

# Committee of the Whole Meeting Agenda

Monday, December 7, 2020, 2:00 p.m.

Remote meeting live streamed  
on [guelph.ca/live](https://guelph.ca/live)

Changes to the original agenda are noted with an asterisk "\*".

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## Pages

### 1. Notice - Electronic Participation

#### 1.1. Committee of the Whole

This meeting will be held by Electronic Participation in accordance with the City of Guelph Procedural By-law (2020)-20515.

### 2. Call to Order - Mayor

#### 2.1. Disclosure of Pecuniary Interest

### 3. Staff Recognitions

#### 3.1. 2020 Smart 50 Awards Recipient - Community Engagement Category - Our Food Future

Barbara Swartzentruber, Executive Director, Smart Cities  
Cathy Kennedy, Manager, Smart Cities  
Michelle Lowther, Administrative Assistant  
Leah Parolin, Multi-Residential Diversion Coordinator  
Kelly Guthrie, Community Engagement Coordinator  
Tara Sprigg, General Manager, Corporate Communications and Customer Service  
Jennifer Smith, Manager, Corporate and Community Strategic Initiatives  
Alison Springate, Strategic Communications and Program Advisor

Jana Burns, County of Wellington  
Andrea Ravensdale, County of Wellington  
Kayla-Wray Amy, County of Wellington  
Justine Dainard, County of Wellington

### **3.2. Community Plan - 2 Awards**

1. Double honours from the International Association for Public Participation (IAP2) Canada. "A United Vision: Guelph's Community Plan" was named Project of the Year at the 2020 IAP2 Canada Core Values Awards
2. "Extending the Practice through Creativity, Contribution and Innovation in the Field"

Jennifer Smith, Manager, Corporate and Community Strategic Initiatives

Stewart McDonough, Community Plan Activator

Kelly Guthrie, Community Engagement Coordinator

Alison Springate, Strategic Communications and Program Advisor

Michelle Lowther, Administrative Assistant

Barb Swartzentruber, Executive Director, Smart Cities

### **4. Service Area - Governance**

Chair - Mayor Guthrie

### **5. Items for Discussion - Governance**

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

#### **5.1. Managing the Impacts of COVID-19: Update #6**

##### **Presentation:**

Scott Stewart, Chief Administrative Officer

Colleen Clack-Bush, Deputy Chief Administrative Officer, Public Services

Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services

Trevor Lee, Deputy Chief Administrative Officer, Corporate Services

Report to be included as part of the revised agenda.

#### **5.2. Intergovernmental Relations Strategic Framework and 2021 Advocacy Plan, 2020-228**

1

##### **Presentation:**

Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services  
Leslie Muñoz, Manager, Policy and Intergovernmental Relations

**Recommendation:**

1. That Council approve the Intergovernmental Relations Strategic Framework to guide intergovernmental and advocacy activities for the rest of Council's term.
2. That Council approve the 2021 Advocacy Priorities.
3. That Staff report back to Council in Q4 2021 to provide an update on intergovernmental activities in 2021 and to propose advocacy priorities for 2022.

**6. Service Area Chair and Staff Announcements**

**7. Service Area - Infrastructure, Development and Enterprise Services**

Vice-Chair - Mayor Guthrie

**8. Consent Agenda - Infrastructure, Development and Enterprise Services**

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

**8.1. Transition of Blue Box and Electrical and Electronic Equipment Programs to Individual Producer Responsibility, 2020-216**

21

**Recommendation:**

1. That the City of Guelph request that the Ontario Ministry of the Environment, Conservation and Parks accommodate the City's original request to transition its Blue Box program to full producer responsibility at the earliest transition date, January 1, 2023, or, in the event that this is not possible, that the City of Guelph receive full funding for the operation of the City's Blue Box program based on 100% of reported costs until such time as the program is transitioned to producer responsibility.
2. That the City's preceding resolution be forwarded to the Ontario Ministry of the Environment, Conservation and Parks.
3. That staff be authorized to enter into negotiations with producers or producer responsibility organizations for the purposes of developing transition strategies with

respect to Blue Box services to be transitioned under the proposed Blue Box Transition regulation of the Waste Free Ontario Act once it is enacted.

4. That the City continue to provide a waste collection service for Electrical and Electronic Equipment at the Public Drop-off depot and analyze the program's performance during the first year to determine direction with respect to future program offerings.

## **9. Items for Discussion - Infrastructure, Development and Enterprise Services**

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

### **9.1. Real Estate Assets Update, 2020-208**

27

#### **Presentation:**

Antti Vilkkio, General Manager, Facilities and Energy Management

Ian Scott, Manager, Facility Design and Construction

#### **Recommendation:**

1. That the property at 65 Delhi Street be deemed a surplus asset and be put up for sale.
2. That a market sounding study to determine potential uses for the Drill Hall be completed by 2022, to coincide with the completion of the building stabilization efforts.
3. That the porch at 341 Forestell Road be removed and catalogued for future restoration under the Ontario Heritage Act.
4. That staff report back to City Council in Q4 2021 to provide an update on the listed properties of interest.

## **10. Service Area Chair and Staff Announcements**

## **11. Adjournment**

# Staff Report



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To	<b>Committee of the Whole</b>
Service Area	Office of the Chief Administrative Officer
Date	Monday, December 7, 2020
Subject	<b>Intergovernmental Relations Strategic Framework and 2021 Advocacy Plan</b>

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## Recommendation

1. That Council approve the Intergovernmental Relations Strategic Framework to guide intergovernmental and advocacy activities for the rest of Council's term.
  2. That Council approve the 2021 Advocacy Priorities.
  3. That Staff report back to Council in Q4 2021 to provide an update on intergovernmental activities in 2021 and to propose advocacy priorities for 2022.
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## Executive Summary

### Purpose of Report

Intergovernmental Services staff are proposing a new Intergovernmental Relations Strategic Framework (IG Strategy), which, if approved by Council, would guide the City's intergovernmental and advocacy activities for the rest of Council's term. Staff are also proposing advocacy priorities and an intergovernmental Outreach Plan for 2021.

The goal of the proposed IG Strategy is for the City of Guelph to successfully leverage local, regional, provincial and federal partnerships to unlock opportunities to create a future ready and innovative community for all.

The IG Strategy has 4 key components/areas of activity with corresponding action items under these objectives:

**Promote** – To elevate the City's reputation as a 'future ready' thought leader, innovator, trusted government partner and responsible local government.

**Advocate** – To influence decision-makers to advance the City's strategic interests and the wellbeing of our local community.

**Engage** – To nurture relationships with other orders of government, municipal partners, associations and key community stakeholders to create broad-based support for our story, our priorities, challenges and ambitions.

**Inform** – To provide strategic information and advice to city leaders on the latest legislative and policy developments and challenges of the day.

## **Key Findings**

The proposed IG Strategy seeks to refresh the City's intergovernmental relations approach which was last formally updated in 2013. If approved, the IG Strategy will align the City's advocacy priorities with the priorities of the City's Strategic Plan "[Guelph. Future Ready.](#)"

It also proposes to pursue "community-based advocacy" by leveraging strategic coalition-building with key stakeholders in Guelph to strengthen the City's advocacy efforts with provincial and federal governments via Guelph Advocacy Days. Community-based advocacy would see city leaders engage in advocacy work directly alongside key local partners to advance our goals as a community as articulated in the Community Plan.

This IG Strategy also seeks to contribute to the City's anti-racism, diversity and inclusion work. It does so by continuing to strengthen intergovernmental relationship-building efforts with the Mississaugas of the Credit First Nation and through work in support of the Community Plan as described above.

Other new elements of the IG Strategy include the roll out of an updated communications plan and a ramp-up process for election advocacy in the event of a federal or provincial election.

## **Financial Implications**

There are no new financial implications associated with the new IG Strategy. Implementation will be funded using existing budgeted resources.

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## **Report**

The proposed IG Strategy seeks to refresh the City's strategic approach to intergovernmental relations, including by ensuring the City's advocacy efforts directly align with and support the City's Strategic Plan and Community Plan. The City's existing Intergovernmental Relations Strategic Framework was originally approved by Council in December 2013. As part of the IG Strategy, staff are also proposing an Advocacy and Outreach Plan for the 2021 fiscal year.

## **Intergovernmental Relations at the City of Guelph**

The role of the City's Intergovernmental Services (IG) division is to engage in and support direct advocacy with federal, provincial and municipal counterparts to advance the City's strategic interests where these interests intersect with external policy, funding opportunities, and decision-making or where there are opportunities for external collaboration. IG also coordinates the City's submissions to provincial and federal consultation processes, functions as a government liaison on behalf of the City, supports the City's participation in key municipal associations (i.e. Ontario Big City Mayors, Association of Municipalities of Ontario, Federation of Canadian Municipalities), and seeks to keep Council and other city leaders informed about the latest developments of the day.

Maintaining a strong and strategically coordinated intergovernmental relations program is essential in the current political environment. The City will need to work in partnership with other orders of government to ensure our local community's recovery from the COVID-19 pandemic and the associated economic impacts. This includes engaging with municipal counterparts to amplify and advance shared

municipal interests and ensuring information about provincial and federal developments flow to Council and the City's leadership. Due to the realities of a minority federal government and an anticipated provincial election before the end of Council's term, it is also important that the City is ready to engage in election advocacy should the writ drop federally or provincially. Similarly, strategic IG coordination is necessary to influence government decision-making and to maximize the City's ability to secure funding from provincial and federal sources to stabilize City finances and stimulate local economic recovery.

Given anticipated challenges and opportunities ahead, the IG Strategy focuses on ensuring Guelph's resilience, highlighting Guelph's value-add as an innovative, mid-sized City, and advancing the City's and our local community's ambitions.

## **The IG Strategic Framework and Proposed Activities**

The goal guiding the proposed IG Strategy is that the City of Guelph successfully leverages local, regional, provincial and federal partnerships to unlock opportunities to create a future ready and innovative community for all.

The IG Strategy has 4 key components/areas of activity with corresponding action items under these objectives. These components and actions are described below and in the attached 2020 Intergovernmental Relations Strategic Framework document:

**Promote** – To elevate the City's reputation as a 'future ready' thought leader, innovator, trusted government partner and responsible local government.

Proposed actions under this area of activity include:

- Celebrating the City's successes by seeking out opportunities to promote our future readiness as a public policy thought leader and innovative service provider
- Expanding the City's influence through participation in federal and provincial working groups, task forces and in municipal associations

**Advocate** – To influence decision-makers to advance the City's strategic interests and the wellbeing of our local community.

Proposed actions under this area of activity include:

- Identifying and creating annual and ad-hoc advocacy priorities and action plans in line with the priorities of the City's Strategic Plan to advance the City's interests (i.e. annual advocacy action plans, election action plans, etc.)
- Establishing and implementing an annual outreach approach to engage federal, provincial and regional decision-makers on key local issues, including through in-person or virtual "Guelph Advocacy Days", "three-levels" meetings with the Mayor/MP/MPP, and outreach with regional partners
- Coordinating the City's response to provincial and federal consultations
- Providing intergovernmental advocacy advice and support to Council and City Staff as requested where aligned with the City's priorities
- Supporting the preparation and promotion of strategic funding opportunities

**Engage** – To nurture relationships with other orders of government, municipal partners, associations and key community stakeholders to create broad-based support for our story, our priorities, challenges and ambitions.

Proposed actions under this area of activity include:

- Identifying and nurturing strategic partnerships with government, regional, association and local partners (i.e. Connect the Corridor partners, Wellington County, etc.)
- Collaborating with key local stakeholders to implement 'community-based advocacy' in support of Guelph's Community Plan
- Supporting Council and staff leads serving in key municipal associations (i.e. Ontario's Big City Mayors, Association of Municipalities of Ontario, Federation of Canadian Municipalities, etc.)

**Inform** – To provide strategic information and advice to city leaders on the latest legislative and policy developments and challenges of the day.

Proposed actions under this area of activity include:

- Developing, implementing and maintaining an Intergovernmental Relations Communications Plan to keep Council, City Staff and the public informed and engaged about the City's advocacy and intergovernmental activities
- Providing Council and City leaders with timely analysis of emerging legislative and policy developments of the day (i.e. Intergovernmental Updates, Info Reports, Consultation Submissions)
- Working cross-departmentally to research and analyze emerging challenges and opportunities facing the City and provide strategic policy advice as needed

To implement the IG Strategy in the year ahead, staff are also proposing Advocacy Priorities and an Outreach Plan for 2021.

### **Proposed Advocacy Priorities and Outreach Plan for 2021**

Refreshing the City's IG Strategy affords an opportunity to embed the priorities of the Strategic Plan into the City's advocacy work. If approved by Council, these priorities would guide the City's advocacy efforts in 2021, including in federal and provincial budget consultation submissions, AMO Conference delegations, in the event of an election, etc.

Proposed advocacy focus areas are listed under their corresponding Strategic Plan priority area below:

**Powering Our Future:** 1. Advocacy to advance Guelph's economic recovery, including in support of the City's economic development strategy; and 2. Highlighting the work of Our Food Future.

**Sustaining Our Future:** 1. Advancing the City's 100% renewable energy and net zero carbon community by 2050 goals; and 2. Advocating for funding for brownfield remediation.

**Navigating Our Future:** 1. Promoting interregional transportation; and 2. Advancing All-Day-Two-Way Go and other Metrolinx-related interests.

**Working Together for Our Future:** 1. Securing further municipal pandemic supports, including for operating expenses and transit; and 2. Advocating for provincial support of municipal modernization.



**Building Our Future:** 1. Community infrastructure-related advocacy to maintain existing assets and build new ones; and 2. Increasing the availability of housing that meets community needs.

Further to submissions to the federal and provincial governments and to their respective legislatures, dedicated outreach is necessary to advance these priorities.

### **Proposed 2021 Advocacy Outreach Plan**

To advance the City's priorities in the year ahead, staff propose working with Council to implement the following outreach activities. Given the realities of COVID-19, these activities can be implemented virtually until in-person advocacy can safely resume.

- Provincial/Federal "Guelph Advocacy Days" with key community stakeholders focused on our community's economic and social recovery and ensuring future readiness
- Council and Staff participation in the 2021 AMO Conference and ministerial delegations
- Annual meeting between the Mayor and the Chief of the Mississaugas of the Credit First Nation
- Regular "three-levels" meetings with the Mayor/MP/MPP with a focus on local issues and priorities
- Ongoing staff outreach with federal/provincial/municipal counterparts as needed

### **Financial Implications**

There are no new financial implications associated with the new IG Strategy. Implementation will be funded using existing budgeted resources.

### **Consultations**

Intergovernmental Services staff consulted with Corporate Services, Public Services and Infrastructure, Development and Enterprise leadership teams in the development of this report. Intergovernmental staff from the City of London, City of Cambridge, City of Kingston, City of Burlington, Durham Region, Halton Region and Niagara Region were also consulted to compare best practices.

### **Strategic Plan Alignment**

The proposed Intergovernmental Relations Strategy and 2021 Advocacy and Outreach Plan are fully aligned with the priorities of the Strategic Plan.

### **Attachments**

Attachment-1 Intergovernmental Relations Strategic Framework Presentation

Attachment-2 2020 Intergovernmental Relations Strategic Framework

### **Departmental Approval**

None.

### **Report Author**

Leslie Muñoz, Manager, Policy and Intergovernmental Relations

**This report was approved by:**

Jodie Sales

General Manager, Strategy, Innovation and Intergovernmental Services

Office of the Chief Administrative Officer

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**This report was recommended by:**

Scott Stewart

Chief Administrative Officer

Office of the Chief Administrative Officer

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# **Intergovernmental Relations Strategic Framework & Action Plan**

Committee of the Whole – December 7<sup>th</sup>, 2020

# IG in Action in 2020

Worked collaboratively with other City departments to:

- Secure over **\$92.5M** in new funding for capital projects and emergency relief for operations and transit
- Coordinate **13** City meetings with Provincial/Federal Ministers
- Organize **10** Ontario Big City Mayors (OBCM, formerly LUMCO) meetings featuring **18** Ministerial/Leader appearances
- Coordinate **31** (and counting) consultation responses
- Prepare **22** legislative submissions and ministerial letters
- Provide **17** IG updates, Info and Staff Reports

# Why create a new IG Strategic Framework?

- Establish a Council-approved framework to guide IG activities for the rest of Council term
- Refresh the City's IG Strategy
- Align the City's IG approach with the Strategic Plan and in support of the Community Plan

# Consultations

- Mayor Guthrie as Chair of Governance Committee
- Municipal partner consultations (with intergovernmental staff):
  - City of London
  - City of Kingston
  - City of Cambridge
  - City of Burlington
  - Halton Region
  - Durham Region
  - Niagara Region

# Goal of the City's Proposed IG Strategic Framework

*The City of Guelph successfully leverages local, regional, provincial and federal partnerships to create a future ready and innovative community for all.*



# 4 Objectives/Areas of Focus to Implement the IG Framework

**Promote** - Elevate the City's reputation as a 'future ready' thought leader, innovator, trusted government partner and responsible local government

- Main area of focus: Seek out opportunities to celebrate the City of Guelph's successes

**Advocate** – Influence decision-makers to advance the City's strategic interests and the wellbeing of our local community

- Main area of focus: Annual and ad-hoc Advocacy and Outreach Action Plans

**Engage** – Nurture relationships with other orders of government, municipal partners, associations and key community stakeholders to create broad-based support for our story, priorities, challenges and ambitions

- Main area of focus: Community-based advocacy (Guelph Advocacy Days)

**Inform** – Provide strategic information and advice to City leaders on the latest legislative and policy developments and challenges of the day

- Main area of focus: Development and implementation of a dedicated IG Communications Plan



# What's New?

**Alignment with Strategic Plan** - Alignment of thematic advocacy priorities with the priorities of the Strategic Plan

**'Community-based' Advocacy** – Build off past experience to leverage (virtual and eventually in-person) “Guelph Advocacy Days” at Queen’s Park, the Hill and in Guelph to engage local partners in advocating on behalf of the community to advance shared priorities

**Ensure Election Readiness** - Establish a process to quickly ramp up election-related advocacy should the writ drop federally or provincially

**Communications Plan** - Refine the tactics used to strategically communicate with other orders of government, Council, internally within the corporation, with municipal partners and with the public

**First Nation Engagement** – Annual intergovernmental meeting between the Mayor and the Chief of the Mississaugas of the Credit First Nation

# 2021 Proposed Advocacy Priorities and Action Plan

Powering Our Future	Sustaining Our Future	Navigating Our Future	Working Together for Our Future	Building Our Future
Focus on supporting local businesses and economic recovery, including the City's economic development strategy and plan	Promoting and advancing the City's 100% renewable energy and net zero carbon community by 2050 goals	Promoting interregional transportation	Securing further municipal pandemic supports, including for operating expenses and transit	Community infrastructure-related advocacy to maintain existing assets and build new ones
Highlighting the work of Our Food Future	Funding for brownfield remediation	All-Day-Two-Way GO and Metrolinx issues	Advocating for supports for municipal modernization	Increasing the availability of housing that meets community needs

# Proposed 2021 Outreach Plan

- Provincial/Federal “Guelph Advocacy Days” with key community stakeholders focused on our community’s economic and social recovery and ensuring future readiness
- Council and staff participation in the 2021 AMO Conference and ministerial delegations
- Annual meeting between the Mayor and the Chief of the Mississaugas of the Credit First Nation
- Regular ‘three-levels’ meetings with Mayor/MP/MPP with a focus on local issues and priorities
- Ongoing staff outreach with federal/provincial/municipal counterparts

# Recommendations to Council:

1. That Council approve the Intergovernmental Relations Strategic Framework to guide intergovernmental and advocacy activities for the rest of council term
2. That Council approve the 2021 Advocacy Priorities
3. That Staff report back to Council in Q4 2021 to provide an update on IG performance in 2021 and to propose advocacy priorities for 2022

Figure 1

## 2020 Intergovernmental Relations Strategic Framework

### Introduction and Context

The City of Guelph's (the City) 2020 Intergovernmental Relations Strategic Framework (IG Strategy) seeks to guide the City's intergovernmental and advocacy activities for the rest of Council's term.

As a mature local government, the City has a vested interest in leveraging intergovernmental relations to work collaboratively with the federal and provincial governments as well as regional partners, local stakeholders and municipal associations. Doing so enables the City to influence key government decision-making, including on policies and funding that would impact the City, and to advance the City's ambitions as a growing, innovative and future-ready municipality and community. Strategically engaging in intergovernmental relations to advance local priorities will also ensure the City is well positioned to address emerging and existing challenges and opportunities facing municipal governments province-wide.

Notably, this document aligns the City's advocacy priorities with the priorities of the City's Strategic Plan "[Guelph. Future Ready.](#)" and ensures the City's intergovernmental advocacy strategically supports community goals as articulated in "[A United Vision: Guelph's Community Plan.](#)"

### Opportunities

Key opportunities for the City of Guelph include leveraging its reputation as an innovative, community-oriented and trusted local government partner focused on efficient service-delivery and ensuring future-readiness. Guelph's strategic location in the heart of Ontario's innovation corridor, status as a regional agricultural hub, strong manufacturing and business sectors, post-secondary institutions, growth potential, access to nature and historically low levels of unemployment also mark the community as a City on the rise. As a mid-sized city, one of Guelph's key value adds is its ability to serve as a testing community to pilot new, innovative, inclusive and green approaches to city-building.

Another advantage for the City is the strength of its relationships with key local partners. Engagement with these partners, including the University of Guelph, Conestoga College, the Guelph Chamber of Commerce, Innovation Guelph, key manufacturing companies like Linamar, and local community-serving organizations, amongst others, can strengthen the City's advocacy efforts with the provincial and federal governments.

From an intergovernmental relations standpoint, the City's close proximity to Queen's Park and the accessibility of transportation options to other destinations also serves as an opportunity to leverage strategic outreach to advance local priorities.

### Challenges

Significant challenges facing the City include the COVID-19 pandemic, a somewhat unstable political environment and longstanding fiscal sustainability challenges that effect not only Guelph but municipalities across Ontario.

The current public health crisis has exposed service gaps and numerous vulnerabilities in our local community and economy. Strategic effort will be necessary to ensure an inclusive and green social and economic recovery from the pandemic and its associated economic impacts. Further to engaging with provincial and federal counterparts, this will require that the City work closely with the County of Wellington as a key partner and our local consolidated municipal service manager. The City will also need to work strategically with local industry and businesses.

Politically, the reality of a minority federal government and an anticipated provincial election before the end of Council's term requires a focus on election readiness. Similarly, the pandemic has highlighted challenges in Canada's intergovernmental framework vis a vis the provinces and municipal governments. Federal and provincial leadership and collaboration is essential on numerous files, including infrastructure and climate change, but hampered by political divisions and municipal governments' status as "creatures of the province." This leads to an uneven intergovernmental framework that fails to capture the prominence of modern-day cities and necessitates an advocacy approach that emphasizes intergovernmental collaboration, speed and evidence-based decision-making. It also highlights the importance of advancing the City's reputation as a trusted government partner and municipal thought leader.

Financial sustainability and the infrastructure backlog remain long-standing risks to the City as well as municipalities province-wide. The COVID-19 pandemic has fully exposed these sustainability challenges. In the years ahead, federal and provincial leadership in providing emergency municipal relief will be imperative until the pandemic subsides and until reform can address these longstanding revenue sustainability challenges.

## The City of Guelph's Intergovernmental Relations Strategic Framework

### Goal and Areas of Focus

*The City of Guelph successfully leverages local, regional, provincial and federal partnerships to create a future ready and innovative community for all.*



## **Objectives and Proposed Activities**

**Promote: Elevate the City’s reputation as a ‘future ready’ thought leader, innovator, trusted government partner and responsible local government.**

Actions under this area of activity include:

- Celebrating the City’s successes by seeking out opportunities to promote our future readiness as a public policy thought leader and innovative service provider, and
- Expanding the City’s influence through participation in federal and provincial working groups, task forces and in municipal associations.

**Advocate: Influence decision-makers to advance the City’s strategic interests and the wellbeing of our local community.**

Actions under this area of activity include:

- Identifying and creating annual and ad-hoc advocacy priorities and action plans in line with the priorities of the City’s Strategic Plan to advance the City’s interests (i.e. annual advocacy action plans, election action plans, etc.),
- Establishing and implementing an annual outreach approach to engage federal, provincial and regional decision-makers on key local issues, including through in-person or virtual “Guelph Advocacy Days”, “three-levels” meetings with the Mayor/MP/MPP, and outreach with regional partners,
- Coordinating the City’s response to provincial and federal consultations,
- Providing intergovernmental advocacy advice and support to Council and City Staff as requested where aligned with the City’s priorities, and
- Supporting the preparation and promotion of strategic funding opportunities.

**Engage: Nurture relationships with other orders of government, municipal partners, associations and key community stakeholders to create broad-based support for our story, our priorities, challenges and ambitions.**

Actions under this area of activity include:

- Identifying and nurturing strategic partnerships with government, regional, association and local partners,
- Collaborating with key local stakeholders to implement community-based advocacy in support of Guelph's Community Plan, and
- Supporting Council and staff leads serving in key municipal associations (i.e. Ontario's Big City Mayors, Association of Municipalities of Ontario, Federation of Canadian Municipalities, etc.).

**Inform: Provide strategic information and advice to city leaders on the latest legislative and policy developments and challenges of the day.**

Proposed actions under this area of activity include:

- Developing, implementing and maintaining an Intergovernmental Relations Communications Plan to keep Council, City Staff and the public informed and engaged about the City's advocacy and intergovernmental activities,
- Providing Council and City leaders with timely analysis of emerging legislative and policy developments of the day (i.e. Intergovernmental Updates, Info Reports, Consultation Submissions), and
- Working cross-departmentally to research and analyze emerging challenges and opportunities facing the City and providing strategic policy advice as needed.

## Conclusion

Developing, maintaining and implementing a dedicated Intergovernmental Relations Strategic Framework will ensure the City is well-prepared to respond to challenges and opportunities as they arise. Leveraging its intergovernmental relations capacity, the City can build on its reputation as an innovative, inclusive, future-ready and trusted order of government. Working collaboratively with government partners will also ensure the City is able to meet and exceed the vision set out in the City's Strategic Plan and in the Community Plan.



# Staff Report



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To	<b>Committee of the Whole</b>
Service Area	Infrastructure, Development and Enterprise Services
Date	Monday, December 7, 2020
Subject	<b>Update on Transition of Blue Box and Electrical and Electronic Equipment Programs to Individual Producer Responsibility</b>

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## Recommendation

1. That the City of Guelph request that the Ontario Ministry of the Environment, Conservation and Parks accommodate the City's original request to transition its Blue Box program to full producer responsibility at the earliest transition date, January 1, 2023, or, in the event that this is not possible, that the City of Guelph receive full funding for the operation of the City's Blue Box program based on 100% of reported costs until such time as the program is transitioned to producer responsibility.
  2. That the City's preceding resolution be forwarded to the Ontario Ministry of the Environment, Conservation and Parks.
  3. That staff be authorized to enter into negotiations with producers or producer responsibility organizations for the purposes of developing transition strategies with respect to Blue Box services to be transitioned under the proposed Blue Box Transition regulation of the Waste Free Ontario Act once it is enacted.
  4. That the City continue to provide a waste collection service for Electrical and Electronic Equipment at the Public Drop-off depot and analyze the program's performance during the first year to determine direction with respect to future program offerings.
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## Executive Summary

### Purpose of Report

The purpose of this report is to provide an update on the transition of Blue Box programs and Electrical and Electronic Equipment to Individual Producer Responsibility under the Waste Free Ontario Act.

### Key Findings

#### Blue Box

On May 25, 2020, Council resolved that the City of Guelph state that the preferred transition date to the Ministry of Conservation and Parks (MECP) for Guelph's Blue Box program as required under the Waste Free Ontario Act is January 1, 2023. The primary reason for requesting the earliest possible transition date to the Ministry

was financial. The current Blue Box program is cost shared 50/50 between municipalities and producers of Blue Box materials. Under the proposed wind up plan and draft regulation released by the MECP for consultation on October 23, only transitioned municipalities would be eligible for full producer funding. The remaining municipalities would remain under the 50/50 cost sharing model. Based on the Transition Schedule in the draft regulation, the City's program will transition to producer responsibility sometime, although not specified, in 2025. Staff continue to monitor and advocate for Guelph's interests and will report back to Council as new information becomes available.

### **Electrical and Electronic Equipment (EEE)**

Effective January 1, 2021, producers of information technology, telecommunications and audio visual equipment will be environmentally and financially responsible for collecting, reusing, refurbishing or recycling products at their end-of-life. Producers, through Producer Responsibility Organizations (PROs) may solicit municipalities, businesses or other organizations to become a service provider to collect products on their behalf. The City was approached by a PRO to collect Electrical and Electronic Equipment (EEE). Based on the amount of compensation offered, staff are recommending that the City continue to accept EEE from residents at the Public Drop-off (PDO) depot. Staff will analyze the program's performance during the first year to determine direction with respect to future program offerings.

### **Financial Implications**

**Blue Box** - Based on steward reimbursements received in 2020 under the 50/50 cost sharing model for managing the Blue Box program, taxpayers of Guelph are burdened with an additional \$1.76 million each year the transition is delayed.

**Electrical and Electronic Equipment (EEE)** – Based on compensation offered to date by a PRO, the City would receive funding of approximately \$31,450 per year, which covers the cost of resources to manage the program at the PDO depot. PROs are still forming and registering with Resource Productivity and Recovery Authority and more offers are anticipated and will be reviewed for the most cost effective and efficient proposal for the City.

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## **Report**

### **Background**

Staff continue to monitor and prepare for changes to how waste will be managed in Ontario, and in particular how the new producer responsibility framework will impact City waste operations. The new framework makes producers individually responsible and accountable for their products and packaging at end-of-life, and is an outcome of the Waste-Free Ontario Act.

In total there are four programs mandated by the Province to "wind-up" operations as the province transitions to its new producer responsibility framework; as well as additional proposed amendments to the provincial Food and Organic Waste Policy Statement. The MECP and Resource Productivity & Recovery Authority (RPRA) have been consulting further on the proposed changes this fall. A status update on the programs is shown in the table below.

<b>Program</b>	<b>Status</b>
Used Tire Program	Transition completed December 31, 2018; service is now offered to residents by over 80 registered used tire collectors in the City
Municipal Hazardous Special Waste	Transition completed for batteries June 30, 2020; service now offered to residents by producers Transition effective June 30, 2021 for remaining materials; the MECP has not yet released information on proposed approach or draft regulations
Electrical and Electronic Equipment (EEE)	Transition effective December 31, 2020 Further details are included in the report below.
Blue Box program (Printed Paper and Packaging)	Transition starting January 1, 2023 and complete by December 31, 2025 City staff submitted comments in response to the RPRA's consultations on Stewardship Ontario's (SO) proposed plan to wind-up the Blue Box Program and transition it to the new Individual Producer Responsibility (IPR) framework, as well as, the MECP's invitation for further dialogue on <a href="#">ERO 019-2579 – Proposed Blue Box Transition Regulation</a> Further details are included in the report below.
Food and Organic Waste Policy Statement	City staff submitted comments in response to the Minister's invitation for further dialogue on <a href="#">ERO 019-2498 – Proposal to Amend the Food and Organic Waste Policy Statement</a> .

The City continues to provide services for the recovery of EEE, MHSW and Blue Box material. As part of the Solid Waste Management Master Plan scope, Dillon Consulting has been tasked to develop a transition strategy to inform whether the City should fulfill any producer obligations by operating as a contracted service provider under the producer responsibility framework. While the development of a transition strategy for the remaining services is underway, this report focuses on the Blue Box and EEE program.

## **Blue Box**

On May 25, 2020, Council resolved that the City of Guelph state that the preferred transition date to the MECP for Guelph's Blue Box program as required under the Waste Free Ontario Act is January 1, 2023. The primary reason for requesting the earliest possible transition date to the Ministry was financial. Throughout the Ministry's consultation process, the City has advocated for financial parity for all municipalities. The current Blue Box program is cost shared 50/50 between municipalities and producers of Blue Box materials. Under the proposed wind up plan and draft regulation released by the MECP for consultation on October 23, only transitioned municipalities would be eligible for full producer funding. The remaining municipalities would remain under the 50/50 cost sharing model.

Despite staff's advocacy to the Ministry, the draft regulation did not take into account Council's resolution on its preferred transition date of January 1, 2023. Based on the Transition Schedule in the draft regulation, the City's program will transition to producer responsibility sometime, although not specified, in 2025. As a result and based on steward reimbursements received in 2020 under the 50/50 cost sharing model for managing the Blue Box program, taxpayers of Guelph are burdened with an additional \$1.76 million each year the transition is delayed. From the perspective of the Guelph taxpayer, this means that they will continue through taxation to cover a portion of the Blue Box program.

Staff are recommending Council formally send a resolution to MECP to request the Ministry to accommodate the City's original request to transition its Blue Box program to full producer responsibility at the earliest transition date, January 1, 2023, or, in the event that this is not possible, that the City of Guelph receive full funding for the operation of the City's Blue Box program based on 100% of reported costs until such time as the program is transitioned to producer responsibility.

### **Electrical and Electronic Equipment (EEE)**

The Ontario Electronic Stewardship (OES) recycling program will wind up on December 31, 2020. Beginning January 1, 2021, producers of information technology, telecommunications and audio visual equipment will be environmentally and financially responsible for collecting, reusing, refurbishing or recycling products at their end-of-life. Under the new producer responsible regulation, producers who supply products into the Ontario market will be required to establish and operate EEE collection and management systems when consumers discard them.

Producers will have the choice to work with PROs to operate EEE collection and management systems on their behalf to meet their legislative obligations and targets. PROs may solicit municipalities, businesses or other organizations to become a service provider to collect EEE on their behalf.

The PDO depot at the Waste Resource Innovation Centre became a registered collector under the OES program in 2015 and currently receives compensation for EEE waste collection from Greentec, an EEE electronic recycling processor under the OES program. Greentec compensates the City for a portion of the cost of collection and transportation. In 2019, the City collected 170 tonnes of EEE at the PDO depot for a total payment of \$14,000 at approximately \$82/tonne.

PROs are still forming and registering with RPRA to become a service provider. To date, the City has been approached by one (1) PRO, to become a service provider to collect EEE on behalf of producers. Currently, the City has been offered compensation at \$185 per tonne for collection of EEE and more offers are anticipated.

Based on the amount of EEE collected in 2019, the new compensation would be approximately \$31,450 per year for the PDO depot. The funding is sufficient to cover resources such as staff time and overhead costs to manage the program since the PDO depot remains operational to accept other waste from residents. Provision of bins, transportation and recycling costs are covered by the PRO. As a result of the funding offered, staff are recommending to continue to provide a waste collection service for EEE from residents at the PDO depot. In addition to financial considerations, by leveraging the City's PDO depot operation, community

familiarity, and convenience, barriers to recovery are reduced thereby helping to ensure current levels of EEE diversion are maintained.

Staff will analyze the program's performance during the first year to determine direction with respect to future program offerings as other EEE collection sites are set up and offered by the private sector.

## **Financial Implications**

### **Blue Box**

Early estimated financial implications are as reported in the December 2nd Waste Free Ontario Act – Update and Key Considerations staff report ([Report# IDE-2019-121](#)). Work is ongoing through the Solid Waste Resources Master Plan update to refine potential impacts with respect to revenues, expenditures and assets related to the Blue Box program. Implications and recommendations to Council will be presented as part of the SWMMP update process. Based on steward reimbursements received in 2020 under the 50/50 cost sharing model for managing the Blue Box program; taxpayers of Guelph are burdened with an additional \$1.76 million each year the transition is delayed.

### **Electrical and Electronic Equipment (EEE)**

A PRO has offered to compensate the City at \$185 per tonne for EEE. Based on the tonnes of EEE collected in 2019, the compensation would be approximately \$31,450 per year. The funding covers the cost of resources to manage the program as the PDO depot remains operational to accept other waste from residents. PROs are still forming and registering with RPRA and more offers are anticipated and will be reviewed for the most cost effective and efficient proposal for the City.

### **Consultations**

City staff are members of the Regional Public Works Commissioners of Ontario, as well as participants in the Municipal Resource Recovery and Research Collaborative, which includes the Association of Municipalities of Ontario, the City of Toronto, the Regional Public Works Commissioners of Ontario and the Municipal Waste Association. We have consulted with these organizations to ensure the City supports a consistent approach to the IPR framework transition and will continue to work with these parties to advocate to the MECP and RPRA for Guelph's interests.

The City will also be seeking input from the Public Advisory Committee on the Strategy Framework as part of the scope of the Solid Waste Management Master Plan.

Staff are consulting with other City departments including Finance, Communications, Human Resources and Legal Services and will continue to keep Council continually informed of any changes and key milestones as the transition moves forward.

### **Strategic Plan Alignment**

Working together for our future: Develop a long-term financial and resource strategy that is achievable and affordable.

The new producer responsibility framework offers an opportunity for the City to recoup full funding for operating the EEE and Blue Box programs or, if

conditions imposed by producers do not support full cost recovery, transfer operations to the producers.

Sustaining our future: Mitigate climate change by reducing Guelph's carbon footprint.

One of the overall objectives of the province's circular economy approach is improved resource management through greater recovery, waste reduction, reuse, and recycling, including promotion of design-for-the-environment that would increase the environmental performance of the EEE and Blue Box program.

## **Attachments**

None

## **Departmental Approval**

Cameron Walsh, Division Manager, Solid Waste Resources

## **Report Author**

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# Staff Report



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To	<b>Committee of the Whole</b>
Service Area	Infrastructure, Development and Enterprise Services
Date	Monday, December 7, 2020
Subject	<b>Real Estate Assets Update</b>

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## Recommendation

1. That the property at 65 Delhi Street be deemed a surplus asset and be put up for sale.
  2. That a market sounding study to determine potential uses for the Drill Hall be completed by 2022, to coincide with the completion of the building stabilization efforts.
  3. That the porch at 341 Forestell Road be removed and catalogued for future restoration under the Ontario Heritage Act.
  4. That staff report back to City Council in Q4 2021 to provide an update on the listed properties of interest.
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## Executive Summary

### Purpose of Report

This report provides updated information regarding the City's real estate holdings, including the current and potential use of several properties of interest. This report is an update to the report [IDE-2019-103 "Real Estate Asset Information"](#).

### Key Findings

The report IDE-2019-103 "Real Estate Asset Information" identified eight (8) properties of interest and offered background, use, and potential opportunities for those properties. This report provides updates on these assets, including recommendations for three (3) of the eight (8) properties to either deem the asset as surplus, or make recommendations to help align the properties in a direction where they could be utilized by the City or sold in future years. Staff are continuing to develop strategies for the listed properties and assets, and will be reporting back to City Council with an update in 2021.

### Financial Implications

In most cases, the identified properties have associated costs that must be incurred for maintaining, monitoring and/or converting the properties into functional public space. Identifying surplus properties and developing plans to address these underutilized real estate assets can have significant financial benefit to the City.

Pending City Council approval, \$800 thousand of otherwise future planned investment on Delhi Street can be redirected to higher priority requirements.

The City will continue to assess and recommend viable strategies for the remaining real estate properties identified as more information is known. Capital requirements or proceeds from any sale of lands will be forthcoming in future staff reports and budgets.

The City's Asset Management Plan identified that the City owns \$4.39 billion of assets that require on-going maintenance, renewal and replacement. The City has translated this into an average sustainable funding target required to take care of these assets over the long term. The City is incrementally increasing infrastructure renewal funding over time to meet this sustainable target. Reducing the number of real estate assets (facility and structure inventory) that the City owns lowers the City's sustainable funding target and, ultimately, the amount of property taxation required in the future.

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## **Report**

### **Overview of Real Estate Holdings**

There were eight properties of interest identified and reviewed in the report IDE-2019-103 "Real Estate Asset Information Report". These properties are as follows:

- 65 Delhi Street
- 72 Farquhar Street (Drill Hall)
- 341 Forestell Road.
- 880 Victoria Road South (Carter Farm)
- 14 Edinburgh Road South (Pottery)
- 106 Beaumont Crescent
- McQuillan's Bridge (Stone Road Structure 116)
- 606 Massey Road

This report provides an update on the status of the properties and makes recommendations for actions moving forward.

### **Properties of Interest**

#### **65 Delhi Street**

Heritage Status: Listed as non-designated on the Municipal Heritage Register of Cultural Heritage Properties.

Acquisition Background: Acquired in 1911 and was initially used as an isolation hospital. In the 1960s, the building was converted to be utilized as a recreation space (i.e., summer camps, arts programs) and operated as such until 2008.

Updates from 2019 Report: The north half of the building at 65 Delhi Street is currently occupied by Guelph-Wellington Paramedic Services (GWPS). GWPS has finalized a lease in the downtown core at 34 Gordon Street and will be taking occupancy in early 2021.

Future Use: There is currently no future use identified for this space once GWPS vacates the building. The 2022 Capital Forecast includes \$800 thousand of funds that were planned for the renovation/renewal of this facility, which funds can be redirected to higher priority infrastructure renewal projects. Reducing the number



of facilities and assets that the City owns, reduces the Infrastructure Backlog and lowers the City's Sustainable Funding target.

Next Steps: Recommend the asset be declared a surplus asset and sold by the City.

## **72 Farquhar Street (Drill Hall)**

Heritage Status: Designated in 2018 pursuant to Part IV of the Ontario Heritage Act through By-law (2018)-20332.

Acquisition Background: Transferred from Metrolinx as a result of a land exchange in October 2017. The asset formed a part of the City's contribution to extending GO Train service to Guelph.

Updates from 2019 Report: Stabilization works are underway to prevent further building deterioration and will address foundation deficiencies, roof leaks, structural element reinforcement, water proofing, asbestos and mould removal, and heating. Currently, stabilization efforts have cost \$900,000 with an expected additional \$2 million for site civil works, foundations and footings, and miscellaneous other repairs required by the Metrolinx agreement. This work is expected to be completed in 2022.

Additional costs would be incurred to renovate the stabilized building for use. This would include renovation associated with the windows, entrances, walls, mechanical and electrical infrastructure replacement and sanitary service. The restoration is estimated at \$4 million to \$5 million and is currently not included in the long-term capital plan.

Future Use: To be determined.

Next Steps: Complete the stabilization works by the end of 2022 to fulfill the City's obligation to Metrolinx in accordance with the land exchange agreement, and review potential future uses prior to commencing any renovation work by completing a market engagement/sounding study (estimated cost of \$20,000). The study will be funded from existing budget sources.

## **341 Forestell Road**

Heritage Status: Designated in 2003 pursuant to Part IV of the Ontario Heritage Act through By-laws (2003)-17260 and (2011)-19159.

Acquisition Background: The property was purchased as part of the Hanlon Creek Business Park Land Assembly in 2001.

Building Condition Assessment: Based on a Building Condition Assessment conducted in October 2018, the building requires full renovation including the removal of all interior finishes and insulation, structural reinforcement of floors and support walls, foundation rehabilitation (drainage, waterproofing), heating system, electrical service, fire protection and plumbing. The exterior work required includes replacement and/or restoration of windows, rebuilding the front porch including supports, repair of brick masonry, and replacement of the fencing and driveway. The estimated cost to complete the above noted work is \$1.3 million.

Updates from 2019 Report: The lands and building located at 341 Forestell Road continue to be vacant.

Future Use: This building is part of the Hanlon Creek Business Park Phase 3 Lands, which will be sold in accordance with City Council direction. However, staff are

considering a leaseback with option-to-purchase arrangement for the house and immediate surrounding lands, given that these have been identified by Water Services as a potential future production water well. Current pumping tests completed in September 2020 appear to be favorable and multi-year environmental studies and permitting will begin in 2021.

**Next Steps:** The current porch is in a state of disrepair and needs to be removed and catalogued for future restoration (\$25,000), which will be funded from existing budget sources. If the lands are favorable as a water production site, then the building could be re-purposed into a pump house.

### **880 Victoria Road South (Carter Farm)**

**Heritage Status:** This property is recognized by an informal heritage program in the Township of Puslinch, but is not formally designated or listed in a heritage register pursuant to Part IV of the Ontario Heritage Act.

**Acquisition Background:** The property was purchased as part of land assembled for source water purposes and came into City ownership in multiple phases between 1916 and 1983.

**Building Condition Assessment:** A building condition assessment was completed in October 2018 that identified extensive renovation work required for both interior and exterior elements of the structure. Renovation costs are estimated to be over \$1.2 million.

**Updates from 2019 Report:** Mould has developed in the farmhouse, which requires remediation in addition to the renovation work previously identified.

**Future Use:** The lands continue to provide a significant source of water to the City water distribution system. Given the sensitivity of the shallow ground water source, occupying the land or this building is discouraged to protect the water supply. There is no current use for the farmhouse in its present location.

**Next Steps:** Retain the lands for continued water production and work with the Township of Puslinch to explore the option of relocating the dwelling so that adaptive reuse and rehabilitation might be possible. The City has contacted the Chair of the Puslinch heritage committee, but interest in this option has not been confirmed and needs to be presented to the Township Council. Funding for the move would likely be the responsibility of the City. Executing the move of the house may be problematic due to the environmental sensitivity of the site and the potential impacts to the farmhouse and what remains of the original laneway and farmstead, which will require evaluation prior to finalization of any relocation plans.

The City is currently reviewing the scope of work and costs for mould abatement within the building. Funding for the abatement will be determined once a complete scope of work is known.

### **14 Edinburgh Road South (Pottery)**

**Heritage Status:** This property is not historically designated or listed on the City's Heritage Register.

**Acquisition Background:** The property was purchased in preparation for a future grade separation of the railway tracks at Edinburgh Road South.

Updated from 2019 Report: The building continues to be used for pottery programming through the City's Recreation Department.

Future Use: The property will continue to be held in preparation for a future grade separation of the railway tracks at Edinburgh Road South and continue to be used as a City recreation facility.

Next Steps: The property will continue to be used until it is required for a future grade separation.

### **106 Beaumont Crescent**

Heritage Status: This property is not historically designated or listed on the City's Heritage Register.

Acquisition Background: The property was purchased in 1973 in anticipation of the realignment of Cityview Drive.

Updates from 2019 Report: A land use survey was delayed in 2020 due to COVID-19 and will be completed in 2021.

Future Use: City Planning Department staff are initiating a land use study for this area that includes this property. Staff recommend that the study be completed prior to discussion of any potential use or sale of these lands.

Next Steps: The property will be retained until the land use study is completed (estimated completion is Q2 2021) and an evaluation of potential use is performed.

### **McQuillan's Bridge, Stone Road East (Structure 116)**

Heritage Status: The bridge was designated in 2004 pursuant to Part IV of the Ontario Heritage Act through By-law (2004)-17357.

Acquisition Background: The bridge was built in 1916 and is located within the original Stone Road alignment and still considered part of the public highway.

Condition Assessment: The bridge was most recently inspected in June 2018, at which time the condition score indicated that the asset is in poor condition.

Updates from 2019 Report: The bridge is scheduled to have an environmental assessment completed with restoration works following.

Future Use: The City is currently planning for maintenance work activities to preserve this asset with consideration to its heritage designation. A municipal Class Environmental Assessment is scheduled for 2024 (at an estimated cost of \$100,000) with design commencing in 2027 and construction in 2029 for restoration (at a total estimated cost of \$1 million).

Next Steps: The City will initiate a Municipal Class Environmental Assessment in 2024 with the funding currently being forecast in the City's capital plan with design and construction forecast for 2027 and 2029, respectively.

### **606 Massey Road**

Heritage Status: This property is not historically designated or listed on the City's Heritage Register.

Acquisition Background: The property was acquired as part of a larger parcel in 1973 for future extension of Campbell Road and creation of small industrial lots. Most of the industrial lots were sold; this parcel was retained. An extension of

Campbell Road or Massey Road or Independence Place is not identified or referenced in the current Official Plan.

Updates from 2019 Report: The property was reviewed by City staff for use as a potential dog park. The use was not deemed favorable due to the lack of current access, parking and significant grade changes creating accessibility compliance issues. Overcoming these issues would require significant capital investment. The City has continued to progress on providing access to the property and provide options for future sale as industrial lands. There is current interest in the property from industry that will be explored moving forward.

Future Use: There is an opportunity to extend Campbell Road and create small industrial lots. As well, the City will continue to lease a portion of the lands to Metrolinx to use for a communications tower in accordance with the 10-year agreement executed in 2019.

Next Steps: Staff are taking necessary steps to create formal road access to these lands, and to reconfigure the property to allow a future sale of any unused portions of the lands (approximately 9 to 10 acres) at an estimated cost of \$1.9 million dollars. Any future sale would be conducted in accordance with the City's Policy for the Sale and Disposition of Real Property Interests.

### **Financial Implications**

In most cases, the identified properties have associated costs that must be incurred for maintaining, monitoring and/or converting the properties into functional public space. Identifying surplus properties and developing plans to address these underutilized real estate assets can have significant financial benefit to the City. Pending City Council approval, \$800 thousand of otherwise planned investment on Delhi Street can be redirected to higher priority requirements.

The City will continue to assess and recommend viable strategies for the remaining properties of interest as more information is known. Capital requirements or proceeds from any sale of lands will be forthcoming in future staff reports and budgets.

Some of these costs, where a defined strategy is known, have been incorporated into the City's operating and capital budgets. Financial implications will continue to be developed in conjunction with the strategies for the remaining properties of interest.

### **Consultations**

Tara Baker, City Treasurer / General Manager, Finance

Krista Walkey, General Manager, Planning and Building Services (For heritage and Beaumont)

Jennifer Rose, General Manager, Environmental Services

Stephen Robinson, Heritage Planner, Planning Services

Christine Chapman, Manager, Economic Development

Greg Bernardi, Realty Specialist, Legal, Realty and Court Services

## **Strategic Plan Alignment**

Building our Future – Managing our existing infrastructure and maintaining existing assets to maximize funding and resources for improved value to the community.

## **Attachments**

Attachment-1 Real Estate Assets Update Presentation

Attachment-2 Confidential Memorandum to Accompany Report No. 2020-208, entitled Real Estate Assets Update (Section 239 (2) (c) of the Municipal Act relating to a proposed or pending acquisition or disposition of land)

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