

Committee of the Whole Revised Meeting Agenda

Tuesday, June 6, 2023, 1:30 p.m.

Council Chambers

Guelph City Hall, 1 Carden Street

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

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Pages

1. Call to Order - Mayor
 - 1.1 Disclosure of Pecuniary Interest and General Nature Thereof
2. Authority to move into closed meeting

Recommendation:
That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

 - 2.1 Call to Order (closed meeting)
 - 2.2 Disclosure of Pecuniary Interest and General Nature Thereof (closed items)
 - 2.3 Water Services' Updated Operational Plan Endorsement, 2023-208

Section 239(2) (a) of the Municipal Act relating to the security of the property of the Municipality or Local Board.
3. Open Meeting - 2:00 p.m.
 - 3.1 Closed Meeting Summary
4. Staff Recognitions

- 4.1 Masters in Public Administration**
Kimberly Krawczyk, Manager, Policy and Intergovernmental Services
- 4.2 Recipient of Federation of Canadian Municipalities 2022 Sustainable Communities Award**
Heather Connell, Manager, Business and Technical Services
Vivian DeGiovanni, Waste Resources Circular Economy Specialist
- 4.3 OPWA Award for Project of the Year Award in the Disaster/Emergency Construction/Repair Category (Less than \$2Million) for the Howit Creek Sanitary Sewer Encasement and Erosion Protection project.**
Kyle Gibson, Manager, Technical Services
Jackie Kay, Project Engineer
Nicholas Gatto, Construction Inspector
Adam Wiltschek, Manager, Technical Services
Adam Geldart, Program Manager
Phil McIntyre, Supervisor Lab Services and Environmental Compliance
- 4.4 P.Eng Designation**
Kevin Nelson, Corporate Asset Management Analyst
- 4.5 Maintenance Management Professional Certification (PEMAC)**
Mathew Walden, Analysts Asset and Maintenance Management
- 4.6 C.Tech Designation (OACETT)**
Mathew Walden, Analysts Asset and Maintenance Management
- 4.7 The Royal Sludge; winners of the Pump Maintenance Operation Challenge at 2023's Water Environment Association of Ontario (WEAO)**
Andre Charlebois, Lead Hand, Maintenance Wastewater
Leaha Kane, Wastewater Collection
Michael Whitwell, Wastewater Collection
Peter Bucurca, Licensed Electrician
Sumant Patel, Manager, Operations, Wastewater Services
- *4.8 Recipient of Municipal Waste Association 2023 Gold Promotion and Education Award**

Heather Connell, Manager, Business and Technical Services
Nicole Davison, Waste Resource Policy Analyst
Allison Graef, Graphic Designer
Kelly Guthrie, Community Engagement Coordinator
Shelly Reed, Advisor

5. Service Area - Governance

Chair - Mayor Guthrie

6. Consent Agenda - Governance

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.

6.1 Ontario Health – Multi-Sectoral Accountability Agreement, Declaration of Compliance, 2023-189

1

Recommendation:

1. That the Mayor be authorized to sign the declaration of compliance for the Ontario Health Multi-Sectoral Accountability Agreement for the period of April 1, 2022 to March 31, 2023

7. 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.

7.1 2023 Governance Review, 2023-141

3

Presentation:

Stephen O'Brien, General Manager, City Clerks Office, City Clerk

Recommendation:

1. That the amended Procedural By-law, included as Attachment-1 to the 2023 Governance Review dated June 6, 2023, be approved.
2. That the amended Closed Meeting Protocol, included as Attachment-2 to the 2023 Governance Review dated June 6, 2023, be approved.
3. That the amended Chief Administrative Officer Recruitment, Selection and Performance Sub-committee Terms of Reference, included as Attachment-3 to the 2023 Governance Review dated June 6, 2023, be

approved.

4. That the amended Chief Administrative Officer Evaluation Process Terms of Reference, included as Attachment-4 to the 2023 Governance Review dated June 6, 2023, be approved.
5. That the amended Recruitment, Appointment and Contract Administration for Municipal Officers Reporting Directly to City Council policy, included as Attachment-5 to the 2023 Governance Review dated June 6, 2023, be approved.
6. That the amended Recruitment, Hiring and Involuntary Departures Procedures for Municipal Officers policy, included as Attachment-6 to the 2023 Governance Review dated June 6, 2023, be approved.
7. That the City Clerk and Mayor be directed to review the current governance framework for the Strategic Advisory Group on Downtown Guelph to ensure compliance with all applicable legislation and report back to City Council as required.
8. That the Delegation of Authority By-law be amended as outlined in Attachment-7 to the 2023 Governance Review dated June 6, 2023.

7.2 2022 Guelph. Future Ready Progress Report, 2023-180

69

Presentation:

Scott Stewart, Chief Administrative Officer
Jayne Holmes, Deputy Chief Administrative Officer,
Infrastructure, Development and Enterprise Services
Trevor Lee, Deputy Chief Administrative Officer, Corporate
Services
Colleen Clack-Bush, Deputy Chief Administrative Officer, Public
Services

Recommendation:

1. That the Guelph. Future Ready Progress Report, dated June 6, 2023, be received.
2. That City Council respectfully requests its local boards and shared services (Guelph Public Library, Wellington-Dufferin-Guelph Public Health, County of Wellington, the Elliott Community, Downtown Guelph Business Association, Grand River Conservation Authority, and Guelph Police Service) to provide annual performance updates in conjunction with the annual Strategic Plan progress reporting, beginning June 2024.

7.3 County of Wellington Social Services: Report to Guelph City

88

Council

Presentation:

Luisa Artuso, Social Services Administrator, County of Wellington

Recommendation:

1. That the report from the Social Services Department, County of Wellington on the provision of social services in Guelph and Wellington County be received for information by the Guelph City Council.

7.4 Components of the new Community Engagement Framework, 2023-184

97

Presentation:

Glen Lombard, Manager, Community Engagement
Tracy Suerich, Community Engagement Coordinator
Kelly Guthrie, Community Engagement Coordinator

Recommendation:

1. That the revised Community Engagement Policy be approved, formally replacing the 2019 version of the Policy, and that staff be directed to apply the Policy when designing and implementing community engagement.
2. That the draft Community Engagement Charter be approved, formally replacing the 2015 Community Engagement Framework, and staff be directed to develop necessary plans and initiatives for operationalizing the Charter.

7.5 Smart Cities Update – Our Food Future and Circular Opportunity Launchpad, 2023-194

148

Presentation:

David Messer, Executive Director, Smart Cities Office

Delegates:

- *Jess Haines
- *Julia Grady
- *Barb McPhee
- *Kate Vestula

Correspondence:

- *Jude Keefe
- *Glenna Banda and Caroline Folkman, Toward Common Ground

Recommendation:

1. That the report "Smart Cities Update – Our Food Future and Circular Opportunity Launchpad" dated June 6, 2023, be received.
2. That the City encourages Wellington-Dufferin-Guelph Public Health to continue their work in food security and food access and to incorporate the lessons learned from Our Food Future in their ongoing health promotion work in the community.

7.6 Municipality of Trent Lakes Resolution: Oath of Office

177

Councillor Caron will speak to this item.

8. Service Area Chair and Staff Announcements

9. Service Area - Infrastructure, Development and Enterprise Services

Chair - Councillor O'Rourke

10. 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.

10.1 Water Services' Updated Operational Plan Endorsement, 2023-207

179

Presentation:

Nectar Tampacopoulos, General Manager, Environmental Services

Recommendation:

1. That the City of Guelph Council endorse the Water Services' Operational Plan, as required as part of the Ontario Municipal Drinking Water Licensing Program.

10.2 Downtown Renewal: Status Update, 2021-265

361

Presentation:

Terry Gayman, General Manager, Engineering and Transportation Services
Stacey Laughlin, Downtown Revitalization Advisor

Recommendation:

1. That the report titled "Downtown Renewal: Status Update" dated June 6, 2023 be received.

11. Service Area Chair and Staff Announcements
12. Adjournment

Staff Report



To	Committee of the Whole
Service Area	Public Services
Date	Tuesday, June 6, 2023
Subject	Ontario Health – Multi-Sector Service Accountability Agreement, Declaration of Compliance

Recommendation

1. That the Mayor be authorized to sign the Declaration of Compliance for the Ontario Health Multi-Sector Service Accountability Agreement for the period of April 1, 2022 to March 31, 2023
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Executive Summary

Purpose of Report

To seek Council approval for the Mayor to sign the Declaration of Compliance for the Ontario Health Multi-Sector Service Accountability Agreement for the period of April 1, 2022 to March 31, 2023.

Key Findings

In order to meet the terms of our Multi-Sectoral Accountability Agreement, we must submit a declaration of Compliance, indicating that all terms of the agreement have been met over the previous year. Staff can confirm that as the Health Service Provider (HSP), we have met all obligations under the agreement in effect during the applicable period.

Strategic Plan Alignment

This report aligns with the Working Together For Our Future pillar, as we look to the Ontario Health funding as a means to deliver health programs to our community, like the Community Paramedicine Program. Under that pillar, this work responds to the goal of exploring new funding options, service-delivery models and partnerships to ease taxes for residents and businesses.

Financial Implications

There is no financial impact to signing the Declaration of Compliance.

Report

In 2019, the City entered into a Multi-Sector Service Accountability Agreement with the Waterloo Wellington Local Health Integration Network (LHIN) for the funding received as a Health Service Provider (HSP). The terms of this agreement were transferred to Ontario Health, along with all the reporting obligations.

The purpose of the Multi-Sector Service Accountability Agreement is to cover all programs through which the City of Guelph receives funding from Ontario Health. While there have been other programs previously funded under the agreement (for example, the Safe Beds Program through Stonehenge Therapeutic Community), the City is currently only receiving funding from Ontario Health for our Community Paramedicine Program, delivered through Guelph-Wellington Paramedic Services. The Elliott Community has their own agreement for the funding received from Ontario Health for their services, and is not included within this declaration.

Ontario Health requires that Council pass a motion authorizing that the Mayor sign a declaration that all obligations under the agreement have been met. The specific declaration will read as follows:

After making inquiries of Colleen Clack-Bush, Deputy CAO Public Services and other appropriate officers of the GSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of City Council's knowledge and belief, the HSP has fulfilled its obligations under the Agreement in effect during the Applicable Period.

Further to this declaration, staff can confirm that all obligations have been met for the applicable period (April 1, 2022 to March 31, 2023) and no exceptions will be identified on Appendix 1 of the declaration.

Financial Implications

There are no financial implications associated with the signing of the Declaration of Compliance.

Consultations

None.

Attachments

None.

Report Author

Colleen Clack-Bush, Deputy Chief Administrative Officer Public Services

This report was approved and recommended by:

Colleen Clack-Bush
Deputy Chief Administrative Officer
Public Services
519-822-1260 extension 2588
colleen.clack-bush@guelph.ca

Staff Report



To	Committee of the Whole
Service Area	Corporate Services
Date	Tuesday, June 6, 2023
Subject	2023 Governance Review

Recommendation

1. That the amended Procedural By-law, included as Attachment-1 to the 2023 Governance Review dated June 6, 2023, be approved.
 2. That the amended Closed Meeting Protocol, included as Attachment-2 to the 2023 Governance Review dated June 6, 2023, be approved.
 3. That the amended Chief Administrative Officer Recruitment, Selection and Performance Sub-committee Terms of Reference, included as Attachment-3 to the 2023 Governance Review dated June 6, 2023, be approved.
 4. That the amended Chief Administrative Officer Evaluation Process Terms of Reference, included as Attachment-4 to the 2023 Governance Review dated June 6, 2023, be approved.
 5. That the amended Recruitment, Appointment and Contract Administration for Municipal Officers Reporting Directly to City Council policy, included as Attachment-5 to the 2023 Governance Review dated June 6, 2023, be approved.
 6. That the amended Recruitment, Hiring and Involuntary Departures Procedures for Municipal Officers policy, included as Attachment-6 to the 2023 Governance Review dated June 6, 2023, be approved.
 7. That the City Clerk and Mayor be directed to review the current governance framework for the Strategic Advisory Group on Downtown Guelph to ensure compliance with all applicable legislation and report back to City Council as required.
 8. That the Delegation of Authority By-law be amended as outlined in Attachment-7 to the 2023 Governance Review dated June 6, 2023.
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Executive Summary

Purpose of Report

Every two years the City Clerk's Office conducts a governance review. The reviews are an opportunity to update policies, procedures and by-laws which impact corporate governance.

Key Findings

The 2023 Governance Review includes updates to seven existing policies and by-laws and responds to two outstanding resolutions of City Council. Most of the policy and by-law changes are administrative in nature and are being made to ensure consistency with current and best practices. A summary of the more significant proposed changes included in the report are as follows:

Procedure By-law

- Four-month limit on the pulling of an information report from the weekly information items unless a Committee of the Whole Service Area Chair agrees to pull an older report.
- Delegation of authority to the City Clerk to make administrative edits to motions moved at committee and City Council meetings.
- All delegate time limits set at five minutes (including statutory public meetings held under the Planning Act).

Recruitment, Hiring and Involuntary Departure Procedures for Municipal Officers

- Establishes a process for the hiring and involuntary departure of statutory municipal officers whose appointment or removal from office can only be made by City Council per [Section 23.3 of the Municipal Act](#).

Delegation of Authority By-law Amendments

- Additions to the Delegation of Authority By-law are being sought by five City departments to ensure the continued efficient and effective operation of City business.

Task Force Governance

- In accordance with recent court decisions and in consultation with the Mayor, City staff are recommending that task forces led by elected officials be supported in a manner similar to Advisory Committees of City Council (ACOCs) to ensure compliance with applicable provisions of the Municipal Act and Municipal Conflict of Interest Act (MCIA).

Strategic Plan Alignment

Reviewing and updating governance practices and policies to meet the highest standards of accountability and transparency reinforces the Strategic Plan value of integrity by ensuring honest and ethical decision-making at the City of Guelph. In addition, several recommendations in this report serve to improve how the City communicates with residents and delivers services in accordance with the [Working Together for our Future Strategic Plan pillar](#).

Financial Implications

None.

Report

Policy, Procedure and By-law Updates

Procedure By-law

The following are proposed amendments to the City of Guelph Procedural By-law:

- Change the name of the Procedural By-law to the Procedure By-law to align with the wording found in [Section 238 \(2\) of the Municipal Act](#).
- Allow for the reconsideration of a resolution at the same meeting as the original resolution was approved, with a 2/3 majority. This fills a gap in the current By-law which is silent on reconsiderations occurring at the same meeting as the original resolution was passed.
- Place a four-month limit on the pulling of an information report from the weekly information items unless a Committee of the Whole Service Area Chair agrees to pull an older report.
- Formally delegate authority to the City Clerk to make administrative edits to motions and amendments moved at meetings. This clarifies the City Clerk's role regarding motions moved at meetings by granting formal authority for what is a common practice that contributes to effective and efficient meetings. Council will confirm any edits by way of approving the minutes at a subsequent Council meeting. Edits to motions made by the City Clerk:
 - Will not change the intention of the motion;
 - May include grammatical and typographical corrections;
 - Will maintain or clarify the original intent of the motion; and
 - Can occur prior to, during or following adjournment of a meeting.
- Add language clarifying it is a best practice to move staff recommendations prior to motions from members of City Council but not require this to always be the case.
- Update the agenda order of business to have the closed meeting summary immediately follow closed sessions of City Council. This change reflects the current practice in use at City Council and committee meetings.
- Clarify that rules regarding reconsiderations do not apply to failed motions as failed motions are not resolutions.
- Prohibit information reports pulled from the weekly information items from being added on revised agendas.
- Prohibit public correspondence on City Council orientation and education workshop agendas (delegations are already prohibited).
 - City Council orientation and education workshops are convened for the purpose of educating or training members of City Council, to provide advice, information or to solicit feedback. No decisions are permitted at orientation and education workshops. Any items discussed at an orientation and education workshop which require a future City Council decision, are brought forward to regular meetings which allow for public correspondence and delegations.
- Add language to clarify delegate and correspondence deadlines when the normal deadline falls on a statutory holiday.
- Move all delegates to a five-minute time limit (including delegations for statutory public meetings).

- Moving all delegations to a five-minute time limit creates equity across the spectrum of decisions that come before City Council. This ensures, for example, that delegates have the same time allotment when speaking to a wide range of matters, including routine items on committee or City Council agendas, significant operating or capital budget items and land use planning decisions.
- In 2022, if all 10-minute delegates used their full allotted time, this change would save five hours of meeting time out of 20.75 total hours in Council Planning meetings (an approximately 25 per cent reduction).
- As many delegates do not use the full 10 minutes, this change is likely to save closer to three hours total.
- This change will increase meeting efficiency considerably at the 3-4 longest Council Planning meetings that occur each year.
- Administrative edits to better align the Procedure By-law with current practices.
- Changes to the order and structure of the Procedure By-law to enhance readability and document navigation.

A redline version of the amended Procedural By-law is included as Attachment-1.

Closed Meeting Protocol

The following are proposed amendments to the Closed Meeting Protocol:

- Add language clarifying that the Closed Meeting Protocol applies to all ACOCs.
- Add language to explicitly permit the release of previous closed meeting materials to newly elected members of City Council by request.
- Administrative updates to better align the Closed Meeting Protocol with the Municipal Act and current practices.

A redline version of the amended Closed Meeting Protocol is included as Attachment-2.

Chief Administrative Officer Recruitment, Selection and Performance Sub-committee Terms of Reference

Administrative update to clarify that the Sub-committee may conduct regular monitoring of Chief Administrative Officer (CAO) performance outside of the required annual review.

A redline version of the amended CAO Recruitment, Selection and Performance Sub-committee Terms of Reference is included as Attachment-3.

Chief Administrative Officer Evaluation Process - Terms of Reference

Updates to match current practices, improve the readability of the Terms of Reference and increase the efficiency of the CAO performance evaluation process.

An amended version of the CAO Evaluation Process Terms of Reference is included as Attachment-4.

Recruitment, Appointment and Contract Administration Policy for Municipal Officers Reporting Directly to City Council

Minor update to clarify that this Policy applies only to municipal officers who report directly to City Council.

A redline version of the amended Recruitment, Appointment and Contract Administration Policy for Municipal Officers Reporting Directly to City Council is included as Attachment-5.

Recruitment, Hiring and Involuntary Departure Procedures for Municipal Officers

This Procedure has been updated to apply to all municipal officers who are appointed and removed from office by City Council in accordance with the Municipal Act and other relevant legislation. While City Council retains the right to appoint and remove statutory municipal officers, the process for the hiring and involuntary departure of employees who hold statutory roles will continue to be completed in general accordance with the recruitment and hiring practices for Non-Union Municipal Employees as set out by the CAO and Deputy CAO, Corporate Services.

The revised procedure:

- Identifies the CAO, Integrity Commissioner, City Treasurer, City Clerk, Chief Building Official and the Fire Chief as the current positions which require the adoption of a by-law by City Council for appointment or removal from office.
- Adds to the existing sections regarding the CAO and Integrity Commissioner to outline, at a high level, the process taken to remove an individual in either position from office.
- Adds a section on the hiring and involuntary departure of statutory municipal officers whose appointments and removals are the authority of City Council under relevant legislation.

A redline version of the amended Recruitment, Hiring and Involuntary Departure Procedures for Municipal Officers is included as Attachment-6.

Outstanding Resolution – Task Forces of City Council

On March 22, 2021 City Council passed the following resolution as part of the 2018-2022 Mid-Term Governance Review:

That staff report back on best practices for task forces through the next Governance Review.

Since this resolution was passed, court rulings have significantly expanded what qualifies as a local board under the Municipal Act and, as such, any task force created, approved or appointed by City Council is likely to qualify as a local board. Furthermore, any body that is carrying on the affairs of the municipality is deemed to be a local board. As a local board, any task force established by City Council is required to meet the same transparency and accountability requirements as City Council and ACOCs. At a high level, the Municipal Act requires that local board meetings administered by the City be open to the public, chaired in accordance with the City's Procedure By-law, and with agendas and minutes posted publicly on guelph.ca. In addition, any members of such a task force would be required to adhere to the Code of Conduct for Council and Local Boards (Code of Conduct) and

the MCIA. Any apparent or alleged violations of the Code of Conduct or the MCIA would be open to investigation by the Integrity Commissioner.

As a result, City staff, in consultation with the Mayor as Chair of the Governance Committee, are recommending that any task forces established by City Council in the future be created through the approval of a terms of reference. The process to establish a new task force would be very similar to existing processes used for ACOCs. The terms of reference for a task force could, however, operate notwithstanding specific provisions of the policies governing ACOCs, if all other legislative requirements are met. As an example, the terms of reference for a task force could stipulate the composition of the body and delegate to the chair the ability to appoint members. Existing task forces, through the recommendations contained in this report, will be supported in this transition.

In cases where a member of City Council wishes to establish a task force that does not qualify as a local board, they are free to do so. Such a body would not be considered a local board if it is not established, created or appointed by City Council, is not directly connected to or controlled by the municipality and is not carrying on the affairs of the municipality. In such a case, City staff would not provide administrative support to the body and no content related to the body would be posted on guelph.ca.

Outstanding Resolution – Advisory Committee of Council Working Groups

On July 19, 2021 City Council passed the following resolution as part of the Advisory Committees of Council Governance Policies Update:

That the definition of working groups/task groups [of advisory committees of City Council] be referred back to staff for greater clarity to report back as part of the next Governance Review in the 2022 term of Council.

Since this resolution was passed, the legislative landscape governing advisory ACOCs has shifted. Recent court rulings have labelled all ACOCs as local boards under the Municipal Act. As local boards, they are required to operate within the same transparency and accountability framework as City Council. This means that any sub-committees or working groups of ACOCs must meet the same standards as the ACOC itself; this includes holding open meetings and producing meeting minutes.

The City's current policies governing ACOCs are already compliant with these new legislative requirements. As a result, City staff are not recommending any policy changes regarding the definition of working groups or sub-committees as they relate to ACOCs.

Delegations of Authority

In April 2023 City Council approved a revised Delegation of Authority By-law (2023) – 20794 which combined the Delegation of Authority By-law and Execution of Documents By-law; streamlining the two documents into one to create a more user-friendly document for the public, City Council and staff. This revision to the Delegation of Authority By-law did not include any new delegations or the deletion of existing delegations. However, through the review of the Delegation of Authority By-law and consultations with staff across the organization, staff identified several opportunities for the amendment, deletion or addition of delegations that would

better align with current practices, streamline decision-making and improve service delivery.

The proposed changes to Schedule "A" Delegation of Powers and Duties in the Delegation of Authority By-law (2023) – 20794 are described below.

Attachment-7 Amended Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law outlines the proposed amendments and additions.

Corporate Services

Legal, Realty and Court Services

Upon review of the monetary limits set out in the current Delegation of Authority By-law (2023)- 20794, Legal, Realty and Court services staff are recommending an increase in financial thresholds from \$100,000 to \$200,000. The rationale for these updates in monetary limits is primarily inflationary and also corresponds with an increase in the threshold in the courts for "simplified procedure" matters. This would reduce the necessity to go to City Council for instructions on the retention of legal counsel and experts except in the most complex matters and would allow "smaller" matters to be resolved by the department. The highest deductible for the City remains at \$100,000 and staff have identified that there is not currently a need to update the threshold for setting insured claims entirely within the deductible.

Finance

Staff are recommending removing the delegated authority to approve successful bids where the procurement is budgeted but does not have specific approval listed in 5.5 in Schedule "A"- Delegation of Powers and Duties of the Delegation of Authority By-law (2023) – 20794. This process is currently handled through the Procurement By-law (2018) – 20259 and therefore does not need to be included in the Delegation of Authority By-law. The deletion of this delegated authority removes the identified duplication and helps streamline contents listed within the City's by-laws.

Public Services

Culture and Recreation

Staff are recommending extending the length of an agreement, contract or application from less than five years in length to ten years while maintaining all the other powers, conditions and limitations listed in 1.2 under Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law. The authority to enter into these types of agreements through the Delegation of Authority By-law (2023) -20794 advances City businesses and services effectively and efficiently.

In response to and through the recovery of the pandemic, organizations seek to partner and collaborate in different ways. The relationship and support of the City needs to be more flexible for community response yet offer longer term stability. Longer term agreements support organizations that rely on the City and other funders to offer stability to general operations, community programs and to reduce staffing vacancies and turn over.

Not all applications, contracts and agreements will support longer term contracts, but this change removes barriers and allows for more timely responses. The risk of not extending the opportunity would be passed along to the partners and the community they serve on our behalf. A gap in support while waiting for rental or approvals could result in services pausing or not being able to continue.

Operations

Operations staff are recommending amendments to 15.1 under Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law regarding the authority to approve minor amendments to exemptions to the Noise Control By-law. The suggested amendment removes some of the current language within the delegation, allowing staff to process requests in a timely manner for all events. This includes exemptions that would normally be supported by staff but are not processed due to the time constraints created by having to bring the request before City Council.

Similar in nature, staff are recommending amending the current language in 17.2 under Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law regarding the approval of exemptions to the Exotic Animal Control By-laws. The suggested amendments listed under the delegation and limitation sections would support staff in granting exemptions in a more timely and efficient manner, while allowing the exemption to be reviewed annually and revoking an exemption in the event of a health and safety issue.

Infrastructure, Development and Enterprise Services

Economic Development and Tourism

Staff are recommending adding 10.4, a new delegation to the current Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law regarding the authority to execute the acquisition and disposition of strategic properties within the City up to a value of \$1,500,000. The proposed delegation allows staff to achieve efficient operational level decision making when there is a need for short term approval routing. Although the existing process which involves bringing to City Council decisions around large scale strategic real estate acquisitions and dispositions is an appropriate and transparent process, the work to identify an opportunity, confirm alignment to corporate policy, evaluate and recommend a decision to City Council can take an extensive amount of time.

There are times when small to medium sized parcels of land are available for acquisition on the open market or when market participants identify an opportunity to utilize under-programmed City owned lands. These opportunities tend to be short term and opportunistic. There is an interest in the City becoming a more active participant in the market to better realize opportunities for the City to expand or acquire assets and infrastructure as the City grows.

This new delegated authority is intended to target small to medium sized land parcels that may be available on the open market, and not alter current process around large strategic acquisitions and dispositions. This will reduce the risk of process impeding opportunities for acquisition or disposition of strategic real estate assets within a competitive open market. Decision making will be aligned to realize the objectives of the Official Plan, Strategic Plan and departmental master plans in consultation with the Strategic Property Advisor. This will improve the City's ability

to react to market conditions in a more time effective manner and continue to utilize City Council decision making around larger asset decisions. The amount identified is intended to focus on smaller, shorter-term objectives and is based upon analysis of City retained appraisals for small to medium sized land parcels. Budget approval to fund this program will remain subject to City Council approval.

Staff will identify specific use of this delegated authority as part of the annual delegation of authority information report.

Environmental Services

Staff are recommending amendments to 13.1 under Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law. The changes proposed support a more efficient process to execute wastewater agreements associated with the City Council approved Sewer Use By-law. Overstrength agreements and wastewater discharge agreements are considered the operational components of the Sewer Use By-law and amending the current language listed will provide for an overall more efficient process.

Financial Implications

None.

Consultations

Comparator research was gathered from the City Council approved list of comparator municipalities.

Attachments

Attachment-1 Amended Procedure By-law (redline)

Attachment-2 Amended Closed Meeting Protocol (redline)

Attachment-3 Amended Chief Administrative Officer Recruitment, Selection and Performance Sub-committee Terms of Reference (redline)

Attachment-4 Amended Chief Administrative Officer Evaluation Process - Terms of Reference

Attachment-5 Amended Recruitment, Appointment and Contract Administration Policy for Municipal Officers Reporting Directly to City Council (redline)

Attachment-6 Amended Recruitment, Hiring and Involuntary Departures Procedures for Municipal Officers (redline)

Attachment-7 Amended Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law

Departmental Approval

Tara Baker, General Manager, Finance/City Treasurer

Christopher Cooper, General Manager, Legal, Realty and Court Services/City Solicitor

Mark Ellis, General Manager, Human Resources

Danna Evans, General Manager, Culture and Recreation

Doug Godfrey, General Manager, Operations

Luke Jefferson, Strategic Property Advisor

Tim Robertson, Division Manager, Wastewater Services

Report Author

Elizabeth Barber, Board and Committee Coordinator

Juan da Silva, Council and Committee Coordinator

Dylan McMahon, Manager, Legislative Services/Deputy City Clerk

Garrett Meades, Council and Committee Coordinator

This report was approved by:

Stephen O'Brien

General Manager, City Clerk's Office/City Clerk

Corporate Services

519-822-1260 extension 5644

stephen.obrien@guelph.ca

This report was recommended by:

Trevor Lee

Deputy Chief Administrative Officer

Corporate Services

519-822-1260 extension 2281

trevor.lee@guelph.ca

The Corporation of the City of Guelph

By-law Number ~~(2021) - 20649~~ (2023) - 20791

A By-law to provide rules for governing the order and procedures of the Council of the City of Guelph and to repeal By-law Number ~~(2021) - 20590~~ (2021) - 20649.

Table of Contents

1.	Definitions.....	4
2.	Purpose and Principles.....	5
2.1	Purpose	5
2.2	Principles	6
2.3	Suspension of Rules	6
3.	Conduct at Meetings	6
3.1	Council and Committee Members.....	6
3.2	Member Absent from Council	7
3.3	Electronic Devices.....	7
3.4	Hearing Delegations	7
3.5	Conduct of Public and Delegations	7
4.	Rules and Procedures for Council and Committee Meetings	8
4.1	Public Notice of Meetings.....	8
4.2	Location, Date and Time of Meetings.....	8
4.3	Revised Agenda.....	8
4.4	Quorum and Commencement of Meetings	9
4.5	Disclosure of Pecuniary Interest	9
4.6	Closed Meetings	9
4.6.1	General Principles.....	9
4.6.2	Date and time of Meetings	9
4.6.3	Resolution.....	9
4.6.4	Recording of Minutes	9
4.6.5	Reporting in Open Session	10
4.6.6	Closed Meeting Voting.....	10
4.7	Presentations	10
4.7.1	Public Presentations.....	10
4.7.2	City Presentations	10
4.8	Delegations	10
4.9	Written Submissions/Petitions.....	12
4.10	Motions and Order of Voting	12
4.11	Voting at Open Meetings	14
4.12	Points of Order or Privilege.....	15
4.12.1	Point of Order	15
4.12.2	Point of Privilege	15
4.13	Adjournment of Council and Special Council Meetings.....	15
4.14	Adjournment of Committee of the Whole Meetings.....	16

5.	Regular Meetings of Council	16
5.1	Location, Date and Time of Meetings.....	16
5.1.1	Time of Regular Meetings	16
5.1.2	Closed Council Meetings	16
5.2	Order of Business	16
5.3	Closed Meeting Summary.....	16
5.4	Confirmation of Council and Committee of the Whole Minutes.....	17
5.5	Committee of the Whole Consent Report.....	17
5.6	Council Consent Agenda.....	17
5.7	Items for Discussion.....	17
5.8	Reconsideration of a Council Decision	18
5.9	By-laws	18
5.10	Announcements.....	19
5.11	Notices of Motion	19
5.12	Special Resolutions Arising from Closed Meeting.....	19
6.	Council Planning Meetings.....	19
6.1	Public Notice of Meetings.....	19
6.2	Location, Date and Time of Meetings.....	19
6.2.1	Time of Meetings.....	19
6.2.2	Closed Council Meetings	20
6.3	Order of Business	20
	Delegations	20
6.4	Council Planning Consent Agenda	20
7.	Committee of the Whole Meetings	20
7.1	Location, Date and Time of Meetings.....	20
7.1.1	Time of Meetings.....	20
7.1.2	Closed Meetings.....	20
7.2	Chairing.....	20
7.3	Service Area Reporting	21
7.4	Order of Business	21
7.5	Committee of the Whole Consent Agenda.....	21
7.6	Announcements.....	21
8.	Special Council Meetings.....	21
8.1	Calling of Special Council Meetings.....	21
8.2	<u>Orientation and Education</u> Workshops	22
8.2.1	Location, Date and Time of Meeting	22
8.2.2	Delegations 22 <u>Closed Meetings</u> <u>22</u>	
9.	Electronic Participation in Meetings.....	22
10.	Inaugural Council Meeting.....	22
11.	Council Meeting as Shareholder	22
12.	Committees.....	23
12.1	Appointments to Committees.....	23
12.2	Committees Reporting Directly to Council.....	23

12.3	Committee Composition	23
12.3.1	Emergency Governance Committee	23
12.3.2	Committee of Management for The Elliott	23
12.3.3	Business Licence Appeals Committee	23
12.3.4	Chief Administrative Officer Recruitment, Selection and Performance Sub-committee	24
12.4	Ad Hoc Committees and Advisory Committees	24
12.4.1	Ad Hoc Committees	24
12.4.2	Advisory Committees	24
13.	Report Deadlines and Information Items	24
13.1	Report Deadlines	24
13.2	Information Items.....	24
14.	General Rules	24
14.1	Robert’s Rules of Order.....	24
14.2	Other General Information	25
15.	Procedural By-laws for Other Boards, Committees or Commissions	25
16.	Repeal of Previous By-law	25
17.	Appendix 1.....	26

1. Definitions

In this by-law,

"Act" means the Municipal Act, 2001, c.25 as amended or replaced from time to time.

"Acting Mayor" means the Councillor who is appointed, in alphabetical order by last name, to serve one month each, to act in the place and stead of the Mayor as required.

"Ad Hoc Committee" means a committee created by Council with a defined ending, to report directly to Council on a specific matter.

"Advisory Committee" means a committee created by Council, to report to the Committee of the Whole on a specific subject.

"By-law" means an enactment, in the form approved by Council, passed for the purpose of giving effect to decisions or proceedings of Council.

"CAO" means the Chief Administrative Officer of the City.

"Chair" means the Mayor or Acting Mayor of any meeting of Council or the chair or acting chair of any meeting of a committee.

"City" means The Corporation of the City of Guelph.

"Clerk" means the Clerk, or ~~his or her~~their designate.

"Closed Meeting" means a meeting, or part of a meeting of Council or a Committee, which is closed to the public as permitted by the Municipal Act.

"Committee" means Committee of the Whole, advisory committee or other committee, sub-committee or similar entity, appointed by City Council.

"Committee of the Whole" means a committee comprised of all Members of Council that directly reports to Council.

"Committee of the Whole Consent Report" means a report from Committee of the Whole outlining items approved by the committee and forward to Council for consideration.

"Confirmatory By-law" means a by-law passed at the conclusion of Council meetings, confirming the actions of Council taken at that meeting and any previous meetings which did not have a confirmatory by-law, in respect of each resolution and other actions taken, so that every decision of Council at that meeting shall have the same force and effect as if each and every one of them had been the subject-matter of a separately enacted by-law.

"Consent Agenda" means a listing of consent items being presented to Council and Committee of the Whole for its consideration.

"Consent Item" means a report that is presented for approval without debate and with no delegation or presentation.

"Council" means the City's elected representatives, comprised of the Mayor and Councillors.

"Councillor" means a Member of Council, other than the Mayor.

~~**"Declared Emergency"** means any period of time during which an emergency has been declared in all or part of the City of Guelph under Section 4 or 7.0.1 of the Emergency Management and Civil Protection Act.~~

"Defamatory" means an unjustified falsehood which is derogatory towards an identifiable person or group.

"Delegate" means any person, group of persons, firm or organization, who is neither a Member of the Committee of the Whole, Council or an appointed official of the City and who is speaking to committee or Council.

"Deputy CAO" means staff who report to the CAO and are responsible for multijurisdictional service areas.

"Electronic Device" means computers, cell phones, smartphones, personal digital assistants, smartwatches, tablets, voice recorders, cameras or any other similar device.

"Electronic Participation" means a member of City Council who participates

remotely in any open or closed Council or committee meeting via electronic means and has the same rights and responsibilities as if they were in physical attendance, including the right to vote, and shall count towards a quorum of members.

"Items for Discussion" means agenda material that is presented for approval which has an associated presentation or delegation(s).

"Local Board" means a local board of the City as defined in the Municipal Act.

"Majority" means, for the purpose of voting, unless otherwise specified, more than half of the Members of Council or committee present at the vote and not prohibited by statute from voting.

"Mayor" means the head of Council and includes the Acting Mayor when acting in place of the Mayor.

"Meeting" means any regular or special Council or committee meeting when a quorum is present as defined in the Municipal Act and includes meetings where some or all Members are attending via electronic participation.

"Member" means, according to the circumstances, a Member of Council, including the Mayor, or a member of the committee including the chair.

"Motion" means a proposal, moved by a member and seconded by another member, for the consideration of Council or a committee.

"Notice of Motion" means a written notice, given by a member, advising Council that the motion described therein will be brought forward at a meeting.

"Obscene" means language, gestures or images which are, or which are likely to be received as being, degrading or dehumanizing of an individual or group, particularly but not limited to on the basis of grounds protected under the Human Rights Code (Ontario).

"Open Meeting" means a meeting which is open to the public.

"Orientation and Education Workshop" means a meeting convened for the purpose of educating or training the members, for providing the members with information and/or advice, or to solicit input from the members.

"Presentation" means information presented to Council or committee in person by an individual or group on an issue which typically does not require any action to be taken by Council or committee.

"Quorum" means a majority of the members.

"Recording Device" means any device used for the purpose of recording whether it be analogue, digital or other means of recording, including but not limited to computers, cell phones, smartphones, tablets, voice recorders, cameras or any other similar device.

"Registered Delegate" means an individual who has submitted a request for delegation to the Clerk within the prescribed timelines to address Council or committee in relation to a matter appearing on the agenda.

"Resolution" means a motion that has carried.

"Rules of Procedure" means the rules and procedures set out in this by-law.

"Regular Meeting" means a meeting of Council or committee held at the times and dates specific in this by-law and approved by Council or committee as part of an annual calendar.

"Special Meeting" means a separate meeting of Council or committee held at a time different than a regular meeting as approved by Council or committee and which is focused on one or more particular and specific items or subjects.

"Vice-chair" means a Member of Council appointed by Council who shall have all the power and duties of a chair in their absence; and consequently the words "Vice-chair" are interchangeable with the word "chair" in all sections of this by-law.

2. Purpose and Principles

2.1 Purpose

- a) Council and Committee of the Whole shall observe the Rules of Procedure

contained in this by-law in all proceedings of the Council and committee. This by-law shall be used to guide the order and dispatch of business of the Council and committee and wherever possible, with the necessary modifications, for all advisory committees and ad hoc committees unless otherwise provided.

- b) This by-law sets out processes that are open and transparent.

2.2 Principles

- a) Each member has the right to:
 - i. One vote, subject to the declaration of pecuniary interest;
 - ii. Information to help make decisions, unless otherwise prevented by law;
 - iii. An efficient meeting; and
 - iv. Be treated with respect and courtesy.
- b) No item shall be placed on an agenda with respect to a matter which is not within the jurisdiction of Council or committee. The Mayor and/or chair, in consultation with the Clerk, will determine if a matter is within the jurisdiction of Council or committee.
- c) In the event of conflict between the provisions of this by-law and the Act, or any other legislation, the provisions of the legislation shall prevail.

2.3 Suspension of Rules

- a) No provision of this by-law shall be suspended except by an affirmative vote of at least two-thirds of the entire Council (nine members) for each incidence of suspension of the rules.
- b) The suspension shall only apply to the procedure(s) or rule(s) which are stated within the motion to suspend and only during the meeting in which such motion was introduced.
- c) The following procedure(s) or rule(s) cannot be suspended:
 - i. No other business in special meetings; and
 - ii. Majority of members for quorum.

3. Conduct at Meetings

3.1 Council and Committee Members

- a) Council Members shall govern themselves according to Council's Code of Conduct and Council-Staff Relations Policy.
- b) The Mayor or chair shall preserve order and rule on points of order and privilege.
- c) Every member desiring to speak shall indicate so in order to be recognized by the Mayor or chair.
- d) Every member, on being recognized, shall remain seated in ~~his or her~~their place and address themselves to the Mayor or chair.
- e) A member called to order by the Mayor or chair shall immediately cease further comment and may appeal the call to order to the Council or committee. The Council or committee, if appealed to, shall decide on the case without debate and by way of a majority vote of the members present. If there is no appeal, the decision of the Mayor or chair shall be final.

- f) No member shall, without leave of the Council or committee:
- i. Speak to an issue for more than five (5) minutes (cumulative);
 - ii. Use offensive words or speak disrespectfully of the Mayor, Members of Council, committee, staff or the public;
 - iii. Speak on any subject other than the subject under debate;
 - iv. Speak in contempt of any decision of the Council or committee;
 - v. Leave ~~his or her~~their seat or make any noise or disturbance while a vote is being taken or until the result is declared; and
 - vi. Disobey the rules or decisions of Council or a decision of the Mayor or chair on points of order or privilege, or upon the interpretation of the Rules of Procedure. If a member persists in such disobedience after having been called to order by the Mayor or chair, the member may be ordered by Council or committee to leave ~~his or her~~their seat for the meeting. In the event that a member refuses to vacate their seat, the Mayor or chair may request that the member be removed by the Clerk and/or staff as required. In case of adequate apology being made by the member they may, by way of majority vote of the members present, be permitted to take their seat.

3.2 Member Absent from Council

The office of a Member of Council becomes vacant if the member has been absent from meetings of the Council for three (3) successive months without being authorized to do so by a resolution of Council unless otherwise permitted by S. 259 (1.1) of the Act.

3.3 Electronic Devices

- a) Each member shall place any electronic devices on an inaudible setting during any open or closed meeting.
- b) No member shall use an electronic device to broadcast, record or otherwise publish or distribute audio or video of any open or closed meeting, nor photographs of any closed meeting.

3.4 Hearing Delegations

- a) Except for points of order or privilege, Members of Council shall not interrupt a delegate while he or she is addressing Council or committee.
- b) Members may address a delegate only to ask questions of clarification and not to express opinions or enter into debate or discussion.
- c) All registered delegates for any particular agenda item shall be heard before Council or committee enters into discussion or debate on that item.
- d) After all delegations have been heard, the related item shall immediately be brought forward for the consideration of Council or committee.

3.5 Conduct of Public and Delegations

- a) Members of the public and delegations in attendance at a meeting, shall not:
 - i. Address Council or committee without permission;
 - ii. Bring food or beverage, with the exception of water, into the Council Chamber or meeting room unless so authorized;
 - iii. Engage in any activity or behaviour or make any audible noise that could affect the Council or committee deliberations, including clapping,

shouting, jeering or any other form of disorderly conduct; or

- iv. Bring any signs or placards into, or hand out any brochures, pamphlets, buttons or literature in the Council Chambers.
- b) No person, except Members of Council and appointed officials of the City of Guelph, shall be permitted to come within or behind the horseshoe during a meeting of the Council or committee without the permission of Council or committee.
- c) No person shall make detrimental comments, or speak ill of, or malign the integrity of staff, the public, Mayor, Members of Council or committee.

4. Rules and Procedures for Council and Committee Meetings

4.1 Public Notice of Meetings

- a) The Clerk shall give public notice of all regular open and closed Council and committee meetings by inclusion on the City's website at least 72 hours prior to the meeting.
- b) The Clerk may, at ~~his or her~~their discretion, publish notice of Council and committee meetings in a local newspaper or other local media source.
- c) Public notice shall include:
 - i. Date;
 - ii. Time;
 - iii. Location of meeting; and
 - iv. Method of participation for Council, the public and staff (in-person, electronic or a combination of both).
- d) The Clerk shall give public notice of all special open and closed meetings of Council and committee by inclusion on the City's website as soon as possible after the meeting is called and no later than 48 hours prior to the meeting.
- ~~e) Section 4.1 (d) shall not apply to emergency meetings called under Section 8.1 (d). The Clerk shall give public notice for emergency meetings called under Section 8.1 (d) by inclusion on the City's website as soon as possible after the meeting is called.~~
- ~~f) City Council may approve a meeting calendar outlining all meetings of Council and committee to be held within a specific timeframe.~~
- ~~g) The Clerk, in consultation with the Mayor or chair, has the authority to make adjustments to the meeting calendar outlined in section 4.1 (f) as it relates to:
 - i. Conflicts with statutory or public holidays;
 - ii. Participation in advocacy organizations such as, but not limited to, the Association of Municipalities of Ontario and the Federation of Canadian Municipalities;
 - iii. Religious or other culturally significant dates.~~

4.2 Location, Date and Time of Meetings

Committee of the Whole, regular Council and Council Planning shall meet in the Council Chambers of City Hall, 1 Carden Street, unless with adequate public notice, as required in Section 4.1, the Council selects an alternate meeting location, date, or time. In the event the regular meeting date falls on a public holiday, the Council

or committee shall meet on a day following as identified by the Clerk in consultation with the Mayor or chair at the same hour on the next day not being a public holiday.

4.3 Revised Agenda

- a) The Clerk shall prepare a Revised Agenda advising Council or committee of the names of registered delegates and written submissions relating to matters on the agenda.
- b) Items or matters will not be added to the agenda after distribution to Council or committee unless directed by the Mayor or chair, CAO and/or Deputy CAO(s) and if the urgent nature of the matter requires a decision prior to the next Council or committee meeting.

4.4 Quorum and Commencement of Meetings

- a) Unless there is a quorum present within fifteen minutes after the time appointed for the meeting of the Council or committee, the Council or committee shall stand adjourned until the next meeting date.
- b) As soon as there is a quorum present, the Mayor or chair shall call the members to order. In the absence of the Mayor or chair, the Clerk shall call the members to order and the Council shall choose a chair from the members present and that person shall preside over the meeting or until the arrival of the Mayor or chair.
- c) If at any time during a meeting quorum is lost, the meeting shall automatically be recessed until a quorum is re-established. If the loss of a quorum continues for thirty minutes, the meeting shall stand adjourned either until the next regular meeting or until a special meeting is called to deal with the matters remaining from the adjourned meeting. This clause shall also apply if quorum is lost during an electronic meeting because of technology issues.

4.5 Disclosure of Pecuniary Interest

Prior to a particular matter being addressed, members shall declare any pecuniary interests they may have, and the general nature thereof, in connection with that matter pursuant to the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended. Such members shall then be precluded from participating in any way regarding the matter in question.

4.6 Closed Meetings

4.6.1 General Principles

- a) Meetings shall be open to the public.
- b) Notwithstanding Section 4.6.1(a), a meeting or part of a meeting may be closed to the public in accordance with Section 239 (2), (3) and (3.1) of the Act.
- c) Council shall approve and maintain a closed meeting Protocol.

4.6.2 Date and time of Meetings

Further to Section 4.2:

- a) Where possible, when a closed meeting of Council is required, it shall be held no earlier than 2 hours in advance of the open meeting 4:30 p.m. on the day of an existing regular Council or Council Planning meeting.
- b) Where possible, when a closed meeting of Committee of the Whole is required, it shall be held no earlier than 2 hours in advance of the open meeting 12:30 p.m. on the day of an existing Committee of the Whole meeting.

4.6.3 Resolution

- a) Prior to holding a closed meeting, Council or committee shall state by resolution in an open meeting, that Council or committee will be holding a

closed meeting, the subject matter and the permitted closed meeting exemption under the Municipal Act.

4.6.4 Recording of Minutes

- a) The Clerk and/or ~~his or her~~their designate shall attend all closed meetings and record the proceedings, including procedural motions and direction given to staff, without note or comment.
- b) The Clerk may delegate the Clerk's duties with respect to recording minutes in a closed meeting of Council or committee to a staff person. For closed meetings of committee or Council where the CAO's performance or contract is addressed, the Clerk may delegate the Clerk's duties with instructions to a third party.

4.6.5 Reporting in Open Session

- a) The Mayor or chair shall report out in an open meeting immediately following the closed meeting and summarize the actions taken in the closed meeting.
- b) Matters discussed in a closed meeting which require a decision will be brought forward to an open meeting of Council or committee.

4.6.6 Closed Meeting Voting

- a) In relation to a matter considered in a closed meeting pursuant to Section 4.6.1(b), Council or committee may vote:
 - i. On procedural motions;
 - ii. On motions to rise, report and introduce a proposed recommendation on an open meeting agenda; or
 - iii. To give direction to staff or a third party of the City.
- b) Notwithstanding Section 4.11(g), votes held in closed meetings shall be by a show of hands unless a recorded vote is requested by a member in accordance with the regulations contained in the Act.

4.7 Presentations

4.7.1 Public Presentations

- a) A request from an outside organization or individual to make a presentation to Council or committee shall only appear on an agenda upon approval of the Mayor, chair and Deputy CAO for the appropriate Service Area.
- b) Public presentations are for information only.
- c) Public presentations at a meeting shall be limited to a maximum of 10 minutes and shall be heard at the beginning of a Council or committee meeting.
- d) Presentations by outside organizations or individuals shall not be permitted for the sole purpose of generating publicity or promotion.
- e) Outside organizations or individuals shall provide the Clerk with written material for inclusion on the agenda by the agenda production deadline.
- f) Presentations by outside organizations or individuals shall not be added on the revised agenda.

4.7.2 City Presentations

- a) Presentations by City staff at meetings shall endeavour to be a maximum of 10 minutes.
- b) Presentations by staff providing information with no accompanying report shall be heard at the beginning of a regular Council or Council Planning meeting.

- c) Presentations recognizing achievements shall be heard at the beginning of a Committee of the Whole and Council meetings.
- d) Where a staff or third party presentation accompanies an item on an agenda, the item shall be placed under items for discussion with the report and shall be brought forward for consideration immediately after the presentation has been made. If delegates wish to speak on an item with a presentation, the item shall not be considered until all delegates on the item have been heard.

4.8 Delegations

- a) A delegate may address Council or committee for a period of time not exceeding five minutes. Council or committee may extend the five minute_ time period by a majority vote of the members present. Such a motion shall be decided without debate.
- b) For the purpose of Council and committee meeting agendas, delegates have until 10:00 a.m. on the last business dayFriday of the week prior to the meeting to notify the Clerk that they wish to delegate or to submit written submissions on items on the agenda.
- c) Notwithstanding Section 4.8 (a), designated representatives of senior levels of government or the County of Wellington appearing before Council or committee shall have no time limitations placed on their delegation.
- d) A delegate may only address Council or committee with respect to an item on the agenda.
- e) Delegates shall only be permitted at Council budget meetings designated for the explicit purpose of receiving budget delegations.
- f) No delegation shall be made to Council or committee on matters relating to litigation or potential litigation, including those matters which are before and under the jurisdiction of any court or administrative tribunals unless such matter is referred to Council by the said administrative tribunal or court.
- g) No delegate shall speak on a matter that is not within the jurisdiction of the Council or committee. The Mayor and committee chairs in consultation with the Clerk will determine if a matter is within the jurisdiction of the Council or committee.
- h) No delegations shall be made to notices of motion on a Council or committee agenda. Delegates will have an opportunity to speak at a subsequent Council or committee meeting when that item will be discussed.
- i) No delegations shall be permitted to speak on a ~~notice of motion to~~ reconsideration.
- j) No delegations shall be permitted at orientation and education workshopsmade at workshops.
- k) No delegations shall be permitted A delegate may not address Council or committee with respect to a by-law on the agenda.
- l) Delegates shall not be permitted to appear before Council or committee for the sole purpose of generating publicity for an event.
- m) No delegations shall be permitted to speak to presentations at Council or Committee of the Whole meetings.
- n) No delegations shall be permitted to closed Agenda items.
- n)o) Where required by provincial legislation, members of the public wishing to delegate without having registered in advanced will be called upon by the chair to speak following the completion of all registered delegates.
- o)p) A delegate shall only register themselves to speak and may not register

other delegates.

~~p)q)~~ If a delegate is unable to attend the meeting for which they are registered they may provide their written submission to the Clerk.

~~q)r)~~ Delegates wishing to speak on a matter not on the agenda:

- i. Shall provide the Clerk in writing a request outlining the subject matter of the delegation and the action being requested to be taken by Council.
- ii. The Clerk will advise the appropriate chair and Deputy CAO of the request.
- iii. The Clerk will advise the requestor that the chair and Deputy CAO has been made aware of the request.
- iv. The requestor will be advised of the actions taken or when the item is coming forward to Council or committee.

~~r)s)~~ For Special Council meetings called under Section 8.1 (d), delegations may be permitted at the discretion of the Mayor or Chair in consultation with the City Clerk. If delegations are not permitted, a note to that effect will be posted on the City's website and/or included on the meeting agenda.

~~s)t)~~ For delegations permitted under Section 4.8 (~~sf~~), the deadline to register as a delegate and/or to submit written correspondence will be posted on the City's website and/or included on the meeting agenda.

4.9 Written Submissions ~~and~~ /Petitions

- a) Individuals may submit written correspondence on matters listed on the agenda in accordance with the rules applied to delegations in by the timelines specified in Section 4.8 (b) and (s) for inclusion on the agenda and revised agenda.
- b) Petitions may be submitted in written or electronic format and shall meet the requirements set out in a petition policy approved by City Council.
- c) Written submissions and petitions shall not contain any obscene or defamatory content or language.
- d) The individual or group initiating the petition, or submitting the petition to the Clerk, must provide a key contact name, mailing address, and telephone contact information.
- e) Personal information will be redacted from the information published in the agenda.
- f) Petitions that relate to a matter listed on the agenda should be submitted in accordance with the timelines specified in Section 4.8 ~~(b) and (s)~~ for inclusion on the agenda and revised agenda.
- a) Petitions not relating to a matter listed on the agenda will be included on the subsequent Information Items in accordance with a petition policy approved by the City Clerk.

~~g) No written submissions shall be accepted with respect to a by-law on the agenda.~~

~~h) Written submissions for Council budget meetings shall only be accepted for those budget meetings designated for receiving written submissions.~~

4.10 Motions and Order of Voting

- a) After a motion has been moved and seconded, it shall be deemed to be in the possession of Council or committee. Council or committee may consent

to the withdrawal of the motion at any time before amendment or decision.

- b) Council or committee shall not debate any motion until it has been moved and seconded. When a motion has been seconded, it may upon request, be read or stated by the Mayor, chair or Clerk at any time during the debate.
- c) When a Councillor moves a motion or an amendment to a motion that is not included as part of the agenda package, that Councillor shall provide a copy of the motion to the Mayor or chair prior to the vote being taken.
- d) Whenever the Mayor or chair is of the opinion that an amending motion is contrary to the main motion, the Mayor or chair shall apprise the members thereof immediately. A Member of Council or committee may appeal the ruling of the Mayor or chair to Council or committee. If there is no appeal, the decision of the Mayor or chair shall be final. The Council or committee, if appealed to, shall vote on the motion without debate and its decision shall be final.
- e) A motion in respect of a matter which is not within the jurisdiction of the Council or committee shall not be in order. The Mayor or chair in consultation with the Clerk will determine if the matter is within the jurisdiction of Council or committee.
- f) When a motion is under consideration no other motion shall be received unless it is a motion:
 - i. To refer the motion to committee, Council, staff or any other person or body. Such a motion to refer:
 - a. is open to debate;
 - b. is amendable; and
 - c. shall preclude amendment or debate of the preceding motion.
 - ii. To amend the motion. Such a motion to amend:
 - a. is open to debate;
 - b. shall not propose a direct negative to the main motion;
 - c. shall be relevant to the main motion;
 - d. is subject to only one further amendment, and any amendment more than one must be to the main motion; and
 - e. if more than one, shall be put in the reverse order to that in which they were moved, and shall be decided or withdrawn before the main motion is put to the vote.
 - iii. To defer the motion to another time. Such a motion to defer:
 - a. is not open to debate;
 - b. is not subject to amendment; and
 - c. applies to the main motion and any amendments thereto under debate at the time the motion to defer is made.
 - iv. To adjourn the meeting notwithstanding Section 4.13(d). Such a motion to adjourn:
 - a. is not open to debate;
 - b. is not subject to amendment; and

- c. shall always be in order.
- v. To call a vote on the motion. Such a motion to call a vote on the motion:
 - a. cannot be amended;
 - b. cannot be proposed when there is an amendment under consideration;
 - c. when resolved in the affirmative, shall be forwarded by voting on the motion, without debate or amendment;
 - d. when resolved in the negative, shall be followed by resumption of debate; and
 - e. shall always be in order.

~~g) Once all motions relating to the main motion have been dealt with, and once the main motion is put, there shall be no further discussion or debate and the motion shall be immediately voted on.~~

g) A motion may be voted against by the mover and seconder.

h) As a best practice, Council may choose to move and second staff recommendation(s) prior to any motions from members of City Council.

i) The Clerk, at their discretion, may make administrative edits to motions and amendments. Edits:

i. Will not change the intention of the motion;

ii. May include grammatical and typographical corrections;

iii. Will maintain or clarify the original intent of the motion; and

iv. Can occur prior to, during or following adjournment of a meeting.

v. Council will confirm any edits by way of approving the minutes at a subsequent Council meeting.

4.11 Voting at Open Meetings

- a) When one or more motions as set out in Section 4.10 have been made, the order of the vote shall be as follows:
 - i. To defer the motion;
 - ii. To refer the motion;
 - iii. Upon the amendments in the reverse order to that in which they were moved, dealing with an amendment to an amendment immediately before the amendment it proposes to amend; and
 - iv. Then, upon the main motion or upon the main motion as amended. If any amendments have been carried.
- b) Except as otherwise provided, every Member of Council or committee shall have one vote.
- c) Any motion on which there is a tie vote shall be deemed to be defeated, except where otherwise provided by any act.
- d) A failure to vote by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.
- e) When the motion under consideration contains distinct clauses, and a member has requested to vote on each distinct clause, then a vote shall be

taken separately on each clause; including each clause added by way of an amendment.

f) After a vote has been called by the Mayor or chair, no member shall be recognized to speak to the motion or make any other motion after the result of the vote has been declared.

g) Members shall distinguish their vote by voting either in favour or opposed using an electronic voting system.

i. If an electronic voting system is not available, or should the electronic voting system be inoperable, the Mayor/chair may ask if there are any members voting against the motion, if no members indicate a vote against, the Mayor/chair can declare the vote carried unanimously.

ii. If a member does indicate a vote against the Mayor/chair may request a vote by show of hands, if a member of Council is unable to distinguish their vote by a show of hands the Mayor may request that they provide their vote verbally.

iii. The Mayor may also request a recorded vote conducted by the Clerk.

~~f) Members shall distinguish their vote by voting either in favour or opposed using an electronic voting system. Should Council or committee meet in a location where there is no electronic voting system, or should the electronic voting system be inoperable, each member must distinguish their vote by a show of hands.~~

~~g)h) Unless otherwise requested by a member, no detailed vote count will be taken by the Clerk and only the outcome of the vote will be minuted recorded vote is required for the following privileged and incidental motions:~~

i. Adjournment;

ii. Recess; and/or

iii. Council consent agenda; and/or

ii-iv. Committee of the Whole consent agenda

iii. ~~Moving out of a closed meeting.~~

~~h)i) The Mayor or chair shall vote on any motion while in possession of the chair, however, if the Mayor or chair wishes to propose a motion he or she shall step down and shall not resume the chair until the vote is taken.~~

4.12 Points of Order or Privilege

4.12.1 Point of Order

a) A member may raise a point of order at any time, whereupon the Mayor or chair shall:

i. Interrupt the matter under consideration;

ii. Ask the member raising the point of order to state the substance of and the basis for the point of order; and

iii. Rule on the point of order immediately without debate by Council or committee.

b) A Member of Council or committee may appeal the ruling of the Mayor or chair to Council or committee which will then decide on the appeal, without debate, by way of a majority vote of the members present. If there is no appeal, the decision of the Mayor or chair shall be final.

4.12.2 Point of Privilege

- a) A member may raise a point of privilege at any time if he or she considers that their integrity, the integrity of Council or the committee as a Whole or staff has been impugned, whereupon the Mayor or chair shall:
 - a. Interrupt the matter under consideration;
 - b. Ask the member raising the point of privilege to state the substance of and the basis for the point of privilege; and
 - c. Rule on the point of privilege immediately without debate by Council or committee.
- b) A Member of Council or committee may appeal the ruling of the Mayor or chair to Council or committee.
- c) If there is no appeal, the decision of the Mayor or chair shall be final. The Council or committee, if appealed to, shall vote on the motion without debate by way of a majority vote of the members present and its decision shall be final.
- d) Where the Mayor or chair considers that the integrity of any city employee has been impugned or questioned, the Mayor or chair may permit staff to make a statement to Council or committee.

4.13 Adjournment of Council and Special Council Meetings

- a) Council shall adjourn at 11:00 p.m. unless otherwise decided before that hour by a majority vote of the members present. If Council is adjourned before the agenda is completed, Council shall establish a time and date for consideration of the balance of the agenda.
- b) Only one motion to extend the automatic adjournment beyond 11:00 p.m. shall be permitted per meeting, and the maximum allowable extension shall be to 11:59 p.m.
- c) A motion to adjourn may be made by any member who has been recognized by the Mayor or chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.
- d) Notwithstanding Section 4.13(a), if a motion to extend the automatic adjournment time is required prior to the hearing of all delegates on a matter being considered at the time such motion to adjourn is made, Council shall not adjourn the meeting until all listed delegates on the matter have been heard. Once the listed delegates have been heard, Council shall deal with the matter being considered at the time the motion to adjourn was made, as well as any other time sensitive issues on the agenda identified by the Clerk.

4.14 Adjournment of Committee of the Whole Meetings

- a) The Committee of the Whole shall adjourn at 8:00 p.m. unless otherwise decided before that hour by a majority vote of the members present. If the Committee of the Whole meeting is adjourned before the agenda is completed, the committee shall establish a time and date for consideration of the balance of the agenda.
- b) Only one motion to extend the automatic adjournment beyond 8:00 p.m. shall be permitted per meeting, and the maximum allowable extension shall be to 9:00 p.m.
- c) A motion to adjourn may be made by any member who has been recognized by the chair. The motion must be moved and seconded. A motion to adjourn shall not be made during a vote on any other motion.
- d) Notwithstanding Section 4.14(a), if a motion to extend the automatic

adjournment time is required prior to the hearing of all delegates on a matter being considered at the time such motion to adjourn is made, Committee of the Whole shall not adjourn the meeting until all listed delegates on the matter have been heard. Once the listed delegates have been heard, the committee shall deal with the matter being considered at the time the motion to adjourn was made, as well as any other time sensitive issues on the agenda identified by the Clerk.

5. Regular Meetings of Council

The rules and procedures contained in Sections 3 and 4 shall apply with necessary changes.

5.1 Location, Date and Time of Meetings

Notwithstanding Section 4.2:

5.1.1 Time of Regular Meetings

Regular Council meetings shall start between the hours of 10am and 6:30pm. Meeting times will be posted in accordance with section 4.1~~be held at 6:30 p.m.~~

5.1.2 Closed Council Meetings

When a closed meeting of Council is required, where possible, it shall be held no earlier than 2 hours in advance of the open meeting ~~4:30 p.m.~~ on the day of an existing regular Council meeting.

5.2 Order of Business

The Clerk, in consultation with the Mayor and staff, shall have discretion to prepare for the use of members, an agenda containing the following:

- Call to Order
- Authority to Move into Closed Meeting
- Closed Meeting Summary
- Open Meeting
- Singing of O Canada
- Silent Reflection
- First Nations Acknowledgement
- ~~Closed Meeting Summary~~
- Disclosure of Pecuniary Interest and General Nature Thereof
- Confirmation of Minutes
- Presentations
- Consent Agenda
- Items for Discussion
- Special Resolutions
- Notice of Motions
- By-laws
- Announcements
- ~~Notice of Motions~~
- Adjournment

5.3 Closed Meeting Summary

Following a closed meeting of Council or committee, the Mayor or chair shall disclose, in a general manner, how the agenda items were dealt with in the closed meeting.

5.4 Confirmation of Council and Committee of the Whole Minutes

- a) The Clerk shall present the minutes, without note or comment, of any previous open and closed Council or committee meetings to Council for adoption.
- b) When the minutes of Committee of the Whole, or any Council meeting, have been adopted, the Mayor and Clerk shall sign them.

5.5 Committee of the Whole Consent Report

- a) The report from Committee of the Whole to Council, for items which do not

have presentations or delegations, shall be submitted to Council in the form of a consent report, and shall be dealt with by Council as follows:

- i. The Committee of the Whole consent report shall be presented by the ~~respective Mayor or service area chair or, in his or her absence, by the vice chair who shall move the adoption of their report.~~
 - ii. Council Members shall identify any items contained on the Committee of the Whole consent report which they wish to speak to and the matter shall be extracted from the consent report to be dealt with separately under items for discussion.
 - iii. The balance of items on the Committee of the Whole consent report, which have not been extracted, shall be voted on in one motion.
- b) In the event that Council adopts a motion to be referred back to staff, staff shall report back to a regular Council meeting and not back to a Committee of the Whole meeting.
 - c) Reports from local boards and advisory committees submitted in writing shall be signed by the chair ~~or secretary~~. When such reports are requesting Council action, they shall include appropriate resolutions for consideration.

5.6 Council Consent Agenda

- a) The Council consent agenda shall consist of the following items that do not have presentations or delegations:
 - i. Reports from staff;
 - ii. Correspondence for the direction of Council, which may include:
 - correspondence for which a policy decision or approval of Council is required;
 - correspondence accompanied by a recommendation from staff; and
 - iii. Items of a timely nature.
- b) Council Members shall identify any items contained on the consent agenda which they wish to speak to and the matter shall be extracted from the consent agenda to be dealt with separately under items for discussion.
- c) The balance of items on the consent agenda, which have not been extracted, shall be voted on in one motion.

5.7 Items for Discussion

- a) Items for discussion shall consist of the following items that have presentations and/or delegations:
 - i. Reports from staff;
 - ii. Correspondence for the direction of Council; and
 - iii. Correspondence extracted from the weekly Items for Information.
- b) In the event that Council adopts a motion to be referred back to staff, staff shall report back to a regular Council meeting and not back to a Committee of the Whole meeting.

5.8 Reconsideration of a Council Decision

- a) Council may reconsider an entire resolution that was decided during any term of Council. A reconsideration of a portion of a resolution shall not be permitted. Such reconsideration can either amend the previous decision or rescind it.
 - i. No resolution shall be reconsidered more than once during the term of Council.

- ii. A motion to reconsider shall not be reconsidered.
- b) A resolution that was decided by Council cannot be reconsidered if action has been taken in implementing the resolution resulting in legally binding commitments that are in place on the date the motion to reconsider is considered by Council.
- c) If Council passes a resolution and adopts the same matter by by-law, only the resolution may be reconsidered. If the decision resulting from the reconsideration warrants, the by-law will be amended or repealed accordingly.
- d) Prior to initiating the reconsideration process, a member shall first submit the request on the required form to the Clerk before the regular agenda deadline. The Clerk will provide notification to the Mayor/chair and include the reconsideration on an upcoming Council agenda. ~~A motion to reconsider shall be introduced by way of a notice of motion to Council pursuant to Section 5.11.~~
- ~~d)e) Council may reconsider a resolution at the same meeting in which the original resolution was passed in accordance with the procedures outlined in Section 5.8. Such a reconsideration, however, does not require a submission request to the Clerk as outlined in Section 5.8 (d).~~
- ~~e) No delegations shall be permitted to speak on a notice of motion to reconsider.~~
- f) Only a Member of Council who voted with the majority in respect of a previous decision or who was absent from the vote or was not a Member of Council at the time may move or second a motion for reconsideration.
- g) A motion to reconsider must be carried in the affirmative by a vote of two-thirds of the entire Council.
- h) Any revision to the budget in budget confirmation years, as defined in the Budget Policy, shall not be deemed a reconsideration.
- i) If a motion to reconsider is decided in the affirmative:
 - i. The reconsideration effectively returns Council to just prior to the original Council decision.
 - ii. Reconsideration of the original motion shall then be the next order of business unless the motion specifies a future date.

~~A notice of reconsideration received from the Local Planning Appeals Tribunal shall not be deemed a reconsideration of a Council decision.~~

- j) Rules regarding reconsiderations of Council decisions do not apply to defeated motions as defeated motions are not resolutions.

5.9 By-laws

- a) The Clerk shall submit to Council a summary of all by-laws proposed for adoption that includes the by-law numbers and titles.
- b) A complete copy of every proposed by-law shall be attached in electronic format to the revised agenda.
- c) Unless otherwise requested, all by-laws proposed for adoption shall be passed in one single motion.
- d) The Clerk shall be responsible for their correctness should they be amended at a Council meeting.
- e) Every by-law passed by Council shall:

- i. Be signed by the Mayor, or the presiding officer;
- ii. Be signed by the Clerk or designate;
- iii. Be sealed with the City seal; and
- iv. Indicate the date of passage.

f) Council shall enact a by-law to confirm all actions taken by Council.

5.10 Announcements

Council meeting announcements shall be provided to the Mayor in writing prior to the Council meeting, and the Mayor shall read or call upon a member of Council or City Staff to make the announcements at the end of the Council meeting.

5.11 Notices of Motion

- a) Prior to initiating the notice of motion process, a member shall first submit the proposed motion in writing to the relevant Committee of the Whole Service Area chair for approval to place the matter on a Committee of the Whole agenda. If approved, the motion shall be submitted in writing to the Clerk prior to the regular agenda deadline for inclusion on a committee meeting agenda.
- b) If approval is not obtained as per Section 5.11 (a), a notice of motion shall be submitted in writing, on the prescribed form, to the Clerk and shall be placed on a regular Council agenda, as a referral to a future Committee of Whole meeting as an item for discussion, or if no future Committee of the Whole meeting has been scheduled, to regular Council.
- c) The motion may not be submitted as part of a revised agenda.
- d) No delegations shall be permitted to speak on a notice of motion when it appears on an agenda as a referral to the Committee of the Whole.

5.12 ~~Special~~ Resolutions Arising from Closed Meetings

- a) Where Council has passed a procedural resolution at a closed meeting to report out at an open meeting, such resolution shall be introduced under the special resolution ~~or~~ closed meeting summary, or other corresponding open meeting section. ~~heading of the agenda pursuant to Section 4.6.7 (a) (ii).~~
- b) Council or staff may provide contextual information prior to Council's consideration of the ~~special~~ resolution.

6. Council Planning Meetings

The rules and procedures contained in Sections 3, 4 and 5 shall apply with necessary changes.

Council Planning shall consider matters where a public meeting is required to hear applications under the Planning Act.

6.1 Public Notice of Meetings

Notwithstanding Section 4.1, staff shall give legislated notice of items on any agenda in accordance with the applicable legislation.

6.2 Location, Date and Time of Meetings

Notwithstanding Section 4.2:

6.2.1 Time of Meetings

Council Planning meetings shall start between the hours of 10am and 6:30pm. ~~Meeting times will be posted in accordance with section 4.1 be held at 6:30 p.m.~~

6.2.2 Closed Council Meetings

When a closed meeting of Council is required, where possible, it shall be held no earlier than 2 hours in advance of the open meeting ~~4:30 p.m.~~ on the day of an existing Council Planning meeting.

6.3 Order of Business

The Clerk, in consultation with the Mayor and staff, shall have discretion to prepare for the use of members, an agenda containing the following:

- Call to Order
- Authority to Move into Closed Meeting
- Closed Meeting Summary
- Open Meeting
- Singing of O Canada
- Silent Reflection
- First Nations Acknowledgement
- ~~Closed Meeting Summary~~
- Presentations
- Disclosure of Pecuniary Interest and General Nature Thereof
- Setting of the Consent Agenda
- Public Meetings Pursuant to The Planning Act
- Items for Discussion
- Special Resolutions
- Notice of motions
- By-laws
- Announcements
- ~~Notice of motions~~
- Adjournment

~~6.4 Delegations~~

- ~~a) Notwithstanding Section 4.8 (a), the time limitation for delegations speaking at a public meeting to hear applications under the Planning Act, shall not exceed ten minutes. Council may extend the ten minute time period by a majority vote of the Council Members present without debate.~~
- ~~b) Council may ask questions of staff after a staff presentation and prior to delegates addressing Council.~~
- ~~c) Once all registered delegates have spoken, the Mayor or chair shall ask if anyone present wishes to speak. Such individuals shall be permitted to speak without advance notice pursuant the Planning Act and as per Section 6.4 (a).~~

~~6.56.4 Council Planning Consent Agenda~~

The rules and procedures contained in Section 5.6 shall apply to the Council Planning consent agenda.

7. Committee of the Whole Meetings

Notwithstanding Section 4.2, the rules and procedures contained in Sections 3, 4 and 5 shall apply with necessary changes.

7.1 Location, Date and Time of Meetings

7.1.1 Time of Meetings

Committee of the Whole meetings shall ~~be held at start between the hours of 10am and 6:30pm. Meeting times will be posted in accordance with section 4.12:00 p.m.~~

7.1.2 Closed Meetings

When a closed meeting of committee is required, it shall be held no earlier than 2 hours in advance of the open meeting~~12:30 p.m.~~ on the day of an existing scheduled Committee of the Whole meeting.

7.2 Chairing

- a) Chairs will chair the portion of the committee meeting where business is forwarded from their respective Service Areas or portfolios.
- b) Chairs will assume the head of council seat when chairing their portion of the meeting. In the event that a chair participates in a meeting remotely, the head of Council seat will be vacant.

7.3 Service Area Reporting

Service Areas will report to committee on their designated month.

7.4 Order of Business

The Clerk, in consultation with the chairs, Mayor and staff, shall have discretion to prepare for the use of members, an agenda containing the following:

- Call to Order
- Authority to Move into Closed Meeting
- Closed Meeting Summary
- Open Meeting
- Disclosure of Pecuniary Interest and General Nature Thereof
- Presentations
- Consent Agenda (rotating based on Service Area reporting)
- Items for Discussion (rotating based on Service Area reporting)
- Special Resolutions
- Notice of motions
- Chairs and Staff Announcements
- ~~Notice of motions~~
- Adjournment

7.5 Committee of the Whole Consent Agenda

- a) Committee of the Whole shall use a consent agenda which shall consist of items that do not have presentations or delegations.
- b) Reports from local boards and advisory committees submitted in writing shall be signed by the chair or secretary. When such reports are requesting Council action, they shall include appropriate motions for consideration.
- c) Those matters which are time sensitive may be included on the consent agenda as approved by the CAO and appropriate Deputy CAO.
- d) Council Members shall identify any items contained on the Committee of the Whole consent agenda which they wish to speak to and the matter shall be extracted from the consent agenda to be dealt with separately under items for discussion.
- e) The balance of items on the Committee of the Whole consent agenda, which have not been extracted, shall be voted on in one motion.

7.6 Announcements

Service Area updates may be made by the Mayor, chair, CAO, Deputy CAO's or their designates. Service Area announcements provided to the chairs prior to the meeting shall be read by the Mayor, chair, CAO, Deputy CAO's or their designates at the end of the relevant Service Area portion of the meeting.

8. Special Council Meetings

The rules and procedures contained in Sections 4 and 5 shall apply with necessary changes.

8.1 Calling of Special Council Meetings

- a) The Mayor may at any time summon a special meeting of Council within 48 hours. The Mayor shall also summon a special meeting of Council when so requested in writing by a majority of Members of Council.
- b) Upon receipt of a written petition of the majority of the Members of Council, the Clerk shall summon a special meeting for the purpose mentioned in the petition.
- c) Upon the calling of a special meeting the Clerk shall give notice to all members, not less than 48 hours prior to the time fixed for the meeting of

the:

- time;
 - place; and
 - business to be considered.
- d) On emergency or extraordinary occasions, the Mayor may call a special Council meeting without the notice provided in Section 8.1 (a).
- e) City Council shall have the discretion to consider any items previously considered by any committee of City Council, but not yet confirmed by City Council, as part of a meeting called under Section 8.1 (d).
- f) Only items disclosed on the meeting agenda may be considered by Council. Items will not be added to the special meeting on a revised agenda.

8.2 Council Orientation and Education Workshops

8.2.1 Location, Date and Time of Meeting

Council orientation and education workshops shall start between the hours of 10am and 6:30pm. Meeting times will be posted in accordance with section 4.1~~be held no earlier than 6 p.m.~~

8.2.2 Closed Meetings

When a closed meeting of Council is required, it shall be held no earlier than 2 hours in advance of the open meeting on the day of an existing scheduled Council meeting.

8.2.2 Delegations

~~Delegations will not be heard at Council workshops.~~

9. Electronic Participation in Meetings

- a) Any member of City Council may participate in any open or closed City Council, Special Council or Committee meeting electronically and be counted for the purpose of establishing quorum.
- ~~b) A member who joins a meeting via electronic participation partway through the meeting shall advise the Chair and Clerk of their attendance at the meeting.~~
- ~~e)b)~~ A member who is participating electronically in a meeting who, for any reason, will no longer be attending the meeting prior to adjournment, shall advise the Chair and Clerk of their absence and fully disconnect from the electronic meeting software.
- ~~d)c)~~ In accordance with Section 4.5 and pursuant to the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50, as amended, members who have declared a pecuniary interest regarding a matter being discussed, and are participating electronically, shall disconnect and leave the electronic meeting and not participate in any way with respect to the matter in question.
- ~~e)d)~~ Delegations may participate in an electronic meeting via telephone, videoconferencing software and/or other technology methods deemed appropriate by the City Clerk's Office, and in accordance with the rules set out in Section 4.8.
- ~~f)e)~~ Any member of an advisory committee, local board, agency, commission and association may participate in meetings electronically and be counted for the purpose of establishing quorum.

10. Inaugural Council Meeting

- a) The first meeting of Council following a regular election shall be held on November 15 at 6:30 p.m. in the Council Chambers of City Hall or at such alternate location as determined by the Clerk.
- b) If November 15 in an election year falls on a Saturday or Sunday, then the inaugural meeting of Council shall take place on the following Monday.

- c) At the inaugural meeting, each member present shall make their declaration of office and sign Council's Code of Conduct. The Clerk may provide additional policies or procedures to Council as appropriate. Council shall not proceed with any regular business at the inaugural meeting.

11. Council Meeting as Shareholder

- a) Council meets as the shareholder of the following Corporations:
 - i. Guelph Municipal Holdings Incorporated; and
 - ii. Guelph Junction Railway Company.
- b) Shareholder meetings shall be held as special meetings on separate dates, unless otherwise directed by the Mayor and/or CAO.

12. Committees

12.1 Appointments to Committees

- a) Council shall appoint chairs for Committee of the Whole. Council shall consider rotating the chairs' position every two years. In appointing chairs, consideration shall be given to workload balance, individual interests and Councillor development.
- b) Council shall appoint vice-chairs for Committee of the Whole. Council shall consider rotating the vice-chairs' position every two years. In appointing a vice-chair, consideration shall be given to workload balance, individual interests and Councillor development.
- c) Council shall make public and member appointments to agencies, boards, committees and commissions at regular Council meetings.

12.2 Committees Reporting Directly to Council

The following committees are appointed by and report directly to Council:

- a) Ad Hoc Standing Committees
 - i. Emergency Governance
- b) Quasi-judicial committees
 - i. Business Licence Appeals Committee
- c) Chief Administrative Officer Recruitment, Selection and Performance Subcommittee

12.3 Committee Composition

The Mayor is ex-officio on all committees and:

- i. May attend meetings;
- ii. Attendance does not count towards quorum; and
- iii. May participate in meetings.

12.3.1 Emergency Governance Committee

- a) The Emergency Governance Committee shall be comprised of a minimum of four (4) and a maximum of six (6) Members of Council and quorum shall be four (4) members.
- b) The Emergency Governance Committee's scope of responsibilities includes the exercise of Council's legislative, quasi-judicial and administrative powers, subject to the limitations of the Municipal Act, with such delegated authority to be exercised only:
 - ~~a. For the duration of an emergency which has been declared by the Mayor or his/her designate, in accordance with the City's Emergency Response Plan;~~
 - ~~b.a.~~ At such time when at least seven members of Council are incapacitated through death, illness or injury, and are not able to

attend a properly scheduled Meeting of Council; and
~~e.b.~~ For Council's normal decision-making process and not for the management or coordination of emergency response activities.

12.3.2 Committee of Management for The Elliott

The Committee of Management for The Elliott shall be composed of the service area vice-chairs for Corporate Services, Public Services, Infrastructure, Development and Enterprise Services, Governance and Audit, the service area chair of Public Services, and the Council appointee to the Board of Trustees of the Elliott.

12.3.3 Business Licence Appeals Committee

The Business Licence Appeals Committee shall be composed of five (5) Members of Council appointed for the term of Council to hear appeals under the Business Licence By-law.

12.3.4 Chief Administrative Officer Recruitment, Selection and Performance Sub-committee

The Chief Administrative Officer Recruitment, Selection and Performance Sub-committee shall be composed of the Committee of the Whole service area chairs for Corporate Services, Public Services, Infrastructure, Development and Enterprise Services, Audit and Governance.

12.4 Ad Hoc Committees and Advisory Committees

12.4.1 Ad Hoc Committees

- a) Council may appoint ad hoc committees, with a defined ending, to consider a specific matter and report to Council.
- b) Only the members of an ad hoc committee shall participate in debate or ask questions at ad hoc committee meetings.

12.4.2 Advisory Committees

- a) Advisory committees are created by Council with no defined ending, to report through the appropriate Service Area on a specific subject matter.
- b) No Members of Council shall be appointed to advisory committees.
- c) The appointment of a member of the public to an Advisory committee may be forfeited if the member is absent from meetings of the committee for three (3) consecutive months without being authorized to do so by a resolution of the committee.

13. Report Deadlines and Information Items

13.1 Report Deadlines

Reports, presentations and other agenda materials are due to the Clerk's office on the dates and times set out in the Council and Committee Report Deadlines schedule prepared following the adoption of the Council and committee meeting dates.

13.2 Information Items

- a) Information Items may consist of the following items:
 - i. Information Reports;
 - ii. Correspondence received that may be of interest to Members of Council;
 - iii. Boards' and committees' minutes and information; and
 - iv. Intergovernmental Information.

b) Information Items will be published on the last business day of each week.

c) Members of Council may request an item from the Information Items be placed on the appropriate Committee of the Whole or Council agenda for discussion. The request must be submitted to the chair and Clerk's Clerk within four-months of the date the information item was published. A chair may approve the addition of an information item beyond the four-month time frame.

~~d) Members of City Council may request a petition from the Information Items be placed on the appropriate Committee of the Whole or City Council agenda in the form a referral to staff for an analysis of the petition request.~~

~~d)e) Items pulled from the Information items are not permitted to be added to a revised agenda.~~

14. General Rules

14.1 Robert's Rules of Order

In relation to the proceedings of Council and committees and for which Rules of Procedure have not been provided in this by-law, Robert's Rules of Order 1~~1~~²th Edition ~~shall~~may be referenced where practicable.

14.2 Other General Information

13.2.1 This by-law comes into force on ~~November 22, 2021~~June 28, 2023.

13.2.2 The short title of this by-law is the ~~Procedural By-law~~Procedure Bylaw.

13.2.3 Appendix 1, the "Motions Table", forms part of this by-law and shall be used as a reference.

15. Procedural By-laws for Other Boards, Committees or Commissions

Where a board, committee or commission of the City has not adopted a procedural by-law, such board, committee or commission shall be deemed to have adopted this procedural by-law with necessary modifications including the requirement that all meetings be open to the public, subject to the same exceptions applicable to Council meetings as set out herein.

16. Repeal of Previous By-law

By-law Number ~~(2021)-20590~~(2021) - 20649 is hereby repealed.

Passed this ~~twenty-second~~twenty-seventh day of ~~November~~June, ~~2021~~2023.

Cam Guthrie, Mayor

Stephen O'Brien, City Clerk

17. Appendix 1

Table 1 Motions Table

Motion	Debatable	Non-debatable	Amendable	Non-amendable	Special Majority
Adjourn	No	Yes	No	Yes	
Point of privilege	No	Yes	No	Yes	Chair Rules*
Point of order	No	Yes	No	Yes	Chair Rules*
Call a vote on the motion	No	Yes	No	Yes	
Motion to amend	Yes	No	Yes	No	
Defer	No	Yes	No	Yes	
Refer	Yes	No	Yes	No	
Extend Council meeting beyond 11:00 p.m.	Yes	No	No	Yes	Majority of the members present
Extend Committee of the Whole meeting beyond 8:00 p.m.	Yes	No	No	Yes	Majority of the members present
Reconsideration	Yes	No	No	Yes	Two-thirds of entire Members of Council
Appeal the chair's ruling	No	Yes	No	Yes	
Suspend the Rules of Procedure	No	Yes	No	Yes	Two-thirds of entire Members of Council
Extend delegation speaking time beyond the allotted time five or ten minutes, whichever is applicable	No	Yes	No	Yes	

* A point of order/privilege is ruled on by the Mayor/chair. Any member may appeal the chair's ruling which must then be decided by a majority vote of the members present without debate.

CORPORATE POLICY AND PROCEDURE



Policy	Closed Meeting Protocol
Category	Corporate
Authority	City Clerk's Office
Approved by	City Clerk
Effective Date	July 25, 2011
Revision Date	<u>June 27, 2023</u>

1. Policy Statement

The City of Guelph acknowledges that all meetings of Council, ~~c/~~Committees of Council and local boards shall be open to the public except as ~~related to permitted by~~ the exceptions included in Section 239 (2) and (3) of the Municipal Act.

Section 4.6.1 (c) of the City's Procedure Bylaw requires that City Council approve and maintain a Closed Meeting Protocol.

2. Purpose

The purpose of this policy is to ensure compliance with Section 239 (2) and (3) of the Municipal Act as well as to provide guidance to City Council, local boards and City staff as it relates to ~~c~~losed mMeetings.

3. Definitions

"Closed mMeeting" means a meeting of Council, ~~a /c~~Committee of Council or a local board that is closed to the public pursuant to Section 239 (2) and/or (3) of the Municipal Act.

"Local board", for the purposes of the Closed Meeting Protocol, means a body appointed by City Council, including advisory committees, which is also administered by City staff.

"Open mMeeting" means a meeting of Council, ~~a /c~~ommittee of Council or a local board that is open to the public.

"Weekly information items" means the weekly distribution of information items posted to Guelph.ca and distributed to City Council.

4. Should the Meeting be Closed?

In the interest of accountability and transparency, Guelph City ~~Council~~Council and local boards endeavours to conduct ~~their~~its decision making in public. It is recognized, however, that there are items which should be considered ~~by Council~~ in a ~~c~~losed ~~m~~uMeeting in accordance with the Municipal Act. When determining whether a matter should be considered in a ~~c~~losed ~~m~~uMeeting, City Council, local boards and staff should consider the following:

1. Does the matter/item meet one or more of the open meeting exceptions noted in Section 239 the Municipal Act?
2. If so, and recognizing that the matter can be discussed in a ~~c~~losed ~~m~~uMeeting, is there a compelling reason that it should be?

The determination of whether a matter should be dealt with in a ~~c~~losed ~~m~~uMeeting is the responsibility of the relevant Deputy ~~Chief Administrative Officer (DCAO)/Chief Administrative Officer (CAO)~~AO in consultation with the meeting ~~c~~hair, the City Clerk~~r~~, and the City Solicitor.

The final determination of whether to hold a closed meeting is always made by resolution of the body considering holding a closed meeting.

5. Municipal Act Rules for Closed Meetings

Topic/Municipal Act Exception	Discussion Can Include	Voting Permissions
Security of City Property [S. 239 (a)]	<ul style="list-style-type: none"> • protection of municipally owned City<u>property, facilities and assets</u> • loss, theft or damage can be corporeal (like vandalism) or incorporeal (like fraud) City facilities <u>City assets</u> • management issues identified by auditors 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff •
Personal Matters about Identifiable Individuals [S. 239 (b)]	<ul style="list-style-type: none"> • <u>scrutiny of a municipal employee's conduct or performance</u> • <u>candidates for a job</u> • <u>allegations of an individual's possible violation of lawmembers on various boards and committees</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
A Proposed or Pending Acquisition or Disposition of Land [S. 239 (c)]	<ul style="list-style-type: none"> • land purchases • land sales • land leases • expropriation of land 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff

<p>Labour Relations or Employee Negotiations [S. 239 (d)]</p>	<ul style="list-style-type: none"> • <u>union or non-union employee negotiations</u> • <u>compensation, benefits or vacation for specific employees</u> • <u>staff performance, conduct, discipline, hiring and firing</u> • <u>changes to workload or roles of specific employees</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
<p>Litigation or Potential Litigation [S. 239 (e)]</p>	<ul style="list-style-type: none"> • <u>current or pending litigation involving the municipality, including proceedings before administrative tribunals (for example, the Ontario Land Tribunal)</u> • <u>litigation that is a real prospect, against or by the municipality</u> • <u>deciding whether or not to litigate in a specific case</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
<p>Solicitor-Client Privilege [S. 239 (f)]</p>	<ul style="list-style-type: none"> • <u>legal opinions, advice and or status reports/briefings communication between the municipality and its solicitor, to seek or receive legal advice intended to be confidential</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
<p>Matters under Other Legislation [S. 239 (g)]</p>	<ul style="list-style-type: none"> • <u>Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) includes discussions that are explicitly permitted by another provincial act, such as the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
<p>Information supplied in confidence by the federal government, provincial government or Crown agency [S. 239 (h)]</p>	<ul style="list-style-type: none"> • information explicitly provided in confidence and in writing by the Government of Canada, a province or Crown Agency 	<ul style="list-style-type: none"> • procedural matters • giving directions or instructions to staff
<p>Trade secret or scientific, technical,</p>	<ul style="list-style-type: none"> • information explicitly provided in confidence <u>to</u> 	<ul style="list-style-type: none"> • procedural matters • giving directions or

commercial, financial or labour relations information supplied in confidence which, if disclosed, could interfere with contractual or other negotiations [S. 239 (i)]	<u>the City by a third-party</u> that, upon review by senior City staff or the City Solicitor, is a trade secret or scientific, technical, commercial, financial or labour relations information that could interfere with negotiations	instructions to staff
Trade secret or scientific, technical, commercial or financial information belonging to the municipality which has monetary value [S. 239 (j)]	<ul style="list-style-type: none"> information <u>explicitly provided in confidence held by the municipality</u> that, upon review by senior City staff or the City Solicitor, is a trade secret or scientific, technical, commercial or financial information that has monetary value or <u>potential monetary value that</u> could be sold or exchanged for cash or something of value 	<ul style="list-style-type: none"> procedural matters giving directions or instructions to staff
Position, plan, procedure, criteria or instruction to be applied to negotiations carried out by the municipality [S. 239 (k)]	<ul style="list-style-type: none"> a position, plan, procedure, criteria or instruction directly related to negotiations carried out by the municipality 	<ul style="list-style-type: none"> procedural matters giving directions or instructions to staff
Educating or training [Sec. 239 (3.1)]	<ul style="list-style-type: none"> Council orientation <u>and education</u> team building exercises professional development 	<ul style="list-style-type: none"> no discussion or decisions that materially advance the business or decision-making of Council/Committee

6. Statutory Requirements for Closed Meetings

Pursuant to Section 239 of the Municipal Act:

- Before holding a closed mMeeting, City Council, a committee or a local board must state, by resolution, the fact of the holding of the closed mMeeting and the general nature of the matter to be considered at the closed mMeeting.
- All resolutions, decisions, and other proceedings at closed mMeetings are to be recorded without note or comment by the Clerk or designate.

-
- Any person can request an investigation of whether the City has complied with the Municipal Act regarding closed mMeetings.
 - ~~The City's Closed Meeting Investigator is~~ The Local Authority Services ~~has been appointed by the City to investigate any such complaints.~~ More information on how to submit a closed meeting investigation is available on guelph.ca.
 - All investigation reports ~~are to~~shall be made available to the public.

7. Access Requests for Closed Meeting Reports and Materials

Reports and materials prepared for consideration at closed mMeetings are records that may be subject to freedom of information requests under the MFIPPA. While it would be desirable to protect the confidentiality of records that are considered at closed mMeetings, in the event of an appeal, the City could be ordered to release such records.

The City cannot refuse to disclose information provided in a closed mMeeting report simply on the basis that it was considered at a Closed Meeting. To qualify for exemption from disclosure, the information in the records has to reveal the actual substance of Council's deliberations. Content that would not reveal the substance of the deliberations may be subject to disclosure. Examples of records that may be subject to disclosure are:

- background or historical information;
- attachments;
- copies of correspondence and cover letters;
- scope, definition and purpose of report;
- recommendations;
- presentations; and
- statistical data.

Written material included in a closed mMeeting report should be limited to only information which would qualify for discussion at a closed mMeeting. If general context is required to frame the closed mMeeting discussion, it is recommended that it also be disclosed ~~publically~~publicly by way of one of the recommended approaches identified in Section 8 below.

7.1 Requests for Previous Closed Meeting Materials from new Members of City Council

New members of City Council, a committee of Council or local board may request access to previous materials discussed at closed meetings. Such requests shall be made in writing to the Clerk.

8. Closed Meeting Reports and Recommendations

8.1. Reports

Whenever possible, written closed mMeeting reports are preferred over verbal reports as the former provides for a more detailed account of the confidential record. Written reports also ensure that Council, a committee of Council or a local board/Committee is prepared for any decisions they may need to consider in relation to a closed mMeeting discussion. It is also important to ensure that information which can be made available to the public is disclosed appropriately. Aside from a singular report appearing on a closed mMeeting agenda, consideration shall also be given to the following:

Option A: A companion report to appear on the accompanying open mMeeting agenda which provides for as much general context in relation to the closed mMeeting matter as possible without disclosing confidential details; or,

Option B: A recommendation ~~for Council/Committee~~ to direct and/or request staff to prepare a related report to be included as part of a subsequent open mMeeting agenda or wWeekly iInformation iItems package.

8.2. Recommendations

In a closed mMeeting, ~~Council/Committee is only permitted to only~~ votes on procedural motions or to direct City-officers, agentsagents, or employees (as applicable) are permitted. No other decisions or approvals are permitted in a closed mMeeting. ~~Some~~ items conforming to this requirement ~~and~~ may be discussed and voted on in closed mMeetings. Many items, however, may be discussed in a closed mMeeting but cannot be voted on in a closed mMeeting. The following are best practices with respect to the consideration of an open mMeeting motion related to a matter discussed ~~by Council/Committee~~ in a closed mMeeting:

Option A: If a companion report appears on the accompanying open mMeeting agenda, a procedural motion can appear as part of a recommendation within a closed staff report to allow for the consideration of a related motion in an open mMeeting. In this case, the following clause should be added to the closed staff report prior to the motion which is to be voted on in an open mMeeting:

That <Council or committee or local board> rise, report and introduce the following motion as part of the open mMeeting report entitled <title of report> appearing on the <meeting date> ~~Council~~ <or Council, committee or local board> Committee agenda:

1. That <staff recommendation>.

Option B: If there is no companion report appearing on the accompanying open mMeeting agenda, but the matter requires a resolution ~~of Council/Committee~~ at an open mMeeting, a procedural motion can appear as part of a recommendation within a closed staff report to allow for the consideration of a related motion in an

~~o~~Open ~~m~~Meeting. In this case, the following clause should be added to the closed staff report prior to the motion which is to be voted on in an ~~o~~Open ~~m~~Meeting:

That <Council or ~~c~~Committee or local board> rise, report and introduce the following motion as a ~~s~~Special ~~r~~Resolution at its <meeting date> meeting:

1. That <staff recommendation>.

~~In order to~~To ensure that there is appropriate context for the introduction of a motion as a ~~s~~Special ~~r~~Resolution, the ~~chair~~Mayor, ~~a Member of Council~~, or City staff, should consider presenting background information prior to ~~Council's~~ consideration of the motion at an open meeting.

Option C: If there is no companion report appearing on the accompanying ~~o~~Open ~~m~~Meeting agenda, and the recommendation does not require immediate action, direction can be given to staff (as applicable) to report back to a subsequent ~~o~~Open ~~m~~Meeting by way of a staff report. The following direction can appear as part of a recommendation within a closed staff report and be passed in a ~~c~~Closed ~~m~~Meeting:

1. That staff be directed to report back to the ~~<date of report back>~~ <Council or ~~c~~Committee or local board> ~~meeting~~ in relation to the report titled <title of report> and dated <date of report> by <insert date of report back>.

9. Public Disclosure

Pursuant to the Code of Conduct for ~~Members of Council and Local Boards~~, ~~m~~Members ~~of Council~~ shall not disclose or release information considered in a ~~c~~Closed ~~m~~Meeting. This is a standard practice established to protect the interests of ~~City both~~ Council, committees of Council, local boards and the municipality. However, if City Council, a committee of Council, or a local board deems it desirable and appropriate that such information is released, ~~Council-it~~ may vote on a motion in a ~~c~~Closed ~~m~~Meeting to direct staff (as applicable) to make ~~public~~ all or part of a closed staff report public. The following direction can be voted on in a ~~c~~Closed ~~m~~Meeting in order to disclose a ~~c~~Closed ~~m~~Meeting item:

1. That staff be directed to manage and coordinate the appropriate disclosure of information as it pertains to the <date of report> closed report ~~en~~titled <title of report>.

The proposed communications strategy in relation to a ~~c~~Closed ~~m~~Meeting matter may be summarized in the staff report. Included in the communications strategy should be an explanation of the details/decisions that are being subsequently disclosed to the public, if any. Sharing the proposed communications strategy in advance will provide City Council, a committee of Council or a local board with the assurance that the public disclosure with respect to confidential matters will be managed appropriately ~~and, with the support of Council, lead to a coordinated communication approach~~.

Although the information contained in closed staff reports may not be disclosed, the Municipal Act requires that public notice of closed mMeetings be provided for in a Procedural By-law. The City's Procedural By-law requires that there be public notice of all open and closed mMeetings and that the agenda, including all items to be dealt with at each meeting, be publicly posted and made available prior to the meeting.

Section 239 (7) of the Municipal Act states that the municipality:

"...shall record without note or f comment all resolutions, decisions and other proceedings at a meeting..."

In order to be accountable and transparent, and to inform the public about the matters dealt with in a closed mMeeting, City Council, a /committees of Council or local board shall begin all meetings in open session and pass a motion-resolution to move into a closed mMeeting if required. Once the matters in the closed mMeeting have been dealt with, City Council, a committee of Council or a local board/Committee shall reconvene in open session to disclose, in a general manner, how the agenda items were dealt with in the closed mMeeting. A sample Chair's script is included as Appendix A.

10. Addition of a Closed Meeting Item not on the Agenda

There are exceptional circumstances where items which appear on an open mMeeting agenda but not on a related closed mMeeting agenda must be discussed in a closed mMeeting. This typically occurs when the discussion regarding an open mMeeting item cannot be continued without disclosing confidential information. In this circumstance the following motion can be voted on in an open mMeeting in order for City Council, a committee of Council or a local board to convene a closed mMeeting:

1. That the <City Council, a committee of Council or a local board> of the City of Guelph now hold a meeting that is closed to the public pursuant to Section 239 <relevant subsection> of the Municipal Act to discuss <topic, subject area or report title>.

11. Attendance at a Closed Meeting of City Council

Unless otherwise directed by City Council or a /committee of Council, 7 attendance at closed mMeetings is limited to the Chief Administrative Officer, Executive Team, City Clerk and/or their designate, and other staff at the discretion of the Executive Team (designates for all listed positions may also join closed meetings as required). Staff are to remain outside the closed mMeeting room until called upon to speak to their specific agenda item by the meeting chair. Staff should must vacate the closed meeting once that matter has been dealt with by Council/Committees directed by the meeting chair.

12. ~~Closed Meeting Prelude~~

~~In order to remind the Members of Council/Committee of their obligations in Closed Meetings, the Chair shall read a script, included as Appendix B, detailing the Closed Meeting rules at the beginning of each Closed Meeting.~~

Policy	Terms of Reference for the Chief Administrative Officer Recruitment, Selection and Performance Sub-committee
Category	Departmental
Authority	City Clerk's Office
Related Policies	None
Approved by	City Council
Effective date	February 25, 2019
Revision Date	<u>June 27, 2023</u>

Policy Statement

The Chief Administrative Officer (CAO) Recruitment, Selection and Performance Sub-committee Terms of Reference are the guiding document for the governance of the sub-committee.

Purpose

The purpose of the terms of reference is to clarify the role of the CAO Recruitment, Selection and Performance Sub-committee.

Mandate

The mandate of the CAO Recruitment, Selection and Performance Sub-committee includes:

- monitoring and annually reviewing the performance of the CAO and making related recommendations to Council
- ensuring that the City of Guelph undertakes appropriate measures to recruit and recommend the selection of CAOs to Council when the CAO position becomes vacant
- directing the Deputy CAO, Corporate Services and/or General Manager, Human Resources in relation to the recruitment, selection and performance management of CAOs

As it relates to the performance management of the CAO, while the sub-committee may conduct regular monitoring as necessary, the sub-committee will conduct an annual performance evaluation and provide the results of that evaluation to Council along with any associated recommendations, in accordance with the CAO Performance Evaluation Process – Terms of Reference.

As it relates to the recruitment and selection of a CAO, the sub-committee will meet as required, in consultation with the Deputy CAO, Corporate Services and/or General Manager, Human Resources, or their successors, to determine the necessary actions and to make recommendations to Council.

Authority

The CAO Recruitment, Selection and Performance Sub-committee has the authority to direct the Deputy CAO, Corporate Services and the General Manager, Human Resources, or their successors, in relation to the sub-committee's mandate.

In addition, the CAO Recruitment, Selection and Performance Sub-committee may, upon consultation with the Deputy CAO, Corporate Services and/or General Manager, Human Resources, or their successors, retain the services of outside legal counsel and human resources professionals.

The CAO Recruitment, Selection and Performance Sub-committee does not hold any additional approval authority not noted above. The final decision on all matters related to CAO recruitment, selection and performance rests with Council.

Membership

The Committee of the Whole service area chairs for Corporate Services, Public Services, Infrastructure, Development and Enterprise Services, Audit and Governance shall comprise the sub-committee.

Chair

The CAO Recruitment, Selection and Performance Sub-committee will be chaired by the Mayor as the service area chair for Governance.

Meeting Frequency and Calling of Meetings

Meetings of the CAO Recruitment, Selection and Performance Sub-committee are called by the Mayor on an as needed basis.

Procedures

As a sub-committee of Council, the Procedural By-law will govern the proceedings of the CAO Recruitment, Selection and Performance Sub-committee. The open meeting provisions included in section 239 of the Municipal Act apply.

Corporate Policy and Procedure



Policy	CAO Performance Evaluation Process - Terms of Reference
Category	Departmental
Authority	City Clerk's Office
Related Policies	None
Approved By	City Council
Effective Date	December 18, 2017
Revision Date	Tuesday, June 27, 2023

CAO Performance Evaluation Process

Step 1 - Development of Performance Objectives

- On an annual basis, performance objectives will be set for the Chief Administrative Officer (CAO) that is aligned with the approved strategic plan.
- Using the Performance Evaluation Form, specific performance objectives, proposed actions, and measures indicating success is to be developed.
- The CAO will prepare the initial performance objectives in consultation with the Mayor and the Chief Administrative Officer Recruitment, Selection and Performance Sub-committee (the CAO Sub-committee). Input may be sought from the Executive Team. Upon final approval by the CAO Sub-committee, the performance objectives will be presented to Council for approval.
- Performance objectives will be established for the calendar year.
- Performance objectives will be approved no later than the first quarter of each year.
- Partial-year performance objectives will be established by a new CAO appointed before the last quarter.
- The CAO will present their objectives at an open meeting of Council.

Step 2 - Performance Evaluation

- The measurement of performance will be completed on a formal basis in the fourth quarter of the first, second, and third year of the term of Council. The measurement of performance will be completed on a formal basis prior to the election during the fourth year of the term of

Council. Such timing may be altered based on any changes to the Election Act.

- The performance review shall be inclusive and evaluative of the objectives set and results expected versus the actual results achieved as well as an evaluation of how the CAO has modelled and lived the Vision, Mission, Values of the City (i.e. what and how work has been accomplished).
- The CAO will provide a minimum of two updates per year to the Committee on progress toward the completion of the objectives and proposed actions. A summary of the results achieved is to be prepared by the CAO and included in the actual performance section of the Performance Evaluation Form.
- The Committee will be provided with an orientation program on how to complete the Performance Evaluation Form.
- The form is to be completed individually by all members of the Committee. The form will be circulated to members of the Committee by the Deputy CAO, Corporate Services and/or General Manager, Human Resources. All members of the Committee are expected to complete and submit the form prior to the initial evaluation meeting.
- The Committee will assess the actual performance for each Key Result Area.
- The definitions used for rating the Achievement Level are as follows:
 - 4 = Exceptional
 - 3 = Full Successful
 - 2 = Developing
 - 1 = Unsuccessful
- Partial ratings may be given (i.e. 2.5).
- The individual ratings from each CAO Sub-committee member are then averaged to provide one rating.
- Individual ratings and comments provided by members of the Committee will be reviewed and summarized by the the Deputy CAO, Corporate Services and/or General Manager, Human Resources
- The the Deputy CAO, Corporate Services and/or General Manager, Human Resources will provide the CAO Sub-committee with a summary that includes the overall performance rating, common themes from CAO Sub-committee member comments, areas identified for professional development and suggestions for development. The summary will advise if any members of the CAO Sub-committee have not completed the form.
- The summary will be presented at a meeting of the CAO Sub-committee. The Deputy CAO, Corporate Services and/or General Manager, Human Resources will attend to and support the recommendation of the Sub-committee.
- Prior to the term of Council expiring, the CAO Sub-committee will conduct a performance evaluation of the CAO and determine any salary adjustments for the preceding year.

Overall Performance Rating

- An overall performance rating will be calculated by the Deputy CAO, Corporate Services and/or General Manager, Human Resources based on the averaged performance ratings provided by individual members of the CAO Sub-committee and included as part of their report to the Sub-committee and its report to Council.

Step 4 - Recommendations for Salary Adjustment

- The CAO Sub-committee will provide its overall evaluation and recommendations to adjust the total compensation package of the CAO to Council. Once approved by Council, the overall evaluation rating will be used to adjust the total compensation package of the CAO.
- The guidelines for establishing the adjusted salary component of the CAO's total compensation are as follows:
 - Rating of 3-4 – Receive salary adjustment in accordance with the CAO contract or the NUME Compensation Policy, whichever is greater.
 - Rating of 2 -2.99 – Developing, eligible for a partial adjustment in accordance with the NUME Compensation Policy
 - Rating of 0 – 1.99 - No salary increase
- The salary level corresponding to the ratings indicated above would be based on the NUME salary grid.
- After Council has approved the rating, the Chair (Mayor) would meet with the CAO to provide feedback on their performance, inform them of any resulting total compensation adjustment and complete any other documentation to finalize the process as required.

360-Degree Assessment

- A 360-degree assessment may be completed at the request of the CAO or the CAO Sub-committee. The 360-degree feedback would be gathered from the CAO, his/her direct reports and members of Council.
- The information collected in the 360-degree assessment would be used in developing professional development plans.
- Participants in the 360-degree assessment will receive appropriate training on the process.
- The 360-degree process shall be a separate process from the performance review (i.e. to commence after the performance review period). It should be structured in such a way as to provide feedback for personal, professional and leadership development to augment development that had been identified through the performance review period.
- As a best practice, the results of the 360-degree assessment shall be shared only with the CAO. The CAO shall provide a summary of the feedback to the Mayor. Results may alter the development plan

established during the performance evaluation and will be confirmed by CAO Sub-committee.

- The 360-degree assessment will be managed through the Deputy CAO, Corporate Services and/or General Manager, Human Resources with expertise in this area.

Performance Review Rating Guide

1.0	2.0	3.0	4.0
Unsuccessful	Developing	Fully Successful	Exceptional
The employee's performance falls substantially short of criteria and standards of job performance. Performance frequently fails to meet minimum standards.	The employee's performance usually meets the normal requirements in most of the job areas but occasionally fails to meet minimum criteria. This rating would also apply to an employee new to a position who is still learning aspects of the job.	The employee demonstrates sound performance that meets organizational goals. The employee consistently fulfils performance expectations and periodically may exceed them.	The employee has performed so well that organizational goals have been achieved that would not have been otherwise. Major positive influence includes innovations, improvements and contributions to management, administrative, technical or other functional areas. This level of performance is the exception.
Immediate and substantial improvement is necessary.	Requires development.	Performance fully meets performance expectations.	Performance is exceptional.

Half point ratings may be awarded, up to a maximum of 4.0

Further definition considerations

Unsuccessful

The employee has not achieved the goals set out on numerous occasions or has been substandard in their completion. For example, every time he/she completes a goal, they are over-budget or fails to account for crucial, controllable details.

The will to complete assigned tasks is not demonstrated regularly.

Developing

The employee usually meets objectives, however, on occasion has not.

The employee is developing a skill that is impacting their ability to meet objectives on a regular basis but is making steady progress toward improvement.

The employee is new and is learning about the job, and steady progress is being made.

Fully Successful

The employee is meeting goals and objectives. Sound performance is being seen on a **regular** basis while demonstrating Corporate Values. Occasionally the employee exceeds expectations.

Exceptional

The employee is performing so well that goals are achieved and exceeded with **high frequency** while demonstrating Corporate Values.

A word about meeting goals

When an employee fails to meet goals, the following should be reviewed:

- Were the goals and expected outcomes appropriately defined?
- Were the goals achievable given the conditions of the role or the environment?
- Were the goals relevant? Did they make sense?
- Were timelines set out? Were they realistic?
- What uncontrollable factors need to be considered? Could these factors have prevented the achievement of the goal?
- Does the employee share accountability for not meeting the goal? Be sure to fairly balance employee accountability with control over conditions affecting the completion of the goal.

Corporate Policy and Procedure



Policy	Recruitment, Appointment and Contract Administration Policy for Municipal Officers Reporting Directly to City Council
Category	Corporate
Authority	City Clerk's Office
Related Policies	Code of Conduct for City Council and Local Boards Hiring and Employment of Relatives Policy Conflict of Interest in Hiring Policy
Approved By	City Council
Effective Date	March 22, 2021
Revision Date	<u>June 27, 2023</u>

Policy Statement

The City of Guelph is committed to open and transparent practices for recruiting, appointing and administering the contracts of municipal officers that report directly to City Council (municipal officers). All employment related matters regarding municipal officers will be undertaken in accordance with the Code of Conduct for City Council and Local Boards, Hiring and Employment of Relatives Policy, Conflict of Interest in Hiring Policy, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Municipal Conflict of Interest Act.

Purpose

This policy is designed to ensure that qualified individuals are appointed in a fair and equitable manner to roles as municipal officers who report directly to City Council.

Definitions

'Interview panel' means the individuals appointed, in accordance with this policy and any other relevant procedures or policies, to interview candidates for the position of Chief Administrative Officer or Integrity Commissioner.

'Municipal officer' means officers appointed under the Municipal Act, who report directly to City Council, including the Chief Administrative Officer and Integrity Commissioner.

Policy Requirements

There shall be no acts of favouritism, bias, undue influence or discrimination in the municipal officer recruitment process. Individuals participating in the recruitment and appointment process shall not attempt to influence the hiring of any applicant in a manner that is inconsistent with this policy. Participants shall not engage in any behaviour that provides an unfair advantage to a candidate during the municipal officer recruitment process. This includes assisting any candidate by providing inside information including, but not limited to, interview questions and suggested answers, presentation materials, information about other candidates, and/or any information gathered in meetings, conversations, email or any other form of communication or discussion.

All City staff and members of City Council involved in the recruitment and appointment process are required to hold in strict confidence all confidential information concerning matters dealt with by City Council and/or the interview panel. All City staff and members of City Council are subject to MFIPPA and members of City Council are also subject to the confidentiality clause in section six of the Code of Conduct for Council and Local Boards.

The following City staff, or their designates, may be involved in the recruitment, appointment and administration of contracts for municipal officers:

- Chief Administrative Officer
- Deputy Chief Administrative Officer, Corporate Services
- General Manager, City Clerk's Office/City Clerk
- General Manager, Legal, Realty and Court Services/City Solicitor
- General Manager, Human Resources
- Other staff or contracted individuals as approved by the interview panel or City Council

Any member of City staff who is a candidate for appointment into the role of a municipal officer is not permitted to participate in or influence the recruitment or appointment process.

Responsibilities

City Council

- Approve the appointment of municipal officers and related contracts as noted in this policy.
- Oversee and ensure that this policy is applied to and fulfilled with regards to the recruitment, appointment and administration of contracts for municipal officers.

Mayor

- Serve as the Chair for the Chief Administrative Officer Recruitment, Selection and Performance Sub-committee.
- Oversee and ensure that this policy is adhered to and fulfilled with regards to the recruitment, appointment and administration of contracts for municipal officers.

Interview Panel Members

- Ensure compliance with this policy and any related policies or procedures regarding the recruitment, appointment and administration of contracts for municipal officers.

City Staff

- Assist City Council, the Mayor and the interview panel in the recruitment, appointment and administration of contracts for municipal officers in accordance with this policy and any related policies of procedures.

External Search Firms/Contracted Individuals

- Assist City Council, the Mayor and the interview panel in the recruitment, appointment and administration of contracts for municipal officers in accordance with this policy and any related policies ~~or~~ procedures on an as needed basis.

Policy Monitoring

The General Manager, City Clerk's Office/City Clerk will review and monitor this policy as it relates to the hiring of the Chief Administrative Officer and Integrity Commissioner. The City Solicitor shall review and monitor this policy as it relates to contract administration for the Chief Administrative Officer and Integrity Commissioner.

Failure to comply with this policy on the part of a City staff member may result in discipline up to and including dismissal.

Any complaints related to members of City Council and this policy shall be made to the Integrity Commissioner.

Corporate Policy and Procedure



Policy	<u>Recruitment, Hiring and Involuntary Departure Procedures for Municipal Officers</u>
Category	Corporate
Authority	City Clerk's Office
Related Policies	Recruitment, Appointment and Contract Administration for Municipal Officers; Chief Administrative Officer Recruitment, Selection and Performance Sub-Committee Terms of Reference
Approved By	City Council
Effective Date	March 22, 2021
Revision Date	<u>Tuesday, June 27, 2023</u>

Policy Statement

The City of Guelph is committed to open and transparent practices for the recruitment, hiring and involuntary departure of municipal officers that report directly to City Council or are appointed by City Council in accordance with the Municipal Act or other relevant legislation.

Purpose

These procedures are designed to guide the recruitment, ~~and~~ hiring and involuntary departure of municipal officers in an efficient and transparent manner~~the Integrity Commissioner and Chief Administrative Officer.~~

Definitions

'Municipal officer' means ~~officers appointed specific positions~~ under the Municipal Act, that who report directly to City Council or are appointed and removed by City Council in accordance with the Municipal Act or other relevant legislation, including the Chief Administrative Officer and Integrity Commissioner. This includes statutory municipal officers, including but not limited to the Integrity Commissioner, City Treasurer, City Clerk, Chief Building Official and Fire Chief, as well as discretionary municipal officers such as the Chief Administrative Officer (CAO).

'Statutory municipal officer' means specific positions which City Council is required to appoint in accordance with the Municipal Act or other relevant legislation. This includes, but is not limited to, the Integrity Commissioner, City Treasurer, City Clerk, Chief Building Official and Fire Chief.

Recruitment, ~~and Hiring~~ and Involuntary departure Procedures

Chief Administrative Officer

1. ~~The Chief Administrative Officer (CAO)~~ recruitment shall be undertaken as follows:

- a. The CAO Recruitment, Selection and Performance Sub-committee (the CAO Sub-committee) ~~may~~ shall be asked by the Mayor for input into the desired qualifications and job description of the ~~Chief Administrative Officer (CAO)~~.
- b. The CAO Sub-committee may engage an external search firm or direct Human Resources staff to assist in the recruitment of the CAO.
- c. The CAO Sub-committee, as well as a representative of an external search firm or Human Resources staff, shall form the interview panel for CAO recruitment.
- d. The CAO Sub-committee shall report to City Council, through a confidential resolution, with a recommended CAO candidate for City Council's approval.
- e. City Council may meet to discuss the CAO Sub-committee's recommended candidate in a closed session, however, an open resolution of City Council is required to appoint the CAO.

2. The involuntary departure of the CAO shall be undertaken as follows:

- e.a. City Council may meet to discuss and approve the involuntary departure of the CAO, in accordance with the City's Procedure By-law, and shall include in that discussion the Deputy Chief Administrative Officer (DCAO), Corporate Services and the General Manager, City Clerk's Office/City Clerk.

Integrity Commissioner

~~2.3.~~ The Integrity Commissioner Recruitment shall be undertaken as follows:

- a. The CAO, having been granted delegated authority by City Council, will undertake the recruitment of an Integrity Commissioner whenever a vacancy in the position arises.
- b. The CAO will conduct the recruitment of an Integrity Commissioner through a request for proposal which includes an interview component.
- c. The CAO and City Clerk shall form the interview panel for Integrity Commissioner recruitment.
- d. Following the recruitment and appointment of the Integrity Commissioner by the CAO, a formal appointment by-law will be brought forward for City Council approval.
- e. The CAO shall report on the exercise of their delegated authority via an information report as soon as possible after an agreement with a successful candidate has been finalized.

4. The involuntary departure of the Integrity Commissioner shall be undertaken as follows:

- a. City Council may meet to discuss and approve the involuntary departure of the Integrity Commissioner, in accordance with the City's Procedure By-law, and shall include in that discussion the CAO and the General Manager, City Clerk's Office/City Clerk.

Statutory Municipal Officers Appointed and Removed by City Council

5. The Municipal Act, and other relevant pieces of legislation, require that City Council appoint specific statutory municipal officers by by-law. In accordance with Section 23.3 of the Municipal Act, the appointment and removal of these officers may not be delegated by City Council to City staff.

6. The recruitment of statutory municipal officers shall be undertaken as follows:

- a. In general accordance with the recruitment and hiring practices for Non-Union Municipal Employees as set by the CAO and DCAO, Corporate Services, with the following exceptions:
 - i. An employment agreement with an individual selected to hold the position of a statutory municipal officer must be conditional upon the approval by City Council of a by-law appointing the individual as a municipal officer.
 - ii. The appointing by-law referenced above shall be brought before City Council at the earliest opportunity following the signing of an employment agreement.

7. The involuntary departure of statutory municipal officers shall be undertaken as follows:

- a. In general accordance with the involuntary departure practices for Non-Union Municipal Employees as set by the CAO and DCAO, Corporate Services, with the following exceptions:
 - i. A by-law to approve the involuntary departure of a statutory municipal officer shall be brought before City Council at the earliest opportunity following the involuntary departure.
 - ii. The CAO and DCAO, Corporate Services, may bring forward to City Council appointing by-laws for interim positions as necessary and in compliance with the Municipal Act and other relevant legislation.

Attachment-7 Proposed Changes to Schedule "A" – Delegation of Powers and Duties of the Delegation of Authority By-law

Table 1: Legal, Realty and Court Services

Number	Delegation	Delegate	Limitation
8.2	Authority to commence any legal proceeding or step in a legal proceeding.	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less, excluding interest and costs.
8.3	Authority to commence any legal proceeding on behalf of the City to ensure that no limitation period or other time restriction expires before instructions of Council can be obtained.	General Manager, Legal, Realty and Court Services /City Solicitor.	Instructions of Council are sought as soon as practicable thereafter for claims over \$100,000 \$200,000 , excluding interest and costs.
8.4	Authority to take all necessary steps to defend any legal proceeding commenced against the City.	General Manager, Legal, Realty and Court Services /City Solicitor.	Instructions of Council are sought as soon as practicable thereafter for claims over \$100,000 \$200,000 , excluding interest and costs.
8.5	Authority to commence any counterclaim, crossclaim or third-party claim as part of the City's defence to any legal proceeding.	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less, excluding interest and costs.
8.6	Authority to bring applications and post security for the removal of liens registered against City lands.	General Manager, Legal, Realty and Court Services /City Solicitor.	Expenditures of \$100,000 \$200,000 or less.

Number	Delegation	Delegate	Limitation
8.7	Retain any expert or other person to assist in an actual or potential action or other legal proceeding, or the acquisition or disposition of land.	General Manager, Legal, Realty and Court Services /City Solicitor.	With approval by the applicable Deputy CAO or General Manager up to \$100,000 \$200,000 .
8.10	Take all necessary steps to protect or pursue the rights of the City in its capacity as landlord or tenant.	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less and claims over \$100,000 \$200,000 with the approval of Council.
8.11	Negotiate resolutions and execute the necessary documentation including consents, settlement agreements and releases in any existing anticipated claim, demand, action or other proceedings brought or made against the City, or those local boards or other persons for whom the City is responsible, where the value of the proceeds or settlement or the City's contribution to the settlement does not exceed \$100,000. Where the City's contribution to the settlement exceeds \$100,000, with approval of Council.	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less and claims over \$100,000 \$200,000 with the approval of Council.

Number	Delegation	Delegate	Limitation
8.19	<p>Approve and execute agreements permitting the City or its contractors to enter upon land for any of the purposes of the City or permitting others to enter onto City-owned lands for municipal, utility or other purposes, provided that the estimate of the cost of the obligations to be incurred by the City is part of an approved budget or does not exceed \$50,000 \$200,000.</p>	<p>General Manager, Legal, Realty and Court Services /City Solicitor.</p>	<p>Subject to the specific authority, as set out in this By-law, to execute, amend or terminate agreements and other documents permitting underground pipe crossings of lands used for gas lines or railway purposes, limited access highways, or hydro corridors.</p>
8.24	<p>Subject to compliance with the Policy for the Sale and Disposition of Real Property Interests, approve and execute agreements to lease/licence and leases/licences of land required for City purposes and any related notice of lease, including leases having a term in excess of 21 years and including the assignment and sub-leasing/sub-licensing of existing agreements, provided that: (a) the total consideration or a reasonable estimate of the cost of the</p>	<p>General Manager, Legal, Realty and Court Services /City Solicitor in consultation with the City's Strategic Property Committee.</p>	

Number	Delegation	Delegate	Limitation
	obligations to be incurred by the City does not exceed \$100,000 \$200,000 ; and (b) the consideration or cost does not exceed the Council-approved budget for the affected department.		
8.25	Subject to compliance with the Policy for the Sale and Disposition of Real Property Interests, approve and execute agreements for the sale of City-owned land, easements over City-owned land, or the purchase of land, provided that total consideration or a reasonable estimate of the cost of the obligation is supported by an appraisal and does not exceed \$100,000 \$200,000 .	General Manager, Legal, Realty and Court Services /City Solicitor.	
8.26	Authority to manage all insured claims, both self- and third-party insured, except those which are the subject of litigation.	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less, excluding costs and interest and those that are not subject to litigation.
8.27	Authority to settle all insured claims, both self- and third-party insured, where the value of the City's contribution to the settlement is not greater than the deductible amount	General Manager, Legal, Realty and Court Services /City Solicitor.	Claims of \$100,000 \$200,000 or less, excluding costs and interest and those that are not subject to litigation.

Number	Delegation	Delegate	Limitation
	set out in the subject policy.		

Finance

Table 2: Finance

Number	Delegation	Delegate	Limitation
5.5	Authority to approve successful bids where the procurement of the goods or services is budgeted but does not have specific Council approval.	General Manager, Finance /City Treasurer and the Deputy CAO of the relevant service area This delegation cannot be exercised by the CAO.	Successful bids approved must meet all conditions of the Procurement By-law. Reporting: Annual Information Report to Council.

Table 3: Chief Administrative Officer

Number	Delegation	Delegate	Limitation
1.2	Authority to execute, amend or terminate agreements with third parties, that in effect bind the City, for the provision or acquisition of goods and services or other City activities, works or services that are ordinary to the business of all City's service areas but subject to any limitations as set out in City policies established by Council.	CAO; the Deputy CAOs; General Manager of the relevant department.	Any expenditure that is funded through a current year's operating or capital budget, which has been approved by Council. The application, contract and agreement is in compliance with the Procurement By-law. Applications, contracts, and agreements are less than five (5) ten (10) years in length. Reporting: Annual Information Report to Council.

Table 4: Public Services

Number	Delegation	Delegate	Limitation
15.1	Authority to approve or make minor amendments to exemptions to the Noise Control By-law, as amended from time to time, for events. that have been exempt in the past and analogous events with a substantially similar impact.	Deputy CAO, Public Services.	<p>Notice of all exemptions shall may be published in the local newspaper and/or the City's Web site.</p> <p>Review:</p> <p>Where an application has been denied, the applicant may request that the decision be reviewed by Council.</p> <p>A person who has reason to believe that they will be negatively impacted by an approved special event may request that the decision to approve be reviewed by Council.</p> <p>Reporting:</p> <p>Annual Information report to Council.</p>

Table 5: Operations

Number	Delegation	Delegate	Limitation
17.2	Approve temporary exemptions to the Exotic Animal Control By-laws, as amended from time to time.	Deputy CAO, Public Services; General Manager, Operations.	<p>All temporary exemptions shall be time limited to no more than 90 days, after which time Council must approve further exemptions. The authority for exemptions will be processed on a year-to-year basis. An exemption may be revoked by staff if the animal poses a health and safety concern. Staff are not able to exempt any animals prohibited by the Province.</p> <p>Reporting:</p> <p>Annual Information Report to Council on the number of exemptions granted each year.</p>

Table 6: Economic Development and Tourism

Number	Delegation	Delegate	Limitation
New 10.4	Authority to approve and execute the acquisition and disposition of strategic properties within the limits of the city, up to a value of \$1,500,000.00	CAO.	Transactions up to and not exceeding a maximum value of \$1,500,00.00 excluding tax and other transaction or closing fees. Reporting: Annual Information Report to Council.

Table 7: Environmental Services

Number	Delegation	Delegate	Limitation
13.1	Authority to execute agreements relating to the supply of water, sewer and wastewater within the City.	General Manager, Environmental Services.	Agreements must be in support of programs or projects approved by Council or referenced in the Sewer Use By-law.

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, June 6, 2023
Subject	2022 Guelph. Future Ready Progress Report

Recommendation

1. That the Guelph. Future Ready Progress Report, dated June 6, 2023, be received.
 2. That City Council respectfully requests its local boards and shared services (Guelph Public Library, Wellington-Dufferin-Guelph Public Health, County of Wellington, the Elliott Community, Downtown Guelph Business Association, Grand River Conservation Authority, and Guelph Police Service) to provide annual performance updates in conjunction with the annual Strategic Plan progress reporting, beginning June 2024.
-

Executive Summary

Purpose of Report

The purpose of this report is to provide Council and the community with an update on the key performance indicators (KPI) and strategic initiatives (SI) in the [2019-2023 Strategic Plan: Guelph. Future Ready](#).

Key Findings

Building on the direction outlined in the strategic plan, the [Guelph. Future Ready 2022 Progress Report](#) continues the shift of the City of Guelph (the "City") towards a more performance-based and data-driven culture that links corporate strategic priority areas to resource allocation and measurable performance results.

The first Guelph. Future Ready Progress Report was brought forward to [Council on June 28, 2021](#) to report on 2020 strategic plan progress. This was followed by the 2021 report which was presented to [Council on April 4, 2022](#). The City used this online reporting format to highlight data and stories to present a balanced and transparent view of how the Corporation is making progress towards achieving its strategic plan.

[The Guelph. Future Ready 2022 Progress Report](#) shows that the Corporation continues to perform well in many areas. Staff have worked hard to maintain the City's financial position and focus on initiatives to further progress the strategic plan.

To build on the success of prior years, it is important for the Corporation to continue to monitor and report on the annual progress of the strategic plan and the corporate vision. The 2022 Progress Report is further evidence of the cultural shift

toward data driven decision-making and our transparent approach to performance reporting.

There has been considerable progress in the past few years in the City's performance and data journey; however, this greater awareness has also highlighted the need for improved KPI selection and data availability. Existing KPIs will be evaluated based on the City's refreshed strategic plan in 2023 and data availability, and new KPIs will be selected to better measure the progress of these strategic directions in the 2024-2027 Strategic Plan.

Strategic Plan Alignment

This report provides a progress update of the KPIs and SIs approved as part of the [Future Ready Action Plans and Performance Measurement Framework](#) Council report presented on September 28, 2020.

Financial Implications

There are no direct financial implications resulting from this report.

Financial implications related to the implementation of action plans to achieve strategic priorities, as measured by KPIs and SIs, will be presented to Council through the 2024-2027 multi-year budget (MYB) process.

Report

As part of the strategic plan implementation over the past year, the City has reviewed its corporate performance culture. This has included improving corporate strategic alignment, identifying areas for improvement, and the development of data collection processes and systems.

Actions resulting from this analysis include the annual Progress Report and building consistency in performance management at the department level. This shift is being achieved by working with staff across all service areas to increase skills, knowledge and capacity to undertake more consistent data-driven corporate performance activities, at both the strategic and operational levels.

More detail on KPIs and SIs can be found in the [Performance Management Framework Update](#) information report submitted to Council as an information report on March 12, 2021.

Since the [2019-2023 Strategic Plan: Guelph. Future Ready](#) was approved, the community has undergone unprecedented challenges and change. Despite these impacts, the City has made significant progress in many areas. Throughout 2022, the City continued to:

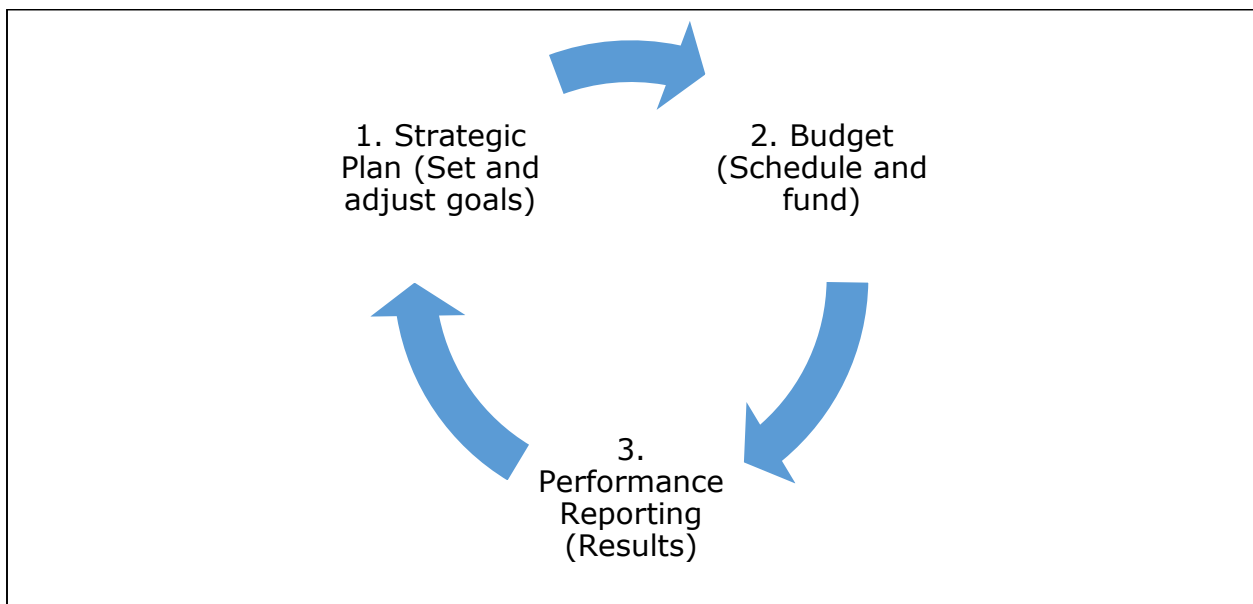
- Build connections with the community using Guelph's Community Plan to provide an opportunity for collaboration and integration of the community's voice;
- Rollout a multi-year budget to focus on long-term and integrated financial planning; and
- Make significant progress on a number of corporate plans advancing major priorities for the City including developing the Climate Adaptation Plan and continued electrification of the Guelph fleet.

Throughout 2022, staff continued to provide exceptional services and value for tax dollars. The 2021 progress report provided valuable insights into areas that were progressing on track, and others that required additional attention to ensure that the City was able to deliver on goals, as identified in the strategic plan. These insights helped to fuel the prioritization of resources and effort throughout 2022 which can be seen in the continued progress on several SIs and KPIs (see Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs). While progress was steady, there are still important areas for improvement which the Guelph. Future Ready 2022 Progress Report highlights.

The online report [Guelph. Future Ready. Progress report 2022](#) is presented according to strategic priority area, e.g., Powering our Future, Sustaining our Future, etc., in alignment with the [2023 Budget confirmation](#), and the [2019-2023 Strategic Plan: Guelph. Future Ready](#).

This annual reporting is a critical component of the organization’s performance cycle as shown in Figure 1 below.

Figure 1: Performance Cycle



Progress Report Summary – KPIs and SIs

The following section highlights each of the five strategic priority areas in the strategic plan and provides highlights of the annual progress of its related KPIs and SIs. The Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs contains a full list of the KPIs and SIs, their performance in 2022 as compared to 2021, and a commentary about progress.

Each KPI was assigned a current evaluation status based on an assessment against its target. Where data was not available at the time of this report, the status of “Not available at the time of publishing” was assigned. If data was not available in previous years and 2022 data is unavailable, the status of “under review” was assigned to indicate that this KPI is being evaluated to determine its continuation in the strategic plan moving forward. This is an important area of improvement for future strategic plans. In several instances, the reporting frequency of a KPI is less

than ideal and efforts will be made to select more frequently reported measures for the new strategic plan.

For any SI which reported either the scope, schedule or budget as yellow (minor impact) or red (significant impact), a return to green plan was also included to highlight the actions required to shift the SI back on track. Highlighting both successes and areas for improvement helps to grow a stronger performance culture that supports consistent measurement and improvement.

The key highlights of KPIs and SIs are shown below broken down by strategic priority area:

1. Powering our Future: An economy that empowers us

This strategic priority area has a goal that the City contributes to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone.

It has two KPIs and seven SIs. Below are highlights of this priority area:

- **Our Food Future:** The organization made significant progress by successfully offering a range of business programs aimed at supporting innovation and resilience in the Guelph economy. The reporting year saw a significant increase in the number of new circular businesses and collaborations engaged over the previous year (2022 – 243; 2021 – 164), which is directly reflective of the broad reach of business supports and funding.
- **Employment Survey:** The [Economic Development and Tourism Strategy](#) was developed in 2021, focusing on both retaining and supporting existing businesses, while seeking to attract new sectors and tourism opportunities over the next five years. The [Grow Guelph partnership](#) officially established the Economic Development division as the backbone agency for the organization.
 - The Economic Development and Tourism department also surveyed local businesses in 2022 to collect information that will track employment activity in Guelph and assist in connecting businesses with relevant support programs.
 - The survey reported that 78 per cent of businesses identify Guelph as a good place to do business, which is a 3 per cent increase over 2021 reporting which was 75 per cent.
 - The survey responses received reflected a broad representation of both industry sectors and business sizes with at least one response received from every sector in Guelph.
- **Guelph Innovation Work Plan:** The Guelph Innovation Framework was completed in Q3 2022. An implementation plan will be developed in 2023 to roll out the framework across the Corporation. Upon completion of the implementation plan, this SI will move into operations.

2. Sustaining our Future: An environment that sustains us

This strategic priority area has a goal that the City cares for the local environment, responds to climate change and prepares Guelph for a net-zero-carbon future.

It has three KPIs and four SIs. Below are highlights of this priority area:

- **Greenhouse Gas (GHG) Inventory:** The City has developed a greenhouse gas emissions (GHG) inventory for community emissions (all emissions within city boundaries including the Corporation), along with a robust method to annually track progress towards the [Community Net Zero Carbon](#) target. The current data shows that emissions have improved by 14.3 per cent since the baseline was established in 2018. This data will be shared with the community to enable both the community and City to make informed decisions on how to reduce community-wide energy consumption and GHG emissions in pursuit of the net zero target.
- **Climate Adaptation Plan:** The [Guelph Climate Adaptation Plan](#) has made significant progress in 2022. Milestones include:
 - Stage 1 - Completing a background review to learn and build upon the City's existing climate adaptation actions (things we are already doing to reduce the impact of a changing climate).
 - Stage 2 - Identifying climate hazards and the physical, environmental, health, social and economic impacts these hazards have on the City.
 - Stage 3 - Evaluating climate risk and the City's ability to cope with and respond to the effects of a changing climate.
 - Staff will move into Stage 4 in 2023 where we will develop and prioritize actions to increase the City's resilience to climate change.
- **Continue to Support the Community:**
 - The community GHG emissions inventory and monitoring process has been established and is being maintained to track progress. Past errors have been identified in data sourced from utility partners and has been since corrected. Utility partners have been delayed in providing recent community data. Continued efforts are underway to address the delays.
 - The Guelph Greener Homes Program is currently under development and will support Guelph residents with interest free loans for household energy retrofits and will fully launch in 2023.
 - The Corporation continues to build and maintain infrastructure that supports the reduction of communitywide GHG emissions.

3. Navigating our Future: A transportation network that connects us

This strategic priority area has a goal that the City fosters easy, accessible movement through trails, paths, roads and corridors to tie the community together and connect Guelph's economy with other regions.

It has four KPIs and five SIs. Below are highlights of this priority area:

- **Transportation Planning:** In January 2022, City Council approved Guelph's [Transportation Master Plan](#) which will create a sustainable and resilient transportation network over the next 30 years. This plan also sets new long-term mode share targets which were built from the existing targets set in Guelph's Official Plan and will be used to inform future performance reporting. The non-auto mode share KPI is informed using data from the provincial [Transportation Tomorrow survey](#) which will be delivered again in 2023. Progress to date includes:
 - Procurement of consultants to start the Complete Street Design and Multi-Modal Level of Service Guidelines;
 - Progress on designing the protected bike facilities throughout the city; and
 - Preparation of the Goods Movement Strategy terms of reference.

- **Investing in Green Fleet:** A key corporate strategic goal is to invest in a green fleet. The City's fleet now has 7.2 per cent of its vehicles using clean and efficient technology (up from 3.2 per cent in 2021). Highlights from 2022 include the delivery of four battery electric vehicles and four electric buses in 2022. The availability of vehicles suitable for the City's operations continues to be limited and the evaluation of these new purchases will be used to inform future decision making.
- **Road Safety:** Safety on public highways is a local priority and from 2016 to 2020, 1.4 per cent of all collisions in Guelph resulted in a major injury or fatal outcome. The [Community Road Safety Strategy \(CRSS\)](#) is being implemented, and this included the installation and operation of red-light cameras and automated speed enforcement devices and a focus in communication around road safety. These actions also support the City's efforts in implementing [Vision Zero](#), which was approved as part of the recommendations in the [Transportation Master Plan](#).

4. Working Together for our Future: A modern government that works with us

This strategic priority area has a goal that the City runs an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

It has five KPIs and four SIs. Below are highlights of this priority area:

- **Financial Performance:** Despite financial challenges over the past two years, [the City's credit rating](#) was upgraded to AAA for 2022 from AA+ in 2021. This is the highest possible credit rating and the S&P report highlights the City's strong reserve balances, responsible use of debt and strong economic base.
 - The total tax and rate impact as a percentage of household income increased to 5.2 per cent from 5.1 per cent for 2021. The SI to implement the [Long-Term Financial Framework \(LTFF\)](#) is reporting scope as moving from yellow to green. In 2022, the multi-year budget was modified to respond to economic conditions, adding a capital prioritization exercise to the work plan to address high levels of inflation.
 - The first budget confirmation process was developed and executed, culminating in Council confirmation of the 2023 budget in January 2023.
- **Develop and implement an HR Strategy:** CAO objective #4 for 2023 is to attract and retain a talented workforce through innovative practices and supportive governance approaches. As part of this objective, work for 2022 focused on updating internal systems to capture data necessary to set benchmark measures to report in 2023.
- **Service Simplified Strategy:** In 2018, the City developed the Service Simplified Customer Service Strategy. In 2022, the City developed and implemented [Guelph's Good Service Standards](#) which included a corporate customer service training program and customer satisfaction measurement framework, including policy, procedure and training for service owners. Plans are underway for implementing a digital customer service platform (CRM), based on the need for a more centralized customer service function. Other customer-facing technology projects are planned for 2023 to 2025.

5. Building our Future: A community that supports us

This strategic priority area has a goal that the City makes strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.

It has seven KPIs and seven SIs. Below are highlights of this priority area:

- **Corporate Assets:** The City has an infrastructure asset base, with a calculated replacement value of approximately \$4.39 billion, as of 2020. Of the asset portfolio in 2020, 68 per cent of assets were in “Fair” or better condition with approximately 32 per cent (\$1.4 billion) below 40 per cent remaining life. While updated data for 2022 is not available at the time of this report, the City will continue to track the per cent of current assets that are providing satisfactory levels of service that demonstrate progress towards addressing priority asset needs. This KPI is supported by the Corporate Asset Management Plan which will be refreshed in 2024.
- **New Affordable Housing:** Monitoring Guelph’s achievement towards its affordable housing targets is the focus of the KPI which reports the percentage of ownership and rental housing units created each year that are considered affordable as part of [Guelph’s Affordable Housing Strategy](#). The targets were set by the [City of Guelph’s Affordable Housing Strategy \(2017\)](#) and will be reviewed again in 2024.
 - The affordable housing ownership target of 25 per cent was not met. Only 22 per cent of new units in 2022 were sold below the benchmark price of \$455,125.
 - The affordable housing secondary rental market target of 4 per cent was met with over 11 per cent of new units created last year being rented at or below the affordable rental benchmark price of \$1,372 for 2022.
 - The 1 per cent target for primary rental units is reported on every 5 years. Guelph did not meet the primary rental target when it was last reported on in the 2020 Guelph Growth Management Strategy and Affordable Housing Monitoring Report.
 - The implementation of this strategy made progress in 2022 with budget changing from a yellow status in 2021 to green status in 2022. This is attributed to the City’s enhanced partnership with the County of Wellington Housing Services.
 - More information regarding affordable housing benchmarks can be found in the [Affordable Housing Benchmark Report](#) circulated to Council on May 5, 2023.
- **Emergency Response Times:** Another factor in how safe people feel is through response times for emergency services.
 - In Fire Services, the 2022 data showed that 59.5 per cent of calls met the four-minute drive time target. The reporting methodology changed in 2022 and is consistent with those used as part of the fire service accreditation process. This is a decline from 2021, when 61.7 per cent of call responses met the drive time target of four minutes from call received to the arrival of the first unit.
 - In Paramedic Services, the 2023 data showed 63 per cent of Canadian Triage and Acuity Scale (CTAS) 1 cases were within the eight-minute response time

target. This is a decline from 2021, where 64.6 per cent of cases met the target. Detailed information about target setting and results can be found in the [Paramedic Service Response Performance 2021](#). The 2022 report is scheduled to be submitted to Council in July 2023.

- For Guelph Police Service, the 2022 median Priority 1 response time was six minutes and ten seconds which is a slight increase over 2021 (six minutes and three seconds). Additional data and reporting can be found in the [2021 Guelph Police Service Annual Report](#) which is the latest report publicly available.
- **Construction of Key Assets:** The [Baker District redevelopment](#) and the [South End Community Centre \(SECC\)](#) both have made progress in 2022 with their schedule status moving from yellow to green. However, the SECC project encountered scope, schedule and budget constraints, moving the scope status from green to yellow and the schedule status from green to red.
 - COVID-19 created a number of supply chain disruptions and volatility in the pricing for materials and services that were unanticipated at the project outset.
 - The City changed the construction methodology for the SECC project to a Construction Management approach which offers the best value going forward. The [report presented to Council in March 2023](#) outlined a path to complete construction, incorporating cost saving measures.
- **Community Connections and Equity:** In 2021, a new strategic initiative was added to the strategic plan to reflect the organization's focus on both equity and the community. Progress was made in 2022 which can be found in the [Corporate Update - Equity, Diversity, Inclusion and Anti-Racism Initiatives](#), which was presented to Council in December 2022, outlines progress made in 2022. The goals of this program include:
 - Expand training and learning opportunities to staff.
 - Raise awareness and celebrate diversity within the organization; and
 - Review recruitment and selection processes to identify ways to ensure the corporation better reflects the community it serves.

Implementing a Performance-based Culture

The annual Strategic Plan Progress Report is a step forward as the City moves towards a performance-based culture. As this work progresses, staff will provide regular performance updates and make improvements to overall data collection and availability where possible. These are important first steps in moving towards being more performance-oriented and data-driven culture in the City.

Since this is a cultural shift in the way the organization approaches data and reporting, the achievement of results must be undertaken in phases, celebrating incremental progress while also recognizing limitations.

KPI Selection and Data Limitations

The main limitations of the 2022 Guelph Future Ready Progress Report are that there are further definitions and refinements of KPIs and targets required. The past few years have shown progress in the City's performance and data journey, but greater awareness has also highlighted the need for improved KPI selection and data availability. The alignment, timeliness and availability of data in some cases

does not currently allow for coordinated annual reporting. In these cases, data is not available from external sources or not refreshed for many years.

These data shortcomings and KPI selections will be incorporated into the reporting of the City's strategic plan that is currently being refreshed. These improved metrics will also be accompanied by increased analysis and interim approaches as needed.

Financial Implications

There are no direct financial implications resulting from this report.

Financial implications related to implementation of the action plans to achieve success in the KPIs and SIs will be presented to Council through the multi-year budget process.

Consultations

The Executive Team and the Corporate Management Team, along with the individual departments and divisions have been integral to the leadership and completion of this work. This cross-departmental consultation includes stakeholders from across the organization, at various levels, from Deputy CAOs to individual contributors across all service areas.

Attachments

Attachment-1 Overview of 2022 Strategic Plan Key Performance Indicators and Strategic Initiatives

Departmental Approval

Daniel Beemsigne, Manager, Corporate and Community Strategic Initiatives

Report Author

Colm Lynn, Advisor, Strategy and Performance Management

This report was approved by:

Jodie Sales

General Manager, Strategy, Innovation, and Intergovernmental Services

Office of the Chief Administrative Officer

519-822-1260 extension 3617

jodie.sales@guelph.ca

This report was recommended by:

Scott Stewart

Chief Administrative Officer

Office of the Chief Administrative Officer

519-822-1260 extension 2221

scott.stewart@guelph.ca

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 KPIs)

ID	KPI Title	KPI owner	Strategic Priority Area	Service area	2022 Results	2021 Results	Evaluation Against Target	Commentary
01	Per cent reduction in collision severity	GM, Engineering and Transportation	Navigating our future	Infrastructure, Development and Enterprise Services	0.89%	1.4%	Met target	Implementation of traffic calming measures and interventions found under the Community Road Safety Strategy, such as red light cameras and a communication focus around road safety, have likely all contributed to a favorable result for this KPI.
02	City's Credit rating	GM, Finance	Working together for our future	Corporate Services	AAA	AA+	Met target	In 2022, the City's credit rating increased from AA+ to AAA, the highest possible credit rating from S&P Global Ratings, reflecting the City's commitment to long-term financial sustainability and the resilience of Guelph's local economy.
03	Total Tax and Rate Burden as a percentage of household income	GM, Finance	Working together for our future	Corporate Services	5.2%	5.1%	Did not meet target	The target was to maintain or reduce the rate burden. There was a slight increase in the KPI metric from 5.1 per cent in 2021 to 5.2 per cent in 2022. Average household income, property taxes and utility rates are the components used to calculate this KPI.
04	Employee Engagement Index	GM, Human Resources	Working together for our future	Corporate Services	Not available at time of reporting	2020: 59.4% engaged An engagement pulse survey will be conducted in 2024.	Not available at the time of publishing	Engagement Pulse Survey moved to 2024.
05	Per cent increase in citizen satisfaction	GM, Strategy Innovation and Intergovernmental Services	Working together for our future	Office of the Chief Administrative Officer	76%	Results are not available for 2021 at this time. City of Guelph Satisfaction Survey will be conducted in 2022.	Did not meet target	The 2022 Satisfaction Survey focused on overall satisfaction with services. Future reporting will be strengthened and refined with upcoming detailed customer satisfaction reporting being developed organization wide. This new reporting will provide more accurate assessments of customer satisfaction based on a series of pre-defined criteria. With this data, the City will be better positioned to respond to issues and make improvements to service delivery.
06	Per cent of digital transactions	GM, Clerks	Working together for our future	Corporate Services	This KPI is being reviewed to reflect customer satisfaction and performance reporting.	Results are not available for 2021 at this time. This KPI is being reviewed to reflect customer satisfaction and performance reporting.	Under Review	Rather than measure or report on the level of service digitization, the City is shifting its focus to report on overall service quality. By 2024, the City will report customer satisfaction with all public-facing services, with a target to maintain or increase customer satisfaction each year.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 KPIs)

ID	KPI Title	KPI owner	Strategic Priority Area	Service area	2022 Results	2021 Results	Evaluation Against Target	Commentary
07	Per cent reduction of climate risk exposure for the City's built and natural assets	GM, Environmental Services	Sustaining our future	Infrastructure, Development and Enterprise Services	Results are not available for 2022 at this time. Data will not be available until 2024 following the completion of the Climate Change Adaptation Plan.	Results are not available for 2021 at this time. Data will not be available until 2024 following the completion of the Climate Change Adaptation Plan.	Not available at the time of publishing	Results are not available for 2022 at this time. Climate Change Adaptation Plan is in the executing stage. Data will not be available for KPI reporting until the completion of the Climate Change Adaptation Plan.
08	Per cent increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE)	GM, Facilities and Energy Management	Sustaining our future	Infrastructure, Development and Enterprise Services	24.7% (2021)	2020: 25.4% Data for 2021 will not be available until mid-year 2022.	Met target	2022 utility data will be available later in the year. 2021 calendar year data is reported. Continue implementation of carbon reduction and renewable energy generation measures through capital upgrades and operational improvements.
09	Per cent reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target	GM, Facilities and Energy Management	Sustaining our future	Infrastructure, Development and Enterprise Services	Results are not available for 2022 at this time.	-2018: 902,152 tonnes of CO2 equivalent -2019: 910,226 tonnes of CO2 equivalent -2020: 749,342 tonnes of CO2 equivalent. -2021: 772,768 tonnes of CO2 equivalent	Not available at the time of publishing	Community utility data is not available from the utility providers (Alectra Utilities and Enbridge). Data requests have been made by the City.
10	Number of new circular businesses and collaborations	Executive Director, Smart Cities Office	Powering our future	Office of the Chief Administrative Officer	243	164	Met target	The KPI includes the total number of businesses that started or expanded using circular practices through participation in Our Food Future and/or Circular Opportunity Innovation Launchpad programs. The key drivers of increased results were the innovation funds that are available to support businesses through the transition by testing new ideas and processes.
11	Per cent of businesses reporting Guelph as a good place to do business	GM, Economic Development	Powering our future	Infrastructure, Development and Enterprise Services	78%	75%	Met target	The source of this data comes from the Customer Satisfaction Survey which differs from the source used in 2021 which would make this a baseline year for this KPI. This survey was conducted in 2022 but will not be conducted in 2023.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 KPIs)

ID	KPI Title	KPI owner	Strategic Priority Area	Service area	2022 Results	2021 Results	Evaluation Against Target	Commentary
12	Per cent change in non-auto mode share	GM, Engineering and Transportation	Navigating our future	Infrastructure, Development and Enterprise Services	Results are not available for 2022 at this time. Data sourced from external survey and not available again until 2024.	Results are not available for 2021 at this time. Data sourced from external survey and not available again until 2023.	Not available at the time of publishing	Currently, mode share data is only available every 5 years based on the Transportation Tomorrow Survey data. The TTS is currently collecting data which is anticipated to become available in early 2024. There was a 1-year delay to their 5-year schedule due to the impacts of the pandemic in 2021 on data validity. As part of the 2023 workplan, Transportation Planning staff are exploring alternative data collection methodologies to collect annual household travel data.
13	Connectivity Index	GM, Engineering and Transportation	Navigating our future	Infrastructure, Development and Enterprise Services	Results are not available for 2022 at this time. Data will be available to report in 2024.	Results are not available for 2021 at this time. Data will be available to report in 2024.	Not available at the time of publishing	The Connectivity Index is not yet developed and is pending budget resources to support the capacity to do this work.
14	Per cent of affordable residential units (ownership and rental)	GM, Planning and Building	Building our future	Infrastructure, Development and Enterprise Services	Ownership: 22% affordable units Rental (Primary Units): 0% affordable units Rental (Secondary Units): 11% affordable units	Ownership: 28% affordable units Rental (Primary Units): 0% affordable units Rental (Secondary Units): 12% affordable units	Did not meet target	The results of the affordable ownership units did not meet the target of 25 per cent. The secondary rental units were above the target of 4 per cent. An information report submitted to Council on May 5, 2023 provides an update on the City's Affordable Housing Strategy and includes these indicators.
15	Improvement in response time for Paramedic Service based on the Canadian Triage and Acuity Scale 1 (CTAS-1)	Chief, Guelph-Wellington Paramedic Service	Building our future	Public Services	63%	64.6%	Did not meet target	Paramedic resources have been added through the 2023 budget process. Efforts are ongoing to reduce the impact of hospital offload delays on available resources and response times. Deployment plans have recently been reviewed and adapted to maximize response times with available resources.
16	Improvement in response time for Paramedic Service based on the Canadian Triage and Acuity Scale 2 (CTAS-2)	Chief, Guelph-Wellington Paramedic Service	Building our future	Public Services	71%	75.9%	Did not meet target	Paramedic resources added in the 2023 budget process. Efforts are being made to reduce the impact of hospital offload delays. Paramedic deployment plan has been recently updated to maximize response times to emergencies.
17	Improvement in response time for Police Service	Chief, Guelph Police Service	Building our future	Guelph Police Service	6 min 10 sec	6 min 3 sec	Did not meet target	This result is 7 seconds slower than in 2021; however, it is well within the margins to consider this KPI result a maintenance of the previous year's KPI.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 KPIs)

ID	KPI Title	KPI owner	Strategic Priority Area	Service area	2022 Results	2021 Results	Evaluation Against Target	Commentary
18	Per cent of residents who perceive themselves to be safe in the city	GM, Strategy Innovation and Intergovernmental Services	Building our future	Office of the Chief Administrative Officer	71%	Results are not available for 2021 at this time. New data will be collected in 2023 as part of the Guelph Police Service community survey.	Baseline year	Previous reporting for this KPI used a similar question from the Guelph Police survey. Starting in 2022, we have shifted to collect this information through the Guelph Satisfaction Survey and Local Immigration Partnership survey. This approach ensures that the question phrasing will remain consistent and the data will now be available annually.
19	Per cent of current assets that provide satisfactory levels of service	GM, Engineering and Transportation	Building our future	Infrastructure, Development and Enterprise Services	Results are not available for 2022 at this time. Data will be available in the 2024 Asset Management Plan Update.	Results are not available for 2021 at this time. Data will be available in the 2024 Asset Management Plan Update.	Not available at the time of publishing	Results are not available for 2022 at this time. Data will be available in the 2024 Asset Management Plan Update.
20	Improvement in response time for Fire Services	Chief, Guelph Fire Services	Building our future	Public Services	59.5% of calls met the target of response within 4 minutes	61.7% of call responses met the target of response within 4 minutes	Did not meet target	In 2022, GFD implemented a response time improvement model. Components of the model include training, communication, technology, behavior, and accountability. GFD is currently in the process of updating handheld device software which will enable drivers to utilize a navigation aid (routing). This is anticipated to reduce drive time and overall response times. In addition, in 2022, blank City maps were printed which facilitates street familiarization and street recognition which trains and evaluates the driver's street recollection skills. Fire Services and Transit are currently engaged with traffic services to update intersection traffic pre-emption. This solution is anticipated to make a positive impact on drive times and overall response times.
21	Per cent citizens expressing a sense of belonging to Guelph	GM, Strategy Innovation and Intergovernmental Services	Building our future	Office of the Chief Administrative Officer	63%	Results are not available for 2021 at this time. City of Guelph Satisfaction Survey will be conducted in Q2 2022.	Did not meet target	Results are not available for 2021 at this time. New data will be collected in 2023 as part of the Guelph Police Service community survey.
22	Per cent conversion of existing municipal fleet to clean and efficient technology	GM, Public Works	Navigating our future	Public Services	7.2%	3.2%	Met target	The recent purchase of the 12 fully electric cars, 8 hybrid SUV's and 4 Electric buses have allowed the city fleet to meet this KPI.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 Strategic Initiatives)

#	Strategic Initiative	Strategic Initiative Owner	Strategic Pillar	Scope	Schedule	Budget	Comments
01	Formalize the Grow Guelph Partnership initiative	GM, Economic Development	Powering our future	Green	Green	Green 2021 Status was Yellow ↑	Funding established in January 2023. Agreements to be in place by end of year 2023
02	Implement the City of Guelph Innovation Work Plan	GM, Strategy Innovation and Intergovernmental Services	Powering our future	Green	Green 2021 Status was Yellow ↑	Green	The Guelph Innovation Framework was completed in Q3 2022. An implementation plan will be developed in 2023 to roll out the framework across the Corporation. Upon completion of the plan, this initiative will move into operations.
03	Implement Our Food Future circular economy 5-year initiative and associated elements of the Grow Back Better 10-point recovery plan	Executive Director, Smart Cities Office	Powering our future	Green	Green	Green	Our Food Future's circular economy initiative continues to build capacity and momentum in the areas of food access, economic growth and food waste reduction and diversion.
04	Develop and implement new Economic Development and Tourism Strategy	GM, Economic Development	Powering our future	Green	Green	Green	Adopted by Council Jan 2022. Year 1 has seen movement in implementation. With new funding approved, EDT can move forward on those priorities that were stalled by funding constraints.
05	Implement fibre optic network initiative	GM, Information Technology	Powering our future	Green	Green	Green	This project is a four year project which is on-going and hitting planned milestones as expected.
06	Tourism and Culture Rebuild and Museum and Culture planning	GM, Culture and Recreation	Powering our future	Green	Green	Green	Ongoing support to community and organizations through COVID recovery (and change). Tourism and development alignment to Economic Development and Tourism Strategy updated in 2022. Cultural (and Sports Tourism) Mapping project completed. Implementation recommendations to finalized in 2023. Pre-work to Cultural planning. Update to Museum and Culture Operating Plan completed.
07	Formalize the Workforce Development Partnership component of the City's Economic Development Strategy	GM, Economic Development	Powering our future	Green	Green	Yellow 2021 Status was Green ↓	Formalizing the Grow Guelph partnerships first and the workforce portion will occur in 2024.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 Strategic Initiatives)

#	Strategic Initiative	Strategic Initiative Owner	Strategic Pillar	Scope	Schedule	Budget	Comments
08	Develop and implement Climate Adaptation Plan	GM, Environmental Services	Sustaining our future	Green	Green	Green	Staff have completed Stages 1 and 2. Staff are at the end of Stage 3. Recent highlights include: 1. Completing a background review to learn and build upon the City's existing climate adaptation actions (things we are already doing to reduce the impact of a changing climate); 2. Identifying climate hazards and the physical, environmental, health, social and economic impacts these hazards have on the City; and 3. Evaluating climate risk and the City's ability to cope with and respond to the effects of a changing climate. Staff will move into Stage 4 where we will develop and prioritize actions to increase the City's resilience to climate change.
09	Implement the ISO 50001 Corporate Energy Management System	GM, Facilities and Energy Management	Sustaining our future	Green	Green	Green	Framework development is currently underway with energy performance tracking and the Corporate energy policy in place.
10	Continue to support the Community Energy Initiative (CEI)	GM, Facilities and Energy Management	Sustaining our future	Yellow	Yellow	Green 2021 Status was Yellow ↑	The community GHG emissions inventory and monitoring process has been established and is being maintained to track progress. Utility partners has been delayed in providing recent community data. Efforts are underway to address the delays. The Guelph Greener Homes Program is currently under development and will support Guelph residents with interest free loans for household energy retrofits. The Corporation continues to build and maintain infrastructure that supports the reduction of communitywide GHG emissions.
11	Develop and implement a Sustainability City Master Plan	GM, Planning and Building	Sustaining our future	Red	Yellow 2021 Status was Red ↑	Yellow	To be initiated in 2023 following the Corporate Climate Adaption Plan.
12	Establish Emerging Transportation Technologies Office (ETTO)	GM, Engineering and Transportation	Navigating our future	Red 2021 Status was Yellow ↓	Red	Red	Funding was not approved in the 2022 multi-year budget to resource this work sufficiently. There has been no progress to date. The 2024 multi-year budget will again recommend operating (staff) and capital resources to support this work moving forward.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 Strategic Initiatives)

#	Strategic Initiative	Strategic Initiative Owner	Strategic Pillar	Scope	Schedule	Budget	Comments
13	Continue to implement the electrification of the fleet and personal vehicles	GM, Public Works	Navigating our future	Green	Green	Green	As of January 3, 2023, 7.2 per cent of the municipal fleet is electric or electric/hybrid powered. The fleet is expecting four electric buses and six more electric cars to be delivered and placed into service in 2023. These additions will increase Guelph's municipal fleet to 8.0 per cent electric or electric/hybrid.
14	Continue to develop and implement the Transportation Master Plan	GM, Engineering and Transportation	Navigating our future	Green	Green	Green	The TMP was approved in January 2022. Progress to date includes the procurement of consultants to start the Complete Street Design and Multi-Modal Level of Service Guidelines; progress on designing the protected bike facilities throughout the city; preparation of the Goods Movement Strategy terms of reference; and more.
15	Implement the Community Road Safety Strategy	GM, Engineering and Transportation	Navigating our future	Green	Green	Green	This is an ongoing project. Council adopted Vision Zero as our road safety strategy during the Transportation Master Plan's approval in January 2022. Our most notable action in 2022 was to implement community safety zones and lower speed limits on local roads and some collector and arterial roads.
16a	Develop the Connectivity Index	GM, Engineering and Transportation	Navigating our future	Green 2021 Status was Yellow ↑	Red	Green 2021 Status was Red ↑	Preliminary work to scope the Connectivity Index started in 2022; however, the 2021 multi-year budget did not include funding to resource this work and it is not progressing as quickly as intended.
16b	Support regional transit connectivity	GM, Strategy Innovation and Intergovernmental Services	Navigating our future	Green	Green	Green	Resourcing to support this work will be reintroduced as part of the 2024 multi-year budget.
17	Develop and implement HR Strategy	GM, HR	Working together for our future	Green	Green	Green	Work has focused on updating the internal systems to capture the data necessary to set benchmark measures.
18	Implement the Service Simplified Strategy	GM, Clerks	Working together for our future	Green	Yellow	Green 2021 Status was Yellow ↑	Developed and implemented Guelph's Good Service Standards. Initiated corporate customer service training program. Developed customer satisfaction measurement framework, including policy, procedure and training for service owners. Adjusted plans for purchasing and implementing a digital customer service platform (CRM) based on the need for a more centralized customer service function. Other customer-facing technology projects planned for 2023-2025

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 Strategic Initiatives)

#	Strategic Initiative	Strategic Initiative Owner	Strategic Pillar	Scope	Schedule	Budget	Comments
19	Creation of a Digital Services Team that leads the digitization of service delivery	GM, Information Technology	Working together for our future	Red 2021 Status was Yellow ↓	Red 2021 Status was Yellow ↓	Red 2021 Status was Green ↓	Due to internal turnover this project was paused. Now that there is reliable staffing in place, this will be a priority moving forward.
20	Implement the Long-Term Financial Planning Framework	GM, Finance	Working together for our future	Green 2021 Status was Yellow ↑	Yellow	Green	Additional staffing resources were added to support the analysis and response to legislative changes and the Revenue Budgeting Policy will be presented to Council for approval in March 2023. Given the significant upcoming capital prioritization work planned for the 2024-2027 multi-year budget and forecast, a timeline for advancing the goal of a live dashboard will be reassessed in 2024.
21	Implement the Corporate Asset Management Plan	GM, Engineering and Transportation	Building our future	Green	Green	Green 2021 Status was Yellow ↑	While the asset management plans have outlined sustainable annual funding targets for infrastructure renewal, there remains an unfunded portion which will continue to be addressed through Council-approved funding strategies. The 2021 Asset Management Plan only addressed the current levels of service for Core Assets. The 2024 Asset Management Plan will address current levels of service for all asset categories.
22a	Build key assets (South End Community Centre)	GM, Facilities and Energy Management	Building our future	Yellow 2021 Status was Green ↓	Red 2021 Status was Green ↓	Yellow	The tender closed in Q1 2022 with the lowest bid at 50 per cent above the original budget. In order to counteract the current market volatility and inflation, the City has concluded that a change in the construction methodology for the SECC project to a Construction Management approach offers the best value going forward. A Request for Proposal was successfully issued for a construction manager to perform pre-construction services, including value engineering and to provide input into the budget, constructability, and schedule, and, at the City's option, to proceed with construction and post-construction services. The project team collaborated with the consultant and construction manager, and a final recommendation for a path forward on the project as a result of the collaboration between all parties is being brought forward to Council in Q1, 2023.

Attachment-1 Overview of 2022 Strategic Plan Strategic Initiatives and KPIs (2022 Strategic Initiatives)

#	Strategic Initiative	Strategic Initiative Owner	Strategic Pillar	Scope	Schedule	Budget	Comments
22b	Build key assets (Baker Street Development)	GM, Facilities and Energy Management	Building our future	Green	Green	Green	In 2022, the design of the new library, parkade and public squares were completed by the consultant team and are currently in review. Permitting for the construction of the library and parkade is currently ongoing and expected to be completed in Q2 2023. The project team, including the consultant and construction manager, are currently working towards the tender for the library and parkade, which is expected to be completed early Q2, and at which point construction activities for the library and parkade will begin on site. In 2022, the archaeological clearance was completed along with the installation of a new water main on Baker. Deep Services work was tendered in Q4 2022 and has been awarded. The right of way and servicing works are expected to start in the spring as soon as the weather allows.
22c	Build key assets (Operations Hub)	GM, Facilities and Energy Management	Building our future	Green	Green	Green	Design work for the Guelph Transit and Fleet Services facility remains on scope, schedule and within approved budget. Budget for the site, facility and charging infrastructure construction are to be approved through the 2024-2027 MYB.
23	Implement the City of Guelph's Affordable Housing Strategy (2017)	GM, Planning and Building	Building our future	Green	Green	Green 2021 Status was Yellow ↑	Report annually and added units through council support of 3 supportive housing projects. This report will be updated in 2023/2024.
24	Enhance Guelph's collaborative relationship with the County	GM, Strategy Innovation and Intergovernmental Services	Building our future	Green	Green	Green	We are working collaboratively to support the work underway with Collective Results to identify systemic gaps related to homelessness, mental health and substance use. Working collaboratively to support the Mayor's Strategic Advisory Group on Downtown Guelph. The County is presenting Social Services KPIs in June.
25	Develop a Community Safety and Well-Being Plan	GM, Strategy Innovation and Intergovernmental Services	Building our future	Green	Yellow 2021 Status was Green ↓	Green	The development of the plan's action plan, and accompanying reporting structure, has been deferred to 2023, due to changes in staffing, along with pace and capacity limitations.
26	Complete the Community Plan Refresh, Coalition of Inclusive Municipalities Action Plan to ensure that the City delivers equity in service delivery and policy	GM, Strategy Innovation and Intergovernmental Services	Building our future	Green	Green	Green	Reports have now gone to Executive Team and Council on updates to the Coalition of Inclusive Municipalities and overall corporate initiatives as related to EDI. Community Plan refresh is ongoing via regular engagement. From here we can prioritize initiatives and policy or programming changes needed based on feedback from both community and Council.



COUNTY OF WELLINGTON

County of Wellington Social Services: Report to Guelph City Council Tuesday June 6, 2023

Recommendation:

That the report from the Social Services Department, County of Wellington on the provision of social services in Guelph and Wellington County be received for information by the Guelph City Council.

Purpose of Report

The purpose of this report is to provide Guelph City Council information on the provision of social services in response to the motion passed by Guelph City Council on Monday July 4, 2022 under item 10.2 Urgent Issues Related to Homelessness, Mental Health and Addictions.

“City Council respectfully requests quarterly updates from the County on the provision of social services with a focus on homelessness, addiction and mental health issues, including performance reporting and key performance indicators.”

Since July 2022 there have been numerous conversations between senior leadership at the City of Guelph and the County of Wellington to discuss the City of Guelph motion and clarify expectations noting that addiction and mental health fall outside the scope of social services.

It was agreed that the County of Wellington would prepare an annual report on the provision of social services in 2022 for Guelph City Council meeting on June 6, 2023. There was consensus among senior leadership that this report would be satisfactory to respond to the spirit of the motion passed by Guelph City Council in July 2022.

This report includes background information on the role of the County of Wellington as the Consolidated Municipal Service Manager (CMSM) for Social Services for the Wellington service delivery area (Guelph and Wellington County), related reporting requirements to the province and a brief description of the service area.

Descriptions of Social Services programming areas, programme goals and objectives are provided to contextualize the key performance indicators for the three divisions of Social Services: Children’s Early Years, Housing Services and Ontario Works. The report also includes embedded links where the reader can access additional information and reports from the Social Services Department.

Background

County of Wellington, Consolidated Municipal Service Manager of Social Services

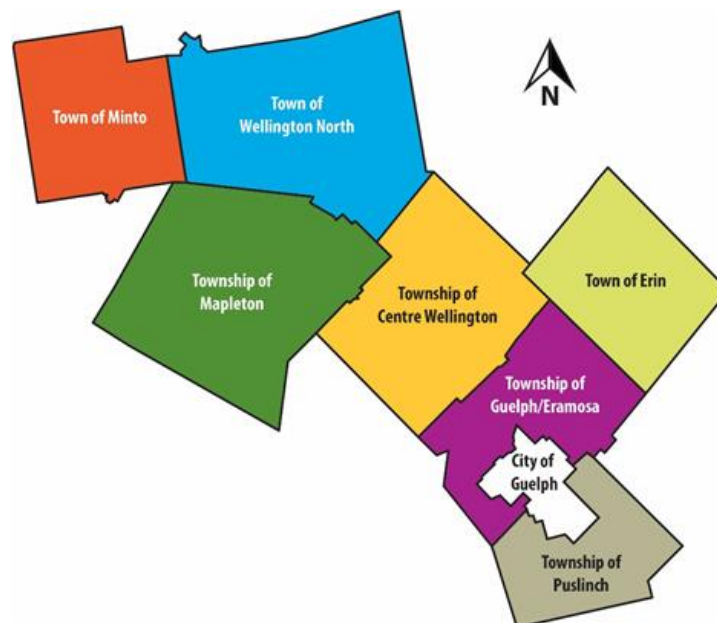
The Province of Ontario's Local Services Realignment process in 1997 resulted in shifting the financial responsibility between the provincial and municipal tax bases for a number of programme areas and a pooling of social services.

This led to the creation of 47 Service System Managers across Ontario made up of Consolidated Municipal Service Managers, and District Social Services Administrative Boards in Ontario's northern districts. Since the 1998 municipal fiscal year, Ontario is the only jurisdiction in Canada where municipal levels of government hold the responsibility for social services.

Hence, the Corporation of the County of Wellington was designated as the Consolidated Municipal Service Manager (CMSM), or Service Manager, for the delivery of Social Services for the "Wellington" area which includes Wellington County and the City of Guelph. Today, the County's Social Services department oversees the planning, management, and implementation of the following provincially mandated services, within their own division: Children's Early Years; Housing Services; Ontario Works.

Wellington Service Delivery Area

The Wellington service delivery area is a mix of urban and rural areas, covering 2,665 square kilometers. The map below identifies the 8 municipalities that make up the Wellington service delivery area.



According to the 2021 Census, Wellington service delivery area has a total population of 241,026, with approximately 60% residing in the City of Guelph and 40% residing in Wellington County. The population has grown by 9.1% since the 2016 census, well above Ontario's population increase of 5.8%. The City of Guelph population is distributed across just over 87 square kms, and Wellington County's population is distributed across more than 2,500 square kms of land (nearly 97% of the total service delivery area).

The County of Wellington Social Services Committee

The County of Wellington Council has eight different Standing Committees that report to County Council. The County's Social Services Committee is one of these Standing Committees of Council and its membership is comprised of 4 County Councillors, the Warden, ex-officio, and the Mayor of the City of Guelph. The Social Services Committee meets monthly, except for July, August, and December, receiving a variety of reports and programme updates from the three divisions of Social Services (Children's Early Years, Housing Services and Ontario Works).

Motions approved at the Social Services Committee are sent to County Council where all minutes of the Standing Committees receive final approval.

Service Manager Accountability to the Province and Reporting Responsibilities

As the Service Manager for social services, the County is accountable to the provincial government, in addition to County Council, to ensure the funding and delivery of these services are carried out in accordance with contractual agreements the County holds with various Ministries. These agreements are accompanied by Ministry directives, guidelines, and may include provincially funded initiatives, including provincial/federal partnerships or for federal programmes and initiatives where funding is flowed directly to the County.

Each division of Social Services has responsibilities outlined in their respective legislation and are required to report to their respective Ministries:

Social Services	Relevant Legislation	Provincial Ministry
Children's Early Years	Child Care and Early Years Act, 2014	Ministry of Education
Housing Services	Housing Services Act, 2011 Residential Tenancies Act, 2006	Ministry of Municipal Affairs and Housing
Ontario Works	Ontario Works Act, 1997	Ministry of Children, Community and Social Services

The Ministries hold the County accountable through ongoing monitoring of service plans, reporting of financial and service data, compliance reviews (policies and client files), as well as financial audits. Social Services Directors and Managers from each division work closely with Ministry officials on a regular basis to ensure compliance with requirements is maintained at all times.

In addition, the Social Services Policy, Research, and Planning team which consists of policy, research, and data analysts, provide planning, monitoring and evaluation supports and ensure that services are evidence-based and designed to support the unique strengths of each municipality within the Wellington service delivery area. Under the guidance of Directors, the team is responsible for developing, implementing, and monitoring service plans which address matters of provincial interest and are responsive to local needs and interests. All social services plans are developed by leveraging research and local data and include extensive community engagement processes.

Children's Early Years: Service Manager Responsibilities

Children's Early Years is required to produce a Child Care and Early Years Service Plan, according to the *Child Care and Early Years Act, 2014* that explains how matters of provincial interest will be addressed through the services and programmes offered to the service delivery area. The service plan is submitted to Social Services Committee and County Council and then submitted for approval by the Ministry of Education. The Children's Early Years Service Plan is made publicly available on the County's Children's Early Years webpages.

- A key function of Children's Early Years is to perform service system planning that includes research, local data collection, and community engagement to inform a service plan that will advance a system of child care and early years programmes and services in Wellington that addresses local priorities and matters of provincial interest, as outlined in the *Child Care and Early Years Act, 2014*.
- A collaborative approach to planning is supported through Growing Great Generations (GGG) and the Birth-Six working Group, local community planning tables involving health, community service agencies, and organizations supporting children and youth and their families.
- To advance Wellington's strategic priorities of a licensed child care and early years system that is of high quality, equitably available, equitably accessible, affordable, and supported by system leadership and accountability, the Children's Early Years Division performs several key functions:
 - *Operational Funding for Licensed Child Care*: Provide funding to support child care operations, as well as workforce compensation supports and minor capital.
 - *Special Needs Resourcing*: Improve access and optimal participation of children with special needs in licensed child care and early years programmes.
 - *Capacity Building*: Build the capacity of the child care and early years programmes workforce through professional learning and development opportunities to support the provision of high-quality programmes.
 - *Directly Operated Child Care Programmes*: Operate four licensed child care centres and one licensed home child care agency.
 - *Child Care Fee Subsidy*: Administration of the child care fee subsidy programme, which subsidizes the costs of licensed child care for eligible families.
 - *EarlyON Child and Family Centres*: Plan for and oversee the system of high-quality child care and family programmes and services, for all families and caregivers with children from birth to 6 years old, at no cost to participants.
 - *Canada-wide Early Learning and Child Care (CWELCC) System*: Implementation of 100% federal funding to reduce child care fees and support improved compensation for Registered Early Childhood Educators (RECEs) who are low wage earners. The County enters into CWELCC funding agreements with each child care programme.

Children’s Early Years Programme Goals and Objectives

- Implement a consistent and continuous quality assessment and improvement strategy across the child care and early years system.
- Develop and support implementation of a workforce strategy that improves recruitment and retention of qualified child care and early years professionals.
- Increase access to and participation in professional development and recruitment strategies that enhance the workforce’s knowledge and competencies on topics of current focus, relevance and interest within the sector including diversity, inclusive practices, and cultural competence.
- Stabilize current child care and EarlyON service levels during the pandemic.
- Continue to increase the capacity for regulated child care and EarlyON services, focusing on fair distribution.
- Improve child care and early years service system information, awareness, communication, and service navigation resources to enable parents to make informed decisions about and facilitate access to available services.
- Improve integration of the child care and early years service system, particularly EarlyON programmes, with other community services.
- Improve awareness and facilitate parents’ access to child care fee subsidy, including simplifying processes for families applying for and receiving child care subsidy.

Children’s Early Years Division Performance Measures

Children’s Early Years performance measures for 2022 are presented in the table below:

Children’s Early Years Performance Measures	2022
# of full-time, full-year licensed child care spaces for children birth up to 4 years old	2,275
# of active contracted home child care providers	28
# of participants accessing EarlyON Centre programmes	2,817
# of educators participating in professional learning	348
# of spaces available for child care fee subsidies	4,857
# of children in receipt of child care fee subsidies	976
# of CWELCC agreements with child care programmes	72 (85%)

Housing Services: Service Manager Responsibilities

The Housing Services Act, 2011 requires Service Managers to prepare local 10-year Housing and Homelessness Plans, in consultation with community and service providers, to address the current and future housing needs of individuals and families. Service Managers are also required to communicate community progress towards Housing and Homelessness Plan goals and objectives to the province and the public on an annual basis. These reports are available on the [County's Housing Services website](#).

- A key responsibility of Housing Services as the Service Manager is service system planning which includes planning activities such as developing service system needs analysis and approaches to respond to diverse housing needs across the housing continuum from homelessness, through emergency shelters, transitional and supportive housing systems, through social and affordable rental housing, to private market rental and ultimately homeownership.
- The County of Wellington Housing Services manages and maintains the Guelph-Wellington Centralized Waiting List for social housing. Housing Services is responsible for the administration and management of a large portfolio of social and government-funded affordable housing properties throughout Guelph and Wellington County. Housing Services is responsible for financial support and legislative oversight of 20 non-profit housing providers and housing co-operatives. In addition, Housing Services is also responsible for the administration of hundreds of housing units under rent supplement agreements with private market landlords to reduce rents for low-income tenants.
- *Reaching Home: Canada's Homelessness Strategy* provides federal funding to support individuals experiencing or at risk of homelessness. As the designated Reaching Home Community Entity for the Wellington service area, the County of Wellington, implements the community plan and is responsible for the selection, approval, and management of projects in the local area. Community Entities are supported by a Community Advisory Board responsible for developing the community plan and recommending projects for funding at the community level.
- *Housing Services is the lead agency for the Guelph-Wellington Built for Zero-Canada Campaign*, a national movement to end chronic homelessness. Built for Zero Canada provides a structured, supportive, and data-driven approach focused on optimizing local homeless systems, accelerating the adoption of proven practices, and driving continuous improvement.
- Housing Services supports households experiencing/at risk of homelessness through three key areas:
 - *Preventing Experiences of Homelessness*: address issues that can destabilize households. Early interventions that can support households to pay off rental or utility arrears are key components to quickly stabilizing a household and keeping them housed.
 - *Emergency Responses to Experiences of Homelessness*: respond to immediate experiences of homelessness. The housing stability system includes emergency shelters, outreach workers to support those experiencing unsheltered homelessness while diversion and rapid rehousing services assist with alternate housing solutions quickly, to avoid long duration homelessness.
 - *Transitions to and Retention of Housing Placements*: to find permanent housing solutions for those that are newly experiencing homelessness or experiencing chronic homelessness.

Housing Services Programme Goals and Objectives

- In 2014 the County, in collaboration with the community, developed the 10-Year Housing and Homelessness Plan (HHP) entitled "A Place to Call Home". The County undertook a 5-year update, approved by County Council in 2018, which reflects refined objectives that align with provincial policy directions and emerging community needs.
- The County's Housing and Homelessness Plan sets out how we plan to address housing and homelessness locally, including housing affordability, coordination of support services, the promotion of human-centred and culturally appropriate service delivery models, housing stock revitalization, and ending chronic homelessness.
- Housing Services work is undertaken collaboratively with a variety of local stakeholders including municipal partners; Indigenous organizations; health and human service organizations and operators in the homeless serving system. The eight objectives of the Housing and Homelessness Plan, developed in consultation with community, are listed below:
 - To help low-income households close the gap between their incomes and housing expenses.
 - To provide a range of housing stability supports to assist with housing retention and homelessness prevention.
 - To offer a comprehensive range of supportive housing options for residents with complex needs due to aging, disabilities, mental health issues and addictions.
 - To increase the supply and mix of affordable housing options for low to moderate income households.
 - To end chronic homelessness.
 - To promote client-centred, coordinated access to the housing and homelessness system.
 - To support the sustainability of the existing social and affordable housing stock.
 - To foster access to culturally appropriate housing and homelessness services for Indigenous peoples.

Housing Services Performance Measures

Housing Services performance measures for 2022 are presented in the table below:

Housing Services Performance Measures	2022
# of households in Rent-Geared-to-Income (subsidized housing) units	2,508
# of households in government-funded affordable housing	616
# of households that received rent supports	489
# of households served in Transitional and Supportive Housing	111
# of households accessing support services in subsidized or government-funded affordable housing	360
# of people actively experiencing chronic homelessness (monthly average BNL)	137

Ontario Works: Service Manager Responsibilities

Ontario Works division prepares annual Ontario Works Service Plan submissions to the Ministry of Children, Community and Social Services (MCCSS) are shared with Social Services Committee and County Council. While not mandatory, the Ontario Works division also prepares annual reports on 100% municipally funded health benefits for low-income individuals. These reports are available on the [County's Ontario Works webpages](#).

- Ontario Works provides temporary financial assistance to residents in need while they are actively assisted in becoming employed and achieving self-reliance. Income assistance includes allowances for basic needs, shelter, as well as other benefits prescribed in provincial regulations to those applicants who meet mandatory eligibility requirements.
- Employment and life stability supports include the development of participation plans, counseling, life skills programmes, referrals to community supports and job placements.
- The Cost Recovery Division is primarily responsible for programme accountability. These services include eligibility verification and review, overpayment recovery and client appeal processes.
- The Cost Recovery team also administers provincially and municipally funded discretionary benefit programmes to eligible low-income households, with urgent needs, who are not otherwise in receipt of Ontario Works assistance.
- The Social Services Help Centre offers a wide range of services including access to computers, local job postings, photocopying, public telephones, and assistance in completing social services related programme applications and accessing other community supports.
- Employment and Life Skills Workshops are delivered on numerous employment and life skills topics facilitated by professional staff.
- Immigrant Settlement Services: Assists newcomers in our community in gaining access to the economic, social, health, cultural, educational, and recreational services that they require.
- Municipal grant funding is administered to local agencies or collaborative groups to address important social issues such as domestic violence, substance use, elder abuse, and poverty.

Ontario Works Programme Goals and Objectives

The Ontario Works Division strives to effectively serve people needing assistance by delivering high quality programmes and services in collaboration with our community partners and in accordance with provincial legislation and directives governing the Ontario Works programme.

The Ontario Works Annual Service Plan outlines how the following goals and objectives of the Ontario Works programme are to be achieved:

- Recognize individual client responsibility and promote self-reliance through participation in life stabilization and employment activities.
- Provide financial assistance to those most in need while they meet obligations to prepare for, obtain and maintain employment.
- Ensure accountability in service delivery to provincial and local taxpayers.

The Division also delivers settlement services to newcomer immigrants to Wellington County. Through an agreement with the Department of Immigration, Refugees and Citizenship Canada, the County has the following goals and objectives pertaining to this work:

- To meet the settlement and integration needs of newcomers, including those in smaller and more rural communities.
- To facilitate the connection of newcomers to the communities they live in.
- To enhance the capacity of local employers to hire and retain newcomers.

Ontario Works Performance Measures

Ontario Works performance measures for 2022 are presented in the table below:

Ontario Works Performance Measures	2022
% of the Ontario Works Caseload with Employment Income	9.82%
% of Cases Exiting to Employment	20.85%
# of new settlement* clients assisted with a settlement and referral plan	150
# of settlement* group sessions	42
# of employers participating in the County's newcomer/immigrant recruitment programme	13

*Settlement Services is a programme funded through Immigration, Refugees and Citizenship Canada (IRCC) with the mandate to assist newcomers to Canada access community services and adjust to life in their new community.

Summary

As the Service Manager for Social Services, the County of Wellington has the responsibility to implement social services programmes that align with provincial matters of interest and according to legislation while ensuring that they reflect the diverse and varied needs of communities across the service delivery area. Setting goals and objectives, and measuring programme performance, allows the Service Manager to assess progress and identify areas that require new or additional attention in subsequent service delivery plans.

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, June 6, 2023
Subject	Components of the new Community Engagement Framework

Recommendation

1. That the revised Community Engagement Policy be approved, formally replacing the 2019 version of the Policy, and that staff be directed to apply the Policy when designing and implementing community engagement.
2. That the draft Community Engagement Charter be approved, formally replacing the 2015 Community Engagement Framework, and staff be directed to develop necessary plans and initiatives for operationalizing the Charter.

Executive Summary

Purpose of Report

This report summarizes the recent review and modernization of the City’s Community Engagement Framework (Framework) and brings forward two components of the modernized Framework for Council’s approval—the Community Engagement Policy, for staff and Council use, and the Community Engagement Charter, our commitment to the community.

Our Community Engagement Framework and corresponding components set the standard and expectations for when and how we engage the community meaningfully on matters that affect them.

Key Findings

In 2022, the City’s community engagement team initiated a review of the Framework and the City’s engagement practices.

Through multiple phases of community engagement led by City staff, it was made clear how we could modernize the Framework to reflect the needs and expectations of our diverse community more accurately. It was also noted that City staff and Council required community engagement materials tailored for their use.

By approving the revised Community Engagement Policy and the Community Engagement Charter, the first two components of the modernized Framework, the City will have renewed direction and clear priorities for driving innovative and meaningful community engagement.

Strategic Plan Alignment

The Policy and Charter align with numerous aspects of the City's current strategic plan, Guelph. Future Ready. Specifically, they support the Working Together for our Future pillar through a commitment to advancing innovative community engagement practices and improving City services through rigorous and transparent use of community engagement data. Furthermore, the Charter's commitment to nurturing relationships and building capacity for participation supports the City's commitment to applying an equity lens to everything we do.

The City's new Framework also supports the Foundations theme of the evolving draft of the 2024-2028 Strategic Plan coming to Council for approval in July.

Financial Implications

It's expected that the new Framework will have relatively minor financial implications. Some project budgets that include community engagement may grow marginally to accommodate some of the shifting requirements and commitments.

Existing and previously approved but currently vacant positions in the Strategic Communication and Community Engagement (SCCE) team will support what is estimated to be a minor increase in demand for community engagement support across the City, as well as any new work associated with nurturing relationships and building capacity for participation.

Any of these impacts will be reflected in the SCCE multi-year budget submission and tied to the advancement of the One City. One Voice. Shared Purpose. multi-year communications and engagement strategy (OCOVSP).

Report

Background

The Community Engagement Policy and Community Engagement Framework were first approved by Council in 2013 and updated in 2015. They were among the first in Canadian municipalities and became an inspiration for many other communities to develop their own.

Since their approval, the Policy and Framework have shaped how community consultations for hundreds of projects have taken shape across the City and how important City decisions reflect the community's input.

We've learned and grown a lot over the past decade. The time was right to review the City's Community Engagement Policy, Framework, and practices. Since their initial inception, we've updated the Community Plan, created the OCOVSP multi-year communications and community engagement plan and experienced the challenges (and opportunities) coming out of COVID-19 pandemic.

This work is rooted in the City's long history of community engagement leadership; a decade's worth of learning related to the implementation of the City's first Framework; and, input from community members, experts, and staff who contributed their time to this review.

The review had several objectives, including:

- identifying and correcting outdated information in the existing Policy and Framework. Ensure compliance with relevant legislation, regulations, and policies;
- ensuring alignment of the Framework with ever-evolving best-practices in community engagement and public participation;
- aligning engagement principles and approaches with emerging best-practices related to inclusion, diversity, equity, accessibility, and anti-racism;
- ensuring the form of the modernized Framework (and all accompanying resources and tools) align with the desired functions and audience needs; and
- building on the innovative spirit of the initial framework, re-affirm the City of Guelph as a leader in engagement across the sector.

The review took place over three phases. With Council's approval, staff will initiate a fourth phase of work focused on operationalization.

- Phase 1 (November 2022 – February 2023)
Broad community engagement and review of best practices
- Phase 2 (February – March 2023)
Leveraging insights from phase 1, develop draft components of a new Framework
- Phase 3 (April 2023 - June 2023)
Validate draft components of a new Framework that pertain to governance and strategy with key audiences and seek Council approval
- Phase 4 (July 2023 and beyond)
Develop additional components of the new Framework that focus on implementation and operationalization

Consultations

A high-level summary of community engagement is outlined below. For more detailed information, please see Attachment-1 Comprehensive Report On Community Engagement - The City Of Guelph Community Engagement Framework And Practices.

Through multiple phases of engagement, staff had quality interactions with diverse audiences across the City. A mix of mostly qualitative methods (online, in-person, and virtual) created space for community members to share what was most important to them, for insights to emerge organically, and for staff to explore certain themes more deeply.

Staff spoke with

- local Indigenous community members;
- community members from equity-denied groups;
- community members from the broader public and the "silent majority";
- community members that frequently engage with the City;
- community partners, organizations, groups, and associations;
- business owners and operators;
- city Councillors;

- staff;
- public participation consultants, academics, and experts; and
- other municipalities.

Engagement during Phase 1

During engagement in Phase 1, participants indicated that the aspiration of the 2015 Framework was still relevant but work needed to be done to deliver on that aspiration more consistently. The community shared their desire for community engagement practices that:

- are more accessible and inclusive across various spectrums of diversity;
- reach more diverse audiences;
- meet the community where they are;
- focus on relationship development and trust building;
- build capacity in the community for participation;
- better connect the dots between past, current, and future engagement and decisions;
- report back more consistently to the community;
- strengthen the rigour of data collection, analysis and sharing;
- spark creativity, curiosity, and joy; and
- are measured not by how many people respond, but by the quality of engagement (e.g., diversity of input, depth of insights).

Specific to the previous Framework, they shared:

- it's unclear who the audience is;
- it's too long and too technical;
- the tools aren't relevant to the community; and
- an appreciation for the complexity of City decisions.

With this feedback—and feedback from other interested parties—the City created draft components of a new Framework.

Engagement during Phase 3

During engagement in Phase 3 of the project, the City shared portions of the Charter with the community. By and large, participants validated that the direction the City had taken was clear and they believed it would result in better community engagement. The feedback received also noted some specific areas that could be strengthened or made more clear:

- strengthen the focus on relationship development specifically with equity-denied groups and those with diverse living and lived experience;
- there should be explicit mention of anti-racism in the Charter;
- clarify that the City should focus on relationship development outside of typical project engagement;
- clarify how decisions are made about what level of engagement is appropriate; and
- use visuals and diagrams to help make the Charter more easily digestible.

We heard from some community members that a lack of trust in the City (staff, elected officials) meant they were suspicious of what the Charter was committing to.

Finally, City staff also brought draft components of the new Framework to the Accessibility Advisory Committee (AAC). The AAC motioned to support the updated community engagement promise and community engagement design principles (with revisions to one of the engagement design principles).

The new Community Engagement Framework

The new Community Engagement Framework has been redesigned as a collection of key policies, documents, plans, and resources (see Table 1.1 on the next page), rather than a single document.

The new Framework separates components that are predominantly community-facing (the Charter), from those that are governance-related (the Policy) and from those that are operational or implementation-focused (the Community Engagement Honorarium Policy, the Multi-Year Community Engagement Plan, and the Community Engagement Playbook).

Staff are seeking Council's approval of the Community Engagement Charter and the Community Engagement Policy. These foundational documents set the direction for developing other elements of the Framework—specifically, the Plan and the Playbook.

Overview: the draft Community Engagement Charter (Attachment-2 The City of Guelph Community Engagement Charter)

If approved, the draft Charter will replace the City's 2015 Community Engagement Framework.

The Charter was created in direct response to feedback received during Phase 1 community engagement and validated in Phase 3 community engagement.

The Charter was drafted primarily with the community in mind. It does not contain some of the staff-specific resources and references that were in the 2013 and 2015 versions. These will be contained in a subsequent Community Engagement Playbook, designed specifically for staff.

The draft Charter includes:

- the City's engagement promise (page 7)—to help create the conditions for meaningful community engagement by nurturing relationships, building capacity for participation, and ensuring there are meaningful opportunities to influence City decisions;
- details about when and how the City will engage the community (pages 8-10);
- Information about the City's community engagement process and community engagement design principles (the process and principles frame what the community can expect from engagement designed and implemented by the City) (pages 11-15); and
- refined roles and responsibilities associated with community engagement (pages 16-17).

Table 1.1 – Components of the new Community Engagement Framework

Focus	Component
Promise to the public	<p>The Community Engagement Charter (Charter)</p> <p>Audience: The community</p> <ul style="list-style-type: none"> • Communicates the City’s community engagement promise, process, and principles • Sets expectations about when and how the City engages • Frames roles and responsibilities <p>Revision cycle: Ongoing</p>
Governance	<p>The Community Engagement Policy (Policy)</p> <p>Audience: Staff and Council</p> <ul style="list-style-type: none"> • Ensures consistent, coordinated, and outcomes-centred approach to engaging the community • Necessitates the City prioritizes resources for delivery of meaningful community engagement • Helps staff and Council understand their responsibilities <p>Revision cycle: Annually</p>
Operational	<p>The Community Engagement Honorarium Policy - recently approved</p> <p>Audience: Staff</p> <ul style="list-style-type: none"> • Ensures consistent provision of honoraria to persons with living and lived experience and members of equity-denied groups who have been asked by the City to contribute their knowledge, skills, and emotional labour to inform decision-making and planning. <p>Revision cycle: Annually</p>
Operational	<p>A multi-year community engagement plan (Plan) – to be developed</p> <p>Audience: Staff</p> <p>Outlines key initiatives that support the delivery of the Charter</p> <ul style="list-style-type: none"> • Creating a relationships framework • Centralizing community engagement data • Developing resources and training for staff <p>Revision cycle: To align with One City. One Voice. Shared Purpose. and the City’s strategic plan</p>
Operational	<p>The Community Engagement Playbook (Playbook) – to be developed</p> <p>Audience: Staff</p> <p>Will provide staff easy-to-use and easy-to-access resources for designing and delivering community engagement.</p> <p>Revision cycle: Ongoing</p>

Overview: the revised Community Engagement Policy (Attachment-3 City of Guelph Community Engagement Policy)

If approved, the draft Community Engagement Policy will replace the 2019 version. Although the content within the Policy and Charter is tailored for different audiences, there is necessarily significant overlap between the two documents.

Key aspects of the revised Policy include:

- clarification of the purpose and scope of the Policy (pages 1-2);
- framing of the City's community engagement process (pages 2-3);
- new design principles (pages 3-4); and
- refined roles and responsibilities associated with community engagement (pages 4-5), including an in-depth breakdown of responsibilities for engagement staff, project managers, community members, and elected officials.

Financial Implications

Risks and mitigating factors

There's no doubt that human resources are a critical asset required to create the conditions for more meaningful community engagement. It's anticipated that between existing staff and other already approved but vacant staff positions, that SCCE has the human resources it will need to action the Policy and Charter.

Interviews and discussions with staff across the City during the review affirmed that "leading good community engagement takes time, expertise and resources". As the SCCE team supports City staff in implementing the Policy and Charter, it's anticipated that the portion of project budgets typically associated with community engagement may need to grow marginally. The SCCE team will work with staff across the City to incorporate these additional asks in their project budgets and ultimately, multi-year budget requests.

Opportunities

Work to better connect dots, centralize community engagement data, and coordinate community engagement across projects may mean more integrated and targeted engagement projects. This is likely to offset some of the additional resources previously mentioned.

Additionally, near term initiatives born out of the One City. One Voice. Shared Purpose. multi-year communications and community engagement plan (OCOVSP) will include capacity-building initiatives for staff across the City. These initiatives will be designed to increase staff's knowledge, skills and effectiveness related to community engagement, making engagement more efficient over time.

Finally, there are numerous opportunities for the SCCE team to support and collaborate on work happening across the City that in turn, helps advance the Policy and Charter. Some of these projects include:

- exploration of tools used for customer relationship management with the Customer Service and experience team. Such work would help improve services based on community needs and help the City nurture diverse community relationships;

- an exploration of community needs and goals related to civic participation and ensuring there are meaningful opportunities for participation. This work with the City Clerk’s Office will provide further insights about barriers, needs, and preferences related to community engagement;
- the work of the Community Plan Working Group and various other initiatives that involve relationship development that ultimately support the goal of nurturing relationships with diverse community members; and
- numerous other City projects, such as projects connected to downtown renewal, that present a unique opportunity to coordinate engagement across multiple projects saving time, resources, and reducing community engagement fatigue.

Next steps

To meet the promise of the Policy and Charter, staff will need to develop the appropriate enabling infrastructure across the Corporation and in the community. This will involve developing a multi-year community engagement plan for operationalizing the Policy and Charter. It will include initiatives aimed at:

- nurturing diverse relationships across the community;
- building capacity in the community for greater participation;
- building capacity within the City around community engagement core competencies; and
- engaging the community outside of specific projects.

There are several specific initiatives already planned for later in 2023 or early 2024 (tied to OCOVSP) that will help advance the Policy and Charter. These include:

- continued roll-out of a recently approved Community Engagement Honorarium Policy that frames how the City compensates individuals from equity-denied groups it seeks to engage (Q3 2023);
- developing a relationships framework and plan for meeting the community where they are (later in 2023); and
- centralizing community engagement data (later in 2023) and finding ways to make insights from these data accessible to staff leading future engagement projects (in 2024 and beyond).

Attachments

Attachment-1 Comprehensive Report On Community Engagement - The City Of Guelph Community Engagement Framework And Practices

Attachment-2 The City Of Guelph Community Engagement Charter

Attachment-3 The City Of Guelph Community Engagement Policy

Departmental Approval

None.

Report Authors

Glen Lombard, Manager, Community Engagement
Kelly Guthrie, Community Engagement Coordinator
Tracy Suerich, Community Engagement Coordinator

This report was approved by:

Lisa Duarte
General Manager, Strategic Communications and Community Engagement
Office of the Chief Administrative Officer
519 822 1260 extension 2610
lisa.duarte@guelph.ca

This report was recommended by:

Scott Stewart
Chief Administrative Officer
Office of the Chief Administrative Officer
519 822 1260 extension 2221
scott.stewart@guelph.ca



Comprehensive report on community engagement: The City of Guelph Community Engagement Framework and practices

May 1, 2023

Authors

Glen Lombard, Manager, Community Engagement

Kelly Guthrie, Community Engagement Coordinator

Tracy Suerich, Community Engagement Coordinator

Table of Contents

Introduction and overview	3
Phase 1 engagement: What we did	4
Approach to and scope of Phase 1 engagement	4
Phase 1 engagement data	5
Limitations surrounding Phase 1 engagement.....	6
Phase 1 engagement: What we heard.....	7
From community	7
From City staff	8
How we will use what we learned	9
Phase 3 engagement: What we did	10
Approach to and scope of Phase 1 engagement	10
Phase 3 engagement data.....	10
Limitations surrounding Phase 3 engagement.....	11
Phase 3 engagement: What we heard and how we will use what we learned	11
From community	11
The Accessibility Advisory Committee (the AAC)	12
Public engagement experts	13
Staff.....	13
Next steps	13

Introduction and overview

As part of One City. One Voice. Shared Purpose. (OCOVSP), the Strategic Communications and Community Engagement (SCCE) department's multi-year strategy, City staff recently embarked on a thorough review of the City's Community Engagement Policy (Policy) and Community Engagement Framework (Framework).

The Policy and Framework were first approved by Council in 2013 and updated in 2015. Guelph was one of the first Canadian municipalities to introduce a Framework for engagement and it became a template for many other communities to develop their own.

The current Policy identifies guiding principles, roles and responsibilities for City staff, Council, and the community as it relates to engagement, and presents operational tactics for monitoring and evaluating engagement across the Corporation.

The current Framework includes guiding principles, frames a model for sustainable decision-making, demonstrates a spectrum of engagement approaches, and provides tools, resources, and supports for staff designing and implementing community engagement.

Since their inception, the Policy and Framework have shaped how community consultations for hundreds of projects have taken shape across the City. After almost a decade of use, it was time to look critically at these foundational documents and assess how they need to evolve to reflect our learnings, a maturing in the field of community engagement, and better address the needs of equity-denied community members.

There were several project objectives:

- identify and correct outdated information in the existing Policy and Framework.
- ensure compliance with relevant legislation and regulations.
- re-align the Framework with ever-evolving best-practices in community engagement and public participation.
- examine our engagement principles and approaches to ensure matters of equity, diversity, inclusion, and accessibility are clear and embedded in our work.
- ensure the form for the modernized Framework (and all accompanying resources and tools) align with the desired functions and audience needs.
- build upon the innovative spirit of the initial framework and re-affirm the City of Guelph as a leader in engagement across the sector

The review was structured to take place over four phases of work, two of which involved community engagement (Phase 1 and Phase 3). This report is a summary

of what we did and what we heard during all engagement and how it shaped the evolution of these key documents.

- Phase 1 (November 1, 2022 – March 1, 2023)
Broad engagement and review of best practices related to community engagement
- Phase 2 (March 2023)
Leveraging insights from phase 1, develop draft Policy and Framework
- Phase 3 (April – May 2023; CoW, June 6, 2023)
Validate drafts with key audiences and prepare for Council approval
- Phase 4 (July 2023 and beyond)
Implementation and rollout

Phase 1 engagement: What we did

Approach to and scope of Phase 1 engagement

Phase 1 engagement focused on collecting key audience’s feedback and ideas about the Policy and Framework and about the City’s engagement practices.

During the period of November 7, 2022 to February 17, 2023, we connected with diverse community members:

- local Indigenous community members
- community members from equity-denied groups
- community members from the broader public and the “silent majority”
- community members that frequently engage with the City
- community partners, organizations, groups, and associations
- business owners and operators
- city Councillors
- City staff
- public participation consultants, academics, and experts
- other municipalities

A diverse approach to engaging these audiences ensured there were ways for community to engage in groups, one-on-one, in-person, virtually, anonymously, and over the phone—with specific effort to reach across various spectrums of diversity (e.g., geography, age, ability, cultural context, equity denied group):

- in-depth, one-on-one interviews
- small group Focused Conversations
- workshops
- a public and partner workshop focused on elevating equity in City engagement
- a public and partner workshop focused on inspiring innovation in City engagement
- online polls, discussion boards and “ask us anything” forums on Have Your Say

- targeted postcard mailers to postal codes that are typically under-represented in our online engagement activities through Have Your Say
- community popups at various locations across the city
- drop in call sessions throughout the engagement period
- a validation and “digging deeper” survey to share preliminary insights with the community and surface additional context

These largely qualitative engagement techniques created space to have real conversations, for people to take the conversation where they wanted to and allowed insights to emerge organically and iteratively.

The City also used a wealth of relevant engagement data and expertise that’s accumulated over a number of years through supporting the design, delivery and data analysis for hundreds of City projects. For example, insights from engagement on projects like the Community Plan helped give shape and meaning to the community’s priorities related to community engagement. Leveraging these data meant reducing what this project might have contributed to engagement fatigue.

Phase 1 engagement data

Leveraging Grounded Theory—an approach to qualitative research—City staff reviewed every element of phase 1 engagement with intention and rigour. Staff used a grounded approach which sets out to discover themes from data rather than sorting data based on pre-existing categories. In this way, a story emerges organically from the data that reflects and honours each voice that contributed.

The approach does not count responses to demonstrate statistical significance, nor does it disregard outlying information. Instead, it stitches together a narrative that reflects the overlapping complexity of individual data points. As engagement continues, inevitably we reach “data saturation”—the point at which subsequent conversations and techniques are not revealing new or additional insights, but rather affirming what has already been heard to date. Data saturation was reached in early February of 2023, at which point emerging insights were shared with the community via a survey hosted on Have Your Say. The survey had two goals:

1. validate the emerging themes and identify missing information
2. identify what meaningful action on the emerging themes would look like, in the eyes of respondents

Each engagement interaction was transcribed and coded to maintain confidentiality:

- we had qualitative interactions with 310 individuals

- an additional 678 individuals were aware¹ and 181 were informed² based on Have Your Say metrics.
- we analysed these data and clustered them into 93 thematic areas
- we discovered a series of intersecting insights
- we validated these insights in an online survey on Have Your Say (n=38), and by asking specific questions using the City’s social media accounts (on Facebook there 458 engagements and 15 comments; on Instagram the metrics are unavailable due to a technical error)

Together, the engagement formed the basis for evolving the Community Engagement Policy and Framework.

Limitations surrounding Phase 1 engagement

We spoke with people from a variety of backgrounds, equity-denied groups, employment sectors, and education levels, recognizing that each individual person in Guelph wears many hats and their identities are intersectional. A local business owner may also be a mother and member of a faith community, a university student may also be a new Canadian and only child, and a factory worker may also be a partner and homeowner. That said, we didn’t speak with everyone and not every demographic and intersectional identity was engaged.

Some limitations also exist that are tied to the main engagement methods. Most notably, in-depth conversations were subject to a certain degree of selection bias. How certain individuals or groups were identified or invited to participate may have influenced what they contributed as well as how representative (or not) their perspectives are of the broader community. We attempted to address this as much as possible by combining methods, geographies, and formats with which we engaged the community.

Additionally, in-depth conversations take both time and presence. Individuals we spoke with offered what they did given the context within which they were entering the conversations. Schedules, life circumstances, commitments, education, job titles, life experiences, and a variety of other factors may have influenced how people participated and what they contributed at that time. People and systems are complex and ever-changing.

Finally, the insights validation survey had a limited response. Though the responses were mostly affirming, the results should not be overstated.

¹ Defined by Engagement HQ as a visitor that has made at least one visit to the HYS page

² Defined by Engagement HQ as a visitor that has interacted with content on the HYS page (a news article, a photo, downloaded a file)

As the City thinks about delivering on its next Community Engagement Framework, ongoing engagement is critical to ensure the City notices new opportunities and challenges and develops dynamic and responsive approaches to engagement.

Phase 1 engagement: What we heard

From community

As we engaged with the community, we heard that the current Policy and Framework have largely stood the test of time. The aspirations expressed in the Policy and Framework are sound, however there's a desire for the City to focus its efforts and resources to more consistently delivering on the engagement promise. Specifically, we heard a desire for the City to:

- Focus on improving accessibility and inclusivity of engagement across various spectrums of diversity (i.e., by default, planning engagement to meet varying abilities, languages, cultures, gender identities, living and lived-experiences, socio-economic participation factors, locations, digital literacy, time of day).
- Embrace broader engagement with community in their neighbourhoods and on their timelines, versus primarily at City facilities, online, or on a project-by-project basis. The community wants the City to develop deeper relationships in community and to have more of an ongoing presence in the community. For some, building this relationship starts with trust-building (where trust has been lost).
- Reach more diverse community members and support building capacity for greater, more diverse participation.
- Improve the reach of City communications. We heard that communications aren't always reaching the desired audiences, aren't always specific enough to inform concrete action or participation, and that finding information about City projects is a significant challenge.
- Improve practices related to the design, collection, analysis, and presentation of engagement data.
- More effectively connect-the-dots between the scope of current engagement, previously made decisions or commitments, and other relevant engagement data across the City.
- Report back more consistently, effectively and in less technical language about the results of engagement. Specifically, the community wants to know what we heard, and how it contributes to final recommendations and decisions (or not).
- Leverage engagement to spark curiosity and inspire creativity in ways that contribute to placemaking and community building.
- Some community members shared that they would like to be included earlier (during problem definition), and in ways that are toward the more "collaborative" and "empower" end of the IAP2 Public Engagement Spectrum, while from others, a disinterest in engaging unless the project or initiative has immediate impact on their day-to-day lives.
- Evolve the way the City evaluates community engagement beyond measuring how many people participated.

- Clarify the role of Advisory Committees of Council as it relates to community engagement.

Specific to the engagement framework and policy:

- It is unclear who the audience for Framework is.
- The Framework is too long and too technical.
- The tools aren't relevant to the community.
- How enforceable is the Policy? Who does this and what are the consequences?
- Doing this right will take resources. What resourcing will be required to deliver more meaningful community engagement?

From City staff

Through interviews and workshops with City staff, we heard:

- Recognition that that it takes time, expertise, and budget to deliver meaningful and effective engagement. Though staff feel responsible, many feel like they lack the expertise and time to deliver effective community engagement.
- Desire for more informed participation (not simply more participation) and a recognition that this is increasingly challenging in an environment that is highly polarized, steeped in misinformation and disinformation, and involves multiple levels of government.
- Frustration that sometimes after years of work (comprised of community engagement, technical consultation, and alignment with broader policy objectives) direction can be disrupted by delegates.
- Perception that a lot of engagement begins "from scratch" and we're not adequately leveraging existing data and insights from across the Corporation. There's a sense that this contributes to low participation, engagement fatigue, and a focus on quantity over quality.
- There is tension between leading "statistically significant" and "demographically representative" quantitative engagement (perceived by some as more valid data) versus more qualitative, insight-driven engagement (perceived by some as more actionable, but also more time consuming to analyse, and more open to bias).
- A feeling that staff are sometimes misdirected to "go back to the community" which contributes to engagement fatigue and the community's perception that engagement often doesn't feel authentic.

Specific to the engagement framework and policy:

- Update language to 2023.
- More concise.
- Don't duplicate information that's elsewhere (eg. Plain language guidelines).
- Explain sustainable decision making is important—but update language for 2023.
- Find the balance between signalling to the community what our engagement promise is and giving staff concrete direction about why, when and how to engage.

- Less educational—tools and resources should live elsewhere.
- Details about how to operationalize the framework shouldn't live in the framework.

How we will use what we learned

Phase 1 engagement helped provide direction for how the City needs to update its Community Engagement Framework and practices.

To be clearer about who the Framework is for, the new Community Engagement Framework will be comprised of different parts for different audiences based on their needs.

For the community, we will establish a Community Engagement Charter that will:

- Clarify how community engagement fits into sustainable decision-making.
- Communicate our community engagement promise which will include our promise to nurture relationships, build capacity for participation and ensure there are meaningful opportunities to influence municipal decisions.
- Clarify the City's community engagement process, and design principles which include:
 - Identifying and addressing barriers to participation
 - Focusing on the needs and experiences of equity denied groups
 - Engaging early
 - Connecting the dots
 - Meeting you where you are
 - Delivering diverse engagement opportunities
 - Sparking curiosity and joy, and
 - Reporting back.
- Clarify roles and responsibilities around community engagement
- We will remove content focused on educating and training City staff (e.g. specific engagement tools, tactics, resources, Standard Operating Procedures).
- Not duplicate information available elsewhere (e.g. plain language guidelines and Accessible document development).

For staff and Council, we will revise our Community Engagement Policy to incorporate learnings from engagement:

- Update the purpose, scope, and policy guidance sections.
- Update roles and responsibilities.
- Incorporate an equity-lens.

Phase 3 engagement: What we did

Approach to and scope of Phase 1 engagement

Phase 3 engagement focused on validating the draft components of the new Framework with targeted groups during a three-week period from April 4 – 25, 2023. This included members of the community, individuals from equity-denied groups, public participation experts, and city staff.

The key question during Phase 3 engagement: Did the direction staff had taken with the draft Policy and Charter—based heavily on what they discovered during Phase 1 engagement—meet various audience’s expectations? To answer this question, staff:

- Shared portions of the draft Charter with the community who provided their feedback via a survey on haveyoursay.guelph.ca.
- Shared the draft Charter to a small number of community members from equity-denied groups. Individuals were offered an honorarium for providing feedback through an interview format.
- Sent the draft Policy and Charter to public participation professionals to gather feedback through email or in an interview.
- Attended a meeting of the City’s Accessibility Advisory Committee (AAC) to share portions of the Charter and receive feedback.
- Circulated the draft Policy and Charter to City staff. Staff provided feedback through email, one-on-one meetings, and during two drop-in staff feedback sessions.

Phase 3 engagement data

Each element of feedback was reviewed. The data was cross-referenced with Phase 1 engagement data.

The data was sorted into three categories:

1. Data that validated the direction the draft Policy and Charter had taken
2. Data that suggested revisions or clarifications to the draft Policy and Charter
3. Data that was out of scope

In all, we received feedback from:

- 19 individuals from the broader community, including 4 from equity denied groups
- 15 staff
- 2 public engagement experts
- the AAC

- An additional 154 individuals were aware³ and 74 were informed⁴ based on Have Your Say metrics

Though Phase 3 engagement was fairly limited in scope (response rate), the sentiments and feedback we received were varied—indicating participation represented a range of perspectives in the community.

Limitations surrounding Phase 3 engagement

Like in Phase 1 engagement, we sought to speak to a diverse group of audiences to gather varied input about the draft Policy and Charter. We spoke with people from a variety of backgrounds but the breadth of engagement was limited by the time and resources available.

Some limitations also existed that are tied to the main engagement methods selected.

In-depth interviews were subject to selection bias. How certain individuals or groups were identified or invited to participate may have influenced what they contributed as well as how representative (or not) their perspectives are of the broader community. They also took time. Despite offering honoraria to individuals from equity-denied groups, this approach to engagement unintentionally favoured participation from those who are not significantly impacted by the time, cost and emotional labour of doing so.

Additionally, the survey posted on Have Your Say took between 15 and 25 minutes to complete, over and above the time it took to read excerpts from the draft Charter. This was likely a factor that influenced the response rate.

Phase 3 engagement: What we heard and how we will use what we learned

From community

- Predominantly validating—nothing we had not already heard about during the Phase 1 engagement.
- There are those that lack trust in local government. Irrespective of what’s stated in the revised Charter, some of these community members are skeptical we will do it.
 - No changes were made as a result of this feedback.

³ Defined by Engagement HQ as a visitor that has made at least one visit to the HYS page

⁴ Defined by Engagement HQ as a visitor that has interacted with content on the HYS page (a news article, a photo, downloaded a file)

- The section “Our Promise” in the Charter was born, in part, out of a desire to respond to this sentiment coming out of Phase 1 engagement. The City recognizes it must create the enabling environment for people to participate. This happens when we nurture relationships and build capacity for participation.
- There are those that feel we’re not explicit enough about building relationships with diverse audiences (equity denied groups, older adults, young people, etc.).
 - Though it was certainly the intent of many parts of our initial draft, we reviewed the Charter again and attempted to make this even more clear.
- There’s a tension between community members that want to be involved earlier and those that feel we’re already asking a lot.
 - No changes were made as a result of this feedback.
 - The draft Charter references “early involvement”, “a spectrum of participation” and “connect[ing] dots”—all of which were born out of similar sentiments coming out of Phase 1 engagement and make way for earlier involvement by those in the community who wish to be involved.
- “You need to be building relationships with people not just when there’s a project you need to engage on—but all the time. Otherwise, it feels transactional.”
 - We have adjusted the Charter to be more explicit about nurturing relationships with community outside of traditional project engagement. This was the part of the initial impetus behind the inclusion of “nurturing relationships” in the first place and we’ve tried to make this more clear.
- “Who decides what level of engagement is required and needs to happen?”
 - We’ve clarified who and how decisions about depth/level of engagement are made. This is an effort to be transparent and to remind the community that there is significant technical expertise that goes into making these determinations.
- “It’s text heavy and could benefit from some visuals.”
 - Once we have approval from Council on the Charter content, we’ll design the Charter to be a visually appealing digital document that meets the City’s accessible document guidelines. We will also explore what other platforms (digital and print) make sense for sharing this important content with the community.

The Accessibility Advisory Committee (the AAC)

- Mostly validating—endorsed the promise and engagement design principles with a motion.
- Specifically asked us to reframe the engagement design principle that speaks to identifying and addressing barriers to participation to be more positive and to reference inclusive design principles

- We've referenced use of inclusive design in the community engagement design principles
- We've clarified in roles and responsibilities the role that staff, community and council should play as it relates to identifying barriers to participation (the onus should not be on people experiencing those barriers)

Public engagement experts

- Predominantly validating
- "Please be clearer about engagement being a community member's right. This is a democracy."
 - We made an explicit mention of individual rights within a democracy.
- "Remember, the IAP2 spectrum is not a panacea."
 - We've added language to reflect this current understanding and practice within the City

Staff

- Predominantly validating. Minor editorial changes suggested
 - A few minor updates to language and document formatting to align with accessibility document guidelines, inclusive language guidelines, and house style guide.

Next steps

The City will seek Council approval of the revised draft Policy and Charter in June 2023.

Following Council approval, City staff will turn their attention to developing other aspects of the Community Engagement Framework:

- Develop a multi-year community engagement plan to establish priorities and key projects that help bring the City's engagement practices in alignment with the Community Engagement Charter (later in 2023). Some of the key projects already underway as part of the City's multi-year Strategic Communications and Community Engagement strategy, One City. One Voice. Shared Purpose. are:
 - Developing a relationships framework and plan for meeting the community where they are (later in 2023)
 - Centralizing community engagement data (later in 2023) and finding ways to make insights from these data accessible to staff leading future engagement projects (in 2024 and beyond)
 - Rolling out an Executive Team approved Community Engagement Honorarium Policy for compensating equity-denied individuals in the community that the City seeks to engage (later 2023)

- Develop a playbook of community engagement resources and training for staff (to be developed in 2024)

Corporate Policy and Procedure



Policy	Community Engagement Policy
Category	Corporate Policy
Authority	Strategic Communications and Community Engagement
Related Policies	Community Engagement Honorarium Policy
Approved By	Click to insert name of approver and date approved
Effective Date	Click or tap to enter a date.
Revision Date	Click or tap to enter a date.

Policy Statement

The City of Guelph (the City) believes community engagement—**involving the public in the decision-making process related to matters that affect them and that they can meaningfully influence**—leads to better decisions that help the community realize its vision.

Input collected through community engagement—in concert with intergovernmental, social and cultural, environmental, technical, and financial considerations—is a key component of City decision-making.

Purpose

This policy ensures the City has a consistent, coordinated, and outcomes-centred approach to engaging the community. This means:

- City staff are equipped with the knowledge, skills, and resources to deliver meaningful community engagement;
- The community understands the factors that drive City decision-making, know why their participation is important, and have what they need to participate;

Scope

This policy applies to:

- All departments of The Corporation of the City of Guelph;
- All full-time, part-time, and casual employees responsible for the design and/or delivery of formal and informal community engagement;
- Elected officials participating in engagement processes related to specific City projects;

- All consultants or external organizations that undertake community engagement on behalf of the City of Guelph;

This policy does not supersede the requirements of any current legislation that governs public consultation by the City and its departments. It is designed to complement legislated requirements and ensure legislated public consultation also satisfies internal standards.

Policy guidance

The City’s community engagement promise

The City is committed to creating the conditions for meaningful community engagement. The City will

- nurture relationships;
- build capacity for participation with City staff and within the community; and
- ensure meaningful opportunities exist to influence City decisions.

When does the City engage?

In an ongoing way, the City invests in nurturing relationships in the community and building capacity for participation. These are critical foundations to deeper, more meaningful engagement.

When there are specific matters that affect the community and that the community can meaningfully influence, the City engages the community directly to

- identify community needs and aspirations;
- inform the creation of a new policy, program, project, or service;
- evaluate an existing policy, program, project, or service;
- fulfill a Council resolution or legislated requirement; and/or
- respond to a community-led request.

When will the City not engage?

The City may not engage the community when

- it’s a matter of immediate public safety;
- change is legislated from other levels of government;
- there’s little community interest;
- the City cannot to do so meaningfully; and/or
- community input has a low likelihood of influencing the decision because of other considerations at play

The process for engaging the community

When the City engages the community, it follows an established process.

Stage 1 – Define

The City will establish the scope of the decision and determine if community engagement makes sense. It will

- communicate the goal of the project;
- assess the affects the project will have on the community;
- assess what opportunities exist for meaningful engagement given timelines, resources, and community interest;
- assess what community data and insights already exist and may be relevant to the decision;
- determine if engagement is appropriate;
- set engagement objectives; and
- identify who needs to be engaged.

Stage 2 – Create

The City will develop community engagement plans that align with the engagement objectives set in stage 1. It will

- determine the most effective methods for reaching and engaging those it intends to engage;
- identify timelines that align with community needs and the project goals;
- outline what success looks like; and
- where possible, coordinate engagement across projects.

Stage 3 - Deliver

The City will deliver community engagement as outlined in stage 2. It will

- promote community engagement over the course of the project using a variety of channels;
- host engagement activities in the community and/or online;
- collect and carefully analyse all community engagement data;
- refine engagement goals, methods, communications, and marketing as needed throughout a project; and
- evaluate communications and engagement.

Stage 4 – Share

The City will share data and insights from community engagement. It will

- share data and insights in plain language;
- tell the community how community engagement, along with other key considerations, informed a recommendation or decision;
- tell the community if, when and why community feedback did not inform a decision; and
- tell the community about the successes and challenges associated with the community engagement opportunity.

The principles for designing and delivering community engagement

In all engagement, The City strives to

- practice inclusive design and address identified barriers to participation;
- focus on the needs and experiences of equity-denied groups;
- engage early and evolve its approach as it goes;
- connect dots;
- meet people where they are;
- deliver diverse engagement opportunities;
- spark curiosity and joy; and
- report back.

Roles and responsibilities

Community engagement is by its very nature, a relational commitment. Multiple audiences must work together to achieve the community's vision.

The City's engagement staff

- engages community, staff and Councillors with respect;
- works with leadership and administration to ensure appropriate resources and systems are in place to deliver meaningful community engagement;
- help make determinations about when community engagement is appropriate;
- reviews Requests for Proposals and Tenders to ensure they include appropriate community engagement scope;
- develops community engagement plans and support City project managers to deliver community engagement that aligns with the City's community engagement promise, process, and design principles;
- liaises with consultants to ensure consultant-led community engagement aligns with the City's community engagement promise, process, and design principles;
- takes action to identify and remove barriers to equitable participation;
- engages in regular, relevant professional development related to community engagement core competencies;
- maintains a centralized database of community engagement data;
- designs and deliver relevant community engagement training for staff;
- maintains a repository of community engagement resources, tools, and supports for staff;
- provides regular performance reporting related to community engagement; and
- evaluates and updates the City's Community Engagement Framework.

City project managers

- approach community engagement and makes decisions with an understanding that each decision and change have an impact on people in the community;
- are aware of and understand their responsibilities related to the City's Community Engagement Policy and ensure consultants and external organizations leading engagement on behalf of the City are as well;
- engage community and Councillors with respect;

- takes action to identify and remove barriers to equitable participation;
- acknowledges the role bias plays in decision-making and is responsible for using community engagement data with rigour and transparency;
- communicate how community engagement has shaped decision-making; and
- balance community engagement with other intergovernmental, social and cultural, technical, financial, and environmental considerations when making recommendations and decisions.

Community members

- recognize the City strives to listen to many voices and takes all input into consideration;
- remember community engagement is one part of good decision-making and must be held in balance with other considerations including; intergovernmental, socio-cultural, technical, financial, and environmental
- let staff know if you or someone else experiences barriers to participation that have not been addressed (if you feel comfortable doing so);
- interact with staff, Councillors, and other engagement participants with respect;
- listen and look to understand other viewpoints and perspectives;
- provide input and feedback within project timelines;
- encourage others to participate; and
- provide feedback to the City about their engagement practices.

Elected officials

- ask about the Community Engagement Framework and its application on City projects;
- interact with City staff, the community, and engagement participants with respect;
- let City staff know when you become aware of barriers to equitable participation;
- encourage community to participate in community engagement opportunities;
- connect City staff with relevant community members, organizations, and businesses;
- apply the community engagement design principles when engaging with community;
- acknowledge the role bias can play in decision-making, review information gathered through community engagement and balance it with intergovernmental, social and cultural, technical, financial, and environmental considerations when making decisions; and
- ask about and support realistic timelines and appropriate resources required to deliver meaningful community engagement.

Evaluation and continuous improvement

The City adopts a continuous improvement mindset and embraces innovation as it relates to community engagement. The City is committed to

- trying new things, evolving tired approaches, and investing in community engagement innovation;
- regularly inviting and using community feedback to make community engagement practices better;
- using the community engagement design principles to measure and report on community engagement; and
- continuously evolving the Community Engagement Framework to respond to the changing needs of the community and the context of the world at large.

Definitions

2SLGBTQ+ - is an acronym that stands for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning. The plus sign indicates the inclusion of identities not explicitly included in the acronym.¹

Barrier - an obstacle that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers can prevent full communication, working together, progress and/or achievement.

Community - a group of people with shared interests or values or who share an environment. This term may refer to members or groups from the public or City of Guelph employees.

Community engagement - involving the public in the decision-making processes related to matters that affect them and that they can meaningfully influence.

Compensation - recognition in a form that has financial value for an act or service provided by someone who is contributing their time under specific circumstances.

Emotional labour - the process of managing feelings and expressions to fulfill the requirements of participation. More specifically, engagement participants may feel as though they are expected to regulate or suppress their emotions during interactions with the City, Council, or other community members. Additionally, participation may bring up feelings of struggle or trauma which the participant may have to process after the interaction.

Engagement activity - a specific approach to collecting input from community, for example, interviews, charettes, roundtables, surveys, working groups, citizens juries.

Engagement event - a specific engagement opportunity that takes place during an established date and time in person or online. Multiple engagement events may occur as part of broader consultation related to a single policy, program, project, or service.

Engagement fatigue - a tiredness which results in people not participating in political, democratic and community engagement processes. Often the result of

¹ Canadian Centre for Diversity and Inclusion Glossary of Terms, A Reference Tool, January 2022, from [ccdi-glossary-of-terms-eng.pdf](https://www.ccdi-ccdi.ca/glossary-of-terms-eng.pdf)

previously unmet expectations, a feeling that participation won't impact decisions, a view that outcomes are pre-determined, or too many engagement opportunities.

Equity - where everyone is treated according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.²

Equity-denied - individuals or groups that, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes. In Canada, groups generally considered to be equity-denied groups include, Indigenous people, people with disabilities, women, people who are part of 2SLGBTQ2+ communities, people living in poverty, religious minority groups and racialized people. The types of equity-denied groups may vary based on factors such as geography, sociocultural context or the presence of specific subpopulations.³

Honorarium (plural: Honoraria) - a type of compensation that is understood as a form of nominal financial recognition that may be used to honour one-time or non-routine contributions of knowledge, skills, living and lived experience, and emotional labour.

Human-centred design - a problem-solving approach that puts real people at the centre of the decision-making process enabling the creation of policies, programs, projects and services that resonate and are tailored to the people in question.

Inclusive design - a practice where products and services are designed in a way that they are accessible and can serve as many people as possible, regardless of their age, gender, or ability.

International Association of Public Participation (IAP2) - an international organization advancing the practice of public participation (community engagement). Their mission is to promote and advance public participation (community engagement) globally through targeted initiatives that are guided by culturally adaptive standards of practice and core values.

Intersecting identities - the concept that an individual's identity consists of multiple, intersecting factors, including but not limited to gender identity, gender expression, race, ethnicity, class (past and present), religious beliefs, sexual identity, and sexual expression. These intersecting factors are what make people multi-layered individuals.⁴

² Ibid.

³ Government of Canada, P. S. and P. C. (2022, August 4). *Guide on equity, diversity and inclusion terminology*.

⁴ Bolding, Pharoah (2020, October 27-29). *Intersectionality vs. Intersecting Identities* [Conference presentation]. 2020 Oregon Statewide Diversity, Equity, & Inclusion Conference, Virtual. Available - <https://www.oregon.gov/deiconference/Documents/Pharoah%20Bolding%20-%20Intersectionality%20vs.%20Intersecting%20Identities.pdf>

Living and lived experience - expertise gained through direct, first-hand exposure and involvement in events, experiences, and systems versus representations constructed by other people.⁵

Plain language - Clear, concise communication designed so the audience will understand the message

People with living and lived experience - individuals or groups who understand the issues that are relevant to their communities and have perspectives which may not be known to outsiders. They have critical vantage points about community needs, what aspects of services are working, and what needs to be changed.⁶ They are technical experts as it relates to their own experiences of, for example, homelessness, addictions, mental health, trauma, poverty, chronic illness, systemic discrimination, disability, etc.

Safe spaces - a space where people feel psychologically safe and can express honest impressions, thoughts, and attitudes without fear of ridicule. A safe space is one that doesn't incite judgement based on identity or experience – where the expression of both can exist and be affirmed without fear of repercussion and without the pressure to educate.⁷

Social listening - the practice of monitoring conversations taking place across various online platforms to understand what people are talking about. Social listening helps the City understand, beyond its own social media and community engagement platforms, what people are interested in, concerned about, and hopeful for.

⁵ Suicide Prevention Resource Centre. (n.d.). *Engaging people with lived experience: A toolkit for organizations*. Engaging People with Lived Experience: A Toolkit for Organizations | Suicide Prevention Resource Center. Retrieved August 26, 2022, from <https://www.sprc.org/livedexperiencetoolkit/about>

⁶ Feige, S., & Choubak, M. (2019). *Best Practices for Engaging People with Lived Experience*. Guelph, ON: Community Engaged Scholarship Institute.

⁷ Canadian Centre for Diversity and Inclusion Glossary of Terms, A Reference Tool, January 2022, from [ccdi-glossary-of-terms-eng.pdf](https://www.ccdi.ca/glossary-of-terms-eng.pdf)

Community Engagement Charter

May 3, 2023

Text only version



Table of contents

Acknowledgements.....	3
Introduction	4
Why is community engagement important?	6
Our promise	7
When we will engage	8
When we won't engage.....	8
How we will engage	8
We nurture relationships	8
We build capacity for participation	9
We ensure there are meaningful opportunities to influence City decisions.....	9
What will community engagement look and feel like?	11
The community engagement process	11
The community engagement design principles	12
Who is responsible?	16
Our responsibilities related to community engagement	16
Your responsibilities related to community engagement	16
Elected official's responsibilities related to community engagement.....	17
Evaluating community engagement.....	17
Conclusion	17
Glossary	18

Acknowledgements

Acknowledgement of territory

Guelph is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Inuit and Métis people today.

As a City we have a responsibility for the stewardship of the land on which we live and work.

Today we acknowledge the Mississaugas of the Credit First Nation of the Anishinaabek Peoples on whose traditional territory we are meeting.

Acknowledgement of contributors

We acknowledge those that contributed to developing the City of Guelph's Community Engagement Framework.

- Those community members from equity-denied groups that despite facing additional barriers and challenges, contributed their time, living and lived experience, and emotional labour.
- Community members, businesses, cultural groups and associations, and organizations serving vulnerable populations that contributed their time and knowledge.
- Consultants and academics that shared their wisdom.
- City Councillors that shared their experience and the voice of their constituents.
- City staff that contributed their professional expertise.
- Other municipalities that shared their insights.

We also acknowledge there are those we did not hear from and are committed to improving the accessibility and inclusivity of our engagement practices.

Introduction

Staff at the City of Guelph (the City) works together to deliver responsible and responsive public service to Guelph's growing and diverse community.

How we communicate and engage with you is a critical to how we achieve this mission.

Our first Community Engagement Framework (approved in 2013 and revised in 2015) set a standard for how we engaged with you on hundreds of projects over the last ten years.

As we reviewed our Community Engagement Framework, we began by listening to you. We heard the aspirations of the 2013 Framework were still relevant, but we had work to do to consistently meet them.

We also heard our approach needed to address important issues related to inclusion, diversity, equity, and accessibility; reconciliation; anti-racism; and conditions coming out of the COVID-19 pandemic.

Finally, as we spoke with other municipalities, we heard about how Guelph's 2013 Framework was an inspiration—a signal of municipal leadership in meaningful public participation in local democracy.

The revised Community Engagement Framework responds to these opportunities. It affirms the City's commitment to building relationships with and engaging community members from **equity-denied** groups and who have diverse **living and lived experiences**. It confirms the City's commitment to being a municipal innovator in pursuit of Guelph becoming the most engaged city in Canada.

The Community Engagement Framework consists of several elements that work together.

1. The Community Engagement Policy is the backbone of our Framework. It communicates:
 - a. the purpose behind community engagement,
 - b. the principles we use to approach community engagement, and
 - c. roles and responsibilities.
2. The Community Engagement Charter (this document) is our promise to the community. It outlines the process and principles we use when delivering community engagement.
3. The Community Engagement Honorarium Policy ensures consistent provision of **honoraria** to persons with **living and lived experience** and members of **equity-denied** groups the City seeks to engage.
4. The Community Engagement Playbook is a guide to support City staff. It provides tools, resources, and procedures for delivering meaningful community engagement.
5. The Community Engagement capacity building plan is a collection of initiatives that build engagement capacity for City staff and in the community.

A few things about the language in this document

Any word that appears in **bold** in the body of this document is defined in the Glossary at the end of this document.

When we say City (with an uppercase C) we are referring to The Corporation of the City of Guelph. It consists of staff from many departments and facilities who deliver municipal programs and services to the people who live, work and play in Guelph.

When we say city (with a lowercase c) we are referring to the bounded, geographic area that is Guelph, in which you may live, work, or play.

When we say **community**, we mean you. Individuals, organizations, businesses, and groups with shared interests or values or who share an environment. There are many communities that make up Guelph and a single person might identify with many communities—for example a business owner may be a newcomer to Guelph, a single parent, and a part-time student. Another individual might identify as Indigenous, be a teacher, and volunteer as a board member of a local non-profit that provides support to **2SLGBTQ+** individuals.

When we say **community engagement**, we mean the City’s practice of involving the public in the decision-making processes related to matters that affect them and that they can meaningfully influence. Community engagement is sometimes referred to as public participation, public consultation, or civic engagement.

For the purposes of this document, any time we use the word **project**, we are referring to a topic, policy, program, initiative, and/or service we might be engaging the community about.

Why is community engagement important?

Decision-making at the City of Guelph is complex.

Each decision is influenced by and impacts the diverse communities that live, work and play here, today and for generations to come. Each decision involves a unique mix of considerations.

- Intergovernmental. Different levels of government and their mandates, Treaties and inter-nation relations, and federal and provincial legislation and regulations that shape what is required.
- Social and cultural. Diverse histories, cultures, values, and current events that shape what is desirable.
- Environmental. Relationships with and impacts to the land, water, air and life beyond human that shape what is sustainable.
- Technical. Knowledge, expertise, technologies, and established or emerging practices that shape what is possible.
- Financial. Costs, financial benefits, and broader economic impacts that shape what is affordable.
- Community input. Needs, ideas, and interests collected from the community to shape what is vital.

To address this complexity, we share the responsibility for these decisions. From Treaty Partners, elected officials and City staff to you and others in the community at large—everyone has a hand in helping make decisions. These decisions should seek to maximize benefits, reduce negative impacts, be equitable, and meet the needs of a diverse community.

One way we share decision-making responsibility is through community engagement. **Community engagement** is the City's practice of involving the public in the decision-making processes related to matters that affect them and that they can meaningfully influence. It is at the very root of democracy—a participatory system of government that grants every community member with the right to be involved in shaping decisions that affect them.

We believe community engagement leads to better decisions that help the community realize its vision for an inclusive, connected, prosperous city where we look after each other and our environment.

Our promise

The City will help create the conditions for meaningful community engagement. To deliver on that, we promise to

1. Nurture relationships so there's an evolving sense of trust, safety, and cooperation between us, and within the community itself. We do this because relationships are at the heart of community.
2. Build capacity for participation so you know about and understand decisions, know what the impacts of a decision will be, and know how and when you can participate in shaping these decisions. We'll help you understand City processes and encourage you to participate. We do this because informed participation is a foundation of democracy.
3. Ensure there are meaningful opportunities to influence City decisions so decisions reflect what is important to you. This means engaging when there is a true opportunity to influence decisions and looking for ways and means of engaging to gather more meaningful input. We do this because sharing power leads to better decisions.

Our Community Engagement Charter lays out when and how we bring this promise to life.

When we will engage

We know engagement needs to happen along different timelines.

You can expect us to invest in nurturing relationships and building capacity for participation in ongoing ways (not just when there are specific projects your input is needed on!). Doing so builds critical foundations for deeper, more meaningful engagement.

When there are specific matters that affect you and that you can meaningfully influence, we will engage you as early in the process as possible and not after all the decisions have been made. In these situations, you can expect the City to engage you to

- identify your needs and aspirations
- inform the creation of new projects
- get feedback about existing projects
- fulfill a Council resolution or legislated requirement
- respond to a community-led request

The City is mindful of **engagement fatigue**. To address this, we will build on engagement that has already happened and do our best to coordinate engagement across City projects. We will also consider what else is happening in the community and do our best to avoid or mitigate conflicts with busy times. We'll also give you plenty of time to respond.

When engagement is legislated

Certain legislation like the Municipal Act and Environmental Assessment Act set out minimum standards for when municipal governments are required to get input from the community. In the City of Guelph, we aim to create more opportunities for community engagement than those required by law, and to make them meaningful.

When we won't engage

There will be certain topics we don't ask you about, like matters of immediate public safety, when change is legislated by other levels of government, or when change simply isn't possible.

The City might choose not to engage if there's little or no public interest or if we cannot engage meaningfully. Other times, we might only talk to a small group of community members who are most affected.

When we are not able to engage with you, decision-making will be guided by our commitments to the community, and the priorities established in Guelph's community plan and strategic plan.

Regardless of the decision, we will communicate it to you in a timely and transparent way.

How we will engage

We nurture relationships

Constructive, cooperative relationships between City staff, Council and the community are important. Good relationships help foster trust, create space for respectful dialogue, and allow us to hear from a diversity of voices.

You can expect the City to make time to develop relationships with community even when there's no specific ask or project in mind:

- you'll see us around Guelph at places like community events, festivals, gatherings, and meetings
- we'll share, celebrate, and amplify community work aligned with the Guelph's community plan and the City of Guelph's strategic plan
- we'll facilitate conversations on topics that connect with City priorities and lead to collective impacts.
- we'll follow up when you reach out

We build capacity for participation

Informed participation requires us to strengthen organizational capabilities at the City and build capacity within the community.

Through professional development, training, and mentorship, we will continue to invest in growing and aligning City staff's knowledge, skills, attitudes, and values related to community engagement core competencies:

- designing and implementing inclusive and meaningful communications and community engagement
- collecting, analysing, and sharing community engagement data and insights
- developing and stewarding community relationships
- evaluating and innovating toward continuous improvement

The City and its partners will also work in the community to nurture informed participation:

- addressing barriers to participation
- delivering accessible and inclusive communications that clearly identify what's at stake, explain potential impacts and describe required changes to diverse audiences
- informing the community about diverse civic participation opportunities
- developing the knowledge, skills, attitudes, and values required to participate meaningfully

We ensure there are meaningful opportunities to influence City decisions

You can expect to be engaged in different ways. This may vary from project-to-project or even within a project. It will also depend on individual interest levels and the decision being made.

To guide what's appropriate we use the **International Association for Public Participation** (IAP2) Spectrum for Public Participation (the Spectrum).

The Spectrum reminds us that not every project or part of a project needs the same type or depth of community engagement.

Determining how the Spectrum applies to each aspect of a City project is done with careful consideration. Community engagement staff with technical expertise advise project managers about what is appropriate under what circumstances.

Regardless of the approach, you can count on us to explore and experiment with approaches that drive meaningful community engagement.

Inform

At a minimum, and regardless of the decision being made, we will provide you with balanced and objective information to help you understand the problem, options, opportunities, and/or solutions. In these situations, we won't be asking for feedback, but we will communicate what we are doing and why.

Consult

Some points of a project have limited options, or we have specific questions we need to ask to inform the decisions. In these cases, we might ask for feedback to understand your opinion or ask you specific questions about the work of staff and experts.

Involve

Some parts of the decision-making process require us to make time and space for deeper conversations with you. In these situations, the City works directly with you to ensure your concerns and aspirations are consistently understood by asking you questions, answering yours and continuing the conversation until we understand each other.

Collaborate

Some parts of the decision-making process involve collaborating on a path forward with community members. In these situations, we collaborate with you to frame the issue, develop options, and/or identify solutions together.

Empower

Sometimes you're better positioned to make decisions at certain parts of the process. In these situations, the City supports establishing an appropriate process for you to make the decision.

*Adapted from IAP2.

Though the Spectrum is internationally recognized as a framework for designing and delivering community engagement, we know that no single model can meet the complexity and diversity of every project and community. We are committed to ongoing learning about the application of the Spectrum and other models that support how we meet our community engagement promise.

What will community engagement look and feel like?

The community engagement process

Meaningful engagement takes time, people, and other resources to design and implement. We take a staged approach to creating meaningful, rigorous, and effective community engagement. Sometimes these stages go in order, while other times we might need to move back and forth between stages.

Stage 1 – Define

We will establish the scope of the decision and determine if community engagement makes sense.

You can expect us to do a few things during this stage:

- communicate the goal of the project
- assess the affects the project will have on you
- assess what opportunities exist for meaningful engagement given timelines, resources, and community interest
- assess what community data and insights already exist and may be relevant to the decision
- determine if engagement is appropriate
- set engagement objectives
- identify who we need to engage

Stage 2 – Design

We will develop community engagement plans that align with the engagement objectives set in stage 1.

You can expect us to do a few things during this stage:

- determine the most effective methods for reaching and engaging you
- identify timelines that align with your needs and the project goals
- outline what success looks like
- coordinate engagement across projects when it makes sense

Stage 3 - Deliver

We will deliver community engagement as outlined in stage 2.

You can expect us to do a few things during this stage:

- promote community engagement throughout the project using a variety of channels
- host engagement activities in the community and/or online
- collect and carefully analyse all community engagement data
- refine community engagement goals, methods, communications, and marketing as needed throughout a project
- evaluate communications and community engagement

Stage 4 – Share

We will share data and insights from community engagement

You can expect us to a few things during this stage:

- share data and insights with you in plain language

- tell you how community engagement, along with other key considerations, informed a recommendation or decision
- tell you if, when and why community feedback did not inform a decision
- tell you about the successes and challenges associated with the community engagement opportunity

The community engagement design principles

The decisions made at City Hall affect your day-to-day lives. These decisions can affect the way you live, the way you move around, and the way you relate with one another. They can also affect how you participate in the local economy, what you buy and throw away, and what gets built or made.

You need meaningful opportunities to weigh in on these critical decisions.

We'll take a **human-centred design** approach to making that happen.

Our community engagement design principles (Principles) help us do this. The Principles help us to align our actions with our community engagement promise. They also help us measure how we're doing.

The Principles work together like instruments in an orchestra. Just like when an instrument is removed and the music changes, community engagement that misses even one of these Principles might feel incomplete.

We practice inclusive design and address barriers to participation

We know a range of everyday things create **barriers** that may stop you from participating. We strive to design engagement to be accessible to a range of community members. We will empathize with your needs. We will think about, for example, different **living and lived experiences**, different kinds of families and relationships, age, physical and cognitive abilities, environmental needs, economic impacts from participating, levels of literacy, education, and language preferences. Then, we'll do our best to meet your needs and remove barriers.

You can expect us to apply this principle in different ways:

- use **inclusive design principles** and a **human-centred design** approach to address barriers to participation
- check the accessibility of event locations, digital files, webpages, and other resources and do our best to eliminate barriers
- Contribute to fostering **safer spaces**
- check our communications for **plain language** and readability level
- translate key communications into languages other than English
- where appropriate, cover costs you incur while participating (e.g. parking, transit fare, refreshments, child and/or eldercare)
- use an equity lens to compensate equity-denied individuals for their time, unique **living and lived experience**, and **emotional labour**

We focus on the needs and experiences of equity-denied groups

We know negative impacts of City policies, plans, programs, and services disproportionately affect people who experience structural and systemic oppression. We also know that when we make things better for equity-denied groups, we make them better for everyone in the community. We're committed to understanding how new or changing policies, programs, projects, and services will affect you and insist

this knowledge shapes decisions. We'll also design engagement with an awareness of **intersecting identities**—only some of which may be apparent.

You can expect us to apply this principle in different ways:

- engage in ongoing education related to
 - Indigenous reconciliation;
 - The Truth and Reconciliation Commission's calls to action;
 - The United Nations Declarations on the Rights of Indigenous Peoples Act;
 - inclusion, diversity, equity, and accessibility; and
 - anti-racism and systemic oppression.
- use an equity lens to compensate equity-denied individuals for their time, unique **living and lived experience**, and **emotional labour**
- make space for trust- and relationship-building with individuals from equity-denied groups both within and outside of projects
- plan engagement that's mindful you have many **intersecting identities**

We engage early and evolve our approach as we go

We know asking for input too late in a project can feel inauthentic and as though important decisions have already been made. That's why when we engage, we'll do so as early as possible. We'll also apply what we learn to go deeper or adjust our approach wherever possible.

You can expect us to apply this principle in different ways:

- consider early points of a decision and challenge ourselves to bring your voice in earlier
- engage with you at different phases of a project
- let you know how your feedback from earlier phases has shaped later phases and decisions
- ask questions to help define the problem or hear your vision of how things might be, before looking at options
- be open to changing our communications or engagement approaches if they aren't working

We connect dots

Many City decisions have very specific and technical considerations. Some decisions are set out in previously approved plans or relate to a policy direction that may not be clear to you. We need to tell you the whole story in plain language so you have the right context. We must be transparent about what we know and how a decision today comes from or will influence other decisions. We will balance gathering new information to make decisions with input you've already shared during past community engagement and be transparent about all the data we use to inform a decision.

You can expect us to apply this principle in different ways:

- communicate why a decision or request for input is framed the way it is and how it may affect you
- share how a decision is connected to past decisions or approved policy and how it may inform future ones
- use visuals, diagrams, posters, videos, and images to communicate (in addition to words)

- look at engagement data from other projects to see what we can build on when designing new engagement opportunities

We meet you where you are

We know meeting you where you are increases the likelihood you will contribute your feedback and ideas. We also know doing so helps balance the conversation and get more diverse participation and perspectives. This means starting conversations in places you already are, at physical locations you frequent or that are convenient for you, and connecting through channels and means that make sense for you, whether digital or print. It also means being present and listening when there are important community conversations being led by others.

You can expect us to apply this principle in different ways:

- host engagement at geographically diverse locations including schools, parks, community centres, libraries, businesses, festivals, events, on busses, and through digital channels you use
- engage in **social listening** on the digital platforms you frequent
- join other community groups' events and community conversations

We deliver diverse engagement opportunities

We heard the community engagement approaches that work best for you are as diverse as our community is. That's why when we design and deliver engagement, we'll consider different levels of previous knowledge on a topic; plan opportunities for participation based on different levels of interest; use different channels and methods to get your input; and accommodate different schedules. We know you are more likely to participate when we provide a variety of ways to do so and that participation from different people makes engagement more representative.

You can expect us to apply this principle in different ways:

- ask you how, when and where you would like to have conversations with us
- plan engagement opportunities you can do on your own time and ones that bring people together (in-person and/or virtually)
- host events at times when you are available (this may mean evenings or weekends for some people and daytime for others)
- use visuals including diagrams, posters, videos, and images to communicate (in addition to words)
- engage across the IAP2 Spectrum

We spark curiosity and joy

We know your lives are busy, getting by is a growing challenge, and you're surrounded by overwhelming amounts of news and information competing for your attention. We will design engagement with your experience in mind. Guelph has a vibrant spirit and tapping into it means making space for joy, creativity, and laughter as we engage. When we're navigating complex issues, we'll be sensitive and thoughtful while looking for opportunities to build community together.

You can expect us to apply this principle in different ways:

- offer incentives for participation
- create interactive engagement exhibits (physical and digital)
- communicate beyond news releases and notices
- gamify engagement

- co-create community art installations
- create opportunities for you to bring your own projects to life
- use popup placemaking strategies
- talk to people at creative, fun, and engaging spaces and events

We report back

Telling you what we heard and how it informed a decision is part of being transparent; it's part of demonstrating we're really listening. By sharing the larger story of what we heard from you and explaining how your feedback shaped a recommendation, or why it couldn't be considered or addressed, we hope to improve your understanding of recommendations and decisions and strengthen your trust in local government.

You can expect us to apply this principle in different ways:

- share community engagement findings with you through different channels
- share the other considerations that have influenced recommendations or decisions
- ask what we might have missed or not heard when sharing community engagement findings
- be clear with elected officials about what we heard, from who, and how that shaped a recommendation or decision
- focus more on the quality and diversity of our engagement than how many people we spoke with

Who is responsible?

Designing and implementing community engagement is a collective effort. We collaborate to ensure we meet our engagement promise.

Our responsibilities related to community engagement

City staff plays a pivotal role in advancing the City's Community Engagement Framework:

- approaches community engagement and makes decisions with an understanding that each decision and change have an impact on people in our community
- is aware of and understands the responsibilities related to the City's Community Engagement Policy and ensures consultants and external organizations leading engagement on behalf of the City are as well
- stewards the City's community engagement promise
- help make determinations about when community engagement is appropriate
- takes action to identify and remove barriers to equitable participation
- brings the City's community engagement principles to life
- engages community and Councillors with respect
- acknowledges the role bias can play in decision-making and is responsible for using community engagement data with rigour and transparency
- communicates how community engagement has shaped decision-making
- balances community engagement with other intergovernmental, social and cultural, technical, financial, and environmental considerations when making recommendations and decisions
- evaluates community engagement efforts and aspires to continuous improvement

Your responsibilities related to community engagement

As community members, you hold important community engagement responsibilities:

- recognize the City strives to listen to many voices and takes all input into consideration (sometimes this means a decision aligns with your input while other times it may not)
- remember, community engagement is one part of good decision-making and must be held in balance with other considerations including intergovernmental, social and cultural, technical, financial, and environmental
- if you feel comfortable doing so, let us know if you or someone else experiences barriers to participation that have not been addressed
- interact with staff, Councillors, and other engagement participants with respect
- listen and look to understand other viewpoints and perspectives
- provide input and feedback within project timelines
- encourage others to participate
- tell us how we're doing

Elected official's responsibilities related to community engagement

As key leaders in Guelph, the support of City Council is important for successful community engagement:

- ask about the Community Engagement Framework and its application on City projects
- interact with City staff, the community, and engagement participants with respect
- let City staff know when you become aware of barriers to equitable participation
- encourage community to participate in community engagement opportunities
- connect City staff with relevant community members, organizations, and businesses
- apply the community engagement design principles when engaging with community
- acknowledge the role bias can play in decision-making, review information gathered through community engagement and balance it with intergovernmental, socio-cultural, technical, financial, and environmental considerations when making decisions
- ask about and support realistic timelines and appropriate resources required to deliver meaningful community engagement

Evaluating community engagement

Bringing our Community Engagement Framework to life is a journey not a destination. We know getting community engagement right all at once on every project is unlikely. Though we strive to do so we know there will always be things we can learn and ways we can improve.

We will adopt a continuous improvement mindset and embrace innovation:

- we will try new things, evolve tired approaches, and invest in innovation
- we will regularly invite and use your feedback to make our community engagement practices better
- we will use our community engagement design principles to measure and report back about how we're doing
- we will continuously evolve our Community Engagement Framework to respond to the changing needs of our community and the context of the world around us

Conclusion

We're excited to take the next steps on our community engagement journey. We hope you'll join us in making Guelph the most engaged city in Canada.

Glossary

2SLGBTQ+ - is an acronym that stands for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning. The plus sign indicates the inclusion of identities not explicitly included in the acronym.¹

Barrier - an obstacle that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers can prevent full communication, working together, progress and/or achievement.

Community - a group of people with shared interests or values or who share an environment. This term may refer to members or groups from the public or City of Guelph employees.

Community engagement - involving the public in the decision-making processes related to matters that affect them and that they can meaningfully influence.

Compensation - recognition in a form that has financial value for an act or service provided by someone who is contributing their time under specific circumstances.

Emotional labour - the process of managing feelings and expressions to fulfill the requirements of participation. More specifically, engagement participants may feel as though they are expected to regulate or suppress their emotions during interactions with the City, Council, or other community members. Additionally, participation may bring up feelings of struggle or trauma which the participant may have to process after the interaction.

Engagement activity - a specific approach to collecting input from community, for example, interviews, charettes, roundtables, surveys, working groups, citizens juries.

Engagement event - a specific engagement opportunity that takes place during an established date and time in person or online. Multiple engagement events may occur as part of broader consultation related to a single policy, program, project, or service.

Engagement fatigue - a tiredness which results in people not participating in political, democratic and community engagement processes. Often the result of previously unmet expectations, a feeling that participation won't impact decisions, a view that outcomes are pre-determined, or too many engagement opportunities.

Equity - where everyone is treated according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.²

Equity-denied - individuals or groups that, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes. In Canada, groups generally considered to be equity-denied groups include , Indigenous people, people with disabilities,

¹ Canadian Centre for Diversity and Inclusion Glossary of Terms, A Reference Tool, January 2022, from [ccdi-glossary-of-terms-eng.pdf](#)

² Ibid.

women, people who are part of 2SLGBTQ2+ communities, people living in poverty, religious minority groups and racialized people. The types of equity-denied groups may vary based on factors such as geography, sociocultural context or the presence of specific subpopulations.³

Honorarium (plural: Honoraria) - a type of compensation that is understood as a form of nominal financial recognition that may be used to honour one-time or non-routine contributions of knowledge, skills, living and lived experience, and emotional labour.

Human-centred design - a problem-solving approach that puts real people at the centre of the decision-making process enabling the creation of policies, programs, projects and services that resonate and are tailored to the people in question.

Inclusive design - a practice where products and services are designed in a way that they are accessible and can serve as many people as possible, regardless of their age, gender, or ability.

International Association of Public Participation (IAP2) - an international organization advancing the practice of public participation (community engagement). Their mission is to promote and advance public participation (community engagement) globally through targeted initiatives that are guided by culturally adaptive standards of practice and core values.

Intersecting identities - the concept that an individual's identity consists of multiple, intersecting factors, including but not limited to gender identity, gender expression, race, ethnicity, class (past and present), religious beliefs, sexual identity, and sexual expression. These intersecting factors are what make people multi-layered individuals.⁴

Living and lived experience - expertise gained through direct, first-hand exposure and involvement in events, experiences, and systems versus representations constructed by other people.⁵

Plain language - Clear, concise communication designed so the audience will understand the message

People with living and lived experience - individuals or groups who understand the issues that are relevant to their communities and have perspectives which may not be known to outsiders. They have critical vantage points about community needs, what aspects of services are working, and what needs to be changed.⁶ They are technical experts as it relates to their own experiences of, for example,

³ Government of Canada, P. S. and P. C. (2022, August 4). *Guide on equity, diversity and inclusion terminology*.

⁴ Bolding, Pharoah (2020, October 27-29). *Intersectionality vs. Intersecting Identities* [Conference presentation]. 2020 Oregon Statewide Diversity, Equity, & Inclusion Conference, Virtual. Available - <https://www.oregon.gov/deiconference/Documents/Pharoah%20Bolding%20-%20Intersectionality%20vs.%20Intersecting%20Identities.pdf>

⁵ Suicide Prevention Resource Centre. (n.d.). *Engaging people with lived experience: A toolkit for organizations*. Engaging People with Lived Experience: A Toolkit for Organizations | Suicide Prevention Resource Center. Retrieved August 26, 2022, from <https://www.sprc.org/livedexperiencetoolkit/about>

⁶ Feige, S., & Choubak, M. (2019). *Best Practices for Engaging People with Lived Experience*. Guelph, ON: Community Engaged Scholarship Institute.

homelessness, addictions, mental health, trauma, poverty, chronic illness, systemic discrimination, disability, etc.

Safe spaces - a space where people feel psychologically safe and can express honest impressions, thoughts, and attitudes without fear of ridicule. A safe space is one that doesn't incite judgement based on identity or experience – where the expression of both can exist and be affirmed without fear of repercussion and without the pressure to educate.⁷

Social listening - the practice of paying attention to conversations taking place across various online platforms to understand what people are talking about. Social listening helps the City understand, beyond its own social media and community engagement platforms, what people are interested in, concerned about, and hopeful for.

⁷ Canadian Centre for Diversity and Inclusion Glossary of Terms, A Reference Tool, January 2022, from [ccdi-glossary-of-terms-eng.pdf](#)

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, June 6, 2023
Subject	Smart Cities Update – Our Food Future and Circular Opportunity Innovation Launchpad

Recommendation

1. That the report “Smart Cities Update – Our Food Future and Circular Opportunity Launchpad” dated June 6, 2023, be received.
 2. That the City encourages Wellington-Dufferin-Guelph Public Health to continue their work in food security and food access and to incorporate the lessons learned from Our Food Future in their ongoing health promotion work in the community.
-

Executive Summary

Purpose of Report

To provide an update on the wind down of the Smart Cities Office initiatives and closure of the office following the conclusion of federal funding in December 2023.

Key Findings

Since launching in 2020, Guelph and Wellington’s Smart Cities initiatives have been highly successful in increasing food access in our community, reducing food waste and emissions, and raising the profile of our region as a world-class circular economy innovation leader.

Smart Cities two initiatives, Our Food Future and Circular Opportunity Innovation Launchpad (COIL), are primarily funded by \$15-million in federal grants from Infrastructure Canada and FedDev respectively, as well as approximately \$1-million in funding from corporate collaborators.

Our Food Future and Circular Opportunity Innovation Launchpad (COIL) are on track to achieve or exceed all program objectives by December 2023, two years ahead of schedule. Having achieved our goals and with federal funding fully expended, the Smart Cities Office will close in December 2023. Remaining wind-down functions including grant reporting, audit, and other related activities will continue to be supported through 2024.

A community event is being planned for October 2023 to celebrate the success and conclusion of the initiative.

Several COIL and Our Food Future programs are presently in the process of being transferred to community collaborators. Those programs that cannot find a home with another community organization or that have reached their natural conclusion will be wound down. Efforts will be made over the next six months to transfer learnings from the Smart Cities Office to other City and County departments, which will also be documented in a final report to be published by December 2023.

The City will continue to advance the transition toward a circular economy led by Solid Waste Resources through the Solid Waste Management Master Plan. Other core collaborators, including the County of Wellington and Wellington-Dufferin-Guelph Public Health will seek to incorporate the lessons learned from Smart Cities into their go forward business operations.

Strategic Plan Alignment

The Our Food Future and COIL initiatives specifically align with the Strategic Plan priority areas of Powering our Future, Building our Future and Sustaining our Future.

The Our Food Future initiative contributes to the [Building our Future](#) priority area of the Strategic Plan by facilitating food access programs that nurture social well-being, increase access to affordable, nutritious food, all of which builds strong, vibrant, safe and healthy communities.

Key goals to reduce food waste in businesses and residences will result in a reduction of greenhouse gas (GHG) emissions and continue the City's commitment to care for the local environment which is directly supportive of the [Sustaining our Future](#) priority area.

Financial Implications

The Smart Cities Office is entirely funded by external grants but also receives in kind support from City and County departments. Core funding for Our Food Future (by Infrastructure Canada) and COIL (by FedDev) comes to conclusion at the end of December 2023 and included an allocation to carry resources to wind down the administrative aspects of the programs through early 2024. These initiatives are on track to achieve all milestones, deliverables, and objectives.

Report

The Smart Cities Office was created in 2019, following the award of \$10 million to the City of Guelph and County of Wellington through Infrastructure Canada's (INFC) Smart Cities Challenge, to support Our Food Future, a five-year initiative aimed at building a regional circular food economy, including:

- Increasing access to affordable nutritious food by 50%
- Supporting 50 new circular food businesses or collaborations
- 50% increase in economic benefit by unlocking the value of waste as a resource.

In 2021, the program expanded to include COIL which extended business-focused circular economy programming through \$5 million in funding from FedDev Ontario. In addition, Smart Cities has secured over \$1 million in corporate funding to expand further into new economic sectors (i.e., construction and demolition materials) and more closely tie circular economy solutions to climate action.

Due to the amazing work of Smart Cities' network of community collaborators, Guelph-Wellington is on track to meet and exceed the 50-50-50 targets endorsed by City and County councils by December 2023. Having achieved our objectives and expended federal funding, the Smart Cities Office will be closed in December 2023.

A community event is being planned for October 2023 to celebrate the success, impacts and conclusion of the program.

Smart Cities Program Impacts

Since 2020, Smart Cities in collaboration with a network of over 1000 stakeholders has launched over 80 circular economy projects that deliver community benefits, economic returns and fight climate change.

Project results include:

- **Social Impacts:** Almost 8000 residents reporting increased access to affordable nutritious food through over 45 funded food access and community agriculture programs.
- **System Impacts:** Working with community members to leverage the initial \$10 million in INFC funding to generate an additional \$17 million to support food access and circular economy innovation in our region.
- **Business Impacts:** Working with over 300 businesses to adopt or expand circular practices, resulting in the commercialization of over 80 new circular products and 131 jobs from circular enterprises.
- **Climate Impacts:** Prevention of over 116,000 tonnes of GHG emissions (roughly the equivalent of taking 25,000 cars off the road for a year) including diverting 86,000 tonnes of organic waste from landfill.

Smart Cities has received several national and international awards including a Federation of Canadian Municipalities (FCM) Green Municipalities Award in 2023 and a Special Mention from the Milan Urban Food Policy Pact Awards in 2022. Guelph-Wellington's leadership on creating a climate-smart circular economy has also been highlighted by the World Economic Forum and [Ellen McArthur Foundation](#) (EMF), and at global events including COP27, the World Circular Economy Forum, Circularity23, and many others. In May 2023, FCM released "[A guide for catalyzing the circular economy in your community](#)," a playbook for municipalities across Canada based on the whole-of-community strategies pioneered in Guelph-Wellington. Guelph has also been invited to join the EMF's Circular Cities Stand Up, a global network of the 50 leading cities in the circular economy which meets bi-monthly to share learnings and best practice (one of only three cities invited from Canada).

From the start, Smart Cities has been a whole-of-community movement across both the City and County. Smart Cities' network of community collaborators has contributed thousands of hours to the project: from participating in regular workstream and program delivery meetings, to designing and delivering the innovative programs that will help us exceed our 50-50-50 targets. The overwhelming success of the Smart Cities project is entirely due to the dedicated and passionate community organizations who have worked with the City since 2018 to develop and advance the shared vision of a sustainable and just regional food system.

Conclusion and Wind Down of Guelph–Wellington Smart Cities Initiatives

Originally Smart Cities envisioned the initiative continuing to 2025; however, following 2020 program changes to support COVID-19 recovery, federal funding for Smart Cities will be fully expended by December 2023.

With the conclusion of the City's existing federal grants the Smart Cities Office will close. Several COIL and Our Food Future programs are presently in the process of being transferred to community collaborators. Programs which either cannot find a home with another City/County department or community organization, or have reached their natural conclusion, will be wound down. Remaining wind-down functions including grant reporting, audit and other related activities will continue to be supported through 2024.

The Smart Cities Office will be producing a final report by December 2023 detailing lessons learned and successful strategies that could be considered for future community innovation initiatives.

Our Food Future Workstream Action Plans

In anticipation of the conclusion of Smart Cities, each of Our Food Future's workstreams developed go forward action plans to guide community-led collaborations over the next 3 to 5 years. The three workstream action plans were published in February 2023 through the [Our Food Future website](#).

Presently each workstream is establishing governance models and priority action tables. Smart Cities is working to connect City and County service areas to workstream action tables as relevant to business plans.

Solid Waste Resources is co-lead for the Waste-as-a-Resource Action Plan, whose priorities align with planned circular economy and organic waste activities detailed in the Solid Waste Management Master Plan. Circular economy resourcing needs arising from the Solid Waste Management Master Plan will be brought forward for the consideration of Council as part of the 2024-2027 multi-year budget process and deliberations.

Go Forward Plans for Food System Related Programs

Many of the food systems projects developed through Our Food Future were designed to be scalable, self-sustaining social enterprises many of which we anticipate will continue into the future. These include:

- Guelph Community Health Centre's (GCHC) [Groceries by the SEED](#) program which provides discounted groceries for customers experiencing food insecurity, supported by other customers paying full price.
- Guelph Neighbourhood Support Coalition's [Community FEWD](#) which rescues food which may have otherwise gone to waste and turns it into low cost or free meals in communities with reduced food access.
- Circular Innovation Council's [Institutional, Commercial and Industrial \(ICI\) organic waste diversion pilot](#), which uses a co-operative model to affordably divert organic waste for up to 45 businesses from landfill to compost. This program is in the process of becoming fully self-sustaining, with leadership transferring to the SEED.

With the conclusion of Smart Cities, the City will continue to engage with the food system and as part of regular business through Solid Waste Resources and Economic Development and Tourism. Similarly, Wellington County will maintain staff resources in economic development to support agriculture and rural circularity, as well as continue their work on the circular economy through their solid waste department.

Wellington Dufferin Guelph (WDG) Public Health regularly engages the community on food access and nutrition as part of their health promotion mandate. For this reason, Public Health has led Our Food Future's Nutritious Food workstream since 2020. As part of this report, staff recommends Council encourage WDG Public Health to incorporate the lessons learned from Our Food Future into their ongoing food access and health promotion activities.

COIL and Circular Economy Innovation Programs

The COIL initiative has positioned Guelph-Wellington as a global leader in circular economy innovation. Over the past two years, COIL has worked with almost 150 companies to commercialize over 80 new circular products and create or sustain over 130 new circular jobs. COIL has also received over \$1 million in corporate funding to extend our work into new sectors (e.g., construction, renovation and demolition materials) and more closely link circular economy transitions to emissions reductions and climate action.

The COIL model has attracted significant interest across the country. Smart Cities is currently working with the Vancouver Economic Commission and Halifax Partnership to stand up COIL Pacific and Atlantic outposts which we hope will form the first two nodes of a national COIL network.

Considering the success of the COIL program, it is hoped that the federal government through FedDev Ontario will be interested in continuing to fund the program. With the Smart Cities Office is set to close by December, the second application for COIL will be submitted with Innovation Guelph taking the leadership position with close support from 10C. While the City of Guelph and County of Wellington will play a partner role in the next phase of COIL, it will be on a project basis with the leadership and all assets of the initiative passing to external organizations.

Continued Circular Economy Activity in the City of Guelph

45 per cent of global emissions come from how we use land and natural resources. Generating more value from the natural materials we consume through the circular economy will be essential to meet net-zero commitments, including Race to Zero.

The City has long been a leader in progressive waste management initiatives. With the conclusion of Smart Cities, the enterprise-level leadership on circular economy will rest with Solid Waste Resources. Under the Solid Waste Master Plan approved by Council last May, Solid Waste Resources is convening City departments to develop an internal circular economy policy to continue to advance sustainability within City operations.

As part of this work, the City is currently a participant in FCM's Circular Cities and Regions Initiative where it is working with 25 communities across Canada to share information and consider new policies, programs or infrastructure that could support circular transition within our communities.

As part of the proposed second phase of COIL, there could be the potential for future collaboration with Innovation Guelph and others on pilots that bring new circular innovations into City operations or innovation challenges that help prototype and commercialize new circular community infrastructure.

Financial Implications

The Smart Cities Office is entirely funded by external grants and only receives in kind support from City departments including legal services and finance. Smart Cities also receives in kind support from the County of Wellington, including dedicated office space at 27 Douglas Street and a dedicated staff resource. Core funding for Our Food Future (funded through INFC) and COIL (funded through FedDev) comes to conclusion at the end of Dec 2023. These initiatives are on track to achieve all milestones, deliverables and objectives.

Smart Cities has investigated the potential of continued or new funding from the federal and provincial governments. We have reached the conclusion that there are no immediate opportunities for additional baseline funding that would not require matched contributions from City or County budgets.

The Smart Cities Office presently employs eight staff on a temporary contract basis, funded across the various INFC, FedDev and corporate grants. The size of the office has grown over the course of the project as additional funding has been acquired. These contracts will conclude with the closure of the Office. With its current compliment, Smart Cities would require approximately \$1 million annually to maintain operations at the current level (estimate includes salaries, operating expenses, office space and other costs that are presently contributed in-kind). It is possible that scaled-down elements of the program could be extended through the multi-year budget at a lower cost. Approval of a mandate and objectives for Smart Cities beyond December 2023 would be required to confirm the necessary budget allocation.

While these programs achieved great results and were a success, the [Solid Waste Management Master Plan](#) needs to be fully resourced through the budget in order to deliver on those initiatives. To implement the Master Plan, more robust analysis of project timing and cost estimates will be performed. The Master Plan and continuation of work on the circular economy will be considered with other master plans and will be viewed with a lens to incorporate the City's strategic goals. Once the overall financial impact is understood the plan will be compared to the existing capital plan, incorporate fiscal constraints, and our capacity to deliver. The 2024-2027 budget will consider affordability with delivering on strategic goals.

Consultations

The go-forward approach for the Smart Cities Office outlined in this report was developed through a cross-departmental working group of general managers and senior leaders from Strategy, Innovation and Intergovernmental Services, Finance, Human Resources, Facilities and Energy Management, Environmental Services, Economic Development and Tourism, as well as counterparts from Wellington County Economic Development and Solid Waste Services.

This working group convened between February and April 2023 and considered a range of potential go forward scenarios before agreeing to the approach detailed above.

Attachments

Attachment-1: Smart Cities Office Update Report to Council presentation

Departmental Approval

None.

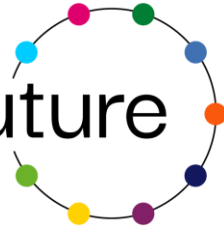
This report was written and approved by:

David Messer
Executive Director, Smart Cities
Office of the Chief Administrative Officer
519-822-1260 extension 3661
david.messer@guelph.ca

This report was recommended by:

Scott Stewart
Chief Administrative Officer
Office of the Chief Administrative Officer
519-822-1260 extension 2221
scott.stewart@guelph.ca

OurFoodFuture
Guelph-Wellington



**Circular Opportunity
Innovation Launchpad**

City of Guelph Committee of the Whole: Smart Cities Office Update

June 6, 2023



Funded by

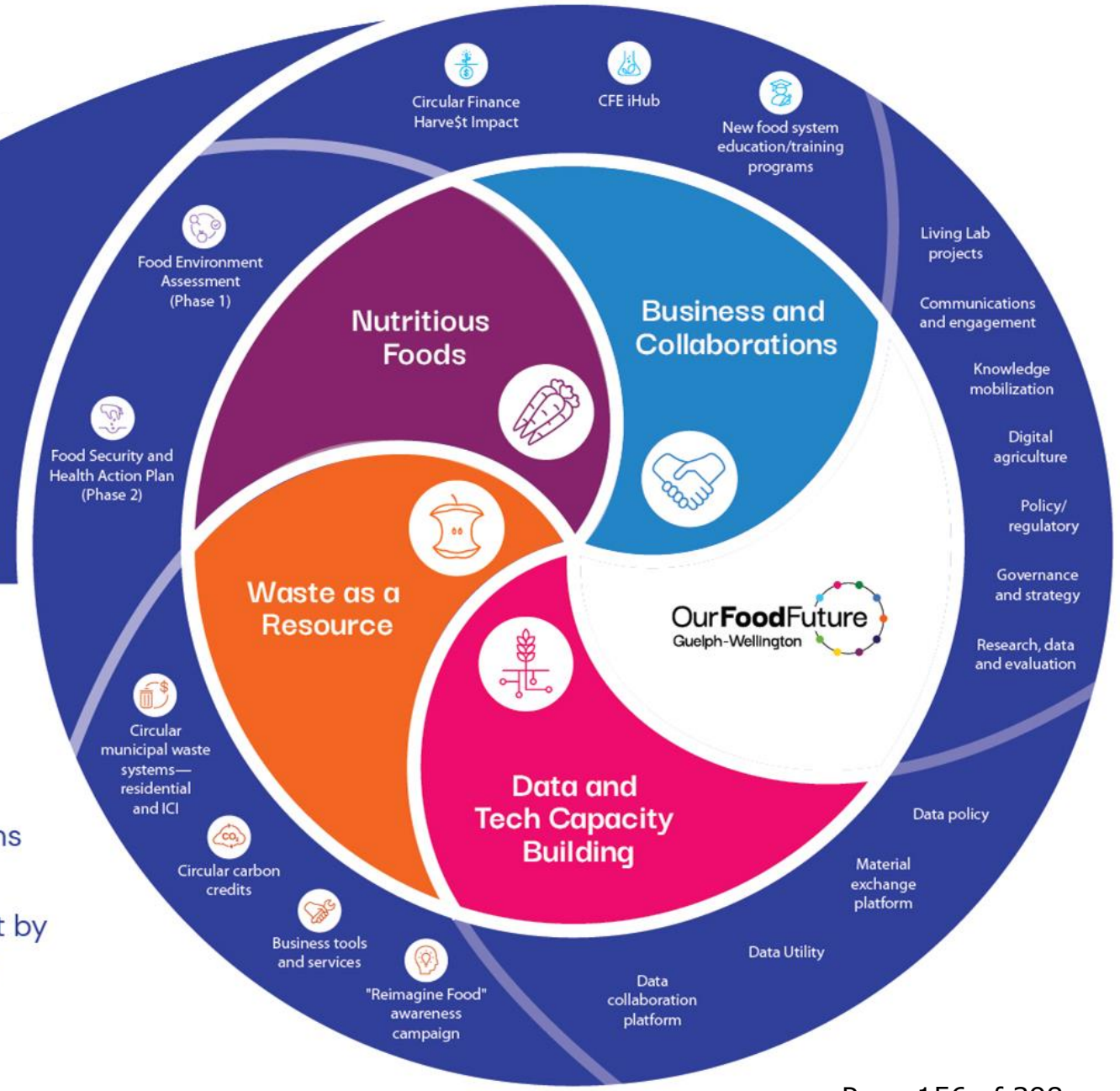


What we were tasked with...

This work will lead us to deliver on our goals



- 50%** increase in access to affordable nutritious food
 - 50** new circular economy businesses and collaborations
 - 50%** increase in economic benefit by unlocking the value of waste
- all by 2025**





142,341
Meals distributed to
community
members



Individuals with increased
access to affordable,
nutritious foods
7,836



Acres of land piloting
regenerative
agriculture practices
320



Circular Jobs
from
COIL programs
131



Stakeholders
engaged in
our programs
1,079



New funding
leveraged
\$17,151,507

Our Impact 2020-2023



Value of inkind
contributions
\$2,065,711



Value of supports
for NGOs
\$3,426,868



Value of supports
for businesses
and social enterprises
\$2,028,505



Value saved and/or earned
by shifting to more circular
business practices
\$1,646,963



Value of edible food
recovered
\$1,546,608



Businesses that
established or expanded
their circular practice
303



Business collaborations
strengthening the
circular supply chain
308



New products and
services from
diverted food waste
80



Tonnes of food waste
diverted, upcycled
or recycled
88,064

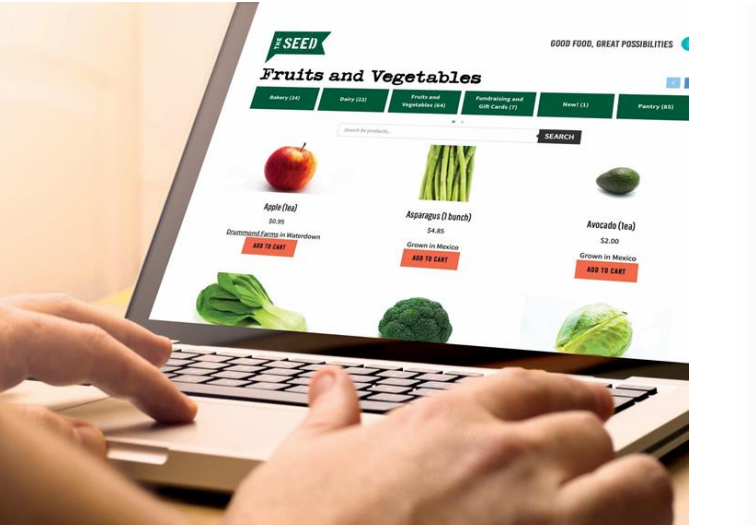


Funded community
food projects
50



GHG Emissions
prevented
166,992 tonnes

Community Impacts



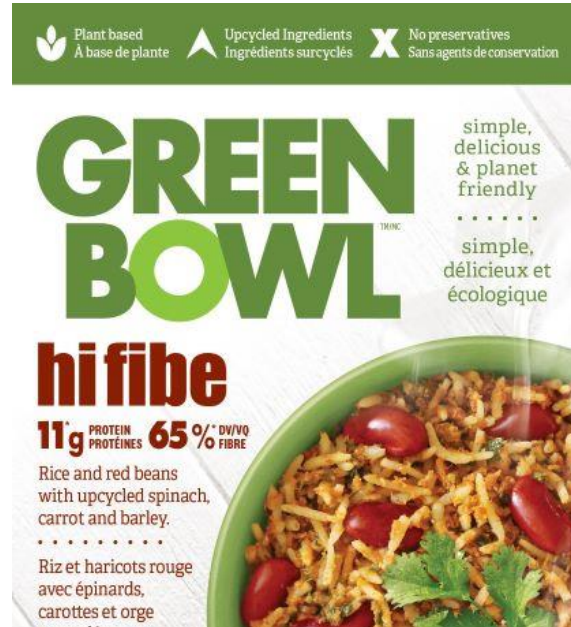

Individuals with increased access to affordable, nutritious foods
7,836


Funded community food projects
50


142,341
Meals distributed to community members


Value of edible food recovered
\$1,546,608

Business Impacts



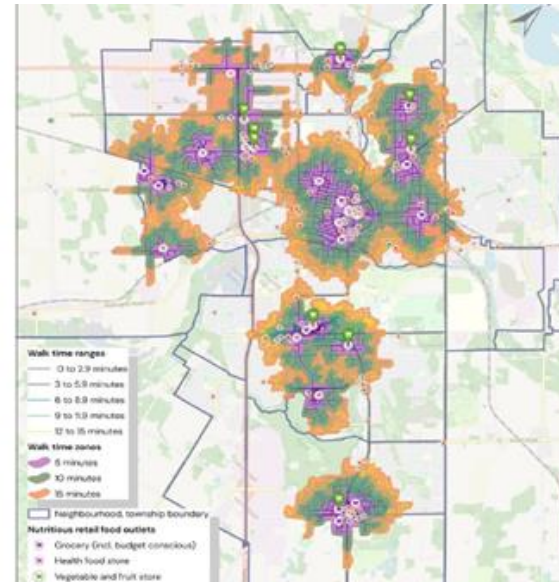
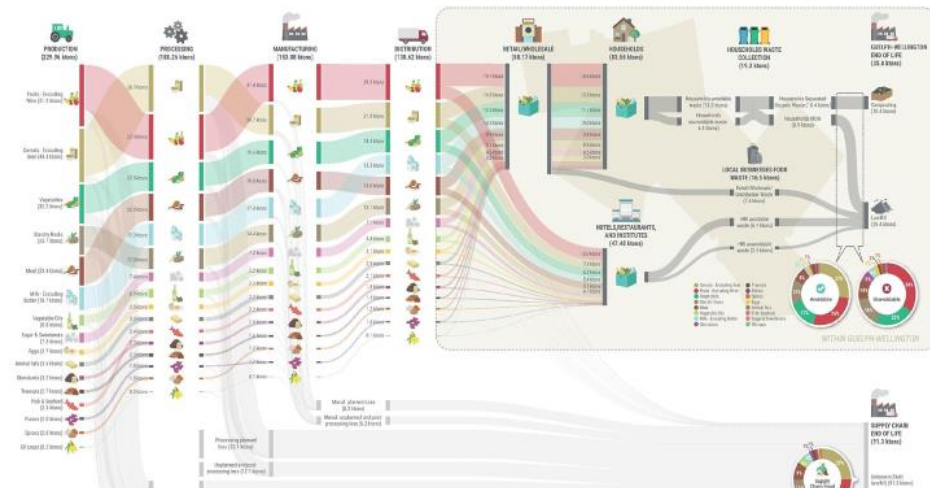
Businesses that established or expanded their circular practice
303

New products and services from diverted food waste
80

Circular Jobs from COIL programs
131

Tonnes of food upcycled to new products
75,567

System Impacts



Business collaborations strengthening the circular supply chain

308



New funding leveraged

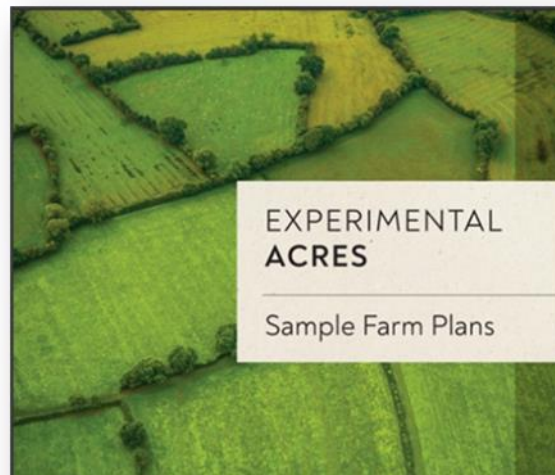
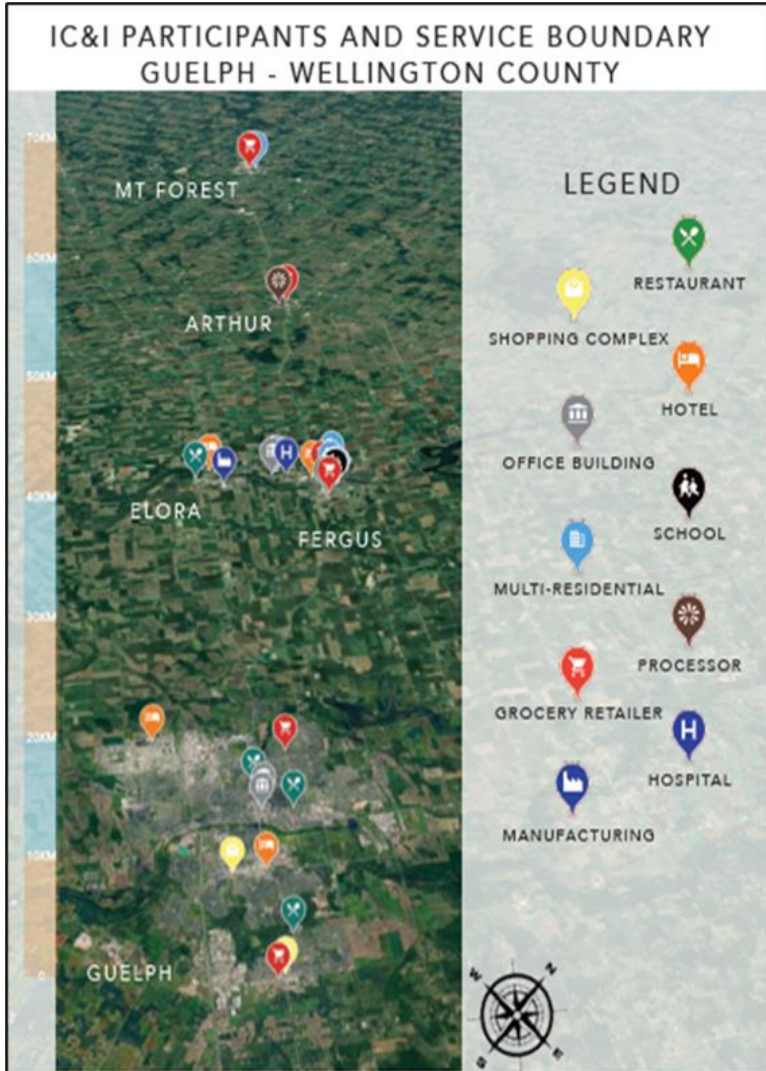
\$17,151,507



Value of in-kind contributions

\$2,065,711

Climate Impacts



National and Global Recognition for Leadership



Spain



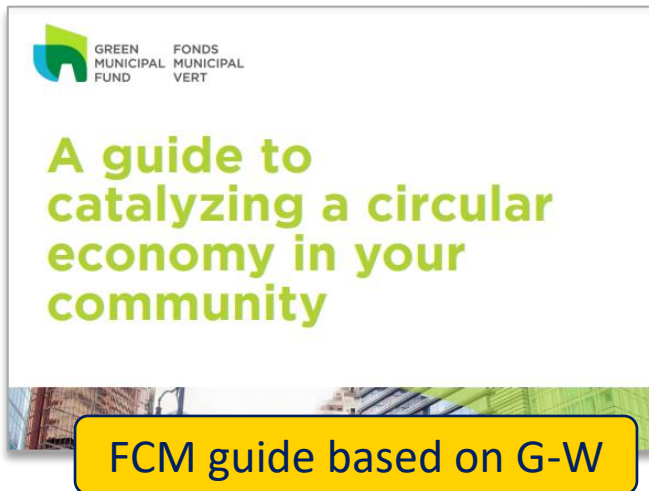
Ottawa



FCM Award



Brazil



FCM guide based on G-W



COP27 Egypt



Global



Circular Economy Hotspot Guelph Wellington 2024

**Guelph–Wellington selected as location for
Circular Economy Hotspot 2024 Conference!**

- Global event series will bring **500+ circular economy leaders** from around the world to our region.
- Headquartered at University of Guelph in **June 2024**.

Thank you to our amazing partners and collaborators!

Delivery Partners



Toward Common Ground



Collaborators



Go forward and legacy...



Wind Down & Closure of Smart Cities Office

- With successful conclusion of federal grants in December 2023, Smart Cities Office will close.
- Smart Cities programs are either being transferred to community collaborators or wound down.
- Final report with lessons learned will be published by December 2023.
- Celebration event being planned for October 2023.

Community-Led Action Plans



Circular Business Action Plan

December 2022



Waste as a Resource Action Plan

December 2022



Guelph-Wellington Food Security Action Plan

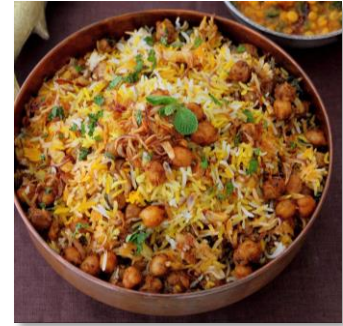
December 2022





COIL 2.0 Led by Innovation Guelph & 10C

- Innovation Guelph is leading a FedDev application to continue elements of the COIL program
- City and County supporting application. Potential involvement in projects on circular procurement, rural circular economy and infrastructure.

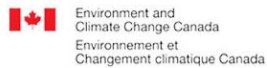


Other cities building on our work

Halifax Circular Food Hub



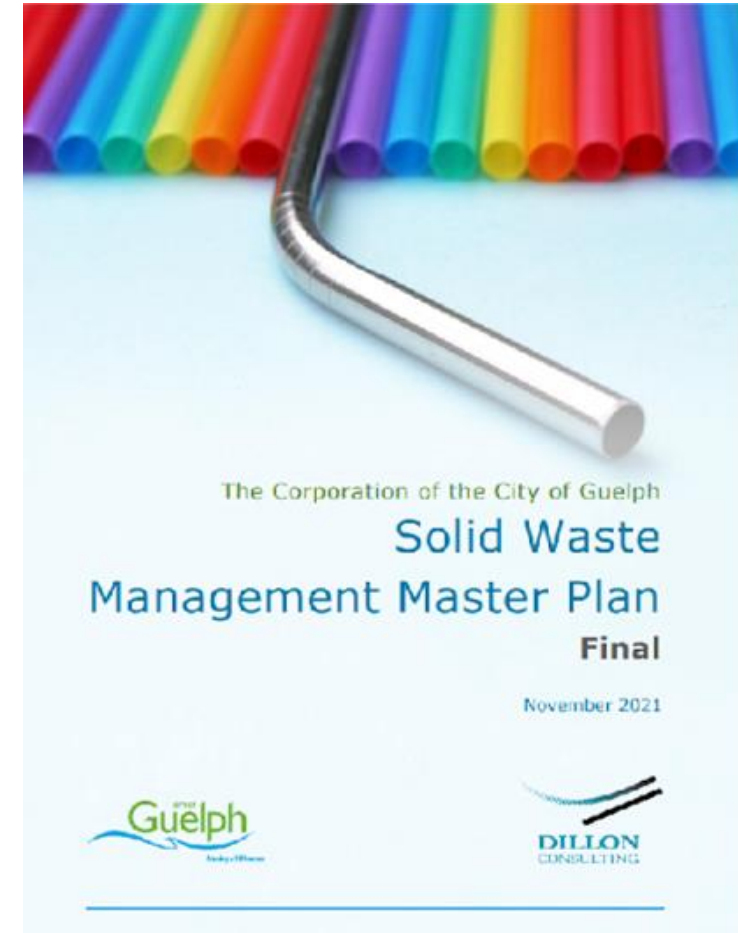
IN COLLABORATION WITH



HALIFAX PARTNERSHIP

Municipal Circular Economy Leadership

- Solid Waste Resources implementing circular economy policy and strategy as part of Solid Waste Master Plan (subject to budget resourcing).
- Guelph and Wellington County jointly participating in FCM Circular Cities and Regions initiative.



Other Food Future Collaborators

- **County of Wellington** maintaining staff resources to support agriculture rural circularity as well as continue work on the circular economy through their solid waste department.
- **WDG Public Health** regularly engages on food access and nutrition as part of health promotion mandate.
 - Staff recommends council encourage WDG Public Health to incorporate lessons learned from Our Food Future into their ongoing food access and health promotion activities.



**Circular Opportunity
Innovation Launchpad**

Our FoodFuture
Guelph-Wellington



Funded by

Federal Economic Development
Agency for Southern Ontario

Canada



Dear Ward 3 City Council Members,

I am writing to amplify a collectively held concern from the Our Food Future working groups for urgent attention to the need for a **comprehensive sustainability plan following the conclusion of the Our Food Future funding in Guelph-Wellington.**

As dedicated partners in Our Food Future's successes, we strongly believe that addressing this matter is crucial for the long-term well-being and resilience of our community. This request is in line with the City's Community Plan and builds on the return on investment that this project has brought to our community - due to foundational leadership by not-for-profits and municipal committees formed to take on these world-stage calibre projects. Social finance leaders like Harvest Impact by 10C are changing how entrepreneurs can access financing in a way that can leverage ideas without extreme risk. Agricultural Challenges distributing microgrants are enabling growers to commit to address climate change with regenerative adaptations to changing soils and temperatures in this region.

The Our Food Future initiative has played a pivotal role in establishing Guelph as a global leader in the circular food economy for sustainable food systems. Its funding has facilitated the implementation of innovative projects and collaborations to support access to affordable nutritious foods, circular businesses and using waste as a resource. The success we have collectively achieved is evident in the positive impact it has had on our city, enhancing our reputation at a national and international scale. These regional successes are actively serving as a model for other communities, and it would be in our best interest to continue to grow deeply in this work together.

Personally - as a result of this project funding - I was able to stay in Guelph longer than my graduate degree completed in 2020 to be employed by the Our Food Future circular food economy project through the pandemic to present day. It has been a profoundly beneficial opportunity to apply a proof-of-concept research idea to a region-wide successful project alongside the wide-ranging team of brilliant circular economy leaders involved with Our Food Future and COIL. Evidence of this partnership through the development of a Food Environment Assessment in 2021 is presented publicly on the [Our Food Future Data Hub](#).

There were some tremendous accomplishments throughout this program duration-highlighted in the staff report to Council sent out in May 2023 and identified in the attached graphic. We see the interconnectedness of food access in these accomplishments with many of the other structural determinants of health issues our community is facing including housing, mental health, and addiction and continued increasing inflation.

As the funding for Our Food Future is projected to formally draw to a close this year, it is imperative that The City of Guelph proactively develops a sustainability plan to ensure the continued funding for the legacy projects and crucial initiatives that have been bolstered.

By establishing a well-rounded sustainability plan, Guelph can ensure that our progress does not stagnate and that our community continues to thrive in these critical areas. We see this as a place for the municipality to lean into collaboration with existing endeavours rather than work separately.

A comprehensive sustainability plan should include funding to:

- Continue to leverage available funding for food related projects in our community through a coordinated approach
- Invest in mid-term and long-term collaborative work necessary to secure a long-term future for a local food distribution hub
- Sustain and grow the Food System Resiliency Table by creating a pathway for it to become an official committee
- Support of the Development of new social enterprise and non-profit solutions that achieve social outcomes
- Support the community action tables for nutritious food distribution and waste reduction

This collective plan will continue to have clear goals, measurable targets, and a realistic timeline for implementation, ensuring the continuity of Our Food Future's accomplishments. Moreover, we know that public consultation and engagement are key goals for the City of Guelph and that you will continue to prioritize this with future steps related to the needs and aspirations of our community.

By taking prompt action to establish a sustainability plan, Guelph City Council can maintain its leadership in sustainable practices, set an example for other municipalities, and create a more prosperous, resilient, and equitable future for its residents. This approach will also be in line with the [Guelph Community Plan](#), specifically the desire for innovative economic opportunities for quality and long-lasting jobs. This builds on the return on investment that this project has brought to our community as a result of this partnership with not-for-profit organizations and institutions throughout Guelph-Wellington taking on foundational leadership roles to take on these world calibre projects.

I support a transition plan in forthcoming years to ensure the Smart City Office goals can continue to be tracked and managed. As many program participants are in the early stages of an established business with this funding, the innovative potential funded so far would not be fully actualized without a long-term funding strategy of this project.

Thank you for your attention to this matter. I trust in your commitment to the well-being of our city and look forward to a continued partnership with the Our Food Future team for many years to come.

many thanks,
Jude Keefe (she/her/they)

Geographer, Cartographer | MA'20 ([UofG](#)), PlanTech '18 ([COGS](#)), BA '12 ([MTA](#))

Program Intake & Impact Assessment Lead @10C Shared Space : jude@10carden.ca
 GIS Specialist @ COIL/Our Food Future (Smart Cities Office) datahub.foodfuture.ca | coil.eco
 Research Assistant, @ Ivey Business School, Western University : [Circular Research Map](#)

With gratitude to the keepers of the land in places I humbly call home: Anishinaabemowin of [Treaty 3](#) | [Cree, Métis](#) of [Treaty 6 + Treaty 8](#) | [Mi'kmaq](#) of [Epekwitk/Mi'kima'ki](#),





Toward Common Ground

June 1, 2023

Guelph City Council
c/o City Clerk's Office
City of Guelph
1 Carden Street
Guelph, ON N1H 3A1

Subject: Our Food Future Transition Plan

Dear Guelph City Council,

On behalf of Toward Common Ground, we are writing to urge ongoing support for the Smart Cities Our Food Future initiative and the development of a comprehensive transition plan, following the conclusion of the Infrastructure Canada funding. As a partner in Our Food Future's successes, we strongly believe that the backbone support provided by Our Food Future is essential to promoting the long-term wellbeing and resilience of our community.

The Our Food Future initiative has played a pivotal role in establishing Guelph as a global leader in promoting a circular food economy and a sustainable food system. The Smart Cities Office has facilitated the implementation of innovative projects and collaborations to support access to nutritious foods, circular businesses, and using waste as a resource. The success we have collectively achieved is evident in the positive impact it has had on our city, enhancing our reputation, and serving as a model for other communities.

Improving food access and addressing climate change are complex problems that require creative and collaborative solutions. The backbone support provided by the Our Food Future initiative is critical to sustaining and scaling the positive impacts achieved to date and for long-term systemic change. By establishing a well-rounded transition plan that includes backbone support, Guelph will maintain its role as a leader and example for other communities and create a more prosperous, resilient, and equitable future for its residents.

Thank you for your attention to this matter and for your commitment to promoting an equitable, sustainable, and healthy community.

Sincerely,

Glenna Banda,
Co-chair, Toward Common Ground

Caroline Folkman,
Manager, Toward Common Ground



760 Peterborough County Road 36, Trent Lakes, ON K0M 1A0 Tel 705-738-3800 Fax 705-738-3801

February 28, 2023

Via email only

To: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
minister.mah@ontario.ca
The Honourable Doug Ford, Premier of Ontario
doug.fordco@pc.ola.org
The Honourable Dave Smith, MPP Peterborough-Kawartha
dave.smithco@pc.ola.org
The Honourable Michelle Ferreri, MP Peterborough-Kawartha
michelle.ferreri@parl.gc.ca
Curve Lake First Nation
audreyp@curvelake.ca
The Association of Municipalities Ontario
amo@amo.on.ca

Re: Oath of Office

Please be advised that during their Regular Council meeting held February 21, 2023, Council passed the following resolution:

Resolution No. **R2023-119**

Moved by Councillor Franzen
Seconded by Deputy Mayor
Armstrong

Whereas most municipalities in Ontario have a native land acknowledgement in their opening ceremony; and

Whereas a clear reference to the rights of Indigenous people is the aim of advancing Truth and Reconciliation; and

Whereas Call to Action 94 of the Truth and Reconciliation Commission of Canada called upon the Government of Canada to replace the wording of the Oath of Citizenship to include the recognition of the laws of Canada including Treaties with Indigenous Peoples; and

Whereas on June 21, 2021 an Act to amend The Citizenship Act received royal assent to include clear reference to the rights of Indigenous peoples aimed at advancing the Truth and Reconciliation Commission's Calls to Action within the broader reconciliation framework; and

Whereas the Truth and Reconciliation Commission of Canada outlines specific calls to action for municipal governments in Canada to act on, including education and collaboration;

Therefore be it resolved that Council request to the Minister of Municipal Affairs and Housing that the following changes be made to the municipal oath of office: I will be faithful and bear true allegiance to His Majesty King Charles III and that I will faithfully observe the laws of Canada including the Constitution, which recognizes and affirms the Aboriginal and treaty rights of First Nations, Inuit and Metis peoples; and further

That this resolution be forwarded to the Association of Municipalities of Ontario (AMO), all Ontario municipalities, MPP Dave Smith, MP Michelle Ferreri, Premier Doug Ford and Curve Lake First Nation.

Carried.

Sincerely,

Mayor and Council of the Municipality of Trent Lakes

Cc: All Ontario municipalities

Staff Report



To	Committee of the Whole
Service Area	Infrastructure, Development and Enterprise Services
Date	Tuesday, June 6, 2023
Subject	Water Services' Updated Operational Plan Endorsement

Recommendation

1. That the City of Guelph Council endorse the Water Services' Operational Plan, as required as part of the Ontario Municipal Drinking Water Licensing Program.
-

Executive Summary

Purpose of Report

To obtain Council's (the Drinking Water System Owner) endorsement of the Water Services' Operational Plan (OP), as required under the Safe Drinking Water Act (2002). The OP is the written documentation that confirms that the Water Services' quality management system meets the requirements of the Drinking Water Quality Management Standard (DWQMS), which is legislated to be completed under the Safe Drinking Water Act.

The OP is a document that provides an understanding of the drinking water systems, the responsibilities of both the Owner and the Operating Authority of the systems, and a commitment to the provision of safe drinking water. The OP enables the City of Guelph to continue to plan, implement, check, and continually improve its systems, thereby ensuring ongoing confidence and security in the drinking water systems.

The OP was first endorsed by Council in 2009 and requires periodic re-endorsement within one year of appointment of each new term of council, when significant changes to the OP have been made, or when renewing the Municipal Drinking Water License.

Key Findings

The City of Guelph's Water Services division, as an operating authority, has been accredited to the DWQMS since 2009. Accreditation is the verification by a third-party accreditation body that an operating authority has a quality management system in place that meets the requirements of the DWQMS as required by the Safe Drinking Water Act. By achieving and maintaining accreditation, Water Services has demonstrated that they have an effective drinking water quality management system and are committed to the provision of safe drinking water, sound

operational practices, and continual improvement of programs and processes that affect the drinking water system.

Strategic Plan Alignment

This report is aligned with the Strategic Plan Priorities of Sustaining our Future by providing a sustainable drinking water supply, Building our Future by maintaining and replacing drinking water assets and Working Together for our Future through our collaborative approach to the delivery of drinking water.

Financial Implications

All financial implications related to developing and implementing the Operational Plan are accounted for in the Council approved 2023 Water Services Non-Tax Operating and Capital Budgets as well as the 2019 Water and Wastewater Long-Range Financial Plan. This Financial Plan is currently being updated and will be presented to council for endorsement in November 2023.

Report

In response to Justice O'Connor's recommendations made in the Report of the Walkerton Inquiry in 2002, the Municipal Drinking Water Licensing (MDWL) Program was established under the Safe Drinking Water Act (2002). The Municipal Drinking Water License (MDWL) is an approval to operate a municipal drinking water system. All municipal residential systems must be licensed under the Municipal Drinking Water Licensing Program. Licenses are valid for 5 years as long as Water Services:

- Maintains their status as an accredited operating authority to the Drinking Water Quality Management Standard (DWQMS), including having the operational plan endorsed by municipal council,
- Prepares a financial plan and has it approved by municipal council,
- Has valid permits to take water, and
- Operates the drinking water system according to the conditions in the license.

Water Services has initiated the process of renewing their Municipal Drinking Water License, which expires on July 24, 2024.

As one aspect of the MDWL, Operating Authorities must be accredited to the DWQMS, version 2.0. The DWQMS is the standard upon which drinking water system operational plans are developed and operating authorities are accredited. It is legislated under the Safe Drinking Water Act (2002). The requirements of the DWQMS, when implemented, assist owners and operators of municipal drinking water systems to develop sound operational procedures and controls.

The DWQMS approach emphasizes the importance of:

- A proactive and preventative approach to management strategies that identify and manage risks to public health,
- Establishing and documenting management procedures,
- Clearly identifying roles and responsibilities, and
- Continual improvement of the management system.

The Operational Plan is made up of 21 sections that mirror the 21 Elements of the DWQMS. The 21 DWQMS Elements are:

1. Quality Management System

2. Quality Management System Policy
3. Commitment and Endorsement
4. QMS Representative
5. Document and Records Control
6. Drinking Water System
7. Risk Assessment
8. Risk Assessment Outcome (included in the closed council report)
9. Organizational Structure, Roles, Responsibilities and Authorities
10. Competencies
11. Personnel Coverage
12. Communications
13. Essential Supplies and Services
14. Review and Provision of Infrastructure
15. Infrastructure Maintenance, Rehabilitation and Renewal
16. Sampling, Testing and Monitoring
17. Measurement and Recording Equipment Calibration and Maintenance
18. Emergency Management
19. Internal Audits
20. Management Review
21. Continual Improvement

Water Services' Operational Plan is the written documentation of the quality management system developed to meet the requirements of the DWQMS. The operating authority (Water Services) must receive the owner's (City Council) written endorsement of the drinking water system's operational plan as part of the Municipal Drinking Water License Renewal Program within one year of a new council or in cases where there have been significant updates to the Operational Plan.

Financial Implications

All financial implications related to developing and implementing the Operational Plan are accounted for in the Council approved 2023 Water Services Non-Tax Operating and Capital Budgets as well as the 2019 Water and Wastewater Long-Range Financial Plan. This Financial Plan is currently being updated and will be presented to council for endorsement in November 2023.

Consultations

Collaboration and feedback from Water Services' Top Management, along with Compliance & Performance team and Business Services team supporting Water Services was requested on the content of the Operational Plan. The resulting comments and feedback have been incorporated into the Operational Plan.

Attachments

Attachment-1 Guelph Water Services' Operational Plan

Departmental Approval

Wayne Galliher, C.E.T., Division Manager, Water Services

Heather Yates, Acting Manager, Compliance and Performance

Report Author

Kristin Pressey, Supervisor Compliance, Compliance and Performance

Deigh Madejski, Quality Management Specialist, Compliance and Performance

This report was approved by:

Nectar Tampacopoulos

General Manager, Environmental Services

Infrastructure, Development and Enterprise Services

519-822-1260 extension 3599

nectar.tampacopoulos@guelph.ca

This report was recommended by:

Jayne Holmes, P.Eng., PMP

Deputy Chief Administrative Officer

Infrastructure, Development and Enterprise Services

519-822-1260 extension 2248

jayne.holmes@guelph.ca

Attachment-1 Guelph Water Services' Operational Plan

Operational Plan

Guelph Drinking Water System

Owner: The Corporation of the City of Guelph

Operating Authority: The Corporation of the City of Guelph

MDWL Number: 017-101



Gazer Mooney Subdivision Distribution System

Owner: The Corporation of the Township of Guelph/Eramosa

Operating Authority: The Corporation of the City of Guelph

MDWL Number: 104-403




Version 2 – 2023-04-25

Document Number: EDMS-126299

As per the Accessibility for Ontarians with Disabilities Act (AODA), this document is available in an alternate format by e-mailing waterservices@guelph.ca or by calling 519-837-5627; TTY: 519-837-5688 or text 226-821-2132.

Figure 1: Schedule C - Director's Directions for Operational Plans (Subject System Description Form) for Guelph Drinking Water System



Ministry of the Environment,
Conservation and Parks

[Print Form](#)

**Schedule C – Director’s Directions for Operational Plans
(Subject System Description Form)**
Municipal Residential Drinking Water System

Fields marked with an asterisk (*) are mandatory.

Owner of Municipal Residential Drinking Water System *
the Corporation of the City of Guelph

Subject Systems

Name of Drinking Water System (DWS) *	Licence Number *	Name of Operating Subsystems (if applicable)	Name of Operating Authority *	DWS Number(s) *
1. Guelph Drinking Water System	017-101		the Corporation of the City of Guelph	220000095

[Add item \(+\)](#)

Contact Information for Questions Regarding the Operational Plan i

Primary Contact

Last Name *	First Name *	Middle Initial
Madejski	Deigh	
Title *	Telephone Number *	Email Address *
Quality Management Specialist	519-822-1260 ext. 3687	deigh.madejski@guelph.ca

Secondary Contact

Last Name	First Name	Middle Initial
Pressey	Kristin	
Title	Telephone Number	Email Address
Supervisor, Compliance	519-822-1260 ext. 3658	kristin.pressey@guelph.ca


[Save Form](#)

[Print Completed Form](#)

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Figure 2: Schedule C - Director's Directions for Operational Plans (Subject System Description Form) for Gazer Mooney Subdivision Distribution System



Ministry of the Environment,
Conservation and Parks

[Print Form](#)

**Schedule C – Director's Directions for Operational Plans
(Subject System Description Form)**
Municipal Residential Drinking Water System

Fields marked with an asterisk (*) are mandatory.

Owner of Municipal Residential Drinking Water System *
the Corporation of the Township of Guelph/Eramosa

Subject Systems

Name of Drinking Water System (DWS) *	Licence Number *	Name of Operating Subsystems (if applicable)	Name of Operating Authority *	DWS Number(s) *
1. Gazer Mooney Subdivision Distribution System	104-103		the Corporation of the City of Guelph	260057967

[Add Item \(-\)](#)

Contact Information for Questions Regarding the Operational Plan i

Primary Contact

Last Name *	First Name *	Middle Initial
Madejski	Deigh	
Title *	Telephone Number *	Email Address *
Quality Management Specialist	519-822-1260 ext. 3687	deigh.madejski@guelph.ca

Secondary Contact

Last Name	First Name	Middle Initial
Button	Donna	
Title	Telephone Number	Email Address
Compliance and QMS Representative	519-856-9596 ext. 122	dbutton@get.on.ca

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Table 1: Index of referenced QMS documents in the Operational Plan.

Document Name	Document Number¹
QMS 02 – Quality Management System Policy	
QMS 02 City of Guelph Water Quality Policy (Poster)	SD-000295
QMS 02-01 Water Quality Policy - blank	SD-000293
QMS 02-01 Water Quality Policy - signed	SD-000294
QMS 03 – Commitment and Endorsement	
QMS 03-01 Commitment and Endorsement by Top Management blank	EDMS-123299
QMS 03-01 Commitment and Endorsement by Top Management signed	SD-102837
QMS 03-02 Commitment and Endorsement by Guelph City Council – Resolution	SD-000296
QMS 03-02 Commitment and Endorsement by Guelph/Eramosa Council – Resolution	SD-000281
QMS 04 – QMS Representative	
QMS 04-01 Compliance with Regulations and Legislation	SD-104335
QMS 05 – Document and Records Control	
QMS 05-01 Document Master List	SD-000303
QMS 05-02 Record Master List	SD-000304
QMS 05-03 Complying with Guelph’s Records Retention Bylaw	SD-103338
QMS 05-04 Table of Essential Documents	SD-104334
QMS 06 – Drinking Water System	
QMS 06-01 Treatment System Process Schematics	SD-000306
QMS 06-01 Treatment System Process Schematics (editable format)	SD-104274
QMS 06-02 Water Supply Sources	SD-000307
QMS 06-03 Gazer Mooney Subdivision Distribution System	SD-102855
QMD 06-04 Listing of Water Services’ Programs	SD-103431

¹ The document number is the Content ID Number assigned by the Electronic Document Management System (EDMS). Version numbers and revision dates of each document are maintained by the EDMS.

QMS 07 – Risk Assessment	
QMS 07-01 Risk Assessment Rating	SD-000309
QMS 07-02 Hazard Identification and Risk Assessment Template	SD-104272
QMS 08 – Risk Assessment Outcome	
QMS 08 – Risk Assessment Outcome Table	SD-000311
QMS 08-02 Summary of Critical Control Points and Critical Control Limits	SD-000313
QMS 08-03 Control and Response Measure Descriptions	SD-103032
QMS 09 – Organizational Structure, Roles, Responsibilities and Authorities	
QMS 09-01 Organizational Structure (org chart)	SD-000315
QMS 09-01 Organizational Structure (org chart) – no employee names	EDMS-115698
QMS 09-02 QMS Roles, Responsibilities and Authorities Table	SD-000316
QMS 10 - Competencies	
QMS 10-01 Employee Orientation Training Form	SD-000419
QMS 10-02 Distribution Operator On-The-Job Training Form	SD-103460
QMS 10-03 Treatment Operator On-The-Job Training Form	SD-103461
QMS 10-04 Administration On-The-Job Training Form	EDMS-106093
QMS 10-07 On-the-job Practical Training Record	SD-103391
QMS 10-08 Employee Orientation	SD-102868
QMS 12 - Communications	
QMS 12-02 Internal Communications	SD-000420
QMS 12-03 Renewing the Municipal Drinking Water Licence	SD-104465
QMS 13 – Essential Supplies and Services	
QMS 13-01 Essential Supplies and Services Table	SD-000322
QMS 14 – Review and Provision of Infrastructure	
QMS 14-01 Annual Infrastructure Review Process	EDMS-126099
QMS 16 – Sampling Testing and Monitoring	
QMS 16-01 Sample Locations Map	SD-000326
QMS 18 – Emergency Management	
QMS 18-01 Guelph-WDGPH Water Advisory Protocol	SD-104275

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QMS 19 – Internal Audits	
QMS 19-01 Sample Internal Audit Plan	SD-000331
QMS 19-02 Internal Audit Summary and Checklist	SD-000332
QMS 19-03 Internal Process Audit Checklist	SD-104223
QMS 20 – Management Review	
QMS 20-01 Management Review Agenda	SD-000356
QMS 21 – Continual Improvement	
QMS 21-01 Root Cause Analysis Form	SD-104278

Contents

Introduction.....8
QMS 01 – Quality Management System..... 9
QMS 02 – Quality Management System Policy.....11
QMS 03 – Commitment and Endorsement..... 14
QMS 04 – QMS Representative..... 17
QMS 05 – Document and Records Control..... 19
QMS 06 – Drinking Water System..... 26
QMS 07 – Risk Assessment..... 45
QMS 08 – Risk Assessment Outcomes..... 50
QMS 09 – Organizational Structure, Roles, Responsibilities and Authorities..... 52
QMS 10 – Competencies..... 55
QMS 11 – Personnel Coverage..... 61
QMS 12 – Communications..... 64
QMS 13 – Essential Supplies and Services..... 70
QMS 14 – Review and Provision of Infrastructure..... 74
QMS 15 – Infrastructure Maintenance, Rehabilitation and Renewal..... 79
QMS 16 – Sampling, Testing and Monitoring..... 84
QMS 17 – Measurement and Recording Equipment Calibration and Maintenance... 89
QMS 18 – Emergency Management..... 93
QMS 19 – Internal Audits..... 104
QMS 20 – Management Review..... 109
QMS 21 – Continual Improvement..... 112
Revision History..... 118

Introduction

This Operational Plan documents the Quality Management System (QMS) developed for the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System to meet the requirements of the Ontario Drinking Water Quality Management Standard (DWQMS) v. 2.0, dated February 2017 and to comply with the requirements of the Safe Drinking Water Act, 2002.

Municipal Drinking Water Licence

In order to operate a drinking water system in Ontario, the Safe Drinking Water Act requires Owners of drinking water systems to have a Municipal Drinking Water Licence. In order to obtain a Municipal Drinking Water Licence, the following must be in place:

- A Drinking Water Works Permit,
- Permits to Take Water,
- An accredited Operating Authority,
- An accepted Operational Plan, and
- An approved Financial Plan.

In order for a municipality to be accredited and licenced to provide drinking water, it must have a Quality Management System in place that meets the requirements of the Drinking Water Quality Management Standard. A Quality Management System consists of a set of policies, procedures and objectives that direct and control an organization with respect to quality. Water Services' QMS is documented in this Operational Plan.

Operating Authorities are accredited by a third-party accreditation body against the requirements of the DWQMS. City of Guelph Water Services, the Operating Authority for the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System, has been accredited to the DWQMS since 2009.

QMS 01 – Quality Management System

Purpose

To document a Quality Management System (QMS) that meets the requirements of the Province of Ontario’s Drinking Water Quality Management Standard (DWQMS).

Definitions

Drinking Water Quality Management Standard (DWQMS) - has the same meaning as Quality Management Standard for Drinking Water Systems approved under section 21 of the Safe Drinking Water Act, 2002.

Operational Plan - means the Operational Plan required by the Province of Ontario’s Ministry of the Environment Conservation and Parks Director’s Directions.

Quality Management System - has the same meaning as “Quality Management System” defined in the Terms and Definition Section of the Drinking Water Quality Management Standard. Quality Management System - a system to:

- a) Establish a policy and objectives, and to achieve those objectives, and
- b) Direct and control an organization with regard to quality.

Procedures

1. Documenting the QMS

- 1.1 The Guelph Drinking Water System is owned and operated by the Corporation of the City of Guelph (the City of Guelph). Although the owner and operator of the system are the same entity, the owner has assigned Operating Authority roles, responsibilities and authorities to its Environmental Services department, Water Services division (Water Services). As such, Water Services is responsible for the operation, management, maintenance or alteration of the system.
- 1.2 The Gazer Mooney Subdivision Distribution System is owned by the Corporation of the Township of Guelph/Eramosa (Township of Guelph/Eramosa). The City of Guelph has been contracted through agreement with the Township of Guelph/Eramosa as the Operating Authority for the system and the City has assigned the Operating Authority roles, responsibilities and authorities for the system to Water Services.

- 1.3 The Operational Plan is a written documentation of Water Services' Quality Management System to meet the requirements of the Drinking Water Quality Management Standard. It establishes policies and procedures for the effective management and operation of the drinking water systems. It also provides an understanding of the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System, the responsibilities of the system Owner(s) and Operating Authority, and a commitment to the provision of safe drinking water.
- 1.4 The Operational Plan enables the City of Guelph and the Township of Guelph/Eramosa to continue to plan, implement, check, and continually improve the systems, thereby ensuring ongoing confidence and security in the drinking water systems.
- 1.5 The Operational Plan was created by Water Services to ensure that safe, reliable drinking water is provided to all the citizens, businesses, and visitors of Guelph and the Gazer Mooney subdivision.

2. Availability of the Operational Plan

- 2.1 The Operational Plan is available for viewing by the public at Service Guelph, located at Guelph City Hall, or upon request at the Township of Guelph/Eramosa office.
- 2.2 The Operational Plan is readily available to Water Services personnel and to the Business Services and Compliance and Performance personnel that support Water Services in Guelph's Electronic Document Management System (EDMS).

Applicable QMS Documents

None applicable.

Reference Documents

[Director's direction – minimum requirements for operational plans](#) (Director's Directions)

[Drinking Water Quality Management Standard](#)

[Safe Drinking Water Act, 2002](#)

QMS 02 – Quality Management System Policy

Purpose

To document a Quality Management System Policy that provides the foundation for the Quality Management System, and:

- a) Includes a commitment to the maintenance and continual improvement of the Quality Management System,
- b) Includes a commitment to the Consumer to provide safe drinking water,
- c) Includes a commitment to comply with applicable legislation and regulations, and
- d) Is in a form that can be communicated to all Operating Authority personnel, the Owner and the Public.

Definitions

Consumer (or customer): the drinking water end user. The term consumer and customer are used interchangeable in the Operational Plan.

Responsibilities

Quality Management Specialist – responsible for ensuring that QMS 02-01 is updated within 6 months of a change in Top Management.

Top Management – responsible for signing QMS 02-01 Quality Management System Policy – blank, which documents their commitments required by the Drinking Water Quality Management Standard.

Procedures

1. Documenting a Quality Management System Policy

- 1.1 Water Services, the Operating Authority for the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System, is committed to maintaining a high level of trust, commitment and accountability by consistently delivering high quality and safe drinking water.

- 1.2 Water Services' Quality Management System demonstrates the commitment to the Quality Policy, as stated below:

City of Guelph Water Quality Policy

Water Services is committed to:

Trusted supply of safe and reliable drinking water for the consumer

Achieving compliance with applicable legislation and regulations

Providing necessary resources for the maintenance and continual improvement of the Quality Management System

- 1.3 Members of Water Services' Top Management have documented their commitment to the Water Services' Quality Policy by signing QMS 02-01 Water Quality Policy. This document will be updated within six months of changes in Top Management.

2. Communicating the Quality Policy

- 2.1 The Water Quality Policy is communicated and available to all Operating Authority personnel and the public in the Council Chambers office and through the City's [Water Quality and Testing Reports webpage](#). Hard copies of the Water Quality Policy are also available to Operating Authority personnel at various locations throughout Water Services.

Applicable QMS Documents

QMS 02 City of Guelph Water Quality Policy (Poster) (SD-000295)

QMS 02-01 Water Quality Policy - blank (SD-000293)

QMS 02-01 Water Quality Policy - signed (SD-000294)

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Page 12 of 128

Reference Documents

None applicable.

QMS 03 – Commitment and Endorsement

Purpose

To provide a written endorsement of the Operational Plan and its contents by Top Management and the Owner.

Responsibilities

Quality Management Specialist – responsible for ensuring that QMS 03-01 Commitment and Endorsement by Top Management is updated within six months of a change in Top Management; and for ensuring that this Operational Plan is endorsed by the Owner within one year of a new council, or after significant changes to the Operational Plan are made.

Top Management – responsible for signing the QMS 03-01 Commitment and Endorsement by Top Management, which documents their endorsement of the Operational Plan and its contents.

Procedures

The Owners and Top Management of the Operating Authority are committed to the implementation, maintenance and continual improvement of a QMS that meets the requirements of the Drinking Water Quality Management Standard (DWQMS). The QMS for the drinking water systems is documented in this Operational Plan.

1. Commitment and Endorsement by the Owners

1.1 The drinking water system Owners (the City of Guelph and the Township of Guelph/Eramosa) endorse this Operational Plan through a Council Resolution within one year following the election of a new council, or following significant changes to the Operational Plan. A copy of the endorsement provided by each of the system Owners is maintained in EDMS.

In addition, a copy of the minutes for each council meeting, including council resolutions are available on the system Owners public website:

- City of Guelph council minutes available at, <https://guelph.ca/city-hall/mayor-and-council/city-council/agendas-and-minutes/>

- Township of Guelph/Eramosa council minutes available at, <https://www.get.on.ca/township-services/committee/mayor-and-council/meetings>.

1.2 The Owners' commitment to an effective Quality Management System (QMS) is evidenced by the resources provided for the implementation, maintenance and continual improvement of this Operational Plan and QMS.

2. Commitment and Endorsement by Top Management

2.1 Top Management's endorsement of the Operational Plan and the QMS is provided through the signatures found in QMS 03-01 – Commitment and Endorsement by Top Management.

2.2 Top Management's commitment to an effective QMS is evidenced by:

- a) Ensuring that a QMS is in place that meets the requirements of the DWQMS,
- b) Ensuring that Operating Authority staff are aware of all applicable legislative and regulatory requirements,
- c) Communicating the QMS according to procedures outlined in QMS 12 - Communications, and
- d) Determining, obtaining or providing the resources needed to maintain and continually improve the QMS.

2.3 By signing QMS 03-01 – Commitment and Endorsement by Top Management, members of Top Management are documenting their commitment to an effective QMS as stated above and their endorsement of the Operational Plan. This document will be updated within six months of changes in Top Management.

Applicable QMS Documents

QMS 03 Commitment and Endorsement by Guelph City Council – Resolution (SD-000296)

QMS 03 Commitment and Endorsement by Guelph/Eramosa Council – Resolution (SD-000281)

QMS 03-01 Commitment and Endorsement by Top Management blank (EDMS-123299)

Reference Documents

None applicable.

QMS 04 – QMS Representative

Purpose

To identify a Quality Management System (QMS) Representative and outline their specific responsibilities.

Responsibilities

Quality Management Specialist – responsible for administering the Quality Management System, as described in the procedures section below.

Top Management – responsible for appointing a Quality Management System Representative; and ensuring that personnel are aware of all applicable legislative and regulatory requirements that pertain to their duties for the operation of the drinking water system.

Procedures

1. Appointing a Quality Management System Representative

1.1 Top Management for the Operating Authority (Water Services) at the City of Guelph has appointed the Quality Management Specialist to be the Quality Management System (QMS) Representative.

2. Responsibilities of the QMS Representative

2.1 The QMS Representative's authorities, roles and responsibilities are outlined in QMS 09 – Organizational Structure, Roles, Responsibilities and Authorities. Irrespective of other responsibilities, the QMS Representative shall:

- a) Administer the QMS by ensuring that processes and procedures needed for the QMS are established and maintained;
- b) Report to Top Management on the performance of the QMS and any need for improvement;
- c) Ensure that current versions of documents required by the QMS are being used at all times;

- d) With Top Management, ensure that personnel are aware of all applicable legislative and regulatory requirements that pertain to their duties for the operation of the Guelph Drinking Water System and Gazer Mooney Subdivision Distribution System;
- e) Promote awareness of the QMS throughout the Operating Authority; and
- f) Coordinate and lead the annual Management Review on the continuing suitability, adequacy and effectiveness of the QMS, and ensure that the results of the annual review are conveyed to the system Owners (Guelph City Council and Guelph/Eramosa Township Council).

Applicable QMS Documents

QMS 04-01 Compliance with Legislation and Regulations (SD-105335)

QMS 05 - Document and Records Control

QMS 09 - Organizational Structure, Roles, Responsibilities and Authorities

QMS 09-01 Organizational Structure (SD-000315)

QMS 09-02 QMS Roles, Responsibilities and Authorities Table (SD-000316)

QMS 12 - Communications

QMS 20 Management Review

Reference Documents

None applicable.

QMS 05 – Document and Records Control

Purpose

To document a procedure that describes how:

- a) Documents required by the quality management system (QMS) are:
 - i. kept current, legible, and readily identifiable
 - ii. retrievable
 - iii. stored, protected, retained and disposed of, and
- b) Records required by the quality management system (QMS) are:
 - i. kept legible and readily identifiable
 - ii. retrievable
 - iii. stored, protected, retained and disposed of.

Definitions

Document - has the same meaning as “document” defined in s. 2(1) of the SDWA. Document - includes a sound recording, video, film, photograph, chart, graph, map, plan, survey, book of account, and information recorded or stored by means of any device.

Inactive record - A record that is referred to infrequently but is required to be kept as per the retention schedule of the City’s Record Retention By-law. They may be kept in another location other than the department or service area they pertain to.

Procedure - A Form, Checklist, Standard Operation Procedure (SOP), Work Instruction (WI), etc. that is used to complete work at Water Services.

Record - has the same meaning as “record” defined in the Terms and Definition Section of the Drinking Water Quality Management Standard. Record - a document stating results achieved or providing proof of activities performed.

Reference Document (RD) - A document that provides specific information (but no instructions) such as contact lists, licences, permits, account information, etc. This will also be used for important technical bulletins or reports created by other agencies.

Retention period - The period of time during which a specific record series must be kept before they can be disposed of. The full retention period is made up of the total active and inactive time periods listed for a record.

Standard Operating Procedure (SOP) - A high-level document outlining responsibilities, procedures, processes, hazards and reference documents. SOP's do not describe how to use specific equipment but the overall process. SOP's will list related Work Instructions and/or Reference Documents if applicable.

Work Instruction (WI) - A step-by-step instruction on site specific processes, pieces of equipment or tool and computer software. Work instructions should include simple step by step, user friendly directions and may include pictures or screen shots.

Responsibilities

All Staff – responsible for following the City's Records and Information Policy and the Records Retention by-law; and ensuring that documents and records are kept current, legible, readily identifiable, retrievable, stored, protected, retained and disposed of.

Procedures

The City of Guelph has a Records and Information Management (RIM) Policy to ensure consistent standards and practices for the life cycle management of records. Further to the Policy, the City has a Records and Information Management (RIM) Strategy and a Records Retention Bylaw. The RIM Policy, RIM Strategy and Records Retention Bylaw can be found on the City of Guelph's intranet site.

Documents

1. Documents Required by the QMS

- 1.1 Documents required by the QMS are listed in QMS 05-01 Document Master List, which includes their document number (if applicable), location where they are stored, and the person responsible for them. A list of Essential Documents is outlined in QMS 05-04 Table of Essential Documents.
- 1.2 Examples of controlled documents are the Operational Plan and its associated policies, procedures, including applicable Standard Operating Procedures (SOPs), Work Instructions (WIs), Reference Documents (RDs), forms, checklists, or other documents that are subject to revision. These are maintained on the City of Guelph's Electronic Document Management System (EDMS).

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2. Policies and Procedures

- 2.1 Water Services' policies and procedures (e.g., SOPs, WIs, RDs) are created using the WS-RD Procedure Template and as per the WS-SOP Procedure Creation, Update and Review.
- 2.2 Policies and procedures are subject to review minimally every 3-years by the appropriate staff to ensure they are kept current. Any updates to a policy or procedure is done as per the WS-SOP Procedure Creation, Update and Review. Staff sign the WS-RD Procedure Review Form to acknowledge that they have read and understood the information contained in the document. Further, they will provide any required edits or comments to ensure the document is kept up-to-date.
- 2.3 Policies and procedures are stored in Guelph's Electronic Document Management System (EDMS). Staff are directed to access policies and procedures directly from the EDMS to ensure they are accessing the most recent version of a document. The EDMS maintains version control of each document and assigns a unique number to each document. The Content Info for each document contains the revision number along with a description of changes made since the last revision.
- 2.4 The Water Services Procedures Folio (EDMS-115498) stores all of the policies and procedures in one place so they are easily accessible by staff.

3. Ensuring Documents are kept current, legible and readily identifiable

- 3.1 In order to ensure documents are kept current, any employee can make a request for the creation or a change to a QMS document or procedure. Reasons for changes to documents can include: general update, annual or 3-year reviews, a change in procedure, results of an audit or suggestion for improvement. Prior to processing QMS document changes, the Quality Management Specialist is responsible for ensuring that the changes will not affect the integrity of the QMS or the processes.
- 3.2 The Operational Plan is reviewed and updated minimally once per year by the Quality Management Specialist, with assistance from other Water Services staff, if required. Any updates made to the Operational Plan are summarized and sent to Top Management in an email and approves the changes using WS-RD Procedure Review Form.

- 3.3 All staff members are responsible to ensure that documents remain legible and readily identifiable. If a document has been damaged or made illegible, staff will inform the Quality Management Specialist or appropriate staff, and can request a replacement copy.

4. Retrieving, Storing and Protecting Documents

- 4.1 Staff are directed to retrieve documents right from their source (i.e. EDMS, the City of Guelph’s intranet site, manufacturer websites, etc.) to ensure they are obtaining the most recent version. Operations and Maintenance Manuals are printed for each well facility and are maintained and updated by the Water Operations Technician.
- 4.2 Controlled documents of internal origin (those created by Water Services, Business Services or Compliance and Performance) are stored as listed on the QMS 05-01 Document Master List. To ensure documents are protected, the network drive and EDMS are backed up daily by the City’s Information Technology Department.
- 4.3 Electronic documents stored on EDMS are “read only” for most staff. Different levels of access can be given to various staff based on their needs. For example, the Water Operations Technicians have “Read” and “Write” access. The Quality Management Specialist or a member of the IT Department can add/delete users or modify their permission levels, as required.
- 4.4 Documents stored in EDMS are assigned a unique document number (Content ID). EDMS also tracks other content information such as revision number, document type, author, folder and a comments section that includes a description of what has changed since the last revision.
- 4.5 If a document is printed from EDMS, it is considered uncontrolled and not subject to revision. Staff are directed to access documents directly from their source (i.e. EDMS, City of Guelph’s intranet site, etc.) to ensure they are obtaining the most recent version.
- 4.6 Documents that are only available in hard copy are to be kept in a safe, dry location that will ensure no damage or deterioration. These documents should eventually be digitized and stored in EDMS for safekeeping and back-up. For example: Final Reports for a project.

5. Accessible Document Guidelines

- 5.1 All documents posted on Guelph's corporate website (e.g., Annual Report, Summary Report) must be accessible as per the Accessibility for Ontarians with Disabilities Act (AODA), 2005. A statement must appear on all public-facing documents to inform the public that all documents are available in alternate formats upon request.
- 5.2 The City provides internal training and resources to ensure that public-facing documents meet AODA requirements.

Records

1. Records Required by the QMS

- 1.1 Records required by the QMS are listed in QMS 05-02 Record Master List, which also includes the Retention Category, Filing Method, Location, Retention Period and who the record is maintained by.
- 1.2 Examples of records include, but are not limited to the results of internal and external audits, management reviews, Annual Reports, Summary Reports, log books and other record-keeping mechanisms, Continual Improvement tracking, maintenance records.

2. Ensuring Records are kept legible and readily identifiable

- 2.1 The person completing or entering a record into a log book, worksheet, etc. must ensure the record is legible, accurate and complete with regard to recording requirements.
- 2.2 Blank forms, such as compliance sheets, watermain maintenance report, generator maintenance log, etc. are kept in EDMS.

3. Retrieving, Storing and Protecting Records

- 3.1 Records may be electronic and/or hard copy. Electronic records are stored on the network drive, EDMS or WAM. To ensure records are protected, these are backed up by the City's Information Technology Department.
- 3.2 Hardcopy storage and management of active/inactive records are maintained at Water Services in filing cabinets or in the records room. When hard copy records

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are considered inactive, they are to be identified, packed in suitable containers and stored in Water Services' records retention room – a safe, dry location that will ensure no damage or deterioration until they have reached their retention time.

4. Retaining and Disposing of Documents and Records

- 4.1 Documents and Records created by or for the City of Guelph in connection with City business are the property of the Corporation of the City of Guelph and are retained and disposed of as per the Records Retention By-law.
- 4.2 If documents and records are believed to be beyond their retention period, the Quality Management Specialist (or assigned staff) will follow the City of Guelph's Records Destruction Standard Operating Procedure and complete the Records Destruction Form. Prior to the destruction of any document or record, destruction shall be authorized in writing through the Records Destruction Form by the appropriate department manager. The form must include a listing of record types and dates of records to be destroyed. The records may only be destroyed upon the approval of the Records Destruction Form by the City Clerk or designate.
- 4.3 Methods of disposition include shredding for hard copy records and deletion from electronic storage locations for electronic records.

Applicable QMS Documents

QMS 05-01 Document Master List (SD-000303)

QMS 05-02 Records Master List (SD-000304)

QMS 05-03 Complying with Guelph's Records Retention Bylaw (SD-103338)

QMS 05-04 Table of Essential Documents (SD-104334)

Reference Documents

Water Services Procedures Folio (EDMS-115498)

WS-RD Procedure Template (SD-000302)

WS-SOP Procedure Creation, Update and Review (SD-000421)

WS-RD Procedure Review Form (SD-000422)

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The following documents are found on the City of Guelph's intranet site:

- Records and Information Management Policy
- Records Destruction Form
- Records Destruction Standard Operating Procedure
- Records Retention Bylaw
- Records Retention Bylaw – Schedule 1

QMS 06 – Drinking Water System

Purpose

To provide a description of the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System that includes:

- a) For the Subject System:
 - i. The name of the Owner and Operating Authority.
 - ii. If the system includes equipment that provides Primary and/or Secondary Disinfection:
 - A description of the system including all applicable Treatment System processes and Distribution System components
 - A Treatment System process flow chart
 - A description of the water source, including:
 - general characteristics of the raw water supply,
 - common event-driven fluctuations, and
 - any resulting operational challenges and threats.
 - iii. If the system does not include equipment that provides Primary Disinfection or Secondary Disinfection:
 - a description of the system including all distribution system components, and
 - a description of any procedures that are in place to maintain disinfection residuals.
- c) If the Subject System is an Operational Subsystem, a summary description of the Municipal Residential Drinking Water System it is a part of including the name of the Operating Authority(ies) for the other Operational Subsystems.
- d) If the Subject System is connected to one or more other Drinking Water Systems owned by different Owners, a summary of those systems which:
 - i. Indicates whether the Subject System obtains water from or supplies water to those systems,
 - ii. Names the Owner and Operating Authority(ies) of those systems, and
 - iii. Identifies which, if any, of those systems that the Subject System obtains water from are relied upon to ensure the provision of safe drinking water.

Responsibilities

Water Compliance Specialist – responsible for ensuring that any modifications to the drinking water system are communicated to the Quality Management Specialist to ensure this procedure is kept up-to-date.

Quality Management Specialist (in consultation with Water Services personnel) – responsible for maintaining the accuracy of system descriptions in this procedure.

Procedures

Gazer Mooney Subdivision Distribution System Description

1. Name of the Owner and Operating Authority

- 1.1 The Gazer Mooney Subdivision Distribution System is owned by the Corporation of the Township of Guelph/Eramosa (Township of Guelph/Eramosa). The City of Guelph has been contracted as the Operating Authority for the system and the City has assigned the Operating Authority roles, responsibilities and authorities for the system to Water Services.
- 1.2 Water Services ensures operations of the Gazer Mooney Subdivision Distribution System are performed according to the contract between the Corporation of the Township Guelph/Eramosa and the Corporation of the City of Guelph. A copy of the contract (Agreement Regarding Water Services for the Gazer-Mooney Subdivision, 2019) is available in EDMS.

2. Description of the System and Distribution System Components

- 2.1 The Gazer Mooney Subdivision Distribution System serves approximately 72 households and is located in the Township of Guelph/Eramosa immediately north of the City of Guelph, between Speedvale Avenue East and Wellington County Road #124 (Eramosa Road). QMS 06-03 Gazer Mooney Subdivision Distribution System includes a map of the Gazer Mooney Subdivision Distribution System.
- 2.2 Water is provided to the Gazer Mooney Subdivision Distribution System from the Guelph Drinking Water System (described later in this procedure) through three watermains.
- 2.3 The Gazer Mooney Subdivision Distribution System is comprised (approximately) of the following infrastructure:

- 650 meters of 200mm diameter cement lined ductile iron watermain
- 600 meters of 150mm diameter cement lined ductile iron watermain
- 6 watermain valves
- 6 fire hydrants
- Service laterals to 72 residential parcels and 1 wastewater pumping station
- One chlorine analyzer
- One sampling station

3. Monitoring and Maintaining Disinfection Residuals

- 3.1 Secondary disinfection in the Gazer Mooney Subdivision Distribution System is continuously monitored with an operational chlorine analyzer equipped with alarming.
- 3.2 Operational checks and sampling are performed as per the T-SOP Monitoring and Recording In-Process Parameters of the Drinking Water System and the T-RD Water Quality Monitoring Requirements Summary. In response to low chlorine residuals, Distribution staff will flush the watermain as per D-SOP Mains – Flushing.

Guelph Drinking Water System Description

1. Name of the Owner and Operating Authority

- 1.1 The Corporation of the City of Guelph is the Owner and the Operating Authority of the Guelph Drinking Water System. Although the Owner and Operating Authority of the system are the same entity, the Owner has assigned the Operating Authority roles, responsibilities and authorities to its Environmental Services department, Water Services division (Water Services). As such Water Services is responsible for the operation, management, maintenance or alteration of the system.
- 1.2 The Water Services' Programs in place to operate and maintain the Drinking Water System are listed in QMS 06-04 – Listing of Water Services' Programs.

2. Description of the System and Treatment System Processes

- 2.1 The treatment processes used to treat Guelph's drinking water include:

- Primary Disinfection - chlorination or Ultraviolet (UV) Disinfection with chlorination at some locations;
- Iron Sequestering – by adding Sodium Silicate (Queensdale and Helmar);
- Filtration – Greensand filtration system at the Burke Treatment Plant;
- Secondary Disinfection - monitoring chlorine residuals at the point of entry into the distribution system, as well as throughout the system; and
- Re-chlorination (as needed) at Robertson, Paisley and Clair Booster Stations.

2.2 SCADA (Supervisory Control and Data Acquisition) programming and Programmable Logic Control (PLC) is used at all facilities to monitor the treatment and flow processes. Some of the things that are monitored through the SCADA system include: Ultraviolet (UV) dosage, chlorine residuals, well and booster pump flows, well levels, pressures, reservoir and tower levels, etc.

Some examples of the programming that is done to operate the system includes: well pump start/stop setpoints, booster pump start/stop setpoints, and various alarms when the established operating parameters are not met. Examples of alarming include: chlorine levels (high or low), reservoir and tower levels (high or low), intrusion alarms, pump alarms (fail to start or fail to stop), etc.

Arkell-Glen Collector-Carter-Woods System

Aqueduct

2.3 The Aqueduct is a large concrete gravity transmission watermain (36" and 42" in size) connecting the Arkell and Carter Sources to the F.M. Woods Pumping Station. It contains the Scout Camp Valve Chamber approximately half-way along its six kilometer length.

Arkell Spring Grounds and Glenn Collector System

2.4 The Arkell Spring Grounds is a City-owned property within Puslinch Township and is adjacent to the Eramosa River. The property is approximately 280 hectares in size. The Glen Collector and Recharge system, along with Arkell Wells 1, 6, 7, 8, 14 and 15 are located on this property and are often collectively referred to as the Arkell Spring Grounds.

2.5 Arkell Wells 6, 7, 8 & 14 are drilled groundwater wells ranging in depth from 31-44 meters and are considered true groundwater sources. These wells are each equipped with pumps, flow meters and discharge piping that connects to the Aqueduct.

- 2.6 Arkell Well 1 is a 14m deep drilled groundwater well located in the shallow overburden. Arkell Well 15 is a drilled groundwater well, approximately 30m deep. Arkell Well 1 and Arkell Well 15 are classified as Groundwater Under the Direct Influence of surface water With Effective in-situ Filtration (GUDI WEF). Arkell Well 1 and Arkell Well 15 are equipped with pumps, flow meters and discharge piping that connects to the Aqueduct.
- 2.7 Arkell Wells 6, 7, 8, 14 and 15 have dedicated on-site back-up diesel generators. The generator at Arkell 7 can also be used to power Arkell 1.
- 2.8 The Glen Collector System is a GUDI WEF source and consists of shallow infiltration galleries that discharge into the Aqueduct. The Glen Collector system includes a flow meter, turbidity meter and infrastructure that can allow this water to be diverted to waste either automatically (through SCADA programming) or manually.
- 2.9 The Recharge System consists of a pump, flow meter and piping. Water is pumped from the Eramosa River and is discharged into an infiltration pit (recharge pit) and trench system on the property. This water is used to artificially recharge the Glen Collector System seasonally.

Carter Well 1 and 2

- 2.10 Carter Well 1 and Carter Well 2 are classified as GUDI WEF water sources, which are run seasonally and are located on a separate twenty-hectare property in the Township of Puslinch. These wells are each equipped with a pump, flow meter, turbidity meter and discharge into a common header that connects to the Aqueduct at the Scout Camp Facility.
- 2.11 Carter has infrastructure that allows the temporary hook up of a portable generator.

Scout Camp

- 2.12 Arkell Sources and Carter Sources discharge into Scout Camp chamber and continue to flow through the Aqueduct by gravity to the F.M. Woods' Pumping Station where the water is treated. Turbidity is monitored at Scout Camp in the valve chamber by a turbidity meter via SCADA. The Scout Camp facility has infrastructure that permits water to be diverted to waste, if necessary.

F.M. Woods' Pumping Station

- 2.13 F.M. Woods' Station is the operations centre, principal pumping station and SCADA hub for the City of Guelph. It is located on Waterworks Place at the terminus of the Aqueduct. F.M. Woods receives water from all the Arkell and Carter Sources and consists of the following:
- Infrastructure that permits water to be diverted to waste from the Aqueduct prior to it entering the UV Treatment Facility, if necessary.
 - Ultraviolet Disinfection along with Chlorination as a multi-barrier Primary Disinfection System.
 - The UV Treatment Facility contains three UV reactors (one or two "duty" reactors treat the water with a third on standby), three flow meters and valving to operate in various configurations. This facility also contains an Uninterruptible Power Supply (UPS) to power the UV reactors and associate equipment during temporary power outages.
 - The Chlorination Facility contains three 19 cubic meter (approximate) chemical storage tanks and four chemical feed pumps.
 - Underground Storage Reservoirs consisting of three underground concrete tanks which normally operate in series. Infrastructure exists such that any single or combination of these reservoirs can be used. Total underground storage is approximately 32,000 cubic meters.
 - The Pump Room has valving infrastructure and piping that allow for water to be drawn from any single or combination of these reservoirs. This infrastructure includes five pumps, which discharge water to the distribution system.
 - The F.M. Woods Station has a dedicated on-site back up diesel generator.
- 2.14 Under normal operating conditions, water is processed to F.M. Woods via the Aqueduct. The water is treated with UV treatment and chlorine is added to the water as it enters Reservoir 1. Through valving, water is then directed into Reservoir 2 and then into Reservoir 3. The well pumps at the Spring Grounds and at Carters are programmed to start/stop based on the level of water in Reservoir 1 to ensure adequate storage.
- 2.15 Water is pumped into the Zone 1 distribution system from F.M. Woods through a series of booster pumps in two wet wells fed by the three reservoirs. The booster pumps at F.M. Woods are programmed to start/stop based on the level of water in either Verney Tower or Clair Tower.

- 2.16 The chlorine residual is monitored at Reservoirs 1, 2 and 3 via chlorine analyzers and again at the point of entry (POE) into the distribution system.
- 2.17 Turbidity is monitored throughout this process at: the Glen Diversion Chamber, Scout Camp, Woods UV Inlet, Reservoir 1, 3 and Woods POE. If turbidity in the Glen Collector System rises beyond a pre-determined limit (as set by Operational staff), the water from the Glen Collector System will automatically be diverted to the river and not processed to the drinking water system.

Calico, Dean, and Downey Wells

- 2.18 Calico Well is located on Woodlawn Road, just outside of Guelph city limits in Guelph Eramosa Township. The well is a drilled groundwater well, approximately 64 meters deep.
- 2.19 Dean Well is located on Dean Avenue in the City of Guelph and is a drilled groundwater well, approximately 57 meters deep.
- 2.20 Downey Well is located on Downey Road in the City of Guelph and is a drilled groundwater well, approximately 74 meters deep. Downey Well is equipped with a back-up portable diesel generator.
- 2.21 All of these wells have a well pump, flow meters, sodium hypochlorite treatment system, contact chamber, chlorine analyzer and a booster pump. Water is pumped from the well into a contact chamber where chlorine is added. After the water has been properly disinfected (CT has been met), water is pumped into the distribution system via a booster pump. A chlorine analyzer monitors the POE chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual.

Burke Well and Treatment Plant

- 2.22 Burke Well is located on Arkell Road in the City of Guelph and is a drilled groundwater well, approximately 79 meters deep. Burke well is equipped with a back-up natural gas generator.
- 2.23 Water is pumped out of the well and is treated with sodium hypochlorite. A chlorine analyzer monitors the chlorine residual and auto-shutdown programming is in place to ensure adequate chlorine levels pre-filtration. The water is then processed through three (in-parallel) green sand filters. Post-filtration, three turbidimeters monitor the turbidity levels at each filter unit and a chlorine analyzer monitors the chlorine residual post-filtration.

- 2.24 Trim chlorination occurs based on the post-filtration chlorine levels prior to the water entering the contact chamber to ensure adequate disinfection (CT has been met). Water is then pumped into the distribution system through one of two variable frequency drive booster pumps. A chlorine analyzer monitors the POE chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual.
- 2.25 Two backwash pumps are in place to clean the filters when required. Wastewater from the backwash process is contained in a dedicated chamber, where one of two pumps can pump the water to the sanitary sewer.

Emma Well

- 2.26 Emma Well is located on Emma Street in the City of Guelph and is a drilled groundwater well, approximately 47 meters deep. Emma station has a well pump, sodium hypochlorite treatment system, flow meter and two chlorine analyzers.
- 2.27 Water is pumped out of the well and is treated with sodium hypochlorite. The water then enters a contact chamber to ensure adequate disinfection (CT has been met). Water then flows into the distribution system. Two chlorine analyzers monitor the chlorine residual; one downstream of treatment and one at the end of the contact chamber.
- 2.28 Auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual at either of the chlorine analyzers.
- 2.29 Emma has infrastructure that allows for the temporary hook up of a portable generator.

Water Street Well

- 2.30 Water Street Well is located on Water Street in the City of Guelph and is a drilled groundwater well, approximately 64m deep. Water Street station has a well pump, UV treatment system (currently not required for disinfection), sodium hypochlorite treatment system, flow meter and two chlorine analyzers.
- 2.31 Water is pumped out of the well and is treated with sodium hypochlorite. The water then enters a contact chamber to ensure adequate disinfection (CT has been met). Water then flows into the distribution system. Two chlorine analyzers

monitor the chlorine residual; one downstream of treatment and one at the end of the contact chamber.

- 2.32 Auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual at either of the chlorine analyzers.
- 2.33 Water Street Well has infrastructure that allows for the temporary hook up of a portable generator.

Helmar and Queensdale Wells

- 2.34 Helmar Well is located on Woodlawn Road in the City of Guelph and is a drilled groundwater well, approximately 78 meters deep. Although Helmar Well is described in this section, the well is currently out-of-service until future upgrades at the site are complete.
- 2.35 Queensdale Well is located on Queensdale Crescent in the City of Guelph and is a drilled groundwater well, approximately 64 meters deep.
- 2.36 Both Helmar and Queensdale Wells have a well pump, sodium silicate treatment system (for iron sequestering), a sodium hypochlorite treatment system, contact chamber, booster pump, flow meters and chlorine analyzer. Water is pumped from the well into the contact chamber where sodium silicate and sodium hypochlorite are added. After the water has been properly disinfected (CT has been met), water is pumped into the distribution system via a booster pump. A chlorine analyzer monitors the POE chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual.

Membro Well 2

- 2.37 Membro Well 2 is located on Water Street in the City of Guelph and is a drilled groundwater well, approximately 75 meters deep.
- 2.38 Membro Well 2 has a well pump, sodium hypochlorite treatment system, contact chamber, booster pump, UV treatment system, flow meters and a chlorine analyzer. Water is pumped from the well into the contact chamber where sodium hypochlorite is added. After the water has been properly disinfected, water is pumped out of the contact chamber via the booster pump and is treated with UV for a multi-barrier primary disinfection. A chlorine analyzer monitors the POE

chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met, based on a minimum allowable chlorine residual.

- 2.39 Membro Well 2 has infrastructure that allows for the temporary hook up of a portable generator.

Paisley Well and Booster Pumping Station

- 2.40 Paisley Well and Booster Pumping Station is located on Ryde Road in the City of Guelph and is a drilled groundwater well, approximately 72 meters deep.
- 2.41 The Paisley Well and Booster Pumping Station consists of a well pump, contact chamber, sodium hypochlorite treatment system, flow meters, a Zone 1 fill-line from the distribution system, two reservoirs with 4 booster pumps that draw from the reservoir and 3 booster pumps that pump directly from the distribution system (Zone 1) into Zone 2.
- 2.42 Water is pumped from the well, and water is also brought in through the Zone 1 fill-line from the distribution system into the contact chamber, where sodium hypochlorite is added. Fill-line water may also be directed to the booster pumps that pump water directly from the Zone 1 distribution system into Zone 2.
- 2.43 Under normal operating conditions, water from the contact chamber, is directed into Reservoir 1 and then via valving into Reservoir 2 followed by the wet well, where it is pumped via a booster pump into the Zone 2 distribution system.
- 2.44 The underground storage reservoirs consist of two baffled concrete tanks, which normally operate in series.. Total underground storage is approximately 14,000 cubic meters.
- 2.45 The chlorine residual is monitored at the Zone 1 inlet, contact chamber, Reservoir 2 and the POE. The chlorine analyzer at the contact chamber monitors the chlorine residual and auto-shutdown programming is in place to shut down the well to ensure CT requirements are always met, based on a minimum allowable chlorine residual.
- 2.46 The Paisley Well and Booster Pumping Station is equipped with an on-site diesel generator.

Park Wells 1 and 2

- 2.47 Park Wells 1 and 2 are located on Metcalfe Street in the City of Guelph and consist of an approximately 56 meters and 58 meters (respectively) deep drilled groundwater wells.
- 2.48 The Park Wells consist of 2 well pumps, a sodium hypochlorite treatment system, flow meters, 2 cells, 2 booster pumps and a chlorine analyzer. Water is pumped from each well and enters a common discharge pipe, where sodium hypochlorite is added at its terminus and prior to entering the two contact chambers. The design, through valving, allows for the station to operate with one well and booster pump and one contact chamber cell if/when a cell requires maintenance. After the water has been properly disinfected (CT has been met), water is pumped into the distribution system via one or both booster pumps. A chlorine analyzer monitors the POE chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual.
- 2.49 Park Well is equipped with an on-site diesel generator.

University Well and Booster Station

- 2.50 University Well is located on Edinburgh Road in the City of Guelph and is a drilled groundwater well, approximately 64 meters deep.
- 2.51 University Well and Booster Station consists of a well pump, Zone 1 fill-line, sodium hypochlorite treatment system, flow meters, contact chamber and reservoir, 2 booster pumps and a chlorine analyzer. Water is pumped from the well, and/or brought in through the fill-line from the Zone 1 distribution system into the contact chamber where sodium hypochlorite is added. Water then flows into the reservoir. After the water has been properly disinfected (CT has been met), water is pumped into the distribution system via one or two booster pumps. A chlorine analyzer monitors the POE chlorine residual and auto-shutdown programming is in place to ensure CT requirements are always met based on a minimum allowable chlorine residual.
- 2.52 University Well is equipped with an on-site diesel generator.

3. Water Distribution System and Distribution System Components

- 3.1 The Guelph Drinking Water System distribution system is approximately comprised of the following infrastructure:
- five underground storage reservoirs (including Woods) with a combined approximate capacity of 48,000 cubic meters (48 million litres);
 - three water towers with a combined approximate capacity of 11,200 cubic meters (11.2 million litres);
 - four booster pumping stations;
 - 560.8 kilometers of buried watermain with a diameter < 900 millimeters;
 - 4,325 watermain valves;
 - 2,835 fire hydrants; and
 - approximately 47,000 water services and water meters.
- 3.2 The distribution subsystem system components are statistically described and annually updated in the Summary Report and presented to the Owner. Distribution system components for both the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System are updated on an ongoing basis and are electronically available in the Infrastructure Map in the Guelph Internal GeoDataHub.

Water Storage, Booster Stations and Pressure Zones

- 3.3 Once pumped into the distribution system, water is stored in three elevated storage tanks (Verney, Clair and Speedvale) and six reservoirs (3 at Woods; 2 at Paisley; and 1 at University). These storage facilities help to meet changes in water demand requirements, reduce pressure fluctuations within the distribution system and provide extra water storage for times of emergencies. Verney and Speedvale Towers have small portable back-up generators on site to maintain SCADA communication during a power outage. Clair Tower is equipped with a dedicated on-site diesel generator.
- 3.4 There are three pressure zones in the distribution system. The majority of the city is located in Zone 1, where the Verney and Clair Towers help to regulate the pressure. Booster pumps at F.M. Woods pump water into Zone 1, using start/stop set points based on the amount of water in either Verney Tower or Clair Tower to ensure optimal storage levels and system pressure. Water, Membro, Dean, University, Downey, Queensdale, Paisley, Burke, Park 1 & 2 and Emma Wells are located in Zone 1.

- 3.5 Zone 2 is located in the north part of Guelph, where Speedvale Tower helps to regulate the pressure. To ensure optimal storage levels and system pressure in Zone 2, Paisley, Robertson and Clythe Booster Stations move water from Zone 1 into Zone 2 by boosting the water pressure. Helmar and Calico wells, located in Zone 2, also provide water for this pressure zone.
- 3.6 Zone 3 is located in the south west section of Guelph and is regulated by the Clair Booster Station. The booster pumps at this station are programmed to start/stop to ensure optimal pressure in Zone 3. The dedicated on-site diesel generator at the Clair Tower will power the Clair Booster Station during a power interruption.

Robertson Booster Station

- 3.7 Robertson Booster Station is designed to transfer water from Zone 1 to Zone 2. Water is discharged to Zone 2 by a series of horizontal centrifugal pumps.
- 3.8 A dedicated re-chlorination system exists on-site for use when the booster pumps are in operation. This dedicated system consists of two chlorine analyzers (inlet and POE), a chemical feed pump and chemical storage tank.
- 3.9 Robertson Booster Station has infrastructure that allows for the temporary hook up of a portable generator.

Clythe Booster Station

- 3.10 Clythe Booster Station is designed to transfer water from Zone 1 to Zone 2. Water enters the station through a flow modulation valve and is retained temporarily in an on-site underground reservoir. Water is discharged to Zone 2 by a series of 3 vertical turbine pumps and the POE chlorine residual is monitored by a chlorine analyzer.
- 3.11 Clythe Booster station is equipped with an on-site diesel generator.

Clair Booster Station

- 3.12 Clair Booster Station is designed to transfer water from Zone 1 to Zone 3. Water is discharged to Zone 3 by a series of horizontal centrifugal pumps. The pumps work to maintain a set pressure for Zone 3; excess pressure is relieved back into Zone 1.
- 3.13 A dedicated re-chlorination system exists on-site to increase the chlorine residuals in Zone 3. This dedicated system consists of two chlorine analyzers

(inlet and POE), two chemical feed pumps and two chemical storage tanks. One chlorine pump is standby.

- 3.14 The Clair Booster Station is equipped with an on-site generator that also powers Clair Tower.

4. Treatment System Process Flow Chart

- 4.1 Treatment System Schematics are presented in QMS 06-01 Treatment System Process Schematics and identify the process flow and treatment for each facility from source to distribution.
- 4.2 QMS 06-02 Water Supply Sources identifies the location of each production well, reservoir, booster pumping station, water tower and pressure zone boundaries.

5. General Characteristics of the Raw Water Supply

- 5.1 The source of Guelph's drinking water is groundwater from 21 operating wells and a shallow groundwater collector system, called the Arkell Springs (Glen) Collector System. The Glen Collector System is augmented by a Recharge System, where seasonally, water is pumped from the Eramosa River to a trench system, where the water infiltrates into the ground and artificially recharges the Glen Collector System.
- 5.2 The groundwater supplies are predominantly drawn from deep bedrock aquifers (e.g., Gasport and Guelph formations), but are also derived from overburden deposits (e.g., outwash sands and gravels) and a mixture of overburden and weathered/shallow bedrock.
- 5.3 Out of the 21 operating wells, Arkell Wells 1 and 15 and Carter Wells 1 and 2 have been identified as GUDI WEF (Groundwater Under the Direct Influence of Surface Water with Effective In-Situ Filtration) water sources. The Glen Collection System is also classified as a GUDI WEF source. The remaining wells are classified as true groundwater sources.
- 5.4 As required under the Safe Drinking Water Act, Water Services monitors both the raw and treated water quality of the source water supplied. This monitoring is performed for both regulatory compliance and due diligence and is expected to identify any changes within the treated water, as well as, in raw waters. Results of water quality testing are monitored by the Water Compliance Specialist and

the Water Operations Technician. Water quality results are presented to the Owner and the public in the Annual Report.

6. Common Event Driven Fluctuations

Water Quality and Quantity

- 6.1 Guelph's groundwater wells, including the GUDI WEF wells do not experience event driven fluctuations that affect water quality.
- 6.2 Water quantity and water supply capacity could become a concern during prolonged periods of drought. The 2022 Water Supply Master Plan Update identifies alternatives to ensure that there is enough water available to meet the City of Guelph's future water demand and is described in section 7.9 Operational Challenges and Threats (below).

Turbidity

- 6.3 Historically, the Glen Collector system saw elevated turbidity after periods of heavy rain or snow melt. This was rectified with upgrades made to the Glen Collector System. Further to that, upgrades were made to the infrastructure at the Diversion Chamber that monitors for turbidity.
- 6.4 Infrastructure at the Glen Collector, Scout Camp and at the inlet of Woods Station allows for the bypassing of water during high turbidity events.
- 6.5 If high turbidity is experienced at the Glen, the water is automatically diverted to the Eramosa River through SCADA programming until further analysis can be done to determine the cause of the turbidity event.

Glen Collector Flows

- 6.6 The Glen Collector system flows experience high seasonal variability, with elevated flows in the spring and early summer and also when the Recharge Pump is in operation (April to October). Through the winter months, the Glen Collector system flows are significantly reduced. Prolonged periods of drought may also affect the usability of the recharge pump (based on Permit to Take Water requirements) and correspondingly, the amount of water collected through the Glen Collector System.

7. Operational Challenges and Threats

Water Treatment

- 7.1 The source water for the Guelph Drinking Water System is supplied from both true groundwater and GUDI WEF sources. This requires the system to utilize two treatment technologies to protect end users from potential pathogens. Where required, a multi-barrier Primary Disinfection System is implemented (using chlorination along with UV treatment) and verification of adequate Contact Time (CT) is in place and will shut-off and/or alarm treatment stations if not met. Additional controls include: daily site and equipment checks; redundant infrastructure; remote continuous monitoring/alarming; and re-chlorination sites.
- 7.2 If a failure of UV at F.M. Woods occurs, the system loses primary disinfection for GUDI WEF water (Arkell 1 & 15, Carters 1 & 2, and the Glen Collectors). Water Services has worked with the MECP and MOH to provide a response protocol and redundancy in UV Reactors (two duty, one standby). During a power interruption, there is an Uninterrupted Power Supply (UPS) to ensure that UV treatment remains continuous by bridging power through a utility power interruption until the emergency diesel generator takes over.

Water Distribution System

- 7.3 Lower than optimal chlorine residuals at watermain dead ends in the distribution system may pose an additional operational challenge. Some dead end watermain locations have an existing appurtenance that allows for flushing activity. Looping watermains to mitigate dead-ends is also considered in watermain reconstruction projects.

Water Quality

- 7.4 The City maintains a comprehensive water quality monitoring program to help ensure water quality parameters meet the Ontario Drinking Water Quality Standards and to identify water quality trends.
- 7.5 Naturally occurring water quality issues in the groundwater supply include: elevated hardness, fluoride, organic nitrogen, hydrogen sulphide (Clythe Well) iron and manganese concentrations and colour.
- 7.6 Water quality issues that are not considered to be naturally occurring include: elevated concentrations of nitrate, chloride, sodium, trichlorethylene (TCE),

tetrachloroethene (PCE). The City's sampling and monitoring program is tracking this and other parameters to determine their levels and identify any upward trends in their concentration that would warrant further treatment or discontinuing use of the source.

- 7.7 Although the majority of water quality threats to Guelph's water supply are related to the groundwater supply and well network that provides the majority of the supply, there are threats to the Eramosa River surface water intake from:
- possible upstream spills at or near river crossings;
 - urban land use in the Villages of Rockwood and Eden Mills; and
 - rural land uses throughout the upper portions of the Eramosa-Blue Springs watershed.
 - Drinking water threats as outlined in the Clean Water Act, 2006.
- 7.8 Furthermore, the City's groundwater supplies are recharged by precipitation both within the City and in the adjacent townships. The primary recharge areas that comprise the sources of groundwater supplies for the long term lie within and beyond City limits. Source Water Protection Plans for the Grand River Source Protection Area are helping to mitigate these risks and are managed by County of Wellington staff outside of the municipal boundary.

Water Supply and the Water Supply Master Plan

- 7.9 The City of Guelph has an award-winning Water Supply Master Plan (WSMP), which is updated approximately every five years and provides short-term, mid-term and long-term water supply options to ensure that the City of Guelph continues to meet the demands of its growing population.

The 2022 WSMP confirmed that the existing water supply capacity for the City of Guelph will not meet future demands during prolonged drought conditions and set out a strategy for meeting future demand to 2051. The Plan identifies priorities, including sustainable municipal water supply options, from now until 2051.

A copy of the City of Guelph's award-winning WSMP is available on the City's website, <https://guelph.ca/plans-and-strategies/water-supply-master-plan/>.

Source Water Protection

- 7.10 The City's Wellhead Protection Areas and Intake Protection Zone as defined by the Clean Water Act extend beyond the City's municipal boundaries into adjacent municipalities.
- 7.11 The Grand River Source Protection Plan includes an Assessment Report (2015). This report is a science-based document that includes:
- Identification of vulnerable areas related to drinking water sources
 - Identifies the types and number of drinking water threats to water quality and quantity
 - Ranks the potential drinking water threats from low to significant.

The Grand River Source Protection Plan provides policies to protect existing and future drinking water sources from existing and future drinking water threats as outlined in the Clean Water Act

- 7.12 The Guelph Tier Three Water Budget and Local Area Risk Assessment was completed to evaluate the sustainability of the City's water supply system from a quantity perspective and to identify potential threats to that sustainability. This study and the Tier Three computer model of Guelph's municipal aquifer system (in and outside the City) provide valuable insights into reviewing the current water supply system and its reliability now and into the future.

Applicable QMS Documents

- QMS 06-01 Treatment System Process Schematics (SD-000306)
- QMS 06-01 Treatment System Process Schematics (editable format) (SD-104274)
- QMS 06-02 Water Supply Sources (SD-00307)
- QMS 06-03 Gazer Mooney Subdivision Distribution System (SD-102855)
- QMS 06-04 Listing of Water Services' Programs (SD-103431)

Reference Documents

Agreement Regarding Water Services for the Gazer-Mooney Subdivision, 2019 (SD-104595)

[City of Guelph Source Protection Project, 2010](#)

D-SOP Mains – Flushing (SD-103030)

Infrastructure Map, located in the Guelph Internal GeoDataHub

[Drinking Water Source Protection Plan, 2016](#)

[Guelph Tier Three Water Budget and Local Area Risk Assessment](#)

O. Reg. 169/03: [Ontario Drinking Water Quality Standards](#)

[Source Water Protection Assessment Report, 2015](#)T-RD Water Quality Monitoring Requirements Summary (SD 102900)

T-SOP Monitoring and Recording In-Process Parameters of the Drinking Water System (SD 000386)

[Water Supply Master Plan](#)

QMS 07 – Risk Assessment

Purpose

To document a risk assessment process that:

- a) Considers potential hazardous events and associated hazards, as identified in the Ministry document titled Potential Hazardous Events for Municipal Residential Drinking Water Systems,
- b) Identifies additional potential hazardous events and associated hazards,
- c) Assesses the risks associated with the occurrence of the hazardous events,
- d) Ranks the hazardous events according to the associated risk,
- e) Identifies control measures to address the potential hazards and hazardous events,
- f) Identifies Critical Control Points,
- g) Identifies a method to verify, at least once every calendar year, the currency of the information and the validity of the assumptions used in the risk assessment,
- h) Ensures that the risks are assessed at least once every thirty-six months, and
- i) Considers the reliability and redundancy of equipment.

Definitions

Critical Control Limit (CCL) – the point at which a Critical Control Point response procedure is initiated.

Critical Control Point (CCP) – an essential step or point in the system at which control can be applied by the Operating Authority to prevent or eliminate a drinking water health hazard or to reduce it to an acceptable level.

Hazard – is a biological, chemical, physical or radiological agent that has the potential to cause harm.

Hazardous event – is an incident or situation that can lead to the presence of a hazard.

Risk – is the likelihood of identified hazards causing harm in exposed populations in a specified time frame, including the magnitude of that harm, or the consequences.

Responsibilities

Top Management – responsible for reviewing and approving the annual risk assessments at least once per calendar year.

Quality Management Specialist – responsible for conducting the Risk Assessment Evaluation meetings with the appropriate staff, conducting the Risk Assessment Outcome meeting with Top Management and maintaining all records associated with the process at least once per calendar year.

Procedures

1. Review Process

- 1.1 On an annual basis, the identified risks (from the previous year's risk assessment) are evaluated by the Quality Management Specialist along with the applicable staff from the applicable functional areas of Water Services, Business Services or Compliance and Performance.
- 1.2 The Quality Management Specialist sets up meetings with the appropriate staff to assess the identified risks, verify the currency of information and validity of assumptions used in the risk assessment and to discuss any new risks that should be added, or to discuss any risks that should be removed.
- 1.3 When reviewing the currency of the risk assessment information, the following may be considered:
 - a) process changes;
 - b) reliability and redundancy of equipment;
 - c) emergency situations;
 - d) critical control point deviations; or
 - e) QMS non-conformances related to standard operating procedures.
- 1.4 After the risks are evaluated by the appropriate staff, the Quality Management Specialist will schedule a Risk Assessment Outcome meeting with Top Management. In this meeting, Top Management will conduct a secondary review

of the identified priority risks (score of 10 or more), any risks that have changed score +/- 2 points, and any new risks that have been added or risks that should be removed since the last risk assessment.

- 1.5 Top Management is responsible for reviewing and approving the risk assessment at least once every calendar year. They are also responsible for ensuring that relevant changes to procedures or training requirements are implemented for their functional area as a result of the risk assessments.
- 1.6 The Quality Management Specialist is responsible for ensuring that documents are updated and records are maintained related to the risk assessment activities (e.g. minutes, risk assessment outcomes, changes to this procedure or related forms).

2. Risk Assessment Methodology

- 2.1 For ease of review and updates, the QMS 07-02 Hazard Identification and Risk Assessment was created to represent each row in the full risk assessment table.
- 2.2 The output of this process is the QMS 08 Risk Assessment Outcome Table. Additionally, identified hazards and Critical Control Limits are summarized in QMS 08-02 Summary of Hazards and Critical Control Limits.
- 2.3 The risk assessment is completed by using the previous years' risk assessment as a template during the annual review: newly identified hazards are inserted and the columns are completed and updated as described below.
- 2.4 QMS 07-02 Hazard Identification and Risk Assessment (HIRA) incorporates the requirement to consider potential hazardous events and associated hazards, as identified in the Ministry's document titled, Potential Hazardous Events for Residential Municipal Drinking Water Systems.
- 2.5 Each identified risk/hazardous event is assessed based on the following criteria and documented in QMS 08 – Risk Assessment Outcomes Table:
 - Process Step - This column includes the process steps or distribution system components.
 - Aspect of Process Step - This column includes the breakdown of that process to aid in the identification of potential hazardous events.
 - Hazardous Event - The events that potentially can result in hazards related to Poor Water Quality or Insufficient Water Quantity.

- Contributing Factors of the Hazardous Event Occurring - This section is used to identify what could lead to or contribute to the hazardous event occurring.
- Possible Consequences if the Hazardous Event Occurred - This section is used to identify what could be a consequence of the hazardous event if it happened.
- Risk Ratings:
 - Likelihood; Consequence; Capability to respond - The likelihood (L), consequence (C), and capability of responding (Cap) ratings related to the hazard or hazardous events are assessed using QMS 07-01 Risk Assessment Rating.
 - Risk = L + C + Cap - The risk is then assigned for each hazard or hazardous event based on the calculation of the likelihood of occurring (L) + the consequences (C) + the capability to respond (Cap).
- Critical Control Point (CCP) - This column indicates the critical control points (with letters CCP) of the drinking water system processes and programs.
- Control & Response Measures: (Refer to QMS 08-03 Control Measure Descriptions for more information.)
 - Source Water
 - Operational – Water Treatment and Maintenance
 - Operational – Water Distribution
 - Engineering and Physical
 - Management

3. Determination of Critical Control Points (CCP's)

- 3.1 The Ministry has mandated disinfection CCP's related to primary and secondary disinfection. Water Services Critical Control Points are: primary disinfection; secondary disinfection; and backflow prevention.
- 3.2 Potential hazardous events that relate to the CCPs are identified in QMS 08 – Risk Assessment Outcome Table and are summarized in QMS 08-02 Summary of Critical Control Points and Critical Control Limits.

4. Thirty-Six Month Review Process

- 4.1 Water Services carries out a full risk assessment annually, which exceeds the DWQMS requirement to assess risks at least once thirty-six months.

5. Document and Records Management

- 5.1 The updated QMS 08 Risk Assessment Outcomes Table is presented at the Risk Assessment Outcome meeting for review and approval by Top Management.
- 5.2 The Quality Management Specialist ensures minutes are taken during the risk assessment outcome meeting and makes any necessary document changes/updates related to this procedure.
- 5.3 Completed copies of QMS 07-02 Hazard Identification and Risk Assessment (HIRA) Template from the risk assessment evaluation meetings are kept in the DWQMS --> Risk Assessment folder on the Network Drive. QMS 08 Risk Assessment Outcome Table and a copy of the meeting minutes for the risk assessment outcome meeting with Top Management are available in EDMS.

Applicable QMS Documents

QMS 07-01 Risk Assessment Rating (SD-000309)

QMS 07-02 Hazard Identification and Risk Assessment (HIRA) Template (SD-104272)

QMS 08 Risk Assessment Outcome Table (SD-000311)

QMS 08-02 Summary of Critical Control Points and Critical Control Limits (SD-000313)

QMS 08-03 Control and Response Measure Descriptions (SD-103032)

Reference Documents

Potential Hazardous Events for Municipal Residential Drinking Water Systems

QMS 08 – Risk Assessment Outcomes

Purpose

To document the outcome of the risk assessment, including:

- a) The identified potential hazardous events and associated hazards,
- b) The assessed risks associated with the occurrence of hazardous events,
- c) The ranked hazardous events,
- d) The identified control measures to address the potential hazards and hazardous events,
- e) The identified Critical Control Points and their respective Critical Control Limits,
- f) Procedures and/or processes to monitor the Critical Control Limits,
- g) Procedures to respond to deviations from the Critical Control Limits,
- h) Procedures for reporting and recording deviations from the Critical Control Limits.

Definitions

Critical Control Limit (CCL) – the point at which a Critical Control Point response procedure is initiated.

Critical Control Point (CCP) – an essential step or point in the system at which control can be applied by the Operating Authority to prevent or eliminate a drinking water health hazard or to reduce it to an acceptable level.

Hazard – is a biological, chemical, physical or radiological agent that has the potential to cause harm.

Hazardous event – is an incident or situation that can lead to the presence of a hazard.

Risk – is the likelihood of identified hazards causing harm in exposed populations in a specified time frame, including the magnitude of that harm, or the consequences.

Procedures

1. Risk Assessment Process

- 1.1 Risk assessments are completed annually, as per QMS 07 – Risk Assessments.
- 1.2 The identified potential hazardous events and associated hazards, the assessed risks associated with the occurrence of hazardous events, the ranked hazardous events, and the identified control measures to address the potential hazards and hazardous events are assessed using copies of the QMS 07-02 Hazard Identification and Risk Assessment (HIRA) Template that were completed in the previous risk assessment. The final outcomes are presented in the QMS 08 - Risk Assessment Outcome Table.
- 1.3 Control and Response Measures used to respond to, eliminate, control, reduce or mitigate the identified risks are described in QMS 08-03 Control and Response Measures Descriptions.

2. Critical Control Points (CCPs) and Critical Control Limits (CCLs)

- 2.1 Water Services has identified three Critical Control Points: Primary Disinfection; Secondary Disinfection; and Backflow Prevention.
- 2.2 For each CCP, a description of the Critical Control Limits, procedures and processes to monitor the CCLs and procedures for reporting and recording deviations from the CCLs are described in detail in QMS 08-02 Summary of Critical Control Points and Critical Control Limits.

Applicable QMS Documents

QMS 07 – Risk Assessments

QMS 07-02 Hazard Identification and Risk Assessment (HIRA) Template (SD-104272)

QMS 08 – Risk Assessment Outcome Table (SD-000311)

QMS 08-02 Summary of Critical Control Points and Critical Control Limits (SD-000313)

QMS 08-03 Control and Response Measure Descriptions (SD-103032)

Reference Documents

None applicable.

QMS 09 – Organizational Structure, Roles, Responsibilities and Authorities

Purpose

To:

- a) Describe the organizational structure of the Operating Authority including respective roles, responsibilities and authorities,
- b) Delineate corporate oversight roles, responsibilities and authorities in the case where the Operation Authority operates multiple Subject Systems,
- c) Identify the person, persons or group of people within the management structure of the organization responsible for undertaking the Management Review described in QMS 20 – Management Review,
- d) Identify the person, persons or group of people, having Top Management responsibilities required by this Standard, along with their responsibilities, and
- e) Identify the Owner of the Subject System.

Definitions

Operating Authority – in respect to a Subject System, the person or entity that is given responsibility by the Owner for the operation, management, maintenance or alteration of the Subject System.

Owner – in respect to a drinking water system, every person who is a legal or beneficial owner of all or part of the system (City Council).

Subject System – a municipal residential drinking water system where the system is operated by one Operating Authority.

Top Management – a person, persons or group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the Subject System.

Procedures

1. Organizational Structure, Respective Roles, Responsibilities and Authorities

- 1.1 QMS 09-01 Organizational Structure describes the organizational structure for Water Services and the partnership divisions' staff who support Water Services (Compliance and Performance and Business Services).
- 1.2 The owner of the Guelph Drinking Water System (The Corporation of the City of Guelph council) and the owner of the Gazer Mooney Subdivision Distribution System (The Corporation of the Township of Guelph/Eramosa council) are identified in QMS 09-01 Organizational Structure.
- 1.3 QMS 09-02 Roles, Responsibilities and Authorities Table identify and describe the roles, responsibilities and authorities related to the provision of safe drinking water in the drinking water systems. Additional duties of the various roles are documented in City of Guelph Job Postings (maintained by the Human Resources Department), in the Operational Plan and in the QMS programs and procedures referenced in the Operational Plan.

2. People Responsible for Undertaking the Management Review

- 2.1 Management Review is held at least once every calendar year. As per QMS 04 - QMS Representative, the Quality Management Specialist is responsible for compiling all of the necessary data and information for items a) to p) of QMS 20 - Management Review.
- 2.2 The Quality Management Specialist is responsible for leading the Management Review Meetings and maintaining the records of the Management Review Meeting, as described in QMS 20 - Management Review.
- 2.3 Top Management is responsible for attending and participating in Management Review, as outlined in QMS 20 - Management Review.

3. Top Management

- 3.1 The members of Top Management are identified in QMS 09-01 Organizational Structure and they include:
 - Division Manager, Water Services
 - Manager, Water Operations

- Manager, Technical Services Water
- Supervisor of Water Distribution
- Supervisor of Water Treatment
- Manager, Business Services
- Manager, Compliance and Performance

3.2 Irrespective of other responsibilities described in the Operational Plan or supporting documents, Top Management is responsible for the following:

- Endorsing the contents of the Operational Plan, in accordance with QMS 03 – Commitment and Endorsement;
- Appointing and authorizing a Quality Management System representative, in accordance with QMS 04 – Quality Management System Representative;
- Communicating relevant aspects of the Quality Management System, in accordance with QMS 12 – Communications; and
- Ensuring the Management Review for the Quality Management System is completed, in accordance with QMS 20 – Management Review.

3.3 Each member of Top Management has additional responsibilities, which are described in QMS 09-02 QMS Roles, Responsibilities and Authorities Table.

Applicable QMS Documents

QMS 03 – Commitment and Endorsement

QMS 04 – Quality Management System Representative

QMS 06-03 Gazer Mooney Subdivision Distribution System (SD-103431)

QMS 09-01 Organizational Structure (SD-000315)

QMS 09-02 QMS Roles, Responsibilities and Authorities Table (SD-000316)

QMS 12 – Communications

QMS 20 - Management Review

Reference Documents

City of Guelph Job Postings

QMS 10 – Competencies

Purpose

To document a procedure that identifies:

- a) competencies required for personnel performing duties directly affecting drinking water quality,
- b) activities to develop and maintain competencies for personnel performing duties directly affecting drinking water quality, and
- c) activities to ensure that personnel are aware of the relevance of their duties and how they affect safe drinking water.

Procedures

1. Minimum Competencies required for Staff performing duties directly affecting Drinking Water Quality

- 1.1 Top Management ensures the provision of safe drinking water by:
 - a) Determining the competencies required for their employees;
 - b) Ensuring each employee is competent;
 - c) Ensuring that appropriate certification, training, procedures and resources are provided to employees, and;
 - d) Ensuring that any person authorized to carry out work on or to operate any aspect of the drinking water system has been informed of the Safe Drinking Water Act and related regulations, the Drinking Water Works Permit and the Municipal Drinking Water Licence, and taking all reasonable measures to ensure any such person complies with the same, by ensuring actions are carried out that may include, but not limited to:
 - i. Training and testing
 - ii. Meetings
 - iii. Direct and indirect supervision
 - iv. Report, record and document review
 - v. Internal auditing

- 1.2 All personnel that perform duties that directly affect drinking water quality (i.e., personnel that perform operational duties) must hold a valid operator certificate for the subsystem (Water Treatment or Distribution) that they operate. The minimum requirement is an Operator-In-Training (OIT) certificate.
- 1.3 The minimum competencies required for an Overall Responsible Operator (ORO) are described in section 1.4 of QMS 11 – Personnel Coverage (below).
- 1.4 The minimum competencies required for an Operator-In-Charge (OIC) are described in section 2.1 of QMS 11 – Personnel Coverage (below).
- 1.5 Personnel must hold a valid Class I Water Treatment or Distribution certificate (as applicable) to be considered in the on-call rotation.
- 1.6 Personnel that perform duties that directly affect drinking water quality work towards obtaining the highest class of certificate that is attainable for the subsystem (Water Treatment or Distribution) that they work in.
- 1.7 An Operator-In-Training (OIT) may perform the same duties as a Class I Operator when under the direction of an Operator-In-Charge (OIC), however cannot gain Operator-In-Charge (OIC) experience and cannot sign-off on logged data for compliance purposes, unless authorized by the Owner, the Operating Authority, the Overall Responsible Operator (ORO), or an Operator-In-Charge (OIC).
- 1.8 OITs and other new employees complete QMS 10-01 Employee Orientation Training Form, as well as the applicable QMS 10-X On-the-Job Training form, as it applies to their job.
- 1.9 Competency requirements are also outlined in the respective City of Guelph Job Posting (kept by Human Resources) and competencies are reviewed annually during performance reviews conducted by the appropriate Supervisor or Manager.

2. Health and Safety Program

- 2.1 In satisfying the requirements of the Occupational Health and Safety Act to document, provide information and training on how to adequately control actual or potential job hazards related to their work, Water Services and Human Resources have developed a health and safety program to protect employee health and safety.

2.2 The Health and Safety Program includes the following:

- a) ongoing corporate health & safety training provided by the City of Guelph;
- b) ongoing job-specific and health & safety training specific to Water Services;
- c) the development and communication of Job Hazard Analyses (JHA) by job type;
- d) the development and communication of standard operating procedures that include a section on hazard identification and control;
- e) the completion of the applicable QMS 10 form; and
- f) ongoing Health and Safety communications at daily operational and monthly full-staff meetings (see QMS 12-02 Internal Communications).

3. Developing Competencies for Staff performing duties directly affecting Drinking Water Quality

- 3.1 The Training and Licensing Specialist (in consultation with Manager, Water Operations, Supervisor, Treatment, Supervisors Distribution and Manager, Business Services (or designate), as applicable), updates and maintains the QMS 10-01, QMS 10-02, QMS 10-03 and QMS 10-04 forms.
- 3.2 The Manager or Supervisor ensures the appropriate QMS 10 form is given to each new employee for completion when they are hired. It is the responsibility of the Manager or Supervisor to ensure that a “buddy” trainer is assigned to deliver on-the-job training for the various topics included on QMS 10-01, QMS 10-02, QMS 10-03 and QMS 10-04 forms, as it applies to the new employee. The Manager or Supervisor is responsible for the forms until they are completed.
- 3.3 Once the forms are completed, the Manager or Supervisor will submit them to the Training and Licensing Specialist for record-keeping. The Training and Licensing Specialist will follow up with the Managers and Supervisors every June and December to obtain any completed QMS 10 forms. The Training and Licensing Specialist will file completed QMS 10 forms in the Employee’s database.

4. Maintaining Competencies for Staff that perform duties that directly affecting Drinking Water Quality

- 4.1 Certified operators are responsible for completing the annual number of hours of training required by Section 29, O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts.
- 4.2 The Training and Licensing Specialist identifies new training opportunities for staff directly affecting drinking water quality and communicates the opportunities to Manager, Water Operations, Supervisor, Water Treatment and Supervisor Distribution for approval, at least annually. Once a training opportunity is approved, the Training and Licensing Specialist schedules the training and communicates the offering (in consultation with Supervisor, Water Treatment and Supervisor Distribution) to staff that directly affect drinking water quality.
- 4.3 On an ongoing basis, Manager, Water Operations, Supervisor Distribution or Supervisor Treatment may also identify additional competencies required by their staff and these are discussed with the Training and Licensing Specialist to set-up the appropriate courses. The need for new or updated training may be determined based on the following:
 - a) comparison of the person's skills and abilities with the requirements of the job description and qualifications;
 - b) corrective action (e.g., resulting from non-conformances or non-compliances, major issues, etc.) if the need for training is found to be a corrective or preventive action;
 - c) changes due to updates to the risk assessment outcomes (Element 08); and
 - d) changes in legislative/regulatory requirements.
- 4.4 The Training and Licensing Specialist records the completed training hours in the Training database for each employee that directly affects drinking water quality. Training Records are maintained as per QMS 05 Document and Records Control.

5. Quality Management System (QMS) Orientation

- 5.1 Quality Management Specialist (or designate) prepares and provides a QMS Orientation for new employees. The QMS Orientation serves as an awareness and promotion of Water Services' Quality Management System (QMS). If required, this session can be given as a refresher for current employees. The following types of information are included in the QMS Orientation:

- a) general overview of the Guelph Drinking Water System and the Gazer Mooney Distribution Subsystem;
- b) introduction to the QMS and QMS Representative;
- c) review of pertinent regulations; and
- d) review of QMS policy and ensuring that personnel are aware of the relevance of their duties and how they affect safe drinking water.

6. Training Methods

- 6.1 Competency requirements can be satisfied through the use of in-house, off-site, or online training, attendance at seminars or conferences, presentations by subject matter experts or on-the-job training.
- 6.2 On-the-job training may include a job shadowing system to demonstrate and monitor how to perform various job duties using the appropriate documented procedures and the relevant sections from the QMS 10 forms (as they are applicable).
- 6.3 QMS 10-07 On-the-job Practical Training Record can be used to document structured on-the-job training sessions or in-house training courses.

7. Mandatory Attendance

- 7.1 Training is scheduled during times that employees are normally scheduled to work and all employees must attend training for which they are scheduled.
- 7.2 Cancellations – Supervisor, Distribution and Supervisor, Water Treatment are responsible for verifying that an employee is not scheduled for training prior to approving a vacation request. In situations where an employee can not attend a training session, the Training and Licensing Specialist will try and substitute another employee to take the training in their stead.
- 7.3 The following are the only acceptable reasons for missing training:
 - a) a Water Services Emergency that requires Operator/staff intervention;
 - b) authorized out-of-office (on vacation or sick).

Applicable QMS Documents

QMS 05 Document and Records Control

QMS 08 Risk Assessment Outcomes

QMS 10-01 Employee Orientation Training Form (EDMS-122499)

QMS 10-02 Distribution Operator On-The-Job Training Form (SD-103460)

QMS 10-03 Treatment Operator On-The-Job Training Form (SD-103461)

QMS 10-04 Administration On-The-Job Training Form (EDMS-106093)

QMS 10-07 On-the-job Practical Training Record (SD-103391)

QMS 10-08 Employee Orientation (SD-103391)

Reference Documents

New Employee/QMS Orientation Training Slideshow (SD-105273)

[Occupational Health & Safety Act](#) and related Regulations

O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts

QMS 11 – Personnel Coverage

Purpose

To document a procedure for ensuring that sufficient personnel (meeting competency requirements) are available for duties directly affecting drinking water quality.

Procedures

1. Overall Responsible Operator (ORO)

- 1.1 Manager, Water Operations, and Supervisor, Water Treatment are designated as ORO Treatment. Only one ORO Treatment acts, at any one time. Manager, Water Operations develops the ORO Treatment schedule annually, updates it as necessary and ensures that the current schedule is available to personnel that directly affect drinking water quality in the Microsoft Outlook Shared Calendar.
- 1.2 Manager, Water Operations and Supervisors, Distribution are designated as ORO Distribution. Only one ORO Distribution acts, at any one time. Manager, Water Operations develops the ORO Distribution schedule annually, updates it as necessary and ensures that the current schedule is available to personnel that directly affect drinking water quality in the Microsoft Outlook Shared Calendar.
- 1.3 The Division Manager, Water Services (or designate) may designate an alternate ORO for each subsystem (water treatment or distribution), as needed.
- 1.4 The ORO must hold a certificate for that type of subsystem of the same class or higher. The ORO for the Water Treatment subsystem (Guelph Drinking Water System) requires a Class II Water Treatment certificate, or equivalent and the ORO for the Distribution subsystems (Guelph Drinking Water System and Gazer Mooney Subdivision Distribution System) require a Class IV Distribution certificate, or equivalent. Exceptions may be applied, in accordance with O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts. (Note: ORO for distribution covers ORO responsibilities for the Guelph Drinking Water Distribution subsystem and the Gazer Mooney Subdivision Distribution System, at the same time).
- 1.5 The ORO fulfils the duties specified in O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts.

2. Operator-in-Charge (OIC)

- 2.1 All personnel that directly affect drinking water quality (identified in QMS 09-01 - Organizational Structure) that hold a valid Class I certificate or higher at Water Services for the subsystem that they operate (water treatment or distribution) are also deemed Operators-in-Charge (OIC).
- 2.2 The OIC fulfils the duties specified in O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts.

3. Regular Hours

- 3.1 Certified operators are available to operate the Guelph Drinking Water System and Gazer Mooney Subdivision Distribution System during regular business hours.
- 3.2 Water Services provides a 24-hour answering service, which is staffed from 8:00 am to 4:00 pm by Business Services' staff and is transferred over to a contracted service during off hours, which includes weekends and holidays.

4. On-Call Hours

- 4.1 The Operator On-Call Lists are developed, distributed, posted (and updated as required) by the appropriate Lead Hands and/or Supervisor every calendar year. The on-call lists consist of a regular staff rotation for all staff competent to perform on-call duties.
- 4.2 The Supervisor On-Call List is developed, distributed, and updated as required by the Supervisors of Water Services.
- 4.3 A contracted answering service receives all after-hours emergency calls from customers.
- 4.4 Water treatment process-related alarms that occur afterhours are communicated via cell phone to the on-call treatment personnel by the Teledac Alarm System.
- 4.5 The ORO is contacted during any abnormal operation, when additional management support is required, when the on-call management representative (other than the ORO) is unfamiliar with the scenario or at request of the ORO.

5. Staff Shortage

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph's Electronic Document Management System (EDMS). EDMS is for internal use only.

- 5.1 During a staff shortage, management positions can fill in operator duties (as skill sets allow).
- 5.2 Management personnel (includes Managers and Supervisors within Water Services) may retain contractors during staff shortage to perform operational duties (e.g., sampling) or to provide maintenance services for the drinking water systems. Any contractors retained for this purpose must meet the minimum certification requirements necessary to operate the subsystem(s) that are in accordance with O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts.
- 5.3 Water Services Emergency Response Plan includes an “Essential Functions and Key Personnel” table that helps identify how to prioritize activities and assess critical staffing needs in an emergency or major incident, and to:
 - a) meet the needs of staff and prevent burnout,
 - b) facilitate a faster return to work for staff affected by the incident.
- 5.4 Water Services Emergency Response Plan includes an Emergency Situation and Response Plan for Staff Shortage with possible response actions identified.
- 5.5 Water Services has agreements in place with the municipalities in Wellington County and with municipalities that participate in OnWARN that allow for sharing of personnel in an emergency.

Applicable QMS Documents

None applicable.

Reference Documents

O. Reg. 128/04: Certification of Drinking Water System Operators and Water Quality Analysts

Water Services Emergency Response Plan (SD-103112)

QMS 12 – Communications

Purpose

To document a procedure for communications that describes how the relevant aspects of the Quality Management System (QMS) are communicated between Top Management and:

- a) the Owner,
- b) Operating Authority personnel,
- c) suppliers, and
- d) the public.

Definitions

Operating Authority – in respect to a Subject System, the person or entity that is given responsibility by the Owner for the operation, management, maintenance or alteration of the Subject System.

Owner – in respect to a drinking water system, every person who is a legal or beneficial owner of all or part of the system (City Council).

Top Management – a person, persons or group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the Subject System.

Procedures

1. Communications to and from the Owner (Mayor and Councillors)

- 1.1 Relevant aspects of the Quality Management System are communicated to and from the Guelph Drinking Water System Owner primarily at council meetings through the delivery/presentation of the Operational Plan, the Water Services Annual Report, the Water Services Summary Report (includes a copy of the Management Review meeting minutes), and the Water Services budget. A current printed copy of the Operational Plan is accessible by the Owner at any time by contacting Water Services.

- 1.2 Relevant aspects of the Quality Management System are communicated to and from the Gazer Mooney Subdivision Distribution System Owner (Guelph/Eramosa Township) primarily through the Water Services Annual Report, the Water Services Summary Report (includes a copy of the Management Review meeting minutes), and through endorsement of the Operational Plan.
- 1.3 Other communication to the Owner from Water Services Top Management is achieved through various means, including: emails, the use of staff reports, information memos or presentations to Council following established corporate communication protocols.
- 1.4 The M-SOP Incident Notification Procedure identifies who is responsible for communicating information to Top Management and the Owner when various incidents occur.
- 1.5 The Owner can communicate directly to Top Management through formal Council meeting minutes and/or Council resolutions and confirming through a by-law. The Owner may also directly email or phone the General Manager, Environmental Services or any member of Top Management.

2. Communications to and from Operating Authority Personnel

- 2.1 Relevant aspects of the Quality Management System are communicated to Operating Authority Personnel primarily by the Quality Management Specialist, usually through emails and updates at full-staff meetings. Operating Authority Personnel are encouraged to communicate directly with the Quality Management Specialist regarding the Quality Management System.
- 2.2 Generally, the process for relaying information to Operating Authority Personnel from Top Management related to the drinking water system and drinking water issues is achieved through:
 - Regular operational meetings,
 - Regular full-staff meetings,
 - Written documentation,
 - Emails,
 - Verbal discussions,
 - Training sessions, and
 - Circulation of applicable procedures and other QMS documentation.

- 2.3 Members of Top Management have an open door policy that encourages direct communication between Top Management and Operating Authority Personnel.
- 2.4 Generally, the process for relaying information from Operating Authority Personnel to Top Management related to the drinking water system and drinking water issues is achieved through:
- Phone calls,
 - Emails,
 - Verbal discussions,
 - Written documentation, and
 - Regular operational meetings.
- 2.5 Further information is provided in QMS 12-02 Internal Communications.

3. Communication to and from Suppliers (including Contractors and Consultants)

- 3.1 Relevant aspects of the Quality Management System are communicated to all suppliers and services providers identified as essential in QMS 13-01 – Essential Supplies and Services Table and listed in WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies through WS-RD Water Services Quality Requirements and WS-RD Letter to Accompany Water Services Quality Requirements.
- 3.2 The Quality Management Specialist (with support from Business Services personnel) ensures that WS-RD Water Services Quality Requirements and WS-RD Letter to Accompany Water Services Quality Requirements are sent to essential suppliers and service providers (as identified in WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies) by registered mail, annually (January).
- 3.3 When a Supplier is used who is providing an essential service, as identified in QMS 13-01 – Essential Supplies and Services Table, but is not listed in WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies, it is the responsibility of the member of Top Management or Project Manager purchasing the goods or services to ensure that WS-RD Water Services Quality Requirements is given to the Supplier and the WS-FORM Supplier Approval Form is completed, as per QMS 13 – Essential Supplies and Services.

- 3.4 Communication to Suppliers from Top Management or other Operating Authority personnel is also done through the issuance of tenders, contracts, purchase orders or directly with suppliers. Specifications for materials used and procedures to be followed are detailed in tenders and contracts.
- 3.5 Communication to and from Suppliers can also be made through written correspondence, email, phone calls, the purchasing process or directly with Operating Authority staff.
- 3.6 If an issue (substandard service, poor performance, substandard parts supplied, etc.) arises with a Supplier, Operating Authority personnel will contact the Supplier directly to resolve the issue. For suppliers under a service agreement (PO, contract, etc.), contact shall be made by the member of Top Management or Project Manager who is responsible for the service agreement. If ongoing or major issues arise, Operating Authority personnel in conjunction with the Finance Department (Procurement Division), may complete the corporate General Vendor Performance Evaluation form. This form may also be used to document excellent service.

4. Communications to and from the Public

- 4.1 Relevant aspects of the Quality Management System are communicated to the Public for both the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution Subsystem primarily through the Annual Report and the Summary Report. The Operational Plan is also available for viewing at Service Guelph.
- 4.2 Communication (related to water issues) from Top Management to the public is outlined in the M-SOP Customer Notification Process and can be achieved through:
- Newspaper notification and/or media advisories,
 - Hand delivered letters or door knockers,
 - Mobile signs,
 - Posting on the City of Guelph website and social media accounts,
 - Educational activities through special events (e.g. water wagon),
 - Public meetings, and
 - emails.

- 4.3 For larger scale, emergency or sensitive issues, Corporate Communications may be engaged by Top Management to assist in dealing with public communications. Refer to Water Services Emergency Response Plan for information on communications during emergencies.
- 4.4 The public can communicate with Top Management or Operating Authority personnel water-related issues or queries through:
- Calling Water Services directly,
 - Calling the after-hours number, which is directed to the answering service who relays the information immediately to either the On-Call Operator or On-Call Supervisor and sends a summary email to Water Services,
 - Calling Service Guelph, who re-directs the call to Water Services,
 - Emails sent to the City via links on the City of Guelph’s website,
 - Emails and/or phone calls directly to Councillors and City staff,
 - Messages on the City of Guelph’s social media accounts, managed by Corporate Communications and directed to Water Services,
 - Letters , and
 - Speaking with Water Wagon event facilitators.
- 4.5 Business Services’ administration staff and the answering service receive the majority of the public water-related queries. Service Requests are created by Administration Staff to track any consumer concerns, as per the WS-SOP Call Logging, Directing and Service Requests Protocol.
- 4.6 Ongoing communications between Operating Authority personnel and regulatory agencies (such as the Ontario Ministry of the Environment, Conservation and Parks) can be achieved through:
- Agency inspections and follow-up correspondence (as required),
 - Regulatory reporting (as required),
 - Regulatory permit and licencing applications (as described in QMS 12-03 Renewing the Municipal Drinking Water Licence),
 - Documented (email) or verbal discussions (phone)
 - Participation at regulatory training and information sessions, and
 - Regular review of regulatory requirements and updates on agency websites.

Applicable QMS Documents

Operational Plan

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph’s Electronic Document Management System (EDMS). EDMS is for internal use only.

Page 68 of 128

QMS 13 - Essential Supplies and Services

QMS 12-02 Internal Communications (SD-000420)

QMS 12-03 Renewing the Municipal Drinking Water Licence (SD-104465)

Reference Documents

Annual Report (guelph.ca/water-testing)

Summary Report (guelph.ca/water-testing)

M-SOP Customer Notification Process (SD-104485)

M-SOP Incident Notification Procedure (SD-105288)

Water Services Emergency Response Plan (SD-103112)

WS-FORM Supplier Approval Form (EDMS-120099)

WS-RD Letter to Accompany Water Services Quality Requirements (EDMS-120699)

WS-RD Water Services Quality Requirements (EDMS-120100)

WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies (SD-000385)

WS-SOP Call Logging, Directing and Service Request Protocol (SD-104152)

General Vendor Performance Evaluation form (available through the City's Finance Department)

QMS 13 – Essential Supplies and Services

Purpose

To document a procedure that:

- a) identifies all supplies and services essential for the delivery of safe drinking water and the means to ensure its procurement; and
- b) outlines how Water Services will ensure the quality of essential supplies and services, in as much as they may affect drinking water quality.

Under the **Agreement Regarding Water Services for the Gazer-Mooney Subdivision** (effective March 1, 2019), Guelph Water Services is responsible for the operation and maintenance of the infrastructure in the Gazer Mooney Subdivision. This procedure does not include any special considerations of the Township of Guelph/Eramosa’s procurement policies, since Guelph Water Services is not responsible for construction and renewal of Township owned capital infrastructure. Any essential supplies and services used by Guelph/Eramosa Township for capital infrastructure work is the responsibility of Guelph/Eramosa Township.

Procedures

1. Essential Supplies and Services

- 1.1 The supplies and services that are essential for the delivery of safe drinking water and the means for their procurement are listed in QMS 13-01 Essential Supplies and Services Table.
- 1.2 A list of the companies normally used to provide essential supplies and services is documented in WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies (Emergency Contacts List). This document lists the essential supplies and services and each company’s related contact information. It is reviewed at least annually by the responsible Supervisor along with the Water Operations Technicians to ensure that the information is up-to-date.

2. Procurement Process

- 2.1 The acquisition of goods and services related to the provision of drinking water is addressed by the Purchasing Bylaw, which is administered by the Finance Department (Procurement Division).
- 2.2 The Procurement Division and Legal Services obtains requirements for specifications and/or certification of product for supplies and services from Water Services and Engineering and Transportation Services project managers prior to issuance of new and/or renewal of tenders, Request for Proposals (RFPs), contracts, etc. These requirements may include reference to standards in the "Region of Waterloo and Area Municipal Design Guidelines and Supplemental Specifications for Municipal Services (DGSSMS)" and the "City of Guelph Part B Specifications", AWWA disinfection requirements and ANSI/NSF requirements, etc. depending on the supply and service required. These above-noted documents are posted for contractor and public reference on the City's website.
- 2.3 The Purchasing Bylaw includes a low-value threshold for single/sole sourcing works for construction works and professional services. As such, some supplies (below the threshold) may be purchased directly by Water Services staff from local sources in absence of a public tender or request for proposals (RFP) process. All essential supplies and services procured outside of a formal tender or RFP must be checked for quality, as described in Section 3 (Ensuring the Quality of Essential Supplies and Services), below.
- 2.4 For the provision of essential supplies and/or services during emergency situations, Top Management has the delegated authority to purchase the necessary supplies and/or services. Any essential supply and/or service that is obtained in an emergency must be checked for quality, as described in Section 3 (Ensuring the Quality of Essential Supplies and Services), below.

3. Ensuring the Quality of Essential Supplies and Services

- 3.1 In order to ensure the quality of the essential supplies and services, the member of Top Management or Project Manager that is responsible for retaining an essential supplier or service provider, completes WS-FORM Supplier Approval Form.

- 3.2 Water Services will communicate with providers of essential supplies and services the relevant aspects of the Quality Management System and what our quality expectations are, as per QMS 12 Communications.
- 3.3 Upon delivery of essential supplies and services, Water Services staff will ensure that the supplies and services received meet Water Services requirements and specifications (e.g. checking for NSF certifications, overseeing contractors to ensure disinfection plans are followed, etc.).
- 3.4 If an issue (substandard service, poor performance, substandard parts supplied, etc.) arises with a Supplier, Water Services personnel will contact the Supplier directly. For suppliers under a service agreement (PO, contract, etc.), contact shall be made by the member of Top Management or Project Manager who is responsible for the service agreement. If ongoing or major issues arise, Water Services staff in conjunction with the Finance Department (Procurement Division), may complete the corporate General Vendor Performance Evaluation form. This form may also be used to document excellent service.

4. Ensuring Adequate Essential Supplies

- 4.1 Essential supplies that are kept in stock (e.g., repair clamps, pipes, fittings, analyzers, pumps, etc.) are maintained by Water Services at F.M. Woods Pumping Station, off site, or at our Suppliers.
- 4.2 Water Treatment and Maintenance
 - a) Equipment and supplies are tracked and maintained by the Water Operations Technicians along with the Lead Hands and/or maintenance staff.
 - b) T-RD Water Treatment Critical Equipment Inventory identifies all assets and components that are essential to the system and require timely access to. This critical inventory is to either be kept on site at Water Services or guaranteed to be in stock at a specified supplier. The list includes storage locations and minimum stock levels. Stocking of the storage locations are evaluated against the budget.
 - c) The Critical Inventory Count Sheet contains current stock numbers and is reviewed monthly by maintenance staff, as per the assigned work order. The count sheet is then submitted to the Water Operations Technician who supports maintenance and maintains the document on the network drive.

4.3 Water Distribution

- a) Equipment and supplies are tracked and maintained by the Distribution Lead Hands. Throughout the year, the Distribution Lead Hands confirm inventory levels to determine if inventory needs to be re-ordered. Quarterly, the Distribution Lead Hands perform an inventory count to ensure adequate supplies are available. Business Services personnel support this process by entering the count numbers and completing a reconciliation, which is required by the Finance Department.

Applicable QMS Documents

QMS 12 – Communications

QMS 13-01 Essential Supplies and Services Table (SD-000322)

Reference Documents

Agreement Regarding Water Services for the Gazer/Mooney Subdivision (SD-104595)

T-RD Water Treatment Critical Equipment Inventory (EDMS-101001)

Purchasing Bylaw (<https://guelph.ca/wp-content/uploads/Purchasing-Bylaw.pdf>)

Region of Waterloo and Area Municipal Design Guidelines and Supplemental Specifications for Municipal Services and Part B Specifications (<https://guelph.ca/business/bids-and-tenders/>)

WS-FORM Supplier Approval Form (EDMS-120099)

WS-RD Water Services Quality Requirements document (EDMS-120100)

WS-RD-Ensuring Adequate Equipment and Materials to Deal with Emergencies (SD-000385)

General Vendor Performance Evaluation form (available through the City's Finance Department)

QMS 14 – Review and Provision of Infrastructure

Purpose

To document a procedure for reviewing the adequacy of the infrastructure necessary to operate and maintain the Subject System that:

- a) Considers the outcomes of the risk assessment documented under QMS 08 – Risk Assessment Outcomes, and
- b) Ensures that the adequacy of the infrastructure necessary to operate and maintain the Subject System is reviewed at least once every calendar year.

The review of infrastructure considers the outcomes of the annual risk assessment as well as outcomes of formal linear and vertical asset management studies and other pertinent information from field operations. This procedure also describes how the findings of the review are communicated to Council through the budget process.

Under the **Agreement Regarding Water Services for the Gazer Mooney Subdivision** (effective March 1, 2019), the Township of Guelph/Eramosa is responsible for alterations, capital upgrades and infrastructure replacements relating to the Water Distribution System at its expense. QMS 14 – Review and Provision of Infrastructure does not include any procedures related to the review and provision of infrastructure for the Gazer Mooney Subdivision Distribution System as this is not within the responsibility of the Corporation of the City of Guelph.

Procedures

The review and provision of the Guelph Drinking Water System infrastructure needs is completed on both existing infrastructure and on new infrastructure needs through the annual capital and operating budget processes.

New distribution system infrastructure must meet the Standard Contract Specifications (which include the City of Guelph Part “B” Standard Contract Specifications and the Region of Waterloo and Area Municipalities’ Design Guidelines and Supplemental Specifications for Municipal Services). These Standard Specifications are maintained and updated annually by Engineering and Capital Infrastructure Services (Engineering) with input from Water Services.

The City retains professional engineering consultants (qualified persons) to conduct detailed engineering design of facilities in accordance with Ministry standards, the Ontario Building Code and industry best practices.

As part of the annual Corporate non-tax budget development process, the following is completed:

1. Review of Existing Infrastructure

1.1 Existing Linear Infrastructure (watermains and appurtenances)

- a) On a monthly basis, the Engineering and Transportation Services department, Design and Construction division (Engineering) and Water Services representatives meet to coordinate works between teams and share issues and project needs coming from infrastructure condition observations and sources of issues experienced by staff through operation of the distribution system infrastructure.
- b) Engineering provides Water Services with recommendations for watermain replacement and upgrades as per the Corporate Asset Management Plan and Water and Wastewater Linear Servicing Master Plan.
- c) As described in QMS 14-01 Annual Infrastructure Review Process, Water Services creates a list of potential projects. Water Services staff review this listing and apply system and operational knowledge, such as maintenance and inspection activities, as well as the QMS 08 - Risk Assessment Outcomes to determine what projects will make up the Water Services priority list. Priorities are then reviewed with Engineering and Senior Management in finalizing recommended project forecasts through the annual non-tax capital budget.

1.2 Existing Vertical Infrastructure (water facilities)

- a) The Water Services Facilities Asset Management Plan and regular operator facility inspections are used on an annual basis to identify infrastructure reinvestment priorities to sustain service levels.
- b) The Water Services Facilities Asset Management Plan is updated every five years by qualified persons to confirm asset priority replacements through detailed field inspections. The risk assessment outcome (i.e., QMS 08 – Risk

Assessment Table) are also considered in the development of the Water Services Facilities Asset Management Plan.

- c) Infrastructure needs are also identified for consideration through information provided by Water Services staff through the completion of preventative and reactive maintenance and facility inspection activities. This information is provided to management staff through maintenance requests and is used to inform the evaluation of service risk through Corporate Asset Management planning.
- d) Division Manager, Water Services (in consultation with Manager, Technical Services Water and Manager, Water Operations) meet annually to confirm the priority projects identified in the Water Services Facilities Asset Management Plan that will be brought forward to Senior Management for inclusion in the annual non-tax capital budget process.

2. New Linear and Vertical Infrastructure

- 2.1 Long-term planning for growth-related infrastructure starts with the development and updating of the Official Plan (OP), which provides the policy framework to guide the provision of infrastructure within the City of Guelph. The OP focuses on population projections and land use.
- 2.2 With reference to anticipated community growth outcomes of the OP, Water Services and Engineering and Transportation Services work to develop formal Master Plans under the Municipal Class EA process which prioritize new supply facilities, linear infrastructure investments and sequence project timing.
- 2.3 Upon completion, these Master Plans and associated investment needs are presented to the Owner for approval. Upon approval of these Master Plans, associated project recommendations are formally staged in the Corporate non-tax capital budget forecast. These Master Plans are formally updated on a 5-year basis and presented to the Owner for approval upon completion, with new recommendations working to amend the growth-based capital infrastructure investment forecasts accordingly.
- 2.4 Key Master Plans for Water Services include:
 - a) Water Supply Master Plan
 - b) Water and Wastewater Linear Servicing Master Plan, and;

c) Water Efficiency Strategy.

3. Provision of Infrastructure

- 3.1 Through the aforementioned processes, Engineering and Water Services jointly update the operating and capital budget forecast. The list of projects is presented to Senior Management for review and approval. Once Senior Management reviews and approves the Water Services operating and budget forecast, it is presented to Council (Owner) for approval.
- 3.2 Variance Reports provide a review on status of project related to expenditures in both operating and capital budgets are prepared for the General Manager and presented to Council by Finance on a regular frequency. Furthermore, Council may also receive regular updates on high priority corporate projects as part of the City's corporate project management standards. In the context of Water Services project portfolio this generally includes projects of significant dollar value, perceived risk and/or high public visibility (such as renewal of FM Woods Pumping Station).
- 3.3 Engineering and Transportation Services and Water Services maintain records of projects that were removed or delayed from the priority list as a result of internal consultation or the introduction of new information from interim technical studies. These projects are reviewed through the Water Services operating and capital budget forecast coordination meetings and are taken into consideration through formal updates of respective master plans (where appropriate).
- 3.4 In concert with capital budget needs forecasting, the forecasting of annual operating budgets is also used to identify future infrastructure and maintenance investment needs as well as future operating costs to be incurred as a result of new capital infrastructure (for example, increased energy costs as a result of new UV treatment system). Forecasted operating and capital costs are presented to Council for approval via the Water Services Long Range Financial Plan once every 5 years to provide the owner and community stakeholders with perspective of future utility cost drivers and associated user rate investments required to sustain system needs.

Applicable QMS Documents

QMS 08 – Risk Assessment Outcomes

QMS 08 – Risk Assessment Outcome Table (SD-000311)

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Page 77 of 128

QMS 14-01 Annual Infrastructure Review Process (EDMS-126099)

Reference Documents

Agreement Regarding Water Services for the Gazer/Mooney Subdivision (March 1, 2019) (SD-104595)

City of Guelph Part "B" Standard Contract Specifications

Corporate Asset Management Plan

Official Plan

Region of Waterloo and Area Municipalities' Design Guidelines and Supplemental Specifications for Municipal Services

Water and Wastewater Long Range Financial Plan

Water and Wastewater Linear Servicing Master Plan

Water Efficiency Strategy

Water Services operating and capital budget forecast

Water Services Facilities Asset Management Plan

Water Supply Master Plan

Water Efficiency Strategy

QMS 15 – Infrastructure Maintenance, Rehabilitation and Renewal

Purpose

To document:

- a) a summary of the Operating Authority’s infrastructure maintenance, rehabilitation and renewal programs for the Subject System, and
- b) a long term forecast of major infrastructure maintenance, rehabilitation and renewal activities.

The Operating Authority shall:

- a) keep the summary of the infrastructure maintenance, rehabilitation and renewal programs current,
- b) ensure that the long term forecast is reviewed at least once every Calendar Year,
- c) communicate the programs to the Owner, and
- d) monitor the effectiveness of the maintenance program.

Procedures

1. Preventative or Scheduled Maintenance – Vertical Infrastructure (water facilities)

- 1.1 Maintenance Lead Hand and Supervisor, Water Treatment plan equipment and maintenance requirements based on legislation and the manufacturer’s recommendations and is documented in the annual Water Treatment Work Plan.
- 1.2 The Work-Asset Maintenance (WAM) system is a tool used to schedule maintenance activities based on manufacturer recommendations, industry best practices, etc. Treatment staff may also identify work required in their daily routines and submit a work request through the WAM system.
- 1.3 Based on the printed work orders from the WAM system, provided by the Maintenance Technician, the Maintenance Lead Hand issues Work Orders for completion to the applicable Maintenance staff.

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Page 79 of 128

- 1.4 Maintenance Lead Hand distributes Work Requests and Work Orders to Maintenance staff (Electrician/Operator and Maintenance Mechanic/Operator) on a regular basis. When the assigned work is complete, the Work Order is closed by the person that was assigned to complete the work.
- 1.5 Maintenance personnel meet regularly to review the status of what maintenance work is outstanding and what will be done next. Work Requests that are outstanding are located in WAM. The WAM system produces a report of outstanding work orders and work requests.
- 1.6 Standard Operating Procedures (SOPs) exist for some maintenance activities and these are available to Water Services staff, when required, to complete the maintenance activities. Instructions are also included in work orders.
- 1.7 Some maintenance activities (e.g., generator repairs) are contracted out to a third-party. The third-party contractor sends in a field report to staff to identify repairs that will need to be done.
- 1.8 The UV treatment system is maintained by a contractor and if minor maintenance (e.g., bulb change) is completed by an Operator, this is recorded in the on-site Operational Logbook. If the Operator notices a problem, or a SCADA alarm occurs, a Work Request is completed and submitted electronically to the Maintenance Lead Hand and Supervisor of Water Treatment.
- 1.9 SCADA performance is monitored by the Supervisor, SCADA and Water SCADA Specialist, who are responsible for coordinating the maintenance of the SCADA system. In some cases, external contractors are used to assist with SCADA maintenance. Treatment personnel (e.g., applicable Supervisor, Lead Hands and Operators) are informed of all SCADA process changes through email and the regularly scheduled meetings. If Treatment personnel notice an issue with the SCADA system, they call, email or fill out a Work Request (depending on severity of the issue) for the Supervisor, SCADA and/or Water SCADA Specialist to resolve the issue.

2. Unscheduled Maintenance – Vertical Infrastructure (water facilities)

- 2.1 Treatment Operators use Work Requests to identify any issues or repairs that may be required on equipment, water facilities, etc. The Work Request is sent electronically to the Maintenance Lead Hand and the Supervisor, Water Treatment for distribution to the appropriate staff.

- 2.2 Operationally relevant information is recorded in the logbooks on the repairs that were completed on the facility and/or equipment (e.g., analyzer maintenance).
- 2.3 The completed Work Requests are filed electronically in WAM with supervisor monitoring through the point of completion.

3. Scheduled and Inspection Programs – Linear Infrastructure (watermains and appurtenances)

- 3.1 The Supervisors, Distribution establish a schedule for annual infrastructure maintenance and repairs and provide this to the Distribution Lead Hand to assign to the appropriate staff.
- 3.2 The Supervisors, Distribution establish a schedule for appurtenance maintenance activities (e.g. valves, hydrants, flushing/swabbing). The schedule is provided to the applicable Distribution Lead Hand to assign to appropriate staff. In addition, some of the program activities are also provided to contractors.
- 3.3 Inspection programs (valve exercising, leak detection and hydrant checks) may create unscheduled maintenance work. See Section 4 (Unscheduled Maintenance) below, which describes the process.

4. Unscheduled Maintenance – Linear Infrastructure (watermains and appurtenances)

- 4.1 Distribution Operators identify issues or repairs that may be required on the infrastructure. A Work Request (job planning form) is completed, which then generates the Work Order. A Work Order is then created by the Maintenance Lead Hand and forwarded to Distribution Operators for completion.
- 4.2 Maintenance information is recorded on the appropriate job form or Distribution Operator logbook describing the repairs that were completed on the distribution infrastructure.
- 4.3 The completed job forms are returned to the Supervisors, Distribution for review and then scanned and sent to the Water Operations Technician. The Water Operations Technician attaches a copy of the job sheet to the work order and the Supervisors, Distribution file the hard copy in the Distribution file cabinet.

5. Effectiveness of Maintenance

- 5.1 Maintenance Lead Hands and Water Operations Technicians track maintenance activities electronically to determine the number of Work Requests that are outstanding.
- 5.2 The effectiveness of maintenance is also identified by Maintenance Lead Hands and Water Operations Technicians through: reviewing the time taken to complete maintenance requests (by Maintenance staff or contractors); and the number of unscheduled maintenance activities. Concerns relating to the effectiveness of maintenance activities are reported to Supervisors (Water Treatment and Distribution) for consideration in the annual review of infrastructure.

6. Rehabilitation and Renewal

- 6.1 The rehabilitation and renewal of linear and vertical infrastructure needs are met through the budgeting process. Some of the projects are capital works and follow the budget process outlined in QMS 14 - Review and Provision of Infrastructure. Other projects may be included in operating and capital budget forecasts on an annual basis.
- 6.2 The renewal and rehabilitation for linear and vertical infrastructure needs are developed based on:
 - capital asset prioritization done by both Engineering and Transportation Services and Water Services Management, as outlined in QMS 14 – Review and Provision of Infrastructure;
 - field observations by Operational and Maintenance staff;
 - identified risks from the Risk Assessment Outcomes, identified in QMS 08 Risk Assessment Outcomes; and
 - condition assessments and best management practices, where applicable, are used to identify renewal and rehabilitation needs of Water Services infrastructure. For example, water tower maintenance.
- 6.3 For linear renewal projects, projected growth is factored in to determine if upsizing of watermain is required in the area. If upsizing of the watermain is recommended, then Engineering and Transportation Services determines the priority and required upgrades to the infrastructure. Engineering and Transportation Services also determines if Supply facilities need to be upgraded to meet servicing requirements.

- 6.4 The renewal and rehabilitation for vertical infrastructure needs are developed based on:
- reviewing problems that occur during the year (operations and maintenance) and the efficiency of the work;
 - yearly Water Supply Master Plan requirements and needs;
 - identified compliance issues; and
 - SCADA alarm issues.
- 6.5 If an identified renewal and/or rehabilitation project is not completed during the year, the project is carried forward to the following year as a candidate for the next budget cycle.

7. Long-term Forecast of Major Infrastructure Maintenance, Rehabilitation and Renewal Activities

- 7.1 Water Services prepares an operating and capital budget forecast and submits it to the Owner for approval through the budget process.
- 7.2 Engineering (in consultation with Water Services) develops an operating and capital budget forecast respecting outcomes of the annual linear infrastructure review and submits it to the Owner for approval.

Applicable QMS Documents

QMS 08 - Risk Assessment Outcomes Table

QMS 14 - Review and Provision of Infrastructure

Reference Documents

Water Services operating and capital budget forecast

Engineering and Transportation Services operating and capital budget forecast

Distribution Job Forms

WAM - Work Requests/Work Orders

Water and Wastewater Linear Servicing Master Plan

Water Supply Master Plan Update

Water Treatment Work Plan

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Page 83 of 128

QMS 16 – Sampling, Testing and Monitoring

Purpose

To document:

- a) a sampling, testing and monitoring procedure for process control and finished drinking water quality including requirements for sampling, testing and monitoring at the conditions most challenging to the Subject System,
- b) a description of relevant sampling, testing or monitoring activities, if any, that take place upstream of the Subject System, and
- c) a procedure that describes how the sampling, testing and monitoring results are recorded and shared between the Operating Authority and the Owner, where applicable.

Definitions

Ministry – the Ontario Ministry of the Environment, Conservation and Parks.

Monitoring - consists of on-site data collection (e.g., SCADA instrumentation or handheld equipment) and analysis.

Sampling - is defined as the process of collecting water samples for laboratory analysis.

Testing - is considered to be the laboratory analysis.

Procedures

1. Sampling & Testing

- 1.1 Sampling, testing and monitoring is completed on supplied and distributed water to:
 - a) ensure compliance with applicable Ontario Drinking Water Regulations,
 - b) provide Operators with knowledge required to operate the drinking water system and make adjustments, as required,
 - c) ensure water quality is maintained as water travels through the distribution system, and

- d) identify trends in water quality and emerging issues.
- 1.2 Sample locations are shown in QMS 16-01 Sample Locations Map.
 - 1.3 Regulatory sampling requirements outlined in O. Reg. 170/03 are implemented by the Supervisor, Water Treatment and Supervisors Distribution and scheduled by the Water Operations Technicians and/or applicable Treatment and/or Distribution Lead Hands (in consultation with Water Compliance Specialist).
 - 1.4 In addition to the regulatory sampling requirements, additional sampling may be conducted for a variety of reasons, including water quality monitoring (VOC, chlorine residual, turbidity, etc.) and to better understand water quality trends.
 - 1.5 An enhancement to sampling protocols above and beyond the requirements under O. Reg. 170/03 are described in M-SOP – Water Supply Enhanced Sampling Plan.
 - 1.6 Capital projects that may impact water quality in the distribution system may require additional sampling to ensure that the project does not impact the safety of the water. For example, water tower recoating projects.
 - 1.7 The Water Operations Technicians ensure that analyses are completed for the appropriate samples. The Chains of Custody are partially pre-filled for each sampling program with the remainder completed by the Certified Operator assigned to perform the sampling. Chains of Custody are available in EDMS under the titles, Compliance Sheets – Distribution and Compliance Sheets - Source.
 - 1.8 The Water Operations Technicians (in consultation with the Water Compliance Specialist), is responsible for facilitating the Regulatory and Operational sampling program. The sampling program is outlined in T-SOP Regulated and Operational Water Quality Monitoring Responsibilities.
 - 1.9 The Water Operations Technicians maintain the water quality database.

2. Sampling & Testing Results

- 2.1 Analytical results are compared to the Ministry's Ontario Drinking Water Standards (ODWS, O. Reg. 169/03). The analytical results are compiled annually and listed along with the Maximum Acceptable Concentration (MAC) for each parameter that is tested in the Annual Report.

- 2.2 A Chain of Custody is completed by the Operator, and the following sampling details are recorded: date, time, free chlorine residual, and temperature. The Chain of Custody is sent with the samples to an accredited laboratory.
- 2.3 The laboratory uploads completed sample results into Water Services water quality database. Treatment Operators enter the results of required in-field samples (turbidity, chlorine residuals and ultraviolet transmittance (UVT)) into the water quality database. If values are missing, or outside of established ranges, an alert will be generated by the water quality database and sent to the applicable personnel at Water Services to respond.
- 2.4 The Water Operations Technicians and the Water Compliance Specialist are responsible for verifying the results and running reports through this database.
- 2.5 Adverse conditions may be identified directly by Operators and adverse water quality samples are identified by lab notification, as per O. Reg. 170. Should the analytical results indicate adverse conditions, the M-SOP - Reporting Adverse Test Results and other problems under O. Reg. 170 and the Ontario Watermain Disinfection Procedure is followed.
- 2.6 Sampling and testing records are managed in accordance with QMS-05 Document and Record Control System procedure.

3. Monitoring

- 3.1 In the water treatment facilities, SCADA monitors: chlorine residuals, chlorine pump speed, chlorine tank levels, turbidity, flows, reservoir levels, well levels, pressure, UVT and UV dosage, temperature, where applicable. Ranges are set for each of these parameter and the SCADA system will alert Operators when these ranges are exceeded.
- 3.2 Values from the SCADA system are recorded on the historian server and can be viewed in real time through the iFix screens. Operators view, monitor and adjust values through SCADA on the iFix screens. Daily checks are undertaken at the water treatment facilities to verify equipment is working properly. Operators record values in the station log and make note of any adjustments that were made to monitoring equipment.
- 3.3 SCADA instrumentation and handheld equipment are used to monitor finished drinking water quality in the water treatment facilities and distribution system.

- 3.4 The Supervisor, SCADA and Water SCADA Specialist maintain the SCADA system.
- 3.5 As per the Municipal Drinking Water License, Water Services tests for Photosynthetic pigment bearing algae on the Glen Collector System and the Arkell Recharge Pit (or river intake).
- 3.6 Chlorine residual monitoring is done on dead-ends in the distribution system to ensure compliance with O. Reg. 170 as per D-SOP Mains-Flushing.

4. Reporting to the Owner

- 4.1 Owners are provided with an annual summary of sampling, testing and monitoring results through the Section 11, O. Reg. 170/03 (Annual reports), Schedule 22, O. Reg. 170/03 (Summary reports for municipalities) and through the Management Review process outlined in QMS 20 – Management Review.
- 4.2 Adverse test results are reported to the system owner, in accordance with Schedule 16, O. Reg. 170/03.

Applicable QMS Documents

QMS 05 Document and Records Control

QMS 16-01 Sample Locations Map (SD-000326)

Reference Documents

Annual Report (guelph.ca/water-testing)

Summary Report (guelph.ca/water-testing)

Compliance Sheets – Source (EDMS-097601)

Compliance Sheets – Distribution (EDMS-106893)

D-SOP Mains-Flushing (SD-103030)

M-SOP – Water Supply Enhanced Sampling Plan

M-SOP Reporting Adverse Test Results and other problems under O. Reg. 170 and the Ontario Watermain Disinfection Procedure (SD-104353)

Municipal Drinking Water Licence (SD-000389)

O. Reg. 169/03: Ontario Drinking Water Quality Standards

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph's Electronic Document Management System (EDMS). EDMS is for internal use only.

O. Reg. 170/03: Drinking Water Systems

T-RD Water Quality Monitoring Requirements Summary (SD-102900)

T-SOP Regulated and Operational Water Quality Monitoring Responsibilities (SD-104270)

WaterTrax / EQUIS databases

QMS 17 – Measurement and Recording Equipment Calibration and Maintenance

Purpose

To document the procedure for the calibration and maintenance of measurement and recording equipment.

Procedures

1. Calibration and Maintenance Frequency and Schedule

- 1.1 A list of all monitoring equipment that needs to be calibrated and/or verified and the schedule at which this is completed, is located in WAM, which produces Work Orders. This is also kept in the calibration binder kept by the Maintenance Lead Hand. Each piece of equipment requiring calibration and/or verification is labelled with the facility name in the title. The Work Order includes the ID Tag Number and might include the serial number of the equipment.
- 1.2 The frequency for calibration and/or verification and maintenance of each equipment type is done as per manufacturers' specifications, best practices, as required by O. Reg. 170/03, the Municipal Drinking Water Licence or the Drinking Water Works Permit. Work Orders are sent monthly to maintenance staff. The Maintenance Lead Hand verifies the Work Orders against the calibration schedule in the calibration binder. Emails are sent by the Maintenance Lead Hand to notify staff of what equipment is being calibrated, when and by whom.
- 1.3 The list of equipment is kept up-to-date by the Maintenance Lead Hand. When a new piece of equipment is added or if a new piece of equipment replaces an old one, the Maintenance Lead Hand fills out a Form 2 and an Asset Change Form. The Maintenance Technician makes the required changes in WAM based on the Asset Change Form.

2. Responsible Person for Verification and/or Calibration

- 2.1 Hand-held colorimeters are verified by Treatment Operators or Water Operations Technicians three times per year and outside contractors perform the annual calibration, as per WS-SOP Calibration/Verification of Handheld Colorimeters.

- 2.2 Outside contractors are used for the verification and/or calibration of all other monitoring equipment (flow meters, analyzers, hand-held turbidimeters, UV Reference Sensors, pressure transmitters, etc.), as per the schedule described outlined in section 1.
- 2.3 The Maintenance Lead Hand schedules the verifications and/or calibrations with an outside contractor based on the schedule.

3. Calibration and Verification Records

- 3.1 For colorimeters used by Water Treatment personnel (Supervisor, Water Treatment, Treatment Lead Hand, Treatment Operator, Maintenance Lead Hand, Electrician/Operator and Maintenance Mechanic/Operator, or Manager, Water Operations), the records of the verification of the hand-held colorimeters are kept in the Woods logbook.
- 3.2 For colorimeters used at the stations, the records of the verification are kept in the on-site logbook.
- 3.3 For colorimeters used by Distribution personnel (Supervisors Distribution, Distribution Lead Hand and Distribution Operators, or Manager, Water Operations), the Water Operations Technician (supports Distribution) uploads the verification record to EDMS and also emails the verification record to the Maintenance Lead Hand.
- 3.4 For all other equipment that requires calibration/verification, the outside contractor sends a calibration report to the applicable contact at Water Services (typically the Maintenance Lead Hand or person that scheduled the work) when the calibration and/or verification is completed. This report is uploaded into WAM and attached to the Work Order. A hardcopy record is kept in the calibration binder. When the calibration and/or verification work is complete, maintenance staff complete the work order and close it.

4. Operational Checks and Reporting of Issues

- 4.1 All chlorine analyzers in the system are verified at least three times per week by the Treatment Operators, who may make adjustments, as per manufacturers' specifications and/or as required by O. Reg. 170/03. Other maintenance on the chlorine analyzers is done by Treatment Operators when needed, for example, changing the electrolyte and cap. These procedures are found in Treatment

Standard Operating Procedures and Work Instructions and are listed in the Reference Documents section. Other monitoring equipment is checked by the Treatment Operators, such as flow meters, pressure gauges, etc., as outlined in T-SOP-Monitoring and Recording "In-Process" Parameters of the Drinking Water System.

- 4.2 SCADA alarms may alert a Treatment Operator if a piece of monitoring equipment has failed. If any monitoring equipment is deemed to not be working properly, then the Treatment Operator completes a Work Request Form and forwards this to the Maintenance Lead Hand and the Supervisor, Treatment. The Maintenance Lead Hand assigns the maintenance work required for the equipment to the applicable maintenance staff. Treatment Operators are made aware of maintenance activities during the morning and/or end of day information sessions between staff or through emails.
- 4.3 Based on the criticality of the instrument or equipment, the Treatment Operator may phone or email the Maintenance Lead Hand (or designate) or Supervisor, SCADA (or designate) right away to troubleshoot the problem. A contractor may be used to complete the repair and/or to ensure that the equipment is verified or calibrated properly before being put back into service.
- 4.4 When facilities are offline, measurement devices are checked by the Treatment Operators to ensure that all calibrations and/or verifications are up-to-date prior to bringing the facility back on-line. If it is identified that measurement devices need to be calibrated or verified, the equipment is verified and/or calibrated by an outside contractor prior to bringing the facility back online. The procedure for this is outlined in the T-WI Returning Supply, Treatment and Storage Sites to Service.

5. Notifications to Staff

- 5.1 Once per year, the Maintenance Lead Hand sends out a request for all regulatory hand-held colorimeters and turbidimeters to be returned for the annual calibration. An outside contractor performs the calibration and sends the calibration report to maintenance staff. For hand-held turbidimeters and colorimeter calibrations, the Maintenance Lead Hand notifies the appropriate staff when the calibrations are complete and they can pick up their units.
- 5.2 For all other monitoring equipment, the Maintenance Lead Hand emails the appropriate staff when the calibrations and/or verifications are occurring in order

to prepare Treatment Operations for SCADA alarms, or to shut down facilities, as needed.

6. Monthly Review

- 6.1 The Maintenance Lead Hand reviews the calibration, verification and maintenance schedules monthly to ensure the information is up-to-date.
- 6.2 As part of the monthly compliance inspection data review, the Water Compliance Specialist reviews the previous months' calibration and verification records to ensure that all calibrations were completed as per the schedule.

Applicable QMS Documents

QMS-05 Document and Records Control

Reference Documents

Calibration Binder

T-SOP Monitoring and Recording "In-Process" Parameters of the Drinking Water System (SD-000386)

T-SOP-Operation and Maintenance of Monitoring Equipment (SD-000387)

T-SOP-Procedure Reporting Woods UV Failure Alarms (SD-104587)

T-WI Returning Supply, Treatment and Storage Sites to Service (SD-103835)

WAM/Work Orders/Work Request Forms

WS-SOP Calibration/Verification of Handheld Colorimeters (EDMS-119298)

QMS 18 – Emergency Management

Purpose

To document a procedure to maintain a state of emergency preparedness that includes:

- a) A list of potential emergency situations or service interruptions,
- b) Processes for emergency response and recovery,
- c) Emergency response training and testing requirements,
- d) Owner and Operating Authority responsibilities during emergency situations,
- e) Reference to municipal emergency planning measures as appropriate, and
- f) An emergency communication protocol and an up-to-date list of emergency contacts.

Definitions

CERP – City Emergency Response Plan, which also includes City of Guelph BEACON security codes.

EOC – Emergency Operations Centre

EOCG – Emergency Operations Control Group – the City of Guelph’s corporate-level EOC.

ERP – Water Services’ Emergency Response Plan.

IMS – Incident Management System

Ministry – the Ontario Ministry of the Environment, Conservation and Parks

WDGPH – Wellington-Dufferin-Guelph Public Health

Responsibilities

Corporate Communications Team (CCT) is responsible for preparing communications with the media and public during a City-wide Emergency, Water Services Major Incident or Emergency. In an Emergency Operations Centre (EOC), all communications materials are approved by the EOC Director prior to release to the public.

Head of Council (Mayor or designate) is responsible for declaring an emergency and may be the official spokesperson for the City during an incident or declared emergency.

Quality Management Specialist ensures that the Water Services Emergency Response Plan (ERP) is up-to-date, emergency testing and training activities take place, and that records are maintained of testing, training and actual emergency events.

Top Management may activate the ERP when they believe circumstances constitute an emergency or major incident. Top Management are responsible for notifications (internal and external) regarding emergencies to agencies and other departments.

Training and License Specialist keeps records of staff training.

Water Services' Emergency Operations Centre (EOC) team members ensure they carry-out the roles and responsibilities of their respective position checklists as per the Water Services Emergency Response Plan.

Water Services staff must be aware of the contents of the ERP and must be trained on how to carry out their assigned roles and responsibilities as outlined in the ERP. All staff are responsible for documenting their own actions and progress of response activities for which they are responsible.

Wellington-Dufferin-Guelph Public Health communications team is responsible for any media communications related to public health, illness, and/or illness prevention.

Procedures

1. Potential Emergency Situations or Service Interruptions

- 1.1 During the annual risk assessment process, the risk assessment outcomes (QMS 08) identify potential hazards to the drinking water system and what control and response measures are in place to mitigate or respond to the emergency.
- 1.2 The highest risks identified in the risk assessment are related to the following hazardous events:
 - failure of critical infrastructure,
 - contamination of raw water sources,
 - water supply shortfall (raw or treated),
 - contamination of water within the distribution system (i.e. watermain breaks or backflow/cross-connections),

- power failures,
- failure of primary disinfection equipment,
- loss of secondary disinfection within the distribution system, and
- inadequate chemical or fuel supplies.

1.3 The Water Services Emergency Response Plan Appendix A: Emergency Situation and Action Plans lists emergency situations including what would trigger the emergency, the risks if the emergency happened, possible response actions and the possible notifications required.

2. Processes for Emergency Response and Recovery

2.1 Full details of emergency response and recovery are documented in the Water Services Emergency Response Plan. The Water Services Emergency Response Plan works in conjunction with the City of Guelph Corporate Emergency Response Plan.

2.2 Water Services' Five Modes of Operations:

i. Normal Operations

During Normal Operations, water supply and water quality are good. The distribution system is functioning normally. Minor events like main breaks may be occurring, but are not seriously disrupting the provision of safe water. Water Services aims to maintain normal operations at all times.

ii. Alert

There has been a change in operations possibly due to a threat, such as a severe weather warning. No severe adverse effects have resulted. Water Services' Management Team has been notified and are actively monitoring the situation and starting to prepare for an incident. Activation of the Emergency Response Plan may or may not be required.

iii. Major Incident

Normal operations have been seriously affected by an incident. As a result, the Emergency Response Plan has been activated. Activation of the Emergency Operations Centre (EOC) may be required to manage the incident. Corporate Communications will be involved to lead communications with the media and the public. Internal communications is done by members of Water Services' Management Team. Examples of a major incident may include: a

precautionary “Don’t Drink the Water” or “Boil Water” advisory; alternate supply of water is required; severe water use restrictions, etc.

iv. Water Services Emergency

Normal operations have been severely impacted by an incident. Emergency management activities require the activation of an EOC. Both the Water Services’ Emergency Response Plan and the City’s Emergency Response Plan (CERP) are activated. The Head of Council (Mayor or designate) may declare an emergency. Corporate Communications is involved. Examples of a water services emergency may include incidents where: mutual aid and assistance agreements are activated; assistance from outside agencies is required; critical infrastructure has shut down; an extensive service interruption has occurred, etc.

v. City Emergency

An event like a natural disaster has caused severe damage throughout the city. The Head of Council (Mayor or designate) has declared an emergency. The CERP has been activated. Corporate Communications is involved. The Emergency Response Plan may or may not be activated, depending on whether Water Services has been affected. An example of a City emergency that could involve Water Services is a major fire, tornado, flooding, pandemic, etc.

The decision to officially declare an emergency or a state of emergency is the sole responsibility of the Head of Council (Mayor or designate).

2.3 Responding to Incidents and Activating the Emergency Response Plan

- a) Most incidents at Water Services can be dealt with through following Standard Operating Procedures, Work Instructions, Forms and Checklists. Up-to-date procedures can be found on Guelph’s Electronic Document Management System (EDMS) in the Water Services Procedures Folio.
- b) If the circumstances of an incident constitute an emergency or major incident, the Water Services’ Emergency Response Plan may be activated by the Division Manager, Water Services (or designate), or by the Corporate Emergency Operations Control Group (EOCG). Communications and decisions regarding activating the Emergency Response Plan should be documented in detail.

c) Considerations for Activation:

- Does the situation require a response that exceeds, or threatens to exceed the capabilities of Water Services?
- Does the situation impact public health, or could impact public health?
- Is the event attracting significant media and/or public interest?
- Is the situation creating a large area of impacted consumers/residents?
- Will the response be of such duration that additional personnel and resources may be required to maintain the continuity of operations?
- Does the situation require support from other agencies: government, utilities, etc.?
- Is the situation a large-scale or complex incident?
- Does the situation require, or have the potential to require evacuation and/or shelter of people or animals?
- Does the situation pose a large-scale disruption to transportation patterns?
- Is the event likely to have a long term negative impact of the department's resources or reputation?
- Declaration of a provincial or municipal emergency that directly affects Water Services.

2.4 Emergency Operations Centre (EOC)

- a) When the Emergency Response Plan has been activated, an Emergency Operations Centre (EOC) will be set up. An EOC is a pre-designated meeting place for those responding to an emergency. Water Services has a primary and a backup EOC. The primary location is any boardroom at Water Services. The backup locations are a boardroom at Solid Waste Services or at Wastewater Services. Depending on the emergency, a joint EOC may be established with Wellington-Dufferin-Guelph Public Health. A virtual EOC may be established based on the type of emergency (i.e. pandemic, epidemic, large natural disaster, etc.)
- b) The main boardroom at Water Services has an emergency cabinet that contains the Emergency Response Plan, office supplies, procedures on USB sticks, forms, etc.

2.5 Continuity of Operations

- a) As a water utility with many legislative requirements and public expectations, there are some activities that still need to be carried out, even in the event of

an emergency. Continuity of Operations refers to the essential operations Water Services will perform during an emergency situation or long-term disruption, which may last from several hours to several weeks.

- b) Section 7 of the Water Services Emergency Response Plan list the essential services that need to be performed during an emergency and the services that would be suspended for each work area. It also identifies alternate work locations if Water Services main building is not available as a result of an emergency.

2.6 Response and Recovery Planning

- a) During an emergency, each Section Lead (described in the Water Services Emergency Response Plan) is responsible for ensuring long term response and recovery planning is considered. The purpose of response and recovery planning is to identify needs beyond the first 24 to 72 hours of the emergency. Response and recovery considerations could include:
- Continuity of Operations strategies to ensure water quality and water quantity needs are met;
 - Assessment of potential financial and public relations impacts;
 - Determine long term emergency response needs;
 - Identify recovery and rehabilitation needs; and
 - Evaluation of the effectiveness of plans and strategies.
- b) Section 9 of the Emergency Response Plan provides more detail on the transition to recovery.

2.7 Deactivating the Emergency Response Plan

- a) Once the Emergency Plan has been activated, the EOC Director (described in the Water Services Emergency Response Plan) is responsible for determining when the EOC is no longer needed and can be terminated.
- b) Considerations for Deactivation:
- Individual EOC functions are no longer required.
 - State of Emergency has been lifted.
 - Coordination of response activities and/or resources is no longer required.
 - Event has been contained and emergency personnel have returned to their regular duties.

2.8 After Incident Review and Debrief

- a) The after incident review and debrief process is a critical part of emergency management and serves to provide improvement to our emergency planning and response activities. This process also serves to recognize the efforts of those involved in the incident, while avoiding placing blame on individuals or organizations. Debriefs help improve coordination and communication with all stakeholders and contribute to improved emergency management.
- b) Debriefings should not be limited to just emergency response. Non-emergency event planning and annual training and exercises also benefit from debriefs.
- c) Section 10 of the Emergency Response Plan provides more detail of the debrief process and the after-action report.

3. Emergency Response Training and Testing Requirements

- 3.1 The Quality Management Specialist, in conjunction with the members of Water Services' Management Team (includes Division Manager, Water Services, Manager, Technical Services Water, Manager, Water Operations, Supervisors Distribution and Supervisor Treatment) are responsible for ensuring the Emergency Response Plan is up-to-date and that staff receive training on the plan. Training may consist of presentations, videos, discussion-based activities and table-top exercises.
- 3.2 As part of the emergency training, the Emergency Response Plan may be tested alone or with other agencies, such as the Ministry and Wellington-Dufferin-Guelph Public Health (WDGPH). Building relationships with other government agencies prior to an emergency is vital to ensure an effective emergency response during actual emergencies.
- 3.3 Emergency preparedness and response is a process of continuous improvement and all Water Services' staff have a role in ensuring its success. Feedback from real and test emergencies will be used to help improve the Water Services Emergency Response Plan and any relevant Water Services procedures or processes.

4. Owner and Operating Authority Responsibilities during Emergency Situations

- 4.1 During emergency situations, the head of Council (Mayor or designate) is responsible for declaring an emergency or state of emergency and may be the official spokesperson for the City during an incident or declared emergency. The Owner (Mayor and Council) may also be responsible for approving the purchase of required resources to deal with the emergency.
- 4.2 Responsibilities for Operating Authority personnel are listed in the various procedures (SOPs and WIs). When an EOC is established, Water Services follows the Justice Institute of British Columbia's Incident Management System (IMS) structure. Water Services' EOC Members will work together to make emergency management decisions and to facilitate completion of their respective tasks.
- 4.3 It is recognized that typical staffing assignments are not necessarily consistent with the standardized IMS organizational structure. Knowledge, training, authority and/or experience should be the primary factors in determining the individuals who are assigned to specific response functions.
- 4.4 Staff designated to EOC positions are likely to change over the course of an emergency to accommodate the demands of the EOC work schedule. Designated alternates for all EOC positions are recommended.

Emergency Operations Centre Roles and Responsibilities

- 4.5 Detailed information about each EOC position and checklists can be found in Section 6 and Appendix B of the Water Services Emergency Response Plan.

5. Corporate Emergency Response Planning

- 5.1 As required under the Emergency Management and Civil Protection Act, the City of Guelph has an Emergency Management Program and Emergency Response Plan. The plan outlines the manner in which the City will respond to an emergency to provide a timely and effective mobilization of community resources in order to protect the health, safety, welfare and property of the people of Guelph.
- 5.2 The City of Guelph has formed the Emergency Operations Control Group (EOCG), whose membership includes the Mayor, CAO, all DCAOs, General Manager of Emergency Services, Fire Chief, Paramedic Chief, Police Chief, Chief Operating

Officer of Alectra Utilities, Medical Officer of Health, and County of Wellington Social Services Administrator. Other City departments, the General Hospital, Community Care Access Centre, Canadian Red Cross, St. John ambulance, volunteers, utilities such as Union Gas and Bell Telephone would all support the City in an emergency situation. As well, Provincial and Federal government agencies would provide support as required.

- 5.3 Staff from Water Services and Compliance and Performance work with the City's Community Emergency Management Coordinator (CEMC) to ensure that the processes Water Services has established for emergency response are consistent with the Corporate Emergency Response Program.

6. Emergency Communications Protocol and Contact Lists

- 6.1 In an emergency situation, information and speculation can spread on social media within minutes of an incident. Timely and accurate communication is critical for the safety and well-being of Environmental Services staff and the community. Honesty and speed are critical in a crisis and it is vital to speak with accuracy about what we know and not speculate about what we don't know.
- 6.2 Water Services will work with Corporate Communications to ensure timely, accurate and effective communications with the public. Corporate Communications can be reached at extension 3444 after hours.
- 6.3 Further to notifying the public, it is critical that staff are kept updated throughout the emergency. Staff may be deployed to different areas of the city, or may not be able to come into work at all, so it is very important that communication is frequent so that staff are kept informed. Much like the public, if staff are not informed, rumors about the emergency may start to spread within the department.
- 6.4 Section 8 – Emergency Communications of the Water Services Emergency Response Plan outlines further emergency communications such as determining a media spokesperson, key messaging, commonly asked questions in an emergency, methods to reach the general public and media interviews.
- 6.5 Appendix D: Emergency Notification Templates in the Water Services Emergency Response Plan contains ready-made templates for a Boil Water Advisory or a Do-not-Drink the Water Advisory. QMS 18-01 Guelph-WDGPH Water Advisory Protocol contains information to guide Water Services and WDGPH when there is

an adverse water quality incident and issuing/rescinding Boil Water Advisories and Drinking Water Advisories.

- 6.6 The M-SOP Reporting Adverse Test Results and other problems under O. Reg. 170 and the Ontario Watermain Disinfection Procedure outlines the procedure for reporting incidents and the M-SOP Incident Notification Procedure outlines the internal notification process.

7. Contact Lists

- 7.1 Business Services maintains and regularly updates the Cell Phone List (includes desk extension numbers) for Water Services staff and supporting staff from the partnership divisions. The Quality Management Specialist ensure that a copy of the phone lists prepared by Business Services is made available in EDMS. When there is an incident, Management will follow the M-SOP Incident Notification Procedure.
- 7.2 For Essential Supplies and Services, the Water Operations Technicians maintain and regularly update the WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies (Emergency Contacts List).

Applicable QMS Documents

QMS 08 – Risk Assessment Outcomes

QMS 18-01 Guelph-WDGPH Water Advisory Protocol (SD-104275)

Reference Documents

Cell Phone List (EDMS-124099)

[City of Guelph Emergency Response Plan](#)

M-SOP Incident Notification Procedure (SD-105288)

M-SOP Reporting Adverse Test Results and other problems under O. Reg. 170 and the Ontario Watermain Disinfection Procedure (SD-104353)

Water Services Emergency Response Plan (SD-103112)

Water Services Procedures Folio (EDMS-115498)

WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies
(Emergency Contacts List) (SD-000385)

QMS 19 – Internal Audits

Purpose

To document a procedure for Internal Audits that:

- a) evaluates conformity of the QMS with the requirements of the Drinking Water Quality Management Standard (DWQMS) 2.0;
- b) identifies internal audit criteria, frequency, scope, methodology and record-keeping requirements;
- c) considers previous internal and external audit results; and
- d) describes how the QMS corrective actions are identified and initiated.

Procedures

1. Audit Team Structure and Roles

1.1 The audit team roles are as follows:

- a) The QMS Representative is the Lead Auditor and is responsible for overseeing the internal audit process and ensuring qualified auditors conduct internal audits.
- b) Internal Auditor(s) work with the Lead Auditor to prepare for and conduct internal audits.

2. Auditor Qualifications and Selection

2.1 The Lead Auditor and other Internal Auditor(s) must meet the following criteria:

- have knowledge of the Drinking Water Quality Management Standard (DWQMS) and Water Services' Quality Management System (QMS);
- are independent of the work that is going to be audited;
- have the ability to make objective observations and record the results; and
- possess an internal auditing certificate for DWQMS that was obtained by completing a Director Approved course (i.e., a continuing education course approved by the Director of the Ministry).

3. Audit Process

3.1 Audit Frequency

- a) Internal audits must be conducted at least once every calendar year.
- b) Additional audits can be scheduled based on the importance of the process or area, or in response to previous audits results (internal and external).
- c) The Water Services Programs that may be audited are listed in QMS 06-04 Listing of Water Services' Programs.
- d) The Lead Auditor creates an audit plan using the example provided in QMS 19-01 Sample Internal Audit Plan. The Lead Auditor ensures that Internal Auditors do not audit their own work.
- e) The Lead Auditor schedules (at least two weeks in advance) the applicable Water Services or other City employees based on the audit plan. The Lead Auditor also answers any questions the auditees may have about the audit process.
- f) In advance of the internal audit, the Lead Auditor schedules and leads a meeting with the internal audit team to review the elements of the DWQMS, the internal audit plan, as well as past internal and external audit results to ensure that the internal auditors are prepared.

3.2 Audit Criteria and Scope

- a) Each element of the DWQMS should be included in the audit scope. Any DWQMS elements missed from an audit should be included in the next year's audit plan.
- b) Typically, the internal audit focuses on the previous twelve months, or the period since the last internal audit.
- c) The Internal Auditors utilize the applicable checklist, either: QMS 19-02 Internal Audit Summary and Checklist or QMS 19-03 Internal Process Audit Checklist, depending on the auditor's preference. Both checklists use process auditing to identify areas of potential improvement.

3.3 Audit Methodology

- a) The audit should be conducted in accordance with the "Internal Auditing for the DWQMS" course presented by the Walkerton Clean Water Centre.

4. Audit Findings

- 4.1 During the audit, the Internal Auditor(s) complete the checklists (as required) and submits the audit notes made on the Internal Audit Checklists (QMS 19-02 and/or QMS 19-03) to the Lead Auditor for record-filing purposes and to complete the Internal Audit report.
- a) The cover page of QMS 19-02 Internal Audit Summary and Checklist summarizes the audit notes. The identified strengths, staff suggestions, opportunities for improvement and non-conformances are included in the Internal Audit report and presented to Top Management at the Internal Audit Closing Meeting.
- 4.2 After the audit is complete, the Audit Team will participate in an Audit Findings Meeting. During this meeting, the Lead Auditor and the Internal Auditors review the audit findings and ensure they are succinct and comprehensive. This meeting serves to ensure that the audit findings are easily understood by others receiving the findings. At this time, further investigation of the audit findings may be done by the Internal Audit team to ensure their accuracy and conformance to the DWQMS.

5. Internal Audit Report

- 5.1 The Internal Audit Report is prepared by the Lead Auditor and includes:
- a) Section 1.0 – Introduction that includes details from the QMS 19-01 Internal Audit Plan;
- b) Section 2.0 – Audit Findings (positive, non-conformances, opportunities for improvement and/or follow-up items) that are results from QMS 19-02 and/or QMS 19-03 checklists;
- c) Section 3.0 – Conclusions; and
- d) Appendices that include the following: staff suggestions, audit criteria, detailed audit schedule, interview records, interview checklist template, auditor training certificates, glossary and auditor notes.
- 5.2 Once complete, the draft Internal Audit report is sent to the Internal Audit team and Top Management for review. The final report is then presented to Top Management at the Internal Audit Closing Meeting.

- 5.3 After the closing meeting, the Internal Audit Report is sent to the Water Services, Business Services and Compliance and Performance personnel that are identified in QMS 09-01 Organizational Structure. The Quality Management Specialist also provides a copy of the report to the internal auditors and the applicable Guelph/Eramosa Township staff.

6. Audit Records, Follow-up and Review

- 6.1 Instances of non-conformance will undergo a Root Cause Analysis, as per QMS 21 Continual Improvement. Opportunities for improvement and staff suggestions are logged into the Continual Improvement Database for follow-up with the respective Continual Improvement Team Members.
- 6.2 The Lead Auditor ensures that follow-up is carried out by tracking the progress of action items resulting from internal and external audits during the Continual Improvement Meetings.
- 6.3 Completed internal audit reports are filed on EDMS according to QMS 05 Document and Records Control.
- 6.4 The Lead Auditor ensures that future internal audits consider results of previous internal and external audits. During the internal audits, the effectiveness of previous actions items are reviewed with the auditees.
- 6.5 Results from the internal audit are also discussed at Management Review and are presented to the system Owners through the Summary Report.

Applicable QMS Documents

QMS 05 Document and Records Control

QMS 19-01 Sample Internal Audit Plan (SD-000331)

QMS 19-02 Internal Audit Summary and Checklist (SD-000332)

QMS 19-03 Internal Process Audit Checklist (SD-104223)

QMS 20 Management Review

QMS 21 Continual Improvement

Reference Documents

[Drinking Water Quality Management Standard](#)

Internal Audit Plan (SD-103699)

Internal Audit Report (SD-103698)

Annual Report (guelph.ca/water-testing)

Summary Report (guelph.ca/water-testing)

QMS 20 – Management Review

Purpose

To document a procedure for management review that evaluates the continuing suitability, adequacy and effectiveness of the Quality Management System and that includes consideration of:

- a) Incidents of regulatory non-compliance,
- b) Incidents of adverse drinking water tests,
- c) Deviations from Critical Control Point limits and response actions,
- d) The effectiveness of the risk assessment process,
- e) Internal and third-party audit results,
- f) Results of emergency response testing,
- g) Operational performance,
- h) Raw water supply and drinking water quality trends,
- i) Follow-up on action items from previous management reviews,
- j) The status of management action items identified between reviews,
- k) Changes that could affect the Quality Management System,
- l) Consumer feedback,
- m) The resources needed to maintain the Quality Management System,
- n) The results of the infrastructure review,
- o) Operational Plan currency, content and updates, and
- p) Staff suggestions.

Procedures

1. Management Review

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph's Electronic Document Management System (EDMS). EDMS is for internal use only.

- 1.1 Management Review is held at least once every calendar year, lead by the Quality Management Specialist (QMS Rep) to review the overall suitability, adequacy and effectiveness of the QMS with Top Management. All items a) through p) that are documented in the purpose section of this procedure (above) are discussed at Management Review.
- 1.2 The members of Top Management are identified in QMS 09 Organizational Roles, Responsibilities and Authorities.
- 1.3 A quorum of Management Review must include at least four (4) members of Top Management that belong to Water Services as identified in QMS 09-01 Organizational Structure.
- 1.4 The QMS Representative is responsible for:
 - a) Establishing the date for the Management Review meeting,
 - b) Forwarding notification of the meeting to participants,
 - c) Creating and forwarding the agenda and Management Review Information Package for the meeting to the participants,
 - d) Recording the minutes (may assign designate or use video recording), and
 - e) Circulating the minutes to participants.

2. Management Review Input

- 2.1 The Quality Management Specialist (in consultation with Water Services, Business Services and Compliance and Performance personnel, as applicable) collects the information (items a) through p) referred to above) that must be considered by Top Management in Management Review.
- 2.2 Once the necessary information is collected, the Quality Management Specialist consolidates the information into a package (i.e., the Management Review Information Package) and sends it to Top Management for review at least one week prior to the scheduled Management Review meeting.
- 2.3 During the Management Review Meeting, staff who helped provide the information (or their delegates) present their sections and answer any questions that Top Management may have.

3. Management Review Output

- 3.1 Management review outputs, in the form of Management Review meeting minutes, include:
- a) results of management review,
 - b) identification of deficiencies and action items to address deficiencies,
 - c) recording of any decisions and action items related to the management review including the personnel responsible for delivering the action items and the proposed timelines for their implementation,
 - d) reporting the results of the management review, the identified deficiencies and action items to the Owner.
- 3.2 The Quality Management Specialist ensures that the Management Review meeting minutes are appended to the Water Services Summary Report, which is prepared in accordance with Schedule 22, O. Reg.170/03 (Summary reports for municipalities).
- 3.3 Both Owners, the City of Guelph and the Township of Guelph/Eramosa receive the Water Services Summary Report (summarizing management review, other compliance items and other updates) on an annual basis.

Applicable QMS Documents

QMS 05 Document and Records Control

QMS 09 Organizational Roles, Responsibilities and Authorities

QMS 20-01 Management Review Agenda (SD-000355)

Reference Documents

[Water Services Summary Report](#)

QMS 21 – Continual Improvement

Purpose

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph's Electronic Document Management System (EDMS). EDMS is for internal use only.

To describe the procedure for tracking and measuring continual improvement of the Quality Management System (QMS) and the Drinking Water System (DWS) by:

- a) reviewing and considering applicable best management practices, including any published by the Ministry [when published], available at www.ontario.ca/drinkingwater at least once every thirty-six months;
- b) documenting a process for identification and management of corrective actions; and
- c) documenting a process for identifying and implementing preventative actions to eliminate the occurrence of potential issues of non-compliance or non-conformity to the QMS.

Definitions

Best Management Practices (BMPs) – methods that have been determined to be the most effective and practical means to help achieve the goals of the QMS.

Corrective Action – action taken to eliminate the cause of a detected non-compliance, non-conformity, or other undesirable situation that considers legislative, Drinking Water Quality Management Standard (DWQMS), and other requirements.

Non-Compliance – the failure to adhere to an Act (i.e. Safe Drinking Water Act), or its Regulations.

Non-Conformance – the failure to comply with a requirement of the Drinking Water Quality Management Standard, or a Water Services procedure.

Preventative Action – action taken to eliminate or prevent the cause of a potential non-compliance or non-conformity, or other undesirable situation that considers legislative, DWQMS, and other requirements.

Root-Cause Analysis – a method of problem solving used for identifying the *root causes* of issues of non-compliance, non-conformity, or other problems. The '5-why' technique may be used to determine the root-cause, where the question 'why?' is asked five (or more/less) times, and the answer to the last 'why?' is usually the root cause.

Responsibilities

Water Compliance Specialist/Top Management/Water Operations Technicians
– will notify the Quality Management Specialist of any issues of non-compliance, non-

conformance, and opportunities for improvement as identified by anything listed under “Procedures” section 2.

Continual Improvement Team Members – will work with the Quality Management Specialist to assess and prevent future non-compliance or non-conformities by meeting regularly to discuss the continual improvement items in the Continual Improvement Database.

Manager Water Operations/Supervisors Distribution/Supervisor Water Treatment – will discuss if there have been any issues of non-compliance, non-conformance or opportunities for improvement in their weekly Management Team Meeting and report any issues back to the Quality Management Specialist to log in the Continual Improvement Database.

Quality Management Specialist – will log continual improvement items stemming from issues of non-compliance, non-conformity, audit findings, opportunities for improvement, emergency debriefs, staff suggestions, other undesirable outcomes (e.g., an Adverse Water Quality Incident), etc. into the Continual Improvement Database. The Quality Management Specialist schedules regular meetings or communicates via email or phone with the Continual Improvement Teams to ensure that continual improvement items are addressed and that Water Services is striving to continually improve the effectiveness of the QMS.

Procedures

1. Best Management Practices

- 1.1 The Quality Management Specialist will review and consider applicable Best Management Practices (BMPs) at least once every thirty-six months. This could include:
- a) considering any BMPs [when] published by the Ministry;
 - b) attending the annual DWQMS workshop facilitated by the Walkerton Clean Water Centre, when feasible, to learn any BMPs from other utilities;
 - c) communicating with peers about BMPs through reviewing and contributing to discussions on the Municipal Water Wastewater Regulatory Committee (MWWRC) online forum, as appropriate;
 - d) attending the quarterly MWWRC meeting, when feasible, to discuss any emerging issues and BMPs with other utilities;

- e) discussing best management practices with neighbouring municipalities through attending, when feasible, the quarterly Wellington County Water Wastewater Regulatory Committee meetings; and
- f) any other means (e.g. manufacturer recommendations, staff suggestions, etc.).

1.2 Any best management practices identified through one of the above methods will be added to the Continual Improvement Database by the Quality Management Specialist, under the Issue Source: Best Management Practice.

2. Identifying and Managing Corrective and Preventive Actions

2.1 Issues of non-compliance, non-conformance, and opportunities for improvement could be presented through:

- a) Ministry Compliance Inspections
- b) Adverse Water Quality Incidents (documented as per M-SOP Reporting Adverse Test Results and other problems under O. Reg. 170 and the Ontario Watermain Disinfection Procedure)
- c) External DWQMS Accreditation Audits
- d) Internal Audits
- e) Management Review or Management Update Meetings
- f) Staff Suggestions (presented verbally, in writing, through audits, etc.)
- g) Customer Calls (as logged in Water Services' Customer Call Database)
- h) Actions requiring longer-term projects
- i) Best Management Practices review
- j) Debriefs from emergencies, incidents or project completion
- k) Other means (e.g. near-misses, Water Services' historical or other utilities' non-compliance/non-conformance)

2.2 Any issues of non-compliance, non-conformance, or any other major issues, as deemed by the management team, will undergo a root-cause analysis by the Quality Management Specialist and/or the Water Compliance Specialist, along

with the appropriate members of top management and the appropriate staff. All root cause analysis' will be scheduled a minimum of 10 working days after the discovery of a non-compliance, non-conformance or other major issue in order for the appropriate Supervisor/Manager to investigate the incident, if necessary.

- 2.3 The QMS 21-01 Root Cause Analysis Form will be used to document the root-cause analysis. During the root-cause analysis, the following will be identified:
- a) Name and description of the issue:
 - b) Date(s) the issue occurred or approximate timeline:
 - c) Type of issue:
 - i. Compliance
 - ii. Conformance
 - iii. Drinking Water System
 - iv. Feedback
 - d) Date of the Root Cause Analysis:
 - e) Root Cause Analysis team members:
 - f) Priority:
 - i. High
 - ii. Medium
 - iii. Low
 - g) Immediate Actions/Containment:
 - h) Root Cause Analysis:
 - i) Root Cause identified:
 - j) Corrective Action(s):
 - i. Assigned to:
 - ii. Logged in CIR Database?
 - k) Preventative Action(s):
 - i. Assigned to:
 - ii. Logged in CIR Database?

- 2.4 Each corrective or preventative action stemming from the root-cause analysis will be inputted into the Continual Improvement Database as a separate Continual Improvement Item and assigned a CIR number, as described below. The on-going status of these items are discussed and documented at the Continual Improvement Team meetings.
- 2.5 Corrective and Preventive actions taken to correct or prevent a non-conformity, non-compliance or other major issue may be reviewed during the internal and external audit processes as well as through spot checks by the Quality Management Specialist or the Water Compliance Specialist.

3. Continual Improvement

- 3.1 Opportunities for continual improvement will be inputted into the Continual Improvement Database by the Quality Management Specialist.
- 3.2 Through regular Continual Improvement Team meetings, the Continual Improvement Team will report on the status of each Active Continual Improvement Item by reviewing open items in the Continual Improvement Database. The Continual Improvement Database will be updated by the Quality Management Specialist based on feedback received by the Continual Improvement Team members.
- 3.3 In the first scheduled Continual Improvement Meetings of the year, the Quality Management Specialist will review any "Pending" items with the appropriate teams to determine if they should be moved to "Active" status, remain in "Pending" or be "Closed".
- 3.4 Twice per year, the Quality Management Specialist will run a report from the Continual Improvement Database of any Active CIRs that are older than 1 year. This report is then sent to the Managers at Water Services for review and follow-up with their staff.

Applicable QMS Documents

QMS 21-01 Root Cause Analysis Form (SD-104278)

Reference Documents

Water Services' Customer Call Database

Water Services' Continual Improvement Database

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Revision History

Version	Date	Nature of Revisions	By
1	2021-09-08	Newly compiled and updated Operational Plan to meet AODA requirements and the new Director's Directions for Operational Plans, dated May 2021. Full details of each individual document that made up previous versions of the Operational Plan are found archived by QMS # in Guelph's Electronic Document Management System.	AM
2	2023-04-25	Reviewed for content accuracy. Added: clarification on name of the operating authority for the systems, current version of the Ministry's Subject Description Form (Schedule C), including updated contact information, new Water Quality Policy statement, definitions (including, Drinking Water Quality Management Standard, Operational Plan, Quality Management System, Consumer), reference documents (including, Director's direction – minimum requirements for operational plans, General Vendor Performance Evaluation form, EQUIS databases), websites for council resolutions for each system owner (previously snippets of council resolution were included respecting endorsement of the Operational Plan), Top Management uses WS-RD Procedure Review Form to approve changes to the Operational Plan, added term intranet site (previously referred to Infonet), hydrogen sulphide to list of naturally occurring water quality issues, additional threats to Eramosa River surface water intake, reference to mapping tool GeoDataHub (previously, GIS), clarification on where responsibilities for each role in the organizational structure can be found, list of Top Management responsibilities, clarification on name of QMS Orientation (previously referred to as new employee orientation); clarification on Overall Responsible Operator (ORO) (which roles are designated as ORO, who has the authority to designate ORO, which subsystems are covered by ORO Water	DM

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Page 118 of 128

		<p>Treatment and ORO Distribution and which regulation applies to designation and duties of ORO), description that personnel that directly affect drinking water quality are identified in QMS 09 – 01 Organizational Structure, regulation that applies to duties of Operator-In-Charge (OIC), clarification on who can retrain contractors to perform operational duties during staff shortages, clarification on the annual mail-out of QMS information to suppliers, description that public can communicate with Water Services via Water Wagon events, Water Services in-stock supplies may be maintained off-site, clarification on vertical infrastructure review process, consistent use of term operating and capital budget forecast, clarification on Variance Reports, reference to new Water Supply Enhanced Sampling Plan, clarification on how sampling, testing and monitoring results are shared between the Operating Authority and Owner, clarification on how contact list is maintained, clarification on how information for Management Review is prepared and communicated,</p> <p>Modified: definitions (document, record), description of how Water Quality Policy is communicated with operating authority personnel, roles to be consistent with roles listed in QMS 09-01 Organizational Structure, description of operational challenges for the distribution system (clarified flushing for watermain dead-ends with appurtenances), description of Water Supply Master (new information added for 2022), description of Source Water Protection, description of minimum competencies required by personnel directly affecting drinking water, description on maintaining competencies for staff that perform duties directly affecting drinking water, frequency of inventory counts by Water Distribution, term used for linear and vertical infrastructure (previously referred to as distribution system and treatment infrastructure, respectively) and minimum number of members of Top Management required for Management review (reflective of updates made to QMS 09-01 Organizational Structure);</p> <p>Removed: definitions (Operator-In-Charge and Overall Responsible Operator), reference to QMS documents</p>	
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		<p>(QMS 08-01 Hazard Identification and Risk Assessment Worksheet, QMS 09-03 Departmental Interactions Diagram for Water Services Programs, QMS 10-05 Meter Installer Training Form, QMS 10-06 Locates Training Form, QMS 12-01 Communications with the Owner), option for public to view copy of Operational Plan and communicate with Water Services at Water Services physical location (a copy of the Operational Plan continues to be available for viewing at Service Guelph and emails/phone calls can be made directly to Water Services), the list of folders that are contained within the Water Services Procedure Folio in EDMS (these folders are subject to change), a select number of roles from Top Management (roles no longer included QMS 09-01 Organizational Structure or not required to be in Top Management), comment that summary of Operational Plan changes are included in the Summary Report (they are provided in revision history of the Operational Plan), the list of primary classifications and retention categories identified in TOMRMS (these continue to be identified in TOMRMS), reference to private water softener treatment systems (not applicable to the quality management system), duplicate section for Paisley Booster Station in system description (already described in Paisley Well and Booster Pumping Station section), use of QMS 10-01 Employee Orientation Form for QMS Orientation (QMS 10-07 On-the-job practical training form is used), comment that training providers notify the Specialist if employees are not in attendance (not applicable), reference to QMS Communications bulletin in the lunchroom (lunchroom will be affected by upcoming construction), reference to faxes (faxes are generally obsolete), list of priority capital projects (the information continues to be available in the operating and capital budget forecast), reference to Watertrax (water quality database continues to be referenced), description of Emergency Operations Centre roles and responsibilities (these continue to be described in Water Services Facility Emergency Response Plan) and the list of fields in the Continual Improvement database (some fields are subject to change).</p>	
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QMS 02-01 – Quality Management System Policy

Document Number: SD-000293

Water Services, the Operating Authority for the Guelph Drinking Water System and the Gazer Mooney Subdivision Distribution System, is committed to maintaining a high level of trust, commitment and accountability by consistently delivering high quality and safe drinking water.

Water Services' Quality Policy states:

Water Services is committed to:

Trusted supply of safe and reliable drinking water for the consumer.

Achieving compliance with applicable legislation and regulations.

Providing necessary resources for the maintenance and continual improvement of the Quality Management System.

By signing below, members of Top Management are documenting their commitment to the Guelph Water Services' Quality Policy.

This document will be updated within six months of changes in Top Management.

Title	Signature	Date
Division Manager, Water Services		
Manager, Water Operations		
Manager, Technical Services Water		
Supervisor, Distribution (Construction)		

QMS 02-01 – Water Quality Policy

SD-000293

Supervisor, Distribution (Programs)		
Supervisor, Water Treatment		
Manager, Business Services		
Manager, Compliance and Performance		

Revision Date: 2023-05-01

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QMS 03-01 – Commitment and Endorsement by Top Management

Document Number: SD-000297

The Owners and Top Management of the Operating Authority are committed to the implementation, maintenance and continual improvement of a QMS that meets the requirements of the Drinking Water Quality Management Standard (DWQMS). The QMS for the drinking water systems is documented in this Operational Plan. Top Management’s endorsement of the Operational Plan and the QMS is provided through the signatures below.

Top Management’s commitment to an effective QMS is evidenced by:

- a) Ensuring that a QMS is in place that meets the requirements of the DWQMS,
- b) Ensuring that Operating Authority staff are aware of all applicable legislative and regulatory requirements,
- c) Communicating the QMS according to procedures outlined in QMS 12 - Communications, and
- d) Determining, obtaining or providing the resources needed to maintain and continually improve the QMS.

By signing below, members of Top Management at Water Services are documenting their commitment to an effective QMS as stated above and their endorsement of the Operational Plan. This document will be updated within six months of changes in Top Management.

Title	Signature	Date
Division Manager, Water Services		
Manager, Water Operations		
Manager, Technical Services Water		
Supervisor, Distribution		

Revision Date: 2023-05-01

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph’s Electronic Document Management System (EDMS).

QMS 03-01 – Commitment and Endorsement by Top Management

SD-000297

(Construction)		
Supervisor, Distribution (Programs)		
Supervisor, Water Treatment		
Manager, Business Services		
Manager, Compliance and Performance		

Revision Date: 2023-05-01

Printed documents are uncontrolled. This document can be accessed electronically by searching the title or the document number on Guelph’s Electronic Document Management System (EDMS).

February 12, 2019

Amy Martin
Quality Assurance Coordinator
Water Services, Environmental Services
City of Guelph

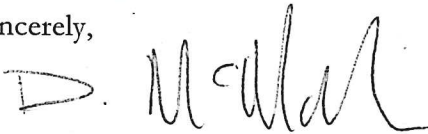
Dear A. Martin,

RE: Water Services Operational Plan Endorsement

At the meeting of Guelph City Council held on January 28, 2019 the following resolution was adopted:

That City Council endorse the Water Services Operational Plan, as required as part of the Ontario Municipal Drinking Water Licencing Program.

Sincerely,



Dylan McMahon, Manager, Legislative Services / Deputy City Clerk
City Clerk's Office, **Corporate Services**
1 Carden St. Guelph, ON. N1H 3A1

T 519-822-1260 x2811
E dylan.mcmahon@gmail.com

File # IDE-2019-11

City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

T 519-822-1260
TTY 519-826-9771

guelph.ca

Committee of the Whole Meeting Agenda

Monday, January 14, 2019 – 1:30 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Guelph City Council and Committee of the Whole meetings are streamed live on guelph.ca/live.

Call to Order – Mayor

Disclosure of Pecuniary Interest and General Nature Thereof

Authority to move into Closed Meeting

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

IDE-2019-12

**Water Services Operational Plan Endorsement
(Section 8)**

Section 239 2(a) of the Municipal Act relating to the security of city property.

IDE-2019-04

**Hanlon Creek Business Park Phase I – Updated
Development Strategy and Financials**

Section 239 2(c) of the Municipal Act relating to a proposed or pending acquisition or disposition of land by the municipality or local board.

Open Meeting - 2:00 p.m.

Mayor in the Chair

Closed Meeting Summary

Staff Recognitions

1. Municipal Law Enforcement Officer Certified Designation
Jennifer Jacobi, Zoning Inspector/Legal Process Coordinator

2. Voting Member of the Radon Mitigation Committee for the Canadian General Standards Board (CGSB), Government of Canada
Appointment of Nicholas Rosenberg, Building Inspector III
3. Association of Municipal Managers, Clerks and Treasurers of Ontario
Executive Diploma in Municipal Management
Antti Vilkkö, General Manager, Facilities Management

Ten-Minute Break for Service Area Change

Consent Agenda – Infrastructure, Development and Enterprise

Chair – Councillor Gibson

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.

IDE-2019-11

Water Services Operational Plan Endorsement

Recommendation:

That City Council endorse the Water Services Operational Plan, as required as part of the Ontario Municipal Drinking Water Licencing Program.

IDE-2019-03

Farm Barn at 2093 Gordon Street – Proposed Removal from Municipal Register of Cultural Heritage Properties

Recommendation:

That Council approve the removal of all references to 2093 Gordon Street from the Municipal Register of Cultural Heritage Properties as presented in report IDE-2019-03.

IDE-2019-05

Sign By-law Variances – 160 Chancellors Way

Recommendation:

1. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area of .77m² and a height of 1.77m above the adjacent roadway within a 7m by 5m driveway sightline triangle at west driveway of 160 Chancellors Way, be approved.
2. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area 3.79m² (changeable copy of 1.08m²) with a height of 2.6m above the adjacent roadway at 160 Chancellors Way, be approved.

3. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area of .77m² and a height of 1.83m above the adjacent roadway within a 7m by 5m driveway sightline triangle at east driveway of 160 Chancellors Way, be approved.

IDE-2019-06

Sign By-law Variances – 32 Clair Road East

Recommendation:

1. That the request for variances from Table 2, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit one (1) illuminated freestanding with a sign face area of 6.99m² to be located 1m away from an adjacent property line at 32 Clair Road East, be approved.
2. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit one (1) illuminated building sign with a sign face area of 3.5m² to be located on the first storey of a building face fronting an adjacent property at a distance of .82m from the property line at 32 Clair Road East, be approved.

Items for Discussion – Infrastructure, Development and Enterprise

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.

IDE-2019-01

Comprehensive Zoning Bylaw Review – Project Initiation

Presentation:

Natalie Goss, Project Manager, Comprehensive Zoning Bylaw Review

Recommendation:

That the Comprehensive Zoning Bylaw Review project charter attached to Infrastructure, Development and enterprise Services Report (IDE-2019-01), dated Monday, January 14, 2019 be approved.

IDE-2019-13

Red Light Camera Program Review

Presentation:

Steve Anderson, Supervisor, Traffic Engineering

Recommendation:

1. That staff be directed to formalize a Community Road Safety Program that includes mitigation measures to reduce the likelihood of frequent traffic infractions as well as red light violations and that funding support for this program be referred to in the 2019 budget process.
2. That the City of Guelph not proceed with implementation of the Red Light Camera program at this time.

Bill 66, Restoring Ontario's Competitiveness – City of Guelph Response**Presentation:**

Melissa Bauman, Senior Policy Advisor, Policy and Intergovernmental Relations

Report to be included as part of the consolidated agenda.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Ten-Minute Break for Service Area Change

Items for Discussion – Public Services**Chair – Councillor Hofland**

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.

PS-2019-01 Parkland Dedication By-law Review**Presentation:**

Luke Jefferson, Manager, Open Space Planning
Jyoti Pathak, Park Planner

Correspondence:

Susan Watson

Recommendation:

That Council approve the proposed parkland dedication bylaw included as ATT-1 to Report # PS-2019-01 dated January 14, 2019.

Service Area Chair and Staff Announcements

Please provide any announcements, to the Chair in writing, by 12 noon on the day of the Council meeting.

Adjournment

To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, January 14, 2019

Subject **Water Services Operational Plan Endorsement**

Report Number IDE-2019-11

Recommendation

That City Council endorse the Water Services Operational Plan, as required as part of the Ontario Municipal Drinking Water Licencing Program.

Executive Summary

Purpose of Report

To obtain Council's endorsement of the Water Services' Operational Plan (OP), as required under the *Safe Drinking Water Act (2002)*. The OP is the written documentation that confirms that the Water Services' quality management system meets the requirements of the Drinking Water Quality Management Standard (DWQMS), which is legislated to be completed under the *Safe Drinking Water Act*.

The OP is a document that provides an understanding of the drinking water systems, the responsibilities of both the Owner and the Operating Authority of the systems, and a commitment to the provision of safe drinking water. The OP enables the City of Guelph to continue to plan, implement, check, and continually improve its systems, thereby ensuring ongoing confidence and security in the drinking water systems.

The OP was first endorsed by Council in 2009 and requires periodic re-endorsement within one year of appointment of each new term of council, when significant changes to the OP have been made, or when renewing the Municipal Drinking Water Licence.

Key Findings

Water Services as an operating authority has been accredited to the DWQMS since 2009. Accreditation is the verification by a third-party accreditation body that an operating authority has a quality management system in place that meets the requirements of the DWQMS as required by the *Safe Drinking Water Act*. By achieving and maintaining accreditation, Water Services has demonstrated that they have an effective drinking water quality management system and are committed to the provision of safe drinking water, sound operational practices, and

continual improvement of the programs and processes that affect the drinking water system.

Financial Implications

All financial implications related to developing and implementing the Operational Plan are accounted for in the Council approved 2018 and proposed 2019 Water Services Non Tax Operating and Capital Budgets as well as the 2014 Water and Wastewater Long-Range Financial Plan. This Financial Plan is currently being updated and will be presented to council for endorsement in March 2019.

Report

In response to Justice O'Connor's recommendations made in the **Report of the Walkerton Inquiry** in 2002, the Municipal Drinking Water Licensing (MDWL) Program was established under the *Safe Drinking Water Act (2002)*. The Municipal Drinking Water Licence (MDWL) is an approval to operate a municipal drinking water system. All municipal residential systems must be licensed under the Municipal Drinking Water Licensing Program. Licences are valid for 5 years as long as Water Services:

- Maintains their status as an accredited operating authority to the Drinking Water Quality Management Standard (DWQMS), including having the operational plan endorsed by municipal council,
- Prepares a financial plan and has it approved by municipal council,
- Has valid permits to take water, and
- Operates the drinking water system according to the conditions in the licence.

Water Services' is currently in the process of renewing their Municipal Drinking Water Licence, which expires on August 17, 2019.

As one aspect of the MDWLP, Operating Authorities must be accredited to the Drinking Water Quality Management Standard (DWQMS), version 2.0. The DWQMS was released in 2006 and updated in 2017 and is the standard upon which drinking water system operational plans are developed and operating authorities are accredited. It is legislated under the *Safe Drinking Water Act (2002)*. The requirements of the DWQMS, when implemented, assist owners and operators of municipal drinking water systems to develop sound operational procedures and controls.

The DWQMS approach emphasizes the importance of:

- A proactive and preventative approach to management strategies that identify and manage risks to public health,
- Establishing and documenting management procedures,
- Clearly identifying roles and responsibilities,
- Continual improvement of the management system.

The Operational Plan is made up of 21 sections that mirror the 21 Elements of the DWQMS. The 21 DWQMS Elements are:

1. Quality Management System

2. Quality Management System Policy
3. Commitment and Endorsement
4. QMS Representative
5. Document and Records Control
6. Drinking Water System
7. Risk Assessment
8. Risk Assessment Outcome (included in the closed council report)
9. Organizational Structure, Roles, Responsibilities and Authorities
10. Competencies
11. Personnel Coverage
12. Communications
13. Essential Supplies and Services
14. Review and Provision of Infrastructure
15. Infrastructure Maintenance, Rehabilitation and Renewal
16. Sampling, Testing and Monitoring
17. Measurement and Recording Equipment Calibration and Maintenance
18. Emergency Management
19. Internal Audits
20. Management Review
21. Continual Improvement

Water Services' Operational Plan is the written documentation of the quality management system developed to meet the requirements of the Drinking Water Quality Management Standard (DWQMS). The operating authority (Water Services) must receive the owner's (City Council) written endorsement of the drinking water system's operational plan as part of the Municipal Drinking Water Licence Renewal Program within one year of a new council or in cases where there have been significant updates to the Operational Plan.

Financial Implications

All financial implications related to development and implementation of the Operational Plan are accounted for in the Council approved 2018 Water Services Non Tax Operating and Capital Budgets and the 2014 Water and Wastewater Long-Range Financial Plan. The Water and Wastewater Long-Range Financial Plan is currently being updated and will be presented to council for endorsement in March 2019.

Consultations

Collaboration and feedback from Water Services staff (Water Services' senior management, supervisors, compliance, conformance, technicians, coordinators and operators) was requested on the contents of the Operational Plan. Corporate Communications and Engineering staff were also consulted. Their comments and feedback have been incorporated into the Operational Plan.

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Our People- Building a great community together

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 <https://guelph.ca/wp-content/uploads/Guelph-Water-Services-Operational-Plan.pdf>

Departmental Approval

Wayne Galliher

Division Manager, Water Services

Report Author

Amy Martin

Quality Management Specialist, Water Services



Approved By

Peter Busatto

General Manager

Environmental Services

519-822-1260, ext. 3430

peter.busatto@guelph.ca



Recommended By

Scott Stewart, C.E.T.

Deputy CAO

Infrastructure, Development and Enterprise

519-822-1260, ext. 3445

scott.stewart@guelph.ca

I hereby certify the above copy to be a true copy of

Jan 28, 2019 Council Minutes

of the City of Guelph.

IN TESTIMONY WHEREOF are hereunto set the seal of The Corporation of the City of Guelph and the hand of the Deputy Clerk of the said Corporation this 7 day of February, 2019



D. McNeil
Deputy Clerk
**Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
January 28, 2019 at 5:00 p.m.**

Attendance

Council: Mayor C. Guthrie
Councillor P. Allt
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon
Councillor J. Hofland
Councillor M. MacKinnon
Councillor D. O'Rourke
Councillor M. Salisbury

Absent: Councillor R. Goller
Councillor L. Piper

Staff: Mr. C. Cooper, General Manager, Legal, Realty and Court Services/City Solicitor
Mr. S. O'Brien, City Clerk
Ms. D. Black, Council and Committee Coordinator

Call to Order (5:04 p.m.)

Mayor Guthrie called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor O'Rourke
Seconded by Councillor Hofland

That Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b),(d), (e) and (f) of the Municipal Act with respect to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board; and advice that is subject to solicitor client privilege, including communications necessary for that purpose.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O' Rourke and Salisbury (11)

Voting Against: (0)

Carried

Closed Meeting (5:06 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

The following matters were considered:

Minutes – Council as Striking Committee Closed Session December 10, 2018, Council Closed Session December 17, 2018 and Committee of the Whole Closed Session January 14, 2019

Chief Administrative Officer Contract

CS-2019-34 2019-2022 Public Appointments to the Downtown Guelph Business Association Board of Management

CS-2019-35 Downtown Zoning By-law LPAT Appeal - Update

Rise and recess from Closed Meeting (6:07 p.m.)

Open Meeting (6:32 p.m.)

Mayor Guthrie called the meeting to order.

Attendance

Council:	Mayor C. Guthrie	Councillor J. Gordon
	Councillor P. Allt	Councillor J. Hofland
	Councillor B. Bell	Councillor M. MacKinnon
	Councillor C. Billings	Councillor D. O'Rourke
	Councillor C. Downer	Councillor L. Piper
	Councillor D. Gibson	Councillor M. Salisbury

Absent: Councillor R. Goller

Staff:

- Mr. D. Thomson, Chief Administrative Officer
- Ms. C. Clack, Deputy CAO Public Services
- Mr. T. Lee, Deputy CAO Corporate Services
- Mr. S. Stewart, Deputy CAO Infrastructure, Development and Enterprise Services
- Mr. C. Cooper, General Manager, Legal, Realty and Court Services/City Solicitor
- Mr. T. Salter, General Manager, Planning and Building Services
- Mr. C. DeVriendt, Manager, Development Planning
- Ms. M. Aldunate, Manager, Policy Planning and Urban Design
- Ms. H. Flaherty, General Manager, Parks and Recreation
- Ms. K. Dedman, General Manager, Engineering and Transportation, City Engineer
- Ms. K. Nasswetter, Senior Development Planner
- Ms. L. Sulatycki, Senior Development Planner
- Mr. S. O'Brien, City Clerk
- Ms. D. Black, Council and Committee Coordinator

Closed Meeting Summary

Mayor Guthrie spoke regarding the matters addressed in closed and identified the following:

Minutes – Council as Striking Committee Closed Session December 10, 2018, Council Closed Session December 17, 2018 and Committee of the Whole Closed Session January 14, 2019
These minutes were adopted by Council.

Chief Administrative Officer Contract

Mayor Guthrie, along with external legal counsel, were given direction.

CS-2019-34 2019-2022 Public Appointments to the Downtown Guelph Business Association Board of Management
Motions will be introduced as part of the open meeting report on this item.

CS-2019-35 Downtown Zoning By-law LPAT Appeal - Update
Staff were given direction.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Mayor's Announcements:

The Mayor announced that the City is currently advertising vacancies on various advisory committees requiring public appointments and provided details about obtaining further information or applying.

Confirmation of Minutes

2. Moved by Councillor Billings
Seconded by Councillor Hofland

That the minutes of the Council Meetings held December 3, 5, 6, 10, 12 and 13, 2018 and January 10, 2019, the Council as Striking Committee meeting held December 10, 2018, the open Council and Council as Shareholder of Guelph Municipal Holdings Inc. meeting held December 17, 2018, and the Committee of the Whole meeting held January 14, 2019 be confirmed as recorded and without being read.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O' Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Committee of the Whole and Council Consent Agenda

3. Moved by Councillor Downer
Seconded by Councillor O'Rourke

That the January 28, 2019 Committee of the Whole and Council Consent Agenda as identified below, be adopted:

IDE-2019-11**Water Services Operational Plan Endorsement**

That City Council endorse the Water Services Operational Plan, as required as part of the Ontario Municipal Drinking Water Licencing Program.

IDE-2019-05**Sign By-law Variances – 160 Chancellors Way**

1. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area of .77m² and a height of 1.77m above the adjacent roadway within a 7m by 5m driveway sightline triangle at west driveway of 160 Chancellors Way, be approved.
2. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area 3.79m² (changeable copy of 1.08m²) with a height of 2.6m above the adjacent roadway at 160 Chancellors Way, be approved.
3. That the request for variances from Section 2(2) and Section 7(1)(f) of the City of Guelph Sign By-law (1996)-15245, as amended, to permit one (1) illuminated freestanding sign with a sign face area of .77m² and a height of 1.83m above the adjacent roadway within a 7m by 5m driveway sightline triangle at east driveway of 160 Chancellors Way, be approved.

IDE-2019-06**Sign By-law Variances – 32 Clair Road East**

1. That the request for variances from Table 2, Row 1 of Sign By-law Number (1996)-15245, as amended, to permit one (1) illuminated freestanding with a sign face area of 6.99m² to be located 1m away from an adjacent property line at 32 Clair Road East, be approved.
2. That the request for a variance from Table 1, Row 6 of Sign By-law Number (1996)-15245, as amended, to permit one (1) illuminated building sign with a sign face area of 3.5m² to be located on the first storey of a building face fronting an adjacent property at a distance of .82m from the property line at 32 Clair Road East, be approved.

CAO-2019-05**Bill 66, Restoring Ontario's Competitiveness Act, City of Guelph Response**

1. That Report CAO-2019-05 dated January 14, 2019 regarding Bill 66, Restoring Ontario's Competitiveness Act be received.
2. That the City of Guelph identifies it will not support the Proposed Amendments to the Planning Act as set out in Bill 66, Restoring Ontario's Competitiveness Act, based on the information currently available and the perceived threat to the City's drinking water.

3. That Committee of the Whole recommends the province remove from the proposed Bill 66 amendments to the Planning Act in regards to exemptions from water quality and quantity protection under the Clean Water Act, 2006 and that all relevant sections of the Clean Water Act continue to apply to all municipal development applications.
4. That the response prepared by staff, dated January 9, 2019, included in Attachment 1, as amended, be endorsed and submitted to the Ministry of Economic Development, Job Creation and Trade and the Ministry of Municipal Affairs and Housing for consideration.
5. That the comments received by City of Guelph residents and stakeholders received and/or presented at the Council meeting be forwarded to the Province of Ontario for consideration.
6. That the City request to meet with provincial staff to further discuss the City of Guelph's comments regarding Bill 66 and become a partner in any further review and amendments of the Bill.
7. That the province engage in a formal consultation with municipalities and hold a public consultation in Guelph on potential changes to the Act.

IDE-2019-07

Grant Applications for Baker District Redevelopment

1. That staff be directed to work with Windmill Development Group Ltd. and their affiliates to develop a sustainable neighbourhood action plan (SNAP) for the Baker District Redevelopment that will outline the project's sustainability goals, specific targets, actions, and an implementation and monitoring strategy.
2. That \$40,000 be allocated for the implementation of the SNAP for the Baker District Redevelopment to be funded from the \$500,000 capital budget approved by Council at the July 16 2018 special Council meeting for the purposes of advancing the Baker District planning and implementation process as set out in report IDE-2018-106.
3. That staff be directed to work with Windmill Development Group Ltd. and their affiliates to apply for grant funding from the Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) to offset the costs to develop and implement the SNAP for the Baker District.
4. That staff be directed to work with Windmill Developments and their affiliates to explore and apply for any additional grants or incentives applicable to any part of the Baker District Redevelopment and report back to Council with how any funding received would be applied towards the project.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Items for Discussion

IDE-2019-03 Farm Barn at 2093 Gordon Street – Proposed Removal from Municipal Register of Cultural Heritage Properties

4. Moved by Councillor Billings
Seconded by Councillor Gibson

That Council approve the removal of all references to 2093 Gordon Street from the Municipal Register of Cultural Heritage Properties as presented in Report IDE-2019-03.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Hofland, MacKinnon and O'Rourke (9)

Voting Against: Councillors Gordon, Piper and Salisbury (3)

Carried

IDE-2019-01 Comprehensive Zoning Bylaw Review – Project Initiation

5. Moved by Councillor Bell
Seconded by Councillor O'Rourke

That the word "boardwalk" be inserted in the definition of exceptions of structures within Section 3, page 21 of the Zoning by-law.

Point of Order

Councillor Downer raised a point of order regarding whether the motion was related to the actual Zoning by-law that will eventually come forward and not the comprehensive zoning by-law review – project initiation report. Mayor Guthrie ruled the motion was not in order.

6. Moved by Councillor Piper
Seconded by Councillor Hofland

That the Comprehensive Zoning Bylaw Review project charter attached to Infrastructure, Development and Enterprise Services Report (IDE-2019-01), dated Monday, January 14, 2019 be approved.

Voting in Favour: Mayor Guthrie, Councillors Allt, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (11)

Voting Against: Councillor Bell (1)

Carried

Special Resolutions

CS-2019-34

2019-2022 Public Appointments to the Downtown Guelph Business Association Board of Management

7. Moved by Councillor Piper
Seconded by Councillor Gibson
1. That Greg Elliott, Tom Lammer, Will Mactaggart, Chris Ahlers and Doug Minett be reappointed to the Downtown Guelph Business Association Board of Management for a four year term ending November 30, 2022 or until such time as a successor is appointed.
 2. That Bernie Dyer, Kristel Manes, Ian Panabaker, Kevin Polach and Heather Watt-Kapitain be appointed to the Downtown Guelph Business Association Board of Management for a four-year term ending November 30, 2022 or until such time as a successor is appointed.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Planning Public Meeting

IDE-2019-14

Statutory Public Meeting Report 190, 202, 210 and 216 Arkell Road Proposed Draft Plan of Subdivision and Zoning By-law Amendment

Katie Nasswetter, Senior Development Planner, advised the applicant is requesting to change the current "Agriculture" zone to a combined specialized "Cluster Townhouse" and "On-street Townhouse" zone with a "wetland" zone and Conservation Land zones. She also explained the request for a specialized regulation to reduce the minimum lot frontage from the current minimum of 6 meters to 4.6 meters. She also outlined the proposed development.

Dave Aston, on behalf of Crescent Haven Homes, provided an overview of the site and explained the layout and connectivity issues. He noted the existing single detached home would be demolished and they are proposing the wetland area and stormwater management pond would be under public ownership. He addressed the reasons for the reduction of the amenity areas and reduction in the minimum lot frontage.

8. Moved by Councillor Gibson
Seconded by Councillor Allt

That Report IDE-2019-14 regarding proposed Draft Plan of Subdivision and Zoning By-law Amendment applications (File: OZS18-008) by MHBC Planning Limited on behalf of the owner, Crescent Haven Homes, to permit a medium density residential develop on the lands municipally known as 190, 202, 210 and 216 Arkell Road and legally described as Part Lot 6, Concession 8 and Part South ½ of Rear Part of Lot 6, Concession 8 (Geographic Township of Puslinch), City of Guelph, from Infrastructure, Development and Enterprise dated January 28, 2019, be received.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

IDE-2019-10

**Decision Report 120-122 Huron Street
Zoning By-law Amendment File: ZC1709 Ward 1**

Katie Nasswetter, Senior Development Planner, advised the applicant is requesting a zone change from the current Specialized Industrial zoning to Specialized Apartment Residential and Cluster Townhouse zoning. She addressed the specialized regulations being requested for the proposal.

Chris Pidgeon, on behalf of 120 Huron GP Inc. advised the property has been fully remediated. He outlined the sustainability of the proposal, the layout of the site plan and explained the reasons for the various site specific specialized regulations.

Susan Watson recommended the City take the 104 Oliver Street parkland conveyance because the property could be used for parkland or sold and the funds used for future parks. She raised questions regarding the appraisal and valuation process.

Joan Fenlon, inquired about traffic studies and raised concerns about the increase in traffic impacts. She requested traffic calming measures and addressed snow removal, leaf pickup and on-street parking. She suggested the City obtain the Oliver Street parcel for park purposes and provided some ideas for the park.

9. Moved by Councillor Bell
Seconded by Councillor Allt

1. That the application by GSP Group Inc. on behalf of 120 Huron GP Inc. to permit a residential development on the property municipally known as 120-122 Huron Street and legally described as Part of Lots 1 & 2, Range 2, Division F, City of Guelph and Part 1 of 61R-4274, for approval of a Zoning By-law Amendment application to change the zoning on the site from the "B.4-1" (Specialized Industrial) Zone to a R.4A-? (Specialized Residential Apartment) Zone and R.3A-? (Specialized Cluster Townhouse) Zone, to permit the redevelopment of an existing four storey industrial building into an 87 unit apartment building and the development of 59 cluster

townhouses, be approved in accordance with the zoning regulations and conditions in ATT-3 of the Infrastructure, Development and Enterprise Report 2019-10 dated January 28, 2019.

2. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 120-122 Huron Street

Councillor Gordon declared a pecuniary interest at this point because he lives on Oliver Street outside of the circulation area and his property value could be affected by the decision. Councillor Gordon left the meeting during the remainder of the deliberations and did not discuss or vote on the matter.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (11)

Voting Against: (0)

Carried

Motion

10. Moved by Councillor Bell
Seconded by Councillor Gibson

That traffic calming issues on Manitoba and Oliver Streets, be referred to the Infrastructure Development and Enterprise Services portion of an upcoming Committee of the Whole for discussion.

Amendment

11. Moved by Councillor Piper
Seconded by Councillor Downer

That traffic calming on Oliver Street, Huron Street and Manitoba Street be referred to the **City's traffic calming review process**.

Amendment to the Amendment

12. Moved by Councillor Piper
Seconded by Councillor Downer

That **post-development** be added to the amendment regarding the traffic calming on Oliver Street.

Point of Order

Councillor Allt raised a point of order and questioned whether the amendments were contrary to the original motion. The Mayor ruled that the amendments were in order and called the vote.

Voting in Favour: Mayor Guthrie, Councillors Billings, Downer, O'Rourke, Piper and Salisbury (6)

Voting Against: Councillors Allt, Bell, Gibson, Hofland and MacKinnon (5)

Carried

Amendment as Amended

13. Moved by Councillor Piper
Seconded by Councillor Downer

That traffic calming on Oliver Street, Huron Street and Manitoba Street be referred to the **City's traffic calming review process post development.**

Voting in Favour: Mayor Guthrie, Councillors Downer, O'Rourke, Piper and Salisbury (5)

Voting Against: Councillors Allt, Bell, Billings, Gibson, Hofland and MacKinnon (6)

Defeated

Main Motion

14. Moved by Councillor Bell
Seconded by Councillor Gibson

That traffic calming issues on Manitoba and Oliver Streets, be referred to the Infrastructure Development and Enterprise Services portion of Committee of the Whole for discussion.

Voting in Favour: Councillors Bell, Billings and Gibson (3)

Voting Against: Mayor Guthrie, Councillors Allt, Downer, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (8)

Defeated

The meeting recessed at 8:39 p.m. and reconvened at 8:50 p.m.

IDE-2019-08

Supplementary Decision Report

89 Beechwood Avenue

Zoning By-law Amendment File: ZC1706 Ward 3

Lindsay Sulatycki provided a history of the application process to date and highlighted the changes to the application from the original plans and noted a traffic study was submitted as requested at the public meeting on this matter.

Dave Aston, on behalf of Granite Homes, believes the applicant has addressed numerous issues and provided clarification of how they improved the views and improved sight lines.

Sheila Hollidge addressed the loss of park space, recreational and social programming, street profile, park amenities and parking for the playground. She suggested there should be a maximum of 17 units and stated the neighbours do not see the community benefit of the proposal.

Byron Cunningham raised the concern that the reduced parkland frontage on Beechwood Avenue will not provide proper visibility and will appear to be part of the development and not public space. He recommended a maximum of 17 units and questioned the decision regarding accepting cash-in-lieu rather than parkland. He also raised issues regarding the lack of a park master plan, restorative planting, park upgrades and the lack of integration between the park and the proposed development.

Sally Humphries, raised concerns regarding the process and believes it has not followed proper procedure. She questioned the density level, mass and footprint and requested a reduction. She also raised issues about the peripheral design, privacy and protection of the surrounding natural habitat.

Natalia Crewson summarized the key issues for the neighbourhood including loss of community benefit, loss of parkland, and a need for confidence in the partnership.

Nick Wilson raised the issue of the loss of community events in the park that may occur due to the reduction of the open space.

Ben Robinson raised concerns regarding the reduction of park frontage and the potential for increased security issues.

15. Moved by Councillor MacKinnon
Seconded by Councillor Billings

1. That the application by MHBC Planning on behalf of the owner, 89 Beechwood Inc. to permit a residential townhouse development on the property municipally known as 89 Beechwood Avenue and legally described as Part of Lot 21, Concession Division 'A', Guelph Township as in Cs61764, City of Guelph, for approval of a Zoning By-law Amendment application to change the zoning on the site from the "Commercial Recreation Park" (P.5) Zone to a "Specialized Residential Townhouse with Holding Provisions" (R.3A-62(H)) Zone to permit the development of 22 residential townhouse units and to a "Specialized Community Park" (P.3-3) Zone, to recognize a portion of the existing City trail be approved in accordance with the zoning regulations and conditions in ATT-3 of the Infrastructure, Development and Enterprise Report IDE-2019-08 dated January 28, 2019.
2. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the minor modifications to the proposed Zoning By-law Amendment affecting 89 Beechwood Avenue.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

The following individuals spoke to this matter:

Iona Dobos
Anne Gajerski-Cauley
Susan Watson
Jennifer Meador
John Parkyn
Tanya Gevaert
Catherine Killen
Diane Hurst
Pia Muchaal
Alicia Miecznikowski
Morgan Hannah
Scott Hannah
Matt Saunders
Alex Smith
Hugh Whiteley
Cynthia Bragg
Christine Main
Stank Kozak
Mike Marcolongo
Ian Panabaker

Maya LaRose, Lise Burcher and Matt Soltys were not in attendance and did not speak.

Extension of Meeting Per Procedural By-law

16. Moved by Councillor Gibson
Seconded by Councillor MacKinnon

That Section 4.13 (a) and (b) of the Procedural By-law be invoked to allow Council to continue to 11:59 p.m.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Suspending the Procedural By-law

17. Moved by Councillor MacKinnon
Seconded by Councillor O'Rourke

That the Procedural By-law be suspended to allow Council to continue beyond 12:00 a.m.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Gordon, MacKinnon, O'Rourke, and Piper (9)

Voting Against: Councillors Allt, Hofland and Salisbury (3)

Carried

Motion

18. Moved by Councillor Gordon
Second by Councillor O'Rourke

1. That Council approve the proposed parkland dedication by-law as shown in ATT-1 to report number PS-2019-01, and as amended, to apply a cap for the conveyance of land or cash-in-lieu of land, of 30 percent of the total development land or equivalent market value of the development land for high density residential development where 100 dwelling units or more per hectare is proposed, save and except any provision referencing the "Downtown".
2. That an interim report be provided to Council in two years for consideration.

Amendment

19. Moved by Councillor Hofland
Seconded by Councillor Billings

That staff amend the proposed parkland dedication by-law as shown in ATT-1 to report number PS-2019-01, as amended, to add a subsection #33 – Exemptions from General Requirements as follows:

'Development or redevelopment of land that consists solely of the enlargement of an existing single detached or semi-detached dwelling unit provided that the enlargement does not result in an additional dwelling unit.'

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Amendment

20. Moved by Councillor Billings
Seconded by Councillor Gibson

That the following language be added to the end of Section 24 of the Parkland Dedication by-law:

'Subsections 43 (10), (11), (12), and (13) of the Planning Act shall govern any dispute that arises out of application of this section.'

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Amendment

21. Moved by Councillor Billings
Seconded by Councillor MacKinnon

That the following language be added to subsection 20(c) of the Parkland Dedication by-law after the words "the City shall obtain its own appraisal" 'at the City's sole expense'.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Main Motion as Amended

22. Moved by Councillor Gordon
Seconded by Councillor O'Rourke

1. That Council approve the proposed parkland dedication by-law as shown in ATT-1 to report number PS-2019-01, and as amended, to apply a cap for the conveyance of land or cash-in-lieu of land, of 30 percent of the total development land or equivalent market value of the development land for high density residential development where 100 dwelling units or more per hectare is proposed, save and except any provision referencing the "Downtown".
2. That an interim report be provided to Council in two years for consideration.
3. That staff amend the proposed parkland dedication by-law as shown in ATT-1 to report number PS-2019-01, as amended, to add a subsection #33 – Exemptions from General Requirements as follows:
'Development or redevelopment of land that consists solely of the enlargement of an existing single detached or semi-detached dwelling unit provided that the enlargement does not result in an additional dwelling unit.'
4. That the following language be added to the end of Section 24 of the Parkland Dedication by-law:
'Subsections 43 (10), (11), (12), and (13) of the Planning Act shall govern any dispute that arises out of application of this section.'
5. That the following language be added to subsection 20(c) of the Parkland Dedication by-law after the words "the City shall obtain its own appraisal" 'at the City's sole expense'.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

CS-2019-32

2019-2022 Council Appointments to the Grand River Conservation Authority Board of Directors and Business Licence Appeals Committee

23. Moved by Councillor Gibson
Seconded by Councillor Allt

That Councillor Mike Salisbury's appointment to the Grand River Conservation Authority Board of Directors be revoked.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

24. Moved by Councillor Allt
Seconded by Councillor Bell

That Councillor Goller be appointed to the Grand River Conservation Authority for a term ending November 15, 2022.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

25. Moved by Councillor Hofland
Seconded by Councillor Gordon

That Councillors Downer, MacKinnon, O'Rourke, Piper and Salisbury be appointed to the Business Licence Appeals Committee for a term ending November 15, 2022.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

IDE-2019-13

Red Light Camera Program Review

26. Moved by Councillor Piper
Seconded by Councillor Downer

1. That staff be directed to explore a Community Road Safety Strategy that includes mitigation measures to reduce the likelihood of frequent traffic infractions as well as red light violations and that funding support for this strategy be referred to in the 2019 budget process.
2. That Staff be directed to implement a Red Light Camera (RLC) Program and bring forward funding requirements in the appropriate budget years to ensure that the program would come into effect in 2022.

A request was made to vote on the clauses separately.

Clause 1

27. Moved by Councillor Piper
Seconded by Councillor Downer

That staff be directed to explore a Community Road Safety Strategy that includes mitigation measures to reduce the likelihood of frequent traffic infractions as well as red light violations and that funding support for this strategy be referred to in the 2019 budget process.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Clause 2

28. Moved by Councillor Piper
Seconded by Councillor Downer

That Staff be directed to implement a Red Light Camera (RLC) Program and bring forward funding requirements in the appropriate budget years to ensure that the program would come into effect in 2022.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Downer, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (10)

Voting Against: Councillors Billings and Gibson (2)

Carried

By-laws

29. Moved by Councillor Downer
Seconded by Councillor Piper

That By-laws Numbered (2019)-20358 to (2019)-20366, as amended, and (2019)-20367 to (2019)-20370, inclusive, are hereby passed.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gibson, Gordon, Hofland, MacKinnon, O'Rourke, Piper and Salisbury (12)

Voting Against: (0)

Carried

Mayor's Announcements

The Mayor thanked Council and Staff and

Adjournment (12:37 a.m.)

30. Moved by Councillor Allt
Seconded by Councillor Piper

That the meeting be adjourned.

Carried

Minutes to be confirmed on Monday, February 25, 2019.

Mayor Guthrie

Stephen O'Brien - City Clerk

THE CORPORATION OF THE TOWNSHIP OF GUELPH/ERAMOSA

Moved by: *Mayor Burt*

Date: Monday, September 16, 2019

Seconded by: *Paul*

Resolution Number 2019-09-16 - 8.3

8.3

Be it resolved that the Council of the Township of Guelph/Eramosa has received Water Waste Water Department Report 19/05 regarding the Operational Plan Re-endorsement for Guelph/Eramosa and the Gazer Mooney Subdivision; and

That Council, as the Owner of the Township of Guelph Eramosa's drinking water systems, re-endorse the Operating Authorities' (Township's Public Works Water/Wastewater Department and City of Guelph Waterworks) drinking Water Quality Management System (DWQMS) Operational Plans, subject to the satisfaction of the Director of Public Works.

Recorded Vote Requested By:		
	Yea	Nay
BOUWMEESTER, M.	___	___
DICKIESON, B.	___	___
MARSHALL, L.	___	___
WOODS, C.	___	___
WHITE, C.	___	___

[Signature]
MAYOR
Tabled ___ Lost ___ Carried ___

Declaration of Pecuniary Interest:

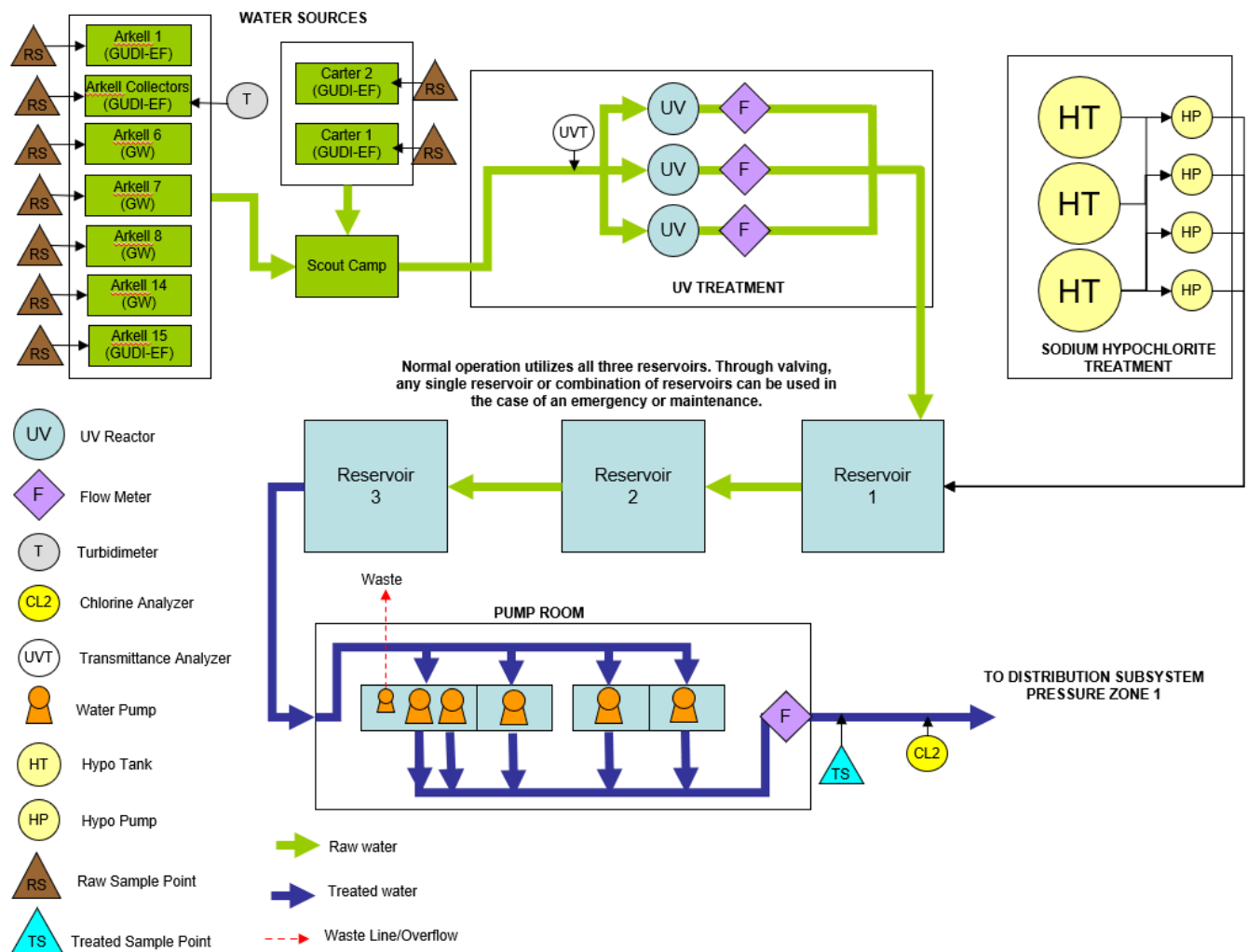
Disclosed his/her/their interest(s), vacated his/her/their seat(s), abstained from discussion and did not vote.

- Copied To:
- ___ Building
 - ___ By-law Enforce.
 - ___ Engineer
 - ___ Finance/Taxes
 - ___ Fire
 - ___ Planning/Planner
 - ___ PLS
 - ___ Public Works

QMS 06-01 – Treatment System Process Schematics

Document Number: SD-000305

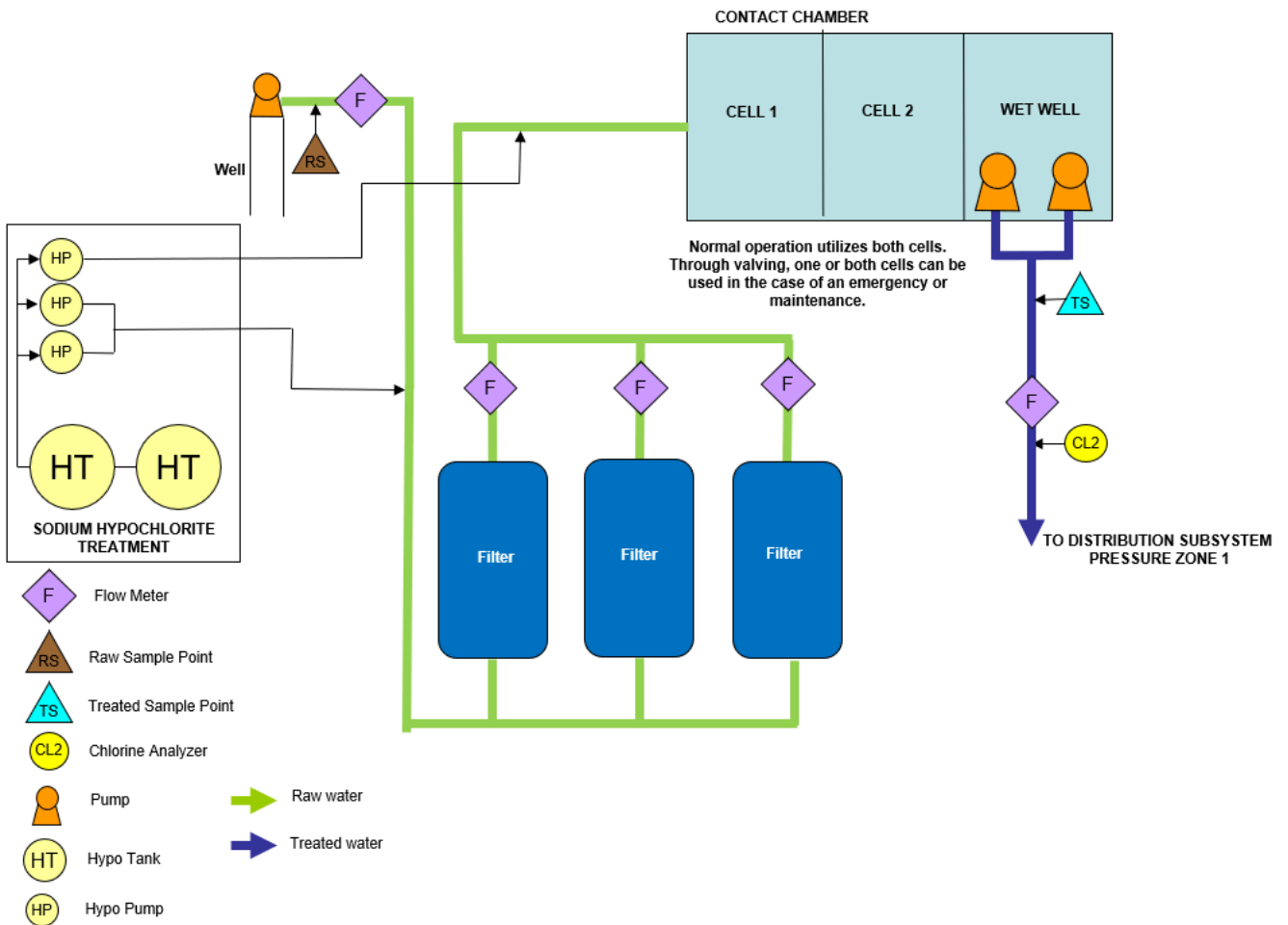
Arkell and Carter Sources and FM Woods Pumping Station



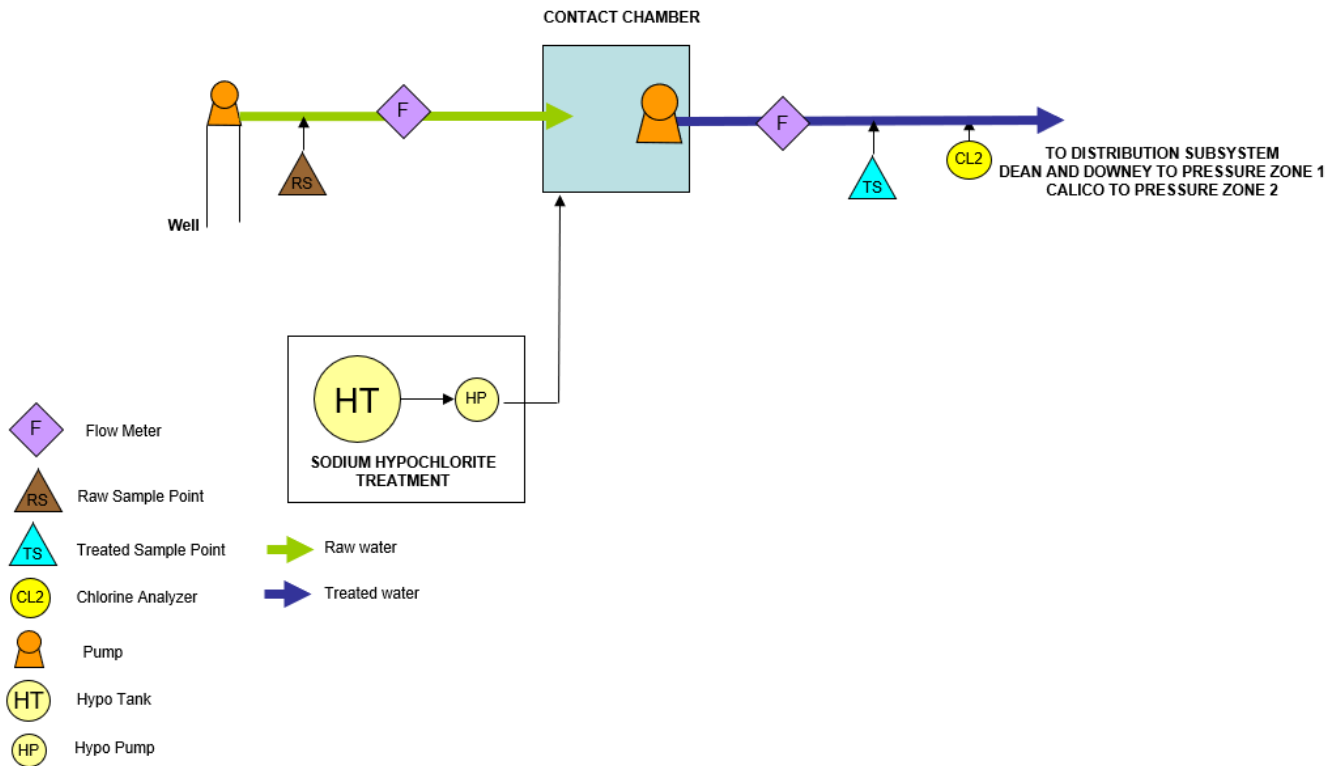
Revision Date: 2023-05-09

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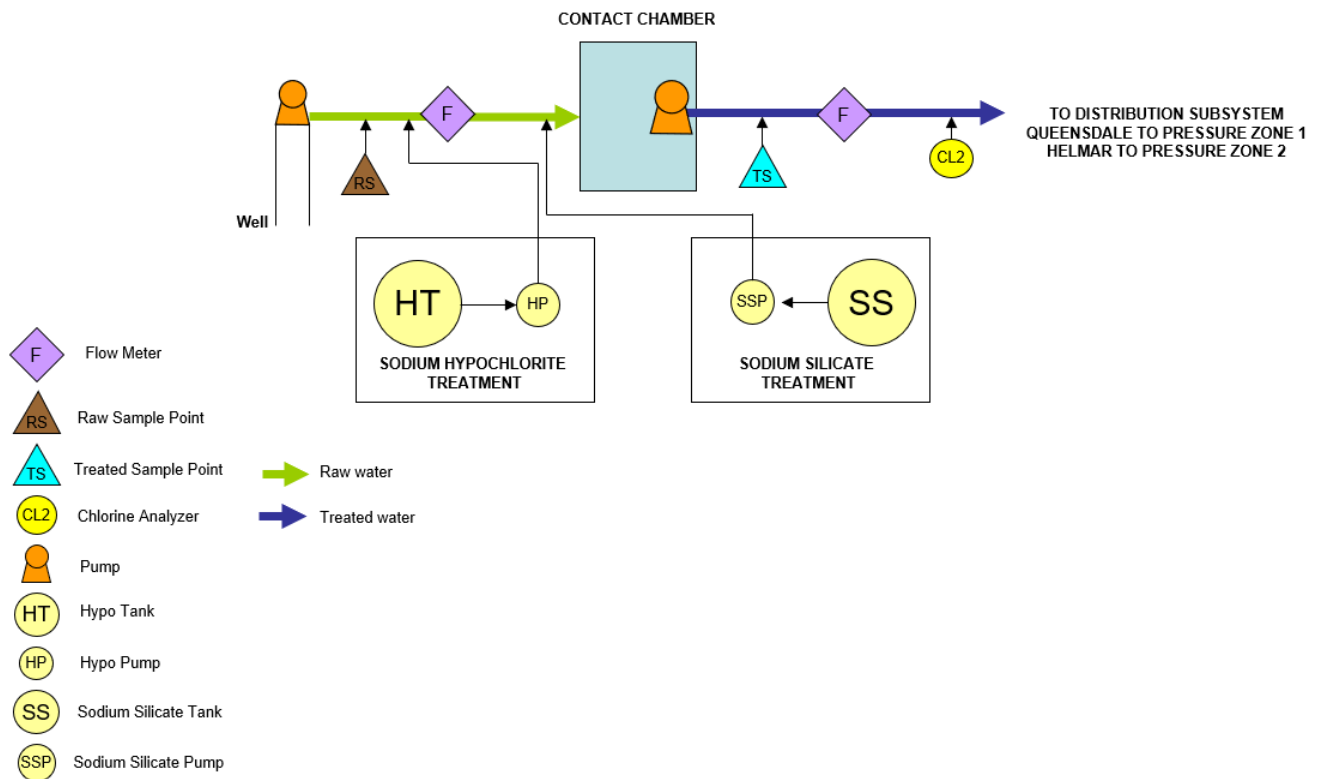
Burke Well and Treatment Plant



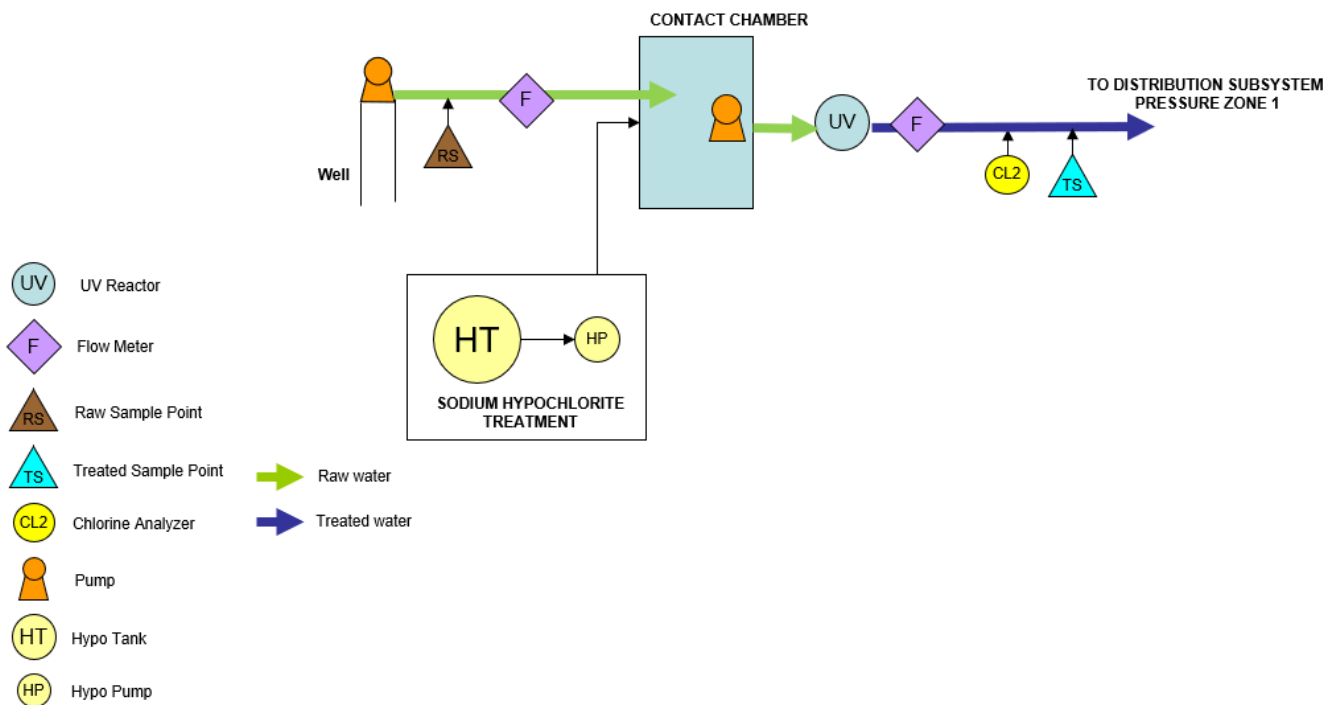
Calico, Dean and Downey



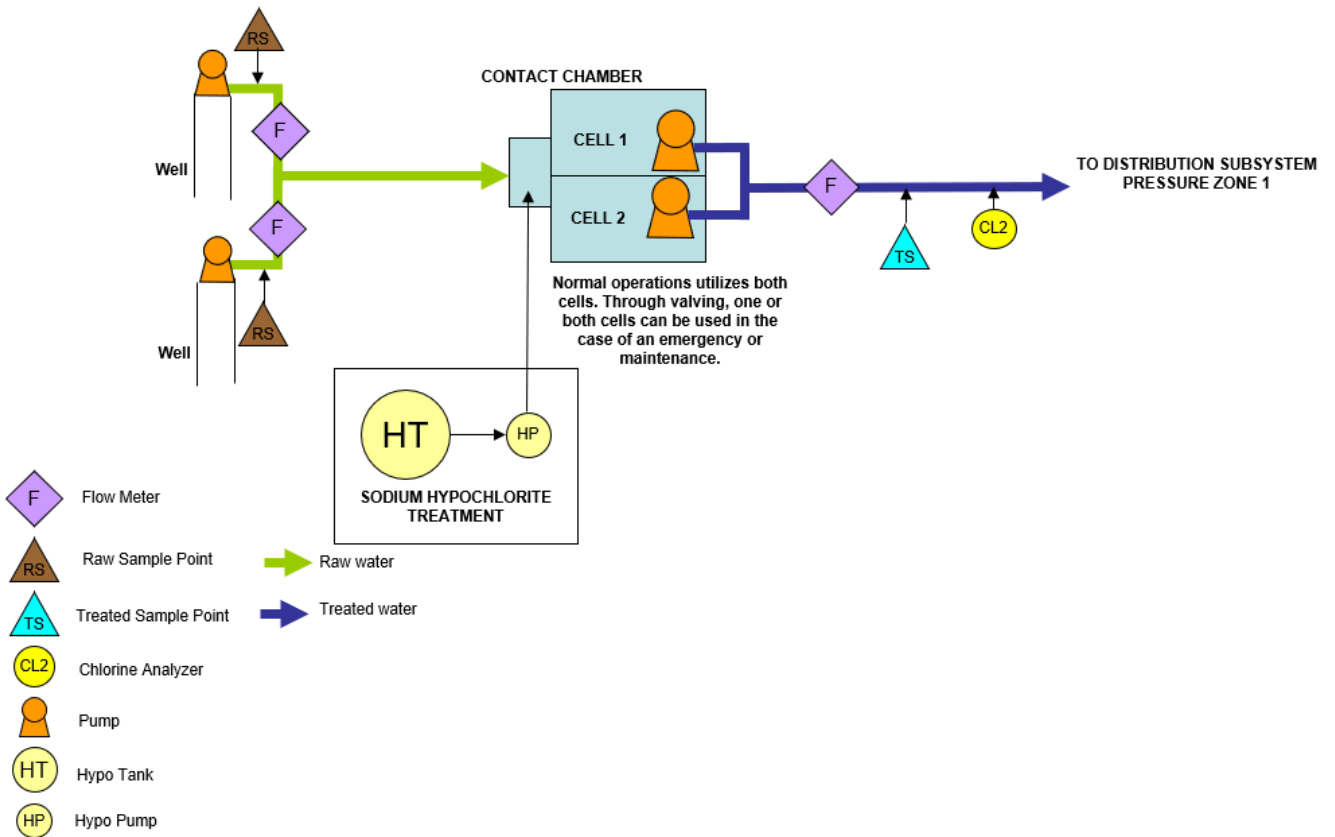
Helmar and Queensdale



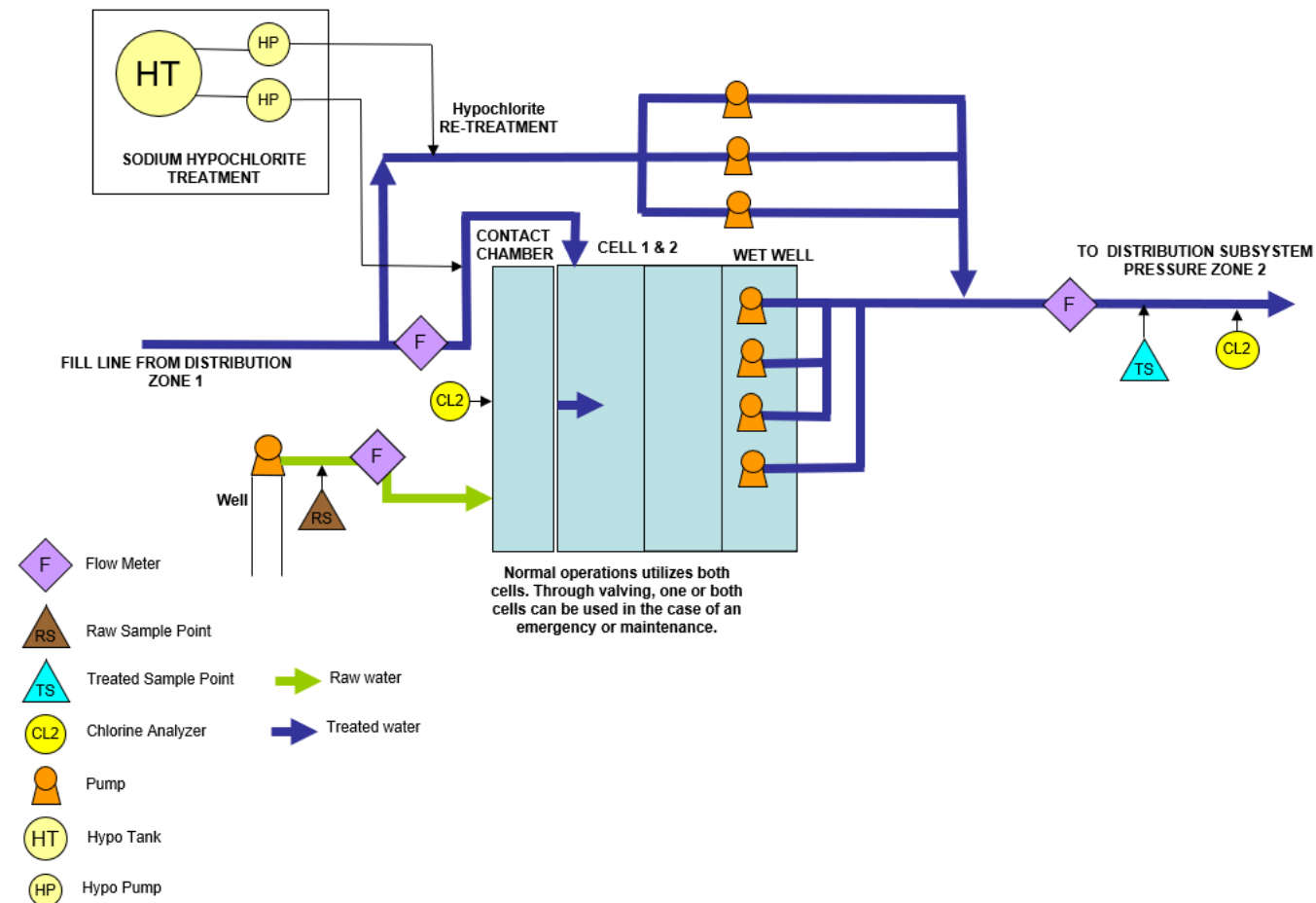
Membro



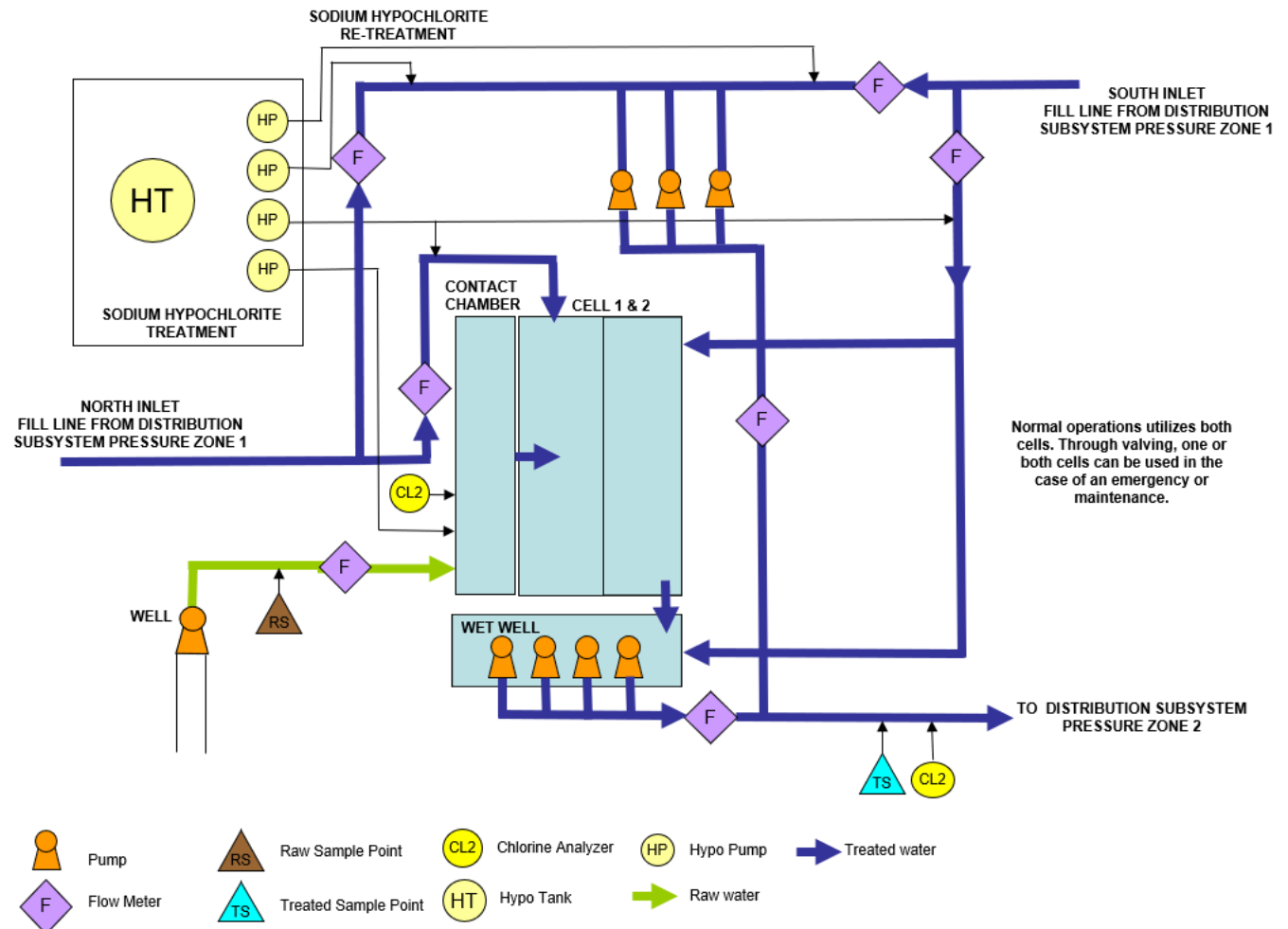
Park Well 1 and Well 2



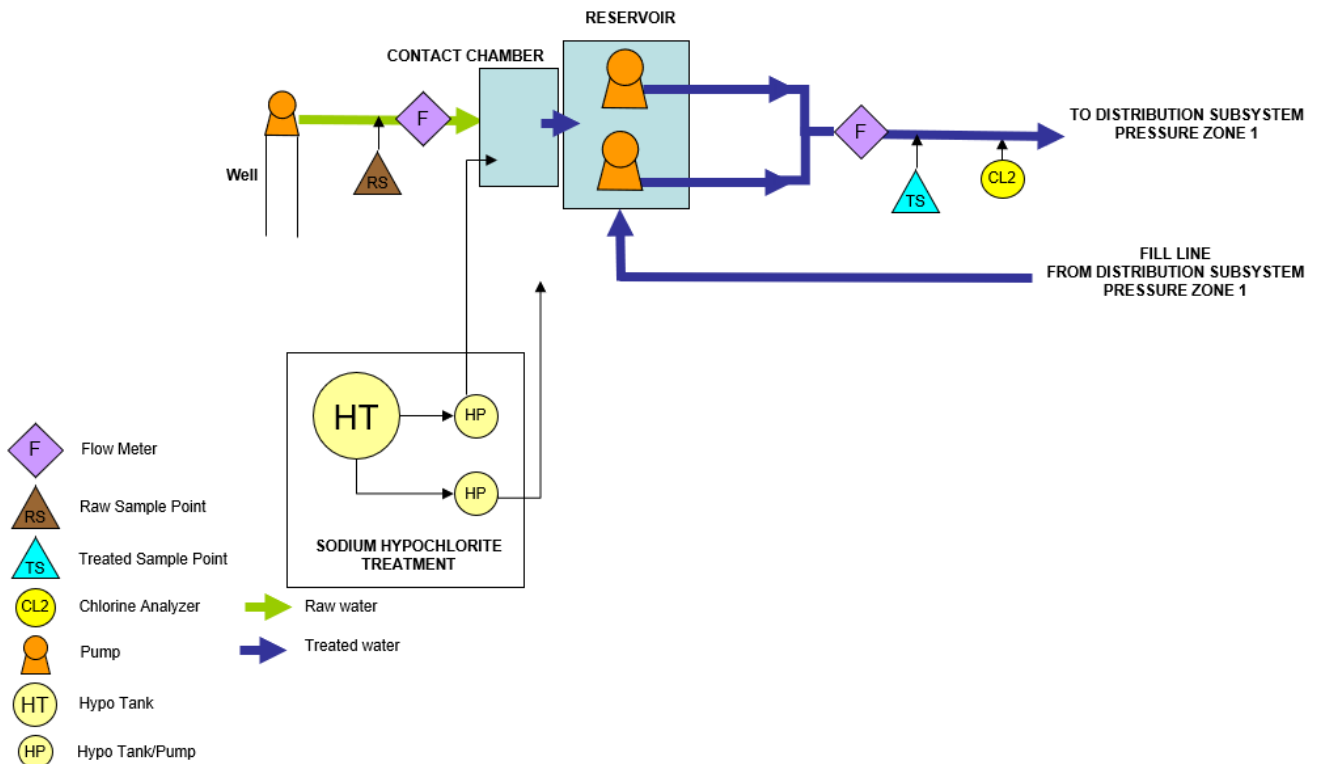
Paisley Well and Booster Pumping Station – Temporary (until upgrade completion, targeted for Q3 2023)



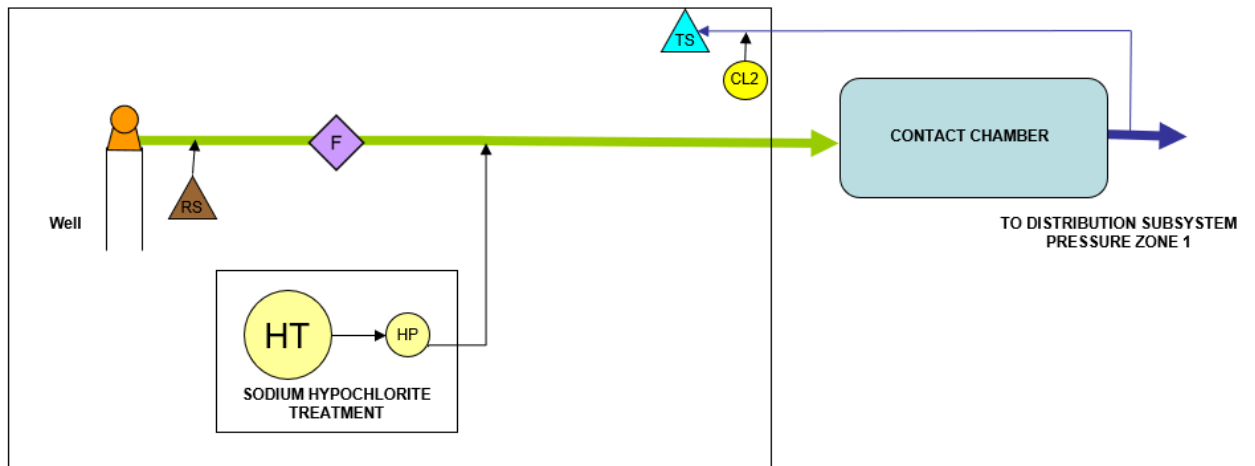
Paisley Well and Booster Pumping Station – When upgrade complete



University

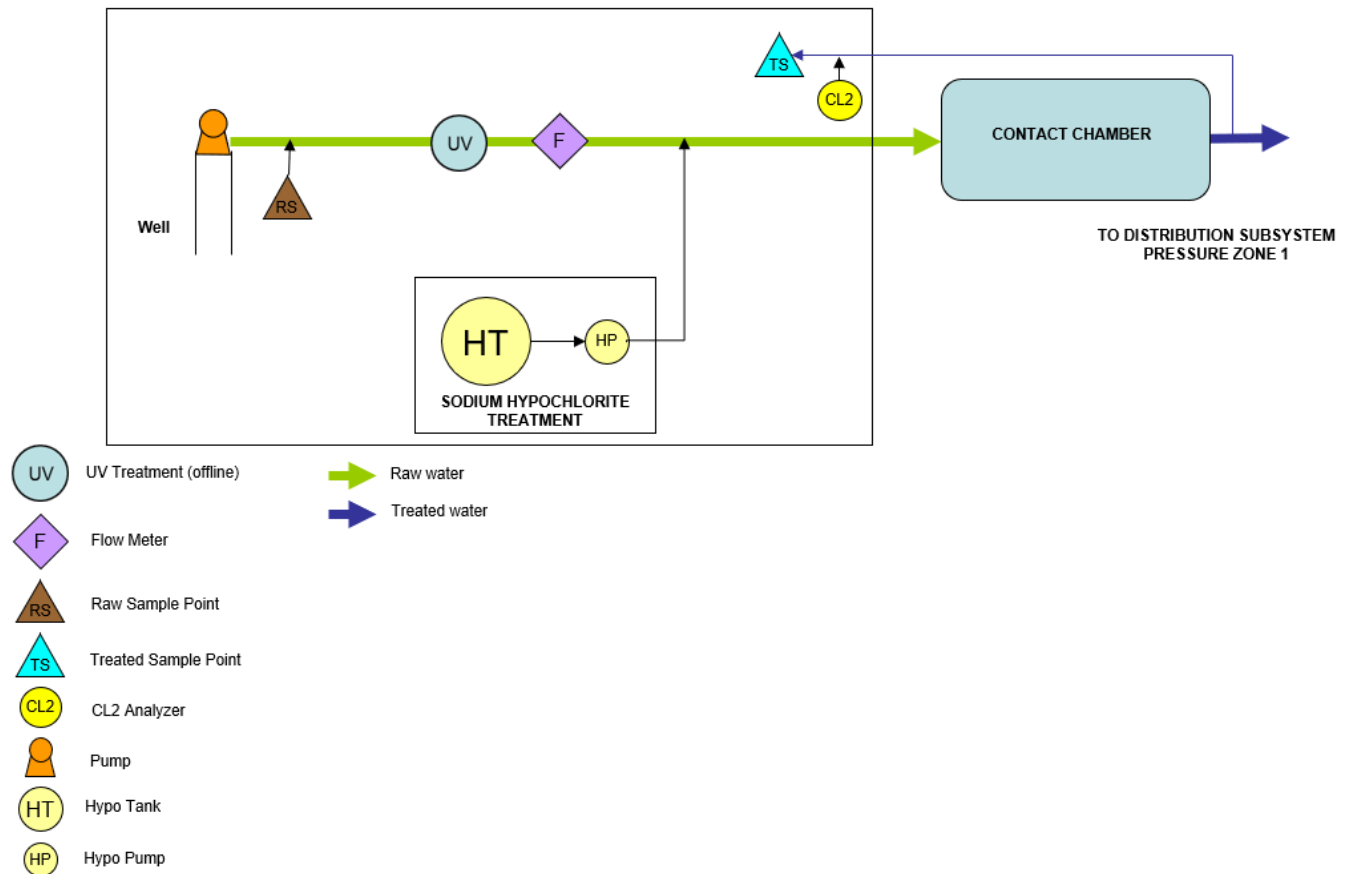


Emma

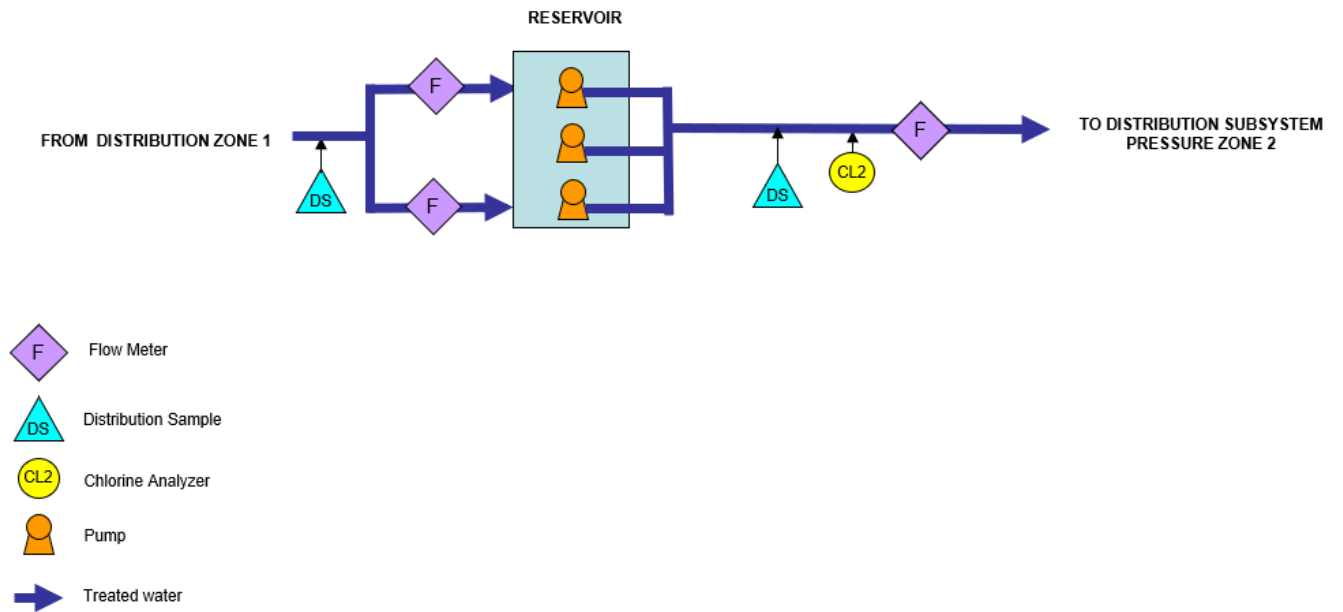


- Flow Meter
- Raw Sample Point
- Treated Sample Point
- Chlorine Analyzer
- Pump
- Hypo Tank
- Hypo Pump
- Raw water
- Treated water

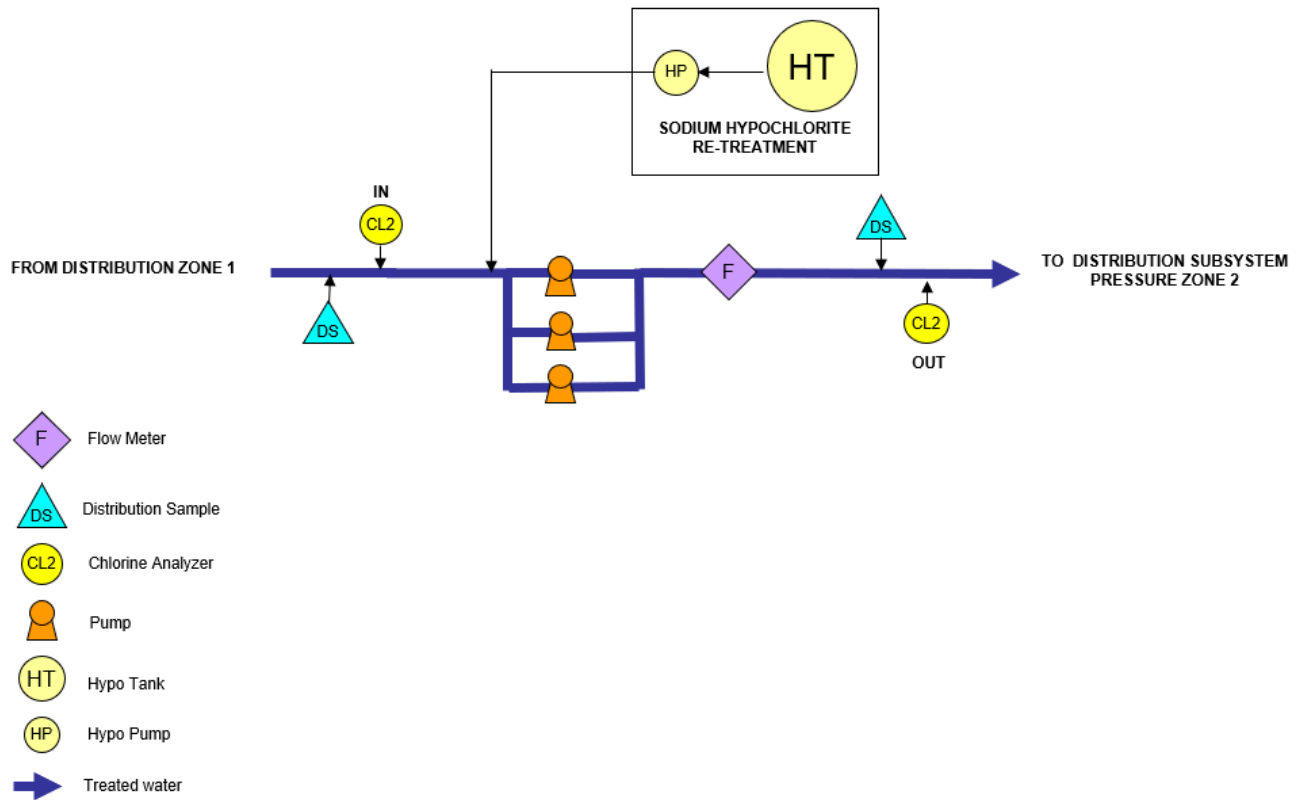
Water Street



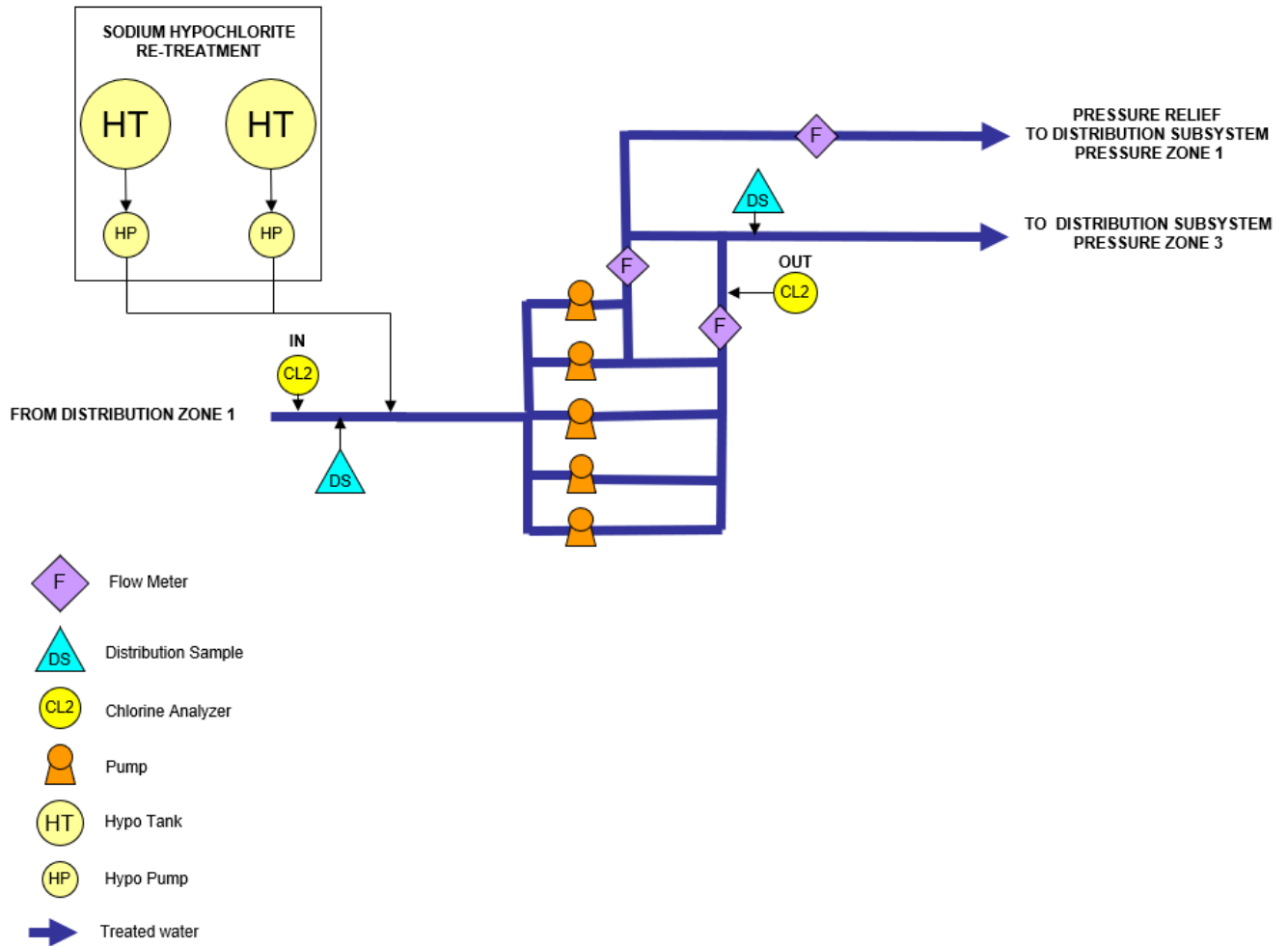
Clythe Booster Station



Robertson Booster Station



Clair Booster Station

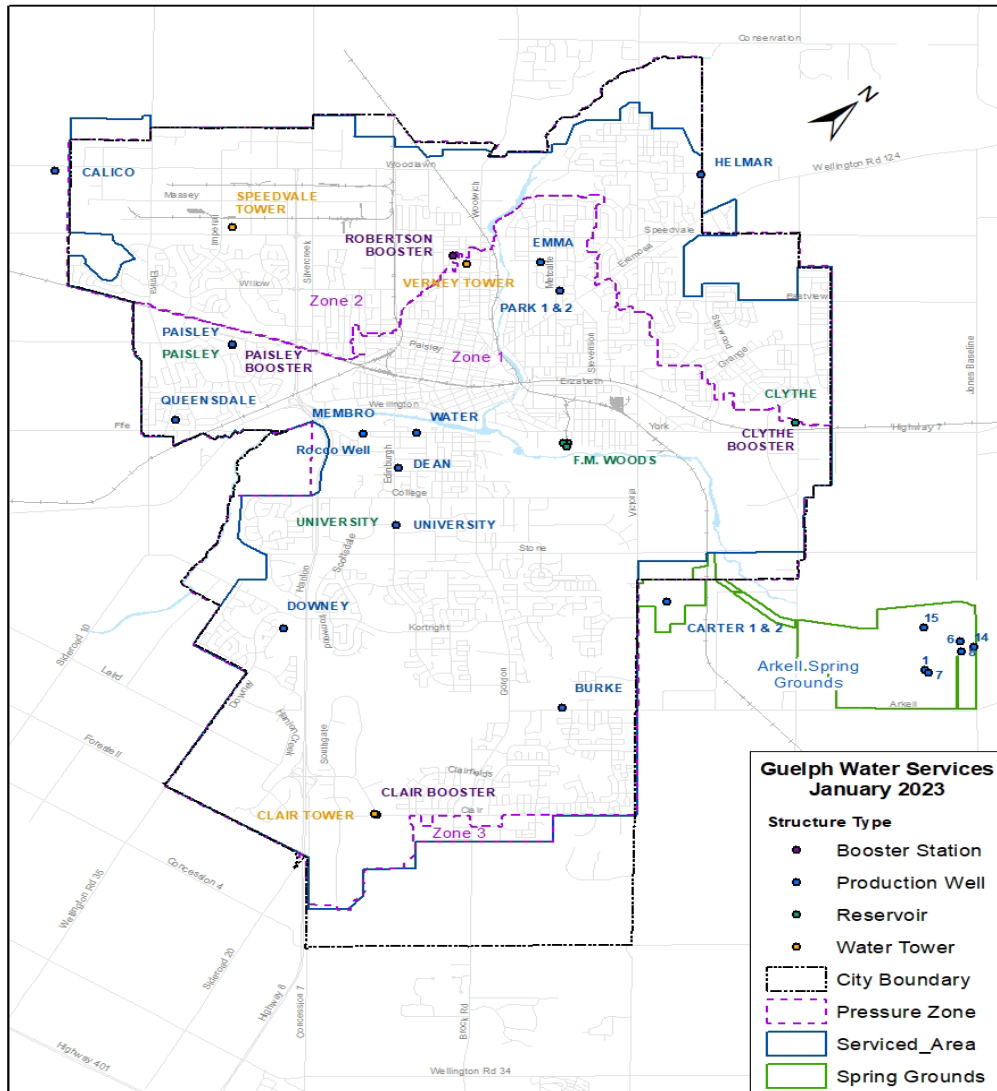


QMS 06-02 – Water Supply Sources

Document Number: SD-000307

Figure 1 (below), is a map that shows the location of each production well, reservoir, booster pumping station, water tower and pressure zone boundaries in the Guelph Drinking Water System.

Figure 1: Guelph Water Services Map



Revision Date: 2023-05-09

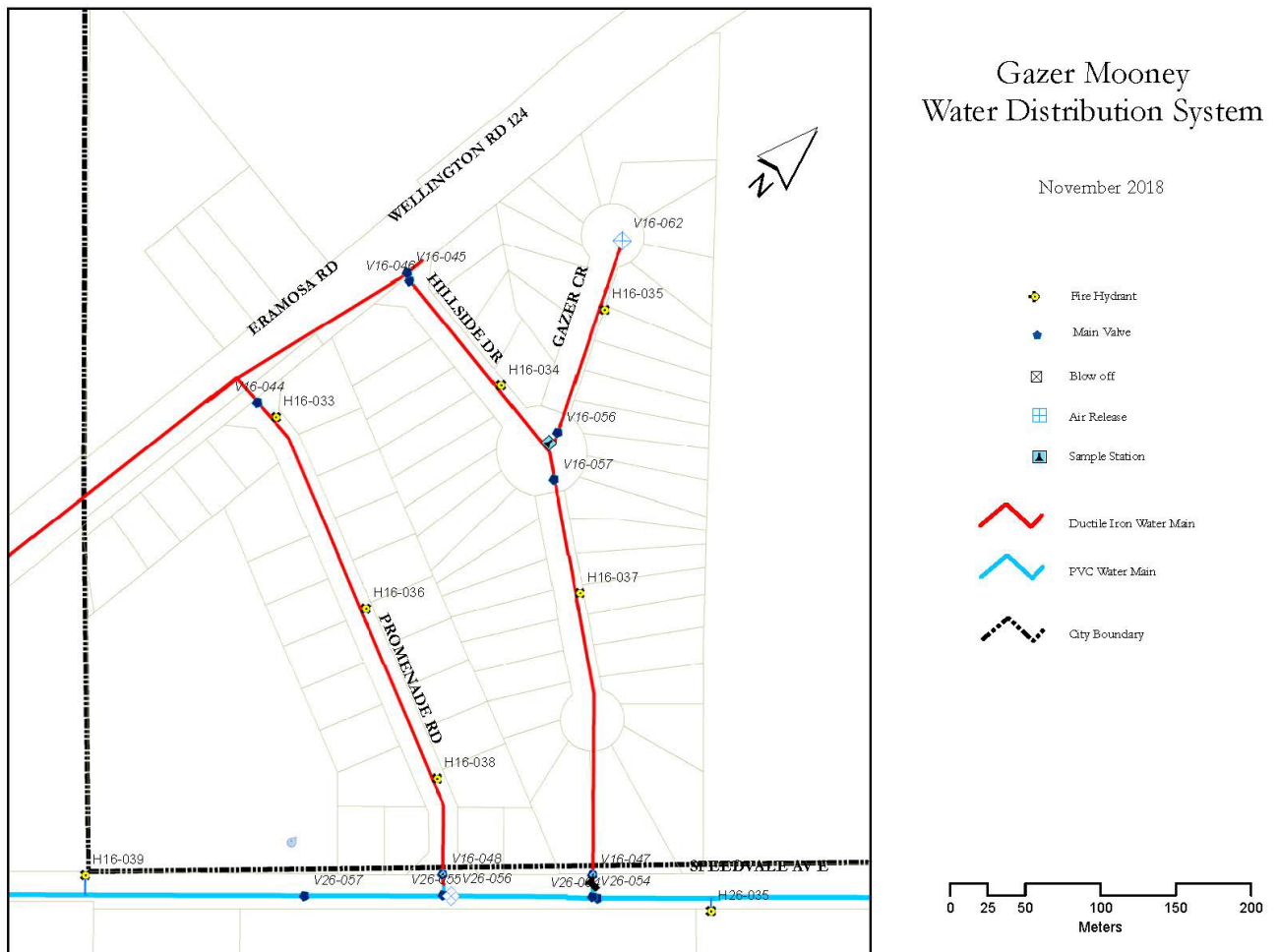
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QMS 06-03 – Gazer Mooney Subdivision Distribution System

Document Number: SD-102855

Figure 1, below, shows the map of the Gazer Mooney Subdivision Distribution System.

Figure 1: Gazer Mooney Subdivision Distribution System Map



Revision Date: 2023-05-09

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QMS 06-03 – Gazer Mooney Subdivision Distribution System

SD-102855

Contact Information

QMS Representative

Donna Button

T: 519-856-9596 ext. 122

dbutton@get.on.ca

GET Public Works Director

Harry Niemi

T: 519-856-9596 x109

C: 519-835-6726

hniemi@get.on.ca

GET Operations Manager

Jason Jones

C: 519-835-0238

jjones@get.on.ca

GET On-Call Operator Cell Phone

C: 226-962-2887

Wellington County Community Emergency Management Coordinator (CEMC)

Nathan Latulipe (Acting)

T: 519-837-2600 ext.3325

C: 226-962-2899

Alternate CEMC

Amanda Knight

T: 519-856-9596 x107

C: 226-971-3987

aknight@get.on.ca

Fire Chief

Dave Elloway

T: 519-824-6590

delloway@guelph.ca

Fire Chief - Eramosa Station

Jim Petrik

T: 519-856-9637

C: 519-546-7546

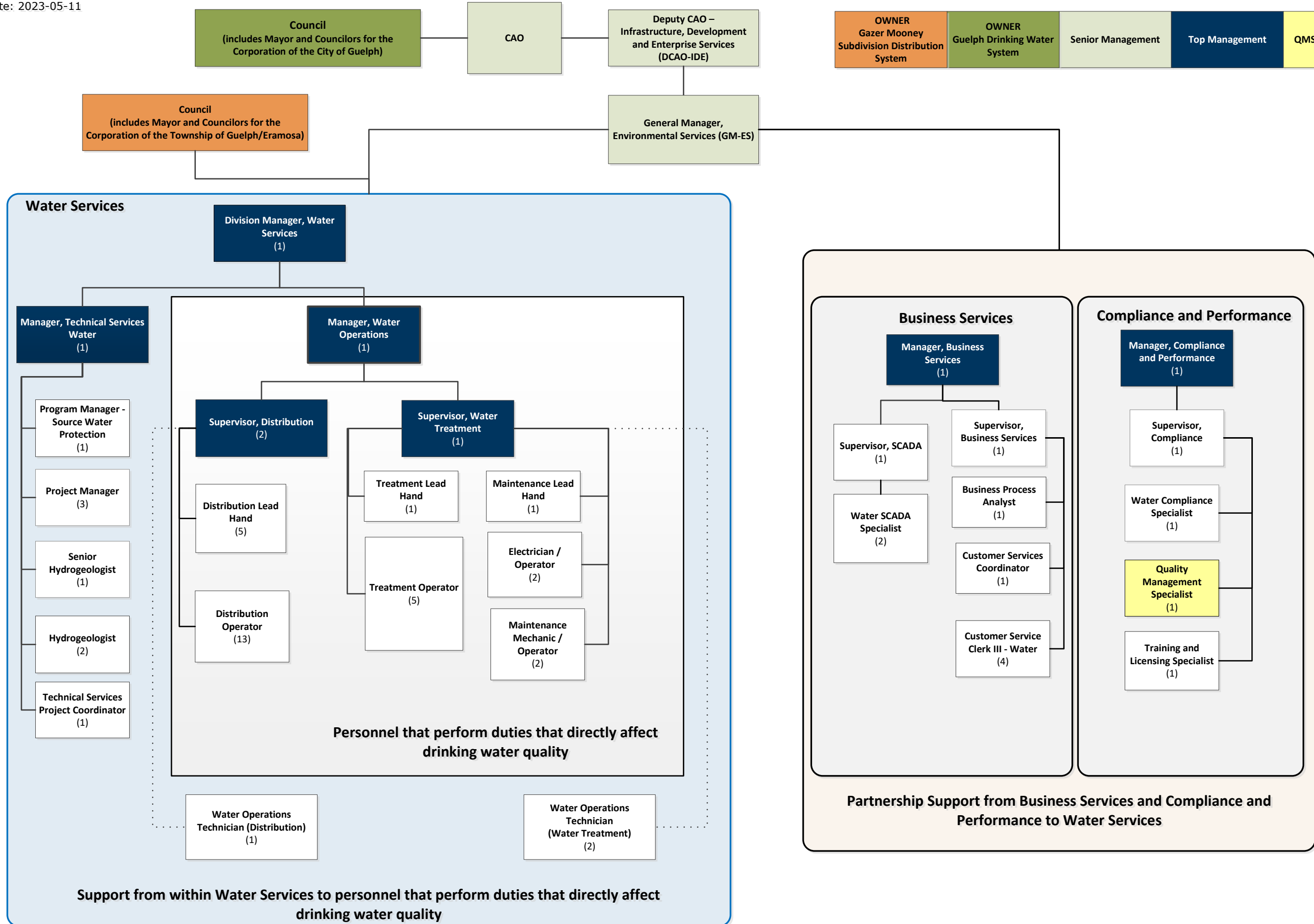
jpetrik@get.on.ca

QMS 09-01 - Organizational Structure

City of Guelph Water Services Division and Partnership Divisions' Staff who Support Water Services



Revision date: 2023-05-11



QMS 09-02 ROLES, RESPONSIBILITIES & AUTHORITIES TABLE

Senior Management Oversight Roles, Responsibilities and Authorities (Guelph Drinking Water System)

Role	Responsibilities and Authorities
CAO	<ul style="list-style-type: none"> • Develop and evaluate corporate policies and programs • Provides support to the Deputy CAO – IDE in fulfilling their responsibilities outlined in this table
Deputy CAO – IDE	<ul style="list-style-type: none"> • Provide final review and recommendation (in consultation with CAO) of the following items before they are presented to Council for approval and/or endorsement: <ol style="list-style-type: none"> 1. Water Services Operating and Capital budget forecast (must ensure projects and operational priorities are preserved); 2. QMS recommendations from Top Management to the Owner; and 3. The Operational Plan
General Manager, Environmental Services	<ul style="list-style-type: none"> • Review Water Services Operating and Capital budget forecast, ensure projects and operational priorities are persevered and provides the budget to Deputy CAO - IDE for final review/recommendation (in consultation with CAO) before it is presented to Council for approval. • Review QMS recommendations from Top Management to the Owner and the Operational Plan and provide them to Deputy CAO - IDE for final review/recommendation (in consultation with CAO) before they are presented to Council for approval and/or endorsement • Present the following items to Council (on behalf of Water Services) for approval and/or endorsement: <ol style="list-style-type: none"> 1. Operating and Capital budget forecast prepared by Division Manager, Water Services; 2. QMS recommendations from Top Management to the Owner; and 3. The Operational Plan

Water Services and Partnership Support divisions Roles, Responsibilities and Authorities

Role	Responsibilities and Authorities
All personnel	<ul style="list-style-type: none"> • Perform duties in accordance with applicable legislation, regulations, approvals and established operating procedures • Be familiar with the QMS Water Quality Policy and perform duties in accordance with QMS programs and procedures • Identify potential hazardous events or hazards that may affect the safety of drinking water and evaluate their significance • Identify and respond to emergency situations respecting water quality and supply • Document all operational activities affecting the drinking water system • Recommend changes to continually improve the QMS • Participate in training relevant to their QMS responsibilities
Division Manager, Water Services	<ul style="list-style-type: none"> • Fulfil role of Top Management • Oversee the drinking water system operation activities, manage division budget (Water Services Operating and Capital budget forecast) and report progress to Senior Management • Ensure operations of the Gazer Mooney Subdivision are performed according to the contract between the Corporation of the City of Guelph and the Corporation of the Township of Guelph/Eramosa • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS • Activate the Emergency Response Plan (may assign designate) • Communicate pertinent QMS information to Council (with support from Senior Management) with respect to the Guelph Drinking Water System (e.g., budget, Management Review meeting minutes, Operational Plan)
Manager, Technical Services	<ul style="list-style-type: none"> • Fulfil role of Top Management • Manage the day-to-day technical support activities provided to Water Services on the operations and maintenance of the drinking water systems and water resource planning • Assist in developing the Water Services Operating and Capital budget forecast • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS • Report to Division Manager, Water Services on performance and resource requirements • Support in the development of Standard Operating Procedures for Water Services

QMS 09-02 ROLES, RESPONSIBILITIES & AUTHORITIES TABLE

<p>Program Manager – Source Water Protection</p>	<ul style="list-style-type: none"> • Perform duties as assigned by Manager, Technical Services • Ensure compliance with the Clean Water Act and associated regulations for source water quality and quantity • Provide technical support to Water Services and the City on protecting drinking water sources
<p>Project Manager- Water Services</p>	<ul style="list-style-type: none"> • Provide technical support to Water Services in the operations and maintenance of the drinking water systems to ensure fit state of repair • Responsible for the implementation of the Capital Vertical Asset Management Plan • Assist in the review of engineering on capital construction projects and ensure work is completed in accordance with applicable legal requirements
<p>Senior Hydrogeologist</p>	<ul style="list-style-type: none"> • Provide technical support to Water Services relating to source water quality and quantity to ensure adequacy of future supply
<p>Hydrogeologist</p>	<ul style="list-style-type: none"> • Provide technical support to Water Services relating to source water quality and quantity to ensure adequacy of future supply • Responsible for the implementation of the Water Supply Master Plan
<p>Technical Services Project Coordinator</p>	<ul style="list-style-type: none"> • Perform duties as assigned by Manager, Technical Services • Assist in compliance of the Clean Water Act and associated regulations
<p>Manager, Operations</p>	<ul style="list-style-type: none"> • Fulfil role of Top Management • Oversee the daily operations and maintenance of the drinking water systems • Assist in developing the Water Services Operating and Capital budget forecast • Support Engineering on capital construction projects and implement internal processes to ensure work is completed in accordance with applicable legal requirements • Act as Overall Responsible Operator (ORO) • Maintain operator certification • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS • Source and secure essential supplies and services • Determine necessary action and assign resources in response to operational issues • Report to Division Manager, Water Services on operational performance and resource requirements
<p>Supervisor, Water Treatment</p>	<ul style="list-style-type: none"> • Fulfil role of Top Management • Manage the daily operations and maintenance of the water treatment subsystem and aspects of the distribution subsystems (e.g., distribution samples, station/tower/reservoir operation and maintenance) • Act as Operator-In-Charge (OIC) and/or Overall Responsible Operator (ORO) when required • Maintain operator certification • Ensure QMS policies and procedures are implemented • Ensure operational training is provided to staff • Review and consider recommended changes to continually improve the QMS • Assign operational/maintenance duties to staff and ensure assigned work is completed, as required • Determine necessary action and assign resources in response to operational issues • Report to Manager, Water Operations on Water Treatment subsystem and select Distribution subsystem operational performance
<p>Supervisor, Distribution</p>	<ul style="list-style-type: none"> • Fulfil role of Top Management • Supervise daily operations and maintenance of the distribution subsystems with respect to construction activities (e.g., operational in-house and contracted repairs/maintenance, support of capital new construction/reconstruction) and distribution programs (e.g., leak detection, watermain cleaning, hydrant inspections/maintenance, valve exercising, maintenance of secondary disinfection residual, customer response) • Act as Operator-In-Charge (OIC) and/or Overall Responsible Operator (ORO) when required • Maintain operator certification • Ensure QMS policies and procedures are implemented • Ensure operational training is provided to staff • Review and consider recommended changes to continually improve the QMS • Determine necessary action and assign resources in response to operational issues • Assign operational/maintenance duties to staff and ensure assigned work is completed, as required

QMS 09-02 ROLES, RESPONSIBILITIES & AUTHORITIES TABLE

	<ul style="list-style-type: none"> • Support Engineering on capital construction projects and implement internal processes to ensure work is completed in accordance with applicable legal requirements • Report to Manager, Water Operations on Distribution subsystem operational performance and maintenance (includes Distribution programs and construction activities)
Treatment Lead Hand	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Assign, schedule, plan, delegate, coordinate, and monitor the work activities of Water Treatment personnel and third-party contractors • Provide technical training, guidance and support to Water Treatment and Maintenance personnel
Distribution Lead Hand	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Distribution • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Assign, schedule, delegate, coordinate, plan and monitor distribution construction activities and programs • Provide technical training, guidance and support to operations personnel
Treatment Operator	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment or Treatment Lead Hand • Maintain operator certification • Operate, repair and maintain, plan, schedule and implement work activities for water treatment subsystem and aspects of the distribution subsystems (e.g., stations, towers, reservoirs) in accordance with Water Services policies and procedures • Act as Operator-In-Charge (OIC), when required
Distribution Operator	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Distribution or Distribution Lead Hand • Operate, maintain, and repair linear infrastructure in distribution system (perform distribution construction and program activities) • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Respond to consumer complaints (water quality or supply issues)
Maintenance Lead Hand	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment (or designate) • Maintain millwright and/or electrician trades licence(s), as applicable • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Assign, schedule, plan, delegate, coordinate, and monitor the work activities of Maintenance personnel and third-party contractors • Provide technical training, guidance and support to operations/maintenance personnel • Assist with providing recommendations to management on drinking water system infrastructure needs
Electrician/Operator	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment or Maintenance Lead Hand • Maintain electrician trades licence, as applicable • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Install, repair and maintain, plan, schedule and implement work activities for electrical equipment, process instrumentation and systems and associated maintenance programs.
Maintenance Mechanic/Operator	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment or Maintenance Lead Hand • Maintain millwright trades licence, as applicable • Maintain operator certification • Act as Operator-In-Charge (OIC), when required • Install, repair and maintain, plan, schedule and implement work activities for mechanical equipment and systems and associated maintenance programs
Water Operations Technician (Distribution)	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment or Supervisor, Distribution, as applicable • Support asset management and maintenance programs • Assist in the development, maintenance and implementation of operational procedures • Assist in providing technical support to Water Services personnel on the operations and maintenance of the drinking water systems, including compliance and QMS support
Water Operations Technician (Water Treatment)	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Water Treatment or Supervisor, Distribution, as applicable • Support asset management and maintenance programs

QMS 09-02 ROLES, RESPONSIBILITIES & AUTHORITIES TABLE

	<ul style="list-style-type: none"> • Assist in the development, maintenance and implementation of operational procedures • Assist in providing technical support to Water Services personnel on the operations and maintenance of the drinking water systems, including compliance and QMS support
Manager, Business Services	<ul style="list-style-type: none"> • Fulfil role of Top Management • Manage the day-to-day technical and administrative support activities provided by Business Services to Water Services • Manage budget for Business Services division (may include budgeting for resources necessary to maintain the QMS) • Assist in developing the Water Services Operating and Capital budget forecast with respect to SCADA system needs • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS
Supervisor, SCADA	<ul style="list-style-type: none"> • Administer the Supervisor Control and Data Acquisition (SCADA) system program • Ensure effective operation and maintenance of Supervisory Control and Data Acquisition system (includes all key communication channels) • Monitor, assess and report on operational performance and maintenance status of the SCADA system to Manager, Business Services and Water Services • Assign duties to SCADA support personnel and ensure assigned work is completed, as required • Assist in developing the Water Services Operating and Capital budget forecast with respect to SCADA system needs • Provide technical support to Water Services relating to the SCADA system • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS
Water SCADA Specialist	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, SCADA • Assist with coordinating SCADA maintenance and upgrades • Provide technical support to Water Services relating to the SCADA system
Supervisor, Business Services	<ul style="list-style-type: none"> • Administer the administrative support provided by Business Services to Water Services • Assign administrative duties to Business Services personnel and ensure assigned work is completed, as required • Ensure QMS policies and procedures are implemented • Review and consider recommended changes to continually improve the QMS
Business Process Analyst	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Business Services
Customer Services Coordinator	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Business Services
Customer Services Clerk III – Water	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Business Services
Manager, Compliance and Performance	<ul style="list-style-type: none"> • Fulfil role of Top Management • Manage day-to-day technical and administrative support provided by Compliance and Performance to Water Services • Ensure compliance, QMS and training programs administered by Compliance and Performance for Water Services are effectively implemented • Manage budget for Compliance and Performance division (may include budgeting for resources necessary to maintain the QMS) • Support Division Manager, Water Services with communication of Standard of Care to the owner of the Guelph Drinking Water System • Review and consider recommended changes to continually improve the QMS
Supervisor, Compliance	<ul style="list-style-type: none"> • Supervise personnel that provide compliance, QMS and training support to Water Services • Ensure QMS policies and procedures are implemented • Monitor, assess and report status of drinking water systems compliance and DWQMS conformance to Water Services • Assign duties to compliance, QMS and training support personnel and ensure assigned work is completed, as required • Provide technical and administrative support to Water Services respecting compliance, QMS and operator training needs • Review and consider recommended changes to continually improve the QMS
Water Compliance Specialist	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Compliance

QMS 09-02 ROLES, RESPONSIBILITIES & AUTHORITIES TABLE

	<ul style="list-style-type: none"> • Monitor, assess and report status of drinking water system compliance to Supervisor, Compliance and Water Services • Act as liaison with the Ministry (e.g., coordinate Ministry Drinking Water System Inspections) • Provide technical support (regulatory compliance) to Water Services • Support in the development of Standard Operating Procedures for Water Services • Develop and deliver training on compliant operations of the drinking water systems and the QMS
<p>Quality Management Specialist</p>	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Compliance • Fulfil role of Quality Management System (QMS) Representative (see QMS – 04 Quality Management System Representative) • Manage the QMS Water Quality Policy • Monitor, assess and report status of Drinking Water Quality Management System conformance to Supervisor, Compliance and Water Services • Review and consider recommended changes to continually improve the QMS • Act as liaison with third-party DWQMS accreditation body (e.g., coordinate third-party DWQMS accreditation audits) • Develop and deliver training on compliant operations of the drinking water systems and the QMS • Provide pertinent QMS information to Township of Guelph/Eramosa personnel for communication to Council respecting the Gazer Mooney Subdivision Distribution System (e.g., provide copy of the Operational Plan for endorsement by owner, Management Review meeting minutes, including resources needed to maintain the QMS, DWQMS accreditation status)
<p>Training and Licensing Specialist</p>	<ul style="list-style-type: none"> • Perform duties as assigned by Supervisor, Compliance • Determine certified operator training needs (in consultation with Supervisor, Distribution and Supervisor, Treatment) • Source, schedule and communicate training offerings available to certified operators and other applicable personnel • Assist certified operators submit their operator certificate or renewal applications to the applicable certification office • Record and track certified operator training hours

QMS 13-01 – Essential Supplies and Services Table

Document Number: SD-000322

Companies that are normally used to provide the essential supply or services in the table below are listed in: WS-RD Ensuring Adequate Equipment and Materials to Deal with Emergencies (SD-000385).

Essential Supply or Service	Procurement and Availability Assured by:
Chemical Supplies – sodium hypochlorite, sodium silicate and sodium sulphate	Contract, Purchasing Bylaw , Purchase Orders , monitoring stock levels
Communications – answering service	Contract, Purchasing Bylaw
Distribution Repairs – backhoe operator, emergency repairs, hydrovac services, large valve maintenance, leak detection, parts suppliers, pipe repair, temporary line tubing	Contracts, RFPs, Purchasing Bylaw, Purchase Orders, monitoring stock levels
Electrical Power	Purchasing Policy Bylaw
Electrical – Trades and UPS maintenance	Purchasing Policy Bylaw, Purchase Orders
Instrumentation – maintenance and suppliers	Contract, Purchasing Bylaw, monitoring stock levels
Laboratory Services for Drinking Water Samples	Contract, Purchasing Policy Bylaw, monitoring stock levels
Mechanical Trades – contractors and backflow	Purchasing Policy Bylaw, Purchase Orders

Revision Date: October 7, 2021

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QMS 13-01 – Essential Supplies and Services Table

SD-000322

Essential Supply or Service	Procurement and Availability Assured by:
Pumps	Purchasing Policy Bylaw, Purchase Orders, monitoring stock levels
Reservoir Contractors	Purchasing Policy Bylaw, Purchase Orders
SCADA/PLC Programming/Network Support	Contracts, Purchasing Policy Bylaw, Purchase Orders
Stand-by Power – generator maintenance and rentals	Purchasing Policy Bylaw, Purchase Orders
Fuel Suppliers	Purchasing Policy Bylaw, Purchase Orders, monitoring fuel levels
UV Reactors – maintenance and programming	Purchasing Policy Bylaw, Purchase Orders, monitoring stock levels
Valves – pressure valves and actuators	Purchasing Policy Bylaw, Purchase Orders
Water Modelling	Contract, Purchasing Policy Bylaw, Purchase Orders
Water Tankers	Purchasing Policy Bylaw, Purchase Orders
Wells – maintenance contractors	Contract, Purchasing Policy Bylaw, Purchase Orders

Revision Date: October 7, 2021

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Staff Report



To	Committee of the Whole
Service Area	Infrastructure, Development and Enterprise Services
Date	Tuesday, June 6, 2023
Subject	Downtown Renewal: Status Update

Recommendation

1. That the report titled Downtown Renewal: Status Update dated June 6, 2023, be received.

Executive Summary

Purpose of Report

The purpose of this report is to update Council on Downtown Renewal efforts and in particular, the City's Downtown Infrastructure Renewal Program (DTIRP). The short lists of options from two ongoing Class Environmental Assessments (EAs), for Wyndham Street and for the Macdonell Street bridge and Allan's Dam structures are included in this report for information.

Key Findings

This is an exciting time for Downtown Guelph. The recent completion of a number of master plans within the city, together with the need to replace, upgrade and modernize our infrastructure, and the recent amendments to the City's Official Plan through Official Plan Amendment 80 (OPA 80), including the provincial amendments, create an opportunity for transformational change in our Downtown. We have a rare opportunity to examine and build on the things we love about Downtown, as well as propose to make changes where there is room for improvement.

The City's Downtown Renewal efforts encompass a number of projects that are underway and upcoming. These projects are inter-related and through the City's Downtown Revitalization Advisor and Downtown Coordination Group, staff work to ensure that there is synergy between projects and that they are all advancing toward a shared goal of a healthy, vibrant and beautiful Downtown for generations.

The Downtown Infrastructure Renewal Program (DTIRP) is one of many projects under the overarching Downtown Renewal efforts. At this time, it is necessary for the City to replace and upgrade critical infrastructure in our core. We have a unique opportunity as we replace critical underground infrastructure to also transform how Downtown looks, feels and functions. The goal is for the reconstructed Downtown streets to be beautiful, safe and accessible for people to live, work, play, visit and enjoy Downtown.

Significant effort over the past decade has gone into preparing the City to undertake a generational renewal of municipal downtown infrastructure. With intentional and responsible planning, the infrastructure we build today will create the foundation for prosperity, sustainability and well-being for half a century or longer.

Strategic Plan Alignment

All projects that are part of the City's Downtown Renewal efforts work together in a cohesive fashion to align with the City's Strategic Plan pillars.

Downtown Renewal advances the Building our Future Strategic pillar as it promotes improving historic places and streets to create new places for gathering and recreation. It aligns with the Building our Future Strategic pillar as it reinforces and expands the role of the core as a prosperous, attractive and welcoming regional centre for residents, businesses and visitors alike.

It ties with the Sustaining our Future Strategic pillar through building quality infrastructure in a sustainable way that preserves our environment and improves the quality of life for all.

It also contributes to the Navigating our Future Strategic pillar as it explores new and improved infrastructure that safely and comfortably accommodates all urban modes of travel, while encouraging environment-friendly modes of movement.

Finally, it provides a unique opportunity to improve how the City communicates with residents and delivers services as well as continuously improve the delivery of our core services. This benefit directly ties to the objectives of Working Together for our Future Strategic pillar.

Financial Implications

The overarching Downtown Renewal Program is a significant multi-year financial investment that includes a number of projects and initiatives that in some cases have approved budgets (e.g. Baker District Redevelopment) and others that have been in the planning stages and included in the budget forecast for a number of years (e.g. DTIRP and future downtown riverfront park). It's important to note that the City's investment in the Downtown unlocks growth revenues and economic activity required to meet the goals of the Strategic Plan as well as commitments in the Housing Pledge.

A significant amount of budget sequencing and alignment work is currently underway to ensure these projects are coordinated for greatest efficiency and that all available revenue streams are leveraged. Through the 2024-2027 Budget, a summary of the project investments will be provided in more detail, and in addition, Council will continue to receive quarterly progress updates through the Tier 1 capital project reporting and the capital budget monitoring reporting.

Report

Downtown Renewal

Over the past decade, the City's efforts to revitalize Guelph's Downtown have been met with great success. We have renewed places and open spaces in our Downtown core and attracted new businesses and residents. To help mitigate the impact of COVID-19 felt by Downtown businesses, residents and visitors, we launched new

programs and initiatives to support economic recovery. Today, our Downtown remains an appealing destination, contributing to the economic vitality of the City.

Our Future Downtown

1: Macdonell Street Conceptual Rendering (from the 2014 Streetscape Manual)



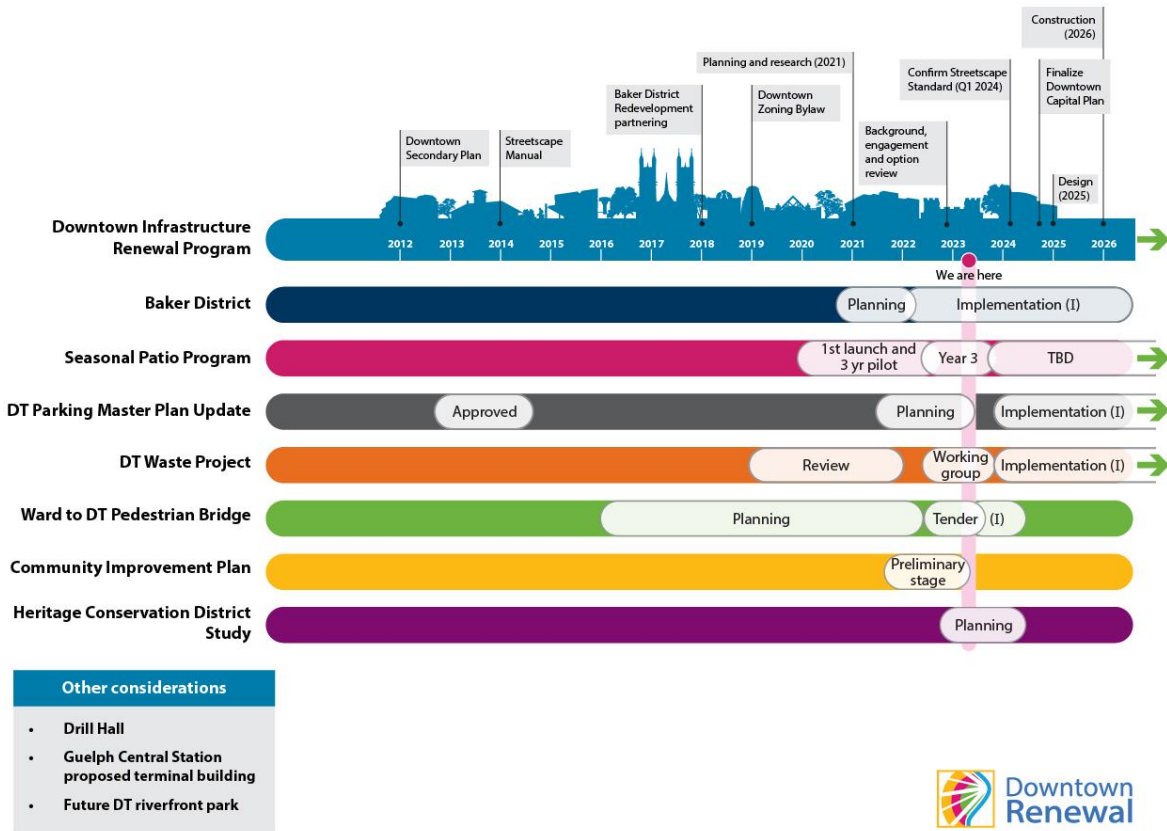
To build upon the past efforts and deliver on the compelling vision set through the Downtown Secondary Plan, the City is making significant investments in infrastructure, redevelopment, transportation, programs and initiatives over the next ten+ years. These investments are fueling several projects that are currently underway. The overall Downtown Renewal efforts will transform how Downtown looks, feels and functions, making it future ready to support growth to 2051 and beyond. We are working toward a common goal of renewing and revitalizing Downtown, resulting in a vibrant and thriving urban centre.

The Downtown Infrastructure Renewal Program (DTIRP) is one of many projects under the overarching Downtown Renewal Program. It is a [Tier-1 capital project](#) that will be transformative to how Downtown looks, feels and functions as it plans

to replace and upgrade the critical infrastructure in our core, ensuring that we have a stronger, safer and more accessible downtown for future generations.

To achieve the vision, the following projects are underway:

Figure 2: Downtown renewal program timelines



Since projects under the overarching Downtown Renewal Program are inter-related and mutually reinforcing, a critical component of the work involves ensuring that there is synergy between projects and that they are all advancing cohesively towards the shared vision of a transformed and revitalized Downtown. These projects are being strategically coordinated through the Downtown Revitalization Advisor and an internal working group known as the Downtown Coordination Group.

Impacts of OPA 80

City staff is in the early stages of reviewing the amendments of the OPA 80 related to Downtown (and the entire City) announced by the Ministry of Municipal Affairs and Housing on April 11, 2023.

The City does not see radical changes in the work scoped out for Downtown projects. However, there will be elements within some projects that will need to be reconsidered to accommodate the provincial changes related to Downtown (e.g., increased underground service sizes). All project teams will continue to work with Planning staff to understand the provincial amendments and the potential implications more fully.

The provincial changes made under OPA 80 includes modifying the maximum building height in the Downtown Secondary Plan area to 23 storeys. However, this

does not mean that there will be 23-storey buildings throughout Downtown in the immediate future. There are some areas within Downtown where this particular provincial change is not applicable including:

- Along Wellington Street and the rivers within the Special Policy Area.
- Within the protected view corridors of Basilica of Our Lady of the Immaculate.
- Where other policies related to things such as floor space index or gross floor area may restrict a site’s ability to achieve the height.

Note that the Special Policy Area along Wellington Street will be reviewed to address future development opportunities within that corridor.

Staff are working to calculate the changes to heights and future population projections to determine what it means for infrastructure improvements and amount of capacity required. Financially, the amendments to OPA 80 are considered favourable ([Shaping Guelph Financial Implications Summary](#)), as higher density translates to a higher net revenue position in this intensification area, bettering the City’s capacity to fund the planned investment.

Corporate Alignment

It is important that all projects comprising the Downtown Renewal program be guided by other strategies and plans that have been approved by Council.

Downtown Renewal considers the strategic direction and the objectives of the following corporate plans:



Downtown Infrastructure Renewal Program Background

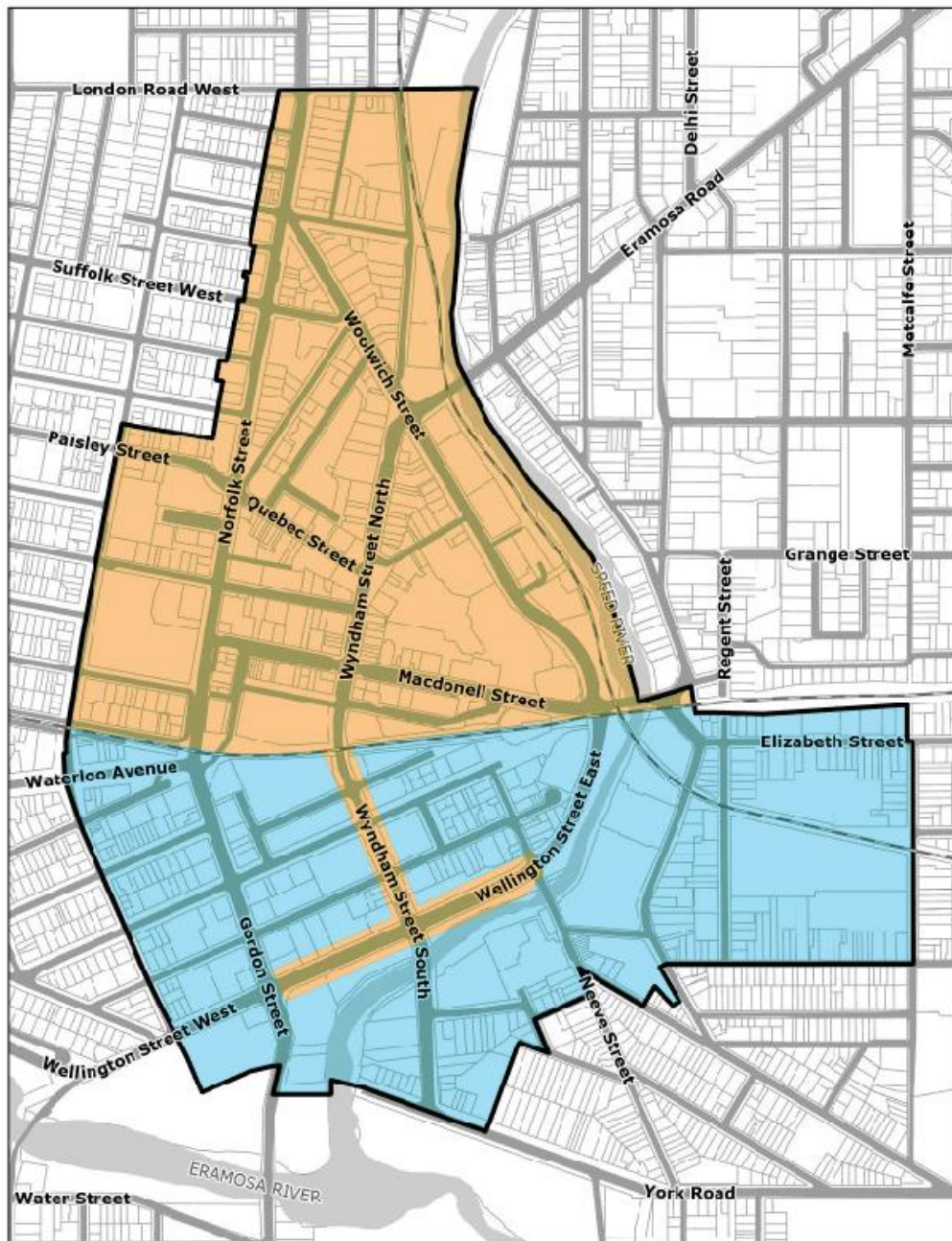
The Downtown Infrastructure Renewal Program (DTIRP) builds on vision set out in the Downtown Secondary Plan completed in 2012 and the 2014 Streetscape Manual. Significant effort over the past decade has gone into preparing the City to undertake a generational renewal of municipal downtown infrastructure. With intentional and responsible planning, the infrastructure we build today will create

the foundation for prosperity, sustainability and well-being for half a century or longer.

This transformational project aims to support anticipated new growth and also replace exiting, aging infrastructure. Some of the underground pipes are 100+ years old and need to be replaced before they start leaking or fail and cause considerable damage as well as disruption to essential services like water and wastewater. We also have an opportunity to upgrade the streetscape and enhance the quality of the public realm throughout Downtown. The overarching objective is to build more resilient, environment-friendly and socially inclusive infrastructure that transforms Guelph's Downtown into an even more prosperous urban centre where tens of thousands of people live, work, visit and play everyday.

The study area for the DTIRP is illustrated on the map below:

Figure 3: Study area for the Downtown Infrastructure Renewal program



Legend

- Area subject to current DTIRP
- future consideration

As part of this program of work the City is undertaking two Class Environmental Assessments (EA) as well as an overall Capital Implementation Plan.

Environmental Assessments consist of a problem/opportunity statement and involve undertaking technical studies and engaging the community to support decision making for large projects. The EAs are being completed in accordance with the Municipal Class Environmental Assessment process as per the Environmental Assessment Act. For DTIRP, the process will make determinations for:

- Wyndham Street EA: the function of Wyndham Street North for all users including the number of traffic lanes, available active transportation infrastructure and the configuration of the intersection of Wyndham Street and Quebec Street (St. George’s Square)
- Macdonell Street bridge and Allan’s Dam structures EA: confirm the requirements for required improvements and the preferred solution for the Macdonell Street bridge, the Allan’s Dam bridge, the Allan’s Dam spillway and sluiceway.

The Capital Implementation Plan will compile all the findings from the EAs, all background information and studies, as well as community engagement to determine the phasing, staging and timing of construction.

Following the completion of the two EAs and the Capital Implementation Plan in 2024, final detailed design will commence in 2025 and re-construction is anticipated to begin in 2026. The final timing for the completion of the work will be estimated as part of the Capital Implementation Plan, however, depending on the approach taken, it is anticipated that construction will take multiple years to complete.

Environmental Assessments – Short List of Options

An extensive list of options for both EAs was considered through community engagement and by key internal subject matter experts in late 2022 and early 2023. Based on the feedback received through those consultations as well as the technical information being developed through the ongoing work to support this project, some options on the extensive list have been eliminated. For the complete short lists for all options currently being considered through both EAs see Attachment-2.

Impacts of OPA 80 on DTIRP

The provincial amendments to OPA 80 significantly increase the potential density within the Downtown Secondary Plan area. While the buildingscape of the Downtown will change over time, the implications on the infrastructure renewal project at this time are not significant. Regardless of current and additional capacity challenges, the existing infrastructure is due for replacement to maintain critical works in a state of good repair. Through ongoing consultation with Planning, the DTIRP will use best available information to estimate the size of replacement underground piping. Sizing will be confirmed during final design to start in 2025. Surface works are not expected to be modified albeit pedestrian, cycling and vehicular use will increase. The increased density may mean that the underground servicing size will exceed the Local Service Policy limitations, which would mean more of the infrastructure would be eligible to be funded with development charges. This will be investigated and planned as part of the Capital Implementation Plan.

Next Steps

Downtown Infrastructure Renewal Program

The next steps for DTIRP will be community engagement over June and July 2023 as well as technical consultations to determine the preferred alternative for the two EAs to advance the preparation of the concept designs. It is anticipated that this project will come back to Council in 2024 to present the preferred options for the two EAs.

Following completion of the EAs, the phasing and staging will be developed through the Capital Implementation Plan throughout 2024.

Downtown Renewal

The next steps for Downtown Renewal include the ongoing and continuous integration of all projects. This will continue to occur through the City's internal Downtown Coordination Group and the Downtown Revitalization Advisor. The following things are anticipated to occur in the coming months:

- Baker District construction continues – including library groundbreaking
- Q2/Q3 2023 – Construction of Ward to Downtown Pedestrian Bridge
- Q3/Q4 2023 – Consideration of permanent Seasonal Patio Program; Downtown Parking Master Plan decision, Consideration of Downtown Waste Project recommendations
- Undertake the Downtown Heritage Conservation District Study
- Continue review of the City's Community Improvement Plan
- Planning for a new Guelph Central Station terminal building
- Work toward finding a final user for the Drill Hall
- Exploring costs and development a strategy for the proposed Downtown Riverfront Park

Financial Implications

The overarching Downtown Renewal Program is a significant multi-year financial investment that includes a number of projects and initiatives that in some cases have approved budgets (e.g. Baker District Redevelopment) and others that have been in the planning stages and included in the budget forecast for a number of years (e.g. Downtown Infrastructure Renewal and new downtown park). It's important to note that the City's investment in the Downtown unlocks growth revenues and economic activity required to meet the goals of the Strategic Plan as well as commitments in the Housing Pledge.

A significant amount of budget sequencing and alignment work is currently underway to ensure these projects are coordinated for greatest efficiency and that all available revenue streams are leveraged. Through the 2024-2027 Budget, a summary of the project investments will be provided in more detail, and in addition, Council will continue to receive quarterly progress updates through the Tier 1 capital project reporting and the capital budget monitoring reporting.

As part of the 2020 Budget, Council directed staff to review budget allocated to the Downtown Streetscapes and proposed civic square to identify good, better and best options for consideration and report back in 2022. This was directed due to preliminary cost estimates presented in the budget at that time which were based on preliminary design concepts in accordance with the approved Streetscape Manual. Since that time, staff have received preliminary costing options that will be considered and incorporated at the time of detailed design once the EAs are complete. Further, staff have worked to align preliminary streetscape costs within the project budgets and funded in alignment with all revenue sources, rather than isolating these to be just property tax funded. This is consistent with the budgeting approach for all other projects and will enable the use of additional funding sources like grants, municipal accommodation tax, new traffic calming revenues and community benefit charges.

Consultations

Community Engagement

Community engagement has been an important component of this project. From 2021 – 2022, we held several engagement events with our community to introduce the Downtown Infrastructure Renewal Program, set the context for the Wyndham Street Class EA and the Macdonell Class EA, present problem and opportunity statements and a list of all options before choosing the recommended option and solicit public feedback, questions and concerns about Downtown Renewal.

Over the course of two years, we have solicited public feedback through three online surveys launched on our Have Your Say platform, set up three pop-up events, sent notices to residents, met with the Downtown Guelph Business Association thrice and hosted our first Open House for the project. We've seen a satisfactory level of participation from the community. Our community has reflected their needs and desire for a transformed Downtown and their input has helped us develop a short list of options for both EAs.

Strategic Communications

The ongoing strategic communication efforts are ensuring that the community, including Downtown Businesses and residents, is well-informed about the project's milestones, community engagement opportunities and construction impacts early and consistently throughout the program. During the construction phase, communications will play an even more critical role to help mitigate construction impacts and gain the community's trust that the program is being managed well.

Internal communications are collaborative between Departments and Service Areas which is also contributing to the project's success.

Council Champion

This once in a generation project requires sustained political sponsorship and leadership to deliver the true benefits of the program and investment. To ensure the success of the program, staff have approached Councillor Klassen to fill the community champion role for Downtown Renewal. Councillor Klassen will work with staff as part of the program's overall change management to help educate and inspire the community to rally around this important work.

Internal Consultations

The DTIRP has compiled a list of over 40 internal subject matter experts (SMEs) from all affected departments across the City that the Program Team has called upon, and will continue to call upon, for their expertise. The DTIRP has held several consultations such as:

- Review of the 2014 Streetscape Manual with respect to legislative changes, materials availability and construction coordination challenges
- Development of potential options for the EAs, report review and shortlisting of the options, and,
- A Great Ideas Workshop to gather all potential ideas for service improvements amenity enhancements that could implemented during re-construction

The City's Internal Downtown Coordination Group meets regularly to discuss all ongoing projects and operational matters Downtown. These meetings ensure that

all project managers and operational leads are aware of what is occurring Downtown and what is planned for Downtown. This increased communication and coordination allows efficiencies to be identified and conflicts to be avoided.

Attachments

Attachment 1 – Downtown Renewal - Status Update Presentation

Attachment 2 – Environmental Assessments - Short Lists of Options

Departmental Approval

Antti Vilkkko, General Manager, Facilities and Energy Management

Nectar Tampacopoulos, General Manager, Environmental Services

Krista Walkey, General Manager, Planning and Building Services

Stacey Dunnigan, Acting Manager, Economic Development and Tourism

Doug Godfrey, General Manager, Operations

Tara Baker, Treasurer, General Manager, Finance

Lisa Duarte, General Manager, Strategic Communications and Community Engagement

Ania Orłowska, Program Manager, Project Management Office

Report Authors

Reg Russwurm, Manager, Design and Construction

Stacey Laughlin, MCIP, RPP, Downtown Revitalization Advisor

This report was approved by:

Terry Gayman, P.Eng.

General Manager/City Engineer, Engineering and Transportation Services
Infrastructure, Development and Enterprise Services

519-822-1260 extension 2369

terry.gayman@guelph.ca

This report was recommended by:

Jayne Holmes, P.Eng., PMP
Deputy Chief Administrative Officer
Infrastructure, Development and Enterprise Services
519-822-1260 extension 2248
jayne.holmes@guelph.ca

Scott Stewart, C.E.T.
Chief Administrative Officer
Office of the Chief Administrative Officer
519-9822-1260 extension 2221
scott.stewart@guelph.ca

Downtown Renewal: Status Update

Committee of the Whole Presentation

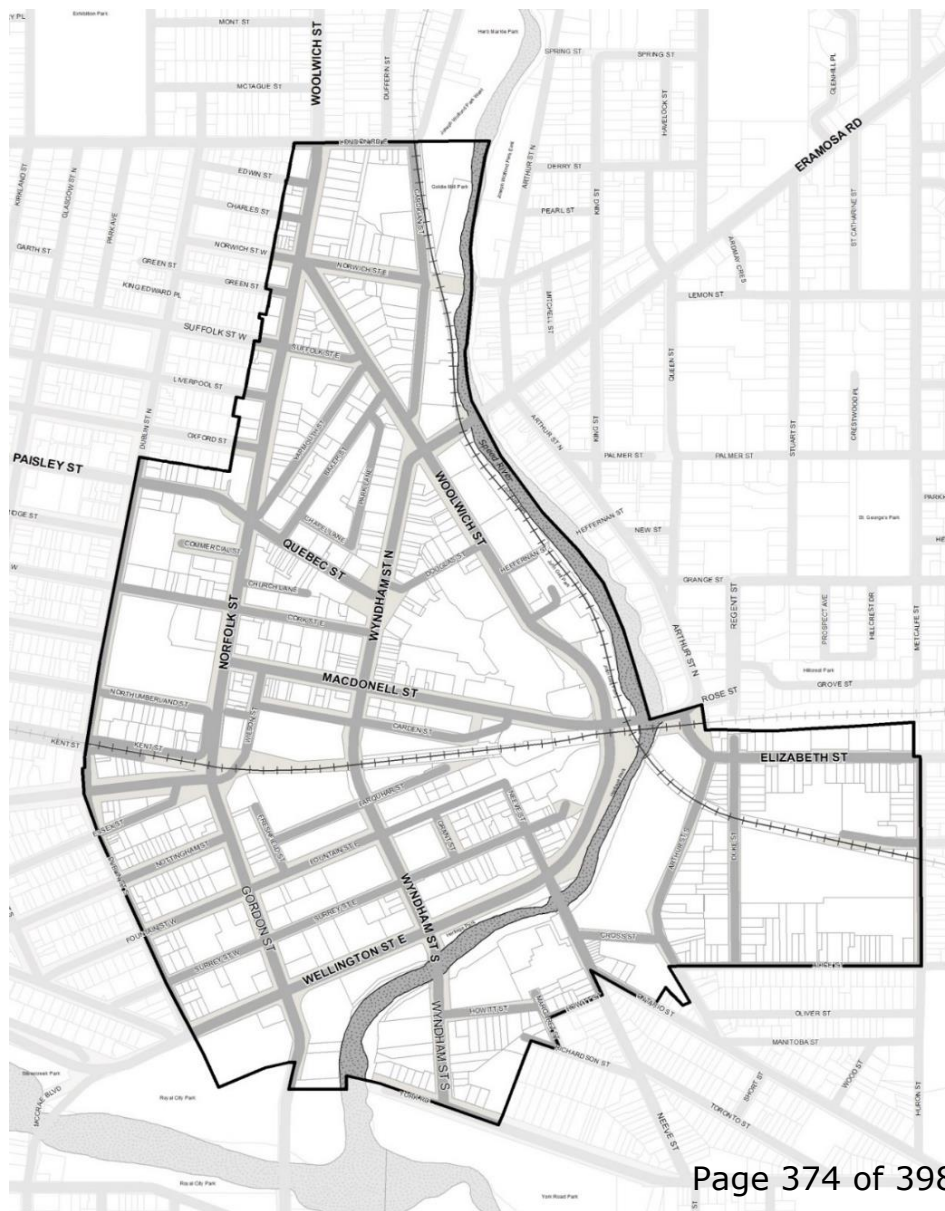
June 6, 2023



**Downtown
Renewal**

Downtown Boundary

Matches the Downtown Secondary Plan boundary



Downtown
Renewal

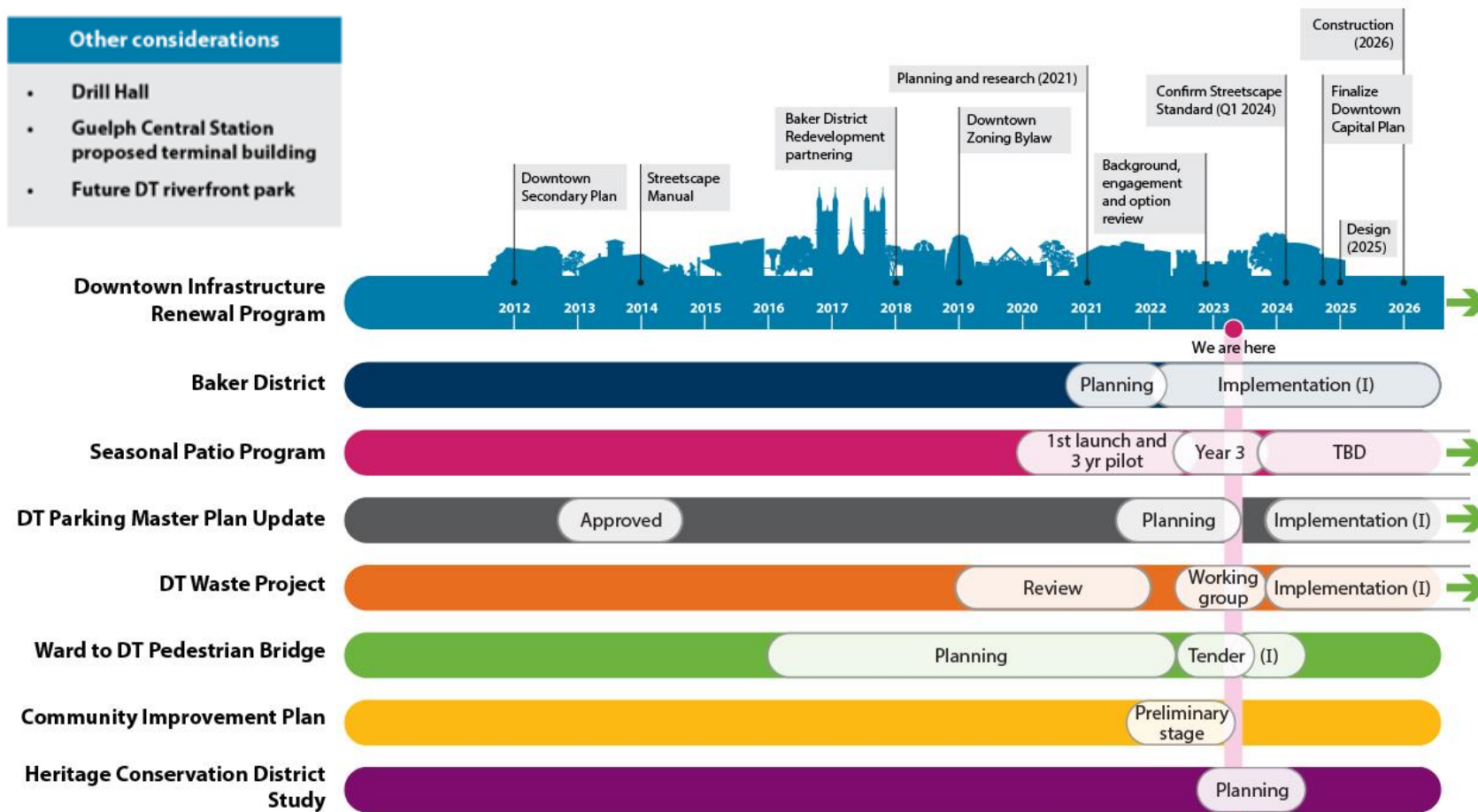
Creating a place for everyone.

DT Renewal Corporate Alignment



Downtown Renewal

- Other considerations**
- Drill Hall
 - Guelph Central Station proposed terminal building
 - Future DT riverfront park



**Downtown
Renewal**

Our Future Downtown



DTIRP Program Goals

**Future
Ready DT**

Make Downtown Future Ready by improving critical road and underground infrastructure to provide quality service and support the growth and economic vitality of our city's core

**Implement
DT Vision**

Implement the vision for Downtown including engaging and consulting with the community on the scope, pace and look of the finished works

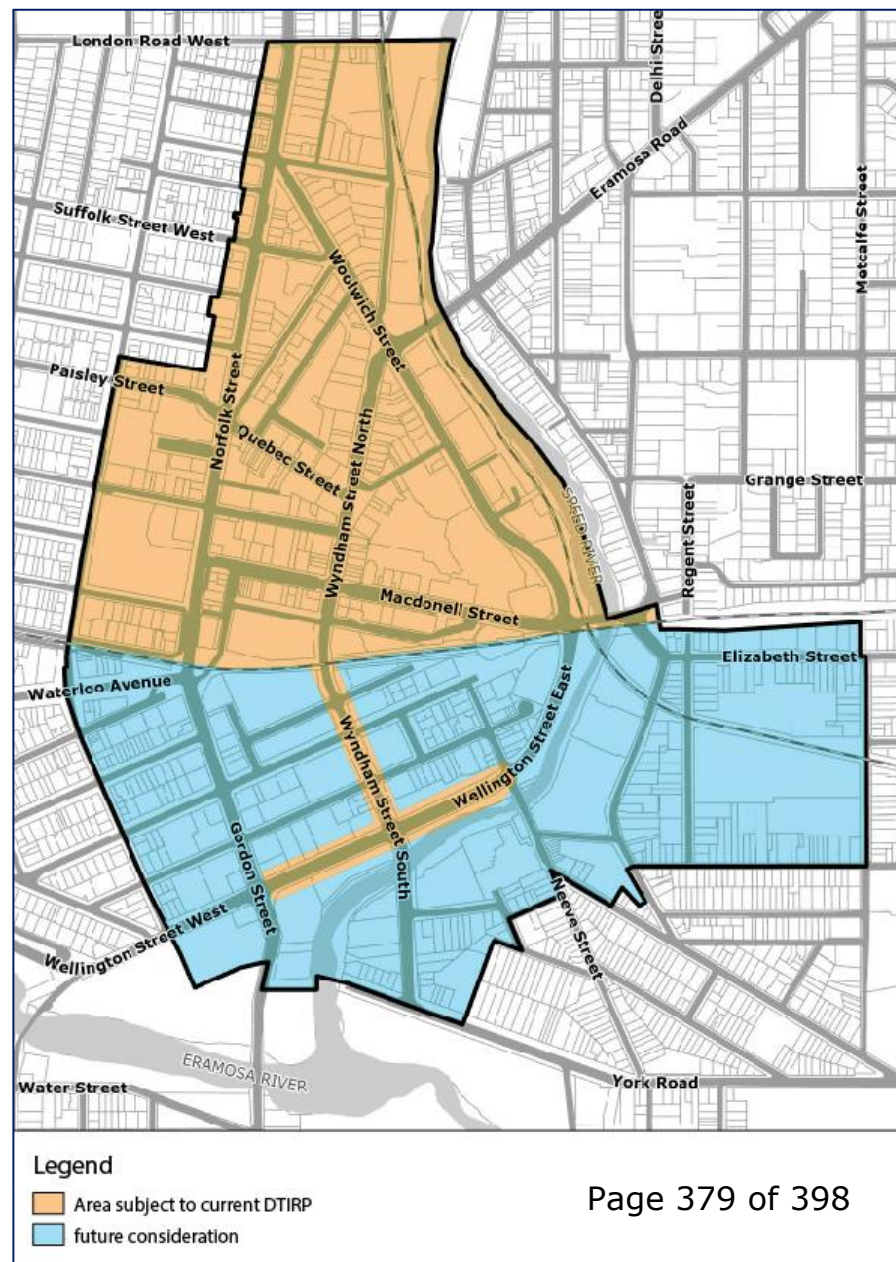
**Innovative
approach**

Mitigate construction disturbance through proactive communication and innovative approaches

DTIRP Study Area

Primary streets and structures:

- Quebec Street
- Wyndham Street
- Macdonell Street
- Woolwich Street
- Macdonell Bridge & Allan's Dam Structures
- Baker Street (started)

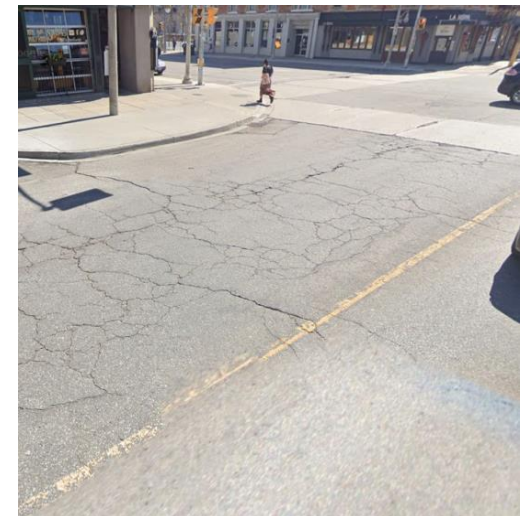
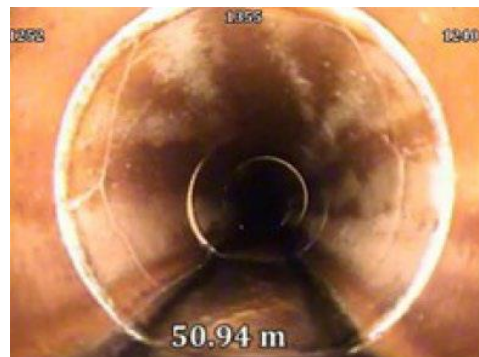
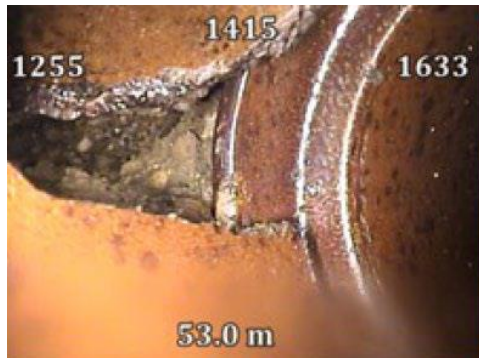


DTIRP

Program Approach and Timeline

1. Preparation → 2020 (done)
2. Ongoing communications and community engagement → now until end of construction
3. Planning and research → started in 2021
4. Complete Capital Implementation Plan → 2024
5. Design → starting as soon as 2025
6. Construction → starting as soon as 2026 with utilities (gas, telecoms) likely beforehand

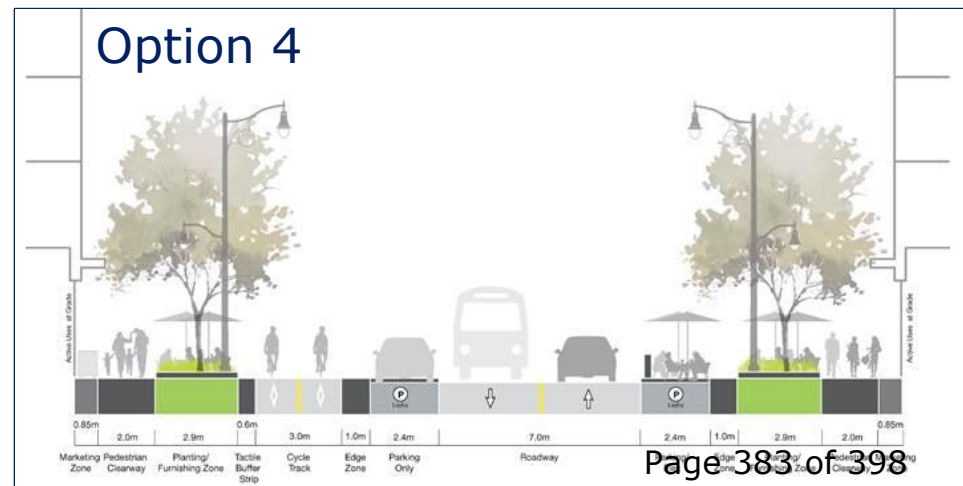
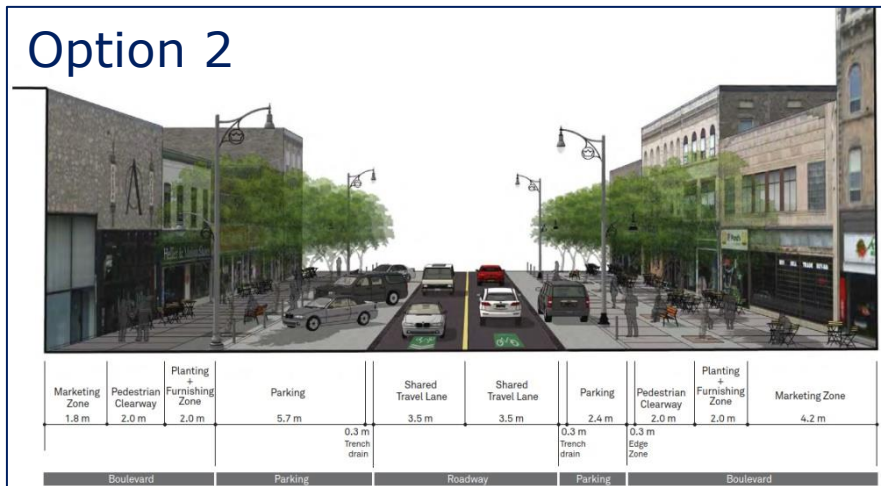
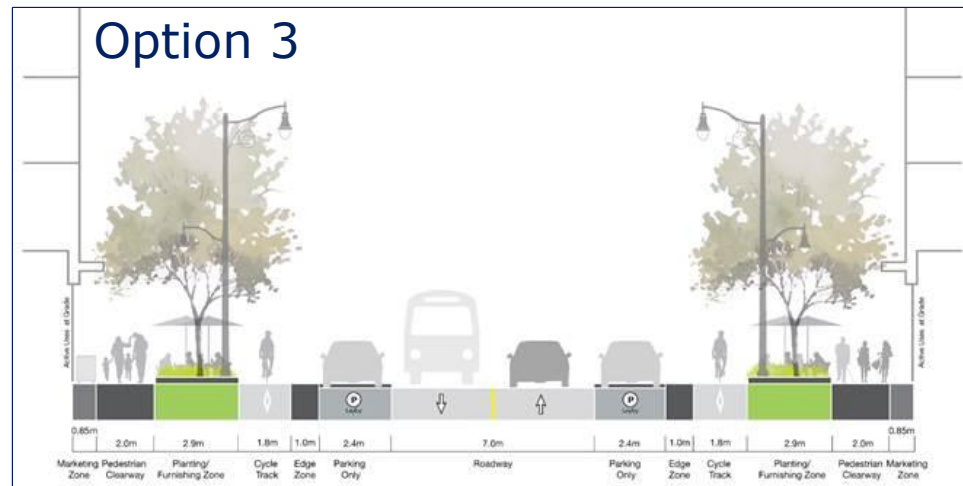
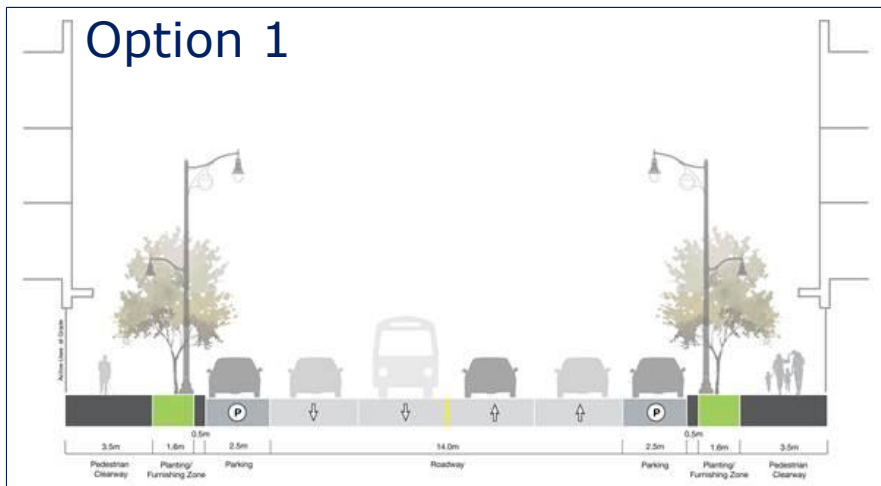
DTIRP – Why?



Environmental Assessments

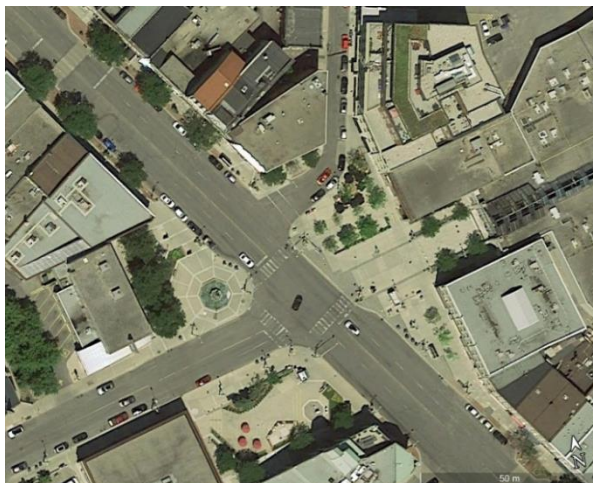
- Two EA's underway
- Wyndham Street EA
 - Consideration of lane reduction along corridor and configuration of St. Georges Square
- Macdonell and Allan Structures EA
 - Two bridges and spillway structural needs
- Long list of options presented Nov 2022
- Short list of options

Wyndham Street – Short List



St. George's Square – Short List

Option 1:
Do Nothing



Option 2:
Standard
Intersection
Improvements



Option 3:
Realigned
4-leg
intersection



Option 4:
Traffic Circle



Macdonell Bridge – Short list of options



Allans Dam Bridge – Short List of options



Allans Dam Structures – Short List of options

Sluiceway



Spillway



Community Engagement Overview

August 2021

- Meeting with Downtown business owners
- Launch of project Have Your Say page
- Notices distributed to local residents

August-September 2022

- 3 pop-up events & Have Your Say (over 200 participants)
- Meeting with DGBA

Community Engagement Overview (2)

October-December 2022

- Meeting with DGBA
- Open House (46 attendees in-person, 31 attendees virtually)
- Online engagement through HYS (164 participants)
- Follow-up survey (140 participants)

June/July 2023

- In-person and online engagement on EA short-lists

DTIRP Next Steps

- June/July 2023 – community consultation and engagement on the EA short lists
- 2023/2024 – continue to gather background information and develop technical information for the Capital Implementation Plan
- Ongoing community consultation and engagement throughout the project
- 2025 – Detailed design work
- 2026 – Construction commences

DT Renewal Next Steps

- Ongoing and continuous integration of all projects
- Baker District construction continues – including library groundbreaking
- Q2/Q3 2023 – Construction of Ward to DT Pedestrian Bridge
- Q3/Q4 2023 – Consideration of permanent Seasonal Patio Program; DT Parking Master Plan decision, Consideration of DT Waste Project recommendations.

DT Renewal Next Steps (2)

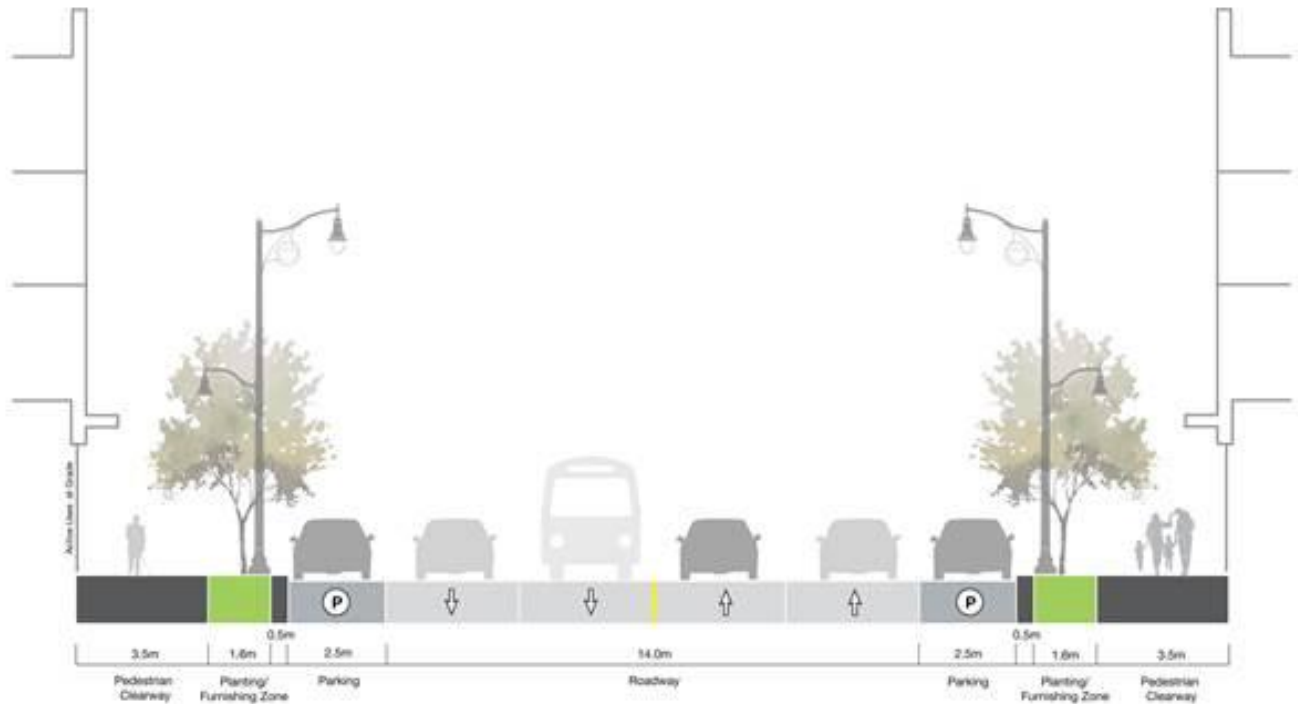
- Undertake the DT Heritage Conservation District Study
- Continue review of the City's Community Improvement Plan
- Planning for a new Guelph Central Station terminal building
- Work toward finding a final user for the Drill Hall

Attachment 2 – Environmental Assessments – Short List of Options

Wyndham Street EA

Wyndham Street Cross-Section Recommended Short List

Option 1 - Do Nothing

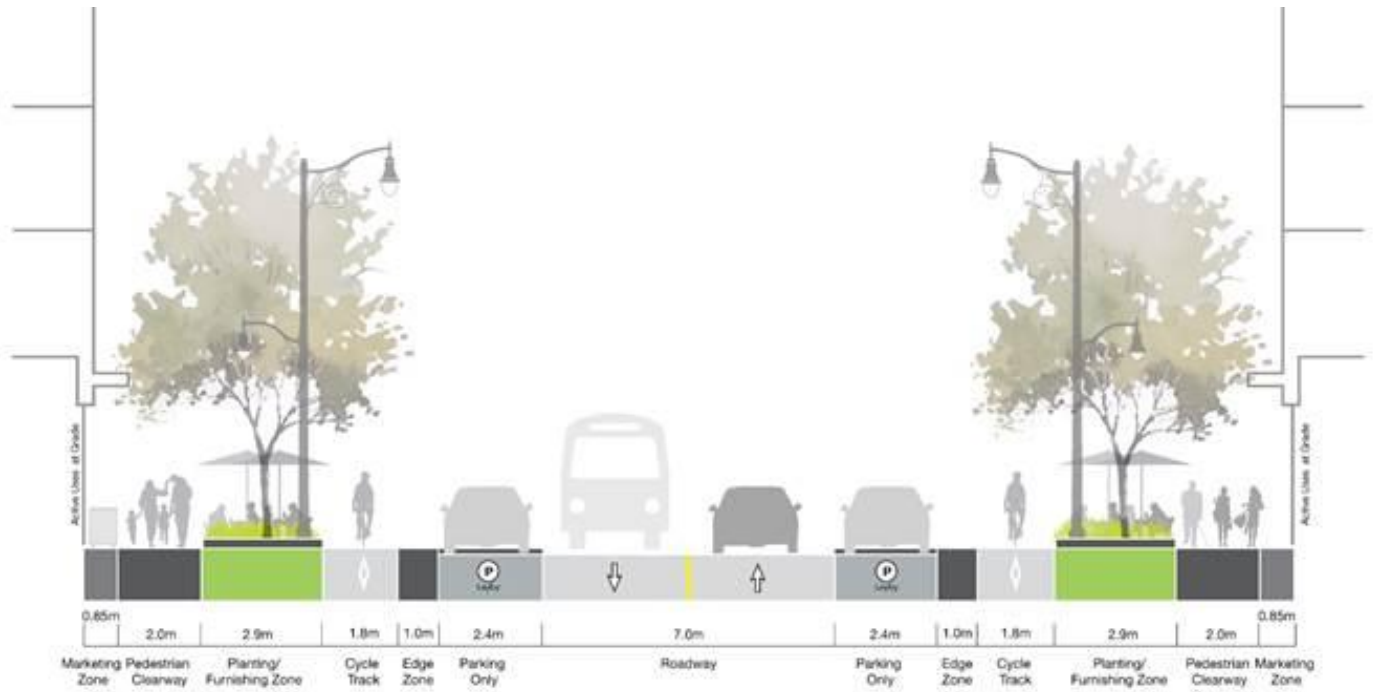


Option 2 – Two vehicular travel lanes (shared use for cars and bikes) and angled parking on one-side of the street

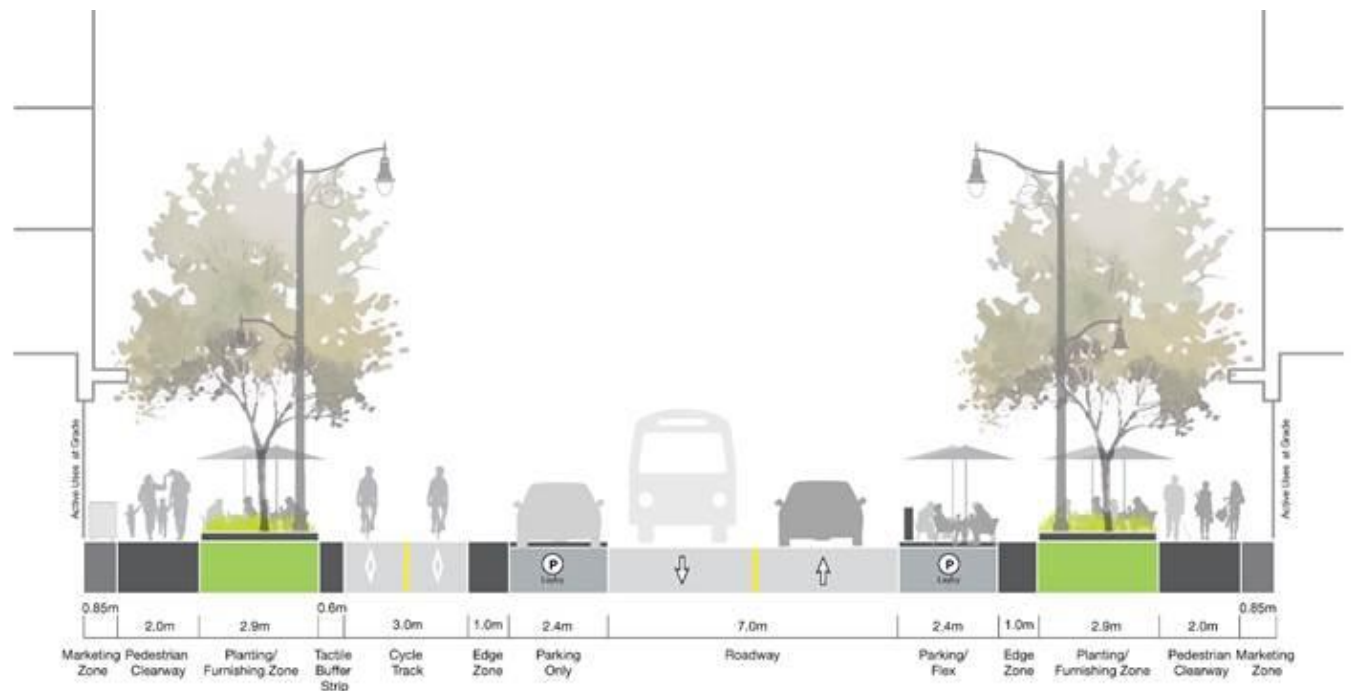


Marketing Zone 1.8 m	Pedestrian Clearway 2.0 m	Planting + Furnishing Zone 2.0 m	Parking 5.7 m	0.3 m Trench drain	Shared Travel Lane 3.5 m	Shared Travel Lane 3.5 m	Parking 2.4 m	0.3 m Trench drain	Pedestrian Clearway 2.0 m	Planting + Furnishing Zone 2.0 m	Marketing Zone 4.2 m
Boulevard			Parking		Roadway		Parking		Boulevard		

Option 3 – Two vehicular travel lanes with bike lanes and parking on both sides of the street



Option 4 – Two vehicular travel lanes with a bi-directional bike path



Wyndham / Quebec / Douglas / Intersection & St. George's Square Recommended Short List

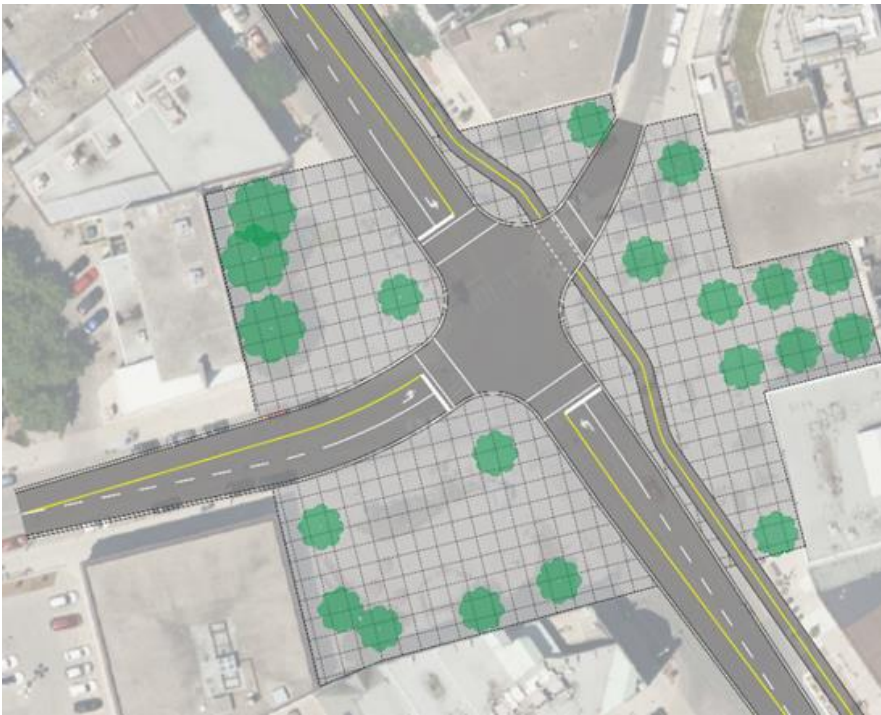
Option 1 – Do Nothing



Option 2 – Standard Intersection Improvements



Option 3 – Realigned Four-leg Intersection



Option 4 – Traffic Circle



Macdonell Street bridge and Allans Dam structures EA

Macdonell Bridge Recommended Short List

- Option 1 - Do Nothing.
- Option 2 – Rehabilitation of the Structure: Undertake repairs to the existing structure of Macdonell Bridge.
- Option 3 – Replacement of the Entire Structure (Substructure & Superstructure): Demolish and remove the existing structure and complete replacement of the Macdonell Bridge structure.
- Option 4 – Replacement of the Superstructure and Rehabilitation of the Substructure: Replacement of the superstructure, and rehabilitation of the substructure of the Macdonell Bridge. The superstructure reinforced concrete slab would be removed, then the substructure would be rehabilitated and modified to support a new superstructure. This option assumes that the existing abutments and center pier could be reused after significant rehabilitation and modification to accommodate the new superstructure.

Allans Dam Bridge Recommended Short List

- Option 1 – Do Nothing
- Option 2 – Rehabilitation of the structure for pedestrians and cyclists: Undertake repairs to the existing structure of Allans Dam Bridge to accommodate pedestrians and cyclists only. Vehicles continue to be accommodated on the Macdonell Bridge.
- Option 3 – Remove bridge: Permanent closure and removal of the structure. Vehicles, pedestrians and cyclists are continued to be accommodated on the Macdonell Street bridge, as well as the planned Ward to Downtown pedestrian bridge adjacent to the study area. Retaining portions of the bridge only for viewing platforms and/or for heritage purposes to be considered.
- Option 4 - Minor Rehabilitation of Bridge for Heritage Purposes Only: Continued minimal required bridge maintenance as part of the City's responsibility as a Heritage registered property. Bridge remains closed for pedestrians, cyclists, and vehicles.

Allans Dam Spillway and Sluiceway Recommended Short List

- Option 1 – Do Nothing
- Option 2 – Rehabilitate Sluiceway and Spillway: Complete rehabilitation of the existing sluiceway and spillway. Speed River elevation continues to be controlled by the spillway, with operations on sluiceway extended.
- Option 3 – Remove Sluiceway and Spillway: Complete removal of the existing sluiceway and spillway, with no introduction of a replacement structure. Speed River elevation is no longer controlled, with significant impacts to the hydraulic elevation upstream. Retaining portions of the sluiceway only for heritage purposes to be considered.
- Option 4 – Remove Sluiceway and Spillway and Provide an Active Transportation Underpass: Construction of a new active transportation underpass connecting the Trans Canada Rail Trail underneath the Macdonell Bridge.