

City Council Information Items

July 24, 2020

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

	Pages
1. Information Reports	
1.1 Tier 1 Project Portfolio Q2 2020 Status Update, 2020-105	3
1.2 Council Composition and Employment Status, Ward Boundaries, and Voting Systems and Methods Review Update, 2020-109	17
1.3 Safe Restart Agreement Funding for Municipalities, 2020-112	22
1.4 City's Commitment to Diversity, Inclusion and Anti-Racism Initiatives, 2020-114	26
2. Intergovernmental Consultations	
2.1 Proposed Amendment to A Place to Grow: Growth Plan for the Greater Golden Horseshoe	35
2.2 Updating Ontario's Water Quantity Management Framework	36
2.3 Discussion Paper on Modernizing Hazardous Waste Reporting in Ontario	37
2.4 Proposed Changes to Environmental Approvals for Municipal Sewage Collection Works	38
2.5 2021 Federal Budget Consultations	39
3. Correspondence	
3.1 City of Guelph Response: Impacts of the COVID-19 Crisis on Municipalities, Construction and Building Sectors	40
3.2 City of Guelph Response: Bill 197 - The COVID-19 Economic Recovery Act, 2020	45

3.3	City of Guelph Response: Consultation on Immigration Levels and Municipal Nominee Program	49
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Response from the City of Guelph the intergovernmental consultation noted above found on Annex 3 - Survey (page 9) of the report.

3.4	Municipality of Chatham-Kent: Resolution - Emancipation Day	64
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3.5	Township of South Glengarry: Resolution - Conditions of Long-term Care Homes in Ontario and Canada	66
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3.6	Town of Gore Bay: Resolution - Support of Universal Basic Income Resolution	67
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3.7	Town of Gore Bay: Resolution - Support of the Federation of Northern Ontario Municipalities (FONOM)	71
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3.8	Town of Gore Bay: Resolution - Support of OPP Diversity Training	81
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4. Boards and Committees

None

Information Report



Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, July 24, 2020
Subject	Tier 1 Project Portfolio Q2 2020 Status Update

Executive Summary

Purpose of Report

To provide the quarterly status update of the Tier 1 Project Portfolio to Council. These reports are posted on their respective project pages on guelph.ca.

Key Findings

In Q2, 2020, the City had the following active Tier 1 projects:

- Guelph Police Service Headquarters renovation;
- South End Community Centre design;
- Wilson Street reconstruction and Market Square Parkade;
- Baker District Redevelopment (master planning phase) and Guelph Central Branch Library;
- Transportation Master Plan; and
- Canada's Smart Cities Challenge: Our Food Future.

Status dashboards for these Tier 1 projects are attached. The scope, budget and schedule represent their status as of June 30, 2020. A brief update of each project is provided within this report.

The following Tier 1 projects were in the initiation and planning stage during Q2, 2020 and updates for these projects will be provided as they move into development:

- Wyndham Street North / St. George's Square reconstruction;
- Electric Vehicle Transit.

Financial Implications

There are no direct implications from this report, the purpose of this report is to ensure financial transparency and accountability for these significant and complex projects. The timely and consistent reporting on these and future projects assists in keeping both Council and the public informed regarding the financial status of projects that represent a significant investment in the City.

Report

Details

Current Tier 1 Projects

The currently active Tier 1 projects are:

- Guelph Police Service Headquarters renovation;
- South End Community Centre design;
- Wilson Street reconstruction and Market Square Parkade Project;
- Baker District redevelopment (master planning phase) and Guelph Central Branch Library;
- Transportation Master Plan; and
- Canada's Smart Cities Challenge: Our Food Future.

Highlights for each of these projects are summarized below. More comprehensive updates are available in the attached status dashboards. The scope, budget and schedule represent status as of June 30, 2020.

1. Guelph Police Services Headquarters renovation

At the end of June, 99 per cent of the budget has been spent, and committed costs could put spending over budget by an estimated three per cent. The City of Guelph notified the general contractor of the Guelph Police Services Headquarters renovation project, that it is ending the general contractor's involvement with the project. City staff are working with the project consultant and bonding company to complete the balance of work per the existing contract. Through this process, staff will continue to mitigate costs where possible and recover costs where appropriate while ensuring the expected outcome is achieved. More information about this project is available at guelph.ca/gpsreno.

2. South End Community Centre Design

The design modifications of the community centre are being continued to accommodate net-zero carbon building requirements. The project capital cost estimate and the project budget will be presented to Council in fall 2020; the presentation date was rescheduled because of the COVID-19 pandemic. The design is expected to be finalized in Q4 2020. More information about this project is available at guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre.

3. Wilson Street Reconstruction and Parkade Project

The Market Parkade was open to the public for parking on October 22, 2019. The contractor has been rectifying items identified in the deficiency list. The contractor plans to address final deficiencies in Q3 2020. Delays of this work were caused by general slowdown in construction due to COVID-19. More information about this project is available at guelph.ca/living/construction-projects/wilson-street-reconstruction-and-parkade/.

4. Baker District redevelopment including Guelph Central Branch Library

The Baker District redevelopment project continues to move forward. The public components of the development include a new library, an urban square and parking; private components include residential towers, institutional space and more parking. The library schematic design, Baker District Urban Design Master Plan, terms of the business agreement and results of the completed public engagement will be presented to Council in Q4 2020. Due to the COVID-19 pandemic the public engagement that was scheduled for March was conducted virtually in June and July. More information about this project is available at guelph.ca/bakerdistrict.

5. Transportation Master Plan

A revised engagement strategy is being developed to respond to changes caused by the COVID-19 pandemic. Engagement activities are expected to begin by October 2020 instead of late June as originally scheduled. The City's COVID-19 pandemic response redirected some staff resources and further contributed to internal delays on the project, such as longer review times. The Steering Committee approved a revised schedule in April 2020 that postpones the preferred alternative report to council to Q1 2021, and the final report to Q2 2021. These two council reports were previously scheduled for October 2020 and January 2021. More information about this project is available at guelph.ca/tmp.

6. Canada's Smart Cities Challenge: Our Food Future

On March 23, 2020 Council approved the recommendations that were presented to the Committee of the Whole on March 2, 2020. The recommendations included the governance structure of the Our Food Future initiative and the appointment of the Mayor as member of City/County Advisory Board of Management. The first meeting of the City/County Advisory Board of Management was held on May 7, 2020.

On May 11, 2020, senior administrative staff delivered a presentation to Council detailing the City's response to the COVID-19 pandemic. This presentation highlighted the City's shift from response to preparing for recovery. The report focused on the work underway to advance Guelph's economic and social recovery, along with the City's own plans for organizational recovery. Among the economic and social initiatives highlighted was [Grow Back Better](http://guelph.ca/growbackbetter), which refocuses \$1.6 million of the Smart Cities funding over the next 18 months to support recovery efforts that align with the Our Food Future initiative. More information on this initiative is available at foodfuture.ca.

Planned Tier 1 projects:

The following Tier 1 projects are currently in the initiation and planning stage. Updates for these new projects will be provided as they move into development.

- Wyndham Street North / St. George's Square reconstruction;
- Electric Vehicle Transit.

1. Wyndham Street North / St. George's Square reconstruction

In Q1 2020 the Engineering and Transportation Services team started outlining the scope and structure of the downtown renewal program, which will include reconstruction of Wyndham Street North and St. George's Square. Due to the COVID-19 pandemic, the work continues to be paused and will restart as soon as possible.

2. Electric Vehicle Transit

In Q2 2020 the Facilities and Energy Management Team, in cooperation with Guelph Transit and Fleet Services, started outlining the scope and structure of the Electric Vehicle Transit Program, which is proposed to include a new Guelph Transit electric bus facility and the conversion of the bus fleet from diesel to electric. Staff are preparing to bring a report to Council in fall 2020.

COVID-19 Implications (all Tier 1 projects)

City staff has been working through the implications of the COVID-19 pandemic. Impacts to some Tier 1 project schedules are reflected in the respective project summaries. Subsequent reports will identify new developments and associated mitigation strategies, where necessary.

Financial Implications

There are no direct implications from this report, the purpose of this report is to ensure financial transparency and accountability for these significant and complex projects. The timely and consistent reporting on these and future projects assists in keeping both Council and the public informed regarding the financial status of projects that represent a significant investment in the City.

Consultations

Staff from the following divisions were consulted for this report: Corporate Communications; Engineering and Transportation Services; Facilities and Energy Management; Business Development and Enterprise; Guelph Innovation District Office; Strategy, Innovation, and Intergovernmental Services; Information Technology; and Finance.

Strategic Plan Alignment

Priority

Working together for our future

Direction

Improve communication and delivery

Alignment

The information contained in this report, relating to current and planned Tier 1 projects, align with the City's Working together for our future strategic priority through improving communications to keep the Guelph community updated on the progress of key City's projects in a consistent and transparent manner.

Attachments

Attachment-1 Tier 1 Project Portfolio Dashboard – Q2-2020

Attachment-2 Guelph Police Service Headquarters Renovation Project – Q2-2020

Attachment-3 South End Community Centre Project – Q2-2020

Attachment-4 Wilson Street Reconstruction and Market Square Parkade Project Q2-2020

Attachment-5 Baker District Redevelopment including Guelph Main Branch Library Project – Q2-2020

Attachment-6 Transportation Master Plan – Q2-2020

Attachment-7 Canada's Smart Cities Challenge – Q2-2020

Departmental Approval

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Q2 end of June 2020































Basic Project Information

PROJECT	EXECUTIVE SPONSOR	PROJECT MANAGER	APPROVED BUDGET	FUNDING SOURCES	TARGET COMPLETION
<u>Wilson Street Reconstruction and Parkade</u>	Kealy Dedman, DCAO, Infrastructure, Development and Enterprise Services	Reg Russwurm, Manager, Design and Construction, Engineering and Transportation Services	\$25,275,000	Street 22% Tax, 62% Non-Tax, 16% Federal Gas Tax	Stage 1 and 2: Complete Stage 3: Complete
		Ken Vanderwal, Acting Manager, Facility Design and Construction		Bridge 100% Tax	Complete
				Parkade 50% Parking DC, 50% Tax Funded debt	Complete
<u>Guelph Police Service Headquarters Renovation</u>		Ken Vanderwal, Acting Manager, Facility Design and Construction	\$34,111,000	45% Development Charges, 55% Tax	Q3 2020
<u>South End Community Centre Design</u>	Kealy Dedman, DCAO, Infrastructure, Development and Enterprise Services and Colleen Clack, DCAO Public Services		\$4,100,000	80% Development Charges, 20% Tax	95% completed at December 2018; full completion Q4 2020
<u>Baker District Redevelopment (Master planning phase)</u>	Kealy Dedman, DCAO, Infrastructure, Development and Enterprise Services	Stephanie Guy, Project Manager, Special Projects, Business Development Enterprise	\$6,026,000	Library 24% Development Charges 76% Tax Baker District 100% Tax	Q4 2020
<u>Transportation Master Plan</u>	Kealy Dedman, DCAO, Infrastructure, Development and Enterprise Services	Jennifer Juste, Manager, Transportation Planning	\$970,000	55% Development Charges, 15% Public Transit Infrastructure Fund Grant, 30% Reserve Funding	Q2 2021
<u>Smart Cities Challenge</u>	Barbara Swartzentruber, Executive Director, Smart Cities Initiative	Cathy Kennedy, Manager, Smart Cities Initiative	\$10,000,000	100% funded Infrastructure Canada	Q4 2024

Q2 end of June 2020

Dashboard

Project	Current			
	Scope	Schedule	Budget	
Wilson Street Reconstruction	 Within scope	 On schedule	 Within budget	
Parkade	 Within scope	 On schedule	 Within budget	
Guelph Police Service Headquarters Renovation	 Within scope	 Behind revised schedule*	 Over budget**	
South End Community Centre Design	 Within scope	 On revised schedule	 Within budget	
Baker District Redevelopment (Master planning phase)	 Within scope	 On revised schedule***	 Within budget	
Transportation Master Plan	 Within scope	 On revised schedule****	 Within budget	
Smart Cities Challenge	 Within scope	 On schedule	 Within budget	

* The City will work with the bonding company assigned contractor on developing completion schedule. The City objective is to maintain current completion at the end of September 2020.

** At the end of June, 99 per cent of the budget has been spent, and costs already committed could put spending over budget by an estimated three per cent.

*** Schedule extended to accommodate delayed community engagement, disrupted by COVID-19 restrictions.

**** The Steering Committee approved a revised schedule to reflect the impacts on the project from the COVID19 pandemic on community engagement and resourcing constraints.

Q2 end of June 2020

Guelph Police Service Headquarters Renovation



Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Ken Vanderwal, Acting Manager, Facility Design and Construction
Approved Budget	\$34,111,000
Funding Sources	45% Development Charges, 55% Tax
Project Deliverables and Scope	<p>GPS headquarters is undergoing an expansion and renovation to meet the needs of our community's police services today and 25 years from now. This work will bring the facility up to today's health and safety standards, provide the appropriate space—long-term—for police operations and personnel, and replace the building's aging equipment.</p> <p>The renovation includes gutting and rebuilding the inside of the existing building and the expansion includes the construction of two new wings—on the east and west sides of the existing building. Additional details available at guelph.ca/gpsreno.</p>
Target Completion	Q3 2020

Project Status



Within scope



Behind revised schedule*
98% of construction work completed

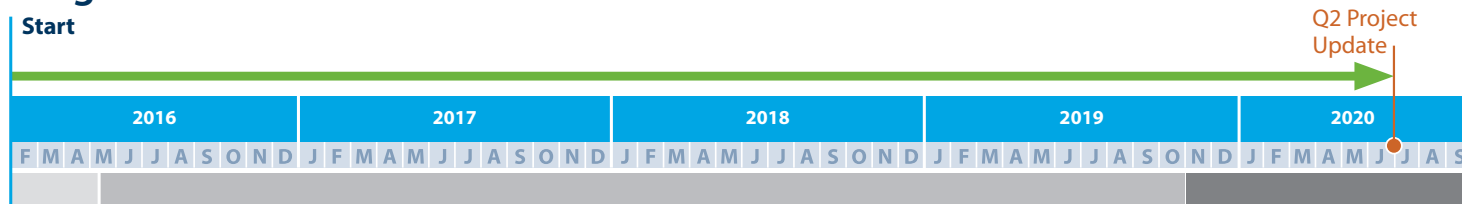


Over budget**
99% of total (approved) budget spent to date

* The City will work with the bonding company assigned contractor on developing completion schedule. The City objective is to maintain current completion at the end of September 2020.

** At the end of June, 99 per cent of the budget has been spent, and costs already committed could put spending over budget by an estimated three per cent.

Progress to date



- Construction preparation
- Phase 1 (east and west wing renovations)
- Phase 2 renovation
- Deficiency rectification and warranty period (one year) will start after construction completion

Q2 end of June 2020

South End Community Centre Design



Main entrance view from east. Artist's interpretation. Subject to change.

Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services Colleen Clack, Deputy Chief Administrative Officer, Public Services
Project Manager	Ken Vanderwal, Acting Manager, Facility Design and Construction
Approved Budget	\$4,100,000
Funding Sources	80% Development Charges, 20% Tax
Project Deliverables and Scope	Design of a community centre of an approximate area of 165,000 square feet consisting of a twin pad arena, an aquatic facility, a double multi-purpose gymnasium, program space, meeting rooms and indoor walking track and administration spaces. The project will provide a conceptual rendering, detail design drawings and a cost estimate for construction. For additional details, visit guelph.ca/living/recreation/rec-facilities/south-end-recreation-centre/ .
Target Completion	Q4 2020

Project Status



Within scope



On revised schedule*



Within budget
49% of total (approved) budget spent to date

*95% completed at December 2018; parking variance approved in Aug 2019. Incorporating design changes related to zero carbon building.

Q2 end of June 2020

Wilson Street Reconstruction and Parkade



Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Street: Reg Russwurm, Manager, Design and Construction, Engineering and Transportation Services Parkade: Ken Vanderwal, Acting Manager, Facility Design and Construction
Approved Budget	\$25,275,000
Funding Sources	Street: 22% Tax, 62% Non-Tax, 16% Federal Gas Tax Bridge: 100% Tax Parkade: 50% Parking DC, 50% Tax Funded debt
Project Deliverables and Scope	A new parking structure with approx. 490 parking spaces, replacement of the Norfolk Pedestrian Bridge and reconstruction of Northumberland Street between Wilson and Norfolk streets, and reconstruction of Wilson Street between Gordon and Macdonell streets. For additional details, visit guelph.ca and search Wilson street reconstruction and parkade .
Target Completion	Grand Opening October 26, 2019. Final deficiencies to be addressed in Q3 2020.

Street Project Status



Within scope*



On schedule

Parkade Project Status



Within scope**



On schedule



Within budget
98% of total (approved) budget spent to date

***Street:** Opened to Public Oct 22, 2019.

****Parkade:** Opened to Public Oct 22, 2019.

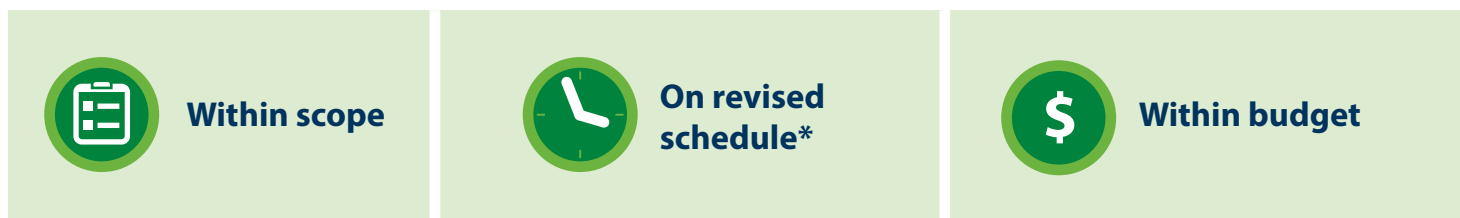
Q2 end of June 2020

Baker District Redevelopment (Master planning phase)



Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Stephanie Guy, Project Manager Special Projects, Business Development Enterprise
Approved Budget	\$ 6,026,000
Funding Sources	Library: 24% Development charges; 76% Tax; Baker District: 100% Tax
Project Deliverables and Scope	<p>The Baker District Redevelopment Project is a City of Guelph-initiated development aimed at transforming the existing surface parking lot and adjacent properties fronting Upper Wyndham Street into a unique, mixed-use development. The purpose of this phase was to operate in accordance with the Letter of Intent that serves as the basis for the parties to execute a commercial agreement relating to the redevelopment of the site. Integral to this phase of the project is the completion of the functional program and concept design for the new central library.</p> <p>For more information visit https://guelph.ca/business/downtownbusiness/bakerdistrict/</p>
Target Completion	Q4 2020

Project Status



*Schedule extended to accommodate delayed community engagement, disrupted by COVID-19 restrictions.

Progress to date



- RFP and Preliminary Negotiation Stage
- Master Planning and Negotiation Stage
- Library program: Concept design
- Community engagement

Q2 end of June 2020

Transportation Master Plan



Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Jennifer Juste, Manager, Transportation Planning
Approved Budget	\$970,000
Funding Sources	55% Development Charges, 15% Public Transit Infrastructure Fund Grant, 30% Reserve Funding
Project Deliverables and Scope	The Transportation Master Plan is a Municipal Class Environmental Assessment Study to provide a significant update to the 2005 Guelph-Wellington Transportation Strategy. The update will track progress on outstanding recommendations from the previous plan, ensure alignment with policies adopted since 2005, and identify a vision, goals and recommendations to prepare the City to transport people and goods to 2031 and beyond.
Target Completion	Q2 2021

Project Status

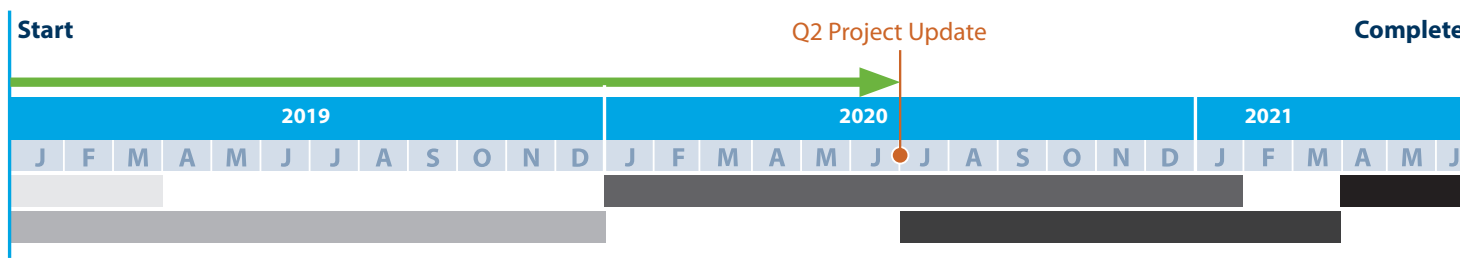
Within scope

On revised schedule*

Within budget

* The Steering Committee approved a revised schedule to reflect the impacts on the project from the COVID19 pandemic on community engagement and resourcing constraints.

Progress to date



- Contract negotiation and project initiation
- Community engagement, policy research and transportation modeling
- Evaluation and selection of preferred network; presentation to Council of preferred option
- Implementation and financial plan
- Council presentation of final TMP

Q2 end of June 2020

Smart Cities Challenge



Executive Sponsor	Barbara Swartzentruber, Executive Director, Smart Cities Initiative
Project Manager	Cathy Kennedy, Manager, Smart Cities Initiative
Approved Budget	\$ 10,000,000
Funding Sources	100% funded Infrastructure Canada
Project Deliverables and Scope	<p>This initiative is designed to deliver the expectations of the Smart Cities proposal as articulated in the contribution agreement with INFC – specifically, those milestones and metrics associated with the 50X50X50 goals.</p> <p>Goal 1: Increasing access to affordable, nutritious food by 50%</p> <p>Goal 2: Creating 50 new circular business collaborations and opportunities</p> <p>Goal 3: Increasing circular economic revenues by 50% by valuing waste as resource</p> <p>For more information visit http://foodfuture.ca/</p>
Target Completion	Q4 2024

Project Status



Within scope



On schedule



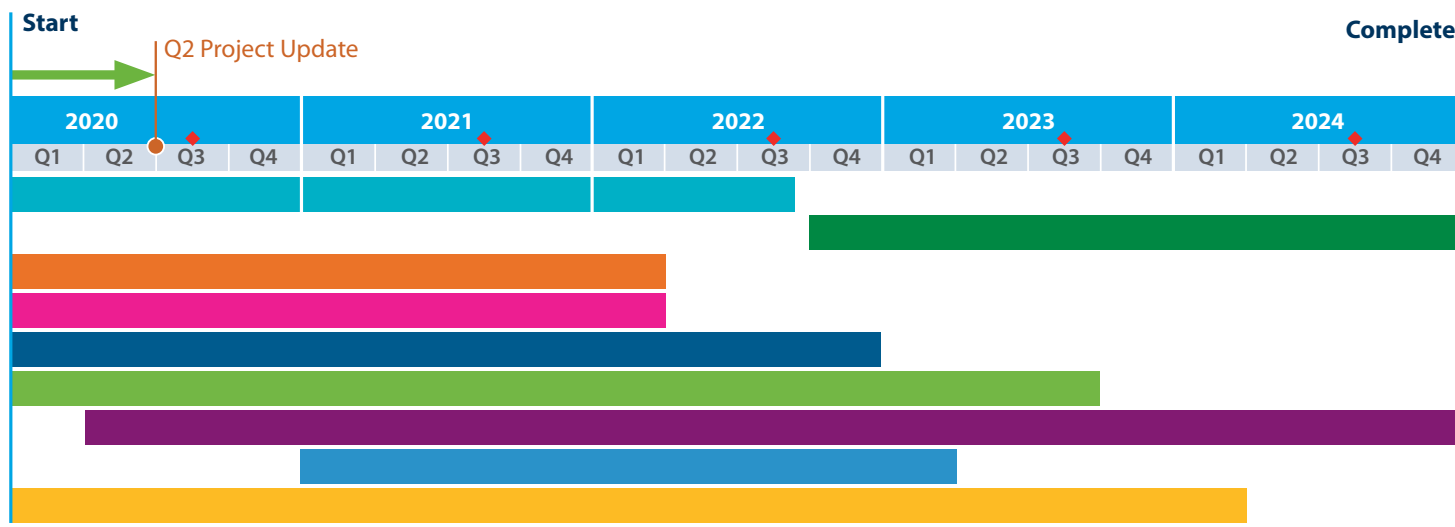
Within budget

Q2 end of June 2020

Smart Cities Challenge



Progress to date



- ◆ Contract Negotiations with INFC (Yearly)
- Project: Asset and Behavior Mapping
- Project: Circular Food Security & Health Action Plan
- Project: Circular Food Economy Innovation Hub (CFE iHub)
- Project: The HarveSt Impact Fund
- Project: New Food Economy Skills and Training
- Project: Business Tools and Services
- Project: "Reimagine Food" Awareness Campaign
- Project: Circular Carbon Credits
- Project: Circularity in Municipal Waste Systems

Information Report



Service Area	Corporate Services
Date	Friday, July 24, 2020
Subject	Council Composition and Employment Status, Ward Boundaries and Voting Systems and Methods Review Update

Executive Summary

Purpose of Report

To provide updated timelines for completion of the Council Composition and Employment Status, Ward Boundaries, and Voting Systems and Methods Review.

Key Findings

The Council composition and employment status and ward boundaries reviews were paused in April 2020 due to the COVID-19 pandemic.

Staff have worked with the successful proponents, Watson and Associates Economists Ltd. in partnership with ICA Associates Inc., to develop a revised timeline for the Council composition and employment status and ward boundaries reviews which includes online community engagement in place of in-person community engagement. A summary of the revised timelines and associated deliverables is as follows:

Phase One – Council Composition and Employment Status Review – Revised Timeline

August 17 – September 4, 2020 – online engagement period

August 25, 2020 – online engagement event

November 5, 2020 – Special City Council meeting to debate phase one recommendations

Phase Two – Ward Boundary Review – Revised Timeline

January/February, 2021 – online engagement period

May/June, 2021 – Special City Council meeting to debate phase two recommendations

Financial Implications

There has been no financial impact to the cost of the project due either to the COVID-19 pandemic delay or move to online community engagement.

Report

Details

Background

On December 13, 2019, an information report titled [Council Composition, Ward Boundaries and Voting Systems and Methods Review Update](#) identified Watson and Associates Economists Ltd., partnered with ICA Associates Inc., Dr. Robert J. Williams and Dr. David T. Siegel, as the successful proponents to deliver phase one and two (council composition and employment status and ward boundary review) of the project. The report also set out the timelines and deliverables for each phase of the project.

In April 2020, in response to COVID-19 restrictions on public gatherings, phase one of the project was paused prior to the commencement of in-person community engagement.

In an effort to move forward with the project prior to the 2022 municipal election, staff have worked with Watson and Associates Inc. to develop a revised timeline and online community engagement plan scheduled to begin in August 2020. A copy of the revised timeline is included as Attachment-1.

Changes to the project are noted below.

Phase One – Council Composition and Employment Status Review

Timelines for phase one of the project have been adjusted with the objective that any changes to Council composition and ward boundaries be in place for the 2022 municipal election. To achieve this, the project will resume with a shift from traditional in-person community engagement to three weeks of online community engagement beginning August 17 and ending on September 4, 2020. In addition, a workshop/townhall virtual meeting will take place on August 25, 2020. Previously, community engagement was scheduled to avoid the traditional July and August summer vacation months. However, in order to keep the possibility of having changes in place for the 2022 municipal election, it is necessary that engagement begin as soon as possible.

Unlike traditional in-person engagement, online engagement tools will allow those interested in the project to engage with the City, including the virtual workshop/townhall, on their own time and in a remote manner (on-line or via telephone). A report outlining the results of the Council composition and employment status review will be brought forward to City Council in a report to be made available on guelph.ca on October 22, 2020. City Council will meet at a Special City Council meeting on November 5, 2020 to debate the proposed changes.

Phase Two – Ward Boundary Review

Phase two of the project, which includes a recommendation on revised ward boundaries that reflect City Council's decision made as part of phase one, will commence with online community engagement activities in January/February, 2021. A staff report outlining the results of the ward boundary review will be brought to City Council at a second dedicated Special City Council meeting in the second quarter of 2021.

Impacts on 2022 Municipal Election

Changes to ward boundaries, as [per s. 222 \(4\) of the Municipal Act](#), are appealable to the Local Planning Appeal Tribunal (LPAT) within 45 days of the passing of a by-law which alters existing ward boundaries. Following City Council's approval of revised ward boundaries in the second quarter of 2021, the new timeline will permit six months to accommodate a potential LPAT appeal where previously there had been one year. Due to the lengthy time required for a ward boundary by-law to move through the appeal process, it would be preferable to allocate one year for the hearing of an appeal. Given that only six months can now be allotted for the LPAT appeal to take place, as a result of the delay caused by the COVID-19 pandemic, there is a possibility that changes to Council composition and ward boundaries will not be in force for the 2022 municipal election, but rather the 2026 election.

Phase Three – Voting Systems and Methods

Council must make a decision regarding voting systems and methods before May 1, 2021 to meet the requirements of [Section 42 \(1\) of the Municipal Elections Act](#). A review of the voting systems and methods will begin immediately following City Council's decision with respect to phase one in November, 2020.

Online community engagement will begin on November 9, 2020 and run for a three-week period ending November 27, 2020. A final report to City Council will be presented in the first quarter of 2021 and will include a staff recommendation regarding the use of voting systems (first-past-the-post or ranked balloting for City Council offices) and methods (tabulator, internet voting, vote-by-mail and/or telephone voting).

Phase three will be led by the City Clerk's Office. Staff in Corporate Communications and Customer Service and the City Clerk's Office will develop a comprehensive communication plan for all phases of the review.

Financial Implications

There has been no financial impact to the cost of the project due either to the COVID-19 delay or move to online community engagement.

The full \$230,000 cost associated with phase one and two of the project is funded from the Tax Rate Operating Contingency Reserve on a one-time basis. Any costs associated with phase three will be funded from the Election Reserve.

Any future costs resulting from changes to Council composition, such as office equipment, support staff and furniture, will be identified as part of a Council remuneration and support review in 2021 and in preparation for the 2022-2026 term of Council.

Strategic Plan Alignment

This project aligns with the strategic plan priority of working together for our future by ensuring that Guelph's governance model effectively represents the needs of residents and the Corporation of the City of Guelph.

Attachments

Attachment-1: Council Composition and Employment Status, Ward Boundaries, and Voting System and Methods Review Revised Timeline

Departmental Approval

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Revised Council Composition and Employment Status, Ward Boundaries, and Voting System and Methods Review Timeline

Phase	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Phase 1 - Council Composition		Paused Due to COVID-19	Online Community Engagement	Final Report to City Council				
Phase 2 - Ward Boundaries			Online Community Engagement Planning		Online Community Engagement	Final Report to City Council	Time allocated for the hearing of an LPAT appeal of the proposed ward boundaries	
Phase 3 - Voting Systems and Methods			Online Community Engagement Planning	Online Community Engagement	Final Report to City Council			
						May 1, 2021 - Deadline for the approval of voting systems and methods for 2022 election	Dec. 31, 2021 - Deadline for the approval of ward boundary changes for 2022 election	

Information Report



Service Area	Office of the Chief Administrative Officer
Date	Friday, July 24, 2020
Subject	Safe Restart Agreement Funding for Municipalities

Executive Summary

Purpose of Report

The purpose of this report is to provide information on the Federal/Provincial Safe Restart Agreement in Ontario with a focus on potential impacts for the City of Guelph. Total provincial and federal funding unlocked by the Safe Restart Agreement for municipal governments across Canada is \$7.6 billion for use over the next six to eight months. Ontario's portion of the federal funding for use across seven priority areas, including municipal governments and public transit, is \$7 billion. According to the CBC, \$1 billion in funding from the federal government is reserved for public transit in Ontario, for a total of \$2 billion should the province match the federal offer. As a next step, Ontario is required to outline how it will use the funds in order to access federal dollars. Further details on funding for Ontario's municipalities is therefore expected in upcoming days.

Key Findings

How much Ontario municipalities will receive remains unknown (the province has not been clear about the amounts they will be matching), as do allocations for individual municipal governments. Another outstanding detail is the funding formula that will be used to distribute the funding across Ontario's municipalities. It is also unclear whether municipal governments will be able to access funding earmarked for other priority areas where they are the frontline service provider.

Staff continue to seek out information and advocate for funding for the City. It is important that the funding be flexible, equitably distributed and transferred to municipal governments without strings attached. Given the funding is intended to support municipalities for six to eight months, the City should also prepare to advocate for funding in future rounds of provincial and federal negotiations. Further, staff will continue to seek out details about and advocate for proposed economic stimulus supports from the anticipated COVID-19 stream of the Investing in Canada Infrastructure Program (ICIP) and other funding opportunities available.

Financial Implications

Although it remains unclear how much funding the City will receive from the Safe Restart Agreement, it is unlikely that the amount will be sufficient to fully offset the lost revenues and increased costs resulting from the City's response to the COVID-19 pandemic to date. This funding is nonetheless welcome, and will be helpful in

reducing the projected deficit for 2020 and to help the City prepare to respond to a potential second wave of COVID-19 infections in the months ahead.

The financial impacts of the pandemic will impact the City's revenues and costs beyond 2020 and these emergency funds will help to maintain the City's contingency reserves through this extended period of uncertainty.

Report

Details

The federal government's announcement of the \$19 billion Safe Restart Agreement follows extensive negotiations with the province and territories and months of municipal advocacy. This is an additional \$5 billion from the initial proposal announced by the Prime Minister in early June. As part of the Agreement, funding is earmarked for use by the provinces in specific categories, although some flexibility is retained.

The seven categories are:

- Funding for municipalities to support operational and COVID-19 costs (\$2 billion Canada-wide to be matched by the provinces for a total of \$4 billion), plus investments in public transit (federal matching of provincial investments up to \$1.8 billion)
- Support for increasing COVID-19 testing, contact tracing and collecting public health data (\$4.2 billion)
- Personal protective equipment for health care workers and other essential workers (\$4.5 billion)
- A national paid sick leave program (\$1.1 billion)
- Childcare supports (\$625 million)
- Support for vulnerable populations, including in long-term care, home care and palliative care;
- And investments in health services, including for those experiencing challenges with substance abuse, mental health and homelessness.

As Chair of LUMCO, Mayor Cam Guthrie joined other municipal associations to support the Federation of Canadian Municipalities' call for \$10 billion in emergency relief funding for municipalities from the federal government. The estimated shortfall Canada-wide is \$10-15 billion. The Canadian Urban Transit Association also projected a \$2.4 billion shortfall nation-wide for public transit. These figures suggest that the total \$7.6 billion federal and provincial funding envelope for municipal governments across Canada will be insufficient to address the total municipal need in 2020. In acknowledging the need for further funding in six to eight months, you may assume that the federal government recognizes more supports will be necessary, especially in the event of a second wave.

Since the Declaration of Emergency, the City has lost approximately \$20 million in revenues and accumulated \$4 million in unplanned costs to respond to COVID-19. The projected deficit for 2020 is between \$10 to \$13 million. These figures are currently being updated and revised figures will be released in August.

Further to the Safe Restart Agreement, the province and federal government have yet to release details about stimulus funding under the proposed ICIP COVID-19 stream. Stimulus supports that invest in critical municipal infrastructure are necessary to ensure the community's economic recovery. Additional information about this new stream, future intakes under the Green stream, and decisions under the Recreation and Community Stream are outstanding. Staff are preparing to advocate for shovel-worthy projects for provincial and federal consideration once further details are known.

Financial Implications

Although it remains unclear how much funding the City will receive from the Safe Restart Agreement, it is unlikely that the amount will be sufficient to fully offset the lost revenues and increased costs resulting from the City's response to the COVID-19 pandemic to date. Funding is nonetheless welcome, and will be helpful in reducing the projected deficit for 2020 and to help the City prepare for and respond to a potential second wave of COVID-19 infections in the months ahead.

The financial impacts from the pandemic will impact the City's revenue and costs beyond 2020 and these emergency funds will help to maintain the City's contingency reserves through this extended period of uncertainty.

Consultations

Finance

Strategic Plan Alignment

This report aligns to each of the priority areas in the Strategic Plan.

Securing emergency operating relief funding from the federal and provincial governments is critical in maintaining the City's delivery of core services, including public transit. Investments in critical municipal infrastructure will also be necessary to get our local economy back on track as we recover from the COVID-19 pandemic, respond to the needs of our local economy and build a more resilient community for the future.

Attachments

None.

Departmental Approval

None.

Report Author

Leslie Muñoz, Manager, Policy and Intergovernmental Relation

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Information Report



Service Area	Office of the Chief Administrative Officer
Date	Friday, July 24, 2020
Subject	City of Guelph Commitment to Diversity Inclusion and Anti-racism Initiatives

Executive Summary

Purpose of Report

This information report serves as an introduction, to start a formal dialogue about how our organization will take action against racial injustice and ensure inclusivity and equity for everyone in Guelph. We know that this is a long-term commitment and one that must be made in solidarity and collaboration with community organizations and individuals most affected.

This report will cover three areas of work:

1. Supporting community-driven systemic action through the Community Plan.
2. Creating and maintaining an inclusive workplace through the launch of the Employee Diversity and Inclusion Plan.
3. Acting on Strategic Plan opportunities to embed anti-racism and inclusion practices and principles into our services, service delivery, policies and decision-making processes.

Key Findings

Anti-racism marches across the world and here in Guelph have galvanized our community towards a deep reflection of our role in fighting for equity of opportunity, safety and inclusion for all.

There are immediate opportunities that the Community Plan, Employee Diversity and Inclusion Plan and the new Strategic Plan presents for the City to take action against racial injustice and to ensure inclusivity and equity for everyone in Guelph.

This work must happen in collaboration with those most affected and this dialogue must be sustained and open and result in concrete action and change.

Staff will bring forward additional updates on this important body work, with clear implications and recommended action for the organization over the coming months.

Given the importance and corporate-wide nature of this work, the CAO's office will provide centralized leadership and oversight.

Financial Implications

The Community Plan and Employee Diversity and Inclusion Plan initiatives are funded through existing budget. Additional initiatives deriving from work stated in the Strategic Plan will come forward as part of the 2021 – 2024 operating budget.

Report

Details

The anti-racism protest marches across the world and here in Guelph have galvanized our community with a deep reflection on our role in fighting for equity of opportunity, safety, and inclusion for all. Anti-Black and anti-Indigenous racism have been especially highlighted by the killing of George Floyd in the United States and with other law enforcement-involved deaths and assaults in Canada. This has served to spark an awakening to the deeply rooted issue of systemic racism.

In our own community, where more than 5,000 people marched in a demonstration in support of Black and Indigenous lives, people and communities are uniting around anti-Black and anti-Indigenous racism. Conversations are taking place within organizations and groups throughout the community, including our own, about what needs to happen next to address systemic racism and ensure equity for everyone in an increasingly diverse and growing city.

In addition, our community is currently responding to the impacts of the COVID-19 pandemic and associated economic downturn. The secondary impacts of this crisis are still being understood, however early research from around the world suggests that this pandemic has disproportionately impacted certain populations for example based on race, gender, income, age and physical or mental health. To fully recover from the pandemic and build a more resilient community, we must collectively surface and address these disparities.

As a municipal government, we have an important opportunity and responsibility to listen, learn and take action to help address these issues as we implement the new Strategic Plan: Guelph. Future Ready. Council will receive the draft Future Ready Action Plan for discussion at a forthcoming workshop on July 27, 2020. This workshop will be an opportunity for Council to provide additional input on the key measures of success and to discuss potential financial strategies to make progress on these important initiatives.

This information report serves as an introduction, to start the formal dialogue about how our organization will take action against racial injustice and ensure inclusivity and equity for everyone in Guelph. We know that this is a long-term commitment and one that must be made in solidarity and collaboration with community organizations and individuals most affected.

This information report will cover three main areas of work. As additional areas of opportunity are identified, or work progresses, staff will bring forward further updates to Council.

1. Supporting community-driven systemic action through the Community Plan.
2. Creating and maintaining an inclusive workplace through the launch of the Employee Diversity and Inclusion Plan.

3. Acting on Strategic Plan opportunities to embed anti-racism and inclusion practices and principals into our services, service delivery, policies and decision-making processes.

Community Plan Review: Setting the community standard for the elimination of systemic racism

During 2018 and 2019, the City of Guelph developed a Community Plan shaped by the community, owned by the community, and implemented collaboratively with the community. This plan is intended to be a living document to be continuously reviewed, to ensure that we identify and address any gaps in how we build a City of belonging.

It was well-understood that this unique Community Plan “would help guide the work of local government and agencies that serve our community and provide a framework for monitoring our progress”. This plan and the supporting engagement and research have proven to be an invaluable resource for our organization. This community information has been used to support the development of multiple master plans, projects and programs. The plan has also been used by others in the community in their conversations and actions to strengthen Guelph’s future.

Today, we have an opportunity to be even more intentional in moving our City forward with the Community Plan as a foundation on which to build and grow in an inclusive way. Staff have started conversations with community members about how the Community Plan might better reflect this need and explore what it would require for Guelph to ‘set the community standard for the elimination of systemic racism in Canada’.

This work requires close collaboration and agreement with those most affected, including revisiting our goal as stated above, and ensuring that community voices are heard and drive the conversations, in an equitable way.

The Community Plan team will work with broad, representative community leadership and invite their guidance and direction from the outset to fully develop the scope of the work, to validate the overarching goal, and to agree to the next steps.

We anticipate there will be four main components to the Community Plan work, all of which will need to be agreed upon in partnership with community leadership.

1. Facilitating conversations to develop a project scope and direction.
2. Exploring how to measure and report on Guelph’s progress toward inclusion, diversity and anti-racism.
3. Reviewing available data to determine or confirm our most pressing challenges and finding ways to collect data where none exists.
4. Supporting broader conversations, listening to the ones already happening and using community engagement tools.

Staff will bring back regular updates to Council on progress and the City’s contributions to this important work and the implications for City services, policies and decision-making frameworks in the future.

City of Guelph Diversity and Inclusion Plan

The City of Guelph's Employee Diversity and Inclusion Plan aims to build a more inclusive and engaged workplace, where employees seek and value diversity as a strength for their work. To enable equity of experience for the community, our organization must embody diversity and inclusion in its culture and its workforce. The plan builds on the knowledge we have from our employees' engagement, the ideas of our teams, and is further informed by the results of an employment systems review and our relative strengths and challenges with recruiting in a way that attracts diverse candidates, and develops employees who are reflective of the labour market. The resulting plan is a developing roadmap that details the commitments and actions needed to anticipate and act in the service of an engaged workforce that innovates, shows resilience and is competitive within a changing labour market.

Attracting and developing talent that is reflective of the labour market

A review of our census data against labour market data, in addition to an employment system review, showed several areas of opportunities to be more reflective of the labour market. This data is especially helpful as teams plan strategic recruitment and internal talent development activities for changes associated with potential retirements, COVID-19 recovery or service change demands, and our new Strategic Plan priorities. The census data review shows the largest gap of under-representation was with people who identified with the census category of "visible minorities" across all types of work at The City of Guelph, and people who identified as women in roles that are typically associated with CUPE 241, CUPE 973 and ATU 1189 roles. Human Resources (HR) is using this data, and has developed several partnerships, strategic outreach campaigns, mentorship and internship programs in the past years. A review of our external recruitment 2014 - 2019, shows an increase with recruitment of women in skilled craft and trades, and professionals and technicians who identify with the census category of visible minorities. Significant opportunities remain with attraction, development and retention of employees who identify with the census category of visible minorities, have disabilities and those that identify as Indigenous, First Nations, Inuk (Inuit) or Métis. The census data will continue to support our efforts as we move into implementation of our Employee Diversity and Inclusion Plan.

Employee Engagement

In the years leading towards the newest Employee Diversity and Inclusion Plan, our employee engagement is trending more positively.

- In 2014, engagement survey results showed that 42 per cent of employees were engaged/nearly engaged.
- In 2016, 40 per cent of employees were engaged/nearly engaged.
- For 2019, a new engagement survey methodology measured engaged/nearly engaged employees at 66.4 per cent. The engagement drivers that performed highest were Co-worker Relationships (66 per cent), Working Environment (60 per cent), and Benefits (54 per cent).

Although employee engagement appears to be increasing, the demographic engagement data shows some identity groups continue to experience lower

engagement. There may be a potential trend with some underrepresented groups being least engaged and scoring lower across the survey.

- people who are trans gender (n=5, 20 per cent engaged/nearly engaged),
- people with a disability (n=57, 40 per cent engaged/nearly engaged).

However we are seeing similar engagement for individuals compared to overall levels with people identifying as a visible minority (n=92, 72 per cent engaged/nearly engaged), and people who identify as Indigenous, First Nations, Inuk (Inuit) or Métis (n=11, 72 per cent engaged/nearly engaged).

The focus areas of the Employee Diversity and Inclusion Plan, and our 2020 Action Items include:

1. Commit to an inclusive culture

Commitment, the first priority area of the Employee Diversity and Inclusion Plan, focuses on developing the City as a diverse and inclusive workplace. At the City, we will embed a diversity and inclusion approach into our culture through our leaders, employee engagement and policy development.

2020 Action Items

- Start an inclusive leadership development series to establish the behaviours needed to lead an inclusive organization.
- Embed diversity and inclusion messages into Executive Team communications (Town Hall meeting content, CAO email updates to employees, DCAO communications to Service Areas, etc.).
- Recruit a Welcome Workplace Team to provide guidance for the implementation of the plan.
- Develop and start to report on the metrics needed to track our journey.
- Recognize change, share stories of inclusion and innovation more widely with our workplace and community.

2. Flexible mindset and work practices

Having a flexible workplace will help our employees and leaders to recognize and value diversity, and practice the inclusive skills. Flexibility also includes providing training opportunities for employees that will support their professional development, and foster an innovative, resilient workplace.

2020 Action Items

- Engage in dialogue and consultation to develop anti-racism, conflict resolution and history of residential school training called for in the Truth and Reconciliation Report and through the advocacy of our community.
- Launch employee resource groups (ERGs). These groups informally build a community of employees who have common experience, and interest in developing their careers at The City of Guelph. The groups participate in mentoring, networking, learning and sharing of ideas to support internal talent growth, retention and engagement. The ideas are often used to help develop more inclusive employee experiences and can also be used to access insight with service or program design.

3. Networks and industry partnerships

Partnerships are important for all the work we do at the City. These partnerships help us to develop our skills with recognizing, developing, attracting and retaining the talented people we need now and into the future.

2020 Action Items

- Engage with our community, local employment serving organizations and professional networks to understand how the recruitment process is experienced. The information will help HR and leaders to take action in making our internal and external recruitment processes more inclusive, and yielding the calibre of talent that our services and teams demand.
- Build relationships to learn and share experience as we develop more inclusive HR policy and employee programs (performance reviews, religious inclusion, flexible work options, etc.).

Tracking our Journey

The Global Benchmark for Diversity and Inclusion (GBDI) offers several leading indicators to help understand our progress. Our goals for 2022, include:

- Employee engagement data will show progress towards greater and more consistent levels of engagement.
- Demographic data on workforce across the talent management trajectory that is more reflective of the labour market.
- The Employee Diversity and Inclusion Plan vision and goals, as well as the requirement to embed equity, prevent harassment, and reduce discrimination, are fully supported and rewarded.
- Leaders hold themselves and others responsible for achieving the Employee Diversity and Inclusion Plan goals and objectives.
- The Employee Diversity and Inclusion Plan vision and goals, as well as the requirement to embed equity, prevent harassment, and reduce discrimination, are fully supported and rewarded.

Acting on opportunities in our Strategic Plan

The City acknowledges its role and responsibility to take action against systemic racism to achieve diversity, inclusion and equity in policy, programs and strategies. The City's vision, mission and values, our new Strategic Plan and the Community Plan provide the foundation and decision-making frameworks to help us achieve this.

The City, through the strategic planning process, reviewed its corporate vision, mission and values (VMV). This process incorporated the input of over 450 employees and engaged a broad cross section of our organization in various engagement activities. The result of this engagement was that employees were clear that our VMV needed to better reflect a shared commitment to inclusion and diversity. The City now has a new vision, mission and set of values that guide our work and will be used as a foundation to important organizational systems such as policy, programs and strategies. This is an important step and signals our intent to work in partnership with the community to make our organization welcoming and responsive to everyone; Black, Indigenous, people of colour, people who identify as

members of LGBTTIQQ community, those who have disabilities and other underrepresented groups.

We acknowledge that there are clear gaps to address and opportunities to be more effective. These efforts require a long-term commitment with a corporate-wide response, and meaningful collaboration with representative diverse groups of people in an open, honest and responsive way to effect the change that's needed.

In recognition of the importance and corporate-wide nature of this work, the CAO's Office will provide centralized leadership and oversee the coordination of various diversity and inclusion initiatives, with the CAO acting as the executive sponsor. Consistent with our vision, mission and values, this approach will provide leadership and visibility to ensure we extend our commitment to diversity and inclusion to all of our internal and external interactions.

The Strategic Plan provides specific opportunities for us to support diversity, inclusion and anti-racism action. Although the organization does have a strong foundation to build from in meeting legislated requirements (examples include: accessibility, community engagement, the new Employee Diversity and Inclusion Plan, museum and recreational programming), there are certainly gaps and areas that we can address more comprehensively and explicitly. Currently, the City does not have a central coordinating body or clear definitive view to ensure all external facing services, policies or decision-making frameworks consistently achieve high inclusion and equity standards.

In addition, there are some examples of initiatives in our Guelph. Future Ready Action Plan and being undertaken to support the Strategic Plan that will be important levers to support inclusion and equity moving forward:

- Service Simplified and the creation of a digital service team
- Community Safety and Wellbeing Plan
- Multiple master plans and policy developments (including Parks and Recreation Master Plan, Official Plan, Economic Development Strategy)
- Our Food Future: Grow Back Better
- Review of Agencies, Boards and Committee membership
- A focus on data and improved business analytics
- Innovation and continuous improvement activities

As the Future Ready Action Plans are finalized over the coming months staff will report back to Council with clear plans to surface systemic gaps and provide recommendations for consideration.

Conclusion

As stated earlier, this information report signals the renewed focus of an intentional and sustained conversation about how the City can work in collaboration with community and other organizations to take action against systemic racism, and support diversity and inclusion initiatives.

There are immediate opportunities in the work of the Community Plan, Employee Diversity and Inclusion Plan and Strategic Plan. Staff will continue to provide updates to Council and the community as this work progresses.

Financial Implications

The Community Plan and Employee Diversity and Inclusion Plan initiatives are funded through existing budget. Additional initiatives deriving from work stated in the Strategic Plan will come forward as part of the 2021 – 2024 operating budget.

Consultations

This report was prepared in consultation with the Canadian Centre for Diversity and Inclusion who have supported the development of the Employee Diversity and Inclusion Plan.

A comprehensive engagement plan in partnership with the community and partner organizations which will support the initiatives and efforts outlined in this report.

Strategic Plan Alignment

The work identified in this report directly aligns to two priority areas of working together for our future. Specifically, this work will improve our ability to attract and develop accountable employees who work collaboratively and creatively to deliver services, as well as improve how the City communicates with residents and delivers services.

Attachments

None.

Departmental Approval

Jodie Sales, General Manager, Strategy Innovation and Intergovernmental Services

Report Author

Jennifer Smith, Manager, Corporate Community Strategic Initiatives

Joanne Oliver, Talent and Organizational Development Specialist

This report was approved and recommended by:

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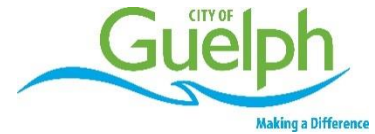
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Provincial and Federal Consultation Alert



Proposed Amendment to A Place to Grow: Growth Plan for the Greater Golden Horseshoe

Ministry

Municipal Affairs and Housing

Consultation Deadline

July 31, 2020

Summary

The Ontario government is consulting on a proposed amendment to A Place to Grow: Growth Plan for the Greater Golden Horseshoe. This update includes changes to the population and employment forecasts, the horizon year for planning, and other policies with the stated goals of increasing housing supply, creating jobs, attracting business investment, and better aligning with infrastructure.

The government is also consulting on a new Land Needs Assessment Methodology, which municipalities would use to ascertain the amount of land required to accommodate housing and jobs.

Proposed Form of Input

Submit staff comments on the Environmental Registry of Ontario posting at the links below.

Rationale

The proposed amendment and land needs assessment methodology are technical in nature and an interdepartmental team response with consultant support are appropriate for this review.

Lead

[Melissa Aldunate](#), Manager, Policy Planning and Urban Design

Links to Ministry Website

<https://ero.ontario.ca/notice/019-1680>

<https://ero.ontario.ca/notice/019-1679>

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Provincial and Federal Consultation Alert



Updating Ontario's Water Quantity Management Framework

Ministry

Ministry of the Environment, Conservation and Parks (MECP)

Consultation Deadline

2 August 2020

Summary

MECP has posted proposed regulatory changes on the Environmental Registry for public comment on the management of water takings to protect the long-term sustainability of surface water and ground water.

Proposed Form of Input

That the City of Guelph submit its comments on the province's regulatory proposals via the Environmental Registry.

Rationale

The City of Guelph is committed to protecting the local environment and ensuring the long-term sustainability of surface and ground water.

Lead

Environmental Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-1340>

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Provincial and Federal Consultation Alert



Discussion Paper on Modernizing Hazardous Waste Reporting in Ontario

Ministry

Ministry of the Environment, Conservation and Parks (MECP)

Consultation Deadline

18 August 2020

Summary

A discussion paper on modernizing hazardous waste reporting requirements has been posted by the MECP on the Environmental Registry. The discussion paper outlines proposals to shift reporting services to the Resource Productivity & Recovery Authority.

Proposed Form of Input

City Staff will provide a written submission on the Environmental Registry.

Rationale

The City of Guelph is responsible for waste collection in the community and at the Waste Resource Innovation Centre. For this reason, the City has an interest in consultation processes aimed at modernizing waste collection services.

Lead

Environmental Services

Link to Ministry Website

Contact Information

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Provincial and Federal Consultation Alert



Proposed Changes to Environmental Approvals for Municipal Sewage Collection Works

Ministry

Ministry of Environment, Conservation and Parks (MECP)

Consultation Deadline

22 August 2020

Summary

MECP is proposing changes to the environmental approval process for low-risk municipal sewage works by implementing a Consolidated Linear Infrastructure Permissions Approach.

Proposed Form of Input

The City of Guelph will provide a submission on the Environmental Registry of Ontario.

Rationale

As a provider of municipal wastewater services the City of Guelph has an interest in providing input on proposals impacting sewage collection. Protecting the local environment for the benefit of the community is also a key priority for the City.

Lead

Engineering and Transportation Services & Environmental Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-1080>

Contact Information

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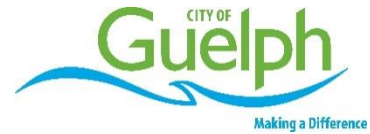
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Provincial and Federal Consultation Alert



2021 Federal Budget Consultations

Ministry

House of Commons Standing Committee on Finance

Consultation Deadline

7 August 2020

Summary

The House of Commons' Standing Committee on Finance is hosting pre-budget consultations in advance of the 2021 Budget. The Committee is particularly interested in measures the Federal government could take to restart the Canadian economy as it recovers from the COVID-19 pandemic.

Proposed Form of Input

The City should provide a written submission to the pre-budget consultation process.

Rationale

Preparing a written submission as part of the federal pre-budget consultation process will be important to advance the City's interests as the municipality and our local community recover, resume regular business under the 'new normal,' and prepare for future waves of the pandemic.

Lead

Intergovernmental Services

Link to Ministry Website

<https://www.ourcommons.ca/DocumentViewer/en/43-1/FINA/news-release/10797375>

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Wednesday, July 22, 2020

Amarjot Sandhu
Member of Provincial Parliament, Brampton West
Chair, Standing Committee on Finance and Economic Affairs
Ontario Legislative Assembly
Room 261, Legislative Building, Queen's Park
Toronto, Ontario M7A 1A8

Julia Douglas
Committee Clerk, Standing Committee on Finance and Economic Affairs
Ontario Legislative Assembly
99 Wellesley Street West
Room 1405, Whitney Block, Queen's Park
Toronto, ON M7A 1A2

Dear Mr. Sandhu and Ms. Douglas,

RE: Standing Committee Hearings on COVID-19 Impacts on Municipalities and the Construction and Building Sectors

I am pleased to submit comments to the Standing Committee on Finance and Economic Affairs on how COVID19 has impacted the City of Guelph.

Throughout the pandemic the City of Guelph has been quick to do what is necessary to keep our community healthy. To do our part in reducing the spread of the virus, the City took extensive measures early on to continue providing essential frontline services to the public with enhanced cleaning and PPE protocols. We also paused non-essential services, converted our facilities into testing centres, installed Plexiglas barriers, provided emergency supports to those experiencing homelessness and launched [Grow Back Better](#), our 10-point plan to ensure an inclusive and green recovery. The City has also delayed property tax payments, made public transit and parking free and made critical investments to advance active transportation and to keep our local businesses afloat. Today, we have a thriving new outdoor Dining District, City Hall services and our Farmer's Market have reopened, and the people of Guelph can once again access many recreational facilities in the community.

Despite these successes as Guelph reopens, emergency measures have led to new and unplanned costs at a time when we are facing a steep decline in revenues. We have had to make tough choices. Like many municipal governments, emergency staff leaves, service reductions and capital project delays have been implemented to mitigate our COVID-19 impacts. We are currently facing a projected in-year deficit of \$8 million and climbing. To date, the City has seen a decline in revenues

of \$12 million and we have spent more than \$1.3 million in unbudgeted COVID-response related costs.

Without adequate supports from the provincial and federal governments, further service level changes, staff impacts, and capital project delays may be necessary, as well as property tax and user fee increases. This difficult conversation is occurring not only in Guelph but in council chambers across the province. The City faces great uncertainty as we adapt to new fiscal realities and begin budgeting for 2021.

Need for Sufficient Emergency Fiscal Relief for Municipal Governments

The City of Guelph has joined cities and towns across Canada to call on the federal and provincial governments to immediately provide adequate levels of emergency fiscal operating relief to municipal governments, followed by stimulus supports to revive local economies. On July 6th, 2020, City of Guelph Mayor Cam Guthrie issued a statement outlining the need for immediate provincial and federal support to cover lost revenue and additional costs caused by the COVID-19 crisis. Mayor Guthrie's call for action is part of a national effort, led by the Federation of Canadian Municipalities, to secure at least \$10 billion dollars in flexible emergency relief for municipalities, to be funded 100% by the federal and provincial governments. The Canadian Urban Transit Association has also called for an additional \$2.4B in funding to sustain hard-hit public transit systems until the end of 2020.

Speed, Equity and Flexibility in Safe Restart Agreement Funds

For these reasons, the City was pleased to hear the Prime Minister's July 16 announcement of the Safe Restart Agreement, which will provide \$19B in Federal funding to the provinces for use across 7 priority areas, including municipal governments. It is the City's understanding that the provinces will match federal funding for municipal governments for a total of \$4B Canada-wide for operating costs and \$3.6B for public transit. Premier Ford has also indicated that the total funding envelope for Ontario is \$7B although it remains unclear how much of this funding will go directly to municipal governments and their public transit systems.

The City of Guelph welcomes the Safe Restart Agreement. While it may be insufficient to address the full municipal need, it will go a long way to support municipal governments as we navigate these challenging times. The City is also pleased to hear that it is only intended to cover the next 6-8 months – it is positive to see federal and provincial acknowledgement that funding above the \$19B will be necessary.

We continue to wait for details on how much the City of Guelph will receive from Ontario's portion of the Safe Restart Agreement. The City encourages the province to proceed quickly in releasing the funds and to recognize both population levels

and ridership when it is determining how to equitably spread the funding across Ontario's municipalities. It is important the funding flow to municipal governments without additional strings attached. Given the current fiscal reality, municipal governments are not in a position to cost-share or match federal and provincial funding. It is also important that the City retain the flexibility to invest any funding it receives based on local priorities and needs.

Ongoing Need for Stimulus Investments in Critical Municipal Infrastructure

Our community will also need stimulus supports over and above emergency operating relief funding to get our local economy back on track. The City of Guelph shares the provincial priority of safely reopening Ontario for business to support economic recovery. To do this, the provincial and federal governments should inject stimulus funding into critical municipal infrastructure projects. Doing so will have a positive impact on our local economic recovery and encourage businesses and developers to stay and grow in Guelph. Alongside emergency operating relief funding, stimulus supports will reduce COVID related risks to essential service delivery and enable the City to avoid higher capital costs in the long term.

COVID19 Stream under the Investing in Canada Infrastructure Program (ICIP)

When it comes to stimulus supports, the City is pleased to hear that a new COVID19 stream has been proposed by the federal government under ICIP. We anxiously await additional details and have prepared a priority list of shovel-worthy projects for provincial and federal consideration. The City has a robust, industry leading asset management strategy that, combined with comprehensive Master Plans, drive our decision making on infrastructure investment and sustainability. We are ready to recommend key projects for provincial and federal funding that will stimulate recovery in Guelph. We encourage the province and federal government to move quickly on the new COVID19 stream and other existing streams under ICIP. The sooner municipal governments have access to and information about stimulus funding, the better.

When it comes to finalizing stimulus program details, I encourage the Standing Committee to consider Guelph's Principles for a COVID19 Stimulus Package:

1. Recovery and stimulus programs should support the priorities identified by municipal governments in their strategic plans
2. Infrastructure programs aimed at stimulating economic recovery should consider the full range of municipal asset needs, as identified through local asset management programs, and focus on sustainable, shovel worthy projects that aim to boost connectivity
3. Programs should consider municipal financial pressures, and be designed to make municipalities less dependent on other levels of government over time

4. Further enhance long-term recovery and resilience by encouraging collaboration with businesses, community organizations and other municipalities with a focus on mission-oriented innovation
5. Invest in enabling municipalities to be “future ready” as we make changes to respond to the new normal and include needs identification and implementation costs into program design
6. Programs should strive to increase environmental sustainability and community resilience to prepare and protect against future challenges
7. Simplify the application and reporting processes to allow municipalities to focus on recovery, service delivery and program execution
8. Avoid overlap or duplication of programs between levels of government; and
9. Programs should encourage capacity building and help scale smaller seed funded programs that prove successful.

It is my hope that the Standing Committee will recognize and respond to the pressing challenges facing municipalities during COVID19. Municipal governments will be at the heart of economic recovery in local communities. The City of Guelph would welcome expedited action from the province so that we can safely continue to help our businesses and residents during this period of recovery.

If you have any questions or comments about this submission, I encourage you to contact Leslie Muñoz, Manager, Policy and Intergovernmental Relations, for the City of Guelph at leslie.munoz@guelph.ca.

Sincerely,



Scott Stewart, Chief Administrative Officer

City of Guelph

T 519-822-1260 extension 2221

TTY 519-826-9771

E scott.stewart@guelph.ca

CC The Honourable Steve Clark, Minister of Municipal Affairs and Housing;
The Honourable Rod Phillips, Minister of Finance;
Mike Schreiner, Member of Provincial Parliament for Guelph;
Mayor Jamie McGarvey, AMO President;
Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, City of Guelph;
Trevor Lee, Deputy Chief Administrative Officer, Corporate Services, City of Guelph;



Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services, City of Guelph.

Wednesday, July 22, 2020

The Honourable Steve Clark
Minister of Municipal Affairs and Housing
Province of Ontario
College Park 17th Flr, 777 Bay St
Toronto, ON M7A 2J3

Dear Minister Clark,

RE: Bill 197, the COVID-19 Economic Recovery Act, 2020

I'm pleased to provide you with input from the City of Guelph on Bill 197, *the COVID-19 Economic Recovery Act, 2020*. The City appreciates the legislation's focus on reopening Ontario for business and getting our economy back on track as we adapt to our new normal in light of COVID19.

I will focus my comments on schedules of particular interest to the City, namely:

- Schedule 3, *the Development Charges Act*
- Schedule 17, *the Planning Act*
- Schedule 6, *the Environmental Assessment Act*
- Schedule 9, *the Marriage Act*
- Schedule 12, *the Municipal Act*; and
- Schedule 18, *the Provincial Offences Act*.

Schedule 3, the Development Charges Act

While Bill 197 does not eliminate municipal administrative and fiscal challenges arising from development charge (DC) payment deferrals, the City of Guelph is pleased with the amendments to the DC framework put forward by the legislation. In particular, the City welcomes the expansion of services eligible for DCs, the elimination of the 10% DC discount and the inclusion of studies as an eligible expense recoverable by DCs. We also support the two year transition timeline – this will give the City sufficient time to adapt to the new framework.

Despite positive elements in Bill 197, the City is disappointed to see that the legislation fails to clarify eligibility requirements for DC deferrals. It is the City's position that eligibility for DC deferrals should be based exclusively on development type rather than on the type of developer. This would prevent non-profits from

qualifying for 20 year DC deferrals in instances where they are developing market housing. Any measure intended to support the construction of affordable housing should be exclusive to affordable developments. Market housing developments should be ineligible regardless of the proponent.

Recommendation: Amend Section 26.1 (2) of the *Development Charges Act* to clarify that 20-year DC deferrals for non-profit housing developments do not include market rental developments proposed by non-profit organizations.

Schedule 17, the *Planning Act*

Schedule 17 of Bill 197 provides municipal governments with increased clarity on the province's new Community Benefit Charge (CBC) Framework although significant outstanding details remain that are to be addressed via regulation. The City is supportive of the flexibility the CBC framework grants municipal governments when it comes to identifying local priorities to fund using CBCs. The City also supports the reinstating of parkland and alternative parkland rates via by-law as indicated in the Bill.

A shortcoming of Bill 197 is that it makes CBC and Parkland Dedication By-Laws appealable to the Local Planning Appeal Tribunal (LPAT) and empowers the LPAT to amend municipal bylaws. This approach disempowers municipal governments and local councils.

Recommendation: Eliminate provisions in Bill 197 that would enable the LPAT to repeal or amend municipal CBC and parkland by-laws.

Although Bill 197 provides some clarity, many details about the CBC and parkland dedication frameworks are outstanding, including what percentage of land value will be used to calculate the maximum CBC, and CBC exemptions. Given these outstanding details, the financial impact of the CBC framework on municipal governments remains unclear. Additional consultation will be necessary as further details are proposed.

Recommendation: Hold public consultations on proposed regulations related to outstanding elements of the CBC framework prior to finalizing further details to allow municipal governments to provide additional input.

Schedule 6, the *Environmental Assessment Act*

The City of Guelph supports measures to modernize environmental assessments (EAs) to improve environmental outcomes, reduce duplicative and administratively burdensome requirements and to shorten timelines. Any provincial actions taken to streamline EAs must carefully balance environmental protections to ensure our natural environment is protected for generations to come.

Schedule 9, the *Marriage Act*

Schedule 9 amends the *Marriage Act* to extend the validity of marriage licenses that expired during the Declaration of Emergency up to 24 months after the emergency ends. The City of Guelph supports this provincial action. The City had previously recommended extending the validity of marriage licenses to the Minister of Municipal Affairs. We appreciate the government's responsiveness to this municipal ask.

Schedule 12, the *Municipal Act*

Schedule 12 of Bill 197 responds to another ask from the City of Guelph. Enabling electronic participation in council and committee meetings will allow local councils to safely conduct municipal business as we recover from the COVID19 emergency. Leveraging digital technology during council meetings will be helpful in reducing risk as we prepare for a potential second wave.

Schedule 18, the *Provincial Offences Act (POA)*

The City of Guelph supports measures in Bill 197 intended to allow the digitalization of POA matters. Allowing electronic participation in POA proceedings will modernize the POA process and make it accessible as we adapt to our new normal in light of COVID19.

If you have any questions or comments about this letter, I encourage you to contact Leslie Muñoz, Manager, Policy and Intergovernmental Relations, for the City of Guelph at leslie.munoz@guelph.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Scott Stewart", is written over a light blue horizontal line.

Scott Stewart, Chief Administrative Officer

City of Guelph

T 519-822-1260 extension 2221

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E scott.stewart@guelph.ca

C Trevor Lee, Deputy Chief Administrative Officer, Corporate Services, City of Guelph;

Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise, City of Guelph; and



Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services, City of Guelph.



IRCC Consultation on Immigration Levels and Municipal Nominee Program (MNP)

Background Document



Contents

Introduction.....	3
Immigration Levels Planning.....	3
Municipal Nominee Program (MNP): A regional economic immigration program for permanent residency.....	4
Annex 1 – Immigration Classes and Categories.....	6
Annex 2 - Existing Economic Immigration Programs.....	6
Annex 3 - Survey	9

Introduction

IRCC conducts annual consultations on immigration in Canada. Given the rapidly evolving COVID19 situation – with varying impacts by region and sector – this year’s consultations will be particularly informative.

We recognize that there have been significant challenges, and consequently, there has been a need to innovate and adapt, where possible. We are interested in hearing your thoughts on immigration in the current context, but also longer term. We are seeking your views on Canada’s immigration levels plan, including the balance between different classes and programs, and how immigration can support Canada – particularly in light of the current pandemic.

This consultation also requests your feedback on the Municipal Nominee Program (MNP) – a new economic immigration program included in the Minister of Immigration Refugees and Citizenship Canada’s [2019 mandate letter](#).

Through your experiences with immigration, your views and advice will help to shape a collective national vision for planning immigration levels in the coming years and will also support the development of an economic immigration program that will help fill regional labour market needs.

We thank you for your participation.

Immigration Levels Planning

The *Immigration and Refugee Protection Act* requires the Minister of Immigration, Refugees and Citizenship Canada (IRCC) to table a projection of permanent resident admissions (the levels plan) in Parliament every year. The immigration levels plan details how many immigrants Canada will welcome as permanent residents under the economic, family, and refugee and humanitarian programs.

The 2020-2022 immigration levels plan renews the three-year time frame for the multi-year plan and proposes to increase the number of permanent residents Canada welcomes annually to 341,000 in 2020; 351,000 in 2021; and 361,000 in 2022. Due to the impacts of COVID 19 and travel restrictions, the 2020 target of 341,000 permanent resident admissions will not be met. However, assuming travel restrictions are eased, the current plan calls for levels to increase in coming years. We are seeking your feedback as there is an opportunity to adjust out-year targets (i.e., currently 2021 and 2022) each year. The full 2020-2022 levels plan can be found [here](#).

A number of considerations are taken into account when developing the immigration levels plan, including:

- Government priorities and objectives for immigration, as set out in the [Immigration and Refugee Protection Act](#);
- Economic needs across Canada, including at this time, considerations of economic needs of various sectors in the context of economic recovery due to COVID-19;
- International obligations with respect to refugees and offering protection to those in need;
- Ability of IRCC and its partner departments to screen and process applications in a timely manner; and
- Capacity to settle, integrate and retain newcomers (e.g., settlement services, housing availability, public infrastructure, etc.).

The plan is designed to contribute to an immigration system that fosters economic growth; supports diversity; and helps build vibrant, dynamic, and inclusive communities; while maintaining border integrity to preserve the safety and security of Canadians

The current plan outlines a steady increase in admissions that trends towards 1 percent of Canada's population by 2022.

Closely linked with the question of how many people to welcome, is the question of the appropriate mix (or distribution) of permanent residents across the main immigration classes. In the current plan for 2021, the economic class would account for 58 percent of total admissions. The family class would represent 26 percent, and the refugee and humanitarian classes would account for 16 percent. Please see below for the full list of categories and programs ([Annex 1](#)).

[Municipal Nominee Program \(MNP\): A regional economic immigration program for permanent residency](#)

Canada is recognized as a world leader in innovative immigration programs that have long been based on fulfilling national economic growth objectives (OECD, 2019). In recent years, Canada's immigration programs have evolved to be more regionally-focused, in order to better respond to the unique demographic and labour market challenges experienced in different areas of the country.

In 2019, the Minister of Immigration Refugees and Citizenship Canada was mandated to "Introduce a Municipal Nominee Program (MNP) that will allow local communities, chambers of commerce and local labour councils to directly sponsor permanent immigrants. At least 5,000 new spaces will be dedicated for this program."

In designing the MNP, IRCC is committed to extensive consultation with key stakeholders. To date, we have had early engagements with key federal partners, provincial and territorial governments and some national stakeholder groups. We are now seeking input from stakeholders, like yourself, to help us scope out the following program considerations.

Objective of the New Program – Existing federal, provincial and territorial economic immigration pathways target various types of skills and candidate profiles and were designed to address various needs and gaps. Through consultation, we would like to define the objective of the program to ensure complementarity with existing economic immigration programs ([Annex 2](#)).

Scope and Criteria for Participation – Demographic, labour and immigration needs vary across communities and regions in Canada. While the MNP will be able to contribute to meeting those needs, it will be difficult to address all of them. Putting in place criteria for community participation will also be an important program design element. Parameters such as the population size of communities, amount of newcomers that communities have traditionally received and priority economic sectors or labour shortages in occupations could be used to inform criteria for community participation.

Retention – To meet Canada’s regional demographic and economic challenges, retention of newcomers in a particular region or community is important. Many factors contribute to retention (e.g. meaningful employment and career development opportunities for the newcomer, as well as for family members; welcoming communities; community infrastructure such as affordable housing, schools and healthcare services, etc.).

Role of municipalities and community partners – Municipalities, and regional and local economic development organizations have pre-existing relationships with local employers and services within the communities which they serve. However, the economic development and business landscape, and capacity to partner in an immigration program, vary across municipalities, communities and regions within Canada.

Role of provinces and territories – Jurisdiction over immigration is shared between federal and provincial/territorial governments. Provinces and territories currently play an important role in the selection of economic immigrants based on their jurisdiction’s economic development and labour market needs via their respective Provincial and Territorial Nominee Programs.

Role of settlement and support services – Settlement and support services¹ contribute to newcomers’ settlement and integration, so that they may fully participate and contribute in

¹ Through contribution agreements, IRCC funds service provider organizations (SPO), such as immigrant-serving agencies, social service organizations or educational institutions to provide settlement services to newcomers under six main areas (Needs Assessments and Referrals, Information and Orientation, Language Assessments, Language Training, Employment-Related Services and Community Connections). The Settlement Program also funds six support services (i.e., Care for Newcomer Children, Transportation, Translation, Interpretation, Disability Support and Crisis Counselling) to help facilitate access to settlement programming as well as Indirect Services that support the development of partnerships, capacity-building and the sharing of best practices among Settlement service providers. Furthermore, as an essential part of the Settlement Program, IRCC engages provinces/territories, civil society, businesses and other stakeholders such as employer associations, sector councils, and credentialing bodies to mobilize resources to deliver responsive and coordinated settlement and non-settlement services to newcomers. (IRCC (2017), *Evaluation of the Settlement Program*, <https://www.canada.ca/en/immigration-refugeescitizenship/corporate/reports-statistics/evaluations/settlement-program.html>)

various aspects of Canadian life. IRCC pilots such as the Rural and Northern Immigration Pilot (RNIP) and the Atlantic Immigration Pilot (AIP) recognize that settlement cannot follow a one-size-fits-all model and have implemented retention-based principles which prioritize strong community settlement services.

Annex 1 – Immigration Classes and Categories

Immigration Class	Category
Economic	Federal High Skilled
	Economic Pilots
	<i>Caregivers</i>
	<i>Rural and Northern Immigration Pilot</i>
	<i>Agri-Food Pilot</i>
	<i>Atlantic Immigration Pilot Program</i>
	Federal Business
	Provincial Nominee Program
	Quebec Skilled Workers and Business
Family	Spouses, Partners, and Children
	Parents and Grandparents
Refugees and Protected Persons	Protected Persons in Canada and Dependents Abroad
	Resettled Refugees
	<i>Government Assisted</i>
	<i>Blended Visa Office Referred</i>
	<i>Privately Sponsored</i>
Humanitarian & Other	

Annex 2 - Existing Economic Immigration Programs

In developing the MNP, IRCC will leverage lessons learned from existing regional immigration programs and pilots, below, in order to contribute to, and further, the overall aim of sharing the benefits of immigration across all regions of Canada.

- [Over 60 PNP Streams](#)² – distributed across 11 PTs and including regional/rural initiatives like the Yukon Community Pilot, the British Columbia Regional Entrepreneur Stream, etc.

² The number of streams varies year to year depending on changes made by provinces and territories to their PNPs.

Provincial and territorial programming is accessible to communities with dedicated streams for workers at all skill levels, as well as students and entrepreneurs.

The Provincial Nominee Program (PNP) is a jointly administered federal-provincial-territorial immigration program that was designed to help share the benefits of immigration across all regions of Canada. In 20 years, it has become established and grown to be the single most effective contributor to the “regionalization” of immigration in Canada, helping shift immigration landing patterns outside of the three most populous provinces. In 2017, 34% of economic immigrants were destined outside Ontario, British Columbia and Quebec, compared to just 10% in 1997 (IRCC, 2018).

Despite the PNP's success at increasing the distribution of economic immigrants across Canadian regions, we continue to see immigrants settle primarily in Ontario, BC and Quebec, and in major centers within each province or territory. “Among all PNP-selected immigrants between 2006 and 2016, a full 80% landed in a metropolitan area including in Toronto and Vancouver” (OECD, 2019).

- **Express Entry (2015)** – consisting of the following federal programs: Federal Skilled Worker, Federal Skilled Trade and Canadian Experience Class – serves to attract immigrants who possess “high human capital” factors like education and language proficiency to supply the Canadian labour market (outside Quebec) with immediate and long-term talent.
- **Atlantic Immigration Pilot (AIP) (2017)** – an employer-driven pilot with enhanced settlement support with the goal of aligning immigration with economic development priorities and strengthening retention outcomes within the four Atlantic Provinces. Based on early results, the federal government has committed to making this a permanent program.
- **Rural and Northern Immigration Pilot (RNIP) (late 2019)** – while still in the early stages of implementation, IRCC is currently working with 11 communities in Northern Ontario and Western Canada to launch the pilot locally. RNIP is a community economic development driven model, combining meaningful employment with wrap-around community support to encourage newcomers to establish roots and stay in smaller and remote communities in the long-term.
- **Agri-Food Pilot (2020)** – helps address the labour needs of the Canadian agri-food sector, particularly in meat processing and mushroom production, by testing a new industry-specific approach while attracting experienced, non-seasonal workers who can settle in Canada.

Sources:

[Immigration, Refugees and Citizenship Canada \(2020\), 2019 Annual Report to Parliament on Immigration, https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-reportparliament-immigration-2019.html.](https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-reportparliament-immigration-2019.html)

[Immigration, Refugees and Citizenship Canada \(2018\), 2018 Annual Report to Parliament on Immigration, https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-reportparliament-immigration-2018/report.html.](https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/annual-reportparliament-immigration-2018/report.html)

[Immigration, Refugees and Citizenship Canada \(2017\), *Evaluation of the Provincial Nominee Program*,
https://www.canada.ca/en/immigration-refugees-citizenship/corporate/reports-
statistics/evaluations/provincialnominee-program-2015.html.](https://www.canada.ca/en/immigration-refugees-citizenship/corporate/reports-statistics/evaluations/provincialnominee-program-2015.html)

[OECD \(2019\), *Recruiting Immigrant Workers: Canada 2019*, Recruiting Immigrant Workers, OECD, Publishing, Paris,
https://doi.org/10.1787/4abab00d-en.](https://doi.org/10.1787/4abab00d-en)

[Prime Minister of Canada, *Minister of Immigration, Refugees and Citizenship Mandate Letter*,
https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-immigration-refugees-and-citizenship-mandate-letter.](https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-immigration-refugees-and-citizenship-mandate-letter)

Annex 3 - Survey

1. Please provide your name and your organization's name:

- Your name (optional):
- Organization: **City of Guelph**

2. What is the primary focus of your organization?

- Academia, research foundation, or think tank
- Employer or business
- Chamber of commerce or board of trade
- Settlement or resettlement organization
- Industry or sector council
- Indigenous, First Nations, or Inuit organization
- Francophone or official language minority community
- Crown corporation
- Government (federal, provincial or territorial, municipal or regional administration) **X**
- General Public
- Non-profit organization
- Other, please specify: _____

3. In which province or territory do you operate? *Please select all that apply.*

- National organization
- British Columbia
- Alberta
- Saskatchewan
- Manitoba
- Ontario **X**
- Quebec
- New Brunswick
- Nova Scotia
- Prince Edward Island
- Newfoundland and Labrador
- Yukon Territory
- Northwest Territories
- Nunavut

COVID-19

4. What impacts, changes or shifts do you foresee in the short- and long-term to how you/your sector/your clients operate in the future as a result of COVID-19?

COVID-19 is expected to change the needs at all levels. Some services will see increased demand while others will be accessed less. Overall, it is anticipated that there will be an increased need for support from municipalities to citizens, businesses, schools,...etc. This will in turn increase the pressure on municipalities.

- 4a. What role do you see immigration playing in recovery efforts for your sector/your clients?

Immigration could help bringing certain skills and talents to fill in gaps in the labour market and help with the recovery efforts.

5. How might immigration play a role for your sector/your clients looking forward – in the longer term?

Guelph has a strong economic development record and rapid growth. Immigration can bring additional skills and talents to the area to contribute to the growth.

Levels and Mix

6. Do you wish to provide input on the immigration levels plan?

- Yes **X**
- No **[SKIP TO MNP SECTION]**

7. Canada's immigration target for 2020 of 341,000 permanent resident admissions will not be met due to the impacts of COVID-19. Thinking forward to 2021, if travel restrictions are lifted, the current plan sets targets for each immigration class for 2021 per the following table.

For each of the following immigration classes and the overall total, do you feel that this would be too many, too few or about the right number of immigrants coming to Canada?

For easy reference, the full 2020-2022 immigration levels plan can be found [here](#).

	2021 Target	Too Many	Too Few	About Right	Don't Know
Economic (for example: workers, or business immigrants)	203,050			X	
Family (for example: spouses, partners, children, or parents of people already in Canada)	91,000			X	

Refugees, Protected Persons, and Humanitarian (for example: resettled refugees, or asylum seekers)	56,950			X	
All Categories (approximately 0.92 percent of Canada's population)	351,000			X	

8. Under the current plan, in 2021, the economic class will account for 58 percent of total admissions. The family class will represent 26 percent, and the refugee and humanitarian classes will account for 16 percent. What adjustments, if any, should IRCC make as Canada recovers from COVID-19? If so, what could these look like?

- No adjustments needed X
- Don't know

9. How, if at all, does Canada's immigration planning need to change as Canada recovers from COVID19?

Immigration planning should put even greater focus on settlement services to support newcomers to settle quickly and be able to start contributing to the economic development of their new communities. With COVID-19, it is expected that finding jobs and building social and professional connections might get harder for newcomers. Therefore, additional support would be needed to ensure smooth and rapid settlement process.

10. Which of the following would you say are the most important reasons for Canada to have a robust immigration program in 2021? Please rank up to three factors by typing 1, 2 and 3 into the text boxes, with 1 as the most important. [RANDOMIZE LIST ORDER]

- Fill labour market gaps and bring new skills **1**
- Reunite families
- Support humanitarian commitments
- Increase Canada's population
- Support community development **3**
- Contribute to Canada's diversity
- Support Canada's economic recovery **2**
- Support the development of minority official languages communities

11. In an uncertain context such as a pandemic, is it helpful for the Government of Canada to continue to set a three year trajectory for levels planning?

- Yes **X**
- No
- Don't know

12. Subject to potential impacts, changes or shifts due to COVID-19, the current plan sets a notional target for 2022 to welcome 361,000 newcomers (or approximately 0.93 percent of Canada's population).

In your opinion, do you feel that this would be too many, too few or about the right number of immigrants coming to Canada?

- Too many
- Too few
- About right **X**
- Don't know

13. Beyond 2022, would you like to see immigration levels increase each year, stabilize at 361,000 immigrants per year, or decrease?

- Increase **X**
- Stabilize at 361,000 immigrants per year
- Decrease
- Don't know

14. If immigration levels were to increase, in which immigration class would you prioritize growth?

- Economic **X**
- Family
- Refugees and Protected Persons
- Don't know

15. If immigration levels were to decrease, in which immigration class would you recommend a decrease?

- Economic
- Family
- Refugees and Protected Persons
- Don't know

16. Finally, is there any other feedback you would like to provide about immigration levels or classes? - No other feedback **X**

Municipal Nominee Program

17. Do you wish to provide input on the Municipal Nominee Program (MNP)?

- Yes **X**
- No **[SKIP TO END]**

18. What key gap do you see the MNP addressing?

- Increasing the role of municipalities/communities in existing immigration landscape and programs **X**
- Distributing the benefits of immigration to underserved communities
- Other, please specify: _____

19. What criteria should be used to select participating MNP municipalities/communities? *Please select all that apply.*

- Population size
- Amount of newcomers the community traditionally receives (e.g., Medium-size centers tend to receive a lower share of economic immigration)
- Experience in welcoming and retaining newcomers **X**
- Priority economic sectors
- Labour shortages **X**
- Infrastructure capacity **X**
- Other, please specify: Availability of settlement services **X**

[IF POPULATION SIZE] 19a. Which population size(s) should be prioritized? *Please select all that apply.*

- Large urban centers – population of 100,000 and greater
- Medium-size communities – population of 30,000 to 99,999
- Smaller communities – population of 1,000 to 29,999
- Designated place – population of 1,000 or less
- Other (e.g., regional approach/groupings of communities), please specify:

[IF ECONOMIC SECTORS] 19b. Which priority economic sectors should be the focus?

[IF LABOUR SHORTAGES] 19c. What labour shortages should be included?

Machinists, industrial technicians, mechanics, butchers, cooks, IT, PSW, nurses

[IF INFRASTRUCTURE CAPACITY] 19d. What infrastructure is required to support an increased population? *Please select all that apply.*

- Public transportation **X**
- Housing **X**
- Technological (ie: internet access) **X**
- Schools **X**
- Healthcare services **X**
- Other, please specify: settlement services **X**

20. What would be the most important indicator of success for the MNP?

- High retention rates in selected municipalities/communities **X**
- Long-term role for municipalities/communities in immigration landscape

- Increased immigration to underserved communities
- Other, please specify: _____

21. How viable do you consider each of the following methods of incorporating municipalities/communities into the immigration landscape and programs? Please respond on a scale from 1 to 7, where 1 is “not at all viable” and 7 is “completely viable.”

- Partnering with the Provincial Nominee Program **4**
- Developing municipal/community capacity to leverage existing immigration programming **7**
- Long-term role for municipalities/communities in immigration landscape (e.g., selecting immigrants) **4**
- Partnering with IRCC and Provinces and Territories to provide insight into local labour market/economies **5**

22. What kinds of settlement supports will be important to include as part of the MNP? *Please select all that apply.*

- Create new, tailored settlement supports
- Leverage existing community services **X**
- Other, please specify: _____

23. Finally, is there any other feedback you would like to provide about MNP?

- No other feedback **X**

July 21, 2020

The Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Re: Emancipation Day Resolution

Please be advised the Council of the Municipality of Chatham-Kent at its regular meeting held on July 20, 2020 passed the following resolution:

That Chatham-Kent Council acknowledges and supports the following Private Members Bill put forward by Majid Jowhari; M-36, *Emancipation Day*, 43rd Parliament, 1st Session that reads as follows:

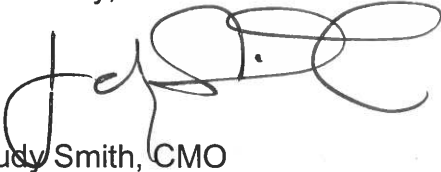
That the House recognizes that:

- a) The British Parliament abolished slavery in the British Empire as of August 1, 1834
- b) Slavery existed in the British North America prior to its abolition in 1834
- c) Abolitionists and others who struggled against slavery, including those who arrived in Upper and Lower Canada by the Underground Railroad, have historically celebrated August 1, as Emancipation Day
- d) The Government of Canada announced on January 30, 2018 that it would officially recognize the United Nations International Decade for People of African Descent to highlight the important contributions that people of African Descent have made to Canadian society, and to provide a platform for confronting anti-black racism; and
- e) The heritage of Canada's people of African descent and the contributions they have made and continue to make to Canada; and that in the opinion of the House, the government should designate August 1 of every year as "Emancipation Day" in Canada

That support for this motion is sent to our Member of Parliament and all House of Commons representatives. And that support for this motion be sent to all Municipalities.”

If you have any questions or comments, please contact Judy Smith at ckclerk@chatham-kent.ca

Sincerely,



Judy Smith, CMO
Director Municipal Governance
Clerk /Freedom of Information Coordinator

C

All House of Commons Representatives
Ottawa, ON K1A 0A6

Majid Jowhari, MP

Hon Wanda Thomas Bernard
Senator- Nova Scotia (East Preston)

Lianne Rood, MP, Lambton-Kent-Middlesex

Dave Epp MP Chatham-Kent –Leamington

C Ontario Municipalities



CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY

MOVED BY Stephanie Jaworski

RESOLUTION NO 229-2020

SECONDED BY Lyle Warden **DATE** July 20, 2020

WHEREAS the COVID-19 pandemic has disproportionately affected the vulnerable elderly population in Canada's long-term care (LTC) homes and some of Ontario's LTC homes are among those with the highest fatality rates in the country as the pandemic has exposed deplorable conditions in many LTC homes across Canada; and

WHEREAS it is the mandate of the Ministry of Long-Term Care to inspect long term care homes on an annual basis and these inspections have consistently dropped in number since 2017 with only nine completed out of 626 long term care homes in 2019; and

WHEREAS residents have been endangered by personnel moving between infection zones without adequate equipment; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Glengarry urges the Ontario government to provide funding to increase full-time positions in place of casual and part-time labour in long term care homes and requests that the Ministry of Long-term Care acts to regularly inspect all long term care homes, and sound infection control measures are put in place at all Ontario long term care homes, and that this resolution be forwarded to Premier Ford, the Minister of Long-term Care Merrilee Fullerton and all Ontario municipalities for consideration.

☒ CARRIED

☐ DEFEATED

☐ POSTPONED


Mayor Frank Prevost

Recorded Vote:	Yes	No
Mayor Prevost	—	—
Deputy Mayor Warden	—	—
Councillor Lang	—	—
Councillor Jaworski	—	—
Councillor McDonell	—	—

Municipal Office
15 Water Street
Telephone (705) 282-2420
Fax (705) 282-3076

Postal Box 590
Gore Bay, Ontario
P0P 1H0



Office of the

Clerk

July 21, 2020

Jerri-Lynn Levitt
Deputy Clerk
Council and Legislative Services
Municipality of Grey Highlands
206 Toronto Street South, Unit One
P.O. Box 409
Markdale, ON N0C 1H0

Dear Jerri-Lynn;

Re: Support of Universal Basic Income Resolution

Please be advised that at a recent Council meeting held on July 13, 2020 Council reviewed your correspondence regarding the Universal Basic Income Resolution.

The Town of Gore Bay is in support of the Municipality of Grey Highlands urging the provincial and federal government to investigate the feasibility of implementing a universal basic income program. Please find attached a certified true copy of Resolution No. 14853 indicating the Town of Gore Bay's support.

Yours truly,

Stasia Carr
Clerk
Encl.
SC/cp

cc: Mr. Justin Trudeau, *The Right Honourable Prime Minister of Canada*
Mr. Douglas Ford, *The Honourable Premier of Ontario*
All other Municipalities with the Province of Ontario

THE CORPORATION OF THE TOWN OF GORE BAY

RESOLUTION NUMBER 14853

14853

Moved by Kevin Woestenenk

***Seconded by Leeanne
Woestenenk***

WHEREAS the Municipality of Grey Highlands is urging the Provincial and Federal Government to consider a universal basic income as presented in the 2018 Parliamentary Budget Office Report;


AND WHEREAS a basic income has the potential to improve individual physical and mental health, labour market participation, food security, housing stability, and raise the standard of living for vulnerable members of society;

THEREFORE, BE IT RESOLVED THAT Gore Bay Council supports the Municipality of Grey Highlands urging the provincial and federal government to investigate the feasibility of implementing a universal basic income program and they be so advised;

FURTHER this resolution be forwarded to the Right Honourable Prime Minister of Canada, the Premier of Ontario, and all municipalities within the Province of Ontario.

Carried

THIS IS A CERTIFIED TRUE COPY
OF RESOLUTION NUMBER 14853
ADOPTED BY COUNCIL ON
July 13, 2020


.....
Stasia Carr
Clerk



The Municipality of West Elgin

22413 Hoskins Line, Box 490, Rodney Ontario N0L 2C0

June 26, 2020

Hon. Doug Ford
Premier
Premier's Office
Room 281
Legislative Building, Queen's Park

Dear the Honorable Doug Ford:

Please be advised that at the Regular Meeting of Council on June 25, 2020, the Council of the Municipality of West Elgin passed the following resolution:

Resolution No. 2020-210

Moved: Councillor Rowe

Seconded: Councillor Tellier

Whereas West Elgin received a resolution from the Municipality of Grey Highlands with regard to the creation of a Universal Basic Income for citizens; and

Whereas the Council of West Elgin agrees that the creation of a Universal Basic Income would assist in reducing the financial strain on its citizens and businesses during the COVID-19 pandemic; and

Where a basic income ensures everyone an income sufficient to meet basic needs and live with dignity, regardless of work status and has the potential to improve individual physical and mental health, labour market participation, food security, housing stability, financial status and social relationships and generally raise the standard of living for vulnerable members of society; and

Therefore be it resolved that the Council of the Municipality of West Elgin urges the Ontario Provincial government and the Federal government work together to investigate the feasibility of implementing a universal basic income program.

For (3): Councillor Tellier, Councillor Cammaert, and Councillor Rowe
Abstain (1): Mayor McPhail

Carried (3 to 0)

If you require anything further, please do not hesitate to contact me.

P: 519.785.0560
F: 519.785.0644

E: clerk@westelgin.net
www.westelgin.net

Yours Truly,



Jana Nethercott
Clerk
Municipality of West Elgin

cc. Hon. Jeff Yurek, Minister of the Environment, Conservation & Parks
All Ontario Municipalities

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Gore Bay, Ontario
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Incorporated 1890

Office of the
Clerk

July 21, 2020

Mayor Dale Robinson
The Municipality of McDougall
5 Barager Boulevard
McDougall, ON P2A 2W9

Dear Dale;

Re: Support of The Federation of Northern Ontario Municipalities (FONOM)

Please be advised that at a recent Council meeting held on July 13, 2020 Council reviewed your resolution in response to a discussion paper published by Association of Municipalities Ontario regarding replacing current OPP Detachment Boards.

The Town of Gore Bay is in agreement with FONOM in that the current DSSAB's would not be the best solution for overseeing Northern Ontario OPP Detachments. Please find attached a certified true copy of Resolution No. 14850 indicating the Town of Gore Bay's support.

Yours truly,

Stasia Carr
Clerk
Encl.
SC/cp

cc: The Federation of Northern Ontario Municipalities,
Association of Municipalities Ontario
The Honourable Sylvia Jones, *Solicitor General*
Michael Mantha, *MPP for Algoma Manitoulin*

THE CORPORATION OF THE TOWN OF GORE BAY

RESOLUTION NUMBER 14850

14850

Moved by Kevin Woestenenk

***Seconded by Paulie
Nodecker***

***WHEREAS the Municipality of McDougall passed a resolution in response to a discussion paper published by Association of Municipalities Ontario;
AND WHEREAS AMO proposes that Northern Ontario District Social Services Boards (DSSAB) replace current OPP Detachment Boards;
AND WHEREAS the Federation of Northern Ontario Municipalities (FONOM) have identified several issues with DSSAB Boards replacing the current OPP Detachment Boards;
THEREFORE BE IS RESOLVED THAT The Council of Gore Bay is in agreement with FONOM in that the current DDSAB's would not be the best solution for overseeing Northern Ontario OPP Detachments and they be so advised;
FURTHER a copy of the resolutions be sent to FONOM and its member municipalities, AMO, the Honourable Sylvia Jones, Solicitor General, and MPP Mike Mantha for Algoma Manitoulin.***

Carried

THIS IS A CERTIFIED TRUE COPY
OF RESOLUTION NUMBER 14850
ADOPTED BY COUNCIL ON
July 13, 2020


.....
Stasia Carr
Clerk

New Ontario Provincial Police Detachment Boards: Building a Framework for Better Policing Governance

Discussion Paper

May 1, 2020

Introduction

Police service boards are the vital link between the police and democratic governance.

This is just as true for municipalities who contract with the Ontario Provincial Police for public safety services.

The government has launched a consultation with municipalities on re-constituting OPP Detachment Boards. With all governments now seized with COVID-19 emergency response, all consultations on new policing regulations have now ceased. The immediate public health crisis is the first priority of the provincial and municipal governments. Consideration of the issues raised in this paper must not distract from that priority. However, policing regulation discussions will resume at some point in the months ahead. It remains valuable for municipalities to consider what the future of police governance should look like once that conversation restarts.

At present, OPP boards are aligned within existing municipal boundaries. In the future, the government is aiming to create regional or detachment-based boundaries for boards (with some exceptions). However, the details of these new boards have not been determined. This is an opportunity for municipalities to provide input to the government on board boundaries, the size and composition of those boards, and whether provincial appointees continue to be made.

The government has not made any decisions on these issues. If any municipal council or a group of councils has suggestions on how these boards should be established, this is an opportunity to put those ideas forward.

This paper is not an exhaustive list of issues presented by the establishment of new OPP detachment boards. Rather it is intended to help guide municipal input to the Ministry and lay the groundwork for a successful transition to new boards. It asserts a number of key principles to inform the discussion and attempts to lay the framework for the future of successful OPP governance at a local or regional level.

Background

Policing is a vital local service. Out of fiscal necessity, the Association of Municipalities of Ontario (AMO) has put forward comprehensive recommendations during the provincial government's lengthy review of policing legislation in recent years. The need to modernize the delivery of this service is well-documented in the many submissions AMO has made to the government on behalf of our municipal members. Here are three examples:

In 2014, AMO's OPP Billing Steering Committee put forward a [report](#) which researched options to equitably allocate policing costs for municipalities which use the Ontario Provincial Police. The Committee conducted a review of the government's proposed billing model and examined other model options so implications could be understood. It also underscored the need for efficiency and effectiveness improvements for policing in general.

In 2015, AMO's Policing Modernization Task Force issued its [report](#) which included 34 recommendations on how to modernize policing for the future. The task force interviewed experts, reviewed the best academic research available, sent representatives to the 2015 Summit on the Economics of Policing and Community Safety in Ottawa, and had thorough and lengthy discussions

on specific issues about the future of policing. These recommendations were divided into four key themes: Partnership, Productivity, Performance, and Personnel.

In 2016, AMO issued a *Municipal Guide to Police Services Act Consultations*. The [guide](#) highlighted municipal issues associated with community safety and well-being planning; modernizing what police do; the education and training of officers; and accountability to the public and governance.

In particular, the Policing Modernization Report prioritized three key recommendations above all else:

1. Make changes to the interest arbitration system.
2. Improve the quality of the existing governance and civilian oversight system.
3. Make legislative changes to permit the greater transfer of specific functions to civilians or other security providers where appropriate.

In 2019, the Ontario Legislature passed Bill 68 the *Comprehensive Ontario Police Services Act, 2019*. While the Act did not address interest arbitration, it did make some significant changes to the second two priorities – improving governance and providing some allowance for the role that civilians play in delivering public safety and security.

With the legislation passed, the focus of this paper is on the regulations needed to support priority recommendation #2 as it pertains to OPP detachment boards.

Guiding Principles

Key principles and objectives which guide AMO on the issue of establishing new OPP local governance boards include the following:

1. Policing governance is a valuable means of ensuring community expectations are reflected in how a community is policed.
2. Good governance of policing matters to municipalities of all sizes, contract or not.
3. Municipalities should be provided every opportunity to develop and propose locally developed board composition ideas to the province.
4. Successful governance includes provincial support and funding for training new board members in alignment with the municipal electoral cycle.
5. All municipalities should have the opportunity to select a representative on an OPP detachment board.
6. Community or municipal staff representatives (i.e. municipally selected, non-elected officials) should serve on OPP detachment boards wherever possible.
7. To achieve municipal representation, detachment-based boards (or portions of a detachment) will need to be larger than they have been in the past.
8. If municipalities are to be adequately represented on consolidated OPP detachment boards, the province should relinquish responsibility for provincial appointments to OPP detachment boards.
9. Detachment boundaries should change in cases where it would support good governance and municipal representation.

10. Explore the potential use of DSSABs as OPP detachment boards in the north through discussions with FONOM, NOMA, DSSABs, and northern municipalities on a case by case basis. This could be a potential opportunity to align social services with policing in ways that have been provincially mandated through municipal community safety and well-being planning and which minimize administrative duplication. (See below for specific considerations and exemptions.)
11. OPP detachment board operation costs should, 1) be provincially supported through training and grants and 2) equitably distributed between municipalities.
12. Memoranda of Understanding with the Ministry of the Attorney General or transfer agreements between municipalities which govern *Provincial Offences Act* administration and fine revenue distribution may need to be updated depending on local circumstance.

Government Consultations to date - Regional Roundtables – OPP Detachment Boards

The government recently held seven discussion meetings across the province in February 2020 focusing on OPP detachment boards and the new policing legislation. The province did not lead discussions that provided specific details on how boards would be reconstituted. No plans have been announced.

Key municipal considerations included:

Structure of Boards and Local Say

- There shall be one OPP detachment board per detachment (with flexibility for unique circumstances/geography). A board's composition, terms of office, and remuneration will be provided for in regulations and has yet to be determined.
- In effect, these changes extend police governance to about 200 municipalities (which do not have a board, i.e. Section 5.1) but will consolidate multiple existing boards within a detachment.

Activity of Boards

- Boards shall determine local objectives, priorities, and policies in consultation with the Detachment Commander, consistent with the Solicitor General's strategic plan for the OPP.
- The Commissioner of the OPP shall consult with a Board regarding the selection of the Detachment Commander.
- The Detachment Commander shall prepare and adopt a local action plan in consultation with the board.
- Training for board members will become mandatory (Ministry support and funding is needed).

Financial Considerations

- There will be no distinction between contract and non-contract in the future. Effectively all policing will become contract.
- The focus of the billing-related regulations will be to address transition matters and to account for service differences between municipalities as well as existing contracts expiring at the end of 2020.

- It should be noted, billing model changes will not lower the overall cost of policing for the municipal sector.

AMO has impressed upon the Ministry of the need for:

- Open and transparent discussions;
- A recognition that policing is fundamentally local (i.e. it is important to maintain the close proximity of a community to its board and the police);
- Locally workable governance arrangements; and
- The representation of every municipal council.

Considerations for municipalities without existing detachment boards

Boards are an opportunity to expand the democratic oversight and governance of policing. In the words of Sir Robert Peel, the father of modern policing, “the police are the public and the public are the police.”

A detachment board helps to align policing objectives, priorities, and policies with community expectations. If your municipality is unaccustomed to having a board, the establishment of a board is an opportunity for a municipality of any size to have a greater say and establish a relationship with your Detachment Commander and the officers who police your community. It is also an opportunity to align municipal public safety expectations with those of neighbouring communities and clearly express those views in a coordinated manner with the Detachment Commander.

There is also the simple fact that policing is all the better for it. Good governance includes police officers who know their work matters to people who care. Good governance includes Chiefs and Detachment Commanders who are supported. Boards legitimize the work of the police. Municipal elected officials ask the public to pay for all of it and therefore municipalities need a say in policing on behalf of the community, through a board. It should not be viewed as an imposition but rather a democratic opportunity.

Financially and administratively, transfer agreements between municipalities regarding *Provincial Offences Act* fine revenue may need to be updated. This might include the need to review the Memoranda of Understanding with the Ministry of the Attorney General depending on local circumstance.

For communities with existing OPP boards

The legislation aims to consolidate existing municipal board boundaries with OPP detachment board boundaries (thus potentially including multiple neighbouring municipalities in the same detachment). However, the legislation provides for flexibility to address unique geographic circumstances. If you feel your area’s needs are unique, help the Ministry understand that uniqueness in a province-wide context.

In addition, attendees to roundtable meetings were told the Ministry is open to considering board composition suggestions from municipalities within regions or detachments. This is an opportunity to potentially shape the composition of a board in your area and develop a local solution.

While legislation dictates the size and composition of municipal police service boards (non-OPP), no such restriction exists for OPP detachment boards at present. Also undetermined at this point is

which bodies (provincial or municipal or both) will appoint board members. Municipal police service boards (non-OPP) have municipally and provincially appointed representatives. Future OPP detachment boards could be composed entirely of municipal appointees. Please see below for more information regarding provincial appointees.

Provincial Appointees

AMO values the importance of all police service/OPP detachment board members regardless of which authority has made the appointment. AMO's commentary on provincial appointees is not intended to detract from the contributions these individuals have made to good governance.

However, one of the issues which has historically plagued policing governance are delays associated with the provincial government making its appointments in a timely way.

Unfilled provincial appointees make good governance more difficult. AMO sought legislative change to improve the provincial appointment process for all boards (OPP and municipal) but that change did not occur in legislation. The need remains and it can still be addressed in regulations for OPP policed municipalities.

Unfilled or delayed provincial appointments are an impediment to diversity, representativeness and good governance practice. According to the Ontario Association of Police Service Boards, in March 2017 over 90 of 250 provincial board positions were unfilled and vacant. Challenges with timely provincial appointments are a long-standing historical issue which is not confined to 2017.

To be clear, the province already has a significant role to play with the OPP. The provincial government hires the Commissioner and negotiates the collective agreement with the Ontario Provincial Police Association. Municipalities pay the contracts for the services of the OPP to deliver local public safety. Communities need local representatives who can be diligently selected and, on the job, without the delays and extended vacancies associated with the provincial OPP detachment board appointment process. Diligent selection of appointees is now enshrined in law. Now is the time to let municipalities meet those legal expectations without the red tape of appointments from Queen's Park.

Given the above issues, and if municipalities are to be adequately represented on consolidated boards, it is the time to dispense with provincial appointees to OPP detachment boards. There is plenty of Canadian precedence for fully municipally appointed police service boards:

In **Alberta**, police boards (called policed commissions or committees) are composed entirely of municipal council appointees which include municipal staff and community representatives.

Similarly in **Quebec**, Surete du Quebec (SQ) policed municipalities have public security committees composed of 4-7 members of a municipal council.

In **Saskatchewan**, police commissions are composed of all municipally appointed representatives, including the mayor, councillors, and community representatives (members at large).

Manitoba permits the appointment of municipal employees to boards.

Therefore, while some municipalities might like to keep existing boards as they are, there is also an opportunity for fully municipally appointed boards, subject to provincial regulation. This would be a step in the right direction.

Other Appointees

There is precedence in Canada for municipal staff members to be appointed to police service boards (i.e. Manitoba and Alberta). Municipal staff representation on OPP detachment boards in Ontario could help to better support, for example, the policy drafting functions of a board.

Community representatives (as selected by a municipal council, but not elected officials) have also played an important role in reflecting community expectations and policing governance. That should continue in the future provided all municipalities are represented.

Northern District Social Services Administration Boards (DSSAB)

Existing board structures between multiple municipalities currently exist in Northern Ontario through District Social Services Administration Boards. These existing structures and board representation frameworks could be used to function as an OPP detachment board. Thus, a DSSAB could fulfill a dual role – existing social service responsibilities and a new mandate of policing.

Individual municipal governments would continue to be billed separately for OPP services. Therefore, existing rules regarding DSSAB apportionment of costs would NOT apply.

Given the provincial desire for a greater alignment of community safety and well-being objectives with policing, DSSABs could be an effective vehicle for such alignment. This is especially the case when considering the new municipal mandate of required community safety and well-being plan development.

Of course, there would need to be some specific carve outs for a DSSAB functioning as an OPP detachment board. First, northern cities with their own police services would need to be excluded from OPP detachment board composition. Second, representation from unincorporated areas on boards would need to be restricted given that municipal property taxes are not paid in these areas. Third, the expense of an OPP detachment board would need to be divided only among those using the OPP.

The appropriateness of DSSABs fulfilling this added function is best assessed on a case by case basis. Some DSSABs have multiple OPP detachments within them. What works in one catchment area (or district) might not work in another.

This idea is subject to the review, consideration, and input of FONOM, NOMA, DSSABs, and northern municipalities. AMO emphasizes municipal self-determination and cooperation in re-establishing OPP Boards. The idea is best assessed at a local level.

OPP Advisory Council

The establishment of this Council is to provide advice to the Solicitor General with respect to the use of the Solicitor General's powers related to the OPP. More generally, this change will enhance civilian governance of the OPP.

The AMO Board has recently adopted a position regarding the Council's composition. With over 300 municipalities using the services of the OPP, AMO seeks the authority to recommend municipal appointees to the Council. AMO's position is that half of Council's composition should be designated municipal appointees.

In addition, given the purpose of the Council, no member should be a former or current member of an Ontario police service or police association. This emphasizes the distinction between employee and employer and the civilian role in the function of advising the Solicitor General.

Conclusion and Next Steps

This paper aimed to summarise some key issues and assert principles to guide the new OPP detachment board framework. AMO encourages municipalities to share their thoughts, questions and board proposals. Together, and with provincial leadership, we can build a successful local governance framework for policing in over 300 municipalities.

The twelve principles are designed to establish a framework for successful governance which emphasizes municipal self-determination and cooperation in re-establishing OPP boards. While the government's regulatory development is on hold, this is an opportunity to discuss with neighbouring municipalities, locally workable options regarding board representation to present to the Ministry.

For additional questions, please contact:
Matthew Wilson, Senior Advisor, mwilson@amo.on.ca or 416-971-9856 extension 323.

Municipal Office
15 Water Street
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Office of the
Clerk

July 21, 2020

Tracy Macdonald
Assistant Clerk
Town of Orangeville
87 Broadway
Orangeville, ON L9W 1K1

Dear Tracy;

Re: Support of OPP Diversity Training

Please be advised that at a recent Council meeting held on July 13, 2020 Council reviewed your correspondence regarding common training requirements for all members of Police Services in Ontario as it relates to diversity, empathy and use of force.

The Town of Gore Bay supports the town of Orangeville in their efforts to encourage common training requirements to all members of the Ontario Provincial Police Force. Please find attached a certified true copy of Resolution No. 14851 indicating the Town of Gore Bay's support.

Yours truly,

Stasia Carr
Clerk
Encl.
SC/cp

cc: The Honourable Sylvia Jones, Solicitor General
AMCTO

THE CORPORATION OF THE TOWN OF GORE BAY

RESOLUTION NUMBER 14851

14851

Moved by Paulie Nodecker

Seconded by Aaron Wright

WHEREAS the Town of Orangeville is requesting support of their motion regarding OPP Diversity Training;

AND WHEREAS they are concerned that although the OPP have indicated they have a comprehensive diversity training program, there may not be the same resources available throughout the province detachments;

AND WHEREAS there is public concern regarding the use of force, such as neck restraints, and oversight;

THEREFORE BE IT RESOLVED THAT Gore Bay Council supports the Town of Orangeville in their efforts to encourage common training requirements to all members of the Ontario Provincial Police Force and they be so advised;

FURTHER this motion be sent to the Solicitor General's Office and be circulated to all Ontario Municipalities.

Carried

THIS IS A CERTIFIED TRUE COPY
OF RESOLUTION NUMBER 14851
ADOPTED BY COUNCIL ON
July 13, 2020


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Stasia Carr
Clerk