

# INFORMATION ITEMS

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**Week Ending December 15, 2017**

## **REPORTS**

1. Indexing of Development Charges
2. IT Service Desk Business Service Review Final Report
3. Stormwater Service – Rebate and Credit Program
4. 200 Beverley Street – IMICO Memorandum of Understanding Update
5. Proposed Amended Blue Box Program Plan
6. Subdivision Construction – Assumption Model
7. 2013-2018 Guelph Youth Strategy Update
8. Mico Valeriot Park Master Plan

## **INTERGOVERNMENTAL CONSULTATIONS**

1. Proposed New Regulation to be made under the Electricity Act, 1998
2. Policy Proposal Notice: Food and Organic Waste Framework
3. Developing a Voluntary Carbon Offsets Program for Ontario
4. Climate Change Adaptation
5. Tire Regulation under the Resource Recovery and Circular Economy Act, 2016 (RRCEA)

## **CORRESPONDENCE**

1. Waterloo Wellington Local Health Integration Network – Sub Region Alignment
2. Town of Erin re: Limited Funding towards Conservation Authorities

## **BOARDS & COMMITTEES**

1. Guelph Police Services Board 2018 Meeting Schedule
2. [Committee of Adjustment Meeting Minutes – November 9, 2017](#)

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

1. None

# Information Report



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Service Area	Corporate Services
Date	Friday, December 15, 2017
Subject	<b>Indexing of Development Charges</b>
Report Number	CS-2017-36

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## Executive Summary

### Purpose of Report

To advise of the development charges rate increase in accordance with the City's Development Charge By-law.

### Key Findings

The development charges rate will increase by 3% effective March 2, 2018.

### Financial Implications

The development charges are adjusted annually to keep the current year rate in line with the rate of inflation, in accordance with the Statistics Canada Quarterly Non-residential Building Construction Price Index.

A 3% increase to the development charges rate will ensure that the collections used to fund growth-related capital infrastructure, will increase proportionately to relative construction costs.

## Background

The City's Development Charges By-law Number (2014)–19692, which came into effect on March 2, 2014, provides for the annual indexing of development charges. The charges shall be adjusted annually, without amendment to the By-law, commencing on the first anniversary date of the By-law coming into effect and each anniversary date thereafter, in accordance with the prescribed index. The regulation to the Development Charges Act prescribes the Statistics Canada Quarterly, Non-residential Building Construction Price Index as the index to be used for this purpose.

## Report

The Non-residential Building Construction Price Index for our area has increased by 3% from the third quarter of 2016 to the third quarter of 2017. The development

charges rate will be adjusted upward by this percentage effective March 2, 2018. The new development charges rate effective March 2, 2018 to March 1, 2019 is outlined in ATT-1.

## Financial Implications

A 3% increase to the development charges rate will ensure that the collections used to fund growth-related capital infrastructure, will increase proportionately to relative construction costs.

## Consultations

Departments affected by the change in development charge rates are being advised of the increase.

## Corporate Administrative Plan

### Overarching Goals

Service Excellence  
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          Development Charges Rate

### Report Author

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### Development Charges (DC) Rate Effective March 2, 2018, to March 1, 2019

(Rates are adjusted annually for inflation)

<b>Residential Charges</b>				
Residential DCs are imposed according to the number and type of dwelling units proposed. The hard services portion of the residential DCs are payable upon entering into a subdivision agreement, while the balance is payable at the applicable rate at the time of building permit issuance.				
Service	(\$/Dwelling Unit)			
	Single Detached or Semi-detached Dwelling Unit	Apartment Unit (2 or More Bedrooms)	Garden Suite or Apartment Unit (Bachelor or 1 Bedroom)	Multiple Unit
Water Services	\$ 9,473	\$ 5,702	\$ 3,976	\$ 7,134
Wastewater Services	\$ 6,968	\$ 4,193	\$ 2,925	\$ 5,248
Stormwater Services	\$ 133	\$ 79	\$ 57	\$ 100
Highway & Related Services	\$ 3,746	\$ 2,255	\$ 1,572	\$ 2,822
Hard Services Sub-total	\$ 20,320	\$ 12,229	\$ 8,530	\$ 15,304
Fire Protection Services	\$ 311	\$ 188	\$ 131	\$ 235
Library Services	\$ 593	\$ 357	\$ 248	\$ 446
Transit	\$ 555	\$ 335	\$ 233	\$ 418
Administration (Studies)	\$ 350	\$ 209	\$ 145	\$ 263
Indoor Recreation Services	\$ 2,808	\$ 1,689	\$ 1,178	\$ 2,116
Outdoor Recreation Services	\$ 3,669	\$ 2,208	\$ 1,540	\$ 2,763
Municipal Parking	\$ 754	\$ 454	\$ 317	\$ 569
Police Services	\$ 438	\$ 264	\$ 184	\$ 330
Ambulance Services	\$ 32	\$ 19	\$ 12	\$ 24
Provincial Offences Act	\$ 9	\$ 5	\$ 4	\$ 7
Health Services	\$ 70	\$ 43	\$ 29	\$ 54
Soft Services Sub-total	\$ 9,589	\$ 5,771	\$ 4,021	\$ 7,225
<b>Total City of Guelph Charges</b>	<b>\$ 29,909</b>	<b>\$ 18,000</b>	<b>\$ 12,551</b>	<b>\$ 22,529</b>
Upper Grand District School Board	\$ 1,567	\$ 1,567	\$ 1,567	\$ 1,567
Wellington Catholic District School Board	\$ 317	\$ 317	\$ 317	\$ 317
Education Development Charges	\$ 1,884	\$ 1,884	\$ 1,884	\$ 1,884
<b>GRAND TOTAL</b>	<b>\$ 31,793</b>	<b>\$ 19,884</b>	<b>\$ 14,435</b>	<b>\$ 24,413</b>

### Non-residential Charges

Non-residential DCs are imposed according to the amount of gross floor area being developed. The full amount of the non-residential DCs are payable at the applicable rate at the time of building permit issuance.

Service	(\$/m <sup>2</sup> of GFA)
Water Services	\$ 42.94
Wastewater Services	\$ 31.60
Stormwater Services	\$ 0.60
Roads and Related Services	\$ 17.02
Fire Protection Services	\$ 1.41
Library Services	\$ 0.24
Transit	\$ 2.84
Administration (Studies)	\$ 1.76
Indoor Recreation Services	\$ 1.30
Outdoor Recreation Services	\$ 1.66
Municipal Parking	\$ 3.77
Police Services	\$ 2.01
Ambulance	\$ 0.11
Provincial Offences Act	\$ -
Health Services	\$ 0.11
<b>TOTAL</b>	<b>\$ 107.37</b>



# Information Report

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Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, December 15, 2017
Subject	<b>IT Service Desk Business Service Review Final Report</b>
Report Number	IDE-2017-110

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## Executive Summary

### Purpose of Report

This report provides an overview of the business service review process the findings, and next steps for the IT Service Desk service.

### Key Findings

- The IT Service Desk business service review is the first service review to be fully completed under the Council-approved Business Service Review Framework;
- The service type, level and method provided is inline and comparable to the benchmarked municipalities;
- 95% of respondents, to a customer satisfaction survey, rate the services of the IT Service Desk as average to excellent;
- No changes to service levels are recommended;
- An overview of the review and recommendations are provided in ATT-1: Service Desk Business Service Review Final Report.

### Financial Implications

There are no financial implications as a result of this review

## Report

In October 2016, Council approved the Business Service Review Framework (CS-2016-61: Business Service Review Framework). A business service review looks at what we do well and what needs to change, it studies the effectiveness and efficiency of our services to make sure these services are the best for the City and our citizens, while supporting long-term financial sustainability.

The IT Service Desk Business Service Review was requested by the General Manager, Information Technology to review the current capacity and processes and identify potential areas of improvement that could impact the efficiency and effectiveness of service provision. It is also first service review to be completed

under the new framework. A report of the review methodology and detailed findings is included as ATT-1: Service Desk Business Service Review Final Report.

The IT Service Desk is part of Information Technology department within the Corporate Services area. It is the single point of contact for all IT incidents and change requests for City of Guelph employees (more than 1,500<sup>1</sup> staff and 2,200 devices<sup>2</sup>), across 35 sites.

Overall, the service review found that the IT Service Desk is structured well and meets established service levels. The organizational structure employed, according to research, is consistent with best practice. It contributes to high customer satisfaction levels as evidenced by 95% of respondents to a customer survey rating the service between average and excellent.

Operating at a 5-day resolution service level, data indicates that the current staffing levels of 6.5 (full time equivalent) FTEs are adequate. However the current staffing model utilizes a contract Technician. If this position were not available, the FTE count would change to 5.5 which would result in the 5-day resolution rate not being met. A change in service level is not recommended at this time.

Throughout the review process, issues and opportunities were identified with staff. The report attachment classifies these issues into the categories of: standard operating procedures, issue documentation and tracking and Employee Event Form.

Refer to ATT-1: Service Desk Business Service Review Final Report for a full overview of the review and recommendations.

## **Financial Implications**

There are no financial implications as a result of this review.

## **Consultations**

Consultations were conducted with:

- The IT Service Desk team through departmental staff meetings and job shadowing;
- Business Relationship Advisors;
- Finance;
- Corporate Communications for the development of a tactical communications plan;
- City staff through a customer survey.

## **Corporate Administrative Plan**

### **Overarching Goals**

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<sup>1</sup> Total employee information from the 2017 consolidated budget information

<sup>2</sup> Device inventory is comprised of 1,253 computers and 1,033 mobile devices

Service Excellence  
Financial Stability

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

Our Services - Municipal services that make lives better

## **Attachments**

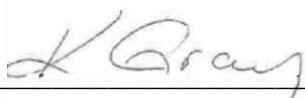
ATT-1      IT Service Desk Business Service Review Final Report

### **Departmental Review**

IT Service Desk Management Staff  
Finance  
Corporate Communications

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## Business Service Review

Information Technology  
Service desk (2499)

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## Business service review Final report

October 2017



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### Executive summary

The IT Service Desk (2499) is the single point of contact for all technology issues for City of Guelph employees, across 35 sites. These services are provided by a team of nine staff, including the manager and non-service desk personnel. There are 6.5 full time equivalent (FTE) staff, dedicated to the help desk duties of responding to, resolving and, if necessary, escalating, technical issues from across the corporation.

At the request of the department's management, a business service review was conducted to assess current capacity and processes as well as identify areas of improvement that may impact the efficiency and effectiveness of service provision. The scope of the review was limited to the ticket process (i.e. from intake to resolution) which falls within the responsibility of the Service Desk staff. Current processes were documented, pain points identified, data analyzed, future state processes mapped and opportunities identified. Mid review, the scope was expanded to include a detailed review of the processes for the Employee Event form as it relates to the role and responsibility of the Service Desk.

This review was undertaken at the same time as the department's implementation plans for a new Information Technology Software Management (ITSM) system. This system will replace the current service ticket management (HEAT) technology which records all IT related requests and services. The ITSM and any related process changes specific to the ITSM were excluded from the scope of the review. However opportunities for process improvements were identified to be included in the scoping and implementation, as applicable, of the new system.

Overall, the service review found that the IT Service Desk has a good structure and meets established service levels and is consistent with industry best practice. This model, according to research, contributes to high customer satisfaction levels as evidenced by 95 per cent of respondents to a customer survey rating the service between average and excellent.

Essentially operating on a five-day resolution service level, data indicates that the current staffing levels of 6.5 FTE are adequate. However the current staffing model utilizes a contract technician. If this position were not available the FTE count would change to 5.5 which would result in the Five-day resolution rate not being met. Further staffing analysis indicates that if service level standards were decreased to a seven-to-ten day resolution target, the staffing requirement would decrease to 4 FTEs. If service levels were increased to a three-day resolution, 9.3 FTEs would be required.

The new ITSM will introduce changes to some processes and online forms, most of which were considered out of scope for the review. However, the Employee Event form did fall into scope. One key change around the Employee Event form is that the Service Desk will become the 'form and process' owner within the new ITSM. It is expected that with this

change, current challenges which either increase workload and/or processing time will be improved.

One key recommendation which will provide benefits to most of the identified issues is for the Service Desk to work with Communications to develop a comprehensive communications strategy. The goal of this strategy is to inform and remind customers about established protocols, promote training/instructional opportunities and improve communications with departments which impact the work and operations of the Information Technology (IT) department.

## Introduction

The IT Service Desk (2499) is part of the IT department within the Corporate Services service area. It is the single point of contact for all IT incidents and change requests for City of Guelph employees (more than 1,500<sup>1</sup> staff and 2,200 devices<sup>2</sup>), across 35 sites.

The IT Service Desk is responsible for reviewing all requests for assistance with the aim of providing first call (level 1) resolution. In the event an incident or service request is not resolved on first contact, IT Service Desk provides level 2 support from IT Service Desk technicians. In the event an incident or service request cannot be resolved by level 2 IT Service Desk technicians, the incident or service request is escalated to the level 3 team, along with initial findings and detailed troubleshooting/support results.

## Purpose

This review was requested by the department management to review the current capacity and processes and identify areas of improvement that will impact the efficiency and effectiveness of service provision.

The service was rated using the service review prioritization framework, currently under development, and fell within the categories of medium to high potential impact and/or high risk services (risks to staff and/or customer) which supports the request from the area management to undertake the review.

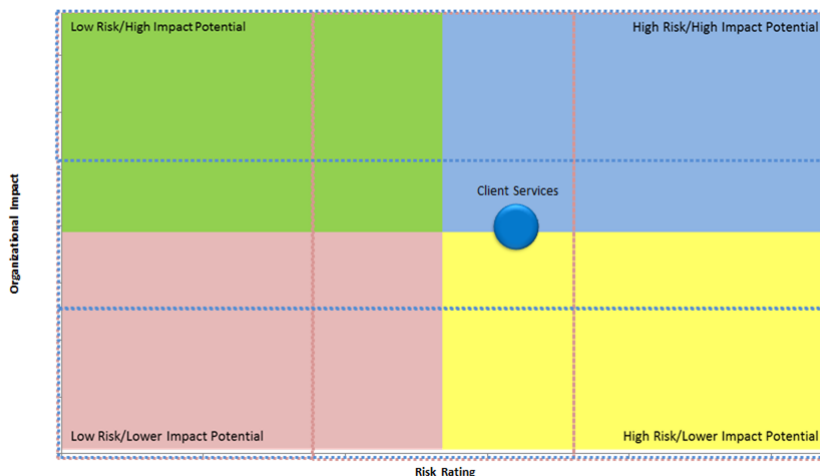


Figure 1: Service review prioritization rating for IT Service Desk

<sup>1</sup> Total employee information from the 2017 consolidated budget information

<sup>2</sup> Device inventory is comprised of 1,253 computers and 1,033 mobile devices



### Scope

The scope of the review spans from intake of requests to closure of service tickets, within the responsibility of the IT Service Desk staff role.

At the Steering Committee's direction, the original project scope was expanded to include a review of the processes for the Employee Event Form as it pertains to the functions and responsibilities of the IT Service Desk only.

The review excluded:

- Individual staff performance and/or development;
- The roles and performance of other IT functions outside the Service Desk team; and
- The roles and functions of other teams and/or departments related to the processing of the Employee Event Form outside of the Service Desk team.

The Service Desk was in the process of testing and implementing a new Information Technology Service Management (ITSM) system during the service review. This system will replace the current HEAT system. As part of this change, some processes will be modified. The ITSM and any related process changes specific to the ITSM were excluded from the scope of the review.

The IT Service Desk is also leading a comprehensive, inter-departmental review of the Employee Event Form as a separate initiative, and distinct from the service review. This review involves the Finance and Human Resources departments. The entire process and responsibilities of each department for the Employee Event Form are part of this initiative.

### Objectives

The main objective is to conduct a full review of the service desk process from intake of requests to closure of service tickets, to inform options and opportunities for improvement to ensure the most effective and efficient service provision, including analysis of service delivery levels.

Deliverables of the business service review include;

- Process maps;
- Service overview;
- Options for service levels; and
- Recommendation report

### Methodology

This review has been undertaken utilizing the Council approved Business Service Review Framework<sup>3</sup>. A business service review looks at what we do well and what needs to change, it studies the effectiveness and efficiency of our services to make sure these services are the best for the City and our citizens, while supporting long-term financial sustainability.

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<sup>3</sup> CS-2016-61 Business Service Review Framework

As part of this service review, we asked:

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

### Key Components of a Business Service Review

A service review typically involves five stages as illustrated below. This report provides results from the first three phases.

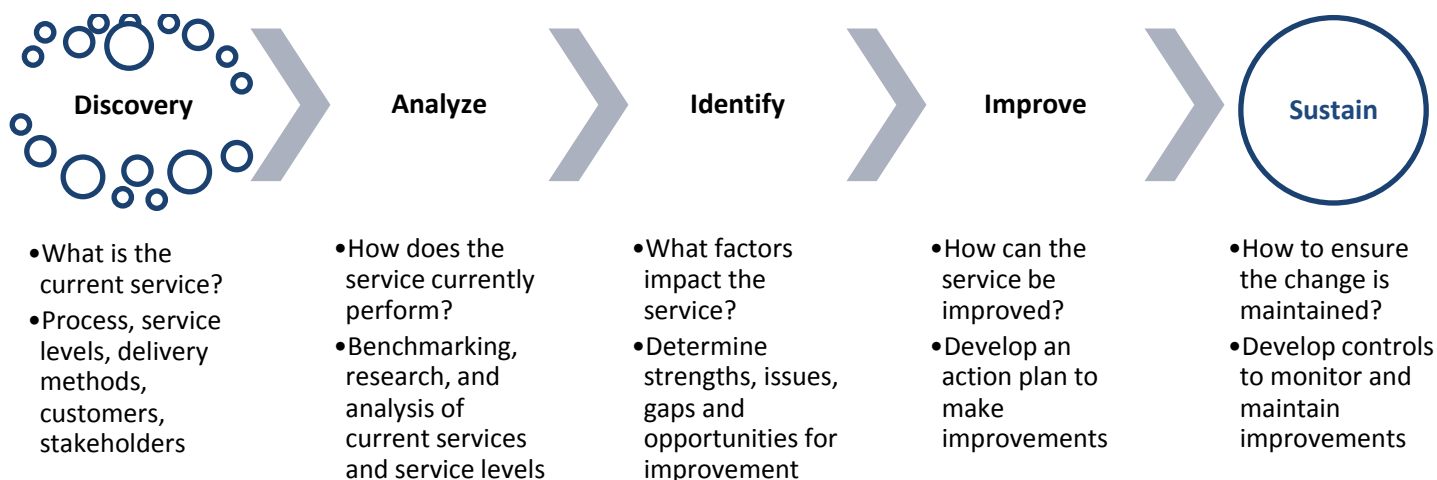


Figure 2: Business Service Review Methodology

The stages to “improve” (i.e. creating an improvement plan) and “sustain” (i.e. developing controls to monitor and support improvement changes) will be determined once the recommendation report has been received and approved by the division’s management team.

### Outcomes of a business service review

During a service review, the project team gathers staff feedback, customer input and research on the City’s current services as well as benchmarking from other municipalities to define the current service, service levels and performance as well as develop recommendations for consideration.

Potential recommendations can include, but are not limited to:

- No change – we are delivering the best service at the right level
- Improve service level – we are delivering the right service but should increase the level of service, which may or may not require additional resources

- Change service delivery – we are delivering the right service but should change the way we offer the service, which may or may not require a change to resources
- Change service type - we are not offering the right service and need to change it, which may or may not require stopping to offer a service that is not meeting the needs of users.

### Communications Plan

A key element of the business service review is communication, to support engagement, alignment, and involvement for everyone involved. Due to the confined scope of the review, a formal communications plan was not developed.

Monthly and quarterly reports were submitted to the Steering Committee and Executive Team respectively. Information was shared with the IT Service Desk team through meetings and the team's Manager.

### Engagement

For the purposes of the business service review framework, engagement is used as a generic, inclusive term to describe the broad range of interactions between all people involved (impacted by or impacting the review) in the review. A customer survey was developed for this review, with the following goals:

- Understand the customer service experience;
- Understand the customer needs and desires; and
- Identify areas of potential improvement and excellence.

This survey was circulated to all City staff from April 25 to May 5, 2017. A total of 172 responses were received. The survey responses showed overall customer satisfaction for the Service Desk was very high.

Ninety-five per cent of respondents rate the service offered between average and excellent. Further data analysis of the responses received is provided in the Data Analysis section of this report.

### Benchmarking

The main aim of the benchmarking is to understand the performance of the service related to other service providers, which will help it indirectly to identify the areas of improvement.

There are many factors that influence performance and comparison data and can create variances in comparison from municipality to municipality. These factors include items such as differing approaches to reporting and accounting, differences in organizational and service structures.

A benchmarking survey was sent out to the City's 30 comparator municipalities; 10 responses were received. Responding municipalities:

- Barrie
- Greater Sudbury
- Halton Region
- London
- Markham
- Oakville
- Ottawa
- Thunder Bay
- Vaughan
- Wellington County.

From the survey data, the project team was able to conduct a comparison of service models, staffing levels and levels of service. However, a comparison of costs to provide services amongst the comparators was not able to be completed. Some respondents were either unable to separate services costs from overall IT costs and/or unable to share financial information.

### Data approach and confidence

Data Source	Confidence Rating	Comments / Next steps
Finance Data	Moderate to High	Credible source through JDE and data verified with Finance staff and IT Service Desk management staff
Process Data	Moderate to High	Credible source of data provided and verified with IT Service Desk staff and job shadowing activity
Benchmark Data	Moderate	Data as provided by municipalities: minimal control of data chosen to be shared and no third party or external data available to validate IT Service desk data.
Customer Data	Moderate	Surveys can provide biased information; survey was sent to all City Staff and was voluntary and random sampling not conducted beyond the survey.

### Current service

#### Staffing structure

The team is composed of:

- Manager of IT Service Desk
- 4 Support Technicians (3 full time permanent and 1 temporary contract staff)
- 1 Senior Support Technician
- 1 IT Asset Control Officer

- 1 IT Mobility Specialist
- 1 Co-op student

The Manager is a direct report to the General Manager, Information Technology.

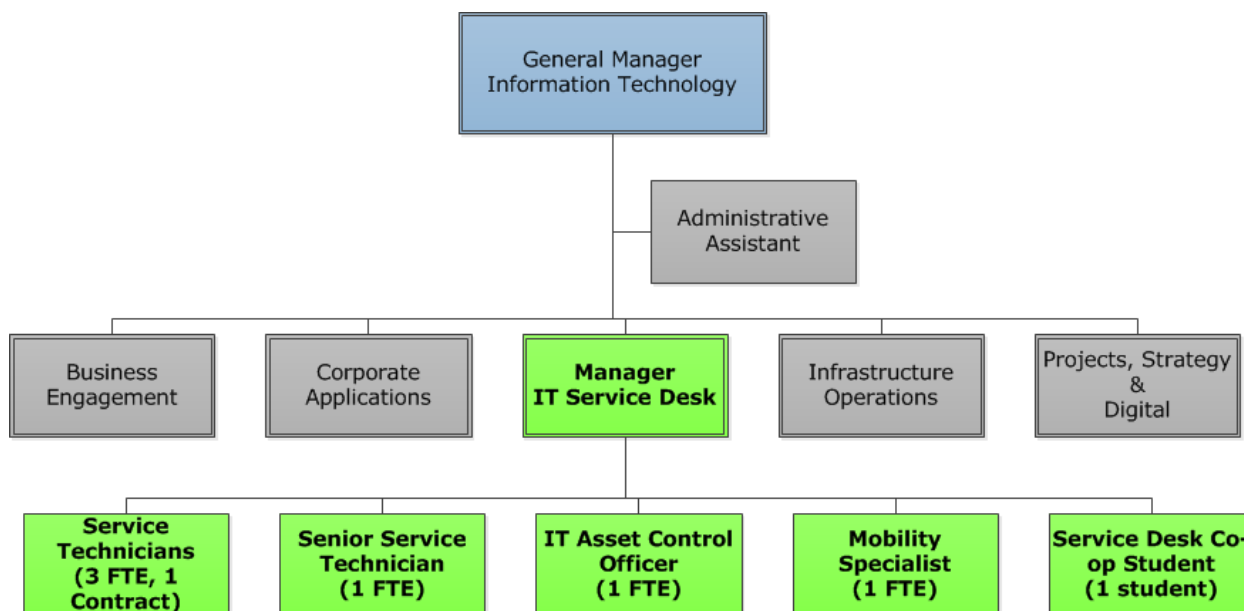


Figure 3: Organizational chart of IT Service Desk division within the IT department

For the Senior Service Technician, IT Asset Control Officer and Mobility Specialist positions, approximately 50 per cent of their work is dedicated to supporting and resolving Service Desk issues. Therefore, 6.5 FTEs<sup>4</sup> are allocated to Service Desk support.

The Service Technician positions are filled by three full time staff and one contract staff, as well as a recurring Co-op student position. The contract is a one year position, put in place as a stop gap to meet the support requirements of the organization. This position provides the needed capacity for the IT Service Desk to meet the five-day resolution service level.

The IT Service Desk is using a Tiered Structure – Generalist Model. In this staffing model, a “generalist” group answers all call types (phone, Web, email and etc.), logs the call, resolves what they can and transfers the balance to the second level. Routing and resolution is assigned a priority, using urgency and impact procedures to ensure the most serious issues or important customers are processed first.

Typically, three support levels are normal but there can be several levels of support in this model. The City model uses three levels. Levels 1 and 2 support is provided by the CIT

<sup>4</sup> Full Time Equivalent (FTE) represents permanent and part time productive hours of work. This is not the same thing as head count or number of positions.

Service Desk team. Level 3 support is provided by specialty teams (e.g. Infrastructure Services, third party vendors, etc.).

### Categorization of issues

All requests to the Service Desk are entered in to a database called HEAT and then categorized based on the Information Technology Infrastructure Library (ITIL) classifications, which is a framework that standardizes the selection, planning, delivery and support of IT services. Tickets (i.e. calls) are categorized as either an incident or change, and then further broken down into subcategories.

- Incident: An Incident is an unplanned interruption or reduction in quality of an IT service (i.e. a service interruption)
  - Broken hardware
  - Software not functioning
  - Network issue
  - Virus detection
- Change: A change is the addition, modification or removal of anything that could have an effect on IT services
  - Standard Change
    - New software installation
    - Employee Event Request form
    - New accounts
    - Request for standard hardware
    - Web content
  - Non-Standard Change
    - Request for new network drop
    - Request for non-standard IT hardware
    - Request for software that is not a corporate application

### Requests for assistance

When a request for assistance (incident or change) is received, the Service Technician gathers details about the issue. If speaking live with the caller and the issue is readily resolved (e.g. within 15 minutes), the Service Technician aims to resolve the issue immediately. The call details are recorded in the HEAT system; the ticket is immediately closed and identified as a first call resolution.

If the issue will take longer to resolve, the ticket is recorded in HEAT and assigned a priority level from 1 to 5. A Service Technician reviews the details and resolves the incident. If the incident requires a significant amount of time, it is re-assigned to the Senior Support Technician. At any point within the process, if the issue falls under the responsibility of one of the specialty teams (e.g. Web Services, Infrastructure Services, third party vendors, etc.) the ticket is immediately escalated to the appropriate team (i.e. level 3 resolution). Figure 4 below shows the ticket resolution process.

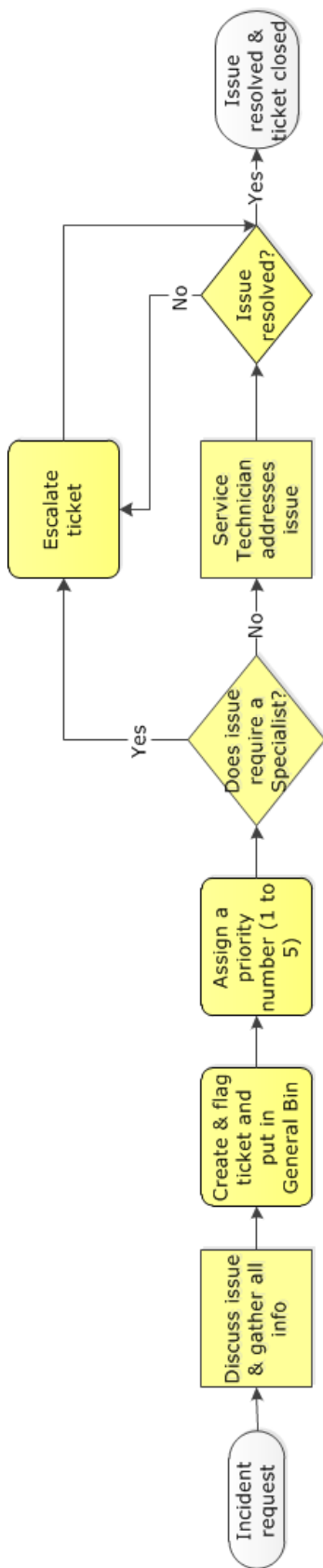


Figure 4: Current State Incident resolution process

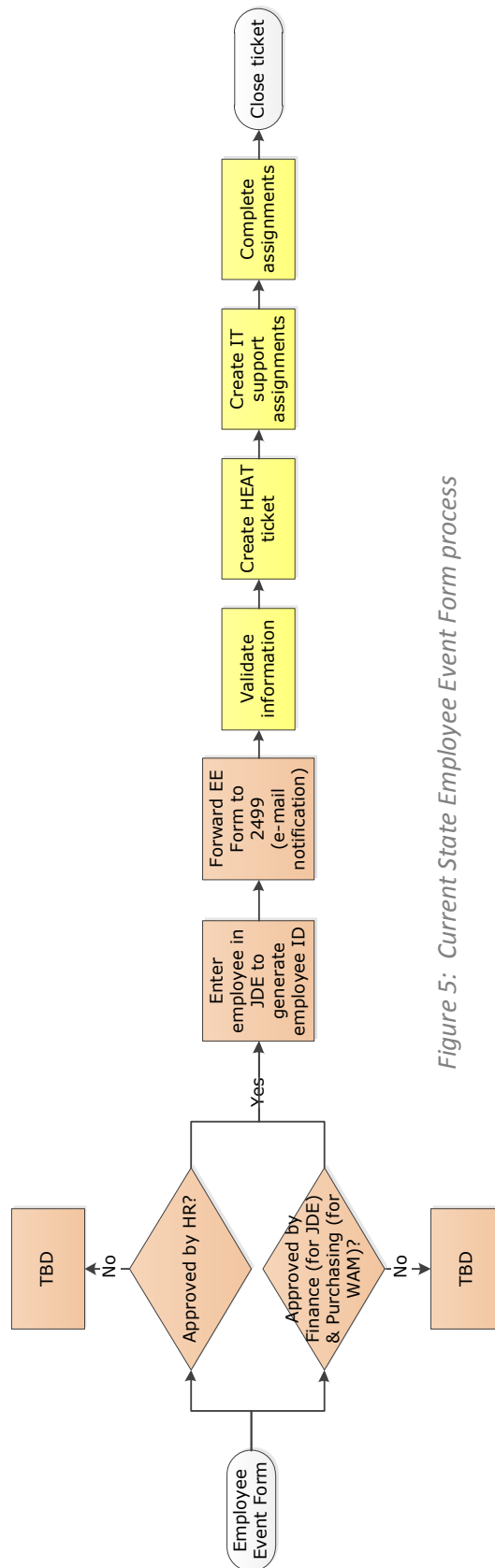


Figure 5: Current State Employee Event Form process

Note: the yellow shaded process steps are within the scope of responsibility for IT Help Desk. The red shaded areas are the responsibility of the requesting area, HR and Finance respectively.

## Employee Event Form

The Employee Event Form is a type of Service Request. The form provides the necessary information and authorization for initiating or changing IT equipment and accounts for an employee. On average, 314 Employee Event forms are processed each year.

The form has several approval levels that need to be completed (i.e. Human Resources, Finance and Purchasing). Once the necessary approvals are in place, a HEAT ticket is created and Service Technicians complete the appropriate ticket assignments.

The current process has a gap in defined procedures in situations when Human Resources, Finance and/or Purchasing approvals are not received. Figure 5, above shows the Employee Event Form process.

## Current service level

In addition to the categorization, requests are also assigned a priority level rating on a scale from 1 to 5. Each priority level has a target timeframe within which the request will be completed (i.e. resolution time).

Priority	Target Resolution Time	Definition
1	8 hours (based on 24 hour clock)	A critical system or component is affected with direct business impact. Impacts corporation or large amount of users and/or halts or severely impacts critical operations. Multiple high profile users are affected
2	24 hours (based on 24 hour clock)	A system or component is affected and damage will increase over time. Impacts moderate number of staff, preventing them from performing their job. A single high profile user is affected
3	5 business days	Non-critical component is down with some business impact
4	10 business days	Non-critical component is down with no direct business impact
5	Based on request	Little or no impact or need for immediate attention, cosmetic issues

*Table 1: Ticket priority levels with target resolution times and definitions*

Tickets may have multiple assignments (i.e. tasks) associated with it. Some assignments may be the responsibility of the IT Service Desk team or other functional areas (e.g. Web Services, Infrastructure Services, etc.).



Data analysis, as detailed in the next section, identified that an average of 96 per cent of the tickets opened are prioritized for a five-day level of service, as depicted in figure 6. This target resolution time is the baseline level of service used to analyze service level options.

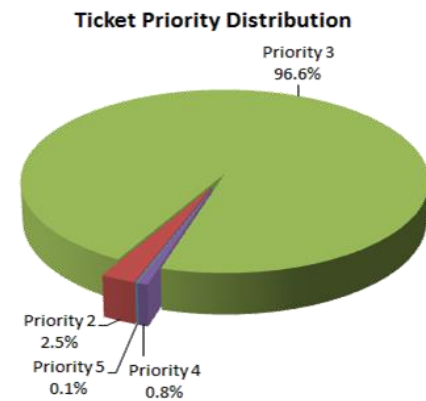


Figure 6: Ticket Priority Distribution  
Source data: Average tickets per year 2014 through 2017 – HEAT Ticket System

### Data analysis

Data from the HEAT system from January 2014 through May 2017 was analyzed. In that period:

- An average of 9,904 tickets per year were received
- 56 per cent of tickets were classified as incidents and 44 per cent were changes
- 97 per cent of the tickets were priority three with a five-day target resolution timeframe

This data was compared to time tracking done by the IT Service Desk team. Time tracking was conducted for a two week period, from April 20 – 28, 2017. The results were consistent with the HEAT data analysis and supported conclusions made from both sources of data. In the time tracking period:

- 526 tickets were recorded;
- Tickets were evenly split between incidents and change requests;
- 94 per cent of the tickets were priority 3; and
- On average, each ticket required 50 minutes of active work.

The chart illustrates the average number of days to close tickets, by type of ticket, over four years. The HEAT data indicates that ticket resolution time was decreasing year over year, but averaged at ten-day resolution per ticket. As identified previously in the report, in 2017 a one year contract position for a Support Technician was created. This additional resourcing was critical to

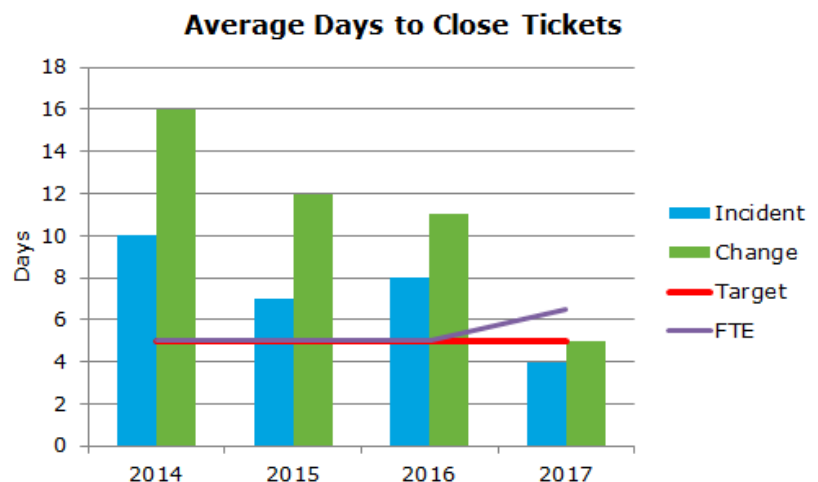


Figure 7: Average number of days to close tickets based on ticket type  
Source data HEAT Ticket System 2014 through May 2017

move the service level from an average of ten days to an average of five days.

Since 97 per cent of tickets fall within the 5-day target resolution time, data analysis shows that the IT Service Desk is meeting its established service level.

This year over year data included exceptional tickets which took longer than fifty days to close, the longest being 709 days. These exceptional tickets accounted for four per cent of the total number of tickets. Based on a random review of these tickets, the long resolution times were primarily driven by the following factors:

- Issue was resolved but the ticket was not closed
- Ticket was re-opened and re-closed, sometimes up to a couple of years later
- Software issue involving the software company

The new ITSM system provides an improvement in ticket tracking, with automated reminders and notifications, this will provide an opportunity to improve the ticket closure tracking rate and impact the percentage of exceptional tickets driven by the factors indicated above. It is recommended that ticket closure rate and reasons for tickets remaining open beyond the service level target, be tracked to identify potential changes in performance.

### Service Level Options

The current service level is five-day resolution<sup>5</sup> and the average number of tickets is 9,904 annually. Using this data as the baseline, the effort required to increase the service level to provide three-day resolution as well as to decrease the service level to seven-to-ten day resolution was analyzed. The chart illustrates the potential impacts of these service level options.

Three-day and seven-day service levels provide approximately a 40 per cent change in the level of service provided to the customer. If it takes an average of 6.6 FTE 50 minutes of effort to meet the five-day resolution rate, it would take 9.3 FTE to increase the service level to a

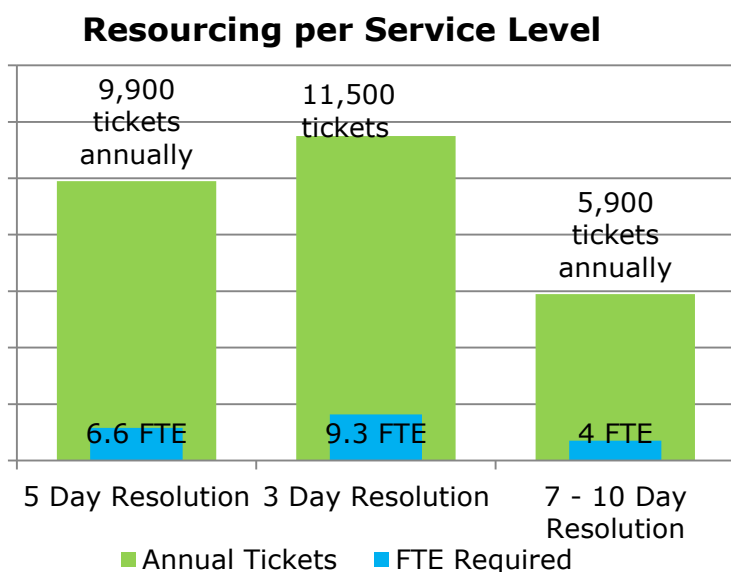


Figure 8: Resourcing requirements per service level option.  
Source data based on HEAT Ticket system data 2014 through May 2017.

<sup>5</sup> Baseline service level is 5-day resolution as data analysis indicates that 96.6 per cent of tickets fall within this category and 2017 average closure rate is 5 days

three-day resolution rate (an addition of almost 3 FTE to the current staffing complement). Based on a static number of tickets annually (9,900), this increase in staffing would allow the number of tickets to increase annually (to a maximum of 11,500). To reduce the current service level to seven-to-ten day resolution rate it could reduce the FTE requirement to four. This reduction in staffing would decrease the number of tickets that could be resolved annually to 5,900.

With the results of the customer satisfaction survey indicating an overall service satisfaction rating of 95 per cent and the benchmarking activity indicating that the current service and staffing levels are in line with our comparators, **a change in service level is not recommended** at this time. Future analysis through ongoing performance measurement in service level attainment and customer satisfaction will identify any required changes over time.

### Service Costing

The IT Help Desk business financial unit was created in 2015. Prior to 2015, the costing data was included in other business units and therefore we were unable to pull data specific to this service for the years prior to 2015. When we look at the financial performance for the last two years, the overall cost performance for the IT Help Desk (business unit 704-0340) has been within one per cent of the budget for the last two years.

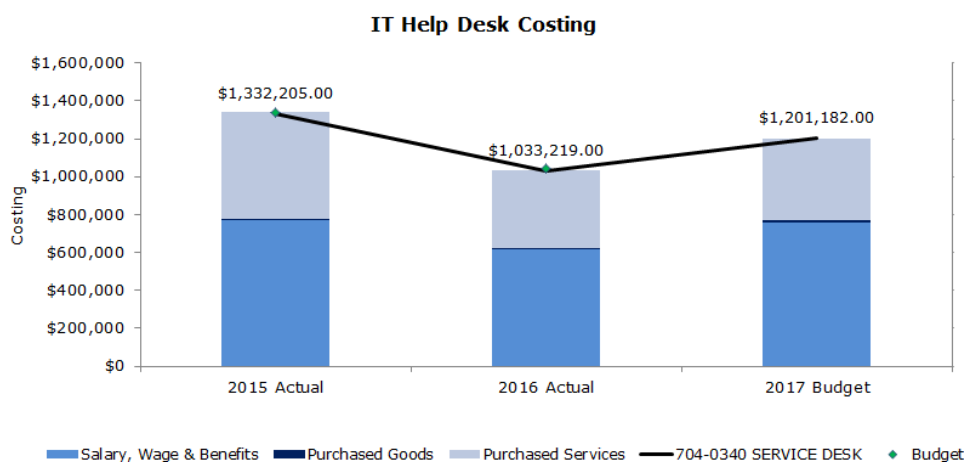


Figure 9: Actual Cost and Budget for IT Help Desk  
Source data from RAC financial software

This data indicates that the current funding model is appropriate to continue to provide the recommended level of service to the organization.

However, it is important to note, that the current funding model includes a recovery from the gapping reserve to fund the one-year contract position. To maintain the current service level, additional base budget funding is required to fully fund the position.

Costing analysis was conducted on operating costs only, as capital costs could not be broken out specifically for the service desk business unit.

Capital costs are attributed to the IT Administration business unit for all assets across the Information Technology department and cannot be broken down further into specific business units, at this time.

When we look at the costing distribution for the Service Desk; salary and benefits equates to 63 per cent of the cost to provide the service. Purchased services are 36 per cent of the cost.

Purchased services include \$150,000 that is funded from the Information Technology License Reserve for yearly Office software subscriptions, plus \$12,000 that covers software usage for AutoCAD, Adobe and Business Continuity SharePoint. When we remove the \$150,000 and \$12,000; that is funded, the software expense is net \$77,000. These software and licensing costs support the daily operation of hardware and software across the corporation, and are not applied to specific ticket resolutions, therefore the total costs associated with these items have been removed from the cost per ticket analysis. The cost per ticket includes staffing and overhead costs related specifically to providing ticket resolution, and is illustrated below.

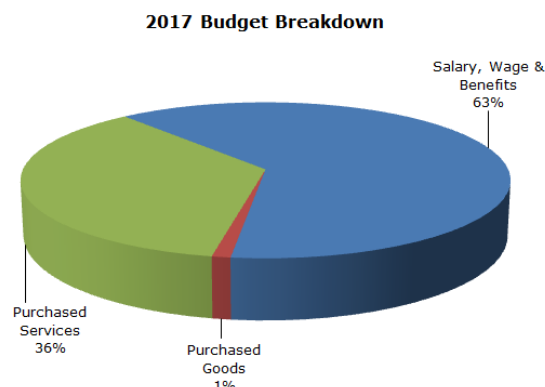


Figure 10: Breakdown of 2017 IT Service Desk Budget  
Source data from RAC financial system

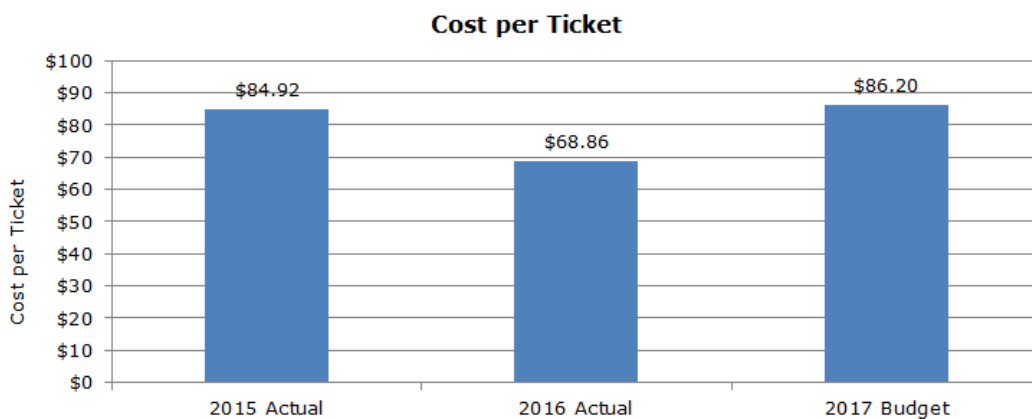


Figure 11: Average cost per ticket.  
Source data from HEAT Ticket system and RAC financial software 2015 and 2016 actual year end costs and 2017 budgeted costing.

The reduction in per ticket cost in 2016 is primarily driven by lower than budgeted salary and benefit costs, due to position reallocations and position vacancies. As a result the ticket closure rate in 2016 was higher, at an average of ten days per ticket versus 2017 which has an average of five-day closure rate.

There is an average of 9,904 tickets opened each year, and the current cost to complete one ticket is \$86. The comparator municipalities did not provide specific costing data for their service help desk operations, as identified in the methodology section of this report. It is recommended that this metric be tracked to identify any trends in costing, and address any increases over time.

### Engagement Results

A survey was circulated to all City staff and 172 responses were received. Findings showed that the survey respondents are regular users of the Service Desk with 26 percent contacting the Service Desk once a week or more, 44 per cent contacting the Service Desk about once a month and 27 per cent of respondents contacting the Service Desk two to six times per year.

As noted in the Data Analysis section, 96 per cent of the tickets are resolved within five days. Customer perception essentially reflects the target achievement with a total of 88 per cent of survey respondents reporting their tickets are resolved within one week.

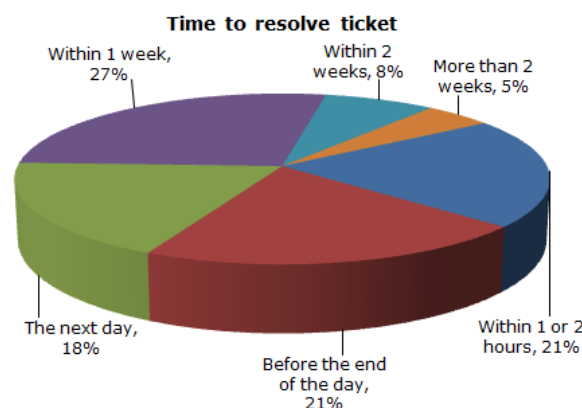


Figure 12: Survey responses related to average time to resolve a ticket/issue. Source data customer survey

When asked if Service Desk support is required outside standard business hours<sup>6</sup>, 55 per cent of respondents (n=92) agreed. The chart below illustrates the respondents' input on recommended extended hours of service.

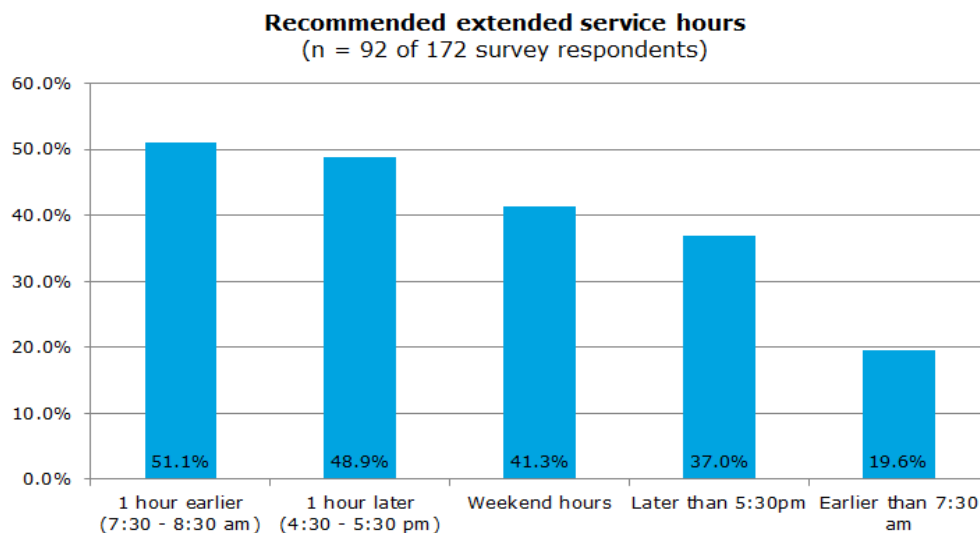


Figure 13: Recommended extended service as identified by the survey respondents  
Source data IT Service Desk customer survey

<sup>6</sup> Standard business hours are 8:30 am to 4:30 pm Monday to Friday

The new ITSM system has the capability to record the date and time of day that any request is made. It is recommended that requests for service received outside of regular hours be tracked to determine need and potential uptake on service, prior to developing additional service provision.

As reported earlier, the most notable finding from the survey was that 95 per cent of respondents rate the service offered as average to excellent.

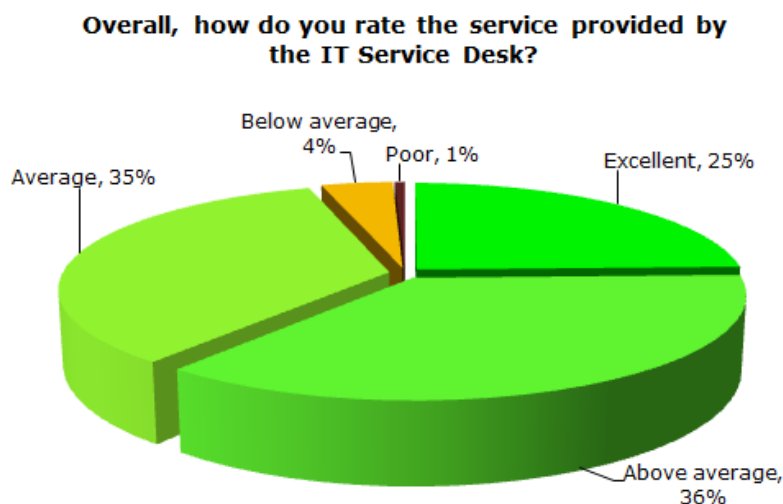


Figure 14: Overall customer satisfaction with IT Service Desk service provision.  
Source data from the customer survey

### Benchmarking Results

All responding municipalities provide IT support services to the corporation through the use of in-house staff, with two municipalities supplementing its services with external IT support. Eight of the responding municipalities have a similar staffing model to Guelph (i.e. the Tiered Structure – Generalist Model).

Of the participating municipalities, 73 per cent provide IT service or help desk services utilizing in-house staff with the remaining 27 per cent (three municipalities) providing the service through a combination of in-house staff and third party. The third party external service provision is primarily for hardware support and after-hours service.

#### Municipal Benchmark Service Provision Method

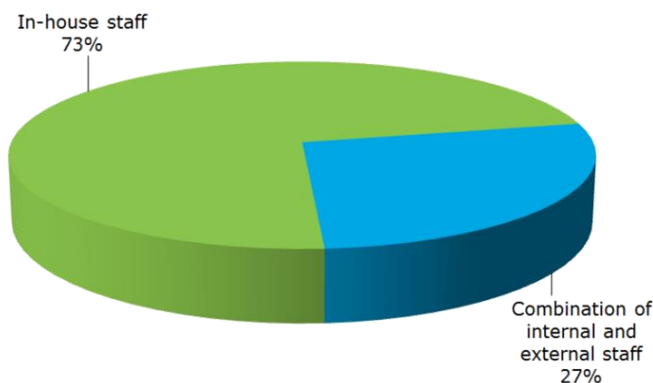


Figure 15: Municipal comparator service provision methods  
Source data from municipal survey responses

When comparing hours of operation, the survey responses showed:

- Four of the municipalities' services were provided only during standard business hours (i.e. Monday to Friday, 8:30am to 4:30 pm)
- The other municipalities provided service beyond an eight hour period, anywhere from an additional 30 minutes to 24/7 service by one municipality

Benchmarking analysis indicates that the service type, level and method provided by the City of Guelph is in-line and comparable to those of the benchmarked municipalities. The benchmarking findings are summarized in Appendix A.

Municipality	Service Hours
Guelph	Monday - Friday 8:30 am to 4:30 pm
Barrie	Monday - Friday 8:30 am to 4:30 pm
Wellington County	Monday - Friday 8:30 am to 4:30 pm
Oakville	Monday - Friday 8:00 am to 6:00 pm
Thunder Bay	Monday - Friday 8:30 am to 4:30 pm
Ottawa	24 hours, 7 days a week
Halton Region	Monday - Friday 7:30 am to 5:00 pm
Greater Sudbury	Monday - Friday 8:00 am to 4:30 pm
London	Monday - Friday 8:30 am - 8:00 pm
Markham	Monday - Friday 8:00am to 5:00pm, Monday - Thursday 6:00pm to 9:15pm Saturday 8:30am to 4:30pm & Sunday 12:00 to 4:30pm
City of Vaughan	Monday - Friday 8:30 am to 4:30 pm

Figure 16: Municipal benchmark hours of operation  
Source data municipal survey

## Service issues and opportunities

Throughout the review process, issues and opportunities were identified with staff. Not all issues were specifically identified in the body of this report; however all were documented and have been classified into three categories, as detailed below, for management to review and action.

1. Standard operating procedures
2. Issue documentation and tracking
3. Employee Event form

## Standard operating procedures

Issue	Details	Recommendation/Suggestions
Outdated software and documentation	<ul style="list-style-type: none"> <li>Outdated software is being maintained in Source folder and documentation is out of date or incomplete</li> <li>Not all Service Technicians have permission to edit the .txt file and save new info</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all staff have access to modify documentation, especially when new staff start</li> <li>Start creating a software inventory as part of the summer roll-out</li> <li>Develop a standard process to decommission software and bring new versions online</li> </ul>
Inconsistent adherence to process for	<ul style="list-style-type: none"> <li>Customers go around established procedures</li> <li>Informal</li> </ul>	<ul style="list-style-type: none"> <li>Establish 2499 as the central point of contact for all technical requests and inquiries</li> </ul>



Issue	Details	Recommendation/Suggestions
requesting assistance	discussions/consultations are not always recorded in HEAT	<ul style="list-style-type: none"> <li>Record all consultations in the ticket software</li> <li>Redirect customers to the established process. It is important to strive for a consistent level of service</li> </ul>
Resolution times greater than target	<ul style="list-style-type: none"> <li>Multiple reasons for missed times, not always documented</li> <li>Repeat issues impacting resolution rates</li> </ul>	<ul style="list-style-type: none"> <li>Conduct root cause analysis when targets are not met               <ul style="list-style-type: none"> <li>Track when these incidents occur</li> <li>Document root cause and corrective actions taken</li> </ul> </li> </ul>
Service provided only during standard business hours	<ul style="list-style-type: none"> <li>Staff working outside standard business hours have to wait for support</li> <li>On-call support available for major IT incidents only</li> </ul>	<ul style="list-style-type: none"> <li>Identify and track available metrics for after-hours requests</li> <li>Add additional criteria for after-hours support (i.e. expand list of eligible issues)</li> <li>Conduct a pilot of providing extended hours of support and evaluate uptake for the extended service</li> </ul>
Departments re-assign equipment	<ul style="list-style-type: none"> <li>IT is not notified when equipment is moved or re-assigned</li> <li>Creates security issues</li> </ul>	<ul style="list-style-type: none"> <li>During the annual equipment audit, retain any discrepant information for follow-up with the department/division</li> <li>Establish procedures for re-assigning equipment</li> <li>Physically or electronically lock down equipment</li> </ul>
Unclear business rules regarding closure rate tracking	<ul style="list-style-type: none"> <li>Assignment target (closure rate) may be met but ticket target missed (or vice versa)</li> </ul>	<ul style="list-style-type: none"> <li>Base performance metrics solely on ticket resolution time</li> </ul>

### Issue documentation and tracking

Issue	Details	Recommendation/Suggestions
Missing information	<ul style="list-style-type: none"> <li>When forms are submitted and/or tickets are recorded, information/details are missing</li> <li>Follow-up for missing details or approvals extends resolution time</li> </ul>	<ul style="list-style-type: none"> <li>Establish team protocols for required information when recording tickets</li> <li>Establish mandatory fields for the online forms in the new ITSM</li> <li>Incorporate "teaching tips" into the online forms to explain what information is required</li> </ul>
Ticket status	<ul style="list-style-type: none"> <li>Customers are unaware of the</li> </ul>	<ul style="list-style-type: none"> <li>In the new ITSM, customers will</li> </ul>



Issue	Details	Recommendation/Suggestions
	status of their ticket	<ul style="list-style-type: none"> <li>be able to track open tickets</li> <li>A notice to be auto-generated to the customer when tickets are closed requesting customer to respond within 2 days.</li> </ul>

## Employee Event form

Issue	Details	Recommendation/Suggestions
Missing information	<ul style="list-style-type: none"> <li>Employee Event forms are being processed without all approvals, missing employee number and/or other information missing</li> <li>Missing employee number causes employee's account to be out of sync</li> </ul>	<ul style="list-style-type: none"> <li>New sections of information have been included in the re-designed Employee Event Form in the new ITSM</li> <li>Incorporate "teaching tips" into the online forms to explain what information is required</li> <li>An auto-generated reminder e-mail to be sent after 5 days to the approving departments in the new ITSM</li> <li>Establish team protocols for processing incomplete EE forms</li> </ul>
Changes to new employee set-up	<ul style="list-style-type: none"> <li>Changes are requested after new employees are added to the network, creating extra work</li> </ul>	<ul style="list-style-type: none"> <li>Create and promote a checklist of the new employee process</li> </ul>
Employee transfers	<ul style="list-style-type: none"> <li>Requests are received via e-mail when employees change positions and/or departments</li> </ul>	<ul style="list-style-type: none"> <li>Employee transfers to be initiated via an online system form in the new ITSM</li> </ul>
Form responsibility	<ul style="list-style-type: none"> <li>There's no defined responsibility to monitor the status of the form</li> </ul>	<ul style="list-style-type: none"> <li>Service Desk will be the form and process owner and will initiate any follow-up if required approvals are not received</li> </ul>

## Future state

A significant influencer in the future state of the IT Service Desk is the implementation of the new ITSM. Although consideration of the new ITSM was generally considered out of scope for the review, the future state was mapped to incorporate the impacts of the new system. In general, the ITSM will support enhanced tracking on the status of tickets and performance management and overall team and management efficiency.

One key change around the Employee Event form is that the Service Desk will become the form and process owner for the new form in the new ITSM. It is expected that with this change, challenges which either increase workload and/or processing time will be improved. The defined ownership for the form and related processes will ensure that

submitted forms are processed within established timeframes, with any required follow-up for anomalies. As a result, customer satisfaction is expected to improve. In addition, use of the Employee Event Form will expand. Portions of the form will also be used to request Web Services and file permission changes.

The future state processes for incident and service requests and the new Employee Event form are depicted below in figures 17, 18 and 19.

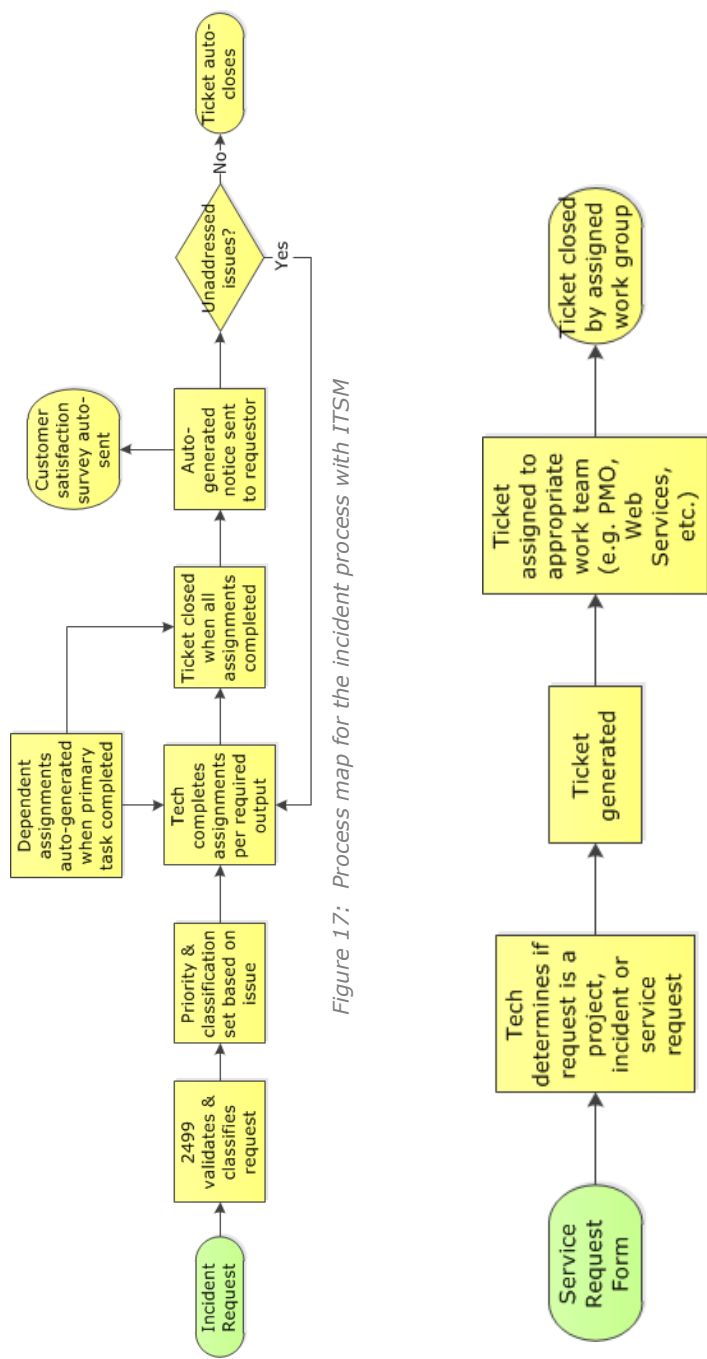


Figure 17: Process map for the incident process with ITSM

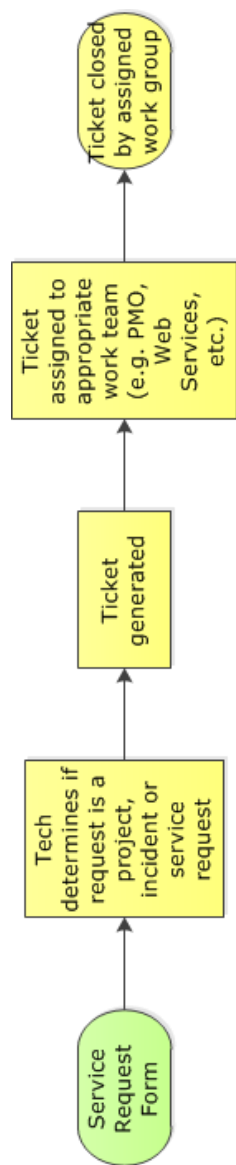


Figure 18: Process map for service requests with ITSM

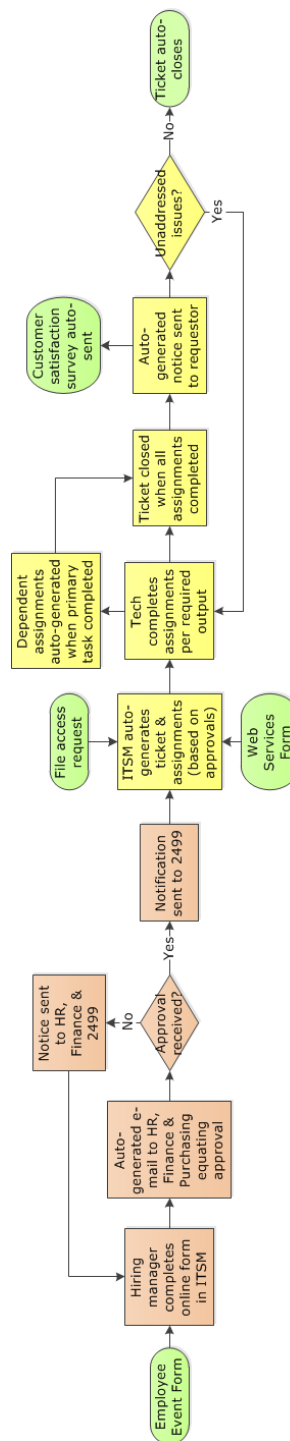


Figure 19: Process map for Employee Event form with ITSM

Note: yellow shaded tasks indicate responsibility of IT Help Desk Staff, other colours indicate the responsibility is outside of IT Help Desk Staff and/or a trigger event to the process.

### Summary and conclusions

The service review found that the IT Service Desk is structured well and meets established service levels. Research indicates the triage call handling process of the Tiered - Generalist Model is the most effective model. It ensures that customers receive service appropriate to their need. It also allows resources to be used in the best manner. Customer satisfaction in this model is often very high when the Service Desk agents “own” the problem even though they may not be the one to resolve it, as can be seen in the survey results. The generalist model is also the most cost effective model<sup>7</sup>.

Since 97 per cent of tickets are classified as Priority 3, the Service Desk essentially has a 5-day service level. Using current workload and effort levels as a baseline for meeting the established service levels, the IT Service Desk requires 6.6 staff. As previously identified, 6.5 FTEs are currently assigned, which means the IT Service Desk is staffed at the proper level. These results are further confirmed by an analysis of ticket resolution times over a four year period meeting a five-day resolution. It must be noted that if the contract position providing this service is removed, resulting in a reduction to 5.5 FTE, this service level will be inadequately staffed to provide five-day resolution service level.

One of the service review deliverables was to identify required staffing levels for alternate service level standards. If service level standards were decreased to a seven-to-ten day resolution target, the staffing requirement would decrease to four FTEs. If service levels were increased to a three-day resolution, 9.3 FTEs would be required. It is important to remember that any changes in service level and staffing would result in corresponding changes to the number of tickets that can be addressed annually.

Updates to the Employee Event form are planned with the introduction of the new ITSM. Sections of the new Employee Event form will also be used for Web Services and file access requests. The form will be more detailed and include “teaching tips” that guide users to ensure accurate completion. As part of the service review, the processes for this new form were mapped (figure 19). One important feature with the new Employee Event form is that the IT Service Desk will be the form and process owner, which means there will be defined responsibility to track that necessary approvals are received within the prescribed timelines. The Service Desk will also be responsible to track and initiate a resolution for any anomalies.

An overall recommendation, which will provide benefits to most of the identified issues, is to develop, with the assistance of Corporate Communications, a comprehensive communications strategy. The strategy should:

- Notify customers that the IT Service Desk will be the central point for all technical requests and inquiries, not just service and incident requests;

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<sup>7</sup> *Help Desk Staffing Models*, Giva Inc. 2014

<https://www.givainc.com/wp/help-desk-staffing-models-simple-analysis-save-money.cfm>

- Create response templates for customer inquiries and reminders of the protocols to request assistance;
- Establish communication protocols with various departments which impact the workload of the IT Service Desk;
- Promote the established service levels (i.e. target resolution timeframes);
- Promote training/teaching opportunities (e.g. teaching tips);
- Promote the features and changes of the forthcoming ITSM system; and
- Provide guidance to managers on the required information and procedures for both new employees and employee transfers.

This strategy will be essential as the Service Desk implements its new ITSM to educate customers about features and capabilities with the new system.

### Next steps

Department management will determine appropriate responses/actions to address the observations and recommendations made in this report. It is recommended that at a minimum, the following activities be undertaken:

- Review and development of an implementation plan;
- Root cause and problem solving training be provided to staff and management of the area;
- Development and implementation of the recommended communications strategy; and
- Development and maintenance of performance measures, including;
  - Service Level Attainment (the percent of tickets resolved within the five-day service level target)
  - Customer Satisfaction Rate (through annual surveys and/or solicited input at the closure of a ticket)
  - Cost per Ticket (the average cost to provide the service, per ticket)

### Appendices

Appendix A: Municipal Benchmark Summary Table

## Appendix A: Municipal Comparator Summary Table

Municipality	In-house vs. external IT support	# of staff supported	# of locations supported	Average # of help requests per week	# of Service Desk staff <sup>8</sup>	Hours of Service	Target resolution times
<b>Guelph</b>	In-house	1,500+	35	190	9	M – F 8:30 to 4: 30	Priority 1: 8 hrs Priority 2: 24 hrs Priority 3: 5 business days Priority 4: 10 business days Priority 5: based on request
Barrie	Combination	1,100	20	250	7	M – F 8:30 to 4: 30	4 days
Wellington	In-house	800	30	200	5	M – F 8:30 to 4: 30	unavailable
Oakville	In-house	1,200	42	300	6	M – F 8:00 to 6:00	1 hour
Thunder Bay	In-house	2,034	67	200	8	M – F 8:30 to 4: 30	HD <sup>9</sup> Service Impact: 1 hr HD High: 2 -6 hrs HD Medium: 6 hrs – 2 days HD Low: 1.5 days – 4 days SR <sup>10</sup> High: 3 days – 5 days SR Medium: 10 – 15 days SR Low: 44 to 66 days
Ottawa	Combination	18,000	400	1,150	14	24 / 7	48 hours

<sup>8</sup> Count of staff, including Managers and/or Supervisors (i.e. not the FTE count of staff dedicated to Help Desk duties)

<sup>9</sup> HD = Help Desk

<sup>10</sup> SR = Service Request

Municipality	In-house vs. external IT support	# of staff supported	# of locations supported	Average # of help requests per week	# of Service Desk staff <sup>8</sup>	Hours of Service	Target resolution times
Halton Region	In-house	2,800	70	615	8	M – F 7:30 to 5:00	Priority 1: 1 – 2 hrs MTTR <sup>11</sup> Priority 2: 4 – 8 hrs MTTR Priority 3: 1 – 3 days MTTR Priority 4: 1 – 5 days MTTR Priority 5: 1 – 20 days MTTR
Greater Sudbury	In-house	3,500	160	200	15	M – F 8:00 to 4:30	ASAP : within 4 days Emergency now: ASAP High: within 24 hrs Medium: within 3 days Low: within 5 days
London	In-house	2,500	80	450	9	M – F 8:30 to 8:00	unavailable
Markham	In-house	2,500	40	300	9	M – F 8:30 to 4:30	Severity 1: ASAP Severity 2: 8 hrs to 1 day Severity 3: 16 hrs to 2 days Severity 4: 40 hrs to 1 week
Vaughn	In-house	1,600	50	250	7	M – F 8:00 to 5:00 M – Th 6pm – 9:15pm Saturday 8:30 to 4:30 Sunday 12:00 to 4:30	Critical: 4 hrs High: 4 hrs Medium: 2 business days Low: 6 business days

<sup>11</sup> MTTR = Mean time to repair

# Information Report

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Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, December 15, 2017
Subject	<b>Stormwater Service - Rebate and Credit Program</b>
Report Number	IDE-2017-142

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## Executive Summary

### Purpose of Report

This report provides implementation plans and details regarding the previously approved financial incentive program related to the Stormwater Service Fee.

### Key Findings

The purpose of the stormwater financial incentive program is to encourage residents who pay stormwater service fees to make changes to their property to help reduce the impacts of stormwater runoff. This is a hybrid program that includes rebates for residential properties and credits for non-residential properties and some multi-residential properties.

Starting in 2018, the City will offer an enhanced Seasonal Rainwater Harvesting Rebate Program. This program, currently administered by Water Services, offers a one-time rebate to residential property owners who are willing to capture and manage their runoff. The City currently offers residents \$0.10 per litre of stormwater capture (based on the system's tank size) up to maximum rebate amount of \$400. Under the enhanced program, residents can claim \$0.50 per litre of storage capture up to a maximum of \$1,000, and up to \$100 towards system delivery costs. The enhanced rebate program provides an integrated approach to achieving both water conservation and stormwater management objectives.

Also starting in 2018, non-residential and some multi-residential property owners will have the opportunity to apply for ongoing credits as part of their stormwater service fee through the implementation of stormwater and/or pollution prevention best management practices (BMPs) and Low Impact Development (LID) measures. The practices or measures for which a credit would apply would be expected to reduce impacts to the City's stormwater infrastructure by controlling runoff quantity and quality discharged from private property.

### Financial Implications

Funding for the stormwater rebate and credit program was approved as part of the 2018 Non-tax Operating Budget.

The budgeted funds cover program development and education as well as the rebates and credits.

Program costs are allocated as follows:

Rebate Program: \$80,000

Credit Program: \$250,000

On-going monitoring of financial incentive program costs for rebates and credits is critical to ensure the sustainable funding strategy for stormwater management is achieved. Staff will monitor key performance indicators such as total uptake of rebates and credits, administration costs, and impact on the stormwater system to assess effectiveness of the program. This information will be shared with Council and considered for future program adjustments as part of the 2019 budget process.

## **Report**

On July 24, 2017, Council approved a framework and implementation for a financial incentive program to encourage residents who pay stormwater service fees to make changes to their property and help reduce the impacts of stormwater runoff. This report provides details regarding the program, which includes rebates for residential properties and credits for non-residential properties.

### **Rebate program for residential properties**

Various water conservation rebates are currently available to City of Guelph residents ([www.guelph.ca/rebates](http://www.guelph.ca/rebates)). Starting in 2018 the City will be offering a one-time rebate to residential property owners through the new Enhanced Seasonal Rainwater Harvesting Rebate Program.

Staff reviewed existing City rebate programs to find opportunities for enhancing those programs, and also considered standalone stormwater rebate options. It was determined that improving existing programs would be more cost effective than creating new programs.

An enhancement to the existing Seasonal Rainwater Harvesting Rebate Program is recommended by increasing the one-time rebate amount currently available with funding available from the stormwater service fee. The recommended change provides an integrated approach to achieving both water conservation and stormwater management goals while reducing administrative costs. This enhancement is also expected to increase uptake of this rebate program.

The City currently offers residents \$0.10 per litre of rainwater capture (based on the system's tank size) up to a maximum rebate amount of \$400. Under the recommended program enhancements, residents can claim \$0.50 per litre of storage capture up to a maximum of \$1,000, and the costs of system delivery to the residence where applicable, up to \$100.



The existing rainwater harvesting rebate program focusses on the benefits of water conservation. These systems reduce the demand for tap water by capturing and storing run off from rain and snow for later indoor and outdoor use (e.g. plant, garden and lawn watering). This saves residents money by lowering utility bills, and lowers the demand on water resources and infrastructure, especially during peak-use periods. Capturing rainwater and storing it onsite provides stormwater management benefits by reducing the amount of runoff sent through the City's stormwater management system and helps reduce stormwater impacts like flooding and environmental and water quality issues.

The enhanced Seasonal Rainwater Harvesting Rebate Program will encourage greater uptake of the existing program while also promoting the importance of both stormwater management and water conservation.

In addition to the rebate program enhancement, staff will evaluate and revise stormwater management information already included in messaging and information about the successful Outside Water Use and Healthy Landscapes programs throughout Q1 2018, and will look for more opportunities to integrate stormwater management messaging in water conservation outreach and education programs. Other programs, such as the long-standing annual rain barrel sale event and the All-season Rainwater Harvesting System Rebate, remain unchanged at this time.

The City is also reviewing opportunities with local non-profit groups to provide installation services and education regarding the operation and maintenance of rainwater harvesting systems

The process for applying for the enhanced Seasonal Rainwater Harvesting Rebate will not change (see [www.quelph.ca/rebates](http://www.quelph.ca/rebates)); however, the terms and conditions have been updated and will be available online by January 1, 2018, along with an updated application form.

### **Other residential stormwater rebate options**

As noted above, staff considered standalone stormwater rebate options in addition to, or in place of, enhancing existing programs. Before a more robust stormwater residential rebate program is implemented (e.g. rain gardens, green roofs, etc.) staff will measure uptake of the enhanced Seasonal Rainwater Harvesting Rebate Program and gauge community interest in additional programs. Monitoring the enhanced Seasonal Rainwater Harvesting Rebate Program throughout 2018 will allow staff to determine potential financial impacts associated with expanding or updating stormwater rebate program options.

Additional rebate options could be developed for future years pending interest and uptake by residents in 2018. For example, as part of the Council-approved 2016 Water Efficiency Strategy, Water Services staff plans to develop a water efficient landscape incentive program, including the creation of sustainable landscapes, using proper garden techniques, passive rainwater harvesting and rain gardens.

Staff recognizes that the enhanced Seasonal Rainwater Harvesting Rebate Program may not be relevant for residents who have already installed a rainwater harvesting system or made other related changes to their property. Staff is also considering

the development of a program to recognize those who make changes to help manage stormwater on their property to encourage continued beneficial behaviour, and to encourage more adoption of beneficial behaviours.

### **Credit program for non-residential/multi-residential properties**

The key objective of the Stormwater Credit Program is to recognize and reward property owners who have implemented stormwater and/or pollution prevention BMPs and LID measures to reduce impacts to the City's stormwater infrastructure by controlling runoff quantity and quality discharged from their property. Those who successfully implement stormwater management BMPs or LID measures on their properties may be eligible for a credit against their current stormwater service fee charges. Changes must be implemented as per the Stormwater Fees or Charges Credit Application Guidance Manual.

The Stormwater Credit Program follows these guiding principles:

- The program is available to every non-residential and some multi-residential properties (including those considered "mixed-use") in Guelph, unless otherwise exempt from the stormwater charge, see [Stormwater Fees or Charges Bylaw](#).
- Property owners have the flexibility to install facilities and implement practices that suit the needs of, and opportunities available on, their property.
- The program is directed to encourage measures that are proven to control runoff quantity and quality at the source and provide environmental benefits.

Stormwater credits will be effective for a maximum term of four (4) years from the date of approval, subject to compliance with the terms and conditions, and may be renewed for subsequent four-year (4) terms.

While the initial credit application will be focused on demonstrating the design and performance of BMP/LID facilities, the renewal application is focused on demonstrating that these facilities are properly maintained and in a state of good repair.

If credit-approved facilities are added, expanded, reduced, deleted or in any way modified such that their level of performance relative to their approved credit amount has changed, credit holders must notify the City and update their credit application accordingly.

Stormwater credits are available in four categories, which align with the overarching objectives of the City's stormwater management program (see Table 1).

**Table 1. Non-residential stormwater credit categories**

<b>Credit category</b>	<b>Description/Basis for charge reduction</b>	<b>Maximum credit</b>
Peak flow reduction	Facilities that control the peak flow of stormwater discharged from the property, based on the outlet rate in comparison to natural hydrologic conditions.	15%

Runoff volume reduction	Facilities that control the amount of stormwater retained on the property, based on retention volume resulting from increased infiltration, evapotranspiration, or reuse.	40%
Water quality treatment	Facilities that control the quality of stormwater discharged from the property, based on treatment type, pollutant load reduction, or MOECC level of protection.	15%
Operations and activities	Non-structural measures including education programs and pollution prevention / risk management practices.	15%
<b>Maximum credit available (capped)</b>		<b>50%</b>

Property owners can apply for up to a maximum 50 percent credit to their stormwater service fee account. This maximum credit amount is an industry best practice and is comparable to credit policies in neighbouring municipalities such as Kitchener and Mississauga. This maximum credit amount allows the City to maintain sustainable service fee funding for the general repair and replacement of existing City stormwater infrastructure regardless of any improvements implemented on private or public property.

The Stormwater Fees or Charges Credit Application Guidance Manual will be available online:  
<https://quelfh.ca/living/environment/water/stormwater/stormwater-service-fee-credit-program/> This manual provides information about and assistance with the credit application process. The Guidance Manual includes an overview of the Stormwater Credit Program, the program framework - which speaks to property eligibility and eligible stormwater measures, the application process, the terms and conditions of the program, site inspection requirements and penalties for any violation of the terms and conditions.

## Financial Implications

The rebate and credit program financial incentives will be distributed as per the approved 2018 Non-tax Operating Budget. The budgeted funds cover program development and education as well as the rebates and credits.

Program costs are allocated as follows:

Rebate Program: \$80,000  
Credit Program: \$250,000

On-going monitoring of financial incentive program costs for rebates and credits is critical to ensure the sustainable funding strategy for stormwater management is achieved. Staff will monitor key performance indicators such as total uptake of rebates and credits, administration costs, and impact on the stormwater system to assess effectiveness of the program. This information will be shared with Council and considered for future program adjustments as part of the 2019 budget process.

## Consultations

The City consulted various stakeholders and the public throughout the credit program feasibility study.

Community engagement opportunities included:

Stakeholder meeting #1	Provided summary of funding feasibility study and introduction to incentives	November 10, 2016
Public open house	Provided summary of funding feasibility study and introduction to incentives	November 17, 2016
Stakeholder meeting #2	Presented incentive program framework and preliminary staff recommendations	March 21, 2017
Water Conservation and Efficiency Public Advisory Committee	Provided summary of funding feasibility study and overview of options being considered	May 16, 2017
Stakeholder meeting #3	Presented stakeholders with final recommendations	May 17, 2017

Key themes that arose during consultation, and which helped support the development of the stormwater rebate and credit programs included:

- The need for programs/opportunities for all property owners from big business and multi-residential property owners down to single-family homeowners
- The need to keep administrative costs to a minimum (and the observation that administrative costs for a residential credit program would be very high)
- The recognition that the development industry is moving toward decreased impacts on stormwater, some of which is required for new development and some of which is voluntary
- That the application and renewal process has to be simple and easy to follow for both residential and non-residential property owners
- That an inspection program for non-residential participants should be based on a multi-year renewal procedure, with certification by professional experts

## **Communication and education**

Information for the enhanced Seasonal Rainwater Harvesting Rebate Program is currently being updated. Revised rebate amounts, terms and conditions, and a new application form will be posted to the website by January 1, 2018. The residential rebate program will be promoted through an updated brochure, print advertising in City News and other suitable publications, and on social media including paid Facebook posts. Additional promotional support will be provided through events that Water Services staff are already attending or supporting, and through the City's partnership with eMerge Guelph.

The non-residential credit program and application will also be made available through the stormwater service fee web pages by January 1, 2018. This program will be promoted to businesses via channels including the Guelph Chamber of

Commerce, the Guelph Business Directory, social media, and through events, communications and meetings led by staff.

## **Corporate Administrative Plan**

### **Overarching Goals**

Innovation  
Financial Stability  
Service Excellence

### **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**

None

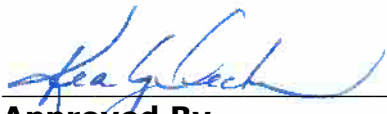
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# Information Report



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Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, December 15, 2017
Subject	<b>200 Beverley Street – IMICO Memorandum of Understanding Update</b>
Report Number	IDE-2017-143

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## Executive Summary

### Purpose of Report

To provide Council with an update on the status of Memorandum of Understanding (MOU) activities conducted for the period of January 2017 to December 2017 regarding the redevelopment of 200 Beverley Street (the former IMICO property), and to introduce planned community consultation activities.

### Key Findings

The following MOU activities were achieved throughout 2017.

#### Q1 – 2017

- The Council approved MOU was signed by the City of Guelph, ARQi R&D Inc., and Habitat for Humanity – Wellington, Dufferin, Guelph.
- An interdepartmental technical advisory committee, led by Business Development and Enterprise Services (BDE) was established to provide input into planning and development matters.

#### Q2 – 2017

- Staff from BDE and Intergovernmental Affairs (IG) commenced advocacy efforts with federal government officials regarding IMICO's affordable housing objectives, future potential program funding opportunities and policy development recommendations.
- ARQi, with input provided by BDE, retains the consulting firm Urban Strategies Inc. to prepare an Urban Design Master Plan (UDMP) for the property.

### Q3 – 17

- City of Guelph retains CH2M Hill Canada Limited (CH2M) to conduct updated environmental assessments and due diligence required to file a Record of Site Condition (RSC) for the property with the Ministry of Environment and Climate Change (MOECC).
- ARQi and BDE initiate community outreach with the assistance of current ward Councillors (Bob Bell and Dan Gibson) and former ward Councillor (Jim Furfaro). In consultation with a recently formed neighbourhood advisory committee initial scoping of future community outreach activities commenced.
- City and County representatives meet with the Provincial Ministry of Housing and representatives of the Canadian Mortgage and Housing Corporation during the annual 2017 Association of Municipalities Conference. At this meeting the affordable housing objectives as stated in the MOU were presented and recommendations were made citing the need to incorporate brownfield remediation as an eligible expense.

### Q4 – 17

- CH2M commences updated Phase 1 and 2 Environmental Assessments of the property.
- Urban Strategies commences background planning work which will influence the UDMP.
- ARQi, staff and consulting teams, with input from the neighbourhood advisory committee commence planning for first community engagement event, currently planned for January 23<sup>rd</sup>, 2018.

## **Financial Implications**

A contract in the amount of \$425,217.00 has been entered into between the City of Guelph and CH2M to complete necessary environmental works to file a RSC with the Ministry of Environment and Climate Change (MOECC). Funding of this contract is provided through Project PN0020, which was approved by Council in the 2017 budget process.

ARQi has contracted Urban Strategies Inc. to prepare the UDMP for the property. Through the 2017 budget process, Guelph City Council approved funds in the amount of \$100,000 for the purpose of cost sharing the conceptual planning of the property.

As provided in the key findings section of this information report, four key MOU activities have been achieved during the period January 1<sup>st</sup>, 2017 to December 31st, 2017. In summary they are:

1. The execution of the Memorandum of Understanding between the City of Guelph, ARQI R&D Inc., and Habitat for Humanity – Wellington, Dufferin, Guelph;

2. The contracting and commencement of environmental assessment/due diligence services between the City of Guelph and CH2M;
3. The contracting and commencement of Urban Design Master Planning services between ARQi R&D Inc. and Urban Strategies Inc., with cost sharing provided by the City; and
4. The planning of community engagement activities that will help influence the planning of the property.

### **Memorandum of Understanding (MOU)**

As previously reference, the City of Guelph, ARQi R&D Inc., and Habitat for Humanity – Wellington, Dufferin, Guelph have executed the MOU, as presented to Council in January 2017. For reference the fully executed MOU can be viewed at: [http://guelph.ca/wp-content/uploads/200\\_Beverley\\_Street\\_MOU\\_Signed.pdf](http://guelph.ca/wp-content/uploads/200_Beverley_Street_MOU_Signed.pdf)

### **Environmental Assessment/Due Diligence**

The City is conducting environmental due diligence of the property with the intent of filing a RSC with the MOECC. An RSC is required for the Site to be redeveloped from its past industrial use to a more sensitive land use such as residential. An RSC is a document that provides a summary of the environmental condition of a property, and a filed RSC provides limited protection from environmental clean-up/remediation Orders from the MOECC.

The environmental due diligence work consists of Phase One and Two Environmental Site Assessments (ESA), surveys, data gap assessments, and preparing and executing a remedial action plan/strategy, including environmental risk assessment. The outcome of the work will inform the development plan/strategy for the property. To date, CH2M has prepared a draft Phase One ESA and has recently completed the Phase Two ESA site work. The draft findings of the Phase Two ESA are expected in early Q1 2018.

### **Urban Design Master Planning**

In coordination with the environmental work, ARQi (in partnership with BDE) will prepare the UDMP for the property. The intent of this document will be to frame future land use planning and development applications for the property. The process to develop the document will follow a similar process to that was used by the developer for 5 Arthur Street, which in summary includes:

#### **Phase 1: Exploring Issues and Opportunities**

This initial phase involved meetings with City staff to discuss and confirm the planning approach and the engagement strategy. The consultant has conducted a thorough background review of the historical and policy context of the property for the purpose of proposing preliminary re-development opportunities for the site. This work will inform draft planning and design principles, to be summarized in an “opportunities presentation” intended for review with the City and the Neighbourhood Advisory Committee. The feedback received will serve to frame community engagement meetings and open houses that will commence in January 2018. Planned consultant tasks included:



- Kick-off meetings with City Staff and Councillors
- Site and neighbourhood tour
- Background and policy review
- Precedent research
- Analysis of physical challenges and opportunities
- Prepare open house materials

## **Phase 2: Visioning**

In Phase 2, the research and analysis completed in Phase 1 and the input received from City staff and residents will inform a review of the current concept for the 200 Beverley property. In addition, the preliminary concept development work will be co-ordinated with the City's environmental work to optimize both the development and Risk Assessment Plan.

The consultant, ARQi and BDE will explore potential revisions and refinements to the concept. A draft concept, illustrated with rendered model views and precedent photographs is to be presented to the City and the Community Advisory Committee for feedback. Comments received will inform further refinements in advance of a second public open house for broader feedback. At this stage the targeted tasks include:

- Prepare and refine concept presentation material
- Finalize concept presentation (for public open house)
- Prepare physical model of concept (optional)
- Prepare open house materials (information panels, questionnaire)

## **Phase 3: Preparing the Master Plan**

In Phase 3, the concept for the site will be further refined based on public feedback. Information at this stage will become the basis for the master plan document. At a minimum the master plan will include:

- A summary of the planning process
- A summary of existing conditions on the site and in the surroundings
- A detailed description and illustrations of the proposed redevelopment
- A planning rationale for the development based on Provincial and City policies
- A draft Official Plan Amendment, Plan of Subdivision and Zoning Amendment
- Design guidelines for buildings and elements of the public realm

The final development concept and the recommended policies, zoning and guidelines to implement it will be shared with City staff and the community for comments before the master plan is finalized and becomes the basis for planning applications. Major tasks and deliverables at this phase are:

- Develop policy, zoning and guideline directions for the master plan
- Prepare master plan directions to be reviewed for comments by the technical advisory committee and the neighbourhood advisory committee.
- Refine master plan directions presentation (for open house)
- Prepare open house materials (information panels, questionnaire)

- Prepare draft master plan (text and layout)
- Finalize master plan (text and layout)

As mentioned previously, the City of Guelph, in partnership with the County of Wellington, has conducted a number of outreach sessions with representatives of the federal and provincial government requesting support for a collaborative approach to developing program eligibility criteria, specifically that funding be made available to remediate lands designated for affordable housing. An announcement for Federal funding for affordable housing programs was announced in Q4 2017; timelines for applications to be determined.

## **Financial Implications**

All activities that are noted in this report have Council budget approval. No further financial implications have been identified at this time.

## **Consultations**

This Information Report will be posted on the City of Guelph's web page which provides the public information about the status of 200 Beverley Street matters. This web page can be viewed at: <http://guelph.ca/city-hall/planning-and-development/community-plans-studies/environment-planning/brownfield-redevelopment/whats-store-200-beverley-street/>.

## **Corporate Administrative Plan**

### **Overarching Goals**

Innovation

Financial Stability

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

Our People- Building a great community together

Our Resources - A solid foundation for a growing city

Our Services - Municipal services that make lives better.

## **Attachments**

N/A

## Departmental Approval

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# Information Report



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Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, December 15, 2017
Subject	<b>Proposed Amended Blue Box Program Plan</b>
Report Number	IDE-2017-144

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## Executive Summary

### Purpose of Report

To share information learned to date and staff's response to Stewardship Ontario's consultation on the proposed amendments to the Blue Box Program Plan.

### Key Findings

Legislative changes are coming as a result of the new Waste Free Ontario Act and the Province's Strategy for a Waste Free Ontario. Under the Act there is a fundamental shift to Producers being fully responsible for managing designated materials instead of municipalities.

The Plan is anticipated to change how Guelph's waste recycling programs operate. Municipalities will have a new role. Municipal options are:

- to act as service providers to Producers who are required to pay for and manage these programs;
- to work with private companies that may use existing municipal assets; or,
- to opt out from providing the service municipally and allow Producers to provide the service.

The one stipulation that the Province has put in place is that the service communities are currently getting should continue seamlessly.

### Financial Implications

The full implications of the Plan are still unknown based on the information released to date. Preliminary estimates based on financial data provided as part of the 2016 Municipal Data call suggest that annual costs associated with managing recycling in the range of \$1M–2M would be shifted away from Guelph taxpayers to Producers. This range is an estimate and could be further impacted by potential collection terms and conditions, post-collection service standards, and procurement processes.

# **Report**

## **Background:**

Currently, municipalities are regulated to establish, operate and maintain a blue box waste management system for the public and provide a municipal waste recycling site or service under the Environmental Protection Act, regulation 101/94. Producers and municipalities have shared funding responsibility (50/50) for managing designated paper products and packaging, what is otherwise known as the Blue Box Recycling Program, under the Waste Diversion Act, 2002. The new legislation will transfer full responsibility, both operational and financial, for these programs to Producers.

As a first step in transitioning paper products and packaging to full producer responsibility under the Waste Free Ontario Act, the Municipal Resource Recovery and Research Collaborative (which consists of the Association of Municipalities of Ontario, the Municipal Waste Association, the Regional Public Works Commissioners of Ontario, and the City of Toronto) has been working closely with Stewardship Ontario, who represent producers, and the Ministry of the Environment and Climate Change, in a process to revise the current Blue Box Program Plan.

On July 7, 2017, the Municipal Resource Recovery and Research Collaborative, along with Stewardship Ontario, sent a joint letter to the Ministry, asking that the Minister request the Resource Productivity and Recovery Authority, to initiate an amendment to the Plan. On August 14, 2017, the Minister signed a letter, instructing the Authority and Stewardship Ontario to draft and submit an amended Blue Box Program Plan for approval by February 15, 2018.

Throughout the summer and fall, City staff have been participating in consultations and providing feedback to Stewardship Ontario to ensure that the Plan addresses and protects the City of Guelph's interests and that the City is well-positioned to benefit from the new Extended Producer Responsibility legislation.

## **New Municipal Role for Recycling Programs:**

### **Public drop-off**

For municipalities that deliver a public drop-off service, such as Guelph, Stewardship Ontario is proposing that depot costs to collect paper products and packaging (blue cart recycling stream material) be paid on a per tonne basis using historic costs. Based on historical datacalls, this would represent additional gross funding of approximately \$25,000 to \$50,000, net revenue from the sale of commodities. This Plan only addresses the designated materials related to the recycling stream and not to materials covered under other stewardship programs such as electronics and tires, or other curbside programs such as organics and garbage.

### **Materials Recovery Facility**

Stewardship Ontario is proposing that municipalities with material recovery facilities, such as Guelph, would need to bid on material to receive and process in

their facility. This proposal includes a requirement that the municipality be able to competitively bid and win the processing contract to process its own depot and curbside material. The amount and type of material for tender would be based on the tonnage generated within a predefined geographical area that may not be based on municipal boundaries. A proposed sample provided by Stewardship Ontario included Simcoe County, Dufferin County and the Region of York as one catchment area.

### **Collections**

Stewardship Ontario is proposing that municipalities have first right of refusal to continue to provide recycling collection services and may choose from the following three options:

1. Continue to deliver its own collection using municipal capital and labour and be reimbursed by Stewardship Ontario based on a benchmark cost;
2. Act as an agent to tender collection and manage contracts on behalf of Stewardship Ontario; or
3. Hand over collection tendering and contract management to Stewardship Ontario to deliver the service.

These scenarios only relate to the collection of the recycling stream and not to the collection of organics or garbage. However the Minister's letter noted that the proposal should be consistent with a seamless transition of the Blue Box Program.

### **Proposed Plan Transition Requirements**

In order for a municipality to transition to full producer responsibility, a municipality must deliver the service only for the municipality itself (i.e. municipality does not have external collection or processing contracts), or all contracts for collection and processing must have expired or have been terminated early (e.g. in Guelph, the Simcoe contract would need to be terminated).

### **Earliest Proposed Transition**

Depending on the option a municipality chooses, Stewardship Ontario has proposed the following notification requirements:

- One-year notification if you want to act as a contract manager for Stewardship Ontario, or
- Two-year notification if you want to exit the business and have Stewardship Ontario provide services

The earliest proposed date for transition would be the spring of 2019, assuming a municipality delivers service only for itself, or that all external contracts have expired or terminated. Right now this date is a moving target since it is dependent on when the Ministry posts the plan on the Environmental Bill of Rights (assumed mid- to late-March 2018 with a 60-day response period). It's unknown how long it will take the Ministry to consider the responses, potentially modify the Plan, and move ahead with implementation.

There may also be further delays based on how Stewardship Ontario plans to roll out implementation. Stewardship Ontario is proposing to phase the transition geographically which may further delay a transition for up to six or seven years.

## Advocacy

Stewardship Ontario has shared the proposed amendments with municipalities for comment. City Staff have provided a written response identifying eight key issues with the proposed amendments. Staff's full response is included in the attachments to this report, and summarized in the table below. Staff's responses are aligned with the Municipal Resource Recovery and Research Collaborative.

	Principle	Guelph's position
1	<b>Seamless transition:</b> Producers to ensure the transition of the blue box program and the revised role of municipalities will not negatively impact recycling services to the community	<ul style="list-style-type: none"> <li>• Ensure service levels (i.e. frequency, regular collection day, customer service) and acceptable list of items (i.e. no removal of existing materials) reflects idea of seamless transition (Stewardship Ontario still to provide list of targeted materials for collection)</li> <li>• More detail required on expansion of services (i.e. on-boarding properties currently not serviced)</li> </ul>
2	<b>Sources:</b> Designated materials should be recovered regardless of where they are generated (all designated materials managed as municipal waste should be part of the program)	<ul style="list-style-type: none"> <li>• Eligible sources are same as today under Data call rules—need Stewardship Ontario to allow mechanism for material collected from multi-residential sector, senior and long-term care facilities, public spaces, special events, arenas, libraries, churches, business improvement areas and mixed use developments (planning encourages new building developments to have commercial on the lower floor with residential above, e.g. the River Mill condos)</li> </ul>
3	<b>Organics stream funding:</b> Additional opportunity to advocate for new eligible sources and compensation for recovery in organics stream	<ul style="list-style-type: none"> <li>• More details are required on the definition being proposed by Stewardship Ontario to ensure that the terms of the Minister's letter are met, and that there is a defensible connection between the obligated stewards and programs provided through the amended Blue Box Program Plan. At a minimum, the definition must include stewards of paper products and packaging managed through organic recycling systems so that appropriate fees can be set for this service</li> </ul>

4	<p><b>Targets/additional materials:</b> Where producers do not meet their commitments, municipalities should be fully compensated for any financial impacts incurred</p>	<ul style="list-style-type: none"> <li>• Details needed on additional designated materials to be added, and the timelines for adding them</li> <li>• Need specific dates for meeting the 75 per cent basket of goods diversion target</li> <li>• Need a transparent basis for calculating how progress towards meeting these targets will be monitored, calculated and reported, and develop established consequences for Stewardship Ontario if targets are not met (i.e. Guelph will continue to incur all costs for collection and disposal of recyclables in garbage stream)</li> </ul>
5	<p><b>Full compensation and penalties:</b> Municipalities that provide services must be fully compensated by Producers for the net, actual costs incurred, including clear responsibility for achieving properly sorted waste and waste diversion targets</p>	<ul style="list-style-type: none"> <li>• Clarity required on commercial terms between Stewardship Ontario and the municipality, including development and incorporation of a dispute resolution process into the Plan</li> <li>• Stewardship Ontario has proposed a benchmarking mechanism to evaluate and pay municipalities for service but needs to develop a process and methodology for benchmarking service costs in the Plan</li> <li>• Mechanism for improperly sorted waste has been proposed but more details needed on penalties (i.e. Stewardship Ontario is proposing 10 per cent limit and three per cent target)</li> <li>• In order for Guelph to determine its recommended options, Stewardship Ontario need to clearly define roles and responsibilities, provide details on the benchmark funding model, and define costs of penalties for improperly sorted waste</li> </ul>
6	<p><b>Stranded assets:</b> Where municipalities no longer provide services on behalf of Producers, a mechanism needs to be agreed to and implemented to compensate for assets that are no longer performing</p>	<ul style="list-style-type: none"> <li>• Minimizing stranded assets should be a criteria in Stewardship Ontario post-collection procurement</li> <li>• Preference should be given to bids that result in the avoidance of stranded assets (i.e. bins, trucks, depots and facilities including related property costs for assets that cannot be severed from a municipal site)</li> <li>• Mechanisms are needed to value and fund disposal of stranded assets fairly</li> </ul>
7	<p><b>Increased funding level:</b> The Producer's financial obligation for operating the existing Blue Box Program should be increased incrementally during the transition period</p>	<ul style="list-style-type: none"> <li>• Producer payments to non-transitioned municipalities should be based on requisite percentage of municipality's verified net costs and fair definition of eligible costs—it is unreasonable that municipalities would continue to receive only 50 per cent funding</li> </ul>



8	<b>Transition timeline:</b> Mutually agreed transition mechanisms for collection and management services	<ul style="list-style-type: none"> <li>• Need principles and rules on how catchment (geographical) model would work (i.e. would Guelph's transition be delayed to meet catchment model approach)</li> <li>• 6.5–7 year time frame to complete transition is too long to reach 100 per cent funding; this comes across as a penalty when the amended Plan is not fully developed yet</li> </ul>
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## Summary and Next Steps

Key details of this proposal remain undefined at this stage of the Plan development. In order for Guelph to be able to make evidence based decisions, the Plan needs to include provisions that commit to, and outline in detail, a meaningful collaborative process inclusive of the major program delivery partners (service providers, municipalities, the Authority and Stewardship Ontario) within which the development of critical aspects of the Plan, such as catchment (geographical) areas, collection terms and conditions, post-collection service standards, and procurement processes would occur.

Staff will continue to participate in consultations and advocate for the need to ensure that the Plan addresses and protects the City of Guelph's interests. There are two anticipated opportunities to provide feedback on the Plan: once the draft Plan has been released from Stewardship Ontario on December 22, 2017 (prior to submission to the Authority), and after the Ministry releases the Plan on the Environmental Bill of Rights. Staff will continue to keep Council informed during this process. Management staff will also provide updates to staff and relevant union groups through meetings and emails, and will develop a full communications plan including a variety of tactics (web content, ads, social media, news releases, etc.) for keeping the community informed once we know what any changes will look like for Guelph, and when changes might be implemented.

## Financial Implications

Currently, producers and municipalities have shared responsibility (50/50) for managing designated paper products and packaging under what is otherwise known as the Blue Box Recycling Program. The new legislation will transfer full responsibility, both operational and financial, for these programs to Producers. This provides an opportunity for municipalities to either be fully compensated for the program or allow Stewardship Ontario to manage and fund the Blue Box Program locally.

At this time it is unclear what the detailed financial implication would be as a result of the Plan. Preliminary estimates based on financial data provided as part of the 2016 Municipal Data call suggest that annual costs associated with managing paper products and packaging in the range of \$1M–2M would be shifted away from Guelph taxpayers to Producers. This range is an estimate and could be further impacted by potential collection terms and conditions (e.g. frequency or method of collection, acceptable contamination rates), post-collection service standards (e.g. eligible materials and equipment needed to sort, size and tonnage within catchment area),

and procurement processes (fair, open competition for collection and post collection services).

## Consultations

Staff have attended four (4) Stewardship Ontario module consultations, three (3) Association of Municipalities of Ontario webinars on this topic and submitted comments on Stewardship Ontario's Module 1 & 2 consultations (attached).

## Corporate Administrative Plan

### Overarching Goals

Service Excellence  
Financial Stability

### Service Area Operational Work Plans

Our Services - Municipal services that make lives better

## Attachments

ATT-1	Waste Resource Innovation Centre (WRIC)
ATT-2	Waste Diversion Infographic
ATT-3	The Future of the Blue Box Infographic
ATT-4	Stakeholder Consultations and Approvals Process Infographic
ATT-5	Timeline Stewardship Ontario Infographic
ATT-6	Stewardship Ontario – Consultation Workbook Module 1
ATT-7	Response to Stewardship Ontario's Consultation Workbook Module 1
ATT-8	Stewardship Ontario – Consultation Workbook Module 2
ATT-9	Response to Stewardship Ontario's Consultation Workbook Module 2

## Departmental Approval

Cameron Walsh, CFM, C.E.T.  
Division Manager  
Solid Waste Resources

## Report Author

Vivian De Giovanni  
Supervisor of Program Development

Heather Connell  
Manager, Integrated Services



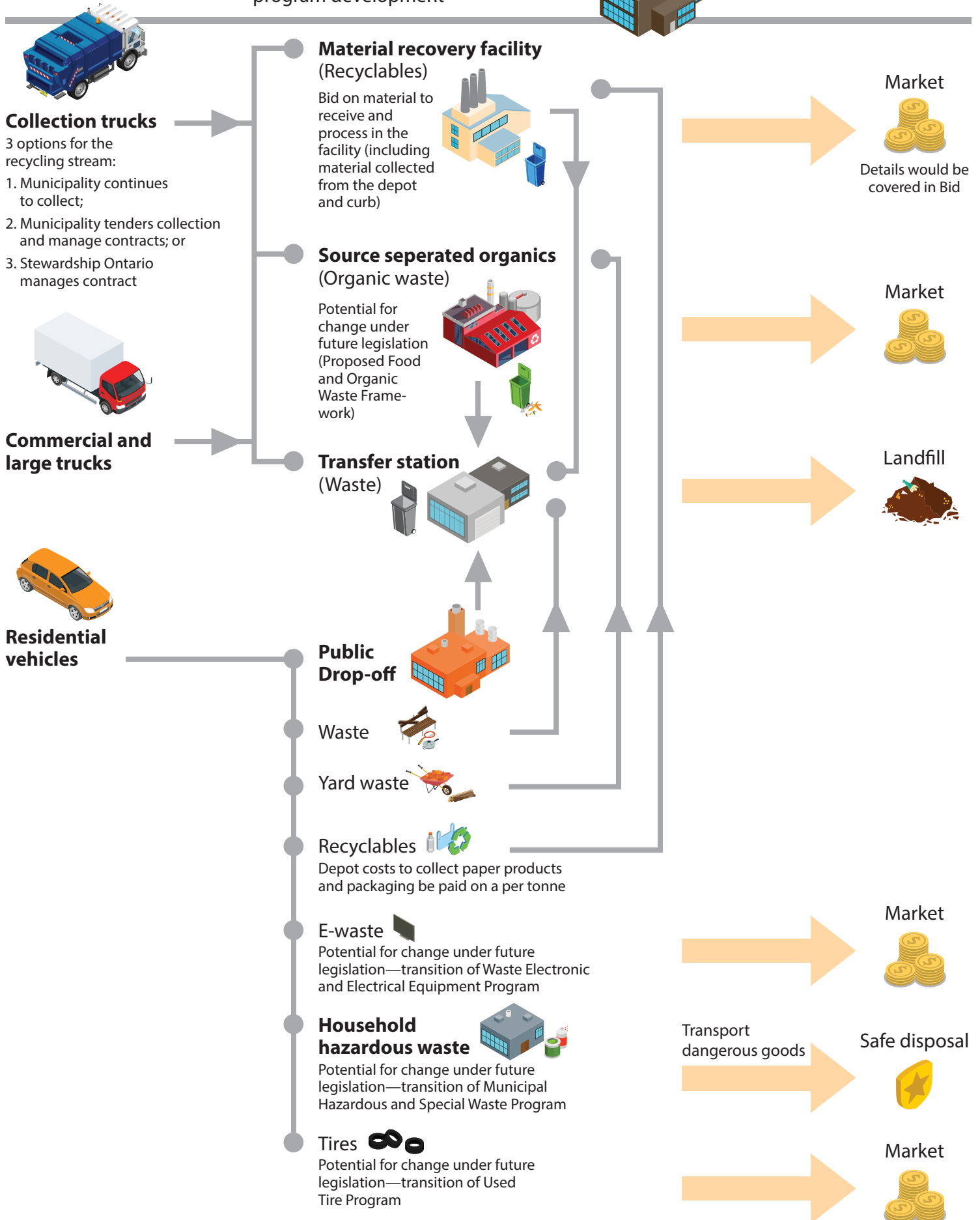
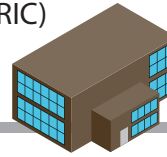
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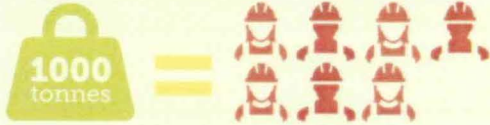
### Recommended By

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**Waste Resource Innovation Centre (WRIC)**Administration, public outreach and  
program development

## AMO Waste Diversion Infographic:

Every **1,000 tonnes** of waste diverted, on average, creates **7 jobs** in the recycling industry.



Recycling can create **10X** more jobs than disposal.

By reusing **Blue Box** recyclables the annual reduction in Greenhouse Gas emissions is equal to removing **330,000 vehicles off the road**



Moving to a more circular economy would support **13,000 new jobs** in Ontario and provide a **\$1.5 billion** boost to the province's gross domestic product

The economic benefit is

over **4X** greater



than the net costs of recycling



Municipalities collect, process, market and dispose of nearly **4.4 million tonnes of material** each year, at an annual cost of **\$1 billion** to taxpayers.

### In Ontario,

four waste diversion programs are delivered jointly by municipalities and producers.



Blue Box



Hazardous Waste



Electronics



Tires



### Since 2003,

municipal taxpayers have paid **more than 50%** of the Blue Box program at a cost of **\$242 million**.

The current proposal to transition the Blue Box is expected to take at least another six years and will cost municipalities an estimated **\$780 million**.



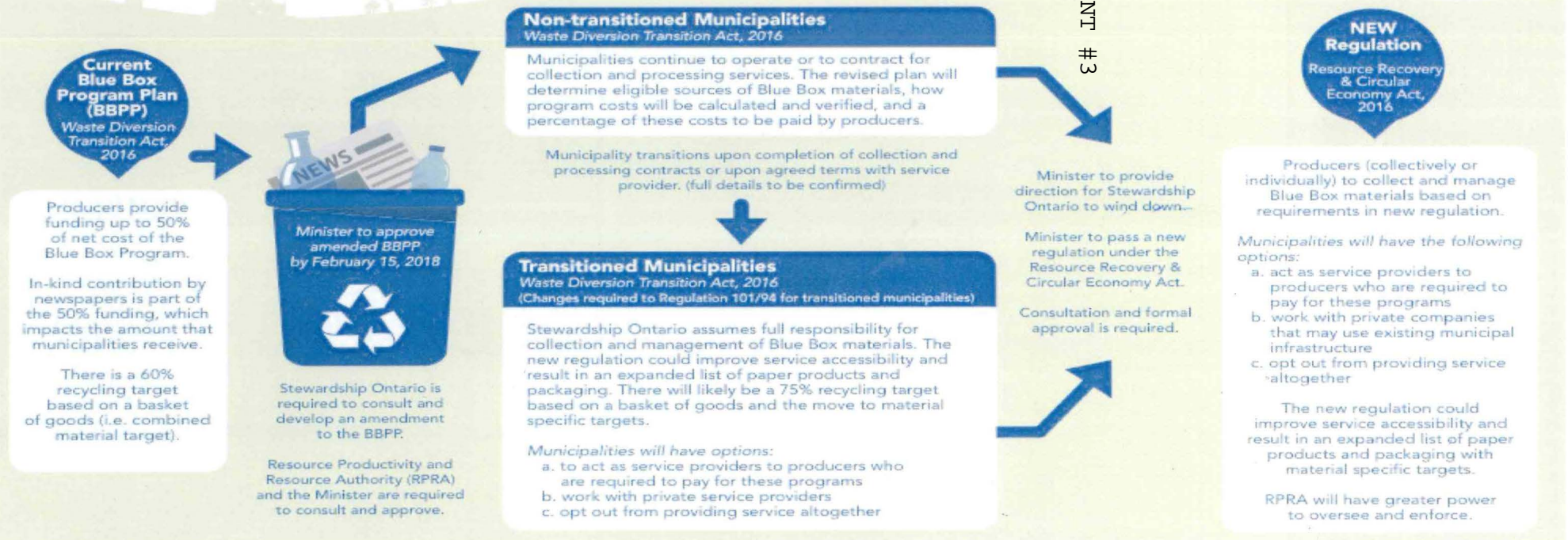
Municipalities can save **\$130 million** per year by accelerating this transition.





# THE FUTURE OF THE BLUE BOX

ATTACHMENT #3





## Phase 1 - Stakeholder Consultations:

Combination of webinar and in-person meetings between October to November 2017

*M3RC hosts teleconference on October 11, 2017*

### Module 1 Consultation

*In-person / webinar October 12, 2017*

Focus on: Consultation process, eligible costs for non-transitioned municipalities, transition criteria, procurement approach and expansion of services

*M3RC hosts teleconference on October 26, 2017*

### Module 2 Consultation

*In-person / webinar October 27, 2017*

Focus on: Definitions of PPP for transitioned municipalities, standardized list of targeted materials for collection with proposed targets and proposed collection and post-collection management standards

### Regional Sessions

Planned for Southwestern Ontario, Greater Hamilton Area, Eastern Ontario, Central Ontario, Northwestern Ontario, Northeastern Ontario in November. Details posted shortly. Focus on draft amended BBPP

Details will be posted shortly by SO

*M3RC members in attendance at all sessions.*

*Late November/December 2017 municipal staff consider/bring forward updates to Municipal Councils*

### Amended BBPP Development

Based on feedback from stakeholders & Indigenous peoples, SO develops and submits an A-BBPP to the Boards of SO and RPRA at their respective December 2017 meetings for approval

This is required to initiate Phase 2

### Draft of A-BBPP Posted

RPRA & SO will release the full draft proposal to all stakeholders and Indigenous peoples by Dec. 22, 2017 for comments to be received by January 15, 2018

## Phase 2 - Process for RPRA and MOECC Approvals

January to March 2018

### Finalize A-BBPP Proposal:

SO to finalize the proposal & accompany consultation report for approval by the SO Board in mid-Jan 2018

*Three webinars to be held on Jan. 8, 2018. Written comments invited until Jan. 15, 2018*

### Submission to RPRA by SO:

SO submits the A-BBPP to RPRA for approval in late Jan. 2018

Final amended BBPP is due to MOECC by Feb. 15, 2018

### Submission to the Minister of Environment & Climate Change by RPRA:

Required submission by RPRA Board by February 15, 2017

Potential for RPRA to approve with changes or recommendations to the Minister

MOECC will need approvals to post on the EBR

### Posting on the EBR for public comment likely for 30-45 day posting

### Decision by Minister

Potential for the Minister to approve, approve with changes, not approve or make no decision

Any decision will likely be needed by mid to end of March due to impending provincial election



**A-BBPP:** Amended Blue Box Program Plan

**AMO:** Association of Municipalities of Ontario

**EBR:** Environmental Bill of Rights

**M3RC:** Municipal Resource Recovery and Research Collaborative

**MOECC:** Ministry of Environment and Climate Change

**PPP:** Paper products & packaging

**RPRA:** Resource Productivity and Recovery Authority

**SO:** Stewardship Ontario



# TIMELINE

ATTACHMENT #5



## **a-BBPP Consultation Workbook: Municipalities & First Nations Communities, Module 1**

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**Stewardship Ontario**

### **Welcome to the Module 1 Consultation Workbook for Municipalities and First Nations Communities on the Proposal to Amend the Blue Box Program Plan**

This workbook is designed to facilitate feedback on the topics covered during the Module 1 meeting on October 12 with municipalities and First Nations communities.

This workbook is organized by subject area. On each page of the workbook you will find the relevant slide(s) that were presented at the October 12 meeting, followed by, if applicable, supplementary information and then a question and answer box. This format will ensure you have all the information needed when providing your feedback to specific questions. You can also provide feedback at any time by using the [feedback button](#) on the Stewardship Ontario website.

All feedback received will be carefully considered as the proposal for an amended Blue Box Program Plan is developed.

Following the Module 2 meeting on October 27, 2017, you will receive a link to a similar workbook to solicit your feedback on the subjects that will be covered in Module 2.

**Please complete and submit the consultation workbook by Friday, November 17, 2017.**

If you have any questions regarding the workbook, please email Jennifer James at [jjames@stewardshipontario.ca](mailto:jjames@stewardshipontario.ca).



**1. Your information: \***

First Name

Last Name

Title

Organization

Email Address

**Proposed Payment Approach for Non-Transitioned Communities**

## Minister's request



- Define the eligible costs to be included in calculating the net cost for the purpose of making payments to non-transitioned communities in accordance with section 11 of the Waste Diversion Transition Act (WDTA)
  - “results in the total amount paid to all municipalities under the program being equal to the applicable percentage [50%] of the total net costs incurred by those municipalities as a result of the program”

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## Current eligible costs prevail



- The verified net cost incurred by non-transitioned municipalities and First Nations Communities will be used to calculate payments by Stewardship Ontario
- Existing eligible material sources and cost categories, as set out in the Datacall User Guide, will continue; but
- Excepting as noted on the following slides



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## Outcome of proposed payment approach



- Moves from complicated cost containment formula and the municipal funding allocation model (MFAM) to straight 50% on verified eligible costs
- Conventions for reporting remain largely the same (i.e. through the RPRA Datacall)
- 90% of communities in Datacall will be receiving more money that they were under previous method

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**Do you agree with the outcomes of the proposed approach for non-transitioned communities? Are there other outcomes you would like to see added?**

**Do you support the proposed method of calculating payments to non-transitioned communities? If not, what approach would you prefer we consider?**

**Do you support the proposed set of eligible costs? If not, what approach would you prefer we consider?**

**Proposed Ineligible Costs for Non-Transitioned Communities**

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## Three new types of ineligible costs



1. Costs related to transition
2. Costs related to service level changes approved after August 14, 2017 (the release date of Minister's requirement letter)
3. Costs related to contract operations and management deficiencies
  - i.e. Penalties or fees incurred as result of service level failure credits, default or similar actions levied by contractor on community

30

## Ineligible transition costs



Examples of ineligible transition costs include:

- Activities undertaken in anticipation or preparation for transition
- Penalties or fees incurred to terminate contracts to facilitate transition
- Decommissioning, transferring, selling or otherwise disposing of assets associated with transition
- Amortized capital costs that extend beyond transition date
- Severance or other employee termination-related costs related to transition

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## Ineligible service level change costs



Examples of ineligible post-August 14, 2017 service level changes include increased costs resulting from:

- Changes in the frequency of service
- Shift from multi-stream to single stream and vice versa
- Shift from depot to curbside collection
- New collection containers or carts (excluding replacements)

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**Do you support the proposed set of ineligible costs? If not, what approach would you prefer we consider?**

## Transition Mechanism

□

### Minister's request



- Identify when and how the responsibility for the collection and management of PPP will be transferred smoothly from communities to Stewardship Ontario.
- “Providing choices for municipalities where Stewardship Ontario is to provide blue box services (i.e. transitioned communities):
  - These municipalities will decide whether they wish to act on behalf of Stewardship Ontario for the procurement and contract oversight of PPP collection services, and
  - These municipalities should also have an opportunity to participate in the post-collection management of PPP collected”

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### Objectives of proposed approach



- Provide communities with a right of first refusal to act as collection contract managers or deliver collection themselves where they do so today
- Provide communities the opportunity to participate in the post-collection competitive procurement process
- Sufficient notice to service providers to make necessary financial and operational preparations
- Avoid stranded assets to the extent possible

- Ensure a seamless and orderly transition of the Blue Box Program to full producer responsibility

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## Three Transition Criteria



Communities may transition by satisfying one of the following criteria:

1. All contracts for collection and/or management of PPP have expired such that the community is unencumbered by agreements;
2. All contracts for collection and/or management of PPP have been terminated early such that the community is unencumbered by agreements; or
3. A community self-delivers service (i.e. does not have contracts for collection and/or management of PPP)

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## Pacing the transition to ensure operational stability



<b>Criteria One:</b> All contracts for collection and/or management of PPP have expired such that the community is unencumbered by agreements	Upon satisfying Criteria One communities may transition with no upper limit to number of transitioning communities.
<b>Criteria Two:</b> Contracts for collection and/or management of PPP have been terminated early such that the community is unencumbered by agreements	Communities wishing to transition under Criteria Two (early termination) will be selected by random lottery and capped once the total cost of transitioned communities has reached 20% of the 2016 annual net costs or an absolute number of communities transitioning is met.
<b>Criteria Three:</b> A community self-delivers service (i.e. does not have contracts for collection and/or management of PPP)	Communities that satisfy Criteria Three may transition with no upper limit to number of transitioning communities.

44

## 4<sup>th</sup> transition mechanism proposed by some communities and service providers



Scenario: A collection contract expires sometime after its processing contract has expired:

- Stewardship Ontario enters into agreement with a community for the community to act as collection contract manager and meet prescribed performance standards;
- Community amends existing agreement with collection service provider to embed new performance standards
- Stewardship Ontario pays the community a price established through benchmarking of services (price offer established early to aid community decision-making)
- Once the term of original contract expires the collection service is retendered

40

**Supplementary Information**

In cases where a community's collection and processing contract expirations do not expire at the same time ( i.e. a-synchronous contract expiration), we propose that the municipal or First Nations communities implement yearly rolling collection contracts until the processing contract expires. As part of this consultation we welcome suggestions from communities that may be in this position.

**Do you agree with the objectives of the proposed approach for transition criteria? Are there other objectives you would like to see added?**



**Do you support the proposed three transition criteria? If not, what approach would you prefer we consider?**

**Do you support the fourth transition mechanism proposed by some communities and private sector companies? If not, what approach would you prefer we consider?**

**What kind of contract expiry scenarios do you anticipate? Would you support implementing yearly rolling collection contracts where there is asynchronous contract expiry? If not, what approach would you prefer we consider?**

**Would you support the proposed methods for pacing transition to ensure operational stability and to ensure no service disruption as communities transition. This may include:**

- **lottery for communities wishing early termination,**
- **yearly cap on transitions once costs have reached 20% of the 2016 net cost,**
- **an absolute number of transitioning communities is met.**

**If not, what approach would you prefer we consider?**



**Proposed Transition Notice Periods**

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□

## Transition notice periods to support orderly transition



Communities must provide notice, as follows:

1. One year where a community exercises right of first refusal (RoFR) to be a collector under contract to Stewardship Ontario; or
2. Two years where a community declines RoFR to act as a collector to Stewardship Ontario and intends to have Stewardship Ontario deliver collection services directly to residents.

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### Supplementary Information

The notice periods are designed to ensure an orderly transition that will enable Stewardship Ontario to plan both financially and operationally. The two-year notification period will provide Stewardship Ontario with the lead time necessary to conduct its own tendering, build capacity for collection contract administration and establish on-going communications with residents.

**Would you support the proposed notice periods for communities that wish to transition? if not, what approach would you prefer we consider?**

## **Proposed Procurement of Collection Services**

□

### Objectives of proposed approach



- Promote competition by ensuring a fair and open marketplace
- Facilitate cooperation among the various parties
- Provide communities with the choice to provide collection services, or not

**Do you agree with the objectives of the proposed approach for collection services procurement? Are there other objectives you would like to see added?**

## Procurement of collection



Three scenarios are proposed for procuring and paying for collection services in transitioned communities:

1. A community chooses to act as an agent to tender collection and manage contracts on behalf of Stewardship Ontario
2. A community self-delivers collection using its own capital and labour; or
3. A community hands over collection tendering and contract management to Stewardship Ontario.

## Scenario 1: Agent for Stewardship Ontario



For curbside and multi-family:

- Where a community incorporates Stewardship Ontario's performance standards and bid requirements into their competitive procurement, Stewardship Ontario will pay the prices charged by the successful proponent for services.
- Where a community deviates from Stewardship Ontario's performance standards and bid requirements (e.g. bundled bids, additional service requirements, etc.), Stewardship Ontario will pay based on ground-truthing against benchmarks.

For depots:

- Depots will be paid on a per tonne basis (using historic cost as a basis) to collect PPP that meets a quality standard.

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## Scenario 2: Self-delivering



For curbside and multi-family:

- Where the community is self-delivering the collection services, Stewardship Ontario will pay a price based on a benchmark.

For depots:

- Depots will be paid on a per tonne basis (using historic cost as a basis) to collect PPP that meets a quality standard.

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## Scenario 3: Exits collection of PPP



- Where a community does not wish to collect, Stewardship Ontario will issue a collection tender.
- Private depots will be paid to collect PPP that meets a quality standard.

53

**Would you support the three proposed collection procurement scenarios? If not, what approaches would you prefer we consider?**

**Proposed Procurement of Post–Collection Services**

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## Minister's Request



- Stewardship Ontario establish a fair and open marketplace for the provision of Blue Box services

61

## Objectives of proposed approach



- Provide adequate lead-time for interested operators to participate in open tenders
- Promote competition by ensuring a fair and open marketplace
- Facilitate cooperation among the various parties
- Ensure the post-collection system evolves in a manner that optimizes the consolidation, transfer, processing and marketing of PPP
- Provide post-collection operator opportunity to propose comprehensive solutions

62

**Do you agree with the objectives of the proposed approach for post-collection services procurement? Are there other objectives you would like to see added?**

## Competitive procurement of post-collection services



- Private sector companies as well as municipalities and First Nations communities will have opportunity to participate in competitive process.
- While communities will have first right of refusal to act as collectors, they will not be offered such rights for post collection, but they will be free to bid on providing these services, or perhaps participate as part of a coalition.

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## Procurement of post-collection services process



- **Step 1:** Request for Expressions of Interest (REOI) to PPP processors to gauge processors' capacity to receive, process and market a defined list of PPP received from collectors
- **Step 2:** Request for Proposals (RFP) to PPP processors that are able to manage the defined list of PPP
  - Processors will be provided with details of the collection network in order to support the development of their bids

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### Supplementary Information

While municipalities and First Nations communities will have first right of refusal to act as collectors, they will not be offered such rights for post collection, but they will be free to bid on providing these services, or perhaps participate as part of a coalition.

**Would you support the proposed post-collection procurement approach? If not, what approach would you prefer we consider?**

## **Expansion of Services**

□

### Minister's request



- Stewardship Ontario to propose a timeline for offering collection services to multi-family residential buildings that are not serviced by municipalities and First Nations communities.
- Consider accommodating associated public spaces, parks and other related services provided by communities.
- Consider expanding collection services over time to communities not currently serviced.

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### Objectives for multi-family service



- Prioritize the transition and stabilization of existing recycling systems before expanding to new services
- On-board multi-family buildings in a manner that is scalable and reflects Stewardship Ontario's ability to influence building owners' participation in the Blue Box Program

## Objectives for public space



- Prioritize the transition and stabilization of existing recycling systems before expanding to new services

## Objectives for service expansion to new communities



- Prioritize the transition and stabilization of existing recycling systems before expanding to new services
- Ensure necessary quality and cost controls are in place

### Supplementary Information

The Minister's letter directs Stewardship Ontario to propose a timeline for offering collection services to multi-family residential buildings, public spaces and new communities. The priority through the transition period is to ensure a smooth transition and stabilization of existing recycling programs before expanding services.

**Do you agree with the objectives of the proposed approach to expansion of services to:**

- **multi-family buildings**
- **public spaces, and**
- **new communities and through new depots?**

**Are there other objectives you would like to see added?**

## Multi-family proposed approach



- Once the program has stabilized, collectors would be eligible to receive a payment per multi-family household serviced if:
  - Qualification requirements are met
  - Multi-family residents deliver PPP to an accessible central storage area
  - Collector has written agreement with the building manager to gain access to the storage area
- Payments set to provide meaningful incentive to establish long-term relationships with multi-family property managers taking into account observed market pricing for comparable services

## Public space proposal



- Stewardship Ontario will evaluate public space recycling provided by communities that provide collection services to Stewardship Ontario
- Stewardship Ontario will set criteria that must be met to ensure success (i.e. collected volumes do not degrade quality of materials collected in other channels)

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## Service expansion proposal



- Stewardship Ontario will set conditions in the a-BBPP to be met before it expands service to new communities such as:
  - There is necessary infrastructure to service the community (e.g., road access, depot facilities)
  - There is expressed willingness by the community and its residents to participate in the Blue Box Program

75

## Adding new depots in service expansion communities



- Offer payments to depot collectors that are able to comply with the collector qualification standards.
- Depot operators must meet performance standards that include at a minimum:
  - PPP to be collected
  - Minimum number of weekly operating hours
  - Method by which collected PPP will be prepared for pick-up for introduction into the post-collection management system; and
  - Maximum percentage by weight allowable non-PPP in collected PPP.

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**Would you support the proposed approach to expansion of services to:**

- **multi-family buildings**
- **public spaces, and**
- **new communities and through new depots?**

**If not, what approach(es) would you prefer we consider?**



**Engagement and Consultation Process**

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## Your feedback is critical



- The Stakeholder and Indigenous Peoples Engagement and Communications Plan jointly prepared by Resource Productivity & Recovery Authority (the Authority) and Stewardship Ontario is now available.
- Phase 1: Begins with modular consultations with individual groups to discuss and gather feedback on proposed features of particular interest to them.
- Two modules for municipalities and First Nations communities:
  - **Module 1 – October 12:** Proposed transition process including eligibility criteria and proposed service procurement.
  - **Module 2 – October 27:** Definitions and performance requirements for the transitioned recycling system.

Today

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## Phase 2: Draft a-BBPP



- The Authority and Stewardship Ontario will release a full draft of the a-BBPP proposal by December 22, 2017
- Consultation webinars for stakeholders will be held on January 8 and written feedback will be requested by January 15
- a-BBPP must be approved by the Stewardship Ontario Board and the Authority and submitted to Minister by February 15<sup>th</sup> 2018 deadline, along with a Consultation Report
- All consultation materials, including webinars and associated slide decks will be posted

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## Supplementary Information

The Minister's direction letter received by Stewardship Ontario and the Resource Productivity and Recovery Authority (the Authority) on August 14 requires that the proposal for an amended Blue Box Program Plan be developed in consultation with stakeholders and Indigenous Peoples and submitted to the Minister by February 15, 2018.

**Do you agree with the approach being taken to stakeholder consultation?**

**If not, what approach would you prefer we consider that would enable the proposal for an a-BBPP to be submitted to the Minister by the February 15th deadline?**



**Thank You!**

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Thank you for providing your feedback.

Please provide us with any additional feedback you think is relevant to the materials presented on October 12 [here](#).

**City of Guelph Responses to Stewardship Ontario's a-BBPP Consultation Workbook:  
Municipalities and First Nations Communities – Module 1**

**1. Do you agree with the outcomes of the proposed approach for non-transitioned communities? Are there other outcomes you would like to see added?**

We agree that using the Resource Productivity and Recovery Authority (the Authority's) existing Guide provides a reasonable and balanced approach for both local governments and stewards. While not ideal, we understand the logic that municipalities would have to continue to discount some costs.

This should in no way set a precedent for transitioned municipalities, particularly related to eligible sources. As we have heard from Stewardship Ontario there is a clear distinction between the old world (non-transitioned) and the new world (transitioned). The Minister's letter specifies that for the purposes of primary, convenience and transport packaging, the amended Blue Box Program Plan (a-BBPP) should refer to the RRCEA definitions which would include all of these sources of materials.

Costs associated with potentially stranded municipal assets must be accounted for in the a-BBPP. The protocol for assessing the value of, and disposition of municipal assets not incorporated into the PPP post-collection management system ("stranded assets") should be included in the a-BBPP. Municipalities are prepared to work with the Authority and Stewardship Ontario to develop this protocol.

It is not reasonable to include service level changes as an ineligible cost. The Authority already has an ability to deal with major variations in costs through the Datacall. Attempting to treat the system as static and not allowing for reasonably incurred costs to maintain and improve the system will cause major issues for the future of recycling in Ontario. Some costs to operations may be unavoidable, may already be pre-planned or in the interests of both parties. In cases of conflict, a dispute resolution mechanism could be established and administrated by the Authority with regards to what investments or operational changes should be considered as an eligible cost.

It is important to underline that municipalities that have not transitioned will retain autonomy in their decision-making around their programs. Given that stewards will continue to have a shared financial responsibility consideration should be given to sharing both the benefits and risks and their associated costs.

**2. Do you support the proposed method of calculating payments to non-transitioned communities? If not, what approach would you prefer we consider?**

We agree that municipalities should be paid the requisite percentage of their eligible costs.

We also agree that municipal costs associated with transition (such as legal fees) should be ineligible. Costs associated with potentially stranded municipal assets must be accounted for in the a-BBPP.

It is not reasonable to include service level changes as an ineligible cost.

We do not accept the proposal to change “penalties or fees incurred by the municipality as a result of service level failure credits, default, or other such similar charges for failing to meet obligations” to an ineligible cost. In a shared responsibility model, municipalities and stewards share this risk. It is not reasonable for all of this risk to now fall to municipalities.

**3. Do you support the proposed set of eligible costs? If not, what approach would you prefer we consider?**

We agree that payments should be based on the requisite percentage of a municipalities verified net cost. Using the Authority’s existing Guide, provides a reasonable and balanced approach for both local governments and stewards.

**4. & 5. Do you support the proposed set of ineligible costs? If not, what approach would you prefer we consider?**

We agree that municipal costs associated with transition (such as legal fees, etc.) should be ineligible.

Please see answer to Question #1.

**6. Do you agree with the objectives of the proposed approach for transition criteria? Are there other objectives you would like to see added?**

We agree with the objectives established in the Minister’s letter to the Authority and Stewardship Ontario on August 14, 2017.

**7. Do you support the proposed three transition criteria (all contracts have expired, all contracts have been terminated early, a community self-delivers)? If not, what approach would you prefer we consider?**

We support the three transition criteria; however it is important to note that they are insufficient without the addition of the fourth transition mechanism.

**8. Do you support the fourth transition mechanism (e.g., hybrid/amend existing contracts) proposed by some communities and private sector companies? If not, what approach would you prefer we consider?**

For better clarity, the various options that are available under Option four should be detailed further and examples provided.

The proposed benchmarking mechanism to evaluate and pay municipalities for service, needs a fully developed process and methodology in the a-BBPP.

**9. What kind of contract expiry scenarios do you anticipate? Would you support implementing yearly rolling collection contracts where there is asynchronous contract expiry? If not, what approach would you prefer we consider?**

Not applicable to Guelph.

**10. Would you support the proposed methods for pacing transition to ensure operational stability and to ensure no service disruption as communities transition? This may include: lottery, yearly cap on transitions, absolute number of transitioning communities is met. If not, what approach would you prefer we consider?**

There should be 100% municipal funding for municipalities that are unencumbered and ready to transition, and then delayed transitioning due to no fault of their own.

**11. Would you support the proposed notice periods for communities that wish to transition? If not, what approach would you prefer we consider?**

A one-year timeline appears reasonable notification timeline for Stewardship Ontario for a seamless transition. As a municipality that self-delivers collection and processing, we do not want to be restrained from transitioning if we are placed within a catchment area that has long pre-existing contracts.

**12. Do you agree with the objectives of the proposed approach for collection services procurement? Are there other objectives you would like to see added?**

We agree with the objectives established in the Minister's letter to the Authority and Stewardship Ontario on August 14, 2017.

**13. Would you support the three proposed collection procurement scenarios (community acts as an agent to tender collection and manage contracts on behalf of SO, community self-delivers collection with own capital and labour, community hands over collection tendering and contract management)? If not, what approaches would you prefer we consider?**

Stewardship Ontario has not provided sufficient detail on these key issues to constitute an acceptable a-BBPP. The basis for establishing benchmark payments are not defined and in any case will likely result in ongoing disputes, given the complexity of factors affecting program performance and costs across the province. The methodology for establishing these benchmarks and how any disputes that might arise will be dealt with must be clearly set out in the a-BBPP.

Furthermore, key performance standards (collection frequency, minimum contamination rates, customer service standards), including costs of penalties, are not defined and necessary

standard contract terms and conditions have not been specified. Suggestions made earlier by Stewardship Ontario that these details may only be forthcoming after the a-BBPP has been approved are not acceptable to municipalities. Guelph cannot make a decision without this level of detail.

**14. Do you agree with the objectives of the proposed approach for post-collection services procurement? Are there other objectives you would like to see added?**

We agree with the objectives established in the Minister's letter to the Authority and Stewardship Ontario on August 14, 2017.

Two additional objectives should be added:

- opportunity for municipalities to participate in the post-collection management of PPP collected, and
- avoiding stranded assets (please refer to submission on behalf of AMO and the Municipal 3R collaborative - Stranded Assets).

**15. Would you support the proposed post-collection procurement approach? If not, what approach would you prefer we consider?**

Stewardship Ontario has not provided sufficient detail on these key issues to constitute an acceptable a-BBPP. How municipalities will be able to engage and participate in providing post-collection services needs to be explained more fully. Additionally, objectives and criteria for the development of the post-collection network need to address the Minister's directive on avoiding stranded assets (see previous response).

**16. Do you agree with the objectives of the proposed approach to expansion of services to:**

- multi-family buildings
- public spaces, and
- new communities and through new depots?

**Are there other objectives you would like to see added?**

We agree with the objectives established in the Minister's letter to the Authority and Stewardship Ontario on August 14, 2017.

**17. Would you support the proposed approach to expansion of services to:**

- multi-family buildings
- public spaces, and
- new communities and through new depots?

**If not, what approach(es) would you prefer we consider?**

No we don't support the proposed approach. There are no specific actions or mechanisms for expanding services in the proposal from Stewardship Ontario and the drafting makes clear that this will not be a priority for Stewardship Ontario under the a-BBPP. This falls short of the

expectations set out in the Minister's letter and in the provincial interests set out in the RRCEA for improved convenience, accessibility and improved program performance and environmental outcomes. More effort should be given to defining how the a-BBPP will promote and support expanding BB services and specifically to establishing a timeline for transitioned municipalities to include currently un-serviced multi-residential buildings, public spaces, special events and public institutions.

In keeping with the long-term goal of achieving zero waste municipalities we recommend that an appropriate standard for Ontario should be that there should be an opportunity to recycled designated PPP wherever waste collection services are provided.

Furthermore, more consideration should be given in the a-BBPP to accommodating collection of PPP from associate public spaces, parks, institutions that mirror residential sources and other related services currently being provided by municipalities, including mixed building types and business improvement areas serviced as part of residential collection routes to ensure a seamless transition of services already being provided.

**18. Do you agree with the approach being taken to stakeholder consultation? If not, what approach would you prefer we consider that would enable the proposal for an a-BBPP to be submitted to the Minister by the February 15<sup>th</sup> deadline?**

We understand this is a very tight timeline which makes it difficult for all organizations involved to provide detailed analysis and to apply normal review procedures but we also understand the importance of this initiative. However, it will be critical to get to agreement on the key elements of the revised the program as soon as possible so that municipal councils can properly evaluate the consequences of an a-BBPP for their communities.

However, there are a number of key areas that Stewardship Ontario will need to address and provide municipalities the opportunity to review and comment on as part of the a-BBPP. The consultation plan has not yet defined when we will have the ability to do so. These include:

- Obligated Stewards, including any proposed de minimis steward exemption or any other proposed exemption, to ensure alignment of the “products” and packaging to be managed under the a-BBPP with the requirement for producers to pay fees for managing these materials.
- Description of a-BBPP Delivery Model, including:
  - Role of the Authority,
  - Role of Stewardship Ontario,
  - Role of Municipalities (MIPC / Municipal 3Rs Collaborative),
  - Wind-up of CIF and repatriation of municipal funds, and
  - Mechanisms to ensure transition to the Resource Recovery & Circular Economy Act in a timely manner.

- The Program Agreement between the Authority and Stewardship Ontario and in particular the definition of what will constitute a material change under the a-BBPP.
- Steward and a-BBPP waste reduction efforts, specified in the Minister's letter such as...
  - Methods to increase the product's or packaging reusability and recyclability,
  - Methods to facilitate the reduction of PPP,
  - Means to discourage difficult to recycle materials,
  - Mechanisms to identify and address difficult to recycle materials,
  - Providing effective economic methods to incent behavior changes leading to reduction of PPP,
  - How these mechanisms will be applied and measured in both transitioned and non-transitioned municipalities (given that these require steward behavior changes that will necessarily apply to the whole of the Ontario market), and
  - Methods to "...work(ing) towards the circular economy by supporting reduce, reuse, recycling and reintegration of PPP materials into the economy"
- How green bin collections of PPP will be reflected in a-BBPP system costs and apply against targets.
- The protocol for assessing the value of, and disposition of municipal assets not incorporated into the PPP post-collection management system ("stranded assets").
- Method by which PPP collection and post-collection management contracts and operations will be held and relinquished upon wind-up of Stewardship Ontario to avoid competition barriers (to be reviewed by Competition Bureau).
- Procedures to ensure fair, open competition for collection and post collection services (to be reviewed by Competition Bureau).
- Province-wide and municipal promotion and education programs "incorporating clear rules to support residents' participation including standardized materials and services and improving program performance."
- The treatment of any in-kind funding from the Canadian Newspapers Association and Ontario Community Newspapers Association in transitioned and non-transitioned municipalities
- Management of problematic materials (i.e. film, polystyrene, polycoat, shredded paper, etc.)
- Data reporting requirements and audit provisions



## **Other Unresolved Issues**

We continue to be concerned about the lack of detail presented by Stewardship Ontario regarding proposed terms and conditions to describe the service standards in transitioned communities. The details are required for municipal governments to ensure that a “seamless transition of the Blue Box Program” occurs as per the Minister’s Direction letter. While we understand Stewardship Ontario’s reluctance to include contract details in the amended Plan, at minimum there needs to be some detail provided on how the new service will compare to existing programs (i.e. collection frequency, collection container type, acceptable contamination levels, etc.) and description of a collaborative process where Stewardship Ontario will work with municipalities, service providers and other stakeholders to determine servicing details once the Plan is approved.

The amended Blue Box Program Plan (a-BBPP) should include provisions that commit to and outline in detail a meaningful collaborative process, inclusive of the major program delivery partners (service providers, municipalities, the Authority and Stewardship Ontario), within which the development of critical aspects of the a-BBPP such as catchment areas, collection terms & conditions, post-collection service standards and procurement processes would occur. As additional detail to address such issues will be unavailable at the time that stakeholders will need to determine their support for the a-BBPP, a well-conceived collaboration commitment and process is essential. It is also important that recourse from unilateral decision-making is provided. A draft concept of this process was provided by the 3R’s Collaborative. We would suggest a dispute resolution mechanism be included.

## a-BBPP Consultation Workbook: Municipalities and First Nations Communities Module 2

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Stewardship Ontario

### Welcome to the Module 2 Consultation Workbook for Municipalities and First Nations Communities on the Proposal to Amend the Blue Box Program Plan

This workbook is designed to facilitate feedback on the topics covered during the November 6 Module 2 meeting with municipalities and First Nations communities.

This workbook is organized by subject area. On each page of the workbook you will find the relevant slide(s) that were presented at the Module 2 meeting, followed by, if applicable, supplementary information and then a question and answer box. This format will ensure you have all the information needed when providing your feedback to specific questions. You can also provide feedback at any time by using the [feedback button](#) on the Stewardship Ontario website.

The Module 1 Consultation Workbook from October 12 can be [found here](#).

All feedback received will be carefully considered as the proposal for an amended Blue Box Program Plan is developed.

**Please complete and submit the both Module 1 and Module 2 Consultation Workbooks by Friday, November 17, 2017.**

If you have any questions regarding the workbook, please email Jennifer James at [jjames@stewardshipontario.ca](mailto:jjames@stewardshipontario.ca).

**1. Your information: \***

First Name

Last Name

Title

Organization

Email Address

**Transition: an alternative approach**

□

**Minister's Letter: Approach to Transition to Full Producer Responsibility**

- Directs Stewardship Ontario and the Authority to propose “when and how the responsibility for the collection and management of PPP will be transferred smoothly”
- The transition approach will result in Stewardship Ontario assuming both the financial and operation responsibility (and accountability) of PPP collection and management.
- This first phase of transition “will set the stage for a second phase of transition that will result in individual producer responsibility under the Resource Recovery and Circular Economy Act, 2016 (RRCEA)”.

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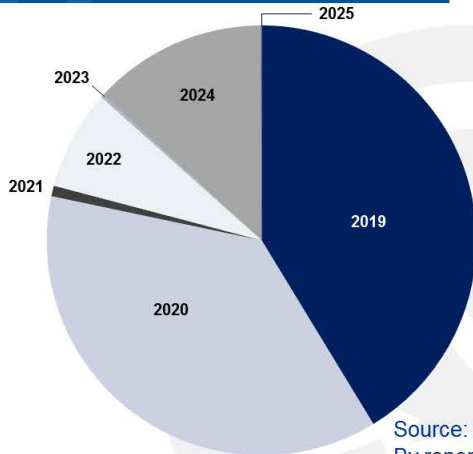
**Transition must meet four objectives**

- Preserve integrity of residential recycling while improving environmental outcomes

- Seamless transition to producer responsibility:  
Uninterrupted collection service to Ontarians
- Avoid disruption of existing community contracts and ensure an open and competitive market
- Minimize disruption to municipal and First Nations capital assets

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## Anticipating the Pace of Transition



Source: 2015 Datacall  
By reported net cost <sup>15</sup>

## Alternate Approach: Pacing transition by catchment



- The introduction of Option 4: Contract Amendment paves the way for a geographic-based transition
- The province could be divided into catchments, influenced by geography and informed by contract expiry dates
- Each year, one or more catchments would transition
- Increased certainty will provide communities and post-collection service providers with the ability to plan, order equipment and make commercial arrangements
- Communities could be informed at the launch of the program which year their catchment will transition

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We anticipate that roughly one third of municipalities and First Nations communities by reported net cost will be eligible to transition in 2019, and another third in 2020.

In Module 1, we presented the following approach to transition to ensure operational stability.

**Criteria One:** All contracts for collection and/or management of PPP have expired such that the community is unencumbered by agreements. Upon satisfying Criteria One communities may transition with no upper limit to number of transitioning communities.

**Criteria Two:** Contracts for collection and/or management of PPP have been terminated early such that the community is unencumbered by agreements. Communities wishing to transition under Criteria Two (early termination) will be selected by random lottery and capped once the total cost of transitioned communities has reached 20% of the 2016 annual net costs or an absolute number of communities transitioning is met.

**Criteria Three:** A community self-delivers service (i.e. does not have contracts for collection and/or management of PPP). Communities that satisfy Criteria Three may transition with no upper limit to number of transitioning communities.

Initial feedback from municipalities and First Nations communities indicated this approach introduces uncertainty, and therefore we introduced a fourth criteria that would divide the into catchments.

**Do you prefer the catchment-based approach to pacing transition? If not, why not? What would you propose instead?**

**Contamination management process**

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## Contamination management process



- Consider contamination management process 12 months after transition
- Provide sufficient notice between activation of process and the measurement of contamination levels
- In collaboration with collectors implement as early as feasible resident P&E and other behavioral mechanisms to encourage residents to minimize contamination
- Develop a composition audit methodology and communicate that methodology to collectors
- Offer rewards to collectors operating below the contamination target
- Not assume the post-collection expense related to excessive contamination
- Only apply Service Level Failure Credits/Financial penalties (SLFC) as a measure of last resort

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## Contamination management process (cont'd)



- **A Contamination Ceiling** – the maximum level of acceptable contamination expressed as a percentage of non-PPP and non-targeted PPP in total collected volumes in-bound for post-collection management
- **A Contamination Target** as a percentage of non-PPP and non-targeted PPP in collected volumes in-bound for post-collection management

## Contamination management process (cont'd)



**Do you agree with the proposed contamination management process? Does this approach strike an appropriate balance between collaboration to achieve a common desired outcome and holding collectors accountable for meeting performance standards? If not, what alternative approach should we consider?**



**Proposed definitions**

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## The Minister's letter requires definitions in the a-BBPP



- Define steward
- Define obligated materials which shall include:
  - Paper products
  - Primary packaging
  - Convenience packaging
  - Transport packaging
- The Minister further directed that the definitions for primary, convenience and transport packaging follow the definitions in the RRCEA.

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## Definition of stewards remains as is



- **Obligated stewards fall into two main categories:** *resident brand holders and first importers into Ontario of products that result in Blue Box wastes under the program.*
- Descriptions in the Steward Rules further specify the types of businesses that fall into these categories.
- There are no substantial changes to the definition of steward proposed under the a-BBPP.

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For **Primary Packaging** (except for point-of-sale Transport Packaging) the Steward is the Person Resident in Ontario who:

- (a) is the Brand Holder for the Ontario market; or
- (b) if the Person described in paragraph (a) does not exist, then a Person who manufactures, packs or fills or causes the manufacturing, packing or filling of products; or
- (c) if a Person described in paragraphs (a) or (b) does not exist, then the First Importer, unless the First Importer is a Consumer.

Any Person Resident in Ontario that Supplies Transport Packaging or Convenience Packaging to a Consumer in Ontario at point-of-sale shall be the Steward for such Transport Packaging or Convenience Packaging.

For **Paper Products**, the Steward is the Person Resident in Ontario who:

- (a) is the Brand Holder for the Ontario market; or
- (b) if the Person described in paragraph (a) does not exist, then a Person who manufactures the Paper Products; or
- (c) if a Person described in paragraphs (a) or (b) does not exist, then the First Importer, unless the First Importer is a Consumer.

**A Franchisor** is designated as a Steward with respect to all Packaging and Paper Products which are supplied to Consumers within the Franchisor's Ontario Franchise System, regardless of whether the Franchisor is resident in Ontario .

**Do you agree with the proposed definition of steward? If not, why not and what would you propose instead?**

## The Minister's letter requires definitions in the a-BBPP



- Define steward
- Define obligated materials which shall include:
  - Paper products
  - Primary packaging
  - Convenience packaging
  - Transport packaging
- The Minister further directed that the definitions for primary, convenience and transport packaging follow the definitions in the RRCEA.

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## Definition of PPP is changing



- Paper products (**NEW**)
  - Paper for writing, printing and copying and other general use, but does not include books or paper products intended for hygienic use.
- Primary packaging (**EXPANDED**)
  - Aluminum pie plates, aluminum foil, corrugated cardboard boxes for moving or mailing items, plastic or paper-based beverage cups, Kraft paper bags, re-sealable plastic bags, tissue paper, wrapping paper.
  - These materials are similar to Primary Packaging, have a similar function to packaging and are found in the Blue Box.

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## There are some changes to the definition of PPP (Con't)



- Convenience packaging
  - This definition remains the same.
- Transport packaging
  - This category is new. The definition is intended to capture e-commerce packaging supplied by brand holders and first importers, but **not IC&I**.

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Paper Products and Packaging means:

- (a) Primary Packaging,
- (b) Convenience Packaging,
- (c) Packaging-Like Products and all forms of paper products, including for writing, copying and general use
- (d) Ancillary Packaging Elements,
- (e) Transport Packaging, and
- (f) Packaging made of glass, metal, plastic and all paper -based packaging including, but not limited to, corrugated boxes, boxboard, laminated paper containers and cups

The expanded definition of PPP is designed to continue to improve the allocation of costs to reflect the actual cost to manage a given material within the system. The 'new' obligated materials are being added to ensure that all producers whose materials are handled in the Blue Box are paying their fair share.

**Do you agree with the expanded definition of PPP? If not, why not and what would you propose instead?**

**Standardized list of targeted materials for collection**

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## Minister's Request



- Provide for continuous improvement of environmental outcomes by "Expanding and harmonizing the list of materials in the existing Blue Box program that are accepted from Ontario residents."

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## Proposed objectives



- Accept materials in the Blue Box that can be sorted and that have end markets
- Expand list of accepted (targeted materials) as markets become available and materials can be sorted

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## Proposed approach



- Establish a list of materials that are targeted in all transitioned municipalities because they can be sorted and have end markets
- Expand programs to include materials such as coffee cups and mixed rigid plastics that have sorting capabilities and end markets
- Initially exclude materials, such as coffee pods, and polystyrene packaging that do not yet have end markets
  - Expand material list as end markets, sorting technologies become available
  - Conduct R&D to advance these outcomes

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**Do you agree with the proposed approach to expanding and harmonizing the list of materials in the Blue Box program to include those materials for which end markets exist and expanding the list of materials as markets become available? If not, what approach would you prefer we consider?**

**Performance targets**

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## Minister's Request



- Increase the diversion target for the Blue Box Program to 75% in transitioned communities
- Establish material-specific management targets in transitioned communities

102

## Proposed objectives



- Propose achievable targets that will contribute to the overall diversion target
- Focus on increasing the performance of materials currently under the 75% future target

41

## Continuous improvement of environmental outcomes



### Attainable Targets + Appropriate Tools + Time = Success

BBPP (2004-2008)	BBPP (2008-present)	Amended BBPP
50%	60%	75%

- Stewards achieving a 64% diversion rate today
- The Minister's prescribed overall target of 75% is achievable over a reasonable period of time and will be facilitated by:
  - Standardizing the list of materials
  - Expanding collection to multi-family households and new communities

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**The Minister has requested a 75% diversion target. Do you think this is achievable using the approach outlined? If not, what else do you propose Stewardship Ontario consider? Why?**

**Performance targets**

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## Minister's Request



- Increase the diversion target for the Blue Box Program to 75% in transitioned communities
- Establish material-specific management targets in transitioned communities

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## Proposed material-specific management targets



Stewardship Ontario is proposing the following material-specific management targets for four (4) categories of PPP:

Material	Today*	Amended BBPP	Improvement
Paper products/packaging	94%	95%	+ 1 %
Glass packaging	73%	75%	+ 2 %
Plastic packaging	35%	40%	+ 5%
Metal packaging	55%	65%	+ 10 %

Targets apply only to transitioned communities (calculated on a per household prorated basis).

*\*Assumed based on changes to definitions of PPP and other proposed changes*

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**The Minister has requested material-specific management targets. Do you support the introduction of material-specific targets? Are the proposed targets achievable in your view? If not, what do you see as the challenges? Are there any suggestions you could offer to address these challenges?**

### Improving environmental outcomes through waste reduction



- Fee setting methodology as a tool to improve environmental outcomes by adding costs to materials requiring investments in new technologies or end markets
- Develop collaboration forums between stewards and the waste management industry to generate solutions for problematic materials.

**Do you support our proposed approaches to encourage improved environmental outcomes? If so, why and if not, what suggestions would you offer instead to address problematic materials? Do you support investigating the provision of recycled content credits for qualifying materials?**

**Are you in favour of using supply chain collaboration forums to develop solutions to problematic materials? Do you have any experience with such forums that you would like to share? Do you have any advice for how these forums can best be utilized?**

**Collection and management standards**

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## Minister's Request



- Identify geographically-based collection and management standards, including rural, northern and remote areas

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## Proposed Objectives



- Maintain convenience and accessibility standards including the provision of services where those services exist today (i.e., provide curbside collection where it is available today)
- Set baseline services for new communities and triggers for "upgrade" to curbside from depot

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## Proposed approach



- Stewardship Ontario will provide reasonable and free access to collection facilities for residential PPP, in consideration of the need for:
  - Services in large, urban areas as well as remote, sparsely populated areas
  - A collection system designed with sufficient capacity to achieve performance targets
  - Collection services that is appropriate to geographic area

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## Proposed approach (con't)



- Informed by O.Reg 101/94
- Stewardship Ontario will provide:

Stewardship Ontario will provide:

- Curbside, multi-family and depot collection where it currently exists
- Not less than bi-weekly curbside collection
- In areas where Stewardship Ontario considers expanding collection services, it may:
  - Provide curbside service to communities with a population greater than 15,000, if they currently receive garbage collection
  - Provide depot collection services to communities with population less than 15,000

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**Do you agree with the proposed approach to maintaining existing service standards and the proposed triggers for determining eligibility for expanding services? If not, what approach would you prefer we consider?**

**Thank You!**

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Thank you for providing your feedback.

[Click here](#) to find the materials from the November 6 meeting.

**City of Guelph Responses to Stewardship Ontario's a-BBPP Consultation Workbook:  
Municipalities and First Nations Communities – Module 2**

**1. & 2. Do you prefer the catchment-based approach to pacing transition? If not, why not? What would you propose instead? AND: Do you agree with the proposed contamination management process? Does this approach strike an appropriate balance between collaboration to achieve a common desired outcome and holding collectors accountable for meeting performance standards? If not, what alternative approach should we consider?**

Key details of this proposal remain undefined at this stage of the plan development. Given that Stewardship Ontario has stated clearly that these details will not be available in time for Guelph to decide whether or not to support the proposed a-BBPP, the plan should include provisions that commit to and outline in detail a meaningful collaborative process, inclusive of the major program delivery partners (service providers, municipalities, the Authority and Stewardship Ontario), within which the development of critical aspects of the a-BBPP such as catchment areas, collection terms & conditions, post-collection service standards and procurement processes would occur.

The proposal to allow 6.5 to 7 years to complete the transition of all catchment areas to full EPR is not acceptable. We believe that implementing the collaborative approach process as outlined by the 3R's Collaborative would allow for this process to be completed in full within 4.5 years (inclusive of the 18-month ramp up and three years to transition all defined catchment areas). Further, since Guelph is a self-servicing municipality (undertake collection and processing with City staff), and can transition immediately, we do not want to be restricted within a catchment area that may not transition for many years.

We look forward to working with Stewardship Ontario to confirm the details and principles including:

- A maximum timeline for catchment areas to have the opportunity to be transitioned,
- The inclusion of non-serviced properties such as multi-residential, parks and institutions, and
- Principles/ criteria on how catchment areas will be identified, and prioritized.

Based on the change of approach it will be prudent to re-evaluate notification requirements which were previously one (1) year for municipalities who exercises the first right of refusal to be a collector under contract to Stewardship Ontario and two (2) years where a community declines to act as a collector for Stewardship Ontario.

It is critical that municipalities retain their autonomy when deciding whether to transition or remain non-transitioned and receive the prerequisite percentage based on net verified costs. This percentage should increase after two (2) years to 100% funding to ensure fairness if Guelph is not selected in the initial catchment area.



Further discussions are required with Stewardship Ontario to determine if a municipality that declines to transition initially can choose to transition in a subsequent year. Additionally, we cannot support the suggestion from Stewardship Ontario that a municipality who does not intend to continue to provide collection services would be a lower priority to transition than a municipality who was intent on continuing to provide services on behalf of Stewardship Ontario.

***3. Do you agree with the proposed definition of steward? If not, why not and what would you propose instead?***

Stewardship Ontario did not provide a definition for a steward other than to indicate there is no material change to definition of steward expected from the current Blue Box Program Plan.

More details on the definition being proposed by Stewardship Ontario is required to ensure that the terms of the Minister's letter are met and that there is a defensible connection between the obligated stewards and the amended Blue Box Program Plan (a-BBPP) programs provided. At a minimum the definition must also encompass stewards of paper products and packaging (PPP) managed through organic recycling systems so that appropriate fees can be set for this service.

***4. Do you agree with the expanded definition of PPP? If not, why not and what would you propose instead?***

The definition of hygienic products is not provided and as a result it is unclear whether tissues, paper towels, and wipes are included. Given these products are managed through the current recycling system in Guelph (i.e. green cart) and the specific reference included in the Minister's letter to address "The methods for managing the materials shall allow for the material or part of the materials to be, in accordance with Ontario standards and regulations: used as a nutrient for improving the quality of soil, agriculture or landscaping" it would make sense to include them.

It is unclear whether certain materials are included such as:

- Biodegradable materials;
- Flower pots;
- Teabags;
- Beverage system capsules, coffee-film bags and coffee pads from filter paper, which are disposed of together with the used coffee product;
- Disposable cutlery;
- Paper baking molds for larger baking (which are sold empty); and,
- Baking dishes for smaller bakery products sold without baking.

It is unclear how a definition that includes certain paper products that appear to be captured, while not including comparable plastic products (i.e. paper and plastic plates) will be received by stewards and the Ontario Ministry of Environment and Climate Change.

It is also unclear whether the transportation packaging definition that is intended to capture e-commerce only supplied by brand holders and first importers would include other materials such as Old Corrugated Cardboard (OCC) and polystyrene (PS) generated at home (i.e. wine & liquor transportation boxes, shipping boxes for new white goods).

***5. Do you agree with the proposed approach to expanding and harmonizing the list of materials in the Blue Box program to include those materials for which end markets exist and expanding the list of materials as markets become available? If not, what approach would you prefer we consider?***

Given current recycling market difficulties driven in part by tighter contamination standards required for export to China and the impact on Guelph's markets and revenues, it could be argued that a substantial amount of obligated PPP does not currently meet the test of "robust markets". However, an a-BBPP which includes dropping obligated PPP that is already being collected in some municipalities essentially reinforces steward behaviour that the Plan is trying to discourage and creates issues in evaluating performance targets.

It would also result in Guelph having the responsibility to collect and manage these materials at taxpayer expense. This would not meet the intent of the Minister's letter that: "this proposal will outline the first phase of transition for the Blue Box Program under the WDTA, and will set the stage for a second phase of the transition that will result in individual producer responsibility under the Resource Recovery and Circular Economy Act".

The Minister's letter speaks to creating a seamless transition that does not negatively affect Ontarians' experience with and access to Blue Box services. Additionally, the Minister requests a move to a circular economy and continuous improvement of environmental outcomes. Potentially removing materials from existing Blue Box programs is not in keeping with this direction.

While the suggestion that SO would "conduct R&D to advance these outcomes" has merit, the generality of this statement does not match the clarity provided by the Minister's letter and magnitude of the scale of the challenge ahead. In addition, there is no mention of how the R&D is conducted, nor a specific timeframe of when results are expected. In the interim, municipal taxpayers of Guelph will continue to shoulder the cost for disposal of these materials not currently collected.

It is also worth noting some Blue Box materials are problematic and more so, could be managed in other systems such as green bin collection and mixed waste processing. If these materials are

difficult to manage in Blue Box collection systems many of the difficulties can be overcome by including them in these alternative systems. Stewards must accept their responsibility to manage any difficult to recycle materials that they supply into the Ontario market.

Stewardship Ontario should consider administrative rules in the a-BBPP to:

- Require stewards whose products or packaging have weak markets or low yields to directly invest in further research and development and promotion and education campaigns at a meaningful scale to specifically address these materials (within defined timelines); and
- Require obligated stewards whose products or packaging are not included in the Blue Box to provide alternative management approaches for these materials.

***6. The Minister has requested a 75% diversion target. Do you think this is achievable using the approach outlines? If not, what else do you propose Stewardship Ontario consider? Why?***

No proposed timelines have been proposed to date for meeting the 75% basket of goods diversion target or material specific targets for transitioned municipalities. The a-BBPP must include a specific date to ensure that improved environmental outcomes are achieved in a timely manner. Two years to reach the 75% target in transitioned communities would be reasonable. There should be financial penalties to the stewards if the target is not reached, with these monies being paid to municipalities for recycling materials that end up in our garbage stream.

Furthermore, there needs to be a sound and transparent basis for calculating how progress towards meeting these targets will be monitored, calculated and reported. It is specifically concerning that the estimates of current recycling performance shown in Stewardship Ontario's Pay-In Model are not consistent with the numbers in Stewardship Ontario's presentation.

***7. Do you support the introduction of material-specific targets? If so, why? Are the proposed targets achievable in your view? If not, what do you see as the challenges? Are there any suggestions you could offer to address these challenges?***

We support the inclusion of material-specific targets. More detail is required on the basis for the proposed specific material categories and targets (i.e. paper products/packaging, glass packaging, plastic packaging, and metal packaging). The materials should be further disaggregated to separate printed paper targets from those being monitored and calculated for other paper products and for paper packaging. Similarly, there should be separate targets for ferrous metals from aluminum, and separate targets for plastics such as PET and HDPE.

Furthermore, given the direction to improve environmental outcomes to support the transition to a more circular economy and zero waste, the target for plastics should be increased to a

minimum of 50% given that this is the fastest growing component of PPP and more effective management of this material is a high priority for government, industry and consumers. We understand that certain plastic markets will take time to develop but continuous improvement should be required that sets a path towards a comparable target range with other material categories. The same considerations should be made with metals.

Targets should be reviewed, at a minimum, every three (3) years with further disaggregation of the broad material categories currently provided by Stewardship Ontario (e.g. separate targets for PET, HDPE, film, PS and other plastics which could be enshrined right away), at each target review period. As targets get reached, they should be increased to encourage continuous improvement.

Furthermore, target dates should be established for all 23 paper and packaging material categories for them to meet a minimum threshold of their current levels or 10% (whichever is higher) recovery (with plastic film at 15% based on its current diversion rate of 12.1%).

Compostable residential PPP (e.g. shredded paper, molded pulp packaging, soiled pizza boxes) that is composted in municipal aerobic composting or anaerobic digestion facilities should be counted as diversion provided that obligated producers pay the cost of collection and processing the composted material and annual green bin audits are conducted in sample municipalities to verify quantities of PPP diverted.

Finally, due to the potential impact on the recycling system, Stewardship Ontario and the Resource Productivity and Resource Authority (RPRA) should track and report on compostable plastic packaging sold into the Ontario marketplace as a separate category.

***8. Do you support our proposed approaches to encourage improved environmental outcomes? If so, why and if not, what suggestions would you offer instead to address problematic materials? Do you support investigating the provision of recycled content credits for qualifying materials?***

Including mechanisms to encourage improved environmental outcomes is fundamental to the goals and objectives the Minister outlined in his request for an amended BBPP. The proposal from Stewardship Ontario is a good start however more details and prescribed actions should be included. For example, administrative rules could be used to:

- Require stewards whose products or packaging have weak markets or low yields to directly invest in further research and development and promotion and education campaigns at a meaningful scale to specifically address these materials; and
- Require obligated stewards whose products or packaging are not included in the Blue Box to provide alternative management approaches for these materials.

Incenting stewards to use recycled content in their products and packages is a good policy direction for Stewardship Ontario to investigate. However, no details on how this may work and how credits would be considered were presented in the consultation.

***9. Are you in favour of using supply chain collaboration forums to develop solutions to problematic materials? Do you have any experience with such forums that you would like to share? Do you have any advice for how these forums can best be utilized?***

The concept of using supply chain collaboration forums is a good one. It will be important to ensure that specific processes, resources and actions are undertaken by Stewardship Ontario to get all obligated materials included in the recycling program and to ensure that these efforts are assessed on a regular basis.

This should be supported by revisions to the fee setting methodology such that "disrupter fees" and "market development fees" are charged and made visible to stewards as a separate line item and that the fees charged are commensurate with the work required to overcome the barriers to recycling for these materials.

***10. Do you agree with the proposed approach to maintaining existing service standards and the proposed triggers for determining eligibility for upgrading services? If not, what approach would you prefer we consider?***

Stewardship Ontario's proposal is essentially equivalent to what is being delivered today and the language used ("may"), provides little incentive for continuous improvement.

Stewardship Ontario should approach expansion services in the amended Blue Box Program Plan based on two main scenarios:

1. Expanding within a transitioned municipality (e.g. to areas within municipalities that are currently non-serviced in multi-residential or single family, parks, special events, public space containers, institutions, other related services, as well as changes in servicing, such as depot to curbside); and,
2. Expanding to new municipalities that are not currently serviced.

For expansion of services within a transitioned municipality, Stewardship Ontario should:

- Within one (1) year of the municipality transitioning, offer an incentive to expand collection of servicing to all residential buildings in the transitioned municipalities not already receiving Blue Box servicing; and,
- Within two (2) years of a municipality transitioning, offer an incentive to expand collection of PPP from associated public spaces, parks and institutions that mirror

residential resources and other related services currently being provided by municipalities.

***Additional Comments:***

We support the briefing notes that the Municipal Resource Recovery and Research Collaborative (Municipal 3Rs Collaborative) has submitted to Stewardship Ontario and RPRA. The briefing notes cover the following topics:

- Stranded Assets
- Eligible Sources
- Expansion of Services
- Compensation and Dispute Resolution
- Expand and Harmonize BB Materials
- Calculating PPP Recovery
- Reuse and Reintegration
- Promotion and Education
- Conditions to Transition to RRCEA
- Draft Collaborative Process

# Information Report



Service Area      Infrastructure, Development and Enterprise Services

Date      Friday, December 15, 2017

Subject      **Subdivision Construction – Assumption Model**

Report Number      IDE-2017-145

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## Executive Summary

### Purpose of Report

The purpose of this report is to provide an overview of changes related to the subdivision construction process that become effective on January 1, 2018 as the City transitions to the assumption model.

### Key Findings

Plans of Subdivision that are Draft Plan Approved by Council after January 1, 2018 will be constructed using an assumption-based approach. Plans of Subdivision that received Draft Plan Approval prior to January 1, 2018 may be eligible to transition to the assumption model depending on the current stage of the development. The City has prepared a guidance manual to support both staff and developers by providing detailed information regarding the new assumption process.

For eligible subdivisions that request a transition to the assumption process, changes to the previously approved Draft Plan Conditions will be required.

### Financial Implications

There are no immediate direct financial implications for the City to transition to the assumption model. Indirect financial implications may include a potential reduction in financial securities held by the City during construction of subdivisions and potential delays (when compared to past practices) in the City receiving payment of certain Development Charges. These implications are a direct result of changes intended to provide more flexibility for the developer during construction of a subdivision, while still ensuring the City is protected financially until assumption occurs. There are no anticipated risks to the City as a result of the indirect financial implications.

Indirect financial benefits will also be realized over time such as reducing the City's administrative burden of doing construction work on behalf of the developer (accounting, procurement, letter of credit management, clean up of old accounts, etc.), reducing the City's financial risk of getting behind in the accounting and collection of funds, and reducing the City's financial risk associated with HST impacts under the current billing arrangement.

# Report

## Transitioning to an Assumption Model for Subdivision Construction

On November 7, 2016, Committee of the Whole (IDE) received recommendations and an implementation plan ([http://guelph.ca/wp-content/uploads/cow\\_agenda\\_110716.pdf](http://guelph.ca/wp-content/uploads/cow_agenda_110716.pdf)) for the City to change the way it manages the construction of new subdivisions. The recommendations called for the City to implement an assumption model for construction of subdivisions. The assumption-based approach is consistent with development industry best practices and replaces the City's existing model where the construction of subdivisions is administered by the City.

To support City staff and the development community in this transition, the City has prepared a guidance document which is available online at <https://guelph.ca/city-hall/planning-and-development/how-to-develop-property/development-applications-guidelines-fees/>. The guidance document provides detailed information about how the new assumption process works, the roles of different parties, the City's expectations, maintenance requirements, and other relevant information. The purpose of the guidance document is to transparently share the City's requirements for assumption so developers can properly plan and execute subdivision construction projects. A high level process flow chart of the City's assumption process is provided on Figure 1.

### Eligibility to Transition

#### Draft Plan Approval after January 1, 2018

Per the implementation plan, Plans of Subdivision that are Draft Plan Approved by Council after January 1, 2018 will be constructed using an assumption-based approach.

#### Draft Plan Approval before January 1, 2018

Plans of Subdivision that received Draft Plan Approval prior to January 1, 2018 may be eligible to transition to the assumption model, at the request of the developer, depending on the stage of development. Transition for the Draft Plan Approved subdivisions is not mandatory and will be considered on a case-by-case basis. Subdivisions will not be eligible to transition if final approval for Plan registration has been received or if municipal services and road works have already been tendered by the City.

For subdivisions eligible to transition to the assumption process, changes will need to be made to the Draft Plan Conditions that have been approved by Council. To facilitate this, City staff will work with the Developer on a case-by-case basis to request that Council deem these changes minor under subsection 51(47) of the Planning Act.

Further as part of the transition for eligible subdivisions, certain legal agreements may also need to be amended or terminated. The City's Legal, Realty & Risk



Services and Engineering and Capital Infrastructure Services departments will work with the developer on a case-by-case basis when changes to existing legal agreements are required. If the legal agreements cannot be amended or terminated, the subdivision will not transition.

## **Financial Implications**

There are no direct financial implications for the City to transition to the assumption model. Indirect financial implications may include a potential reduction in financial securities held by the City during construction of subdivisions and potential delays (when compared to past practices) in the City receiving payment of certain Development Charges. These implications are a direct result of changes intended to provide more flexibility for the developer during construction of a subdivision, while still ensuring the City is protected financially until assumption occurs. There are no anticipated risks to the City as a result of the indirect financial implications.

Indirect financial benefits will also be realized over time such as reducing the City's administrative burden of doing construction work on behalf of the developer (accounting, procurement, letter of credit management, clean up of old accounts, etc.), reducing the City's financial risk of getting behind in the accounting and collection of funds, and reducing the City's financial risk associated with HST impacts under the current billing arrangement.

## **Consultations**

The City's Assumption model was developed in consultation with the Guelph Wellington Development Association (GWDA) and the Guelph Home Builders Association. To prepare the guidance manual, the City worked with consulting engineers appointed by GWDA to help develop the new process.

The following internal departments were also consulted during development of the process:

Engineering and Capital Infrastructure Services  
Planning, Urban Design, and Building Services  
Legal, Realty and Risk Services  
Project Management Office  
Parks and Recreation  
Parks Operations  
Public Works - Operations  
Environmental Services – Water, Wastewater, and Solid Waste  
Emergency Services  
Fire Services

## **Corporate Administrative Plan**

### **Overarching Goals**

Service Excellence

## **Service Area Operational Work Plans**

Our Services - Municipal services that make lives better

Our Resources - A solid foundation for a growing city

## **Attachments**

ATT1 - Figure 1

## **Departmental Approval**

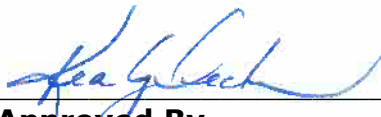
Engineering and Capital Infrastructure Services

Corporate Project Management Office

## **Report Author**

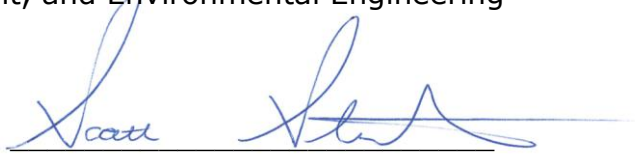
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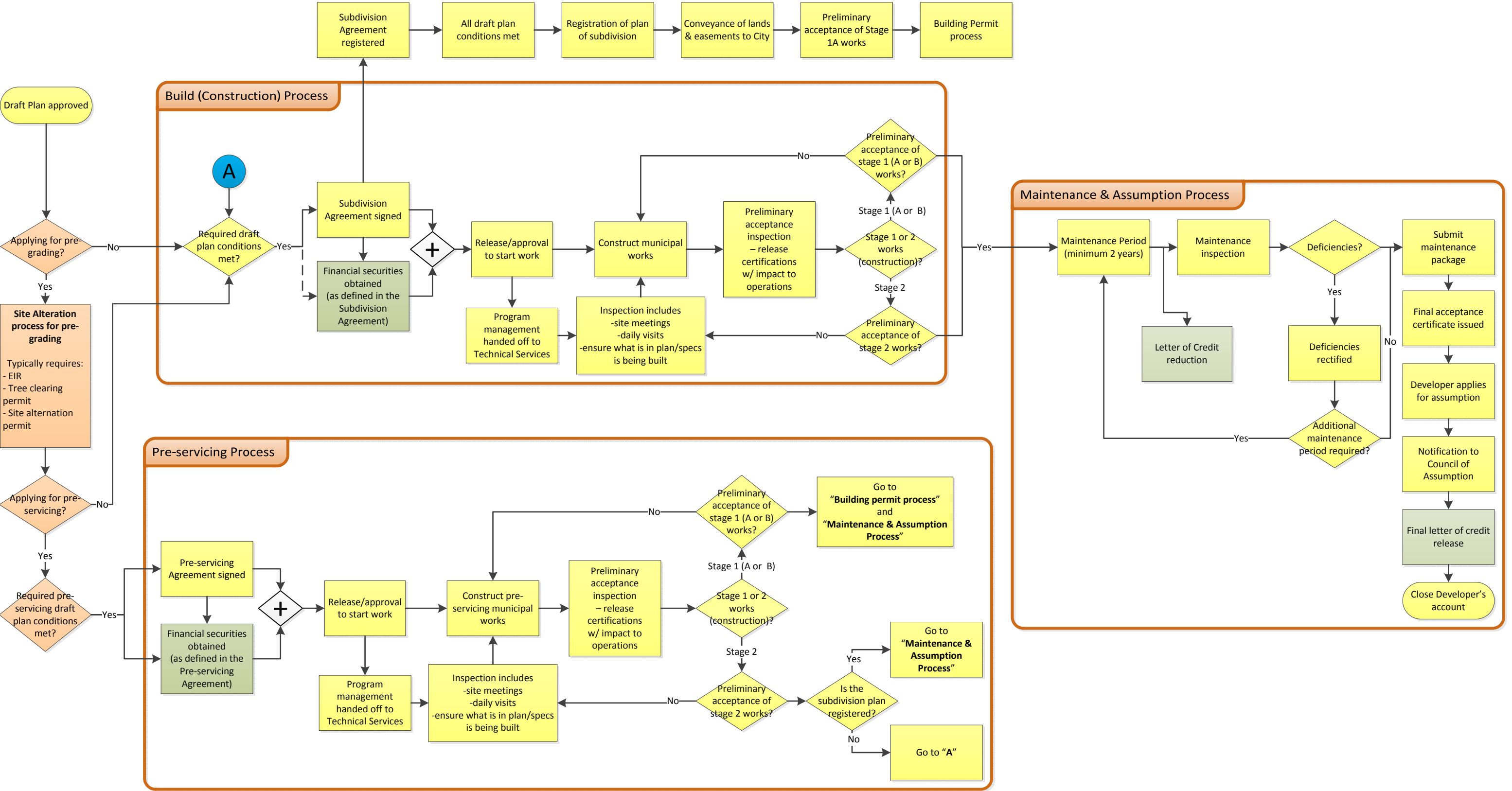
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SUBDIVISION ASSUMPTION MODEL

FUTURE STATE – HIGH LEVEL

FIGURE 1  
DRAFT



# Information Report



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Service Area	Public Services
Date	Friday, December 15, 2017
Subject	<b>2013 - 2018 Guelph Youth Strategy Update</b>
Report Number	PS-17-38

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## Executive Summary

### Purpose of Report

The purpose of this report is to provide Council with a review of Year 2 - 4 accomplishments of the Guelph Youth Strategy.

### Key Findings

Year 2 - 4 of the Guelph Youth Strategy has resulted in the development of numerous youth-led projects and opportunities. Notable gains have been made in the areas of Youth Voice, Marginalized Youth, Transportation, Employment and Volunteer Opportunities, Youth Safety, and Culture, Identity and Belonging.

The goals achieved in Year 2 - 4 have set a solid framework to address Year 5+ goals. Year 5+ goals are referring to ambitious projects that may not be completed in 2018 and will take additional years to be accomplished successfully.

### Financial Implications

The goals of the 2013 - 2018 Guelph Youth Strategy will be accomplished within existing Programming and Community Development budgets.

## Report

By 2031, there will be approximately 30,170 youth between the ages of 10 - 24 years old in Guelph. Guelph has also been designated as a "Place to Grow" as it is one of the province's fastest growing cities. As these numbers increase, the City of Guelph needs to be prepared to meet the needs and demands of our youth population moving forward.

The Youth Strategy was developed to ensure that the City is positioned to take a positive and proactive approach to supporting our youth. It provides direction to the Youth Services Division within Public Services and unites the community through shared and actionable recommendations. Within our municipality, youth issues can be some of the most pressing social concerns, while young people also remain one

of our most valuable assets. A shared community response to supporting youth is fundamental to achieving positive long-term outcomes for the City of Guelph. The Guelph Youth Strategy outlines the wants, needs and concerns of young people in Guelph and further identifies the City of Guelph's roles and responsibilities in supporting our youth population. Specifically, City staff is identified as key service and resource providers, advocates for youth and catalysts for community-wide action.

## Year 2 - 4 Overview

All Year 2 - 4 youth-led recommendations were developed with a series of overarching tasks required for the completion. These tasks act as a work-planning tool and connect directly to the successful completion of each recommendation.

Each recommendation presented has been generated through youth consultation, feedback, and information gathered in the 2013 Guelph Youth Survey. Additionally, recommendations have been reviewed with internal departments and community stakeholders that have a direct association with the recommendation. These conversations have included City of Guelph staff as well as community partners including social service providers, a variety of neighbourhood groups, and Wellington Dufferin Guelph Public Health. All recommendations were vetted through the Guelph Youth Strategy Working Group with members representing City Staff, community stakeholders, youth representatives and Youth Services staff.

Timelines of all Year 2 - 4 recommendations were recognized as larger projects with substantial planning that would be completed between Years 2 - 4, recognizing that each recommendation requires significant community support and buy in. In some cases, goals have been revised or sequencing has been adjusted to take advantage of opportunities or emerging community conversations. This is evident in addressing transportation/bussing and various training recommendations such as anti-oppression and youth engagement. Finally, outcomes have been updated to reflect current organizational structures and active municipal initiatives.

Moving forward it is expected that internal partnerships through Transit, City Clerk's Office, Human Resources and others will contribute to the outcomes and completion of the Guelph Youth Strategy.

The Youth Strategy has ten Year 2 - 4 recommendations which help develop a more youth-friendly community.

## Recommendations

### Youth Voice

#### **Have Youth Representation on Guelph City Council (Year 5+)**

- Under Development
- High level discussions with Clerks and Recreation Services staff to establish a commitment
- Facilitate larger meeting in Q1 2018 to identify a model and requirements

- Partnership with the City Clerk's Office and Youth Services

### **Marginalized Youth**

#### **Facilitate Youth Engagement Training for all City Employees (Year 2 - 4)**

- Completed
- Recreation Program Coordinators and Customer Service Clerks have been trained in HIGH FIVE, Principals of Healthy Child Development
- City of Guelph Recreation Programs and Camps have been and will continue to be evaluated through QUEST training to track progress and identify areas of need

### **Transportation**

#### **CAN-Bike Courses for Students (Year 2 - 4)**

- Completed
- CAN-Bike courses scheduled for the 2018 Guelph Community Guide
- CAN-Bike subsidized through Engineering and Capital Infrastructure – Transportation Services to increase participant enrollment and encourage alternate modes of transportation
- Partnership created with Transportation Demand Management (TDM) Coordinator in Engineering and Capital Infrastructure – Transportation Services

### **Transportation**

#### **Implement a Universal Bus Pass Plan for all High School Students (Year 5+)**

- Under Development
- Will support Guelph Transit staff as they investigate possible models upon completion of the Transit Service Review and Fare Strategy
- This goal remains part of our 5+year objectives

### **Employment and Volunteer Opportunities**

#### **Develop a City of Guelph Volunteer Program for High School Students (Year 2 - 4)**

- Completed
- Guelph Youth Council supports high school students in receiving their 40 volunteer hours for graduation through meetings, events and activities
- The Volunteer Coordinator, Inclusion Coordinator and Recreation Coordinator of Youth Services have supported outreach at high schools and through city-wide events
- Volunteer applicant pool for programs, camps and other opportunities have increased significantly due to outreach and community presence

#### **Create a Recognition Program for Businesses that Train and Employ Young People (Year 5+)**

- Under Development
- Conversations with Economic Development and Youth Services to oversee the development of this program initiative

## **Youth Safety**

### **Endorse a City of Guelph Anti-Bullying Policy (Year 1)**

- Completed
- Wellington Catholic District School Board (WCDSB) and Upper Grand District School Board (UGDSB) both support anti-bullying initiatives throughout their schools and host Anti-Bullying Week
- Discussions internally and externally agreed to support existing initiatives within the community

## **Youth Safety**

### **Safe Spaces for Youth Policy and Program (Year 2 - 4)**

- Completed
- Development and implementation of an LGBTQ+ Friends and Allies Youth Drop-In at the Evergreen Seniors Centre. This is a free, accessible and safe space for youth that runs weekly from September - June
- Limitless Guelph is a Ministry funded project that aims to provide recreation opportunities for youth living with disabilities and able-bodied peers together. Through no cost (adaptive recreation) Limitless Guelph creates a recreational environment that is barrier-free and fully inclusive. The program has featured various workshops, demonstrations, drop-in and registered programming for children and youth across the city of Guelph

## **The Arts**

### **Collaborate with Guelph Arts Council to Bring the Annual Youth Artists Awards/Recognition Program (Year 2 - 4)**

- Completed
- Guelph Arts Council supports and provides funding for the Youth Opportunities Award each year
- Local artists, not-for-profits groups, and youth are eligible to apply for programs that initiate, enhance or expand opportunities for children and youth under 25 years of age to experience or become engaged in the arts in Guelph or Wellington County
- The Guelph Youth Council supports the marketing and promotion of this award and has been given the opportunity to have one student sit on the selection committee

## **Culture, Identity and Belonging**

### **Provide Anti-Racism/Anti Oppression (ARAO) Training for all City of Guelph Staff that Engage with Youth (Year 2 - 4)**

- Completed
- City of Guelph Human Resources Department identified the expectations and training through the Diversity Strategy as a comparable employee resource to Anti-Racism Anti Oppression (ARAO) training
- Youth Services will be a stakeholder in the review of the Diversity Strategy in 2018

## **Youth Space**

### **Create Positive Youth Space in all Publicly Accessible City of Guelph Facilities (Year 5+)**

- Completed
- Provide drop-in, fee for service, and leadership opportunities at each of our City of Guelph facilities
- West End Community Centre – Friday night teen drop in
- Victoria Road Recreation Centre – Fee for service programming for youth
- Evergreen Seniors Centre – fee for service programming and LGBTQ drop in
- City Hall – Guelph Youth Council meetings
- Exhibition Arena – Limitless Guelph workshops and programming
- Centennial Pool – Leadership Aquatic Program (LAP) partnership between Aquatics and the UGDSB

## **The Environment**

### **Promote a City-Wide Car Free Day at Guelph Schools (Year 2 - 4)**

- Under Development
- Preliminary discussions with Transit
- Clean Air Day (June 21, 2018) provides free transit for all community members including youth
- Guelph Youth Council will act as youth ambassadors to support this event through their high schools and community

## **The Environment**

### **Work Towards a City of Guelph Sustainable Transportation Model (Year 5+)**

- Completed
- Has been completed internally through Transportation Demand Management team
- Development and implementation of the Cycling Master Plan, Trail Systems Update, Active Transportation Master Plan and sidewalk assessments

## **Health and Wellness**

### **Expand the Wyndham House STEPS (Support Through Engagement in Programming and Sport) Program Throughout the City (Year 5+)**

- Under Development
- Recreational services for marginalized populations of youth is still a priority
- Discussions with Wyndham House and external community partners in 2018
- Youth Services will look at mechanisms to provide space and programming to support Wyndham House's efforts in delivering the STEPS program

The following objectives are planned for Year 5 of the strategy:

- 1) Have youth representation on Guelph City Council
- 2) Implement a universal bus pass plan for all high school students
- 3) Create a recognition program for businesses that train and employ young people
- 4) Incorporate youth safety into municipal planning



- 5) Promote a city-wide car free day at Guelph schools
- 6) Expand the Wyndham House STEPS program throughout the city

## Financial Implications

The goals of the 2013 - 2018 Guelph Youth Strategy will be accomplished within existing Programming and Community Development budgets.

## Consultations

Engineering and Capital Infrastructure – Transportation Services  
Transit  
City Clerk's Office  
Human Resources  
Economic Development

## Corporate Administrative Plan

### Overarching Goals

Service Excellence

### 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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## Report Author

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# Information Report

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Service Area	Public Services
Date	Friday, December 15, 2017
Subject	<b>Mico Valeriot Park Master Plan</b>
Report Number	PS-17-39

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## Executive Summary

### Purpose of Report

To provide Council with the Conceptual Master Plan for Mico Valeriot Park. This includes results of the community engagement process and internal stakeholder input.

### Key Findings

Community consultation through mail outs, online feedback and a public meeting have helped create a conceptual plan that meets the needs of the St. Patrick's Ward Neighbourhood located in the Stevenson Street South and Elizabeth Street area of Ward 1.

### Financial Implications

There are no financial implications. The 2017 Council approved capital budget allocated a total of \$110,000 for the community engagement, conceptual master planning, and design development of Mico Valeriot Park. In addition, the 2018 Council approved capital budget allocated \$450,000 for the implementation of the master plan and park construction.

## Report

Mico Valeriot Park is located at 235 Elizabeth Street in the Stevenson Street South and Elizabeth Street area of Ward 1. The park is 0.73 ha or 1.8 acres in size and it was dedicated to the City in 1973. The park shares boundaries with residential properties on all sides and there is only one narrow accessway into Mico Valeriot Park from Elizabeth Street (ATT-1 – Mico Valeriot Park Location Map). Within the park there are a number of existing amenities including: a wading pool (1973); a playground (2007) with swings, small structure and climber; a large open space area and a number of mature trees.

The park is zoned as a P2 Neighbourhood Park under the Zoning By-law and the Official Plan. The purpose and function of a Neighbourhood Park, as noted in the Official Plan, is to serve the immediate residential area within 500m of the park

(5 – 10 minute walking distance). As per the Zoning Bylaw, permitted uses include conservation area, informal play area, outdoor skating rink, picnic areas (consisting of a maximum of four tables), play equipment, public washroom, recreation trail and water spray area. Although the zoning permits a wide variety of uses, the small park size and existing grading limits the types of amenities that can be accommodated within the park.

In summer 2017, Open Space Planning staff developed three (3) park master plan concepts for Mico Valeriot Park and engaged the community in order to solicit feedback. All concepts provided park amenities that included: play equipment, gathering space, passive space, pathways and landscaping. Residents in the Mico Valeriot Park neighbourhood received numerous community engagement opportunities that included mailed out notices, online surveys and a public meeting. The community engagement section below provides detail on the community engagement process.

The final park master plan concept, included with this report as ATT-2 - Final Mico Valeriot Park Master Plan, features an informal open space, a large playground, a water play pump, naturalization areas, seating areas, and concrete and asphalt pathways.

Open Space Planning staff has identified the construction of Mico Valeriot Park in 2018. Construction drawings and tendering of the park construction would occur in Q1 2018 with park construction planned during Q2 and Q3 of 2018. Funding for this work has already been approved as per the 2018 capital budget. Actual park construction depends on the approval of the master plan, completion of construction documents, contract award, contractor availability, weather, and site conditions. Staff anticipates the park being finished and open for public use by Q4 2018.

### **Wading Pool Removal**

The wading pool for Mico Valeriot Park will be removed as part of the implementation of the master plan.

Following a comprehensive planning review of outdoor aquatic facilities in parks, a report entitled 'COW-PS-2017.07 Outdoor Aquatic Facilities in Parks' was presented to Council at the June 6, 2017 Committee of the Whole meeting. At this meeting, Council passed the following resolutions:

1. That staff be directed to plan and install recirculating splash pads over wading pools as the preferred outdoor aquatic facility in parks in order to conform to the City of Guelph Water Efficiency Strategy.
2. That staff be directed to locate new splash pads in community and regional zoned parks where they accommodate a wider segment of the population and have additional park amenities, following the Proposed Locations for Outdoor Aquatic Facilities.
3. That staff be directed to bring forward a ten-year capital program of work which will identify funds for Council consideration and approval to replace the three wading pool facilities with appropriate park amenities, and implement

new splash pads in various parks throughout the city by identifying opportunities for equitable distribution of new aquatic facilities.

Based on this direction by Council and a thorough review of Mico Valeriot Park, staff determined that a splash pad was not an appropriate amenity in this park because it does not comply with the Council-approved Water Efficiency Strategy; is at the end of its life cycle and requires ongoing costly maintenance; and the park's location is not suitable for an outdoor water facility.

## **Financial Implications**

There are no financial implications for the Mico Valeriot Park project. The 2017 and 2018 Council approved capital budgets have allocated a total of \$560,000 for the community engagement, conceptual master planning, design development and construction of Mico Valeriot Park.

## **Consultations**

### **Public Engagement**

In August 2017, a Community Engagement Plan was developed to engage the Mico Valeriot residents and gather input on the design for Mico Valeriot Park. There were two phases of community engagement:

- Phase 1: Select a park design concept and select key park features to replace the aging wading pool; and
- Phase 2: Review the preferred park concept design and select a theme for the playground.

### **Phase 1 Community Engagement**

For Phase 1, Open Space Planning staff completed the community engagement and master plan concepts for Mico Valeriot Park as an in-house project. In order to engage the adjacent residents, staff mailed notices to residents surrounding Mico Valeriot Park. The notice explained the master plan engagement process, what staff was considering as appropriate replacements to the wading pool, and justification for the removal of the wading pool. Included in the notices were copies of three (3) conceptual park concepts with three questions:

1. Which is your favourite concept and why?
2. Which is your least favourite and why?
3. Is there anything you would like to see in the park that hasn't been included or appears in one concept and not another?

In total, staff received 80 responses to the request for feedback and heard the following:

- Concept 3 was the most popular concept with 38% of the votes; however many commented that walking path along the perimeter of the park is important in a final design;

- A large playground that is accessible and provides separate play for junior (0-5) and senior (5-12) ages was preferred;
- A water pump similar to Exhibition Park was requested as an additional element to the park concepts; and
- A number of people preferred a shelter to a trellis in the park.

During the community engagement, the community provided feedback with respect to each concept and selected program elements and park features from all three concepts. As a result, staff determined that since there was not a distinct concept winner, a fourth, hybrid concept should be designed to reflect the needs of the city and feedback from the public.

## **Phase 2 Community Engagement**

For Phase 2, Open Space Planning staff engaged a consultant to design a fourth hybrid concept. Seferian Design Group developed a concept that combined all the comments into a preferred design.

In order to engage the residents, another notice was mailed to residents surrounding Mico Valeriot Park, and staff emailed previous participants. The notice directed residents to provide any final comments on the preferred design and to vote for a theme for the playground. Four playground themes were provided for voting: Sport and Running, Woodland Creatures, Riparian Landscape, and a Railway Theme.

A public meeting was also held for the public to meet with City staff and the consultant to discuss the preferred concept plan. The meeting took place on November 15, 2017 at the Victoria Road Recreation Centre from 2:00 – 4:00 p.m. and 5:30 – 7:30 p.m.

In total, staff received 33 votes on the playground theme and heard very few comments on the preferred concept plan.

The only comment that staff heard was regarding the decision to locate a picnic shelter in the park. A few residents raised concerns over the use of a shelter for illegal or unpermitted park uses. Based on discussion with the residents and through consideration of Crime Prevention Through Environmental Design (CPTED) principles, staff removed the shelter from the final concept plan.

## **Accessibility Advisory Committee**

On November 28, 2017, staff met with the City's Accessibility Advisory Site Plan Sub-Committee to the Accessibility Advisory Committee (AAC) to present the master plan. No comments were provided on the plan. As there were no comments from the sub-committee and all the requirements of the City's Facility Accessibility Design Manual (FADM) were followed, the plan will not be presented to the AAC full committee until detailed design.

## **Communication of Decision**

Following the submission of this report, the final Mico Valeriot Park Master Plan will be posted on the City's website, and community members will be notified through emails collected throughout the public engagement process.

# Corporate Administrative Plan

## Overarching Goals

Service Excellence  
Financial Stability  
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

ATT-1 Mico Valeriot Park Location Map  
ATT-2 Final Mico Valeriot Park Master Plan

## Departmental Approval

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Leanne Warren, Accessibility Services Coordinator

## Report Author

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ATT-1 Mico Valeriot Park Location Map





# ATT2- Final Mico Valeriot Park Master Plan

235 ELIZABETH STREET | DECEMBER 2017

## PREFERRED CONCEPT PLAN

### DESIGN INTENT AND LANDSCAPE PROGRAM

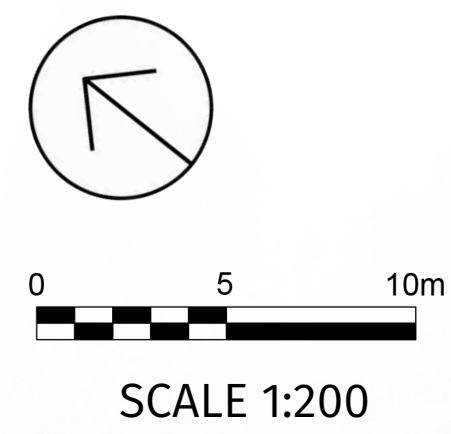
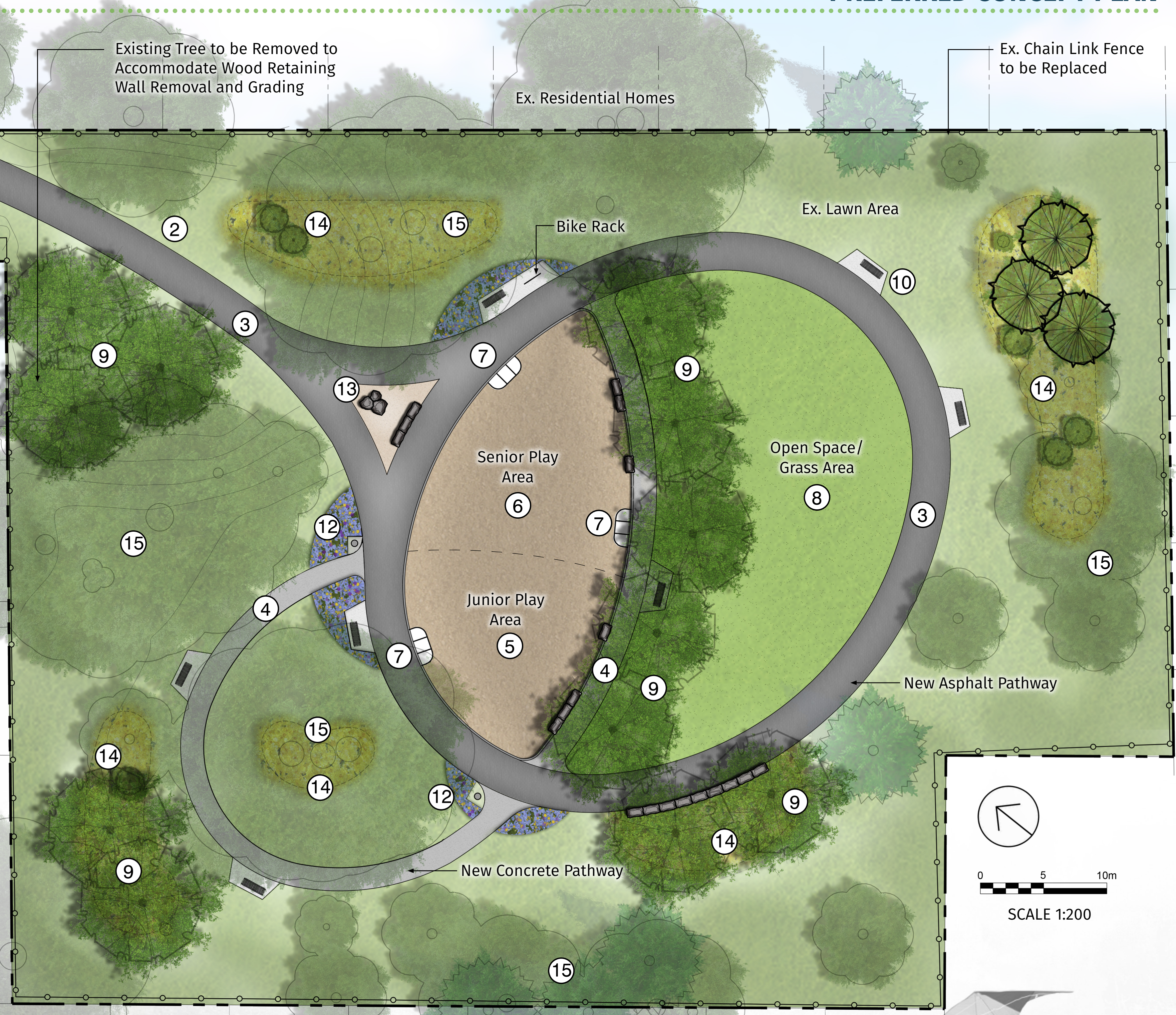
Mico Valeriot Park is 0.73 hectares (1.8 acres) in size and was dedicated to the City in 1973. This neighbourhood park is well-used in the established Ward 1 Neighbourhood. The City conducted a public consultation process with three park concepts from August through September 2017. During this process the community provided good feedback with respect to each concept and selected program elements and park features from all three concepts. As a result, a fourth, hybrid concept (Preferred Concept Plan) has been designed to reflect the needs of the City and feedback from the public on the first three concepts. Overall the City heard that the following were important: a shaded, accessible play area, a water pump like at Exhibition Park, walking pathways with seating, a shelter, naturalized (unmaintained) areas, preservation of existing trees and a large open space for active recreation. In the Preferred Concept Plan the wading pool and existing playground will be removed and replaced, and the mature vegetation will be preserved.

The goal of the Preferred Concept Plan is to improve the functionality and aesthetic of the park while creating a sense of place and welcoming. It is critically important that the newly expanded park accomplish and address the following:

- Encourage healthy and active lifestyles;
- Embrace and create a unique place that includes a diversity of uses, users, and functions;
- Be family friendly, accessible, safe, secure, active, and sustainable;
- Manage expectations of the community and make a plan that is financially feasible;
- Allow for optimum facility operation and maintenance efficiency;
- Comply with local and municipal policies, including but not limited to the Guelph Facility Accessibility Design Manual;
- Enhance connectivity and create a destination within Ward 1.

Building on the original three concepts, the Preferred Concept Plan contains the following design features:

- Perimeter 3.0m wide asphalt pathway (10m setback from property lines)
- Secondary 1.83m wide concrete pathways
- Junior and senior playground spaces (20m setback from property lines)
- Increased seating
- Increased site furnishings (trash receptacles, bike rack)
- New plantings for shade
- Naturalization planting areas (5m setback from property lines)
- Areas for relaxation and quiet contemplation
- Open grass areas for active unprogrammed recreation
- Water pump feature
- Enhanced park entrance to create a sense of arrival



- 1 Park Entrance**
  - Existing park signage and wood bollards to be removed
  - Bus shelter to remain
  - New Park Identification Signage and gate
  - Planting area to enhance the entry into the park
  - Provision for commemorative plaque/interpretive signage
  - Signage to be City standard rollunder signage
- 2 Wading Pool Removal**
  - Wading pool, building, asphalt and granulars to be removed and area regraded to accommodate new asphalt pathway
- 3 3.0m Wide Asphalt Pathway (240m length)**
  - Perimeter walking trail
  - AODA accessible (max. 4% grade)
  - Complies with City of Guelph Facility Accessibility Design Manual (2015)
- 4 1.83m Wide Concrete Pathway (96m length)**
- 5 Junior Play Area (195m<sup>2</sup>)**
  - Accommodates younger children (ages 1-4)
  - Fibar mulch surfacing surrounded by concrete curb
  - Informal armoustone seating along edges of play area
- 6 Senior Play Area (250m<sup>2</sup>)**
  - Accommodates younger children (ages 5-10+)
  - Fibar mulch surfacing surrounded by concrete curb
  - Informal armoustone seating along edges of play area
- 7 Accessible Playground Entry**
- 8 Open Space/Grass Area (670m<sup>2</sup>)**
  - Space for active sports (soccer, frisbee, play catch, etc.)
  - Designed to be primarily in sunniest part of the site
- 9 Large Deciduous Shade Trees**
  - Planted to provide shade relief to the play areas and informal armoustone seating areas along the pathway
- 10 Accessible Bench Seating**
  - City standard benches and pads
  - All benches to be AODA and City of Guelph Facility Accessibility Design Manual (2015) compliant
- 11 Wood Retaining Wall Removal**
  - Area to be regraded to eliminate the need for a retaining wall
- 12 Trash Receptacle**
  - City standard receptacle
  - Low-maintenance planting surrounding trash receptacles
- 13 Water Pump Feature**
  - Small water pump feature (similar to Exhibition Park)
  - Sand base contained within asphalt pathways
  - Informal armoustone seating
  - Area is kept separate from play areas to alleviate mixing of surfacing materials
- 14 Naturalization Areas**
  - Existing turf grasses to be removed
  - Areas to be no-maintenance
  - Areas seeded with naturalized seed mixture and augmented with native trees and shrubs for seasonal interest, habitat, and species diversity
  - New areas to be bermed (1.0-1.5m height) to distinguish naturalization areas from existing turf areas
  - Naturalization areas around existing trees to be bermed within tolerances approved by certified arborist as to not jeopardize long-term health of the trees
- 15 Existing Trees to be Retained**





Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed New Regulation to be made under the Electricity Act, 1998	Energy	January 12, 2018	<p>The purpose of the proposed regulation is to ensure the appropriate siting of renewable energy generation facilities in relation to residential areas and prime agricultural land.</p> <p style="text-align: center;">* * *</p> <p>The Province's 2017 Long-Term Energy Plan (LTEP) commits to enhance Ontario's net metering framework to give customers new ways to participate in clean, renewable electricity generation. In accordance with this commitment, the Ministry of Energy intends to expand net metering eligibility to include new ownership models and to ensure appropriate consumer protection provisions and siting restrictions are in place. The Ministry of Energy intends to propose regulatory changes to enable new ownership models, as well as other regulatory measures in support of an expanded and enhanced net metering framework, as follows:</p> <ul style="list-style-type: none"><li>• Enable third-party ownership of net-metered generation facilities and virtual net metering demonstration projects</li><li>• Adapt and enhance the existing energy consumer protection framework to support</li></ul>	<p>Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.</p> <p>A joint response will be prepared through EWaCC and Climate Change Office</p>	<p>Staff level comments will be consistent with the City's approach with energy planning.</p> <p>Restrictions on siting of renewable energy generation systems may impact the city's ability to meet targets for local renewable generation in the Community Energy Initiative</p>	Climate Change Office	<a href="http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTM0MDM0&amp;statusId=MjAzODk3&amp;language=en">http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTM0MDM0&amp;statusId=MjAzODk3&amp;language=en</a>

			<div>the introduction of third-party ownership arrangements</div> <ul style="list-style-type: none"><li>• Ensure that prescribed types of renewable energy generation facilities are sited appropriately.</li></ul>				
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Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
<b>Policy Proposal Notice</b>  Food and Organic Waste Framework	Ministry of the Environment and Climate Change	January 15, 2018	<p>An EBR notice has been posted (013-1814) as a Policy Proposal Notice. The Ministry has developed a proposed Food and Organic Waste Framework as part of its commitments in the Strategy for a Waste-Free Ontario: Building a Circular Economy. The Framework consists of two complementary components:</p> <ul style="list-style-type: none"><li>• Part A: Proposed Food and Organic Waste Action Plan which outlines strategic commitments to be taken by the province to address food and organic waste; and,</li><li>• Part B: Proposed Food and Organic Waste Policy Statement under the Resource Recovery and Circular Economy Act, 2016, which provides direction to the province, municipalities, producers, IC&amp;I sector, waste management sector, and others to further the provincial interest in waste reduction and resource recovery as it relates to food and organic waste.</li></ul> <p>The proposed Framework strives towards the achievement of the following objectives:</p> <ul style="list-style-type: none"><li>• Reduce food and organic waste</li><li>• Recover resources from food waste and organic waste</li><li>• Support resource recovery infrastructure</li><li>• Promote beneficial uses of recovered resources</li></ul> <p>The proposed Framework includes actions and policies which support Ontarians as they prevent food and organic waste, rescue surplus food, recover resources from food and organic waste, and find sustainable end-uses for products made from organic materials.</p>	Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.	<p>Staff response on the proposed Framework will be consistent with our comments given at our invited participation at Ministry Food Waste Consultation Sessions.</p> <p>The City of Guelph has a vested interest in diverting food and organic waste from landfill through the operation of our Organic Waste Processing Facility, thereby reducing our carbon footprint and increasing our diversion rate.</p> <p>Further, due to some of the proposals in the framework, there may be considerations related to City operations, capacity, promotion/education, etc.</p>	Solid Waste Resources, Environmental Services	<a href="https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzOTI0&amp;statusId=MjAzNzAz&amp;language=en">https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzOTI0&amp;statusId=MjAzNzAz&amp;language=en</a>

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Developing a Voluntary Carbon Offsets Program for Ontario	Ministry of Environment and Climate Change	January 15, 2018	<p>The province is looking for feedback regarding the development of a program that enables the creation of carbon offset credits in Ontario's voluntary carbon offsets program.</p> <p>Ontario's proposed voluntary carbon offsets program will create a clear set of rules and requirements for anyone who wants to facilitate the creation of carbon offsets projects and to sell the credits generated from these projects to others. Ontario's program for quality branded voluntary carbon offsets would:</p> <ul style="list-style-type: none"><li>• Provide a mechanism for government , the private</li></ul>	<p>Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline. A joint response will be prepared through EWaCC and Climate Change Office</p>	<p>Staff level comments will be consistent with the City's approach to energy planning.</p> <p>City energy-related projects will often result in lower carbon emissions, and may be eligible for the program. Further, the City already obtains credits for captured biogas at the Eastview decommissioned landfill site, and this program may impact the credit sale process.</p>	Climate Change Office	<a href="http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzNzM0&amp;statusId=MjAzMzg0&amp;language=en">http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzNzM0&amp;statusId=MjAzMzg0&amp;language=en</a>

			<div>sector and others to reduce both their carbon and ecological footprints;</div> <div><ul style="list-style-type: none"><li>• Facilitate participation by Indigenous, northern and agricultural communities and municipalities in the carbon market;</li><li>• Promote additional environmental co-benefits; and</li><li>• Drive innovation and support the transition to a low carbon economy.</li></ul></div>				
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Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Climate Change Adaptation	Ministry of the Environment and Climate Change	January 21, 2018	<p>The Province is seeking feedback regarding its climate change adaptation approach.</p> <p>Ontario has made progress on a number of climate change adaptation actions, and this proposal outlines the next set of actions to help ensure communities and their partner organizations, governments, private businesses and individual Ontarians have the information they need to build resilience in a changing climate</p>	<p>Staff comments will be submitted on the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.</p> <p>A joint response will be prepared through EWaCC and Climate Change Office</p>	<p>Staff level comments will be consistent with the City's approach to climate change mitigation strategies and adaptation planning.</p> <p>Given that climate change is affecting Guelph, it is the City's desire to ensure provincial programming assists with our adaptation planning.</p>	Climate Change Office	<a href="http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzNjA3&amp;statusId=MjAzMTcz&amp;language=en">http://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMzNjA3&amp;statusId=MjAzMTcz&amp;language=en</a>

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Tire Regulation under the Resource Recovery and Circular Economy Act, 2016 (RRCEA)	Ministry of the Environment and Climate Change (MOECC)	January 22, 2018	<p>The MOECC is proposing a regulation under the RRCEA that would make tire producers environmentally accountable and financially responsible for recovering resources and reducing waste associated with tires that they supply into the Ontario market.</p> <p>The regulation would require producers to meet resource recovery standards and to establish an accessible and convenient tire collection network across Ontario to reduce the amount of tires lost to disposal, among other things.</p> <p>On December 1, 2017, the draft RRCEA tire regulation was posted on the Environmental Bill of Rights (EBR) Registry for a 52-day consultation period (Dec. 1, 2017 – Jan. 22, 2018). The proposed regulation outlines a number of requirements, including:</p> <ul style="list-style-type: none"><li>• Meeting resource recovery and collection standards;</li><li>• Providing a free and convenient used tire collection network in Ontario;</li><li>• Educating consumers;</li><li>• Registering with and reporting to the Resource Productivity and Recovery Authority; and,</li><li>• Other requirements, including record keeping and third-party audits.</li></ul> <p>The proposed regulation also includes phased-in implementation dates for requirements to enable a seamless transition for the management of tires in Ontario.</p>	Staff comments will be submitted on the EBR Registry and provided to Council following the consultation deadline.	<p>The City of Guelph has a vested interest in diverting tires from landfill, fostering the continued growth and development of the circular economy, and providing Guelph residents with accessible and well-communicated diversion services.</p> <p>Managing our resources more effectively will benefit Guelph residents, our environment and economy and support our efforts to fight climate change.</p>	Environmental Services	For details about the draft RRCEA regulation for tires, visit the <a href="#">EBR Registry</a>

## MEMO

**To:** External Stakeholders

**From:** Karyn Lumsden

**Date:** December 14, 2017

**Re:** Announcement – Sub Region Alignment

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The WWLHIN is implementing further changes to the director portfolios in Home and Community Care. As we continue to progress in establishing our approach to sub-region planning, it has become obvious that there is real benefit to aligning the Home and Community Care directors with sub-regions. This will allow the aligned directors to work more closely with the newly hired sub-region Clinical Leads and the sector leaders sitting at sub-region planning tables. Also, as we continue to align care coordination to primary care and roll out the concept of care communities in sub-regions, geographically dedicated directors supports this work well.

Each director continues to hold LHIN-wide areas of specialty focus, such as “PSW Lead” or “Nursing Services Lead” in addition to supporting the teams in the various sub-regions. Please see the attached grid for further clarity.

Please do not hesitate to reach out to me or to any of the directors if you have questions.

**Karyn Lumsden**

Vice President, Home and Community Care  
Waterloo Wellington Local Health Integration Network  
Réseau local d'intégration des services de santé de Waterloo Wellington  
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## Care Community Portfolio's (Patient Service Directors/Home & Community Care)

Liz Nieson	Simon Akinsulie	Dana Khan	Lee-Ann Murray	Rhonda Wideman
Wellington	Guelph	Cambridge	KW4 Centre/South/East	KW4 Centre South, Centre North, North, West, KW4 In Home
North West Health Alliance	Guelph General Hospital	Cambridge Memorial Hospital	St Marys General Hospital	Grand River Hospital
Groves Memorial Community Hospital	St Jospehs General Hospital Guelph	Specialized Geriatric Services/Psychogeriatric Resource Consultants /Elder Abuse	Wound Care Program	Intake/Information & Referral
Hospice Palliative Care	Freeport Hospital		Professional Practice	Short Stay
Palliative	Sunnyside	Direct Therapists	Mental Health (KW4)	Health Care Connect
Medical Assistance in Dying	Homewood		Pediatrics	
	Coordinated Bed Access		Centralized Equipment & Supply Team	
			Direct Care Nurses	
			Mental Health & Addiction Nurse	
			Rapid Response Nurses	
			Mental Health-Registered Nurse	

Lead position	Lead position	Lead position	Lead position	Lead position
Palliative Lead	Transitions (ALC, CBA etc.)	Specialised Geriatric Services Lead	Pediatrics	Primary Care Lead
	Long Term Care Provincial Designate	Personal Support Worker Lead	Special Needs Strategy/ Self Directed Care	Refugee Health Lead
	French Language/ Indigenous	Community Support Services Lead	Mental Health & Addictions Nurse Lead	Health Care Connect Lead
		Therapy Lead	Rapid Response Nurse Lead	Community Paramedicine Lead
		Retirement Home/Independent Assisted Living Program/ Supportive Housing Lead	Nursing/Equipment & Supplies Lead	
			Tele-Homecare Lead	
			Infection Control Lead	
			Developmental Services Lead	

## TOWN OF ERIN

5684 Trafalgar Rd.  
Hillsburgh, Ontario N0B 1Z0  
[www.erin.ca](http://www.erin.ca)



## Office of the Mayor

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RECEIVED

DEC 14 2017

CITY CLERK'S OFFICE

Hon Chris Ballard, MPP  
Ministry of the Environment and Climate Change  
11<sup>th</sup> Floor, Ferguson Block  
77 Wellesley Street West  
Toronto, Ontario  
M7A 2T5

December 5, 2017

RE: Town of Erin – Limited Funding towards Conservation Authorities

Dear Minister Ballard:

As a small tier municipality— the Town of Erin is currently on the forefront of witnessing the inequity of funding resources and ongoing pressures from the tax base to continue supporting the Conservation Authorities. As it currently stands, the Conservation Authorities are mainly funded through local municipalities and their tax base. However, the Town of Erin believes that the Province of Ontario must continue to contribute to these efforts, in order to sustain the same level of service that Conservation Authorities currently uphold.

It is undeniable that the work that organizations such as Credit Valley Conservation Authority and Grand Valley Conservation Authority do is monumental in maintaining and protecting the Province's watershed; providing high quality programming for current residents and future generations. Whilst the Town of Erin appreciates the work currently being done, municipalities are being required to disproportionately provide funding to Conservation Authorities that is beyond our direct control. Despite having representation on the Boards of these agencies, they operate under provincial statute, therefore, municipalities are challenged to maintain affordable levels of taxation.

Despite the best efforts of local governments to innovate and find creative solutions to deliver key public services— doing more with less has become increasingly challenging. Therefore, I believe that the Province of Ontario should opt to provide direct funding to Conservation Authorities without placing the financial burden upon the local taxpayer. Although the Town of Erin believes there is a benefit to the local population in regards to Conservation Authorities work, the benefit is far greater for the province as a whole.

In regards to this issue, I would like to formally request that the Province of Ontario provides considerable funding to Conservation Authorities such as the Credit Valley and Grand River Conservation on behalf of small tier municipalities such as the Town of Erin.

Thank you for taking the time to address the following correspondence, and I look forward to your continued support on the following matter.

Sincerely,

Allan Alls, Mayor  
Town of Erin

CC: Municipalities of the Credit River Conservation Authority;  
Municipalities of the Grand Valley Conservation Authority

**Guelph Police Services Board**

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1

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TTY (519) 824-1466 Email: board@police.guelph.on.ca

RECEIVED  
DEC 14 2017  
CITY CLERK'S OFFICE

December 12, 2017

**VIA FAX TO LOCAL MEDIA**

I am writing to inform you that the Guelph Police Services Board re-elected Don Drone as Chair and Judy Sorbara as Vice-Chair for the 2018 year. The other members of the Guelph Police Services Board are Mayor Cam Guthrie, Councillor Christine Billings, and Len Griffiths.

The meeting schedule for the Guelph Police Services Board for the year 2018 will continue to be the 3<sup>rd</sup> Thursday of each month at 2:30 p.m., with the exception of January, where the meeting will be held one week later; August, which will have no meeting; and December, where the meeting will be held early. All meetings will be held at City Hall, unless the Police Headquarter facility becomes available at some point during the year.

The scheduled meeting dates will be adhered to as closely as possible, however, on occasion may be subject to change. The meeting schedule for the Guelph Police Services Board for the year 2018 is as follows:

January 25 (4 <sup>th</sup> Thursday)	May 17	September 20
February 15	June 21	October 18
March 15	July 19	November 15
April 19	No August meeting	December 13 (2 <sup>nd</sup> Thursday)

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Cheryl Polonenko".

Cheryl Polonenko  
Executive Assistant