

INFORMATION ITEMS

Week Ending April 26, 2019

REPORTS

1. 2018 Year-end Investment Performance Report

INTERGOVERNMENTAL CONSULTATIONS

1. Modernizing Conservation Authority Operations – Conservation Authorities Act

CORRESPONDENCE

1. City of Guelph Response to Intergovernmental Consultation re: Discussion Paper on Reducing Litter and Waste in our Communities

BOARDS & COMMITTEES

1. Guelph Police Services Board Meeting Minutes – March 21, 2019
2. [Committee of Adjustment Meeting Minutes – April 11, 2019](#)

ITEMS AVAILABLE IN THE CLERK'S OFFICE

1. None

Information Report



Service Area Corporate Services

Date Friday, April 26, 2019

Subject **2018 Year-end Investment Performance Report**

Report Number CS-2019-10

Executive Summary

Purpose of Report

To report on the 2018 investment portfolio performance and holdings as required by Ontario Regulation 438/97 of the Municipal Act and the City's Council-approved Investment Policy.

Key Findings

The carrying value of the total investment portfolio as at December 31, 2018 was \$279.1 million, plus cash holdings of \$45.9 million. The total investment and cash market value as at December 31, 2018 was \$328.3 million (2017- \$299.6 million).

Interest earned on investments and cash as at December 31, 2018 was \$8.0 million, which resulted in a positive variance to budget of \$0.9 million, and has surpassed the 2017 earnings by \$0.5 million. This computes to an average rate of return of 2.19 per cent (2017: 1.91 per cent). In accordance with the City's General Reserve and Reserve Fund Policy, an allocation of \$5.2 million was transferred to the reserve funds at year-end.

The City has managed its investment portfolio in accordance with Ontario Regulation 438/97 of the Municipal Act and in accordance with the current City of Guelph's Council-approved Investment Policy.

Financial Implications

Investment income reduces the amount otherwise required from property taxation and user fees to finance City services, as well as increasing the value of reserve funds used to finance future expenditures.

Background

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

The primary objectives of the investment policy are as follows:

- adherence to statutory requirements;
- preservation of capital;
- maintaining liquidity; and
- earning a competitive rate of return.

Provincial legislation requires that the Treasurer submit an investment report to Council each year, or more frequently as specified by Council. The City's current Investment Policy requires a report on the financial position, investment performance, market value, and compliance status of the portfolio at least twice per year.

Report

Definitions

Carrying Value –The portion of an asset's value that is not depreciated. Carrying value is not market value, which is determined by market forces, such as stock prices; also called book value

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

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

A. Statement of Performance

The investment and cash positions of the City are as follows:

	December 31, 2018 (Carrying Value)	December 31, 2017 (Carrying Value)
Long-term	\$156,165,851	\$201,796,769
Short-term	\$122,984,136	\$62,286,067
Total Investments	\$279,149,987	\$264,082,836
Cash	\$45,869,153	\$33,543,258
Total Cash & Investments	\$325,019,140	\$297,626,094

The carrying value of the total investment portfolio as at December 31, 2018 was \$279.1 million plus cash holdings of \$45.9 million. Interest earned on investments and cash as at December 31, 2018 was \$8.0 million, which resulted in a positive variance to budget of \$0.9 million, and has surpassed the 2017 earnings by \$0.5 million. This computes to an average rate of return of 2.19 per cent (2017: 1.91 per cent).

The total investment and cash market value as at December 31, 2018 was \$328.3 million (2017- \$299.6 million). The details of the City's specific investment portfolio as at December 31, 2018 are attached in the City of Guelph Investment Portfolio by Issuer (ATT-2) and the City of Guelph Investment Portfolio by Security (ATT-3).

Investment income earned on investments and cash balances are allocated to the reserve funds at year-end in proportion to their average balances. In accordance with the City's General Reserve and Reserve Fund Policy, an allocation of \$5.2 million was transferred to the reserve funds at year-end.

Cash Activity

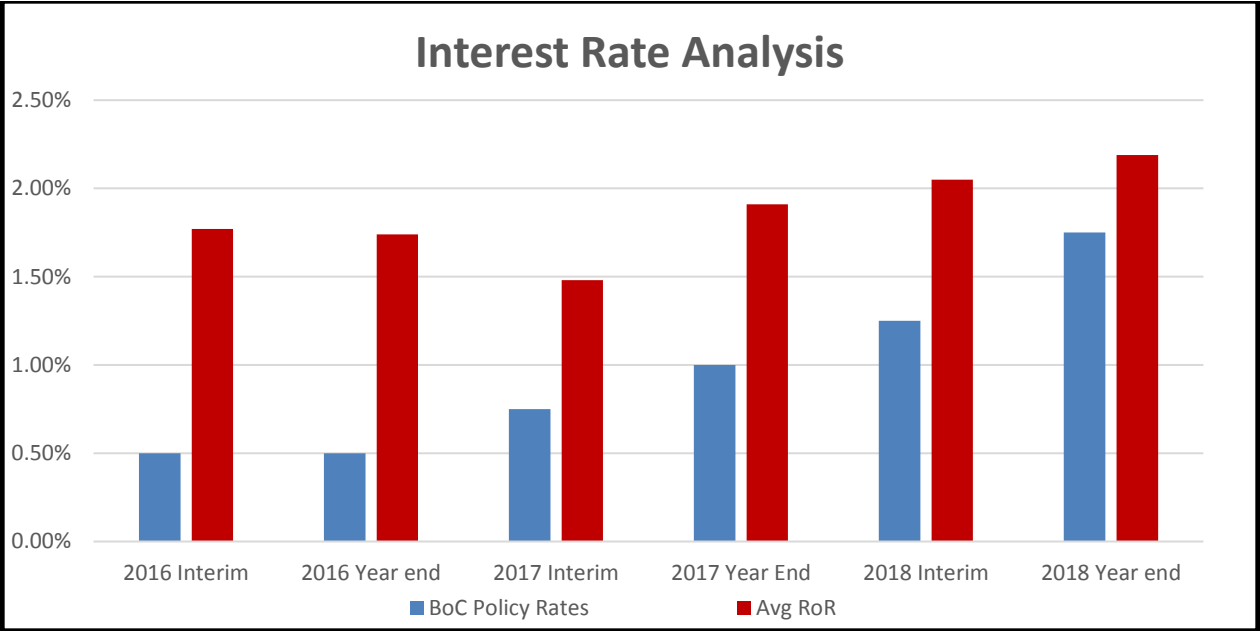
During 2018, the Bank of Canada raised the policy interest rate in January to 1.25 per cent. The policy interest rate had remained stable at 1.25 per cent for the second and third quarter, however in response to inflationary pressures during the last quarter of 2018 the rate was increased to 1.75 per cent. Policy rate increases represent favourable outcomes for the City's interest earned on cash balances as it is based on prime rate. The City's perpetual cash flow model continues to enable staff to identify and act on timely opportunities for investing within the City's Investment Policy. The intent is to optimize the returns on available cash throughout the year. Staff monitors cash balances on a frequent basis to ensure that any excess cash is locked into short-term investments or transferred to the One Fund High Interest Savings account, which as of December 2018 was earning 2.42 per cent.

The cash balance of \$45.9 million at year-end may appear to be under-utilized, however liquid funds are required for the City's working capital needs. The cash outflows for the month of January were \$48.1 million and the majority of the cash inflows for the City do not occur until the end of the month when property taxes are due. Additionally, on December 27th a \$10 million investment matured which was used for capital spending in January 2019. Staff continue to monitor the cash flow on a monthly basis to ensure that any excess cash is invested; earning the highest rate possible.

Investment Activity

The majority of the City’s investments are short-term Guaranteed Investment Certificates and term deposits which are receiving the benefit of an increased prime rate as they renew. Please refer to Table 1; as the policy rates increase, there is no immediate impact to short-term investment returns as there is a time lag between brokers passing on the rate benefits externally to the primary markets. To balance this, some of the City’s long-term investments are currently locked in at rates that are no longer favourable in today’s market, but this is expected in a well-balanced portfolio. Staff monitor these investments by reaching out to their investment counterparts to determine if the current rate of return outweighs the penalties that would be incurred upon early redemption.

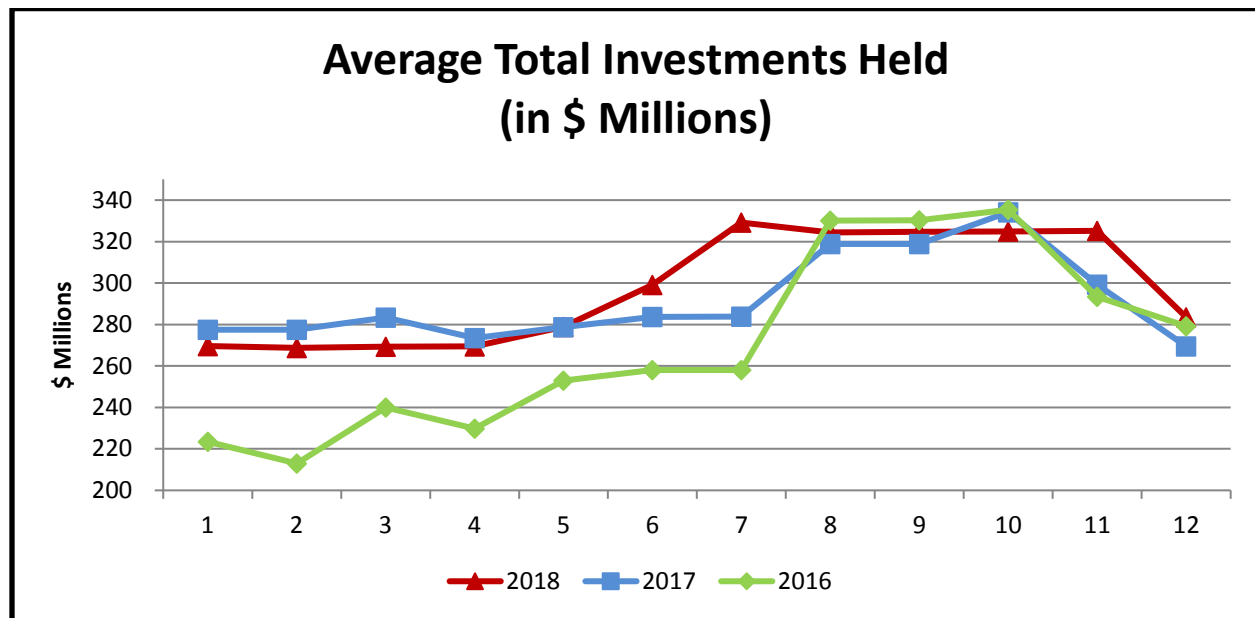
Table 1



Investment Portfolio Analysis

The City has earned a total of \$6.6 million (2017: \$6.1 million) from the investment portfolio which excludes interest earned on cash balances. This represents an average return of 2.22 per cent as at December 31, 2018 compared to a 2.08 per cent average return for 2017. See Table 2 below for a comparison of the average carrying value of investments held in 2018, 2017 and 2016. Please note that during the last quarter of the year, the investment balances decline due to the fact that funds are typically required for capital needs. This cash flow pattern is consistent with prior years.

Table 2



RISK/OPPORTUNITY IDENTIFICATION

Following are the risks and opportunities that were present during the 2018 fiscal year:

- i. On June 26, 2018, Council had approved staff's recommendation to not pursue the Prudent Investor Status at this time. Staff has committed to monitor the market to determine how other municipalities will respond to the regulation changes. Additionally, Council had approved the Investment Policy to increase the allowable holdings of Joint Municipal Investment Boards by five per cent and designate the One Fund Canadian Equity Portfolio as an allowable investment option. Staff have made the decision to not invest in the equity market at the moment to assess how the market responds to existing political pressures with trade agreements and the impact on Gross Domestic Product, as a result of the Bank of Canada policy changes.
- ii. Recent statements from the Bank of Canada indicate they will remain gradual in their approach to raising rates to achieve neutral stance to inflationary targets; a neutral stance is between 2.50 per cent and 3.5 per cent. Given this information, staff have been cautionary with placing long-term investments as they become due; hoping that we can benefit in the short-term from rising rates and lock in long-term once rates become more stable and the rate benefits are extended to the primary markets. This strategy can be noted in Table 1 above, as the short-term balances have risen by the end of 2018 in comparison to long-term.

- iii. During 2018, approximately \$111.8 million of investments came due that were earning an average rate of return of 1.98 per cent. Staff have been able place these funds at increased rates computing to an average rate of return of 2.65 per cent.
- iv. With the creation of the long-term capital plan, Finance staff is in the process of strategically aligning long-term investments with long-term capital projects. Variability in municipal spending largely relates to capital spending, since operating costs are relatively stable and predictable to budget. Therefore, aligning our investments with capital projects will assist in smoothing the impact of capital spending to ensure the cash is available when capital projects are underway. An additional benefit of aligning these two initiatives would be to hedge against interest rate differentials between debt funding for capital projects and investments.

B. Own Securities

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

C. Investment Policy and Regulation Investment Standard Compliance

In order to aid in the achievement of the primary objectives of the Investment Policy, the policy places restrictions and limitations on investment quality, diversification, and term. The current portfolio is in compliance with the Municipal Act and Ontario Regulation 438/97 and within the targets set out in the City's Investment Policy.

Financial Implications

Investment income reduces the amount otherwise required from property taxation and user fees to finance City services, as well as increasing the value of reserve funds used to finance capital projects.

Consultations

N/A

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

Attachments

- ATT-1 Investment Reporting Requirements
ATT-2 City of Guelph Investment Portfolio by Issuer - Short-term and Long-term Investments at December 31, 2018
ATT-3 City of Guelph Investment Portfolio by Security at December 31, 2018

Departmental Approval

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ATT-1 to report CS-2019-10

Investment Reporting Requirements

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

1. Statement of Performance

The City of Guelph has earned an average return of 2.19 per cent on its investments and cash as at December 31, 2018.

2. Investments in Own Securities

None of the 2018 investments of the City have been invested in its own long-term or short-term securities.

3. Record of Own Security Transactions

None of the 2018 investments of the City have been invested in its own long-term or short-term securities.

Statement of Treasurer re: City of Guelph Investment Policy Compliance

I, Tara Baker, GM Finance/City Treasurer for the City of Guelph, hereby state that all investments have been made in accordance with the investment policies adopted by the City of Guelph.

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

I, Tara Baker, GM Finance/City Treasurer for the City of Guelph, hereby state that:

All investments have been made in accordance with the O.R. 438/97.



Tara Baker, CPA, CA
GM Finance/City Treasurer

ATT-2 to report CS-2019-10

City of Guelph Investment Portfolio by Issuer, Short-term and Long-term as at December 31, 2018

Short-term Investment Portfolio				Term to Maturity (Years)		
Issuer	Yield	Maturity	Carrying Value \$	31-Dec-18	Restriction	Exceeded
Meridian Credit Union	0.95%	Liquid	2,534	N/A	364	-
One Investment Program	2.42%	Liquid	20,664,484	N/A	364	-
RBC Dominion Securities	0.70%	Liquid	548,468	N/A	364	-
RBC Dominion Securities	1.05-3.10%	Various<1 yr	9,449,532	<364	364	-
Meridian Credit Union	2.75%	03-Feb-19	7,200,739	34	364	-
Meridian Credit Union	2.10%	03-Feb-19	106,907	57	364	-
Bank of Nova Scotia	1.54%	22-Apr-19	10,000,000	112	364	-
TD Wealth	1.81%	16-Apr-19	10,000,000	105	364	-
Meridian Credit Union	2.87%	13-May-19	3,799,151	133	364	-
BMO Wealth Management	2.47%	29-Jun-19	10,000,000	179	364	-
RBC Dominion Securities	2.15%	19-Aug-19	10,000,000	231	364	-
Meridian Credit Union	3.02%	14-Sep-19	17,833,419	257	364	-
Meridian Credit Union	2.94%	04-Nov-19	3,750,000	308	364	-
CIBC	2.99%	06-Dec-19	19,628,902	340	364	-
Short-term Investment Total			\$122,984,136			

Long-term Investment Portfolio				Term to Maturity (Years)		
Issuer	Yield	Maturity	Carrying Value \$	31-Dec-18	Restriction	Exceeded
Joint Municipal Investments	Variable	Liquid	42,748,511	Current	N/A	-
RBC Dominion Securities	1.35%-2.95%	Various>1 yr	8,064,547	>365-4.3	5	-
TD Wealth	2.50%	06-Jan-20	15,000,000	1.0	10	-
CIBC	2.25%	21-Jan-21	14,500,000	2.0	10	-
TD Wealth	1.78%	11-Jul-21	29,954,400	2.5	10	-
National Bank	1.81%	14-Nov-22	5,000,000	3.9	10	-
BMO Wealth Management	3.04%	02-Dec-22	5,000,010	3.9	10	-
CIBC-Provincial	3.30%	02-Dec-24	8,362,288	5.9	20	-
TD Wealth	2.05%	13-Aug-25	10,000,000	6.6	10	-
CIBC-Provincial	4.08%	02-Dec-26	7,536,095	7.9	20	-
National Bank	2.00%	04-May-27	10,000,000	8.3	10	-
Long-term Investment Total			\$156,165,851			

ATT-3 to report CS-2019-10

**City of Guelph Investment Portfolio by Security
as at December 31, 2018**

Securities	Investment Value \$	Investment Percentage of Holdings	Policy Maximum Portfolio Percentage Limit
Federal			
Government of Canada			100%
Federal Guarantees			50%
Provincial Governments & Provincial Guarantees	20,898,393	6.4%	75%
Country Other than Canada			5%
Municipal			
City of Guelph			50%
Other Municipalities & OSIFA – AAA & AA			50%
Other Municipalities & OSIFA – A			10%
School Board, Ont. University, Local Board, Conservation Authority, Public Hospital, Housing Corp.			20%
Financial Institutions			
Schedule I Banks	228,679,486	70.4%	75%
Schedule II and III Banks			25%
Loan or Trust Corporations, Credit Union	32,692,750	10.0%	10%
Supranational Financial Institution or Government Organization			25%
Corporate Debt			25%
Commercial Paper			15%
Joint Municipal Investment Pools - Bonds	42,748,511	13.2%	15%
Joint Municipal Investment Pools – Equity			5%
TOTAL	\$325,019,140	100.00%	

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
013-5018: Modernizing Conservation Authority Operations – Conservation Authorities Act	Ministry of Environment, Conservation and Parks	May 20 th 2019	Proposal to introduce amendments to the <i>Conservation Authorities Act</i> , which if passed, would help conservation authorities focus and deliver on their core mandate, and to improve governance	Submission via on-line Environmental Registry	The Grand River Conservation Authority (GRCA) is an agency the City of Guelph works with to attain common goals for the surrounding watershed. Programs that may not be considered “core duties” through this proposal are of interest. The City’s response will be largely in support for the GRCA and will align with the responses the agency has already submitted.	Environmental Services	https://ero.ontario.ca/notice/013-5018



April 11, 2019

Cindy Acab
Resource Recovery Policy
Branch 40 St. Clair Avenue
West
8th floor
Toronto ON M4V 1M2
Canada

Dear Ms. Acab,

RE: **Discussion Paper on Reducing Litter and Waste in Our Communities (ERO: 013-4689)**

Thank you for the opportunity for the City of Guelph (the City) to provide comments on the Province's *Discussion paper on reducing litter and waste in our communities* released by the Province on March 6, 2019.

General Comments:

The City of Guelph (The City) is pleased to have the opportunity to provide comments on the "Reducing Litter and Waste in our Communities" discussion paper released by the Province on March 6, 2019.

We appreciate the Province's efforts to drive positive and needed action in this area. Waste management continues to be a growing area of local, national and international attention and a substantial budget line for municipal governments.

Municipal governments require certainty to guide how we plan service delivery for our residents and enable investments in infrastructure and markets. Outcomes-based regulations and having producers responsible for end-of-life management of their packaging and products is the most effective and efficient way to ensure the preservation of natural resources and maximize economic utility.

A major focus of The City is to see transition of the Blue Box Program to Full Producer Responsibility via a regulation under the Resource Recovery and Circular Economy Act, 2016 (RRCEA) be initiated as soon as possible by the Minister. Full producer responsibility in support of the development of a circular economy will promote the rethinking of products and packaging from product design through to capture and reuse thereby transforming the current take, make, and dispose linear model to a cradle to cradle circular model that will reduce both waste and litter. This approach was outlined in a letter from AMO President, Jamie McGarvey, to Minister Phillips on March 19, 2019. We support the Ministry's work on this important environmental issue and will work in partnership with the Province to deliver

on these objectives. We also recognize that the discussion paper goes further than just the Blue Box program. To that end, we are submitting comments on each section of the discussion paper.

2.1 Prevent and Reduce Litter in Neighbourhoods and Parks

Challenges related to litter and illegal dumping for municipal governments are increasing as litter pervades all aspects of our communities from our streets, to our parks, stormwater and wastewater systems, and lakes and rivers. Larger volumes of waste are being generated and its changing composition to lightweight plastics makes it easier to leak into our environment.

The City plays a key role in helping to address litter through:

- Creating and maintaining infrastructure (e.g. collection bins in public spaces, bus routes; equipment within storm and wastewater facilities, street cleaners);
- Dedicating costly resources to collect litter;
- Planning and leading community clean-up days (Clean and Green litter clean-up);
- Providing education and awareness campaigns on the issue (Don't be a litterbug);
- Enacting bylaws (e.g. fines, requirements related to litter and collection bins); and
- Ensuring compliance and enforcement (e.g. bylaw officers and public reporting hotlines).

We are on the frontline and as such, are responsible for addressing these issues. However, managing litter in the waste stream is causing an increasing drain on municipal budgets. In addition to moving to a circular economy and full producer responsibility we recommend that the Ministry follow the lead of other jurisdictions and incorporate the following four groups of activities:

- Invest in proper data management, research, analysis and innovation (The Ministry or the Resource Productivity and Recovery Authority (RPPRA), should co-ordinate how data is collected, consolidated and analyzed through voluntary litter and branded litter audits);
- Help to educate, train, and encourage collaboration;
- Invest in infrastructure and servicing; and
- Enact legislation, regulations and enforcement.

1. How best can the province coordinate a day of action on litter?

The City supports that the Province will work with stakeholders to educate and fund actions to reduce litter in public spaces.

2. What do you or your organization do to reduce litter and waste in our public spaces? What role should the province play to facilitate this work?

The City has already established a day of action, Clean and Green, to help address litter since 2004, and we would appreciate the Province's support to create additional visibility to these efforts. For example, the Ministry or RPPRA should:

- Coordinate Province-wide messaging and seek partnership opportunities with sponsors to help fund or support municipal clean-up efforts;
- Provide information about best practices in addressing litter;
- Provide greater recognition to community leaders; and
- Collaborate or initiate voluntary actions across the Province especially related to problematic litter such as fast-food packaging, cigarette butts and chewing gum.

The City of Guelph also provides litter containers in public spaces, including the downtown

area, parks and trails and bus route stops. The City supports producer responsibility for recycling in parks and public spaces and urges the Province to include Business Improvement Areas and downtown areas as public spaces. The City reminds the Province that not all litter is recyclable material and that municipalities also have responsibility under the RRCEA for garbage and organic material. The City has invested in integrated waste management systems and programs for all waste streams and should be financially compensated for such systems and programs no matter where and what type of litter is found. The Province should introduce and expand producer responsibility for all materials in public spaces to help eliminate waste and litter in these locations. Further consideration should be given to collection programs for dog waste within public spaces to reduce contamination of municipal recycling programs.

Municipalities spend a great deal of money on infrastructure to ensure litter is properly captured; however, there are limits on the resources available to municipal governments on collection infrastructure. To support infrastructure and servicing to reduce litter, the Province should consider the following mechanisms: require businesses such as gas stations and drive-thru restaurants to provide accessible collection bins to reduce roadside litter, and provide funding to upgrade municipal storm water and wastewater systems to help to reduce the amount of contaminants making their way into our lakes and rivers.

3. What and where are key hotspots for litter that you think should be addressed?

Litter is found in all public spaces including parks and trails, along roadsides and on vacant lands. It is also troublesome to find litter in our natural spaces such as in our water and on our land.

4. How do you think litter can best be prevented in the first place? Where is access to diversion and disposal particularly limited? The Province or RPRA should also play a legislative and enforcement role. The City supports further action to reduce litter in the Province by enacting Full Producer Responsibility to drive change. The City suggests that products and packaging be designed for the environment, and that financial incentives or fees be provided to assist municipalities to pay for the handling of such products and packaging whether found in the waste disposal stream or litter in our waters or lands. Consideration should be given towards enacting deposit-return for additional materials, encouraging recyclable and reusable products and eliminating disposable and single use products and packaging through financial incentives or fees.

2.2 Increase Opportunities for Ontarians to Reduce Waste

1. How can the province best help the public participate in waste reduction and diversion activities? How can the province facilitate better diversion in lagging areas, such as multi-unit residential buildings?

In general, the Province should support public education campaigns on waste reduction and diversion to help the public participate in waste reduction and diversion activities. The City suggests that the Province use the RRCEA to introduce a new regulation to harmonize recyclable materials in the Blue Box program, as well as, designate new materials with Full Producer Responsibility.

The City has recently expanded three stream collection service to service our larger multi-residential properties. We support the Province's commitment to increase waste diversion in multi-unit residential buildings and recommend the following initiatives:

- Review the Building Code to ensure multi-unit residential buildings are better designed to accommodate source separation for all diversion streams, especially organics, and make participation in diversion streams as convenient as garbage, and include design requirements for the safe and efficient delivery of waste diversion programs and collection services;
- Provide funding opportunities for research, innovation and infrastructure upgrades such as chute diverters that may drive resource recovery in existing buildings as well as mixed waste processing to recover resources from the waste stream;
- Lead an Ontario-wide promotion and education campaign (multiple languages and cultural viewpoints) targeted at lagging areas such as multi-unit residential buildings. Require multi-unit residential owners to provide and post waste diversion information to residents;
- Standardize the materials collected across the Province as part of the move to Full Producer Responsibility for Printed Paper and Packaging (PPP); and
- Expand the definition of what constitutes a multi-unit residential building so that new privately serviced developments are mandated to comply with provincial direction. The definition should expand to include all types of multi-unit residential buildings and complexes with six or more dwelling units (e.g. condominiums, co-operative housing complexes, town homes).

2. What types of initiatives do you think would result in effective and real action on waste reduction and diversion for the Institutional, Commercial and Institutional (ICI) sectors? 3. What role do you think regulation should play in driving more waste reduction and diversion efforts from the ICI sectors?

The City also supports the Province driving greater diversion from the ICI sectors. Some tools the Province should consider include:

- Development of progressive targets for waste reduction and diversion for the ICI sector;
- Establishment of regulatory requirements and enforcement to ensure ICI properties source separate waste;
- Continue moving to Full Producer Responsibility for used tires, waste electrical and electronic equipment, municipal household hazardous waste and explore the inclusion of other products such as appliances, power tools, rechargeable batteries, fluorescent bulbs and tubes, mattresses, carpets, clothing and other textiles, and furniture and other bulky items;
- Outcomes-based requirements where larger waste generators are now required to source separate and meet waste reduction/diversion targets; and
- Provide support to smaller business to divert materials through creating economies of scale and gaining access to information and best practices.

4. How can we get accurate information on waste reduction and diversion initiatives in the ICI sector?

The Province should require generators and waste management service providers in this sector to report data on waste generated and how it is managed. This data would help inform the Province in identifying opportunities to increase reduction, reuse and recycling in the sector, and lower GHG emissions from the waste sector.

5. What do you think about a province-wide program for the recovery of clothing and textiles?

The City currently provides depot collection of clothing and textiles and will be introducing a

curbside collection pilot in 2019, as well as a pop up event. The City participates in the Ontario Textile Donation Collaborative. The City supports a Province-wide campaign for the recovery of clothing and textiles.

2.3 Make Producers Responsible for their Waste

The City strongly supports the transition of the Blue Box program to Full Producer Responsibility via a regulation under the RRCEA, and that the Minister initiate this process as soon as possible.

The current Blue Box system is not working. It is costly and, without substantive changes, these costs will continue to increase The City's budget and impact tax and rate-payers. Producers of printed paper and packaging (PPP) are best positioned to reduce waste, increase the resources that are recovered and reincorporated into the economy and enable a consistent Province-wide system that makes recycling easier and more accessible.

Initiating Full Producer Responsibility as soon as possible will provide certainty to:

- Enable investments into The City's waste infrastructure;
- Allow for informed business decisions between The City and its waste contractor;
- Enable producers to prepare to assume their future obligations;
- Enable producers to drive towards outcomes-based performance standards, and incentivize them to innovate their products and packaging; and
- Provide a schedule and framework for The City, our existing service providers, producers; and our future service providers to develop interim steps that will enable a seamless transition for our residents, with minimal disruption.

1. How do you think the Blue Box program could best be transitioned to Full Producer Responsibility without disrupting services to Ontario households?

To ensure a seamless transition for our residents with minimal disruption, The City strongly supports:

- a Province-wide communications campaign (in multiple languages and formats) informing residents of any upcoming changes to the Blue Box program; and
- a harmonized list of acceptable Blue Box materials for the program across the Province.
- Funding for private and public sector investments to enable best available technology aligned with and in support of maximum recovery of streamlined and harmonized blue box materials

With full financial and operational control, producers are best positioned to enable a consistent Province-wide system that makes recycling easier and more accessible for residents. To date, promotion and education has been up to individual municipalities and does not leverage economies of scale or program success when residents visit or move between municipalities.

2. Should it transition directly to producer responsibility under the *Resource Recovery and Circular Economy Act (RRCEA), 2016* or through a phased approach?

The City strongly supports the Blue Box program transition to Full Producer Responsibility under the RRCEA using a phased approach that would take approximately five (5) years to complete. This timeline would include:

- the development of a PPP Regulation under the RRCEA;
- a start-up period where producers would have time to register and organize themselves; and

- the incremental turnover of programs from municipal governments to producers over a three (3) year period.

A phased transition also avoids the unnecessary step of an amended Blue Box program Plan (a-BBPP).

The City requires a clear timeline in order to make efficient operational and financial decisions and supports the transition proposal recommended by the Municipal 3Rs Collaborative shown in Table 1.

TABLE 1 MUNICIPAL 3RS COLLABORATIVE PROPOSED TIMELINE FOR BLUE BOX TRANSITION

Proposed step	Proposed timeline
1. Initiate the Regulation: Minister gives direction to the Resource Productivity and Recovery Authority (RPRA) and sets the completion date for transition to Full Producer Responsibility	As soon as possible
2. Draft a Regulation: Minister leads a Province-wide consultation to develop a PPP Regulation under the RRCEA.	Q2 2019 to end of Q3 2020
3. Regulatory Start-up Period: An appropriate amount of time is provided to register producers (and possibly service providers) before the regulation fully comes into force.	Q4 2020 – end of Q3 2021
4. Begin Transition: The municipal self-nomination process takes place over three years with an annual cap on the amount of PPP collected that can transition.	Q4 2021
5. Transition Completed: At a defined date outlined in the Minister's letter, all municipalities must have transitioned their Blue Box programs to producers.	End of Q4 2024

3. When do you think the transition of the Blue Box program should be completed?

No later than December 2024.

4. What additional materials do you think should be managed through producer responsibility to maximize diversion?

The City supports the transition to Full Producer Responsibility of Waste Electrical and Electronic Equipment (WEEE) (which is currently underway) and Municipal Hazardous and Special Waste (MHSW).

The City supports the expansion of Full Producer Responsibility to a number of new items that the discussion paper references (e.g. small and large appliances, power tools, rechargeable batteries, fluorescent bulbs and tubes, carpets, mattresses, clothing and textiles, furniture and other bulky items).

We would also like the Ministry to consider these additional items:

- Any product or package with an electrical current;
- Compostable products and packaging (understanding the challenges this has for the current municipal infrastructure – see section 2.6);
- Construction and demolition waste;
- Durable plastics such as children’s toys, play structures, outdoor patio furniture and like products;
- Single use products and packaging (e.g. single use coffee cups/pods/discs);
- “Flushable” product; and,
- Sharps and Pharmaceuticals*.

*The Province should consider moving the existing program for Sharps and Pharmaceuticals that is governed under O. Reg. 298/12 under the Environmental Protection Act (EPA). While not a new designation, it would make sense to also transition this program to the RRCEA rather than a stand-alone regulation under the EPA. With rising levels of home health care, and increasing needs for safe disposal of medical waste, including dialysis waste, intravenous bags and tubing, additional items should be considered for inclusion in the program. The volume of these materials is growing in the waste stream and improper disposal exposes waste management workers to health risks and increased costs of management for improper disposal into diversion streams.

5. How can we make it easier for the public to determine what should and should not go in the Blue Box?

The City strongly supports:

- a Province-wide communications campaign (in multiple languages and formats) informing residents of any upcoming changes to the Blue Box program; and
- Development of a circular economy certification process to help educate consumers and that ensures alignment and recoverability in municipal systems, producer systems or a combination thereof e.g., “cradle to cradle certified”
- a harmonized list of acceptable blue box materials for the program across the Province.

6. How should the province implement the transition process of its existing programs to producer responsibility without interrupting service?

A schedule and framework is critical to ensure that there is no disruption to services for Ontario households. Additionally, the Province should apply the successes and lessons learned from the transition of the used tires program, and moving forward, waste electrical and electronic equipment (WEEE) and municipal hazardous or special waste (MHSW). The understanding of these processes around other waste diversion programs will provide certainty for municipal governments and producers alike, and allow The City to plan and mitigate against any potential service disruption.

As previously described, the transition period should include a regulatory start-up period where producers would have time to register and organize themselves and see the incremental turnover of programs from municipal governments to producers over a three-year period.

In addition, the regulation should prescribe a defined transition mechanism that would allow for a municipal self-nomination process over three years with an annual cap on the amount

of PPP collected that can transition. This transition mechanism is necessary to allow for change that is both orderly and balanced.

2.4 Reduce and Divert Food and Organic Waste

The City supports building a culture of food waste avoidance through participation in the Ontario Food Collaborative (OFC) and the Municipal Waste Association's (MWA's) Food Waste Reduction Working Group (FWRWG). In addition, Guelph-Wellington has been named a finalist in Canada's Smart Cities Challenge for its food innovation vision by becoming Canada's first circular food economy and is in the running for a \$10 million prize.

The City has also partnered with the University of Guelph on several studies since 2013 auditing curbside waste to obtain data on Avoidable Food Waste (AFW).

The City, like many Ontario communities, already bans food waste from disposal under The City's Waste Management By-law, has invested in regional organic waste processing infrastructure supporting a combined population of over 650,000, and supports a provincial landfill ban on food waste, in particular food waste generated by the Industrial, Commercial and Institutional (ICI) sector, and infrastructure investment with respect to promoting the principles of a circular economy as related to the food value chain.

1. What can be done to increase the safe rescue and donation of surplus food in Ontario?

The City supports the Ministry's work on reducing and diverting food and organic waste and appreciates the consideration shown to the unique circumstances faced by rural, northern and remote communities in delivering waste services. However, we must highlight that the lack of a funding source for implementation of these programs remains a challenge. Financing and operating organics waste diversion program implementation will be difficult for many communities.

The Ministry has completed extensive consultations on food and organic waste. This consultation led to broad support for the Food and Organic Waste Framework and Policy Statement. We are pleased that this direction is being continued.

We strongly support initiatives that would prevent food waste, and agree with the Ministry's recommendations to build a culture of food avoidance and support the safe donation and rescue of surplus food. We recommend that the Ministry convene multi-stakeholder roundtables to address each of these recommendations.

To increase the safe rescue and donation of surplus food in Ontario, the City recommends that the Province explore the following initiatives:

- Further advance technological solutions being undertaken by the non-profit sector to support the safe donation and rescue of surplus food (e.g. Second Harvest's Food Rescue app, Guelph Provision Coalition). Collaboration with food security organizations and public health agencies will be essential to ensure concerns are addressed*;
- Promote and advance collaborative efforts between stakeholders such as the work undertaken between the Region of Durham and the Recycling Council of Ontario (i.e. "Reduce, Reuse, Recycle, Rescue" campaign). A broad range of stakeholders should be considered such as the non-profit sector, grocery stores, hospitals and long-term care facilities, agricultural organizations, hotel and restaurant organizations;

- Consider additional diversion options for food and organic waste, such as co-digestion and return to retail; and
- Engage with the federal government on food waste prevention and discuss labelling (e.g. best before dates, consistent public education campaigns).

The City strongly supports the expansion of such programs across the Province, particularly in the ICI sector.

Existing legislation (e.g. Donation of Food Act, 1994, SO 1994, c 19) is in place regarding safe food donation. The City suggests that this legislation could be improved upon in regards to safe food donation and recommends that a public consultation process be initiated in support for upgrading.

2. What role do you think government and industry can play in raising education and awareness on the issue of food waste?

To raise education and awareness on the issue of food waste, The City recommends that the Province develop and implement a Province-wide food waste reduction campaign to drive awareness and behaviour change to reduce the amount of food waste generated.

The campaign should be collaborative across the entire supply chain (e.g. brand holders, retailers, various levels of government, consumers, and the waste management sector). It could be informed by similar collaborative initiatives like that of the "Love Food, Hate Waste" campaign in the UK, which has proven successful in reducing avoidable food waste across the supply chain and work completed by the National Zero Waste Council and the Ontario Food Collaborative. Any campaign should include vigorous measuring and monitoring to gauge success.

Guelph-Wellington, as part of the Smart Cities application has created the "Be a Food Future Star" campaign seeking pledges and offering over 50 tips to avoid food waste. Embedded is the link to our webpage. <http://foodfuture.ca/2019/03/be-a-food-future-star-50-tips-50x50x50>

3. Do you think the province should ban food waste?

Any consideration of food and/or organics disposal restrictions or ban needs to take into account the geographic and population differences in Ontario and available infrastructure. It should also take into account the work already undertaken by The City and other municipalities to fund infrastructure, collection and education programs to drive the majority of organics diversion in the Province.

Additionally, a landfill ban on food waste should not take effect until adequate processing capacity and infrastructure has been confirmed in Ontario.

A landfill ban should also focus on the ICI sector since municipalities already account for approximately 70 per cent of residential food waste diversion programs compared to the lack of food waste diversion programs in the ICI sector.

Jurisdictions that have successfully implemented disposal bans have followed these common approaches or guiding principles that we recommend the Ministry explore:

- **Evolution over revolution** – Food and organic waste bans are typically implemented over a five to ten year period to provide time for adequate infrastructure to be put in

place, to allow entities to take appropriate steps to reduce waste and for economies of scale to be developed.

- **Complementary push and pull mechanisms** - Most jurisdictions will establish common mechanisms to encourage or discourage certain outcomes:
 - Incentives related to energy generation (e.g., fuel, heat, electricity) or construction of processing or collection infrastructure (e.g., grants and funding);
 - Quality standards for recycled products (e.g., fertilizer and other soil amendments);
 - Streamlining of environmental approvals for processing infrastructure;
 - Government procurement practices (e.g. servicing and end market related); and,
 - Disposal levies.
- **Clear established direction and consistent communication** – There needs to be clear direction about whether the ban or restriction is based on the source of the waste, type of waste, or properties or a combination thereof, and if a process or set of rules exists that allow for exemptions. Ongoing communication is essential.
- **Phase-in and exemptions** – Most jurisdictions provide for a phasing in of smaller waste generators and also consider exemptions for rural, northern and remote communities.
- **Proper oversight and enforcement** – Proper resources must be in place and capture both material that is sent to disposal and at consolidation points to ensure material does not simply move to other waste streams. Given there are less waste service providers than generators, oversight could be much more effectively applied to these entities.
- **Promotion and education** - Most jurisdictions have focused on establishing the tools necessary to help families, businesses and institutions reduce the amount of food and organic waste they are generating in the first place.

The province should also consider developing approaches to promote the recovery and promotion of a circular economy with respect to food as outlined in the Province's Food and Organic Waste Framework and the US EPA's Food Recovery Hierarchy.

2.5 Reduce Plastic Waste Going into Landfills or Waterways

Litter and plastic pollution on land and in water-bodies is becoming a worldwide pressing issue. Plastic waste can be harmful to wildlife and fish and much of that plastic is from single-use plastics like take-out containers and shopping bags.

The City will be conducting a planned review of our Solid Waste Management Master Plan in 2019. Extensive consultation with stakeholders will be conducted and it is anticipated that single-use plastics (and other products and packaging) will be discussed. Other municipalities have implemented bans on select single-use plastics. The City supports bans on disposable products, whether plastic or not, and on difficult to recycle products and packaging in general (e.g. multi-layered products and composite packaging).

1. What do you think is the most effective way to reduce the amount of plastic waste that ends up in our environment and waterways?

The City strongly supports the following five (5) strategies in order to effectively reduce plastics in the environment:

- 1. Move to Full Producer Responsibility** – Shifting this responsibility to producers will create economic opportunities, incent innovation, improve our environment, and reduce the burden on Ontario's taxpayers. Producers are in the best position to communicate directly with consumers about whether their products and packaging can be recycled and how to best collect them, once the requirements are standardized across the Province.
- 2. Seek national targets and consistent definitions and metrics** – The federal government should set national mandatory targets that at a minimum match those already agreed to in other leading jurisdictions.
- 3. Address issues related to single-use packaging and problematic materials** – The Province should work with the federal government to target action, such as bans, fees, or recycled content requirements, to reduce the use of disposable single-use products and eliminate problematic plastics and plastic additives.
- 4. Support end markets** – The Province should work with the federal government to provide support for recyclable commodity markets to incentivize the use of secondary materials over virgin material through tax incentives and procurement practices.
- 5. Ensure stranded materials are addressed** – Permanent, dedicated, and annual federal and/or provincial funding will need to address products and packaging that do not have a responsible producer. Community-led projects should also be started to clean up plastics and debris on shores, banks, beaches and other aquatic peripheries that do not take away from the goals of producer responsibility. Education and outreach campaigns on the root causes and negative environmental effects of waste products and packaging in and around all bodies of water should be created.

2. What role do you think the various levels of government should play in reducing plastic waste?

As discussed above,

the federal government should:

- Set national mandatory targets

the Province should:

- Work with the federal government to target action, such as bans, fees, or recycled content requirements, and
- Work with the federal government to provide support for recyclable commodity markets.
- Implement a Province-wide promotion and education campaign and enhance litter laws to minimize plastic pollution.

municipalities should:

- Continue to support local clean-up initiatives, and
- Support and promote the Province's promotion and education campaign.

3. Would you support and participate in shoreline and other clean-up projects to keep our waterways and land free of plastic waste?

The City has supported and participated in annual clean-up days since 2004 and will continue to do so. The City's annual clean-up day does not focus on just plastic waste – all types of products and packaging are collected, such as bicycles, glass bottles, tires. The City will also continue to provide education and outreach campaigns around the negative environmental effects of waste in the environment.

4. Would a ban on single-use plastics be effective in reducing plastic waste?

The City strongly supports the concurrent implementation of the five (5) strategies outlined above in order to effectively reduce plastics in the environment. A ban alone will not be effective. In addition, the ban should include all single-use products and packaging, not just plastics. Further consideration needs to be given to the role plastics and packaging play in extending the shelf life of food, thereby increasing accessibility and affordability while reducing organic waste, and suitable alternates, exemptions and/or transition time would need to be incorporated.

5. What are your views on reducing plastic litter through initiatives such as deposit return programs? The City fully supports a deposit-return program in conjunction with curbside collection, not in place of curbside collection. The program should include all single-use products and packaging, and problematic hard to recycle materials, not just plastics.

2.6 Provide Clear Rules for Compostables

Created with the intention to be disposed of in food waste collection programs, compostable products and packaging such as cutlery, plastic films and coffee pods are being designed as alternatives to throw-away single-use products.

However, the use and management of these products has proven to be more complicated than intended. Many of these products pose a challenge to The City's organic waste processing system and do not break down when composted. This means, in many instances, they are not being properly composted and end up in landfill. Ensuring successful break-down of compostable products and packaging will require changes and upgrades to The City's existing Organic Waste Processing Facility (OWPF) that are costly, and the impacts to beneficial end products such as biogas and compost are not known. The Province will need to be mindful of transitioning a problem from one waste stream to another, hence the City's recommendation to focus on the elimination or reduction of single use packaging across the spectrum.

The City is one of several municipalities that has tested certified compostable products and packaging (including coffee pods, highlighted in the Environment Plan) and the majority of these products have not decomposed within the timeframe of The City's organics processing method nor would the compost have been marketable under the Province's Compost Standards (foreign matter and sharp foreign matter contamination).

In addition, the wide variety of compostable products and packaging, even if certified, do not decompose at the same rate. For example, a certified compostable plastic liner bag for the green bin may take 60 days to decompose while a bamboo toothbrush may take 180 days or more (ASTM certification timeline). Most of the certified compostable products are not manufactured in Ontario so they likely will not be certified per a standard that can be processed in Ontario. The City also must follow the conditions of the Province's Environmental Compliance Approvals (ECAs), which do not allow the collection or processing of compostable products or packaging other than certified compostable bags.

1. How do you think compostable products and packaging should be managed in Ontario?

The City is encouraged that the Ministry has proposed in the discussion paper to convene a multi-stakeholder working group on compostable products and packaging. The City looks forward to contributing to this working group going forward.

Below are some additional initiatives we recommend that the Ministry work towards:

- Full Producer Responsibility for compostable products and packaging through development of take-back programs for these products;
- A standard for compostability and stricter requirements related to advertising so property taxpayers are not burdened by companies making misleading claims;
- Consistency across product and packaging categories to avoid cross-contamination between recycling and organic processing streams thereby avoiding consumer confusion;
- Assistance (i.e. financial, logistical) for current municipal organic processing facilities to change their processes and/or infrastructure to allow them to determine the feasibility of processing these products in existing systems or researching what types of facilities would be required for their management (e.g. research and innovation); and,
- Requirements for future organic processing facilities in Ontario to consider in their planning process, how and if they might process certified compostable products and packaging. The Province should not require facilities to process these materials as it will likely add processing costs and impact their end product.

2. Should producers of compostable products and packaging be held responsible for the management and processing of their materials?

The City strongly supports Full Producer Responsibility in the management of compostable products and packaging under an RRCEA regulation. Property taxpayers should not have to pay for a system when they have no influence over the types of materials entering the waste stream. Government policies should focus responsibility on those that can most effectively and efficiently drive change – the producer.

A supporting regulation should set clear rules and penalties for products and packaging making false claims of compostability.

3. What role do you think standards and facility approvals should play in the proper management of compostable products and packaging?

As previously discussed, The City strongly supports a standard for compostability and stricter requirements related to advertising so property taxpayers are not burdened by companies making misleading claims.

The City suggests that the Compost Standards document should not be reviewed at this time; however, if it is, the Compost Guidelines document should also be reviewed.

The City also supports that there be requirements for future organic processing facilities in Ontario to consider in their planning process how and if they might process certified compostable products and packaging. The Province should not require facilities to process these materials as it will likely add processing costs and impact their end product. Any facility upgrades required should be supported by a streamlined approvals process.

2.7 Recover the Value of Resources

Ontario's priority has always been to reduce the waste we create, then reuse what we can and finally recycle what is left, prior to disposing of the residual in landfills. However, this still results in large amounts of Ontario's waste going to landfills. Currently Ontario's waste diversion programs cannot promote the burning of waste and are only allowed to use thermal

treatment for residuals – the unrecyclable residues left over after material are processed – even if the end-markets for the materials do not sustain recycling. Chemical recycling is another process that could assist waste diversion.

The City strongly supports that the Province's policy priority should be to reincorporate resources into new products and packaging in support of the broader objective of promoting a more circular economy for Ontario. Further The City encourages the development of a supporting policy framework and infrastructure to develop diversified and robust end markets and new technologies. The federal government also has a major role in this as well. Having expanded definitions and recovery solutions that keep valued materials out of landfills and not discarded on the ground will help municipal governments with current and future waste management systems.

There is a major opportunity to better utilize renewable natural gas (and reduce greenhouse gas emission) through processing of organic waste and recovering landfill gas. Ontario could significantly boost the opportunities related to a voluntary market for renewable natural gas by being the first to opt into the program. This would show important leadership and help drive outcomes.

1. What role do you think chemical recycling and thermal treatment should have in Ontario's approach to managing waste?

The City agrees that recovery in the context of a waste hierarchy is a better treatment methodology than landfill, but a lower value than recycling. Some municipal governments have chosen recovery as both an energy recovery and waste disposal option to meet specific community needs. Overall, The City supports the recognition of thermal treatment and chemical recycling as a part of the value chain for waste.

2. What types of waste materials do you think are best suited for thermal treatment?

Some materials may include: hard to recycle products, material with a high BTU value, and material with no end-market for recycling. However, if a material has both a high BTU value and an end-market for recycling, recycling of that material should take precedence. Further consultation will be required to finalize a list. Conversion of plastics to fuel should also be considered as part of the waste reduction hierarchy.

3. How can we clearly and fairly assess the benefits and drawbacks of thermal treatment?

The City recommends that the Province review the performance of the Durham-York energy from waste facility to assess the benefits and drawbacks of thermal treatment. The Province should also undertake a literature review on all thermal treatment facilities (design and performance) and interviews with process engineers in order to properly assess the benefits and drawbacks of thermal treatment.

4. Are there obstacles in the current regulatory requirements and approvals processes that could discourage the adoption of technologies such as chemical recycling and thermal treatment? How can we maintain air standards and waste management requirements in addressing these obstacles?

The City recommends that the Province review local and global examples of chemical recycling and thermal treatment (from an approvals and environmental standards standpoint) in order to address and mitigate any obstacles. Public consultation and involvement will be a

key requirement in the adoption of any new technologies.

5. How can we best work with municipalities and stakeholders to integrate new soil reuse rules and other best practices into operations quickly, and to continue to develop innovative approaches to soil reuse and management?

The City appreciates the commitment to increasing the use of excess soils and streamlining Environmental Assessments in Ontario. In order to reduce inappropriate dumping and reduce landfilling through excess soil management, municipal governments are encouraging the Province to promote Best Management Practices (BMPs) and provide general education to municipalities on monitoring and reporting on how to improve and find new BMPs.

All other City comments pertaining to soil reuse and management have been previously provided to the Province through the following EBR reports:

- City of Guelph Comments on Excess Soil Management Regulatory Proposal (EBR# 013-2774); and
- City of Guelph Comments on Excess Soil Management Regulatory Proposal (EBR# 013-0299).

2.8 Support Competitive and Sustainable End-markets

Reducing waste and increasing diversion is about more than putting waste materials in the correct receptacles. Having sufficient processing capacity is a critical component of managing our waste. This includes both the technology and infrastructure needed for the collection, sorting, processing and, if applicable, its appropriate disposal. Rather than hindering our ability to innovate and drive stronger economic growth, we need a regulatory framework that minimizes administrative burdens and focuses instead on clear, beneficial and strong enforcement.

1. What changes to the approvals process do you think would best facilitate a reduction in waste going to landfills?

The City recommends making changes to the approval process to accommodate minor alterations to existing infrastructure, and in building new or expanded processing infrastructure that support waste reduction, reuse and recycling to help drive waste diversion. It is pivotal that the government move quickly to remove some of the current barriers to ensure new capacity can be developed to accommodate new volumes. However, it is important to emphasize that this is not about making it easier to get approvals.

Waste management facilities do pose potential environmental risks so they should have appropriate controls in place. Instead, this is about ensuring organizations who are seeking an approval for change, an expansion or a new facility have a clearer and quicker path to receive a response. Ensuring these approvals can happen in a timely manner is especially important for waste diversion facilities, so they can adapt to changing markets or incoming streams. Three years ago, the median time for an approval was 307 days. It is unclear whether this has been improved but it is not practical.

Approvals that improve environmental outcomes are getting held up in an unduly long process. These are some ways the Ministry could improve on the approvals process:

- Consider exemptions for a number of low-risk activities that the Ministry currently regulates (e.g. collection facilities, community recycling depots, and small community compost facilities);

- Allow a sign-off letter from Qualified Professionals related to routine infrastructure, or minor process improvements to facilities confirming that the outcome meets Ministry criteria. The letter could be provided to the Regional Office with updated drawings rather than requiring an approval change through the ECA process;
- The Environmental Activity and Sector Registry (EASR) system should be broadened to deal with compost and anaerobic digestion facilities and transfer stations. These facilities are well understood by the government and the types of conditions placed on them are already relatively standardized; and,
- With a proposed landfill ban pending, it may be necessary to consider a co-operative, concurrent approvals process for resource recovery systems. This would assist municipalities who wish to develop processing infrastructure to navigate the concurrently required approvals under both the Planning Act and the Environmental Protection Act. A streamlined process would benefit from consistent teams of provincial staff working with municipalities through pre-consultation on siting, land use and ECA approvals, through commissioning and operation.

2. What type of end-markets for resources from waste do you think Ontario is best positioned for?

Ensuring Ontario capitalizes on increased economic opportunities through re-incorporating resources into the economy is a sizable opportunity from this sector. There is a substantial opportunity to better utilize renewable natural gas through processing of organic waste and recovering landfill gas.

We also recommend that the Ministry explore the following initiatives:

- Provide tax credits for farmers for the use of agricultural amendments;
- Subscribe to the voluntary renewable natural gas program;
- Explore mandatory content recycling requirements for products and packaging;
- Explore tax incentives for recycled content; and,
- Invest funds into research and development to better support market options.

3. How do you think municipalities should be given more of a say in the landfill approvals process?

Regarding landfills, the Province is recommending that municipal governments and the communities they serve will have a say in landfill siting approvals. The City welcomes this local input and looks forward to further discussions with the Province on the mechanisms that can be implemented to provide this. We note that the basis of the current municipal say is through the Environmental Assessment process.

The City does not support the Demand the Right movement when neighbouring municipalities veto the siting of landfills or waste management facilities.

3.0 Concluding Comments

1. Of all the initiatives detailed in this discussion paper, what do you think should be a priority for early action?

The transition of the Blue Box program to Full Producer Responsibility through a regulation under the Resource Recovery and Circular Economy Act (RRCEA) is the biggest waste priority for The City.

Transitioning the Blue Box program to Full Producer Responsibility will give the entire industry the certainty required to open up investment in collection, transportation, processing and markets. The Blue Box program is the largest waste diversion program in the Province and performance has stalled. Having the producers who design products and packaging

responsible for the end of life management of these materials will increase the economic utility of these resources and result in innovative collection, processing and marketing strategies to increase the amount of this material diverted from landfill.

2. How do you think Ontario can best maintain its competitiveness and growth while reducing the amount of waste going to landfill and litter in our communities?

There is an opportunity for the Province to drive economic development by extending the lifecycle of natural resources and re-incorporating them into the economy. Taking this focus on reducing waste and litter will help ensure Ontario is competitive and balance environmental and economic objectives. For example:

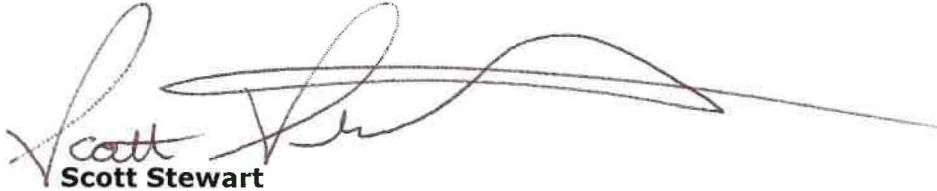
- Deloitte Touche Tohmatsu research for Canadian Council of Ministers of the Environment (CCME) on plastics found that "86% of plastics waste goes to landfill in Canada representing a lost value of \$7.8 billion." (Presentation to CCME Workshop, March 2019);
- The World Economic Forum says that "Linear consumption is reaching its limits. A circular economy has benefits that are operational as well as strategic, on both a micro- and macroeconomic level. This is a trillion-dollar opportunity, with huge potential for innovation, job creation and economic growth." (The Benefits of a Circular Economy, January 2014);
- A 2014 report from the Conference Board of Canada provided a conservative estimate that "increasing our overall waste diversion rate to 60 percent could create close to 13,000 net new jobs in Ontario and increase our GDP by \$1.5 billion." (Opportunities for Ontario's Waste: Economic Impacts of Waste Diversion in North America, May 2014);
- A 2015 Report commissioned by the OWMA, Compost Council of Canada and Canadian Biogas Association, states that "the proper processing of organic waste into soil amendments enhances the ongoing sustainability of Ontario's agricultural sector, which employs nearly 158,000 people, and contributes \$8.1 billion in wages and salaries annually. A vibrant agricultural sector, in turn, supports farm suppliers and the food and beverage processing sector." (Rethink Organic Waste, October 2015);
- Second Harvest has found that "the total financial value of this potentially rescuable lost and wasted food is a staggering \$49.46 billion." (The Avoidable Crisis of Food Waste, January 2019);
- According to WRAP, "by working collaboratively to take action on these issues, organizations in the sector can achieve a 14:1 positive return on investment and help fulfil UK and international responsibilities to the environment." (Food and Drink, 2015); and,
- The Ministry has calculated that, "Recycling generates ten times more jobs than disposal...every additional 1,000 tonnes of recycled waste generates seven new jobs." (Ministry News Release, January 2013).

3. How do you think we can make Ontario a leader in waste reduction and diversion once again?

The transition to Full Producer Responsibility has been recognized by the federal government as a model for the rest of Canada to follow. Reducing food and organic waste will also establish Ontario as a leader. Moving forward with programs to divert more waste in the ICI sector is critical to address a growing diversion gap between the residential sector and ICI generators. Gains in diversion from this sector will be required to see Ontario's results compare with global leaders in waste reduction and diversion.

Thank you for the opportunity to comment. Please do not hesitate to contact me if you have any questions regarding the City of Guelph's feedback.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Scott Stewart', with a long, sweeping horizontal line extending to the right.

Scott Stewart
Deputy CAO - Infrastructure, Development and Enterprise

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Guelph Police Services Board

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OPEN MEETING

MINUTES – MARCH 21, 2019

An Open meeting of the Guelph Police Services Board was held on March 21, 2019.

- Present:**
- | | |
|-----------------------------------|---------------------------------------|
| D. Drone, Chair | G. Cobey, Chief of Police |
| R. Carter, Member | P. Martin, Deputy Chief of Police |
| C. Guthrie, Member | J. Sidlofsky Stoffman, Legal Services |
| C. Billings, Member | T. Harris, Human Resources Manager |
| C. Polonenko, Executive Assistant | L. Pelton, Temporary Finance Manager |
- Guests:** Family of Sergeant Manfred Hoyer
Guelph Police Service: Inspector S. Green, Inspector C. Welsh, Sergeant M. Hoyer (ret.), Detective Constable D. Conibear (ret.), Sergeant K. Brown, J. Abra, Research, Chaplain J. Borthwick

1. **WELCOME AND INTRODUCTIONS**

2. **MEETING CALLED TO ORDER**

Chair D. Drone called the meeting to order at 12:57 p.m. in the Margaret McKinnon Community Room 112, Guelph City Hall, 1 Carden Street, Guelph.

3. **MOTION TO GO INTO CLOSED SESSION**

Moved by R. Carter

Seconded by C. Guthrie

THAT the Guelph Police Services Board convene in closed session to discuss matters that it is of the opinion falls under Section 35(4) (a) or (b) of the *Police Services Act*.

-CARRIED-

4. **MOTION TO RECONVENE IN OPEN SESSION**

Moved by R. Carter

Seconded by C. Guthrie

THAT the Guelph Police Services Board reconvene at 2:29 p.m. in Open Session.

-CARRIED-

5. **DECLARATION OF CONFLICT OR PECUNIARY INTEREST**

There were no declarations of conflict or pecuniary interest.

6. **CLOSED SESSION RESOLUTIONS**

The following Closed session resolutions were reported in open session:

Moved by C. Guthrie

Seconded by R. Carter

THAT the Guelph Police Services Board request that the Chief of Police report back to the Board by no later than July 2019 outlining options for both increased technology and/or prevention programs to be considered by the Board for the 2020 budget.

-CARRIED-

Move by C. Guthrie

Seconded by C. Billings

THAT the Guelph Police Services Board support the Julien Project in the amount of \$250.00 with funds to be paid from the Community Account.

-CARRIED-

7. **PRESENTATIONS/DELEGATIONS**

7.1 **Guelph Police Service Retirements**

Detective Constable Don Conibear - Deputy Chief Martin noted that D/Cst. Conibear began his career on February 8, 1990, and retired at the end of February 2019, with 29 years of service. He worked in Uniform, School Safety, Young Offenders, Traffic, and most recently as the High Risk Domestic Violence Coordinator. He had a passion for working with youth and also supporting victims of domestic abuse. He had a close relationship with Community partners, such as Victim Services and Women in Crisis, and has been recognized for his work by these various groups. Internally, he has done front line training, and he and his wife, Carolyn have conducted family orientation programs for all new recruits. He has contributed tremendously to the Service and the community.

Sergeant Manfred Hoyer – Deputy Chief Martin noted that Sgt. Hoyer began his career on December 13, 1988, and is officially retiring on April 30, 2019, with just over 30 years of service. He worked in Uniform, Traffic, Downtown Patrol as part of the original downtown patrol team, Persons Crime Unit, and as a supervisor of the Serious Crimes Unit. He has received numerous commendations and recognition for his investigative skills in major cases he has been involved in, including letters from victims and their families. As a front-line supervisor, he is calm, collected and has excellent decision-making skills. He has been a tremendous asset to the Service and community.

Chief G. Cobey thanked the retirees for their legacy and the impact they had on those around them. D. Drone thanked them for the excellent work they have done over the years, and for being a champion to the most vulnerable in the community, noting that they have a work ethic that others should aspire to. He thanked family members for attending. The Board offered their congratulations.

Sgt. Manfred Hoyer, D/Cst. Don Conibear and family members left the meeting at 2:47 p.m.

7.2 Guelph Police Service Promotions

Sergeant Kendall Brown – Chief G. Cobey thanked Sgt. Brown for taking on the responsibility of a leadership role and the burden of command. Deputy Chief Martin noted that he began as a Special Constable, and in 2007, became a police officer and was sworn in as a member of D platoon. In 2012, Sgt. Brown transferred into what is now the High Enforcement Action Team and then in 2013, into the Investigative Services Drug Unit. In January 2019, he came back to Platoon B to prepare for promotion to the rank of Sergeant, which took place on March 3, 2019. The Board offered their congratulations.

Sgt. Kendall Brown left the meeting at 2:51 p.m.

8. APPROVAL OF MINUTES

Moved by C. Billings

Seconded by R. Carter

THAT the Minutes of the Open Meeting held Thursday, February 21, 2019 be approved as presented.

- CARRIED –

9. APPROVAL OF AGENDA

Chief G. Cobey noted that Item 9.3, Secondary Activities Annual Report will be provided at the next meeting.

Moved by C. Guthrie

Seconded by R. Carter

THAT the Guelph Police Services Board approve the Open Meeting agenda as amended.

- CARRIED –

Moved by C. Billings

Seconded by R. Carter

THAT the Guelph Police Services Board adopt **Part 1 – Consent Agenda**, as amended, as identified below.

- CARRIED –

- 9.1 Headquarter Renovation and Expansion**
That the Report titled “Police Headquarters Renovation and Expansion Project” and dated March 21, 2019, be received for information.
- 9.2 Public Salary Disclosure Annual Report (2018)**
That the report titled “Public Sector Salary Disclosure for 2018” and dated March 21, 2019 be received for information.
- 9.3 Secondary Activities Annual Report (2018)**
This report will be presented at the April 18, 2019 meeting.
- 9.4 Human Resources Report**
THAT Ela Stanivuk be appointed as a temporary full-time member of this Service effective February 25, 2019.
THAT Jacqui Dennis be appointed as a temporary civilian member of this Service effective February 11, 2019.
- 9.5 Professional Standards Fourth Annual Report (2018)**
That the report titled “Professional Standards 2018 Year End Report” and dated March 21, 2019 be received for information.
- 9.6 Use of Force Annual Report (2018)**
That the report titled “2018 Annual Use of Force Report” and dated March 21, 2019 be received for information.
- 9.7 Fundraising Annual Report**
That the Report titled “2018 Fundraising Annual Report” and dated March 21, 2019 be received for information.
- 9.8 Freedom of Information Report**
That the report titled “2018 Freedom of Information Statistics” and dated January 18, 2019 be received for information.
- 9.9 Board Correspondence Report**
That the report titled “Open Meeting – March 21, 2019 Board Correspondence Report” be received for information.

Part 2 – Discussion Agenda

9.10 Crime, Calls and Public Order Semi-Annual Report

Deputy Chief Martin provided the following highlights of the report.

- Total calls for service increased by 5.6% this year, for the third consecutive year.
- Calls increased the most in Neighbourhood 3, but Neighbourhood 1 continues to have the greatest proportion of calls in Guelph.

- Priority 1 calls decreased in 2018, while Priority 2 and 3 calls have increased, each of which have increased for the last four years. These calls are significantly time-consuming calls. Of note, Priority 7 calls have increased by 16.3% and Priority 8 calls have increased by 10.3%. This is officer-initiated proactive work.
- 2018 calls by month were different from the past four years, with large spikes in call volume in May and September due to Homecoming and Safe Semester.
- 2018 calls by the hour were also quite different from the previous four years, with higher call volumes lasting for a longer period of time. Busier times are growing and stretching resources. The 12-hour shifts match these time spikes.
- The top five call types in the city have been the same for the last three years, with Compassionate to Locate being the top call type with some variation by neighbourhood. Mental health continues to be a problem in the community, which is tied to the opioid crisis. Compassionate to Locate includes a wide range of calls, including dropped 911 calls.

There was extensive discussion on calls for service relative to neighbourhood population. It was noted that most of the calls for service are north of the river, but the south end is growing very quickly. Citizens are paying high taxes but have slower response time than what is expected. Deputy Chief Martin noted that it is not strictly a matter of the size of the population in the various neighbourhoods, but the demographics. Response times are growing due to insufficient resources. The Service plans for major events but on a daily basis, supervisors deploy on the basis of staff available. C. Guthrie noted that in Cambridge, the map of the geographical areas of calls for service and the map of the identified “hot spots” known for drug problems are overlaid and they correlate with each other. He requested that this be explored as an option for Guelph. Chief G. Cobey noted that he looks forward to making database decisions.

- Liquor Offence calls has the greatest percentage increase in volume in 2018, while Prostitution calls has the largest percentage decrease.
- Mental health-related calls continue to rise.
- The median Priority 1 response time was faster for the second year in a row in 2018, while Priority 2, 3 and 4 median response times all increased, some a great deal.
- The median Priority 1 response time was fastest in Neighbourhood 4 and slowest in Neighbourhood 2 in 2018.

Deputy Chief Martin thanked J. Abra for all the work that goes into this report, analyzing the volume of data in various systems, making it useful data, and generating reports to make wise decisions. Chief G. Cobey noted that in the future, there may be a request for more analysts to process that data.

9.11 Major Case Management Annual Report (2018)

Chief G. Cobey presented the VICLAS/Major Case Management report. He noted that there was one unsolved homicide this year. The most disturbing statistic was the very significant number of 11 of submissions for Luring of a child or attempted luring of a child. This was an increase from 2 in 2017. There were 132 sexual assaults or attempts with 140 victims.

9.12 Repeal of Secondhand Goods By-Law No. 146 (2011)

Moved by C. Billings

Seconded by R. Carter

WHEREAS by virtue of By-laws (1996) 15120 and (1996) 15194, the Corporation of the City of Guelph ("the City") delegated to the Guelph Police Services Board ("the Board") the power to license, regulate and govern businesses involving second-hand goods shops, salvage yards, salvage shops and dealers in old gold and jewellery;

AND WHEREAS the Board, pursuant to the Board's By-law 146 (2011) has, to date, regulated, licensed and governed businesses involving second-hand goods shops, salvage yards, salvage shops and dealers in old gold and jewellery;

AND WHEREAS the City, by virtue of its enactment of By-law (2019)-20376, in force and effect February 25, 2019, has undertaken, as part of the City's overall business licensing mandate, to license, regulate and govern businesses involving second-hand goods shops, salvage yards, salvage shops and dealers in old gold and jewellery as a part of the City's overall business licensing mandate;

BE IT RESOLVED THAT the Guelph Police Services Board hereby repeals By-law number 146 (2011) effective March 21, 2019.

-CARRIED-

9.13 *Municipal Conflict of Interest Act Report*

Moved by C. Billings

Seconded by C. Guthrie

THAT the Guelph Police Services Board approves the creation of a public registry of written statements of pecuniary interest by Board members in accordance with Section 6.1 of the *Municipal Conflict of Interest Act*, and the administration of this registry shall congruent with the City's practices.

- CARRIED -

9.14 Board Committee Appointments for 2019

D. Drone recommended that R. Carter replace L. Griffiths on the existing committees. R. Carter agreed. D. Drone will assume the Chair position for each committee. C. Billings recommended that since J. Sorbara was not yet reappointed, R. Carter be appointed to the Collective Bargaining Committee.

Moved by C. Billings

Seconded by C. Guthrie

THAT the Guelph Police Services Board appoints R. Carter to the Collective Bargaining Committee.

- CARRIED -

The Committees for 2019 are as follows:

Collective Bargaining	Progress Review	Policy Review	Performance Appraisal
D. Drone (Chair)	D. Drone (Chair)	D. Drone (Chair)	D. Drone (Chair)
R. Carter	C. Guthrie	C. Billings	R. Carter
	R. Carter	R. Carter	C. Guthrie
			C. Billings

9.15 Chief's Monthly Report

Chief G. Cobey presented his monthly schedule of upcoming internal and external community events and meetings. He highlighted the following:

- **B.E.A.T. Team:** From his observation, Chief G. Cobey noted that is an excellent example of what we can achieve when we devote time to an objective. Since January 2019, there have been 10 search warrants, 33 arrests, 129 charges laid, 8 stolen vehicles recovered, and property returned to 40 victims of crime. This team has assisted the Drug Unit and seized fentanyl. It is important to note how this impacts people in our community. He has been advised that police are going the extra mile to giving property back to victims. The community knows that we care. Members of the community have communicated that they want to tell their story to the media to show the need for continuance of this pilot project. C. Guthrie noted that it is the first time in 5 years as Mayor that he has heard so much from the public on the worthwhile efforts of this BEAT team and he encouraged the Chief to continue the good work.
- **St. Patricks' Day:** Chief G. Cobey acknowledged the efforts of members who prepared the operational plan and worked on their days off. The success and visual presence was appreciated by members of community.
- **Status of Transition:** The Board and the public should be very proud of the outstanding group of members of Guelph Police Service. Deputy Chief Martin has been very supportive in his transition. The first week as Chief, he conducted a Town Hall Meeting with the membership, which was well attended. They will be working hard to come up with different methods of engaging with the employees and connecting with each other.
- Many meetings with stakeholders are being scheduled.

9.12 New Business

- 1) D. Drone related an incident in which a local community member commended the Service for responding to his call where illegal activity was observed, and coming back to thank this individual for taking the time to contact the police.
- 2) D. Drone asked Chaplain John Borthwick to give a presentation of an overview of his role with the police at a future meeting, the date to be determined.

10. INFORMATION ITEMS

- Next Open Meeting: Thursday, April 18, 2019, 2:30 p.m., Guelph City Hall, Meeting Room C
- **Law of Policing Conference:** May 1-2, 2019, Toronto ON (D. Drone attending)
- **Ontario Association of Police Boards Spring Conference and Annual General Meeting:** May 22-25, 2019, Windsor, ON (R. Carter attending)
- **Canadian Association for Civilian Oversight of Law Enforcement Conference:** May 26-29, 2019, Toronto, ON
- **Canadian Association of Police Governance Annual Conference:** August 9-11, 2019, Calgary, AB (D. Drone attending)

11. ADJOURNMENT

Moved by C. Guthrie

Seconded by R. Carter

THAT the Open meeting of the Guelph Police Services Board adjourn as at 3:38 p.m.

- CARRIED -

The minutes of this meeting were adopted this 18th day of April, 2019.

"D. Drone"

D. Drone, Chair

"C. Polonenko"

C. Polonenko, Executive Assistant