

## **Committee of the Whole Meeting Agenda**

**Consolidated as of March 29, 2018**

**Tuesday, April 3, 2018 – 2:00 p.m.  
Council Chambers, Guelph City Hall, 1 Carden Street**

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

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**Changes to the original agenda have been highlighted.**

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### **Call to Order – Mayor**

Disclosure of Pecuniary Interest and General Nature Thereof

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### **Open Meeting - 2:00 p.m.**

#### **Mayor in the Chair**

#### **Presentations:**

1. Ontario Age-Friendly Community Recognition Award.
2. **Guelph Wellington Oral Health Action Committee**  
Peggy Nickels, Chair, Guelph-Wellington Oral Health Action Committee,  
Health Promoter, Guelph Community Health Centre  
Randalin Ellery, Guelph & Wellington Task Force for Poverty Elimination
3. **Community Health Van**  
Colin McVicker, Program Director, Sanguen Health Centre
4. **County of Wellington Play Time Update**  
Luisa Artuso, Director of Child Care Services, County of Wellington

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### **Consent Agenda – Public Services**

#### **Chair – Councillor Downer**

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.

**PS-2018.06                      Regulation of Election Signs**

**Recommendation:**

That the Election Sign Bylaw as outlined in ATT-2 to Public Services Report PS-2018-06 'Regulation of Election Signs', dated April 3, 2018 be approved.

**PS-2018.10                      Transit Business Service Review Overview  
(Staff Memo)**

**Recommendation:**

That Public Services Report PS-2018-10 'Transit Business Service Review Overview' dated April 3, 2018 be received.

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**Items for Discussion – Public Services**

The following items have been extracted from 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.

**PS-2018.07                      Community Paramedics Projects and Sustainability**

**Presentation:**

Leanne Swantko, Deputy Chief Emergency Medical Services

**Recommendation:**

That Public Services Report PS-2018-07 'Community Paramedics Projects and Sustainability' dated April 3, 2018 be received.

**PS-2018.08                      Guelph/Eramosa Fire Contract**

**Presentation:**

Colleen Clack, Deputy Chief Administrative Officer, Public Services

**Recommendation:**

That staff be directed to proceed with negotiating a new agreement with Guelph/Eramosa for the provision of Fire Services and report back to Council prior to execution of the agreement.

**PS-2018.05                      Transit Advisory Committee Terms of Reference**

**Delegation:**  
Steven Petric

**Recommendation:**

That the terms of reference for Transit Advisory Committee dated September 28, 2017 be approved.

**Delegation:**

Chris Schafer, Manager, Public Policy, Uber Canada  
Doak McCraney

**Correspondence:**

Doak McCraney

**Recommendation:**

1. That staff be directed to create a new schedule under the City's Business Licensing Bylaw (2009)-18855 to regulate the licensing of vehicles for hire.
2. That staff be directed to create amendments to the Schedule 16 (Taxi Licensing) of the City's Business Licensing Bylaw (2009)-18855.

**Service Area Chair and Staff Announcements**

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**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-2018.38****Corporate Records Retention By-Law Amendment****Recommendation:**

That the amended Corporate Records Retention By-law outlined in ATT-2 to report CS-2018-38, dated April 3, 2018, be approved.

**CS-2018.11****2018 Property Tax Policy Report****Recommendation:**

1. That the 2018 City of Guelph Property Tax Policies set out in ATT-1 to the 2018 Property Tax Policy Report number CS-2018-11 dated April 3, 2018, be approved.
2. That the tax policies be incorporated into tax ratio, tax rate, and capping parameter by-laws.
3. That the maximum allowed capping parameters be used for 2018, allowing the City of Guelph to exit the capping program in the shortest timeframe available.

**Recommendation:**

1. That the draft 2019 budget schedule and process changes as outlined in report CS-2018-12, titled 2019 Budget Schedule and Process Changes and dated April 3, 2018, be approved.
2. That staff be directed to investigate multi-year budgeting and report back to Council in July 2018 with a recommended policy to support implementing a four-year budgeting process beginning in 2020.

**Service Area Chair and Staff Announcements****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.

**Notice of Motion**

Notice of Motion provided by Councillor June Hofland

**Adjournment**

# INTERNAL MEMO



DATE April 3, 2018

TO **Committee of the Whole**

FROM Katherine Gray, Program Manager

DEPARTMENT Business Process Management

**SUBJECT Supplemental Information – Transit Business Service Review Overview**

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This memo is to advise of the addition of the Guelph Transit Business Service Review Council Resource Package to report PS-2018-10 Transit Business Service Review Overview.

This resource provides City Council with the process overview and frequently asked questions regarding the Guelph Transit Business Service Review.

**Katherine Gray**  
Program Manager

Business Process Management  
**Office of the Chief Administrative Officer**  
Location: City Hall

T 519-822-1260 x 2006  
E Katherine.gray@guelph.ca

cc: Colleen Clack, DCAO Public Services  
Robin Gerus, Interim General Manager, Guelph Transit

# Business Service Review

March 2018

## Guelph Transit



# Seeing the big picture



## Council resource package

**CITY OF**  
**Guelph**  
Making a Difference

Our business service reviews examine the relevance, effectiveness and efficiency of City services to ensure they achieve the best outcomes for residents, while maintaining long-term financial sustainability. A business service review assesses and informs what services we should be delivering, at what level or standard, and how best to provide these services. It also examines the associated costs, socio-economic impacts and available resources.

A business service review looks at:

- **Potential service improvements**—can the efficiency, effectiveness and quality of a service be improved?
- **Service basics**—what services do we provide? Are these services core to our business?
- **What value do these services offer?** Do we offer the right services?
- **Service levels**—how did we decide what service level we currently offer? How much would it cost to improve the service level? What is the impact of a change in service level?
- **Alternative service delivery**—how can services best be delivered? Through in-house, out-source or partnership options?

## Five phases

**Discovery**—what are our current services and service levels?

**Analysis**—benchmarking, research, and analysis of current services and service levels

**Identify**—determine strengths, issues, gaps and opportunities for improvement

**Improve**—develop an action plan to make improvements

**Sustain**—develop controls to ensure service improvements are maintained

## Review framework

The business service review framework, approved by Council in 2016, outlines a repeatable, consistent approach for identifying, prioritizing and reviewing services, to assess and inform what services the City should provide, at what level they should be provided and how the services should be provided.

## Guelph Transit

Guelph Transit is the fourth City service to undergo a full business service review using the framework based on:

- **Potential impact to the organization**—perception of cost savings and/or avoidance as well as greater opportunities for improvements; and
- **Risks associated with service provision**—potential customer dissatisfaction, service provision issues and costs associated with providing the service.

The business service review will shine a light on what we do well and what needs to change. We will ask ourselves:

- What transit services do we currently provide?
- How do we deliver transit services?
- What transit service level do we currently offer?
- Can we improve the way we deliver transit services?
- What is the impact to the community, our organization and City employees if transit service levels are increased or reduced?
- Can transit services be delivered in other ways?

### In scope

Guelph Transit is the fourth City service to undergo a full business service review using the framework based on:

- **Transit service**—service operations for conventional, mobility and specialized
- **Administration**—administration processes as they relate to planning and scheduling, customer service, and the processes for conducting fare and route reviews

### Out of scope

The following Guelph Transit services are not part of this review:

- Route review
- Fare and fee rate review
- Fleet—maintenance and repair operations
- Proposal development, assessment of specific third-party amalgamation/interregional transit services (e.g. GO Transit, Metrolinx, Grand River Transit)

### Potential outcomes

The review team will gather public input, employee feedback and research on Guelph's current transit services as well as benchmarking from other municipalities, to develop recommendations for consideration. Potential recommendations may include, but are not limited to:

- **No change**—we are delivering the right service at the right level
- **Change service level**—we are delivering the right service but should increase or decrease the level of service, which may or may not impact resource levels
- **Change service delivery**—we are delivering the right service but should change the way we offer the service, which may or may not require a change to resources
- **Change service type**—we are not offering the right service and need to change it, which may or may not require stopping to offer a service that is not meeting the needs of users.



## Service delivery options

The review will examine four service delivery options:

- **Rationalization**—provide the service or don't provide the service
- **In-house**—City of Guelph staff provide the service
- **Outsourcing**—the City owns the service and contracts it out to an external organization
- **Partnership**—the City partners with an external organization

## Process credibility

We are committed to integrity, due diligence and transparency during the Guelph Transit business service review. As a responsible and objective service provider, the City has no pre-conceived service delivery solutions.

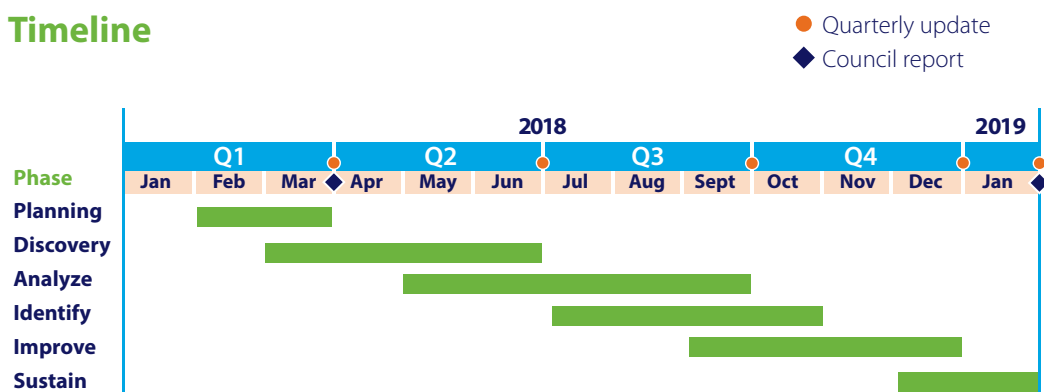
The City of Guelph is requesting proposals, in accordance with the Procurement Bylaw, for a third-party consultant to provide impartial, technical expertise, in support of benchmarking, service provision and performance analysis. This will add objective third-party credibility to the review results. The consultant is expected to be retained by April.

## Milestones and timeline

The SWR service review began in January 2017 and includes the following:

- Planning, including development of business charter
- Discovery, including process maps for all Guelph Transit processes in the service review
- Analysis, including performance data and benchmarking
- Identify, including further analysis and opportunities for improvement
- Improve, including recommendations and opportunities for improvement as well as budget impacts and implementation and/or transition plans
- Sustain, including controls to sustain improvements

## Timeline



## Frequently asked questions



### **Is the City of Guelph considering contracting out some of its transit services?**

The Guelph Transit business service review will examine all viable service delivery options to improve our transit services. The service review is objective and unbiased, meaning we do not have a specific recommendation in mind for how we want to deliver transit services in Guelph. Staff working on the service review will consider all available information and listen to staff and public feedback before making a final recommendation.



### **Will the business service review look at amalgamation with a third-party service provider?**

The business service review will examine all viable service delivery options to improve our transit services. However, the Guelph Transit business service review will not look at specific third-party service providers to develop an amalgamation strategy or contract. The service review is objective and unbiased, meaning we do not have a specific recommendation in mind for how we want to deliver transit services in Guelph.



### **Will the business service review look at existing transit routes and fares?**

The scope of the business service review is to look at the processes and services for the operation and provision of transit services. The review will not conduct a route or fare review, but will review and analyze the processes used in conducting route and fare reviews.



### **How are City staff and community members being engaged or included in the Guelph Transit business service review?**

A variety of engagement opportunities and communication channels are being implemented to allow Guelph Transit staff, Guelph residents, and other key stakeholders to stay informed about the review and provide their feedback and expertise. Public feedback will help ensure Guelph's transit services reflect our community's needs and values. Engagement activity dates and details will be shared throughout the service review process. Stay tuned.



### **What will it cost to complete the Guelph Transit business service review?**

It is estimated that the cost to complete the Guelph Transit business service review will be about \$100,000. This will be used for third party support in areas of benchmarking and service provision and performance analysis validation, adding credibility to the business service review results. There will also be costs associated with public engagement and advertising.



## For more information

**Robin Gerus**, Interim General Manager  
Guelph Transit  
519-822-1260 x 3321  
[robin.gerus@guelph.ca](mailto:robin.gerus@guelph.ca)

**Katherine Gray**, Program Manager, Business Process Management  
Corporate Project Management Office  
519-822-1260 x 2006  
[katherine.gray@guelph.ca](mailto:katherine.gray@guelph.ca)  
[guelph.ca/transit](http://guelph.ca/transit)

I am reviewing the Guelph today .com news report and find that the article may be leaving some interpretation issues open. Since April 3 there will be report to council I wish to be sure there is clarity

I attended two open forums with city bylaw and a mediator one for taxi owners drivers and one for general public later that day

- In the issue of licensing of all vehicle for hire taxis and uber alike it was reinforced both morning and evening that each driver must be licensed same as taxi independently . Criminal background abstracts same as . This was reinforced as it showed up on overhead and info board as registered not licensed . By law manager early on day of drivers meeting used reference to In waterloo uber provides a LIST of drivers to city . That process was not acceptable at meetings I attended licensing was required . This year my part time driver status taxi in Guelph will cost me \$75 licence . \$40.00 background check and aprox \$25 for abstract . All uber drivers working in city need to go through same thing

- Also missing from this article was the clear message uber vehicles needed to be identified suggestions included same taxi window plate issued by city and top signs like pizza delivery

- It was discussed that many taxi regulations had been revised removed . That makes sense as some were reduntent and were simply just laws repeated

- Also missing from discussions was that the issue with irregular charges ie less sometimes and than 5 times taxi pricing when busy . Should maintain per km rate as std uber quite capable of this . NOTE you are fooling yourself uber and like are business models once they beat competition prices will not be competitive. UBER is losing big money for now it's a business strategy

At no point in two sessions I attended was there any indication uber or like are at all different to taxis so do not know where that came from. In fact it was stressed many times that they are the same apples apples . All charging fare to move ppl to variety addresses in city.

Limousines and airport services are different

Uber make a choice to NOT use meters therefore obviously they are illegal to pick up and accept cash or credit in cars . Red Top already uses same app system uber but use meter . I could simplify whole thing uber and like companies the only difference in taxi regulations should be they cannot pick up street fares or collect cash or credit in vehical without a meter one line in regs

The on line 1100 poling of citizens is NOT a representation of Guelph citizens who use pay for transit in Guelph

The issue of not enough taxis in Guelph is nonsense in fact I would say the lions share of time there is not enough work in city for what we have when its crazy would not matter if 1000 taxis were in town. Cannot build an idea around temporary busy condition . Even some fri sat nights are dead in Guelph

Your uber drivers most part are not Guelph citizens where almost all taxi drivers owners are local

Treat UBER TAXIS SAME don't create special environment for them it will be a mistake . other citys in world have done what is suggested here uber walked and the sky did not fall in

I voted for the mayor last time I will on principle this issue NOT vote for him again if he as so far I hear wants to give uber there way and treat taxis like dinasours

I was also told by bylaw manager that uber will walk if they have to do certain things well let me tell you don't let the door hit you on the rear

Please by all means let other councillors know and Manager Bylaw he should know he was at sessions. I am also willing to present to council before consideration to proceed with changes

Doak McCraney