

City Council Information Items

March 12, 2021

Items for information is a weekly publication for the public and members of City Council. Members of City Council may request that any item appearing on this publication be placed onto the next available Committee of the Whole meeting for discussion.

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Information Report



Service Areas	Corporate Services Infrastructure, Development and Enterprise Services Public Services
Date	Friday, March 12, 2021
Subject	Planning for our Future: Guelph’s Master Plans Update

Executive Summary

Purpose of Report

The purpose of this report is to provide the first quarter (Q1), 2021 progress report for the City of Guelph master plans.

Key Findings

Master plans are within budget and scope as well as on schedule unless otherwise stated.

Financial Implications

If applicable, financial implications will be referenced in each plan’s attached progress summary.

Report

Details

City staff are planning Guelph’s future, today. This year, 10 master plans are underway across a number of City departments. Staff sees this as an opportunity for unprecedented alignment and coordination of strategy and policy development, and for resourcing the needs of our growing city.

A number of the master plan updates support the City in meeting Guelph’s provincially-legislated growth plan requirements, guide service delivery to a growing city, and/or will inform policies in Guelph’s Official Plan update.

As part of the City’s ongoing coordination efforts, regular updates on these master plans are provided through quarterly information reports. These information reports do not replace staff reports that require Council direction on individual plans.

Amendment 1 to the provincial growth plan that was adopted in August, 2020 continues to influence adjustments to the scope, timing and activities of the master plans as staff better understand the impacts of an extended planning horizon to 2051 and new population and employment forecasts. The plans underway fall within two general categories—those that inform the City’s ability to plan for the

required growth plan forecasts and those that respond to where the growth is planned to occur with the infrastructure required—as detailed in the [Guelph's Master Plans Update Q4, 2020 - 20210-242](#). As was also previously reported and worth repeating, work on Shaping Guelph and the master plans continue in parallel as these projects are iterative and rely on one another for information at different stages. Key considerations from the growth scenario portion of Shaping Guelph are needed to inform the master plans, which are working towards a deadline of July, 2022 to conform to the provincial growth plan.

More about Shaping Guelph – Growth Management Strategy

Shaping Guelph- Growth Management Strategy is the City's ongoing process to confirm the city's land supply to accommodate the forecasts and targets of A Place to Grow: Growth Plan for the Greater Golden Horseshoe (APTG). Significant progress was made on Shaping Guelph throughout 2020 that culminated with the release of two technical background studies, the Employment Lands Strategy and the Housing Analysis and Strategy, in late 2020 and early 2021.

These technical background studies, together with the Council, community, and stakeholder engagement findings as well as input from the Water Supply Master Plan and the Wastewater Treatment and Biosolids Management Master Plan, will be used to inform the next steps in Shaping Guelph – the development of growth scenarios and selection of a preferred growth scenario.

To arrive at a preferred growth scenario, there will be opportunities for Council, the community and stakeholders in April to understand and share thoughts on three growth scenarios as well as the proposed evaluation criteria and urban structure. At this time a Council workshop is planned for mid-April where staff and consultants will present growth scenarios and information on the city's capacity to accommodate growth to 2051.

Following these conversations and an evaluation of the growth scenarios, a preferred growth scenario and a draft land needs assessment will be tabled for Council's consideration. This is a necessary next step for the development of Guelph's growth management strategy and for the master plans to inform the infrastructure needed to respond to this planned growth.

Financial Implications

If applicable, financial implications to the approved budgets will be referenced in each plan's attached progress summary.

Consultations

Each master plan has an associated community engagement plan and communications plan that are being updated as needed to accommodate COVID-19 realities. Where possible, engagement and communications tactics are being coordinated to maximize community participation in master plan engagement activities, reduce engagement fatigue, and increase awareness of the interconnected nature of the City's master plans.

Strategic Plan Alignment

Regular public updates on the progress of the City's master plans is a tactic designed to improve communication, which directly supports the working together for our future priority of the City's Strategic Plan.

Several master plan leads are also meeting regularly, as a community of practice, to look for opportunities to work together in new ways for greater coordination and continuous improvement.

Attachments

Attachment-1 Digital and Technology Master Plan progress summary

Attachment-2 Guelph Trail Master Plan update progress summary

Attachment-3 Parks and Recreation Master Plan Update progress summary

Attachment-4 Solid Waste Management Master Plan progress summary

Attachment-5 Stormwater Management Master Plan progress summary

Attachment-6 Transportation Master Plan progress summary

Attachment-7 Urban Forest Management Plan progress summary

Attachment-8 Wastewater Treatment and Biosolids Management Master Plan progress summary

Attachment-9 Water and Wastewater Servicing Master Plan progress summary

Attachment-10 Water Supply Master Plan progress summary

Departmental Approval

The following staff contributed the progress summaries for the master plans within this report.

- Dave Belanger, Water Supply Program Manager, Water Services
- Jennifer Juste, Manager of Transportation Planning
- Luke Jefferson, Manager, Open Space Planning
- Mari MacNeil, Manager of Compliance and Performance, Environmental Services
- Natalie Goss, Senior Policy Planner
- Phil Jensen, Project Specialist, Solid Waste Resources
- Reg Russwurm, Manager, Design and Construction
- Sasha Einwechter, General Manager, Information and Technology
- *Timea Filer, Urban Forestry Field Technologist, Parks and Recreation*

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2021-83 Attachment-1 Digital and Technology Master Plan progress summary

Digital and Technology Master Plan

2020-2023, 26% complete of 2021 actions and 35% overall complete

Recent progress/achievements to date

- Implement solution to allow citizen to book appointment with City departments, reducing the number of people in City Hall and ensuring the appropriate staff are available based on appointment type.
- Converted existing positions to business analyst positions.
- Implement multi-factor authentication for staff.

New opportunities or challenges

- Increase number of services available online to reduce in-person interactions and increase process efficiency, especially given social distancing measures.
- Through the fibre build, there is opportunity to become less dependent on third-party internet service providers.

Next steps

- Implement expense management software for staff.
- Upgrade City phone system while reducing unnecessary desk phones.
- Create a digital signature policy.
- Transition to decentralized web authoring model.

2021-83 Attachment-2 Guelph Trail Master Plan update progress summary

Guelph Trail Master Plan update

2017/2019-Q2 2021; 75% complete

Recent progress/achievements to date

- Community engagement was completed in December 2020 and a summary of findings is posted on the [GTMP webpage](#).
- The draft master plan is well underway. The long-term financial and resource strategies are also in progress.

New opportunities or relevant challenges of public interest

- Parks and trails continue to be critical to community and individual well-being during COVID-19. We continue to monitor community feedback and follow relevant studies about trail use during the pandemic.

Next steps

- Council engagement will be scheduled in early 2021; details to follow.
- The project is proceeding as planned and is anticipated to be presented to Council in Q2, 2021.

2021-83 Attachment-3 Parks and Recreation Master Plan update progress summary

Parks and Recreation Master Plan update

2019-Q4 2021; 75% complete

Recent progress/achievements to date

- Progress is well under way for a number of tasks, including:
 - Draft vision, goals, recommendations and action plans
 - Long-term financial and resource strategies
 - Community engagement plan for the final engagement opportunity

New opportunities or relevant challenges

- Parks and trails continue to be critical to community and individual well-being during COVID-19. We continue to monitor community feedback and follow relevant studies about park use during the pandemic.

Next steps

- Our final opportunity for community engagement is planned for Q2, 2021. The community will have an opportunity to review the draft recommendations and help prioritize which ones are the most important to tackle first.
- Focus meetings with Council will be scheduled for Q2, 2021; further details to come.
- The project is proceeding as planned and is anticipated to be presented to Council in Q4, 2021.

2021-83 Attachment-4 Solid Waste Management Master Plan progress summary

Solid Waste Management Master Plan

Q2, 2019 - Q3, 2021; 65% complete

Recent progress/achievements to date

- Public Advisory Committee (PAC) Meeting #5 was held via Webex on December 10, 2020. Presentations and discussions included a review of the 1,435 open-ended comments provided to the online survey, the updated Future State Report, and an online consensus-building exercise to determine criteria used to evaluate potential options as proposed by the study.
- PAC Meeting #6 was held via Webex on February 1, 2021, to clarify the application of evaluation criteria as discussed in PAC meeting #5.
- Staff reviewed the long list of potential options for program improvement and enhancement for the purpose of short-listing.
- Preliminary cost modeling associated for the Cost of Service Study have been reviewed and are under development.
- The draft research report for the Downtown Service Review has been received.

New opportunities or relevant challenges of public interest

- Engagement with the Downtown Stakeholder Group continues to be a challenge as a result of COVID-19, particularly with the business community. In December, staff reached out to the group for the purposing of resuming the meetings in January. Unfortunately, the response rate was low and staff have decided to engage through the planned Downtown Revitalization Project.
- The deferral of the engagement portion of the Downtown Service Review to coincide with the Downtown Revitalization Project will continue beyond the time frame of the Master Plan. Results of the extended engagement and service-related outcomes will be brought forward separately from the Master Plan.

Next steps

- The evaluation of program enhancements is expected to occur in May with community engagement to follow including three sector workshops, Survey #2 and an online open house to obtain community input and preferences related to proposed options.

2021-83 Attachment-5 Stormwater Management Master Plan (SWMMP) progress summary

Stormwater Management Master Plan (SWMMP)

Q1, 2020–Q3, 2021; 50% complete

Recent progress/achievements to date

- Held first community working group meeting to gather initial input on existing conditions and ideas for required future system improvements
- Hydraulic model development and drainage assessment underway, data gaps identified

New opportunities or relevant challenges of public interest

- Pending Ministry of the Environment, Conservation and Parks (MECP) Low Impact Development Stormwater Management Guidance Manual, which was expected in 2020, has yet to be made available

Next steps

- Undertake steps to fill data gaps
- Finalize existing conditions hydraulic model
- Prepare for Low Impact Development (LID) Workshop
- Assess and incorporate feedback from the Community Stormwater Management Working Group Meeting

2021-83 Attachment-6 Transportation Master Plan progress summary

Transportation Master Plan (TMP)

Q1, 2019–Q4, 2021; 75% complete

Recent progress/achievements to date

- Integrated feedback from Q4, 2020 engagement to update the virtual open house materials and present the preliminary preferred solution, mode share targets, an updated problem statement, and a new strategic directions paper on land use planning and transportation.
- Prepared and launched another round of virtual public engagement to gain feedback on the preferred solutions and evaluation criteria.

New opportunities or relevant challenges of public interest

- The project team is monitoring the global mobility response to the impact of the COVID-19 pandemic for opportunities to learn, adapt and build resilience. Where appropriate, future ready strategies will be integrated into the Complete Streets Design Guidelines and policy framework of the TMP, as appropriate.

Next steps

- The project team is preparing for presenting the recommended preferred solution to Council in May, 2021 based on the two rounds of virtual engagement held in Q4, 2020 and Q1, 2021.

2021-83 Attachment-7 Urban Forest Management Plan progress summary

Urban Forest Management Plan

Q1, 2013 – Q4, 2032; Plan 100% complete, implementation ongoing

- Guelph's Urban Forest Management Plan (UFMP) is a 20-year renewable roadmap for understanding and improving the management of Guelph's urban forest. The plan is currently in the second phase of implementation (2019 – 2023) and is aligned with the Sustaining our Future pillar of *Guelph. Future ready*.

Recent progress/achievements to date

- Approval of the Urban Forest Management Plan Implementation Update, Second Phase Plan and budgets required for the continued implementation of the UFMP.
- Trees for Guelph and other community engagement continued in limited scope, despite COVID-19.
- Treatment of 45 hectares of invasive species including buckthorn, dog strangling vine, and giant hogweed in 2020.
- Continued engagement of Urban Forest Working Group in Q4, 2020; limited to one meeting of four that would normally have taken place.
- Initiated eighth year of EAB Plan; continue hazard abatement of ash trees infested with EAB on streets, in parks and natural areas; initiate restoration including replanting, invasive control and monitoring of natural areas with significant numbers of ash trees removed in previous years.

New opportunities or relevant challenges of public interest

- Preparing for planting of 700 street and park tree plantings in 2021: approximately 70 per cent of these are replacements for ash trees; approximately 440 are backlog from 2020 due to the COVID-19 related deferral of the tree planting program.
- Pilot season of restoration planting crew slated for Q2, 2021.
- Application for tree Cities of the World, 2020.
- Submission of application for ICIP grant for the planting of approximately 1,500 trees.

Next steps

- Initiate a tree planting strategy: growing Guelph's urban forest canopy.
- Support development of climate adaptation plan, continued implementation of the strategic plan as well as the development of urban forest performance metrics to align with the City's sustainability initiatives.
- Review and update UFMP-related guidelines, policy and best practices.
- Initiate UFMP specific communications and engagement plan.
- Initiate invasive species management strategy co-led by Environmental Planning and Forestry.

- Continue support to Corporate Asset Management staff with the Corporate Natural Asset Management plan.
- Engagement of UFMP initiatives through the new Natural Heritage Advisory Committee.
- Proposed Stormwater rebate, residential tree planting program pilot, led by Engineering and Transportation Services with partners at Reep Green Solutions to increase the tree canopy and divert runoff stormwater.
- Ongoing support of Trees for Guelph.

2021-83 Attachment-8 Wastewater Treatment and Biosolids Management Master Plan progress summary

Wastewater Treatment and Biosolids Management Master Plan

Q1, 2020-Q4, 2021; 45% complete

Recent progress/achievements to date

- Internal review of technical memorandum (TM) to assess the long list of wastewater treatment and biosolids management technology alternatives
- Updating and responding to public feedback from the first Virtual Open House

New opportunities or relevant challenges

- The evaluation of future wastewater treatment and biosolids management technology alternatives

Next steps

- Finalizing TMs to assess the wastewater treatment and biosolids management technology alternatives
- Internal workshop to evaluate wastewater treatment and biosolids management technology alternatives
- Development of TM to focus on the evaluation and review of preferred solutions
- Development of content for the second virtual open house scheduled for spring 2021
- Development of content for meeting #2 for upcoming community liaison group

2021-83 Attachment-9 Water and Wastewater Servicing Master Plan progress summary

Water and Wastewater Servicing Master Plan

Q1, 2020–Q4, 2021; 40% complete

Recent progress/achievements to date

- Model development and calibration underway
- Coordinating with Planning to identify available system capacity

New opportunities or relevant challenges of public interest

- New growth plan/population projections will impact water and wastewater servicing strategy.

Next steps

- Finalize assessment of excess capacity in the existing system to determine how much and where growth is possible without significant infrastructure investments
- Upon finalization of growth patterns, prepare servicing options to ensure needed infrastructure is available to enable the growth to occur.

2021-83 Attachment-10 Water Supply Master Plan progress summary

Water Supply Master Plan

Q4, 2019 – Q2, 2021; 60% complete

Recent progress/achievements to date

The project scope of work has been revised to address increased population and employment forecasts to 2051 (previous study term ending in 2041) recently provided by the Province's revised Places to Grow (P2G) Proposal. Groundwater modelling of water supply alternatives is underway to assess sustainability of groundwater sources for increased demand to 2051. High priority supply alternatives such as Ironwood and Steffler Test Wells near to the Dolime Quarry and a Guelph South Test Well in the Hanlon Creek Business Park are being evaluated through predictive modeling to confirm feasibility as supply sources. Impacts to Hanlon Creek are considered to be the main constraint for these potential sources. In addition, as part of the evaluation of the Ironwood/Steffler Wells, investigations around Dolime Quarry have been initiated. Development of a Water Loss Management Strategy has been initiated as a component of the Water Efficiency Strategy, a high priority resource optimization recommendation in the WSMP.

Status by project task is itemized below for reference:

- Task 1 – Phase 1 Consultation Report has been completed.
- Task 2 – Population and Water Supply Demand Forecasts has been completed in draft using the population and employment forecasts to 2051.
- Task 3 – Water Supply Capacity Assessment is substantially complete subject to the P2G sustainability assessment.
- Task 4 – Water Supply Alternatives using predictive modelling is in progress.

It is to be noted that receipt of revised Provincial growth targets, mid-project, has also resulted in schedule delays and has caused the need to revise some already completed tasks.

Next steps

- Task 1 – Community Engagement/Consultation:
 - Public Meeting #2, Agency Meeting #2, Community Liaison Group Meeting #2 – Mar/21
 - PIC Meeting newsletter/web postings – Mar/21
 - CLG Meeting #3 – Apr/21
- Task 2 – Population Water Supply Demand Forecasts
 - Complete in draft with 2051 forecasts
- Task 3 – Water Supply Capacity
 - Complete - subject to updates from P2G Sustainability Assessment

- P2G Sustainability Assessment (new task from recent Change Order)
 - Model baseline scenarios, model optimization, model capacity/impacts/optimization to 2051 – mid Jan/21
 - Draft Technical memo – due Mar/21
- Task 4 – Water Supply Alternatives
 - Task 4A – Demand Management/Conservation and Efficiency – mid Dec/20
 - Task 4B – Groundwater Sources Inside/Outside City – Mar/21 (subject to P2G Sustainability Assessment)
 - Task 4C – Local Surface Water Alternatives – Mar/21 (subject to P2G Sustainability Assessment)
- Task 5 – Water Supply Master Plan Update Report (subject to P2G Sustainability Assessment)
 - Draft Report (internal review) – Apr/21
 - Draft Final Report – May/21
 - Council Report – tentative Sept/21

Information Report



Service Area	Office of the Chief Administrative Officer
Date	Friday, March 12, 2021
Subject	Guelph, Future Ready Strategic Plan - Performance Management Framework Update

Executive Summary

Purpose of Report

To provide Council with an update of the corporate Strategic Plan performance management framework implementation and actions to date.

Key Findings

Implementation of the Guelph, Future Ready Strategic Plan, Performance Management Framework has commenced as instructed by Council. The implementation plan is comprised of several components including the creation of a Strategic Plan Key Performance Indicator (KPI) dashboard, an approach to regular open performance reporting, and a change management approach to grow a stronger culture that supports consistent measurement and improvement. It is important to note that this is a cultural shift in the organization to a more structured form of performance monitoring and reporting. Although there are pockets of excellence within the organization, Staff are working to coordinate a more consistent and coordinated corporation-wide approach.

The work plan for the next six months is aggressive, and two key milestones will be the launch of the new Strategic KPI dashboard and an annual performance report in June 2021. This timing is designed to align with the City's financial reporting, which will be fully integrated with strategic plan reporting. Completed tasks include a performance management current state assessment which will serve as a baseline to further the change management efforts. Additionally, target setting workshops and strategic initiatives tracking will be part of this work. The full timeline is presented in the body of this report.

Financial Implications

Implementation of the Performance Management Framework is within existing budget.

Report

Details

Council approved the Guelph, Future Ready Strategic Plan in September 2019. Although the COVID-19 pandemic impacted the pace of work to create the action

plan and performance framework, these items were approved by Council in September 2020 and were fully integrated with the budget process. Throughout 2020, the Strategic Plan has proved to be an essential decision-making tool as the City navigated the pandemic and has promoted a unified sense of purpose for the organization throughout this unprecedented period of disruption. Since September, the strategy team has engaged multiple stakeholders in the organization to communicate progress of the Strategic Plan roll out, explore 'readiness' in key areas and to invite input into the next steps to ensure path to completion reflects their needs. This early engagement will increase buy-in and support sustainable culture change. The work plan for the next six months is ambitious, and supported by a comprehensive change management approach.

Performance Management Culture Implementation

Good performance management consists of several attributes that consistently and predictably drive the required mindset and behaviours to:

- Define and strive for clear results.
- Make evidence-based resource planning and action that support positive change and impact.
- Provide transparent reporting to stakeholders on progress.

A performance management current state analysis was conducted to determine the maturity level of city staff in their performance management journey. As expected, there are varying degrees of performance management sophistication existing in different departments throughout the organization. This data is being used to inform the change management plan that will be created and implemented to aid in this culture change.

Implementing performance management and the associated culture correctly in municipal government takes commitment, investment and time. Other considerations when applying a performance management lens, in a municipal context is that this approach will be directly applicable to many areas of business, but not all.

Making progress against the Strategic Plan takes a whole city effort. Every employee contributes to success. Each department is expected to use the Strategic Plan as a basis for work planning and individual work planning. This will become even more relevant when we approach multi-year budgeting.

Culture change is never easy to achieve. This will take a concentrated effort led by Council, Executive Team and the Corporate Management Team, supported and implemented by all staff to ensure long-lasting change and promote evidence-based decision making. These efforts create a sense of unity, shared purpose and aligns resources to priority areas.

To support this, the strategy team is creating an operational policy and guidance materials that detail the processes required to effectively monitor, manage and report on our performance against the Strategic Plan.

Governance

There are two elements of governance required for this performance management framework implementation.

1. Performance Management Advisory Group

The Performance Management Advisory Group steward the delivery of key processes and products (e.g., the KPI dashboard) and oversee the overall change management efforts. This is a cross-departmental group with staff from all Service Areas. Specifically, this group will be responsible for:

- Culture change and associated change management plan including communications and training
- The annual report and internal reporting processes
- KPI dashboard elements and design
- Performance improvement discussions
- Alignment of community plan metrics and dashboards with the Strategic Plan and performance management framework
- Alignment of performance framework to budget cycle and budget requirements

2. Performance Improvement Assessment/Discussions

The second component of governance will be the assessment and discussion of performance results and related performance management activities. It is intended that formal strategic performance meetings to review the Strategic Plan KPIs and progress will be launched in June 2021 and scheduled regularly thereafter. These meetings will occur at three levels. Level 1 will be KPI owners, Level 2 will be the Corporate Management Team and Level 3 will be the Executive Team. Council will be updated regularly on the organizational progress towards our Strategic Plan KPIs.

Strategic Plan KPI Dashboard and Data Visualization

A major goal of this work is to create a KPI dashboard for the Strategic Plan. The presentation of the KPI data is aligned to the Strategic Pillars and integrate fully with budget context. The dashboard will consist of an overall view of the entire Strategic Plan, and each indicator will have its own page with additional information about that particular KPI, including targets, additional metrics if required and robust performance commentary. Part of the work associated with creating this dashboard will be to align complimentary department dashboards that have been created in the recent past, or will be created in the future, with the Strategic Plan KPI dashboard. Over time this approach will build a complete picture of our strategic and operational performance as an organization.

Performance Reports – Moving away from the traditional ‘Annual Report’

Regular transparent performance reports are an important feature of the new approach. Traditionally, these reports have only been released annually. It is our goal as a municipality to create an approach that shares performance updates more frequently. The first of such reports will be launched in Q2. This report will be web-based and dynamic with financial, performance and narrative data showing organizational results from 2020 and Q1 2021. It will also include data being captured and collected at the departmental levels, where it exists. The purpose of this report will be to create a story about the work that has been done in the

organization to achieve the strategic priorities as well as highlight service delivery during an unprecedented pandemic.

KPI Target Setting

Staff are working collaboratively with KPI owners and both the Executive Team and the Corporate Management Team to establish appropriate targets. If there is no data available, the KPI would be in its baseline year. We would view this baseline year as a year of 'monitoring' to collect information to set a realistic target for the following year. Strategic initiatives would be important to track for KPIs in the 'monitoring' stage. These targets will be formally reported to Council in Q2 along with the first significant performance report (as described above).

Strategic Initiatives Tracking

Progress on the Strategic Initiatives will be reported by owners against basic attributes (e.g., schedule, budget, resources, etc.) with high-level assessments and summary highlights. Strategic Initiatives owners will complete this reporting as part of their internal project management activities.

Strategic Plan Change Management

The organizational approach to the Strategic Plan has the core concepts of flexibility and agility built into it. This includes the ability to change or modify KPIs or Strategic Initiatives if conditions change and an appropriate rationale exists. Changes must be approved by the Executive Team and will be reported to Council on a regular basis.

Conclusion

Creating a performance management culture in a municipal government environment takes commitment, investment and time. It is important that employees are supported through this change, and are provided with many opportunities to learn, share input into the process and to see themselves succeed in improving the outcomes for Guelph residents, businesses and other stakeholders. This will help create a stronger municipal organization that will be able to use data to inform decision-making and budgets, set expectations of the public, as well as enhance organizational awareness throughout all aspects of the City.

Financial Implications

Implementation of the Performance Management Framework is within existing budget.

Consultations

The City's Executive Team and Corporate Management Team have been actively involved in the creation of this framework. There is a cross-departmental Performance Management Advisory group leading the larger culture change aspect of this work as well as several smaller working groups focused on specific deliverables (e.g., annual performance report, KPI dashboard, communications, change management plan, etc.).

Strategic Plan Alignment

The purpose of the performance management framework is to measure the City of Guelph's progress against the stated indicators in the 2019-2023 Strategic Plan: Guelph. Future Ready.

Attachments

Attachment-1: KPI Readiness Assessment

Departmental Approval

None

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Attachment 1-KPI Readiness Assessment

The KPI readiness assessment was completed to determine current state of the measures of success presented in the Strategic Plan. Determination of data availability, current reporting (if any) and any flaws/gaps in the KPI, the data or reporting. Initial results from the KPI readiness assessment are below:

As of March 1, 2021:

Total # of Strategic Plan KPIs: 23

of KPIs ready to be reported by June 2021: 20

of KPIs ready to be reported by December 2021: 21

of KPIs that are proxy measures: 5

of KPIs not ready to be reported by June 2021: 3

KPI ID	Key Performance Indicators (formerly Measures of Success)	Reportable for Q2 2021?	Area GM	Notes
1.1.1	# of new circular businesses and collaborations	Yes Proxy measure	Barb Swartzentruber	Alternative proposed by SmartCities team. (Original measure: # new businesses and collaborations with priority innovative sectors)
1.2.1	Participation Rate	Yes Proxy measure	John Regan	Employment data proposed by economic development. (Original measure: % businesses reporting Guelph as a good place to do business)

1.2.2	Employment Rate	Yes Proxy measure	John Regan	Employment data proposed by economic development. (Original measure: % businesses reporting Guelph as a good place to do business)
1.2.3	# of people employed in the Guelph Census Metropolitan Area	Yes Proxy measure	John Regan	Employment data proposed by economic development. (Original measure: % businesses reporting Guelph as a good place to do business)
2.1.1	% reduction of climate risk exposure for the City's built and natural assets	No	Jennifer Rose	GM, Environmental Services has taken responsibility for this work in Jan 2021.
2.2.1	Increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE)	Yes	Antti Vilkkko	
2.3.1	Reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target	No	Antti Vilkkko	Reportable Q3 2021. No resource to perform this work, being hired in Q1 2021.
3.1.1	% conversion of existing municipal fleet to clean and efficient technology	Yes	Doug Godfrey	

3.2.1	% change in daily trips using sustainable transportation modes	Yes	Terry Gayman	2015 – 2019 data is available. New data reportable December 2021. New wording proposed with the same meaning. (Original wording: % change of non-auto mode share)
3.2.2	% reduction in collisions	Yes	Terry Gayman	Currently have June 2020 data.
3.3.1	Connectivity Index	No	Terry Gayman	Work underway to establish measures and timeline for collection.
4.1.1	Employee Engagement Index	Yes	Mark Ellis	Annual score data available.
4.2.1	% increase in citizen satisfaction	Yes	Jodie Sales	2019 data. Citizen Satisfaction Survey will not be conducted this year. Tool will be assessed and improved.
4.2.2	% of digital transactions	Yes Proxy measure	Sasha Einwechter	Alternate measures have been proposed that are count data of the digital services accessed on Guelph.ca
4.3.1	Credit Rating	Yes	Tara Baker	
4.3.2	Total tax and rate burden as a percentage of household income	Yes	Tara Baker	

5.1.1	% of current assets that provide satisfactory levels of service	Yes	Terry Gayman	Reportable with approximately 20-25% of assets evaluated.
5.2.1	Benchmark price for affordable housing units (ownership and rental)	Yes	Krista Walkey	Data is available for specific housing types. (Original wording: % of affordable residential units (ownership and rental))
5.3.1	% of residents who perceive themselves to be safe in the city	Yes	Chief Gordon Cobey	Data reported on a four-year cycle through Guelph Police Services survey.
5.3.2A	Improvement in response time for emergency services (Fire)	Yes	Chief Dave Elloway	
5.3.2B	Improvement in response time for emergency services (Police)	Yes	Chief Gordon Cobey	
5.3.2C	Improvement in response time for emergency services (Paramedics)	Yes	Chief Stephen Dewar	
5.3.3	A sense of belonging to Guelph	Yes	Jodie Sales	2019 data. Citizen Satisfaction Survey will not be conducted this year. Tool will be assessed and improved.

Intergovernmental Consultation



Proposed Producer Responsibility Regulation for Hazardous and Special Products

Ministry/Department

Ministry of the Environment, Conservation and Parks

Consultation Deadline

Sunday, March 28, 2021

Summary

Ontario is seeking input on a proposed draft regulation for hazardous and special products that would require producers of these products (i.e. paints, pesticides, oil filters, pressurized containers, etc.) to collect, manage or promote the recycling or proper disposal of these products at end-of-life.

Proposed Form of Input

Staff will provide a written submission to the Environmental Registry of Ontario.

Rationale

The City has an interest in responding to provincial consultations on policy-development that would impact our waste services system, and is a supporter of the transition to full producer responsibility.

Lead

Waste Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2836>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



Amendments to the Transitional Operating Agreement between the Minister of the Environment, Conservation and Parks and the Resource Productivity and Recovery Authority

Ministry/Department

Ministry of Environment, Conservation and Parks (MECP)

Consultation Deadline

Monday, March 29, 2021

Summary

Ontario is proposing changes to the operating agreement between MECP and the Resource Productivity and Recovery Authority (RPRA) to ensure an effective regime for producer responsibility in Ontario.

Proposed Form of Input

Staff will prepare a written submission for the Environmental Registry of Ontario.

Rationale

The City has an interest in RPRA operating agreement changes that may affect our waste services system.

Lead

Waste Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2886>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



Proposed Changes to Ministerial Zoning Orders and the Planning Act

Ministry/Department

Ontario Ministry of Municipal Affairs and Housing

Consultation Deadline

Saturday, April 3, 2021

Summary

The province is proposing to expand the scope of Ministerial Zoning Orders so that the use of this provincial tool does not have to be consistent with the Provincial Policy Statement.

Proposed Form of Input

City Staff will respond to this consultation via a written submission to the Environmental Registry of Ontario.

Rationale

The City has an interest in policy decisions that could influence planning-related matters in our community. The City also supports the principles of the Provincial Policy Statement.

Lead

Planning Services

Link to Ministry Website

[Environmental Registry of Ontario Consultation #019-3233](#)

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



Proposed updates to Records of Site Condition: A Guide on Site Assessment, the Cleanup of Brownfield Sites and the Filing of Records of Site Condition

Ministry/Department

Ministry of Environment, Conservation and Parks

Consultation Deadline

Sunday, April 4, 2021

Summary

Ontario is seeking input on proposed updates to the document "Records of Site Condition: A Guide on Site Assessment, the Cleanup of Brownfield Sites and the Filing of Records of Site Condition." These updates are aimed at helping those involved in brownfield redevelopment projects.

Proposed Form of Input

Staff will provide a written submission on the Environmental Registry of Ontario

Rationale

The City has an interest in providing input on provincial policy and guidance related to brownfield site redevelopment.

Lead

Engineering Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2551>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



Consultation on Growing the Size of the Greenbelt

Ministry/Department

Ontario Ministry of Municipal Affairs and Housing

Consultation Deadline

Monday, April 19, 2021

Summary

The Ministry of Municipal Affairs and Housing is seeking public input on how to grow the size of the Greenbelt.

Proposed Form of Input

City Staff are preparing a report for Council to discuss the City's response to this consultation with the aim of providing a written submission to the Environmental Registry of Ontario.

Rationale

The City has an interest in matters related to the Greenbelt.

Lead

Planning Services

Link to Ministry Website

[Environmental Registry of Ontario #019-3136](#)

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

City Hall, 1 Carden Street, Guelph ON N1H 3A1

519-37-5602

TTY: 519-826-9771



The Corporation of
The Township of Brock
1 Cameron St. E., P.O. Box 10
Cannington, ON L0E 1E0
705-432-2355

March 2, 2021

The Honourable Patty Hajdu
Minister of Health Canada
Via email: Patty.Hajdu@parl.gc.ca

Health Canada
Ottawa, Ontario
via email: hcinfo.infosc@canada.ca

Dear Honourable Madam:

Re: Cannabis Licencing and Enforcement

Please be advised that the Council of the Township of Brock, at their meeting held on February 22, 2021 adopted the following resolution:

Resolution Number 22-2

MOVED by **Michael Jubb** and SECONDED by **Cria Pettingill**

WHEREAS the Government of Canada introduced Bill C-45 (the Cannabis Act) to create the foundation for a comprehensive national framework to provide restricted access to regulated cannabis, and to control its production, distribution, sale, importation, exportation, and possession;

WHEREAS the police have not been given lawful authority to lay charges under the Cannabis Act to appropriately respond to violations of Health Canada Registrations and Licenses;

WHEREAS there is no direct communication or dedicated effort to provide a communication channel between Municipal government staff or Police Agencies for dealing with Health Canada Registrations and Licenses;

WHEREAS the Township of Brock has not been consulted by Health Canada prior to the issuance of licenses for properties not in compliance with municipal zoning by-laws;the future;

BE IT RESOLVED THAT the Township of Brock requests that Health Canada:

1. Require Federal Licenses and Registrations for Designated Growers to conform with local zoning and control by-laws;
2. Ensure local authorities are provided with notification of any licence issuance, amendment, suspension, reinstatement or revocation within their region;

If this information is required in an accessible format,
please contact the Township at 705-432-2355.

3. Provide dedicated communication with local governments and Police services;
4. Provide lawful authority to Police agencies to lay charges when registered or licences operations grow in excess of their registration or licence through Health Canada; and,
5. Provide enforcement support and guidance to local municipalities for dealing with land use complaints relating to Cannabis.

AND FURTHER BE IT RESOLVED THAT the Township of Brock will forward this motion by email to the following partners: All municipalities in Ontario; the MP and MPP of Haliburton–Kawartha Lakes–Brock; the Minister of Agriculture, Food and Rural Affairs; the Minister of Agriculture and Agri-Food; and the Durham Region Police Services with the request that the Federal government enact legislation to better support local governments with land use management and enforcement issues as they relate to Cannabis Production and Processing.

MOTION CARRIED

Thank you for your consideration. Should you have any questions please do not hesitate to contact the undersigned.

Yours truly,

THE TOWNSHIP OF BROCK



Becky Jamieson
Municipal Clerk

BJ:dh

- cc. The Honourable Christine Elliott, Minister of Health, Ontario –
christine.elliott@ontario.ca
The Honourable Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock -
laurie.scottco@pc.ola.org
Jamie Schmale, MP, Haliburton-Kawartha Lakes-Brock - Jamie.schmale@parl.gc.ca
The Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs –
minister.omafra@ontario.ca
The Honourable Marie-Claude Bibeau, Minister of Agriculture and Agri-Food - Marie-
Claude.Bibeau@parl.gc.ca
Inspector Ryan Connolly, DRPS - northdivision@drps.ca
Ontario municipalities



Office of the Regional Chair
1151 Bronte Road
Oakville ON L6M 3L1
Fax: 905-825-8273

VIA EMAIL

March 9, 2021

The Honourable Doug Ford, Premier of Ontario
The Honourable Steve Clark, Minister of Municipal Affairs and Housing

Halton Region is undertaking an update to the Regional Official Plan to ensure it responds to the Provincial Planning framework.

Planning to implement extensive and impactful provincial policies for new growth, housing and jobs requires extensive community engagement to ensure that residents can meaningfully contribute in shaping the vision for growth in Halton to 2051.

While the Regional Official Plan Review is progressing, Regional Council is concerned that the significant changes to the Provincial Planning framework in recent months coupled with our overriding focus on responding to the COVID-19 pandemic, does not provide sufficient time and opportunity to confirm priorities for significant long-term growth with our residents.

On February 17, 2021, Regional Council unanimously approved the attached resolution respectfully requesting that the Province enable Halton Region to delay its final report on its Official Plan Review until proper, in person, informed consultation with the public can be conducted. The resolution also requests that the Province suspend the conformity deadline until the impacts of the pandemic on growth planning can be better understood and addressed as part of the land needs assessment framework.

Halton Region remains supportive of Provincial objectives to increase housing supply and support growth and economic development. Additional time will enable a result that is responsive to Provincial goals while allowing Halton to continue our long standing approach in managing growth in an environmentally, socially and fiscally sustainable manner.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary Carr".

Gary Carr
Regional Chair

Regional Municipality of Halton
HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

- c. The Honourable Ted Arnott, MPP, Wellington-Halton Hills
Jane McKenna, MPP, Burlington
Parm Gill, MPP, Milton
Stephen Crawford, MPP, Oakville
Effie Triantafilopoulos, MPP, Oakville North – Burlington
Association of Municipalities of Ontario, Brian Rosborough,
City of Burlington, Kevin Arjoon,
Town of Milton, Meaghen Reid
Town of Oakville, Vicki Tytaneck,
Town of Halton Hills, Valerie Petryniak
Andrea Horwath, MPP, Leader of the Official Opposition
Steven Del Duca, Leader of the Ontario Liberal Party
Mike Schreiner, MPP, Leader of the Green Party of Ontario
County of Northumberland, Nancy MacDonald
County of Peterborough, Lynn Fawn
City of Peterborough, John Kennedy
City of Kawartha Lakes, Cathie Ritchie
City of Orillia, Gayle Jackson
City of Barrie, Wendy Cooke
County of Simcoe, John Daly
County of Dufferin, Michelle Dunne
County of Wellington, Donna Bryce, County Clerk
Region of Waterloo, Kris Fletcher
City of Brantford, Tanya Daniels
County of Brant, Heather Boyd
Haldimand County, Evelyn Eichenbaum
Region of Niagara, Ann-Marie Norio
City of Hamilton, Andrea Holland
City of Guelph, Stephen O'Brien
Region of Peel, Kathryn Lockyer
City of Toronto, John Elvidge
Region of York, Chris Raynor
Region of Durham, Ralph Walton



The Regional Municipality of Halton

THE FOLLOWING RESOLUTION WAS APPROVED BY REGIONAL COUNCIL AT ITS MEETING HELD WEDNESDAY, FEBRUARY 17, 2021

WHEREAS the Province of Ontario has mandated Halton Region to conduct a municipal comprehensive review (MCR) of its Official Plan whereby decisions must be made as to how all of the population and employment growth is to be accommodated in the local municipalities for the years 2031 to 2051;

AND WHEREAS since June 2019 the Province has amended a number of Provincial Statutes and policies that impact how municipalities plan for growth including the following:

- The Provincial Policy Statement,
- A Place to Grow: The Growth Plan for the Greater Golden Horseshoe,
- The Development Charges Act,
- The Planning Act,
- The Environmental Assessment Act, and
- The Conservation Authorities Act;

AND WHEREAS these significant Provincial changes include:

- reduced density targets in new greenfield development from 80 persons and jobs per hectare to 50 persons and jobs per hectare,
- reduced intensification targets from 60% beyond 2031 to 50%,
- setting minimum population and employment growth forecasts that can be exceeded subject to Provincial approval,
- extended the planning horizon from 2041 to the year 2051,
- introduced market demand as a consideration in determining the housing mix, and
- revisions to how municipalities fund growth;

AND WHEREAS these Provincial changes signal an abrupt shift from the emphasis on creating compact and complete communities to a planning regime that facilitates lower density and car dependent communities;

AND WHEREAS Halton Hills, Burlington, Oakville, Milton and Halton Region have all declared climate change emergencies and must consider the role of land use planning in their strategies to reduce their greenhouse gas emissions;

AND WHEREAS these Provincial changes create pressure to convert more class 1, 2 and 3 farmland in Halton to urban uses than would otherwise be necessary which is contrary to Halton's Official Plan and its 2019-2022 Strategic Plan, which both have as a goal to protect a permanent agricultural system in Halton;

AND WHEREAS ensuring that Ontarians have access to healthy safe food in the future requires thoughtful consideration of the long term impact of converting thousands of acres of prime agricultural lands in the Greater Golden Horseshoe to urban uses;

AND WHEREAS in 2016 Halton Regional Council directed the Regional Chair to write to the Premier of Ontario expressing support for creating a provincial permanent agricultural system;

AND WHEREAS the change of the planning horizon to 2051 by the Province means that future municipal councils and the public will have little power to change decisions where they will grow after 2031 to the 2051 planning horizon;

AND WHEREAS in the rural areas internet service is often poor, making it difficult for rural residents to participate in Zoom calls;

AND WHEREAS Halton Region has adopted a public engagement charter that is based on transparency, notification and participation;

AND WHEREAS the current pandemic is making effective, in person public consultation impossible at a time when robust, informed public consultation is needed more than ever.

AND WHEREAS the nature of work has evolved in response to the pandemic which may cause long term changes to the assumptions underlying the province's Land Needs Assessment.

NOW THEREFORE BE IT RESOLVED THAT Regional Council direct the Regional Chair to write to request the Province to allow the Region to delay its final report on its Official Plan Review until proper, in person, informed consultation with the public has been conducted on the growth concepts and the preferred growth concept;

AND FURTHER THAT the Province be requested to make ROPA 48, being the scoped Regional Official Plan Amendment which identifies non-discretionary components of a Regional Urban Structure that support local plans and priorities inside the current urban boundaries, exempt from the requirement for in-person consultation with the public;

AND FURTHER THAT the Province be requested to suspend the timetable for municipal conformity to the Growth Plan and the Provincial Policy Statement to ensure that the public can fully participate in the process of planning their communities for the growth planning period covering 2031 to 2051;

AND FURTHER THAT the Province suspend the deadlines it has set for conformity until the Land Needs Assessment Framework can be revisited to adjust to the significant changes to the nature of work that are reducing office space and parking space needs.

AND FURTHER THAT this resolution be circulated to Premier Doug Ford, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, Halton's Local Municipalities, the Association of Municipalities of Ontario, the leaders of the Provincial opposition parties, Halton's MPP's, and the Greater Golden Horseshoe municipalities.

* * * * *



Committee of Adjustment Minutes

**Thursday, February 11, 2021, 4:00 p.m.
Remote meeting live streamed
on guelph.ca/live**

Members Present	K. Ash, Chair D. Kendrick, Vice Chair M. Allison S. Dykstra D. Gundrum K. Meads J. Smith
Staff Present	B. Bond, Zoning Inspector J. da Silva, Council and Committee Assistant S. Daniel, Engineering Technologist T. Di Lullo, Secretary-Treasurer D. McMahon, Deputy City Clerk M. Mucignat, Planner K. Patzer, Planner L. Sulatycki, Planner

Call to Order

Chair Ash called the meeting to order. (4:00 p.m.)

Opening Remarks

Chair K. Ash explained the hearing procedures and Secretary-Treasurer T. Di Lullo conducted attendance by roll call and confirmed quorum.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Approval of Minutes

Member J. Smith indicated that he left the remote hearing on January 14, 2021 at 4:30 p.m. and rejoined at 4:32 p.m., as noted in the minutes, due to technical issues.

Moved by J. Smith

Seconded by D. Kendrick

That the minutes from the January 14, 2021 Regular Hearing of the Committee of Adjustment, be **approved** as circulated.

Carried

Requests for Withdrawal or Deferral

B-5/21 A-15/21 18-20 Grove Street

Owner: Kristopher Lawson and Alysha Maxwell

Agent: J. Buisman, Van Harten Surveying Inc.

Location: 18-20 Grove Street

In Attendance: J. Buisman

Secretary-Treasurer T. Di Lullo indicated that the agent for files B-5/21 and A-15/21 for 18-20 Grove Street is in agreement with staff recommendations and is asking for both applications to be deferred so Engineering concerns can be addressed. She also noted that correspondence was received after the comment deadline from H. and M. Kennedy, residents on Grove Street, with concerns regarding the application. A copy of this correspondence was circulated to staff, committee members and the applicant.

Moved by K. Meads

Seconded by D. Gundrum

That consent application B-5/21 and variance application A-15/21 for 18-20 Grove Street, be **deferred** sine die, and in accordance with the Committee's policy on applications deferred sine die, that the application will be considered to be withdrawn if not dealt with within 12 months of deferral and that the deferral fee be paid prior to reconsideration of the applications.

Reasons:

These applications are deferred at the request of the applicant to allow for additional time to consult with staff.

Carried

A-47/20 523 Kortright Road West

Owner: George and Debbie Coutts

Agent: P. McFadden, Sutcliffe Homes & Renovations

Location: 523 Kortright Road West

In Attendance: P. McFadden

Secretary-Treasurer T. Di Lullo indicated that the agent for file A-47/21 for 523 Kortright Road West is requesting deferral of the application to allow for a potential modification of the requested variances and allow further discussion with staff and neighbouring homeowners. A copy of this deferral request was circulated to staff and committee members.

Moved by K. Meads

Seconded by D. Gundrum

That minor variance application A-47/20 for 523 Kortright Road West, be **deferred** sine die, and in accordance with the Committee's policy on applications deferred sine die, that the application will be considered to be withdrawn if not dealt with within 12 months of deferral and that the deferral fee be paid prior to reconsideration of the application.

Reasons:

This application is deferred at the request of the applicant to allow for additional time to consult with staff.

Carried

Current Applications

A-13/21 106 Sunnylea Crescent

Owner: 2483847 Ontario Ltd.

Agent: Cynthia Zahoruk, Cynthia Zahoruk Architect Inc.

Location: 106 Sunnylea Crescent

In Attendance: C. Zahoruk, M. Dandie-Hannah, K. Macke

Secretary-Treasurer T. Di Lullo noted that correspondence was received after the comment deadline from K. Macke, property owner on Pleasant Road, with concerns regarding the application. A copy of this correspondence was circulated to staff, committee members and the applicant.

Chair K. Ash questioned if the sign had been posted in accordance with Planning Act requirements and if the staff comments were received. C. Zahoruk, agent, responded that the sign was posted and comments were received. She explained the purpose of the application and the need for the requested variances.

After a brief break to allow members of the public to express interest in speaking to the application, the following members of the public spoke via electronic participation:

M. Dandie-Hannah, a Guelph resident, expressed concerns regarding reduction of the amenity area and green space on the property.

K. Macke, property owner on Pleasant Road, indicated concerns regarding possible noise increase due to higher population density.

Having considered whether or not the variance(s) requested are minor and desirable for the appropriate development and use of the land and that the general intent and purpose of the Zoning By-law and the Official Plan will be maintained, and that this application has met the requirements of Section 45(1) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended,

Moved by D. Kendrick

Seconded by M. Allison

That in the matter of an application under Section 45(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, variances from the requirements of Section 5.4.2.4.1, Table 5.4.2 Row 8, and Sections 5.4.2.1, 4.13.2.2 and 4.13.2.2.1 of Zoning By-law (1995)-14864, as amended, for 106 Sunnylea Crescent, to permit:

- a. a minimum common amenity area of 56 square metres, when the By-law requires a minimum common amenity area of not less than 30 square metres per dwelling unit for each unit up to 20 [total of 180 square metres required];
- b. a minimum left and right side yard setback of 3 metres, when the By-law requires a minimum side yard setback equal to one-half the building height [7 metres] but not less than 3 metres [minimum side yard setback of 3.5 metres required];

- c. the windows of a habitable room to face a side yard with a minimum width of 3 metres, when the By-law requires that for side yards in R.4A zones, where windows of a habitable room face on a side yard, such side yard shall have a minimum width of not less than 7.5 metres;
- d. parking spaces to be located in the front yard and to permit three (3) parking spaces to be located within 3 metres of a lot line, when the By-law requires that in a R.4 zone, every parking space shall be located in the side or rear yard provided that no parking space is located within 3 metres of any lot line; and
- e. visitor parking spaces to be located within the required front yard setback, when the By-law requires that only visitor parking (not more than 25 percent of the minimum off-street parking required) may be located in the front yard or exterior side yard provided it is to the rear of the required front or exterior side yard.

be **approved**, subject to the following conditions:

1. That the Owner obtains Site Plan Approval in accordance with Section 41 of the Planning Act for the proposed 6 unit, 2-storey apartment building; related file PRE20-030S.
2. That prior to issuance of a building permit, the owner makes satisfactory arrangements with the ICI & Layouts Department of Alectra Utilities for the new service connection.

Not Carried

Reason:

The motion was not carried as the motion did not obtain a majority of votes.

Having considered whether or not the variance(s) requested are minor and desirable for the appropriate development and use of the land and that the general intent and purpose of the Zoning By-law and the Official Plan will be maintained, and that this application has met the requirements of Section 45(1) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended,

Moved by S. Dykstra

Seconded by J. Smith

That in the matter of an application under Section 45(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, variances from the requirements of Section 5.4.2.4.1, Table 5.4.2 Row 8, and Sections 5.4.2.1, 4.13.2.2 and 4.13.2.2.1 of Zoning By-law (1995)-14864, as amended, for 106 Sunnylea Crescent, to permit:

- a. a minimum common amenity area of 56 square metres, when the By-law requires a minimum common amenity area of not less than 30 square metres per dwelling unit for each unit up to 20 [total of 180 square metres required];
- b. a minimum left and right side yard setback of 3 metres, when the By-law requires a minimum side yard setback equal to one-half the building height [7 metres] but not less than 3 metres [minimum side yard setback of 3.5 metres required];
- c. the windows of a habitable room to face a side yard with a minimum width of 3 metres, when the By-law requires that for side yards in R.4A zones, where windows of a habitable room face on a side yard, such side yard shall have a minimum width of not less than 7.5 metres;
- d. parking spaces to be located in the front yard and to permit three (3) parking spaces to be located within 3 metres of a lot line, when the By-law requires that in a R.4 zone, every parking space shall be located in the side or rear yard provided that no parking space is located within 3 metres of any lot line; and
- e. visitor parking spaces to be located within the required front yard setback, when the By-law requires that only visitor parking (not more than 25 percent of the minimum off-street parking required) may be located in the front yard or exterior side yard provided it is to the rear of the required front or exterior side yard.

be **refused**.

Reasons:

This minor variance application is refused, as it is the opinion of the Committee that this application does not meet all four tests under Section 45(1) of the Planning Act, specifically being that the requested variances do not conform to the general intent and purpose of the Zoning By-law, are not considered to be desirable for the appropriate development of the land, and are not considered to be minor in nature.

Any and all written submissions relating to this application that were made to the committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

A-14/21 18 Southampton Street

Owner: James Bryson

Agent: N/A

Location: 18 Southampton Street

In Attendance: J. Bryson

Chair K. Ash questioned if the sign had been posted in accordance with Planning Act requirements and if the staff comments were received. J. Bryson, owner, responded that the sign was posted and comments were received.

After a brief break to allow members of the public to express interest in speaking to the application, no members of the public spoke via electronic participation.

Having considered whether or not the variance(s) requested are minor and desirable for the appropriate development and use of the land and that the general intent and purpose of the Zoning By-law and the Official Plan will be maintained, and that this application has met the requirements of Section 45(1) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended,

Moved by D. Gundrum

Seconded by J. Smith

That in the matter of an application under Section 45(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, a variance from the requirements of Table 5.1.2 Row 7 of Zoning By-law (1995)-14864, as amended, for 18 Southampton Street, to permit a minimum right side yard setback of 0.91 metres for the proposed two-storey addition to the existing detached dwelling, when the By-law requires a minimum side yard setback of 1.5 metres for single detached dwellings of one to two storeys, be **approved**, subject to the following condition:

1. That the side yard setback of 0.91 metres apply only to the proposed addition on the right side of the property as shown on the public notice sketch.

Reasons:

This application is approved, as it is the opinion of the Committee that, with the above noted condition of approval, this application meets all four tests under Section 45(1) of the Planning Act.

Any and all written submissions relating to this application that were made to the committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the

Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

B-1/21 42 and 46-48 Nottingham Street

Owner: Domenico Romeo

Agent: Nancy Shoemaker, BSR&D Ltd.

Location: 42 and 46-48 Nottingham Street

In Attendance: N. Shoemaker

Chair K. Ash questioned if the sign had been posted in accordance with Planning Act requirements and if the staff comments were received. N. Shoemaker, agent, responded that the sign was posted and comments were received. She explained the purpose of the consent application.

After a brief break to allow members of the public to express interest in speaking to the application, no members of the public spoke via electronic participation.

Having had regard to the matters under Section 51(24) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended, and having considered whether a plan of subdivision of the land in accordance with Section 51 of the said Act is necessary for the proper and orderly development of the land,

Moved by D. Kendrick

Seconded by D. Gundrum

That in the matter of an application under Section 53(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, consent for technical severance of Part of Lots 205 and 206, Canada Company Survey, Plan 8, currently known as 46-48 Nottingham Street, an irregularly shaped lot with a frontage along Nottingham Street of 19.25 metres, and an area of 562 square metres, substantially in accordance with a sketch prepared by BSR&D Limited dated December 7, 2020, project number 17-14-293-00-A, be **approved**, subject to the following conditions:

1. That all required fees and charges in respect of the registration of all documents required in respect of this approval and administration fee be paid, prior to the issuance of the Certificate of Official.
2. That the Secretary-Treasurer of the Committee of Adjustment be provided with a written undertaking from the applicant's solicitor,

prior to the issuance of the Certificate of Official, that he/she will provide a copy of the registered instrument as registered in the Land Registry Office within two years of issuance of the Certificate of Official, or prior to the issuance of a building permit (if applicable), whichever occurs first.

3. That prior to the issuance of the Certificate of Official, a Reference Plan be prepared, deposited and filed with the Secretary-Treasurer which shall indicate the boundaries of the severed parcel, any easements/rights-of-way and building locations. The submission must also include a digital copy of the deposited Reference Plan (version ACAD 2010) which can be forwarded by email (cofa@guelph.ca).
4. That upon fulfilling and complying with all of the above-noted conditions, the documents to finalize and register the transaction be presented to the Secretary-Treasurer of the Committee of Adjustment along with the administration fee required for the issuance of the Certificate of Official.

Reasons:

This application for consent is approved, as it is the opinion of the Committee that, with the above noted conditions of approval, this application meets the criteria of section 51(24) of the Planning Act to which all consent applications must adhere.

Any and all written submissions relating to this application that were made to the Committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

B-2/21 91 and 93 Grange Street

Owner: Domenico Romeo

Agent: Nancy Shoemaker, BSR&D Ltd.

Location: 91 and 93 Grange Street

In Attendance: N. Shoemaker

Chair K. Ash questioned if the sign had been posted in accordance with Planning Act requirements and if the staff comments were received. N. Shoemaker, agent,

responded that the sign was posted and comments were received. She explained the purpose of the consent application.

After a brief break to allow members of the public to express interest in speaking to the application, no members of the public spoke via electronic participation.

Having had regard to the matters under Section 51(24) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended, and having considered whether a plan of subdivision of the land in accordance with Section 51 of the said Act is necessary for the proper and orderly development of the land,

Moved by S. Dykstra

Seconded by J. Smith

That in the matter of an application under Section 53(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, consent for technical severance of Part of Lot 11, Registered Plan 298, currently known as 93 Grange Street, a parcel with frontage along Grange Street of 20.37 metres, a depth of 60.63 metres, and an area of 1,235 square metres, substantially in accordance with a sketch prepared by BSR&D Limited dated December 2, 2020, project number 17-14-292-00-A, be **approved**, subject to the following conditions:

1. That all required fees and charges in respect of the registration of all documents required in respect of this approval and administration fee be paid, prior to the issuance of the Certificate of Official.
2. That the Secretary-Treasurer of the Committee of Adjustment be provided with a written undertaking from the applicant's solicitor, prior to the issuance of the Certificate of Official, that he/she will provide a copy of the registered instrument as registered in the Land Registry Office within two years of issuance of the Certificate of Official, or prior to the issuance of a building permit (if applicable), whichever occurs first.
3. That prior to the issuance of the Certificate of Official, a Reference Plan be prepared, deposited and filed with the Secretary-Treasurer which shall indicate the boundaries of the severed parcel, any easements/rights-of-way and building locations. The submission must also include a digital copy of the deposited Reference Plan (version ACAD 2010) which can be forwarded by email (cofa@guelph.ca).
4. That upon fulfilling and complying with all of the above-noted conditions, the documents to finalize and register the transaction

be presented to the Secretary-Treasurer of the Committee of Adjustment along with the administration fee required for the issuance of the Certificate of Official.

Reasons:

This application is approved, as it is the opinion of the Committee that, with the above noted conditions of approval, this application meets the criteria of section 51(24) of the Planning Act to which all consent applications must adhere.

Any and all written submissions relating to this application that were made to the Committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

B-3/21 B-4/21 29, 31, and 33 College Avenue West

Owner: Domenico Romeo

Agent: Nancy Shoemaker, BSR&D Ltd.

Location: 29, 31, and 33 College Avenue West

In Attendance: N. Shoemaker

Chair K. Ash questioned if the sign had been posted in accordance with Planning Act requirements and if the staff comments were received. N. Shoemaker, agent, responded that the sign was posted and comments were received. She explained the purpose of the consent applications.

After a brief break to allow members of the public to express interest in speaking to the application, no members of the public spoke via electronic participation.

B-3/21 31 College Avenue West

Having had regard to the matters under Section 51(24) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended, and having considered whether a plan of subdivision of the land in accordance with Section 51 of the said Act is necessary for the proper and orderly development of the land,

Moved by S. Dykstra

Seconded by M. Allison

That in the matter of an application under Section 53(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, consent to create the following technical severance and easement over Part of Lots 2, 3, 9 and 10, Registered Plan 384, currently known as 31 College Avenue West, substantially in accordance with a sketch prepared by BSR&D Limited dated December 7, 2020 project number 17-14-291-00-A:

- a. the severance of a parcel of land (proposed Parts 3 and 4) to create a lot with frontage along College Avenue West of 10.36 metres, a depth of 40.77 metres, and an area of 430 square metres; and
- b. the creation of a 20 square metre easement (proposed Part 3) over a portion of the right side of 31 College Avenue West for access over a shared driveway in favour of 29 College Avenue West,

be **approved**, subject to the following conditions:

1. That prior to issuance of the Certificate of Official, the owner(s) shall deed a 1.9 metre wide road widening on College Avenue West along the severed and the retained parcel at no cost to the City, free of all encumbrances and no risk to public health and safety, to the satisfaction of the City Engineer/General Manager and City Solicitor.
2. That all required fees and charges in respect of the registration of all documents required in respect of this approval and administration fee be paid, prior to the issuance of the Certificate of Official.
3. That the Secretary-Treasurer of the Committee of Adjustment be provided with a written undertaking from the applicant's solicitor, prior to the issuance of the Certificate of Official, that he/she will provide a copy of the registered instrument as registered in the Land Registry Office within two years of issuance of the Certificate of Official, or prior to the issuance of a building permit (if applicable), whichever occurs first.
4. That prior to the issuance of the Certificate of Official, a Reference Plan be prepared, deposited and filed with the Secretary-Treasurer which shall indicate the boundaries of the severed parcel, any easements/rights-of-way and building locations. The submission must also include a digital copy of the deposited Reference Plan (version ACAD 2010) which can be forwarded by email (cofa@guelph.ca).

5. That upon fulfilling and complying with all of the above-noted conditions, the documents to finalize and register the transaction be presented to the Secretary-Treasurer of the Committee of Adjustment along with the administration fee required for the issuance of the Certificate of Official.

Reasons:

This application is approved, as it is the opinion of the Committee that, with the above noted conditions of approval, this application meets the criteria of section 51(24) of the Planning Act to which all consent applications must adhere.

Any and all written submissions relating to this application that were made to the Committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

B-4/21 29 College Avenue West

Having had regard to the matters under Section 51(24) of the Planning Act, R.S.O. 1990, Chapter P.13 as amended, and having considered whether a plan of subdivision of the land in accordance with Section 51 of the said Act is necessary for the proper and orderly development of the land,

Moved by S. Dykstra

Seconded by M. Allison

That in the matter of an application under Section 53(1) of the Planning Act, R.S.O. 1990, c.P13, as amended, consent to create the following technical severance and easement over Part of Lots 2 and 10, Registered Plan 384, currently known as 29 College Avenue West, substantially in accordance with a sketch prepared by BSR&D Limited dated December 7, 2020 project number 17-14-291-00-A:

- a. the severance of a parcel of land (proposed Parts 1 and 2) to create a lot with frontage along College Avenue West of 10.36 metres, a depth of 40.77 metres, and an area of 422.5 square metres; and
- b. the creation of a 40.6 square metre easement (proposed Part 2) over a portion of the left side of 29 College Avenue West for access over a shared driveway in favour of 31 College Avenue West,

be **approved**, subject to the following conditions:

1. That prior to issuance of the Certificate of Official, the owner(s) shall deed a 1.9 metre wide road widening on College Avenue West along the severed and the retained parcel at no cost to the City, free of all encumbrances and no risk to public health and safety, to the satisfaction of the City Engineer/General Manager and City Solicitor.
2. That all required fees and charges in respect of the registration of all documents required in respect of this approval and administration fee be paid, prior to the issuance of the Certificate of Official.
3. That the Secretary-Treasurer of the Committee of Adjustment be provided with a written undertaking from the applicant's solicitor, prior to the issuance of the Certificate of Official, that he/she will provide a copy of the registered instrument as registered in the Land Registry Office within two years of issuance of the Certificate of Official, or prior to the issuance of a building permit (if applicable), whichever occurs first.
4. That prior to the issuance of the Certificate of Official, a Reference Plan be prepared, deposited and filed with the Secretary-Treasurer which shall indicate the boundaries of the severed parcel, any easements/rights-of-way and building locations. The submission must also include a digital copy of the deposited Reference Plan (version ACAD 2010) which can be forwarded by email (cofa@guelph.ca).
5. That upon fulfilling and complying with all of the above-noted conditions, the documents to finalize and register the transaction be presented to the Secretary-Treasurer of the Committee of Adjustment along with the administration fee required for the issuance of the Certificate of Official.

Reasons:

This application is approved, as it is the opinion of the Committee that, with the above noted conditions of approval, this application meets the criteria of section 51(24) of the Planning Act to which all consent applications must adhere.

Any and all written submissions relating to this application that were made to the Committee of Adjustment before its decision and any and all oral submissions related to this application that were made at a public hearing, held under the

Planning Act, have been, on balance, taken into consideration by the Committee of Adjustment as part of its deliberations and final decision on this matter.

Carried

Requests

Application Fee Refund Request for Files A-1/21 and A-2/21 (146 and 148 Starwood Drive)

Owner: 2278560 Ontario Inc.

Agent: Charlotte Balluch, Fusion Homes

Location: 146 and 148 Starwood Drive

In Attendance: C. Balluch

Secretary-Treasurer T. Di Lullo indicated that the agent for files A-1/21 and A-2/21 for 146 and 148 Starwood Drive, C. Balluch, withdrew two applications for minor variance and submitted a fee refund request for the application fees in the amount of \$1,900. She also noted that staff recommends a partial refund of 90 percent of the application fee (\$1,710.00) be refunded to account for costs associated with staff time for the review of these applications.

Moved by D. Kendrick

Seconded by S. Dykstra

That 90 percent (\$1,700.00) refund of the application fees for minor variance files A-1/21 and A-2/21 (146 and 148 Starwood Drive) be **approved**.

Carried

Staff Announcements

Chair K. Ash welcomed new Planning Services staff M. Mucignat to the Committee of Adjustment hearing. She also expressed concerns regarding the content of public notices.

Adjournment

Moved by J. Smith

Seconded by D. Gundrum

That this hearing of the Committee of Adjustment be adjourned. (5:37 p.m.)

Carried

K. Ash, Chair

T. Di Lullo, Secretary-Treasurer