

# **INFORMATION ITEMS**

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**Week Ending April 27, 2018**

## **REPORTS**

1. Business Service Review Q1 2018 Progress Update
2. 2017 Year-end Investment Performance Report
3. Guelph Growth Monitoring Report 2017
4. Tier 1 Project Portfolio Q1 2018 Status Update
5. Delegation of Authority for 2017

## **INTERGOVERNMENTAL CONSULTATIONS**

1. Guidance to support implementation of the Growth Plan for the Greater Golden Horseshoe, 2017: Application of the Intensification and Density Targets & The Municipal Comprehensive Review Process

## **CORRESPONDENCE**

1. Township of Uxbridge Resolution re: Bill 16, Respecting Municipal Authority Over Landfilling Sites
2. Guelph Urban Forest Friends re: Requesting Support for the Great Tree Hunt
3. Ministry of Transportation re: Province-wide Cycling Network

## **BOARDS & COMMITTEES**

1. Guelph Police Services Board Meeting Minutes – March 15, 2018

## **ITEMS AVAILABLE IN THE CLERK'S OFFICE**

1. None

# Information Report



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Service Area      Office of the Chief Administrative Officer

Date                Friday, April 27, 2018

Subject            **Business Service Review Q1 2018 Progress Update**

Report Number    CAO-2018-09

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## **Executive Summary**

### **Purpose of Report**

To provide quarterly progress update of the active business service reviews.

### **Key Findings**

- The City is currently conducting business service reviews of Solid Waste Resources, Boulevard Maintenance and Transit services.
- These reviews are pilots for the Business Service Review Framework
- The quarterly reports providing high-level status, as of the end of Q1 2018, are attached.
- A brief status explanation for each of the reviews is provided within this report.

### **Financial Implications**

Third party support is being utilized to support the Solid Waste Resources review with expenditures to date of approximately \$133,000. Solid Waste Resources staff are managing the resulting negative operating budget variance through the deferral and avoidance of other planned work. More information on the Solid Waste Resources 2018 budget variance will be provided through the scheduled variance reports to Council.

Community engagement and communications expenditures for the Boulevard Maintenance review were \$6,400. These costs were funded from the Business Process Management approved operating budget.

Third party support will be utilized to support the Transit review, funded from the Business Process Management approved operating budget, not to exceed \$100,000.

# Report

This report is to provide a quarterly status update of the active business service reviews to Council.

## 1) Reviews Underway

### Solid Waste Resources (SWR) Review

**Review scope:**

The specific SWR services that are being reviewed are listed in the attachment. For more details of what is in and out of scope for this review, refer to the Q1-2017 report (report IDE-2017-63).

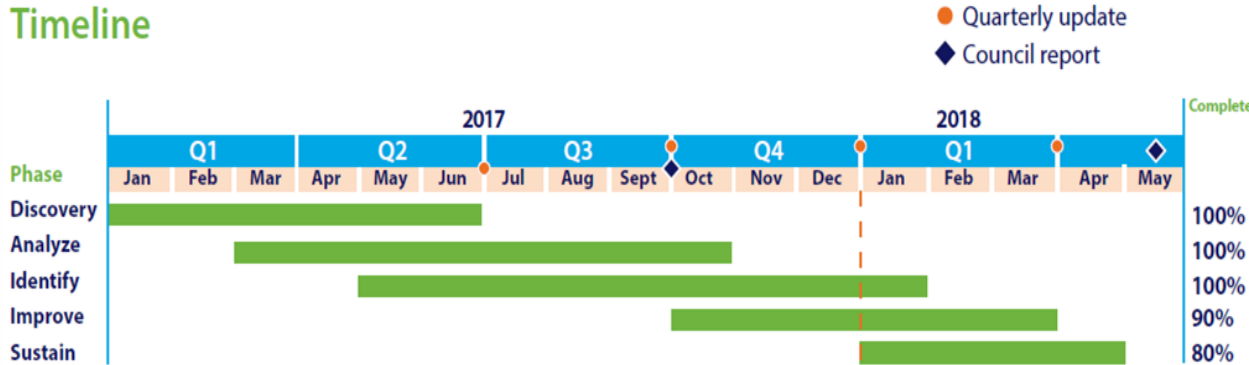
**Current status:**

Initial findings, from the discovery and analysis phases, indicate that five of six solid waste services are in-line with comparator municipalities as reported to Council on September 18, 2017 in IDE-17-107 "Solid Waste Resources Business Service Review Interim Report".

The review is currently in the Improve and Sustain stages, which includes:

- Provide update on Extended Producer Responsibility legislation changes
- Review and include additional information, data collection and analysis requested by Council on September 18
- Recommendation implementation planning with department management
- Final report development
  - Final report is scheduled for Council on May 28, 2018

**Review timeline:**



## Boulevard Maintenance

### Review scope:

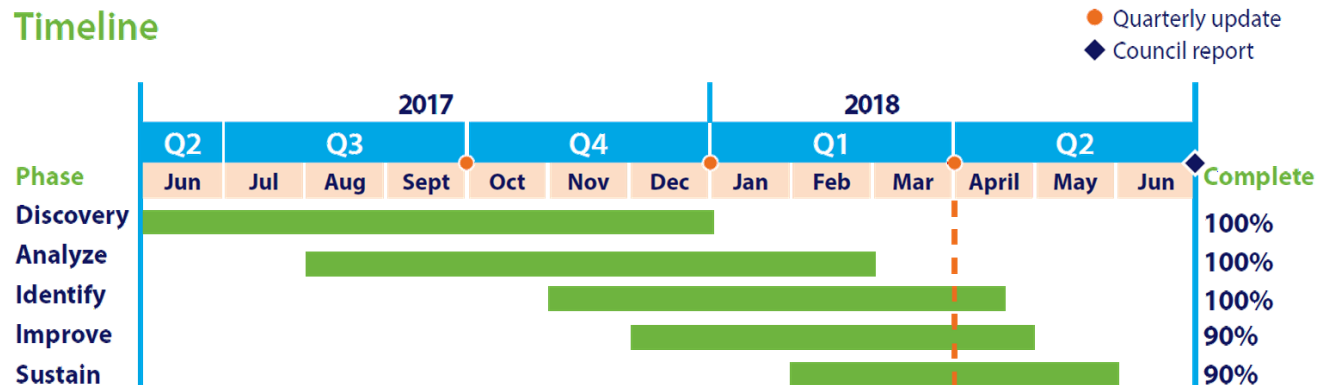
The specific Boulevard Maintenance services that are being reviewed are listed in the attachment. For more details of what is in and out of scope for this review, refer to the Q3-2017 report (IDE-2017-125).

### Current status:

This review is currently in the Improve and Sustain stages with the status below;

- Development of recommendations and report
  - Report to Committee of the Whole June 5, 2018

### Review timeline:



## Transit Services

### Review scope:

The specific Transit services that are being reviewed are listed in the attachment. For more details of what is in and out of scope for this review, refer to April 3, 2018 Transit Business Service Review Overview Report (report PS-2018.10).

### Current status:

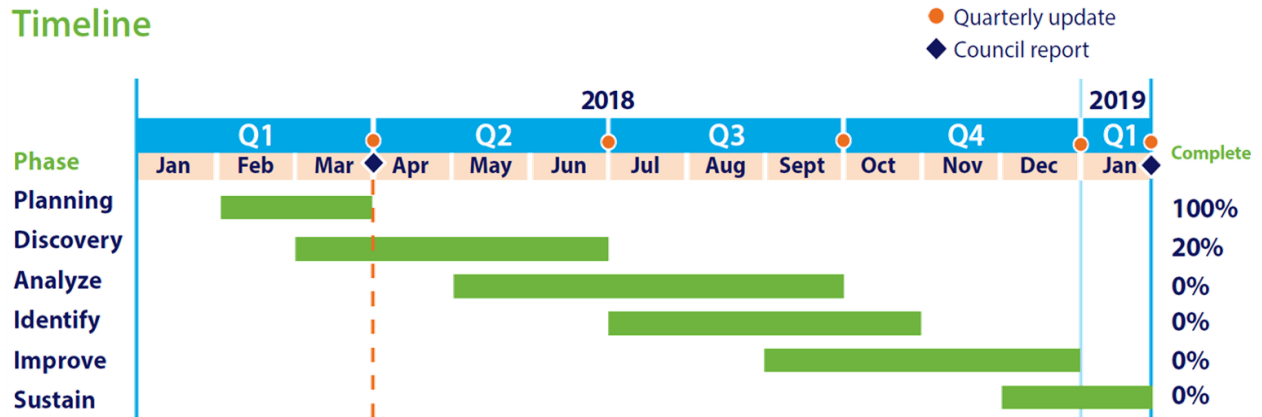
This review is currently in the discovery stage. Activities completed and underway include:

- Boundaries of the review set;
- Scope and objectives defined;
- Current state or “as-is” state of the processes/services underway;
- Communication plan developed and being implemented;
- Collection of data for analysis underway;
- Request for proposal for third party consultant support underway; and

- Stakeholders and customers identified and their requirements being defined.

The City of Guelph will work in partnership with a third party consultant to provide impartial, technical expertise in support of benchmarking, data analysis and alternative service delivery assessment. This will add objective third-party credibility to the review results.

**Review timeline:**



**Upcoming Reviews**

Multi-year work plan is under development for business service reviews. This plan is being developed through the service inventory and prioritization activity currently underway and in conjunction with Corporate Asset Management’s Levels of Service project.

**Financial Implications**

Third party support is being utilized to support the Solid Waste Resources review with expenditures to date of approximately \$133,000. Solid Waste Resources staff are managing the resulting negative operating budget variance through the deferral and avoidance of other planned work. More information on the Solid Waste Resources 2018 budget variance will be provided through the scheduled variance reports to Council.

Community engagement and communications expenditures for the Boulevard Maintenance review were \$6,300. These costs were funded from the Business Process Management approved operating budget.

Third party support will be utilized to support the Transit review, funded from the Business Process Management approved operating budget, not to exceed \$100,000.

## Consultations

Staff from the following divisions were consulted for this report: Corporate Communications, Solid Waste Resources, Parks and Recreation, Transit Services, and Finance.

## Corporate Administrative Plan

### Overarching Goals

Service Excellence

### Service Area Operational Work Plans

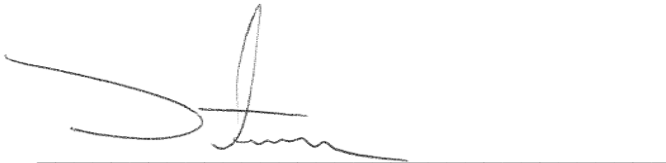
Our Services - Municipal services that make lives better

## Attachments

- ATT-1 Solid Waste Resources Business Service Review Quarterly Update Report – Q1 2018
- ATT-2 Boulevard Maintenance Business Service Review Quarterly Update – Q1 2018
- ATT-3 Guelph Transit Business Service Review Quarterly Update – Q1 2018

## Report Author

Katherine Gray, Program Manager, Business Process Management



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### Approved and Recommended By

Derrick Thomson  
Chief Administrative Officer  
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[derrick.thomson@guelph.ca](mailto:derrick.thomson@guelph.ca)

April 2018

## Solid Waste Resources



<b>Review sponsor</b>	Scott Stewart, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
<b>Review lead</b>	Katherine Gray, Program Manager, Business Process Management
<b>Review champion</b>	Peter Busatto, General Manager, Environmental Services
<b>Current phase</b>	Identify and Improve

### Purpose

To review Solid Waste Resource services and processes to inform options for the most effective and efficient service provision.

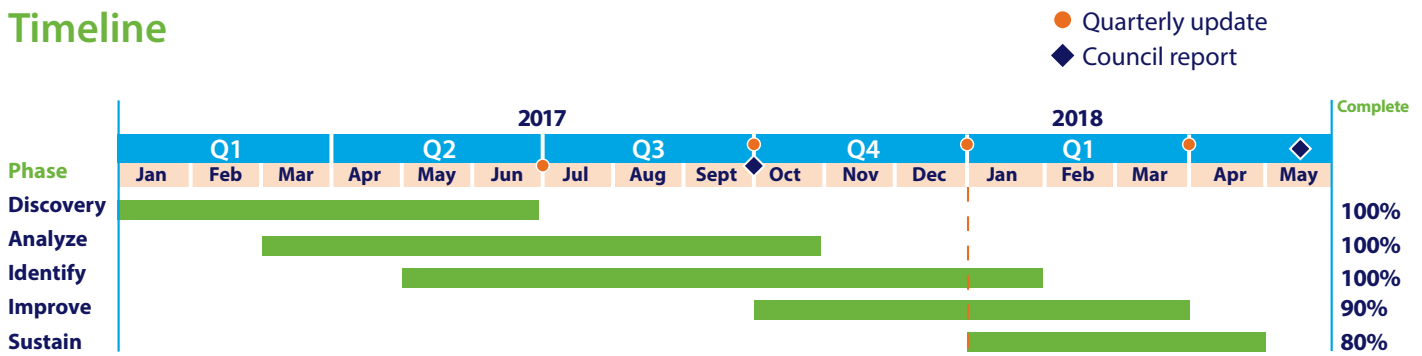
### Scope

- Collections
- Material processing
- Material output
- Administration and customer service

### Deliverables

- Process maps for all processes in the service
- Cost and social impact analysis around service delivery options
- Final report which provides recommendations for improvement
- Proposed implementation plan for recommendations

### Timeline



### Status

## 90%

of review complete

#### Milestones

<b>Discovery phase</b> complete	<b>Analysis phase</b> complete	<b>Communication Plan</b> ongoing	<b>Identify phase</b> complete	<b>Engagement Plan</b> complete

April 2018

## Boulevard Maintenance



<b>Review sponsor</b>	Colleen Clack, Deputy CAO, Public Services
<b>Review lead</b>	Katherine Gray, Program Manager, Business Process Management
<b>Review champions</b>	Heather Flaherty, General Manager, Parks and Recreation Martin Neumann, Manager, Parks Operations and Forestry
<b>Current phase</b>	Improve and sustain

### Purpose

To provide clarity on service levels as well as service processes, roles, and responsibilities for boulevard maintenance. To conduct a full review of boulevard maintenance services and processes related to turf maintenance (grass cutting and horticulture) that will inform options and opportunities for improvement to ensure the most effective and efficient service provision, including analysis of alternative service delivery methods.

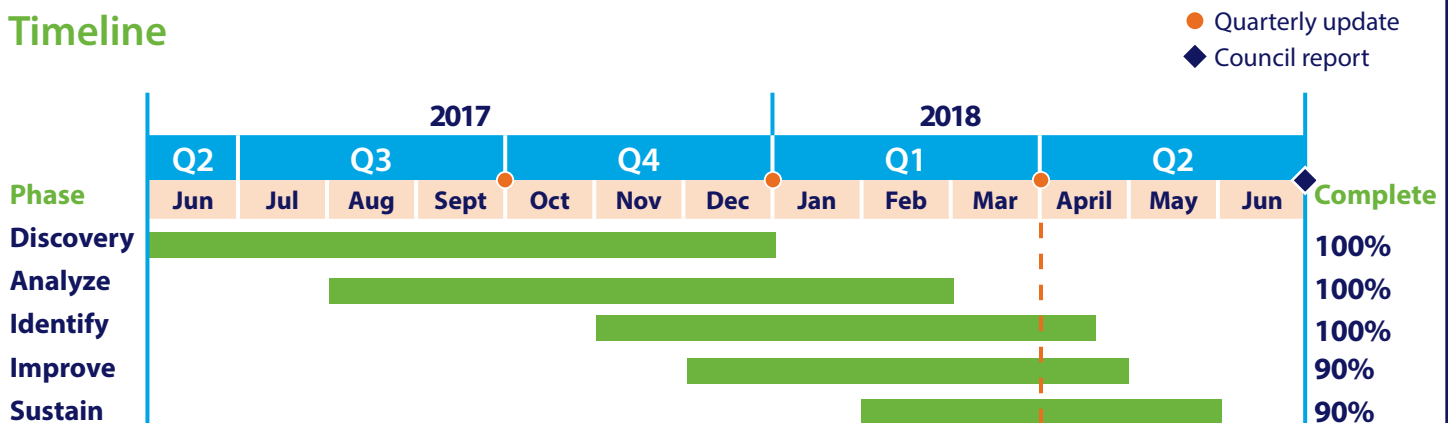
### Scope

Turf maintenance: Grass cutting and horticulture in areas where turf was intended to be installed from design stage.

### Deliverables

- Process maps for all processes in the service
- Defined levels of service
- Analysis complete and documented
- Assessment of service delivery methods
- Recommendation report

### Timeline




### Status


## 90%

of review  
**complete**


### Milestones




**Discovery phase**  
complete




**Analyze phase**  
complete



**Community Engagement**  
complete



**Identify phase**  
complete



**Improve phase**  
underway



# Business Service Review quarterly update

# Q1

April 2018

## Guelph Transit



<b>Review sponsor</b>	Colleen Clack, Deputy Chief Administrative Officer, Public Services
<b>Review lead</b>	Katherine Gray, Program Manager, Business Process Management
<b>Review champion</b>	Robin Gerus, Interim General Manager, Guelph Transit
<b>Current phase</b>	Discovery and Analyze

### Purpose

To review Guelph Transit business services and processes to inform options for the most effective and efficient service provision.

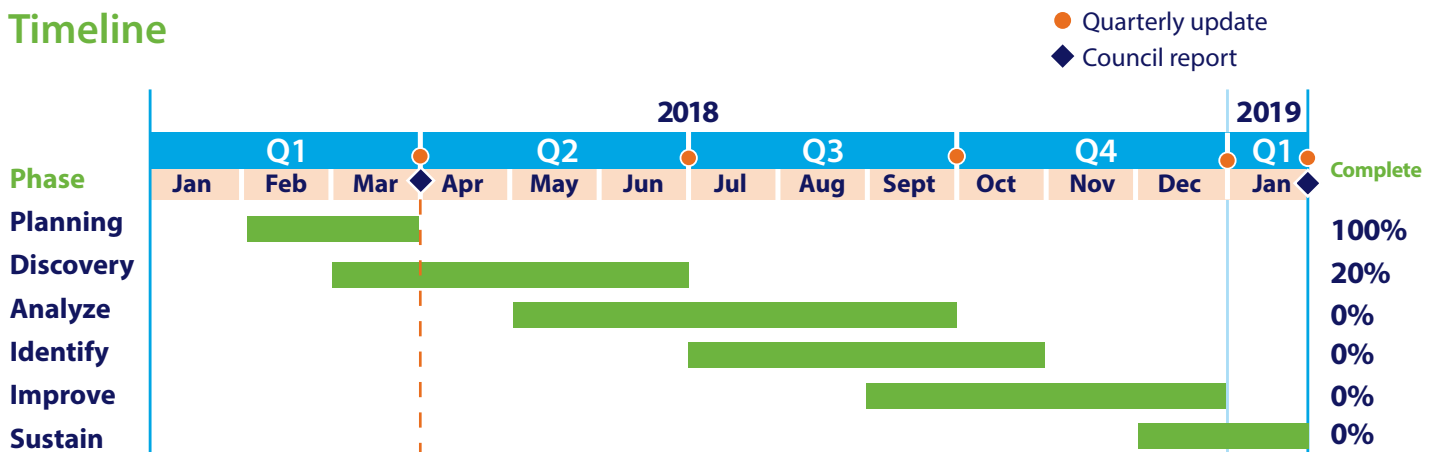
### Scope

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

### Deliverables

- Process maps for all processes in the service
- Cost and impact analysis around service delivery options
- Final report which provides recommendations for improvement
- Proposed implementation plan for recommendations

### Timeline



### Status

**15%**  
of review  
**complete**

#### Milestones



**Discovery phase**  
underway



**Analyze phase**  
underway



**Engagement plan**  
underway



**Community plan**  
underway

# Information Report



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Service Area	Corporate Services
Date	Friday, April 27, 2018
Subject	<b>2017 Year-end Investment Performance Report</b>
Report Number	CS-2018-13

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## Executive Summary

### Purpose of Report

To report on the 2017 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 of December 31, 2017 was \$264.1 million, plus cash holdings of \$33.5 million. The total investment and cash market value as at December 31, 2017 was \$299.6 million (2016- \$318.5 million).

Interest earned on investments and cash as of December 31, 2017 was \$7.5 million, which resulted in a positive variance to budget of \$0.9 million, and has surpassed the 2016 earnings by \$1.4 million. This computes to an average rate of return of 1.91 per cent (2016: 1.74 per cent). In accordance with the City’s General Reserve and Reserve Fund Policy, an allocation of \$4.6 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 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 – Also known as book 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.

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

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

### A. Statement of Performance

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

	Dec 31, 2017 (Carrying Value)	Dec 31, 2016 (Carrying Value)
Long-term	\$ 201,796,769	\$ 216,673,892
Short-term	\$ 62,286,067	\$ 56,115,834
Total Investments	\$ 264,082,836	\$ 272,789,726
Cash	\$ 33,543,258	\$ 43,909,175
<b>Total</b>	<b>\$297,626,094</b>	<b>\$316,698,901</b>

The carrying value of the total investment portfolio as at December 31, 2017 was \$264.1 million plus cash holdings of \$33.5 million. Interest earned on investments and cash as of December 31, 2017 was \$7.5 million, which resulted in a positive variance to budget of \$0.9 million, and has surpassed the 2016 earnings by \$1.4 million. This computes to an average rate of return of 1.91 per cent (2016: 1.74 per cent).

The total investment and cash market value as at December 31, 2017 was \$299.6 million (2016- \$318.5 million). The details of the City's specific investment portfolio as at December 31, 2017 are attached in the Investment Portfolio by Issuer (ATT-3) and the Investment Portfolio by Security (ATT-4).

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 \$4.6 million was transferred to the reserve funds at year-end.

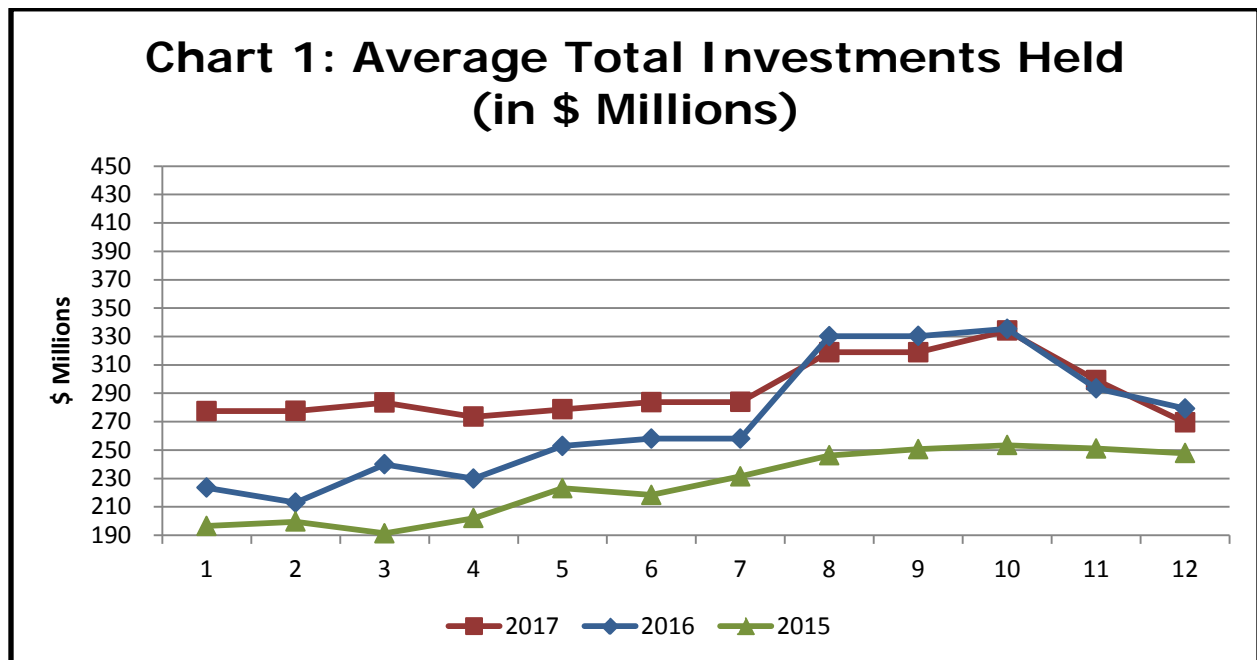
#### 2017 Investment Activity – Cash

Since August of 2015, the low interest rate environment had been negatively affecting the City's investment returns. During this period, City staff continued to analyze and manage the City's investment portfolio in order to optimize earnings and minimize risk in the present climate. Recent changes implemented by the Bank of Canada to increase the short-term interest rates has provided more opportunity to turn positive returns on guaranteed investments for the remainder of the 2017 fiscal year. The Bank of Canada increased the rate by 0.25 basis points in July and September bringing the overnight rate to 1.00 per cent as at December 31, 2017. Subsequent to year-end, they announced another increase of 0.25 basis points in January 2018. The rate increases represent favourable outcomes for the City's cash and investments as the majority are based upon the prime rate.

The cash balance of \$33.5 million at year-end may appear to be under-utilized but the liquid funds are required for the City's working capital needs. The cash outflows for the month of January were \$35.6 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. Staff continue to monitor the cash flow on a monthly basis to ensure that any excess cash is invested earning the highest rate possible.

## 2017 Investment Activity – Investment Portfolio

The City has earned a total of \$6.1 million from the investment portfolio (excluding interest earned on cash balances). This represents an average return of 2.08 per cent as at December 31, 2017 compared to a 1.84 per cent average return for 2016. See Chart 1 below for a comparison of the average carrying value of investments held in 2017, 2016 and 2015. Please note that during the last quarter of the year, the investment balance declined due to the fact that funds were required for capital needs. This cash flow pattern is consistent with prior years; however a one-time cash outflow of \$10 million was required for the loan repayment for the Hanlon Creek Business Park, as well as capital purchases budgeted in prior years.



## RISK/OPPORTUNITY IDENTIFICATION

Following are the risks and opportunities that were present during the 2017 fiscal year:

- i) As of January 2017, the Class A-1, Class A-2 and Class B Master Asset Vehicle II Notes (MAV) were paid down in full as per agreements communicated by the investment custodians of these assets. For the City, this meant a full recovery of the carrying value of its Class A & B holdings and the majority of its Class Cs. As at year-end, an impairment provision of \$15,073 has been recorded to write down the current book value of the remaining MAV II C asset. Further, the City has decided to divest in the remaining MAV assets taking into consideration the value of the investments was zero. This decision to divest has no financial impact as these assets have a carrying value of zero.

ii) As at June 30, 2017, the City of Guelph held two investments totalling \$30 million purchased in 2013 and 2014 which were to provide for higher than normal interest returns. With the drop in the Bank of Canada's prime rate in 2015, these investments are no longer within the lower limit of the note terms and therefore were no longer earning any return. During the month of June 2017, there was speculation that the Bank of Canada's rate would increase which opened up investment opportunities to move these funds to earn positive returns. The City decided to act upon the opportunity to sell the two range accrual investments.

iii) 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 policies), with the intent to optimize the returns on available cash throughout the year. Further, realizing the current interest rates on term deposits and bonds was stationary, the City decided to capitalize on higher interest rates in the secondary market where GICs were trading on average at 1.88 per cent for short-term and 2.36 per cent for long-term investments. An additional \$15 million was invested into the secondary market in 2017.

iv) The Bank of Canada's prime rate had been stable prior to July 2017. The majority of the City's investments are GICs and term deposits which are based upon prime rate. Therefore, due to the current market conditions, we were unable to guarantee the same return for investments that were maturing during the first two quarters of 2017 that had initially been invested at higher rates in the past. Staff chose not to reinvest the funds from maturing investments during the second quarter and hold a higher cash balance to ensure we were able to act upon changes in the prime rate if necessary. This move deemed profitable as we were able to invest approximately \$45 million at a higher interest rate once the Bank of Canada announced raising its overnight rate on July 12, 2017. There continues to be speculation that the Bank of Canada will increase interest rates once more during 2018, however there is a strong indication that the largest impact has already occurred in 2017 and January 2018.

v) Cash was required during the last quarter for operating and capital expenditures which resulted in the City requiring approximately \$30 million of funds maturing during this period that would have been otherwise reinvested in Schedule I Banks. Staff would like to highlight in ATT-3 that the Investment percentage of holdings for Credit Unions is currently one per cent higher than the maximum as per the City's Investment Policy. Fluctuations in the cash bank balance and the timing of investment redemptions can create risk that at any given point in time the Investment Policy could be offside temporarily. Consistent with the policy, the City was onside with the Credit Union percentages when the initial purchase was made and it's not in the City's best interest to cash out of investments when there is a temporary allocation change. City Staff continues to monitor the percentage of holdings each month to ensure that any fluctuations are temporary and would not be eligible to invest additional Credit Union funds until the allocation space was available.

vi) As of March 1, 2018 the Municipal Act, 2001 was amended to include section 418.1 Prudent Investor Standard. This standard authorizes municipalities to opt into the prudent investor regime. In order to proceed with the new standard, municipalities must meet specific criteria as set out in the standard. City Staff is currently reviewing the criteria and will be providing a separate information report to Council in June with a recommendation on how the City shall proceed.

## **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 Investment Policy in all but the following respects:

- Under the current policy, the maximum percentage of holdings for Credit Unions is ten per cent. As outlined above, the Credit Union percentage of holdings was at 11 per cent at year-end but was onside at the time of original purchase.

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

## **Financial Implications**

Investment income reduces the amount otherwise required from property taxation 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, 2017
- ATT-3 City of Guelph Investment Portfolio by Security at December 31, 2017

## Departmental Approval

Jade Surgeoner, CPA, CA, CIA  
Manager of Financial Reporting and Accounting

## Report Author

Jenna Francone, CPA, CA  
Senior Corporate Analyst, Financial Reporting and Accounting



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### Approved By

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### Recommended By

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Corporate Services  
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## ATT-1

### 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 1.91 per cent on its investments and cash as at December 31, 2017.

**2. Investments in Own Securities**

None of the 2017 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 2017 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 and 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 and City Treasurer for the City of Guelph, hereby state that:

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



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**Tara Baker, CPA, CA**  
**GM Finance & City Treasurer**

**ATT-2**

**City of Guelph  
Investment Portfolio by Issuer, Short-term  
and Long-term as at December 31, 2017**

**Short-Term Investment Portfolio**

Issuer	Yield	Maturity	Carrying Value \$	Term to Maturity (Days)		
				Dec 31	Restriction	Exceeded
Meridian Credit Union	1.00%	Liquid	106,918	N/A	364	-
One Investment Program	1.915%	Liquid	92,384	N/A	364	-
RBC Dominion Securities	0.7%	Liquid	4,050,836	N/A	364	-
RBC Dominion Securities	1.05-3.10%	Various<1 yr	10,530,881	<364	364	-
Meridian Credit Union	2.00%	03-Mar-18	7,059,548	62	364	-
Meridian Credit Union	1.85%	04-May-18	8,148,000	124	364	-
BMO Wealth Management	1.90%	07-May-18	10,000,000	127	364	-
TD Wealth	1.50%	07-Aug-18	5,000,000	219	364	-
Meridian Credit Union	2.00%	03-Sep-18	17,297,500	246	364	-
<b>Short-term Investment Total</b>			<b>\$ 62,286,067</b>			

**Long-term Investment Portfolio**

Issuer	Yield	Maturity	Carrying Value \$	Term to Maturity (Years)		
				Dec 31	Restriction	Exceeded
Joint Municipal Investments	Variable	Liquid	41,745,550	Current	N/A	-
RBC Dominion Securities	1.5%-2.82%	Various >1 yr	6,040,271	>365-4.2	5	-
Bank of Nova Scotia	1.54%	22-Apr-19	10,000,000	1.3	10	-
TD Wealth	1.81%	16-Apr-19	10,000,000	1.3	10	-
TD Wealth	1.783%	11-Jul-19	29,954,400	1.6	10	-
RBC Dominion Securities	2.15%	19-Aug-19	10,000,000	1.7	10	-
CIBC	2.99%	06-Dec-19	19,245,271	2.0	10	-
TD Wealth	2.50%	06-Jan-20	15,000,000	2.0	10	-
CIBC	2.25%	21-Jan-21	14,500,000	3.1	10	-
National Bank	1.806%	14-Nov-22	5,000,000	4.9	10	-
Bank of Montreal	3.04%	02-Dec-22	5,000,010	5.0	10	-
CIBC-Provincial	3.30%	02-Dec-24	8,085,928	7.0	20	-
TD Wealth	2.05%	13-Aug-25	10,000,000	7.7	10	-
CIBC-Provincial	4.08%	02-Dec-26	7,225,339	9.0	20	-
National Bank	2.00%	04-May-27	10,000,000	9.5	10	-
<b>Long-term Investment Total</b>			<b>\$201,796,769</b>			

**TOTAL SHORT AND**

**LONG TERM INVESTMENTS            \$264,082,836**

**ATT-3  
City of Guelph Investment Portfolio by Security  
as at December 31, 2017**

<b>Securities</b>	<b>Investment Value \$</b>	<b>Investment Percentage of Holdings</b>	<b>Policy Maximum Portfolio Percentage Limit</b>
<b>Federal</b>			
Government of Canada			100%
Federal Guarantees			50%
<b>Provincial Governments &amp; Provincial Guarantees</b>	20,311,278	6.8%	75%
<b>Country Other than Canada</b>			5%
<b>Municipal</b>			
City of Guelph			50%
Other Municipalities & OSIFA – AAA & AA			50%
Other Municipalities & OSIFA – A			10%
<b>School Board, Ont. University, Local Board, Conservation Authority, Public Hospital, Housing Corp.</b>			20%
<b>Financial Institutions</b>			
Schedule I Banks	202,957,300	68.2%	75%
Schedule II and III Banks			25%
Loan or Trust Corporations, Credit Union	32,611,966	11.0%	10%
<b>Supranational Financial Institution or Government Organization</b>			25%
<b>Corporate Debt</b>			25%
<b>Commercial Paper</b>			15%
<b>Joint Municipal Investment Pools</b>	41,745,550	14.0%	15%
<b>TOTAL</b>	<b>\$297,626,094</b>	<b>100.00%</b>	

# Information Report



Service Area      Infrastructure, Development and Enterprise Services

Date      Friday, April 27, 2018

Subject      **Guelph Growth Monitoring Report 2017**

Report Number      IDE-2018-61

## Executive Summary

### Purpose of Report

To provide a report on the achievement in 2017 of Official Plan policies which implement the Growth Plan for the Greater Golden Horseshoe; and provide information on monitoring of development activity and housing supply in accordance with the City's population forecasts to 2031 and the Provincial Policy Statement.

### Key Findings

Development activity within the City is:

- Meeting the vision and policies of the City's Official Plan and achieving the targets and policies set by the Growth Plan and the Provincial Policy Statement (2014);
- Trending higher than the 20 year average since 2013 and is generally in line with long term projections in the Development Charges Background Study;
- Resulting in a range and mix of housing types with a greater proportion of townhouse and apartment units being constructed in recent years, in line with the City's growth vision and policies;
- Meeting the annual Intensification Target for the built-up area since 2012;
- Meeting the overall Greenfield Area Density Target (for developed and committed lands) as of 2014;
- Supporting the achievement of the Urban Growth Centre density target through residential intensification in the form of major apartment projects.

The City exceeds the minimum housing supply requirement of the Provincial Policy Statement which supports continued development activity. The supply translates into the creation of housing units as building permits are issued.

### Financial Implications

None

## **BACKGROUND**

### **Purpose of the Growth Monitoring Report:**

The Growth Monitoring Report (Attachment 1) is an annual report that provides information on land supply, development activity, and achievement of City and Provincial Policies. This report presents year end data and informs the annual Development Priorities Plan and other City plans and documents in terms of growth projections and policies.

The report primarily focuses on the City's Official Plan policies that conform to the Growth Plan for the Greater Golden Horseshoe and the Provincial Policy Statement.

### **Official Plan Policies**

The Official Plan conforms to the 2006 Growth Plan for the Greater Golden Horseshoe and sets: an intensification target for the built-up area; and density targets for the greenfield area and the Urban Growth Centre. Attachment 1 is Schedule 1 from the City's Official Plan which identifies the built-up area, Urban Growth Centre, and greenfield area of the City as defined by the 2006 Growth Plan.

*Intensification Target:* by the year 2015 and for each year thereafter, a minimum of 40% of the City's annual residential development will occur within the City's built-up area.

*Built-up area:* the lands identified within the built boundary as shown on Attachment 2.

*Greenfield Area Density Target:* the greenfield area will be planned and designed to achieve an overall minimum density target that is not less than 50 people and jobs combined per hectare. The greenfield area density target is measured over the entire designated greenfield area.

*Greenfield area:* is the area within the settlement area boundary that was not part of the built-up area in 2006 and is not part of the non-settlement areas (see Attachment 2)

*Urban Growth Centre Density Target:* The Urban Growth Centre, defined as downtown with boundaries established through the Downtown Secondary Plan, will be planned and designed to achieve a minimum density target of 150 people and jobs combined per hectare by 2031, which is measured across the entire Downtown.

The City's Official Plan provides policy directions for monitoring growth including policies directed at monitoring development activity to ensure that growth is consistent with population forecasts, intensification targets for the built-up area and density targets for the greenfield area. The Official Plan also requires tracking of the supply of residential units in accordance with the housing supply policies of the Official Plan. The housing supply policies conform to the Provincial Policy Statement policy 1.4.1.

PPS 1.4.1 *To provide for an appropriate range and mix of housing types and densities required to meet projected requirements of current and future residents of the regional market area, planning authorities shall:*

- a) *maintain at all times the ability to accommodate residential growth for a minimum of 10 years through residential intensification and redevelopment and, if necessary, lands which are designated and available for residential development; and*
- b) *maintain at all times where new development is to occur, land with servicing capacity sufficient to supply at least a three-year supply of residential units through lands suitably zoned to facilitate residential intensification and redevelopment, and land in draft approved and registered plans.*

### **Population and Employment Projections**

The City's Official Plan sets out the following policy related to population and employment forecasts:

- 2.4.3.1 The city will accommodate growth by:
- i. planning for a population forecast of 175,000 people by the year 2031;
  - ii. promoting a steady rate of growth equivalent to an average population growth rate of 1.5% annually, which will allow growth to keep pace with the planning for future physical infrastructure and community infrastructure;
  - iii. ensuring the employment growth in the City is planned to keep pace with population growth by planning for a minimum of 92,000 jobs by the year 2031."

The Development Charges Background Study (2014) further breaks down the projected population increase into projections for number of housing units. By 2031, the projected total number of households is approximately 70,500; an increase of approximately 22,500 units since 2011.

## **Report**

### **Highlights of the Monitoring Report**

- The City's population for 2017 was estimated to have increased by 2,000 people to an estimated 135,000 people. The 2016 Census reported a population of approximately 132,000 people. Employment was estimated to have increased by 900 jobs to 80,500 jobs by the end of 2017. The 2016 Census reported that there were 79,600 jobs in Guelph.
- The average annual growth rate was slower for the period from 2006 to 2011. According to Statistics Canada, the annual growth rate was 1.2%, which increased to 1.7% between 2011 and 2016. The average annual growth rate between 2016 and 2017 was estimated to be 1.5%, which is just slightly below our anticipated rate of growth to 2031 of 1.6%.

- Residential building permit activity increased from 1088 residential units created in 2016 to 1,201 residential units created in 2017. The Development Charges Background Study (2014) projects an average of 1,170 units will be constructed per year to the year 2031. The number of residential units created annually has averaged 1,194 units since 2013, which is on trend with the City's long term average.
- In recent years, building permit activity has been largely sustained by the construction of apartment units within the City's built-up area.
- Registration of greenfield subdivisions continued to slow in 2017, with only one subdivision registration. The density of the committed lands within the designated greenfield area remained at approximately 52 persons and jobs per hectare in 2017, which meets the minimum greenfield density target set out by the City's Official Plan and the provincial Growth Plan.
- The Built-up Area has achieved the minimum 40% intensification target since 2012, and on average, 48% of all new residential development has occurred within the built-up area between the years 2008 and 2016. Since 2015, the first year that the City was required to achieve this minimum target under the Growth Plan, the City has achieved 56% of its residential growth in the built-up area. Major apartment developments have helped contribute to the achievement of this target, such as the latest 132 unit building in the Metalworks development at 63 Arthur Street South.
- The Urban Growth Centre (downtown) has increased its overall density to 97 persons and jobs per hectare in 2017, up from 96 persons and jobs per hectare in 2016 and 90 persons and jobs per hectare in 2011.
- The range and mix of housing units is becoming more balanced through new development activity with the overall existing housing stock experiencing a steady shift towards a higher proportion of townhouses and apartments. This trend is expected to continue to 2031, and result in a more balanced supply of housing units, when approximately 48% of the City's overall housing stock is anticipated to be detached and semi-detached units, compared to 54% in 2017.
- The City continues to maintain a housing land supply above the minimum requirements of the Provincial Policy Statement (PPS). Currently, there is approximately a five year supply of lands that are serviced, suitably zoned or within draft approved or registered plans, where the PPS requires at least a 3 year supply. The City is able to accommodate over 13 years of residential growth through residential intensification and lands that are designated and available for residential development where the PPS requires a minimum of 10 years.



## **Census**

The census, conducted every 5 years, produces a demographic and statistical profile for the City and was conducted on May 10, 2016. This profile serves as a foundation and validation of the City's growth management data. As of the release of the 2017 Growth Management Monitoring Report, all of the major Census topics have been released and all monitoring data has been updated to incorporate the latest census data. It should be noted that any adjustments to the data were minor. Some of the data presented in the Guelph Growth Management Annual Monitoring Report cannot be updated during intercensal years, such as detailed employment data, and therefore will only be included following census years when the data becomes available.

## **Update to the Growth Plan (2017)**

An updated Growth Plan came into effect on July 1, 2017. This updated Growth Plan introduced new policies that build upon the established vision and guiding principles of the 2006 Growth Plan. The updated Plan extended the growth horizon for the Greater Golden Horseshoe from the year 2031 to the year 2041, updated population and employment growth forecasts, and introduced policies that will increase the minimum intensification target and the minimum greenfield density target. The City of Guelph will be required to update its Official Plan to come into conformity with the updated Growth Plan and its new policies by 2022. Until that time, the City's existing Official Plan policies remain in effect for the density and intensification targets. Once Guelph's Official Plan has been updated and brought into conformity with the Growth Plan (2017), the Growth Management Monitoring Report will be revised to reflect the new growth forecasts and targets.

## **Financial Implications**

None

## **Consultations**

None

## **Corporate Administrative Plan**

### **Overarching Goals**

Service Excellence

### **Service Area Operational Work Plans**

Our People- Building a great community together

## **Attachments**

ATT-1 Growth Monitoring Report 2017

ATT-2 Schedule 1 - Growth Plan Elements

**Departmental Approval**

N/A

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# Growth Monitoring Report 2017

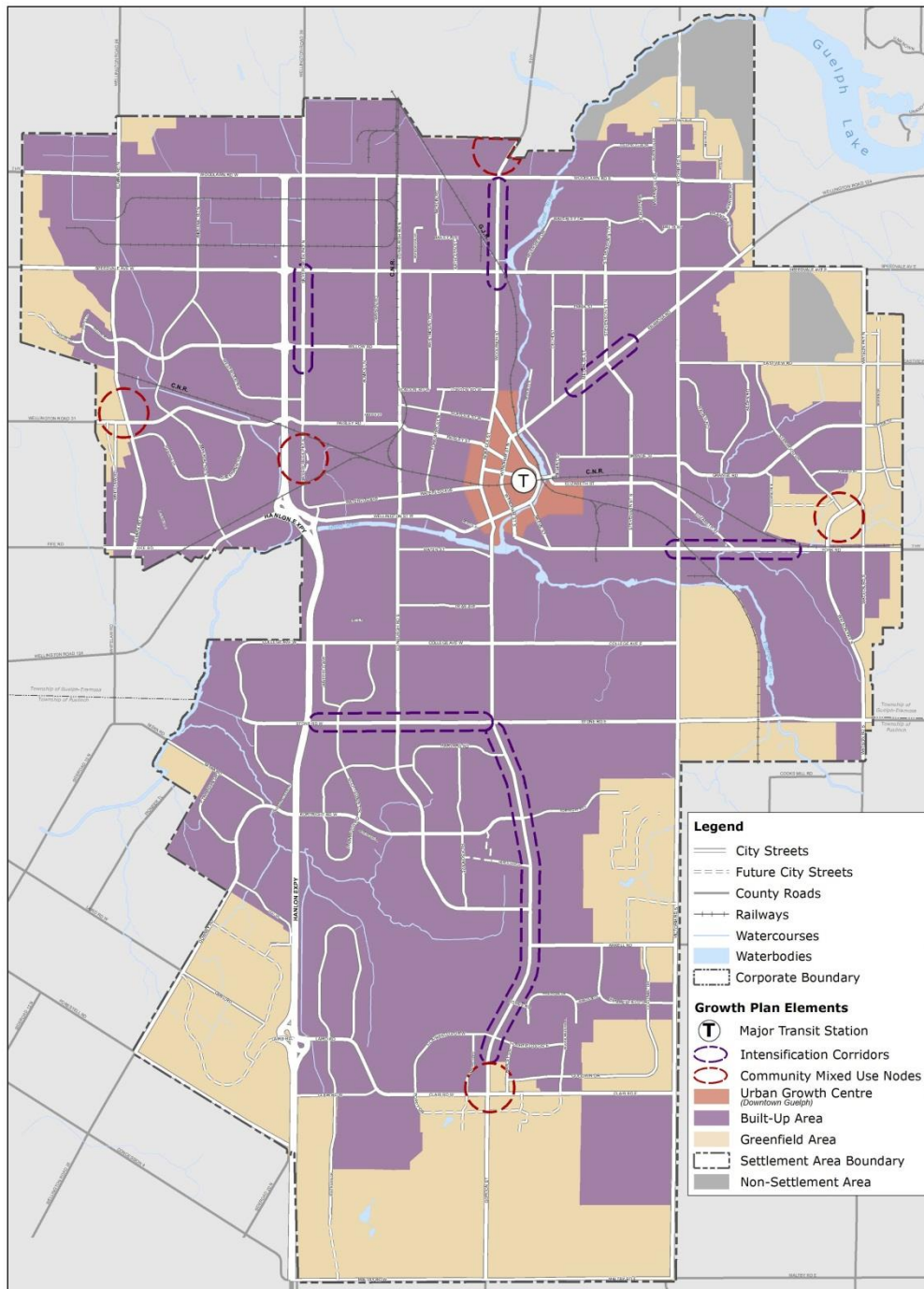


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# 1. Growth Plan Elements

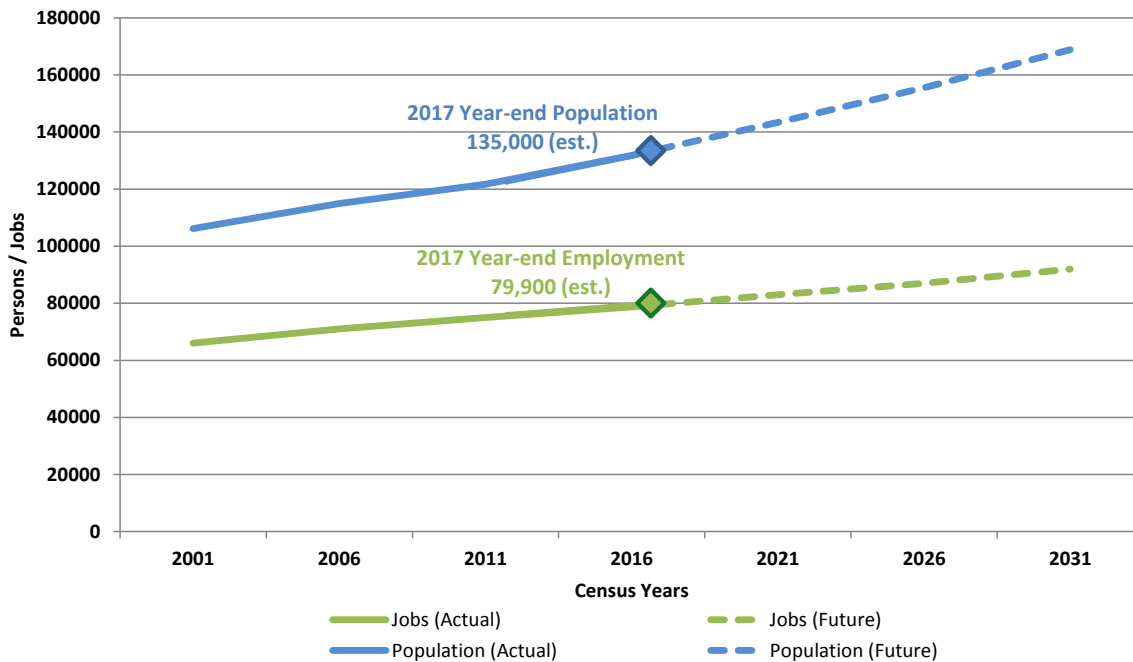
## Growth Management Geography



The City of Guelph's Official Plan, amended by OPA 39 in 2010, includes policies that conform to the Growth Plan for the Greater Golden Horseshoe. The Official Plan identifies elements of the Growth Plan on Schedule 1, including the Urban Growth Centre, the designated greenfield area and the built-up area, all major geographic divisions of the City that have minimum intensification or density targets associated with them.

## 2. Population and Employment

### 2.1 Population and Employment Forecast to 2031



#### Population and Employment are on track to meet 2031 forecasts

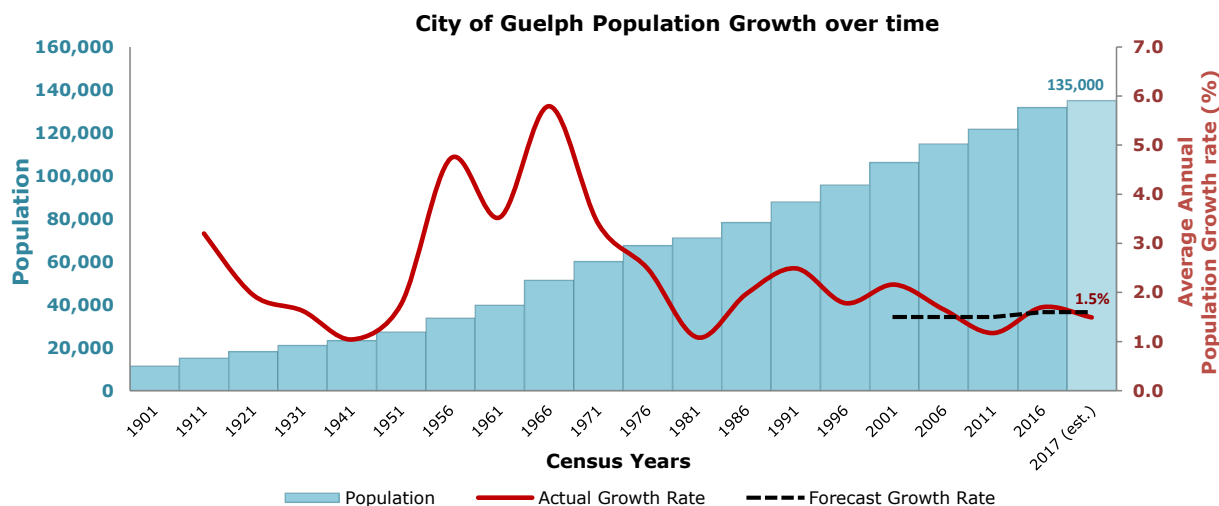
The City of Guelph is planning to achieve a population of 175,000 (169,000, excluding the net census undercoverage) and a minimum of 92,000 jobs by the year 2031. These figures represent an additional 43,000 people and an additional 12,000 jobs from the 2016 Census to the year 2031.

Between 2006 and 2011, the rate of construction activity in both the residential and the non-residential sectors had decreased to below historic averages and below anticipated levels, resulting in a lower than expected population in the 2011 census. However, construction activity has rebounded in recent years, and is on pace with the long term annual average as projected in the City's Development Charges Background Study (2014). Construction in the employment sector has also increased since 2011, primarily due to development interest in the Hanlon Creek Business Park. This increased residential and employment construction activity will help the City to better achieve its population and employment targets by 2031. The Canadian Mortgage and Housing Corporation expects housing construction to remain stable through 2019 and that employment will grow at a faster pace through 2019 than it has in recent years.

Based on building permit activity, the estimated population for the City of Guelph at the end of 2017 was 135,000, while employment was estimated to have increased to 79,900 jobs.

Sources:  
 1. Statistics Canada, Census of Population, 2001-2016  
 2. Canadian Mortgage and Housing Corporation, Housing Market Outlooks

## 2.2 City of Guelph Population Statistics



Population, Area, and Density, 2017		
	May 2016 (Census)	Dec 2017 (est.)
<b>Population</b>	131,794	135,000
<b>Occupied Dwellings</b>	52,090	53,023
<b>Average Household Size (persons/dwelling)</b>	2.5	2.5
<b>Area (hectares)</b>	8,806	8,806
<b>Population Density (persons/hectare)</b>	14.96	15.33
<b>Gross Dwelling Density (units/hectare)</b>	5.92	6.02

Comparator Municipalities	Average Annual Rate of Population Growth 2011 - 2016
<b>Guelph</b>	<b>1.7%</b>
Kitchener	1.3%
Oshawa	1.3%
Oakville	1.2%
<b>Canada</b>	<b>1.2%</b>
Kingston	1.0%
Richmond Hill	1.0%
Burlington	0.9%
<b>Ontario</b>	<b>0.9%</b>
Barrie	0.8%
Brantford	0.8%
Hamilton	0.7%
St. Catharines	0.3%

### Guelph’s growth rate outpaced both the Provincial and National average

The high growth rate in Guelph seen in the 1950s and again in the 1960s in the chart above is in large part due to the annexation of neighbouring township lands when the population contained on those annexed lands from the township was assimilated with the population of the City of Guelph. Another large annexation occurred during the year 1993.

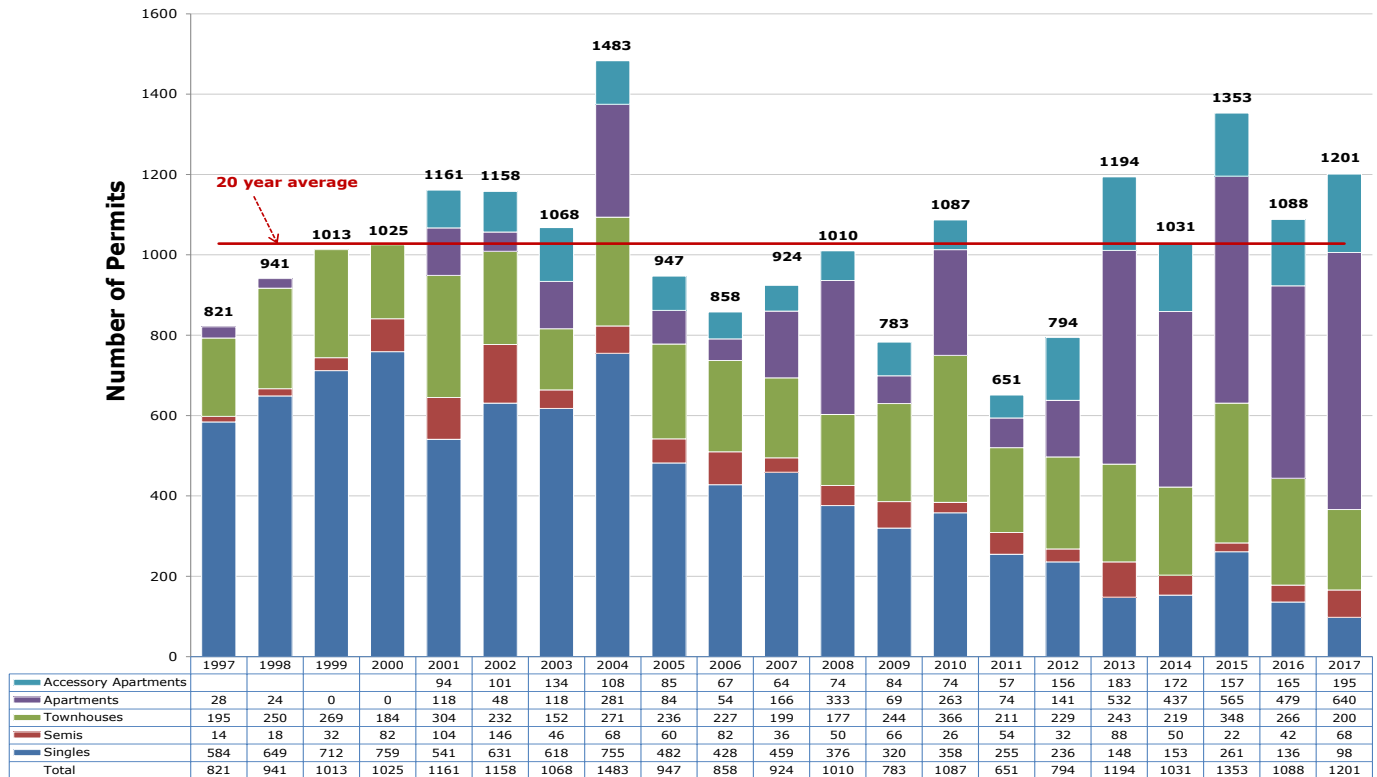
The economic downturn between the 2006 and 2011 census years resulted in a slower than anticipated average annual rate of growth of 1.2%, as seen in the chart above. Between 2011 and 2016, the economy improved and a stronger period of construction increased Guelph’s average annual rate of growth to 1.7%, surpassing both the provincial and the national average annual growth rates. With an estimated population of 135,000 at the end of 2017, Guelph’s population increased at an average annual rate of 1.5% per year since 2011, which is slightly lower than the City’s projected annual growth rate of 1.6%. The City’s average rate of growth positions the City to remain on track to achieve the projected population of 175,000 (169,000) by the year 2031. This rate of growth placed Guelph top among comparator municipalities, but was surpassed by many other communities in Ontario, such as the town of Milton (6.1%), Brampton (2.7%), and Markham (1.8%). Nationally, the western half of the country experienced the highest rates of growth, with the most of the major centres in the Prairie Provinces surpassing Guelph’s rate of growth such as: Lethbridge, AB (2.2%); Saskatoon, SK (2.2%); Regina, SK (2.3%); Calgary, AB (2.6%), and Edmonton, AB (3.0%).

Note: Comparator municipalities are local municipalities of similar population or government structure.

- Sources:
1. Statistics Canada, 2016 Census of Population
  2. City of Guelph Planning Services, 2018

### 3. Building Permit Activity

#### 3.1 Historical Building Permits by Dwelling Type 1997-2017



Note: Accessory apartment tracking began in 2001.

#### Permits are trending higher than the historical average

The number of residential permits issued in 2017 remained above the 20 year average for the fifth year in a row, supported in large part by the continued high levels of apartment and townhome construction. Apartment housing construction has been trending higher than historical averages since 2013, with 53% of the new units created in 2017 being apartments.

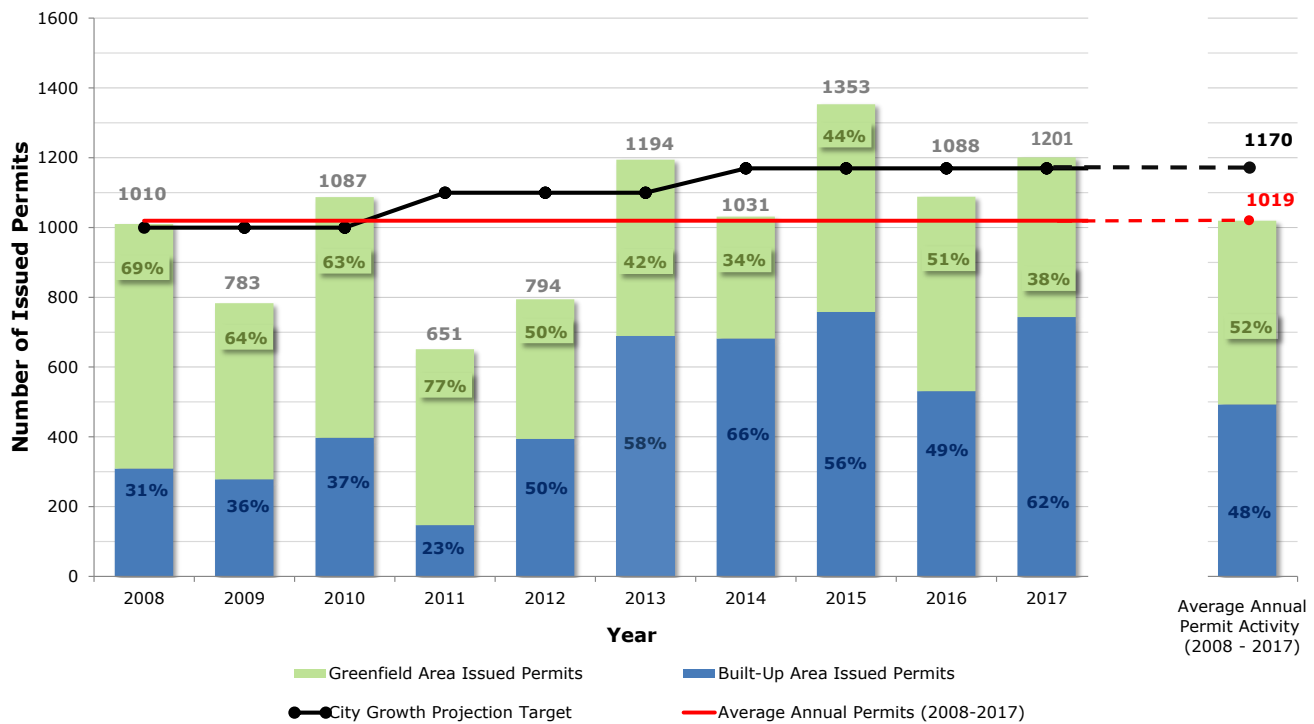
Over the past several years, townhouse and apartment units have become the dominant types of constructed housing units. This mix of new housing construction continues to contribute towards a more balanced city-wide housing stock, which aligns with the City’s housing forecasts, where proportionally, a larger number of townhouse and apartment units are being constructed than single and semi-detached dwellings. The Canadian Mortgage and Housing Corporation (CMHC) attributes this shift in the proportion of constructed dwelling types to decreased housing affordability, demographic changes leading to a decline in the size of a Census household family, and the introduction of policy changes through Places to Grow. This housing trend and the shift towards a more balanced housing stock is also in line with the projections in the Development Charges Background Study (2014) to 2031.

Sources:

1. Building Permit Summaries, City of Guelph Planning Services, 2018
2. Canadian Mortgage and Housing Corporation, Housing Market Outlooks
3. Canadian Mortgage and Housing Corporation, Housing Now



## 3.2 Annual Residential Permit Summary by Growth Plan Area\* 2008-2017



### The City is meeting its minimum intensification target

Under the Growth Plan, the City of Guelph is required to achieve 40% of its new development within the built-up area on an annual basis from the year 2015 until the time of the next municipal comprehensive review (MCR). Municipalities must complete their next MCR to be in conformity with the recently updated Growth Plan (2017) by 2022. The tracking of the City's building permits against intensification targets began in 2008. The majority of infill development since that time has been the result of increased apartment construction, primarily through redevelopment of properties in the City's downtown, and intensification corridors. The City of Guelph has on average, been exceeding the minimum intensification target over the course of the reporting period, and on an individual annual basis since 2012.

In 2017, the City achieved 62% of its residential development in the built-up area, exceeding the minimum 40% intensification target under the Growth Plan.

Source: Building Permit Summaries, City of Guelph Planning Services, 2018

### 3.3 Annual Residential Permit Summary Dwelling Types by Growth Plan Area 2008-2017

<b>Building Permit Summary</b>													
<b>Permit Type</b>		<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Total</b>	<b>Average</b>
Single Detached Dwellings	Built-up Area	74	36	58	57	61	48	44	35	20	22	<b>433</b>	<b>48</b>
	Greenfield Area	302	284	300	198	175	100	109	226	116	76	<b>1810</b>	<b>201</b>
Semi-Detached Dwellings	Built-up Area	4	4	8	8	20	24	10	0	4	0	<b>82</b>	<b>9</b>
	Greenfield Area	46	62	18	46	12	64	40	22	38	68	<b>348</b>	<b>39</b>
Townhouses	Built-up Area	41	156	69	33	82	50	104	35	37	64	<b>607</b>	<b>67</b>
	Greenfield Area	136	88	297	178	147	193	115	313	229	136	<b>1696</b>	<b>188</b>
Apartments	Built-up Area	129	15	209	20	91	424	365	553	334	521	<b>2140</b>	<b>238</b>
	Greenfield Area	204	54	54	54	50	108	72	12	145	119	<b>753</b>	<b>84</b>
Accessory Apartments	Built-up Area	61	67	53	29	140	143	159	135	136	136	<b>923</b>	<b>103</b>
	Greenfield Area	13	17	21	28	16	40	13	22	29	59	<b>199</b>	<b>22</b>
<b>Total</b>	<b>Built-up Area</b>	<b>309</b>	<b>278</b>	<b>397</b>	<b>147</b>	<b>394</b>	<b>689</b>	<b>682</b>	<b>758</b>	<b>531</b>	<b>743</b>	<b>4928</b>	<b>493</b>
	<b>Greenfield Area</b>	<b>701</b>	<b>505</b>	<b>690</b>	<b>504</b>	<b>400</b>	<b>505</b>	<b>349</b>	<b>595</b>	<b>557</b>	<b>458</b>	<b>5264</b>	<b>526</b>
	<b>City-wide</b>	<b>1010</b>	<b>783</b>	<b>1087</b>	<b>651</b>	<b>794</b>	<b>1194</b>	<b>1031</b>	<b>1353</b>	<b>1088</b>	<b>1201</b>	<b>10192</b>	<b>1019</b>

**The range and mix of housing is in line with the City’s growth vision and policies**

The tracking and reporting of residential intensification targets in the City of Guelph began in 2008, and since that time, a few trends in residential permits have emerged.

**Low Density Housing Trends**

Over the first half of the reporting period to 2012, low density forms of housing comprised over 41% of the city-wide total number of new residential dwellings, falling to 19% over the latter half of the period when townhouses and apartments began to outpace construction of single and semi-detached dwellings. However, since 2008, a large proportion (greater than 44%) of all new units constructed in the designated greenfield area has been in the form of low density housing.

**High Density Housing Trends**

Apartment construction more than doubled over the second half of the reporting period, becoming the dominant form of new dwelling units, comprising more than 45% of all new residential dwellings since 2013. A higher proportion of those apartments are also now being constructed in the built-up area, a trend that has become more pronounced since 2013 and is a major contributing factor in helping the city achieve its intensification and housing mix targets.

**Overall Housing Trends**

While there are annual variations in the mix of constructed housing types, the result over the entire 10 year reporting period shows that there has been a relatively uniform distribution of housing types, contributing to a more balanced range and mix of new housing in the city. Early in the reporting period, a higher proportion of new development was occurring as lower density forms of housing in the designated greenfield area, while the latter portion of the reporting period shows the majority of units are being constructed in the built-up area as apartments. These trends are in line with the long term growth vision of the Provincial Growth Plan and the City’s Local Growth Management Strategy.

Note: Growth Plan Area refers to the division of the City into designated greenfield and built-up area as per the Growth Plan.

Source: Building Permit Summaries, City of Guelph Planning Services, 2018

### 3.4 New Residential Building Permits by Dwelling Unit Types - Monthly for 2016 & 2017

Month	Single-Detached		Semi-Detached		Townhouses		Apartments		Accessory Apartments		Building Permit Totals		Demolitions		Net Totals	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
January	7	11	6	0	8	3	94	0	14	12	129	26	0	0	129	26
February	10	10	6	6	10	28	63	0	18	12	107	56	1	1	106	55
March	11	6	6	0	12	7	81	0	16	12	126	25	1	1	125	24
April	11	6	4	0	0	24	0	246	15	18	30	294	1	4	29	290
May	17	17	12	0	0	20	0	94	20	20	49	151	2	2	47	149
June	5	22	12	8	42	25	0	1	20	17	79	73	2	1	77	72
July	7	9	4	0	47	4	184	0	11	14	253	27	2	1	251	26
August	8	13	6	4	20	29	1	0	17	18	52	64	0	2	52	62
September	4	11	4	8	5	50	4	130	11	6	28	205	1	0	27	205
October	6	7	4	6	36	18	213	0	19	11	278	42	4	1	274	41
November	10	12	0	6	12	8	0	8	17	14	39	48	2	2	37	46
December	2	12	4	4	8	50	0	0	17	11	31	77	1	3	30	74
<b>Totals</b>	<b>98</b>	<b>136</b>	<b>68</b>	<b>42</b>	<b>200</b>	<b>266</b>	<b>640</b>	<b>479</b>	<b>195</b>	<b>165</b>	<b>1,201</b>	<b>1,088</b>	<b>17</b>	<b>18</b>	<b>1,184</b>	<b>1,070</b>

#### Issued residential permits align with the City's long term projections

The total number of residential permits issued in 2017 was higher than the previous year, in part due to the continued strength in apartment construction across the City. The average number of residential permits issued continues to align with the City's long term projections to 2031.

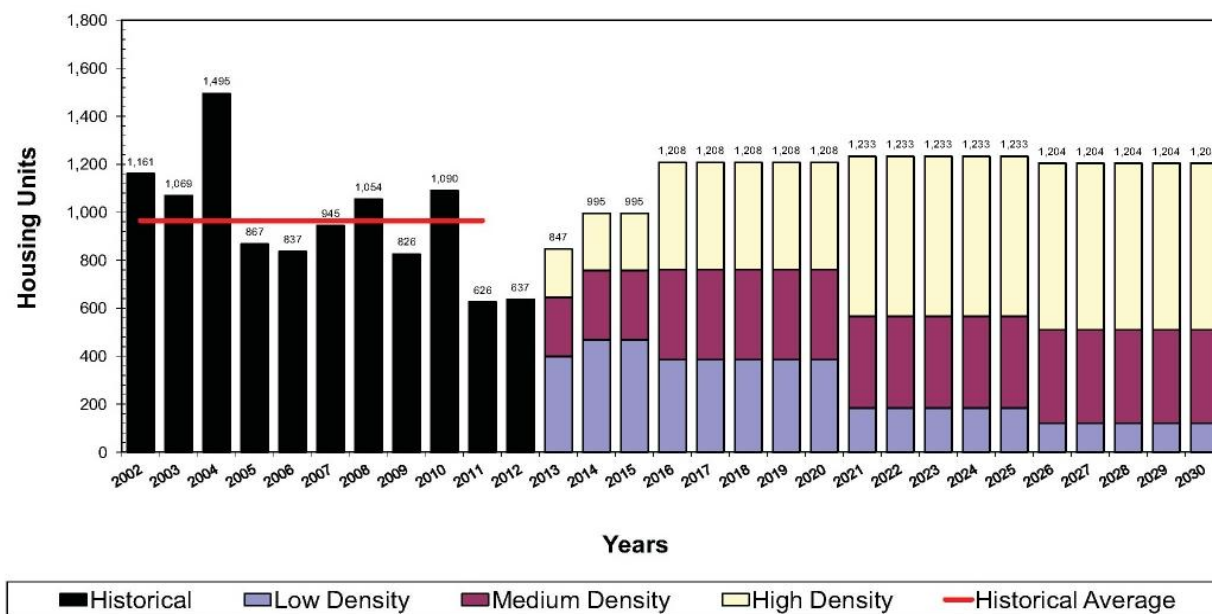
The proportional split between the housing types constructed in 2017 is generally reflective of the City's projected unit splits over the long term average to 2031, which anticipates a lower proportion of newer single and semi-detached construction and a higher proportion of new townhouse and apartment construction.

Sources:

1. Building Permit Summaries, City of Guelph Planning Services, 2018
2. Development Charges Background Study, Appendix A, March 2014

## 4. Housing Stock

### 4.1 City of Guelph Housing Forecast to 2031



#### The long-term housing forecast anticipates a shift in the mix of housing types

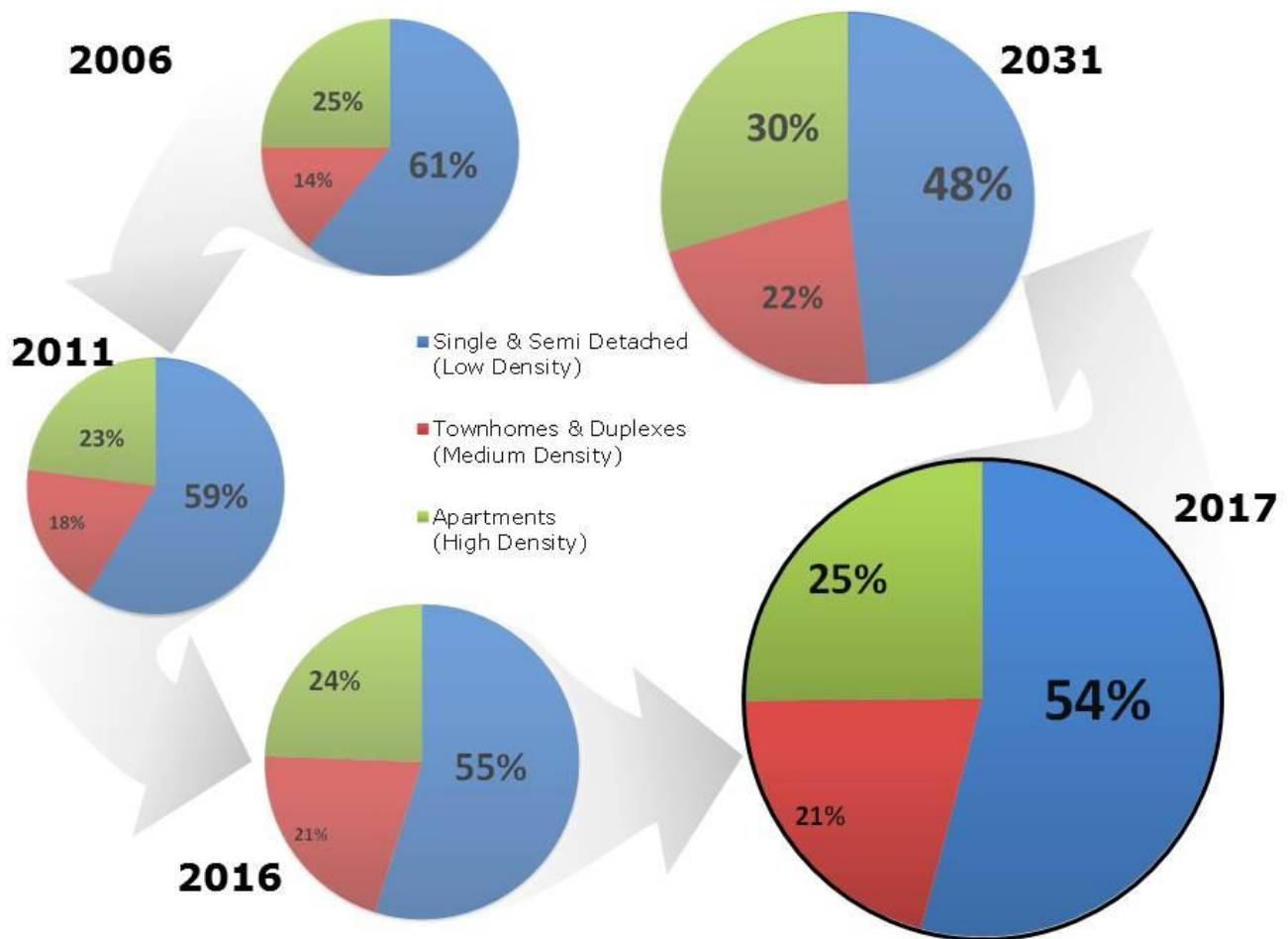
The housing forecast as presented in the Development Charges Background Study (2014) illustrates the number of units by housing type that are needed in order for the city to achieve its population target of 175,000 people (169,000 excluding the census undercoverage). A long term annual average of 1,170 units is targeted to be constructed per year between 2013 and 2030, consisting of an overall average of 22% low density dwellings, 31% medium density dwellings, and 47% high density dwelling units, with the mix gradually shifting over time.

In the years 2013 through 2015, the Development Charges Background Study (2014) anticipated that the number of residential permits issued each year would be fewer than 1,000, forecasting a gradual recovery by 2016, eventually exceeding 1,200 residential permits issued on average per year to the year 2030. The actual number of residential permits issued between 2013 and 2015 exceeded anticipated levels in the chart above from the Development Charges Background Study due to multiple large scale apartment construction projects.

In 2017, the number of residential permits issued remains on pace with the anticipated levels of residential construction in the Development Charges Background Study, and the number of issued residential permits issued since 2013 remain on track with the anticipated long term average of 1,170 units per year.

Sources:  
 1. Figure A-1, City of Guelph Development Charge Background Study, March 2014  
 2. Canadian Mortgage and Housing Corporation, Housing Now Reports

## 4.2 City of Guelph Housing Mix Total Housing Stock, 2006 to 2031



### The housing stock is becoming more balanced

The City's current housing stock is comprised predominantly of low density housing in the form of single detached and semi-detached dwellings. A shift in the demand for different forms of housing combined with policy changes promoting transit supportive densities and a greater mix of housing will see a higher proportion of medium and high density forms of housing constructed. The result of this shift in demand will see a more balanced distribution of unit types in the City of Guelph by 2031, with approximately 48% of the City's overall housing stock in a low density form of housing.

Between 2016 and 2017, the proportion of single detached dwellings declined slightly, comprising 54% of the City's existing housing stock, a reduction of 7% since 2006.

#### Sources:

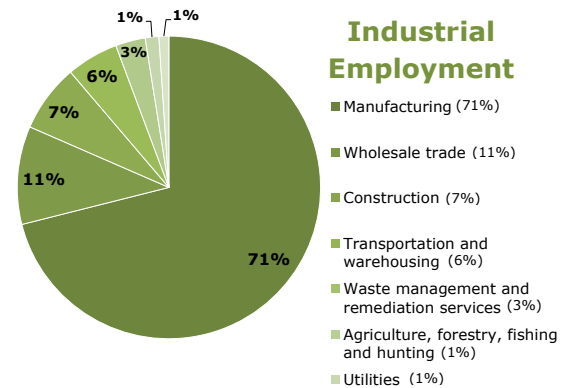
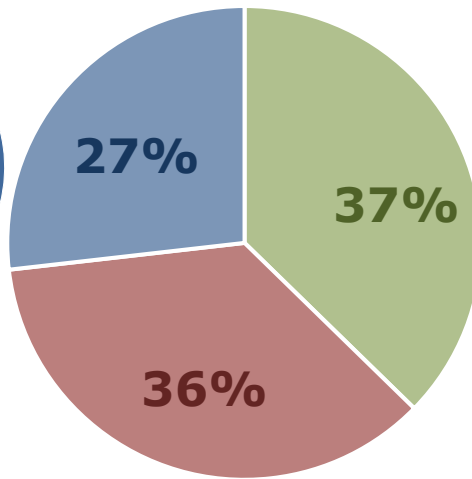
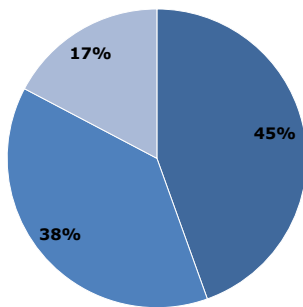
1. Statistics Canada, 2016 Census of Population
2. Development Changes Background Study, Consolidated Report, March 21, 2014.
3. City of Guelph Planning Services, 2018

# 5. Employment

## 5.1 Guelph Employment Base by Sector, 2016

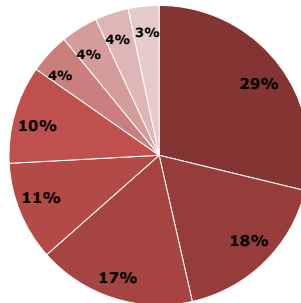
### Institutional Employment

- Educational services (45%)
- Health care and social assistance (38%)
- Public administration (17%)



### Population-Related Employment

- Retail trade (29%)
- Accommodation and food services (18%)
- Professional, scientific and technical services (17%)
- Finance and insurance (11%)
- Other services (except public administration) (10%)
- Real estate and rental and leasing (4%)
- Arts, entertainment and recreation (4%)
- Information and cultural industries (4%)
- Administrative and support (3%)



### Guelph's has a balanced and diverse employment base

The City of Guelph has a balanced and diverse employment base, as seen in the chart above where the City's employment is nearly equally distributed between industrial, institutional, and population-related employment, which are those employment opportunities directly linked to population growth.

Amongst the industrial employment base, manufacturing was the dominant employment sector, comprising 71% of industrial employment. Retail trade was the dominant employment sector within the population-related employment, and amongst the City's institutional employment base, nearly half were employed in the education service sector.

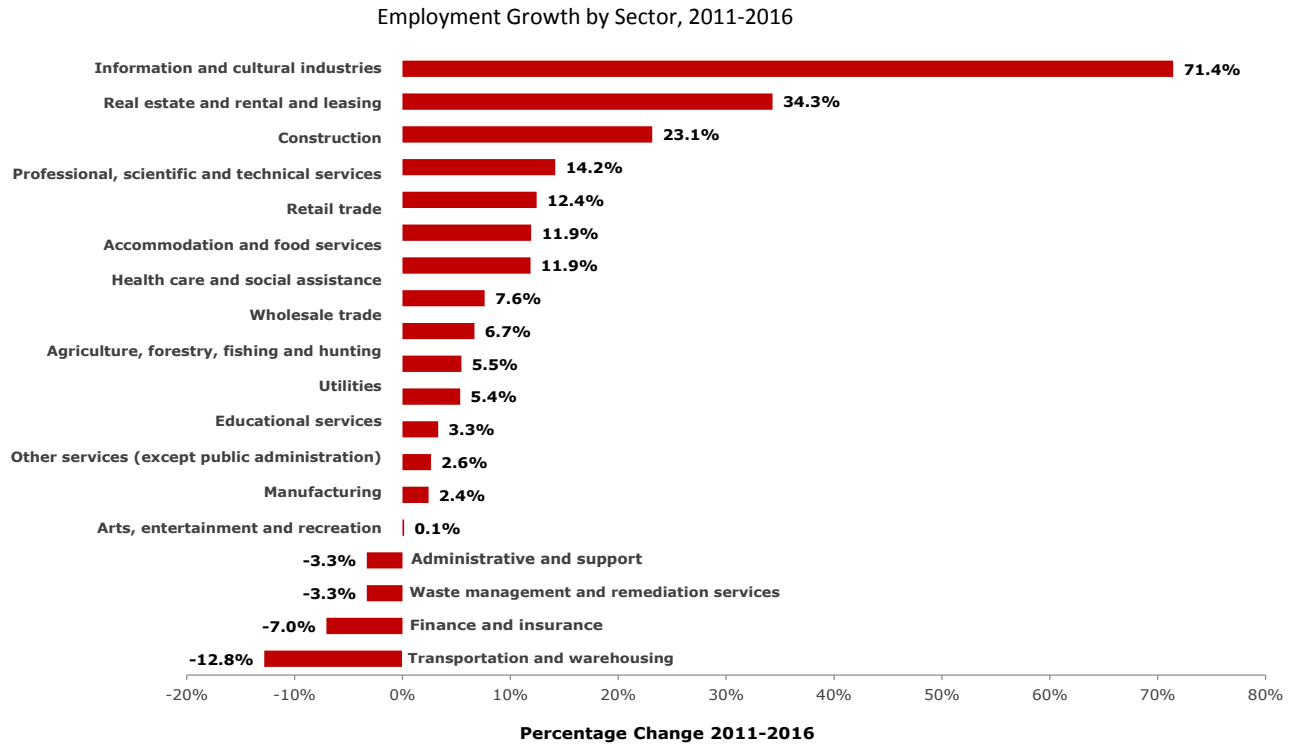
**Note:**

Employment sectors with less than 100 employees were excluded from the summary of employment growth.

**Sources:**

1. Statistics Canada, 2016 Census of Population, Place of Work

## 5.2 Employment Growth by Industry 2011-2016



### Employment is shifting towards knowledge based industries

Over the years, the growth among the City's employment base has been gradually shifting from a predominantly goods production sector towards a services oriented sector. This shift in employment is similar to the overall employment trends seen across the Greater Golden Horseshoe and the Province.

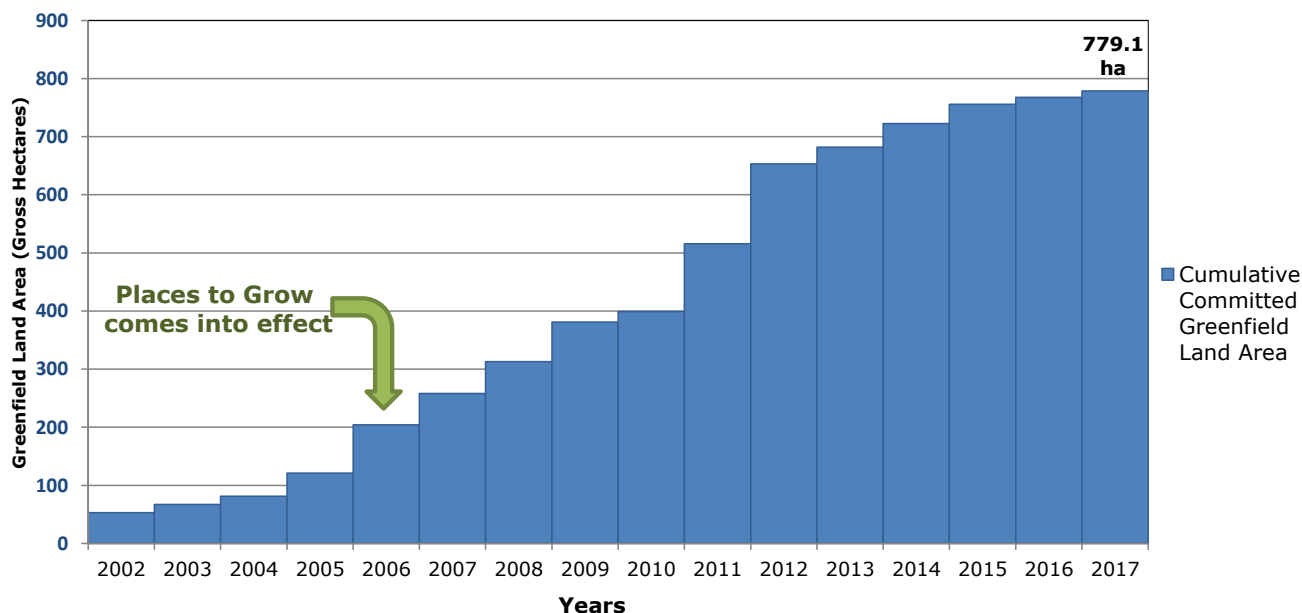
As the provincial economy is shifting away from the more traditional manufacturing sector and towards a more services based economy, employment in the knowledge based industries such as the scientific, health care, and information services experienced some of the greatest employment growth since the 2011 Census. Within the industrial sectors, construction experienced the greatest growth, while the transportation and warehousing sector experienced the largest decline. Manufacturing, Guelph's largest employment sector saw a modest growth of 2.4% between 2011 and 2016.

Note:  
Employment sectors with less than 100 employees were excluded from the summary of employment growth.

Sources:  
1. Statistics Canada, 2016 Census of Population, Place of Work

## 6. Greenfield Area

### 6.1 Committed\* Greenfield Lands (gross area) 2002-2017



#### Development in the designated greenfield area is in line with Growth Plan policies

The designated greenfield area and policies were defined through the Growth Plan as a means to ensure the development of healthy, safe and balanced communities and make better use of land and existing infrastructure. The Growth Plan promotes the building of compact, transit supportive communities in the designated greenfield area. The chart above illustrates the cumulative rate in which lands are being committed\* for development each year within the designated greenfield area. Prior to the effective date of the Growth Plan in 2006, the designated greenfield area included lands with existing planning approvals, but which had not yet been constructed. It is for this reason the chart illustrates a timeline prior to the effective date of the Growth Plan. By the end of 2017, 779 hectares of the City's 2020 hectares of designated greenfield area had planning commitments, inclusive of natural areas protected through the plan of subdivision process. This represents an increase of 11 hectares since 2016, bringing the total amount of committed greenfield lands to approximately 39% of the total designated greenfield area.

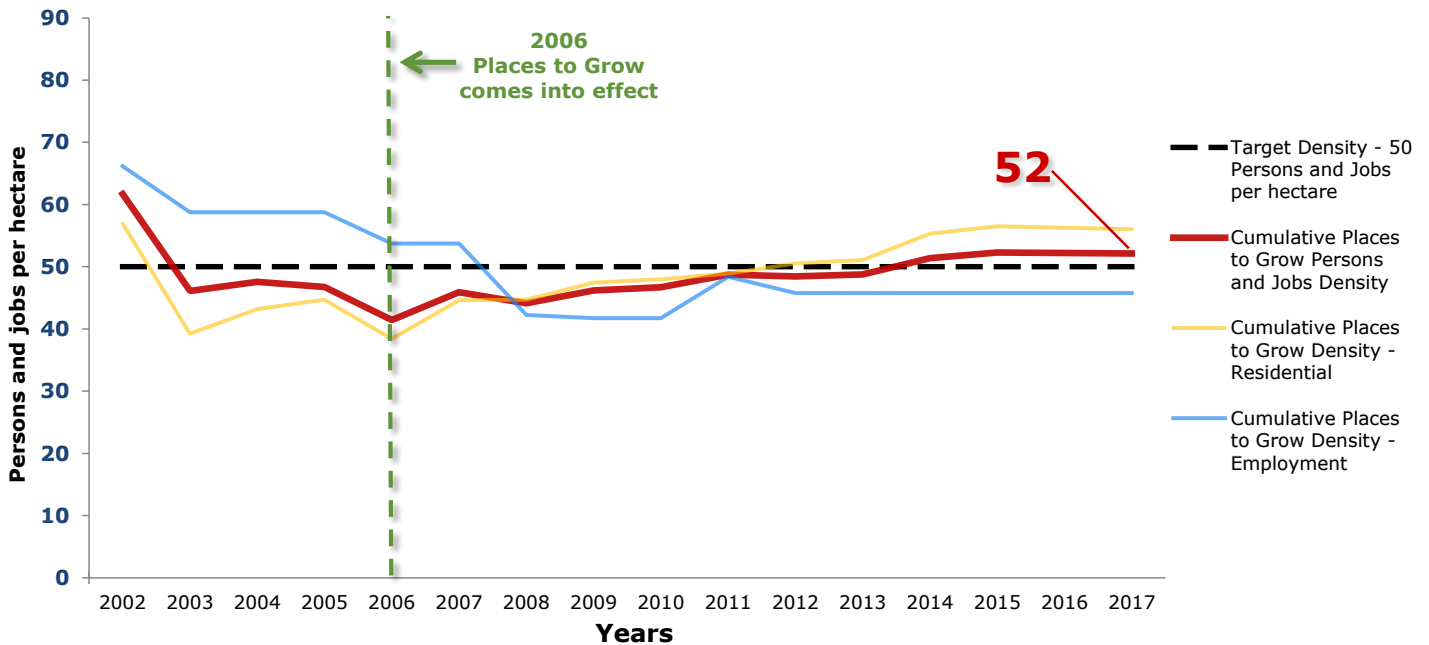
Notes:

1. \*The term *committed* refers to lands within registered plans of subdivision and lands that have been zoned outside of plans of subdivision.
2. This figure excludes any lands within the designated greenfield area that are not considered to be in their final form.
3. The designated greenfield area does not include the non-settlement area designation as illustrated on Schedule 1B, Growth Plan Elements of the 2001 Official Plan, September 2014 Consolidation.

Source: City of Guelph Planning Services, 2018



## 6.2 Greenfield Area Cumulative Persons and Job Density within Committed\* Lands



### Committed greenfield lands are meeting the minimum greenfield density target

The City of Guelph’s committed\* lands within the designated greenfield area are currently estimated to be achieving a density of 52 persons and jobs per net hectare, remaining steady since 2015.

An initial density spike on the first lands to be committed in the designated greenfield area was due to the approval of several large commercial sites along with multiple large scale apartment developments between the years 2002 and 2004. These initial commitments resulted in densities higher than the targeted density level for the designated greenfield area (due to the scale of the sites involved and the absence of natural heritage features on the development blocks). However, during the following years of 2005 through 2008, the designated greenfield area experienced a decrease in the overall density to levels below the target. This was due to the registration of subdivisions that predated the Growth Plan. These subdivisions were comprised primarily of lower density forms of housing which also included natural heritage features that cannot be excluded from the net density calculations of the designated greenfield area, per the 2006 Growth Plan. The greenfield densities began to trend steadily upwards starting in 2009, reflective of the registration of plans of subdivision that were received after the Growth Plan came into effect in 2006. The development proposals received after 2006 were obligated to comply with the Growth Plan’s policies, including the plan’s greenfield density policies, resulting in developments with densities that contribute to the achievement of the greenfield density target. The overall density target for the designated greenfield area is a minimum of 50 persons and jobs per hectare, measured over the entirety of the designated greenfield area, excluding areas where provincial plans and policies prohibit development.

With the release of updated household information as part of the 2016 Census, it was observed that densities on committed residential lands in the designated greenfield area had increased slightly to approximately 56 persons and jobs per hectare over 490 gross hectares of land (24% of the designated greenfield area). This density increase was due to a greater persons per dwelling ratio observed in the 2016 Census. Conversely, densities on employment lands across the designated greenfield area declined slightly, a trend that is being observed on employment lands across the Greater Golden Horseshoe. The decline in employment densities is being driven primarily by automation in the manufacturing sector and the development of large-scale warehousing and logistics centres, which generate low employment levels. In 2017, it was estimated that the employment lands in Guelph generated approximately 46 persons and jobs per hectare over 289 hectares of land (14% of the designated greenfield area).

Following the City's municipal comprehensive review to conform with the 2017 Growth Plan, the measure for determining densities in designated greenfield lands will be revised to address the changes to the Growth Plan.

Notes:

1. \*The term *committed* refers to lands within registered plans of subdivision and lands that have been rezoned outside of plans of subdivision.
2. Greenfield densities have the ability to change over time once building permits are issued on committed lands.
3. This figure excludes lands within the Designated Greenfield Area that are not considered to be in their final form
4. For the purposes of this chart, residential densities include population serving employment, such as school sites and neighbourhood commercial sites found in residential plans of subdivision. Employment densities include community mixed use nodes, industrial and corporate business park.

Source: City of Guelph Planning Services, 2018

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## 7. City of Guelph Housing Supply

### Housing Supply in the Built-up Area

Supply	Single Detached	Semi-Detached	Townhomes	Apartments	Total Units	Years of Supply
Short term supply	237	12	565	2315	3129	2.7
Designated and Available	1	2	786	1285	2074	1.8
<b>TOTAL</b>	<b>238</b>	<b>14</b>	<b>1351</b>	<b>3600</b>	<b>5203</b>	<b>4.5</b>

### Housing Supply in the Designated Greenfield Area

Supply	Single Detached	Semi-Detached	Townhomes	Apartments	Total Units	Years of Supply
Short term supply	546	42	554	2350	3492	3.0
Designated and Available	905	0	2742	3245	6892	5.9
<b>TOTAL</b>	<b>1451</b>	<b>42</b>	<b>3296</b>	<b>5595</b>	<b>10384</b>	<b>8.9</b>

### City-Wide Housing Supply

Supply	Single Detached	Semi-Detached	Townhomes	Apartments	Total Units	Years of Supply
Short term supply	783	54	1119	4665	6621	5.7
Designated and Available	906	2	3528	4530	8966	7.7
<b>TOTAL</b>	<b>1689</b>	<b>56</b>	<b>4647</b>	<b>9195</b>	<b>15587</b>	<b>13.4</b>

### The City is meeting its housing supply requirements

These charts illustrate the supply of housing by type that is available for future development. The housing supply policies of the Provincial Policy Statement (PPS, 2014) require the city to plan for an appropriate range and mix of housing types and densities to meet future projections. According to the PPS definition, the city exceeds the minimum short term supply of 3 years, with a 5.7 year supply of housing available for development within lands that are suitably zoned with sufficient servicing capacity. The City also has a healthy longer term housing supply that includes supply on lands that are designated and available, calculated at over 13 years, which meets the minimum PPS housing supply requirement of 10 years.

Considering the 10-year household growth forecast in the 2014 Development Charges Background Study, there is a 2.4 year short-term supply of single detached and semi-detached housing, a 3.2 year short-term supply of townhomes, and a 10.4 year short-term supply of apartments. When considering the City's long-term housing forecast to 2031, there is a 3.3 year short-term supply of single detached and semi-detached housing, a 3.1 year short-term supply of townhomes, and a 9 year short-term supply of apartments.

#### Notes:

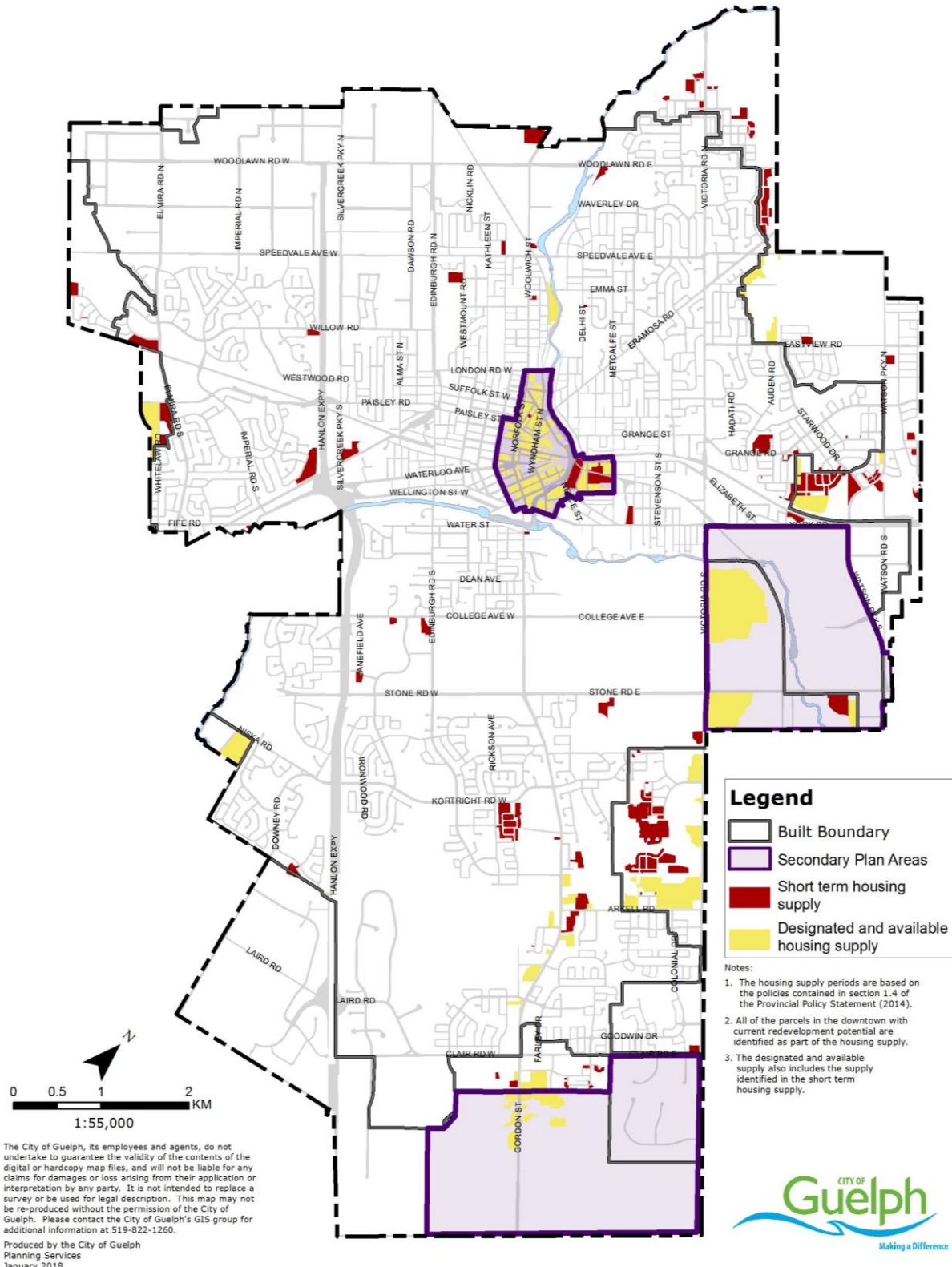
1. The PPS, 2014 defines the designated and available housing supply as the total available housing supply, including the short term, three-year supply of residential units. However, for the purposes of illustrating the available residential unit supply in the tables above, the designated and available supply does not include the short term supply of residential units.
2. Years of housing supply are calculated based on a long term average number of units forecast per annum of 1170. [Figure A-1, Appendix A, Development Charges, March 21, 2014]
3. Short term supply includes units on lands that are suitably zoned to facilitate residential intensification and redevelopment, along with lands contained within draft approved and registered plans of subdivision
4. Designated and available supply refers to residential units on lands that are designated and available for residential development. This includes units forecasted as part of the Guelph Innovation District Secondary Plan.
5. The Guelph Innovation District is anticipated to generate approximately 3200 units, or 2.7 yearsilable for residential development. This includes unLands that are not yet designated for residential development, such as the reserve lands are not included in the current housing supply.
6. The 10-year (2013-2023) and long-term (2013-2031) household growth forecasts are based on the residential growth forecasts contained in Appendix A of the 2014 Development Charges Background Study.

#### Sources:

1. City of Guelph Planning Services, 2018
2. Provincial Policy Statement, 2014
3. Development Charges Background Study, March 2014

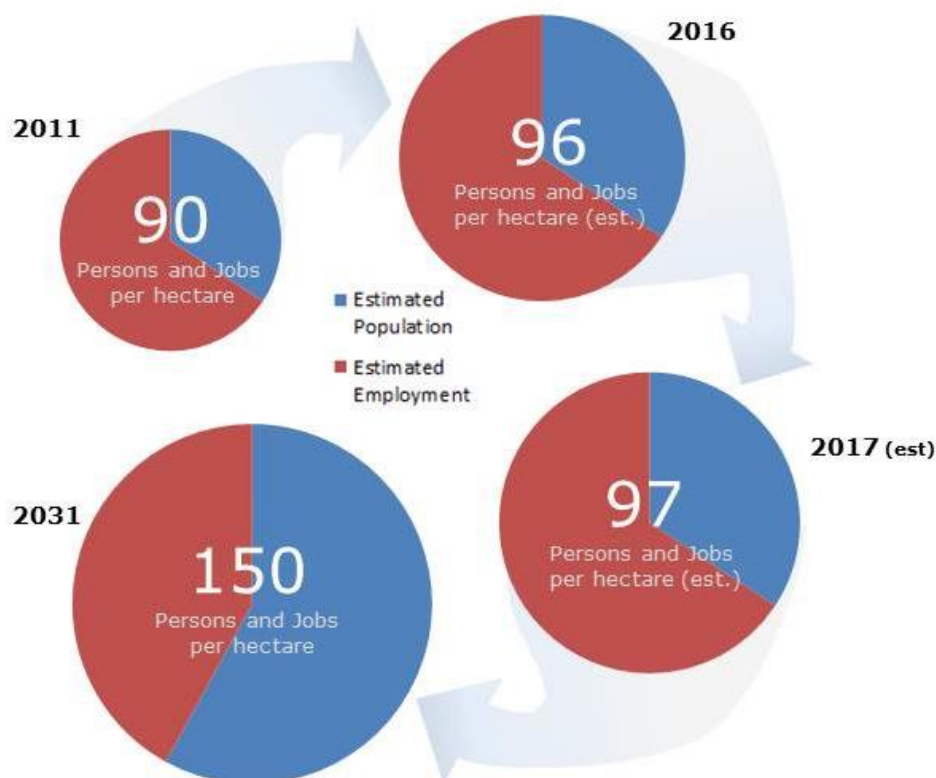
# City of Guelph Housing Supply Sites

## Short Term, and Designated and Available Housing Supply



Source:  
1. City of Guelph Planning Services, 2018

## 8. Urban Growth Centre Population and Employment



### The City is on track to achieve its Urban Growth Centre density target

The City of Guelph’s Urban Growth Centre (downtown), with boundaries established through the Downtown Secondary Plan in 2013 is being planned to accommodate a density of 150 persons and jobs per hectare by the year 2031. Dwelling counts and population data from the 2016 Census, in addition to the building permits constructed over the past year were used to calculate the Downtown density for 2017. Several projects added both residential dwellings and commercial floor space downtown, resulting in a modest increase in the Downtown density to 97 persons and jobs per hectare. The majority of the future downtown density to 2031 will result from residential intensification in the form of medium and high density residential dwellings.

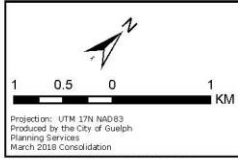
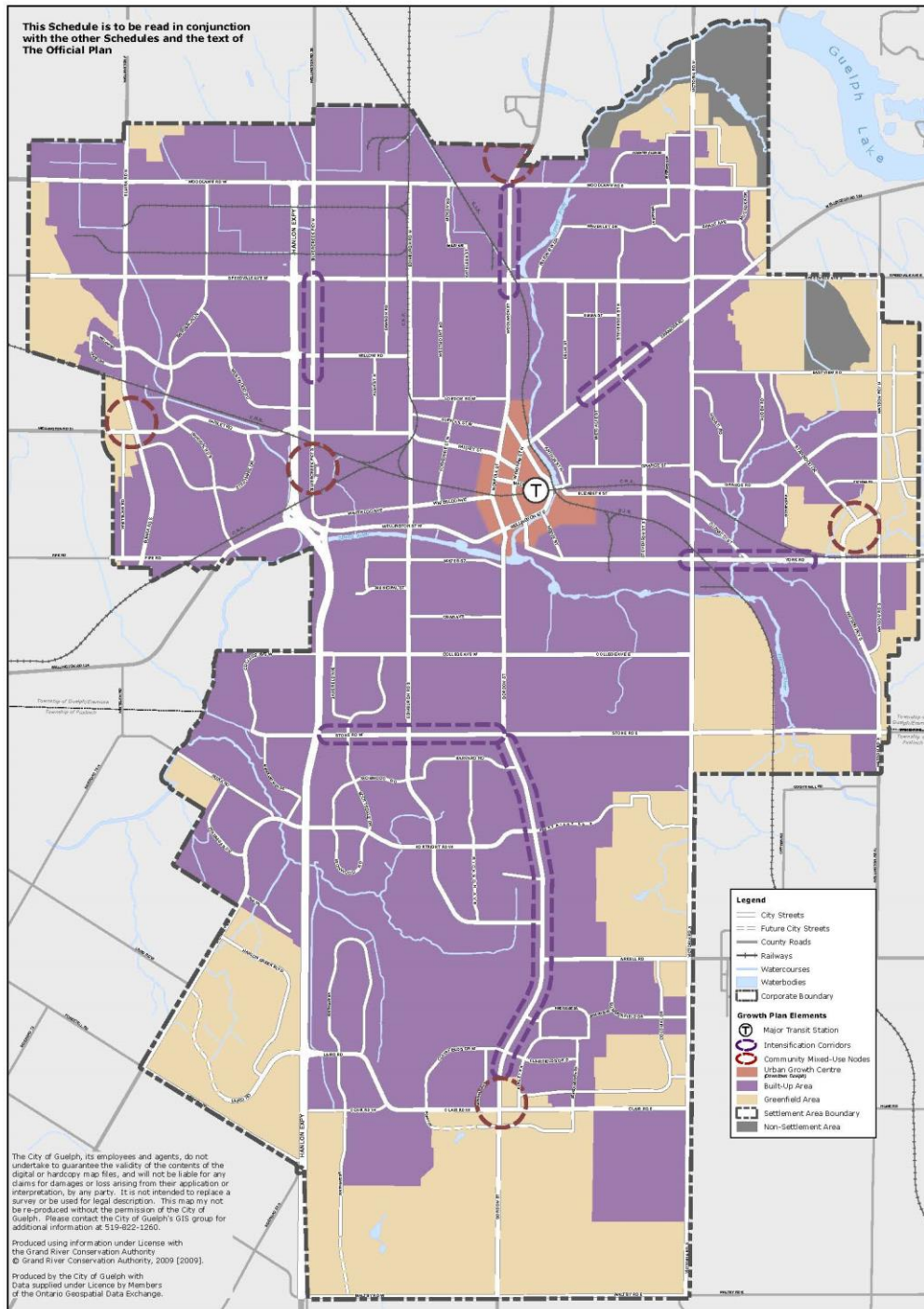
Progress towards achievement of the Urban Growth Centre density target will continue through implementation of the Downtown Secondary Plan and further intensification of the downtown. Over the next decade, the remaining phases of The Metalworks development and the development at 45 Yarmouth St could together bring an estimated additional 500 residential units into the downtown.

Sources:

1. Statistics Canada, 2016 Census of Population
2. City of Guelph, Downtown Secondary Plan
3. Building Permit Summaries, City of Guelph Planning Services, 2018

## Attachment 2

### Growth Plan Elements (Schedule 1 of the Official Plan)



## CITY OF GUELPH OFFICIAL PLAN SCHEDULE 1: GROWTH PLAN ELEMENTS



# Information Report



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Service Area      Infrastructure, Development and Enterprise Services

Date                Friday, April 27, 2018

Subject            **Tier 1 Project Portfolio Q1 2018 Status Update**

Report Number    IDE-2018-72

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## Executive Summary

### Purpose of Report

To provide quarterly status update of Tier 1 Project Portfolio to Council. These reports are posted on their respective project pages on [guelph.ca](http://guelph.ca).

### Key Findings

The City currently has four active Tier 1 projects:

- Guelph Police Service Headquarters Renovation;
- South End Community Centre Design;
- Victoria Road Recreation Centre Renovation; and
- Wilson Street Reconstruction and Parkade.

Status dashboards for these Tier 1 projects as of March 31, 2018 are attached. A brief update of each project is provided within this report.

The following Tier 1 projects are in the initiation and planning stage and updates for these projects will be provided as they move into development:

- Baker District Redevelopment;
- Guelph Main Branch Library; and
- Wyndham Street North / St. George's Square Reconstruction.

The latter three Tier 1 projects fall under the umbrella of the Downtown Implementation Strategy.

### Financial Implications

The Victoria Road Recreation Centre had its grand opening in June 2017 and is currently in use. 100% of the original approved budget has been spent to date. The final budget reconciliation is to be carried out upon completion of the warranty period and updated figures will be included in the Q2 2018 Project Update.

## **Report**

This report is to provide quarterly status updates of Tier 1 projects to Council.

### **Current Tier 1 Projects:**

Currently active Tier 1 projects:

- 1) Guelph Police Service (GPS) Headquarters (HQ) Renovation Project;
- 2) South End Community Centre Design;
- 3) Victoria Road Recreation Centre Renovation; and
- 4) Wilson Street Reconstruction and Parkade Project.

Highlights for each of these projects are summarized below. Full updates can be seen in the attached status dashboards.

#### **1) GPS HQ Renovation Project**

The project is progressing well and is within budget and scope. The schedule is currently being reviewed, and an updated schedule is to be provided in the Tier 1 Project Portfolio Q2 2018 Status Update. More information is available at [guelph.ca/gpsreno](http://guelph.ca/gpsreno).

#### **2) South End Community Centre Design**

A Tier 1 governance structure, project charter and design team are in place, and are actively working with the architectural team on program requirements. The conceptual design and a class D cost estimate are scheduled for completion by April 30, 2018. The next step will move the project to detailed design based on approval from the project steering committee. More information is available via [guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre/](http://guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre/).

#### **3) Victoria Road Recreation Centre Renovation**

The Victoria Road Recreation centre opened in June 2017. 100% of the original approved budget has been spent to date. Warranty related deficiencies are in the process of being addressed. The project is expected to be fully closed and completed in Q4 2018. More information is available via [guelph.ca/construction](http://guelph.ca/construction).

#### **4) Wilson Street Reconstruction and Parkade Project**

Wilson Street stage two road construction was completed in November 2017 and the project scope and additional budget for the parkade is approved. As of the end of Q1 2018, the project charter was updated and finalized, a signed contract for construction of the parkade, bridge and Wilson street was put in place, detailed design work is almost complete, demolition and earthworks commenced. The project is expected to be complete in Q3 2019. More information is available via [guelph.ca/construction](http://guelph.ca/construction).



## **Planned Tier 1 Projects:**

Four Tier 1 projects are currently in the initiation and planning stage. Updates for these new projects will be provided as they move into development.

- 1) Baker District Redevelopment;
- 2) Guelph Main Branch Library; and
- 3) Wyndham Street North / St. George's Square Reconstruction.

The latter three Tier 1 projects fall under the umbrella of the Downtown Implementation Strategy.

### **5) Baker District Redevelopment**

Staff has established the project's Tier 1 governance structure and is preparing a Request for Proposals (RFP) for a qualified developers. RFP results are expected to be presented to Council in July 2018.

### **6) Guelph Main Branch Library**

Staff has established the governance structure for this project with the City managing capital undertakings on behalf of the Guelph Public Library (GPL). The project will be managed as per the Tier 1 project management. This project will be co-managed with the Baker District Redevelopment project.

### **7) Wyndham Street North / St. George's Square Reconstruction**

Staff is currently developing the Tier 1 governance structure and project charter.

## **Financial Implications**

The Victoria Road Recreation Centre had its grand opening in June 2017 and is currently in use. 100% of the original approved budget has been spent to date. The final budget reconciliation is to be carried out upon completion of the warranty period and updated figures will be included in the Q2 2018 Project Update.

## **Consultations**

Staff from the following divisions were consulted for this report: Corporate Communications, Engineering & Capital Infrastructure Services, Facilities Management, Business Development and Enterprise, and Finance.

## **Corporate Administrative Plan**

### **Overarching Goals**

Service Excellence  
Financial Stability

### **Service Area Operational Work Plans**

Our Resources - A solid foundation for a growing city

## Attachments

ATT-1	Tier 1 Project Portfolio Dashboard – Q1-2018
ATT-2	Guelph Police Service Headquarters Renovation Project – Q1-2018
ATT-3	South End Community Centre Project – Q1-2018
ATT-4	Victoria Road Recreation Centre Renovation Project – Q1-2018
ATT-5	Wilson Street Reconstruction and Parkade Project – Q1-2018

## Report Author

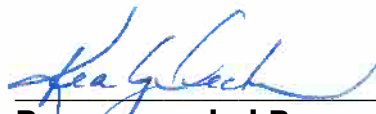
Daryush Esmaili, Manager, Corporate Asset and Project Management



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**Approved By**

Kealy Dedman, P.Eng.  
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Engineering and Capital  
Infrastructure Services  
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**Recommended By**

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Q1 end of March 2018



Basic Project Information

PROJECT	EXECUTIVE SPONSOR	PROJECT MANAGER	APPROVED BUDGET	FUNDING SOURCES	TARGET COMPLETION
<a href="#">Wilson Street Reconstruction and Parkade</a>	<b>Scott Stewart</b> , DCAO, Infrastructure, Development and Enterprise Services	<b>Andrew Janes</b> , Project Engineer Supervisor  <b>Jeet Joginder</b> , Manager, Complex Capital Projects, Facilities Management	\$24,875,000	<b>Street</b> 22% Tax, 62% Non-Tax, 16% Federal Gas Tax  <b>Bridge</b> 100% Tax  <b>Parkade</b> 50% Parking DC, 50% Tax Funded debt	Complete  Fall 2019  Fall 2019
<a href="#">Guelph Police Service Headquarters Renovation</a>		<b>Jeet Joginder</b> , Manager, Complex Capital Projects, Facilities Management	\$34,111,000	45% Development Charges, 55% Tax	Spring 2019
<a href="#">Victoria Road Recreation Centre Renovation</a>			\$15,100,000	3% Parkland Dedication Reserve, 11% Recreation Facility DC, 86% Tax funded debt	Opened June 2017
<a href="#">South End Community Centre Design</a>			<b>Scott Stewart</b> , DCAO, IDE and <b>Colleen Clack</b> , DCAO Public Services	\$4,100,000	80% Development Charges, 20% Tax

Dashboard

Project	Current			Gauge
	Scope	Schedule	Budget	
<a href="#">Wilson Street Reconstruction</a>	Within scope	Complete	Within budget	
<a href="#">Parkade</a>	Within scope	On schedule	Within budget	
<a href="#">Guelph Police Service Headquarters Renovation</a>	Within scope	On schedule	Within budget	
<a href="#">Victoria Road Recreation Centre Renovation</a>	Within scope	Open to public	Within budget	
<a href="#">South End Community Centre Design</a>	Within scope	On schedule	Within budget	

Q1 end of March 2018

# Guelph Police Service Headquarters Renovation



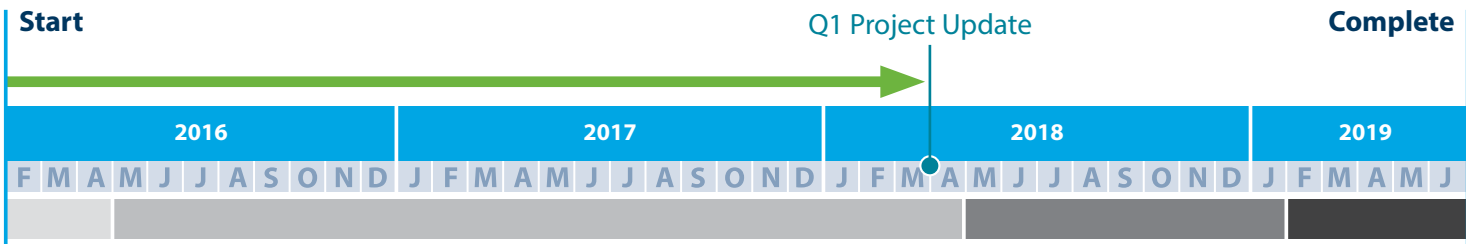
<b>Executive Sponsor</b>	Scott Stewart, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
<b>Project Manager</b>	Jeet Joginder, Manager, Complex Capital Projects, Facilities Management
<b>Approved Budget</b>	\$34,111,000
<b>Funding Sources</b>	45% Development Charges, 55% Tax
<b>Project Deliverables and Scope</b>	<p>GPS headquarters is undergoing an expansion and renovation to meet the needs of our community's police services today and 25 years from now. This work will bring the facility up to today's health and safety standards, provide the appropriate space—long-term—for police operations and personnel, and replace the building's aging equipment.</p> <p>The renovation includes gutting and rebuilding the inside of the existing building and the expansion includes the construction of two new wings—on the east and west sides of the existing building. Additional details available at <a href="http://guelph.ca/gpsreno">guelph.ca/gpsreno</a>.</p>
<b>Target Completion</b>	Spring 2019

## Project Status

<p><b>Within scope</b></p>	<p><b>On schedule</b> 60% of construction work complete</p>	<p><b>Within budget</b> 62% of total (approved) budget spent to date</p>
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\*Revised completion dates are currently under review by the consultant and City staff. For more information, visit [guelph.ca/gpsreno](http://guelph.ca/gpsreno).

## Progress to date



- Construction preparation
- Phase 1 (east and west wing renovations)
- Phase 2 renovation
- Post construction work

Q1 end of March 2018

# South End Community Centre Design

<b>Executive Sponsor</b>	Scott Stewart, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services Colleen Clack, Deputy Chief Administrative Officer, Public Services
<b>Project Manager</b>	Jeet Joginder, Manager, Complex Capital Projects, Facilities Management
<b>Approved Budget</b>	\$4,100,000
<b>Funding Sources</b>	80% Development Charges, 20% Tax
<b>Project Deliverables and Scope</b>	Design of a community centre of an approximate area of 150,000 square feet consisting of a twin pad arena, an aquatic facility, a double multi-purpose gymnasium, program space, meeting rooms and indoor walking track and administration spaces. The project will provide a conceptual rendering, detail design drawings and a cost estimate for construction. For additional details, visit <a href="http://guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre/">guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre/</a> .
<b>Target Completion</b>	December 2018

## Project Status



**Within scope**



**On schedule**

Conceptual design to be completed by April 30



**Within budget**

20% of total (approved) budget spent to date

Q1 End of March 2018

# Victoria Road Recreation Centre Renovation



**Executive Sponsor** Scott Stewart, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services

**Project Manager** Jeet Joginder, Manager, Complex Capital Projects, Facilities Management

**Approved Budget** \$15,100,000

**Funding Sources** 3% Parkland Dedication Reserve, 11% Recreation Facility Development Charges, 86% Tax funded debt

**Project Deliverables and Scope** A renovation and expansion that will move the facility from an aging and outdated recreation centre to an updated, more inclusive and accessible community centre. The modernized facility will meet all building code and legislated requirements and improve the experience of City patrons and employees through improved accessibility, security, customer service, and new programming. For additional details, visit [guelph.ca/vrrcrenovations](http://guelph.ca/vrrcrenovations).

**Target Completion** Opened in June 2017.

## Project Status



**Within scope**



**Open to the public**  
Facility re-opened  
and community  
programs started



**Within budget\***  
100% of total (approved)  
budget spent to date

\*Final budget reconciliation being done. Updated figures will be included in the Q2 2018 status report.

Q1 end of March 2018

# Wilson Street Reconstruction and Parkade



**Executive Sponsor** Scott Stewart, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services

**Project Manager** **Street:** Andrew Janes, Project Engineer Supervisor, Engineering and Capital Infrastructure Services

**Parkade:** Jeet Joginder, Manager, Complex Capital Projects, Facilities Management

**Approved Budget** \$24,875,000

**Funding Sources** **Street:** 22% Tax, 62% Non-Tax, 16% Federal Gas Tax

**Bridge:** 100% Tax

**Parkade:** 50% Parking DC, 50% Tax Funded debt

**Project Deliverables and Scope** A new parking structure with 496 parking spaces, replacement of the Norfolk Pedestrian Bridge and reconstruction of Northumberland Street between Wilson and Norfolk streets, and reconstruction of Wilson Street between Gordon and Macdonell streets. For additional details, visit [guelph.ca](http://guelph.ca) and search [Wilson street reconstruction and parkade](#).

**Target Completion** Q3 2019

## Street Project Status



**Within scope**



**Complete**

## Parkade Project Status



**Within scope\*\***



**Design in progress**



**Within budget**

13% of total (approved) budget spent to date

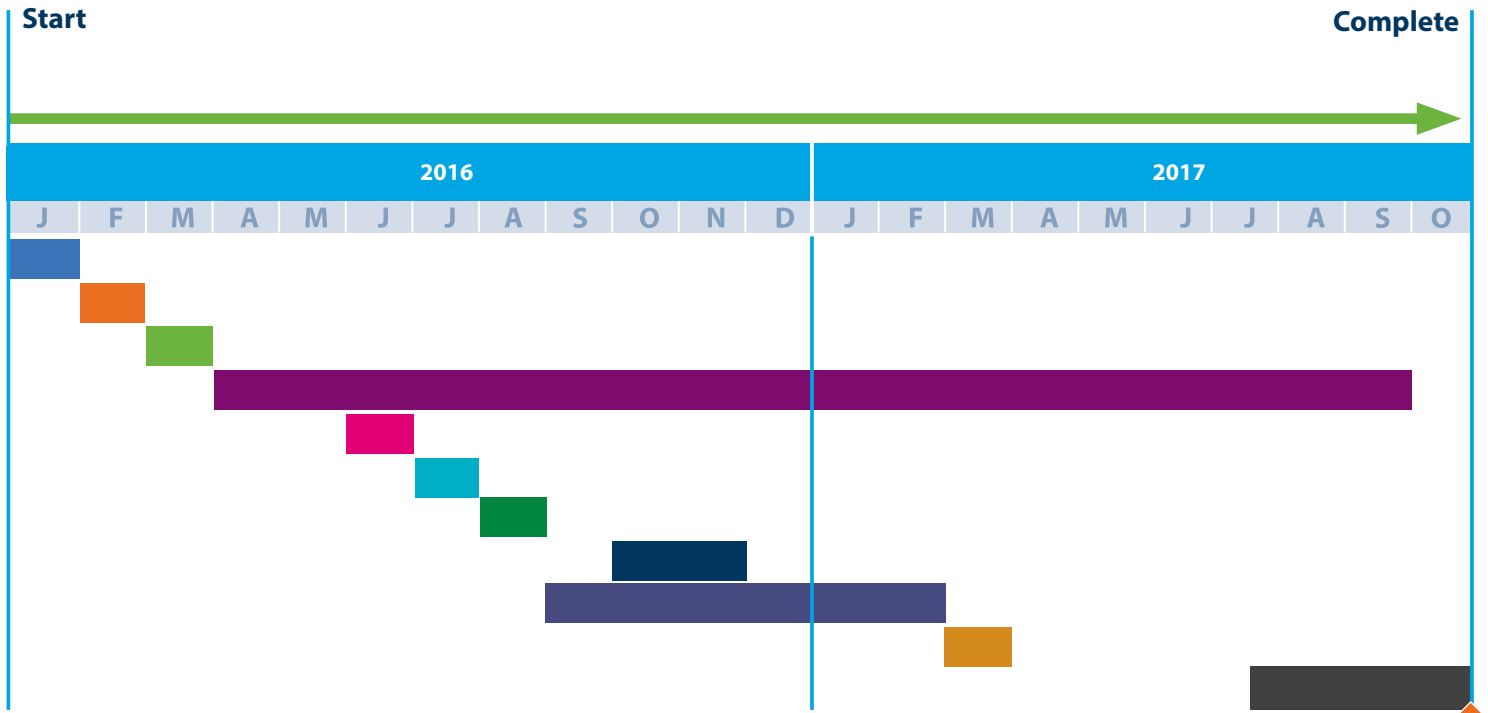
\***Street:** Stage 2 construction complete.

\*\***Parkade:** Design development work in progress.

Q1 end of March 2018

# Wilson Street Reconstruction (Stage 1 and 2)

## Progress to date



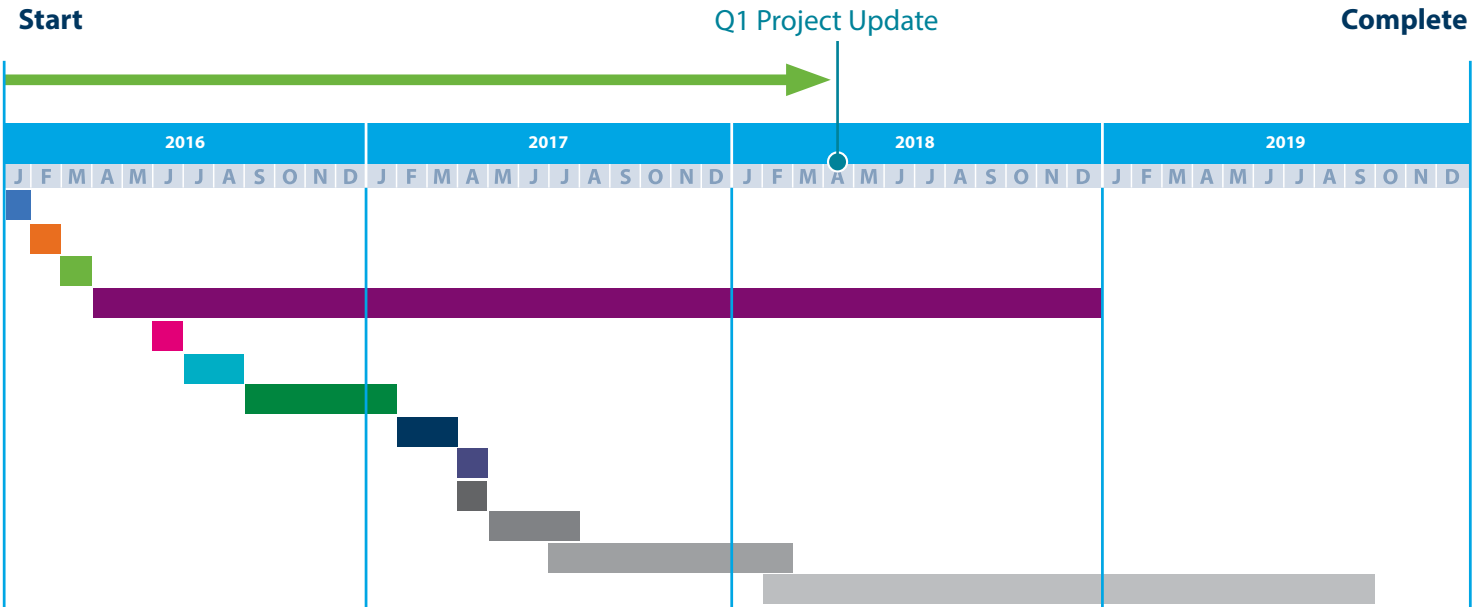
- Project start-up (staff)
- Hire Wilson Street design consultant
- Project scoping and engagement development
- Public engagement
- Council receipt of project scope and RFP approach
- Tender Wilson Street construction (Stage 1)
- Award Wilson Street construction (Stage 1)
- Wilson Street construction (Stage 1)
- Final EA Decisions for Wilson Street surface design
- Tender Wilson Street construction (Stage 2)
- Wilson Street construction (Stage 2)
- ◆ Wilson Street construction (Stage 2) complete



Q1 end of March 2018

# Wilson Parkade Construction (Stage 3 street and bridge reconstruction)

## Progress to date



- Project start-up (staff)
- Hire design-build (d-b) contract consultant
- Project scoping and engagement development
- Public engagement
- Council receipt of project scope and RFP approach
- Tender Wilson Parkade d-b RFP
- Analysis of RFP results and preparation to reissue new RFP
- Re-issue and close Wilson Parkade d-b RFP
- Evaluation and recommendation
- Contract award
- Design of Wilson Parkade and Norfolk Bridge
- Site plan approval and building permits
- Construction of Wilson Parkade and Norfolk Bridge

# Information Report



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Service Area	Public Services
Date	Friday, April 27, 2018
Subject	<b>Delegation of Authority for 2017</b>
Report Number	PS-2018-19

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## Executive Summary

### Purpose of Report

To provide an update on staff action with respect to Council's Delegated Authority in 2017

### Key Findings

This report is an annual report to Council on how authority, which has been delegated to staff, has been exercised.

### Financial Implications

N/A

## Report

The Municipal Act provides Council with the authority to delegate its powers to a person or body, subject to some noted restrictions. Over the years, Council has delegated its authority on various matters, either by way of a resolution of Council or through a specific bylaw. Bylaw (2013)-19529 regarding "Delegated authority with respect to a variety of routine administrative functions which are considered to be minor in nature" is the principal reference related to Council's existing delegations of authority under the purview of the Public Services Committee.

The delegation of authority from Council contributes to the efficient management of the City while still adhering to the principles of accountability and transparency. A summary of actions taken in 2017 with respect to authority delegated by Council is attached to this report (ATT-1).

## Financial Implications

There are no financial implications.

## **Consultations**

Service area staff were consulted in the preparation of this report.

## **Corporate Administrative Plan**

### **Overarching Goals**

Service Excellence

### **Service Area Operational Work Plans**

Our Services - Municipal services that make lives better

## **Attachments**

ATT-1          Delegation of Authority Schedules

## **Departmental Approval**

Heather Flaherty, General Manager, Parks and Recreation

Stephen Dewar, General Manager, Paramedics

Danna Evans, General Manager, Culture, Tourism, and Community Investment

Doug Godfrey, General Manager, Operations

Robin Gerus, Interim General Manager, Transit

John Osborne, General Manager, Fire

## **Report Author**

Susan O'Toole



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## **Recommended By**

Colleen Clack

Deputy CAO

Public Services

519-822-1260 ext. 2588

Colleen.clack@guelph.ca

### By-law (2013)-19529

Schedule "A" Grant Agreements	Item	Purpose and Amount
<u>Delegate:</u> Deputy CAO, Public Services, or designate	Ministry of Health and Long Term Care: Elderly Persons Centre Grant	Base and Special Project Grants for the Evergreen Seniors Community Centre and the West End Community Centre - \$85,400 (base) and \$30,000 (special projects)
	Ministry of Health and Long Term Care: Healthy Kids Community Grant	\$875,000 over a three year period approved in 2014 with first installment received in 2015. Scheduled to conclude in 2018
	Ministry of Tourism, Culture and Sport – DAIR Program	\$64,297 to support the value of inclusion and accessibility for all, for a two year period beginning in 2017
	Ministry of Culture, Tourism, and Sport – Park Activation Program	\$110,636 to support new ways of playing in local parks for a two year period beginning in 2017
	Service Canada – Summer Job Grant Program	\$65,835 to support the hiring of students in municipal camps, aquatic programs, inclusion programs with Recreation Services
	Ontario Arts Council	\$8,000 for support of Arts Presents programs (River Run Centre)
	Department of Canadian Heritage	\$60,000 for support of Arts Presents programs (River Run Centre)
	SOCAN Foundation	\$1,000 for support of Arts Presents (music) programs (River Run Centre)
	Ontario Ministry of Tourism, Culture and Sport – Community Museums Operating Grant	\$49,619 for support to operating and pay equity (Guelph Museums)
	Canadian Heritage Celebration and Commemoration Fund Grant	\$20,000 for support for Canada 150 Guelph 190 programs (Guelph Museums)
	Young Canada Works – In Heritage Grant	\$9,662 for support of employment for summer student in visitor experiences and curatorial (Guelph Museums)
	Young Canada Works – In Both Official Languages Grant	\$6,456 for support of employment for summer student as bilingual assistant (Guelph Museums)
	Canada Summer Jobs Grant	\$2,394 for employment for summer students (Guelph

		Museums)
	Young Canada Works – Building Careers in Heritage (new)	\$2,244 for employment for intern experience on Canada 150 Guelph 190 programs (Guelph Museums)
	Veterans' Affairs Commemoration Fund (new)	\$2,525 for support for Canada at War program (Guelph Museums)
	FEDEV Ontario Canada 150 Community Infrastructure Program (new)	\$100,000 for capital work at McCrae Coach House (Guelph Museums)
	Local Immigration Partnership Contribution Agreement	\$292,347 for Immigration Settlement Programs
<b>Schedule "F" Parking Enforcement On Private Property</b>  <u>Delegate:</u> <i>Deputy CAO, Public Services, or designate</i>	<b>Property Owner</b>	<b>Location</b>
	N/A	361 Arkell Road
<b>Schedule "G" Agreements for Fire Dispatch Services</b>  <u>Delegate:</u> <i>Deputy CAO, Public Services, or designate</i>	Guelph Eramosa Township	\$29,000
	Puslinch Township	\$18,000
	Centre Wellington Township	\$64,430
	Mapleton Township	\$9,989
	Minto Township	\$8,334
	Erin Township	\$10,770
	Wellington North Township	\$11,477
<b>Schedule "H" Agreements with Telephone Service Providers for 9-1-1 Service</b>  <u>Delegate:</u> <i>Deputy CAO, Public Services, or designate</i>	Maintenance for interface between phone systems and CAD	\$25,000
<b>Schedule "K" Special Events in City Parks</b>	<b>Event Category</b>	<b>No. of Permits Issued</b>
	Private events (i.e. family reunions, anniversaries and birthday parties)	151

<p>Delegate: <i>Deputy CAO, Public Services, or designate</i></p>	Organization or company events (i.e. company picnics, daycare outings)	4
	Sporting events (i.e. cross country, tournaments, track and field)	61
	Community events and festivals (i.e. Multicultural Festival, neighbourhood group events)	86
	Parades/Walks/Runs	17
	Public service and environmental (i.e. park clean ups, tree plantings)	4
	Private weddings/wedding photos	1
	Film shoots	1
	<p><b>Schedule "L" Special Events in City Recreational And Cultural Facilities</b></p> <p>Delegate: <i>Deputy CAO, Public Services, or designate</i></p>	<b>Event Category</b>
Ice events		37
Dry pad events		9
Aquatic events		2
Events at City Hall and Market Square		26
Recreation Room/Gym/Auditorium events (Evergreen Seniors Centre, West End Community Centre, Victoria Road Recreation Centre)		98
Cultural Events (River Run Center, Sleeman Centre, Guelph Museums, Culture and Tourism)		238
<p><b>Schedule "N" Use of Emergency Services Training Facilities</b></p> <p>Delegate: <i>Deputy CAO, Public Services, or designate</i></p>	Use of another Fire Department's multi floor training tower for recruit class training	\$1,000
<p><b>Schedule "O" Exemptions to the Noise Control By-law</b></p>	<b>Exemption</b>	<b>Location</b>
	Ontario Ministry of Transportation (MTO) – May to November 2018 for Rehabilitation/Replacement of Westwood Road Underpass and CNR Subway over Highway 6	Westwood Road, Highway 6

Delegate: <i>Deputy CAO,          Public Services,          or designate</i>	Italian Canadian Club – September 15 (5:00 – 11:00 pm); September 16 (4:00 – 11:00 pm); September 17 (12:00 – 7:00 pm) in order to facilitate Festival Italiano	135 Ferguson Street
	University of Guelph – October 2, 2017 (8:00 – 9:30 pm) for discharge of fireworks	50 Stone Road
<b>Schedule “T”          Temporary          Exemptions to          Exotic Animal          Control Bylaws</b>  Delegate: <i>Deputy CAO,          Public Services,          or designate</i>	<b>Exemption</b>	<b>Location</b>
	Rotary Club – 65 farm-type animals including sheep, lambs, goats, pigs from Alex LaSalle’s Petting Pals on July 1, 2017	Riverside Park
	Super Circus – 2 goats, 2 ponies, and 2 horses on June 14, 2017	Sleeman Centre
<b>Schedule “U”          Community          Wellbeing Grant          applications</b>  Delegate: <i>Community Grants          Allocation Panel</i>	<b>Agency</b>	<b>Grant</b>
	10 Carden Shared Space	\$10,000
	Action Read Community Literacy Centre of Guelph	\$11,000
	Bereaved Families of Ontario	\$3,600
	Big Brothers Big Sisters of Guelph	\$5,000
	Canadian Centre for Running Excellence	\$5,000
	Canadian Mental Health Association Waterloo Wellington	\$3,000
	Chalmers Community Services Centre	\$11,500
	Child Witness Centre	\$1,800
	Community of Hearts Lifelong Learning Centre	\$6,500
	Community Torchlight	\$4,000
	Dancetheatre David Earle	\$4,500
	ED Video Media Arts Centre	\$13,000
	Festival of Moving Media	\$5,000
	Focus on Nature	\$5,000
	Guelph & District Multicultural Society	\$10,000
	Guelph Black Heritage Society	\$5,000
	Guelph Chamber Choir	\$2,500
	Guelph Community Health Centre, The Seed Project	\$8,000
	Guelph Community Singers	\$2,000
Guelph Concert Band	\$3,550	

	Guelph Contemporary Dance Festival	\$13,000
	Guelph Creative Arts Association	\$1,200
	Guelph Horticultural Society	\$800
	Guelph Jazz Festival	\$14,000
	Guelph Little Theatre	\$2,500
	Guelph Pipe Band	\$5,000
	Guelph Rugby Football Club	\$3,000
	Guelph Symphony Orchestra	\$10,500
	Guelph Wellington Chapter of Stroke Recovery Canada	\$2,500
	Guelph Wellington Women in Crisis	\$3,000
	Guelph Youth Singers	\$2,500
	Hillside Community Festival of Guelph	\$11,000
	Immigrant Services Guelph Wellington	\$6,000
	Kazoo! Festival	\$5,000
	Kinette Club of Guelph	\$550
	Kiwanis Music Festival of Guelph	\$3,000
	Michael House Pregnancy Care Centre	\$9,000
	Muslim Society of Guelph	\$3,000
	Navy League of Canada, Guelph Branch	\$2,500
	Out on the Shelf	\$5,000
<p><b>Schedule "Z" Community Benefit Agreements</b></p> <p>Delegate: Deputy CAO, Public Services, or designate</p>	<b>Purpose</b>	<b>Item</b>
	360 Security Servers	Contract Agreement
	R & M Construction	Contract Agreement
	Amec Foster Wheeler Environment and Infrastructure	Consultant Services Agreement
	Archeological Services Incorporated	Consultant Services Agreement
	Euro Landscape Construction and Grounds Incorporated	Consultant Services Agreement
	MacKinnon and Associates	Consultant Services Agreement
	PLANT Architect Inc.	Consultant Services Agreement
	Seferian Design Group	Consultant Services Agreement
	Van Harten Surveying Inc.	Consultant Services Agreement
	Bell Mobility	License Agreement
	Guelph Humane Society	Lease Agreement
	University of Guelph	Lease Agreement
	Upper Grand District School Board	Maintenance Agreement
	Guelph Humane Society	Animal Service Agreement
	DocuPet	Information Technology Services Agreement



Guelph Storm Hockey Club	Advertising Agreement
Various Local Vendors	Transit Fare Media Vendor Agreement
University of Guelph – Central Student Association	Late Night Bus Service Agreement
The PIN People and Information Network – Volunteer Police Check Initiative	Volunteer-Based Snow Removal Services (Snow Angels) Agreement
Metrolinx	Multi Year Governance Agreement for Joint Transit Procurement Facilities
Canadian Basketball Ventures	Non-Binding Proposed License Agreement
Spanky's BBQ and Catering	Stand or Vehicle Placement Agreement
GFL Environmental	Purchase of Services Agreement
Matrix Solutions	Purchase of Services Agreement
North-South Environmental Inc	Purchase of Services Agreement
Paladin Security Systems	Purchase of Services Agreement
The Planning Partnership Ltd.	Purchase of Services Agreement
<b>Community Benefit Agreements</b>	
Art Gallery of Guelph	\$185,565
Canadian Mental Health Association – Waterloo Wellington Seniors at Risk	\$58,623
Children's Foundation of Guelph Wellington (CFGW) – Free to Play	\$42,000
Guelph Arts Council	\$50,450
Guelph Community Health Centre – Wellington Guelph Drug Strategy (WGDS)	\$98,592
Guelph Neighbourhood Support Coalition (GNSC)	\$354,740 (GNSC Operations); \$80,387 (Play Time Program); Total: \$435,127
Guelph Wellington Seniors' Association (GWSA)	\$0, plus in-kind staff support and priority booking
Kindle Communities Inc. – Community Access to Shelldale Centre	\$23,442
The PIN People and Information Network – Volunteer Police Check Initiative	\$49,401
Rotary Club of Guelph – Canada Day Celebrations	\$20,500, plus in-kind contributions
Royal Canadian Legion of Guelph – Commemoration of Remembrance Day	\$1,000, plus in-kind contributions
Wellington Dufferin Guelph Public Health – Poverty Task	\$74,435

	Force (PTF)	
	Wyndham House – Youth Emergency Shelter	\$406, 358
<b>Schedule “BB” Issuance of Lottery Licences</b>  <u>Delegate:</u> <i>Deputy CAO, Public Services, or designate</i>	<b>Type</b>	<b>Number</b>
	Bazaars	5
	Bingos	4
	Nevadas	12
	Raffles	96

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Guidance to support implementation of the Growth Plan for the Greater Golden Horseshoe, 2017: Application of the Intensification and Density Targets & The Municipal Comprehensive Review Process	Ministry of Municipal Affairs	May 7, 2018	<p>The Ministry of Municipal Affairs is seeking feedback on two draft technical guidance documents that help municipalities (1) plan for Growth Plan targets; and (2) bring their official plans into conformity with the Growth Plan.</p> <p><b>1) Draft Technical Guidance on the Application of the Intensification and Density Targets</b></p> <p>The Growth Plan for the Greater Golden Horseshoe, 2017 (the "Growth Plan") sets minimum standards for density and intensification in municipalities. Density is a measure of people and jobs per hectare, or simply jobs per hectare, depending on the type of target. Intensification is a measure of the percentage of residential development added each year to specified parts of existing urbanized areas.</p> <p>Municipalities are required to plan for five types of targets, where applicable. The targets are key to making more efficient use of land and infrastructure, and help inform infrastructure planning. The five types of targets are:</p> <ol style="list-style-type: none"> <li>1. Intensification</li> <li>2. Designated Greenfield Area density</li> <li>3. Employment Area density</li> <li>4. Urban Growth Centre density</li> <li>5. Major Transit Station Area density</li> </ol> <p>Growth Plan targets are meant to slow the outward expansion of settlement areas (areas designated for development). The targets also protect important resources such as farmland, water systems, wetlands and woodlands. Planning for intensification and density targets will have significant impacts on</p>	Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.	The province is seeking input for two technical land use planning processes that will assist in the implementation of the Growth Plan for the Greater Golden Horseshoe, 2017. A staff level response will provide the appropriate technical feedback to the Ministry of Municipal Affairs.	Policy Planning and Urban Design staff, Planning, Urban Design and Building Services	<a href="#">ER # 013-2359</a>

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
			<p>addressing climate change and achieving provincial emission reduction goals.</p> <p><b>2) Draft Technical Guidance on the Municipal Comprehensive Review Process</b></p> <p>The City of Guelph must bring its official plan into conformity with the Growth Plan by 2022. This guidance material will help guide municipalities on how to bring their official plans into conformity with the Growth Plan, 2017.</p> <p>This process is known as the municipal comprehensive review ("MCR") process. An MCR results in a new official plan or official plan amendment that comprehensively applies all the policies of the plan, and which is then submitted to the province for approval.</p> <p>During the MCR process, municipalities will carry out background research, public consultation, and policy formulation with supplementary input from the province at critical milestones.</p>				



The Corporation of the

# Township of Uxbridge

In The Regional Municipality of Durham

Town Hall  
51 Toronto Street South  
P.O. Box 190  
Uxbridge, ON L9P 1T1  
Telephone (905) 852-9181  
Facsimile (905) 852-9674  
Web [www.town.uxbridge.on.ca](http://www.town.uxbridge.on.ca)

## **SENT VIA EMAIL**

April 19, 2018

Honourable Ernie Hardeman, MPP  
Room 413, Legislative Bldg.  
Toronto, Ontario  
M7A 1A8  
[ernie.hardeman@pc.ola.org](mailto:ernie.hardeman@pc.ola.org)

**RE: BILL 16, RESPECTING MUNICIPAL AUTHORITY OVER LANDFILLING  
SITES  
TOWNSHIP FILE: A-00 G**

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Please be advised that during the regular meeting of the Council of April 16, 2018 the following motion was carried;

THAT Correspondence Item No. 55 be received for information;

AND WHEREAS municipal governments in Ontario do not have the right to approve landfill projects in their communities, but have authority for making decisions on all other types of development;

AND WHEREAS this outdated policy allows private landfill operators to consult with local residents and municipal Councils, but essentially ignore them;

AND WHEREAS municipalities already have exclusive rights for approving casinos and nuclear waste facilities within their communities, AND FURTHER that the province has recognized the value of municipal approval for the siting of power generation facilities;

AND WHEREAS the recent report from Ontario's Environmental Commissioner has found that Ontario has a garbage problem, particularly from industrial, Commercial and Institutional (ICI) waste generated within the City of Toronto, where diversion rates are as low as 15 percent.

AND WHEREAS municipalities across Ontario are quietly identified and targeted as potential landfill sites;



AND WHEREAS municipalities should be considered experts in waste management, as they are responsible for this within their own communities, and often have decades' worth of in-house expertise in managing waste, recycling, and diversion programs;

AND WHEREAS municipalities should have the right to approve or reject these projects, and assess whether the potential economic benefits are of sufficient value to offset any negative impacts and environmental concerns;

THEREFORE IT BE RESOLVED THAT the Township of Uxbridge supports Bill 16, Respecting Municipal Authority Over Landfilling Sites Act introduced by MPP Ernie Hardeman and calls upon the Government of Ontario, and all political parties, to formally grant municipalities the authority to approve landfill projects in or adjacent to their communities;

AND FURTHER THAT the Township of Uxbridge send copies of this resolution to Ernie Hardeman, MPP, AMO, Granville Anderson, MPP, Catherine McKenna, Minister of the Environment and Climate Change, Peter Van Loan, MP, Kathleen Wynne, Premier of Ontario and all Ontario municipalities.

I trust you will find the above to be satisfactory.

Yours truly,



Debbie Leroux  
Director of Legislative Services/Clerk

/ljr

cc: AMO  
Granville Anderson, MPP  
Catherine McKenna, Minister of the Environment and Climate Change  
Peter Van Loan, MP  
Kathleen Wynne, Premier  
Ontario Municipalities

To: Guelph Mayor and Councillors

From: Guelph Urban Forest Friends, [guffguelph@gmail.com](mailto:guffguelph@gmail.com)

Date: April 25, 2018



The Great Tree Hunt is back! Guelph has done 2 previous events. In 1992, the Guelph Field Naturalists led the first one and then in 2008 GUFF did the second. Now we are ready for the third Great Tree Hunt.

We are asking citizens to submit Guelph trees they love in one of 4 categories:

- Largest Tree
- Most Characteristic Tree
- Best Habitat Tree
- Heritage Tree

We are open to citizens creating their own category with a story of the tree to go with it! Entries are due **by August 3, 2018**. All entries are made at our website: [guffguelph.ca](http://guffguelph.ca) where there is lots of information available. We even have documents you can download listing the trees submitted in the last two contests, so you can check out trees in your area. The entry form can be completed on-line or downloaded and printed for submission. An awards event is planned for September where we will honour the winners of the categories and give tribute to the wonderful trees of Guelph!

GUFF would really appreciate the support of City Mayor and Councillors by helping us get the word out and participating in nominating at least one tree as well. We have Cathy Downer's famous backyard Bur Oak already submitted with a great photo of Cathy and the tree...Cathy is a real tree hugger. You could help us with your own submission, a photo and then some advertising on your social media sites. If you want someone to come and take a picture of you and your tree, let us know and we can make arrangements for that in June.

Guelph is blessed to have beautiful trees on private property and public lands. We need citizens to embrace these trees and become very conscious of their value as environmental assets, and not only their beauty. Our Urban Forest Department needs all of us to assist by being stewards of and voices for these silent partners. And, of course, we need lots of Guelphites to take on the task of planting more if we are to continue with Great Tree Hunts for future generations. The Great Tree Hunt promotes all these principles.

Thanks so much for the support you can give to this endeavor.

Sue Rietschin

Guelph Urban Forest Friends Steering Committee



**Ministry of Transportation**

Transportation Policy Branch  
Sustainable and Innovative  
Transportation Office

777 Bay Street, 30th Floor  
Toronto, Ontario  
M7A 2J8  
Email: [CycleONStrategy@ontario.ca](mailto:CycleONStrategy@ontario.ca)

**Ministère des Transports**

Direction des politiques du transport  
Bureau pour la durabilité et l'innovation  
en matière de transport

777, rue Bay, 30<sup>e</sup> étage  
Toronto (Ontario)  
M7A 2J8  
Courriel : [CycleONStrategy@ontario.ca](mailto:CycleONStrategy@ontario.ca)



April 25, 2018

Dear Sir/Madam,

I am pleased to share that Ontario has completed its study to identify a province-wide network of cycling routes. The final report and the network map are now available on the Ministry of Transportation web site.

Next steps for the province-wide cycling network, including the development of a long-term implementation plan and support for municipalities, have been incorporated in Ontario's newly released #CycleON Action Plan 2.0.

From April 12 to May 26, 2017, the province invited the public to submit comments on the draft province-wide cycling network online through the Environmental Registry. A Decision Notice summarizing all comments received and their impact on the decision will be posted within the next two weeks on the Environmental Registry (posting number 013-0190).

We sincerely thank everyone who provided comments on the draft and everyone who has provided input at various stages of the process. Partnership and collaboration will be essential to successful implementation of the network. We look forward to continuing to work with municipalities and other partners to develop the long-term network implementation plan.

If you have any questions about the network, please contact Darryl Soshycki at [Darryl.Soshycki@ontario.ca](mailto:Darryl.Soshycki@ontario.ca) or (416) 585-7270.

Sincerely,

A handwritten signature in black ink, appearing to read "Krista Adams".

Krista Adams  
Director (A), Transportation Policy Branch





## Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1  
Telephone: (519) 824-1212 #7213 Fax: (519) 824-8360  
TTY (519)824-1466 Email: board@guelphpolice.ca

### OPEN MEETING

### MINUTES – MARCH 15, 2018

An Open meeting of the Guelph Police Services Board was held on March 15, 2018.

**Present:**

D. Drone, Chair	J. DeRuyter, Chief of Police
J. Sorbara, Vice-Chair	P. Martin, Deputy Chief of Police
L. Griffiths, Member	J. Sidlofsky Stoffman, Legal Services
C. Guthrie, Member (Excused)	T. Harris, Human Resources Manager
C. Billings, Member	S. Purton, Financial Services Manager
C. Polonenko, Executive Assistant	

**Guests:** Lloyd Longfield, MP for Guelph; Peter Tonin and Greg Kloepfer, Tonin & Co.  
Guelph Police Service: Chaplain John Borthwick, J. Abra, Research

1. **WELCOME AND INTRODUCTIONS**

2. **MEETING CALLED TO ORDER**

Chair D. Drone called the meeting to order at 1:03 p.m. in Meeting Room C, Guelph City Hall, 1 Carden Street, Guelph.

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

Moved by C. Guthrie

Seconded by L. Griffiths

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 SESSISON**

Moved by L. Griffiths

Seconded by J. Sorbara

THAT the Guelph Police Services Board reconvene at 2:39 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 resolution was reported in open session:

**THAT** the Guelph Police Services Board support the Michael House Golf Tournament in the amount of \$500.00 with funds to be paid from the Community Account.

**7. PRESENTATIONS/DELEGATIONS**

**7.1 Lloyd Longfield, MP for Guelph**

D. Drone introduced Mr. Lloyd Longfield, MP for Guelph, who he has known for many years. Mr. Longfield presented the federal government's work on two bills, now in the House of Commons, which will legalize and regulate cannabis, with the view to making the community safer and improving the lives of those accessing cannabis through illegal means. Canada has the highest cannabis use by youth in the developed world. Bill C45 will regulate the quality, safety and distribution of the product. Bill C46 is legislation around drug impaired driving and transportation offences, and will have a direct impact on police services. It is hoped that both bills will be passed before the House of Commons rises in June. There was extensive discussion. Highlights included:

- Federal funding of \$161M for equipment required by police to detect impaired driving will be available. Education within the police forces is covered under the federal Budget 2018. Additional funding will be available for public education on the dangers of using cannabis by those less than 24 years old through the proceeds of the sale of cannabis, very similar to when gambling legislation was introduced. Ontario will pass their own legislation making 19 the legal use age.
- There is a phased approach as to where shops will be located, with a 70/30 federal/provincial cost share. Phase 1 will place a shop in Kitchener, Phase 2 in Guelph, with the location being decided by Council. The federal government will have the oversight of controlling the distribution and quality of the product.
- The Board's concern is broader community safety as drug abuse and the use of more harmful substances are on the rise. There is the hope that there will be some statistical measuring of the current situation to ensure we are not building another generation of hard drug users with cannabis legislation. Mr. Longfield stated that the legislation had to balance the scientific facts of brain development and the legal age of implementation, as the highest volume of use is between the ages of 19-24.
- The legislation is not a cost reduction measure. The court system should see efficiencies but it is unknown at this point whether health care costs will rise.

Mr. Longfield summarized by stating that current access to cannabis is easier than access to beer because the access channels are not being regulated. If it is no longer profitable to sell cannabis in school yards, they won't sell there anymore. The legislation around selling to youth has been escalated, increasing penalties for selling to the underage. Driving under influence fines start at \$1000, moving to jail time on the second offence. The process at courts will be streamlined and ambiguous wording will be removed by the legislation. The chance of appeal will be reduced.

D. Drone concluded the discussion by requesting that our MP emphasize the public education aspect right at the beginning. He also stated that, although the police can enforce, the justice system remands and offenders are out again repeating the crime.

D. Drone thanked Mr. Longfield for his time.

Lloyd Longfield left the meeting at 3:15 p.m.

**7.2 Community Account Review Engagement Report: Peter Tonin and Greg Kloepfer from Tonin & Co. LLP**

D. Drone welcomed Peter Tonin and Greg Kloepfer to present the Community Account Financial Statements. Peter Tonin explained that they put forward their organization for the review engagement because of the support the Board provides to people who need it in the community. Mr. Tonin confirmed that from his standpoint, a review engagement versus an audit was acceptable from the accounting standpoint. Greg Kloepfer noted that this is the first year that this account has had a review as opposed to an audit. He took the Board through the review. D. Drone thanked them and noted appreciation for the context given by Peter Tonin around their engagement.

**Moved by** L. Griffiths

**Seconded by** J. Sorbara

**THAT** the Guelph Police Services Board adopt the Review Engagement Report conducted on the 2017 Community Account presented by Tonin & Co. LLP.

**- CARRIED -**

Peter Tonin and Greg Kloepfer left the meeting at 3:32 p.m.

**8. APPROVAL OF MINUTES**

**Moved by** L. Griffiths

**Seconded by** J. Sorbara

**THAT** the Minutes of the Open Meeting held Thursday, February 15, 2018 be approved as presented.

**- CARRIED -**

**9. APPROVAL OF AGENDA**

**Moved by** L. Griffiths

**Seconded by** J. Sorbara

**THAT** the Guelph Police Services Board adopt **Part 1 – Consent Agenda and Part 2 – Discussion Agenda**, as identified below.

**- CARRIED –**

**9.1 Headquarter Renovation and Expansion**

That the Report titled “Police Headquarters Renovation and Expansion Project” and dated March 15, 2018, be received for information.

**9.2 Public Salary Disclosure Annual Report (2017)**

That the report titled “Public Sector Salary Disclosure for 2017” and dated March 15, 2018 be received for information.

**9.3 Secondary Activities Annual Report (2017)**

That the report titled “Secondary Activities – Annual Report” and dated March 15, 2018 be received for information.

**9.4 Human Resources Report**

**THAT** Emily Moniz be appointed as a part-time member of this Service effective February 13, 2018.

**9.5 Professional Standards Fourth Annual Report (2017)**

That the report titled “Professional Standards 2017 Year End Report” and dated March 15, 2018 be received for information.

**9.6 Use of Force Annual Report (2017)**

That the report titled “2017 Annual Use of Force Report” and dated March 15, 2018 be received for information.

**9.7 Major Case Management Annual Report (2017)**

That the report titled “Viclas/Major Case Management – 2017 Annual Reporting” and dated March 15, 2018 be received for information.

**9.8 Board Correspondence Report**

That the report titled “Open Meeting – March 15, 2018 Board Correspondence Report” be received for information.

**Part 2 – Discussion Agenda**

**9.9 Human Resource Services Annual Report (2017)**

Chief DeRuyter introduced Tracey Harris, Human Resources Manager, who highlighted the following from the annual report:

Four initiatives of the 2016-2018 Strategic Business Plan Pillar 8 were accomplished:

- 1) Disability management services contract with TRAC will commence a pilot project on April 1, 2018 and be evaluated after one year. This provider manages medical absences, return to work programs and accommodations of our members following illness or injury. The time and work load had exceeded the capacity of staff to manage this area. A dedicated disability consultant will be dealing with all the accommodations.
- 2) Examined opportunities for creating an Alternative Response Unit.
- 3) Reviewed Skills and Learning Development Plan, Training and Mentorship programs.
- 4) Re-examined the current neighbourhood deployment model to enhance service and distribute workload among officers. The 12-hour shifts were implemented January 7, 2018.

Update on Six key performance indicators:

- 1) Recruitment, Selection and Outreach Initiatives: There were 11 police vacancies as a result of resignations and retirements, and two newly budgeted police positions, and 10 police maternity/parental leaves. There were 28 civilian job postings and secondments, as well as 4 new positions added. Applications received in 2017 were on par with 2016; however, competition with other Services is high and the decreasing trend in applications seems to reflect an overall industry trend in policing recruitment.
- 2) Career Development Transfer Opportunities: In 2017, there was significant movement internally in police operations with 47 transfers which included secondments, mentoring and training, and promotions. There were 28 civilian transfers which included increased hours of work, temporary, part-time assignments.
- 3) Professional Development and Training: The Service uses the centralized training model and used 89% of the total training budget in 2017. Informal learning is on the rise as members use online courses.
- 4) Staffing Including Accommodations and Leaves: There are 6.25 vacancies for police and civilian currently. 10 police members and 3 civilians are accommodated. 11 police and 3 civilians are off work due to injury or illness. Over the past 6 years, accommodations and now increased leaves have been putting continuous pressures on the Service and specifically, the front-line patrol operations.
- 5) Commitment to Member Safeguard Programs and Wellness Initiatives: A healthy workplace with a supportive culture that openly values our people is maintained through many programs.

- 6) Attrition Rates and Retirement Projections for 2016-2021: An increase in retirements combined with declining applications, present a key challenge and pressure on the Service. In 2017, the civilian attrition rate was 4.9% as a percentage of headcount. For Guelph police members, the average age at retirement for the last 8 years was 55 and the average years of service were between 30-35 years. After analyzing the demographics and considering the OMERS data, the Service is anticipating approximately 10 civilian members and 20 police members will retire within this 4-year period.

T. Harris and J. Sidlofsky Stoffman left the meeting at 3:46 p.m.

#### **9.10 Crime, Calls and Public Order Semi-Annual Report**

This report assessed call for service trends for the previous 5 years. Calls for service are one measure of demand on police services and of officer workload. Also presented were trends in the Guelph Police Service's median response time to Priority 1 calls, one measure of service delivery performance. Not included was the amount of time specifically spent addressing each call, including investigative or administrative time. Total calls for service increased by nearly 4,700 calls in 2017 for a total of 67,674 across all four neighbourhoods. Violent crime has increased the most in the downtown and 3:00 p.m. is the time with the highest call volume.

#### **9.11 Chief's Monthly Report**

Chief DeRuyter provided his schedule of upcoming internal and external community events and meetings. He invited the Board to join him at any events.

He reported that preparation by the police and partners for St. Patrick's Day has been extensive. An increased staffing plan covers both day and evening. More time has been spent educating the public and this will be a test for Homecoming in the fall. Chief DeRuyter will share information with Board on the weekend and with the media and the community during the week. Like our partners in Waterloo, a trend must be set to let people know that they can have fun respectfully and with consideration to the community. D. Drone noted that this does not indicate that the Service was unprepared in the past, but Homecoming 2017 was an anomaly.

**9.12 New Business** - There was no new business noted.

### **10. INFORMATION ITEMS**

- Next Open Meeting: Thursday, **April 19, 2018**, 2:30 p.m., Guelph City Hall, Meeting Room C. D. Drone will be away for this meeting. J. Sorbara will chair.
- Policy Review Committee Meeting: **Tuesday, April 24, 2018**, 2<sup>nd</sup> floor boardroom, GPS Headquarters (L. Griffiths, J. Sorbara, D. Drone, C. Billings)
- Law of Policing Conference: May 1-2, 2018, One King West Hotel, Toronto, ON (D. Drone attending)

- Ontario Association of Police Services Boards Spring Conference and AGM: **May 23-26, 2018**, Blue Mountain Resort, Blue Mountain, ON
- Progress Review Committee meeting – Tuesday, June 26, 2018 at 1:00 p.m., 2<sup>nd</sup> floor Boardroom at HQ (J. Sorbara, D. Drone, L. Griffiths, C. Guthrie)
- Canadian Association of Police Governance Conference: **August 8-12, 2018**, Fort Garry Hotel, Winnipeg, MB

11. **ADJOURNMENT**

**Moved by** C. Billings

**Seconded by** L. Griffiths

**THAT** the Open meeting of the Guelph Police Services Board adjourn as at 4:11 p.m.

**- CARRIED –**

The minutes of this meeting were adopted this 19<sup>th</sup> day of April, 2018.

*"D. Drone"*

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D. Drone, Chair

*"C. Polonenko"*

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C. Polonenko, Executive Assistant