

Committee of the Whole Meeting Agenda

Tuesday, July 3, 2018 – 1:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Call to Order – Mayor

Disclosure of Pecuniary Interest and General Nature Thereof

Authority to move into Closed Meeting

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

CAO-2018-21

Litigation Update

Section 239 2 (e) and (f) of the Municipal Act relating to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

IDE-2018-82

Acquisition of 110 Gordon Street under the Downtown Secondary Plan Parkland

Section 239 (c) of the Municipal Act relating to a proposed or pending acquisition or disposition of land by the municipality or local board

Closed Meeting

Open Meeting - 2:00 p.m.

Mayor in the Chair

Closed Meeting Summary

Disclosure of Pecuniary Interest and General Nature Thereof

Presentations:

1. University of Guelph "2017 Top Co-Op Employer" Award
City of Guelph Water Services Department.
2. Standing Committee on Energy Efficiency (SC-EE) for the National Energy Code for Buildings.
Appointment of Patrick Andres, P. Eng.
3. Consulting Engineers of Ontario (CEO) "2018 CEO Grand River Consulting Engineering Award of Merit" for the beneficial reuse of sediment from an existing Stormwater management pond.
City of Guelph Engineering Team.
4. Association of Municipal Clerk's and Treasurers of Ontario (AMCTO)
Accredited Ontario Municipal Clerk (AOMC) professional designation.
Stephen O'Brien, City Clerk.

Consent Agenda – Governance

Chair - Mayor Guthrie

The following resolutions have been prepared to facilitate Council's consideration of 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. It will be extracted and dealt with separately as part of the Items for Discussion.

CS-2018-54 2018-2019 Council and Committee Meeting Schedule

Recommendation:

That the 2018 - 2019 Council and Committee Meeting Schedule, as shown in ATT-1 to Report CS-2018-54, titled 2018 - 2019 Council and Committee Meeting Schedule, dated July 3, 2018, be approved.

Items for Discussion – Governance

The following items have been extracted from the Governance Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

CAO-2018-23 CAO Annual Update to Council

Presentation:

Derrick Thomson, Chief Administrative Officer

Recommendation:

That the CAO Annual Update Report to Council dated July 3, 2018 be received.

Service Area Chair and Staff Announcements

Consent Agenda –Infrastructure, Development and Enterprise

Chair – Councillor Gibson

The following resolutions have been prepared to facilitate Council's consideration of 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. It will be extracted and dealt with separately as part of the Items for Discussion.

IDE-2018-95 Sign By-Law Variances - 26 Clair Road West

Recommendation:

1. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 0.9m² illuminated building sign at 26 Clair Road West to be a height of 2.2m above the ground surface, be approved.
2. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 6.2m² non-illuminated building sign painted directly onto a wall at 26 Clair Road West to be a height of 2.2m above the ground surface, be approved.
3. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 5m² illuminated building sign painted directly onto a wall structure at 26 Clair Road West to be a height of 1.7m above the ground surface, be approved.
4. That the request for variances from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit two 5.5m² illuminated building signs painted directly onto a wall structure at 26 Clair Road West to be a height of 2.3m above the ground surface, be approved.

IDE-2018-96 Sign By-Law Variance - 465 Woodlawn Road West

Recommendation:

That the request for a variance from Table 2, Row 13 of Sign By-law Number (1996)-15245, as amended, to permit a menu board with a height of 2.5m above the adjacent roadway and sign face of 4.5m² on the property of 465 Woodlawn Road West, be approved.

IDE-2018-97 Sign By-Law Variances - 197 Hanlon Creek Boulevard

Recommendation:

1. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit a 9.8m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property, be approved.

2. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit a 11.4m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property, be approved.

Items for Discussion –Infrastructure, Development and Enterprise

The following items have been extracted from the Infrastructure, Development and Enterprise Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

IDE-2018-92 Draft Natural Heritage Action Plan

Presentation:

Adele Labbe, Planner II, Environmental Planner
April Nix, Planner II, Environmental Planner

Recommendation:

That the draft Natural Heritage Action Plan, included as Attachment 1, to the Infrastructure, Development & Enterprise Services Report IDE 2018-92, dated July 3, 2018 be received.

IDE-2018-103 South End Community Centre – Update

(extracted from the June 8, 2018 Items for Information as requested by Councillor MacKinnon)

Councillor MacKinnon will speak to this item.

Service Area Chair and Staff Announcements

Consent Agenda – Corporate Services

Chair – Councillor MacKinnon

The following resolutions have been prepared to facilitate Council's consideration of 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. It will be extracted and dealt with separately as part of the Items for Discussion.

CS-2018-23 First 2018 Tri-Annual Capital Variance Report

Recommendation:

That report CS-2018-23, First Tri-annual Capital Variance Report, dated July 3, 2018 be received.

Items for Discussion –Corporate Services

The following items have been extracted from the Corporate Services Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

CS-2018-34 Multi-Year Budget Process

Presentation:

Trevor Lee, Deputy CAO, Corporate Services

Tara Baker, General Manager of Finance/City Treasurer

Recommendation:

1. That the City adopts a multi-year budgeting process for both the operating and capital budgets commencing with the 2020 budget.
 2. That staff develop the required multi-year budgeting policies for Council approval in early 2019.
-

Consent Agenda – Audit

Chair – Councillor Billings

The following items have been extracted from the Audit Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

CAO-2018-19 Driver Certification Program Compliance Audit Report

Recommendation:

That the report CAO-2018-19, Driver Certification Program Compliance Audit Report–2018 dated July 3, 2018 be received.

Mayor as Chair

Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Adjournment

Staff Report



To	Committee of the Whole
Service Area	Corporate Services
Date	Tuesday, July 3, 2018
Subject	2018 - 2019 Council and Committee Meeting Schedule
Report Number	CS-2018-54

Recommendation

That the 2018 - 2019 Council and Committee Meeting Schedule, as shown in ATT-1 to Report CS-2018-54, titled 2018 - 2019 Council and Committee Meeting Schedule, dated July 3, 2018, be approved.

Executive Summary

Purpose of Report

To set the 2018 - 2019 Council and Committee Meeting Schedule.

Key Findings

The meeting schedule for 2018 - 2019 is based on past practice and the current governance structure adopted by Council. Exceptions include the 2019 budget meetings, Council orientation meetings and topic specific special meetings.

Financial Implications

None

Report

Pursuant to the City of Guelph's Procedural By-law, Council is required to establish an annual Council and Committee meeting schedule by way of Council resolution.

To support the legislative process for City Council, and to provide for accountability and transparency to the public, it is recommended that Council approve a regular meeting schedule annually.

Guiding Principles

The following principles guided the development of the proposed schedule:

1. Agendas are published a minimum of ten days prior to a meeting.

2. Committee of the Whole meetings are generally scheduled the first Monday of the month.
3. Council Planning meetings are generally scheduled the second Monday of the month.
4. Council meetings are generally scheduled the fourth Monday of the month.
5. Committee of the Whole meetings consist of two or three Service Areas reporting on alternating months with exceptions to be made for matters of a timely nature.
6. Council Planning and Regular Council meetings are generally scheduled two weeks apart.
7. Closed Council and closed Committee of the Whole meetings are scheduled immediately prior to the corresponding open meeting (start times of closed meetings are based on agenda content).
8. Changes to the meeting calendar are posted publicly as soon as feasible.
9. One Council Meeting Placeholder is generally scheduled per month.
10. Council budget meetings are scheduled in collaboration with the Finance Department.

Whenever possible, a regular meeting date and time has been established as follows:

Committee of the Whole	2:00 p.m. on the 1 st Monday
Council Planning	6:30 p.m. on the 2 nd Monday
Special Council and Placeholders	6:00 p.m. on the 3 rd Monday
Regular Council	6:30 p.m. on the 4 th Monday

Special Meetings

Special meetings include Council as Shareholder of Guelph Municipal Holdings Inc., Shareholder of Guelph Junction Railway, budget meetings, Council orientation meetings or any specific subject matter deemed to require its own meeting. Special meetings may be closed or open depending on subject matter.

In cases where the need for a special meeting has already been identified, it is included in the proposed meeting schedule.

Due to the 2018 municipal election, 2019 budget meetings will commence in January 2019. These budget dates have been set in accordance with report CS-2018-12, 2019 Budget Schedule and Process Changes. Additional dates for 2020 budget deliberations will be brought forward for Council approval in summer 2019.

Also included in the 2018 - 2019 Council and Committee Meeting Schedule are planned orientation sessions for the new term of Council. Council orientation sessions are integral to good governance and provide an opportunity for new and returning members to be oriented to municipal and city systems, processes and structures.

The final 2018 - 2019 Council and Committee Meeting Schedule will be forwarded to the media, internal and community stakeholders, and published on the City's website. Any additional changes to the meeting schedule will be posted to the City's website as they occur.

Financial Implications

None.

Consultations

Various boards and committees to which members of Council are appointed were consulted in order to prevent meeting conflicts.

The Finance Department and the Infrastructure, Development and Enterprise Service Area were consulted to ensure that legislated reporting is accommodated. The Finance Department also provided budget meeting requirements for the adoption of the 2019 budget. The 2018 - 2019 Council and Committee Meeting Schedule has been reviewed and is supported by the Executive Team.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 2018 - 2019 Council and Committee Meeting Schedule

Departmental Approval

N/A

Report Author

Dolores Black, Council and Committee Coordinator



Approved By

Stephen O'Brien
City Clerk
Corporate Services
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Recommended By

Trevor Lee
Deputy CAO
Corporate Services
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2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

COW – Committee of the Whole

CS – Corporate Services

GOV - Governance

IDE – Infrastructure Development & Enterprise

PS – Public Services

NOVEMBER 2018					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3
					4
5	6	7	8	9	10
					11 Remembrance Day
12	13	14	15	16	17
					18
19 Council/Council Planning 6:30 pm	20	21 Council Orientation – Phase One 6:00 pm	22	23	24
					25
26	27 Council Orientation – Phase One 6:00 pm	28	29 Council Orientation – Phase One 6:00 pm	30	

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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DECEMBER 2018					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3 Council Inauguration Meeting 6:30 pm	4	5 Council Orientation Phase Two – Service Area Night One 6:00 pm	6	7	8
					9
10 Striking Committee 5:30 pm	11	12 Council Orientation Phase Two – Service Area Night Two 6:00 pm	13	14	15
Council Planning 6:30 pm					16
17 Council 6:30 pm	18	19 Council Orientation Phase Two – Service Area Night Three 6:00 pm	20	21	22
					23
24 Christmas Eve	25 Christmas Day	26 Boxing Day	27 City Hall Closed	28 City Hall Closed	29
					30
31					

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



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JANUARY 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1 New Year's Day	2	3	4	5 6
7	8 Budget Information Session 6:00 pm	9	10 Presentation and Delegations for Non-tax Supported Operating Budget 6:00 pm	11	12 13
14 COW (IDE/GOV) 2:00 pm	15	16 Presentation and Delegations for Capital Budget 6:00 pm	17	18	19 20
21 Development Charges By-law – Update on Policies and Proposed Rate and Public Meeting 6:00 pm	22	23 Council Deliberations and Approval of Non-tax Supported Operating Budget 4:00 pm	24	25	26 27
28 Council/Council Planning 6:30 pm	29 Transit Service Review 6:00 pm	30 Council Deliberations and Approval of Capital Budget 4:00 pm	31		

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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FEBRUARY 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2
					3
4 COW (CS/PS/AUD) 2:00 pm	5	6	7 Presentation of Tax Supported Operating Budget 4:00 pm	8	9
					10
11 Council Planning 6:30 pm	12	13 Presentation of Local Boards and Shared Services Budgets 4:00 pm	14	15	16
					17
18 Family Day	19	20 Public Delegations – Tax Supported Operating Budget, and Local Boards and Shared Services Budgets 6:00 pm	21	22	23
					24
25 Council 6:30 pm	26	27 Council Placeholder 6:00 pm	28		

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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MARCH 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2
					3
4 COW (GOV/IDE) 2:00 pm	5 Council Deliberations and Approvals of Tax Supported Operating Budget 2:00 pm	6	7 Council Deliberations and Approvals Carryover (if required) 2:00 pm	8	9
					10
11 March Break	12 March Break	13 March Break	14 March Break	15 March Break	16
					17
18 Council Planning 6:30 pm	19	20 Council Placeholder 6:00 pm	21	22	23
					24
25 Council 6:30 pm	26	27	28	29	30
					31

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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CS – Corporate Services

GOV - Governance

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APRIL 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 COW (PS/CS/AUD) 2:00 pm	2	3	4	5	6 7
8 Council Planning 6:30 pm	9	10	11	12	13 14
15 Council Placeholder 6:00 pm	16	17	18	19 Good Friday	20 21
22 Easter Monday	23 Council 6:30 pm	24	25	26	27 28
29	30				

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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CS – Corporate Services

GOV - Governance

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PS – Public Services

MAY 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
		1	2	3	4
					5
6 COW (IDE/GOV) 2:00 pm	7	8	9	10	11
					12
13 Council Planning 6:30 pm	14	15	16	17	18
					19
20 Victoria Day	21 Council Placeholder 6:00 pm	22	23	24	25
					26
27 Council 6:30 pm	28	29	30	31	

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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GOV - Governance

IDE – Infrastructure Development & Enterprise

PS – Public Services

JUNE 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
					2
3	4 COW (CS/PS/AUD) 2:00 pm	5	6	7	8
					9
10 Council Planning 6:30 pm	11	12	13	14	15
					16
17 Council Placeholder 6:00 pm	18	19	20	21	22
					23
24 Council 6:30 pm	25	26	27	28	29
					30

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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GOV - Governance

IDE – Infrastructure Development & Enterprise

PS – Public Services

JULY 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
1 Canada Day	2	3	4	5	6 7
8 COW (IDE/GOV) 2:00 pm	9	10	11	12	13 14
15 Council Planning 6:30 pm	16	17	18	19	20 21
22 Council Placeholder 6:00 pm	23	24	25	26	27 28
29 Council 6:30 pm	30	31			

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

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CS – Corporate Services

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AUGUST 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
			1	2	3
					4
5 Civic Holiday/ John Galt Day	6	7	8	9	10
					11
12	13	14	15	16	17
					18
19	20	21	11	23	24
					25
26	27	28	29	30	31

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

COW – Committee of the Whole

CS – Corporate Services

GOV - Governance

IDE – Infrastructure Development & Enterprise

PS – Public Services

SEPTEMBER 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 Labour Day	3 COW (PS/CS/AUD) 2:00 pm	4	5	6	7 8
9 Council Planning 6:30 pm	10	11	12	13	14 15
16 Council Placeholder 6:00 pm	17	18	19	20	21 22
23 Council 6:30 pm	24	25	26	27	28 29
30					

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

COW – Committee of the Whole

CS – Corporate Services

GOV - Governance

IDE – Infrastructure Development & Enterprise

PS – Public Services

OCTOBER 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
	1	2	3	4	5
					6
7 COW (GOV/IDE) 2:00 pm	8	9	10	11	12
					13
14 Thanksgiving Day	15	16 Council Planning 6:30 pm	17	18	19
					20
21 Council Placeholder 6:00 pm	22	23	24	25	26
					27
28 Council 6:30 pm	29	30	31		

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



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NOVEMBER 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
				1	2 3
4 COW (CS/PS/AUD) 2:00 pm	5	6	7	8	9 10
11 Remembrance Day	12 Council Planning 6:30 pm	13	14	15	16 17
18 Council Placeholder 6:00 pm	19	20	21	22	23 24
25 Council 6:30 pm	26	27	28	29	30

2018 - 2019 COUNCIL AND COMMITTEE MEETING SCHEDULE



AUD - Audit

COW – Committee of the Whole

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DECEMBER 2019					
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday Sunday
					1
2 COW (IDE/GOV) 2:00 pm	3	4	5	6	7 8
9 Council Planning 6:30 pm	10	11 Council Placeholder 6:00 pm	12	13	14 15
16 Council 6:30 pm	17	18	19	20	21 22
23	24 Christmas Eve	25 Christmas Day	26 Boxing Day	27 City Hall Closed	28 29
30	31				

Staff Report



To **Committee of the Whole**

Service Area Office of the Chief Administrative Officer

Date Tuesday, July 3, 2018

Subject **CAO Annual Update Report to Council**

Report Number CAO-2018-23

Recommendation

1. That the CAO Annual Report to Council CAO-2018-23 dated July 3, 2018 be received.

Executive Summary

Purpose of Report

For the Chief Administrative Officer to provide Council with a strategic progress update and to launch the new **'Report to the Community'**.

Key Findings

Over the past year, the City has made significant progress on key files resulting in high quality municipal services, an excellent quality of life in Guelph, well managed assets and a solid fiscal plan to support sustainable and prosperous urban growth.

A core priority for the CAO and Executive team is to increase transparency and accountability to citizens and stakeholders through improved public reporting. This is critical to ensure that citizens and business are clear about how tax dollars are managed and that City decisions are resulting in positive impacts they can see.

Today we are building on those efforts by releasing the new digital **'Report to the Community'**. This fresh new approach to annual reporting is the first time that a consolidated City-wide report has been created to make reporting clear and easy to understand. The digital approach enables citizens and stakeholders to personalize their report experience based upon what they want to know.

The report consolidates user and project stories, performance update reports as well as service performance data into one dynamic and interactive experience.

The Report to the Community demonstrates significant progress and also highlights areas where the City needs to focus further. This progress has been underpinned by the Corporate Administrative Plan (CAP) that has aligned resources to support

improvement across a number of areas important to Council, citizens, business and other stakeholders.

In addition, CAO priorities have been aligned closely with these key plans to guarantee success. The information report (CAO-2018-25) provided Council with their regular in-depth update on the progress and achievements made through CAP and the Council Shared Agenda initiatives, much of which are featured in this report and the '**Report to the Community**'.

Financial Implications

The continued implementation for CAP and CSA are funded through existing capital and operating budgets as determined through the annual budget deliberation process.

Report

Over the past year, the City has made significant progress on key files resulting in high quality services, an excellent quality of life in Guelph, well managed assets and a solid fiscal plan to support sustainable and prosperous urban growth.

A core priority for the CAO and Executive team is to increase transparency and accountability to citizens and stakeholders through improved public reporting. This is critical to ensure that citizens and business are clear about how tax dollars are being managed and that City decisions are resulting in positive impacts they can see.

Today we are building on those efforts by releasing the new digital '**Report to the Community**'. This fresh new approach to annual reporting is the first time that a consolidated City-wide report has been created to make reporting clear and easy to understand. The digital approach allows citizens and stakeholders to personalize their report experience based upon what they want to know.

The report consolidates user stories, performance update reports as well as service performance data into one dynamic and interactive experience.

The '**Report to the Community**' demonstrates significant progress and also highlights areas where the City needs to focus further. A significant driver for success over the past year has been the sustained focus on corporate planning. The organization has worked hard to develop a planning and implementation framework that aligns resources to operations and capital projects that address community needs today and tomorrow. This integrated framework is bringing a foundation of excellence to the organization and consists of the CAP, CSA, CAO priorities and service area work plans.

The Corporation is now in a place of greater organizational maturity with stronger finances, modernized services and a comprehensive asset management plan that will help us manage, maintain and grow our infrastructure for the long term.

CAO Objectives

CAO and Council agree the CAO objectives which are designed to support priority files that will strategically move the organization forward. Over the past year, the CAO has made significant progress on all of the objectives.

- **Implementing the Corporate Administrative Plan:** to achieve service excellence, financial stability and innovation. Much of this plan is now complete (CAO-2018-25) and Guelph is receiving recognition from across Canada and beyond on a number of those initiatives such as asset management and innovation efforts.
- **Providing final recommendations to Council regarding Guelph Hydro:** This objective has been completed and the merger implementation process is underway. This rigorous and transparent process involved stakeholder and citizen engagement that informed the decision to merge with Alectra. This decision will have a significant positive benefit to residents, business and industry across the City now and in the future.
- **Implement first 2 years of Service Reviews:** Largely completed. The Service Review program is up and running and the first 18 months of that program have been completed successfully delivering significant recommendations relating to service enhancement and quality, efficiency and positive financial outcomes.
- **Embedding performance accountability and continuous improvement practices:** The organization now provides the public with better reports that show the City's performance, value for tax dollars and continuous organizational improvement. This includes regular CAP and CSA updates, capital project updates, the creation and launch of the City's first performance dashboard, 'The Count', delivering the first 'State of the City' address to the Chamber of Commerce and the release of the City's first 'Report to the Community'.
- **Improving employee engagement and culture:** The Talent Blue Print has supported staff with new opportunities through the Career Path Program, secondments and learning and development. The Leadership Charter roll out continues to the front line and ensures that staff at all levels embody the values and leadership commitments to serve their community well. CAO Town Halls, Leader events and other outreach activities across the organization have now become established practice and DCAO's now host their own regular town hall and leadership events.
- **Community Plan development:** Council approved the development of a Community Plan for Guelph. The CAO is championing and providing oversight for this project, developing strategic partnerships with local leaders and organizations such as the University of Guelph, the Neighbourhood Support Coalition, Toward Common Ground, The Community Foundation and many

others. The project is now well into its early listening phase and engagement is happening all over the city having engaged over 1200 people.

Report to the Community

The Report to the Community is a new, fresh approach to reporting designed as an easy to navigate, interactive and engaging experience. The format for the report focuses on a series of easy to read stories and short videos. The multi-media report shows significant highlights of the City's progress but also is a gateway to learn more detail based on the readers preferences and interests. The stories feature data and information from the following important performance reporting vehicles and enable the reader to access them all from one place:

- The Count
- 2017 User Satisfaction Survey
- CAP Dashboard
- Open Data Portal
- Service Reviews
- Legislated Annual Reports
- Capital Projects
- Financial Dashboard
- Internal Audit

The overarching theme of The Report to the Community is 'together'. It highlights how we're working together with so many community partners, agencies, citizens, other orders of government and the business community to make lives better, build a great community, and create a solid foundation for a growing city.

The following section of the report provides some highlights from the new digital 'Report to the Community' and tells the story based upon adapted themes from The Count performance dashboard. The Report to the Community contains data, information from a number of sources and stories, consolidated into one City-wide report.

Organizational Performance Highlights

A large portion of CAP is complete (CAO-2018-25) and there is strong evidence of culture change and growing maturity across systems, process and policy. The five fully operationalized initiatives are resulting in increased efficiency, potential cost saving/avoidance and service improvement for residents and business. Successes include implementing the Service Review Framework, Asset Management Plan, Project Management Office and Complex Capital Projects, Improvement Network and the Building Partnerships Program.

There remains a strong focus from Executive Team to complete the remaining CAP initiatives which include rolling out the new Customer Service Strategy, continued Customer Relationship Management System and IT core systems implementation, continuing work on the Long Term Financial Plan and the Talent Blue Print roll out.

Progress continues on the Council Shared Agenda initiatives, which include Older Adult Strategy implementation, Guelph Innovation District, downtown development, housing, parking, transit and the South End Recreation Centre.

The collective impact of this ambitious portfolio of plans is broad and sometimes difficult to measure in its fullest. However, key indicators such as overall satisfaction with City services, perception of quality of life and value for tax dollars help staff, Council and stakeholders understand how the Corporation is performing at a strategic level against its core mission.

We know from research that overall satisfaction with City services and quality of life in Guelph are high and the majority of residents (88%) are satisfied with all 18 services tested by a 2017 Ipsos Citizen Satisfaction Survey. Additionally, 80% of residents surveyed believe they are receiving good value for tax dollars.

This past year has also seen significant progress on a number of landmark community assets. After more than a decade of collaborative research, planning, design and careful budgeting, the community celebrated the ground-breakings, grand openings and early plan development of some long-awaited community assets that will serve Guelph residents for decades to come. These included breaking ground on the Wilson Parkade, starting the design process for a South End Recreation Centre, approving the library as a key part of the Baker Street development and the re-opening of the newly renovated Victoria Road Recreation Centre.

These results are excellent and show the organization is performing well. That being said, however positive these results are, Guelph continues to face challenges both as a community and as a Corporation. The Corporation, along with many other municipalities across Ontario and Canada continues to tackle issues of housing affordability, closing the infrastructure gap, climate change, ensuring that all residents are socially connected and have equitable opportunities to participate fully in the economy. When asked what were the top issues facing Guelph residents in the recent Ipsos Citizen Satisfaction Survey, 14% most mentioned infrastructure, road reconstruction and maintenance. The Corporation may not have solved all of these challenges, but it is being open and transparent about the new reality and is working in partnership with the community to work differently and sometimes make difficult decisions.

Financial Stability, Assets and Talent

Ensuring a solid foundation for a growing city requires a long-term approach that guarantees financial stability and value from our municipal assets. This has been of huge focus for the organization and remains at the heart of its Corporate Administrative Plan. This focus is resulting in positive performance that underpins everything that the City can deliver to citizens, businesses and visitors. Some highlights include:

Financial Stability

- The City's financial position is strong and getting stronger. 80% of residents also believe that they are receiving good value for money from their tax

dollars according to the Ipsos Citizen Satisfaction Survey. This is a key indicator of performance.

- The City's 2017 net financial asset position improved by \$13 million over 2016. This success signals Guelph's strengthening financial stability.
- The City maintains an AA+ credit for five years in a row signalling a predictable and well-balanced financial position.
- Guelph's tax receivables are at 2.27% of total taxes levied compared to the Ontario southwest average of 6%.
- \$24.4 million of debt has been paid down making debt-financing available for other projects

Managing our Assets

- In 2017, the City established its first Asset Management Plan to better understand our assets, needs and priorities for planning, building, maintaining and replacing those assets. This plan is leading the way in Canada.
- We have a fully funded 2018 capital budget and the organization is working towards closing the infrastructure funding gap through the Council approved levy.
- The Organization is responding to the challenges of climate change which involves making difficult decisions. The new approach to sustainable stormwater funding will create a more fair way for the community to share the cost of maintaining and upgrading stormwater systems.

Core systems to provide service excellence

- Service Reviews, a CAO priority, are a success story that has become firmly cemented in our culture. Council has approved the framework, the methodology is agreed and annual planning and prioritization is in place to carry out a multi-year program of service reviews. The findings of the Solid Waste Service review showed that five of six waste service elements met or exceeded service levels of other applicable municipalities. The review also highlighted four categories of continuous improvement recommendations. When these are implemented, they will improve the financial viability and efficiency whilst increasing service levels for users.
- The City's digital services are making headway. The Customer Relationship Management System (CRM) is a foundational new system that will enable a one-stop shop for citizens to access an array of services, information and opportunities to participate. Progress is on track for an August launch, the systems has been procured, is configured and phase 1 implementation is well underway.
- The Improvement Network continues to focus the organizational culture towards improvement and innovation as core business skills. The programs and training offered from the network include the Civic Accelerator, Guelph Lab, Innovation Fund, Round Tables and Continuous Improvement. Together they have supported the creation of the Sharing Economy Guidebook; the development of the Customer Service Strategy, delivery of Service Reviews, business process mapping and metric development across the organization, customer journey mapping and many front line led initiatives like disc golf at

Riverside Park, NextGen network for up-and-coming employees new to government, corporate waste diversion and promoting pride in the workplace.

Talent/People

- A large majority of those who had contact with City of Guelph staff or employees in the past 12 months, are satisfied with the overall quality of the service they received. Large majorities are also satisfied with specific aspects of staff and service tested in the survey. Assessments regarding staff are generally in line or higher than the national norms with the knowledge of staff being of particular satisfaction (94% vs 86% national norm).
- Implementation continues on the Talent Blue Print that aims to support engaged, diverse, high performing, innovative and productive employees to meet the Corporation's current and future needs. A number of key deliverables have been met including launching a Career Path program campaign, increasing secondment opportunities, and implementing a full corporate training reset to ensure compliance with legislated training and reporting requirements. A significant challenge to this initiative is accessing funding to meet the needs of programs and maintain momentum.
- The Leadership Charter sets the tone for the entire workforce and instills strong values and behaviours in all our staff. The roll out of the program has continued through senior and middle management, and the focus currently is on the front line. These efforts continue to empower staff who are proud to work in partnership with and to serve Citizens, business, visitors and community partners.

Quality of Life in Guelph

Quality of life is an extremely important indicator for City staff as they work hard to develop policy and provide services that improve quality of life for everyone. When quality of life is high, a city can attract newcomers, visitors and talent who contribute to building a diverse, culturally rich and strong community that supports full social and economic participation.

97% of residents feel that they enjoy a high quality of life in Guelph and 88% of residents have a strong sense of belonging to Guelph.

Some highlights include:

Recreation

- 88% of residents are satisfied with recreation in the City, higher than the national norm.
- The City successfully re-opened a new and improved Victoria Road Recreation Centre after extensive renovations. With the enhancement of a Pool Pod, Guelph is the first city in Ontario and the second in North America to have a user-operated accessible aquatic lift to give people with mobility issues their independence. The centre is now a more inviting and accessible community gathering space where people of all ages and abilities come

together to make friends, learn new skills, and improve their health and well-being. More than 30 user groups call the centre home and the centre re-opened with improvements to the pool, multi-purpose rooms, change rooms, arena, parking, and the customer service centre.

- Early work has begun to plan for the creation of the South End Recreation Centre.

Arts, Culture and Learning

- Libraries offer many opportunities for people to engage in lifelong learning, to enrich their lives and connect with their community. 91% of residents are very satisfied with library services. The library has become a key part of the new Baker Street development.
- 91% of residents are satisfied with culture and tourism.
- Guelph staff supported over 400 events in the City including festivals and sports tournaments. Events such as these provide affordable entertainment for residents and visitors to Guelph and provide economic benefit.
- The City received much recognition for the excellent support it offers events. It received an award from 'Festival and Events Ontario' winning the 'Municipality of the Year' award for supporting festivals and events. Guelph was also recognized making the top 10 list for Culture Days.
- Museum usage is increasing and over 31,000 people visited this important cultural asset in 2017.

Supporting refugees and newcomers

- Supporting refugees in 2017 was a significant priority for the Guelph community. The City worked with several local organizations to welcome 472 refugees to Guelph helping to find homes, jobs and access to programs and services.
- Guelph is listed among the top 10 places for new Canadians to live; however, immigrants to Guelph/Wellington still face challenges. A recent survey shows challenges ranging from transportation, housing and access to healthy food.

Transportation & Getting Around the City

Ensuring the efficient and safe transportation of goods and people is vital for the economy, quality of life and environmental sustainability in Guelph. The Corporation is making progress against a number of priorities related to getting around the City. Highlights include:

Transit Improvements and greater regional connectivity

- Investing \$19.4 million in Guelph Transit infrastructure over the next three years to make bus stop upgrades, replace vehicles and introduce new traffic signal controls amongst other improvements.
- After much advocacy, the City has been identified as a stop on the proposed high speed rail line. This will transform the City enabling greater economic and employment opportunities for business and residents, benefit local culture and tourism, and enable people to socially connect.

- Satisfaction with transportation in Guelph is higher than the national norm at 71% and annual transit ridership is trending upward.
- A service review of transit has commenced that will identify where the service can make further improvements in addition to the recent route realignment that has positively impacted service.
- The City is making it easier for refugees and residents living with a low income to gain access to City programs and services including the Affordable Bus Pass. These programs support great access to employment, health and social participation and have an overall positive impact on quality of life for users.

Active Transportation

- The City has been working hard and has completed 58% of the Cycling Master Plan. This significant plan will provide a fully integrated trails system that enables people to get around the city promoting health and connectivity
- The City's Cycling Master Plan continues to position Guelph as a bicycle friendly city. The City has been trialing new green bike lanes that are improving the safety for cyclists, pedestrians and drivers in Guelph. Early indicators suggest the number of collisions appears to be dropping and people feel safer as a result of this innovative work. Between Jan 2, 2011 to December 31, 2016, 300 collisions occurred on Gordon Street between Waterloo Avenue and Wellington Street. Since the green bike lanes were installed there has been just 1 reported collision involving a cyclist since July 2017.

Parking

- Citizen satisfaction with parking in the City is lower than many other services. The City is responding to these needs through implementation of the Parking Master Plan and construction of the Wilson Street parkade started in late 2017 and is expected to be complete by the end of 2019. The parkade will be the City's first new parking facility in 30 years and will offer 400 spaces for cars, bicycle parking, and electric vehicle charging stations. While building the parkade, the City is also upgrading underground water and wastewater services beneath Wilson Street, improving pedestrian and cycling facilities in the area, and adding public art in one of the most important gateways to Guelph's downtown core.

Sustainability and the Environment

The Guelph community has a long history of being sustainable. Sustainability continues to be an important priority for staff and Council as they work with many partners across the city in all sectors to minimize/reuse waste, conserve energy and ensure access to our most precious resources such as quality food and clean water. The environmental focus in the City supports the local economy as Guelph grows stronger as the heart of the Innovation Corridor between Waterloo and Toronto. Some highlights include:

Green Energy & Technology Centre and Alectra Merger

- An important CAO objective was to undertake a comprehensive review of Guelph Hydro to identify the options and make final recommendations to Council on the future of hydro. Council approved to merge with Alectra joining forces with other innovative communities that will make Guelph's energy future even stronger. These changes will achieve better rates, continued reliable service and a new Green Energy and Technology Centre. In the future, residential, commercial and industrial customers can expect modern services like electrical vehicle charging stations, home/building automation and advance energy management systems.

Sustainable Innovation

- Smart Cities: In 2018 the City, in partnership with the County of Wellington became a finalist for the Infrastructure Canada's Smart Cities Challenge. This success is based on years of collaboration between partners focusing on how to minimize waste in the food system, generate more sustainable food businesses and increase access to nutritious food. Guelph is now positioned to be Canada's first Circular Food Economy. This precedent setting initiative aims to increase access to affordable nutritious food by 50%, 50 new circular businesses and collaborations are created and circular food revenues are increased by 50% by 2025.
- Guelph Innovation District: The City is making progress to achieve its vision for the Guelph Innovation District, a carbon neutral community in the heart of the city. The Guelph Innovation District secondary plan won the Federation of Canadian Municipalities award for sustainability. The Guelph Innovation District will transform and revitalize about 1,000 acres of unused land a portion of which includes the former Ontario Reformatory building (Guelph Correctional Centre). Partnerships among local, provincial, and federal governments, investors and developers will create exciting opportunities in agriculture, environment, information technology, advanced manufacturing, health and related sciences.

Water and Waste Services

- Water conservation activities continue successfully and satisfaction with water services is high at 91%. The average Ontarian uses 200 litres per person per day, the average Canadian uses 250 litres and Guelph residents are averaging 167 litres of water per person per day.
- The City is meeting its targets for energy management, improving the efficiency of its facilities whilst reducing their impact on the environment.
- The majority of residents are satisfied with garbage collection at 89%. The City has completed a service review and will be moving forward with a number of service improvements including multi-residential collection.

Tree Canopy

- Trees are an important component of urban environments. A lush urban tree canopy contributes aesthetic value, significant economic and environmental benefits, including; reducing stormwater runoff, energy conservation, improving air quality, and enhancement of community vitality, stability and property values for residential and business areas. Progress is being made and staff have delivered Year 4 of the Emerald Ash Borer Plan (approach peak ash mortality) with accelerated street tree inspections and increased emphasis on inspecting natural areas to maintain public safety. Staff has also developed Street Tree Ownership and Maintenance Standards which was approved by Council for tree maintenance and public safety obligations/responsibilities of City and private property owners. In addition there is a focus on targeted forest education and outreach through stewardship events, partnerships and initiatives.

Economic Prosperity

Guelph continues to have a diversified and resilient economy. The City promotes an entrepreneurial culture where new ideas flourish and business thrives. Guelph is a strong influence on the Innovation Corridor and is home to some of the world's most innovative companies in key growth sectors including agri-innovation, advanced manufacturing and clean technology.

Strong economy

- Guelph's employment rate and workforce participation rates are among the highest in the country at 66% and 70% respectively.
- Guelph's a great place to do business with positive growth in the number of small and medium sized businesses.
- In 2017 the City issued 2,446 building permits and staff are meeting targets to review permits promptly in line with the prescribed timelines set out in the Ontario Building Code averaging 98.1%.

Innovation Corridor and Civic Technology

- Staff, Council, local business, the University of Guelph, other levels of government and many other partners are working hard to position the City at the heart of the Innovation Corridor. Guelph contributes to some of the most advanced research and innovation in sectors like agri-food, environmental tech and advanced manufacturing. These developments are having a local and global impact.
- The Civic Accelerator program tackles municipal problems with new ways to innovate by accurately defining the challenge and then inviting smart, innovative companies to develop the solutions together. The program accesses expertise of partners from Innovation Guelph, the University of Guelph and the Guelph Chamber of Commerce to support the companies as they further develop and refine their solutions. It's a completely new way of thinking about purchasing for government. Building upon the Civic Accelerator model and supported by \$2 million in Provincial funding, a new City of Guelph Municipal Innovation Exchange (MIX) will scale up this

approach in the cities of London and Barrie in partnership with Toronto's MaRS Discovery District, one of the world's largest business innovation hubs. The three cities will test open, fair, transparent and innovative purchasing processes through six challenges over the next three years.

Building partnerships

- 2017 was the year that wrapped up the Integrated Operational Review and gave rise to the Building Partnerships Initiative that has brought forward many new improvements to overhaul the City's planning processes. This work has resulted in new, simplified processes, guidance and triage protocol. These changes are resulting in development applications being completed more quickly, reduced internal or client meetings and fewer revisions.
- The Grow Guelph Business Retention and Expansion program, established in 2013, helps to remove barriers for business; build relationships; and together with our local economic agencies, creates a positive business climate and ecosystem that supports growth for Guelph's local business community. The 2016/17 Business Survey results revealed that 82% of businesses surveyed identified Guelph as a good to excellent place to do business.
- Downtown development is progressing well. Using concepts approved in 2009 and 2014, Guelph is moving ahead with plans to transform the existing parking lot and properties fronting the north end of Wyndham Street into a unique mixed-use development. A new main library is the centrepiece for this exciting downtown renewal project. Guelph City Council has approved plans to design and build an 8,175 square metre (88,000 square foot) space to meet current and future library needs.

Community Plan – setting the course for the future

Guelph is at an important point in its future. The community population is expected to grow from 131,800 today to 169,000 in 2030. Demographics are shifting and opportunities are abundant from a social, cultural, environmental and economic perspective. Yet there are considerable challenges still to overcome and the City must continue to calibrate its policies and services to meet these evolving needs and gaps in partnership with others.

In 2017, Council approved the development of a new Community Plan in the report CAO-S-1701. The new Community Plan will provide City Council and staff with a comprehensive understanding of Guelph's aspirations and priorities at this time and will become a basis for ongoing reflection and conversation in the future. The Plan will aim high and state bold goals for our future. It will cross service boundaries and it is hoped that the plan will be used by our community of partners to shape and align their work.

As of mid-June, 2018 we have engaged with more than 1,200 citizens across sectors and demographics. One of the key deliverables of the Community Plan will be an ambitious advocacy agenda for Guelph that the city's leaders and organizations can rally behind. Early themes from engagement discussions include:

- the need for more affordable and accessible housing in Guelph;
- better transit regionally to neighbouring communities and along the corridor;
- the importance of connected trail and cycling systems; and
- how to grow while maintaining Guelph's character, ensuring that each part of the city has access to amenities they require and keeping the south end connected to the broader community.

Staff, along with key partners, will bring forward the new draft Community Plan to Council for review and endorsement in Q2 of 2019.

Financial Implications

The continued implementation for CAP and CSA are funded through existing capital and operating budgets as determined through the annual budget deliberation process.

Consultations

All service areas

Corporate Administrative Plan

[Select all that apply and delete sections that are not applicable. Refer to the Corporate Administrative Plan for additional guidance.]

Overarching Goals

Service Excellence
Financial Stability
Innovation

Service Area Operational Work Plans

Our Services - Municipal services that make lives better
Our People - Building a great community together
Our Resources - A solid foundation for a growing city

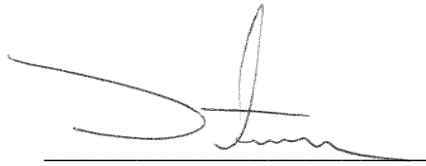
Attachments

Departmental Approval

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Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise
Trevor Lee, Deputy CAO, Corporate Services

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Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Tuesday, July 3, 2018

Subject **Sign By-law Variances – [26 Clair Road West](#)**

Report Number IDE-2018-95

Recommendation

1. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 0.9m² illuminated building sign at 26 Clair Road West to be a height of 2.2m above the ground surface, be approved.
2. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 6.2m² non-illuminated building sign painted directly onto a wall at 26 Clair Road West to be a height of 2.2m above the ground surface, be approved.
3. That the request for a variance from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit a 5m² illuminated building sign painted directly onto a wall structure at 26 Clair Road West to be a height of 1.7m above the ground surface, be approved.
4. That the request for variances from Table 1, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit two 5.5m² illuminated building signs painted directly onto a wall structure at 26 Clair Road West to be a height of 2.3m above the ground surface, be approved.

Executive Summary

Purpose of Report

To advise Council of Sign By-law variance requests for [26 Clair Road West](#).

Key Findings

The subject property is located in a Community Shopping Centre (CC-25) zone. The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that building signs with an area of more than 1m² or with a projection of more than 0.15m in a Community Shopping Centre zone be located a minimum height of 2.4 metres above ground.

Daynite Signs has submitted a sign by-law variance application on behalf of Kelseys Restaurant at 26 Clair Road West to permit:

- a 0.9m² illuminated building sign to be a height of 2.2m above the ground surface;
- a 6.2m² non-illuminated building sign painted directly onto a wall to be a height of 2.2m above the ground surface;
- a 5m² illuminated building sign painted directly onto a wall structure to be a height of 1.7m above the ground surface; and
- two 5.5m² illuminated building signs painted directly onto a wall structure to be a height of 2.3m above the ground surface.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The signs will assist the public by clearly identifying the location of business;
- The proposed signs should not pose a hazard to any persons travelling near the building and there are no safety concerns;
- The locations of the signs will not detract from the appearance of the building; and
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Report

The subject property (see ATT-1 Location Map) is located in a Community Shopping Centre (CC-25) zone. The City of Guelph Sign By-law Number (1996)-15245, as amended, requires that building signs with an area of more than 1m² or with a projection of more than 0.15m in a Community Shopping Centre zone be located a minimum height of 2.4 metres above ground.

Daynite Signs has submitted a sign by-law variance application on behalf of Kelseys Restaurant at 26 Clair Road West after the signs were not installed in accordance with the original drawings that accompanied the sign permit application. In an attempt to now obtain the required sign permit, Daynite Signs has submitted a sign by-law variance application to permit:

- a 0.9m² illuminated building sign to be a height of 2.2m above the ground surface;
- a 6.2m² non-illuminated building sign painted directly onto a wall to be a height of 2.2m above the ground surface;
- a 5m² illuminated building sign painted directly onto a wall structure to be a height of 1.7m above the ground surface; and
- two 5.5m² illuminated building signs painted directly onto a wall structure to be a height of 2.3m above the ground surface.

See ATT 2- Sign Drawings.

The requested variances are as follows:

	By-law Requirements	Request
Location of sign (labelled G2 on ATT 2- Sign Drawings)	Minimum clearance of 2.4m above ground surface for signs exceeding 1m ² or with a projection of more than 0.15m	To permit a 0.9m ² illuminated building sign to be a height of 2.2m above the ground surface
Location of sign (labelled G5 on ATT 2- Sign Drawings)	Minimum clearance of 2.4m above ground surface for signs exceeding 1m ² or with a projection of more than 0.15m	To permit a 6.2m ² non- illuminated building sign painted directly onto a wall to be a height of 2.2m above the ground surface
Location of sign (labelled G3c on ATT 2- Sign Drawings)	Minimum clearance of 2.4m above ground surface for signs exceeding 1m ² or with a projection of more than 0.15m	To permit a 5m ² illuminated building sign painted directly onto a wall structure to be a height of 1.7m above the ground surface
Location of sign (labelled G3b and G3a on ATT 2- Sign Drawings)	Minimum clearance of 2.4m above ground surface for signs exceeding 1m ² or with a projection of more than 0.15m	To permit two 5.5m ² illuminated building signs painted directly onto a wall structure to be a height of 2.3m above the ground surface

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The signs will assist the public by clearly identifying the location of business;
- The proposed signs should not pose a hazard to any persons travelling near the building and there are no safety concerns;
- The locations of the signs will not detract from the appearance of the building; and
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Consultations

Not applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Location Map
ATT-2 Sign Variance Drawings

Departmental Approval

Not applicable

Report Author

Bill Bond
Zoning Inspector III/Senior By-law Administrator

Approved By:

Patrick Sheehy
Program Manager – Zoning

Approved By:

Rob Reynen
Chief Building Official



for

Approved By

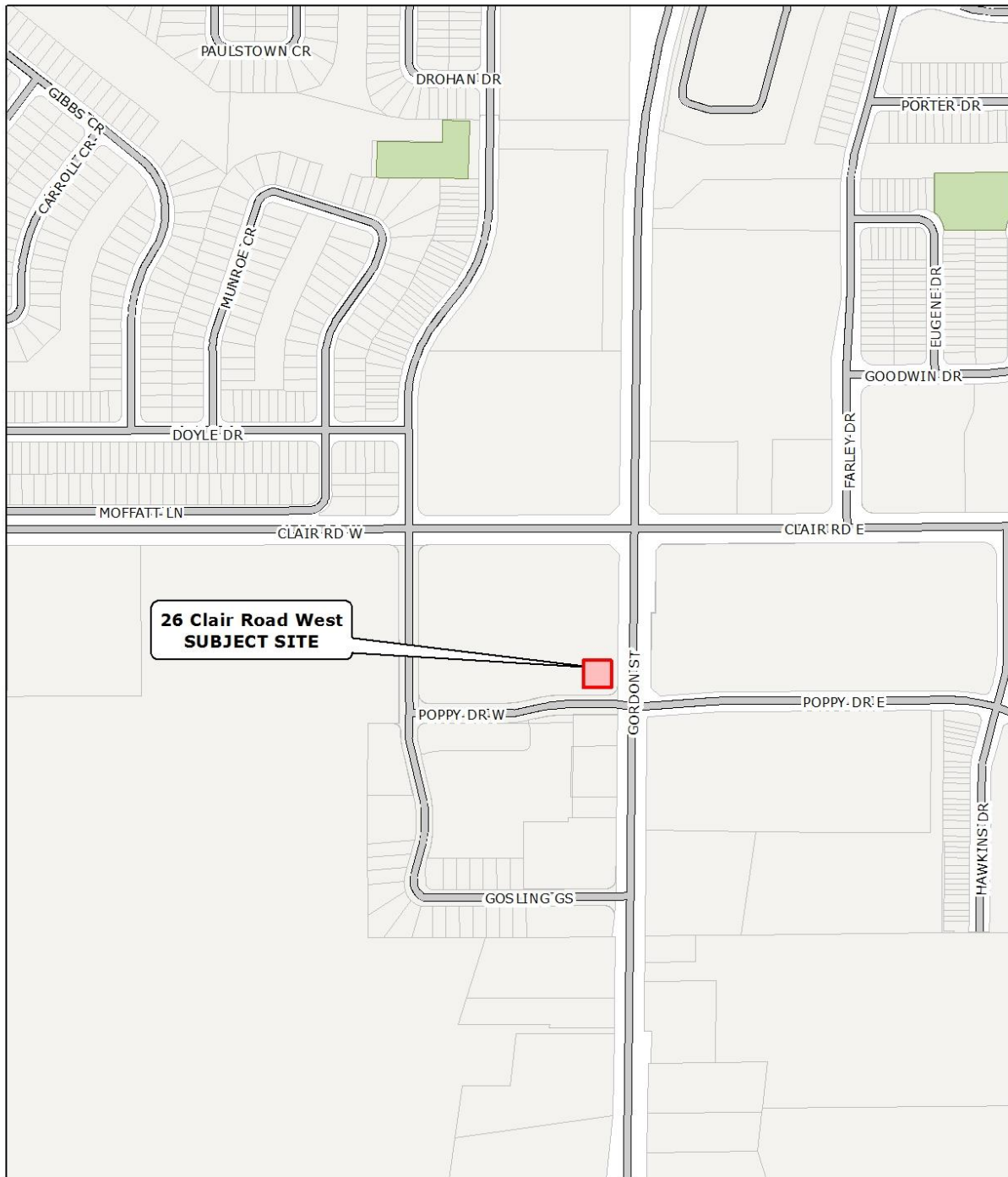
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ATT-1 - Location Map






0 25 50 100 150 200 m

26 Clair Road West



CITY OF Guelph
Making a Difference

Produced by the City of Guelph
Planning, Urban Design and Building Services - Development Planning
January 29, 2018

Architectural elevation drawing of a building facade, showing dimensions and signage. The drawing is divided into three main sections: a brick building on the left, a central window unit, and a corrugated metal building on the right.

Left Section (Brick Building):

- Overall height: 597 mm
- Overall width: 3429 mm
- Signage: "ROADHOUSE KELSEYS" (with "Original" in script above "KELSEYS")
- Doorway height: 2051 mm
- Doorway width: 482.6 mm
- Signage above doorway: "HELLO" (in block letters) and "G-2" (in a blue oval)
- Distance from top of door to top of sign: 2.2 m
- Distance from top of door to top of sign (vertical dimension): 1016 mm

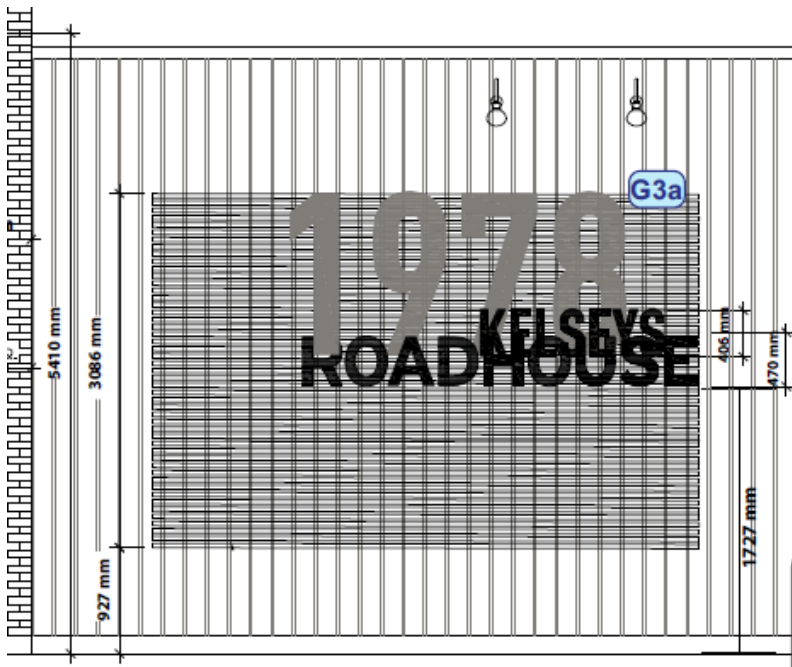
Central Section (Window Unit):

- Overall height: 1524 mm
- Overall width: 1981 mm
- Signage: "G-5" (in a blue oval)

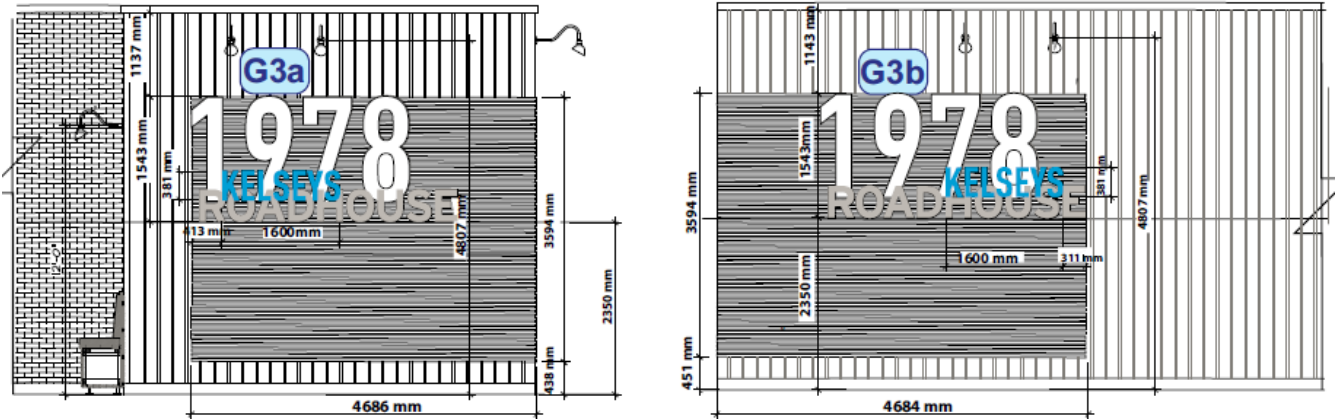
Right Section (Corrugated Metal Building):

- Overall height: 2235 mm
- Overall width: 3194 mm
- Signage: "CAR WE START THE" (in block letters), "Weekend" (in large script), "Over Again?" (in script), and "I WAS READY" (in block letters)
- Signage above entrance: "G-5" (in a blue oval)
- Distance from top of entrance to top of sign: 1949 mm
- Distance from top of entrance to top of sign (vertical dimension): 1949 mm

Request 2 – **Sign G-5** to permit a 6.2m² non-illuminated building sign painted directly onto a wall to be a height of 2.2m above the ground surface.

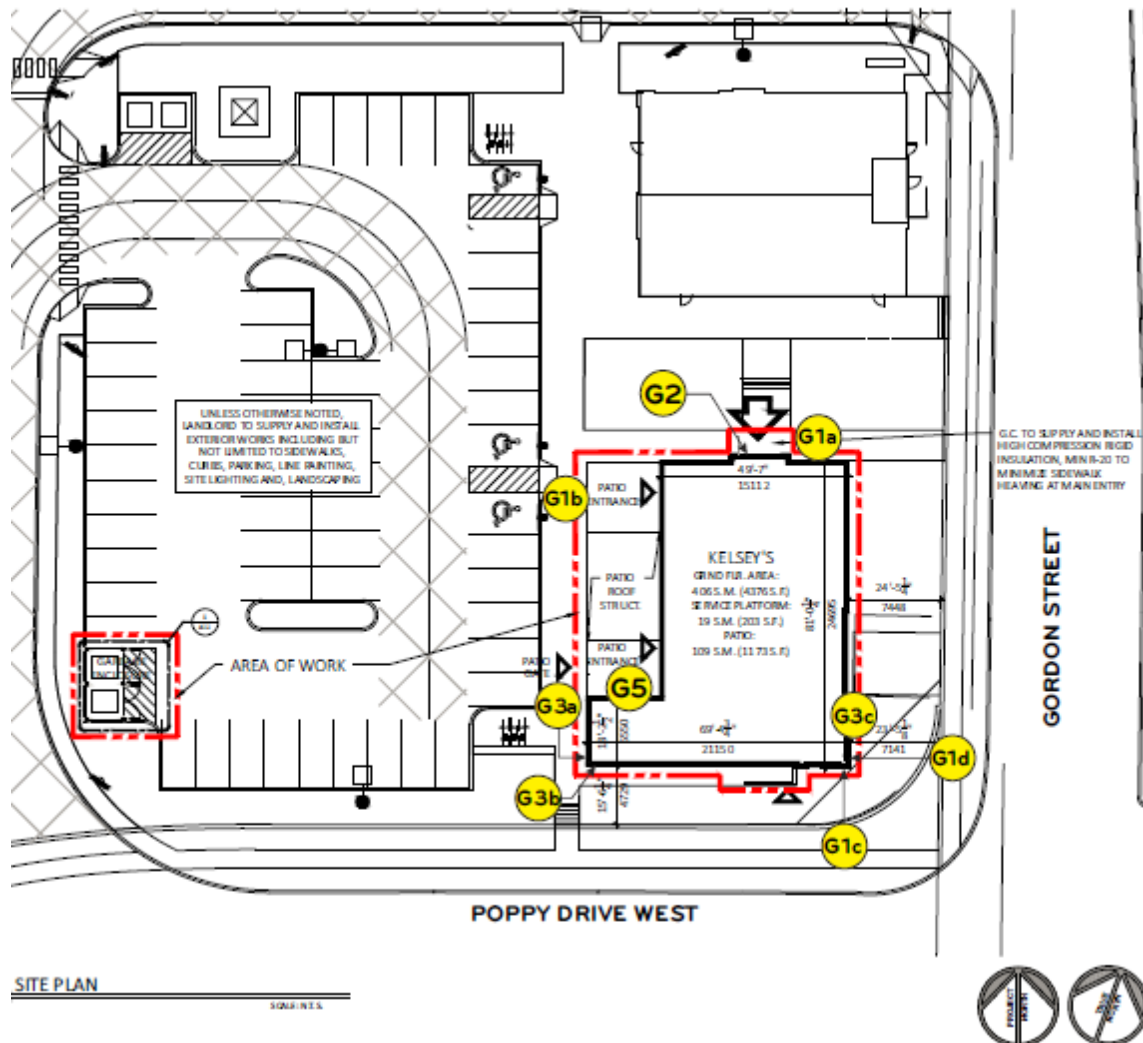


Page 6 of 7



Request 4 – **Sign G3b and Sign G3a** – To permit two 5.5m² illuminated building signs painted directly onto a wall structure to be a height of 2.3m above the ground surface

ATT-2 - Sign Variance Drawings (Provided by the applicant)



Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Tuesday, July 3, 2018

Subject **Sign By-law Variance – [465 Woodlawn Road West](#)**

Report Number IDE-2018-96

Recommendation

1. That the request for a variance from Table 2, Row 13 of Sign By-law Number (1996)-15245, as amended, to permit a menu board with a height of 2.5m above the adjacent roadway and sign face of 4.5m² on the property of 465 Woodlawn Road West, be approved.

Executive Summary

Purpose of Report

To advise Council of a Sign By-law variance request at [465 Woodlawn Road West](#).

Key Findings

The subject property is located in a Service Commercial (SC-2) zone. Table 2, Row 13 of Sign By-law Number (1996)-15245, as amended, restricts menu boards to a maximum sign area of 2.3m² and a maximum height of 2m above an adjacent roadway in any Service Commercial zone.

Kwik Signs has submitted a sign by-law variance application on behalf of Taco Bell at 465 Woodlawn Road West to permit a menu board with a height of 2.5m above the adjacent roadway and sign face of 4.6m².

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The menu board is part of a corporate standard and is consistent with other new menu boards that have been approved through this process;
- The request is reasonable given the location and size of the property; and
- The sign should not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Report

The subject property is located in a Service Commercial (SC-2) zone. Table 2, Row 13 of Sign By-law Number (1996)-15245, as amended, restricts menu boards to a maximum sign area of 2.3m² and a maximum height of 2m above an adjacent roadway in any Service Commercial zone.

Kwik Signs has submitted a sign by-law variance application on behalf of Taco Bell at 465 Woodlawn Road West to permit a menu board with a height of 2.5m above the adjacent roadway and sign face of 4.6m² (see "Attachment 2 – Sign Variance Drawings").

The requested variances are as follows:

Menu board

	By-law Requirements	Request
Maximum height permitted above an adjacent roadway	2m	2.5m
Maximum sign face area per face (Menu boards)	2.3m ²	4.6m ²

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The menu board is part of a corporate standard and is consistent with other new menu boards that have been approved through this process;
- The request is reasonable given the location and size of the property; and
- The sign should not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Consultations

Not applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Location Map
ATT-2 Sign Variance Drawings

Departmental Approval

Not applicable

Report Author

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Zoning Inspector III/Senior By-law Administrator

Approved By:

Patrick Sheehy
Program Manager – Zoning

Approved By:

Rob Reynen
Chief Building Official



for

Approved By

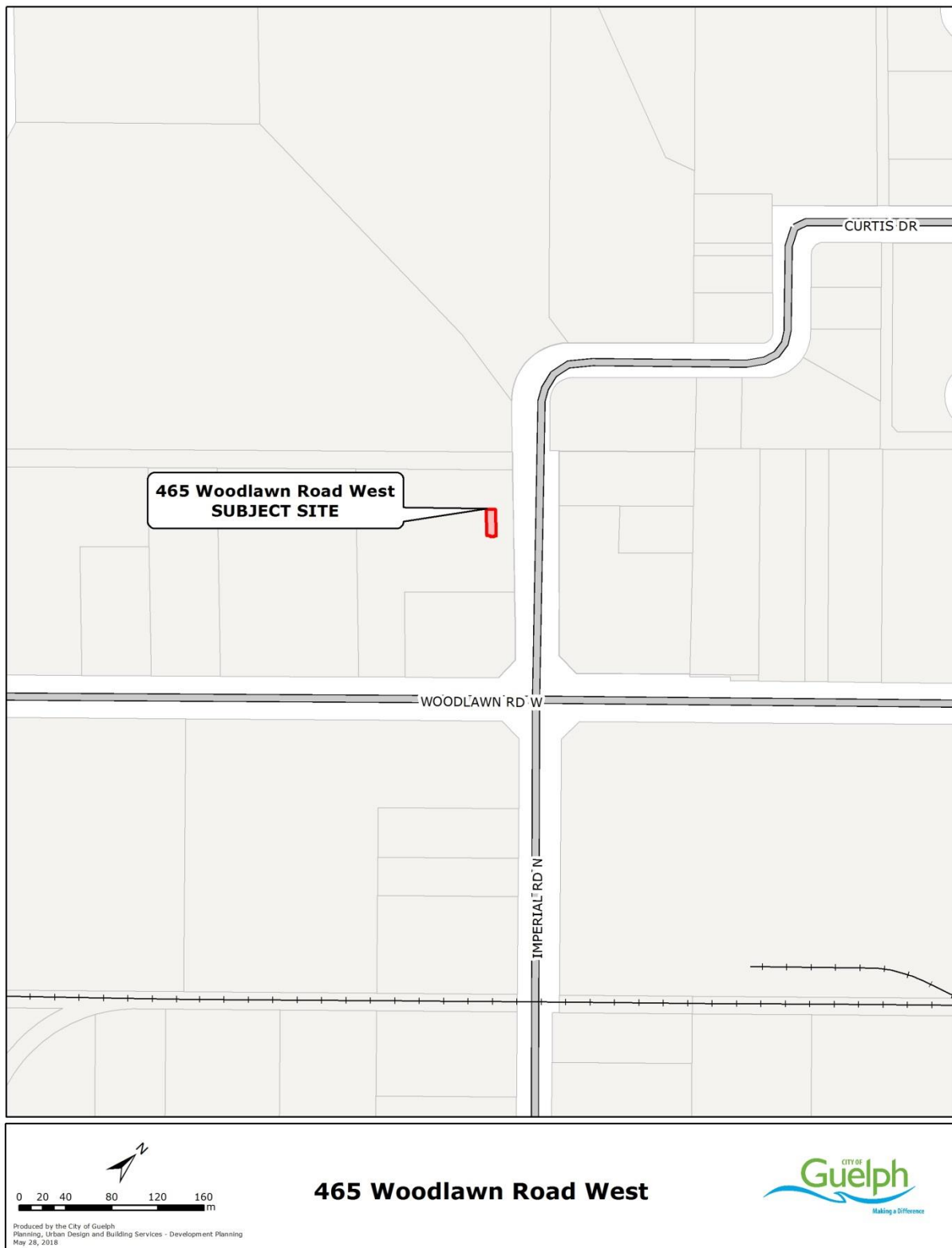
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Recommended By

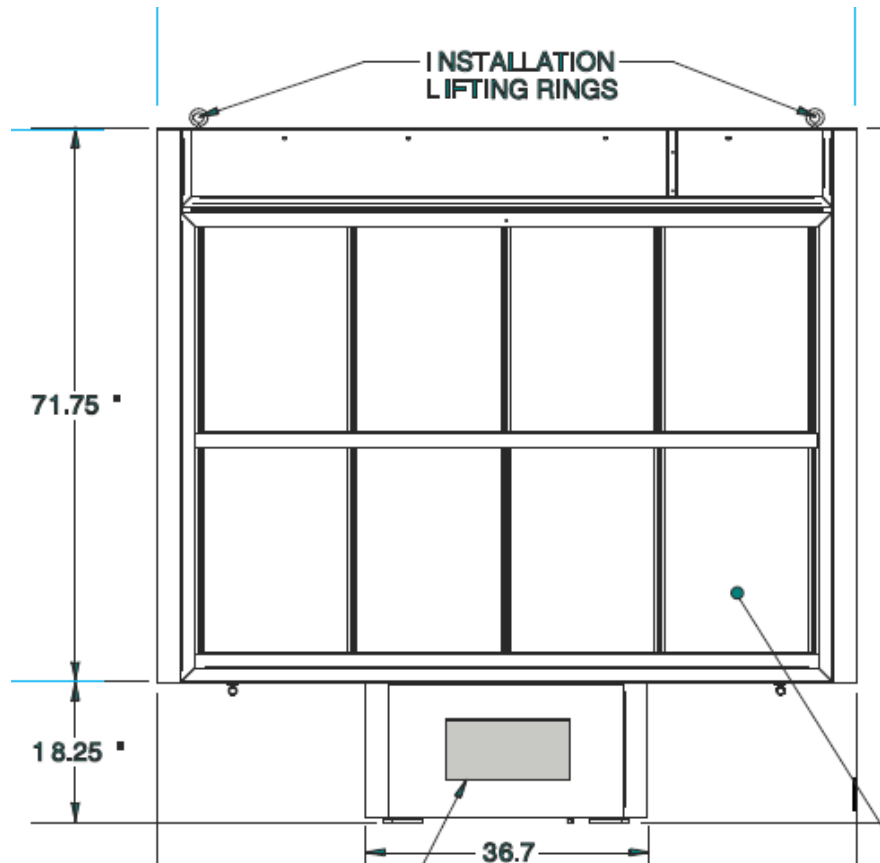
Scott Stewart, C.E.T.
Deputy CAO
Infrastructure, Development and Enterprise
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ATT-1 - Location Map

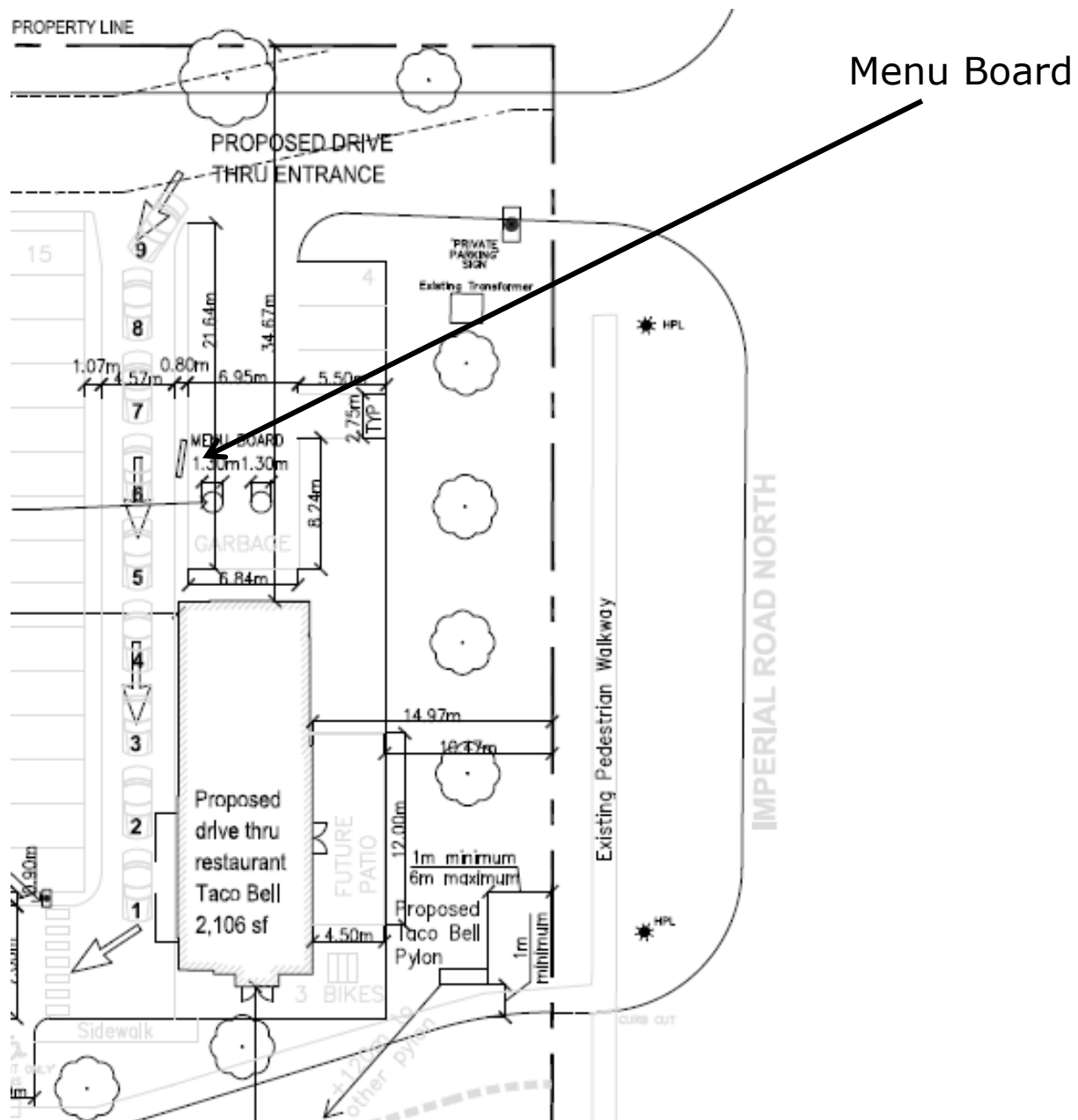


ATT-2 - Sign Variance Drawings (Provided by the applicant)

Illuminated menu board with a height of 2.5m above the adjacent roadway and sign face of 4.6m²



**ATT-2 - Sign Variance Drawings
(Provided by the applicant)**



Staff Report



To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Tuesday, July 3, 2018

Subject **Sign By-law Variances – [197 Hanlon Creek Boulevard](#)**

Report Number IDE-2018-97

Recommendation

1. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit a 9.8m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property, be approved.
2. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit a 11.4m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property, be approved.

Executive Summary

Purpose of Report

To advise Council of Sign By-law variance requests for [197 Hanlon Creek Boulevard](#).

Key Findings

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage fronting an adjacent property to the first storey of a building face and to a maximum sign face of 10m² in an Industrial zone.

Lovett Signs & Neon Inc. has submitted a sign by-law variance application on behalf of Stockford Developments to permit:

- a 9.8m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property; and
- a 11.4m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The signage will match other signage on the second floor which was previously approved by a sign variance;
- The request is reasonable given the surrounding area and the size of building;
- The proposed location on the second storey will not detract from the appearance of the building; and

- The proposed sign will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Report

The subject property is located in an Industrial (B.5) zone (see ATT-1 Location Map). Table 1, Row 6 of the City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage fronting an adjacent property to the first storey of a building face and to a maximum sign face of 10m² in an Industrial zone.

Lovett Signs & Neon Inc. has submitted a sign by-law variance application on behalf of Stockford Developments at 197 Hanlon Creek Boulevard to permit:

- a 9.8m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property; and
- a 11.4m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property.

See ATT 2- Sign Drawings.

The requested variances are as follows:

Sign labelled **A** on ATT-2 –Sign Drawings

	By-law Requirements	Request
Permitted location on a building fronting an adjacent property	1 st Storey	2 nd Storey

Sign labelled **B** on ATT-2 –Sign Drawings

	By-law Requirements	Request
Permitted location on a building fronting an adjacent property	1 st Storey	2 nd Storey
Maximum sign face	10m ²	11.4m ²

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The signage will match other signage on the second floor which was previously approved by a sign variance;
- The request is reasonable given the surrounding area and the size of building;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed sign will not have a negative impact on the streetscape or surrounding area.

Financial Implications

Not applicable

Consultations

Not applicable

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Location Map

ATT-2 Sign Variance Drawings

Departmental Approval

Not applicable

Report Author

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Zoning Inspector III/Senior By-law Administrator

Approved By:

Patrick Sheehy

Program Manager – Zoning

Approved By:

Rob Reynen

Chief Building Official



for

Approved By

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Recommended By

Scott Stewart, C.E.T.

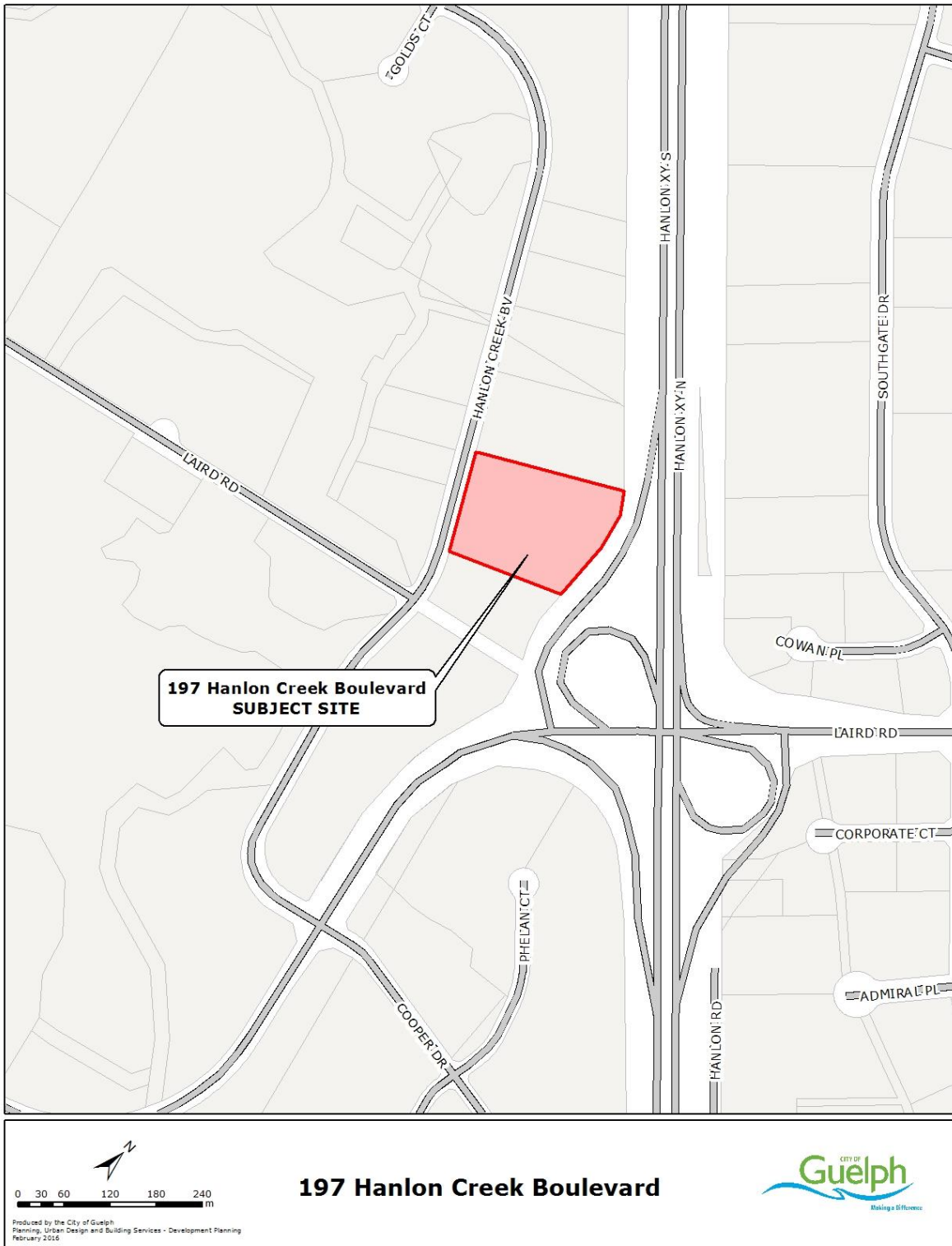
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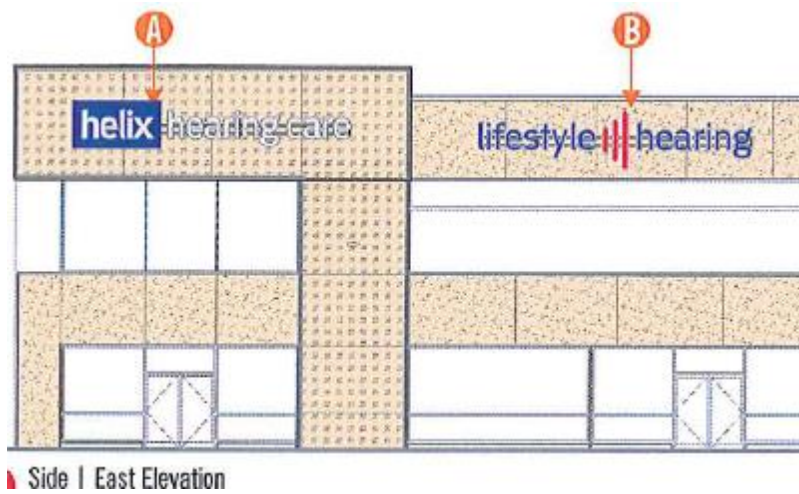
ATT-1 - Location Map



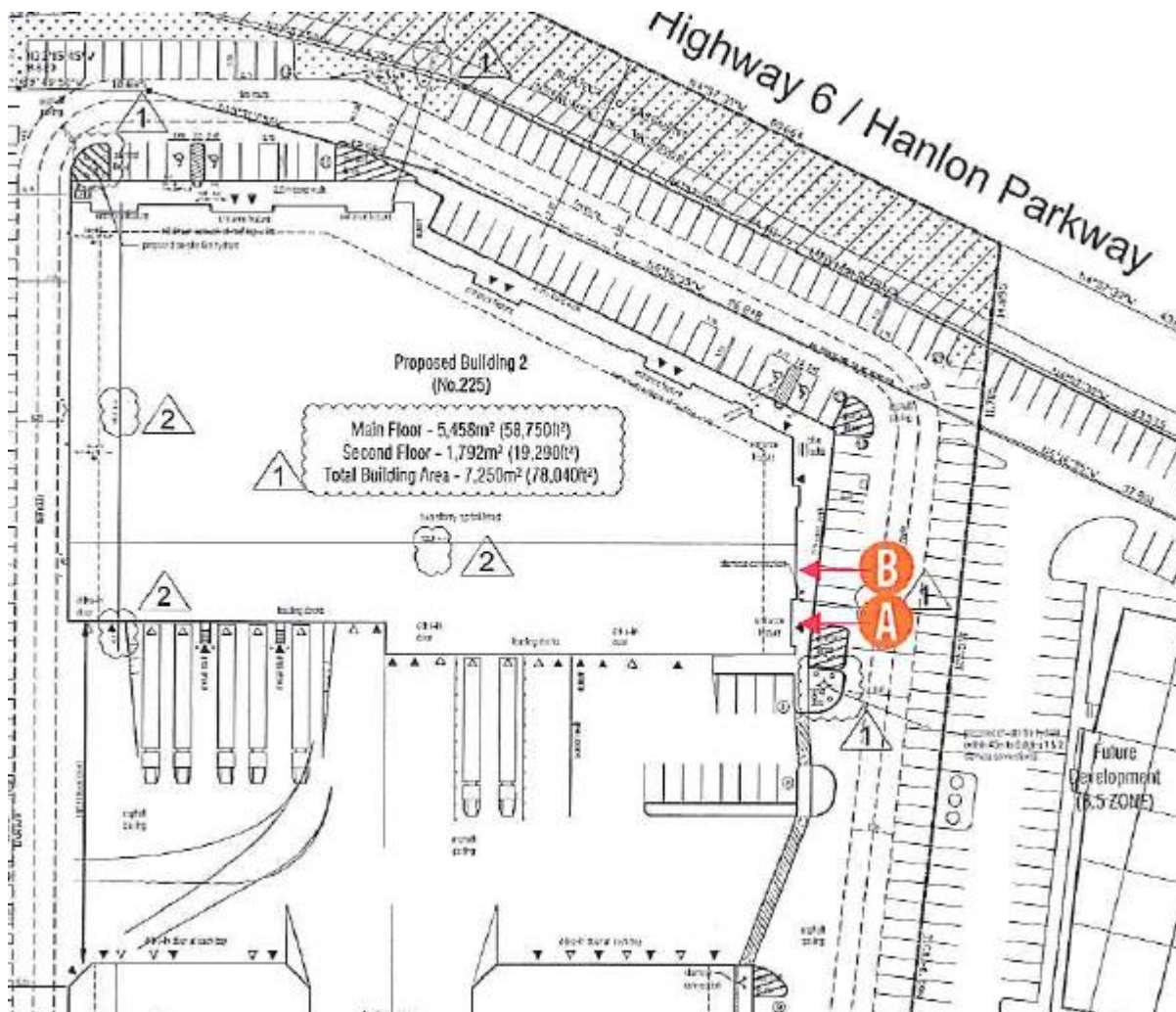
ATT-2 - Sign Variance Drawings (Provided by the applicant)

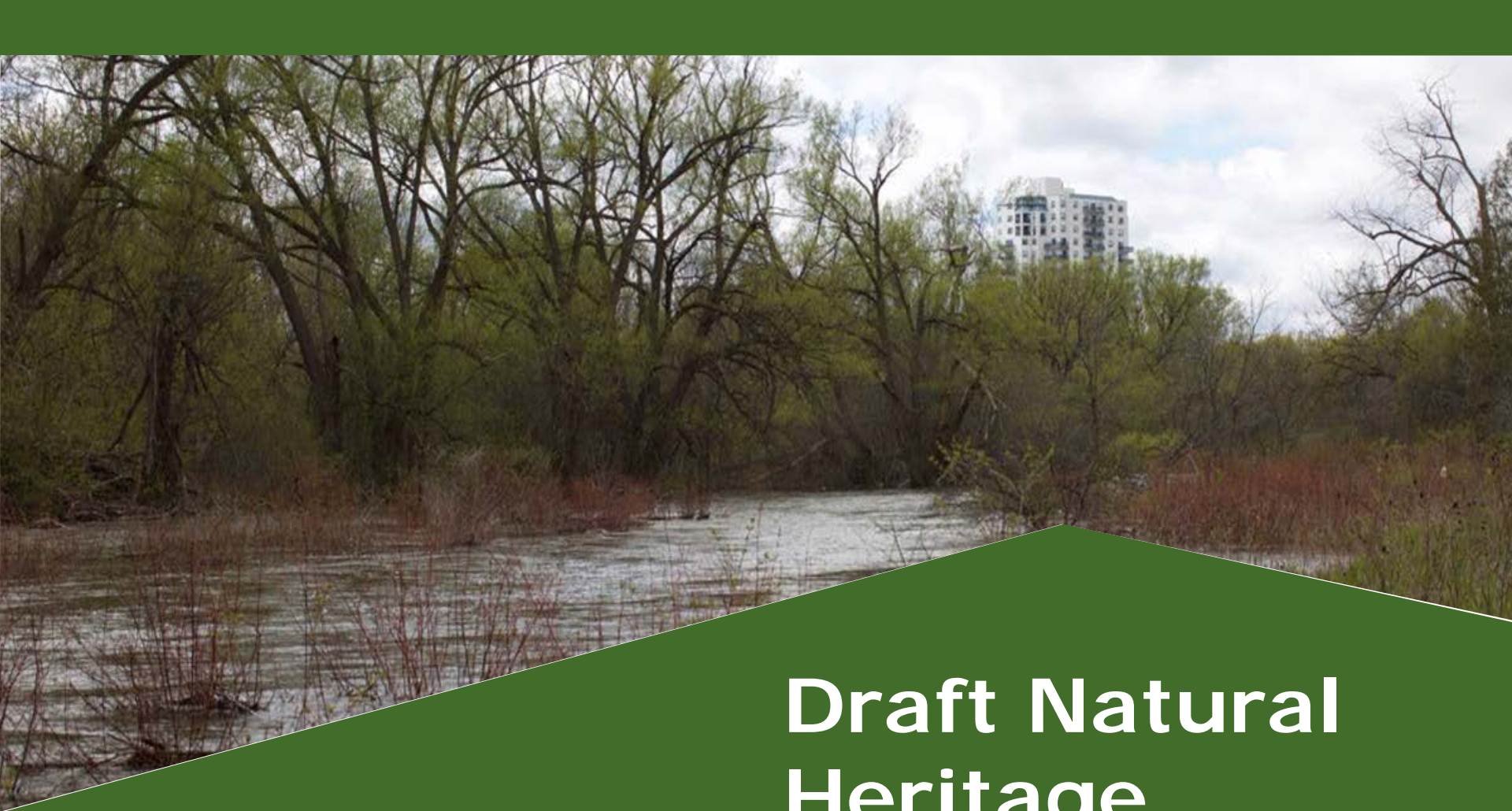
Request 1 – **Sign A** – To permit a 9.8m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property

Request 2 – **Sign B** to permit a 11.4m² illuminated building sign to be located on the second storey of a building face fronting an adjacent property.



**ATT-2 - Sign Variance Drawings
(Provided by the applicant)**





Draft Natural Heritage Action Plan

July 3, 2018

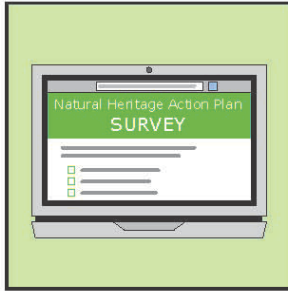
Committee of the Whole

What is the Natural Heritage Action Plan (NHAP)?

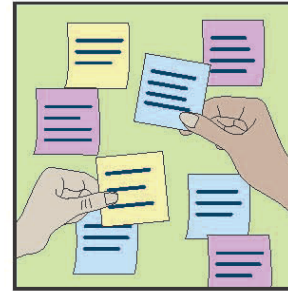
- Creation of an implementation framework
- Will serve to implement the policies and objectives the Official Plan for water resources and natural heritage system.
- Official Plan objectives inform the Natural Heritage Action Plan.



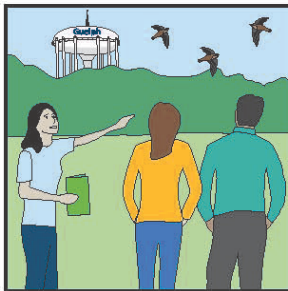
Community Engagement



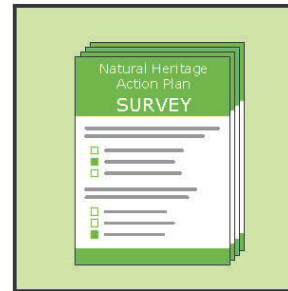
390 responses to the Natural Heritage Action Plan survey, July 2017



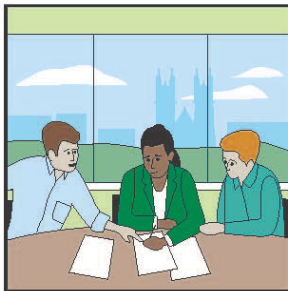
3 workshops with **51** participants to develop and prioritize draft actions



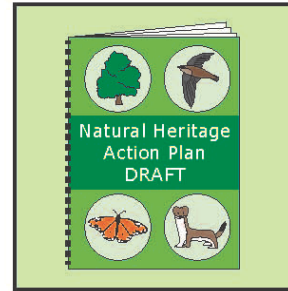
3 ward tours with members of City Council and the senior leadership team



16 additional survey responses to the workshop materials



15 meetings internally and with agencies (Grand River Conservation Authority) to develop actions, prioritize ideas and develop content



1 draft of the Natural Heritage Action Plan was reviewed internally

**What's in the action
plan?**

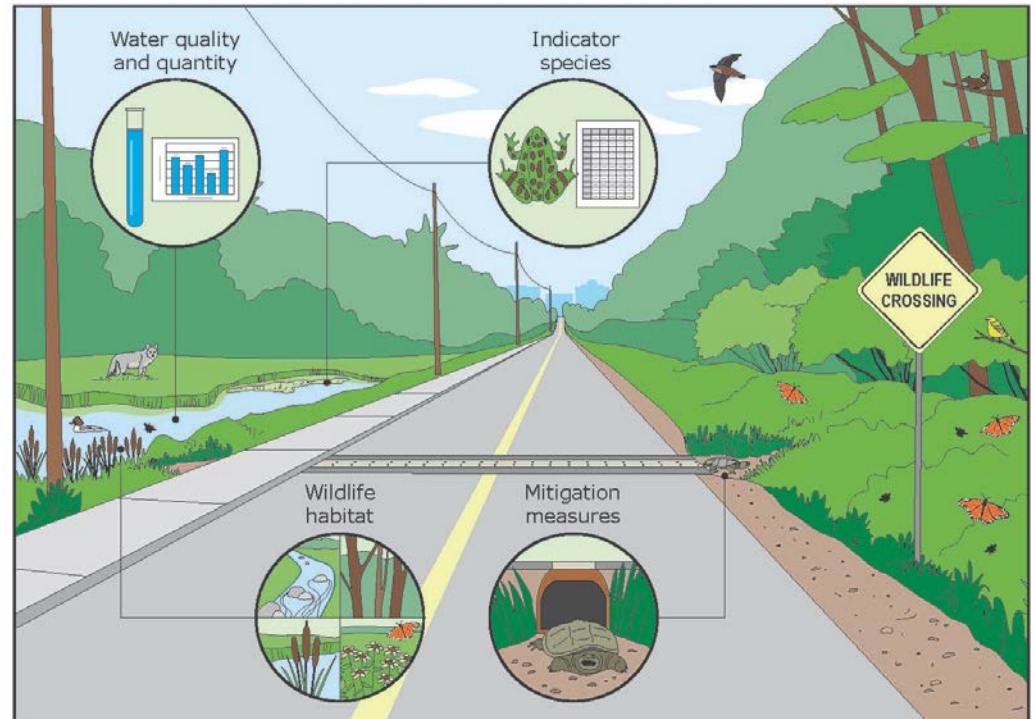


Section 1: Watershed planning to manage growth and infrastructure

Themes:

1.1 Supporting Growth through Watershed Planning

1.2 Environmental monitoring to support science-based decision making



Section 1: Watershed planning to manage growth and infrastructure



- Priority Actions:
 - Establish an internal watershed working group
 - Complete a background review and gap analysis
 - Launch a city wide ecological monitoring program
 - Enhance and expand the existing stormwater management monitoring program

Section 2: Natural heritage and biodiversity conservation

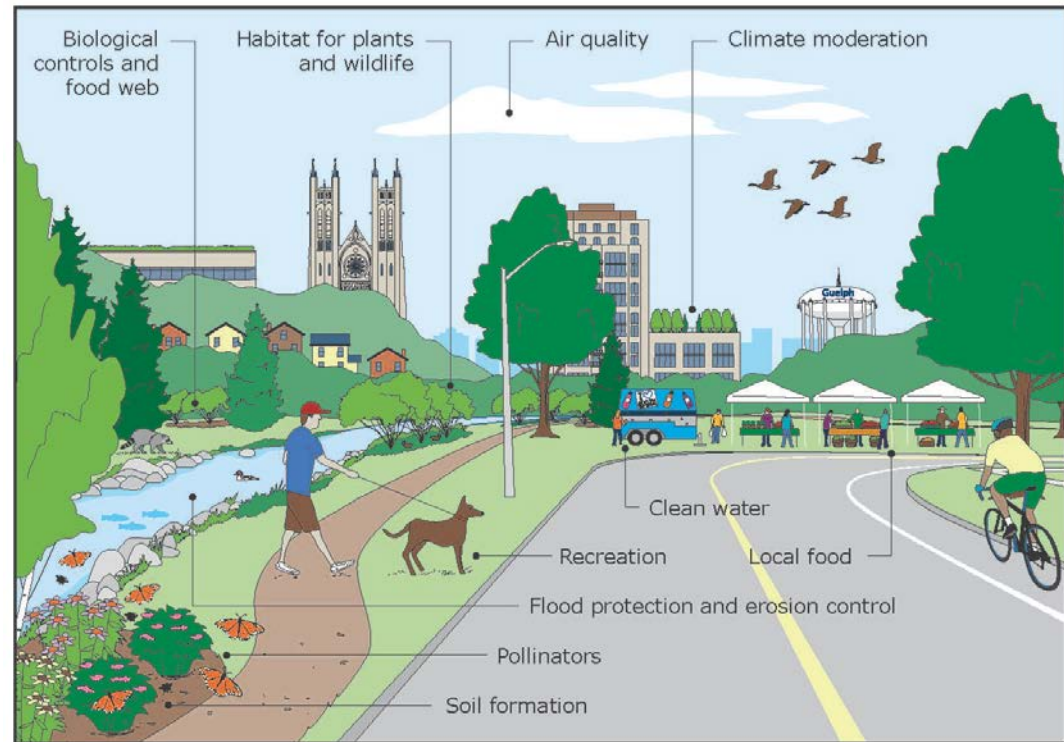
Themes:

2.1 Understanding and enhancing our biodiversity

2.2 Continuous improvements in institutional processes and practices

2.3 Plant and wildlife management in an urban setting

2.4 Using conservation land securement to support long term preservation

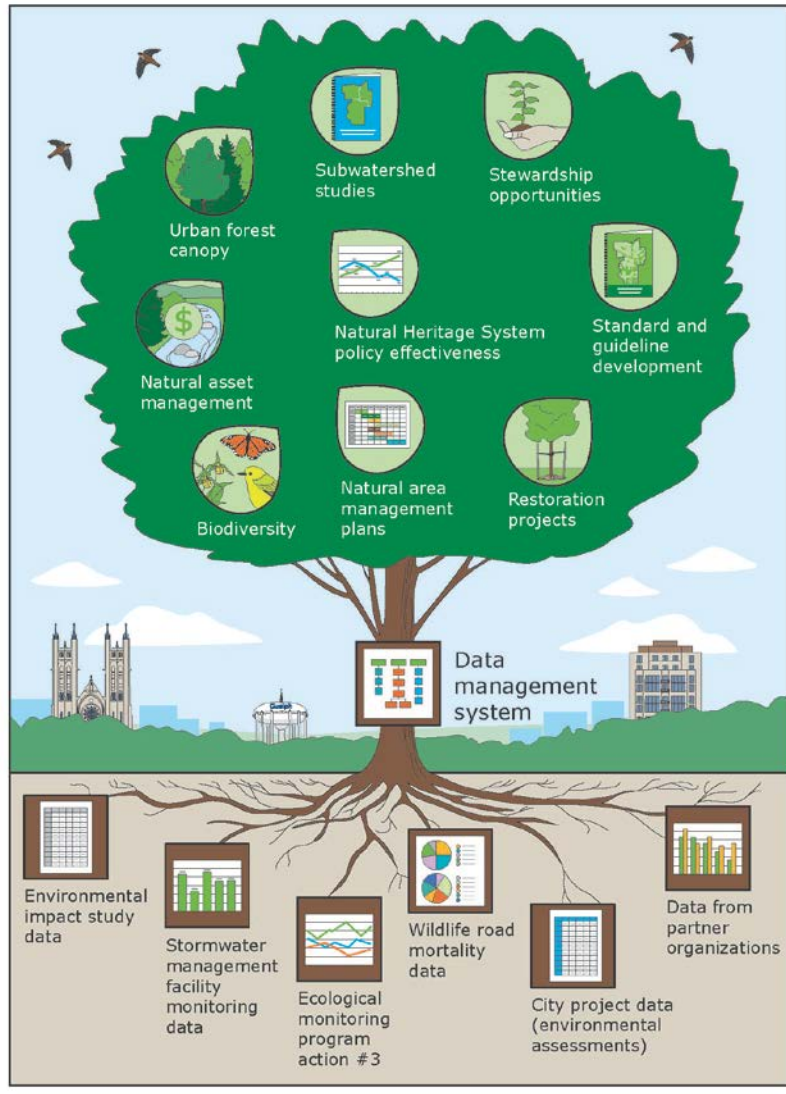


Section 2: Natural heritage and biodiversity conservation

- Priority Actions:
 - Produce a status of the Natural Heritage System Report that measures the effectiveness of our natural heritage policies
 - Create a biodiversity strategy
 - Update the City's locally significant species lists
 - Develop a series of ecological technical guidelines and standards
 - Create a comprehensive invasive species management strategy



Section 3: Data and Information Management



Theme:

3.1 Data management and technology can improve efficiencies and knowledge mobilization

Priority Actions:

- Complete a SWOT exercise to inform the scope and function of a data management system
- Implement the development of a data management system



Section 4: Resilience and restoration planning

Priority Actions:

- Develop a natural asset inventory inclusive of ecological goods and services
- Focus upcoming City-led restoration through planned capital projects
- Support and collaborate with community stewardship groups
- Develop Guelph specific low impact development (LID) standards for storm water management



Section 5: Fostering community support, raising awareness & engagement

Themes:

5.1 Engagement models for supporting implementation

5.2 Education, Outreach and Stewardship



Section 5: Fostering community support, raising awareness & engagement

Priority Actions:

- Review the current mandates of the Environmental Advisory Committee and River Systems Advisory Committee
- Establish an adopt-a-space program
- Continue to grow and improve the City's EnviroGuide as a web based platform

Summary

- The draft includes 38 Actions, with 16 priority actions to be commenced in the next 2 to 3 years
- The protection, enhancement and restoration of our natural spaces is something that everyone can be a part of.
- Public comment period is ongoing with a deadline of July 24, 2018



Recommendation

1. That the draft Natural Heritage Action Plan, included as Attachment 1, to the Infrastructure, Development & Enterprise Services Report (IDE 2018-92), dated July 3, 2018 be received.

A final NHAP document will be brought back to Council for approval.

Staff Report

To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Tuesday, July 3, 2018

Subject **Draft Natural Heritage Action Plan**

Report Number IDE-2018-92

Recommendation

1. That the draft Natural Heritage Action Plan, included as Attachment 1, to the Infrastructure, Development & Enterprise Services Report (IDE 2018-92), dated July 3, 2018 be received.

Executive Summary

Purpose of Report

To provide Council with the draft Natural Heritage Action Plan (NHAP). The action plan proposes an implementation framework to achieve Official Plan vision, objectives and policies that support the City's natural heritage system and watershed planning. The draft action plan is being presented to seek input from Council prior to it being finalized.

Key Findings

The Natural Heritage Action Plan is being developed by the Policy Planning and Urban Design division of Planning, Urban Design and Building Services in collaboration with other departments. This project will serve a number of purposes, including:

- assisting in implementing the City's natural heritage and watershed planning policies of the Official Plan; and,
- developing the long term work plan for the City to fulfill its Official Plan objectives.

A main component of implementing natural heritage and water resources policies is engagement with the public, either through formal advisory committees or other means. The review of the Environmental Advisory Committee and the River System Advisory Committee is recommended as part of a review of engagement models for the NHAP.

Staff is presenting the draft Natural Heritage Action Plan to Council for receipt and input.

Financial Implications

Funding is not required for the development of the Natural Heritage Action Plan. The action plan is being prepared by City staff and using existing resources.

The implementation of the NHAP may have implications on the City's operating and capital budgets associated with specific actions, while other actions already have funding and/or staff capacity allocated. Actions that will require future funding will be subject to future budget processes for funding approval.

Background

The City's Official Plan commits to maintain, enhance and restore its natural heritage system (NHS) and to protect, improve and restore its water resources as part of an environment first approach to ensure the integrity of our natural systems are not compromised. The natural heritage system and our water resources contribute to enhancing the quality of life within the city by preserving the integrity of a wide range of natural features and ecological services, while also providing natural and open spaces for leisure activities and enjoyment opportunities for residents and visitors.

As part of City's Official Plan policies aimed at maintaining, enhancing and restoring the NHS and protecting the quality and quantity of water, there are requirements for additional studies, tools and resources needed to fulfil the vision and objectives for the our NHS and water resources.

Council approved the project charter for the Natural Heritage Action Plan (NHAP) in March of 2017. The scope of the NHAP is to create an implementation framework for Official Plan policies regarding the natural heritage system and watershed planning and water resources. This will include the identification and development of recommendations, strategies and guidelines that would assist staff to maintain enhance and restore natural heritage, surface water and ground water features within the City.

Since March of 2017 significant internal and external engagement has occurred following the scope and direction of the approved project charter. This has been used to develop the draft NHAP that is being presented through this report. A copy of the March 6, 2017 staff report is included as Attachment 2.

Report

In conformity with the Province's Growth Plan for the Greater Golden Horseshoe, Guelph expects to add 55,000 residents and 21,000 jobs between 2016 and 2041. In parts of the city, significant population growth and more compact development patterns are occurring, as required by Provincial legislation. Development in Guelph is becoming increasingly dense and includes a variety of housing options and a broad mix of uses representing a change from how the city developed over the post-war period. Management of growth and intensification while also supporting the protection, maintenance, restoration and improvement of Guelph's natural ecosystems is both a challenge and opportunity. If managed well, healthy and

resilient ecosystems can enhance the high quality of life for which Guelph is known. By continuing to maintain our biodiversity we can also continue to support and create vibrant and liveable neighbourhoods as we continue to grow.

The NHAP is being developed by environmental planning staff within the Policy Planning and Urban Design division of Planning, Urban Design and Building Services in collaboration with other departments across the corporation. Attachment 3 provides a listing of the departments and staff members involved in the development of the draft NHAP. Development of the draft NHAP involved a corporate-wide examination of the City's current environmental policies and practices, engagement of staff and stakeholders in setting directions and the creation of an action plan to establish the framework to guide our efforts in managing our natural heritage system and water resources while allowing for compatible development and growth.

Community input has also supported the development of the NHAP through consultation on environmental initiatives, programs and projects, which informed the development of actions included in this plan. A summary of community engagement to date is provided under the consultations section below. A detailed summary of the engagement results from each of the events held to date is also available on the NHAP project [webpage](#).

The Natural Heritage Action Plan (NHAP)

Building from the established vision, objectives and policies of the Official Plan, the NHAP is divided into five sections which incorporate specific themes under which actions are contained. The NHAP represents a 10 year work plan for the City's environmental initiatives, programs and projects consisting of 38 actions. The proposed framework is a robust and forward thinking implementation plan which will achieve the Official Plan objectives and policies regarding the natural heritage system and watershed planning.

Each section also contains tables that outline: the actions and expected outcomes for each theme area; the general timeframe for implementation; and, whether or not the action requires a new allocation in the City's budget. The tables also highlight priority actions. It is recommended the City initiate priority actions within the next two to three years. Those actions which are medium to long term projects represent the longer term milestones staff will work towards over time and are dependent on some of the foundational projects identified as priority actions.

Prioritization of actions has considered interdependencies between both the actions within the NHAP as well corporate interdependent projects and programs, to help align timelines and staff resources based on when projects and programs are anticipated to be commenced, reviewed or updated.

Section 1: Watershed Planning to Manage Growth and Infrastructure

Watershed planning to manage growth and infrastructure includes actions to assist with supporting growth through watershed planning as it relates to understanding how subwatershed studies can help inform growth and infrastructure planning in Guelph. This section also highlights actions around how environmental monitoring

to support science-based decision making is a critical interdependency to help support watershed planning related actions, as well as to inform natural heritage, and restoration and biodiversity conservation.

Section 2: Natural Heritage & Biodiversity Conservation

Natural heritage & biodiversity conservation emphasizes how actions to increase our understanding and enhancement of our biodiversity are critical to inform actions that assist with how plant and wildlife management in an urban setting is approached. Connections are also made to showcase opportunities for continuous improvements in institutional processes and practices to help protect biodiversity, as well as show how we can use conservation land securement tools to support long term conservation of our natural heritage system.

Section 3: Data and Information Management

This section is representative of a foundational component which supports all of the other NHAP sections, and therefore is critical to the NHAP's success. Data management and technology to improve efficiencies and share knowledge will also help support success in the completion of other actions, initiatives and programs, including subwatershed study updates, environmental monitoring and community outreach.

Section 4: Resilience and Restoration Planning

The first theme in this section recognizes that Guelph depends on urban ecosystem resilience to support our healthy community as the City transforms into a more compact, connected neighbourhoods, and adapts to climate change. A second theme in this section highlights the importance of restoring urban ecosystems to support biodiversity and ecosystem resilience and to help create a culture that values biodiversity and green infrastructure. A third theme highlights opportunities for continuous improvements in institutional processes and practices.

Section 5: Fostering Community Support, Raising Awareness and Engagement

This section recognises the importance of education, outreach and stewardship and leveraging the community's participation, input and support through effective engagement models for supporting implementation in order to achieve our mission, principles and objectives for the protection of our natural heritage and water resource systems.

Priority Action Summary

A summary of the priority actions within the document is provided at the end of the NHAP. There are 16 priority actions which are proposed to be initiated within the next two to three years. These actions will also contribute to setting the foundation that future actions will continue to build upon.

Next Steps

The draft NHAP is being presented to Council to seek input and feedback prior to finalizing the NHAP. This version of the NHAP is also available for community comment and input through the City's website through July 24, 2018.

All feedback received on the draft NHAP will be used to help make revisions and produce a final document which will be brought back to Council for approval.

Financial Implications

Funding is not required for the development of the Natural Heritage Action Plan. The action plan is being prepared by City staff and using existing resources.

The implementation of the NHAP may have implications on the City's operating and capital budgets associated with specific actions, while other actions already have funding and/or staff capacity allocated. Actions that will require future funding will be subject to future budget processes for funding approval. Further details will be provided when the final NHAP is recommended to Council for approval.

Consultations

Internal Engagement

A series of 15 focused meetings have been held internally over 2017 and 2018 looking at themes and topic areas, generating ideas for actions, providing input into the draft NHAP document and providing input into the prioritization and timing of actions. This has been part of an inclusive process involving staff from across the organization, including:

- Infrastructure, Development & Environmental Engineering
- Transportation Services
- the Climate Change Office and the City's sustainability board
- Open Space Planning
- Park Operations and Forestry
- Water Services
- Wastewater Services
- Development Planning
- Information Technology
- Operations-Bylaw Compliance

Summary of Community Engagement

Community input has supported the development of the draft NHAP by helping explore and inform a range of environmental initiatives, programs and projects that have become part of the draft actions included in NHAP. Community engagement to date has included:

- **Community Survey - Natural Heritage Action Plan**

Following the commencement of the Action Plan by Council, a community survey in July of 2017 was completed with 390 responses received that helped inform how the community values its natural spaces and to help generate and refine possible theme areas for the action plan.

- **Council tours**

Through September and October of 2017, 3 tours were held with various members of council and senior management staff. The tours focused on highlighting on the ground challenges and successes around the various themes within the NHAP. This allowed members of City council an opportunity to ask questions, provide feedback, and gain understanding as to how the NHAP will help influence changes in neighbourhoods throughout the City.

- **Draft action workshops**

In January of 2018 a series of 3 draft action workshops were held to gain input from the community on proposed actions developed by staff and to seek additional ideas regarding actions from the community. An electronic survey version of the workshop materials was also posted on the City's website for two weeks following the workshops as an opportunity for further input. 51 people attended the workshops and additional 16 survey responses were received. Staff have considered what was heard and incorporated feedback into the development of the draft NHAP.

- **Nature in Guelph campaign**

Throughout the duration of this project, staff have participated in numerous events across the City where the "Nature in Guelph" postcard was available to the public. This postcard provided the opportunity for citizens to show what nature means to them using words, drawings and doodles. This campaign was used to raise the profile of the Natural Heritage Action Plan and reach a wider audience by providing the opportunity to creatively express connections to nature. Some of these ideas have contributed toward the development of graphic and visual content being used as part of the project.

Staff have also met with representatives from the Grand River Conservation Authority (GRCA).

Corporate Administrative Plan

Overarching Goals

Service Excellence
Innovation
Financial Stability

Service Area Operational Work Plans

Our People- Building a great community together
Our Resources - A solid foundation for a growing city
Our Services - Municipal services that make lives better.

Attachments

ATT-1 Draft Natural Heritage Action Plan – July 2018

ATT-2 [IDE 17-25 Natural Heritage Action Plan \(NHAP\) Project Initiation Report March 6, 2017](#)
ATT-3 Interdepartmental Team

Departmental Approval

Not applicable.

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Natural Heritage Action Plan

**Draft
July 2018**

Alternate formats are available as per the Accessibility for Ontarians with Disabilities Act by contacting Policy Planning and Urban Design at 519-837-5616

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Introduction: The way Guelph is growing is changing

In conformity with the Province's Growth Plan for the Greater Golden Horseshoe, Guelph expects to add 55,000 residents and 21,000 jobs between 2016 and 2041. In parts of the city, significant population growth and more compact development patterns are occurring, as required by Provincial legislation. These changes are also being influenced by other shifts, such as demographic changes (for example, aging baby boomers and millennials entering the workforce), climate change awareness and action, and trends in economics, municipal governance, environment and health.

Development in Guelph is becoming increasingly dense and includes a variety of housing options and a broad mix of uses representing a change from how the city developed over the post-war period. Management of growth and intensification while also supporting the protection, maintenance, restoration and improvement (herein after referred to as management) of Guelph's natural ecosystems is both a challenge and opportunity.

Challenge accepted!

Ecosystem stressors like invasive species, encroachment, habitat loss, population growth, resource use, pollution and climate change can drive changes to our natural ecosystems which support our local biodiversity. Plants and wildlife depend on interconnected ecosystems. Connectivity can be a challenge to maintain in urban areas. At times, biodiversity conservation can conflict with other important community objectives such as flood and erosion protection, resource use, recreation, aesthetics and health and safety. Similarly, fish and wildlife such as coyote, deer, geese and bees are part of our natural ecosystems and create challenges in how we perceive, interact and live with wildlife in the city.

Climate change presents increased risk for extreme weather events. Drought can reduce stream baseflows and drinking water supplies, intense heavy rains can result in dangerous and damaging floods, ice and wind storms can affect our natural ecosystems, utilities and telecommunication, and extreme heat coupled with poor air quality can result in public health risks to vulnerable populations. Healthy and biologically diverse ecosystems can help reduce vulnerability to climate change and other ecosystem stressors in order to support healthy communities.

How effectively Guelph responds to these challenges depends on our success at taking action to fulfill our Official Plan policies to manage our natural ecosystems and support our local biodiversity. If managed well, healthy and resilient ecosystems can enhance the high quality of life for which Guelph is known.

Figure 1. The natural heritage system supports the creation of vibrant and healthy neighbourhoods. The City's approach to managing the natural heritage system must consider how it is growing.



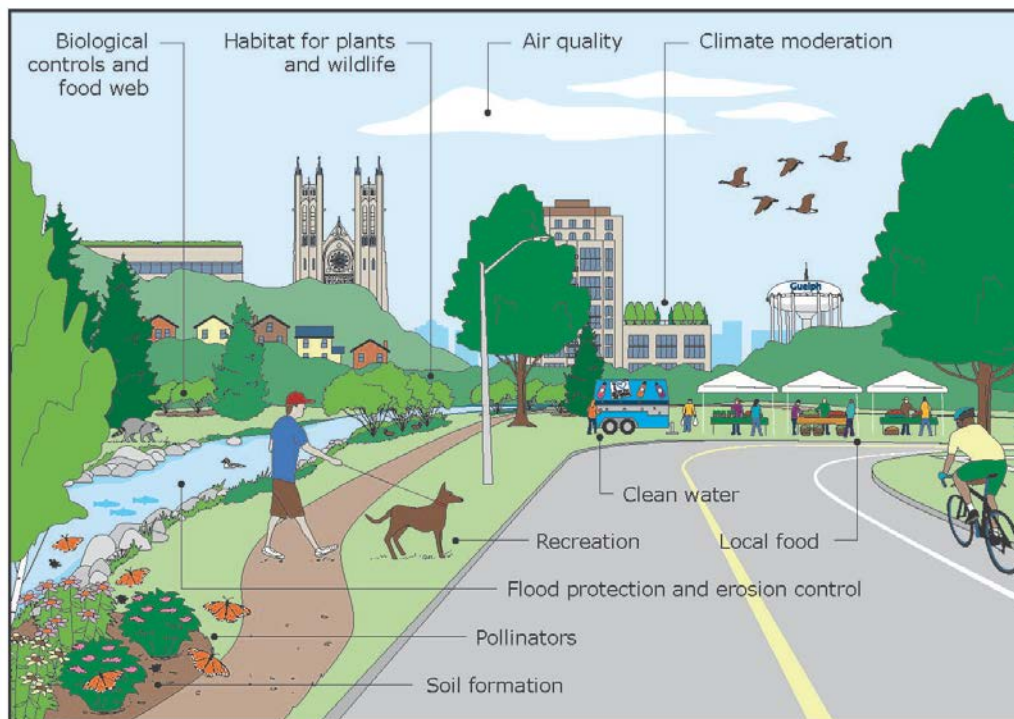
Box 1 – What is biodiversity and why should it be conserved?

Biodiversity is the variety of life on Earth. It includes all living things and the ways in which they interact with one another and their environment. Simply put, biodiversity is life. There are three levels of biodiversity:

- genetic diversity—the variety of genetic information contained in individual plants, animals and micro-organisms
- species diversity—the variety of species
- ecosystem diversity—the variety of habitats, ecological communities and ecological processes.

Biodiversity is vital to ecosystem health. Conserving biodiversity is very important because healthy ecosystems sustain healthy people and a healthy economy. We derive benefits from the ecosystem services provided by biodiversity including food, fibre and medicine, clean air and water and outdoor recreation that nourishes our physical and mental health. Ontario's biodiversity also has inherent value and deserves to be recognized, appreciated and conserved for its own sake.¹

Figure 2. Biodiversity is found throughout the city, from the wildlife that lives here to the provision of clean air and drinking water.



¹ Ontario Biodiversity Council. 2011. Ontario's Biodiversity Strategy, 2011: Renewing Our Commitment to Protecting What Sustains Us. Ontario Biodiversity Council, Peterborough, ON.

Opportunities abound!

There are plenty of opportunities in Guelph to support biodiversity conservation by building from work already done and embracing innovative strategies and tools. These include: identifying and designating a natural heritage system and associated policies; learning from our experiences in developing subwatershed studies, developing and implementing wise use and conservation plans; promoting and implementing restoration and enhancement plans; valuing natural assets; and providing opportunities for our community to connect with nature.

Guelph's natural heritage system supports local biodiversity

Our biodiversity includes the terrestrial and aquatic ecosystems that form part of Guelph's natural heritage system. It includes everything from the confluence of the Speed and Eramosa rivers downtown to the headwaters and wetlands of Hanlon Creek, the coldwater habitat in Clythe Creek and Eastview Pollinator Park. It extends to the reformatory ponds and surrounding natural landscape along York Road, the Paris Moraine in the south end and all natural areas across the city.

The natural heritage system supports a variety of species through provision of a variety of habitats. The City's Official Plan policies have specific direction around how the natural heritage system should be managed by improving biodiversity and connectivity of the system. Healthy and biologically diverse natural heritage systems are more resilient to ecosystem change and will therefore be able to better adapt to Guelph's urban future.

Box 2 – What is the natural heritage system?

The City's natural heritage system (NHS) is made up of a combination of natural spaces like rivers, streams, woodlands, wetlands, meadows and wildlife habitats that are interwoven and connected by hydrological and ecological linkages. The NHS supports the complex ecosystems that provide habitat for plants, fish and wildlife.

Conservation, wise-use and watershed management shape Guelph's history

In 1993 the Hanlon Creek Subwatershed Study put the City of Guelph at the forefront of watershed planning in Southern Ontario. Working with the Grand River Conservation Authority (GRCA) and Wellington County this was followed by a series of additional studies for Clythe Creek and Mill Creek (1997), Torrance Creek (1998) and the Eramosa River (1999). Guelph also released the River System Management Study in 1993, and this document was a key influence in the evolution of the Official Plan policies in the 1990s.

A long standing leader in water conservation and efficiency efforts, Guelph remains one of the largest communities in Canada that depends on groundwater as the source of our drinking water. Guelph is recognized as a trailblazer in energy

planning and water conservation; as well as for being innovative in how waste, recycling and compost are managed. Our commitment to sustainable use of resources and use of watershed planning in decision making will help us conserve local biodiversity.

Monitoring and restoration are important aspects of biodiversity conservation

Through our Official Plan policies, we have made a commitment to monitor, restore and enhance the natural heritage system to support biodiversity. This action plan highlights the need to invest resources in monitoring and management, including restoration and enhancement, of our natural heritage system. Monitoring allows us to understand ecosystem needs and helps to inform where, and what kinds of, restoration and enhancement efforts should occur. It also provides a basis for us to value our natural heritage system as a City asset that reflects how our natural heritage system is part of the green infrastructure that supports the quality of life experienced by our community. As well, restoration and enhancement efforts provide opportunities to further connect community members with nature through participation in stewardship activities that can improve both physical and mental health.

Our community is our most valuable player

Guelph is fortunate to have the wealth of community support, awareness and environmental mindedness to build upon as we look at how to manage intensification and growth in our city while supporting the management of our natural environment. Guelph's past successes in conservation are the result of both strong leadership and grassroots initiatives. Through collaboration, groups and associations like the Environmental Advisory Committee, the River Systems Advisory Committee, the Water Conservation and Efficiency Public Advisory Committee, the Guelph Hiking Trail Club, Nature Guelph, Pollination Guelph, the Ontario Public Interest Research Group (Guelph chapter), various groups from the University of Guelph and more have been instrumental in our success. Our community stewards continue to be a driving force that sets Guelph apart.

Background

The Official Plan policies establish the vision and policy framework for protecting what is valuable

In 2010, the City completed its natural heritage strategy which provided the technical basis and background for the development of a new comprehensive set of policies and the identification of a natural heritage system, to update the greenlands system policies in the City's Official Plan. This update became Official Plan Amendment 42 (OPA 42) and provided new natural heritage system policies for the City. These policies came into full effect in June of 2014.

Guelph received the Lee Symmes Municipal Award for its community leadership and exceptional achievement developing leading-edge natural heritage system policies from Ontario Nature in 2015. The natural heritage system policies include: increased protection for woodlands and wildlife habitat; recognition of the importance of pollinators and meadows; and focus on watershed planning as a way to support science-based decision making.

The City's natural heritage system policies are leading-edge

The City is comprised of 1900 hectares of natural spaces and features that create the City's natural heritage system, which represents nearly 22% of Guelph's total land area.

The City's commitment to manage its natural heritage system includes an environment first approach to ensure the health of the system is not compromised. The natural heritage system contributes to enhancing the quality of life within the city by preserving the integrity of a wide range of natural features and ecological services, while also providing recreation opportunities for residents and visitors in natural spaces.

The City's natural heritage system is made up of a combination of natural heritage features and areas, including:

- Significant Wetlands and Other Wetlands;
- Significant Woodlands and Cultural Woodlands;
- Significant Valleylands and Surface Water and Fish Habitat;
- Significant Wildlife Habitats, including Ecological Linkages, and Habitats for (locally) Significant Species;
- Habitats of Endangered and Threatened Species;
- Significant Landform;
- Restoration Areas; and
- Wildlife crossings.

Together, these elements represent a portion of the City's natural assets including its distinct and variable physiography, ecological and hydrological functions and connectivity which in turn support natural processes, populations of indigenous species and sustain local biodiversity.

Figure 3. The City's natural heritage system and water resources are found in every corner and across the city!



To fulfill the City's Official Plan policies additional studies, tools and resources are needed. This action plan will provide the framework to support achievement of the natural heritage system vision, objectives and policies.

While the emphasis of this action plan is on our natural heritage system; it also recognizes the value of human-made habitats and green infrastructure such as green roofs, stormwater ponds, pollinator gardens and the urban forest in contributing to our local biodiversity.

Purpose of the Natural Heritage Action Plan

This action plan represents the City's implementation framework to support its Official Plan policies for the natural heritage system and watershed planning.

Box 3 -What is an action plan?

An action plan is a strategic and forward-looking plan that establishes actions required to reach certain goals, which in this case are the Official Plan natural heritage system and watershed planning policies.

The Natural Heritage Action Plan (NHAP) presents a mission, principles and actions for supporting the policies and objectives for our natural heritage systems and water resources as established in the City's Official Plan. This plan, together with the City's Urban Forest Management Plan, Stormwater Management Master Plan, Water Supply Master Plan and Water Efficiency Strategy, Water and Wastewater Servicing Master Plan, Transportation Master Plan, Parks and Recreation Master Plan, Active Transportation Network Study and the Guelph Trails Master Plan; guides our efforts in managing our natural heritage system and water resources while allowing for compatible development and growth.

Mission

Supporting the vision and following the policies of our Official Plan, Guelph will lead by example to protect, maintain, restore and improve (herein after referred to as management) our natural heritage system and water resources supported through community partnerships and stewardship networks. Our actions and decision-making practices will be informed by science to assist in building a healthy community, where the urban environment is inclusive of nature and resilient to climate change.

Protecting what is valuable: understanding our natural environment objectives

The City has set out objectives for protecting our natural heritage system and water resources through the Official Plan. The following objectives are derived from the Official Plan and are particularly important in the informing the Natural Heritage Action Plan.

1. To implement a systems approach that ensures that the diversity and connectivity of natural features in the City, and the long-term ecological function and biodiversity of the natural heritage system is managed with recognition of linkages between and among natural heritage features, surface water features and groundwater features.
2. To manage the quality and quantity of the City's surface water and groundwater resources through municipal initiatives and community stewardship.
3. To recognize that the natural heritage system provides important ecosystem services that benefit current and future generations.
4. To manage the natural heritage system to the greatest extent possible, while providing for compatible development and activities that do not negatively impact natural heritage features and areas and their ecological and hydrological functions now and in the long term.
5. To manage tree canopy cover while providing for other habitats such as thickets and meadows, at appropriate locations to support biodiversity.
6. To use an ecosystem based watershed planning approach to inform the identification, evaluation and management of the natural environment.
7. To provide for clear mechanisms for assessing the potential impacts of development, site alteration and other activities on the natural heritage system.
8. To recognize that natural heritage features and areas in urban settings are subject to a variety of impacts and stressors, and seek to identify opportunities to mitigate these influences through ongoing stewardship, monitoring and management.
9. To foster appreciation and local stewardship of the natural heritage system.
10. To support the ongoing monitoring and management of the City's natural heritage system to ensure its long-term sustainability and resilience in relation to the impacts and stresses associated with the urban context, as well as other systemic factors, such as climate change.
11. To practice and encourage effective management of stormwater in order to maintain or enhance the water resources of the City.
12. To support a natural heritage system resilient to climate change.

Principles of natural heritage and water resource management to support implementation

The following principles help guide the implementation of actions that form the natural heritage action plan. These principles support the objectives of our natural heritage system and water resources and will inform how we balance our objectives as a City, as we continue to grow and intensify.

Monitor and manage our biodiversity using an ecosystem based approach

An ecosystem-based approach recognizes the interdependencies of land, air, water and living organisms and recommends a precautionary approach to allow for sustainable development that supports economic development and conserves biodiversity. Biodiversity management includes management of the areas within the City's natural heritage system while also recognizing that backyard gardens, neighbourhood parks, green roofs, and other urban spaces also contribute to and sustain our local biodiversity.

Use watersheds or subwatersheds as the most meaningful hydrologic unit for protecting the quantity and quality of water

Use watershed planning, an ecosystem-based approach, as a mechanism to efficiently integrate and manage ecosystem services into growth and infrastructure decision making, particularly with respect to water quality and quantity.

Lead and innovate to find solutions

Lead by example and integrate sustainable community design and natural heritage system management into our actions, programs and decision making processes. Implement and promote best management practices and seek opportunities to support and inform leading edge technology to help shape the natural environment and environmental actions, programs and operations.

Collaborate and engage with a range of partners

Raise awareness and increase our community's understanding and appreciation of natural heritage system and water resources. Develop partnerships and provide opportunities to collaborate with our community to implement stewardship activities that span areas such as restoration, education and outreach about our natural spaces and ecosystems.

Work with supporting agencies and governments

Recognize that biodiversity and subwatersheds are not limited by jurisdictional boundaries and seek opportunities to work with neighbouring governments, agencies and jurisdictions to manage our natural heritage system and water resources in a coordinated manner.

Integrate to be effective and efficient

Implement actions based on integrated knowledge stemming from various City departments, with contributions from our community and partners. Align departmental plans, strategies and actions supporting the city's natural spaces, water resources and ecosystem services to achieve objectives and optimize implementation in an effective and efficient manner.

Be sustainable and resilient

Be mindful that the actions taken should meet the needs of our community without compromising the ability of future generations to enjoy, interact and benefit from the ecological services provided by our natural spaces. Identify and consider risks and recognize opportunities when developing programs and implementation actions to reduce negative impacts, enhance ecosystem services, and support green infrastructure.

Science-based decision making and adaptive management

Increase the City's understanding and appreciation of the natural heritage system and water resources using science and evidence-based processes to inform our decision making. Improve data management and knowledge transfer to increase our collective understanding of risks and implications of actions and inactions that impact or influence the environment. Monitor outcomes of management decisions and adjust and adapt as needed to achieve objectives and ensure healthy diverse ecosystems and the well-being of our community.

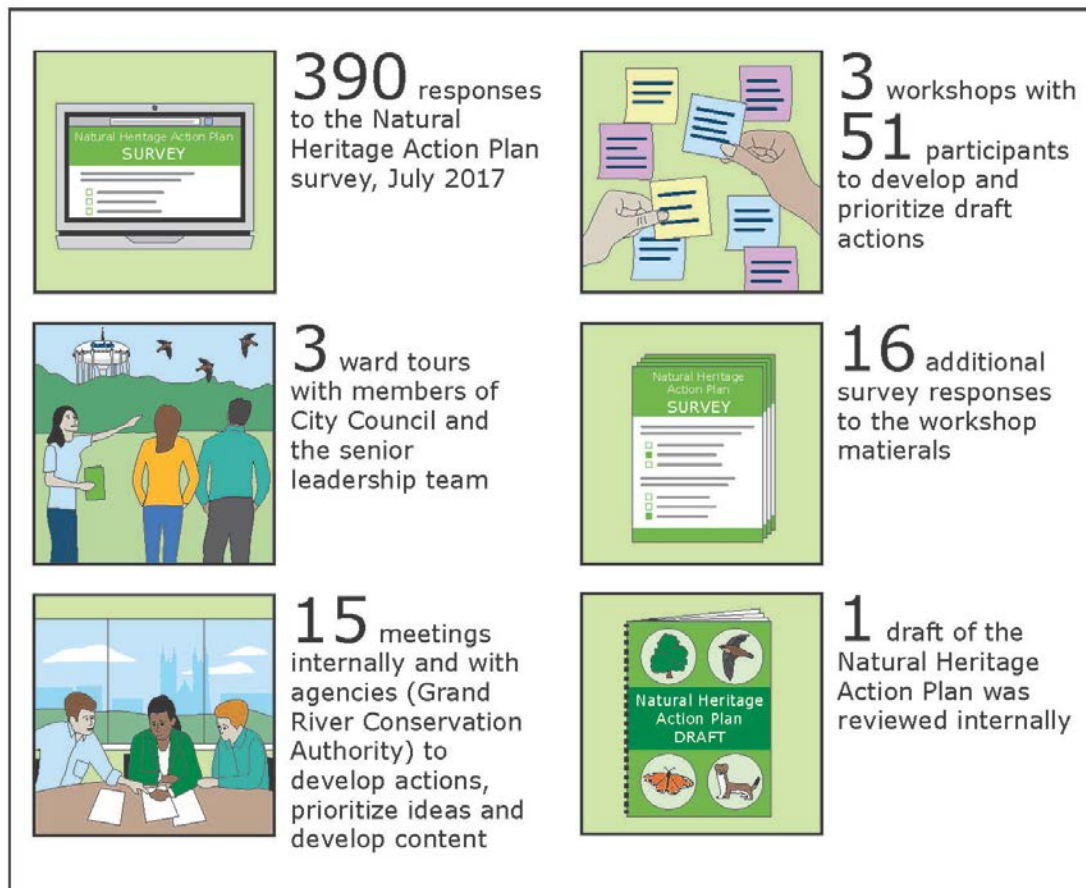
Measure and highlight our successes and failures

Monitor and assess the status of the natural heritage system, water resources and associated programs and projects. Report and share the successes and failures of our efforts to learn, improve and celebrate.

Community Engagement Summary

Community input supported the development of this draft action plan through consultation on environmental initiatives, programs and projects, which informed the actions included in this plan. Community engagement to date includes the following:

Figure 4. Summary of community engagement and corporate integration undertaken to develop the draft Natural Heritage Action Plan.



1. Community survey – Summer 2017

Following the commencement of the action plan by Council a community survey was conducted resulting in 390 responses that informed how the community values its natural spaces and helped generate and refine possible theme areas for the action plan.

2. Council tours – Fall 2017

In the fall of 2017, three tours were held with members of Council and senior management staff. The tours focused on highlighting on-the-ground challenges and successes around the various themes within the action plan. This allowed members of City Council an opportunity to ask questions, provide feedback and gain understanding as to how the action plan will help influence changes in neighbourhoods throughout the city.

3. Action plan workshops – January 2018

In January of 2018 a series of three workshops were held to gain input from our community on proposed actions developed by staff and to seek additional ideas regarding actions from our community. An electronic survey version of the workshop materials was posted on the City's website for two weeks following the workshops as an opportunity for further input.

Fifty-one people attended the workshops and 16 survey responses were received. Staff considered what was heard and incorporated feedback into the development of the NHAP.

4. "Nature in Guelph" campaign

Throughout the duration of this project, staff have participated in numerous events across the city where the "Nature in Guelph" postcard was made available. This postcard provided the opportunity for citizens to show what nature means to them using words, drawings and doodles. This campaign was used to raise the profile of the action plan and reach a wider audience by providing the opportunity to creatively express connections to nature.

Figure 5. Front side of "Nature in Guelph" postcard



How the Natural Heritage Action Plan is organized

This document provides an implementation framework for the established vision, objectives and policies of the Official Plan. The NHAP is divided into five sections which incorporate specific themes; each of these themes in turn includes specific actions and supporting or related information.

At the end of each section is a set of proposed actions presented in table format. The outcome for each action is categorized in the tables as being: PS for plans and strategies; GS for guidelines and standards; CO for community outreach; EMM for environmental management and monitoring; and/or GO for governance and oversight. Each table also includes a target date, budget status and lead City division for each action. The lead City division will be responsible for all components of project management including ensuring budget is allocated, obtaining budget when required and initiating the action by the anticipated target date.

Priority actions are identified in each section of the NHAP and illustrated in their respective tables by green shading. At the end of this document there is a summary of priority actions. Priority actions are those actions that will be initiated in the short-term (i.e., 1-3 years).

A series of actions representing the theme of **continuous improvements in institutional processes and practices** are distributed among certain sections as described below. These actions focus on how we can improve our day-to-day operational protocols, build partnerships, and streamline processes through technical manuals, guidelines and standards; and, incorporate natural heritage and biodiversity conservation and wildlife protection into our way of doing business.

Section 1 - Watershed Planning to Manage Growth and Infrastructure includes actions to assist with **supporting growth through watershed planning** as it relates to understanding how the completion and update of subwatershed studies can help inform growth and infrastructure planning in Guelph. A second theme highlights actions around how **environmental monitoring to support science-based decision making** is a critical interdependency to help support watershed planning related actions, as well as to inform natural heritage, and restoration and biodiversity conservation.

Section 2 - Natural Heritage & Biodiversity Conservation emphasizes how actions to increase our **understanding and enhancement of our biodiversity** are critical to inform actions that assist with how **plant and wildlife management in an urban setting** is approached. Connections are also made to showcase opportunities for **continuous improvements in institutional processes and practices** to help protect biodiversity, as well as how we can use **conservation land securement to support long term conservation** of our natural heritage system.

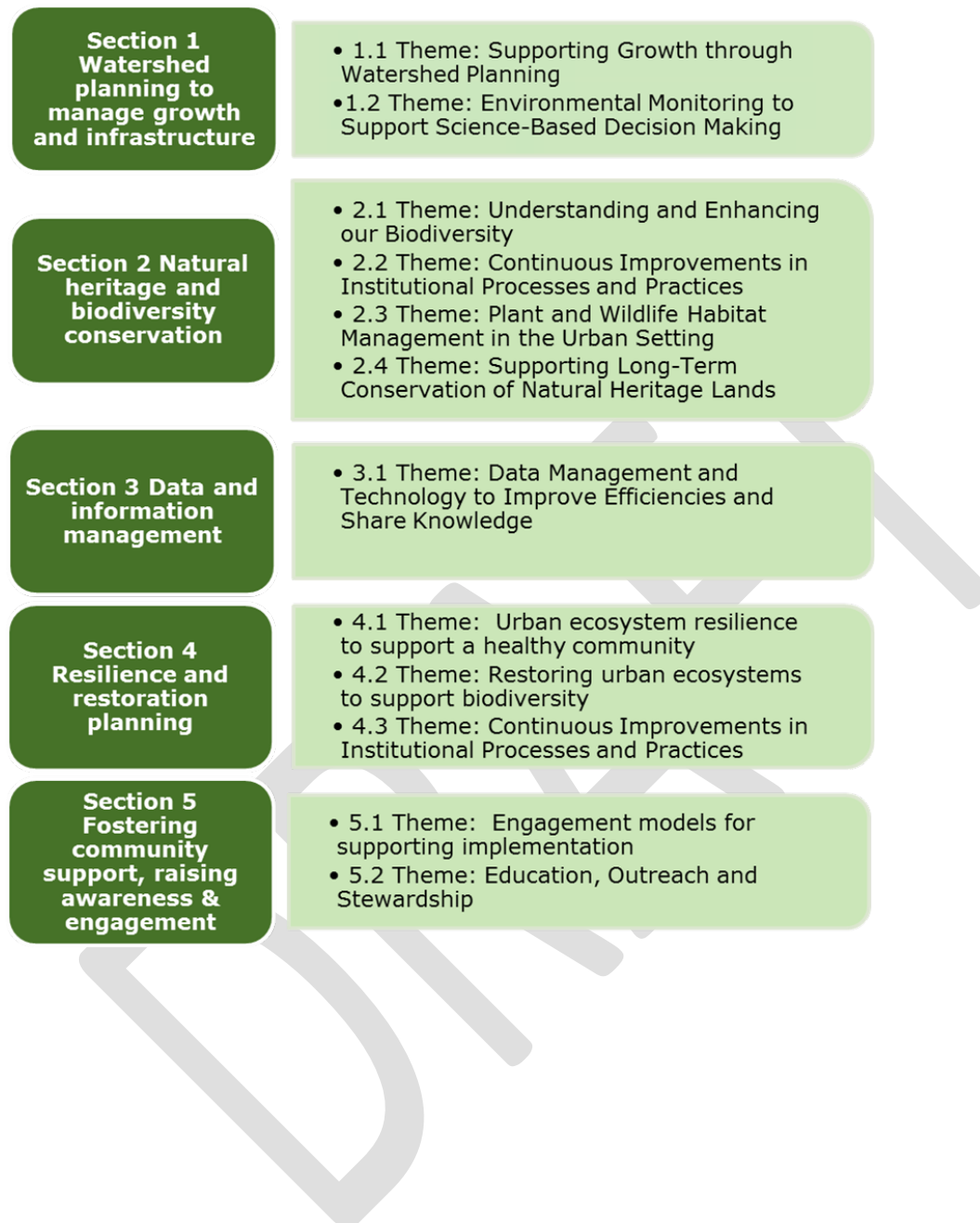
Section 3- Data and Information Management represents a foundational component which supports all of the other NHAP sections and is therefore critical to this plan's success. **Data management and technology to improve efficiencies and share knowledge** will also help us succeed in the completion of other actions,

initiatives and programs, including subwatershed study updates, environmental monitoring and community outreach.

Section 4 - Resilience and Restoration Planning recognizes that Guelph depends on **urban ecosystem resilience to support our healthy community** as we transform into more compact, connected neighbourhoods and adapt to climate change. A second theme in this section highlights the importance of **restoring urban ecosystems to support biodiversity and ecosystem resilience** and to help create a culture that values biodiversity and green infrastructure. A third theme highlights opportunities for **continuous improvements in institutional processes and practices**.

Section 5 - Fostering Community Support, Raising Awareness and Engagement recognizes the importance of **education, outreach and stewardship** and leveraging our community's participation, input and support through effective **engagement models for supporting implementation** of our mission, principles and objectives related to the protection of our natural heritage system and water resources.

Figure 6. How the NHAP is organized



Section 1: Watershed Planning to Manage Growth and Infrastructure

1.1 Theme: Supporting growth through watershed planning

Watershed planning enables an ecosystem-based approach for land use management. It recognizes the interdependencies of land, air, water and living organisms and recommends a precautionary approach to environmental protection to allow for sustainable development that supports economic development. One of the over-arching principles in watershed planning is adaptive management, which means the continuous improvement of policies and management strategies and actions through monitoring, assessing effectiveness, considering new science and technology and adjusting management actions.

The Grand River Watershed is at the heart of watershed planning in Ontario

The Grand River Conservation Authority (GRCA) has been managing the largest watershed in Southern Ontario for almost 80 years. They are one of the first Conservation Authorities (CA) to develop a water management plan. The Grand River Water Management Plan has been updated throughout the years including 1954, 1971, 1982 and most recently in 2014. The City is a partner in this plan which discusses how water resources are managed at the watershed scale.

Watershed planning has supported the development of healthy neighbourhoods across our city. By promoting a clean healthy environment, watershed plans also promote and support long-term economic viability.

Watershed management is in Guelph's DNA

Our existing subwatershed plans include recommendations for water quantity and quality improvements by reducing the use of salt as a de-icing agent, incorporating the use of lot level stormwater controls, setting infiltration targets to ensure our aquifers are recharged, removing online ponds to reduce stream temperatures and enacting by-laws to enforce the maintenance of erosion and sediment controls during development. They also include recommendations for the protection of wetlands, tableland woodlands and wildlife habitats as well as support for community stewardship groups to assist with cultivating a culture of conservation and wise use.

These recommendations were well ahead of their time 25 years ago when these plans were developed. They have set our community apart as a leader in environmental protection and conservation, as well as in terms of efficiency and wise use, all qualities that are attractive to development and economic renewal efforts in our city.

Watersheds are the most important hydrologic unit for protecting the quantity and quality of water

The Growth Plan (2017) for the Greater Golden Horseshoe provides direction to integrate watershed and subwatershed planning into municipal decision making related to community planning for secondary plans and infrastructure including water, waste water and stormwater management. Moving forward, the provincial guidance materials will provide direction for watershed planning.

Guelph's Official Plan includes watershed planning policies and recognizes that a watershed planning approach helps to support the City's natural heritage system and water resources.

The physical land area of Guelph is within nine subwatersheds that are part of the broader Grand River Watershed.

Subwatershed studies have been completed historically for some of these subwatersheds, typically in partnership with the GRCA and in advance of development occurring. Figure 4 provides an overview of existing subwatershed studies and/or equivalents in Guelph.

Subwatershed studies have not been completed for the Speed River, a major tributary of the Grand River, as well as Silvercreek, Howitt Creek and Irish Creek. In part, the lack of subwatershed studies in the Speed River, Silvercreek and Howitt Creek subwatersheds is attributed to settlement and development in these areas occurring before watershed planning was used as part of a broader planning framework. However, the timing of development within the areas of the Hanlon, Torrance, Clythe and Eramosa subwatersheds meant that these developments were informed by subwatershed studies.

Subwatershed studies set goals and objectives based on local needs

Watershed planning uses boundaries that are based on geologic and hydrologic processes to study and manage water and natural systems. Watershed planning is applied at many scales and the level of detail in a study increases as the size of the planning area is reduced. A watershed is an area drained by a river and its tributaries while a subwatershed is an area comprised of land drained by an individual tributary to the main river.

Subwatershed studies set goals and objectives based on local needs. They are used to characterize streams, wetlands, forests, groundwater recharge areas, and other natural features and functions through data collection at long-term monitoring stations. Subwatershed plans recommend management practices to support how water resources and natural heritage systems are protected and enhanced to coincide with existing and changing land uses. They include recommendations and targets to protect, improve and restore natural heritage systems as well as water quality and quantity. They establish specific criteria and actions for development,

for water and wastewater servicing, for stormwater management and to support ecological needs.

A subwatershed plan relies on site-specific surface water, groundwater, and ecological data as well as input from a steering committee and community stakeholders to determine local priorities. It requires substantial commitment, budget and partnership.

These studies should be reviewed and updated from time to time as areas change and development or redevelopment occurs. These studies are typically implemented through incorporation into Official Plans, master plans and development plans as well as through monitoring and adaptive management programs as well as operations and stewardship initiatives.

Figure 7. Summary of the state of subwatershed studies in Guelph

Subwatershed	Subwatershed Study	Prepared For	Notes
Clythe & Hadati Creeks	Clythe Creek Subwatershed Study, 1997	Metrus Developments (approved by City of Guelph)	Completed to provide management direction and in anticipation of land use changes (urbanization in east Guelph)
Ellis/ Chillico Creek	East Side Subwatersheds Study 2005-2010 (2014)	Region of Waterloo, City of Cambridge, GRCA	This subwatershed study is a characterization study only and was prepared to inform the Region of Waterloo's subwatershed studies for the East Side Lands of the Region.
Eramosa River	Eramosa River Blue Springs Creek Watershed Study (1999)	GRCA	Completed to characterize landscape, identify trail and heritage assets and sensitivities to potential land use changes (aggregates, golf courses, agriculture).
Hanlon Creek	Hanlon Creek Subwatershed Plan, 1993	City of Guelph, GRCA	Studies providing partial updates to the study: <ul style="list-style-type: none"> • South Guelph Secondary Plan SEIS, 1998 • State of the Watershed Study, 2004 • Clair-Maltby Secondary Plan CEIS, ongoing
Mill Creek	Mill Creek Subwatershed Plan, 1997	GRCA	Clair-Maltby Secondary Plan Comprehensive Environmental Impact Study(CEIS)- (ongoing)
Silvercreek & Howitt Creeks	None	N/A	
Speed River	None	N/A	
Torrance Creek	Torrance Creek Subwatershed Study, 1998	City of Guelph, GRCA	Completed to provide management direction and in anticipation of land use changes (urbanization in east Guelph)
Irish Creek	None	N/A	
Equivalent	Clair-Maltby Comprehensive Environmental Impact Study (CEIS)	City of Guelph	The Clair-Maltby Project includes updated data & information for the sub-catchment areas of the Hanlon and Mill Creek within the City boundary.
Equivalent	Block Plans (depending on scope)	TBD	Will be undertaken to inform future development within the Guelph Innovation District

There are many interdependencies in watershed planning

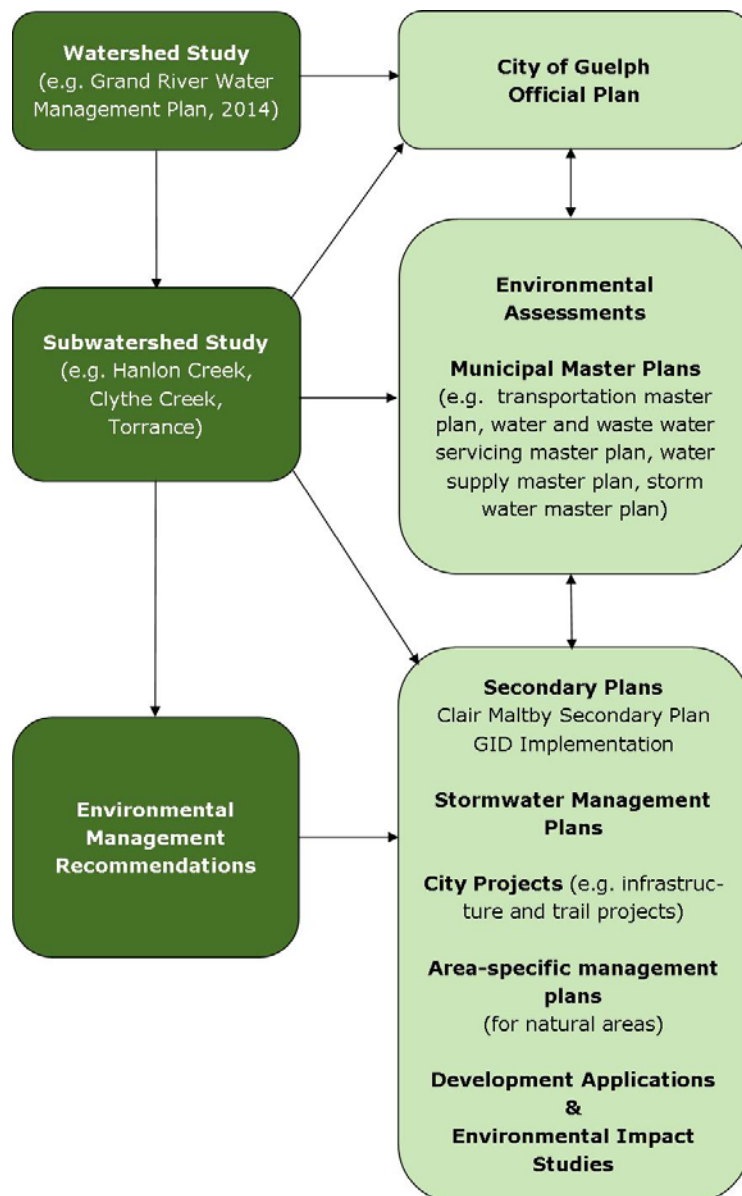
Watershed planning requires integrated knowledge and as such depends on multi-disciplinary teams that recognize interdependencies across work programs.

The relationship between watershed planning and municipal infrastructure and growth planning is strong and complex. With proper integration, synergies can be identified between them to assist in resolving common challenges that accompany intensification, growth and complex processes. Watershed plans and subwatershed studies provide a common and comprehensive understanding of how water moves through the landscape, how ecosystems function and perhaps most importantly – how our community can be integrated into the surrounding ecology of the natural heritage system and water resources. The figure below illustrates the relationship between watershed planning and municipal processes.

Figure 8. Watershed planning enables the ability to protect water quantity and quality using the most appropriate hydrologic unit



Figure 9. Depiction of the relationship between watershed planning and municipal land use planning



Identification of challenges and opportunities in watershed planning in Guelph

As part of the development of this action plan, staff from across departments participated in sessions to inform the interdependencies, challenges and opportunities to revitalize our subwatershed study work program.

Staff identified the following key challenges:

- **Lack of data:** Existing data gaps means that substantial funding is required at the onset of subwatershed studies and updates for monitoring. A subwatershed study requires a minimum of three years of baseline data which is currently only

collected in portions of our city through discrete projects, and not on a comprehensive city-wide basis.

- **Need for additional staff resources:** Staff need to be resourced, coordinated and aligned properly. Subwatershed studies require resources as they are being undertaken, and during the implementation, monitoring and adaptive management phases.
- **Limited implementation:** Implementation of subwatershed plans through restoration projects, monitoring programs and adaptive management practices are not always considered at the time of budget setting, an issue that has been identified as the most prevalent challenge by Conservation Ontario (May 2013).
- **Challenges with financial resources:** While it is desirable for cross-jurisdictional studies to be cost-shared with partner municipalities (i.e., County and Townships) as well as the GRCA, the growth pressures in Guelph may be a main driver for undertaking studies which may result in a need for Guelph to take on more cost.
- **Need for clear guidance on roles and responsibilities:** To assist with implementation of the Growth Plan (2017), the province is in the process of developing a watershed planning guidance document which is expected to assist with clearly defining roles and responsibilities. Partnerships will need to be built and strengthened and roles and responsibilities well understood in order to gain consensus and move issues forward.
- **Need for guidance on how climate change should be considered in subwatershed plans:** Some clarity may come with the new provincial watershed planning guidance document referenced above.
- **Timing of studies versus timing of development:** Growth and economic development pressures are continuous. There is a need to prepare and update subwatershed studies to avoid delays in providing necessary data and direction for growth (i.e., greenfield development, infill and redevelopment) and infrastructure (maintenance, upgrades and new).
- **Interdependency alignment:** Municipal work plans and budgets should be coordinated to identify interdependencies and efficiencies.

Staff also identified the following key opportunities:

- **Environmental protection and preservation:** Identify areas that are sensitive to land use changes to protect and enhance the resilience of our natural heritage system and water resources.
- **Increased knowledge and data:** Enhance local data, knowledge acquisition and transfer to improve our understanding of local natural processes, enable proactive management of natural spaces, and facilitate knowledge mobilization in our community and between developers, city staff and decision makers.
- **Improved management of the natural heritage system and water resources:** Improve servicing and stormwater management systems based on increased knowledge and capacity to integrate effective green infrastructure principles.

- **Improved customer service:** Improve our ability to understand and integrate knowledge and messaging when reviewing development applications and capital projects. Look for opportunities to build upon the subwatershed monitoring and adaptive management program to fulfill individual development-based monitoring requirements. Make data available to share with applicants during the preparation of development applications.
- **More collaboration:** Achieve a common understanding based on data, robust planning and engineering to reduce local opposition to municipal planning decisions.
- **Ability to fulfill provincial requirements:** Align our work program with provincial requirements set out in the Growth Plan (2017), which requires municipal decision-making on growth and infrastructure to be supported by watershed planning. Subwatershed studies are used to inform master plans and vice-versa. In addition, subwatershed plans can include a scope of work that assists with meeting Planning Act and Environmental Assessment Act requirements.
- **Natural asset inventory:** Use background data to assist with evaluating the economic value of ecological goods and services to produce a natural asset inventory. Valuation of our natural assets enables ecological goods and services to be accounted for in our city's assets, and may include areas that are relied upon by our community, but are technically located outside city limits, such as the Arkell Spring grounds.
- **Increased efficiencies in work planning:** Identify project and program interdependencies to align and prioritize work plans, with the objective of improving efficiency.
- **Efficient spending:** Align budgets to leverage funding opportunities.

Formation of an interdisciplinary, internal staff working group

In an effort to ensure Guelph is well-positioned to respond to Provincial requirements with respect to growth and infrastructure planning, a staff working group is being formed. The purpose of this group is to provide oversight, lead and coordinate the advancement of watershed planning initiatives, to identify and leverage funding opportunities and manage budget needs. This staff working group will develop a framework for completing subwatershed studies that considers municipal interdependencies, identifies challenges and recommends tools for overcoming barriers. Through the process of developing a framework, gaps in our knowledge of local subwatersheds and priorities for data collection will be identified. The staff working group will engage partner agencies and our community in this work.

1.2 Theme: Environmental monitoring to support science-based decision making

Consistent with Official Plan policies, and complementary to the watershed planning work, it is recommended that a city-wide environmental monitoring program be developed and implemented to assess the effectiveness of our natural heritage system and watershed planning policies. In the development of such a program, opportunities for collaboration with neighbouring municipalities and partner agencies, including the GRCA and the Ministry of Natural Resources and Forestry (MNRF), will be pursued.

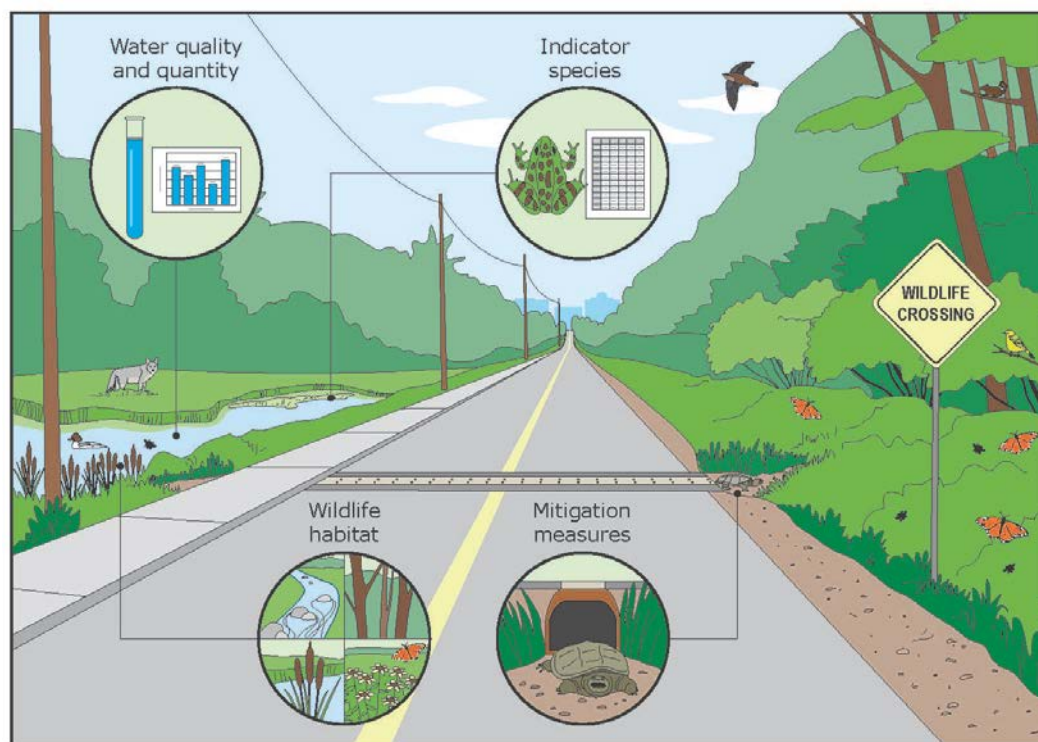
An integrated environmental monitoring program will support watershed planning and improve customer service

The purpose of environmental monitoring is to observe and evaluate species, populations and/or ecosystems to detect changes over time through a set of standardized ecological protocols, methods and indicators. Through the detection of trends, an integrated environmental monitoring program serves as the foundation for evaluating the goals and objectives of the natural heritage system and watershed planning policies.

Monitoring allows for early detection of disturbance and management needs to maintain and improve the health of natural areas, protect the services natural areas provide (e.g., clean air and water) and provide opportunities to enjoy the city's natural areas. Monitoring data will help to inform development and city projects as follows:

1. Provide baseline data for subwatershed studies and inform project design;
2. Improve our understanding of local biodiversity, ecological and hydrologic functions and their connections;
3. Provide advanced warning of disturbances or impacts to wildlife habitat (natural heritage system and water resources);
4. Inform restoration and stewardship projects;
5. Assess the effectiveness of mitigation measures as well as Official Plan policies;
6. Assist in the prioritization of natural heritage and water resource management; and
7. Assist in valuing our natural heritage system as a corporate natural asset.

Figure 10. A city-wide ecological monitoring program will support our ability to analyze trends and will assist in prioritizing and informing management of the natural heritage system and water resources.



The GRCA and the City of Guelph are partners

The GRCA has programs to monitor watershed conditions to support flood forecasting, water management, and research at watershed and subwatershed scales. The GRCA recognizes the benefit of partnering with member municipalities, government and agencies to optimize monitoring programs. There are many weather, river and stream flow, water quality, groundwater, and ecological monitoring stations spread across watershed. In 2015, the GRCA formed a Water Monitoring Review and Optimization Working Group to identify shared protocols for monitoring and data management.

Currently, the GRCA operates two automated water quality stations and monitors five Provincial Water Quality stations on the Speed and Eramosa Rivers, including some within the city limits. The GRCA's network of real-time river and stream flow, and weather monitoring stations are an important part of flood forecasting and warning systems. The city will continue to partner with the GRCA through the development of a city-wide ecological monitoring program which establishes protocols to assess and monitor a suite of biodiversity and ecosystem indicators at

three spatial scales: species, community and landscape.

The City has various concurrent inventory and monitoring projects

The City commissions inventory and monitoring studies through capital projects, secondary plan studies, master planning work and as a landowner.

For example, the Hanlon Creek Business Park currently has a long-term monitoring program aimed at monitoring the effectiveness of mitigation measures to support the development of the business park and recognizes the need for adaptive management approaches. The city also has a groundwater monitoring program that evaluates drinking water quality and supply, and stormwater management systems are monitored to ensure compliance with approvals from the Ministry of Environment and Climate Change.

Development approvals often require post-construction monitoring to evaluate the effectiveness of mitigation measures and to enable adaptive management. This includes monitoring ecosystem response and health for multiple years following the implementation of development plans on a site specific basis.

A key gap within the current framework is the lack of long-term integrated monitoring at a consistent set of stations that can be used to support projects at broader scales (like subwatershed studies) and also smaller-scales (like temporary, project-specific monitoring). Integrated monitoring can be used to create baseline datasets and provide control sites to help support long term assessment of the effectiveness of mitigation measures. Integrated monitoring also supports the ability to understand cumulative impacts and apply adaptive management techniques to resolve complex issues.

There is tremendous value in coordinating monitoring work through a centralized program

Climate patterns and water processes are integral to how our forests, wetlands, meadows and specialized habitats function. To understand changes occurring within our natural heritage system, we need to know how the foundation of those systems might be changing too. To achieve the objectives of the NHAP, an integrated, interdepartmental monitoring program is required. Integration will enable us to build a program that leverages and supports corporate programs and projects to maximize the utility of the monitoring program across the city.

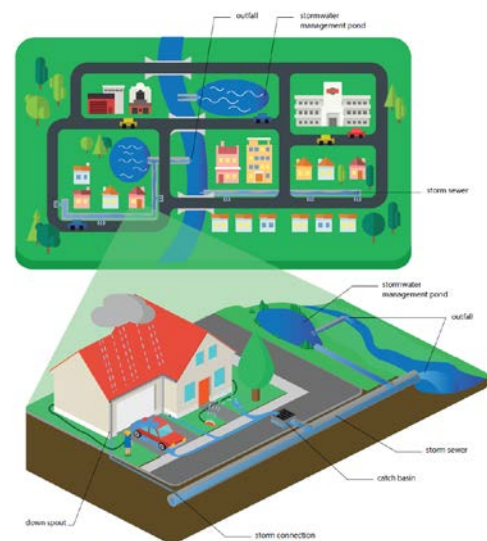
For example, expanding the stormwater management system monitoring program to include data collection on receiving water bodies will help us evaluate ecosystem responses to various stormwater techniques and understand green infrastructure performance and maintenance needs. It will also provide feedback into the design of development and capital projects as our knowledge is improved.

Through cross-departmental collaboration and work with partner agencies efficiencies across monitoring programs will be sought. The participation of our community in voluntary data collection will be encouraged. Ultimately, this program will support the city's ability to understand cumulative effects resulting from multiple, simultaneous stressors to the natural heritage system and water resources.

Box 4 - The City's Stormwater Service Fee Credit Program helps support improved water quality and protection of the natural environment

In developed areas, rainfall and melted snow travels quickly over roof tops, driveways, and roads. Water runs off these surfaces and collects pollutants like sediment, oil, fertilizer, grass-clippings, animal waste, litter etc. and carries them to our rivers and waterways. After heavy rains or snow melts, river levels can rise and cause flooding.

The City of Guelph has developed a credit program for industrial, commercial, institutional (ICI) and multi-residential properties of six units or more. Credits provide land owners with opportunities to reduce stormwater runoff on private property for a credit towards the stormwater service fee they pay. The credit program also recognizes the efforts Guelph property owners are already making to reduce stormwater runoff and the pollutants that flow with it. Everyone benefits from managing stormwater runoff. Property owners benefit from flood control, the community benefits from reduced pressures on our stormwater management system and cost savings, and the natural environment benefits from improved resiliency and better water quality. This, in turn, also helps protect fish habitat and the City's drinking water supply.



Citizen science leverages community interest and expertise by incorporating a public component into data collection

Citizen science programs provide opportunities for community members to participate in the collection of ecological data. Volunteers are trained on ecological data collection techniques, and data are provided to the city for quality control and incorporation into the city's datasets. Citizen science is an excellent way to connect community members with local natural spaces and to foster interest and awareness of the natural environment. An example of citizen science is the Frog Watch Ontario program, which provides the resources needed to complete a frog survey, including

information on how to identify frogs, the time and frequency to undertake surveys and how to report back with the data. A Bioblitz is another example, where expert biologists, citizen scientists and the public are brought together to inventory all species in an area. Experts verify species identification and a snapshot-in-time of biodiversity is created for the area surveyed. There are intensive Bioblitz events that occur over a 24 hr period, and less intensive events that are short (1-3hrs) with more of a public education focus.

Technology provides us with the opportunity to crowd source environmental information to help contribute to natural heritage datasets. The growing popularity of smart phone naturalist applications that assist with geospatial data collection of biodiversity, weather, and water data presents an opportunity to engage community members and foster a stewardship ethic. These tools can be used to reduce redundancy in monitoring data collection and support the city's GIS strategy and Open Data Guelph by providing an interface to share environmental information more broadly.

Table 1 : Section 1 Actions

Section 1 Watershed planning to manage growth and infrastructure					
#	Actions	Outcome	Target Dates	Budget Status	Lead Division(s)
1.1 Theme: Supporting growth through watershed planning					
1	Undertake a background review and gap analysis of existing subwatershed studies, subwatershed boundary refinement and supplemental stream characterization, to support the framework for undertaking and prioritizing the update or creation of new subwatershed studies with partner agencies.	EMM	2020	Not Required	Watershed Working Group
2	Develop a framework for undertaking and prioritizing subwatershed studies with partner agencies in the context of the Provincial Watershed Planning Guidance Manual and City master plans and programs	EMM	2019	Not Required	Watershed Working Group
1.2 Theme: Environmental monitoring to support science-based decision making					
3	Launch a City-wide Ecological Monitoring Program which establishes protocols to assess and monitor a suite of biodiversity and ecosystem indicators at three	EMM	2020	Required	Environmental Planning

	spatial scales: species, community and landscape.				
4	Expand and formalize existing weather monitoring stations to establish a City wide network that can support the analysis of trends in local climate, hydrology, hydrogeology and ecology	EMM	2019	Allocated	Infrastructure Engineering
5	Enhance and expand the stormwater management monitoring program to assist in improving the City's hydraulic performance of stormwater management facilities and downstream health of receiving watercourses	EMM	2019-2021	Allocated	Infrastructure Engineering
6	Work with partners to develop a citizen science component to the Ecological Monitoring Program to leverage local knowledge and engagement	CO/EMM	Long term (2026-29)	Required	Environmental Planning, Park Operations: Trails and Natural Areas Stewardship and IT
Governance: Establish an internal Watershed Working Group (WWG) to provide oversight, lead and coordinate the advancement of watershed planning initiatives and to identify and leverage funding opportunities and manage budget needs		GO	2019	Not Required	Interdepartmental Chair / Coordination TBD
Outcomes PS Plans and Strategies GS Guidelines and Standards CO Community Outreach GO Governance and Oversight EMM Environmental Management and Monitoring					

Priority NHAP Project

Section 2: Natural Heritage & Biodiversity Conservation

Biodiversity is the variety of life on earth. Plants, fish and wildlife (mammals, birds, amphibian, reptiles, insects and fish) and their habitats (forests, wetlands, thickets, meadows, rivers and streams) are the most recognisable components of biodiversity. While, the most visible, they only represent a small portion of the total number and types of species we have in Guelph. Smaller organisms like fungi, lichens, bacteria and invertebrates far outnumber their larger more visible counterparts as part of our natural ecosystem.

2.1 Theme: Understanding and enhancing our biodiversity

Guelph's settlement history has long influenced the shape of our natural heritage system and biodiversity. Many areas in Guelph were developed before modern day land use plans and environmental regulations were in place. This contributed to burying and straightening streams (like Silvercreek, Howitt Creek and Hadati Creek), lack of stormwater management controls and wildlife habitat loss through much of the built-up area of the City. With increased knowledge about natural ecosystems and their incredible value, environmental design elements such as the inclusion of stormwater management, ecological linkages, restoration areas and ecological landscaping to support biodiversity are now common practice in Guelph.

The Official Plan provides the policy framework for land use planning and the protection of the natural heritage system and water resources. To evaluate the effectiveness of our Official Plan policies, it is recommended that an assessment be undertaken to enable us to report on the state of the natural heritage system prior to the next Official Plan update.

Box 5 - To restore fish habitat we need to restore water quality and quantity

A number of Guelph's streams and rivers were once home to a wider range of species when better water quality and cooler temperatures were available. Today, only limited parts of Hanlon Creek have been confirmed to continue to support Brook Trout, a sensitive cold-water species, within the City limits.

Watershed plans, creek restoration opportunities and improved stormwater management may offer solutions to help restore water quality and fish habitat in Guelph in the future to ensure our water ways support a variety of fish species as the city continues to grow.

Biodiversity conservation can be achieved through strategic action

Biodiversity is exposed to a range of stressors such as pollutants in air, water and soil that can affect breeding success and even cause fish and wildlife mortality. Bird strikes with windows, predation from cats and dogs, mortality from vehicles on

roads, disturbance from noise and light pollution and invasive species also contribute to the disturbance or loss of wildlife in the city.

The development and implementation of a biodiversity strategy will help increase the understanding of local biodiversity, on a spatial and temporal scale, across the corporation and community-wide. It will also assist in recognizing and prioritizing management approaches that support the natural heritage system and water resources which are the foundation for biodiversity.

Box 6 - Important area sensitive bird habitats showcase why habitat suitability matters

The protection and management (i.e., shape and health) of large wooded areas (>30ha) such as the Torrance Creek Provincially Significant Wetland are important breeding habitats for area sensitive birds such as the yellow-bellied sapsucker, red-breasted nuthatch, ovenbird and scarlet tanager. These types of birds rely on quiet, insulated forests to nest and breed and are sensitive to noise, moisture and light from urban spaces. Protection of these habitats helps ensure food webs and complex ecosystems remain in place and function to help support the resilience of our natural heritage system as a whole.

Box 7- Pollinators are one example of an important ecological guild

The yellow banded bumble bee is listed as a species of special concern in Ontario. This means that the species is in decline and may become threatened or endangered due to threats and impacts to the species and/or its habitat. In 2017, local researchers confirmed that yellow banded bumble bee continues to make the Eastview Pollinator Park its home.

Recognizing the importance of ecological guilds and habitat suitability

Pollinators are one example of an ecological guild that plays a fundamental role in our ecosystems. This guild supports all organisms that depend on resources from flowering plants, including humans. While the honey bee is perhaps the most well-known pollinator, wild bees and pollinating insects support a wider range of ecosystem functions including food production. Wild pollinators also are active throughout cooler times of the year than honey bees, allowing for the pollination of plants blooming in early spring and late fall.

Worldwide, there are signs that managed bees and wild pollinators are under stress and, in a number of cases, in decline. At the same time, the need for pollination services (such as food production) continues to grow. Locally, Guelph has had a number of successes, led and supported by local partners such as Pollination Guelph, in creating habitat to support pollinator functions and improve biodiversity. The City recognizes and celebrates these achievements as a Bee City through the [Bee City Canada](#) program.

Box 8 - Each species has a role to play within the ecosystem

Many of the nearly two dozen mammal species considered locally significant are rodents, which play important roles within an ecosystem, consuming plants, seeds, fungi and insects while also being a food source for larger predators like fox, hawks and owls. The woodland jumping mouse is one of these species. Found in low lying damp woodlands that contain small seeps and small streams, the woodland jumping mouse hibernates through the winters and can jump up to 1.8m high. Habitat loss resulting from woodland removal is a threat for the species, particularly where it impacts hibernation sites. In addition, less snow, as a result of climate change, means less insulation during hibernation which may lead to greater winter mortality. Warming weather patterns may also push populations north and reduce the species distribution and population size. By protecting woodland features and their functions this also protects the habitats which support species such as the woodland jumping mouse as well as our other locally significant mammal species and contributes to the protection of the broader ecosystem as a whole.

The City's locally significant species list helps us understand the importance of local biodiversity

The identification of habitats for locally significant species plays an important role, particularly in urban areas, in supporting and sustaining local biodiversity for the long term. Protection and restoration of smaller natural areas that support habitat for locally significant species is supported through the City's Official Plan policies.

Within the natural heritage system there are two levels of habitat protection, significant wildlife habitat and habitat for (locally) significant species. While the Province has defined and established criteria for significant wildlife habitat, the City developed a list of locally significant species which is used to inform the identification, protection and restoration of habitats for locally significant species in order to support local biodiversity.

The City's locally significant species list was developed through the Natural Heritage Strategy in 2010 by evaluating how uncommon species are at a scale of Wellington County and to ensure an appropriate level of scientific defensibility. Different criteria were developed and used for various taxonomic groups including: plants, birds, reptiles and amphibians, mammals, damselflies and dragonflies, and butterflies. Of note is that fish were not assessed through the development of the list.

The Official Plan provides policy direction for the revision and update of the locally significant species list. The update process should be: science based; repeatable; transparent; and engage a range of partners.

The development of a review process could be based on adapting a similar, but simplified, process to those used by the Committee on the Status of Endangered

Wildlife in Canada (COSEWIC) and the Committee on the Status of Species at Risk in Ontario (COSSARO) by seeking input from local taxonomic experts as part of the evaluation process. Public input could also be incorporated through obtaining input from Council appointed committees. Establishing a formal process for updating and releasing updates to the list on a regular and reoccurring timeframe would also provide certainty for City partners and stakeholders applying the lists through ongoing projects.

2.2 Theme: Continuous improvements in institutional processes and practices

Guidelines help ensure minimum standards are met to support the management of our natural spaces

Another tool to assist ongoing projects is the development of guidance material and standards such as the City's [Guidelines for the Preparation of Environmental Impact Studies, 2017](#). Standards provide clarity for applicants on how to satisfy the environmental study requirements found within the City's Official Plan whether this is part of a development proposal, or capital project. Environmental Impact Studies are completed at the time of a proposal to collect data, identify natural heritage features and functions, assess for potential negative impacts and develop mitigation plans and recommendations to prevent and avoid these impacts. Environmental implementation reports are primarily used to inform the detailed design of development proposals such as subdivisions and vacant land condominiums. A guideline for the preparation of environmental implementation reports could assist in providing:

- Clarity for applicants on how to satisfy the environmental study requirements for environmental implementation reports within the City's Official Plan as part of a development proposal or capital project;
- Clarity on the process for the submission and review of environmental implementation report terms of references and environmental implementation reports;
- Clarity as to the minimum requirements regarding report content and layout; and,
- Support for streamlining and enhancing the City's coordinated review of environmental implementation reports.

Design guidelines help us incorporate natural heritage conservation and wildlife protection into our way of doing business

To support mitigation and enhancement of the natural heritage system, a series of design guidelines will be produced. This series will build upon the guidelines for environmental impact studies and environmental implementation reports but will

provide issue-specific tools that can be read as standalone documents. The following are proposed to form part of the design guideline series:

- Road ecology guidelines will provide increased detail to assist meeting Official Plan policies related to ecological linkages and wildlife crossings where roads bisect habitats;
- Bird strike guidelines will provide a variety of tools to consider during building design to help prevent birds from striking buildings during flight;
- Wildlife friendly construction guidelines will include guidelines for working in and around natural heritage features to mitigate impacts to species and their habitats during construction;
- Trail compatibility and mitigation guidelines will provide guidance on the compatibility of trail alignments, design and operation in and around the natural heritage system to improve the ability to balance biodiversity needs with accessibility and active transportation needs, and will support Official Plan policies and the Guelph Trail Master Plan;
- Offsetting guidelines for Natural Areas will provide additional guidance to assist in meeting Official Plan policies for natural areas where in situ protection is not required; and
- Soil health and management guidelines will provide standards for managing soil on site during construction projects to help keep soil healthy and ensure silt, dirt and dust are not impacting natural areas. This also helps protect the function of the soil ecosystem and its role in supporting natural spaces.

2.3 Theme: Plant and wildlife management in an urban setting

In order to preserve biodiversity, there must be consideration for how plants and wildlife are affected in an urban setting. Innocent actions like letting a goldfish or red-eared slider free in a neighbourhood pond or transplanting overgrown or extra plants from your garden to a nearby natural area can have serious implications. Guelph is inclusive of nature and so a science-based management approach is applied to help ensure our actions don't have costly implications.

Invasive species are one of the largest threats to biodiversity, particularly in urban areas

Invasive species often out-compete native species and also alter or eliminate important habitats. The City's Official Plan defines invasive species as "species of plants, animals and microorganisms introduced by human action outside their natural past or present distribution whose introduction or spread threatens the environment. An invasive plant is one that has been moved from its indigenous habitat to a new area (possibly for garden/domestic use), and reproduces so aggressively that it displaces species within indigenous plant communities". The management of invasive species can be complex because management practices need to be both efficient and effective, which often requires different steps and practices for different species.

The development of a City-wide invasive species management strategy would help to: identify which species are already established in Guelph and those that are at risk of being introduced; prioritize management approaches for top invaders; develop tools to create and maintain an inventory as well as a rapid response protocol; complete a risk assessment in relation to species/populations and prioritize management of invasive species based on these risks; select preferred management and control methods to be used within the City; and identify monitoring requirements to assess effectiveness of controls and the spread of invasive species/populations. It would also provide implementation tools for management and controls to guide private development, city projects and operational procedures for City owned and managed natural areas.

Sharing information and knowledge about invasive species with local citizens can assist the City's efforts to manage them. It also provides opportunities to inform citizens about related management issues like how some native plants (e.g., prairie species with deep rooting depths) are more tolerant of natural drought periods than non-native plants.

Box 9 - Invasive Species come in all shapes and sizes

The most commonly known invasive species are usually plants such as common buckthorn, phragmites, purple loosestrife and Japanese knotweed. However invasive species can also be insects (emerald ash borer, gypsy moth), molluscs (banded mystery snail, zebra mussel), fish (goldfish), crustaceans (rusty crayfish) and many other types of wildlife.

Healthy landscapes throughout the city will support healthy ecosystems and in turn healthy communities

The City's Healthy Landscapes program is known for helping homeowners tackle gardening and landscaping challenges in the city while also promoting low maintenance and low water use solutions. Developed to support the City's Water Supply Master Plan and implemented through the Water Efficiency Strategy, the program also helps promote the use of native plants, increase local biodiversity and promote sustainable gardening, lessening the demand on municipal water supply. Growing the program to include outreach for institutional, commercial and industrial properties can help facilitate enhancement, restoration and water conservation at a larger scale. It can also assist in building relationships to promote increasing the urban forest canopy, habitat creation, and protecting source water within corporate grounds that are now largely mown monocultures.

Native plant species support native wildlife

The City's Official Plan requires all new development and City managed and maintained areas to use native species for plantings, except in instances where harsh conditions would limit their survival (e.g., street tree plantings). To support

this, park operations staff are moving forward to expand existing plant propagation practices to include native species for City maintenance and operational practices. This also presents an opportunity to build partnerships with other groups and organizations in Guelph that also complete native seed collection and propagation practices.

2.4 Theme: Using conservation land securement to support long term preservation

Land use planning tools, such as the City's Official Plan, are one tool used to support the long-term protection of our natural spaces and biodiversity. Another tool is land securement.

At present roughly 60 percent of the City's natural heritage system is in public ownership by either the City or the Grand River Conservation Authority. Another 12 percent is owned by the Province or the University of Guelph. The remaining 28 percent is in some form of private ownership.

Conservation land securement refers to the legal acquisition of natural heritage features or areas through a range of legal tools and methods to achieve the permanent protection of the lands in perpetuity. Lands that are secured are generally held in public or non-profit ownership with the goal to maintain, protect, restore and enhance the feature and its ecological functions.

Land securement should not be confused with land procurement which is the acquisition of land that may at some point be deemed disposable by the land owner/seller. Furthermore, whether or not lands that are part of the natural heritage system are protected from land use conversion to a non-natural state is independent of ownership but rather relies on processes for land use planning (i.e., application of the Planning Act, official plan and zoning by-law).

Through a coordinated application of land securement tools, it may be possible to secure additional lands within the natural heritage system for the long term. Successes of conservation land securement initiatives require both a willing seller/donor and a willing buyer/recipient, and can also include partnerships with other agencies and levels of government.

Land securement on its own does not address the management of natural areas; however partnerships built through securement exercises can in turn help support the development of management plans for things such as nature reserves, interpretive areas and the incorporation of trails into these spaces where they are compatible and will not have a negative impact on sensitive areas. Management plans for natural spaces can also support our biodiversity in helping address threats as well as enhance and restore biodiversity.

Table 2. Section 2 Actions

Section 2 Natural heritage and biodiversity conservation					
#	Actions	Outcome	Target Dates	Budget Status	Lead Division(s)
2.1 Theme: Understanding and Enhancing our Biodiversity					
7	Produce a status of the Natural Heritage System Report that measures the effectiveness of our natural heritage policies	PS	2020	Allocated	Environmental Planning
8	Create a biodiversity strategy to assist in identifying biodiversity and ecosystem targets, to develop recommendations to protect, maintain, restore and enhance biodiversity (including native pollinator habitats) and to establish key performance indicators that measure effectiveness of policies and guidelines	PS	2022	Required	Environmental Planning
9	Become a "Bee City" in partnership with Pollination Guelph to recognize existing and ongoing projects and partnerships	CO	2018	Not Required	Environmental Planning
10	Update the City's locally significant species lists and create a regular review process supported by a technical review panel of species and taxonomic experts	GS/EMM	2021	Not Required	Environmental Planning
2.2 Theme: Continuous Improvements in Institutional Processes and Practices					
11	Develop a series of ecological technical guidelines and standards to support mitigation and enhancement of the City's Natural Heritage System such as: road ecology guidelines, bird strike guidelines, wildlife sensitive mitigation & construction protocols, trail mitigation and compatibility guidelines, Natural Area offsetting guideline, soil health and management guideline	GS	2019 - 2028	Allocated - future years required	Environmental Planning
12	Develop an Environmental Implementation Report (EIR) guideline to assist with detailed design related development review processes including subdivision and vacant land condominium registration and site plans	GS	Medium term 2022	Not Required	Environmental Planning
13	Create an operations protocol	GS	2019	Not	Infrastructure

	based on the City's existing wildlife refuge practice for stormwater pond clean outs			Required	Engineering
2.3 Theme: Plant and Wildlife Habitat Management in the Urban Setting					
14	Create a comprehensive invasive species management strategy including implementation tools to guide private development, City capital projects and operational procedures	GS	2021	Required	Parks Operations and Forestry and Environmental Planning
15	Develop a healthy landscapes program for institutional, commercial and industrial properties to facilitate enhancement, restoration and water conservation	CO/EMM	Medium Term (2022 – 2025)	Allocated	Water Services
16	Develop a program to support native plant propagation and seed collection to use in City maintenance and operations	EMM/CO	2019	Required	Parks Operations and Forestry
2.4 Theme: Supporting Long-Term Conservation of Natural Heritage Lands					
17	Develop a land securement strategy to consider the application of land securement tools to protect the Natural Heritage System by establishing roles, responsibilities and practices in land conservation	PS	Medium term (2022-2025)	Required	Environmental Planning & Legal, Realty and Risk Services & Parks Planning
Outcomes PS Plans and Strategies GS Guidelines and Standards CO Community Outreach GO Governance and Oversight EMM Environmental Management and Monitoring					

 Priority NHAP Project

Section 3: Data and Information Management

3.1 Theme: Data management and technology can improve efficiencies and knowledge mobilization

The way environmental data is managed will be foundational to the success of the implementation of this action plan. Every year the City commissions environmental studies to support city infrastructure and trail projects. At the same time, the development community completes site-specific environmental studies to support development applications in and around the natural heritage system. While currently much of the information and knowledge from these environmental studies is transferred to only those directly involved in a given project, it should be better leveraged to help improve the collective understanding about ecosystem functions and biodiversity in the city.

New, improved and enhanced data sources, in addition to, existing environmental studies are recommended as part of this action plan (i.e. subwatershed studies, ecological monitoring program, etc.). In addition, technology presents opportunities to crowd source environmental information resulting in an opportunity to incorporate citizen scientist data into natural heritage inventories. The popularity and accessibility of free environmental apps and geospatial websites to collect and share environmental data supports a growing interest in citizen scientist activities.

The City has an opportunity to take advantage of technological trends and leverage available information to reduce redundancy in data management, reduce the level of effort needed for project background research for both the corporation and the development community and optimize the amount of physical space required to store this information. Building on the City's GIS and Open Data strategies it is recommended that data management be improved to better leverage GIS technology and enable the sharing of environmental information more broadly while maintaining data sensitivity needs through the development of an environmental data management system.

Figure 11. Data sources are depicted as sources of nutrients which support products (i.e., subwatershed studies and biodiversity management) represented by the lush tree canopy. Nutrients are taken up through the roots system and up the trunk which represents the data management system.

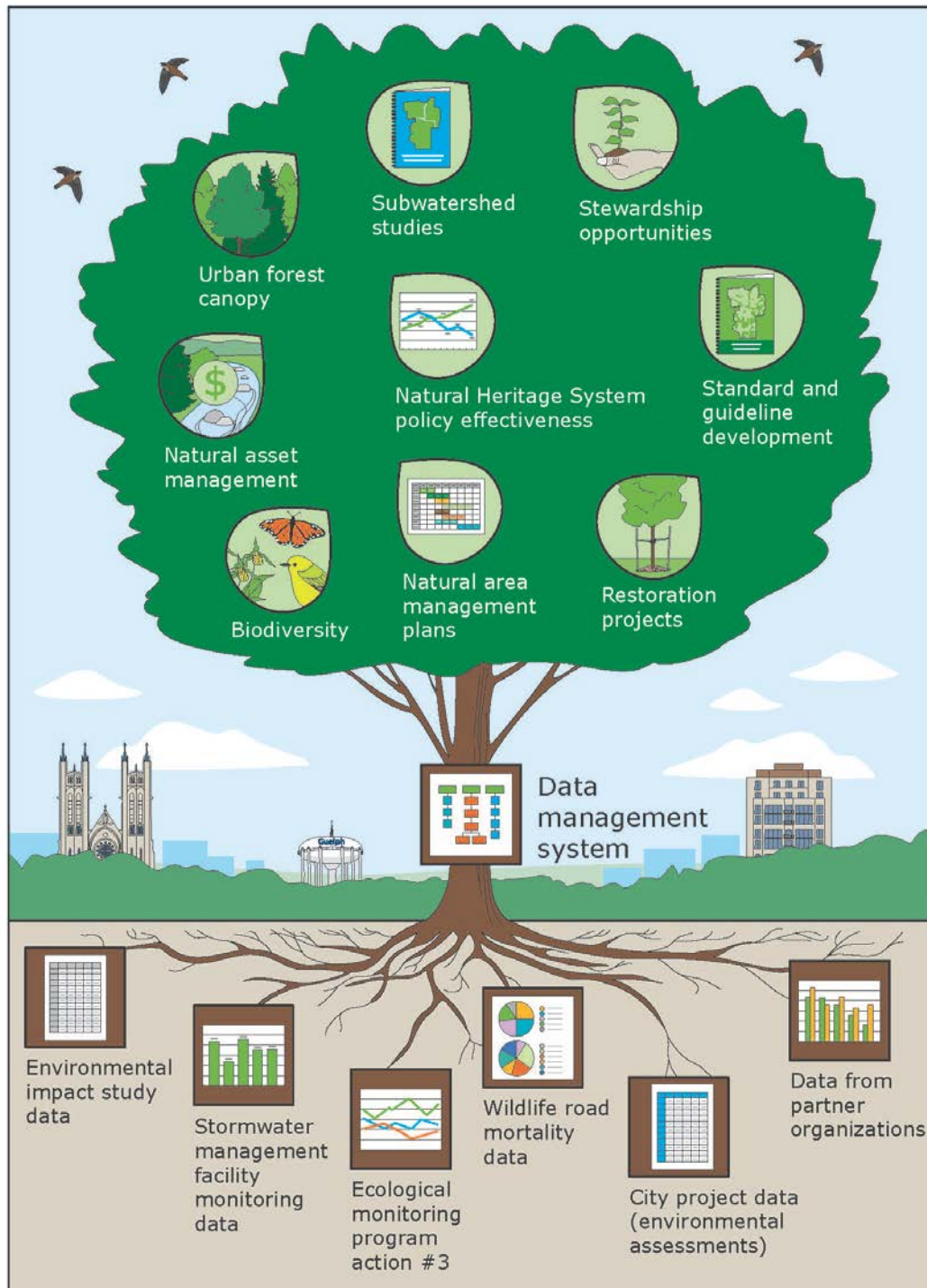



Table 3. Section 3 Actions

Section 3 Data and information management					
#	Actions	Outcome	Target Dates	Budget Status	Lead Division
3.1 Theme: Data management and technology to improve efficiencies and share knowledge					
18	Complete an inventory and examine existing City natural heritage datasets and user processes, understand gaps and user needs, and explore solutions to inform the scope and function of a centralized geospatial natural heritage data management system	GO/EM M	2019	Allocated	Environmental Planning & Information Technology Services
19	Identify opportunities to build partnerships in environmental data exchanges to take advantage of third party information and crowd sourcing opportunities	EMM	Medium term (2022-2025)	Not required	Environmental Planning & Information Technology Services
20	Implement the development of a data management system building on the outcomes and recommendations of Action 18	GO/EM M	2021 - 2022	Required	Environmental Planning & Information Technology Services
Outcomes PS Plans and Strategies GS Guidelines and Standards CO Community Outreach GO Governance and Oversight EMM Environmental Management and Monitoring					
 Priority NHAP Project					

Section 4 Resilience and Restoration Planning

Ecosystem resilience is the capacity of an ecosystem to maintain its ecological function in the face of stressors and disturbances. Resilient ecosystems have the ability to absorb disturbance while continuing to provide ecological goods and services to the surrounding neighbourhoods. Resilient ecosystems are a foundation for building resilient communities. Restoration of natural heritage and water resource systems can increase ecosystem and community resilience to the impacts of urbanization and climate change.

4.1 Theme: Urban ecosystem resilience supports a healthy community

Resilient and healthy ecosystems are able to respond to the pressures of urbanization. Infill and redevelopment are increasing density in established areas, and greenfield developments are accommodating higher densities than ever before. With increased densities, more pressure is placed on the natural heritage system. For example, an increase in impervious area generates more runoff and how we manage increased storm water runoff is crucial to protecting ecosystems. More people and pets also increase pressure on natural areas to provide recreational opportunities which can put stress on native flora and fauna and their ecology. The natural heritage system provides many services to our community, and investment in restoration, monitoring and data management is essential to keep them functioning at a high capacity while also providing appropriate opportunities for recreation.

Climate change adds complexity to the impacts of urbanization

The City recognizes that addressing climate change requires two complementary sets of strategies: mitigation and adaptation. Mitigation involves actions to reduce greenhouse gas emissions and actions to reduce or delay climate change. Guelph's approach to mitigation is embedded throughout the City's Community Energy Initiative (CEI) and throughout the Official Plan which includes policies addressing the natural heritage system, transportation, urban structure, urban design and land use.

In addition to the City's greenhouse gas emissions reduction target to reduce our overall energy use by 50 percent from 2007 levels by 2031, the long-term protection of our natural heritage system from development is a key component of climate change mitigation. The natural heritage system has potential to sequester and temporarily store carbon in trees, vegetation, soil and organic matter. On the flipside, dying and decomposing trees and vegetation release carbon. Natural disturbances such as disease and fire can emit carbon from natural areas. Science-

based management of ecosystems can assist the City in maximizing the benefits of the natural heritage system as a carbon sink.

Climate change adaptation involves actions to minimize vulnerabilities to the impacts of climate change and includes planning and strategic decisions that anticipate changes in temperature, precipitation, severe weather and increased variability in these both globally and locally. Among other issues, climate adaptation is particularly important to infrastructure planning, flood protection, emergency management and planning for secure access to water and food.

The effects of climate change on the natural system are important to consider when planning how the City will adapt to changes in climate norms. We recognize the important role that the natural heritage system plays in enabling climate change adaptation and that watershed planning can be used as a method to achieve both ecological and community resilience. Our natural spaces provide critical services such as attenuating flood water, filtering and absorbing urban runoff, mitigating heat impacts from paved urban spaces, cleaning the air we breathe and providing habitat for range of species.

Climate change can impact hydrologic and ecological functions

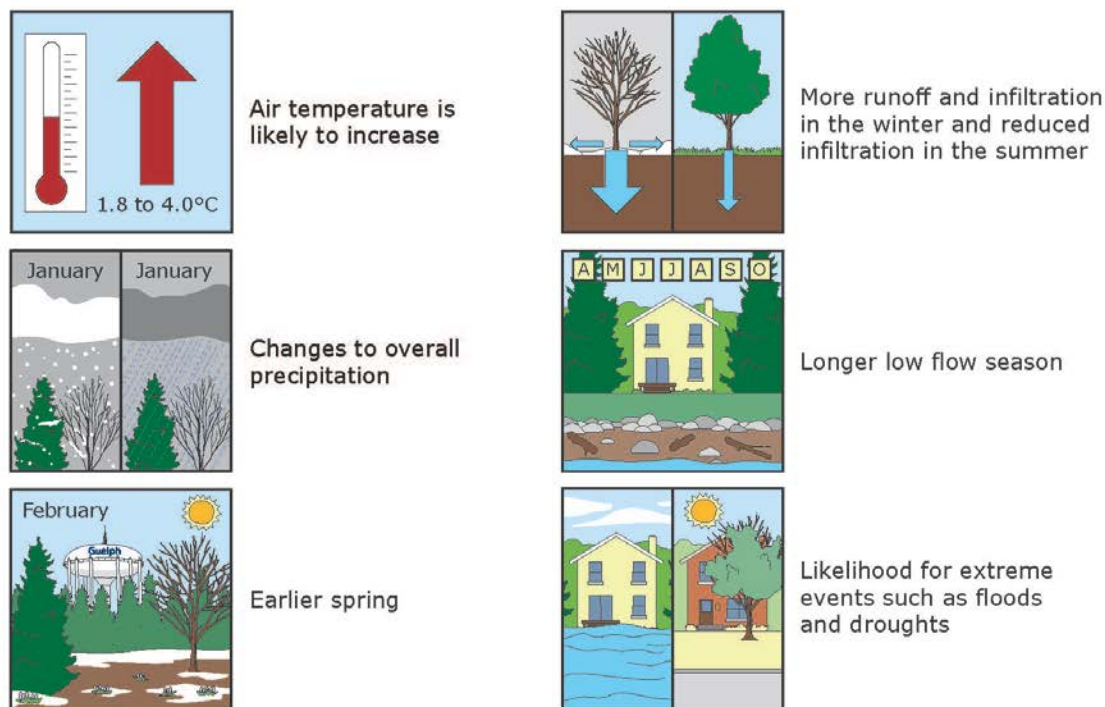
As part of the Grand River Watershed Water Management Plan (2014), the GRCA investigated the hydrologic effects of climate change on the Grand River Watershed. Climate change modelling was done in the Grand River watershed on a regional scale that allowed for weather patterns such as lake effect snow to be considered. The results of the climate change model were input into a hydrologic model to evaluate changes in watershed scale hydrologic processes and stream flow. The following figure illustrates climate change impacts on hydrologic functions as understood through the GRCA's work.

The potential ecological impacts of climate change are complex and largely unknown. The Ministry of Natural Resources and Forestry (MNRF) recognizes the need for increased science, research and knowledge about the ecological impacts of climate change in their 2017-2022 adaptation strategy, Naturally Resilient.

Most climate impact analyses, including those from the GRCA, identify the potential for shifts and changes to hydrologic processes such as an earlier onset of spring and longer low flow periods along with more winter melts and reduced snowpack accumulation. Many of these processes are also ecological cues for fish and wildlife to begin moving to breeding habitats to start reproducing, and as a result species will need to adapt to the changes. It is expected that species ranges will creep north, creating new opportunities for tree and shrub planting (e.g., planting more Carolinian trees) and also introducing new threats (e.g., range of kudzu creeping north). The City's approach to understanding and addressing the effects of climate change on the natural heritage system and water resources must recognize the

gaps in science, research and knowledge while still making the most of opportunities that arise through adaptation planning to increase resilience.

Figure 12. Climate change impacts on hydrologic functions include an increase in air temperature, changes to precipitation patterns that include the potential for more runoff and infiltration in the winter and reduced infiltration in the summer, an earlier spring coupled with a longer low flow season and increased likelihood for extreme events such as floods, drought, wind and ice storms.



A climate change adaptation and resilience plan is being initiated

The City's Climate Change Office is initiating the development and implementation of a Climate Change Adaptation and Resilience Plan (CARP) to help ensure the City can continue to provide services despite extreme weather events and changing climate patterns, and/or can recover rapidly from the same. Ensuring that the ecosystems are resilient to climate change impacts will be an integral piece of this plan by using local climate projections developed through the CARP to assess impacts to the natural heritage system, as well as by identifying the natural environment as an important contribution to adaptation.

The natural heritage system and water resources are part of our green infrastructure

Green infrastructure is a broad term that includes natural assets, as well as landscaped and engineered assets. The inclusion of our natural heritage system and

water resources as part of green infrastructure should be embraced as it will ensure that ecological goods and services that support our community's well-being are available for future generations.

Figure 13. Consistent with the Provincial Policy Statement (2014), green infrastructure means “natural and human made elements that provide ecological and hydrological functions and processes. Green infrastructure can include components such as natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs.”

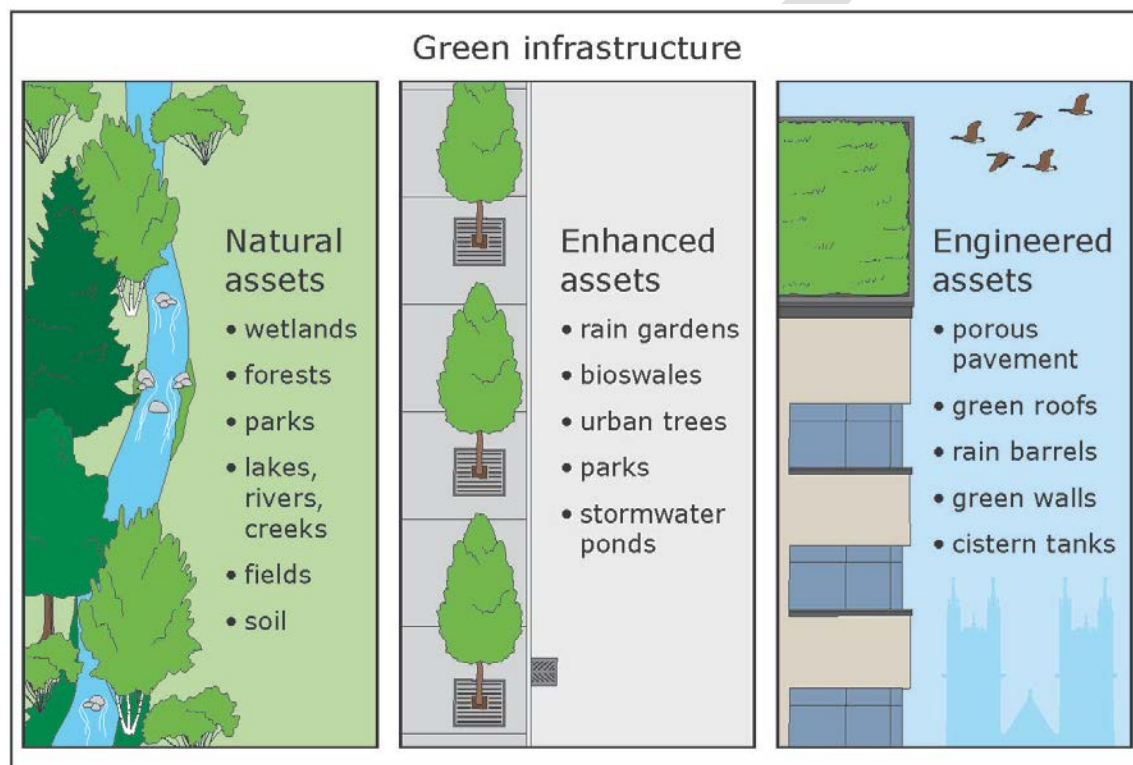
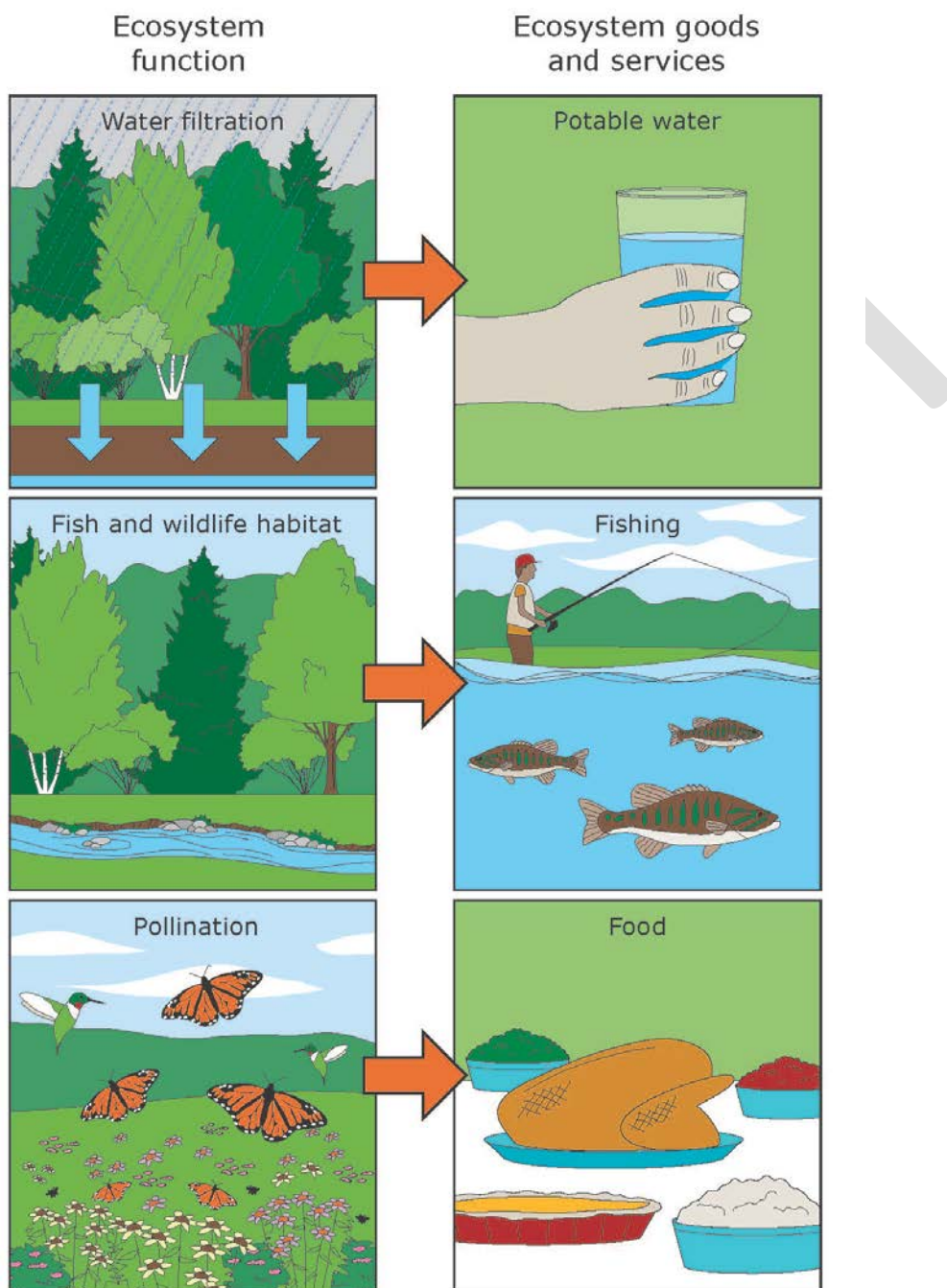


Figure 14. Understanding the relationship between ecosystem functions and ecological goods and services. Any product of an ecosystem function that benefits humans is an ecosystem good or service. Ecological goods are tangible things like drinking water, fish, crops, forestry products and wildlife. Ecological services, like flood protection, water filtration, pollination of plants, recreational opportunities and aesthetics, are intangible and incredibly valuable.



Valuing ecosystem goods and services means accounting for natural assets

The need for a definition for municipal natural assets that differentiates natural asset management from other approaches to municipal infrastructure asset management is recognized. The primary difference is that infrastructure assets are typically defined as engineered structures that provide municipal services such as roads, bridges, water treatment plants and pipes, while natural assets include natural ecosystems like wetlands and woodlands as well as fields and parks.

Natural asset valuation is complex and based on a thorough understanding of ecosystem functions and ecological goods and services. Most ecological goods can only be used or owned by one person, and they are generally easy to value and trade in markets. Ecosystem services cannot be traded in markets or privately owned and they are far more difficult to value in economic terms.

Natural asset management is an emerging concept that can support ecosystem-based decision-making by considering the economic value that natural ecosystems provide the community. Having a well-defined and developed natural asset management approach can assist in justifying investments in the natural heritage system by monetizing the role the natural heritage system plays in regulating climate, providing clean air and buffering the community from natural disasters such as flooding.

The City is well positioned to bring natural assets into the Corporate Asset Management Plan

Guelph defines an asset as “an item, thing or entity that has potential or actual value to an organization”. This definition acknowledges that the value can vary between organizations and their stakeholders, that it can be tangible or intangible and financial or non-financial.

Work needs to be done to ensure supporting information is available to inform the inclusion of the natural heritage system as a natural asset. The next steps would include undertaking an ecosystem service valuation to assign values to ecosystem services provided by various components of our NHS and beginning a natural asset inventory that is inclusive of our ecosystems and that promotes ecosystem restoration as essential infrastructure work. There is a strong interdependency with establishing a city-wide ecological monitoring program along with a supporting data management system as they form the basis for the valuation and inventory work.

4.2 Theme: Restoring Urban Ecosystems to Support Biodiversity

Official Plan policies speak to promoting, supporting and undertaking restoration for things like our river valleys, pollinator habitat, the urban forest, fish habitat and water quality and quantity. They also specifically designate “Restoration Areas” within areas for stormwater management, City parks, GRCA lands and isolated gaps within the natural heritage system.

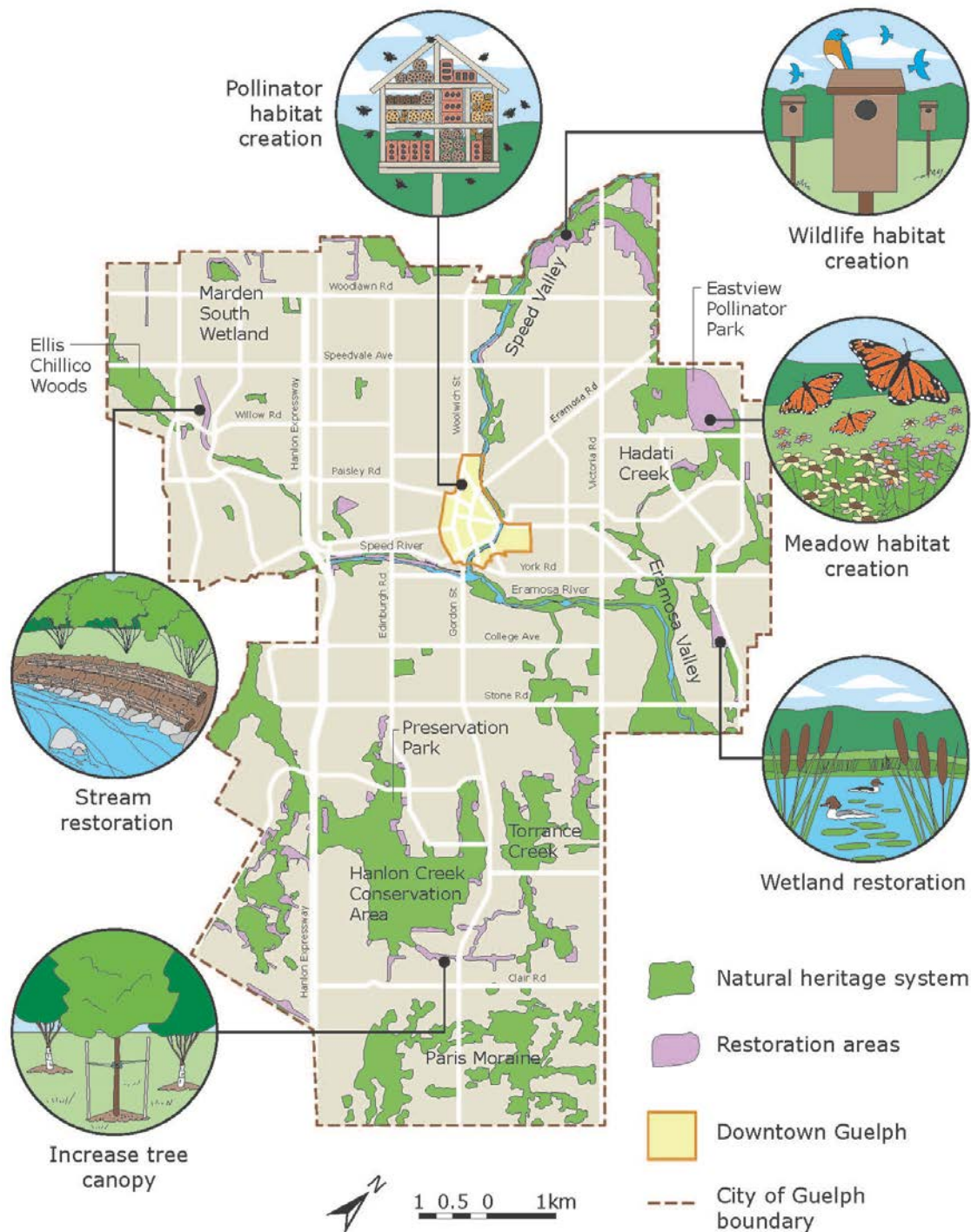
The Official Plan states that restoration means “active management of an area that results in accelerated regeneration and recovery of a desired vegetation community or habitat, typically one that once occurred naturally in the area. This may include the creation or re-creation of wetlands, woodlands or meadows.” This definition supports the Official Plan framework which includes recognition that in addition to restoring and increasing the urban forest canopy cover, there is value in restoring meadow habitats for pollinators, birds and other wildlife to promote ecosystem resilience and support our biodiversity for the long term.

A restoration strategy will assist in identifying threats and targets and setting out criteria for prioritization of restoration sites

In order to effectively restore an ecosystem, there is a need to understand the underlying cause of existing degraded conditions to assist in setting management targets. A restoration strategy will assist with mainstreaming positive management of the natural heritage system and water resources across the corporation to ensure efficient management of resources while leveraging community participation.

Building on the ecological monitoring program, a restoration strategy could identify areas in the city where threats and opportunities exist and help set targets and prioritize restoration efforts with confidence. Flowing from a high level restoration strategy, individual management plans should also be developed for natural areas like the Speed and Eramosa River valleys, Preservation Park and the Torrance Creek swamp, where the City owns or is responsible for the management of these spaces. Developing these plans in a coordinated manner provides opportunities for the community to participate and ensures policy objectives are being achieved by restoring habitat diversity at a City-scale to support local biodiversity.

Figure 4. There are many restoration opportunities in Guelph ranging from planting native vegetation to restoring stream functions that have been previously impaired. These activities also include opportunities for the public to get involved!



Box 10 - There are many benefits from having long term area based restoration and management plans

Area specific restoration and management plans can:

- ensure the site restoration project meets official plan goals and objectives
- be informed by monitoring data to help protect and enhance key habitats for sensitive species and biodiversity hot spots
- balance competing restoration objectives such as promoting meadow habitats and growing our urban forest canopy
- increase ecosystem resilience by restoring underlying ecological and hydrological processes
- contribute positively to neighbourhoods by providing opportunities for nature-based recreation
- facilitate stewardship and community opportunities to participate and support management activities in these spaces

There's more to ecological health than the health of plants and animals

Community members are seeking places where they can go and spend time in nature whether for physical fitness, for social interaction or for health and wellbeing. The public health sector continues to advocate that natural spaces are an essential part of human habitat and that spending time in nature can reduce stress and anxiety and other mental health challenges.

The Guelph Community Foundation and the Guelph and Wellington County Vital Signs report which uses a combination of research and collaborative partnerships to help provide a meaningful, high-level snapshot of strengths and challenges within the community. This is helping improve our understanding about the people who participate in stewardship activities in public parks or natural areas in their communities and their sense of attachment and appreciation for the natural areas where they live. Through community conversations it is also being recognised that there is a desire within the community to have even greater opportunities to appreciate nature and benefit from the corresponding health benefits. In the digital age we live in, it is important to provide opportunities to engage with nature through recreational and stewardship activities that are unplugged and outside. This desire and awareness within the community is also being used to identify priority for the preparation of Guelph's Community Plan.

At the same time, there are areas within the natural environment that are sensitive to disturbances. Particularly, biodiversity hotspots or areas where vulnerable species and functions occur can be threatened by increased noise and light, trampling and introduction of invasive species, disturbance or predation by pets, introduction of pollutants, changes to drainage and soil alteration. In the urban

setting, it is important to balance the needs of the natural environment with the need for public access, trails and recreation.

4.3 Theme: Continuous improvements in institutional processes and practices

Investing in restoration will promote ecosystem resilience, provide community stewardship opportunities and support nature based recreation

Ecosystem resilience is important to support biodiversity and the high quality of life in Guelph and restoration is a means to support and maintain resilience. Every time work is planned and implemented in and around the natural heritage system, restoration is part of the design.

The actions proposed in this plan seek to continue to improve the integration of restoration into projects. The development of Guelph-specific low impact development (LID) standards and refreshing the City's landscaping design principles for stormwater systems will improve the ability to restore important natural hydrologic processes such as infiltration. Similarly, ensuring alignment between City policies and programs as it relates to naturalized gardens throughout the city will assist with restoring habitat for important ecological guilds like pollinators.

During the development of a City-wide restoration strategy, restoration will continue to be part of the City's daily business when supporting development, city and community projects. Nature-based recreation through the development of long-term restoration and management plans that consider appropriate locations and management approaches for access and trails will also continue to be supported and enhanced. Community stewardship projects by individuals and groups that participate in native species plantings and invasive species removal on public lands will continue and will be optimized through streamlining efforts and increasing efficiencies to assist with planning and implementing such projects.

Internal governance will increase the ability to be effective and efficient

At present, the City undertakes restoration activities in an opportunistic, but not coordinated manner. When development projects are implemented or community groups and volunteers are available and express an interest, opportunities are sought to incorporate restoration into projects and communities. Inefficiencies in restoration occur when different service areas pursue opportunities in an uncoordinated fashion.

The establishment of an Ecological Restoration Implementation Committee (ERIC), comprised of representatives from City service areas that have a role in restoration, would be a platform to coordinate efforts and resources as the City moves toward formalizing these processes through a restoration strategy. The implementation committee will discuss different upcoming restoration projects, make connections to

identify and mitigate anticipated issues, find efficiencies and collaborate to take advantage of opportunities. The development of an internal governance group and new guidelines also supports the building partnerships internally and externally, contributing to continuous improvements in how we do business.

This same group would also assist with advancing the preparation of a restoration strategy and the development of restoration and management plans for natural spaces with opportunity for input from the public.

Table 4. Section 4 action table

Section 4 Resilience and restoration planning					
#	Actions	Outcome	Target Date	Budget Status	Lead Division(s)
4.1 Theme: Urban ecosystem resilience to support a healthy community					
21	Develop a climate change adaptation and resilience plan which incorporates natural ecosystems and watershed management to enhance ecosystem resilience	PS	2019	Allocated	Climate Change Office
22	Develop a natural asset inventory, inclusive of the natural heritage and water resource system and the ecological goods and services they provide, to facilitate the integration of green infrastructure into the City's Corporate Asset Management Plan	GS	2020	Required	Asset Management Program
4.2 Theme: Restoring urban ecosystems to support biodiversity					
23	Complete an Ecological Restoration and Management Strategy to examine underlying threats to ecosystem health, define restoration goals, set targets and develop criteria for prioritization to guide restoration and management plans and projects.	PS	Medium Term (2022 – 2025)	Required	Environmental Planning
24	Develop long-term restoration and management plans for City owned/managed natural areas including: Restoration Areas, the Speed and Eramosa River valleys, Preservation Park, Torrance Creek swamp and the Arkell Spring grounds	EMM	Medium Term (2022 – 2025)	Required	Various – project dependant
25	Focus upcoming City-led restoration efforts in areas such as the Silvercreek Stream Corridor (aka. Northwest Channel) and Eastview Pollinator Park and continue to support and collaborate with community stewardship groups on on-going events	EMM	2019-2021	Required	Various – project dependant

4.3 Theme: Continuous Improvements in Institutional Processes and Practices					
26	Develop Guelph specific low impact development (LID) standards for stormwater management to assist development and capital projects in integrating alternative designs for supporting water quality and quantity protection consistent with the MOECC LID companion document to the Stormwater Management Planning and Design Manual	GS	2019	Allocated	Infrastructure Engineering
27	Develop procedures including eligibility criteria for allocating the City's Tree Compensation Funds to support the urban forest and natural heritage system goals and objectives	GS	2019	Not Required	Planning and Urban Design Services, Parks Operations and Forestry
28	Review and update the City's design principles for stormwater management, demarcation and park naturalization policies in the context of the City's current natural heritage, urban forest and parks and recreation objectives	GS	2020	Required	Parks Planning and Infrastructure Engineering
29	Ensure alignment between the City's existing by-laws, policies and programs relating to the creation and maintenance of "naturalized gardens" through a coordinated review	GS	2021	Not required	By-law
30	Prepare green development standards to assist in evaluating the environmental sustainability of development proposals and capital projects through the application of sustainability metrics	GS	Medium Term (2022 – 2025)	Required	Policy Planning and Urban Design
Governance: Establish an internal Ecosystem Restoration Implementation Committee (ERIC) to provide oversight and support the mobilization of City-led restoration projects, obtain advice and public input through council-appointed committees and coordinate stewardship restoration activities		GO	2019	Not Required	Coordinated by Parks Operations and Forestry
Outcomes PS Plans and Strategies GS Guidelines and Standards CO Community Outreach GO Governance and Oversight EMM Environmental Management and Monitoring					

 Priority NHAP Project

Section 5 Fostering Community Support, Raising Awareness & Engagement

Leveraging community participation, input and support to assist with the natural heritage system and water resource management is an essential component of successful action planning.

5.1 Theme: Engagement models for supporting implementation

Council appointed advisory committees are part of the process that the City currently to engage the public and obtain advice from experts who live in the community to feed into and support development applications and City-led projects. They also provide opportunities to network within the community and promote initiatives related to environmental restoration, rehabilitation and enhancement projects including community stewardship, and share the advice received from the community with staff and Council.

Within Ontario many municipalities, including Guelph, use Council appointed committees with environmental mandates to help:

- promote the preservation, conservation, protection and enhancement of the natural environment;
- promote corporate and community sustainability by advising on the implementation of corporate and community sustainability programs and strategies;
- review Planning Act (development) applications with respect to potential environmental impacts, as informed by municipal and provincial policies and provide advice to support the protection, restoration and enhancement of natural heritage system and water resource systems;
- participate in City capital and community projects, including Environmental Assessments to provide input and advice to social, economic and environmental impacts; and,
- undertake and participate in educational initiatives and stewardship activities which raise the profile and understanding of the natural environment.

Understanding Guelph's existing advisory committee framework

At present the City has three Council appointed committees with environmental related mandates: the Water Conservation and Efficiency Public Advisory Committee (WCEPAC); the Environmental Advisory Committee (EAC); and, the River System Advisory Committee (RSAC).

WCEPAC has a mandate which is specifically tied to the review and implementation of the Water Efficiency Strategy. Their mandate is reviewed and updated from time to time by staff in Water Services and is outside the scope of the NHAP.

The Environmental Advisory Committee

City Council established EAC on November 7, 1994 and their first meetings followed in 1995. Originally the committee consisted of 7 members and this was later increased to 9 members.

The existing mandate of EAC is:

- To provide advice to staff and Council with respect to conservation of the natural environment;
- To provide advice on submitted Planning Act applications such as official plan amendments, zoning by-law amendments, draft plan of subdivisions and condominiums, including Environmental Impact Studies (EISs) through early involvement in the development process;
- To provide advice on relevant City studies such as Master Plans, Secondary Plans, updates to the Official Plan, policy documents and any other study referred to committee; and

The River System Advisory Committee

The RSAC was established through the City's River System Management Plan in 1993 and held its first meeting in March of 1995. The committee ran from 1995 through 2004. In 2007 the committee mandate was updated and the committee was re-established.

The existing mandate of RSAC is:

- To provide advice and assistance to staff and Council on issues that impact waterways and adjacent lands within Guelph;
- To provide recommendations on monitoring, implementation and updating of the River System Management Study; monitoring, updating and implementation of subwatershed studies (SWS); planning and implementation of stream restoration not included in SWS;
- To deal with issues, including: land use compatibility in river valleys; stream ecology with emphasis on water quality and quantity; trails and recreational access to streams and valleylands; education and outreach about the river system; and

There is a desire to revisit the existing committee structure

Through the various community outreach and engagement opportunities the City has received feedback and input identifying and supporting a desire to modernize the framework and mandates of EAC and RSAC. This also included input from past and present members of the committees. Some of these ideas include:

- A desire to have greater committee input regarding education, outreach, stewardship and other City projects such as those addressing climate change and sustainable environmental design;

- A need to look at the level of involvement and the types of Planning Act applications being reviewed by the committees;
- Look at ways to make it easier to understand and follow committee procedures and rules, while allowing for integrated discussion and community participation;
- Reduce duplication and overlap within the existing committee structure where projects go to both EAC and RSAC; and
- Look at ways to streamline projects and applications and avoiding the duplication of staff workloads, while still allowing for community engagement
- Look at moving to a single environmental committee and use a subcommittee structure to provide focus on topics (i.e., development, stewardship and outreach, river systems, sustainability, climate change, etc.).
- A need to look at whether the committee format is the best way to engage the community on environmental matters.

A review of the current committee framework is recommended

Based on the feedback to date that the existing EAC or RSAC mandates have not been reviewed in over a decade and other factors such as current staff resources and expertise, through the implementation of the NHAP a review of the current committee system is proposed.

This will allow for an assessment of how best to integrate the Council appointed committee model to support the City's environmental programs moving forward and provide an opportunity to re-examine what the optimal model of community engagement should be and how the council appointed advisory committee model may contribute.

5.2 Theme: Education, Outreach and Stewardship

The presence of nature in cities can be overshadowed by a focus on the built environment. As a groundwater dependent city with a vibrant natural heritage system, Guelph is fortunate to have local appreciation for, and a community that places a sense of value on the natural environment. The natural heritage system supports ecological goods and services that we all benefit from like clean air to breathe, clean water to drink, quiet places for refuge, the pursuit of hobbies and relaxation, as well as supporting the propagation of plants and food.

The long term health of these systems will be directly and indirectly the result of the decisions and actions taken by City staff and Council, residents, developers, businesses and others – meaning that the protection, enhancement and restoration of natural spaces is in everyone's best interest.

The City of Guelph provides support to a number of existing community members and groups that participate in regular and ongoing stewardship, education and outreach events in parks and on public properties such as the annual clean and green event, community gardens and annual tree and wildflower planting events . Depending on staff capacity and the nature of the activity, this support may include

leading or assisting in coordinating events, providing operational resources or providing financial donations. In addition, Guelph also benefits from a wide variety of community organized and lead events such as: the 2Rivers Festival; the annual Pollination Symposium hosted by Pollination Guelph; Nature in the City events hosted by Nature Guelph; GRCA events held at Guelph Lake; and tree planting/naturalization events led by Trees for Guelph and Ontario Public Interest Research Group.

Existing community support within Guelph presents an opportunity to work with existing partners, expand to include new ones, and to continue to find new ways and opportunities to educate, collaborate and participate in community activities to celebrate the natural environment in Guelph.

Community feedback received through the NHAP and additional outreach conducted by the City's community stewardship coordinator indicated a number of opportunities for improvement within existing stewardship and community outreach programs:

- The lack of a centralized point of contact creates difficulty in developing and growing an efficient network of local volunteers to assist with ongoing maintenance and upkeep of stewardship projects such as watering, mulching and weeding plantings over time. The City should help develop and support a local stewardship network to facilitate and support community projects through providing networking opportunities and resources like water, mulch, tools, training, etc.;
- Identification of new areas for community projects and coordination of current volunteer actions on City-owned sites is challenging. The City should develop streamlined processes to obtain permissions to make projects happen on City-owned/maintained natural spaces and parks with residents and community groups and increase efficiencies in communicating what other groups are doing, to increase coordination and collaboration between projects.
- There are knowledge gaps within the community and requests for additional support for educational activities. The City should develop education programs for citizens including programming that would help community members interested in taking ownership of natural spaces through stewardship activities.

In response to this feedback and building upon the Ecological Restoration Implementation Committee proposed in Section 4, a combination of actions focused on education, outreach and stewardship have been developed. These actions will help bridge existing gaps, improve programs moving forward and increase community awareness and participation in environmental programs and events.

Community participation in the stewardship of natural spaces will increase success

Promoting local involvement in the natural environment is one way to help connect people to natural spaces and provide opportunities to learn and share in these experiences. It also encourages members of the community to take ownership of public spaces and become more involved thereby building support for naturalization and natural area management efforts that the city may undertake throughout the city.

Improving the capacity for coordination of stewardship events also enables opportunities to improve communication with the community to let them know about events and encourage their participation.

One tool being recommended to support this is the creation of a Guelph adopt-a-space program. Adopt-a-space programs already exist in a number of other municipalities and provide a great opportunity to help coordinate community involvement in neighbourhoods across Guelph. These types of programs focus on park and natural spaces that can be “adopted” by organizations, businesses, or community groups who then become stewards of the spaces and organize community enhancement events, such as:

- Invasive species removal;
- Garbage clean-up events;
- Establishing and maintaining pollinator gardens/naturalization plantings;
- Planting, mulching & watering trees and plants;
- Bird/Bat/Bee house installation and maintenance;
- Gathering of native plants/seeds and propagation;
- Trail maintenance (i.e., boardwalks, etc.); and
- Installation of educational/community signage.

The City would establish agreements between the adopting group/stewards to clarify roles, responsibilities, types of events and activities, etc. The City's role would be to identify stewardship opportunities, help coordinate a program and provide some level of training and resources for participants to establish and grow the program.

Modernizing the City's environmental handbook

In 2000, EAC recommended that the City develop an environmental handbook to provide a consistent environmental outreach tool for residents. For example, homeowners in Guelph receive an environmental handbook upon purchase of a new home.

In 2001, City staff developed the first version of the EnviroGuide which included information about environmental stewardship, trees and landscaping, water, energy, conservation and rebates, waste management, transportation and air quality. The purpose of the guide was to help mitigate development-related impacts on the environment through education and outreach tools. The goal of the EnviroGuide was to help persuade behavioural changes based on communicating the impacts certain actions have on the natural environment.

The EnviroGuide has been reviewed and updated several times, and the development community reimburses the City for the publication costs of the document as residential developments are registered.

In 2016, staff commenced a review of the EnviroGuide as content in the guide was becoming dated. Staff identified interest and support in moving to an online platform and away from a hardcopy guideline. Based on this, staff are currently working to improve the City's existing web-based resources to create an online EnviroGuide portal through the City's website. The success of an online EnviroGuide moving forward will need continued support to grow, expand and coordinate the information showcased through the portal.

Promoting education of the natural environment through community events

As recognized through the EnviroGuide, education is one of the best and most effective ways to influence and change behaviours within the community to help support environmental sustainability and biodiversity. Education within the community also helps:

- Promote the responsible and sustainable use of natural resources including the conservation of resources such as water, minerals and wood by using them efficiently and recycling when appropriate, as well as protecting wildlife habitats around people's homes and businesses;
- Expand the appreciation and awareness of natural ecosystems, species and communities that surround us and form the City's biodiversity and identify activities that can help support them; and,
- Maintain environmental compliance by promoting awareness of the policies and by-laws that are in place to help ensure environmental protection and public safety.

Environmental education tools and programs are meant to help target various age ranges, interested groups and community members as well as help respond to specific issues or challenges we face as a City. This includes looking to create education tools and opportunities for: elementary school and high school aged youth; broader community events for residents, families, businesses and


community groups; and targeted tools to help respond to specific issues (such as reducing wildlife road mortality, invasive species awareness, etc.).

Recognising and celebrating local accomplishments and environmental leadership

Finally, in order to help the City recognize, learn, improve and celebrate accomplishments it is important that we also recognize local accomplishments and environmental leadership. An eco-awards program is proposed and will enable the City to recognize and celebrate achievements in areas such as environmental and sustainable design, restoration, community stewardship and environmental leadership. This could include using an independent jury, including awards as part of another existing program (e.g., Mayor's Awards or State of the City Address), partner with another community award program, or holding an awards ceremony.

Table 5. Section 5 Actions

Section 5 Fostering community support, raising awareness & engagement					
#	Actions	Outcome	Target Dates	Budget Status	Lead Division
5.1 Theme: Engagement models for supporting implementation					
31	Review the current mandates of the Environmental Advisory Committee and River Systems Advisory Committee	GO/CO	2019	Not Required	Policy Planning and Urban Design
5.2 Theme: Education, Outreach and Stewardship					
32	Establish an adopt-a-space program to formalize and facilitate community and neighbourhood based engagement and stewardship of natural spaces	CO	2019	Required	Park Operations: Trails and Natural Areas Stewardship
33	Continue to grow and improve the City's EnviroGuide as a web based platform to raise awareness about the City's natural spaces and programs	CO	2018-2020	Allocated	Environmental Planning & Communications
34	Develop a Nature Education Program that includes methods to build on and expand City-led education and outreach initiatives that promote awareness of ecosystem health including signage, interactive online tools/maps, resident letters, nature walks, and pop up events, etc.	CO	Medium Term (2022 – 2025)	Required	Park Operations: Trails and Natural Areas Stewardship & Environmental Planning
35	Explore the development of an urban ecology speaker series for the public in partnership with local organizations and academic institutions	CO	Long Term (2026 – 2029)	Required	Environmental Planning

36	Explore the development of educational programs with local partners including: <ul style="list-style-type: none"> • A kit regarding urban wildlife and ecology for primary schools in partnership with local organizations and school boards • A voluntary stewardship program for high school students to participate in City stewardship and environmental management • A conservation day camp focussed on outdoor environmental education 	CO	2021 - 2022	Required	Park Operations: Trails and Natural Areas Stewardship
37	Develop a wildlife collision awareness and reduction campaign in partnership with groups such as the Guelph Humane Society and Guelph Police Service	CO	Medium Term (2022 – 2025)	Required	Park Operations: Trails and Natural Areas Stewardship and Environmental Planning
38	Develop an eco-awards program to showcase local environmental projects and leadership	CO	Medium Term (2022 – 2025)	Required	Environmental Planning
<p>Outcomes</p> <p>PS Plans and Strategies</p> <p>GS Guidelines and Standards</p> <p>CO Community Outreach</p> <p>GO Governance and Oversight</p> <p>EMM Environmental Management and Monitoring</p> <p> Priority NHAP Project</p>					

Priorities: A summary of Priority Actions

This section summarizes the priority actions from the previous sections. It is recommended that these actions be initiated in the next two to three years. Some of these actions will have implications for the City's operating and capital budgets, while many will have little financial impact or have already been allocated for. Staff will report to Council on progress made, actions completed, changes to the plan and initiatives planned for each upcoming year. Monitoring and updating the actions is critical for maintaining relevancy and successful implementation.

Table 6. Summary of priority actions

Summary of Priority Actions					
#	Actions	Outcome	Target Date	Budget Status	Lead Division(s)
Section 1 Watershed planning to manage growth and infrastructure					
1.1 Theme: Supporting Growth through Watershed Planning					
1	Undertake a background review and gap analysis of existing subwatershed studies, subwatershed boundary refinement and supplemental stream characterization, to support the framework for undertaking and prioritizing the update or creation of new subwatershed studies with partner agencies.	EMM	2020	Not Required	Watershed Working Group
1.2 Theme: Environmental Monitoring to Support Science-Based Decision Making					
3	Launch a City-wide Ecological Monitoring Program which establishes protocols to assess and monitor a suite of biodiversity and ecosystem indicators at three spatial scales: species, community and landscape.	EMM	2020	Not Required	Environmental Planning
5	Enhance and expand the stormwater management monitoring program to assist in improving the City's hydraulic performance of stormwater management facilities and downstream health of receiving watercourses	EMM	2019-2021	Allocated	Infrastructure Engineering
Section 2 Natural heritage and biodiversity conservation					
2.1 Theme: Understanding and Enhancing Biodiversity					
7	Produce a status of the Natural Heritage System Report that measures the effectiveness of natural heritage policies	PS	2020	Required	Environmental Planning

8	Create a biodiversity strategy to assist in identifying biodiversity and ecosystem targets, to develop recommendations to protect, maintain, restore and enhance biodiversity (including native pollinator habitats) and to establish key performance indicators that measure effectiveness of policies and guidelines	PS	2022	Required	Environmental Planning
10	Update the City's locally significant species lists and create a regular review process supported by a technical review panel of species and taxonomic experts	GS/EMM	2021	Not Required	Environmental Planning

2.2 Theme: Continuous Improvements in Institutional Processes and Practices

11	Develop a series of ecological technical guidelines and standards to support mitigation and enhancement of the City's Natural Heritage System such as: road ecology guidelines, bird strike guidelines, wildlife sensitive mitigation & construction protocols, trail mitigation and compatibility guidelines, Natural Area offsetting guideline, soil health and management guideline	GS	2019 - 2028	Allocated – future years required	Environmental Planning
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2.3 Theme: Plant and Wildlife Habitat Management in the Urban Setting

14	Create a comprehensive invasive species management strategy including implementation tools to guide private development, City capital projects and operational procedures	GS	2021	Required	Parks Operations and Forestry and Environmental Planning
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Section 3 Data and information management

3.1 Theme: Data Management and Technology to Improve Efficiencies and Share Knowledge

18	Complete an inventory and examine existing City natural heritage datasets and user processes, understand gaps and user needs, and explore solutions to inform the scope and function of a centralized geospatial natural heritage data management system	GO/EM M	2019	Allocated	Environmental Planning & Information Technology Services
20	Implement the development of a data management system building on the outcomes and recommendations of Action 18	GO/EM M	2021 - 2022	Required	Environmental Planning & Information Technology Services

Section 4 Resilience and restoration planning					
4.1 Theme: Urban ecosystem resilience to support a healthy community					
22	Develop a natural asset inventory, inclusive of the natural heritage and water resource system and the ecological goods and services they provide, to facilitate the integration of green infrastructure into the City's Corporate Asset Management Plan	GS	2020	Required	Asset Management Program
4.2 Theme: Restoring urban ecosystems to support biodiversity					
25	Focus upcoming City-led restoration efforts in areas such as the Silvercreek Stream Corridor (aka. Northwest Channel) and Eastview Pollinator Park and continue to support and collaborate with community stewardship groups on on-going events	EMM	2018-2021	Required	Various – project dependant
4.3 Theme: Continuous Improvements in Institutional Processes and Practices					
26	Develop Guelph specific low impact development (LID) standards for stormwater management to assist development and capital projects in integrating alternative designs for supporting water quality and quantity protection consistent with the MOECC LID companion document to the Stormwater Management Planning and Design Manual	GS	2019-2022	Allocated	Infrastructure Engineering
Section 5 Fostering community support, raising awareness & engagement					
5.1 Theme: Engagement models for supporting implementation					
31	Review the current mandates of the Environmental Advisory Committee and River Systems Advisory Committee	GO/CO	2019	Not Required	Policy Planning and Urban Design
5.2 Theme: Education, Outreach and Stewardship					
32	Establish an adopt-a-space program to formalize and facilitate community and neighbourhood based engagement and stewardship of natural spaces	CO	2019	Required	Park Operations: Trails and Natural Areas Stewardship
33	Continue to grow and improve the City's EnviroGuide as a web based platform to raise awareness about the City's natural spaces and programs	CO	2018-2020	Allocated	Environmental Planning & Communications
Outcomes					
PS Plans and Strategies		<div></div> Priority NHAP Project			

GS Guidelines and Standards
CO Community Outreach
GO Governance and Oversight
EMM Environmental Management
and Monitoring

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Conclusion: Looking forward to what the NHAP will bring

The preparation of the draft NHAP has followed an integrated process in an effort to drive transformative changes that support an inclusive and dynamic implementation approach that includes projects led and implemented across the organization and from within the community. The result is a robust and forward thinking implementation framework which will achieve the Official Plan objectives and policies regarding the natural heritage system and watershed planning.

Utilizing the watershed and subwatershed as a basis for land use planning is important for protecting the quantity and quality of water and will support the ability to accommodate growth and plan for infrastructure needs sustainably. Employing a City-wide monitoring program will further enable us to make decisions using a science-based approach and will also help us understand, appreciate and measure successes, opportunities and challenges as they relate to natural heritage, restoration and biodiversity conservation.

Through these achievements, we will better recognize how Guelph depends on its urban ecosystem resilience to support its healthy community as it grows into a more compact City, and adapts to unprecedented changes to climate patterns. Human adaptation to these stressors, trends, and patterns will depend on the ability to protect, restore, and enhance the urban ecosystems to support biodiversity, increase ecological resilience, and to help create a healthy culture and society that values biodiversity and green infrastructure.

The long term health of ecosystems, and the success of actions, will be directly and indirectly the result of the decisions and actions taken by City staff, Council, residents, developers and others – meaning that the protection, enhancement and restoration of natural spaces is in everyone's best interest. Fostering community support, raising awareness and increased efforts to focus on education, outreach and stewardship opportunities will promote a culture of conservation and stewardship and will directly benefit the community's health and wellbeing.

The investments made through the implementation of this plan will continue to set Guelph apart as a municipal leader in natural heritage protection and watershed planning. A healthy and resilient natural heritage system and water resources will continue to support biodiversity, economic viability and a high quality of life for the community.

Attachment 3

NHAP - Interdepartmental Team

Staff	Department
Arun Hindupur, Jim Hall, Mary Angelo Terry Gayman	Infrastructure, Development & Environmental Engineering
Jennifer Juste , Benita van Miltenburg	Transportation Services
Alex Chapman	Climate Change Office
Luke Jefferson, Tiffany Brule	Open Space Planning
Martin Nuemann, Timea Filer, Dave Beaton, Samantha Dupre	Park Operations and Forestry
Emily Stahl, Heather Yates, Karen McKeown	Water Services
Tim Robertson	Wastewater Services
Chris DeVriendt, Michael Witmer,	Development Planning
Greg Bernardi	Legal Realty & Risk Management - Realty Services
Sanjay Saxena, Chris Sambol	Information Technology Services
David Wiedrick, Randy Berg	Operations-Bylaw Compliance

Information Report



Service Area Infrastructure, Development and Enterprise Services

Date Friday, June 8, 2018

Subject **South End Community Centre - Update**

Report Number IDE-2018-103

Executive Summary

Purpose of Report

To provide Council with information regarding the status of the detail design project of the South End Community Centre (SECC).

Key Findings

MacLennan Jaunkalns Miller Architects (MJMA) was named as the successful bidder for the SECC detail design work in late November 2017.

Various staff and departments , including members of the Energy, Water, and Climate Change Committee (EWACC), have been consulted on a variety of components of this facility to achieve the overall goal of moving this project through to detail design to be tender ready.

Community stakeholders have been involved and/or consulted, and have provided valuable feedback to this project, including the Wellington Catholic District School Board, major facility users, Guelph Wellington Seniors Association, University of Guelph, and Union Gas.

The proposed 15,000 square-metre community centre will feature the following: a twin pad arena, aquatic complex consisting of a 25 metre eight lane lap pool and teaching pool, double gymnasium, multi-use program and meeting space, an indoor walking track, warm up area for facility participants, administration and operational space.

The facility will also be designed to meet the Canada Green Building Council's Leadership in Energy and Environmental Design® (LEED) standard.

This is a Tier 1 capital project being managed by the Facilities Management Department in accordance with the organization's Project Management Office processes for the management of the Corporations complex capital projects.

Financial Implications

The budget for detail design approved in 2017 is \$3.6 million. Currently, the consulting team is finalizing the conceptual design and Class D estimates for construction.

A Class D estimate will provide an accuracy of +/- 30 per cent. This conceptual design will be further refined throughout 2018 and into 2019 to provide a final design which can be used for the tendering process. Final costing will include a Class A estimate, +/- 10%, which will be brought back to Council for approval in Q1 of 2019.

This facility has been identified as potentially being eligible for grant funding, and staff are actively pursuing federal and provincial governments and our local utility providers for funds to decrease the cost for design and construction of this facility.

Report

In 2014, a detailed recreation South End facility needs assessment and feasibility study was completed, confirming that a new multi-use recreation facility remains a priority for the City of Guelph in general and for this geographic area specifically. Approximately one-quarter of Guelph residents live in the city's south end, an area that has seen steady residential and commercial growth since the early 2000s. This trend is expected to continue as the secondary plan for the Clair-Maltby area – the last unplanned 520 hectares of greenfield land in Guelph – moves forward. It is expected that at least 15,000 people will call the Clair-Maltby area home when it is fully built out.

Council report CSS-PR-1423 endorsed the recommended size, scope, and location of the South End Community Centre (SECC) which is to be built on existing City-owned lands immediately south of Bishop Macdonell Catholic High School on Poppy Drive. The approved site is adjacent to a City-owned community park, and in close proximity to a well-travelled public transit route.

In late November 2017, MacLennan Jaunkalns Miller Architects (MJMA) was named as the successful bidder for the SECC detail design work. The project team has been actively working through all phases of the program to meet the milestones established and to present a rendering of the facility.

Internal and external stakeholders have been consulted at various points over the last several months to provide input to the design of the facility. As this is a Tier 1 Capital project, the process of managing the consultant and coordinating meetings with internal stakeholders is being done through the Facilities Management Department. Various staff and departments, including members of the Energy, Water, and Climate Change Committee (EWACC), have been consulted on a variety of components of this facility to achieve the overall goal of moving this project through to detail design to be tender ready.

Community stakeholders have been involved and/or consulted and have provided valuable feedback to this project, which include the Wellington Catholic District School Board, major facility users, Guelph Wellington Seniors Association, University of Guelph, Union Gas and City staff.

The proposed 15,000 square-metre community centre will feature the following: a twin pad arena, aquatic complex consisting of a 25 metre eight lane lap pool and teaching pool, double gymnasium, multi-use program and meeting space, an indoor walking track, warm up area for facility participants, administration and operational space.

The facility will also be designed to meet the Canada Green Building Council's Leadership in Energy and Environmental Design® (LEED) standard. Utility incentive programs, such as the High Performance New Construction (Guelph Hydro) and Commercial Savings by Design (Union Gas) programs, are also being utilized to support energy management efforts in the design process.

A significant amount of time has been spent to ensure this facility will exceed Ontario Building Code energy efficiency requirements and employ best practices from our water conservation program. Green buildings create a healthier indoor environment for occupants through better indoor air quality, less harmful products, and more natural daylight. They also reduce waste, conserve energy, decrease water consumption, and drive innovation. All of this can positively affect the bottom line and boost productivity.

Guelph's fast-growing south end is intensifying the need for a multi-use community centre – a facility that will be designed and programmed to address immediate and future community needs as well as city-wide needs. The Parks and Recreation Department strives to provide spaces that contribute to a connected, resilient, and healthy community. Recreational infrastructure strengthens our community and builds a better quality of life. It further serves as a visitor destination, contributing to the local economy.

The community centre in Guelph's south end will house programming that will:

- improve access to recreational and municipal services in an underserved area of the city;
- enhance the physical and mental health of its patrons of all ages;
- provide flexibility to accommodate city-wide needs of changing social demographics among youth and older adults; and
- contribute to provincial healthcare cost savings.

These and more evidence-based benefits of municipal recreation and parks services are well documented. Overall, access to recreation facilities is a vital contributor to community well-being (Use of Benefits of Local Government Recreation and Parks Service: An Ontario Perspective/2009 Parks and Recreation Ontario).

Financial Implications

The budget for detail design approved in the 2017 Capital Budget was \$3.6 million. The consulting team led by MJMA is finalizing the conceptual design and Class D, +/- 30%, cost estimates for facility construction. The conceptual design will be developed into tender ready documents with a Class A, +/- 10%, estimate that will be presented to Council for consideration as part of the 2019 capital budget.

At this time staff are developing an estimated operating budget which will be presented to Council during the 2019 capital budget process, to be included in future operating budgets as required.

This facility has been identified as potentially being eligible for grant funding, and staff are actively pursuing federal and provincial governments and our local utility providers for funds to decrease the cost for design and construction of this facility.

Consultations

Facility Management Department
Finance Department
Parks and Recreation Department
Corporate Communications

Corporate Administrative Plan

Overarching Goals

Service Excellence
Financial Stability
Innovation

Service Area Operational Work Plans

Our Resources - A solid foundation for a growing city
Our People- Building a great community together
Our Services - Municipal services that make lives better.

Attachments

ATT-1 South End Community Centre Facility Renderings

Departmental Approval

Facility Management Department
Finance Department
Parks and Recreation Department

Report Author

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GUELPH SOUTH END COMMUNITY CENTRE

GUELPH SOUTH END COMMUNITY CENTRE

BIRD'S EYE VIEW FROM NORTH



ARTIST'S INTERPRETATION

GUELPH SOUTH END COMMUNITY CENTRE

MAIN ENTRANCE VIEW FROM EAST



ARTIST'S INTERPRETATION

GUELPH SOUTH END COMMUNITY CENTRE

ENTRANCE VIEW



ARTIST'S INTERPRETATION

GUELPH SOUTH END COMMUNITY CENTRE

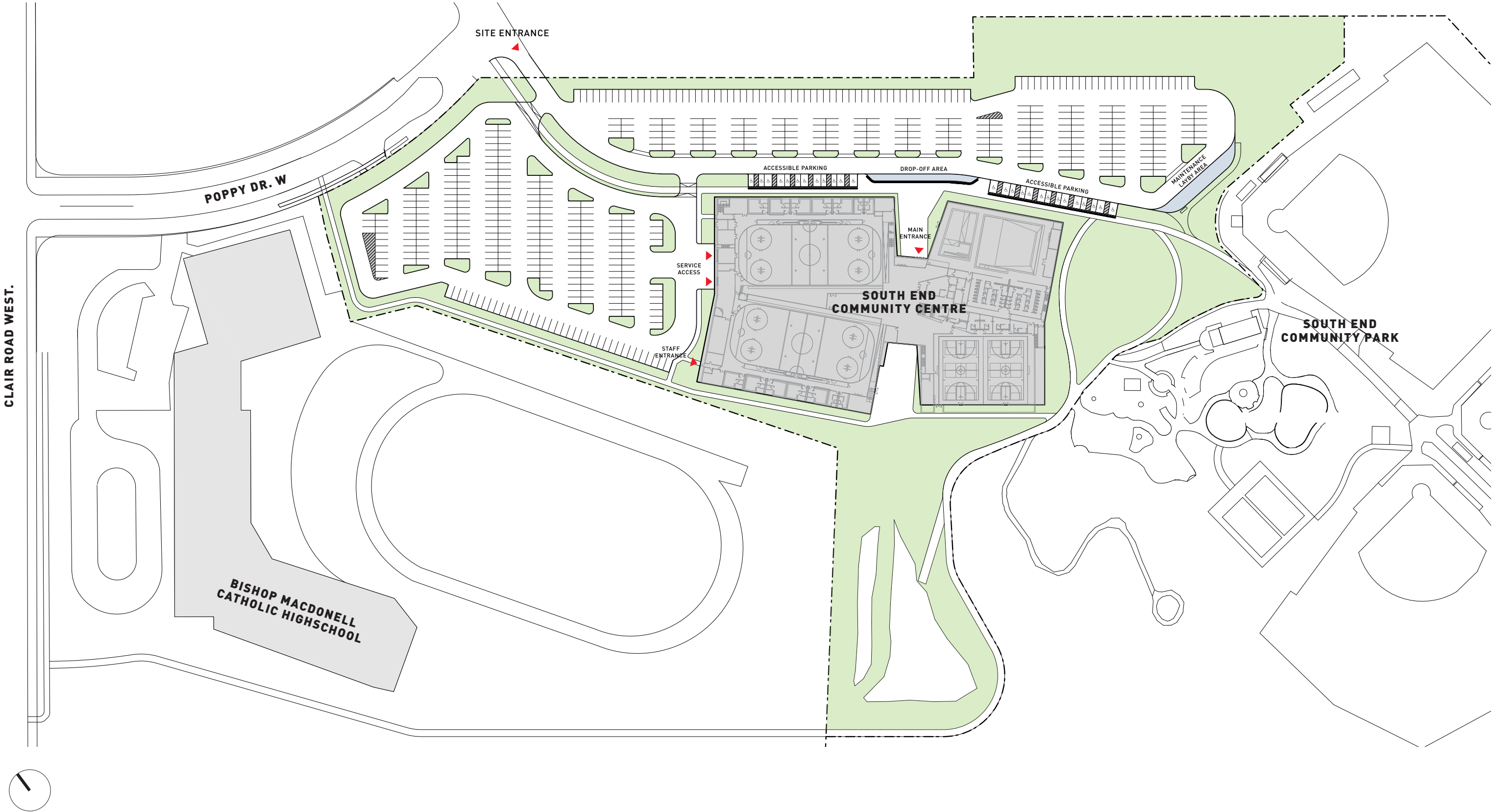
UPPER LEVEL VIEW TO MAIN LOBBY SPACE



ARTIST'S INTERPRETATION

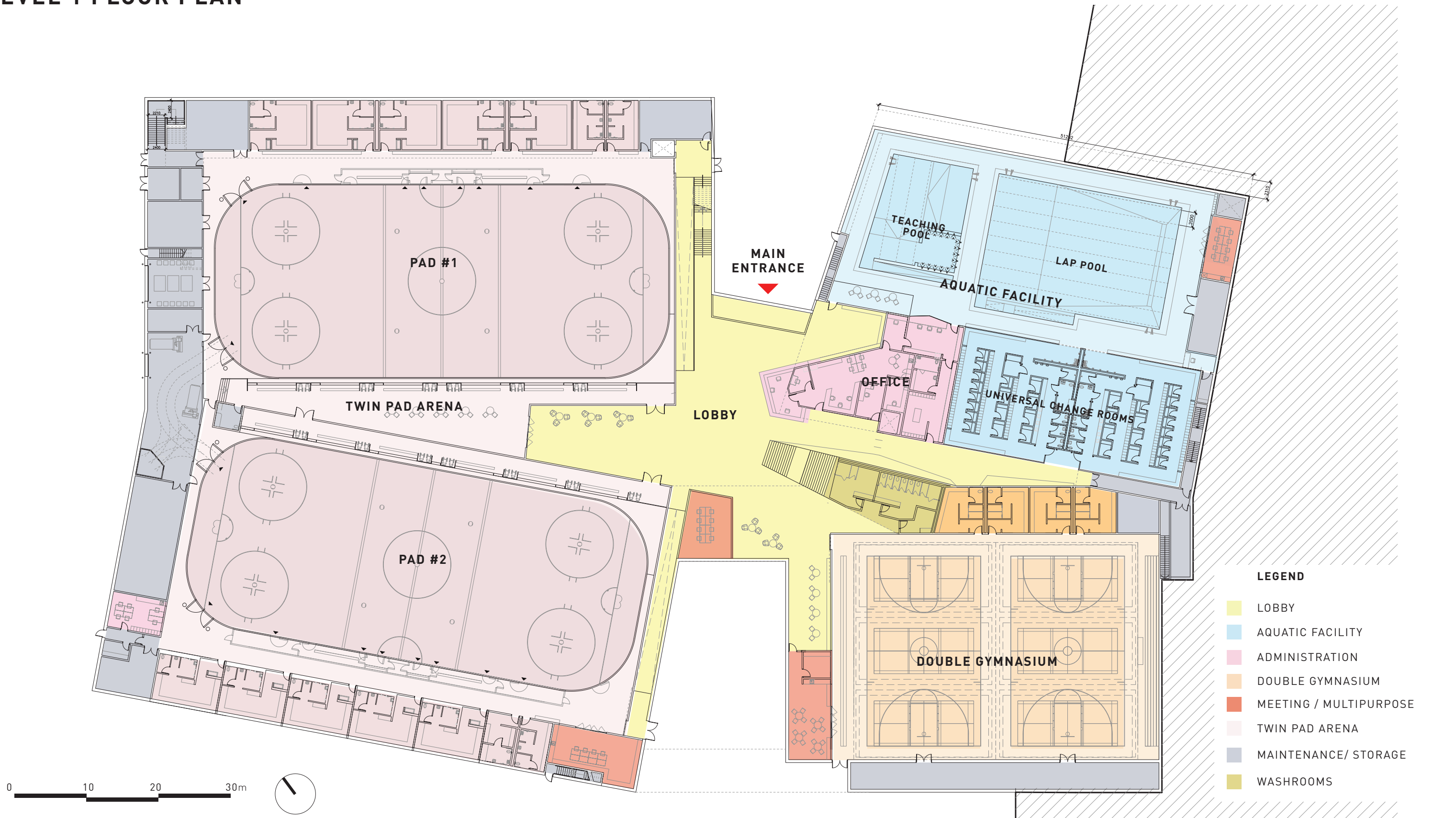
GUELPH SOUTH END COMMUNITY CENTRE

SITE PLAN



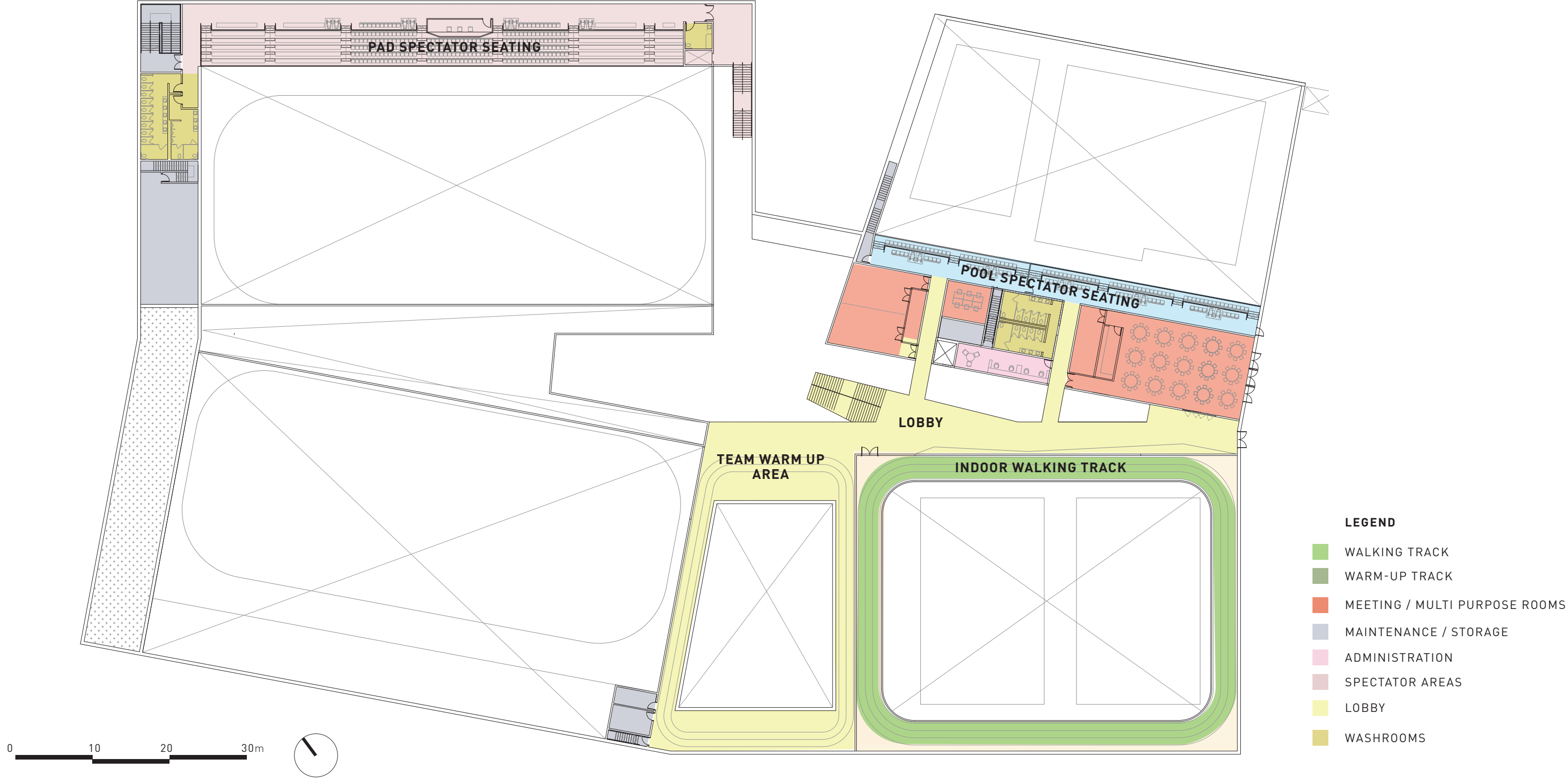
GUELPH SOUTH END COMMUNITY CENTRE

LEVEL 1 FLOOR PLAN



GUELPH SOUTH END COMMUNITY CENTRE

LEVEL 2 FLOOR PLAN



Staff Report



To **Committee of the Whole**

Service Area Corporate Services

Date Tuesday, July 3, 2018

Subject **First 2018 Tri-annual Capital Variance Report**

Report Number CS-2018-23

Recommendation

That report CS-2018-23 First Tri-annual Capital Variance Report, dated July 3, 2018, be received.

Executive Summary

Purpose of Report

This report provides a summary of the 2018 capital spending to date at April 30, 2018 compared to the approved budget, and highlights significant capital project activity and milestones. This report also serves to notify of any deviations from the approved capital plan.

Key Findings

On an annual basis, the City approves the Capital Budget which is the City's plan to take care of what it owns and plan for future growth. The 2018 Capital Budget focused on infrastructure renewal to ensure the community's health and safety, and to meet legislative requirements while balancing affordability for our citizens and businesses was the primary goal of the City's Capital Budget. Council approved a 2018 Capital Budget of \$90.3 million and as of April 30, 2018 approved an additional \$3.2 million through special motions and/or receipt of additional funding.

This report reflects the 2018 spending as of April 30, 2018 totalling \$11.4 million; a decrease in spending over the same period in 2017 by \$5.2 million. This is mainly due to the Victoria Road Recreation Centre (VRRC) being active during this period in 2017.

Below is the capital activity for 2018, all numbers in thousands.
Details are provided in ATT-1.

2017 Carry-over budget	\$166,394
2018 Capital Budget, approved	\$90,308
2018 Additional approved funding	<u>\$ 3,241</u>

Total available capital funding for 2018	\$259,943
As of April 30, 2018:	
2018 Capital spending	(\$11,331)
Open purchase orders	<u>(\$77,276)</u>
Current approved uncommitted budget	\$171,336

Financial Implications

Ongoing monitoring of capital spending ensures that projects are delivered as intended and that any financial impacts are addressed proactively.

Report

Budget carried over from 2017 was \$166.4 million; this differs from the year-end report due to a change in accounting policy relating to approved capital budget for certain land acquisition. The City no longer discloses this in stand-alone capital projects in order to maintain a competitive position in the market. Instead, commitments will be carried against the City's available debt capacity or within the reserve fund schedules.

Council approved a \$90.3 million Capital Budget in November 2017; as well the following additions have been made since that time, in thousands:

Solid Waste – front load garbage packer	\$278
Approved December 6, 2017 as part of Operating Budget	
Main Library – plan and design development	\$1,900
Approved February 13, 2018 by Council	
Guelph Innovation District (GID) – Expression of Interest (EOI)	\$902
Approved February 27, 2018 by Council	
Municipal Innovation Exchange - five year total - \$1,987	\$141
Approved March 9, 2018 via delegated authority	
Kiwanis - donation for sports fields	<u>\$20</u>
Received April 12, 2018	
Total	\$3,241

This provides a total available 2018 Capital Budget of \$259.9 million.

Spending of \$11.3 million occurred within the first four months of the year which is \$5.2 million less than the same period last year, due mainly to the VRRC being under construction at this time in 2017.

Outstanding purchase order (PO) commitments total \$77.3 million as of April 30, 2018 \$18.7 million higher than the same point in 2017. Most significant is the PO for the construction of the Wilson Parkade.

Capital activity is typically higher in the second half of the year, with outdoor work beginning once the weather improves. This is the expected course of spending for 2018.

As noted in the 2017 Year-end Capital Variance Report, this report follows the program of work format that will be used during the 2019 budget and beyond. This format is based on further refinement of the programs to achieve a fully service-oriented structure with the reporting of the Corporate Asset Management Plan (CAMP).

Each program section provides a summary of available funding, spending year-to-date and outstanding commitments in the purchasing system. They also include summaries regarding key projects and issues. Any significant differences from the approved capital budget are included.

Program of Work Summaries

Contaminated Sites

The main focus is to manage the City's contaminated site liabilities from an engineering perspective. The benefits to managing these sites include: investing in our assets to prepare them for potential divestiture or redevelopment, working towards revitalizing neighborhoods, reducing the City's liability for contaminated sites, protecting the City's groundwater, managing public health/safety, and compliance with the Ministry of the Environment and Climate Change (MOECC).

Carry forward budget (2017 year-end)	\$3,062
2018 approved budget	\$2,645
2018 budget adjustments	\$ 0
Total available funding for 2018	\$5,707

As of April 30, 2018	
2018 spending	(\$ 179)
Open POs	(\$1,826)
Current uncommitted approved budget	\$3,702

Work continues at 45 Municipal Street on the removal of the existing fueling system, remediation of contaminated soil and installation of a new system meeting all current environmental regulations. This work is expected to be completed by the end of 2018.

Development of a Remedial Action Plan is underway for 200 Beverley Street (former IMICO site) and is expected to be completed in third quarter (Q3) 2018. This plan will dictate the work plan starting in the fall and into 2019.

Request For Proposal (RFP) for work to remediate existing conditions at Goldie Mill Park, closed in May, with work expected to be completed over the summer and fall of 2018.

The first phase of work required to prepare the Baker Street parking lot site for future development is expected to begin in the fall of 2018 and will support the Downtown Secondary Plan implementation.

There are no projects currently at risk of budget overage. Timing of work related to contaminated sites is difficult to predict due to the unknown nature of exact site conditions. At this time no delays are expected.

Corporate Projects

Focused on ensuring the overall administrative operations of the Corporation are able to effectively deliver service and guidance to the City's service delivery areas. Providing corporate standards and consistency in these areas ensures that citizens experience a consistent look and feel in their interactions with the Corporation.

Carry forward budget (2017 year-end)	\$13,254
2018 approved budget	\$ 7,672
2018 budget adjustments	<u>\$ 1,043</u>
Total available funding for 2018	\$21,969

As of April 30, 2018	
2018 spending	(\$1,963)
Open POs	<u>(\$5,281)</u>
Current uncommitted approved budget	\$14,725

Additional funding was approved subsequent to the approval of the 2018 Capital Budget to support the management of the GID EOI process in conjunction with the Province and developers. Further, the City was awarded an OntarioBuys Grant for a Municipal Innovation Exchange project in April of approximately \$2 million, \$141,000 of which is budgeted for 2018. This initiative, which is a partnership with Barrie and London, is focused on developing more innovative procurement practices in the municipal sector.

The Information Technology Department is focused on completing the City's Corporate Technology Plan through the implementation of the JDE Purchasing Module (JDE) and the connection between Oracle Work Asset Management system and JDE, which are the last two phases of the Enterprise Asset Management implementation project. In addition they are addressing key issues around security, software standardization, enhanced mobility and the on-going focus of infrastructure lifecycle management.

The Corporate Asset Management division continues to work to enhance the City's CAMP through continued development of data and tools. Significant work has progressed on the development of Level of Service measures which will enable the City to understand how asset conditions relate to service levels across the

organization, including impacts of various funding levels over the next 20 plus years.

No projects are forecasted to be over budget within this program. Increased spending on facilities and vehicle lifecycle related projects are expected through the rest of the year.

Emergency Services

This program ensures that our Emergency Service providers have the vehicles, equipment and facilities required to effectively deliver critical community services. This means that their assets are in working and reliable condition and are replaced at the right time. Projects in this program are directed by industry best practice and service-specific legislation.

Carry forward budget (2017 year-end)	\$16,268
2018 approved budget	\$3,524
2018 budget adjustments	\$ 0
Total available funding for 2018	\$19,792

As of April 30, 2018	
2018 spending	(\$2,517)
Open POs	(\$9,914)
Current uncommitted approved budget	\$ 7,361

The most significant project within this program is the Guelph Police Services (GPS) Headquarter (HQ) renovation. This project is being managed through the City's Tier-1 process, which requires more rigorous public reporting that can be found on the City's webpage here:

<http://guelph.ca/living/construction-projects/guelph-police-headquarters-renovation/>

Spending year-to-date has been focused on lifecycle of existing equipment for Fire Services and GPS. Paramedic Services have issued a PO for the replacement of three ambulances, which are expected to arrive over the summer.

Further, Fire Services issued a PO for the replacement of a fire pumper in May and delivery is expected in late July 2018. Cost pressures on this replacement required diligent work to develop a strategy that allowed for the replacement of the pumper within budget; this was done through negotiations with the successful bidder.

GPS continues to work at replacing and upgrading their IT infrastructure in conjunction with the renovations currently underway at HQ to ensure a modern

system that allows officers to have critical information and tools available when needed.

No projects are forecasted to be over budget within this program. Continued spending on equipment and vehicle lifecycle related projects is expected through the rest of the year.

Open Spaces, Recreation, Culture & Library

Parks and open spaces play a critical role in providing Guelph residents and visitors options to support their quality of life, health and well-being. Social, cultural and recreational infrastructure is a key indicator for quality of life and serves as visitor destinations – driving the local economy.

Carry forward budget (2017 year-end)	\$15,628
2018 approved budget	\$ 7,905
2018 budget adjustments	<u>\$ 1,920</u>
Total available funding for 2018	\$25,453

As of April 30, 2018	
2018 spending	(\$1,684)
Open POs	<u>(\$4,726)</u>
Current uncommitted approved budget	\$19,043

This program contains the South End Community Centre project which is currently being managed under the City's Tier-1 capital process and as a result, additional information can be found here:

https://guelph.ca/wp-content/uploads/info_items_060818.pdf#

Also included in this program is the design of the new Main Library which was approved by Council on February 13, 2018 for \$1.9 million. This funding will be used to develop a preliminary design in conjunction with the Baker District work currently underway. Once a development partner is identified, the design will help to inform the overall development of the site.

Parks Planning has begun the annual playground equipment replacement program. Typically 5-13 playgrounds are replaced annually with new updated equipment and 18 are planned for 2018. Delays on trails development due to partnership agreements are being addressed and may result in the deferral of some trails until a future year. Any decisions will be communicated through future capital variance reports and/or the 2019 budget.

A one-time donation of \$20,000 was received from Kiwanis in March of 2018 to support sports field renovations throughout the City.

The City's management and response for the Emerald Ash Borer (EAB) threat requires that funding be maintained in order to respond in a timely manner to any potential infestation. Currently the program is working well and trees are being removed and replaced in a proactive manner.

No projects are forecasted to be over budget within this program. Continued spending on equipment and amenity lifecycle related projects is expected through the rest of the year.

Solid Waste Services

The program provides for continued customer service, growth, site compliance and maintenance of critical infrastructure required to maintain diversion of waste from landfill. It minimizes landfill disposal costs while reducing the environmental footprint of waste management operations in the City.

Carry forward budget (2017 year-end)	\$1,540
2018 approved budget	\$3,720
2018 budget adjustments	<u>\$ 278</u>
Total available funding for 2018	\$5,538

As of April 30, 2018	
2018 spending	(\$ 50)
Open POs	<u>(\$ 563)</u>
Current uncommitted approved budget	\$4,925

Additional budget was approved as part of the 2018 Operating Budget for enhanced multi-residential waste collection including the upgrading of a new waste packer to a front-load vehicle type. Tendering was completed in late April, and the PO was issued in early May. Delivery is expected in the beginning of 2019.

The asphalt replacement at Dunlop Drive was tendered in April, coming in under budget. The PO was issued in May with work planned to be completed over the summer.

Corporate Asset Management is overseeing an exhaustive inventory and condition assessment of the equipment and facilities at the Dunlop Drive site. This work will inform capital planning for the next 25 plus years, starting with the 2020 capital budget process.

Upgrades to the software system at the scale is under way and expected to be completed in 2018. Work to improve the scales is expected to be tendered in early 2019.

No projects are forecasted to be over budget within this program. Continued spending on equipment and facility lifecycle related projects is expected through the rest of the year.

Stormwater Services

The program of work involves constructing, operating, maintaining and improving the City's existing Stormwater Management (SWM) infrastructure for the purpose of providing flood and erosion control, water quality treatment and environmental protection. The benefits of managing these assets include: improving Stormwater runoff quality (protecting the health of our streams and rivers), mitigating flooding in extreme weather (reducing property damage and/or risk to human life), maintaining SWM facility assets to function as designed and in some cases comply with regulations set by the MOECC.

Carry forward budget (2017 year-end)	\$ 8,755
2018 approved budget	\$ 3,991
2018 budget adjustments	<u>\$ 0</u>
Total available funding for 2018	\$12,746

As of April 30, 2018	
2018 spending	(\$ 263)
Open POs	<u>(\$ 1,291)</u>
Current uncommitted approved budget	\$11,192

The zoning approval for the snow disposal facility located west of the Wastewater Treatment Plant has been delayed, but is expected to start construction in Q3 of 2018. Planned completion of this project is mid-2019, allowing operation to occur in the 2019/2020 winter season.

The City received funding for stormwater pond rehabilitation work through the Clean Water and Wastewater Fund (CWWF) program supported by both the federal (50 per cent) and provincial (25 per cent) governments. The planned ponds have been completed and there is a balance of funding available. Due to a long list of ponds requiring similar work, the province and federal governments have approved the addition of these ponds to the scope of work. The City intends to continue the work until the funds are exhausted.

Significant study work on the stormwater system was completed in 2017, this work is impacting the development of plans to renew and upgrade the specific asset groups within the system. Various work is currently being developed for tendering purposes and significant work is expected to commence in Q3 2018.

No projects are currently forecasted to go over budget. The only project facing measurable delays is the snow disposal facility, which, is proceeding after successful negotiations with the impacted parties.

Transportation Services

This program of work captures the network of services and assets that enable the flow of people and goods throughout the City, including: Guelph Transit, Parking, Traffic Management and Road & Right of Way. The program provides for the rehabilitation, renewal, replacement and development of assets ranging from busses and bus shelters to traffic signals and road surfaces.

Carry forward budget (2017 year-end)	\$46,115
2018 approved budget	\$21,209
2018 budget adjustments	\$ 0
Total available funding for 2018	\$67,324
As of April 30, 2018	
2018 spending	(\$ 2,499)
Open POs	(\$30,328)
Current uncommitted approved budget	\$34,497

This program includes the Wilson Parkade and Norfolk Street Bridge Tier-1 project. Additional information can be found here:

<http://guelph.ca/living/construction-projects/wilson-street-reconstruction-and-parkade/>

Transit replaced a number of mobility buses funded through the Public Transit Infrastructure Fund (PTIF) early in 2018, bringing the total conventional buses replaced to 24 and mobility buses to nine. This renewal has significantly improved the reliability and service level of these critical assets. Additional Transit operational vehicles and equipment are on order, which will allow for the improved ability to maintain the fleet and service.

A new fare box system is currently being procured for all Transit vehicles which will allow for enhanced ridership statistical data while improving customer service. Installation is expected in 2019.

Also under the PTIF umbrella is work to upgrade traffic signals throughout the City which is under way and is expected to be completed by the end of 2018.

The Niska Road Bailey Bridge was successfully removed in March and work is currently underway on the road with bridge work expected to begin in the fall. This project will see the construction of a two-lane bridge to replace the former single lane bridge, which was no longer structurally sound. The road leading to the bridge will also be upgraded to the appropriate standard.

The replacement of the City's streetlights with energy efficient LED lights is currently in the procurement process and expected to be awarded shortly. Work is expected to take 12 to 18 months to complete.

Significant planning of major road works took place over the first four months of 2018 and that has led to a number of projects currently in the tendering process. Tendering for Arthur Trunk Sewer Phase 4 is currently taking place and the annual asphalt program was awarded in May. It is expected that additional projects will be awarded before summer and construction will commence at that time.

No projects are expected to go over budget or face measurable delays.

Wastewater Services

Staff continue to focus on the maintenance of critical infrastructure to avoid the risk of non-compliance and the higher costs of unplanned maintenance. Further benefits of this program include: optimizing and increasing capacities of existing systems, reducing infiltration, protecting the natural environment, enhancing asset management, and ensuring wastewater can be conveyed in a manner to satisfy capacity requirements for the City's Wastewater Treatment Plant.

Carry forward budget (2017 year-end)	\$22,499
2018 approved budget	\$13,115
2018 budget adjustments	<u>\$ 0</u>
Total available funding for 2018	\$35,614

As of April 30, 2018	
2018 spending	(\$603)
Open POs	<u>(\$4,859)</u>
Current uncommitted approved budget	\$30,152

Construction continued on the York Trunk Sewer across the City, including the award of a tender earlier this year for the section from Waterworks Place to Victoria Street. This multi-year project will provide the east side of the City with capacity for the Guelph Innovation District development once completed.

Significant design work is being completed related to linear systems and plant equipment renewal; work will commence over the balance of the year with a major portion continuing into 2019. Included is siphon rehabilitation, plant generators, digester cleaning and gas proofing.

The Corporate Asset Management division is completing a condition assessment of the Wastewater Treatment Plant; this will lead to a comprehensive picture of the current condition of the plant and the required renewal over the next 25 years.

Consultation with the MOECC continues regarding the rerating of the current plant capacity. A successful outcome in this regard will see the plant continue to meet

growth demands without the requirement to expand in the near future. This would provide significant long-term cost savings to residents and businesses.

No projects are currently forecasted to be over budget. Delays in execution of projects are still a concern and resourcing is being addressed to increase project delivery capacity. Council should see an improvement in project initiation and completion throughout the balance of the year.

Water Services

By proactively creating additional supply and renewing our existing systems, the City is focused on ensuring a safe and reliable source of water for existing customers and to meet the needs of growth.

Carry forward budget (2017 year-end)	\$39,271
2018 approved budget	\$26,528
2018 budget adjustments	<u>\$ 0</u>
Total available funding for 2018	\$65,799
As of April 30, 2018	
2018 spending	(\$1,573)
Open POs	<u>(\$18,487)</u>
Current uncommitted approved budget	\$45,739

Construction continues on the Paisley feeder main to the west portion of the city; Phase 1 is currently under construction with Phase 2 awaiting developer demand and Ministry of Transportation approvals. Once completed, this multi-year project will provide the west side of the City with redundant water supply and growth capacity.

Construction of the new Burke Well Treatment Facility is under way with the arrival and installation of treatment equipment. The project is expected to be completed on schedule this fall, providing residents in the area with clear, odor-free water.

The procurement of work to upgrade Verney Tower has been initiated. This will see recoating of the inside of the tower, painting of the exterior and upgrading of pumping and mechanical systems to ensure the continued operation of this key piece of infrastructure.

Based on the Water facilities asset management plan, development of plans to renew the FM Woods Facility is currently underway. These include the accommodation of staff currently located in portable trailers.

Replacement of water pipes in conjunction with road reconstruction projects along Bristol Street, Metcalfe Street and York Road is progressing on schedule.

No projects are currently forecasted to be over budget within this program. Strategies to address project initiation delays have been implemented to ensure projects continue to progress, including temporary project managers for large projects.

Financial Implications

No specific financial implications from this report. Key to the successful management of capital projects is ongoing monitoring and reporting to ensure projects are completed within budget, on time and deliver expected outcomes.

Consultations

Corporate Management Team

Corporate Administrative Plan

Overarching Goals

Financial Stability

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Our Resources - A solid foundation for a growing city

Our People - Building a great community together

Attachments

ATT-1 Capital Spending as at April 30, 2018

Report Author

Greg Clark, CPA,CMA

Manager, Financial Strategy and Long-term Planning



Approved By

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GM Finance & City Treasurer

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Deputy CAO

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Capital Spending as at April 30, 2018

Program of Work	2018 Available Funding	2018 Actual Spending	April 30, 2018 Balance	Open Purchase Orders	Uncommitted Approved Budget
Contaminated Sites	5,707,013	179,082	5,527,931	1,826,150	3,701,781
Corporate Projects	21,968,577	1,962,887	20,005,690	5,280,784	14,724,906
Emergency Services	19,792,308	2,516,684	17,275,624	9,914,476	7,361,148
Open Spaces, Recreation, Culture & Library	25,453,407	1,684,091	23,769,316	4,725,870	19,043,446
Solid Waste Services	5,537,901	50,150	5,487,751	562,791	4,924,960
Stormwater Management	12,745,934	263,413	12,482,521	1,291,345	11,191,176
Transportation Systems	67,323,749	2,499,040	64,824,709	30,327,879	34,496,830
Wastewater Services	35,614,691	602,731	35,011,960	4,859,399	30,152,560
Water Services	65,799,659	1,573,135	64,226,524	18,487,020	45,739,504
Total	259,943,239	11,331,213	248,612,026	77,275,715	171,336,311

Staff Report



To **Committee of the Whole**

Service Area Corporate Services

Date Tuesday, July 3, 2018

Subject **Multi-year Budget Process**

Report Number CS-2018-34

Recommendation

1. That the City adopts a four-year multi-year budgeting process for both the operating and capital budgets commencing with the 2020 budget.
2. That staff develop the required multi-year budgeting policies for Council approval in early 2019.

Executive Summary

Purpose of Report

To provide the results of the engagement sessions held with the Mayor and Councillors to discuss multi-year budgeting and the 2019 budget process.

Key Findings

Senior Finance staff and the Deputy Chief Administrative Officer, Corporate Services met with 11 members of Council in May and June to discuss multi-year budgeting and the 2019 budget process. Through these sessions, staff received Councillor feedback on the proposed shift to multi-year budgeting. Generally, the Councillors were supportive of the move to multi-year budgeting although some concerns were raised and discussed, which are highlighted and addressed in this report.

Staff continues to recommend moving to a multi-year budgeting process as it is a powerful financial tool for tying long-term community plans, master plans, reserves, debt, the Corporate Administrative Plan, and Council's shared agenda into one realistic projection for the future, while providing the taxpayers/residents with greater certainty about the future direction of property taxes and the timing of Council initiatives. Staff recommends Council approving the first four year budget cycle for 2020-2023 in the first quarter of 2020 which will allow Council time to provide direction to staff on Council priority initiatives for the term of Council.

Financial Implications

There are no financial implications resulting from this report. Overall a strategic and efficient budget process results in efficient use of staff and Council resources.

Report

Multi-year budgeting

Under legislation in Ontario, municipalities can approve multi-year budgets. The Municipal Act requires that if a multi-year budget is passed by Council, it be reaffirmed in each year. A multi-year budget cycle is typically three or four years and is viewed as a better way for municipal governments to plan and allocate resources. The benefits of multi-year budgeting include:

- Align long-term goals and objectives with long-term funding plans;
 - May assist in increasing the City of Guelph's credit rating from AA+ to AAA:
 - Generally bond rating agencies look positively on multi-year budgets as this demonstrates a government's commitment to addressing its long-range financial issues and concerns;
 - Will enable the City to provide the County of Wellington forecasted operating data for shared services; their current practice is to release 10 year long-range operating forecasts;
- Greater certainty is provided to taxpayers/residents about the future direction of taxes and the timing of Council initiatives;
- Fully integrated and transparent linkage of the operating impacts from capital projects;
- Improved accountability and transparency over spending plan changes;
- Prioritization of routine projects alongside high-profile projects;
- Cost effectiveness, as future approved funding can allow multi-year contracts; and
- Significant administrative efficiencies which results in greater value-added work in non-budget years.

Through the engagement sessions with Councillors the following general themes were discussed and dialogue is summarized below:

A. Staff/Council efficiencies or cost savings

Council was looking for defined cost savings from implementing a multi-year budget. The efficiency achieved from multi-year budgeting results in incremental capacity in years two, three, and four at various levels of the organization and across many business units. The capacity results in greater value-added work in non-budget years. Greater value-added work includes implementing Internal Audit and Service Review recommendations and finding more efficient ways to do business. In addition, some requests for new staff can be deferred as work plan priority projects can be integrated into existing staff resources. The City of Waterloo (lower-tier municipality)

estimates that collectively there are over 10,000 hours saved during a four-year Council term as a result of multi-year budgeting.

The City of Guelph initiated a 2018 budget time-tracking project with the assistance of an external partner agency, and found that the budget consumes upwards of 15,000 hours annually. It is difficult to predict how many of these hours would be eliminated over the four year cycle but there is most certainly opportunity for efficiencies in years two, three and four of the budget.

B. Emerging issues or changes in direction

Council will have the ability to respond to emerging issues or changes in direction by approving a Multiple Year Budget Policy to guide budget development. This policy will provide parameters and flexibility for addressing material changes should they arise between budget cycles and would outline when an amendment to the budget is required. This provides Council the flexibility to adjust plans and budgets as economic and political circumstances change. The policy will also outline a procedure for staff to make net zero budget adjustments between budget cycles to more accurately align the budget.

Council would not lose their ability to respond to changes as many significant issues are currently addressed through the year and then reaffirmed through the annual budget. This would not change. Recent examples include Transit Route 3 reinstatement, approval of the new Main Library design funding, or approval of reserve funding to off-set known budget variances.

C. Council Oversight and Control

Concern was expressed by some members of Council that by moving to multiple year budgeting they may lose some control and oversight. Council's control will actually increase as there will be a stronger link between master plans, service reviews, policy decisions and the financial implications of those plans and the multi-year budget. The budget process would follow the current practice except instead of Council being presented with a single year budget to be approved annually; they would be presented with a four-year budget to approve.

Council would deliberate on the four-year budget in the first of the four years. As required by the Municipal Act, Council would then annually reaffirm the budget that is already approved. The AMCTO released a research paper on the benefits of forecasting and further states "Multi-year budgeting can incentivize Councillors to do away with short-term political goals in favour of longer-term objectives. Multi-year budgeting can lead to prudent strategizing and wise decision making even though the ultimate political rewards may only be experienced down the road and beyond the current electoral cycle."

D. Readiness of new Council to approve the four-year budget

Concern was expressed that if there was significant Council turnover that the newly formed Council may not be in a position to approve a four-year budget one year after being inaugurated. A key responsibility of Council under the Municipal Act is to maintain the financial integrity of the municipality. Those running for Mayor or Councillor should be aware of this very important role and understand the importance of ensuring they are prepared for this fiduciary responsibility. Staff prepares an extensive training schedule for the incoming Council which would further assist Council in attaining a comprehensive understanding of City operations and confidence in decision making.

An alternative that was discussed was to wait until year two of a Council term to approve a four-year budget. Consensus among Councillors was that they do not believe that this will provide a responsive-enough government for most citizens.

E. New Council reaffirming previous Council's budget

Councillors had discussion around the politics of being inaugurated and reaffirming the previous Council's budget. The general conclusion of the discussion was that even though Councillors may have campaigned on being elected to make change, the practical ability to effect this change in the first two or three months of their term is limited.

This is due to a number of reasons including the backlog of City business that requires attention after the election break, the limited time for budget education sessions and significant amount of other training that new Councillors must learn. The most significant reason though, is that the new Council has not yet approved a Strategic Plan or Council Agenda. Good governance means that the budget is a reflection of Council-approved strategies and plans and this sequencing is important.

The majority of the Councillors engaged noted that reaffirming one year of the previous Council's multi-year budget (in January to March of the year following inauguration in December) was reasonable as they focus on developing a Strategic Plan that will guide the next four-year budget.

F. Budget process for year two, three, and four In year two, three, and four of the multi-year budget, Council will receive a report asking them to reaffirm the previously approved budget. The purpose of the report would be to:

- 1) Re-adopt the operating and capital budget for the relevant budget year;
- 2) Remind Council of the multi-year budget methodology; and
- 3) Remind Council of the four-year budget highlights.

If there was a significant financial change, or significant change in priorities then the budget would be opened and Council would be presented with a

summary of recommendations from staff to approve an amended budget. The recommendations would be limited to key strategic amendments.

The City of Waterloo implemented a three-year budget approval in 2008 and since that time has opened the budget to make a material change four times. Three times (2010, 2013, and 2014) due to a change in the Municipal Price Index which resulted in a reduction of the property tax increase, and the fourth time was in 2018 due to a significant change in assessment growth which resulted in a reduction of the property tax increase. Attached are copies of the reports City of Waterloo Council received to confirm the budget in 2017 and amend the budget in 2018.

Staff recommends implementing a four-year budget approval as outlined in the chart below. 2020 is recommended to be the first City of Guelph multi-year budget. A critical success factor of implementation will be Council's approval of the multiple year budget policies in early 2019. Without approval of the relevant policies the success of multiple year budgeting could be impacted. In addition, support from all levels of the organization is needed as this is a significant culture shift and some obstacles will be encountered throughout implementation.

2019	2020	2021	2022 *	2023
Approve 1-year budget (Jan - Mar 2019)	Approve 4-year budget (Jan - Mar 2020)	Confirm annual budget (Dec 2020)	Confirm annual budget (Dec 2021)	Confirm annual budget (Jan 2023)
*Election year				
2024	2025	2026 *	2027	
Approve 4-year budget (Dec 2023)	Confirm annual budget (Dec 2024)	Confirm annual budget (Dec 2025)	Confirm annual budget (Jan 2027)	
*Election year				

Staff will continue to develop the needed multi-year budgeting policies which will outline some of the key decisions and provide the flexibility needed to ensure the success of multi-year budgeting. These policies will be brought back to Council for approval in early 2019. Below are some of the areas the policy will address:

- Definition of material changes;
- When can the budget be opened;
- How are financial requests outside the budget process handled;
- How are changes in strategic direction handled; and
- How are budget trends/realignments managed.

Financial Implications

There are no financial implications resulting from this report. Overall a strategic and efficient budget process results in efficient use of staff and Council resources.

Consultations

Staff met with small groups of Councillors to provide education on multi-year budgeting and to gather feedback to help develop a multi-year budgeting model that would be supported by the Mayor and Council. As well staff and Councillors discussed the 2019 budget process and improvements.

Senior administrative staff met with the President and Chief Executive Officer of the Guelph Chamber of Commerce and his membership is very supportive of the City moving to a four year budget as it will have benefits to the Guelph business community.

City staff are also supportive of this change as they are excited about the opportunity to focus more time on strategic work that will have positive impacts on the residents of the City of Guelph.

Corporate Administrative Plan

Overarching Goals

Financial Stability
Innovation

Service Area Operational Work Plans

Our Services - Municipal services that make lives better
Our Resources - A solid foundation for a growing city

Attachments

ATT-1 City of Waterloo CORP2016-086 – 2017 Budget Confirmation
ATT-2 City of Waterloo CORP2017-089 – 2018 Budget

Departmental Approval

Not required

Report Author

Karen Newland, Manager of Client Services, Finance



Approved By

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STAFF REPORT
Financial Planning & Purchasing

Title: 2017 Budget Confirmation
 Report Number: CORP2016-086
 Author: Cassandra Pacey
 Meeting Type: Finance & Strategic Planning Committee Meeting
 Council/Committee Date: November 14, 2016
 File: NA
 Attachments: Appendix A – FC-011, Multiple Year Budget Approval
 Ward No.: All

Recommendation:

1. That Council approve CORP2016-086 and;
2. That Council re-adopt the 2017 tax increase of 2.3% approved on February 8, 2016.

A. Executive Summary

The Ontario Municipal Act provides Council with budget approval flexibility. The first year of any Council term must be a one year budget approval, however, the remaining three years may be approved in a singular, three year approval. While the remaining three years may be approved all at once, the Ontario Municipal Act requires that Council re-adopt the budget for the second and third years.

The 2016-2018 Budget was the third occasion where the City of Waterloo approved a three year Budget. In this instance, Departments prepared budgets and business plans for 2016, 2017 and 2018 establishing service levels and revenue requirements. The business plans were developed to provide an operational outlook with respect to the services / initiatives Departments provide and how funding supports those services and initiatives.

The multi-year budget process and approval allows for a variety of benefits including, administrative efficiencies and stability of long term planning while simultaneously providing flexibility to respond to a dynamic environment. The City now finds itself approaching the second year of the three year approved budget. The purpose of this report is to:

1. Re-adopt the operating and capital Budget for 2017
2. Remind Council of the Council approved Multi-year budget methodology
3. Remind Council of 2016-2018 budget highlights
4. Summarize next steps to be undertaken in advance of the 2019 budget process

B. Financial Implications

The budget funds the entire 100+ city services provided by the City of Waterloo. The 2017 tax increase approved by Council on February 8, 2016 is 2.3% resulting in an average annual household increase of \$29.

In anticipation of the next budget process, two specific tasks have been identified. The first, reviewing Corporate Policy No. FC-019-Core Consumer Price Index and report back to Council with a recommendation to maintain, amend or rescind the policy. The second task is creating a Long Term Financial Plan (LTFP) and considering the financial needs of the city in a holistic manner. Funding requirements that will be reviewed in the creation of the LTFP include infrastructure, non-infrastructure (e.g. studies, productivity enhancement projects, economic development initiatives) and operating budget requirements. It is anticipated that both items will be brought back to Council prior to December 31, 2017.

In addition, staff will be building new improvements into the next budget process as requested by Council during the 2016-2018 Budget Debrief/Feedback session through CORP2016-019, 2016-2018 Budget Follow Up #3 on March 21, 2016.

C. Technology Implications

NA

D. Legal Considerations

Staff did not consult legal.

E. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Corporate Excellence

F. Previous Reports on this Topic

NA

G. Approvals

Name	Signature	Date
Author: Cassandra Pacey		
Director: Filipa Reynolds		
Commissioner: Keshwer Patel		
Finance: Keshwer Patel		

CAO



**2017 Budget Confirmation
CORP2016-086**

REPORT

The report is divided into 3 main sections with sub-sections beneath each one as follows:

- 1. General Information**
 - 1.1 Background
 - 1.2 Efficiencies
- 2. Operating Budget**
 - 2.1 Operating Budget Highlights
 - 2.2 Strategic Investments
 - 2.3 Public Engagement
- 3. Capital Budget**
 - 3.1 Capital Budget Highlights
 - 4.1 Capital Reporting Criteria
- 4. Next Steps**
 - 4.1 CPIX Policy
 - 4.2 Asset Management Plan and Long Term Financial Plan

1. General Information

1.1 Background

The 2016-2018 Budget was the third instance where the City of Waterloo approved a three year budget. As part of the multi-year budget development, Council approved administrative updates to the Multiple Year Budget Approval Policy (Appendix A). The Multiple Year Budget Approval Policy outlines guidelines for budget adjustments for the 2016-2018 Budget. The policy allows for the both the operating and capital budgets to be opened annually and adjusted for material variances (1% of the property tax budget). At this point in time there are no significant anticipated changes requiring a change to the 2017 budget. The intent of the policy is to provide the Corporation with flexibility to proactively adjust decision making and respond to a dynamic environment, while simultaneously building a budget process that is stable, and fosters medium to long term planning. Benefits of multi-year budgeting include:

- Significant efficiencies in administration (years 2 & 3)
- Predictable financial framework
- Alignment of Council Term and Strategic Plan with the Budget & Business Plan cycle
- Provision to allow for flexibility of significant financial pressures
- Ensures stable, predictable property tax increases

The City now finds itself approaching the second year of the three year approved budget. The purpose of this report is to:

1. Re-adopt the operating and capital Budget for 2017
2. Remind Council of the Council approved Multi-year budget methodology
3. Remind Council of operating and capital budget highlights
4. Summarize next steps to be undertaken in advance of the 2019 budget process

1.2 Efficiencies

Staff are committed to continuous improvements, partnering with our neighbouring cities on joint service initiatives and looking for other innovative ways to identify efficiencies. An update on the Kitchener-Waterloo Joint Services Committee was brought forward to council via CAO2016-010 on October 24, 2016. This report identified that over 65 initiatives have taken place over the past 10 years. This exemplifies the long history of cooperative initiatives undertaken by Kitchener and Waterloo through the Kitchener-Waterloo Joint Service Initiatives Committee (JSIC).

In addition to JSIC, general efficiencies started being identified during the 2012 budget process and with the following budget savings incorporated to date are:

- 2012-2014 approved budget included savings of \$1.4 million
- 2015 budget included \$3.1 million of budget opportunities, true-ups and savings
- 2016-2018 approved budget includes savings of \$1 million

2017 efficiencies include; utility savings and the repurposing of a Municipal Enforcement position.

2. Operating Budget

2.1 Operating Budget Highlights

The operating budget is in the magnitude of \$176 million and covers the day-to-day operations and maintenance of the city. The operating budget funds important municipal services and programs such as:

- Water and sewer services
- Fire protection services
- Municipal enforcement
- Road maintenance and repair
- Recreation
- Snow removal
- Arts and culture programs

These services align with the City of Waterloo's strategic plan and contribute to a healthy, vibrant and prosperous community. The [2015-18 Strategic Plan](#) identifies the most important priorities for the city and outlines the objectives and actions necessary to reach those goals. Our [business plans](#) translate those goals down to the departmental level. This drives the [budget process](#) and provides insight into how achievable the objectives are and how they will be accomplished. The 2015-2018 Strategic Plan was used to guide the development of the approved 2016-2018 operating and capital budgets. An update will be provided to Council via CAO2016-009, 2015-2018 Strategic Plan – 2016 Progress Report on November 14, 2016.

The budget funds the entire 100+ city services provided by the City of Waterloo. The 2017 tax increase approved by Council has been highlighted in the Table 1 below and results in an average household increase of \$29.

Table 1: Approved 2016-2018 Tax Increases

Year	Increase
2016	2.20%
2017	2.30%
2018	2.40%

Council approved the water, sanitary sewer and stormwater rates, in principal, for 2017-2025 through IPPW2016-001 Water Services Utility 2016 Rates on January 18, 2016. The rate increase for 2017 approved in principle by Council earlier in 2016 is highlighted below in Table 2 and represents the average household consumption including monthly service charge:

Table 2: Approved Water Services Rate Increases

Increase from	2016	2017	2018
Region of Waterloo	2.40%	2.04%	2.21%
City of Waterloo	2.61%	3.62%	2.31%
Total	5.01%	5.66%	4.52%

Council will receive annual reports to adjust or confirm the previously approved Water Services rate increases. The 2017 rate confirmation report will be brought forward to Council for approval on December 12, 2016.

2.2 Strategic Investments

The approval of the 2017 operating budget resulted in several strategic investments in 2017 including:

- Advancing funding to the Waterloo Public Library to cover inflationary and growth related operating costs while remaining at the anticipated 50th percentile funding at the end of 2018
- Funding to advance heritage activities through permanent funding of a staff heritage planner
- The operating and maintenance funding to support new infrastructure that includes trails and parks and the Parkview Cemetery expansion
- Additional funding for winter control activities and new equipment

The above are examples of the functions and tasks undertaken by the city to reach the goals identified in the strategic plan. The budget process provided critical insight and information into how achievable the strategic plan objectives are, what resources are required to act on them and how they will be accomplished.

2.3 Public Engagement

Open and transparent government remains a priority for city council. Staff continued the momentum of the public's involvement in the strategic plan, through an enhanced engagement process for budget. Over 1,000 members of the public were directly engaged in one of the following approaches:

- Use of engageWaterloo
- Pop-up city halls
- Budget issue boards at 4 city facilities
- Councillor led information sessions
- An educational video
- Various council meetings
- A luncheon event on Building Great Cities for the 21st Century in partnership with the Greater Kitchener Waterloo Chamber of Commerce and the cities of Kitchener and Cambridge.

The budget approved by council, reflects the priorities of the community, the investments into the community (e.g. infrastructure, economic development) and the decisions of council. It delivers on current services, addresses resource needs for growth, a few new services and ensures the stable financial health of the city.

3. Capital Budget

3.1 Capital Budget Highlights

The 2016-2018 Approved Capital Budget and 2019-2025 Capital Forecast for the City of Waterloo represents \$452 million in projects to accommodate growth and rehabilitation of existing assets. Of the \$452 million, \$179 million is budgeted in the 2016-2018 timeframe. Examples of key municipal investments budgeted for 2017 are identified in Table 3.

Table 3: Key 2017 Capital Projects

Ref #	Project	2017 Budget (000's)
657	West Side Employment Collector	\$2,041
705	Uptown Community Improvement Plan Implementation	\$2,211
785	Road Reconstruction - Hickory Street East – Hazel to King	\$1,516
215	Pedestrian Bridget Replacement – Bechtel Park	\$272
621	Corporate Asset Management Plan	\$106

Capital Reporting Criteria

An efficiency approved by Council for the 2016-2018 budget process was the change to capital reporting and approvals. Council's approval of the process change resulted in a detailed review of individual capital projects by Council prior to the approval of the Capital Budget thereby reducing individual council reports produced throughout the year. Council approved this change in process through the Budget Strategy Report CORP2015-047 on August 13, 2015. This report outlined the reporting criteria that would require a capital project to be brought back to Council prior to commencement, for specific approval and funding release.

The criteria are:

- Financial Materiality-Projects receiving funding greater than \$5M over the 3 year period of 2016-2018
- Non-routine in nature-e.g. construction of a City facility, development of a CIP
- High Public/Council Interest
- Request by Council

With the approval of the Capital Budget on February 8, 2016, capital expenditures that do not fall under one of these criteria and were approved by Council as routine projects are subsequently to be funded upon request by the Director responsible for the project.

In 2016-2018 there are a total of 193 projects that fit the routine projects criteria, for a total of \$77.4 million, or 43% of the 2016-2018 Approved Capital Budget. The projects to be classified as Routine were approved by Council on February 1, 2016, and the funding for these projects was approved by Council on February 8, 2016. Table 4 below identifies that there are 110 routine projects budgeted for 2017. The balance of 50 projects will be brought back to Council prior to commencement, for specific approval and funding release.

Table 4: 2016-2018 Projected Capital Expenditures by Reporting Criteria

Criteria	2016-2018			2017		
	# of Projects	Total \$ (000's)	% of 2016-2018 Budget Dollars	# of Projects	Total \$ (000's)	% of 2017 Budget Dollars
Financial Materiality	5	\$30,786	17%	4	\$15,729	25%
High Interest	36	\$38,608	22%	20	\$12,705	20%
Non-routine	35	\$32,614	18%	26	\$10,076	16%
Routine	193	\$77,452	43%	110	\$23,983	38%
Total Capital Budget	269	\$179,460	100%	160	\$62,492	100%

4. Next Steps

4.1 CPIX Policy Update

During the February 8, 2016 budget meeting a discussion ensued as a result of the proposed tax increases exceeding CPIX. As a result of that discussion, Council passed the following;

Corporate Policy No. FC-019 – Core Consumer Price Index

- 1) That Council exempts the 2017 and 2018 Operating and Capital Budgets from Corporate Policy No. FC-019 – Core Consumer Price Index (CPIX); and further,
- 2) That staff report back to Council prior to December 31, 2017 on whether to maintain, amend or rescind Corporate Policy No. FC-019 – Core Consumer Price Index (CPIX).

As a result of that direction, a review of the CPIX policy will be undertaken during 2017. Staff will report back to Council on a recommendation to maintain, amend or rescind the CPIX policy prior to December 31, 2017.

4.2 Asset Management & Long Term Financial Plan

The Corporate Asset Management Plan Report, IPPW2016-099, identifies additional infrastructure funding needs of \$20 million - \$23 million annual city wide and requests approval of the city's Asset Management Plan (AMP). To ensure that all city funding requirements are considered, Finance will be undertaking the creation of a LTFP and anticipates that it will be completed for Council's approval by the end of 2017.

The LTFP will be a holistic review of financial needs for the City of Waterloo and will take into account all funding requirements. Funding requirements to be reviewed include infrastructure, non-infrastructure and operating budget requirements and will influence the next budget cycle.

4.3 Enterprise Fees & Charges

As part of the 2016-2018 Budget Process, staff reviewed fees with the objective to maintain cost recovery and to adjust revenues associated with increased expenses whenever possible. In 2016, the tax-based divisions received a 3 year approval for fees effective in 2016, 2017 and 2018; whereas enterprise divisions sought a 1 year approval and confirmation of 2017 Enterprise fees will be brought forward for Council's consideration on December 12, 2016.

4.4 Council's Budget Process Debrief/Feedback

On March 21, 2016 Council provided feedback to Staff on the 2016-2018 Budget Process through CORP2016-019, 2016-2018 Budget Follow Up #3. One improvement identified by Council was to develop more education for the public about the city's financial matters. Staff have begun this process by developing 3 short and simple videos about: [assessment / taxation](#), the [budget](#) and [development charges](#). These are located prominently on the city's website and have been promoted through social media.

Some additional feedback provided by Council included; further enhancements to the public engagement process, more high-level storytelling, development of one core proposed budget with a menu list for Council's consideration, grouping budget requests further to allow for more efficient budget day decision making. Staff will be incorporating improvements garnered from the feedback session into the 2019 Budget Process.

Appendix A – FC-011, Multiple Year Budget Approval

CORPORATE POLICY



Policy Title: **Multiple Year Budget Approval**
Policy Category: **Financial Control**
Policy No.: FC-011
Department: Corporate Services
Approval Date: December 17, 2007
Revision Date: August 10, 2015
Author: Cassandra Pacey
Attachments:
Related Documents/Legislation: Ontario Municipal Act Regulation 291.(1)

Key Word(s): Budget

POLICY STATEMENT:

The Council for the City of Waterloo is committed to demonstrating financial leadership and sustainability. This policy assists in formalizing a defined, transparent and flexible process for budgeting.

PURPOSE:

Changes made to the Ontario Municipal Act in 2006 provide Council with greater flexibility. The additional flexibility is created due to the ability to approve a one year budget for the first year of a Council term and the remaining three years in one, three year approval if Council wishes. The purpose of this policy is to define the procedures for multiple year budget approvals.

DEFINITIONS:

Municipal Act

The *Municipal Act* is the statute governing the powers, duties, internal organization, and structure of Ontario municipalities.

CMT

Corporate Management Team

Net Zero

Adjustments categorized as "housekeeping" items whereby budget funds can be reallocated within departments to realign the existing budget.

SCOPE:

This policy applies to all members of the City's organization including members of Council, full, part-time and contract staff.

POLICY COMMUNICATION:

Council will receive this policy for approval. If approved, the policy will be posted on the city's intranet. Staff will be advised of the policy via distribution to the Operational Leadership Team and Corporate Management Team.

POLICY:**Budget and Business Plans**

1. Departments will prepare three year budgets & business plans that will establish three years of service levels and three years of revenue requirements.
2. Departments are expected to operate within their approved budget in each of the three years.
3. Annually, if a surplus exists, it will be allocated to reserve funds based on existing surplus allocation policies.

User Fees

1. City of Waterloo User Fees will be reviewed as part of the budget process. User Fees will be adjusted to reflect market influences and operation needs.
2. The Fee & Charges By-Law will be approved by Council as a single year in the first year of a Council Term.
3. Subsequent to the first year, a three year approval of the Fee & Charges By-Law will be sought.
4. That the powers of a Commissioner to increase, decrease or waive a fee outlined in section 3.1.8 in the Fees & Charges By-Law
5. Significant changes may be brought to CMT and subsequently to Council for review and approval.
6. User Fees that are legislated to be set for a specific date or time period will be adhered to and brought to Council for approval.

Adjustment Process

1. The three year budget approval will allow for an annual adjustment process so that Council has some flexibility to adjust plans and budgets as economic and political circumstances change.

Adjustments may include, but are not limited to;

- a) Material changes to the projected Core Consumer Price Index (CPIX)
- b) Material changes to Labour Agreements
- c) Material changes to Economic assumptions
- d) Changes to Assessment Growth Projections*

Material changes are defined as individual items that will have an impact of 1% property tax budget (or approximately \$600,000).

*Assessment Growth

Budget will be adjusted annually for changes to Assessment Growth Revenue within the three year budget cycle. The changes will be reflected in the annual budget confirmation that goes to Council for approval. This is to ensure the tax levy is adjusted appropriately.

Scenario	Recommended Action
Actual Assessment Growth is greater than budget up to a maximum of 1% property tax budget (or approximately \$600,000)	Allocate excess funds to Budget Contingency to minimize the impact of unforeseen expenses or shortfalls in assessment growth in future years.
Actual Assessment Growth is less than budget up to a maximum of 1% property tax budget (or approximately \$600,000)	Fund the shortfall through the Tax Rate Stabilization Reserve as a one-time infusion of funds. Sustainable funding to be referred to the following year's budget process.
Differential between Actual Assessment Growth and Budgeted Assessment Growth greater than 1% property tax (or approximately \$600,000)	Open the budget per materiality threshold.

Operating Net Zero Procedure:

1. There is an opportunity for Managers/Directors/CMT to make "Net Zero Adjustments" between budget cycles.
2. It is not an opportunity to create new programs or receive additional funding as by definition the changes must net to zero.
3. Any changes must be a reallocation of one expense to another expense, or from one revenue source to another revenue source, thereby having no overall financial impact but rather to more accurately align the budget.

For instance, if actual expenses for a certain budget line are historically below budget provision, funding may be reallocated to another desired expense account, as shown below:

	Amount	Account	Account Description	Org	Org Name	Program	Project
Increase Budget to: + sign in front	\$5,000	200511	Mtc Contracts	13511	Building Stds	00000	00000
Decrease Budget from: - sign in front	-\$5,000	200106	Legal Prosecution	13511	Building Stds	00000	00000
Net Zero check	0						

Capital Net Zero Procedure:

1. Projects of equal or lesser value may be traded off within the three year period adhering to the following thresholds;

Threshold[^]	Approval Level[^]
< \$10,000	Directors
> \$10,000 and < \$50,000	Commissioner
> \$50,000 and < \$200,000	CMT
≥ \$200,000	Council

Note:

[^]The projects have been approved during the capital budget process. The alignment of the projects may be adjusted based on the identified thresholds to be efficient and cost effective.

COMPLIANCE:

In cases of policy violation, the City may investigate and determine appropriate corrective action.



STAFF REPORT
Financial Planning & Purchasing

Title: 2018 Budget
 Report Number: CORP2017-089
 Author: Filipa Reynolds
 Meeting Type: Finance & Strategic Planning Committee Meeting
 Council/Committee Date: November 20, 2017
 File: NA
 Attachments: Appendix A - FC-011 Multiple Year Budget Approval
 Appendix B – FC-013 Use of Budgeted Assessment Growth Revenue

Ward No.: All

Recommendation:

1. That Council approve CORP2017-089 and;
2. That Council approve the operating budget amendments as listed in Table 3 of report CORP2017-089 , specifically:
 - a) That Council temporarily amend policy FC-013 for the 2018 Budget to revise the current allocation of assessment growth of 60% to operating and 40% equally divided between CRF and CIRRF to: 70% operating and 30% equally divided between CRF and CIRRF, resulting in a transfer of \$536,967 to capital and;
 - b) That Council approve \$441,000 for the purposes of funding minimum wage at \$14 per hour and the related compression, subject to the enactment of Bill 148, Fair Workplaces, Better Jobs Act, 2017 by the Ontario government and further, if Bill 148 does not become law as written that that staff be directed to reserve these funds for anticipated 2019 labour pressures.
 - c) That Council approve \$363,063 for the purposes of funding existing labour/operations and external contractual obligations and;
 - d) That Council approve \$230,000 (or approximately 25%) towards the operating costs of the future East Side Library and;

- e) That Council approve \$80,000 towards the Waterloo Wellington Local Health Integration Network programs for the purpose of maintaining current service levels as a result of frozen funding from the Province for the past 10 years and;
 - f) That Council re-set the 2018 tax increase to 2.1% and;
3. That Council re-affirm the 2018 Capital Budget and 2019-2025 Capital Forecast as previously approved on February 8, 2016 and as amended for the 2017 Development Charge Background Study and By-law, and for limited amendments made by Council on an as needed and individual basis.

A. Executive Summary

Due to strategic policy, planning and decision making by City of Waterloo Council over the past several years, there has been continued growth and intensification within the City borders, influencing the increased and accelerated assessment growth being realized in 2017. The City's growth of 3.74% is the highest in Waterloo Region in 2017. While there is an increase in the number of properties being constructed, it should be noted that the assessment growth is also on account of a reduction in the MPAC timeline to get properties on the tax roll and from a repurposing of finance staff towards assessment base management.

The increased growth has resulted in additional revenue of \$1.8 million for the 2018 budget. While this accelerated growth is providing the city with flexibility to address a number of significant pressures in 2018, the growth rate is not expected to be maintained at this level indefinitely.

Proposed amendments to the previously approved 2018 operating budget include:

- contributions to capital reserves, as required by policy
- proposed minimum wage legislation (\$14 per hour)
- updated labour/operations and external contractual obligations
- allocating funding towards the future operating costs of the East Side Library
- resetting the previously approved tax increase to 2.1% from 2.4%
- addressing the funding gap in the Waterloo Wellington Local Health Integration Network (WWLHIN) program

The City of Waterloo is fortunate to be experiencing this level of growth and as a result is able to address the 2018 financial impacts of proposed minimum wage legislation, a significant cost which much like other cities, would otherwise likely need to be addressed as a tax increase, user fee increase, or service reductions.

B. Financial Implications

\$1.8 million of additional assessment has prompted a strategic review of the previously approved 2018 operating budget. Recommendations for use of the additional funds are detailed in Table 3 with accompanying notes.

C. Technology Implications

NA

D. Legal Considerations

Staff did not consult legal.

E. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Corporate Excellence

F. Previous Reports on this Topic

NA

G. Approvals

Name	Signature	Date
Author: Filipa Reynolds		
Director: Filipa Reynolds		
Commissioner: Keshwer Patel		
Finance: Keshwer Patel		

CAO



**2018 Budget
CORP2017-089**

REPORT

Multi-Year budget

In February 2016, Council approved a three year operating and capital budget that covered the years 2016-2018. The City of Waterloo approved its first multi-year budget in 2008 and continues to be one of the front runners in Ontario in this regard. In fact, some local municipalities are interested in moving towards a multi-year budget and are looking to the City of Waterloo to better understand our process.

The multi-year budget process and approval is beneficial as it results in administrative efficiencies and stability of long term planning for tax and rate payers and the corporation itself, while simultaneously providing flexibility to respond to a dynamic environment. The City estimates that collectively there are over 10,000 hours saved during a 4 year Council term as a result of multi-year budgeting. This efficiency results in incremental capacity in years 2 and 3 of a council term at various levels of the organization and across many divisions. This capacity results in greater value-add work in non-budget years. Such examples of value add work in 2016 and 2017 include but are not limited to; In 2016 and 2017 the City delivered a large portfolio of capital projects that had a collective value of approximately \$42M. These projects included road reconstruction, storm water management, creek rehabilitation, active transportation and underground utility upgrades, developing a new capital year end reporting process, continuing to leverage grant opportunities without additional staff complement, and making significant progress in developing of a Long Term Financial Plan that will be integrated with the City's Budget process and the Asset Management Plan.

The Multiple Year Budget Approval Policy (FC-011) is a Council approved Policy which provides parameters and flexibility for addressing material changes should they arise between budget cycles. This policy states that a change in assessment growth greater than a 1% equivalent tax increase would result in amendments to the budget (See Appendix A). A 1% tax increase for 2018 equates to \$681,000.

Legislation

The Municipal Act requires that if a multi-year budget is passed by Council, that it be re-affirmed in each individual year. Council received a report in November 2016 which re-affirmed the previously approved budget for the 2017 fiscal year.

This report (CORP2017-089) has been written to communicate emerging financial information that, in staff's opinion will result in key changes to the previously Council approved budget for 2018.

What has changed?

As of late October 2017, assessment growth has exceeded budgeted expectations by \$1,550,859. This figure will be subject to some variations until early December 2017.

Staff recommend utilizing a portion of the \$1,550,859 for 2018 budget planning purposes. It is anticipated that any further fluctuations will not be material and the difference between the final December figure and the current figure of \$1,550,859 can be addressed by applying the FC-011 Multiple Year Budget Approval policy (Appendix A). Applying this policy to the variation between the current figure and the December figure will result in either excess funds being held in Budget Contingency for use in the 2019 budget cycle or conversely, covering insufficient funds from the Tax Rate Stabilization Reserve.

The 2018 Budget had originally included forecasted assessment growth of \$1,000,000 (i.e. 1.5% growth). Actual growth is currently 3.74% or \$2,550,859. As stated in the Multiple Year Budget Approval Policy, a change in excess of \$681,000 (i.e. 1% tax increase) would result in amendments to the previously approved budget. In addition, in 2016 there was a more modest surplus in assessment growth, which in and of itself would not have triggered a budget amendment, however, as a result of the 2017 assessment growth far exceeding budget, the 2016 additional assessment growth of \$261,172 has also been incorporated in the proposed budget changes.

To summarize, the combined incremental increase to assessment growth for 2016 & 2017 that can be brought into the 2018 budget is \$1,812,031:

Table 1

	Assessment in excess of Budget
2016	\$ 261,172
2017	\$ 1,550,859
	\$ 1,812,031

Impact to Supplementary Taxes in 2017

Supplementary Taxes related to assessment growth are applied retroactively (current year plus 2). In most cases the City of Waterloo receives current year growth plus the majority of the prior year. As noted in CORP2017-086 2017 Q3 Surplus Projection (a

report that is also in the November 20, 2017 FSP Agenda), a material surplus is anticipated from supplementary taxes, however it is offset by deficits in tax adjustments/refunds, vacancy and charitable rebates:

Table 2:

	Q3 2017 Projected Surplus/(Deficit)	
Supplementary Taxes	\$ 1,518,000	a
Tax adjustments & Refunds	\$ (1,250,000)	b
Vacancy & Charitable Rebates	\$ (265,000)	c
Projected Surplus	\$ 3,000	

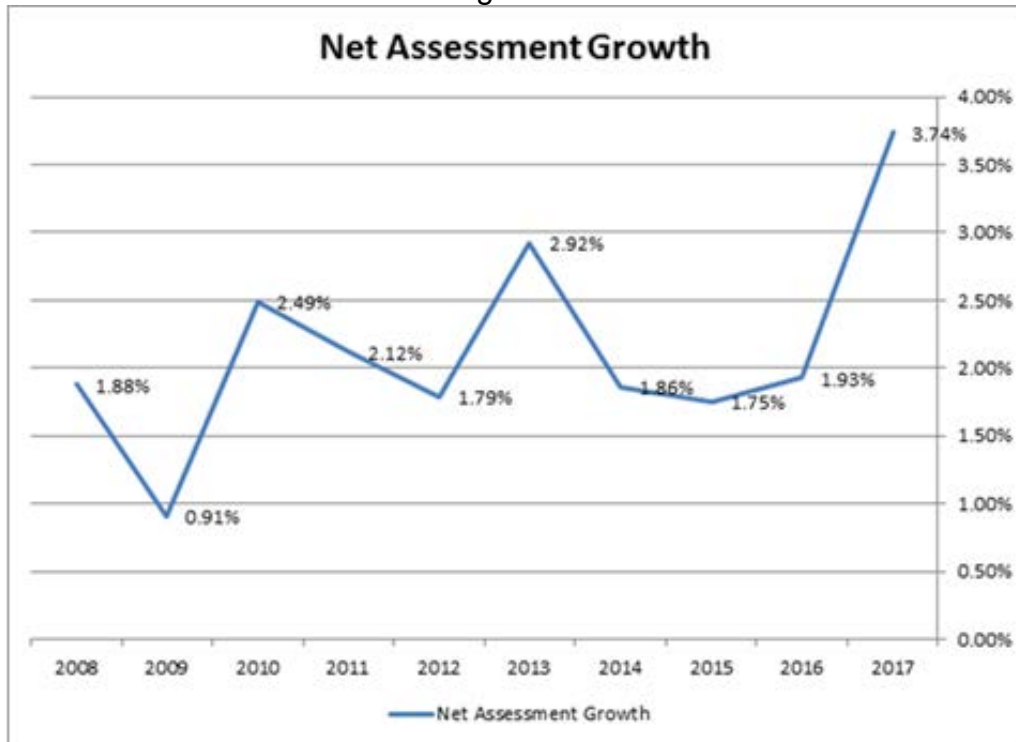
Excerpt from Report CORP2017-086 2017 Q3 Surplus Projection:

- a. *A surplus of \$1,518,000 from supplementary taxes is anticipated due to new properties coming on the assessment roll after the final tax roll of return was set for 2017. The timing of assessments by MPAC as well as economic conditions impacts the actual results for supplementary taxes. The 2015 budget for supplementary taxes was increased by \$250,000 to \$1,250,000, which was considered sustainable. Current weighted assessment growth is tracking on budget at 3.74% as of October 20, 2017. There is a potential for further changes before the roll closes in early December.*
- b. *A deficit of \$1,250,000 in tax adjustments and refunds is expected due to changes in assessment (resulting from appeals or changes in use). The most significant items relate to reductions to large office and retail commercial properties with multiple years of retroactivity. This trend has occurred province wide and is expected to continue in 2018.*
- c. *Other tax related items such as vacancy and charitable rebates are projecting a deficit of \$265,000.*

Historical Assessment Growth

Assessment growth in the City of Waterloo has been strong the last 5 years but it can fluctuate significantly from year to year. In general, each year new construction must occur and these properties must be reach a stage to receive an occupancy permit to create the assessment growth in that year. This is impacted by the amount of developable locations, and other market conditions. In the last decade it has been as low as 0.91% and as high as 3.74% (See Figure 1)

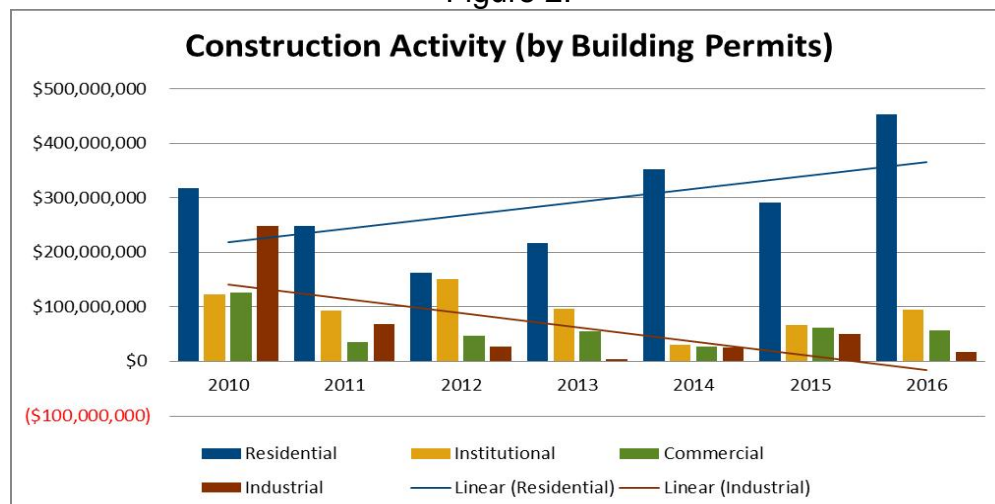
Figure 1:



Impact on 2018 Assessment Growth Target for 2019 Budget

For preliminary planning, the 2019 budget has an estimated target for 2018 assessment growth of 1.5% or \$1,100,000. It is unlikely that the 2018 assessment growth will experience similar levels as 2017 however, staff remain confident that 1.5% growth is attainable due to the large amount of residential building activity that continues to occur as shown in the chart below (See Figure 2).

Figure 2:



Regional Growth Comparison

At present, the 2017 assessment growth in the City of Waterloo is the highest in the Region, with a rate of 3.74%.

Proposed 2018 Budget Amendments

The Corporate Management Team with support from Finance have evaluated the various pressure points that the City is facing in 2018 and expected in 2019, and recommends limited key strategic amendments to the 2018 budget as shown in Table 3:

Table 3:

	<u>Proposed 2018 Operating Budget Changes</u>		
<u>Revenues</u>			
	2016 Additional Assessment Growth	\$ 261,172	
	2017 Additional Assessment Growth	\$ 1,550,859	
	Total Revenues	\$ 1,812,031	
<u>Expense</u>			
	Policy: Contribution to Capital: CRF/CIRRF	(536,967)	1
	Bill 148 - Minimum Wage	\$ (441,000)	2
	Existing Labour/Operations Contributions & External Contractual Obligations	\$ (363,064)	3
	Operating Impacts of Capital: East Side Library	\$ (230,000)	4
	Re-setting 2018 Tax Increase	(161,000)	5
	Provincial Program: WWLHIN	\$ (80,000)	6
	Total - Expenses	\$(1,812,031)	
	Surplus/(Deficit)	\$ -	

Note 1: Policy - Contribution to Capital: CRF/CIRRF

FC-013 Use of Budgeted Assessment Growth Revenue policy is a Council approved policy which stipulates that 60% of assessment growth be allocated to the operating budget, 20% to the Capital Reserve Fund (CRF) and 20% to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF). If the full 40% of the additional assessment was allocated to CRF & CIRRF it would be \$724,812. In order to address the various other costs facing the City, Staff recommends a variation to the policy by allocating \$536,967 to the Capital reserves. This results in a modified allocation of 70% to the operating budget and 30% to the capital budget. This temporary measure is a compromise that strikes a balance by earmarking a substantial unplanned contribution to the capital program while also helping address the more immediate needs in the operating budget.

Note 2: Bill 148: Fair Workplaces Better Jobs Act: Minimum Wage

There is much discussion across the province about the financial impacts if Bill 148 receives Royal Assent. If the Bill, as it is currently written, becomes law, minimum wage will increase from \$11.60 to \$14.00 as of January 1, 2018. The Bill includes other components such as equal pay for equal work and various other benefit changes to vacation, parental leave, and family medical leave. Further analysis will be conducted and any potential impacts to the city will be brought forward in the 2019 budget. In the meantime, the single largest financial impact of Bill 148 is the minimum wage increase.

Municipalities and private business alike are grappling with how to address such a quick and significant increase in minimum wage. For municipalities, the options are also limited and challenging. Informal conversations with other cities and media reports indicate that many are contemplating one of the following options (including Wellesley Township as recently reported on October 26, 2017)¹:

- Increase taxes
- Increase user fees
- Cut back on other services

The City has conducted a review of its casual part-time wage grid. Various positions from aquatics, instructors, camp leaders, food services, co-op students, crossing guards, outdoor maintenance students will be impacted by minimum wage. The City's approach is to meet the proposed wage increase while maintaining some progression between steps and positions as part of a sound labour attraction and retention strategy.

In consultation with the other local municipalities some are already above the proposed new minimum wage threshold and those that are not, will be recommending an implementation that maintains some wage progression within the various levels of their organizations. Ultimately these will be council decisions in each of the municipalities. It should be noted that in 2015 the City of Cambridge was the first city in Ontario to adopt a living wage rate of \$16.05 in 2015 and has recently added casual, non-permanent positions to the commitment.²

As a result of strategic policy, planning and decision making by City of Waterloo Council over the last several years, there has been continued growth and intensification within the City borders, resulting in increased assessment growth. As such, the City is in a position to address the 2018 minimum wage gap without any immediate impact to tax payers.

Footnotes

¹ <https://www.newhamburgindependent.ca/news-story/7684283-minimum-wage-spike-will-cost-wellesley-township/>

² <https://www.cambridgetimes.ca/news-story/6970420-living-wage-dips-down-in-waterloo-region-thanks-to-child-credits/>

However, assessment growth should not be used to maintain existing service levels - it should be used to address operating impacts of capital. As assets continue to be built in the City, operating impacts also rise (e.g. more parks, additional trails and roads to maintain, changing types of infrastructure to maintain such as multi modal roads).

If the City is to rehabilitate assets, it is not just an increase in the capital funding that is required, but an increase in the operating resources is also required to manage and support the capital projects. In addition, resources are needed if we are to address the growing infrastructure rehabilitation funding gap. Therefore the repurposing of the actual assessment growth though not preferred is a reasonable option given the imminent unplanned pressures expected in 2018.

The proposed minimum wage increases are expected to have an impact of nearly \$700,000 to the City of Waterloo by 2019 if the minimum wage increases to \$15. This is an annual impact that may continue to grow with inflationary increases mandated by the Province. The assessment growth diverted to address the minimum wage in 2018 equates to an equivalent tax increase of 0.7%.

If Bill 148 fails, is deferred or if it is amended, staff will reserve these funds for anticipated 2019 labour pressures.

Note 3: Existing Labour/Operations Contributions & External Contractual Obligations

Since the time of approving the 3 year operating budget in 2016, some labour related settlements have arisen and in addition, some external contract negotiations have occurred. The net value of these changes is \$363,063. Given that these ongoing pressures have been realized on a permanent basis, it is appropriate to recommend permanent funding at this time.

Note 4: Operating Impacts of Capital – East Side Library

As identified in report CORP2017-085 East Library Feasibility Study (November 20, FSP packet), the East Side Library annual operating impacts have been estimated at approximately \$985,000 once the library is constructed and opened. The project completion is estimated to be September 2020. By allocating \$230,000 (approximately ¼ of the total requirement) of the assessment growth now towards this new facility Council is signalling a commitment to the project and beginning the process of providing adequate and sustainable funding to the Waterloo Public Library. Due to its' nature, assessment growth is annual base funding, and therefore the \$230,000 will be saved annually until the opening of the new facility, thereby deferring further operating contributions for as long as possible. The proposed future funding strategy is detailed in report CORP2017-085.

Note 5: Amendment of previously approved 2018 Tax Increase

On February 8, 2016, Council approved a tax increase of 2.4% for 2018. This equated to a \$31 annual impact per average household. In addition to addressing the various

financial pressures being faced by the City, a reduction of the previously approved tax increase is proposed. The proposed revised tax increase of 2.1% has an annual impact per average household of \$27 vs. the previous annual impact of \$31. The 2018 tax levy is \$72,185,210.

The 2018 tax increase (2.1%), assessment growth (\$2.55 million), fees, revenue budgeted true-ups, efficiencies/savings (\$210,000) – all of these incremental sources of revenue support the incremental updates to various services and programs in 2018. Many of these were previously approved by Council in February 2016 as part of the 3 year budget in February 2016. Table 4 provides a high-level summary of the approved and proposed additions to the budget for 2018:

Table 4:

Description	\$ Amount	Reference
Previously Approved Labour/Operations	\$ 1,407,000	B24 from Council Approved 2016-2018 Budget Book
Contributions to the Capital Budget	\$ 1,100,000	B25, B26, B67 from Council Approved 2016-2018 Budget Book & Note 1 of CORP2017-089
Minimum Wage - 2018 impact	\$ 440,000	Note 2 of CORP2017-089
Waterloo Public Library Funding (<i>existing branches & contribution to East Side Library branch</i>)	\$ 400,000	B27 & G1 from Council Approved 2016-2018 Budget Book & Note & Note 4 of CORP2017-089
Incremental Labour/Operations & External Contractual Obligations	\$ 363,000	Note 3 of CORP2017-089
Environment & Parks: <i>Maintaining base service level for Horticulture & Forestry. Operating impacts of Capital for: King St North Streetscape, New parks and trails City Wide, New capital project infrastructure in City Parks, Waterloo Park Central Street Roadway & Multi use trail</i>	\$ 336,000	B40, B42, G3, G5, G6 from Council Approved 2016-2018 Budget Book
Other operating impacts of capital including: <i>Voice Over IP maintenance, Service Centre maintenance, Fleet growth</i>	\$ 145,000	G10, G 13, G15 from Council Approved 2016-2018 Budget Book
WWLHIN program	\$ 80,000	Note 6 of CORP2017-086
	\$4,271,000	

Note 6: Provincial Program – Waterloo Wellington Local Health Integration

The Waterloo Wellington Local Health Integration Network (WWLHIN) programs at the Adult Recreation Centre provide meals, outreach, transportation, home maintenance/homemaking, and a social/recreational day program, for seniors with

health-related issues. These services provide opportunities to enhance the lives of older adults, and their care partners and assist them to live at home longer. Currently, the programs are primarily funded by an annual operating grant from the WWLHIN, with additional in kind support from the City of Waterloo, and revenue collected via user fees. These programs are facing significant budget pressures as a result of increasing costs without an increase in sustainable base Provincial funding by since 2007.

After many years of cutting costs, implementing staffing efficiencies, and advocating for additional base grant funding, the programs have now reached a point where service levels cannot be maintained within the existing budget, with an anticipated annual operating deficit of \$80,000. In future budgets, staff will recommend that an ongoing operating increase be made to these programs, to ensure that these valued services continue to meet the needs of seniors in our community.

Preliminary 2019 Operating Budget Forecast

While the City is experiencing the accelerated financial benefits of growth, and while it has provided the City with the flexibility to address some significant costs in 2018, additional pressures will persist in 2019 and 2020. As a result, it is implicit that there is measured, responsible fiscal management to ensure that the city can address these future pressures in a sustainable fashion. These near term pressures include:

- the balance of the proposed minimum wage legislation (from \$14 to \$15) and the other components of Bill 148
- legislated changes to CPP employer contributions
- labour negotiations
- balance of the East Side Library operating funding
- addressing operating impacts of other capital projects
- a financial strategy for asset rehabilitation (long term financial plan)

Capital Budget

Should Council approve the Development Charge (DC) background study and by law on December 11, 2017 the DC capital program will alter the projects previously approved in the 2016–2018 capital budget and the 2019-2025 capital forecast. A new capital budget book will be assembled and available for Council, the public and staff in early 2018 for reference. Apart from adjustments to growth projects, the rehabilitation projects identified in the 10 year capital program that Council approved in February 2016 have remained relatively stable with limited adjustments reviewed by Council on an individual basis as per policy. The value of the adjusted 2018 Capital program as a result primarily of the DC Background Study is \$120,965,000.

The following list highlights some key capital projects which have been budgeted for 2018 and are therefore planned to be initiated in 2018:

Equipment & Technology

- Aerial 1
- Voice Radio – Protective Services/Public Works/Facilities & Fleet

Facilities

- Albert McCormick Community Centre Roof Restoration & Renewable Energy Installations

Parks/Public Spaces

- Northdale Parkland & Public Space Redevelopment
- Waterloo Memorial Recreation Complex Facility Addition & Space Conversion - Design
- Parks Strategy Implementation
- Station Area Planning Implementation
- Maple Hill Creek Rehabilitation – Westvale Pond to University Ave
- Beavercreek Rd & Conservation Dr. Reconstruction
- Caroline St, Albert St & Erb St in conjunction with Region
- King St – Central to University – City's funding share for a Regional project
- Vermont St – Margaret Ave to East End
- Dale Crescent
- Ira Needles Boulevard - By-pass
- Columbia St Extension to Wilmot Line
- West Side Employment Collector

Water/Sanitary/Stormwater

- Sanitary Sewer Master Plan Implementation
- Water Distribution System Study Implementation
- Silver Lake Study - EA Addendum
- Sanitary Pumping Station #2 on Conservation Dr. @ Beaver Creek Rd – Design

The next three year budget (2020-2022 Capital Budget and 2023-2029 Capital Forecast), will include a new DC Study, and will also look to begin incorporating financial strategies developed through the long term financial plan.

Appendix A

CORPORATE POLICY



Policy Title: **Multiple Year Budget Approval**
Policy Category: **Financial Control**
Policy No.: FC-011
Department: Corporate Services
Approval Date: December 17, 2007
Revision Date: August 10, 2015
Author: Cassandra Pacey
Attachments:
Related Documents/Legislation: Ontario Municipal Act Regulation 291.(1)

Key Word(s): Budget

POLICY STATEMENT:

The Council for the City of Waterloo is committed to demonstrating financial leadership and sustainability. This policy assists in formalizing a defined, transparent and flexible process for budgeting.

PURPOSE:

Changes made to the Ontario Municipal Act in 2006 provide Council with greater flexibility. The additional flexibility is created due to the ability to approve a one year budget for the first year of a Council term and the remaining three years in one, three year approval if Council wishes. The purpose of this policy is to define the procedures for multiple year budget approvals.

DEFINITIONS:

Municipal Act

The *Municipal Act* is the statute governing the powers, duties, internal organization, and structure of Ontario municipalities.

CMT

Corporate Management Team

Net Zero

Adjustments categorized as "housekeeping" items whereby budget funds can be reallocated within departments to realign the existing budget.

SCOPE:

This policy applies to all members of the City's organization including members of Council, full, part-time and contract staff.

POLICY COMMUNICATION:

Council will receive this policy for approval. If approved, the policy will be posted on the city's intranet. Staff will be advised of the policy via distribution to the Operational Leadership Team and Corporate Management Team.

POLICY:**Budget and Business Plans**

1. Departments will prepare three year budgets & business plans that will establish three years of service levels and three years of revenue requirements.
2. Departments are expected to operate within their approved budget in each of the three years.
3. Annually, if a surplus exists, it will be allocated to reserve funds based on existing surplus allocation policies.

User Fees

1. City of Waterloo User Fees will be reviewed as part of the budget process. User Fees will be adjusted to reflect market influences and operation needs.
2. The Fee & Charges By-Law will be approved by Council as a single year in the first year of a Council Term.
3. Subsequent to the first year, a three year approval of the Fee & Charges By-Law will be sought.
4. That the powers of a Commissioner to increase, decrease or waive a fee outlined in section 3.1.8 in the Fees & Charges By-Law
5. Significant changes may be brought to CMT and subsequently to Council for review and approval.
6. User Fees that are legislated to be set for a specific date or time period will be adhered to and brought to Council for approval.

Adjustment Process

1. The three year budget approval will allow for an annual adjustment process so that Council has some flexibility to adjust plans and budgets as economic and political circumstances change.

Adjustments may include, but are not limited to;

- a) Material changes to the projected Core Consumer Price Index (CPIX)
- b) Material changes to Labour Agreements
- c) Material changes to Economic assumptions
- d) Changes to Assessment Growth Projections*

Material changes are defined as individual items that will have an impact of 1% property tax budget (or approximately \$600,000).

*Assessment Growth

Budget will be adjusted annually for changes to Assessment Growth Revenue within the three year budget cycle. The changes will be reflected in the annual budget confirmation that goes to Council for approval. This is to ensure the tax levy is adjusted appropriately.

Scenario	Recommended Action
Actual Assessment Growth is greater than budget up to a maximum of 1% property tax budget (or approximately \$600,000)	Allocate excess funds to Budget Contingency to minimize the impact of unforeseen expenses or shortfalls in assessment growth in future years.
Actual Assessment Growth is less than budget up to a maximum of 1% property tax budget (or approximately \$600,000)	Fund the shortfall through the Tax Rate Stabilization Reserve as a one-time infusion of funds. Sustainable funding to be referred to the following year's budget process.
Differential between Actual Assessment Growth and Budgeted Assessment Growth greater than 1% property tax (or approximately \$600,000)	Open the budget per materiality threshold.

Operating Net Zero Procedure:

1. There is an opportunity for Managers/Directors/CMT to make "Net Zero Adjustments" between budget cycles.
2. It is not an opportunity to create new programs or receive additional funding as by definition the changes must net to zero.
3. Any changes must be a reallocation of one expense to another expense, or from one revenue source to another revenue source, thereby having no overall financial impact but rather to more accurately align the budget.

For instance, if actual expenses for a certain budget line are historically below budget provision, funding may be reallocated to another desired expense account, as shown below:

	Amount	Account	Account Description	Org	Org Name	Program	Project
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Decrease Budget from: - sign in front	-\$5,000	200106	Legal Prosecution	13511	Building Stds	00000	00000
Net Zero check	0						

Capital Net Zero Procedure:

1. Projects of equal or lesser value may be traded off within the three year period adhering to the following thresholds;

Threshold[^]	Approval Level[^]
< \$10,000	Directors
> \$10,000 and < \$50,000	Commissioner
> \$50,000 and < \$200,000	CMT
≥ \$200,000	Council

Note:

[^]The projects have been approved during the capital budget process. The alignment of the projects may be adjusted based on the identified thresholds to be efficient and cost effective.

COMPLIANCE:

In cases of policy violation, the City may investigate and determine appropriate corrective action.

Appendix B

CORPORATE POLICY



Policy Title: **Use of Budgeted Assessment Growth Revenue**
Policy Category: **Financial Control**
Policy No.: FC-013
Department: Corporate Services
Approval Date: April 20, 2009
Revision Date: May 12, 2014
Author: Cassandra Pacey
Attachments:
Related Documents/Legislation: Ontario Municipal Act Regulation 403/02

Key Word(s): Assessment Growth

POLICY STATEMENT:

The Council for the City of Waterloo is committed to demonstrating financial leadership and sustainability. This policy assists in formalizing a defined and transparent process for providing sustainable funding.

PURPOSE:

The purpose of this policy is to outline the procedures and steps undertaken to ensure the City of Waterloo plans allocates assessment growth appropriately.

DEFINITIONS:

Assessment

The dollar value assigned to a property by MPAC for purposes of measuring applicable taxes. It is the price placed on a home by the corresponding government municipality to calculate property taxes.

Assessment Growth

The increased assessed property value as determined by MPAC. MPAC is the organization that provides province-wide property assessment system using current value assessment.

Capital Reserve Fund (CRF)

The capital reserve fund is the primary source of funding for capital projects.

Capital Infrastructure Reinvestment Reserve Fund (CIRRF)

The Capital Infrastructure Reinvestment Reserve Fund funds rehabilitation or replacement of capital infrastructure.

SCOPE:

This policy applies to all members of the City's organization including members of Council, full, part-time and contract staff.

POLICY COMMUNICATION:

Council will receive this policy for approval. If approved, the policy will be posted on the city's intranet. Staff will be advised of the policy via distribution to the Operational Leadership Team and Corporate Management Team.

POLICY:**Assessment Growth Allocation**

- 20% of Assessment Growth is allocated to CRF
- 20% of Assessment Growth is allocated to CIRRF.
- 60% of Assessment Growth is allocated to the operating budget.

COMPLIANCE:

In cases of policy violation, the City may investigate and determine appropriate corrective action.

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, July 3, 2018
Subject	Driver Certification Program Compliance Audit Report-2018
Report Number	CAO-2018-19

Recommendation

That the report CAO-2018-19, Driver Certification Program Compliance Audit Report-2018 dated July 3, 2018 be received.

Executive Summary

Purpose of Report

To provide Committee of the Whole with the results of the Driver Certification Program compliance audit performed at Guelph Transit in accordance with the Ministry of Transportation (MTO) requirements.

Key Findings

- Based on the results of the audit, the City of Guelph as the Recognized Authority is in compliance with the Ministry of Transportation Driver Certification Program requirements;
- In addition, all four recommendations management agreed to implement from 2017 were implemented and operating effectively.

Financial Implications

N/A

Report

Guelph Transit Services has been designated by MTO as a Recognized Authority (RA) under the provincial Driver Certification Program. Under this authority; Guelph Transit Services provides program related training and testing to employees for the

purpose of upgrading or renewing applicable classified licenses for the City of Guelph including classes B and Z. Each RA must appoint an individual employee to be the Recognized Authority Official (RAO) who is directly responsible for effectively delivering the Driver Certification Program (DCP). The current RAO for the City of Guelph is the Interim General Manager, Guelph Transit. The Signing Authority (SA) is the Ministry approved trainer and tester who delivers the program. Guelph Transit has two approved Signing Authorities.

In 2014, MTO implemented a process to ensure that all Recognized Authorities are in compliance with MTO requirements by delegating the authority to conduct an annual audit on their behalf. Internal Audit meets the criteria to conduct the DCP compliance audits. The first DCP audit conducted by Internal Audit was in 2014.

The objective of the audit is to assess whether management has processes in place to ensure compliance with the Ministry's requirements.

Based on the results of this audit, the City of Guelph as the Recognized Authority is in compliance with the MTO Driver Certification Program.

Financial Implications

N/A

Consultations

Discussed findings with Public Services management.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 2018 Driver Certification Program Compliance Audit Report



Report Author and Approved By

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2018 Driver Certification Program Compliance Audit Report

Background

In 2014, MTO implemented a process to ensure that all Recognized Authorities are in compliance with ministry requirements by delegating the authority to conduct an annual audit on their behalf. Internal Audit meets the criteria to conduct DCP audits on behalf of MTO. The first DCP audit conducted by Internal Audit was in 2014.

This audit was included as part of the approved 2018 Internal Audit work plan.

Audit Objectives and Scope

The objective of the audit was to assess whether management has processes in place that are in compliance with Ministry requirements.

The scope and audit program for this compliance audit has been provided by the MTO. Random sample testing was conducted to assess compliance of the City of Guelph's processes against ministry requirements for testing, training and approving license class upgrades and renewals including classes B and Z.

The audit coverage period is June 9, 2017 to April 18, 2018.

The scope included verifying the requirements for the following:

- The Recognized Authority general requirements including stock, driver, facilities, teaching aid requirements and vehicles used for testing;
- The Recognized Authority Official;
- The Signing Authority; and
- Vehicle safety.

Executive Summary

The Driver Certification Program Compliance Audit was conducted in accordance with the Ministry of Transportation Ontario requirements. A random sample of employee drive test files was examined and actual training was observed. MTO provided the audit program and templates to capture the audit test results.

It is a requirement for Internal Audit to upload the results of this audit to the MTO database by July 1, 2018. The audit results were uploaded June 7, 2018.

Based on the results of the audit, the City of Guelph as the Recognized Authority is in compliance with the Ministry of Transportation Driver Certification Program requirements.

Follow Up to 2017 Management Recommendations

The 2017 management letter included four recommendations management agreed to implement. All four recommendations have been implemented and are operating effectively.