

Committee of the Whole Meeting Agenda

Consolidated as of May 31, 2019

**Tuesday, June 4, 2019 – 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.

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

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Changes to the original agenda have been highlighted.

Call to Order – Councillor Allt

Disclosure of Pecuniary Interest and General Nature Thereof

Open Meeting - 2:00 p.m.

Staff Recognitions:

2019 Emilie Hayes Award for Community Partnerships

Dawn Owen, Curator, Guelph Museums

Alex Jacobs-Blum, Indigenous Curatorial Assistant, Guelph Museums

Sports Turf Canada, Turf Manager of the Year Award

Dave Boehmer, Lead Hand for Parks Operations and Forestry

Presentations:

Local Immigration Partnership

Sandra Cocco, Executive Director, Immigrant Services Guelph Wellington

Trish McComb, Children's Early Years Division, County of Wellington

Ten-Minute Break for Service Area Change

Consent Agenda – Audit

Chair – Councillor Allt

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.

CAO-2019-09 Internal Audit Work plan Update - 2019

Recommendation:

That the report CAO-2019-09, "Internal Audit Work Plan Update – 2019" dated June 4, 2019 be received.

CAO-2019-10 Status of Outstanding Management Action Plans –Q1 2019

Recommendation:

That the report CAO-2019-10, "Status of Outstanding Management Action Plans – Q1-2019" dated June 4, 2019 be received.

CAO-2019-11 Project Management Process Audit Report (full report to be provided with Consolidated Agenda)

Recommendation:

That the report CAO-2019-11, "Project Management Process Audit Report" dated June 4, 2019 be received.

Items for Discussion – Audit

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.

CS-2019-20 2018 Consolidated Financial Statements and External Audit Findings Report

Presentation:

Matthew Betik, CPA, CA, KPMG, Chartered Professional Accountants

Recommendation:

That report CS-2019-20 titled, 2018 Consolidated Financial Statements and External Audit Findings Report, dated June 4, 2019, be approved.

CS-2019-19**2018 Unconsolidated Financial Statements****Presentation:**

Jade Surgeoner, Manager Financial Reporting Accounting

Recommendation:

That report CS-2019-19 titled, 2018 Unconsolidated Financial Statements and dated June 4, 2019 be received for information.

Service Area Chair and Staff Announcements

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

Ten-Minute Break for Service Area Change

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-2019-31**2019 Debenture Issue****Recommendation:**

1. That capital projects identified in Table 1 of report CS-2019-31 dated June 4, 2019 be approved for debt financing in the amounts as listed.
2. That the City Treasurer be authorized to proceed with the marketing through the City's fiscal agent, of a debenture issue in the principal aggregate amount of \$33,074,500 for a term not exceeding twenty years.
3. That the 2019 debt servicing costs estimated at \$417 thousand be approved to be funded from the City's applicable capital reserve funds in accordance with Table 2 in report CS-2019-31.

CS-2019-18**First Quarter 2019 Operating Variance Report****Recommendation:**

That report CS-2019-18 First Quarter 2019 Operating Variance Report dated June 4, 2019 be received for information.

Service Area Chair and Staff Announcements

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

Ten-Minute Break for Service Area Change

Consent Agenda – Public Services

Chair – Councillor Hofland

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-2019-09 Paramedic Services Response Time Performance Plan for 2020

Recommendation:

1. That Report PS-2019-09 "Paramedic Services Response Time Performance Plan for 2020" be received.
2. That the Response Time Performance Plan for 2020 be set as recommended by staff in Report PS-2019-09.

PS-2019-10 Business Licence Fees 2019

Recommendation:

1. That staff be directed to prepare the necessary amendments to Business Licence Bylaw (2009)-18855, to incorporate the 2019 fees as identified in Public Services Report PS-2019-10 dated June 4, 2019.
2. That staff be directed to review the payday loan businesses and bring forward possible amendments to Business Licence Bylaw (2009)-18855 for Council's consideration.

PS-2019-07 Agreements with Guelph Community Sports and Soccer Incorporated

Recommendation:

1. That staff be directed to terminate the Municipal Capital Facility Agreement and Lease between the City of Guelph and Guelph Community Sports dated September 11, 2006.
2. That the loan outstanding to Royal Bank of Canada, owed by Guelph Community Sports, and guaranteed by the City of Guelph, in the amount of approximately \$255,000, be paid in full upon termination of the agreement

referenced in recommendation #1 (plus related charges including, if applicable, accrued interest, termination fees, and outstanding arrears) and funded from the Tax Rate Operating Contingency Reserve.

3. That the City, through the Parks and Recreation Department, shall assume full operational control of the dome facility on June 30, 2019.
4. That the dome facility operations for the 2019-2020 indoor season be incorporated into the Parks and Recreation Department and any net operating variance be subject to the City's ongoing financial processes governed by the City's Budget Monitoring Policy and Year-End Surplus Allocation Policy.
5. That staff be directed to prepare a report to Council in Q2 2020 to consider options for the future of the dome facility, including a facility assessment, capital plan, operating model, and recommendations for future use.

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-2019-08 Leash Free Program Policy

Delegations

Melanie James

Tina Widowski

Christi Cooper (presentation)

Correspondence

Melissa Saccary

Stefanie King

Sam and Amanda Stevenson

Christine Janzen

Tina Widowski

Christi Cooper

Recommendation:

1. That Council approve the proposed Leash Free Program Policy included as ATT-1 to the report PS-2019-08 with an effective date of January 1, 2020.
2. That Council approve the findings and implementation plan outlined in the Leash Free Study included as ATT-2 to the report PS-2019-08.

**City of Waterloo Motion regarding Unsanctioned Large
Public Gatherings**

(extracted from the May 17, 2019 Items for Information as requested by Mayor
Guthrie)

Mayor Guthrie will speak to this item.

Service Area Chair and Staff Announcements

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

Notices of Motion

Adjournment

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, June 4, 2019
Subject	Project Management Process Audit Report
Report Number	CAO-2019-11

Recommendation

That report CAO-2019-11 Project Management Process Audit Report, dated June 4, 2019 be received.

Executive Summary

Purpose of Report

To provide Committee of the Whole with the results of the project management process audit performed to assess the effectiveness and adequacy of the City's project management frameworks to ensure a systematic approach to managing projects, and that projects are managed in compliance with the frameworks, best practices, policies and procedures.

Key Findings

- The City currently has two formal project management frameworks in place; one used by the Information Technology department, and the other managed by the Corporate Project Management Office (CPMO) and used specifically for all tier 1 capital projects;
- The main areas the audit reviewed included project management framework governance and structure, management oversight activities including financial components, and compliance to the two frameworks currently in place;
- Opportunities for enhancement were identified primarily in the area of governance with the development of a citywide project management policy, and establishing one framework for the City to be utilized by all service areas. Additional enhancements identified were in the areas of management oversight and project costing;
- Management has agreed to all recommendations.

Financial Implications

There are no direct financial implications as a result of the audit.

Report – Project Management Process Audit

Background

A review to assess the effectiveness and efficiency of the project management processes and internal controls citywide was performed. The City currently has two project management frameworks in place. One framework is managed by the Information Technology Project Management Office (ITPMO) and used by the Information Technology department (IT) and the second framework is managed by the Corporate Project Management office (CPMO) and used specifically for all tier 1 capital projects.

The Project Management process audit was included as part of the 2019 Internal Audit Work Plan approved by Council in February 2019.

ITPMO responsibilities include developing project and program management for the IT department with a strategic focus, which includes governance, financial, risk, resource, quality and scope management. The team is responsible for project prioritization, process improvement and strategic project planning for IT led projects in consultation with the service areas. IT project management framework is used by IT staff for all projects where IT is the lead. IT utilizes a system in order to assist in managing the projects.

ITPMO team includes four positions: three full time IT Project Managers who report to the Manager, Data Delivery and Digital.

CPMO was established in 2016 with the mandate to develop a project management framework for tier 1 capital projects. CPMO provides leadership, best practices, research and mentoring for the organization to successfully execute projects and improve services and processes. It outlines the authorities, roles and responsibilities within project management teams, oversight committees and of other key stakeholders. It serves as a resource offering standardized processes, practices and tools. Currently only tier 1 capital projects are required to follow the project management framework developed by CPMO.

The CPMO team consists of a full-time Project Manager position and a temporary Project Specialist position with both positions reporting to the Manager, Corporate Asset and Project Management.

The CPMO has a current ongoing initiative to review and update the project management framework. According to the IDE Project Management Office some components of the framework posted on infonet have been updated subsequent to the framework version assessed for this audit.

Audit Objectives and Scope

The objective of the audit is to assess the effectiveness and adequacy of the City's project management frameworks to ensure a systematic approach to managing its

projects. Also ensure projects are managed in compliance with the City's project management frameworks, best practices, policies and procedures.

The scope of the review included:

- Assess the effectiveness and efficiency of the City's project management frameworks in place: as of January 16, 2019 for the CPMO and January 21, 2019 for the ITPMO;
- Examine the operational processes and controls that enable the consistent application of the City's project management framework as well as the tools, training and information management practices that support informed project management decisions;
- Assess compliance to applicable project management frameworks, best practices, policies, procedures, by-laws and legislation; and
- Provide management with recommendations.

The scope of the review excluded:

- Procurement and capital budget processes;
- Contract management processes;
- Close-out activities;
- Sources of funding; and
- Program management framework and processes.

The audit coverage period for assessing project management activities include January 2018 to January 2019.

Executive Summary

Internal Audit conducted a review of the project management processes to assess the effectiveness and efficiency of the project management processes and internal controls citywide. The City currently has two project management frameworks in place. One framework is managed by the Information Technology Project Management Office (ITPMO) and used by the Information Technology department (IT) and the second framework is managed by the Corporate Project Management office (CPMO) and used specifically for all City tier 1 capital projects. The CPMO is currently reviewing and updating the project management framework.

The audit examined the operational processes and controls that enable the consistent application of the City's project management frameworks as well as the tools, training and information management practices that support informed project management decisions, and assess compliance to applicable project management frameworks, best practices, policies, procedures, by-laws and legislation.

The audit identified opportunities for improvement in order to strengthen the project management processes.

Key opportunities for improvement are summarized below.

Governance

Project Management Policy

A project management framework (PM framework) is used by management to gain insight into the major structural elements of projects in order to initiate, plan, execute, control, monitor, and complete the project activities in an effective and efficient manner.

During the review, it was identified that a corporate project management policy has not been developed and there is not one consistent definition of a project.

It is recommended that the City develop and implement a corporate level project management policy that will apply to all departments and a clear definition of what constitutes a project be included in the policy.

Project Management Framework

There are two formal frameworks in use and both are located on the infonet however, in many instances the procedures were hard to follow with repetitive information, and inconsistent from one document to another.

It is recommended one corporate PM framework is used for all projects (defined by the new policy) within the City. It is also recommended the procedures for the corporate PM framework need to be consistent between documents, complete, accurate, and be located on the infonet under the corporate guidelines/procedures section so employees can locate them easily.

Projects need to be classified by size, type, and complexity. The classification process ensures projects are classified adequately, consistently, and reviewed and approved by an appropriate position. Currently the CPMO PM classification criteria is used just for construction capital projects. Within the CPMO PM classification process there were inconsistencies between the templates used to calculate a project's classification. In addition, changes made to a project's classification did not require re-approval by an appropriate position.

There is no standardized method to number and name projects nor is there a formal method to track and monitor all City projects.

It is recommended that a formal project classification process be developed to ensure all projects are adequately and consistently classified and authorized.

Also, in order to monitor progress of the projects, it is recommended a tracking system be developed using a standardized numbering and naming convention for projects that ties into the general ledger (ideally an automated solution).

Project Management Components

In order to help ensure a project will be managed in an effective and efficient manner, the development of a standard project management framework is needed as it outlines how projects will be managed. This is fulfilled through the project management plan which includes certain primary components and documents that outline how the project will be defined, implemented, examined, and monitored.

Internal Audit identified the following:

Project management framework **risk assessment section** does not require in all cases to comply with the City of Guelph's corporate risk management framework risk categories, risk ratings, identify person responsible and/or action plan. It is recommended that the City ensure all projects comply with the corporate risk assessment framework, require periodic risk assessments be performed throughout the lifecycle of the project, with identifying responsibility, action plan and due date. Also ensure risk assessments are reviewed at all project team meetings.

Currently **under roles and responsibility section** the project manager is not required to review and sign off on all changes to the project. It is recommended the Project Manager is required to sign off on changes and consider establishing a threshold value for changes to be communicated to the project sponsor and Council. In addition, ensure segregation of duties issues do not exist however where there is a potential segregation of duties issue and it is not possible to remove for business reasons ensure compensating controls are documented and implemented.

In some cases, it was not clear of the required gate deliverables and authorizations required before advancing to the next phase therefore ensure requirements and authorizations are clearly identified.

Management Oversight

It is important to ensure management is overseeing project activity for compliance to the project management framework to ensure activities are carried out in a consistent and effective manner.

Internal Audit's review identified the following:

- The project schedule that outlines all tasks and their due dates along with person responsible for the task was not always complete;
- Meeting agendas and minutes were not always formally documented and/or filed consistently;
- The change order log did not include all changes that were approved.

It is recommended that the Project Manager's role is updated within the project management framework to verify project activities are in compliance with the formal City project management framework, and that the Corporate Project

Management Office responsibilities be updated to include reviewing projects periodically for compliance to the City's project management framework.

Training

In order to help ensure project management activities are performed in a consistent and effective manner training must be included as part of the project management process.

It is recommended training modules for employees need to be developed and communicated to staff. These modules should be available online and delivered through in person sessions as well when needed.

Project Cost Management

Project cost management is a key component that helps Project Managers and management to monitor incurred costs during the project lifecycle to ensure projects are completed within the approved budget.

During the review, it was identified that capital budgets are not recorded by expense type categories nor are projects always set up as individual capital projects within the financial systems. A project's budget status is communicated to the Executive Team, Council and the public on a quarterly basis, and according to the Deputy CAO of Infrastructure, Development and Enterprise Services, a budget forecast is completed on a quarterly basis but there was no evidence maintained on file to support the project's quarterly budget status. Additionally, there was no cash flow forecasts prepared for the project by the project team.

It is recommended that capital project budgets in the financial systems are entered at an expenditure level of detail and into capital project accounts using a unique identifier. Also ensure a capital budget and cash flow forecast statements are prepared, reviewed and updated by the Project Manager and retained in the project file.

The project team is made up of various members assigned different responsibilities. While the Project Manager is responsible for leading the project, during the review, it was noted that the framework does not identify the Project Manager as having primary responsibility for financial components.

Other departments provide support to projects such as for financial aspects. Part of the role for Finance is to establish policies and guidelines that ensure capital projects are accounted for in a consistent manner and meet accounting standards. It was noted that a Capital Account Management policy was created but has not been finalized.

It is recommended that the accountability for project financial components be a clear responsibility of the Project Manager. Additionally, the Capital Account Management policy be finalized, approved and implemented to ensure consistency across all capital projects.

Financial Implications

There are no direct financial implications as a result of the audit.

Consultations

Findings and recommendations have been discussed with the General Manager, Engineering & Transportation Services.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Departmental Approval

Catherine Spence, Internal Auditor

Report Author

Robert Jelacic, Internal Audit Specialist



Approved By

Catherine Spence

Internal Auditor

Office of the Chief Administrative
Officer

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2018 Unconsolidated Financial Statement Highlights

Committee of the Whole – June 4, 2019

Agenda

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Overview of the
unconsolidated
financial
statements

Statement of Financial
Position Highlights

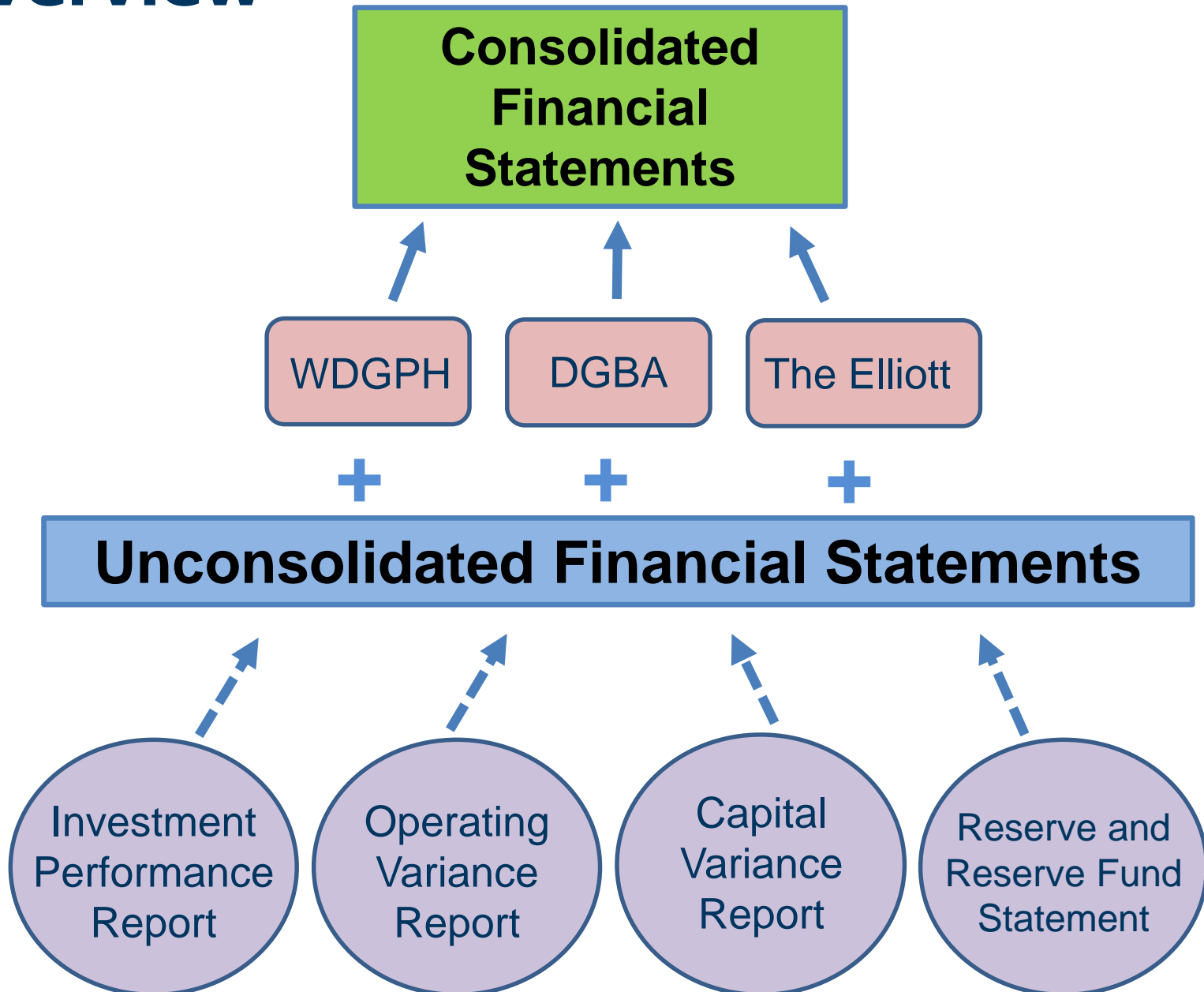
- Cash & Investments
- Liability for TIBG's
- EFB's
- Debt
- Capital

Conclusion
and Forward
looking



Financial Statements vs. Budgets

Financial Statements	Budgets
<ul style="list-style-type: none">• Consolidated results of all City departments, library board, police board and government business enterprises• Includes combined activities of Operating, Capital and Reserve/Reserve funds• Prepared in accordance with PSAS – revenues and expenses recognized when earned or incurred AND includes non-cash expenses• Tangible Capital Assets (TCAs) are capitalized	<ul style="list-style-type: none">• Programs budgeted based on annual cash requirements• Requirements are broken down by Operating and Capital• Reserve/Reserve fund contributions and draws are included in the annual budget• Cash basis – transactions recognized when funded• Capital expenditures recognized as asset is acquired or built

Overview



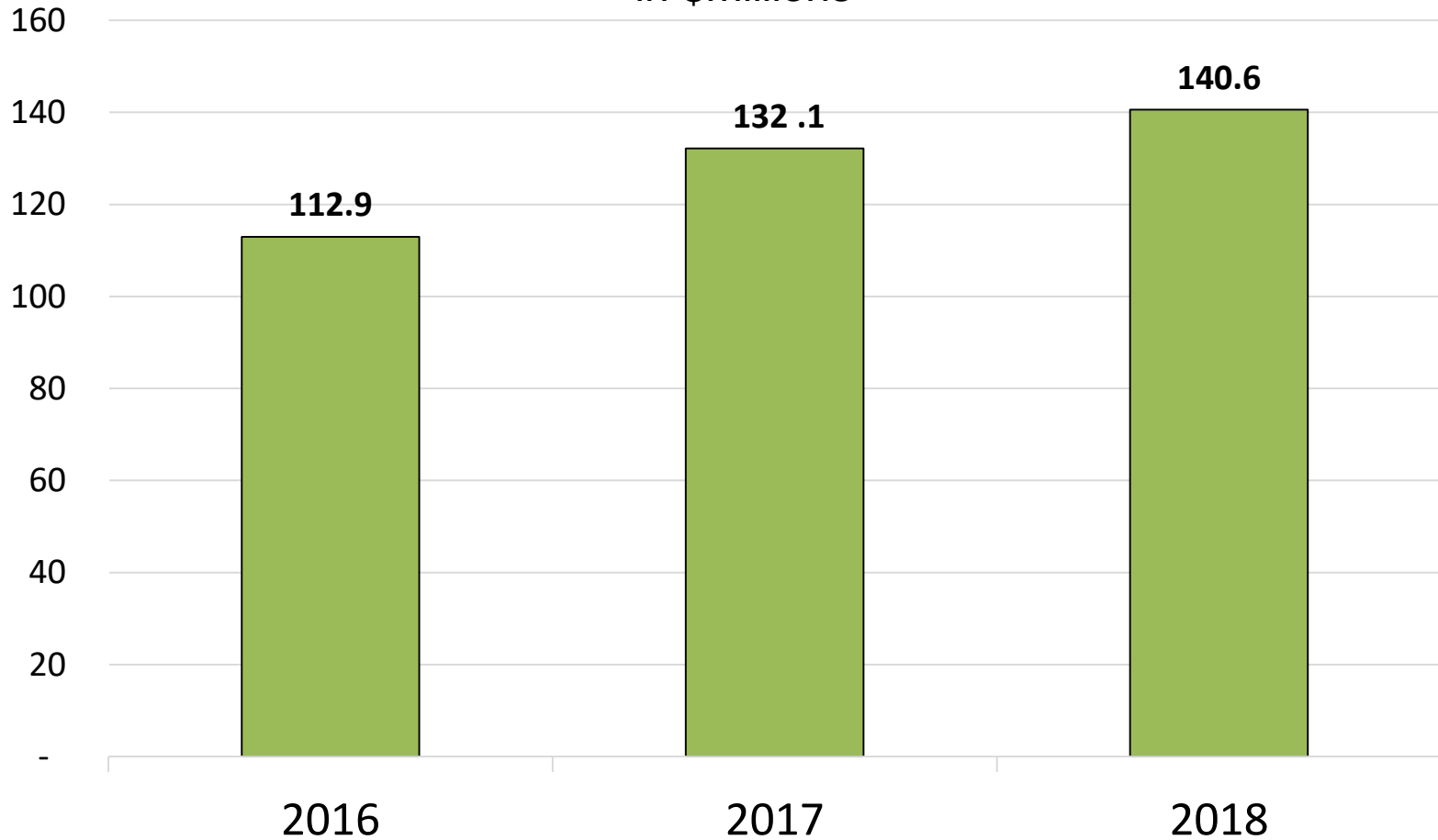
Cash and Investments - \$326M

Ratio	Legend	Target Ratio	2018 Actual
Cash & Investments vs. Reserve & Reserve funds (incl. obligatory reserves)	 	1:1	1.16:1



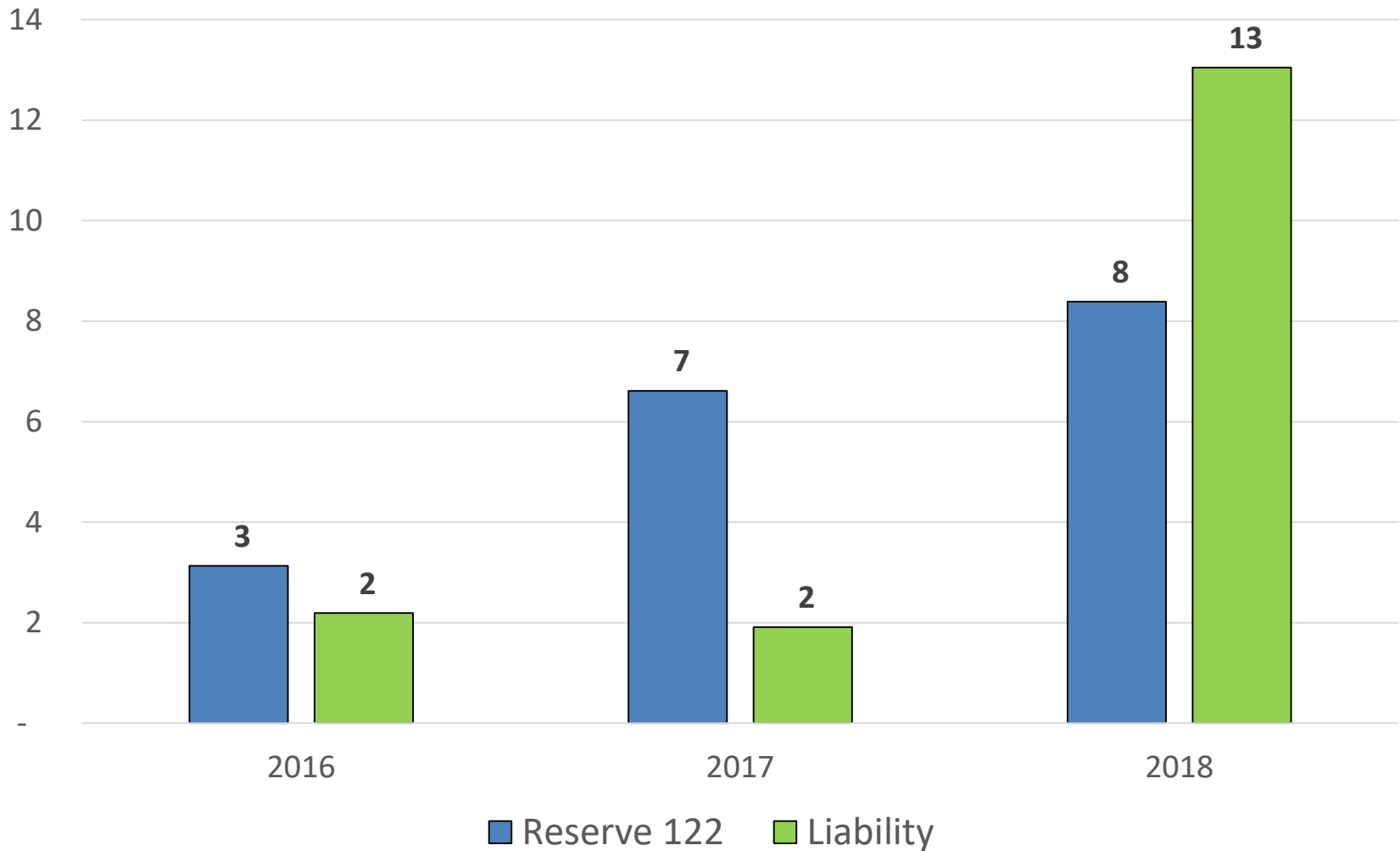
Net Financial Asset Position

in \$millions



Liability for Tax Increment Based Grants

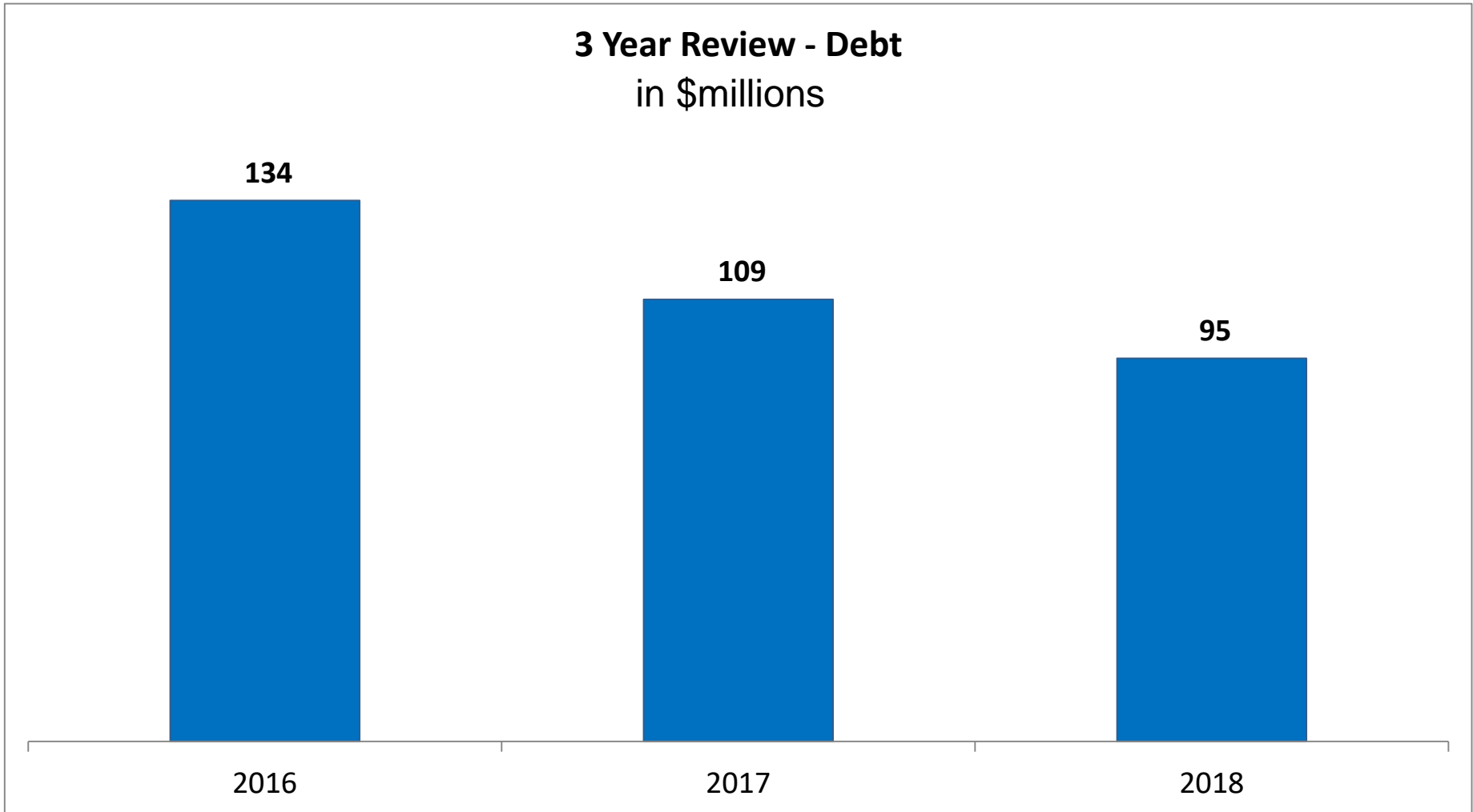
in \$millions




Employee Future Benefits - \$37.3M

- Liability balance consists of the employee future benefit costs related to retiree benefits, accumulated sick leave, and Workplace Safety and Insurance Board costs.
- Valuation required every three years to revise estimates of future costs.
- Increases are due to changes in the variables used to build the valuations which include claims history, interest rates and indexing costs.

Debt – \$95M

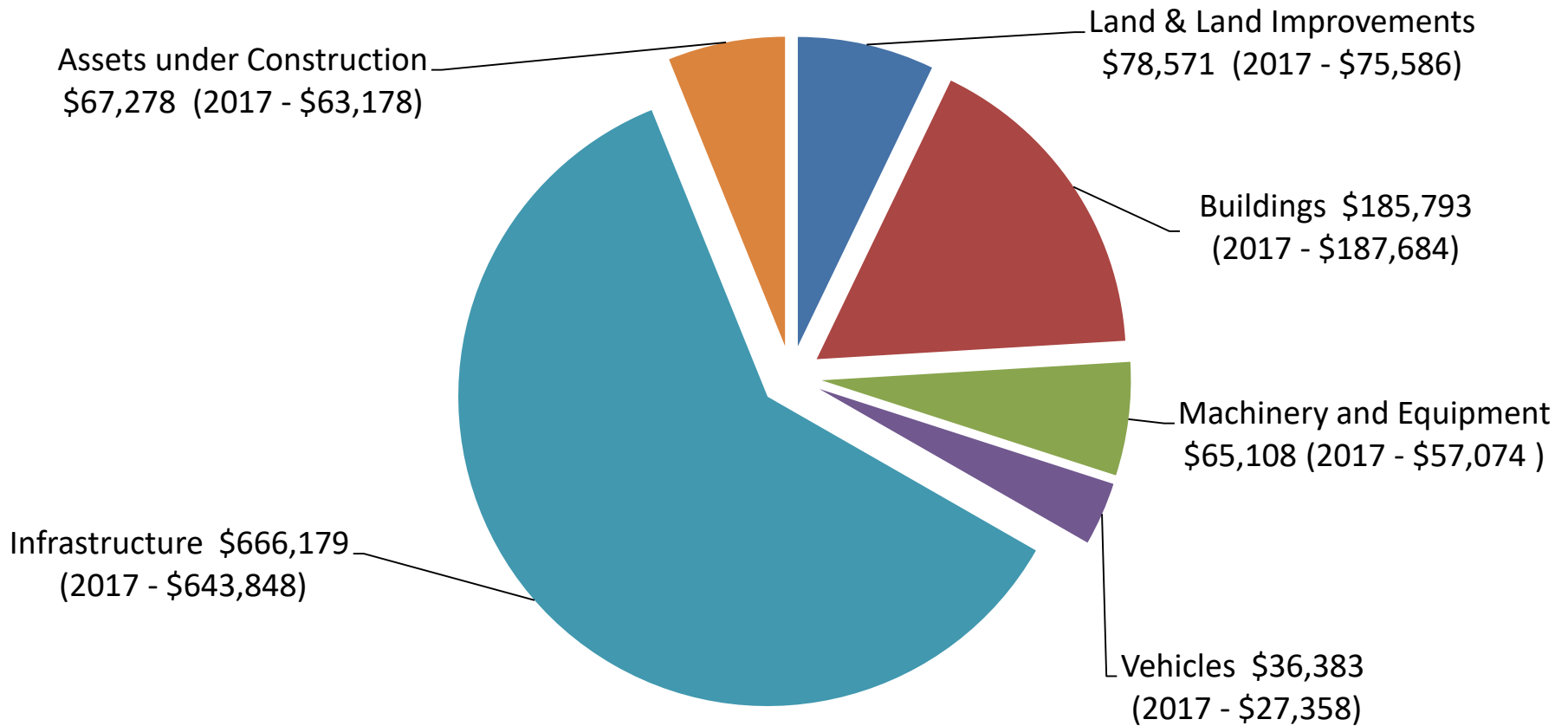


Debt to Reserve Fund Ratio

Ratio	Target Ratio	2018 Actual	Result
Debt vs. Reserve and Reserve funds and deferred contributions	1:1	0.34:1	

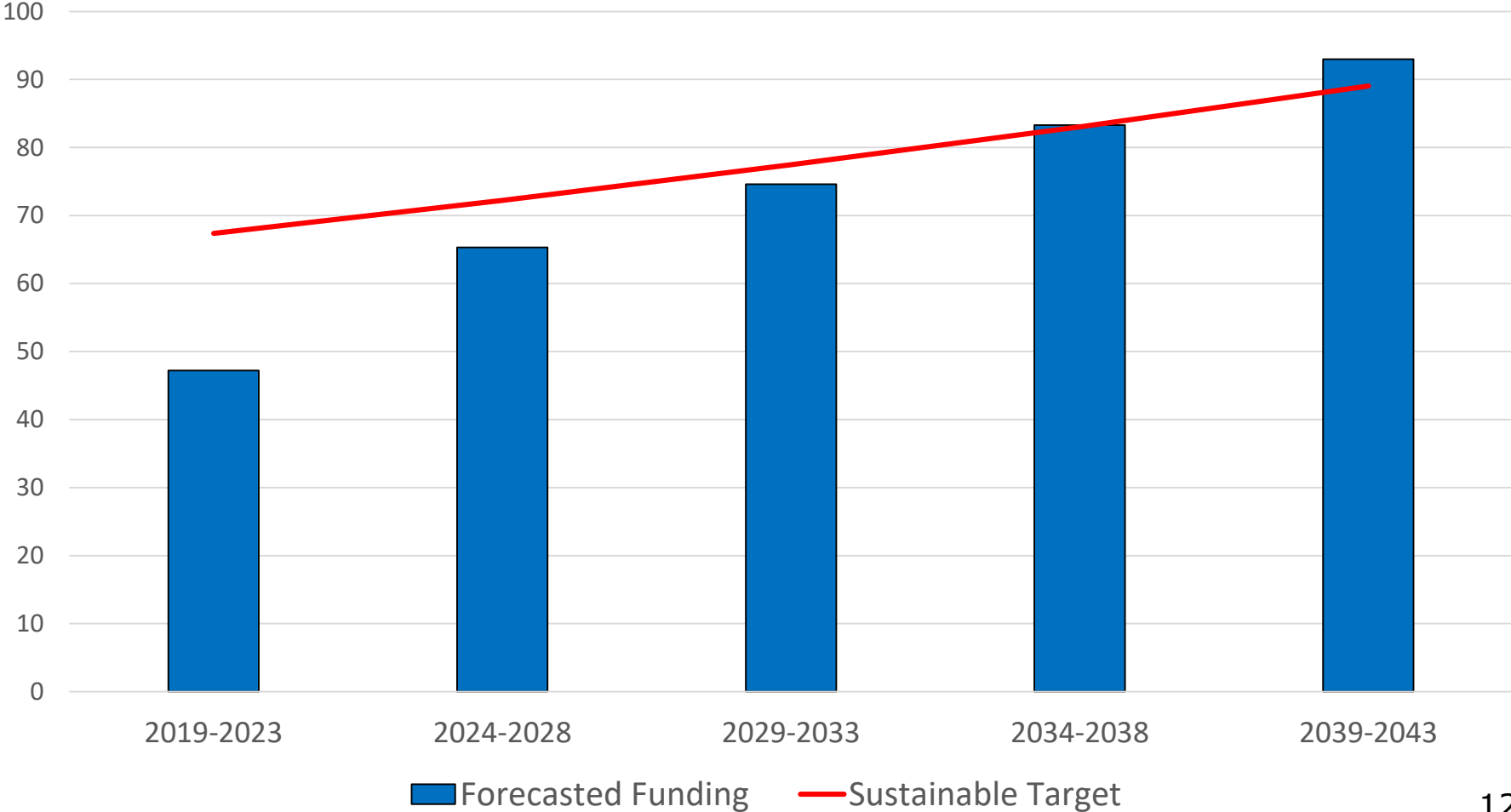
Non-financial Assets

Tangible Capital Asset Components
(in \$millions)



Infrastructure renewal funding

5 Year Average Infrastructural Renewal Funding
(in \$millions)



Conclusion

- The City maintained its strong AA+ credit rating as announced in August 2018.
- Clean Audit Opinion
- The City continues to generate appropriate revenue to create assets at a greater pace than its financial liabilities.
- The City exceeds the target measure of cash and investment holdings with the City's Reserve and Reserve fund balances
- The City's financial position continues to strengthen as staff focus on long-term, sustainable financial management practices.

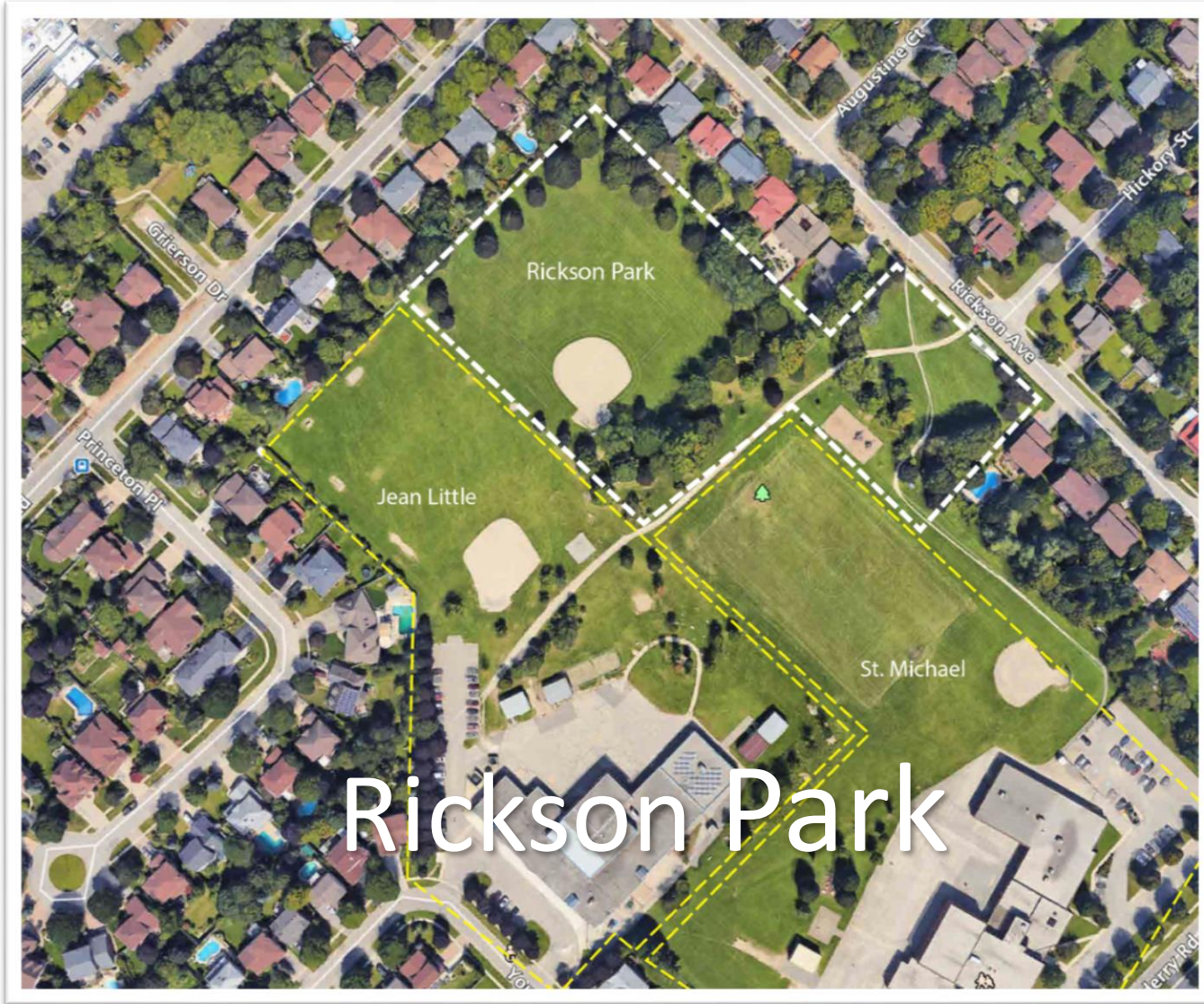
Community Values

A photograph of a snowy park with people and dogs. The text 'Community Values' is overlaid at the top. The scene shows a winter day with snow on the ground. In the background, there are houses and trees. In the middle ground, several people are walking, and a black dog is visible. In the foreground, a white dog and a brown dog are walking towards the camera. The overall atmosphere is peaceful and community-oriented.

Sustainable

Healthy

Safe



Rickson Park

Correspondence Regarding Report PS-2019-08: Leash Free Program Policy

I would like to make a few comments about the Draft Leash Free Policy for Guelph.

As a dog owner who uses the unoccupied sports field at St. Georges Park and Franchetto park to exercise my well behaved dog off leash according to the current by-law, **I wish to state I am not in agreement with removing the use of unoccupied sports fields as leash-free areas once the fenced leash-free are created.**

Most dog owners (and many of the respondents to the survey) indicated that **one of the most important things to them is that leash-free zones are close to them.** The proposed fenced leash-free areas and current off-leash areas are not close to the St. Georges Park neighbourhood, which is a neighbourhood community with many dog owners who regularly use this park for exercising their dogs. **We would be forced to drive our dogs to an appropriate leash-free area or fenced leash-free park, which is neither convenient nor environmentally friendly.** I also think it would be great if the time frame when it is acceptable to allow dogs off-leash was expanded (5am-10pm would be great!)

I go to St. Georges Park regularly with my dog and I find that often there is no one else using the park or walking by (for example Monday to Friday 9am when kids are already in school) and I see no reason why it isn't allowed to have your dog off leash on the unoccupied sports field at any time when there is no one else using the park, as there would be no conflict with useage of the park, and if anyone else does show up, we can put the leash back on our dogs. When the St. Georges Park dog group uses the unoccupied sports field for our dogs off leash, we all watch for any one walking by, or in the park, to avoid any unwanted interactions. We would hate to lose St. Georges park as one of the areas we can have our dogs off leash (and the sports field is almost always unoccupied).

Dawn to dusk is not a convenient time frame for the proposed fenced off- leash area, as many (if not most) people have to exercise their dog at night. Perhaps a button-activated lighting system could be utilized for times when it is dark.

Also, it appears that children of a certain age will not be allowed in the fenced off leash dog areas being proposed, and I wonder if this is necessary. Does this mean a parent with a child strapped to them in a baby carrier (or in a stroller?) would not be allowed to take their child with them to the fenced off leash dog parks? This should be clarified and reconsidered, especially for teenagers under 18 who are often the family members responsible for exercising the family dog.

Although Guelph has identified 3 locations for fenced off-leash dog areas, It would be great if part of the quite large unoccupied sports field at St. Georges park was designated as an off-leash dog zone, or even better have a small area of the unoccupied sports field be fenced for dog use, and there is already an existing fence

on one side that could be incorporated into that area. Another great park that could be designated as an off-leash zone or have a fenced off-leash dog park is Franchetto Park. Franchetto park is very large and the treed area on one side of the trail would provide as much space as is being proposed for the Bristol Street fenced off leash dog park, and there is already fencing along the treed side of the park.

I appreciate that Guelph has listened to the citizens who have advocated to have fenced leash-free areas for dogs in our city, and has compared its current inventory of off-leash dog areas to neighbouring cities, but **I (and many others) would be so disappointed if Guelph does not continue to allow dog owners to use unoccupied sports fields for off-leash use.** There have been relatively few complaints with unoccupied sports fields being used for dogs off-leash, and the complaints (are from my experience and knowledge) coming from just a few people who cannot seem to share any park spaces with dogs and their owners even when we have been abiding by the by-law.

It would be great if Guelph would consider adding even more off-leash zones for dogs. Why not be progressive and go above and beyond for our dog owners, who have been struggling for years to find suitable areas to exercise their beloved furry family members?

Thank you for considering my comments,

Sincerely,

Stefanie King

Hi Mark and Dominique,

Just want to say Amanda and I are so pleased with the City's [Leash Free Study](#) and draft [Program Policy](#).

Notes and requests:

- We support the City building fenced, leash-free dog parks, starting with the three mentioned.
- We support the recommendation that "the City discontinue the use of unoccupied sports fields as leash free areas" and that this "come into effect once some of the proposed fenced facilities are complete."
- We support the recommendation "that the City should consider opportunities for new leash free areas and facilities through the City's Park and Recreation Master Plan . . ."

- Would you consider advocating that the next fenced area be prioritized for the south end? We suggest Orin Reid Park below. Lots of land, public parking, walkable, linked to an extensive trail system, and near where we are currently experiencing issues with dogs off leash.
- We suggest the policy better define the exclusion line of "parks adjacent or in close proximity to school lands". Below is near a school field but is separated by a parking lot and is somewhat away from the school playground and sports field.



Thanks for your time and consideration.

We appreciate all the work the City does.

Sam and Amanda Stevenson

Hello,

My name is Christine Janzen, I am a local entrepreneur who has resided in Guelph since attending the University of Guelph in 2011, graduating in 2015. I am currently stepping down from my role as the General Manager at The Western

Burgers and Steaks, and in the research stage of opening an indoor, off-leash dog park in Guelph.

It is my regret that I cannot attend this Committee of the Whole Meeting, however I would like to extend my greetings, and provide insight to a project I am working on that may affect two topics on this day.

In regards to PS-2019-07, it is my understanding that if the city terminates the current agreement, that proposals will be accepted in 2020. I would like the opportunity to put in an early proposal to rent and rejuvenate (or maybe completely rebuild!) this venue from the City of Guelph, to operate as an indoor, safe, off-leash park for dogs and their owners (to double as a daycare facility, with groomers and trainers) to ensure financial stability.

Being on City property, this may also feed into PS-2019-08, Leash Free Program Policy – providing an enclosed area for dogs to play safely.

There have been numerous posts in the Dogs of Guelph Facebook page inquiring if there was an indoor space in Guelph, and a woman named Melanie Moen even commented on Guelph Today's Facebook post about PS-2019-07 recommending an indoor dog park! So on this day, May 30, 2019, I have created a petition to prove the interest in an indoor facility for dogs in Guelph and I would be happy to discuss details further if this is something that the City finds appealing.

<https://www.ipetitions.com/petition/guelph-indoor-dog-park>

Thank you for your time,

Christine Janzen

Submitted by Tina Widowski

May 26, 2019

Dear City of Guelph Councillors,

Having read and discussed the proposed City of Guelph By-Law on leash-free dogs, we, the undersigned, respectfully would bring to your attention our thoughts and concerns. Many of us, but not all, live within walking distance of Rickson Park on the near southside of Guelph. All of us use Rickson Park for various reasons but we also use it for on-leash and off-leash dog play daily. We do so to exercise ourselves, our pet companions and to socialize with each other while our pets socialize as well. This has been happening for more than two decades.

At any time this group swells and shrinks but there are approximately 10-20 people that use the park more than five times a week with many using the park multiple times daily. We are retirees, teachers and professors, health professionals and care-givers, University of Guelph staff, self-employed business owners, financial professionals, students and so on. Many of us would never have the opportunity to know each other if we did not share a bond of recreating with our pets and subsequently each other.

What has brought us together to write you is our concern that the vision the city espouses will be destroyed with the off-leash by-law that is, in our opinion, not the best way to proceed. We wholeheartedly support the provision of leash-free enclosures but do not believe that these areas should be the only place where dogs can be off-leash. Below are a few of the positive benefits of not overly 'regulating' park use to exclude people and pets and our responses to what we think may be behind this proposed by-law.

Community Values

One of the core values of Guelph planning for decades is to create a vibrant and engaged community. This takes many forms from city sponsored events and facilities to the design of inclusive and socially equitable public spaces. One of the hallmarks of community spaces that promote community building is sharing those spaces with opportunities to engage in diverse recreational pursuits with a diversity of people.

Except for highly specialized activities (e.g., competitive level sports, skate parks, etc.), Guelph parks are meant to host a diversity of uses from picnicking, children's play, organized sports to strolling and informal recreational pursuits. To program a park for 'only' soccer or baseball is inefficient when these activities account for perhaps five percent of the total use time and number of users. Obviously not all parks can be all things to all people, but parks should be places for the whole community and our community is diverse.

Sustainable Communities

One of the pillars of sustainable communities is responsible transportation planning. Guelph's initiatives of 'walkable' community planning have received significant funding and political and

social capital over the years. Parks are a community amenity that should be considered in this light (nearby and walkable). Amenities such as parks need to be accessible if they are to fulfil this goal and by and large most members of the Guelph community live within a reasonable walking distance to a park. It, however, makes no sense to designate a few parks with pens as off-leash if community members cannot get to them except by automobile. The closest off-leash park in the proposed by-law is more than 4kms from Rickson Park. It is walkable in some seasons but 8kms there and back is unachievable in winter weather and icy conditions, while posing health risks of travel on hot pavement during the "dog days" of summer.

Healthy Communities

Health is not only an absence of illness, it is a state of mind and body that encourages behaviours that are known to improve the quality of life for the person (and pet). Some behaviours such as walking, in particular, are ideal in parks. Access to natural environments may be even more important to mental health as hundreds of research studies have demonstrated. Walking with off-leash (or on-leash) dogs in a natural environment fulfills a healthy community goal. Isolation and reclusiveness are unhealthy and so providing opportunities for easily accessible social gathering places that do not require transportation, that are essentially no cost and that bring members of the community together to share experiences add to the social health of the city as a whole.

Safe Communities

The city subscribes to Crime Prevention through Environmental Design (CPTED) as a basic toolkit in park design and maintenance for safety enhancement. Some of the key principles are to have 'eyes' on the space and to 'populate' a well maintained and clean public place. It is not a demographic or geographic accident that prized and safe parks in Guelph are those that are well-used and cherished by the users. A handful of park neighbours or users can supplement the police or city by-law enforcement officials because they live nearby and are generally aware of use patterns and people. As regular users of Rickson Park it is often one of us that is first to note and report vandalism, property that has been stolen and discarded, suspicious use and so on. We may not be crime-stoppers in the apprehension sense, but we are crime-spotter, and this makes Rickson a safer park and neighbourhood for all.

Conflict

There has always been and there will always be mild to significant conflict in ALL public spaces and places. Pan-handlers and shoppers in St. George's Square and bicyclers and walkers on city trails are two of the many people and use conflicts. People generally can, and do, adjust. This is the nature of successful social spaces. The more meaningful issue that the city should concentrate on is how different park users can negotiate in a respectful fashion their differences when conflicts arise. What the above suggests is that a 'one size fits all' policy is by its very nature in conflict with diversity of use and people. In unraveling how the off-leash policy seems to have evolved from a dog and dog-owner amenity to a restrictive by-law, we have had to make some assumptions that the city is responding to park use conflicts and corporate liability concerns.

What do we believe might be the potential sources of park use conflict with respect to off-leash dogs?

- Every dog fighting another dog, or dog biting a person, is noteworthy news and is widely publicized, often leading to a misperception that the problem is worse than it really is. What is also newsworthy is the relatively few cases there are for the large number of dogs and owners using public parks without conflict. Headline: More than a Score of People had a Really Nice Day in Local Park...again.
- Similarly, to place dogs in enclosures or pens, will not decrease dog on dog conflict, rather the research suggests that it will increase! Dogs in conflict, particularly dogs strange to each other, need an escape route and pens do not easily allow that separation when needed. Some dogs need a pen as they are not always in control of the owner and some dogs wandering behaviour can be a concern. Therefore, providing some pens in some parks is a worthy goal and a wonderful amenity. Requiring pens for all dogs off-lead is another matter.
- Dog-person aggression is of course a serious matter, yet this proposed by-law seems just as over the top as removing the number one cause of school-yard injury (falls on asphalt) to increase child safety. Some dogs, like some people, are bad actors. Not every teen in Guelph is suspicious because some teens are. This is just common sense. Target the bad owners, not all dogs and not all owners.
- Dog feces would appear to be another issue behind the proposed by-law. People that do not pick up after their dogs (free roaming cats as well) should be fined and who would disagree? People who litter and throw lit cigarette butts out of their car should also be fined and who would disagree? That said there are slobs and social misfits, even in Guelph, and the best and most effective enforcement of civic norms is not just bans and official enforcement, it is other people. All of us that use Rickson park not only clean-up after our pets, we also clean up after others, as well as the garbage from a few hundred children at the two nearby schools. We do not, it should be said, call the principals or by-law enforcement officers to enforce a norm that most people share, we simply do the picking-up. Irresponsible pet owners, like litterers are outliers. Peer pressure, education and appeals to common decency are likely more effective than bans on off-leash dogs with respect to feces. It is notable that dogs can and do 'poop' on-leash. It is the owners, not the leashes or the dogs, that are irresponsible when feces are not picked up.
- There seems to be a perception that dogs are 'tearing up' local sports fields. Really? Shoe cleats on thousands of feet, particularly in wet conditions along with a maintenance regime for turfgrass that is underfunded are the culprits. Please do not test our credulity that dogs are responsible for the sorry state of many organized sports fields in Guelph. Premier sports fields in every, or even many, parks with pristine turf

cost money, more money than we suspect is acceptable to Guelph taxpayers. It is perfectly acceptable that premier fields be reserved for high-end use and other activities be limited. We are not asking for the city to allow off-leash dogs at Hastings Ball-Park rather than when a regular, normal field is not in use, that it be used.

- It is also worth noting again that many sports fields are 'occupied' by a small number of people for a relatively small amount of time (even in season). Empty sports fields are recreation deserts and their mono-use of public space is inefficient and expensive. Clearly maximizing the use of our parks should be a goal. Again, we realize there will always be competing use demands. Some parks do not have the facilities, some are too small, some are simply too crowded or too far away. Many parks, however, have the facilities and the size where more than one activity can take place concurrently.

Conclusion

We all applaud the addition of leash-free enclosures for dogs in Guelph, as most dogs need to run, not just walk on-leash with their owners. Enclosures are a basic first step and hopefully the designs will include more than simply a fence and 'poop-containers'. There is substantial research, easily available, that addresses the potential for enrichment that benefits both dogs and owners.

There is a significant gap, however, between the provision of an amenity and the restrictive by-law as we read it. Restricting off-leash activity to enclosures in only a few areas is not consistent, we believe, with present city visions and goals, and creates a hardship that is unnecessary and likely difficult to enforce. We have tried to identify how the proposed by-law is not based on actual park use and that a one size fits all policy and by-law is too simplistic. There are thousands of responsible dog-owners living and voting in Guelph and we sincerely hope that this issue receives the debate and discussion it deserves.

Community Stories

A number of people that have contributed to this letter have stated that it is important to emphasize the positive and to point out all of the benefits that responsible off-leash dog owners (and their dogs) receive. To this end, we collectively chose to tell our stories below. Our dogs' names are included in parentheses.

Nate Perkins and Tina Widowski are professors at the University of Guelph (Boags and Brüne). We have our pets in the park usually each morning at about 7AM until 8AM before school children are present. The dogs are back out around 5:30PM. Our dogs have grown up with other dogs in the park and have 'learned how to play well' with others, including people. Our puppies were socialized by older dogs and now return the favour with park puppies. Through our dogs we have discovered what a pleasure it is to get to know our near and not so near neighbours that we would otherwise not interact with. The lubricant of this community connection has been dogs. Our dogs are on-lead if there is any hint there are other's in the vicinity or field sports are taking place in the distance. Other times our dogs are off-lead and engaged in free play with their known, and occasionally new, playmates. This play involves mostly running and chasing each other and thrown balls. Brüne is adept at bringing school trash to us so we can deposit it in appropriate receptacles. Based on our concerns about dog safety, we would not put our dogs in off-leash pens. Given the limited information we have, a chain-link enclosure on a field is not much of an amenity, it is a special use area appropriate for others. A proposed 'energy from poop technology' doesn't help sell it, at least to us.

Melanie James is a small business owner (Izzie).

I am a small business owner, single mom of two, and mom taxi for competitive extra-curricular activities. Every moment of my daily life seems to be planned out and accounted for, right down to the allotted four minutes it takes to walk to the park. Izzie's needs brought me to Rickson Park, where I learned that I needed to take time in my day to unplug, unwind and breathe. Everyday Izzie and I start the day surrounded by nature and friends (both dogs and humans) and reconnect later again in the day for more running and playing and adult conversation. It only took me a couple of days out of town to realize how important these daily, "un-plugged" connections had become! Whether it's being greeted by happy dogs in the park or chatting with other dog owners about a great new restaurant in Guelph, it's given me a healthier mindset which makes me a better mom, a better business owner and an excellent community asset. Most of us dog owners would have never crossed paths in our professional worlds. It's been the dogs that have enabled new friendships to blossom, resources to be shared and overall happiness to be created. The dogs have been the catalyst that has taken us beyond the park to other City off-leash trails and community events.

I feel that, as a group, we are mindful of the many uses of the park and use the space with respect. Is this not the intent of community parks? Many uses, respectful sharing of space, resulting in a healthier (mind and body) community. I fear that building pens for off-leash use goes against the basic definition of community. With age restrictions for humans, size restrictions for dogs and transportation requirements, natural family time and established

communities will be pulled apart. The added stress to each individual and their pet, on a daily basis of having to fit in driving time, to and from the proposed designated off-leash areas. Not to mention the added stress on the environment of having to use my car an additional two times per day. I worry that the City has not thought through the added budget required for proper maintenance to the designated area to prevent transfer of disease and infection for both dogs and humans. Having proper "poop receptacles" is only the beginning. Does the City have a true understanding of canine behaviour to create a secure environment for both dogs and their owners? Has the City reviewed the success and/or failure of these types of enclosures in other municipalities (in Ontario, Canada, globally)? Does the City know the number of humans and dogs expected at the enclosure? Does the City have a plan for capacity regulation of the enclosure? There seems to be so many components to be considered, but most importantly, the negative impact on established healthy communities.

Jackie Cooper is a small business owner of dog grooming salon called Ruff Cuts. (Nugget)
I have a small rescued yorkie-poo. I would like to start off by saying, the people, their dogs and this park have literally saved my life. I had a mental breakdown a year and a half ago and also have agoraphobia and depression. I had no friends or family (all live out of town) to talk to or be with while dealing with my breakdown. I was at one point suicidal. It got so bad for me. I started going to the park few months after my breakdown out of responsibilities to my dog, not me. It would take a few hours of mental prep but I would anxiously put my headphones on and play the music loudly and walk across the street to the park then I'd turn around and go home. Over the days and months, I slowly felt confident enough to let Nugget off-leash with no dogs around. Then after a while I was able to let him off-leash so he could run and play with other dogs. Having agoraphobia and a breakdown you really don't want to socialize and you're not very confident especially around strangers. My dog running off-leash, meeting everyone and their dogs was enough of a distraction, so I didn't feel over anxious to walk over. Not one person I met at the park knew what I was going through and accepted me exactly who I was. These are all awesome people and with their dogs running around playing and is the best medicine. Today a year and a half later I now get up 60min before work and make my coffee "to go" and walk across the street with my dog to the park and play. We go again after work and hopefully watch the sunset! I have come so far with healing and every day I heal a bit more. The best of all is have new friends that accept every quirky part of me as me. I also have become a bit of a sky and sun photographer and I've started painting again, this time of sky photos I take! I cannot stress how difficult this past year and a half was for me from taking my life to healing mentally from my breakdown and to be able to manage my agoraphobia. I did this without having to be hospitalized or having to go on medication. It's off-leash parks like this that brings our community together to learn from and grow. Building fenced in areas that are difficult for many to get to will not only disappoint it will stop people from going at all. The high stress, the irresponsible owners and "not so nice dogs" confined in a fenced area? That is a not good human and dog situation waiting to happen. I work daily with dogs and know by experience how fast a dog can get aggressive through fear or dominance, especially when the owner is high stressed. I will not be attending these fenced in areas and It's sad.

Nadia Steininger is a small business owner/ mom/ caregiver (Oscar).

One of the things that attracted us to this neighbourhood was the fact that we back onto parks/sports fields and can walk to school. We are also out each morning between 7:00am and 8:00am, before walking kids to school, engagingly in dog play and neighbour interaction. After owning a dog that was not socializing well with other dogs, my family and I were determined to see to it that our “new” dog was. We credit Oscar’s friendly, patient, playful nature to all his dog friends in the park. Over the years, the dogs in the park have changed as have their people but one thing remains the same, the sense of community and caring that has developed during our outings. I am a shy introvert and have always found it difficult meeting people. What I have experienced in this park while exercising my dog and myself has been priceless to me. Interacting with my neighbours and their dogs has been a confidence booster and an incredible stress reliever. Between work, taking kids to/from school, piano lessons, cheerleading practice and caring for aging parents, having to drive to a dog pen during limited hours is simply not feasible to me and I fear detrimental to my mental health. There are many times I feel I need the interaction in the park more than my dog does. I have built trusted friendships there, for example, a young lady that had become a babysitter for my child, or another that has watered my plants and kept an eye on my home in my absence, or another who has fed and walked my dog for me if I’m running late. This is my community, these are my trusted neighbours.

Dave Mullock and Emily Booth (Sweet Pea)

Our family recently moved to the neighbourhood and have benefited so much from being able to take our dog, Sweet Pea, to Rickson Park to let her run and play with the other dogs while keeping a close watch. We have a rescue dog who suffers from anxiety and it has been such an asset to come to the park each day with the same group of people and dogs. Everyone who brings their dog here is respectful and responsible, always mindful of others who use the public space.

Christi Cooper is a veterinary technician and safety professional at the UoG. (Gemma and Spencer)

As a long-time advocate of the health benefits of pet ownership, I place a high value on time spent with my dogs, embracing the responsibility to meet their social and exercise needs. I also endeavor to have my dogs give back: several of my past dogs have been St. John Therapy dogs, regular visitors at College Place Retirement Residence on College Avenue and active participants of Stress Buster events for students at the University.

My last dog of 11 years, Dakota, was co-raised by my son. A gift for his 14th birthday, Jon learned responsibility through training and walking his puppy. Jon cared for, guided and corrected his pet, walking him on his own at 15 and regularly as they grew together, often off leash in our local park, or at the Hanlon dog park. Though we lost Dakota to cancer last year, Jon’s affinity to the Hanlon dog park developed community leadership within him; as a young adult, he continues to help maintain the adjacent nature walks and paths.

I currently own two rescue dogs, one of which gets carsick. Medications to relieve motion sickness are available but not a reasonable daily option as the side-effects of drowsiness would affect his ability to have normal social interactions at a dog park. This keeps me walking my dogs close to home.

Dogs need to learn appropriate dog-to-dog behaviour and dog-to-people behaviour. Normal dog-to-dog behaviour is stunted by a number of factors when dogs meet while “on leash”. It is crucial that dogs learn to greet each other on their own terms; yet just as not all people gravitate to or agree with all guests at a social gathering, dogs will have preferences among dogs.

Our local group of dog walkers involves a blend of large, medium and small dogs and a variety of ages. The group of owners walk back and forth within an area that is fenced by property lines on 3 sides and open to nature barriers of trees and a ball diamond backstop on the fourth side. This park provides the space to enable a variety of interactions: of the “yappy” terriers, the loving labs and allows for the introduction of new members who are unsure where they fit in. This self-monitoring group has supported the integration of my vocal terrier and my new rescue, with positive dog interactions amid the distraction of balls to chase and the freedom of green space – to move away in order to smell the flowers and “pee-mail” at the trees. These positive daily interactions help to provide positive outlets for canine energy, reinforcement of acceptable dog behaviour and have not only allowed my dogs to become better citizens but have introduced me to a supportive group of community, neighbours, and new friends.

Jonathan and Kari are a plumber and small business owner, respectively (Willow)

Willow is a high energy dog and needs to run. We started coming to the park six months ago and found a wonderful group of dogs and people that Willow has become comfortable with.

Manickavasagan ‘Manick’ Annamalai is a professor at the University of Guelph (Rani)

Rani was introduced to Rickson Park ‘pack’ as a puppy and she has been socialized in a way that many dogs cannot be. She can rough-house with older dogs that were once pups themselves and has learned basic manners. Rani is Manick’s first dog and in addition to the sense of companionship he has found he has learned the norms of being a responsible dog owner.

Harley Knighton is a retired college teacher (Brecken).

Harley is in his 80s and with his wife in long-term care, Brecken is his daily companion. A few years ago Harley lost his driving license and at that time walking was his only option. He is a daily visitor to the park and the neighbourhood sentry. Harley would not have as much social interaction with others without his faithful and slow-moving Golden Retriever. If there was ever a case of a need to have nearby opportunities to stay connected with others, Harley is it. In a lovely and heart-warming way, we have ‘adopted’ Harley and look out for him. Brecken could easily pull Harley off his feet so Brecken is often off-leash.

Nancy Picard is a flight attendant (Willa)

Often Nancy’s young teen son is with high-energy Willa after school. Perhaps this is a case where Willa could not get her exercise as her caretaker does not meet the proposed 18-year old requirement for off-leash areas.

Andreas Boecker is a professor at the University of Guelph (Freida)

Working long hours as a department chair at the university, taking our dog Frieda to Rickson Park in the early morning has become one of the few regular opportunities for me to meet with other people from the neighborhood. Some of the people I regular meet and gotten to know quite closely I have known from work or because they are the parents of friends of my children. But most of them I would have probably never gotten to know at all, were it not for the regular encounters and talks while watching our dogs getting along perfectly well with each other off-lead. What I really enjoy about Rickson Park is the diversity of people's backgrounds and interests, which gives me something new to learn every day. This level of interacting with and getting to know other people would not be possible, if dogs were to be on-lead all the time. I found that dogs on-lead can be more easily aggressive than off-lead, because they cannot evade another dog that they find annoying for whatever reason. Besides the distraction from having to disentangle leads all the time, it is just not that easy to keep up the conversation when the dogs don't get along well. Off-leash, they can keep their distance. In the off-lead environment of Rickson Park, socialization among dogs also works very well. Frieda, for example, is a twelve-year old Collie-Retriever mix who is not too fond of playful younger dogs anymore. So she keeps her distance from them but when they get too close and annoying, she tells them in a very clear way to stop, and they understand. The owners of the younger dogs appreciate these lessons and they also appreciate when the younger dogs learn through the interactions with other dog owners what appropriate behavior towards people is, for example to not jump up on people. This makes off-lead incidents with other people less likely. But it only works so well, because it happens in an environment where people know each other and the others' dogs well and where newcomers – human and canine – are always welcome. It will likely not work in an enclosure where it would be a lot more crowded and dogs and people would be different every day. As said in the opening letter, the main concern would be more aggression among dogs. I would not take Frieda there, because I know it will be very stressful for her.

Cindi Jaku is a bank employee (Charlie and Tucker) whom has recently moved a bit further away but still brings her dogs twice a day to Rickson because they are known and cherished. While Charlie and Tucker do not need to run, it is a benefit to allow them to socialize, or not, with a group of dogs that are now their playmates.

Rickson Park is 'accessible' from the North-East and South along Royal City trail. All of the residences surrounding the park are fenced providing a semi-enclosed area. The ball field is too small for adults and rarely used more than two evenings a week 'in season'. Because there is no through traffic, the area to the West and North is ideal for dog play. (North is top of image)



To: Members of Guelph City Council
From: Rickson Park Community Members (and their Dogs)
Date: May 31, 2019

Re: The City of Guelph's Proposed Leash Free Program Policy

Request to Guelph City Council

Remove the items indicating that "Dogs are not permitted on sports fields at any time" found in sections 1.1 and 1.2 of the proposed 'Leash Free Program Policy' for the City of Guelph and continue the current city policy of allowing leashed dogs at/on sports fields at any time and off-leash activity **on unoccupied sports** fields at other times.

Rationale

At Rickson Park, an infrequently used sports field in south Guelph, dog owners act in a responsible and thoughtful way, minding others who are enjoying the public space and ensuring that all dog waste is properly disposed of. For almost two decades, our community members have used Rickson Park for recreational activity including for on-leash and off-leash dog play daily. We do so to exercise ourselves, exercise our pets, and socialize with each other while our pets socialize as well. Rickson Park has no through traffic and is enclosed with fencing on the east, north, and west sides.

There is no evidence that adding three off-leash parks while removing numerous existing on- and off-leash areas located throughout the community will properly serve our fast-growing city of 131,000 people, when large numbers of dog owners already frequent current off-leash spaces, and dog ownership is on the rise. We support the provision of building new enclosed leash-free areas, but do not believe that these areas should be the only place where dogs can be off-leash. The proposed policy does not reflect the day-to-day actual use of the City's parks or sports fields and creates an unnecessary hardship. The policy is too simplistic, and we feel it is inconsistent with the City's goal of creating a walkable, liveable community. For example, the proposed policy does not contain a definition of 'sports fields', as there are major differences between a manicured sports field reserved for competitive leagues and tournament bookings versus small baseball diamonds used for recreational leagues and soccer fields used for Frisbee in smaller parks, like Rickson Park.

We feel strongly that the current policy, which allows on- and off-leash activity on unoccupied sports fields, has worked very well for our neighbourhood and has created a strong sense of community among the owners and dogs themselves. We ask City Council to amend the proposed policy to continue to allow this activity.

Existing Community Benefits at Risk

- Sustainable Communities: Community amenities, such as public parks, should be nearby and walkable. Designating only a few parks with pens as 'off-leash' would require dog owners to drive to these parks instead of walking. This does not make sense. For context, the closest fenced off-leash park in the proposed by-law is more than 4 km from Rickson Park.
- Community Use: City of Guelph parks, including sports fields, are intended for a variety of uses, from picnicking, to children's play, to organized sports. To program a sports field for 'only' weeknight, evening use over a 3-4 month period, for Frisbee, soccer or baseball, is inefficient when the athletic activities account for perhaps 5% of the total use. This bylaw change prevents families, spectators and community users with dogs from accessing almost any grassy space in many parks. Additionally, in the proposed new fenced-in dog off leash areas, there are significant limitations on use, such as no children under 6 years allowed in and no teens under 18 years allowed on their own.

- Healthy Communities: Providing opportunities for easily accessible social gatherings, that are essentially no cost, adds to the social health of the city as a whole. The Guelph Humane Society promotes the “belief that teaching children about responsible pet ownership and compassion for animals builds more caring future generations”. The proposed by-law will result in a major loss of family-friendly community meeting points, neighbourhood friendships and support among dog owners, and known dogs who play as friends.

Members of the Rickson Park Community (and their Dogs)

- | | | | |
|--|---------------------------------|--|-------------------------------|
| • Nate Perkins and
Tina Widowski
(Boags and Brüne) | • Melanie James
(Izzie) | • Jackie Cooper
(Nugget) | • Nadia Steininger
(Oscar) |
| • Christi Cooper
(Gemma & Spencer) | • Manick Annamalai
(Rani) | • Harley Knighton
(Brecken) | • Nancy Picard
(Willa) |
| • Cyndi Jaku
(Charlie and Tucker) | • Jonathon and Kari
(Willow) | • Dave Mullock and
Emily Booth
(Sweet Pea) | • Andreas Boecker
(Freida) |