Panabaker
Corporate Manager, Downtown Renewal
T (519) 822-1260 x2475
E ian.panabaker@guelph.ca

"original signed by Al Horsman"

Recommended By

Al Horsman
CFO and Executive Director, Finance & Enterprise
T (519) 822-1260 x5606
E al.horsman@guelph.ca

COMPARATOR CITY MATRIX

Attachment 1

| City | Initiative | Program Leads | Stakeholders | Pilot Project Costs | | | Additional Comments/ Investments |
|---|---|---|---|--|--|---------------------|---|
| | | | | Costs | Future costs | Bar Stool Tax (Y/N) | |
| Victoria Pop'n - 80,017 | Late Night Task Force *Estb. 2009 | <ul style="list-style-type: none"> Mayor Councillor/ Downtown Liaison Chief Constable | BIA, Chamber, Resident's Assc., Bar/Hotel Assc., Private Liquor Retailers, University of Victoria, Camosun College, BC Transit, Taxi Association, Restaurant & Food Assc. | \$178,000 (12 months/2010) <ul style="list-style-type: none"> Includes Police & By-law enforcement Overtime Costs Includes BC Transit 3-mth pilot of overnight buses Additional public urinals Public Awareness Campaign <i>*Activities occur on Thursday, Friday & Saturday</i> | In 2011, Policing Resources for Late Night Task Force Activities were funded on a cost recovery basis . | NO | City of Victoria & Downtown Victoria Business Association (BIA) invested over \$600,000 to improve lighting levels in strategic locations throughout the Downtown (2005-2010). |
| Hamilton – Hess Village Pop'n - 519,949. | Hess Village Paid Duty Program *Estb. 2000 | <ul style="list-style-type: none"> Hamilton Police Services (HPS) Hess Village merchants | Hess Village Community Liaison Committee (bar operators & neighbourhood representatives) | \$188,765 (10 months/2011) <ul style="list-style-type: none"> Ten (10) Paid duty Officers paid by the bar operators City's By-law requires all food premises establishments operating as a bar/nightclub within the Hess Village Entertainment District to contribute to the cost of retaining paid duty police officers. <i>*Activities occur on Thursday, Friday & Saturday</i> | The program began as a cost-sharing arrangement (50/50) with half paid by bar owners and the other half by HPS. In 2009, the bylaws changed to ensure all costs – 100% - for ten (10) Paid duty officers are paid by the Hess merchants. | NO | In May 2012, three Hess Village bar operators have taken legal action to challenge the city on this licensing bylaw. |
| Guelph Pop'n – 121,688 | Late Night Task Force - Safe Semester Project (2012 Pilot) *Estb. 2007 | <ul style="list-style-type: none"> Guelph Police Services Downtown Guelph Business Association (DGBA) | City Public Works, Guelph Transit, Downtown Renewal, University of Guelph/CSA, Downtown Neighbourhood Assc. | \$25,232(1.5 mths/2012) <ul style="list-style-type: none"> Includes policing overtime costs & towing costs Additional supervisor – Guelph transit Road closure installations & mgmt. Portable toilets/taxi stand security – *DGBA funded <i>*Activities occur on Thursday, Friday & Saturday</i> | Refined approaches have reduced costs further for 2013 and are again being carried out within existing budgets on a cost recovery basis . | NO | Long term management discussions will come through more comprehensive reports on activation strategies for downtown. |

A scan of other Canadian municipalities did not find Bar Stool Taxes associated with late night activities. In addition, many municipalities absorb any additional enforcement costs citing entertainment districts create income, sales taxes, revenue and are vital pieces of their communities.

Ian Panabaker | Corporate Manager, Downtown Renewal

1. Downtown is a 24 hour place and its evening entertainment uses are a successful part of that
2. There are lots of people downtown on certain nights and that raises the potential for giving pedestrians priority vs. vehicles
3. The Safe Semester project was a successful trial run at more efficient and effective management of the thousands of people enjoying the Entertainment District on busy weekends
4. As the Entertainment District evolves, more routine, shared use of the streets should be encouraged

Cathy O'Meara: Downtown Neighbourhood Coordinator

1. The streets felt much safer later at night.
2. The noise level was reduced.
3. Designated taxi stands were a fabulous plan.
4. Having washrooms available were a great idea.
5. Road closures in the most congested areas made it easier and safer to get around.

In general, when asking for feedback from people living in the DT core, the response has been very positive. I can also say, from my perspective, the noise levels were way down, and overall it was much quieter during the wee hours of the weekend mornings. Here are a few of quotes from people that provided feedback on our Facebook page:

"I thought that the street closures downtown was excellent, calmer atmosphere all round! I felt much better walking through the downtown. I really support the idea of dealing with the issue rather trying to control and deny it. There are and will be many people downtown at night, Thurs. Fri and Sat nights....period! Portable washrooms are an excellent idea too! Work with people rather than against them."

"I think that this program helped. Particularly the police presence and herding the folks out of the downtown area via buses and taxis once the bars closed. It seemed also that there were less rowdies yelling and screaming down Paisley Street at 3 in the morning. I'd rather see money going to this than a handout to provide a "boutique" hotel downtown with money for renovations, which of course will include a renovated bar, yet another bar in the concentrated hub of the-already-more-bars-than-you-can-count in the downtown. If we want to draw tourists to stay in boutique hotels we have to do things that will make it enjoyable for them. This could be one way. People are just less rowdy with police presence in a situation like this."

" I would like to see this project continued. I think that it was a great success.

The streets felt safer for me as a person strolling home late at night. With no cars and lots of room to dilute the crowds it felt like a pedestrian street or promenade in Europe.

I have some suggestions for improvement.

-Put up the barriers early in the evenings with NOTICE- give information that if you park in these spots you will be towed after 11, direct people to the parking lots. Perhaps it will mean less cars to move later and with less tow truck traffic, people can move freely/safely on the street.

-Do not tow cars through the Wyndham MacDonnell intersection later in the night (straight through the pedestrian area). Tow these cars out at the ends of the 't blocked' area to designated lots. I observed a significant number of police in this intersection directing traffic at 2 am. The time police are spending directing tow truck traffic is likely better spent.

-Switch the traffic lights to flashing red. I think this will encourage the flow of pedestrians, stop the 'bottleneck' at the main intersection and give a clearer message that the street is now for pedestrian traffic.

Thanks for the opportunity to give feedback. "

No question that overall the project was a success and we would most definitely want to see the project continued.

Ian Findlay: City Councillor Ward 2

1. A multi stakeholder group working hard to identify challenges and opportunities within Guelph's Entertainment District.
2. A fun, safe and respectful environment for patrons, businesses and residents.
3. While there was some uncertainty in advance of the SSP, once implemented and witnessed, many clearly understood the value.
4. An affordable means to allow GPS the opportunity to provide a safe community.
5. The Entertainment District is an economic driver for Downtown Guelph and we love it.

Matthew Pecore: CSA - Local Affairs Commissioner

1. Enhanced safety to patrons of the entertainment district
2. Collaborative effort between City Staff, Bar owners, and University personnel
3. Decrease in public nuisances
4. Contributes to building of community and creation of festive downtown atmosphere (esp. Jazz Festival weekend)

Brenda Whiteside, UOG

1. much more effective at moving students safely and efficiently out of the downtown core
2. less vandalism and other serious incidents in the downtown core
3. great cooperation amongst all stakeholders

Guelph Police Services

| GPS Key Items | Benefits |
|--|---|
| Pedestrian Safety (i.e. street closures) | <ol style="list-style-type: none"> 1) Eliminated vehicular traffic & increased foot traffic 2) Reduced Overcrowding 3) Open streets encouraged less jostling of people 4) Overall safe and orderly environment |
| Officer Safety | <ol style="list-style-type: none"> 1) Improved sightlines were gained with street closures 2) Any disturbances could be detected immediately 3) Openness of streets allowed for proactive approach and friendly interaction of police officers |
| Taxi Stands | <ol style="list-style-type: none"> 1) Provided safe location for downtown patrons 2) Downtown was cleared out earlier than in previous years 3) Less people wandering downtown streets |
| Portable Washrooms | <ol style="list-style-type: none"> 1) Less public fouling as compared to 2011 and 2012 2) Public works and downtown merchants also felt there was less odour and evidence of public fouling |
| Police Efficiencies | <ol style="list-style-type: none"> 1) Reduction of police overtime due to downtown being cleared out more efficiently 2) Quicker police response to disturbances 3) Less reporting to communications staff allowed for focus on events in outlying neighbourhoods 4) <i>*Overall reduction in assaults, disturbances, intoxicated persons, property damage and public fouling</i> |