

INFORMATION ITEMS

Week Ending July 20, 2018

REPORTS

1. Downtown Implementation Strategy Project, Program and Portfolio Governance Update
2. Tier 3 Water Budget – Threats Management Strategy and Policy Discussion Paper

INTERGOVERNMENTAL CONSULTATIONS

1. None

CORRESPONDENCE

1. GRCA Current, July 2018
2. Town of Halton Hills Resolution re: Supporting Two-way All-day GO Rail Service from Toronto to Kitchener

BOARDS & COMMITTEES

1. Tourism Advisory Committee – Resignation received from Nicole Brown
2. Guelph Police Services Board Meeting Minutes – June 21, 2018
3. [Committee of Adjustment Special Meeting Minutes – June 28, 2018](#)

ITEMS AVAILABLE IN THE CLERK'S OFFICE

1. None

Information Report



Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, July 20, 2018
Subject	Downtown Implementation Strategy Project, Program and Portfolio Governance Update
Report Number	IDE-2018-107

Executive Summary

Purpose of Report

This report provides an update regarding the governance structure and methodology to prioritize and coordinate multiple projects related to the Downtown Implementation Strategy. It should be noted the focus of this report is on the process and governance, and the specific outputs such as project lists and timing are to be delivered through the capital budget process in the fourth quarter of 2018.

Key Findings

- The Downtown Implementation Strategy includes approximately 80 (currently identified) projects that under the current methodology will run independently of each other. This could potentially result in coordination challenges and potential challenges with resourcing and communication.
- A structure has been developed that covers two aspects of project governance:
 - **Doing the right things:** Establishing which projects should be completed during which year, using a cost-benefit analysis approach based on economic principles.
 - **Doing things right:** Defining the objectives of project, program, and portfolio governance, and developing governance structures that ensure that objectives are achieved in an efficient manner.
- The cost-benefit analysis approach was developed to quantify the value that each project provides to stakeholders through evaluating:
 - How the project would impact liveability;
 - Risks of not doing the project;
 - How the project contributes to the City's growth or capacity;
 - Cost savings and efficiency that will result from the project; and
 - What the opportunity costs and impacts of the project are.

- The project cost-benefit analysis approach is being utilized in the 2019 capital budget process, and will be further refined based on the feedback.

Financial Implications

There are no direct financial implications as a result of this report.

Report

Introduction

The Downtown Secondary Plan, which came into full force and effect in 2016, sets out a transformative vision for Guelph's downtown growth through to 2031. Through responsible and creative planning, it supports continued downtown commercial and residential growth as well as creating more employment and cultural opportunities.

In 2017, the City initiated the Downtown Guelph Implementation Strategy, to identify specific projects to be undertaken in order to implement the Downtown Secondary Plan. A series of workshops were conducted, which identified priority projects for Council's consideration.

This resulted in approximately 80 (currently identified) projects of varying complexity. Six of the projects are either underway or planned to start in the next 24 months. While many of these projects are interrelated and co-located in the downtown, under the City's current project governance methodologies they will be managed independently of each other. This would present potential risks related to coordination and potential challenges with resourcing and communication. This report summarizes work completed by the City to achieve the following benefits:

- Establish a consistent methodology for evaluating the value that each project provides to stakeholders. The intention is that this methodology can become a tool to consistently evaluate the value of dissimilar projects that are often challenging to compare subjectively.
- To develop an overarching governance and oversight structure to enable the City to manage the upcoming projects, programs, and portfolios in an efficient and effective manner.
- Set out a foundation for future development of the cost-benefit analysis methodology and governance structures through the Project Management Office work plan.

Project Cost-Benefit Evaluation

Some of the key goals of the management of the Downtown Implementation Strategy are to ensure that the projects align with the strategic goals of the organization and the community, and that they are prioritized accordingly. Since projects are often competing for finite funding sources and resources, it is important to follow a logical, transparent and defined process for selecting projects to implement.

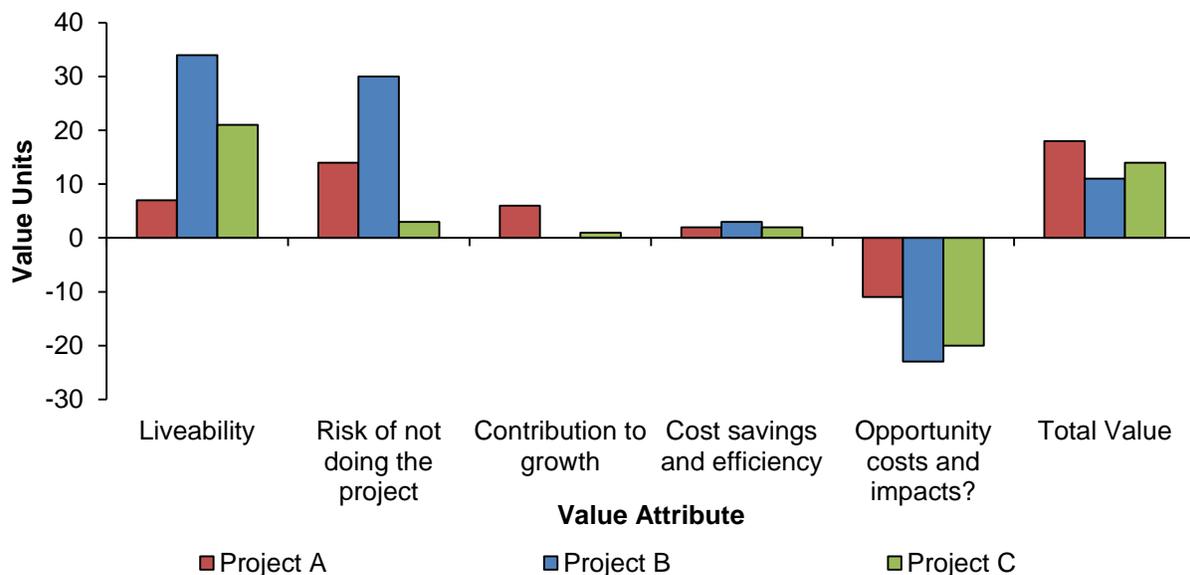
Cost-benefit evaluations measure the net value that a project or set of projects contributes to the organization in delivering its objectives, and in-turn, satisfies the interests of the different stakeholders (such as customers, employees and regulators). General cost-benefit analysis approaches use financial and non-financial criteria to quantify the value that the project would provide. No single criterion can reflect strategic significance, and perceived value in itself is unique to each individual, therefore multi-criteria rating models are most appropriate to use.

Through consultation with economists and a third-party consultant as well as a review of the City’s strategic objectives and prior ranking models, an approach to cost-benefit analysis has been developed with the goal quantifying the value that each project provides to the City’s stakeholders. The key criteria for measuring value are as follows:

- How the project would impact liveability;
- Risks of not doing the project;
- How the project contributes to the City’s growth or capacity;
- Cost savings and efficiency that will result from the project; and
- Opportunity costs and impacts.

An example of all current criteria being used is included in **Attachment 1**. This framework is currently being carried out for all Downtown Implementation Strategy projects as well as the City-wide 2019 capital projects, and will be used to compare investment alternatives within funding and resource constraints. The ratings can be used to compare alternatives based on the benefits or value they present. An example depiction of the project value ratings is shown in **Figure 1**.

Figure 1. Example Cost-Benefit Evaluation Output



This methodology presents a step in the journey towards the City optimizing the value that can be provided within the available resource constraints. This approach is also a step towards advancing the maturity and transparency of investment decision making. **Figure 2** provides an example decision making scale which moves from judgement-based decision making at the bottom towards more sophisticated models towards the top. It should be noted that each of the levels are additive, and the advanced techniques should supplement, not replace those of the lower levels. Through using and refining this cost-benefit analysis technique, the goal is to move towards the sophisticated “option evaluation” level, where investment options are traded off quantitatively and objectively based upon the relationship between cost and the value that the option provides. Another goal is to ensure consistency and alignment in decision-making across the organization, with the goal of maximizing overall value.

Figure 2. Decision Making Techniques Scale

Sophistication	Category	Description
Advanced	Option Evaluation	<ul style="list-style-type: none"> • Multiple alternatives can be modelled and optimized for each investment • Automatically propose alternatives to maximise portfolio value
Intermediate	Strategic Valuation	<ul style="list-style-type: none"> • Value framework aligned to the strategic organizational goals • Net value including both soft & hard benefits and costs
Core	Time-Based Decisions	<ul style="list-style-type: none"> • Value based on risks or benefits that change over time • Impacts of deferring investment is considered
Basic	Scoring	<ul style="list-style-type: none"> • More systematic process is used to assess investments • Uses fixed scores based on more objective evidence
Aware	Expert Opinion	<ul style="list-style-type: none"> • Investment assessed on financials and qualitative data • Approval relies on discretion or persuasion.

Source: Adapted from Institute of Asset Management (2016) Capital Investment, Operations and Maintenance Decision Making, p. 11

As previously mentioned, the resulting project list will be presented through the 2019 Capital Budget process. Based on feedback received during this process, the criteria will be adjusted to reflect the strategic focus and priorities of the organization.

Governance

Through the work of the Project Management Office and the complex capital project team, a formal governance framework has been established that categorizes projects based on project delivery complexity as follows:

Tier 1 – Approximately 3-5 projects

- Approximately \$10 million or greater
- Large complex scope
- New initiatives
- High profile
- Major stakeholder impact
- Prolonged service disruption
- Major contracts
- Highly controversial
- Other (specified by the Executive Team)

Tier 2 - Approximately 20 projects

- Approximately \$1-\$10 million
- Medium complexity
- Medium profile
- Some stakeholder impact and service disruption
- Minor contracts
- Somewhat controversial
- Other (specified by the Executive Team)

Tier 3 - Approximately 150 projects

- Less than \$1 million
- Routine/operational scope
- Low profile
- Minimal stakeholder impact and service disruption
- Internal focus
- Not controversial

Currently a governance structure which includes project steering committees, stakeholder committees, and specific reporting requirements for Tier 1 projects is in place. A proposed revised governance approach builds upon the existing structure to clearly define roles and provide a distinction between the following:

- **Project:** A temporary endeavor with defined beginning and end and defined scope and resources undertaken to create a unique product, service or result. An example of a project would be the Baker Street Road Reconstruction.
- **Program:** A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. An example of a program would be the Baker Street District Development.
- **Portfolio:** The centralized management of one or more portfolios that enable executive management to meet organizational goals and objectives through efficient decision making on portfolios, projects, programs and operations. An example of a portfolio would be the Downtown Implementation Strategy project portfolio.

As a result of the new project, portfolio and program classifications, new roles and accountability are proposed to be established. Many of the roles were currently informally or formally fulfilled, however this structure formalizes the roles and responsibilities. As a result, it is not anticipated that there will be increased resource requirements as part of the governance update. Conversely, it is expected that the revised structure will result in greater clarity of roles and responsibilities, and potentially operational efficiencies by allowing the right people to get the right information at the right time. In particular, the following roles have been defined:

- **Project:** Project manager, Project sponsor, project spokesperson, project steering committee and project team.
- **Program:** Program manager, Program sponsor, program spokesperson (if different from the program manager), and program steering committee.
- **Portfolio:** Portfolio manager, portfolio sponsor, portfolio spokesperson, and portfolio steering committee.

It should be noted that the project, program and portfolio spokesperson could be the respective sponsor, manager or another designate. Specific documentation and reporting requirements are being developed as part of the Project Management Office work plan; however a preliminary conceptual overview of reporting requirements is included in **Attachment 2**.

Next Steps

Through the capital budget process, capital projects are being evaluated according to the cost-benefit analysis methodology and are being categorized based upon their level in the governance structure. An updated capital project list including timing will be presented within the budget transmittals. Work has already begun on implementing components of the new governance structure for key Tier 1 projects. As part of the Project Management Office work plan, the revised governance structure will be further implemented and tested in 2018 and 2019.

Financial Implications

There are no financial impacts as a result of this report.

Consultations

Staff from the following divisions were consulted for this report: 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

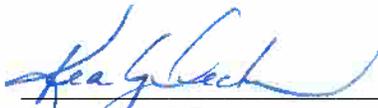
ATT-1 Cost-Benefit Analysis Preliminary Criteria
ATT-2 Conceptual Governance Structure Overview

Departmental Approval

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Attachment 1. Cost-Benefit Analysis Preliminary Criteria

Liveability	
Environment	Air and water quality and contingency plans to protect the community. Green infrastructure.
Health	Availability and access to health care and healthy living options
Housing	Housing opportunities for people of all ages, incomes, and abilities, allowing everyone to live in a quality neighborhood regardless of their circumstances. Are we making this a place that people want to have a home?
Neighborhoods	Access and convenience. For example walkable neighborhoods with shops, restaurants, and movie theatres, access to transit and health care
Transportation	Transportation options that connect people to social activities, economic opportunities, and medical care, and offer convenient, healthy, accessible, and low-cost alternatives to driving
Engagement	The ability and opportunity for social engagement, civic action
Jobs	chance to earn a living wage and improve well-being, from jobs to education

Risk of not doing the project	
Service Delivery	Risk of not meeting customer expectations
Employees	Risk that employees, contractors or other people at the City will be negatively impacted by a policy, program, process or project including physical harm.
Public	Risk that the policy, program or action has a negative result on specified target groups of citizens in Guelph.
Physical Environment	Risk that natural capital will be damaged.
Reputation	Risk associated with anything that can damage the reputation of the City or undermine public confidence in it.
Financial	Risk related to decisions about assets, liabilities, income, expenses including asset management, capital and operational funding , economic development, theft and fraud
Regulatory	Risk related to the consequences of non-compliance with laws, regulations, policies, or other rules.

Contribution to growth	
Does it increase capacity to service for existing population	Is the project required to increase the capacity to ensure service to the existing serviced population (i.e. there is an existing or potential service deficiency)?
Increase to meet future growth needs	Is the project required to increase the capacity to ensure service to future population and growth needs?
Does it attract new economies i.e. Tourism, businesses, students?	Will the completed project increase tourism, attract or service new businesses, or be an enabler for attracting new economies or residents?

Cost savings and efficiency	
Expected operating budget savings/avoidance	Will there be a reduction in operating budget or avoidance of cost on an annual basis as a result of the project?
Expected capital budget (one time) savings/avoidance	Will there be a reduction in capital budget or avoidance of an upcoming capital expense as a result of the project? For example, by completing project A, you no longer have to complete project B.

Opportunity costs and impacts	
Permanent impact as a result of the project.	Will there be a long term loss of a particular service after the project has been completed (for example, an existing service was closed as a result of the project)?
Impacts during project execution	During project execution, will there be any short term impacts to the public? For example, a street will have to be closed resulting in inconvenience to the businesses.
Project tier (execution risk and complexity)	What is the predicted project tier according to the City's execution risk evaluation?
Increase in average annual operating cost	Will the project result in an increase in average annual operating cost in the future?
Increase in average annual capital cost	Will the project result in an increase in average annual capital cost in the future? The average annual capital cost can be calculated by estimating all future capital expenditures (construction, rehabilitation and replacement), and dividing that by the number of years. If the asset is a like-for-like replacement, there would not be an increase in cost.

Attachment 2. Conceptual Governance Structure Overview

Category	Definition	Goal	Who wants to know?	What do they need to know?	How can this be achieved?	Timing
Portfolio	The centralized management of one or more portfolios that enable executive management to meet organizational goals and objectives through efficient decision making on portfolios, projects, programs and operations.	Ensure programs and projects meet the portfolio objectives. Sets priority and direction.	<ul style="list-style-type: none"> • CAO • Executive Team • Program Manager • Program Sponsor 	Dashboard/Update Report <ul style="list-style-type: none"> • Program scope, cost and schedule. • Key risks and issues. • Key decisions. 	<ul style="list-style-type: none"> • Portfolio update to ET and CAO. 	Quarterly
Program	A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.	Ensure the projects meet the program objectives. Key decisions that impact the program	<ul style="list-style-type: none"> • Program Sponsor (typically a DCAO) • Program Manager • Rep from each project 	Dashboard/Update Report <ul style="list-style-type: none"> • Project scope, cost and schedule. • Key risks and issues. • Key decisions. 	<ul style="list-style-type: none"> • Program Steering Committee meeting/update report. 	Monthly
Project	A temporary endeavor with defined beginning and end and defined scope and resources undertaken to create a unique product, service or result.	Ensure the project lifecycle is meeting portfolio, program and project objectives and is on scope, budget and schedule.	<ul style="list-style-type: none"> • Project sponsor • Project Manager • Project Team • Project Stakeholders 	Dashboard/Update Report <ul style="list-style-type: none"> • Program and Portfolio objectives and interdependencies. • Individual project scope, cost and schedule. • Key risks and issues. • Key decisions. 	<ul style="list-style-type: none"> • Project steering committee meeting. • Monthly reporting to the project sponsor, project steering committee and program steering committee 	Monthly/ Bi-weekly/ Weekly/ Daily

Information Report



Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, July 20, 2018
Subject	Tier 3 Water Budget - Threats Management Strategy and Policy Discussion Paper
Report Number	IDE-2018-110

Executive Summary

Purpose of Report

- Inform Council of the release on June 21, 2018 by the Lake Erie Region Source Protection Committee (SPC) of two documents from the Tier 3 Water Budget project: the Threats Management Strategy and the Water Quantity Policy Discussion Paper.
- Summarize the major findings of these reports.
- Outline the next steps for the water quantity policy development for the City's Source Protection program.
- The reports will be posted on the SPC web site once they are approved by the SPC (<https://www.sourcewater.ca/en/source-protection-areas/water-quantity-policy-development-study.aspx>).

Key Findings

The Threats Management Strategy (TMS) is a follow-up study to address significant water quantity threats identified in the Tier 3 Water Budget and Local Area Risk Assessment (LARA). The TMS uses the groundwater flow model developed in the Tier 3 project to assess a number of Risk Management Measures. Based on the results of the modelling scenarios, strategies are then developed to protect the City's water supply by mitigating water quantity threats. The TMS includes recommendations to consider well optimization, water conservation and efficiency, addition of new water supplies, maintaining pre-development aquifer recharge rates, and mitigating impacts from non-municipal consumptive water takings.

The Water Quantity Policy Discussion Paper was developed as part of the process to update the Grand River Source Protection Plan to address Significant Water Quantity Threats (SWQT) in the vulnerable areas (Wellhead Protection Area – Quantity, WHPA-Q and Intake Protection Zone – Quantity, IPZ-Q). The Discussion Paper provides an overview of the technical studies and drinking water quantity threats, a brief summary of the existing legislation, policies and programs at the federal, provincial and municipal level, lays out the policy tools and options available, reviews them, and provides a list of promising policy tools that could be used to protect water quantity sources of drinking water.

Financial Implications

The Tier 3 project including the TMS and Policy Discussion Paper has been funded by grant funding provided by the Province of Ontario via the Grand River Conservation Authority (GRCA). The project will lead to the development of water quantity policies in the City's Source Protection Plan and the City will incur future costs to develop and implement the policies.

Background

Drinking water source protection is about protecting the quality and quantity of our municipal drinking water supplies. As part of the Clean Water Act (CWA), the Province of Ontario has developed a "Tiered" approach to conducting water budgets in source protection areas. The Tier 3 Water Budget and LARA was completed in April, 2017 (see Information Report, March 2017). As a requirement under the CWA, the purpose of a Tier 3 LARA is to compare available groundwater and surface water supply to the municipal demand from existing, future and planned drinking water systems. Where the ratio of water demand to water supply capacity is high, subwatersheds have been classified as having a Moderate or Significant potential for water quantity stress. The Upper Speed River Assessment Area of the Grand River Watershed was classified as having a Significant potential for water quantity stress in the Tier 3 LARA. As a result, a WHPA-Q and an IPZ-Q were designated for the Guelph and Guelph-Eramosa Township (GET) water supply systems. As a next step, the Lake Erie Region Source Protection Authority conducted a Risk Management Measures Evaluation Process (RMMEP) to develop the Threat Management Strategy and, to assess applicable water quantity policies, a Policy Discussion Paper.

Updates to the Tier 3 Water Budget project have been provided to Council in Information Reports in February, 2018 (IDE-2018-42) and in March, 2018 (IDE-2018-35).

Report

Following the completion of the Tier 3 LARA, a new project was initiated (known as the RMMEP) to provide technical input to assist the Lake Erie Region Source Protection Committee and municipalities in formulating policies regarding existing, new or revised water takings within the Local Area(s). This RMMEP process is undertaken when a Local Area is assigned a Significant Risk Level in a Tier 3 Assessment. The project is intended to be locally driven, and a collaborative process amongst municipal partners (i.e., the City, Guelph-Eramosa Township and Wellington County) and the Lake Erie Source Protection Region.

The RMMEP has examined water quantity threats that were identified in the LARA, and ranked them according to the threats that have the greatest impact on the municipal supplies. The TMS uses the groundwater flow model developed in the Tier 3 project to assess a number of Risk Management Measures. Based on the results of the modelling scenarios, strategies are then developed to protect the City's water supply by mitigating water quantity threats. Based on the risk ranking, a

recommended set of risk management measures that could be implemented to reduce the Risk Level assigned to the Local Area(s) from Significant to Moderate have been identified. The process is documented in the TMS.

Results from the TMS show that municipal wells rank high and can have an impact on themselves. Individually, non-municipal takings have little influence on municipal wells, with the dewatering for the Dolime Quarry (River Valley Developments) the one exception. Recommended Risk Management Measures include well optimization, water conservation and efficiency, addition of new water supplies, maintaining pre-development aquifer recharge rates, and mitigating impacts from non-municipal consumptive water takings where water is not returned to the aquifer.

As part of the Source Protection Plan, the Clean Water Act requires the development of effective policies to address SWQT for water quantity that present a risk to municipal sources of drinking water. The Threats Management Strategy is then used to guide the development of Source Protection Policies for water quantity which upon approval will be included as an update to the Approved Grand River Source Protection Plan. The Source Protection Committee, working with the City and the Townships, will prepare an update to the Source Protection Plan that will set out policies to address the SWQT.

The Water Quantity Policy Discussion Paper was developed as part of the process to update the Grand River Source Protection Plan to address water quantity threats in the vulnerable areas (WHPA-Q and IPZ-Q). The Discussion Paper provides an overview of the technical studies and drinking water quantity threats, a brief summary of the existing legislation, policies and programs at the federal, provincial and municipal level, lays out the policy tools and options available, reviews them, and provides a list of promising policy tools that could be used to protect water quantity sources of drinking water.

The Threats Management Strategy (TMS) and Policy Discussion Paper provide the foundation for water quantity policy development. The documents are posted on the project website - <https://www.sourcewater.ca/en/source-protection-areas/water-quantity-policy-development-study.aspx> .

The Lake Erie Region Source Protection Committee received these documents on June 21, 2018 and directed the Lake Erie Region staff to continue to work with the Project Team, with input from the Implementing Municipal Group (IMG) and Community Liaison Group (CLG), to develop water quantity policies for the Guelph-Guelph/Eramosa WHPA-Q and IPZ-Q.

Next Steps

Over the summer, the Project Team consisting of staff from the City, GET, Wellington County, the GRCA and the Ministry of Environmental and Climate Change (MOECC), will be working on developing a policy framework and a list of policy approaches. Aspects that the Project Team will consider in developing the policy framework include managing water takings and recharge reduction, water

conservation, information sharing and collaboration between government agencies, and Tier 3 model management, including funding and monitoring.

Lake Erie Region is committed to a collaborative process for policy development, with municipal and stakeholder engagement through the Project Team, IMG, and CLG. Policy approaches will be presented to the SPC on October 4, 2018, with drafting of the water quantity policy text expected to begin in the early fall. On June 26, 2018, the CLG will receive the results of the Threats Management Strategy and Discussion Paper.

Financial Implications

The TMS and the Policy Development Discussion Paper has been funded by grant funding provided by the Province of Ontario via the GRCA. These documents will eventually lead to the development of water quantity policies in the City's Source Protection Plan and the City will incur future costs to develop and implement the policies. Additional information will be brought back to Council in late 2018 regarding the water quantity policies and potential cost implications. Staff time and resources needed to participate in these studies are funded from the approved Water Services 2018 operating and capital budgets.

Consultations

The RMMEP, TMS and Policy Discussion Paper have been implemented in collaboration with the GRCA (as the Lake Erie Region Source Protection Authority), the MOECC, the City of Guelph and Guelph/Eramosa Township. The development of the water quantity policies will be developed in consultation with an Implementing Municipalities Group and Community Liaison Group. Once draft policies are developed, there will be additional public consultation lead by the GRCA and the Lake Erie Region Source Protection Committee.

Corporate Administrative Plan

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.
- 2.3 Ensure accountability, transparency and engagement.
- 3.3 Strengthen citizen and stakeholder engagement and communications.

Overarching Goals

Service Excellence
Innovation

Service Area Operational Work Plans

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

Attachments

N/A

Departmental Approval

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GRCA Current



July, 2018 • Volume 23 Number 6

GRCA General Membership

Chair	Helen Jowett
Vice-Chair	Chris White
Townships of Amaranth, East Garafraxa, Melancthon and Southgate and Town of Grand Valley	Guy Gardhouse
Townships of Mapleton and Wellington North	Pat Salter
Township of Centre Wellington	Kirk McElwain
Town of Erin, Townships of Guelph/Eramosa and Puslinch	Chris White
City of Guelph	Bob Bell, Mike Salisbury
Region of Waterloo	Les Armstrong, Elizabeth Clarke, Sue Foxtan, Helen Jowett, Geoff Lorentz, Jane Mitchell, Joe Nowak, Wayne Roth, Sandy Shantz, Warren Stauch
Municipality of North Perth and Township of Perth East	George Wicke
Halton Region	Cindy Lunau
City of Hamilton	George Stojanovic
Oxford County	Bruce Banbury
County of Brant	Brian Coleman, Shirley Simons
City of Brantford	Dave Neumann, Vic Prendergast
Haldimand and Norfolk Counties	Bernie Corbett, Fred Morison

187,200 trees planted through the GRCA in 2018

The annual GRCA tree planting tally is complete and 187,200 trees were planted this spring, reflecting a higher demand for trees when compared to last year.

The vast majority of the trees (122,500) were planted on private land in 110 projects. These projects were undertaken through the GRCA's Rural Water Quality Program, which helps landowners create custom tree planting plans and also helps them find funding sources to assist with project costs.

Through online sales and the annual May tree sale, 44,000 trees were sold to 156 customers. The GRCA also engaged the public in 15 planting events at which 20,700 trees were planted.

The general trend is toward smaller planting projects, because most of the large tracts of land within the watershed have already been planted.

In 2017, the GRCA was the winner of the Green Leaf Challenge in the small organization category. Last year, 88,867 trees were planted through the GRCA. The Green Leaf Challenge was set up for Canada 150 by the province and Forests Ontario to encourage planting across Ontario. The program tracked numbers and also mapped the locations of the trees.

Tree planting numbers fluctuate significantly from one year to the next partly because of changes to funding programs.

Grand River Conservation Foundation update

In 2018-2019, the Grand River Conservation Foundation (GRCF) expects to focus on several initiatives.

These include finding long-term funding for the Haldimand Children's Water Festival and continuing to raise funds for the new Guelph Lake Nature Centre, and improvements to the Laurel Creek and Apps' Mill nature centres.

Ongoing Foundation funding will also go towards tree planting, outdoor education, trails and habitat

improvement at Luther Marsh Wildlife Management Area.

The GRCF is also looking more broadly at its planned giving program, which provides donors a way to leave an environmental legacy on the health of the Grand River watershed. More than \$250,000 was allocated to GRCA projects thanks to planned gifts received in 2017.

The annual river fundraiser dinner held by the Neighbourhood Group of Companies took place on June 25 at four restaurants in Guelph and Kitchener, with all of the \$15,600 raised going to the new Guelph Lake Nature Centre project.

Variable rainfall in June

Rainfall in June was variable, with most rain falling during localized storms.

Some areas of the watershed received near-normal precipitation, while parts of the southern Grand didn't have localized rain events. May was also dry, and ranged from 60 per cent of the long-term average to slightly below average. The widespread rainfall events in May were ideal for recharge and also produced limited runoff.

Temperatures in June were close to the long-term average, but it became hot at the end of the month. The average temperature during the first two weeks of June at the Shand Dam climate station was 16.1 C, slightly below the average of 16.3 C in May. May was very warm, much warmer than average.

Water levels in the GRCA's four biggest reservoirs are within the normal range for this time of the year. Reservoirs are now being operated to release water in order to increase river flows. By June 12, close to 65 per cent of the flow through Kitchener, 25 per cent of the flow through Brantford and 25 per cent of the flow on the Speed River below Guelph was coming from the reservoirs.

The level of Lake Erie continues to be above the long-term average and is the same as it was last June, when it reached the highest level since



New GRCA administrative bylaw being drafted

In July, the GRCA board will be presented with the first reading of a new GRCA bylaw.

Amendments to the Conservation Authorities Act were passed by the province in December 2017 and included a new section that outlines further requirements for conservation authority bylaws.

In 1985, the Ministry of Natural Resources approved a standard administrative regulation and directed all conservation authorities to adopt it. This is often referred to as the generic bylaw, and it was intended as a minimum set of standards that could be expanded upon by individual conservation authorities to suit their needs. The GRCA expanded upon the generic bylaw, and has reviewed and updated its bylaw from time to time to reflect updates to legislation and best practices, most recently in February 2016. The GRCA's current bylaw meets most of the new requirements that are specifically identified in the new legislation, and is being amended to reflect any further updates that are required.

A best management practices model bylaw has been developed by a Conservation Ontario working group to assist all conservation authorities with the implementation of new bylaws. This model bylaw forms the basis of the revised GRCA bylaw.

The GRCA's new bylaw must be adopted before December 2018.

Windstorm caused up to \$70,000 damage

The GRCA spent \$60,000 to \$70,000 to clear away tree hazards and repair hydro infrastructure after a severe windstorm on May 4.

The power was out in many locations. Two hydro poles were broken at Elora Gorge and a large tree near the entrance to Brant Park took out the hydro lines. Another tree fell onto the hydro lines at Pinehurst Lake. In most cases the power was restored quickly.

Brant, Pinehurst Lake, Shades Mills, Elora Gorge and Rockwood parks experienced the most severe tree damage.



The hot weather is ideal to enjoy Grand River Parks, including Guelph Lake, pictured above. This park is large and has two beaches to enjoy. It also offers kayaks and stand-up paddleboards for rent.

Severe weather events have become more frequent over the last several years. Lessons learned from the ice storms on December 22, 2013 and March 24, 2016 were incorporated into the GRCA's Tree Risk Management Plan. It and the emergency response plan were followed after the May windstorm. A major difference from past events was that this windstorm took place when the parks and cottage lots were in operation, presenting different challenges. The GRCA will be enhancing existing procedures in order to respond to similar events in the future.

New source protection documents released

The Grand River Source Protection Authority has released two new documents related to the Guelph-Guelph/Eramosa Water Quantity Policy Development Study.

The documents are the Threats Management Strategy and the Water Quantity Policy Discussion Paper. Both of these were presented to the members of the Lake Erie Region Source Protection Committee at its meeting on June 21, and they are available on www.sourcewater.ca.

The new documents provide the foundation for water quantity policy

development that will be part of the Grand River Source Protection Plan. This plan is made up of a series of policies developed in consultation with the local community to protect municipal drinking water sources.

The source protection planning process is ongoing and the Lake Erie Source Protection Committee meets regularly at the GRCA Administration Centre.

This issue of *GRCA Current* was published in July, 2018.

It is a summary of the June, 2018 business conducted by the Grand River Conservation Authority board and committees, as well as other noteworthy happenings and topics of interest.

The Grand River Conservation Authority welcomes distribution, photocopying and forwarding of *GRCA Current*.

Next board meeting:

July 27 at 9:30 a.m.,
GRCA Administration Centre

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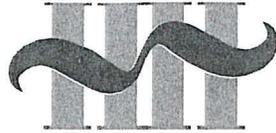
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July 16, 2018

RECEIVED
JUL 19 2018
CITY CLERK'S OFFICE

Premier Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier Ford;

Re: Motion Supporting Two-way All-day GO Rail Service from Toronto to Kitchener

Please be advised that Council for the Town of Halton Hills at its meeting of Monday, July 9, 2018, adopted the following Resolution:

Resolution No. 2018-0117

WHEREAS the City of Kitchener passed a resolution on May 7, 2018 regarding a request that all political parties at the provincial and federal levels of government remain committed to both Two-Way All-Day GO rail service from Toronto to Kitchener by 2024 and to continue to work toward bringing a High Speed Rail line from Toronto to London 2025;

AND WHEREAS the Town of Halton Hills supports the implementation of Two-Way All-Day GO rail service from Toronto to Kitchener by 2024 and bringing a High Speed Rail line from Toronto to London 2025.

THEREFORE BE IT RESOLVED that the Town of Halton Hills supports the motion by the City of Kitchener that calls upon all political parties at the provincial and federal levels of government to remain committed to both Two-Way All-Day GO rail service from Toronto to Kitchener by 2024 and to move forward to bring Canada's first High Speed Rail line from Toronto to London in 2025;

AND FURTHER BE IT RESOLVED THAT a copy of this resolution be sent to the Premier of Ontario, Minister of Transportation for Ontario, Ministry of Infrastructure for Ontario, FCM, AMO, City of Kitchener, Region of Waterloo, City of Waterloo, City of Guelph, City of Brampton, Region of Halton, Town of Milton, Town of Oakville and City of Burlington.

CARRIED

Enclosed is a copy of Resolution No. 2018-0117 for your information.

If you have any questions, please contact Suzanne Jones, Town Clerk for the Town of Halton Hills at 905-873-2601 ext. 2331 or suzannej@haltonhills.ca.

Yours truly,



Renée Brown
Deputy Clerk – Legislation & Elections

:enclosure

c. Minister of Transportation
Ministry of Infrastructure
Ted Arnott, MPP Wellington-Halton Hills
Michael Chong, MP Wellington-Halton Hills
FCM
AMO
City of Kitchener
Region of Waterloo
City of Waterloo
City of Guelph
City of Brampton
Region of Halton
Town of Milton
Town of Oakville
City of Burlington



THE CORPORATION
OF
THE TOWN OF HALTON HILLS
Council Meeting

Resolution Number *2018-0117*

Title: Motion Supporting Two-way All-day GO Rail Service from Toronto to Kitchener

Date: 07/09/2018

Moved by: *[Signature]*

Seconded by: *[Signature]*

WHEREAS the City of Kitchener passed a resolution on May 7, 2018 regarding a request that all political parties at the provincial and federal levels of government remain committed to both Two-Way All-Day GO rail service from Toronto to Kitchener by 2024 and to continue to work toward bringing a High Speed Rail line from Toronto to London 2025;

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[Signature]

Mayor Rick Bonnette



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 – JUNE 21, 2018

An Open meeting of the Guelph Police Services Board was held on June 21, 2018.

- Present:** D. Drone, Chair
J. Sorbara, Vice-Chair, Vice- Chair
L. Griffiths, Member
C. Guthrie, Member
C. Polonenko, Executive Assistant
- J. DeRuyter, Chief of Police
P. Martin, Deputy Chief of Police
J. Sidlofsky Stoffman, Legal Services
S. Purton, Financial Services
- Regrets:** C. Billings, Member
- Guests:** Crime Stoppers Guelph Wellington: Sarah Bowers-Peter, Lisa Kelleher, and Bonnie Facklam
Guelph Police Service: Sergeant Dustan Howe

1. **WELCOME AND INTRODUCTIONS**

2. **MEETING CALLED TO ORDER**

Chair 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 2:44 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:

Moved by L. Griffiths

Seconded by J. Sorbara

THAT the Guelph Police Services Board support the Victim Services Wellington Golf Tournament in the amount of \$250.00; MADD Wellington County Strides for Change Run/Walk in the amount of \$500.00; the Norma Owen Golf Tournament in the amount of \$250.00; and Transition Guelph in the amount of \$200.00, with funds to be paid from the Community Account.

- **CARRIED** -

7. PRESENTATIONS/DELEGATIONS

7.1 Crime Stoppers Guelph Wellington Annual Report

D. Drone welcomed Sarah Bowers-Peter (Program Coordinator), Lisa Kelleher (Office Coordinator), and Bonnie Facklam (Treasurer) of Crime Stoppers Guelph Wellington (CSGW). Sarah Bowers-Peter presented the Annual Report.

- CSGW is celebrating their 30th anniversary. From 1988 to the May 2018, there have been 19,854 tips, 1,543 arrests, over 2,200 cases cleared, 4,273 charges laid, and rewards of \$166,310. Specific awareness programs initiated or maintained include human trafficking, student outreach, and summer marine awareness.
- Bylaws were updated and the Board now has 13 members, 5 from Guelph.
- A new vehicle was purchased with assistance from a private donor.
- For the first time, CSGW was invited by the Guelph Fire Service to be part of the Emergency Preparedness Day. Also, in the last three weeks, she has done approximately 20 student presentations as a result of Sergeant Ross Keller's memo to the schools. Constable Kyle Grant often joins her when his schedule allows. Their involvement with the University of Guelph involves on-campus awareness, social media posts by Campus Police, Public Service announcements, and the Safe Gryphon App.
- In March 2018, CSGW switched from Tipsoft to P3 to process information, providing new functionality. There were 184 Guelph Police Service tips from January to May 2018, up from 114 last year during the same time frame. In April 2018, despite no high profile case, there were 87 tips, speaking to the increased public awareness.
- Fundraisers include mulch sales, OPP property auction, and shredding events.

- Social media campaigns are done on a regular basis, either crime-specific or campaigns like child abuse, human trafficking, or victimless crimes.
- Challenges include media exposure, particularly in the City of Guelph; fundraisers, as Guelph only has one event (the shredding event); ongoing legal challenges; and Crime of the Week content and how to address it.
- CSGW once again earned provincial recognition, with five awards from the 2018 Ontario Association of Crime Stoppers Conference.

Discussion followed regarding problems with fundraising in Guelph, decrease in communications due to downsizing of Rogers, and looking ahead to be part of the Community Safety Plan required by the *Safer Ontario Act* as a significant contributor to urban and rural safety.

D. Drone thanked Ms. Bowers-Peter for the work of CSGW and encouraged her to continue using the statistics to articulate in whatever venue she can, the value Crime Stoppers has to the community.

Sarah Bowers-Peter, Lisa Kelleher, and Bonnie Facklam left the meeting at 3:11 p.m. C. Guthrie entered the meeting at 3:13 p.m.

7.2 Board Conference Report – Law of Policing (Don Drone)

D. Drone provided a report to the Board on the Law of Policing Conference attended in May. Topics included:

- The *Safer Ontario Act* and the new role of Boards;
- Civil liberties and policing, with a look at the practice of carding;
- Cannabis legislation and how police services will deal with use in the community and workplace;
- Privacy issues around text messaging and admissibility, citing the gas plant scandal and accessing electricity consumption to find grow ops;
- Legal and health issues of cross-contamination of pathogens for first responders;
- Crisis communications and using social media more appropriately, citing the 2011 Vancouver uprisings.

7.3 Promotions – Sergeant Dustan Howe

Chief DeRuyter introduced Sergeant Dustan Howe, promoted June 3, 2018. He joined the Guelph Police Service in Jan 2009, and will transfer from the Tactics and Rescue Unit to become a Supervisor of Neighbourhood Services Patrol Platoon B. Chief DeRuyter noted his leadership abilities on the Tactical Team, as well as the Guelph Police Association and looks forward to his contribution to the front line. The Board offered their congratulations.

Sgt. Howe left the meeting at 3:24 p.m.

8. **APPROVAL OF MINUTES**

Moved by C. Guthrie

Seconded by J. Sorbara

THAT the Minutes of the Open Meeting held Thursday, May 17, 2018 be approved as presented.

- CARRIED -

9. **APPROVAL OF AGENDA**

Moved by L. Griffiths

Seconded by J. Sorbara

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

- CARRIED -

Moved by C. Guthrie

Seconded by L. Griffiths

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

- CARRIED -

9.1 **Headquarter Renovation and Expansion**

That the Report titled “Police Headquarters Renovation and Expansion Project” and dated June 21, 2018, be received for information.

9.2 **Board Correspondence Report**

That the report titled “Open Meeting – June 21, 2018 Board Correspondence Report” be received for information.

9.3 **Fees and Charges Update**

THAT the Guelph Police Services Board approve the staff recommended changes to the fees and charges outlined in Schedule A of By-law 149 (2013) Fees and Charges, and that these changes come into effect on July 1, 2018.

9.4 **BD-01-001 Board Finance Policy**

THAT the Guelph Police Services Board approve the recommended changes to Section 6.6 of the Board’s Finance Policy, BD-01-001, as recommended.

Part 2 – Discussion Agenda

9.5 **Policy Review Committee**

9.5.1 **Minutes of the Policy Review Committee dated April 24, 2018**

L. Griffiths provided a brief summary of the committee’s discussion on changes to the Community Account policy to address the issue of requesting funding in sufficient time for the Board to consider the requests

in advance of the event. The issue of approval of a request by email was referred to the Progress Review Committee to consider a change to the Board governance bylaw for voting by email.

Moved by J. Sorbara

Seconded by C. Guthrie

THAT the Minutes of the Policy Review Committee Meeting held April 24, 2018 be approved as presented.

-CARRIED-

9.5.1 Policies for Board Approval

L. Griffiths reported that the Policy Committee reviewed 15 policies and most changes made were minor. A new policy, BD-01-007 Use of Board Resources During Election Periods, was reviewed by the Committee subsequent to the committee meeting, and was recommended by the Policy Review Committee for adoption by the Board.

The Board approved changes to policies BD-01-001 Community Account Policy; BD-02-007 Health and Safety; BD-04-027 Equal Opportunity and Workplace Harassment; and BD-04-033 Communicable Diseases, recommended by the Committee.

The Board approved no changes to policies BD-02-008 Skills Development and Learning; BD-04-007 Communications and Dispatch; BD-04-008 Suspect Apprehension Pursuits; BD-04-001 Supervision; BD-04-029 Police Uniforms; BD-04-031 Management of Police Records; BD-04-032 Emergency Planning; BD-04-035 Secure Holsters; BD-04-036 Terrorism; BD-04-037 Non-Discrimination; recommended by the Committee.

The Board approved the recommendation of the Committee to repeal BD-04-025 Issuing Taxi Licenses and Recommending Suspensions Thereof.

Moved by J. Sorbara

Seconded by C. Guthrie

THAT the recommended changes to the identified policies be approved and implemented, effective immediately and that the new policy, BD-01-007 Use of Board Resources During Election Periods, be approved and implemented, effective immediately.

-CARRIED-

9.6 Provincial and Municipal Appointments to the Police Services Board

D. Drone referred to the report prepared by C. Polonenko and noted that in light of the upcoming municipal election and the fact that the terms of some Board Members are ending, the Board should consider options for the appointment of a municipally appointed member: 1) establishing a Nominating Committee and

submitting names to Council for appointment, or 2) establishing criteria for the incoming board members, and submitting criteria to the City appointments officer. The current Board must have some input as the function is different from other boards. After some discussion on the pros and cons of the two options, it was decided that in advance of the July 19th meeting, the Mayor will clarify the process with the City and Board Members will present criteria and qualifications sought for new applicants.

Moved by J. Sorbara

Seconded by L. Griffiths

THAT this agenda item be tabled and placed on the agenda for the July 19, 2018 meeting of the Guelph Police Services Board.

- **CARRIED** -

9.7 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.

- *Bicycle Registration*: The program is now active. J. Sorbara suggested that the High School Resource officers make announcements in the schools. Chief DeRuyter will follow up.
- *Officer Bike Patrols*: 12 officers have recently been trained, enhancing downtown patrol.
- *Legalization of Marijuana*: The Federal government announced the date for legalization is October 17, 2018. No equipment has been approved for testing, and the training course is not yet ready. Chief DeRuyter will update the Board as information is received.
- *Child Luring*: Chief DeRuyter noted the good work by our officers in apprehending an individual trying to lure children into a vehicle. The motivation was sexual assault.

9.8 New Business – There was no new business noted.

10. INFORMATION ITEMS

- Next Open Meeting: Thursday, **July 19, 2018**, 2:30 p.m., Guelph City Hall, Meeting Room C
- Progress Review Committee Meeting – Tuesday, **June 26, 2018** at 1:00 p.m., 2nd floor Boardroom at HQ (J. Sorbara, D. Drone, L. Griffiths, C. Guthrie regrets)
- Canadian Association of Police Governance Annual Conference: **August 7-11, 2018**, Winnipeg, MB
- Ontario Association of Police Services Boards Fall Labour Conference: **September 20-21, 2018**, Four Points Sheraton, Toronto, ON

11. **ADJOURNMENT**

Moved by J. Sorbara

Seconded by L. Griffiths

THAT the Open meeting of the Guelph Police Services Board adjourn as at 3:48 p.m.

- CARRIED -

The minutes of this meeting were adopted this 19th day of July, 2018.

"D. Drone"

D. Drone , Chair

"C. Polonenko"

C. Polonenko, Executive Assistant