

City Council

Information Items



October 23, 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.

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Information Report



Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, October 23, 2020
Subject	Tier 1 Project Portfolio Q3 2020 Status Update

Executive Summary

Purpose of Report

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

Key Findings

In Q3, 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 September 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 Q3, 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 September 30, 2020.

1. Guelph Police Services Headquarters renovation

At the end of September, 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 placed the General Contractor in default of Contract on June 24 2020. City staff are working with BBCG Claim Services on behalf of Zurich Insurance Company LTD, the bonding agent for the project to resolve outstanding financial and contractual obligations of the contract. BBCG Claim Services have retained Perini Management Services, Inc. (Perini) to oversee the completion of the construction project. City staff are finalizing the takeover agreement between the City of Guelph and Zurich Insurance Company LTD (Bonding Company) which documents the existing financial position of the contract and identifies outstanding works and deficiencies. Perini is finalizing Ratification agreements with the sub-contractors for GPSHQ and will be entering into new sub-contractor agreements after the completion of the Takeover Agreement and Ratification agreements are completed. Progress is nearing completion on most of the agreements and project restart is anticipated in late 2020. The project completion date cannot be determined until all ratification agreements and construction restart has occurred. 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 underway to meet the Canadian Green Building Council (CaGBC) Zero Carbon Building (ZCB) – Design Standard requirements. The project capital cost estimate and the project budget was presented to Council on October 7th, with council approving the 165,000 square foot facility at a cost of 80 million dollars. The design is expected to be finalized in Q4 2020 with pre-qualification activities in 2021 for construction to start in 2022. 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 and plans to address final deficiencies in Q4 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 public components of the development include a new library, an urban square and parking while private components include residential towers, institutional space and more parking. The library schematic design, Baker District site layout, and staff recommendations were presented to Council on October 7th. Council approved the alternate option for Baker District which includes moving the 88,000 square foot library to a standalone building on the south end of the block. The alternate option provides financial and legal benefits and reduces the overall cost of the development. Council approved up to \$62 million for the new central library. Schedule and next steps will be evaluated in Q4. More information about this project is available at guelph.ca/bakerdistrict.

5. Transportation Master Plan

A revised engagement strategy has been developed to respond to delays caused by the COVID-19 pandemic, specifically pausing community engagement activities this spring and early summer and changing focus to online and virtual engagement. Virtual community engagement activities are expected to begin in October/November 2020. The Steering Committee approved a revised schedule and communicated to Council revised timeline on September 11, 2020. The revised timeline schedules a Council report including engagement summary and preferred solution for Q2 2021, and the final transportation master plan presentation and staff report for Q4 2021. More information about this project is available at guelph.ca/tmp.

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

The first meeting of the City/County Advisory Board of Management was held on May 7, 2020. On September 17, 2020 the Tier 1 Project Steering Committee was held which included the participation of both the City and the County of Wellington CAOs.

Throughout the summer of 2020 the Smart Cities Office (SCO) has continued to work with community collaborators to deliver the programs outlined in the [Grow Back Better 10 point action plan](#). This plan refocuses \$1.6 million of the Smart Cities funding over the next 18 months to support COVID-19 recovery efforts that align with the Our Food Future initiative. Program and budget changes as a result of Grow Back Better required the SCO to renegotiate partnership agreements with Infrastructure Canada.

In addition to Grow Back Better initiatives, the SCO has launched the [Kitchen Table](#), an online community platform designed to engage residents, businesses, not-for-profits and others in the work of Guelph-Wellington's [Our Food Future](#) circular food economy initiative. The Kitchen Table will be used to: launch challenges, hold discussions, promote events, collaborate and share resources. 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 Q3 2020 the Engineering and Transportation Services team held an initial steering committee meeting to obtain feedback on the project charter, communications strategies, and to generally introduce the project, which will include reconstruction of Wyndham Street North and St. George's Square. Work on program scope and governance structure will continue in Q4 2020.

2. Electric Vehicle Transit

The Facilities and Energy Management Team, in coordination with Guelph Transit and Fleet Services, provided an update report to Council in September 2020 focused on City Operations Campus – Transit Electrification. Council directed staff to proceed with the report recommendations to continue developing plans in alignment with the Investing in Canada Infrastructure Plan (ICIP) projects and to complete electrical infrastructure modifications and initial electric bus charger installation at the existing Transit Facility at 170 Watson Road.

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; Economic Development and Tourism; 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 – Q3-2020

Attachment-2 Guelph Police Service Headquarters Renovation Project – Q3-2020

Attachment-3 South End Community Centre Project – Q3-2020

Attachment-4 Wilson Street Reconstruction and Market Square Parkade Project Q3-2020

Attachment-5 Baker District Redevelopment including Guelph Main Branch Library Project – Q3-2020

Attachment-6 Transportation Master Plan – Q3-2020

Attachment-7 Canada's Smart Cities Challenge – Q3-2020

Departmental Approval

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Q3 end of September 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
		Ian Scott, 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, Manager, Technical Services	\$34,111,000	45% Development Charges, 55% Tax	Q4 2021
<u>South End Community Centre Design</u>	Kealy Dedman, DCAO, Infrastructure, Development and Enterprise Services and Colleen Clack-Bush, 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	Q4 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

Q3 end of September 2020



Dashboard

Project	Current		
	Scope	Schedule	Budget
Wilson Street Reconstruction	 Within scope	 On schedule	 Within budget
Parkade	 Within scope	 On schedule	
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

Note:

Refer to individual project dashboards for more details on a specific project.

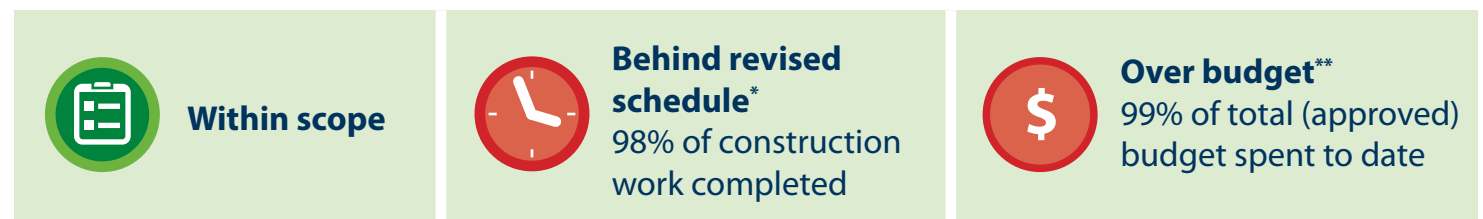
Q3 end of September 2020

Guelph Police Service Headquarters Renovation



Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Ken VanderWal, Manager, Technical Services
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	Q4 2021

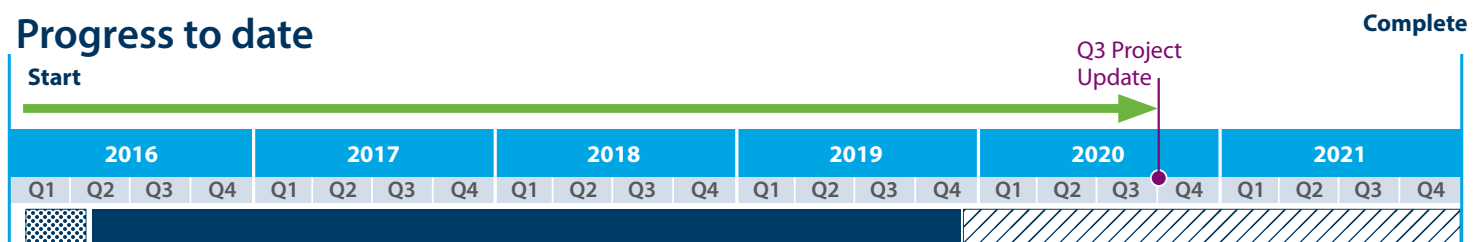
Project Status



* The City will work with the bonding company assigned contractor on developing completion schedule. Project completion date cannot be determined until all ratification agreements and construction restart has occurred.

** At the end of September, 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 (February to May 2016)

■ Phase 1 (east and west wing renovations) (May 2016 to November 2019)

■ Phase 2 renovation (November 2019 to December 2021—Project completion date will be confirmed after construction restart has occurred.)

Q3 end of September 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-Bush, Deputy Chief Administrative Officer, Public Services
Project Manager	Ken VanderWal, Manager, Technical Services
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
67% of total (approved) budget spent to date

*Incorporating design changes related to Canadian Green Building Council (CAGBC) Zero Carbon Building (ZCB)—Design standard.

Q3 end of September 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: Ian Scott, 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 Q4 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.

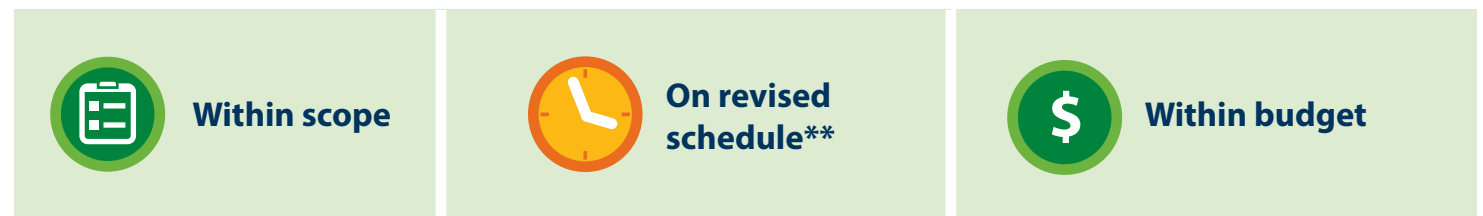
Q3 end of September 2020

Baker District Redevelopment (Master planning phase)



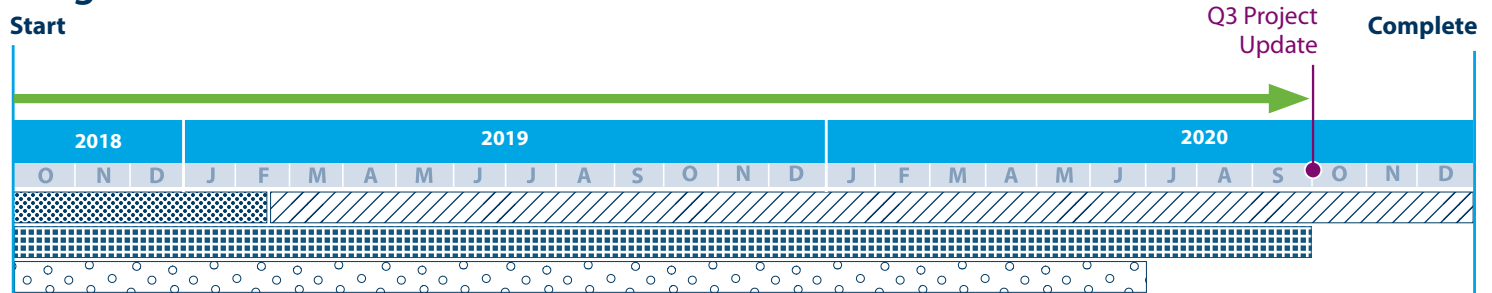
Executive Sponsor	Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure, Development and Enterprise Services
Project Manager	Stephanie Guy, Project Manager Special Projects, Economic Development and Tourism
Approved Budget	\$ 6,026,000
Funding Sources	Library: 24% Development charges; 76% 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	<p>Q4 2020*</p> <p>* Schedule implications due to the October 7th Council decision will be evaluated in Q4.</p>

Project Status



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

Progress to date



- RFP and Preliminary Negotiation Stage (October 2018-February 2019)
- Master Planning and Negotiation Stage (February 2019-December 2020)
- Library program: Concept design (October 2019-September 2020)
- Community engagement (October 2019-June 2020)

Q3 end of September 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	Q4 2021

Project Status



Within scope



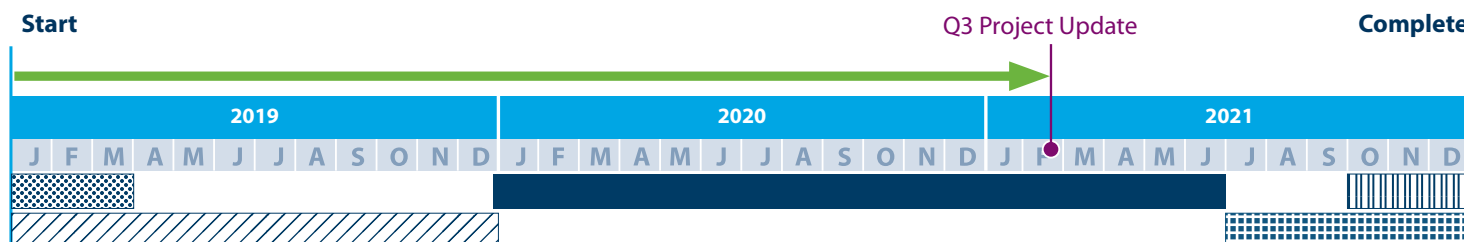
On revised schedule*



Within budget

* The Steering Committee approved further revisions of 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 (January to March 2019)
- Community engagement, policy research and transportation modeling (January to December 2019)
- Evaluation and selection of preferred network; presentation to Council of preferred option (January 2020 to June 2021)
- Community engagement on draft TMP implementation plan (July to December 2021)
- Council presentation of final TMP (October to December 2021)




Q3 end of September 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 benefits by 50% by valuing waste as resource</p> <p>For more information visit http://foodfuture.ca/</p>
Target Completion	Q4 2024

Project Status

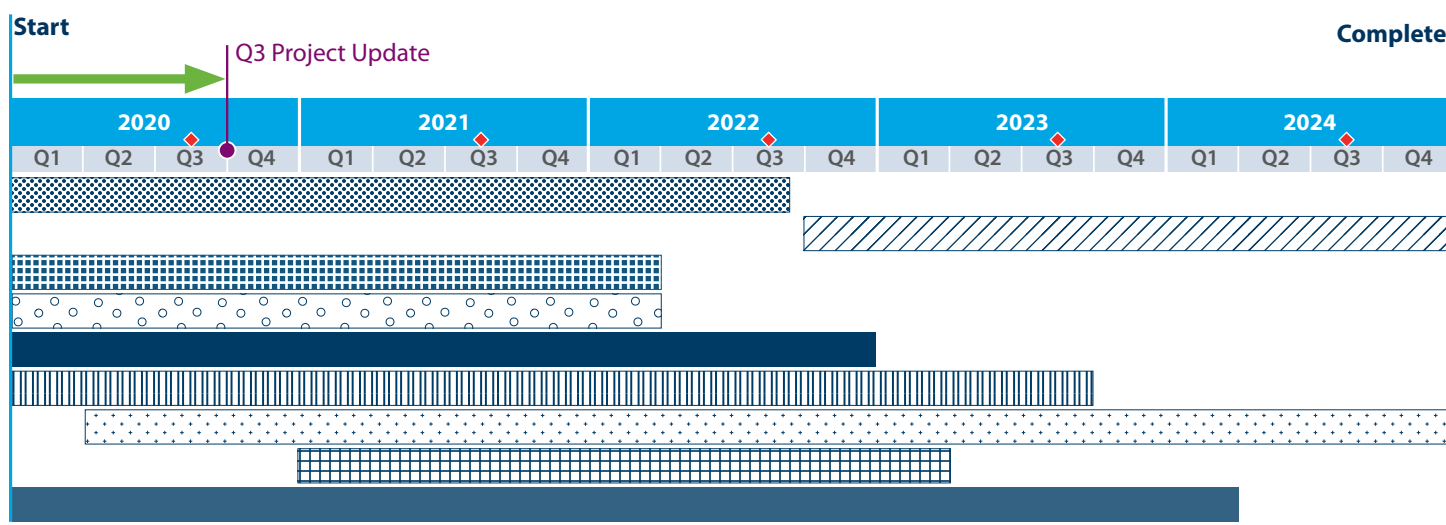
 Within scope	 On schedule	 Within budget
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Q3 end of September 2020

Smart Cities Challenge



Progress to date



- ◆ Contract Negotiations with INFC (Yearly) (Q3 2020, Q3 2021, Q3 2022, Q3 2024)
- ▤ Project: Asset and Behavior Mapping (Q1 2020 to Q3 2022)
- ▨ Project: Circular Food Security & Health Action Plan (Q4 2022 to Q4 2024)
- ▦ Project: Circular Food Economy Innovation Hub (CFE iHub) (Q1 2020 to Q1 2022)
- ◻ Project: The HarveSt Impact Fund (Q1 2020 to Q1 2022)
- Project: New Food Economy Skills and Training (Q1 2020 to Q1 2023)
- ▮ Project: Business Tools and Services (Q1 2020 to Q4 2023)
- ░ Project: "Reimagine Food" Awareness Campaign (Q2 2020 to Q4 2024)
- ▧ Project: Circular Carbon Credits (Q1 2021 to Q2 2023)
- Project: Circularity in Municipal Waste Systems (Q1 2020 to Q2 2024)

Information Report



Service Area	Public Services
Date	Friday, October 23, 2020
Subject	Community Benefit Agreement 2019 Report

Executive Summary

Purpose of Report

To update Council on the contributions the City of Guelph makes as part of our Community Benefit Agreements and the impacts on the community.

Key Findings

Community Benefit Agreements (CBAs) are an important part of the Community Investment Strategy (CIS) to clarify the range of collaborations that the City enters into with community organizations. Historically, agreements have emerged organically as the City entered into a variety of multi-year agreements with community organizations over several years. CBAs allow the City to formalize and standardize these agreements.

CBAs have proven to be a cost-effective way of working with community benefit organizations in ways that foster innovation and leverage resources and collaborations already well positioned in the community. Regardless of the specific work under a CBA, it is clear that CBAs support a range of City goals, across a number of different departments, and impact a significant number of residents and volunteers.

Based on some of the indicators provided for work done in 2019, it was found that CBAs overall directly impacted a minimum of:

- 180,562 residents cumulatively
- \$2,307,000 in resources leveraged for the community from other partners and funders
- 51,329 volunteer hours equivalent to an estimated \$1,385,883 based on Conference Board of Canada's conservative estimate of the value of volunteering (2018)

Financial Implications

Funds for the CBAs were approved in the 2019 Budget. In 2019, the City invested \$1,810,000 into 15 CBAs.

Report

Details

The City's contribution to improve the quality of life of Guelph residents is embedded in the CIS, which was updated in September 2019. The CIS provides a transparent and responsive decision-making framework to guide the full range of mutually beneficial relationships between the City and Guelph's community benefit sector in pursuit of community and City goals, and responsible stewardship.

The revised CIS responds to the needs of Guelph's residents, the community benefit sector, and the City. It recognizes that the community benefit sector is a valuable economic driver in Guelph. It also recognizes that the City alone cannot achieve our goals and relies on a strong sector to work towards the City's new goals and strategies collaboratively. The revised CIS proposes a reframing of community investment to better align with the corporate goals of the City's Community Plan and Strategic Plan.

CBAs are an important part of the CIS to honour and clarify the range of collaborations that the City enters into with community organizations. They provide a consistent, transparent, and accountable framework for the City to invest in this significant work, through developing mutually beneficial relationships with eligible organizations, to help achieve the broader goals and objectives of the City's plans and strategies.

CBAs are entered into based on changing needs of the community and to leverage new opportunities as they emerge. Over time, some existing CBAs may be phased out to make room for new initiatives that would be mutually beneficial to the City and the organization. The decision-making for which CBAs to support rests with senior managers and the Public Services Deputy Chief Administrative Officer to maintain flexibility and staff connection to the work of the CBAs. Under the CIS, Council can direct staff to explore potential CBAs and determines the total budget envelope for CBAs overall.

Historically, agreements have emerged organically as the City entered into a variety of multi-year agreements with community organizations over several years. The CIS and CBAs allow the City to formalize and standardize these and future agreements to ensure consistency and transparency in the negotiation, implementation, and evaluation of those agreements.

At the core of the CBAs is that supporting organizations to conduct important work in the community with support from the City, or on behalf of the City, is often more effective and efficient than if the work were done internally at the City. In this way, the CBAs ensure a more effective use of municipal investment.

CBAs have proven to be a cost-effective way of working with community benefit organizations in ways that foster innovation and leverage resources and collaborations already well positioned in the community.

Community Impact

Overall, every CBA is different and developed to find a balance between the needs of the City and where the investment could have the greatest impact on the lives of Guelph residents. CBAs range from supporting service and system coordination, to

on-the-ground supports for neighbourhood residents, youth, and families, to arts organizations creating community vitality, to commemorating Guelph's rich civic history. Regardless of the specific work under a CBA, it is clear that CBAs support a range of City goals, across a number of different departments, and impact a significant number of residents and volunteers.

The following represent a brief summary of agreements and work done in 2019. Note that one-time agreements that were approved in the budget for 2019 are not included in this report. Also note that how organizations have adapted to the COVID-19 pandemic will be included in next year's report. Based on some of the indicators provided in 2019, it was found that CBAs overall directly impacted a minimum of:

- 180,562 residents cumulatively
- \$2,307,000 in resources leveraged for the community from other partners and funders
- 51,329 volunteer hours equivalent to an estimated \$1,385,883 based on Conference Board of Canada's conservative estimate of the value of volunteering (2018).

All CBA recipients must submit annual workplans, reports, and financial statements to the City of Guelph to ensure the responsible use of municipal funding. The following is a list of 2019 CBA supported initiatives:

- Art Gallery of Guelph
- Canadian Mental Health Association – Waterloo Wellington (Seniors at Risk)
- Children's Foundation of Guelph Wellington (Free to Grow)
- Guelph Arts Council
- Guelph Community Health Centre (Wellington Guelph Drug Strategy)
- Guelph Community Health Centre (Toward Common Ground)
- Guelph Humane Society
- Guelph Neighbourhood Support Coalition
- Guelph Wellington Seniors Association
- Kindle Communities Inc. (Shelldale Centre)
- The PIN People and Information Network (Volunteer Police Checks)
- Rotary Club of Guelph (Canada Day Celebration)
- Royal Canadian Legion of Guelph (Remembrance Day Commemoration)
- Wellington Dufferin Guelph Public Health (Poverty Task Force)
- Wyndham House (Youth Emergency Shelter)

Further detail about the objectives of each of the CBAs can be found in the attached summary.

Financial Implications

Funds for the Community Benefit Agreements were approved in the 2019 budget. In 2019, the City invested \$1,810,000 into 15 community benefit agreements.

Community Benefit Agreements change slightly year over year based on cost of living increases defined by the Consumer Price Index. Statistics Canada Consumer Price Index is based on a percentage change between June of the current year and June of the previous year. This percentage change is then applied to the CBA

investment as part of the following year's budget process to support the sustainability of initiatives.

Consultations

CBA Recipients

CBA staff liaisons in Public Services

Strategic Plan Alignment

The strategy directs the City of Guelph to "continue to build strong, vibrant, safe, and healthy communities that foster resilience in the people who live there". Our community benefit sector in Guelph is already heavily engaged in this work. The CBAs highlighted in this report are supporting the City of Guelph to achieve this priority among others.

Attachments

Attachment-1: CBAs Summary Report 2019 Attachment

Departmental Approval

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Attachment 1

Community Benefit Agreement (CBA) Summary Report

The following is a brief snapshot of the impact of Community Benefit Agreements (CBAs) for the calendar year of 2019. Each CBA is different, having a different history and relationship with the City, based on the type of work being carried out.

ART GALLERY OF GUELPH (AGG)

Shared Purpose

Together with the AGG, we aim to expand Canadian and international partnerships to engage the community in dialogue, shared learning opportunities and a forum for understanding contemporary and historical art practices through curatorial programming of exhibits, artist talks, camps, special events, and community partnerships.

The partnership with the University of Guelph, the Upper Grand District School Board, the City of Guelph and the Art Gallery of Guelph is led by Act of Provincial legislation and supported by requirements within the Act.

City Objectives

The AGG supports the City's goals around culture and tourism to ensure that Guelph has a vibrant arts community to enrich our local culture and bring visitors from other parts of the world to be introduced to our city.

Investment from the City 2019: \$197,606

Indicator Outcomes 2019

1. Number of people that visited the Art Gallery: Over 50,000
2. Revenue generated by over 50 volunteers: \$47,474

Impact of Investment

The AGG serves as a central arts institution in the City of Guelph. The Art Gallery's curatorial and event programming make art and visual culture accessible and add to the vitality of life in Guelph. Without City support, the agreement between four partners may no longer be able to be maintained. It is not clear whether the AGG would be able to continue.

CANADIAN MENTAL HEALTH ASSOCIATION – WATERLOO WELLINGTON SENIORS AT RISK (CMHA)

Shared Purpose

Together with CMHA, we aim to address the needs of vulnerable seniors by supporting a Vulnerable Senior Services Lead to provide consultation/coordination, service planning, and access to community supports and awareness-raising with a focus on elder abuse.

City Objectives

The CMHA supports the City's goals of an Age-Friendly City by working on issues of elder abuse, hoarding, and mental health services for seniors collaboratively with key stakeholders in the community. While there is a significant municipal interest in this work, this type of coordination and service planning is better implemented through a third-party community benefit organization with support and involvement of the City of Guelph.

Investment from City of Guelph 2019: \$62,087

Indicator Outcomes 2019

1. Number of vulnerable seniors served: 240
2. Number of units of service offered to clients: 2,830
3. Number of individuals that received training on topics of hoarding, addictions, elder abuse, dementia, and mental health: 300

Impact of Investment

The Seniors at Risk Program provides support to a vulnerable segment of the senior's population in Guelph. It provides a needed service while building service provider capacity to identify and respond to issues facing seniors at risk.

Without City support, the Seniors at Risk Program and Vulnerable Seniors Services Lead would likely cease to exist. This may lead to a reduction in vulnerable seniors served and reduction of health and social service staff capacity to respond to issues of elder abuse, hoarding, and mental health for seniors which could lead to an intensification of these issues in the community.

Story of Impact

"A senior experiencing physical, psychological, and financial abuse was removed from their environment and in partnership with the County, provided with emergency safe housing. Staff were able to facilitate a financial capacity assessment for Public Guardian and Trustee to support managing the client's finances and properly assess the client's capacity for shelter related decisions. This individual was placed on priority placement for Long Term Care as a result and their overall health, well-being, safety, and quality of life has significantly improved."

Vulnerable Seniors Community Lead, CMHA

CHILDREN'S FOUNDATION OF GUELPH WELLINGTON (CFGW) FREE TO GROW

Shared Purpose

Together, with CFGW, we aim to collect and distribute funds to provide financial assistance or subsidies to enable children and youth to participate in recreation and leisure programs.

City Objectives

Through this agreement, the CFGW administers a program that the City once operated internally. The CFGW has been able to administer the program in a more efficient manner while applying the program to a broader range of recreational and leisure programs in the City, thereby offering more choice to children and youth in need. The CFGW supports the City's goals around offering affordable recreational options to Guelph residents.

Investment from Guelph 2019: \$44,482

Indicator Outcomes 2019

1. Number of Guelph children that received financial support for recreational and cultural programs through Free to Grow program: 1,381 for a total of 2,170 activities
2. Total amount of assistance leveraged for Guelph children: \$333,241

Impact on Investment

The CFGW ensures fair access to children's recreational programs regardless of the family's ability to pay. Without City support, the City would need to operate the program internally at a greater expense, or these children and youth may no longer be able to access recreational programs offered by the City of Guelph and other community organizations.

Story of Impact

"Financial support allowed me to put a smile on my kid's face, and that is what counts the most to me. No price can compare to their happiness."

Participant testimonial shared by Free to Grow Program Director

GUELPH ARTS COUNCIL (GAC)

Shared Purpose

Together, with GAC, we aim to support the ongoing development, growth, engagement, and promotion of the arts in Guelph.

City Objectives

The GAC supports the City in meeting our goals around culture and tourism by developing and implementing a number of arts initiatives, facilitating new partnership, and collaboration to advance the arts in partnership with the City of Guelph. GAC also acts as a resource with expertise in the arts community including community needs and understanding the value the arts bring to the city.

Investment from Guelph 2019: \$53,431

Indicator Outcomes 2019

1. Number of residents that participated in GAC activities including Art on the Street and Doors Open Guelph: 9,000
2. Number of artists and arts organizations involved in GAC activities: 360
3. Number of volunteers contributed to GAC: 150

Impact on Investment

Through the City's investment, GAC is able to promote the arts across the community while supporting local artists and arts organizations. The arts community in Guelph is able to thrive because of this support. Without City support, multiple arts-based events may no longer occur in Guelph, and local artists and arts organization would lack a resource to connect and leverage arts opportunities.

GUELPH COMMUNITY HEALTH CENTRE TOWARD COMMON GROUND (TCG)

Shared Purpose

Together with TCG and hosted by Guelph Community Health Centre, we aim to support the TCG vision where everyone is happy, healthy, and thriving.

City Objectives

TCG supports City goals in a number of departments including Community Investment and corporate strategic initiatives. TCG supports increased transparency, access to data to support evidence-based programs and investments, strategic decision-making, and leveraging outside parties' resources and strengths. While there is a significant municipal interest in this work, this type of coordination and service planning is better implemented through a third-party community benefit organization with support and involvement of the City of Guelph.

Investment from Guelph 2019: \$35,840

Indicator Outcomes 2019

1. Number of people that participated in Adverse Childhood Experiences (ACEs) and resilience training: 190
2. Number of unique collaborative community initiatives TCG supported through facilitation, working groups, and funding support: 18

Impact on Investment

Through the City's investment, TCG has become a central collaborative initiative for major community benefit organizations in Guelph to develop a common understanding of major issues facing the community. TCG also aligns partners to ensure the most effective results and avoid duplication of efforts. Without City support, TCG would potentially cease to exist leading to a lack of coordination on a number of important issues facing Guelph residents such as children's mental health.

Story of Impact

"Toward Common Ground supports the Adverse Childhood Experiences (ACEs) Coalition of Guelph & Wellington. Through training, managing our website and creating tools (for example, our toolkit), we are giving people information and resources to understand what ACEs are, their effects and what resilience is, as well as the role they play in acting as or creating access to protective factors that buffer the effects of ACEs and other adversity. Guelph residents benefit from this increased understanding because it means service providers, volunteers, and leaders are using a resilience-based lens when planning, funding, and implementing the programs and services they use."

Testimonial by Toward Common Ground Manager

GUELPH COMMUNITY HEALTH CENTRE

WELLINGTON GUELPH DRUG STRATEGY (WGDS)

Shared Purpose

Together, with the WGDS and hosted by Guelph Community Health Centre, we aim to support the vision of a life free of harm from substance use for residents of Guelph and Wellington.

City Objectives

The WGDS supports the City's goals in a number of departments including EMS, Bylaw, and Community Investment through their work with over 30 community partners to identify priorities, challenges and trends to reduce the harms of substance misuse, to offer expertise to stakeholders, and to lead the development of innovative programs and services. While there is a significant municipal interest in this work, this type of coordination and service planning is better implemented through a third-party community benefit organization with support and involvement of the City of Guelph.

Investment from Guelph 2019: \$104,419

Indicator Outcomes 2019

1. Number of individuals, students, and professionals that received training and education on topics such as addiction, support, opioids, and reducing stigma: over 485
2. Number of people that heard stories of lived experience of substance use and stigma at the Stop the Stigma rally: 180-200
3. Number of overdoses tracked through WGDS supported opioid alert program: 273

Impact on Investment

Through the City's investment, WGDS has become a vehicle to take coordinated action on drug and addiction issues as they relate to municipal service planning across departments. Without City support, the WGDS would potentially cease to

exist leading to a lack of coordination on issues of drug use and addictions as those issues become increasingly prevalent in the community.

GUELPH HUMANE SOCIETY (GHS)

Shared Purpose

Together, with the Guelph Humane Society, we aim to support the vision of providing education, outreach, and long-term shelter and adoption programs.

City Objectives

The GHS supports the City's goals in particular with the Corporate and Community Safety division through their work providing animal welfare services, emergency animal housing, pet adoption, education to the community, and support for vulnerable residents caring for pets. While there is significant municipal interest in this work, this type of service and education is better implemented through a third-party community benefit organization with support and involvement of the City of Guelph.

Investment from Guelph 2019: \$150,000

Indicator Outcomes 2019

1. As this CBA was signed in December 2019, no reporting is currently available.

Impact on Investment

Through the City's investment, GHS is able to better deliver on animal welfare services, sheltering, and education to the community. Without City support, the City may need to identify alternative ways to meet its obligations towards animal trespassing and impounding as laid out in the Municipal Act and other legislation.

GUELPH NEIGHBOURHOOD SUPPORT COALITION (GNSC)

Shared Purpose

Together with the GNSC, we aim to support the vision of the City's Sustainable Neighbourhood Engagement Framework: "Every neighbourhood in Guelph is a welcoming and inclusive place that engages with and involves residents, in large and small ways, in the activities that impact the circumstances, aspirations and opportunities of all who live there and raise the quality of life as a whole."

City Objectives

The GNSC is the main organization supporting the City's goals of the Sustainable Neighbourhood Engagement Framework (SNEF). The GNSC is doing work that the City of Guelph used to do internally. The GNSC has demonstrated that the model of service delivery and support for neighbourhood groups envisioned by the City's SNEF can have a more significant impact on the community than the City of Guelph doing the work directly.

Investment from Guelph 2019: \$478,103 (GNSC Operations), \$13,107 (GNSC space rentals), and \$85,138 (for Guelph Community Health Centre's Play Time and Parent Outreach Worker Program) totalling \$576,348, and in-kind contributions.

Indicator Outcomes 2019

1. Number of residents that benefited from GNSC activities: 69,958
2. Number of volunteers involved in the GNSC: 1,260 volunteers contributing 38,619 hours
3. Number of programs delivered through GNSC: 350 programs across 14 neighbourhoods

Impact on Investment

Through the City's investment, the GNSC has become a vehicle for a number of city-wide collaborative projects that rely on the GNSC to connect to residents in neighbourhoods. City-wide partnerships with other organizations include the Community Backpack Drive, Parent Outreach Workers, and neighbourhood markets.

Without City support, neighbourhood groups would lack funds, coordination, administration, and support to maintain important services for all residents, leading to a lack of opportunities for community connection and wellbeing for over 60,000 residents.

Story of Impact

"We were able to connect community members to a pregnant teen in our area to help with resources and supports. After a callout on Facebook for baby supplies, we had four community members come together to supply a crib, crib mattress, bedding, clothing, a dresser/change table, car seat, and monitors for the individual. This all happened in a matter of three days. Community is so powerful!"

Testimonial by Parkwood Gardens Neighbourhood Group

"The Food Cupboard Purchaser saved so much of Grange Hill East Neighbourhood Group's (GHENG's) regular grocery budget, she was able to pull together a holiday surprise. She rallied the help of other volunteers to extend Food Cupboard hours on December 18th for an Open House Event. This meant visitors would receive a warm welcome, a hot drink, and have the chance to mingle with the volunteers. But that wasn't all. Those in need could assemble a hamper with their choice of root veggies, meat, fruit, chocolate, breakfast items, and other goodies. It was enough food for 25 families to put together a festive meal."

Testimonial by Grange Hill East Neighbourhood Group

GUELPH WELLINGTON SENIOR'S ASSOCIATION (GWSA)

Shared Purpose

Together with the GWSA, we aim to empower older adults to be active, to be involved, and to age successfully.

City Objectives

In addition to supporting access to seniors for use of City facilities and programming, the GWSA supports the City's goals of creating an Age-Friendly city. While there is a significant municipal interest in this work, this type of coordination and member support is better implemented through a third-party community benefit organization with support and involvement of the City of Guelph.

Investment from Guelph 2019: \$0, in-kind staff support, and priority booking

Indicator Outcomes 2019

1. Number of members supported by the GWSA: 2,985
2. Number of volunteer hours contributing to GWSA activities: 25,000

Impact on Investment

Through this agreement with the City, the GWSA is the primary seniors group doing work to support the wellbeing of residents in Guelph. Without City support, the GWSA would need additional resources to support the administration of the organization, and seniors might lack in recreational and leisure opportunities with the City.

KINDLE COMMUNITIES INC.

COMMUNITY ACCESS TO SHELLDALE CENTRE

Shared Purpose

Together with Kindle Communities, we aim to provide access to community space at the Shelldale Centre and Shelldale Family Gateway (formerly Better Beginnings, Better Futures), to support participation of residents in programs and services.

City Objectives

Kindle supports City's goals of engaging and strengthening Guelph's neighbourhoods through the provision of low, or no cost, recreational programming and programs to meet local residents' basic needs including the Breakfast Club.

Investment from Guelph 2019: \$24,827

Indicator Outcomes 2019

1. Number of residents that benefited from activities related to the CBA: 2,111
2. Number of breakfasts served through the award-winning Breakfast Club program: 9,037

Impact on Investment

The Shelldale Centre is an example of a community hub in Guelph that provides

accessible and affordable space for use by neighbourhood residents through this agreement with the City. Without City support, community use of the Centre may be limited and become less affordable for residents.

Story of Impact

"The CBA with the City allows us to ensure that the gym remains available to the community and service providers at the Centre for much needed programming and activities. It means that programs and services don't have fees or very minimal ones when the gym is utilized. It means that the gym is available to non-profits and community."

Testimonial by CEO of Kindle Communities, Inc.

The PIN PEOPLE AND INFORMATION NETWORK (PIN) VOLUNTEER POLICE CHECK INITIATIVE

Shared Purpose

Together with PIN, we aim to ensure the appropriate use of police record checks within the context of a sustainable and comprehensive screening process.

City Objectives

PIN supports the City's goals of supporting local community benefit organizations through the affordable and effective recruitment and retention of volunteers while still protecting our most vulnerable citizens.

Investment from Guelph 2019: \$42,080

Indicator Outcomes 2019

1. Number of volunteers supporting community benefit organizations that could receive free police record checks: 8,183
2. Amount of potential cost savings to community benefit organizations including the City of Guelph: \$286,405
3. Number of community benefit organizations that benefited from the volunteer screening program: 208

Impact on Investment

Through this agreement with the City, PIN is able to offer substantial cost savings to community benefit organizations while ensuring greater capacity of organizations to support volunteers and reduce risk. Without City support, the volunteer screening program would cease to exist, and organizations would need to take on the added cost of volunteer screening and capacity building.

ROTARY CLUB OF GUELPH CANADA DAY CELEBRATIONS

Shared Purpose

Together with the Rotary Club of Guelph, we aim to coordinate annual Canada Day Celebrations in Guelph.

City Objectives

The Rotary Club of Guelph supports the City's goals of national pride and civic celebration by coordinating all event logistics and communications around Canada Day on behalf of the City.

Investment from Guelph 2019: \$21,712, and in-kind contributions of \$15,288

Indicator Outcomes 2019

1. Successful Canada Day celebration for 2019
2. Estimated number of people in attendance at Canada Day celebration: over 30,000

Impact on Investment

Through this agreement, Canada Day celebrations have been successful for a number of years while allowing the City to remain involved in celebratory activities. Without City support, Canada Day celebrations may not continue at the same scale leading to a more limited commemoration or cessation of commemoration by the recipient.

ROYAL CANADIAN LEGION OF GUELPH COMMEMORATION OF REMEMBRANCE DAY

Shared Purpose

Together with the Royal Canadian Legion, we aim to support the commemoration of Remembrance Day.

City Objectives

The Royal Canadian Legion of Guelph supports the City's goals of commemorating Remembrance Day and to honour veterans and those whose lives were lost.

Investment from Guelph 2019: \$1,075, and in-kind contributions of \$11,059

Indicator Outcomes 2019

1. Successful Remembrance Day commemoration for 2019
2. Estimated number of people in attendance at Remembrance Day commemoration: over 2,000

Impact on Investment

Without City support, Remembrance Day commemoration would not be able to continue at the same scale, leading to more limited commemoration event, or cessation of commemoration by the recipient.

WELLINGTON DUFFERIN GUELPH PUBLIC HEALTH POVERTY TASK FORCE (PTF)

Shared Purpose

Together with PTF, we aim to support their vision that "poverty will be eliminated in Guelph and Wellington." PTF works collaboratively, informed by diverse voices of

experience, to take local action and advocate for system change to address the root causes of poverty.

City Objectives

The PTF supports the City's goals of ensuring the wellbeing of residents by supporting everyone to have a income, resources, opportunities to participate in the community, appropriate, safe, and affordable housing, access to affordable and healthy food, and access to affordable health services.

Investment from Guelph 2019: \$78,834

Indicator Outcomes 2019

1. Number of employees working for Living Wage employers: Over 3,000
2. Number of housing groups meeting in Guelph Wellington to discuss housing issues before PTF coordination: 16
3. Number of housing groups meeting in Guelph Wellington to discuss housing issues after PTF coordination: 4

Impact on Investment

Through this agreement, the PTF coordinates local efforts to eliminate poverty and homelessness, and ensures that municipal and other organizational work can be more effective and efficient. The PTF also provides local, provincial, and national expertise and data on poverty issues to the City of Guelph. Without City support, the PTF may likely cease to exist leading to a lack of coordination and information on poverty and homelessness persistent in the community.

Story of Impact

"In response to increased momentum and interest in housing and homelessness in our community, the number of groups and committees meeting about these issues doubled last year. This caused fragmentation, repetition, and confusion at times. The PTF conducted a scan of what groups were meeting and what conversations were taking place, and convened the Guelph-Wellington Housing and Homelessness Alliance to combine efforts where appropriate. As a result, the number of groups meeting decreased from 16 to 4. This saved significant time and capacity for our community's housing and homelessness work, and created new opportunities for engagement, awareness and action."

Testimonial by PTF Coordinator

WYNDHAM HOUSE

YOUTH EMERGENCY SHELTER (YES)

Shared Purpose

Together with Wyndham House, we aim to support the provision of a Youth Emergency Shelter (aged 16-24) and the vision for a community that supports youth in achieving their full potential.

City Objectives

Wyndham House supports the City's goals of stability and social inclusion of youth through the provision of a shelter for youth experiencing homelessness, and an access point for youth to obtain needed services, supports, workshops, and recreational activities.

Investment from Guelph 2019: \$430,372

Indicator Outcomes 2019

1. Number of homeless youths served over the year: 147
2. All youth received case management and other supports
3. Number of youths transitioned to independent living: 45

Impact on Investment

Through this agreement, Wyndham House responds to a significant need in the community by providing the only emergency shelter support for some of the most vulnerable youth in the City who would otherwise be on the street. Wyndham House also implements best practices in shelter management to improve recidivism rates and supports for homeless youth. Without City support, the shelter would likely no longer be able to function at its current scale, and Guelph could be left without a youth emergency shelter.

Story of Impact

"Toni has struggled with homelessness largely because of untreated mental illness and addictions issues for over 10 years. Over time, behaviours became more erratic and sometimes aggressive, resulting in property damage and safety concerns, and Toni spent time bouncing between the youth emergency shelter and incarceration. After a lengthy incarceration stay, Toni began showing up regularly at the Shelter and Youth Service Hub, asking for support around housing and addictions supports. Toni had police interactions almost daily because of the delusional and paranoid behaviour, lashing out at people on the street and often disrupting traffic. Our Housing First for Youth Worker along with the Clinical Services Manager began the journey of advocating for mental health treatment for Toni. As the treatment began to take effect, Toni began to stay at a shelter regularly, engage appropriately with staff and regularly attended all scheduled appointments. Toni has now gone almost nine months without being incarcerated. During treatment, our organization continued to ensure Toni was prioritized for a local housing unit. At discharge from treatment in October, Toni moved into a decorated and furnished unit with the generous donations from our Wyndham House 'move out kits' program."

Testimonial by Executive Director, Wyndham House

Information Report



Service Area	Corporate Services
Date	Friday, October 23, 2020
Subject	Waivers of Development Fees for Non-profit Organizations

Executive Summary

Purpose of Report

To respond to the following resolutions of Council dated February 24, 2020 in advance of the 2021 budget:

1. That staff be directed to explore the creation of a program and/or framework to support the exemption of development charges for non-profit organizations.
2. That this report identify a budget source, parameters and a process to facilitate such requests from the non-profit community.
3. That this future policy be aligned with the City Strategic Plan principles and priorities.

Key Findings

If Council deems this a priority, staff recommends the waiver of development fees for non-profit organizations be administered through established programs. The Affordable Housing Financial Incentive Program (AHFIP), Community Investment Strategy (CIS), the Brownfield Community Improvement Plan (CIP) (or other future CIPs), and the Heritage Act could all include grants in lieu of development fees related to development or redevelopment projects being undertaken by non-profit organizations. Programs that fit within these established programs ensure that the grants provided in lieu of development fees meet the priorities of Council.

To effectively administer a program, whether it is part of AHFIP, CIS, or the current or future CIP(s), staff resourcing is required to develop and implement an ongoing application, evaluation and award program, and funding would need to be identified through the budget. Until such time funding is approved, there are no resources to source this program.

Financial Implications

There are no direct financial implications from this report, however Council could bring forward a motion through the 2021 budget to create this program if it is a priority.

Report

Details

The City has recently been approached by a number of developments that were seeking financial assistance in the form of grants, waivers, or in-kind contributions to help support their development initiatives.

Currently, the City does not have a Council-approved, funded program to support these types of requests. However, the City has the AHFIP, the CIS and the Brownfield CIP that could be leveraged to accommodate these requests. There is also the plan to update the Downtown CIP that could also include waivers for certain development for non-profit organizations.

Affordable Housing Financial Incentive Program

The City has historically provided grants equal to develop fees for development projects that provide affordable housing, on an ad hoc basis. Table 1 provides a summary of the developments that have received funding over the past five years.

Table 1: Affordable Housing Projects

Project	Amount	Year
26 & 28 Huron, 439 York (Habitat for Humanity)	\$69,063	2013
297, 299 Paisley (Habitat for Humanity)	76,734	2013
187 Bristol (Michael House)	146,619	2015
Rockwater	924,000*	2019
395 Edinburgh Rd, 120 Westmount Rd. (Silver Maple Community)	1,164,000	2019 and 2020

*approved, not yet funded

Ensuring sufficient supply of affordable housing is a key priority for both the Province and the City. To better support this goal, the Affordable Housing Strategy was approved in 2017, later followed with the [AHFIP](#) and determined the type of housing and the level of funding needed to achieve the affordable housing targets in the City's Official Plan.

Consistent implementation of the AHFIP has not been possible due to lack of staffing resource funding, however there are opportunities to facilitate a development fee grant program through existing programs.

Community Investment Strategy

The City provides most budgeted grant programs to non-profit organizations through the CIS. The CIS provides a transparent and responsive decision-making

framework that guides a range of strategic and mutually beneficial partnerships that align with city goals.

The CIS was developed in 2012 and updated in 2019 to create consistency between a number of different investment programs and service agreements with external organizations. The programs available through the CIS include:

Grant programs:

1. Community benefit agreements: grants for organizations that could be considered municipal work but done more efficiently by community groups
2. Community grant: annual grant connects wellbeing initiative with community benefit sector

Subsidy programs:

1. Affordable bus pass
2. Fee assistance in recreation
3. Personal assistance leisure cards
4. Welcome to Guelph passes
5. Animal licensing subsidy

The CIS could be amended to include development fee related grants and waivers for non-profit organizations. The grant application and evaluation processes currently in place could be expanded to accommodate development fees and waivers however additional staff resources would be required.

Redevelopment Incentives

The City provides financial incentives for brownfield, heritage and downtown redevelopment projects through CIPs and the Heritage Act. The Downtown CIP has expired and until such time it is updated or replaced, there is no ability to award incentives under this program.

There is \$3.45 million transferred to the redevelopment reserve each year to fund the tax increment based grants (TIBGs) and environmental study grants awarded through the CIP and Heritage Act. In 2012, Council approved a redevelopment incentive budget of \$33 million to be paid out over a 10 to 15 year timeframe, depending on the timing of completion of the redevelopment projects. The initial approval of redevelopment reserve ([12-01 Funding related for existing & proposed City of Guelph Tax-increment Based Grant programs](#)), prescribed that contributions to the reserve would increase each year, up to 0.3% of the tax rate, then start to decrease to \$0 per year once the full \$33 million had been contributed to the reserve.

In 2019, the City updated the Brownfield CIP and has entered into two TIBGs through this program since that time. The financial strategy associated with the redevelopment incentives is pending the review of the Downtown CIP.

Financial Implications

There are no financial implications from this report.

Consultations

Danna Evans, General Manager of Recreation, and Culture

Alex Goss, Manager Community Investment

Christine Chapman, Manager of Economic Development

Strategic Plan Alignment

The information in this report supports the Building Our Future, Powering Our Future, and Sustaining Our Future Strategic Priorities. Grants in lieu of development fees for non-profit organizations can improve housing supply and affordability, enhance community and cultural facilities from which non-profit organizations operate, and reactivate underperforming brownfield sites.

Attachments

None

Report Author

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Information Report



Service Area	Corporate Services
Date	Friday, October 23, 2020
Subject	2020 Tri-annual 2 Capital Variance Report

Executive Summary

Purpose of Report

This report provides a summary of the 2020 capital spending for the period ended August 31, 2020, and highlights significant capital project activity and milestones.

This report also serves to notify of any deviations from the approved capital plan.

Key Findings

On an annual basis, the City approves the capital budget. The 2020 capital budget is the City's plan to take care of its assets and plan for future growth while also focusing on the community's health and safety and meeting legislative requirements all while balancing affordability for our citizens and businesses.

For 2020, City Council approved a capital budget of \$151.6 million and as of August 31, 2020, had approved an additional \$3.3 million through special motions and/or due to receipt of additional funding (Attachment-1). This is in addition to the carry-over budget amount from 2019 unspent capital of \$157.2 million.

This report reflects the Tri-annual 2 (T2) spending that totals \$41.1 million, that for comparison is a decrease in spending from August 2019 of \$14.3 million. This is partially the result of pausing projects earlier in 2020 because of the pandemic. It is estimated that not only were staff grappling with what was legislatively allowed to proceed, there were also decisions made to mitigate financial impacts in 2020 including temporary reductions in staffing levels who managed and supported projects and pausing of non-essential initiatives. It is also partially attributable to significant spending in 2019 on Tier-1 projects that are now complete or nearing completion including Police Headquarters, Market Parkade and the City-wide LED upgrades.

This lower than normal spending for the year is estimated to result in 2020 capital spending of between \$75-80 million (or 20-25% less than the annual three-year average), resulting in a potential carry-over of approved budget of \$231-236 million. Of this carry-over, approximately \$130 million can be attributed to planned multi-year projects with the balance being a combination of projects deferred because of COVID-19 work plan adjustments, projects deferred because of contract project manager staffing challenges and other related factors like awaiting provincial/ministerial decisions.

Below is the capital activity for 2020, all numbers are in thousands.
Details are provided in Attachment-2.

Capital variance	Tri-annual 2 August 31	Tri-annual 1 April 30
2019 carry-over budget	157,208	157,208 ¹
2020 capital budget, approved	151,590	151,590
2020 additional approved funding	3,315	2,699
Available capital funding for 2020	312,113	311,497
2020 capital spending	41,066	21,389
Open purchase orders (PO)	57,295	48,904
Projects closed	0	0
Total spending and commitments	98,361	70,293
Uncommitted approved budget	213,752	241,204

Financial Implications

Moving into Tri-annual 3 (T3) there is an uncommitted approved budget of \$213.8 million. Staff have been working diligently to re-start and move forward projects that were paused, delayed or deferred in T1 due to COVID-19 restrictions, however it is anticipated that 2020 will see a substantial carry-over into 2021. As part of the planning for the 2021 capital budget these carry-overs were considered and incorporated into work plans. Further, staff are developing a plan to address the growing concern of an increasingly larger capital plan without proportionate investment in the people resources needed to execute that plan. This will also address the previously raised concerns regarding annual uncommitted capital budget.

Report

Details

Staff is reporting on a tri-annual basis to ensure timely, transparent and meaningful reporting. This report provides a summary of the capital spending as of August 31, 2020, and highlights significant capital project activity and milestones.

The budget carried over from 2019 was \$157.2 million, Council approved a 2020 capital budget of \$151.6 million in November 2019 and capital budget additions of

¹ 2019 Year-end Capital Variance Report 2020-25 dated May 25, 2020 reported a carry-over budget of 157,311 however two journal entries were subsequently posted.

\$3.3 million have been made since that time (the details are provided in Attachment-1). This provides for a total available budget in 2020 of \$312.1 million.

The total capital spending to the end of T2 is \$41.1 million, which is \$14.3 million less than T2 2019 (see Table 1). To provide some context to this decrease, there were several large Tier-1 projects that drove the higher than historical average spending levels in 2019 such as Police Headquarters, Market Parkade and the City-wide LED upgrades. Further, delays and deferrals in the City's capital projects at the start of the pandemic has also contributed to the lower spending to the end of T2. In T2, staff have been working to get projects re-started, however it is likely that to the end of 2020 the spending levels will remain lower than 2019. Forecasts to year-end project that spending for the year will total between \$75-80 million (or 20-25% less than the annual three-year average), resulting in a potential carry-over of approved budget of \$231-236 million.

Outstanding PO commitments total \$57.3 million as of August 31, 2020, which is \$1.7 million less than August 31, 2019 (see Table 1). This data suggests that while actual spending is lower than prior year, staff have rebounded in terms of work-in-progress compared to the same period in 2019.

Table 1 - Year over Year Comparisons

		T1 (April)	T2 (August)	T3 (December)
PO Commitments	2020	48,904	57,295	n/a
PO Commitments	2019	56,881	59,018	43,336
Change		(7,977)	(1,723)	n/a
Spending (cumulative)	2020	21,389	41,066	n/a
Spending (cumulative)	2019	19,303	55,402	102,239
Change		2,086	(14,336)	n/a

Recent analysis on historical spending and uncommitted capital budget carry-over is identifying that the City's capacity to increase the volume of project work beyond that currently being delivered is not achievable with current staffing resources. While we have been increasing our capital plan in accordance with the project needs being identified through the Asset Management Plan and new growth development, the City's people resources are not keeping pace. Further, the Project Management Office has developed robust documentation and reporting requirements to ensure the City delivers projects in accordance with accredited Project Management methodology thus reducing financial and legal risk to the City. Through this developing function in the City, it is now known the approximate project capacity of each Project Manager on staff.

Currently, the City has 12 contract project management positions on staff, delivering a large part of this capital plan and given these are not permanent positions, they are subject to turnover over about once or twice per year on

average. Without a strategy to address this growing trend, unspent capital budgets will continue to increase and the risk of asset failure will grow as the capital plan is not executed at the time it was intended. Staff will be reporting back to Council in 2021 with more information and a recommended plan to address this situation.

Program of Work Summaries

(all figures reported in thousands unless otherwise noted)

As in the previous tri-annual capital variance reports, this report follows the Program of Work (Program) format that was used during the 2020 budget.

Each Program provides a summary of available funding, spending year-to-date and outstanding PO commitments in the purchasing system. A summary of key projects, and any significant differences from the approved capital budget are included.

For further information on the City's current Tier-1 projects, please visit the [City's City projects webpage](#).

Contaminated Sites

This Program is focused on managing the City's contaminated site liabilities in order to: protect the City's drinking water, reduce public health and safety risks, invest in land for potential divestiture or redevelopment, revitalize neighbourhoods, and be compliant with the Ministry of the Environment, Conservation and Parks (MECP) guidelines.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	5,174	5,174
2020 capital budget, approved	3,750	3,750
2020 additional approved funding	240	0
Available capital funding for 2020	9,164	8,924
2020 capital spending	582	275
Open POs	1,362	835
Projects closed	0	0
Total spending and commitments	1,944	1,110
Uncommitted approved budget	7,220	7,814

Work on historical landfill investigations is expected to be tendered in T3 of 2020 at a value of approximately \$1.5 million. This work had been previously delayed during T1 due to COVID-19.

Environmental monitoring and/or remediation is ongoing at several locations in the city including at the Beverley Street and Baker Street sites; these are multi-year

monitoring projects and contribute to the uncommitted approved budget. At the Fountain Street Parking Lot (former Guelph Coal Gasification Plant/Former Guelph Gas Works) soil vapour monitoring is taking place as part of the environmental investigation performed by request from the MECP.

Corporate Projects

This Program is focused on ensuring the overall administrative operations of the corporation are able to effectively deliver service and guidance to the City's external facing service delivery areas. Providing corporate standards ensure that citizens experience a consistent look and feel in their interactions with the corporation.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	17,307	17,307
2020 capital budget, approved	17,188	17,188
2020 additional approved funding	166	(45)
Available capital funding for 2020	34,661	34,450
2020 capital spending	8,332	4,430
Open POs	6,915	8,164
Closed projects	0	0
Total spending and commitments	15,247	12,594
Uncommitted approved budget	19,414	21,856

Corporate Information Technology (IT) projects such as software upgrades and annual lifecycle renewals are well underway. The transition to the latest version of JD Edwards was completed in mid-September. The IT Master Plan was completed and has informed the 2021 capital budget and forecast.

2020 planned fleet replacements for Operations are over 90% complete, with vehicles either received or on order.

Facilities renewal work continues with significant work done to stabilize the Drill Hall, minor upgrades at the Guelph Provincial Offences Court and other administrative facilities along with lifecycle replacements of security infrastructure. T2 work on the Delhi Street facility included emergency exit lighting and engineering design.

Several asset condition and inventory assessments have been done in T1 and T2 to gather information for the Asset Management Plan (AMP) update. This update will allow asset management decisions to be improved based on more condition data rather than asset age. Accurate information on the City's assets is critical to informing budget decisions on when and what to replace. The AMP update is part of the November Committee of the Whole agenda.

Baker District Redevelopment in year spending to the end of T2 is \$1,640, more information on this redevelopment project can be found on the [City's Baker District Redevelopment webpage](#).

Significant projects included in the \$19,400 of uncommitted budget includes \$4,900 for the Operations Campus planning which is now underway but was delayed by COVID. The multi-year implementation of a Corporate Asset Management System with a budget of \$3,000 will be awarded during T3 2020. Finally, also slightly delayed due to staffing impacts resulting from COVID, the first phase of the City Fibre project will be awarded in T3 2020 as well.

Emergency Services

This Program is ensuring that our emergency service providers have the vehicles, equipment and facilities required to effectively deliver critical community services. This requires that their assets are in working and reliable condition and are replaced at the right time. Projects in this Program are directed by industry best practice and service-specific legislation.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	4,904	4,904
2020 capital budget, approved	5,399	5,399
2020 additional approved funding	681	399
Available capital funding for 2020	10,984	10,702
2020 capital spending	3,343	2,445
Open POs	2,609	1,906
Closed projects	0	0
Total spending and commitments	5,952	4,351
Uncommitted approved budget	5,032	6,351

Lifecycle replacements that provide essential equipment to support first responders makes up the majority of the annual spending in this program of work.

Within Fire, spending has focused on replacement of bunker gear and helmets. Facility work has also been completed including an assessment and design of the roof replacement at the Main Fire Hall on Wyndham Street.

Lifecycle replacement of 22 field computers for Paramedics is also underway.

The majority of spending within Police aside from the renovations of Police Headquarters has been on lifecycle replacements such as vehicle and vehicle technology outfitting. However, a significant portion of planned replacements such as IT hardware and furniture replacements are being coordinated around specific construction milestones and may carry-over to 2021.

As reported to Council through the [second quarterly Tier-1 Project Portfolio report](#), staff caution that the Police Headquarter project could see a budget overage of up to three per cent. 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.

Open Spaces, Recreation, Culture and Library

Leisure and active living play a critical role in providing Guelph residents and visitors options to support their quality of life, health and well-being. Social, cultural and recreational infrastructure is a key indicator for quality of life and serves as visitor destinations, which stimulates the local economy.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	12,590	12,590
2020 capital budget, approved	12,005	12,005
2020 additional approved funding	234	45
Available capital funding for 2020	24,829	24,640
2020 capital spending	4,718	1,700
Open POs	4,513	3,347
Closed projects	0	0
Total spending and commitments	9,231	5,047
Uncommitted approved budget	15,598	19,593

T2 spending on cultural facilities was focused on the replacement of the roof surfaces at the Farmers' Market and River Run Centre as they met the end of their useful lives. The Farmers' Market roof is underway with anticipated completion in T3. The roof replacement at River Run Centre is approximately 70% complete with anticipated completion in October. Also repaired at the River Run Centre were damaged areas of the external insulation finish system.

Numerous minor recreation facility renewal projects have been completed including work at the West End Community Centre. The filter for the Therapy Pool was replaced as well as three boilers. These boilers provide heating for the pools and hot water service for the centre. Upcoming equipment renewals include upgrades to an electric Zamboni, kiln replacement at the Pottery Centre and lifecycle replacement of facility tables and seating.

Construction of recreational trails within the Dallan subdivision at the southeast corner of Clair Road and Gordon Street have been completed. This included work to complete grading, drainage, trail surfaces, benches, planting and seeding.

Several new playground equipment and amenities have been installed, which include both lifecycle replacement as well new growth. Most notably, work to install a new playground at Eastview Community Park located on Watson Parkway North has begun. This will include a large multi-user play structure, swing set area and new mini soccer fields.

This program of work was affected by COVID work plan deferrals with approximately \$3,200 of park and cultural facility renewal projects determined to be non-essential through that period. There were also project delays related to the Downtown Pedestrian Bridge and other trail connectivity work that is awaiting certain development milestones to be reached.

Solid Waste Services

This Program provides for continued customer service, growth, site compliance and maintenance of critical infrastructure required to maintain diversion of waste from landfill. It minimizes landfill disposal costs while reducing the environmental footprint of waste management operations in the City.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	7,381	7,381
2020 capital budget, approved	2,213	2,213
2020 additional approved funding	274	300
Available capital funding for 2020	9,868	9,894
2020 capital spending	523	123
Open POs	2,752	2,505
Closed projects	0	0
Total spending and commitments	3,275	2,628
Uncommitted approved budget	6,593	7,266

An update to the 2014 Solid Waste Management Master Plan is underway to provide strategic direction for the next 25 years. Public engagement is currently ongoing with implementation of recommendations from the plan starting in Q2 of 2021.

At the Waste Resources Innovation Centre, staff is in the final design stage of the upgrades to Gate 1 scale area and minor upgrades to the Public Drop Off area. These upgrades will provide better access and egress to the site to manage traffic volumes. This is a planned multi-year project contributing to \$2,000 of the uncommitted budget.

Vehicles and equipment on order account for over \$1,000 of outstanding POs for this period.

Staffing reductions due to COVID as well as challenges with vacant project management positions resulted in approximately \$2,000 of projects being deferred. In addition, the planning and design totaling \$1,000 for the Collections Centre has been delayed and will now be incorporated into the larger Operations Campus planning.

Stormwater Services

This Program involves constructing, operating, maintaining and improving the City's existing stormwater management infrastructure for the purpose of providing flood and erosion control, water quality treatment and environmental protection.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	9,229	9,229
2020 capital budget, approved	7,768	7,630
2020 additional approved funding	(1,046)	0
Available capital funding for 2020	15,951	16,859
2020 capital spending	1,228	851
Open POs	3,484	1,805
Closed projects	0	0
Total spending and commitments	4,712	2,656
Uncommitted approved budget	11,239	14,203

The Stormwater Master Plan, Cost of Service Study, Water and Wastewater Servicing Master Plan, Pond Monitoring and Rehabilitation are all underway. Combined these projects account for \$2,800 of the uncommitted approved budget.

2020 Stormwater Sewer Investigations were paused due to COVID-19 (\$1,100 of the uncommitted approved budget), however will now be moving forward with awarding of the 2020 contract anticipated to be complete in T3. This work will involve cleaning and Closed Caption Television (CCTV) investigations to obtain condition assessments of the infrastructure, which will allow for proactive maintenance and replacement prioritization.

Stormwater Services portion of linear infrastructure work through the Transportation, Wastewater and Water programs of work account for approximately \$4,000 of uncommitted approved budget.

Transportation Services

This Program captures the network of services and assets that enable the flow of people and goods throughout the city, including: transit, parking, traffic management and infrastructure development both above and below ground, and in the road and right-of-way.

The Program provides for the rehabilitation, renewal, replacement and construction of assets ranging from road surfaces and traffic signals to buses and bus shelters, as well as active transportation routes and parking facilities.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	16,848	16,848
2020 capital budget, approved	26,593	25,948
2020 additional approved funding	3,572	2,000
Available capital funding for 2020	47,013	44,796
2020 capital spending	8,537	4,509
Open POs	10,061	8,578
Closed Projects	0	0
Total spending and commitments	18,598	13,087
Uncommitted approved budget	28,415	31,709

The road restoration and resurfacing program is well underway with work being completed at locations on the following roads as part of the annual program: Paisley Road, Imperial Road South, Eramosa Road, Wellington Street East, Keats Crescent and many more.

The reconstruction of Bagot Street from Drew Street to Mercer Street is now complete. It included upgrading and upsizing the existing water mains and reconstruction of sanitary and storm sewers.

Reconstruction of Speedvale Avenue East between Woolwich to Metcalfe is underway with utilities being relocated before construction of Phase 1 can proceed. This project will include full reconstruction of the bridge, road, storm, wastewater and water infrastructure.

Installation of LED street lighting throughout the city is over 95% complete with the remaining to be completed by year-end.

Traffic safety work to the end of T2 included the installation of nine new pedestrian crossovers and a pedestrian signal at the intersection of Stone Road East at Evergreen Drive/University of Guelph entrance. Additional traffic signals were installed at Gordon Street at Gosling Gardens and Paisley Road at Stephanie Drive. This is in addition to the annual lifecycle replacements and technology improvements of traffic signal infrastructure.

Replacement of in-ground vehicle hoists at the Operations and Transit garages are now complete. The replacement of these hoists will allow for safe repair of the City's transit fleet. Funding for this project utilized Public Transit Infrastructure Funds (PTIF).

Multi-year projects of \$18,500 are included in the uncommitted budget, including \$5,700 for the Transit Operations building funded from the Investing in Canada Infrastructure Program (ICIP) and \$1,600 for Active Transportation initiatives. Approximately \$6,900 of projects were delayed due to COVID work plan impacts and/or challenges with continuity of contract project managers. These delayed projects include Environmental Assessments for Wyndham Street, MacDonnell Bridge and Allan's Structure, the bridge and structure rehabilitation and sanitary sewer investigation programs, and certain road reconstruction projects.

Wastewater Services

City staff continue to focus on the maintenance of critical infrastructure to avoid the risk of non-compliance and the higher costs of unplanned maintenance. Further benefits of this Program include: optimizing and increasing capacities of existing systems, reducing infiltration, protecting the natural environment, enhancing asset management, and ensuring wastewater can be conveyed in a manner to satisfy capacity requirements for the City's Wastewater Treatment Plant.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	30,760	30,760
2020 capital budget, approved	26,910	27,692
2020 additional approved funding	(3,067)	0
Available capital funding for 2020	54,603	58,452
2020 capital spending	7,372	3,798
Open POs	10,608	7,066
Closed projects	0	0
Total spending and commitments	17,980	10,864
Uncommitted approved budget	36,623	47,588

At the Wastewater Treatment Plant, upgrades to the sodium hypochlorite system (part of the disinfection process) are underway. This includes replacement of existing mechanical equipment and instrumentation for SCADA monitoring.

Digester structural repair and gas proofing on digester 3 has continued. It is anticipated that it will be completed by year-end, at which time the digester cleaning program can begin on digester 4.

Design of plant energy efficiency initiatives are being designed and will begin in T3 with significant spending in 2021.

On the linear side, work has continued in T2 on Arthur Trunk Sewer Phase 4 between Cross Street and MacDonnell. This is a full-scale reconstruction, which includes replacement of watermain, sanitary sewer, storm sewer, curb and gutter, sidewalk and roadway.

Approximately \$28,000 of projects are considered multi-year projects with POs forthcoming in latter stages of the project including plant and equipment replacement, and SCADA system upgrades as well as linear projects including York Road and Stevenson Street reconstruction. An estimated \$6,000 of projects were impacted by COVID and staffing reduction challenges including sewer investigation and relining.

Water Services

By proactively creating additional supply and renewing our existing systems, the City is focused on ensuring a safe and reliable source of water for existing customers and to meet the needs of growth.

Capital variance	Tri-annual 2	Tri-annual 1
2019 carry-over budget	53,015	53,015
2020 capital budget, approved	49,765	49,765
2020 additional approved funding	2,262	0
Available capital funding for 2020	105,042	102,780
2020 capital spending	6,430	3,257
Open POs	14,990	14,697
Closed Projects	0	0
Total spending and commitments	21,420	17,954
Uncommitted approved budget	83,622	84,826

FM Woods Station Upgrade is ongoing and accounts for \$26,300 of the uncommitted budget. Currently work is being completed on the Heritage building as the first step in this multi-staged multi-year project, which will continue into 2021. Up to 80 per cent of the City's water supply flows to, is treated, stored and pumped into the distribution system at this facility.

The design phase of the Membro Well House facility upgrades is expected to be completed by year-end 2020. This project will expand the existing pump house and include replacement of the well, addition of all pumps, piping, valves and instrumentation to bring it into operation. Membro well will support growth as identified in the Water Supply Master Plan.

Under the source water protection project, Water Services is working with Fleet Services to retrofit three snowplowing trucks with new winter material spreading equipment. This will allow operators to have better control to ensure the proper amount of material is being spread when and where it is needed. This has an environmental benefit of helping to protect Guelph's ground water supply from contamination from salt run-off and infiltration.

The meter replacement program that was initiated in 2019 to replace water meters past their deemed lifecycle restarted in T2 and is expected to be operating at full capacity in T3.

As indicated through the project comments, there are a number of significant multi-year projects ongoing that will see POs issued against the uncommitted budget of approximately \$69,000. In addition, COVID and project management staffing impacts account for \$5,000 of deferred project work mostly related to linear improvements.

Financial Implications

Ongoing monitoring of capital spending ensures that projects are delivered as intended and that any financial impacts are addressed proactively.

Consultations

Corporate Management Team

Strategic Plan Alignment

Reporting tri-annually on the progress of the City's capital program supports the Strategic Plan's Working Together for our Future pillar through maintaining a fiscally responsible local government.

Attachments

Attachment-1: 2020 Additional Approved Capital Funding

Attachment-2: 2020 Capital Spending as of August 31, 2020

Departmental Approval

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Attachment-1 2020 Additional Approved Capital Funding (000s)

Project	Details	Addition/ (Reduction)
City-wide LED Upgrade	Additional funding approved by Council January 27, 2020	1,000
Hanlon Creek Business Park - Golds Court development	Additional funding approved by Council on January 14, 2019, conditional upon certain requirements that have now been satisfied	1,000
Police IT Hardware	Transfer from Police operating budget	399
Inventory and Condition Assessment	Continuous Improvement Fund grant received from Waste Diversion Ontario	160
Solid Waste Master Plan	Additional funding from Smart Cities grant (transfer from operating budget)	140
Police Equipment Replacement	Transfer from Police operating budget (from sale of assets)	142
Oliver Street Parkette	Additional funding approved by Council August 24, 2020	474
Total additional funding		3,315

Attachment-2 2020 Capital Spending as of August 31, 2020 (000s)

Program	2019 carry-over budget	2020 capital budget, approved	2020 additional approved funding	2020 capital spending	Open POs	Closed Projects	Total spending and commitments	Uncommitted approved budget
Contaminated Sites	5,174	3,750	240	582	1,362	-	1,944	7,220
Corporate Projects	17,307	17,188	166	8,332	6,915	-	15,247	19,414
Emergency Services	4,904	5,399	681	3,343	2,609	-	5,952	5,032
Open Spaces, Recreation, Culture and Library	12,590	12,005	234	4,718	4,513	-	9,231	15,598
Solid Waste Services	7,381	2,213	274	523	2,752	-	3,275	6,593
Stormwater Management	9,229	7,768	(1,046)	1,228	3,484	-	4,712	11,239
Transportation Systems	16,848	26,593	3,572	8,537	10,061	-	18,598	28,415
Wastewater Services	30,760	26,910	(3,067)	7,372	10,608	-	17,980	36,623
Water Services	53,015	49,765	2,262	6,430	14,990	-	21,420	83,622
Total Capital Program	157,208	151,590	3,315	41,066	57,295	-	98,361	213,752

Note: May not add due to rounding.

Information Report



Service Area	Infrastructure, Development and Enterprise Services
Date	Friday, October 23, 2020
Subject	Temporary Seasonal Patio Program Interim Report

Executive Summary

Purpose of Report

This interim report is provided for information at the request of Council to document the initial informal engagement and feedback received by City staff and provide an overview of formal engagement activities planned for the future Seasonal Patio Program.

Key Findings

Since initiating the Temporary Seasonal Patio Program, the City has received substantial feedback and input from the community through a variety of communication mediums, which have been analyzed and will serve to inform future program changes alongside formal engagement feedback. The feedback received was polarizing and primarily regarding patios on closed streets (Dining District) over the other Temporary Patio Program options. Positive feedback included economic recovery through increased revenues and employment, a pedestrian safe space and improved vibrancy of the downtown. Negative feedback included public health concerns, bias to businesses within the closed area and impacts related to road closures on transit, parking and delivery access.

Financial Implications

There are no financial implications for this report. A full costing summary of the Temporary Seasonal Patio Program will be included in a staff report in March 2021.

Report

Details

To limit the spread of COVID-19, the Province of Ontario declared a state of emergency on March 17, 2020, with successive closures of non-essential workplaces and restrictions on social gatherings. In early June, as part of the Province's [Framework for Reopening Ontario](#), restaurants and bars were permitted to open for outdoor patio service only. The Alcohol and Gaming Commission of Ontario (ACGO) also loosened licensing restrictions to allow more capacity for outdoor patio service. In response, the City quickly developed a Temporary Seasonal Patio Program (TPP) that would allow restaurants and cafes to create

patios on private property and sidewalks. The TPP included guidelines for business owners, and an expedited application approval process.

The original TPP did not allow patios on roadways adjacent to live traffic lanes. At the time, the City did not have the ability to change the patio provisions of its own comprehensive zoning by-law except by passage of a temporary use by-law, a process under the Planning Act which would normally require notices and public meetings, and which would take two to three months to put in place. Council then directed staff to work with the Downtown Guelph Business Association (DGBA) or organized groups of interested restaurant owners, to identify appropriate locations where City streets, or specified parking areas, could be temporarily closed and converted into shared Outdoor Dining Districts.

Staff worked with the DGBA to pilot a temporary road closure on parts of Wyndham and MacDonnell Streets on July 4-5, and officially created Guelph's first Dining District on July 10. In early July, in response to requests from Guelph and other municipalities, a provincial emergency order was passed which streamlined the process for the passage of temporary use by-laws for patios in the 2020 patio season. Guelph passed a temporary use by-law, aligning its zoning bylaw with the AGCO rules, and expanded the TPP to allow patios on to active streets.

The TPP was an immediate response required to support the economic recovery of restaurants and bars due to public health measures as a result of the COVID-19 pandemic. The timeliness of this program's implementation did not provide the opportunity for formal community engagement as would typically have been undertaken to inform program design. As an alternative, evaluation and feedback of the program was gathered in real-time by various communication mediums, with the TPP guidelines being amended throughout the patio season to reduce the regulatory impact on businesses, and respond to safety and accessibility concerns of patrons.

Council also directed staff to create a committee of stakeholders to develop a longer term plan that will inform a report to Council prior to April 2021. The staff report will include formal engagement results, a summary of costs, resourcing impacts of the TPP and recommended program changes for consideration by Council in March, 2021 which will inform a subsequent temporary use bylaw.

Temporary Seasonal Patio Program timeline:

June 8, announcement by the Province that restaurant or bar patios would be permitted to re-open with outdoor patio service only starting **June 11**.

June 11, the TPP application form went live on guelph.ca. Guelph restaurant or bar patios were permitted to immediately set up and operate temporary patios on private property and sidewalks upon the submission of a complete application and adherence to TPP guidelines.

June 17, Council approved the TPP as described and recommended in staff report [2020-74](#). Staff was further directed by Council to offer a pilot program for the opportunity for the DGBA and/or commercial areas that are predominantly restaurants and cafes to create temporary, shared "Outdoor

Dining Districts” on City streets or to use specified parking areas for summer and fall with applications being accepted no later than July 1.

July 1, the Dining District application form went live on guelph.ca.

July 2, Province passed an [emergency order](#) that allowed municipalities to quickly pass temporary bylaws for the creation and extension of patios and allow covered outdoor dining areas.

July 4-5, piloted a road closure on parts of Wyndham and Macdonell Streets.

July 7, the City approved the DGBA’s Dining District application with amended district boundaries and closed parts of Wyndham and Macdonell Streets to traffic from **July 10 until September 7**.

July 15, City Council passed a temporary use bylaw aligning with ACGO guidelines for expanded outdoor patios and suspending certain restrictions to facilitate the TPP.

July 17, Ontario enters Stage 3 of re-opening allowing restaurants and bars to serve patrons indoors.

July 27, TPP guidelines updated to include on-street patio guidelines that would allow for the safe creation of patios in to public parking spaces on active streets.

August 27, DGBA requested to re-open the closed portion of the streets on after September 7 and allow on-street patios with two way traffic, or alternatively extend the street closure until **September 30**.

August 31, staff grant extension of the street closure until **September 21**.

September 21, [Special Council Meeting](#) hears public submissions and staff comments, resulting in Council resolution to extend any and all applicable zoning or bylaws that allow sidewalk or on-street patios and applicable dining districts until **November 30**. [Council also directed staff](#) to create a committee of stakeholders to develop a longer term plan that will inform a report to Council prior to April 2021.

September 24, TPP guidelines are updated to include new program end date and to add additional accessibility requirements.

September 28 - [Bylaw \(2020\) – 20528](#) is approved by Council which updates the temporary use bylaw to provide for an extension to **November 30**.

Temporary Seasonal Patio Program informal public feedback summary

Evaluation and feedback was received through various approaches including email correspondence, social media posts, community petitions, surveys and in-person accounts by DGBA and City staff. For the purposes of this interim report, only email

and social media posts that provided action-oriented feedback were tracked. The tone measures the sentiment of how a person, group or organization, portrayed their feedback. This summary will be added to the formal engagement to be conducted related to the TPP.

Temporary Patios – private property

30 patio applications submitted

Correspondence:

To date, there have been five unique social media posts tracked and no email correspondence related to temporary patios on private property. All social media posts had a negative tone. Concerns included the lack of adherence to public health regulations specifically to social distancing, contact tracing and proper use of personal protective equipment (PPE) such as masks. There was no media coverage specific to temporary patios on private property.

Temporary Patio Program – public sidewalk and on-street (active)

18 patio applications submitted

Correspondence

To date, there has been one email correspondence and five unique social media posts tracked related to temporary patios on sidewalks of active streets. All tracked correspondence had a negative tone. Concerns included the lack of adherence to public health regulations specifically to social distancing, contact tracing and proper use of PPE. The length of time for the creation patios on active streets versus those businesses located on closed streets was also noted as a concern. There was no media coverage specific to temporary patios on sidewalks/active streets.

Temporary Patio Program – public sidewalk and on-street (closed)/Dining District

12 patio applications submitted

Correspondence

To date, there have been 18 emails and 42 unique social media posts tracked related to temporary patios on closed streets/Dining District. Sixty-five (65) percent had a positive tone and 35 per cent had a negative tone. The majority of the positive correspondence tracked was received through social media.

Media

To date, there have been 27 instances of tracked media coverage related to temporary patios on closed streets/Dining District. The overall media tone was neutral with a split in the tone of comments being 57 percent positive and 43 percent negative.

Community petitions

To date, there have been four community petitions that are being included as public feedback. Three petitions were in favour, with a combined total of 2,212 signatures, and one petition was against with 910 signatures.

Themes and topic categorization of feedback

(Correspondence, media, and community petitions)

Positive:

Pedestrian safe spaces

- Bicycle friendly
- Families feel safe to dine out
- Makes Downtown Guelph a people place
- Safe for all age groups

Helpful for businesses

- Helping food businesses recover
- A great opportunity to support local businesses
- Provides options for people to not have to use delivery services
- Keeping people employed
- Positive economic effects
- Increase in foot traffic for surrounding businesses

Vibrancy

- Festival-like vibe
- More vibrant than ever
- "Best thing to happen since COVID hit"
- Great atmosphere
- Downtown is full of life
- Downtown activation

Negative:

Safety concerns

- Social distancing concerns
- Mask compliance concerns
- Overcrowding
- Not enough contact tracing
- Accessibility
- Vandalism due to increased pedestrian traffic

Bias to specific businesses

- Not an inclusive program
- Drop in sales for businesses outside of Dining District
- Proposal to expand to other streets downtown
- Lack of parking available to surrounding business customers

Logistics

- Hours of operation and days of the week
- Negative transit impacts for those with mobility issues
- Inconvenience to delivery vehicles/companies
- Patio vacancies are high on certain days and between certain hours

Surveys

Dining District road closure survey

Conducted through email by the City of Guelph and DGBA July 6-7. The purpose was to gauge business response to the Dining District pilot street closure on July 4-5.

52 downtown businesses participated (19 within the closed streets, 30 outside closed streets)

Feedback received:

Respondents liked:

- Downtown activation
- Safe way to support local business
- Revenue generation
- Getting people working again

Ideas to make it more successful:

- Adjust the boundaries and restrict hours
- Close it for a longer period of time/more frequently
- Include more restaurants
- Greater compliance with public health regulations

Other items:

- Split almost equally in terms of supportive and unsupportive comments
- Ideas of how to comply more with public health

Patron survey

Conducted in person by City of Guelph and DGBA staff September 15-19. The purpose was to gauge the patron experience within the district.

26 patrons participated (25 residents and 1 visitor)

Feedback received:

Patrons rated their overall experience in the Dining District as 4.4 out of 5. All but one patron felt that adequate health and safety measures were practiced.

Positive:

- Great idea/good work
- Extend timelines/make annual

- Extend boundaries to include more businesses
- Felt safe

Negative:

- Disruptive to flow of traffic
- Not adequate sanitization/social distancing
- More public engagement required
- Too cold in September
- Create a smoking area

Financial Implications

The Temporary Patio Program was not initiated with a dedicated budget. Program funding to date has come from various Council-approved departmental operating budgets.

In June, Council directed staff to waive any fee associated with the approval of applications in connection with the City of Guelph's Temporary Seasonal Patio Program including, but not limited to, fees listed in the User Fee By-law (2019) – 20460 as well as costs for the establishment of Outdoor Dining Districts on City streets or City parking lots/spaces for temporary road closure permits and Book 7 traffic management measures.

The current TPP is in place until November 30, the impacts to the budget and staff resourcing will not be fully known until the program ends. A costing summary will be provided as part of the staff report to be received by Council in March 2021.

Consultations

Future engagement, including direction from Council on September 21, 2020 to form a Stakeholder Committee, will focus on recommended program improvements (what worked, what did not), and feedback on options for Council consideration in March, 2021. Identified stakeholders and audiences include:

- Council directed stakeholder committee
- Businesses directly involved
- Employees of businesses directly involved
- Patrons of patio program
- Community at large
- Downtown Guelph Business Association
- Guelph Chamber of Commerce
- Periphery businesses
- Public Health
- City staff
- Other municipalities

The following engagement tactics will be undertaken:

- Online survey
- Virtual key stakeholder interviews
- Council-directed stakeholder group
- Telephone survey
- Municipal best practices research

Strategic Plan Alignment

The TPP aligns with Guelph's strategic plan to help businesses succeed and add value to the community, by building collaborative partnerships with businesses and support a thriving downtown Guelph.

Attachments

None

Departmental Approval

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Report Author

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Service Area Office of the Chief Administrative Officer

Date Friday, October 23, 2020

Subject **Managing the impacts of COVID-19:
Interim report**

Executive Summary

Purpose of Report

This interim report outlines the City of Guelph's work towards managing the impacts of COVID-19 since staff's last update to Council on August 12.

Key Findings

Responding to and managing the impacts of COVID-19 have remained a focus of City administration since staff's last report of the subject. The City has remained agile and responsive, and has made important progress towards our community's recovery while preparing for the second wave of the virus—which is now underway.

Financial Implications

COVID-19 continues to have a significant impact on City finances, as community use of the City's revenue generating facilities, programs and services is far less than it would be in a normal year.

The City has taken steps throughout the year to reduce costs wherever possible. These measures, together with Phase 1 of the Safe Restart Funding, have mitigated the projected year-end deficit and the need to use the City's reserves in 2020.

Recovery from COVID-19 is a priority in the City's 2021 budget.

Report

Today Ontario is experiencing a record number of new COVID-19 cases in what most experts agree to be Canada's second wave of the virus. We know the pandemic is playing out differently across the country's provinces and territories and—in Ontario—differently throughout the province. In our region, Wellington-Dufferin-Guelph Public Health confirms there is evidence of community transmission, with cases present across all age groups.

At the same time, the Guelph community has responded to the pandemic with resilience and resourcefulness. The community has mostly followed the advice of public health authorities and the results are encouraging in comparison to other parts of the province. By working together and following the advice of public health officials, Guelph has made progress towards recovery. Guelph continues to operate in Stage 3 of Phase 2 of the provincial reopening plan.

The City continues to work closely with Wellington-Dufferin-Guelph Public Health, Guelph General Hospital, health care partners and other community partners to respond to the impacts of COVID-19 in Guelph.

In this interim report we outline the City of Guelph's work towards managing the impacts of COVID-19 since staff's last update to Council on August 12.

Organizational recovery

The City of Guelph has continued to advocate to other levels of government for the swift release of funding. A summary of our advocacy efforts since staff's last report to Council is as follows:

Advocacy, Consultations and Delegations

- Mayor Guthrie and City staff participated in a call with the Hon. Catherine McKenna, Federal Minister of Infrastructure and Communities. Participating municipalities called on the federal government to work with provinces to expedite the release of Investing in Canada Infrastructure Program intakes and funding, including the new COVID-19 stream. As funding opportunities become available, staff are prepared to move quickly to assess the application criteria against potential projects and make application.
- City leaders engaged in ministerial delegations at the virtual AMO Conference from August 17-19 to advocate for further emergency operating and transit relief funding, as well as economic stimulus investments in critical municipal infrastructure in light of COVID-19. Staff have followed up on these delegations to advance discussions with staff from the Ministry of Municipal Affairs and Housing, the Ministry of Transportation and the Ministry of Infrastructure.
- Together with Linamar, Mayor Guthrie hosted Premier Doug Ford in Guelph on September 15 for a provincial announcement investing \$2.5M to support the creation of ventilators at the Linamar Innovation Hub.
- CAO Scott Stewart has continued to leverage relationships with the Regional and Single Tier CAOs group and the CAO Executive Working Group for Ontario's Big City Mayors to focus on joint-advocacy related to COVID-19 economic recovery for cities, including infrastructure, support for small business, climate change and greenhouse gas emissions, and support for affordable housing and mental health.
- Members of Ontario's Big City Mayors are working in conjunction with public health leaders, front line responders, other governments, and community and business members to keep the numbers down, support those in need, and prepare for a post-pandemic normal.
- On September 28 Council passed a motion calling on the provincial and federal governments to provide further supports for local culture, social benefit and charitable organizations in response to the pandemic. The City subsequently sent a letter from City Clerk O'Brien on October 7 to the Prime Minister, Premier, Ministers of Finance, AMO, FCM, OBCM and the City's local MP and MPP. On October 8, MPP Schreiner seconded the City's advocacy by writing a supportive letter to the Premier and Ontario's Minister of Finance.
- At the October 15 meeting of Ontario's Big City Mayors, participants discussed next steps in the response to COVID-19 and the second wave with Minister of Municipal Affairs and Housing Steve Clark, Provincial Minister of

Infrastructure the Hon. Laurie Scott, Federal Minister of Infrastructure and Communities the Hon. Catherine McKenna and Federal Leader of New Democrat Party Jagmeet Singh. These discussions built on efforts to secure infrastructure funding to stimulate local economic recovery and job creation in Ontario's big cities.

- As Ontario prepares for a fall budget, Mayor Guthrie voiced Guelph's priorities in a COVID-19 recovery-focused virtual pre-budget consultation with the Hon. Rod Phillips, Ontario's Minister of Finance. Remarks focused on securing further emergency operating and transit funding supports from the province and federal government, economic stimulus funding in critical municipal infrastructure, advancing local economic recovery, interregional transportation, promoting a green recovery and on funding for supportive housing. Staff echoed these priorities in a written submission to the pre-budget consultation process on October 16. Staff also prepared a written submission to the pre-budget consultation process on behalf of Ontario's Big City Mayors.

Community and social recovery

Emergency Operations Control Group (EOCG)

Guelph's EOCG is now meeting three times weekly and will continue to meet until the emergency is over. The multi-organizational group continues to manage our community's response to the pandemic.

The EOCG completed a mid-action brief in late summer as part of a debriefing exercise on the first wave of COVID-19. This exercise and the resulting brief has been useful in enhancing the way the EOCG operates. It also identified lessons the partnership has learned and can apply, as needed, in the coming weeks or months.

Vital Focus Series: Secondary Impacts of the COVID-19 Pandemic

In recent months [the City contributed](#) staff capacity towards a new [Vital Focus Series: Secondary Impacts of the COVID-19 Pandemic](#).

The publications explore the secondary impacts of COVID-19 in Guelph and Wellington. The series is led by Toward Common Ground, with key contributions from partners including the City, County of Wellington, Wellington-Dufferin-Guelph Public Health and the Guelph Community Foundation. The Vital Focus series provides national and local data, and recommendations for local community organizations, institutions and all orders of government on how to mitigate and address the secondary impacts of the pandemic over the longer term.

The series reveals that the effects of the pandemic aren't limited to those who are infected with COVID-19 and their families. The briefs that form the series are intended to build awareness of the secondary impacts of the pandemic using evidence-based analysis and provide recommendations to help mitigate those effects. These briefs can also serve as a baseline for the partners to track progress in the community over time.

This series follows the best practices of other communities who have begun to explore community data in efforts to encourage dialogue, collaboration and evidenced-based decision-making among governments and other organizations to better manage the secondary impacts of the pandemic and safeguard community

wellbeing in the longer-term. In addition, as the group continues to consult and collaborate, the whole community has an opportunity to learn more about this virus and its effects.

The topic areas covered in the series are broad and no single organization has the ability or purview to address all the recommendations. As a municipality, we may have a role in directly addressing some topics more than others. For example, employment and the built environment are topics towards which the City will make a significant contribution.

Providing partnership support to the project, aligning our community response efforts and leveraging our data and intergovernmental resources are important roles. This is a valuable opportunity to increase alignment with our strategic plans and intergovernmental advocacy efforts.

Our partnership in this work gives us an opportunity to strengthen data sharing relationships and increases the City's capacity to leverage local data resources, which will support the implementation of the Community Plan and the City's Strategic Plan.

Public information and communications

The City's approach to informing and engaging with its stakeholders throughout the COVID-19 pandemic continues to be rapid, responsive, multi-channeled and purposeful. Public information is a pre-existing priority in the City of Guelph's emergency preparedness approach, and two-way communication is an organizational imperative at all times.

City administration has remained diligent in communicating with stakeholders since staff's last report to Council on August 12, 2020. The City supports Wellington-Dufferin-Guelph Public Health to keep people informed in the following ways:

- Updating guelph.ca/covid19 every weekday by 4 p.m. with new information
- Posting regular updates on the City's [Facebook](#) and [Twitter](#) feeds
- Making public service announcements on local radio stations
- Sharing information by newspaper, web, and social media advertising
- Posting signs, digital screens and posters at City facilities, transit shelters and on public transit buses
- Sending regular emails to City staff and posting employee updates on Infonet
- Creating authentic opportunities for two-way conversations between employees and leaders during this time of uncertainty

In addition, we've made updates to a communications playbook that our administration developed early on in the pandemic. The playbook for City leadership provides a high-level overview of the roles that leaders play in keeping employees engaged during times of change, and the channels leaders can use to communicate with employees as we lead through the most challenging set of circumstances our city has ever faced.

It's the City's practice to communicate not only our decisions, but the rationale for them—and the trade-offs we considered—clearly. We have held true to this guiding principle throughout the pandemic.

Lane closures and one-way sidewalks: results and next steps

In early June, City staff closed one lane of traffic on the Speedvale Avenue bridge over the Speed River and on Eramosa Road between the Downtown Trail and Delhi Street. The City also opened one-way sidewalks at other locations to allow for physical distancing between pedestrians and cyclists during the COVID-19 pandemic, and bolstered all of these measures with interventions like “narrow sidewalk ahead” signage, social media campaigns, and an online map of affected locations.

The locations were chosen based on physical constraints such as guard rails, railings and retaining walls, and routes that serve grocery stores, hospitals and high-volume trail connections.

Staff have been monitoring pedestrian and cyclist use of the lane closures and are using the data from that monitoring to inform recommendations for the future of these amenities.

Monitoring and analysis of use shows the pedestrian/cycling lane on Speedvale is particularly well-used, with the full day total usage at nearly 700 people, and peak hour use at 90 people. This reflects an increase of about 175% compared to 2018 counts at same location.

Full day totals for Eramosa are nearly 275 people, and the peak hour usage is nearly 50 people.

City staff will maintain these measures on Eramosa until the end of October, after which they will be removed due to lower use and impacts to waste collection and street maintenance. The intervention on Speedvale will remain in place until winter maintenance is required, and the “narrow sidewalk ahead” signs will remain in place until social distancing is no longer required.

Economic Recovery

The recovery of Guelph’s local economy continues to be a focus for City staff. What follows are updates on various economic recovery initiatives since staff’s last report to Council.

Tourism Plan

Visit Guelph has successfully executed its tourism plan funded by Tourism Industry Association of Ontario’s (TIAO) Regional Relief and Recovery Fund. The \$40,000 marketing and promotion campaign resulted in the creation of new digital assets and content, including online videos and print collateral that encourages hyper local tourism.

Funding was also used for the creation of a local COVID-19 support program to offset the lost revenue incurred by tourism businesses and to adapt business strategies. Examples include support for a Guelph Beer package; restaurant gift card giveaways on Magic 106.1; and supporting physical distancing measures for Jay Walking and other tourism program providers.

Next steps include the creation of a “winter local” exploration campaign that incorporates new and existing activities. Activities include the existing Rotary Club’s Sparkles in the Park, Glow Guelph, the Merry Maker markets, and skating at Market Square, along with new outdoor lighting projects.

Tourism Activation Recovery Fund

Visit Guelph, in collaboration with the Guelph Chamber of Commerce and the Guelph Downtown Business Association, is applying for \$500,000 from FedDev's Tourism Activation Recovery Fund (TARF) to fund local businesses' and tourism destinations' environmental and virtual adaption efforts.

Guelph Shops

Guelph Shops continues to gain traction as one of the highest visited sites on guelph.ca with more than 7,500 unique page views and almost 80 new businesses added to the directory since launching in July. Seasonal programming and promotion will focus on the holiday shopping season. The second marketing campaign began October 15.

findyourjob.ca

A findyourjob.ca campaign launches November 1. With a shift to back-to-work and school, there are still many vacancies in Guelph across sectors. The findyourjob.ca website launched in July to help connect job seekers with vacancies throughout Guelph, Wellington, Waterloo, and Dufferin counties. The City will promote this site through a formal marketing campaign targeting Guelph job seekers and businesses.

The City also recently participated in and helped coordinate the findyourjob.ca virtual job fair to assist over 260 job seekers find positions offered by 20 employers across the region.

Digital Main Street – Digital Services Squad Program City staff continue to support communications for the Digital Main Street program, which funds trained specialists to meet with small businesses to help them improve their online presence. The program has been extended until November 30, and to date has helped more than 100 businesses in Guelph and Wellington County.

Digital Main Street - The Community Collaboration Program The City, Downtown Guelph Business Association, Business Centre Guelph-Wellington and neighbouring regions are taking part in Innovation Guelph's efforts to identify common issues and solutions facing main street businesses across Ontario. Collaborative solutions that help businesses combat the impacts of COVID-19 may be eligible for funding of up to \$50,000 through the Digital Main Street Future Proof Funding.

Extended Patio Season

The City continues to operate the Temporary Patio Program and Downtown Dining District, which have been extended to the end of November, in order for restaurants, bars and cafes to continue to generate revenue by serving patrons outdoors.

Farmers' Market

The Farmers' Market opened indoors on Saturday, September 5 with signage, physical barriers and stations in place to encourage physical distancing and orderly navigation through the market. A total of 65 vendors operate weekly out of the Market and attendance has consistently been between 2,000 and 2,500 each Saturday, which is about 20 per cent fewer attendees than previous years. Next

steps include opening for additional evenings for the annual Merry Maker Night Market in December and continuing to transition outdoor vendors into the market and extending physical distancing and digitization of services.

Grow Back Better: Our Food Future's 10-point recovery plan in response to COVID-19

Through [Grow Back Better](#), we are providing immediate support to our local food economy. The plan leverages \$1.6 million in Smart City funding to support the City and County's economic, social and inclusive green response to COVID-19.

Priority 1: Increasing access to affordable, nutritious food

Emergency Food Relief – The SEED's Emergency Food Home Delivery Program and the Harve\$t Impact Community Donation Platform: Since August, the SEED has delivered nutritious food baskets to about 1,114 more participants, increasing the program's reach to about 2,614 participants. To support this work, the Harve\$t Impact Community Donation Platform has raised an additional \$4,000 in cash donations matched dollar-for-dollar by Our Food Future. The total cash donation to date is \$40,000. In addition, \$1,100,000 in private and public donation program donations has been leveraged.

Guelph-Wellington Urban Agriculture Challenge: Our Food Future launched the Guelph-Wellington Urban Agriculture Challenge on September 15. The program will award \$102,000 in funding to implement ideas and projects that support circular economic recovery, accelerate food production, and increase access to fresh food while limiting environmental impact. The challenge is led by Harve\$t Impact, a social financing program of 10C and a core pillar of the Our Food Future initiative. The first phase of the application process closes October 30.

Supporting vulnerable residents – identifying needs and coordinating action: The Nutritious Foods workstream recently contributed to the Food Insecurity Vital Focus as part of the Secondary Pandemic Effects Vital Focus Series. The brief outlines our current understanding of the impacts of the COVID-19 pandemic on food insecurity and discusses recommendations to address this issue. In addition, Wellington-Dufferin-Guelph Public Health has developed a regional survey for households, which will collect information regarding food insecurity prevalence and barriers to accessing nutritious food during the COVID-19 pandemic.

Priority 2: Supporting new and existing food businesses

Seeding Our Food Future micro grant program: Since August 31, businesses have begun the [Seeding Our Food Future](#) program and received some of their allocated grant funding. The initiative is providing guidance to support circular business development through 15 mentors from three collaborator organizations.

Business tools and services for food sector to reduce waste: The second installment of Provision Coalition's [R-Purpose Micro](#) program began in September. In addition, Our Food Future collaborators launched the first [circular meal](#)—a gourmet restaurant meal created entirely from food waste—on October 15. The fully circular meal will be served for one month by Canada's largest B-corp restaurant chain.

Priority 3: Taking action to Strengthen regional food system resiliency

Food System Resiliency Table: The Food System Resiliency Table will provide actionable, on-the-ground insights and support to ensure the strength and sustainability of our regional food systems during the current crisis and better equip our food system of the future. Preliminary work to convene the Food System Resiliency Table began in September and will continue as an initiative of the existing Community Steering Table.

Waste as a Resource: Food Waste Challenge Technology Challenge: As part of Our Food Future and Grow Back Better, the City's Solid Waste Resources division has developed an innovation challenge to cultivate ideas on the inclusion of advanced sensors and AI powered camera systems within Guelph's waste collection system. This technology will help staff better understand residential food waste and associated interventions, and launched October 22. Understanding food waste is an important part of building food system resilience, so that our community is better positioned to respond to future emergencies.

Financial Implications

COVID-19 continues to have a significant impact on City finances, as community use of the City's revenue generating facilities, programs and services is far less than it would be in a normal year. The City has taken steps throughout the year to reduce costs wherever possible. These measures, together with Phase 1 of the Safe Restart Funding, have mitigated the projected year-end deficit and the need to use the City's reserves in 2020.

Staff are assessing projected year-end COVID-19-related financial impacts as part of the third quarter operating variance review in consultation with respective departmental managers. Details of the operating year-end projection will be shared November 27, 2020 through the third quarter operating variance report to Council.

The City is grateful for Phase 1 of the Safe Restart Funding that allocated a total of \$12 million in emergency relief funding from the federal and provincial governments. Staff are actively assessing eligibility to access Phase 2 emergency support funding, given the known need for these funds throughout 2021. However, based on the City's ability to mitigate a significant portion of the lost revenues in 2020, we may not qualify for this additional support.

Recovery from COVID-19 is a priority in the City's 2021 budget. The City recognizes it has a role to play in Guelph's economic recovery and in supporting businesses and residents in sectors most impacted. The budget proposes digital transformation investments to modernize service delivery, along with requests for additional funding for business retention and attraction, tourism rebuilding and emergency non-profit financial support. The City recently released a [budget podcast](#) about the impacts of COVID-19 on the budget, which provides information on the long-term recovery journey.

Consultations

This report was written in consultation with general managers, strategic business advisors, and the executive team.

Strategic Plan Alignment

The content of this information report aligns with the Strategic Plan, Guelph. Future Ready. As a whole, the City's response to COVID-19 is aligned with each of the priority areas of the Strategic Plan. That work is in support of our community and our employees during the pandemic and through recovery, while not losing sight of long-term sustainability.

Attachments

None.

Departmental Approval

Tara Baker, General Manager, Finance, City Treasurer

Report Author

Tara Sprigg, General Manager, Corporate Communications and Customer Service

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Report Approval Details

Document Title:	Managing the impacts of COVID-19. Interim report - 2020-184.docx
Attachments:	
Final Approval Date:	Oct 23, 2020

This report and all of its attachments were approved and signed as outlined below:

Kate Wagler

Scott Stewart

Intergovernmental Consultation



Improving Supportive Housing in Ontario Consultation

Ministry/Department

Ministry of Municipal Affairs and Housing

Consultation Deadline

Friday, October 30, 2020

Summary

The Ministry of Municipal Affairs and Housing is working together with the Ministry of Health and the Ministry of Children, Community and Social Services to seek input and feedback on improving Ontario's supportive housing system. The City has been sent a survey to participate in this consultation process.

Proposed Form of Input

City staff will work with our Service Manager, Wellington County, to prepare a response to this consultation process.

Rationale

The City is committed to working with our Service Manager, Wellington County, to help increase the availability of housing that meets community needs.

Lead

Public Services with support from Intergovernmental Services.

Link to Ministry Website

N/A

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Intergovernmental Consultation



Proposed Changes to the Ontario Immigrant Nominee Program

Ministry/Department

Ontario Ministry of Labour, Training and Skills Development

Consultation Deadline

Friday, October 23, 2020

Summary

Ontario is proposing to introduce an Expression of Interest system under certain streams of the Ontario Immigrant Nominee Program. A new proposed Municipal Nominee Program is also currently under development.

Proposed Form of Input

City staff will prepare a written submission to the consultation.

Rationale

The City of Guelph has an interest in policy related to attracting and retaining newcomers to Guelph.

Lead

Local Immigration Partnership – Culture and Recreation

Link to Ministry Website

<https://www.ontariocanada.com/registry/view.do?postingId=34247&language=en>

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Intergovernmental Consultation



Proposed Regulation under the Ontario Heritage Act

Ministry/Department

Ontario Ministry of Heritage, Sport, Tourism and Cultural Industries

Consultation Deadline

Thursday, November 5, 2020

Summary

Ontario is seeking public input on proposed regulations to the *Ontario Heritage Act* related to *Bill 108, the More Homes, More Choice Act*, 2019.

Proposed Form of Input

City Staff will prepare a written submission to respond to the consultation.

Rationale

The City has an interest in regulatory proposals of impact to heritage planning.

Lead

Planning and Building Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-1348>

Contact Information

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Provincial and Federal Consultation Alert



Proposed amendments to the Director's Technical Rules made under section 107 of the *Clean Water Act*, 2006

Ministry

Environment, Conservation and Parks

Consultation Deadline

9 November 2020

Summary

The Ministry is proposing changes to the technical rules used to assess source water protection vulnerability and risk under the *Clean Water Act*.

Proposed Form of Input

A submission on the Environmental Registry.

Rationale

Ensuring strong source water protection mechanisms are in place is a priority for the City of Guelph to advance the sustainability of the local water supply.

Lead

Water Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2219>

Contact Information

Intergovernmental Services

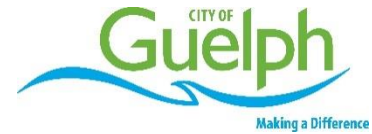
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Provincial and Federal Consultation Alert



Proposed Project List for comprehensive environmental assessments under the *Environmental Assessment Act*

Ministry

Ministry of Environment, Conservation and Parks (MECP)

Consultation Deadline

10 November 2020

Summary

MECP is seeking input on a proposed list of types of projects that are to be subject to a comprehensive environmental assessment (EA) process.

Proposed Form of Input

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

Rationale

The City regularly conducts EAs and has an interest in EA-related policy development.

Lead

Engineering and Transportation Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2377>

Contact Information

Intergovernmental Services

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

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Intergovernmental Consultation



Proposal to Amend the Food and Organic Waste Policy Statement

Ministry/Department

Ontario Ministry of Environment, Conservations and Parks (MECP)

Consultation Deadline

Saturday, November 14, 2020

Summary

MECP is proposing amendments to the Food and Organic Waste Policy Statement to help harmonize materials accepted into green bins and other collection systems.

Proposed Form of Input

Staff will prepare a written submission.

Rationale

The City has an interest in responding to proposals related to food and organic waste policy given the City's waste collection system.

Lead

Environmental Services – Solid Waste

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2498>

Contact Information

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TTY: 519-826-9771

Intergovernmental Consultation



Proposal to require municipal support for new or increased bottled water takings

Ministry/Department

Ministry of Environment, Conservation and Parks

Consultation Deadline

Friday, November 20, 2020

Summary

MECP is seeking feedback on proposed changes to the Ontario Water Resources Act that would require water bottling companies to have the support of their local host municipality for a new or increased groundwater taking in their community.

Proposed Form of Input

City staff will prepare a written submission to the Environmental Registry of Ontario.

Rationale

The City has an interest in policy changes of impact to the City's water supply.

Lead

Environmental Services – Water Services

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2422>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

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

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



A proposed regulation, and proposed regulatory amendments, to make producers responsible for operating blue box programs

Ministry/Department

Ontario Ministry of Environment, Conservation and Parks

Consultation Deadline

Thursday, December 3, 2020

Summary

Ontario is proposing regulatory changes under the Resource Recovery and Circular Economy Act to make producers responsible for blue box programs, including transition requirements and timelines.

Proposed Form of Input

City staff will respond to the consultation through a formal submission on the Environmental Registry of Ontario.

Rationale

The City of Guelph has an interest in transitioning its blue box program to full producer responsibility.

Lead

Environmental Services – Solid Waste Resources

Link to Ministry Website

<https://ero.ontario.ca/notice/019-2579>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

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

519-37-5602

TTY: 519-826-9771

Intergovernmental Consultation



A Proposed Integrated Management Approach to Plastic Products Discussion Paper

Ministry/Department

Environment and Climate Change Canada

Consultation Deadline

Wednesday, December 9, 2020

Summary

The Government of Canada is taking steps toward eliminating plastic pollution in Canada, including potentially banning or restricting certain harmful single-use plastic products, where warranted and supported by science. This discussion paper is seeking input on a proposed integrated management approach to plastics to take a number of actions, including regulations which would be developed under the provisions of the Canadian Environmental Protection Act, 1999 (CEPA).

Proposed Form of Input

Staff will prepare a written submission to the discussion paper.

Rationale

The City has an interest in responding to policy proposals of potential impact to waste collection services and the Blue Bin program.

Lead

Environmental Services – Solid Waste.

Link to Ministry Website

<https://www.canada.ca/en/environment-climate-change/services/canadian-environmental-protection-act-registry/plastics-proposed-integrated-management-approach.html#toc0>

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

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

519-37-5602

TTY: 519-826-9771

Intergovernmental Submission



City of Guelph Response to Ontario's Fall 2020 Pre-Budget Consultation Process

Ministry/Department

Ministry of Finance

Date Submitted

Friday, October 16, 2020

Summary

This City of Guelph submission to Ontario's pre-budget consultation process outlines the City's priorities for the upcoming Ontario budget.

Lead

Intergovernmental Services

Attachments

Attachment-1 CoG Ontario Fall 2020 PreBudget Consultation Submission

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

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

519-37-5602

TTY: 519-826-9771

Friday, October 16, 2020

Sent via email to: submissions@ontario.ca and minister.fin@ontario.ca

The Honourable Rod Phillips
Minister of Finance
c/o Budget Secretariat
Frost Building North, 3rd Floor
95 Grosvenor Street
Toronto, Ontario M7A 1Z1

Dear Minister Phillips,

RE: City of Guelph's Response to Ontario's Fall 2020 Pre-Budget Consultation Process

I'm pleased to submit comments to the province's Fall 2020 Pre-Budget Consultation process on behalf of the City of Guelph. We are at a critical juncture in Ontario's fight against COVID-19. All orders of government must work together to keep our residents safe and to support our local businesses and industries as we continue down the path of economic recovery. We applaud the province's efforts to date and support Ontario's continued focus on the public health response to the pandemic.

As we work through the second wave it is essential that we leave no one behind. We must continue to work together to ensure all of our residents have safe access to the essential services they need and that our economic recovery is broad-based and inclusive. As a front-line and mature order of government, the City has been at the forefront of efforts to contain the virus locally and to stimulate local economic recovery. The pressures of the pandemic have meant that we've had to do more with less, while striving to be more efficient and digitally innovative.

Below you will find our recommendations for the upcoming budget to ensure Guelph and the province are able to advance the wellbeing of our local community as well as our local economy. As always, we also encourage the province to prioritize red tape reduction, process streamlining and local digital innovation.

✓ **Continue to Support Municipal Governments with additional Emergency Operating Funds**

The 6-8 month Federal-Ontario Safe Restart Agreement has been critical in supporting municipal governments so we can continue to fund essential public services such as transit, paramedic, fire, and social services like housing, throughout the public health crisis. While these emergency funds have allowed the City of Guelph to withstand the financial pressures of the pandemic to date, regular revenues have yet to stabilize and we continue to take on new expenses related to

COVID19 in response to the second wave and to enable the municipal shift towards remote working. These fiscal challenges are especially evident as we begin preparing our budget for the 2021 municipal fiscal year. Municipal governments will need continued support from the province until these pandemic pressures fully subside. In Guelph, transit and recreation services have been especially hard-hit by the pandemic. For transit, we will need continued provincial and federal support until ridership and revenues stabilize if we are to continue offering this service at the levels necessary to meet the needs of our residents.

Recommendation: That the province work with the Government of Canada to negotiate a follow up to the Safe Restart Agreement to provide further emergency municipal operating relief funding for the 2021 municipal fiscal year.

Recommendation: That the province work with the Government of Canada to continue to provide transit relief funding for municipal transit services until ridership and revenues stabilize.

✓ **Stimulate Economic Recovery by Investing in Critical Municipal Infrastructure**

Investing in critical municipal infrastructure is one of the key tools available to the provincial government to stimulate economic recovery in local communities. The Investing in Canada Infrastructure Program (ICIP) should be leveraged for this purpose given its ability to fund projects that will create local jobs across the employment spectrum when these investments are needed most. Funding should be flexible and dollars should flow as fast as possible while maintaining necessary transparency and accountability measures.

Recommendation: That the province launch new intakes under the ICIP Green and COVID19 Streams, including for municipalities over 100,000 residents, as soon as possible with simplified application and reporting requirements.

✓ **Prioritize Small Business Supports and Hard-Hit Economic Sectors**

Guelph's entrepreneurs, small businesses, hospitality, tourism, industrial and manufacturing sectors have been hard hit since the Declaration of Emergency was first announced. Strategic action must be taken to make sure our local businesses survive the pandemic and continue to power our future, especially given the uncertainty created by the second and potentially additional waves of COVID-19. Ensuring the wellbeing of our businesses and industries is critical in making sure our local residents are able to continue working. The province must also find ways to support entrepreneurship, innovation, and skills-development. Past recessions have often led to an increase in the demand for entrepreneurship and small business support services. These are "boots on the ground" organizations that foster entrepreneurship and job creation in our communities. They will be

absolutely vital to our economic recovery. The province should also support the recovery of the tourism and hospitality sectors and encourage industrial and manufacturing businesses to continue innovating so that they can withstand the pressures of the pandemic.

Recommendation: That the province extend the ban on commercial evictions to help struggling small businesses survive the second wave and get back on their feet.

Recommendation: That the province invest in Small Business Enterprise Centres and Regional Innovation Centres to support small businesses, aspiring entrepreneurs and innovation that will enable businesses to retool in light of COVID-19.

Recommendation: That the province develop and/or enhance dedicated supports and funding opportunities for the tourism and hospitality sectors.

Recommendation: That the province support and incentivize manufacturing and industrial sector companies based in local communities so that they can retool to meet changing supply and demand pressures.

✓ **Invest in Interregional Transportation**

Although the pandemic has impacted mobility trends, we must continue to focus on making our transportation networks future ready. Investing in interregional transportation now will stimulate economic recovery in the short term while also preparing the necessary infrastructure our communities will need to navigate our future. Guelph is a critical link in the Innovation Corridor between Waterloo Region and Toronto. Investments in all-day two-way Go Service by 2025 and on Highways 6 & 7 will be transformative for our community and for the continued success of the economic engine that is the Innovation Corridor.

Recommendation: That the province invest in making All-Day Two-Way Go Service by 2025 along the Kitchener Line a reality, including any potential infrastructure improvements along the rail corridor in Guelph.

Recommendation: That the province continue investing in improvements to Highways 6 & 7 to enhance connectivity between Guelph and Waterloo Region and between Guelph and Hamilton.

✓ **Encourage a Green Recovery**

As we plan our economic recovery it is essential that we keep an eye on approaches that will enable us to sustain our future while addressing climate change and maintaining our focus on innovative growth sectors. The City of Guelph is committed to relying 100% on renewable energy as a corporation by 2050. We are also committed to becoming a fully carbon neutral community by this same timeframe. Locally we will do our part to reach this objective and to contribute to

the province's Made-In-Ontario Environment Plan. Provincial investments in municipal climate leadership, carbon emissions reductions, brownfield remediation funding, and climate change adaptation will ensure our economy and local infrastructure are future ready.

Recommendation: That the province continue and expand incentives for energy efficiency for building retrofits and new construction projects, renewable energy, electric vehicles (EV), and EV charging infrastructure.

Recommendation: That the province create a dedicated funding stream for brownfield remediation to unlock the economic potential of contaminated lands such as those located in the City of Guelph's downtown core.

✓ **Support our Most Vulnerable through further Investments in Housing**

The pandemic has laid bare gaps in the services available to our most vulnerable here in Guelph. Together with Wellington County, our Service Manager, we have done what is necessary to temporarily house individuals experiencing homelessness locally. While these measures have been critical in the short term, capital and operational investments from the province will be necessary to identify long-term solutions to address the lack of supportive housing in our community.

Recommendation: That the province advance capital and operational investments in supportive housing in Guelph to support our most vulnerable through the pandemic and beyond.

Recommendation: That the province continue to provide pandemic-related funding supports to service managers such as Wellington County to enable the continued provision of essential social services to the public in line with COVID-19 safety protocols.

Thank you for the opportunity to provide input in advance of the provincial budget anticipated this fall. I trust you will give thoughtful consideration to the City of Guelph's recommendations. Should you have any comments or questions, I encourage you to get in touch with the City.

Sincerely,



Cam Guthrie
Mayor of the City of Guelph
Mayor@guelph.ca

CC Minister of Municipal Affairs Steve Clark; MPP for Guelph Mike Schreiner; and AMO President Graydon Smith, Mayor of Bracebridge.

Thursday, October 22, 2020

Sent to: ontarionominee@ontario.ca

Ontario Immigrant Nominee Program Team
Ministry of Labour, Training and Skills Development
400 University Avenue, 4th Floor
Toronto, ON M7A 2R9

To whom it may concern:

RE: Regulatory Amendments 422/17 and 421/17

The City of Guelph (the City) appreciates the opportunity to comment on proposed amendments to the Ontario Immigrant and Nominee Program (OINP). The OINP is an essential provincial tool valuable in helping the province customize immigration flows to meet local needs.

The proposed transition to an Expression of Interest (EOI) system addresses a number of issues with the current program. As we see it, the current OINP system is limited in its ability to quickly meet the needs of employers, industry and local labour market needs. The annual quotas for the different OINP streams are typically met within hours of their opening, limiting employers' ability to plan around and count on these programs. To address this, we encourage the province to continue negotiations with the Government of Canada to increase the number of newcomers able to immigrate to Ontario under the OINP.

Further, although the current list of "in-demands skills" addresses some key priorities and labour market gaps for the City and the County of Wellington, different streams could benefit from more specific or stringent requirements that better align with labour market needs at the municipal level. For example, given Guelph's strengths as an innovation and agricultural hub, a greater focus on accepting STEM and agricultural students and workers would be of great benefit to our local economy. Greater targeting measures through the OINP would allow us to better attract and retain the top candidates for our communities.

Some business members of our community have also suggested that the speed at which the OINP programs change is difficult to keep up with and that they often change without notice, disrupting a planned pathway to permanent residency for their employees. An EOI system with clear and published guidelines would likely increase employer and immigrant participation, and a larger pool will be more likely to yield better results.

An EOI system would also be better suited to streamline any regional or municipal immigration initiatives that are developed in the future. Having an existing EOI

system that can be easily tailored to these types of new programs would be crucial in ensuring quick implementation. On this note, the City of Guelph would like to signal its support for the planned Municipal Nominee Program as it provides an opportunity for better targeting and selection of candidates for immigration to address local labour needs. This targeted approach to immigrants' selection is expected to support the City's efforts to attract and retain the skills and talents that would contribute to our economic growth in the long run.

We appreciate this opportunity to formally provide feedback on the OINP. I encourage you to contact me should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Danna Evans".

Danna Evans, General Manager
Culture and Recreation, **Public Services**

T 519-822-1260 extension 2621

TTY 519-826-9771

E danna.evans@guelph.ca
guelph.ca

Intergovernmental Submission



City of Guelph Letter of Support for Our Energy Guelph's Grant Application to the Climate Action and Awareness Fund

Ministry/Department

Environment and Climate Change Canada

Date Submitted

Tuesday, October 20, 2020

Summary

Letter from Mayor Guthrie to Environment and Climate Change Canada supporting an Our Energy Guelph grant application for funding for local climate action activities.

Lead

Mayor's Office with support from Intergovernmental Services

Attachments

Attachment-1 CAAF OEG letter of support Oct 20 2020

Contact Information

Intergovernmental Services

Chief Administrative Office

Intergovernmental.relations@guelph.ca

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

519-37-5602

TTY: 519-826-9771



October 20, 2020

Sent to: ec.fasc-caaf.ec@canada.ca

Climate Action and Awareness Fund Team
Environment and Climate Change Canada
200, boul. Sacré-Coeur
Gatineau, Quebec K1A 0H3
Canada

To Whom It May Concern:

Re: Our Energy Guelph's Application to the Climate Action and Awareness Fund

I'm pleased to offer my support for Our Energy Guelph's application to Environment and Climate Change Canada's Climate Action and Awareness Fund.

Sustaining our future by protecting the environment is a key priority in the City's Strategic Plan, "[Guelph. Future Ready.](#)," and for our local community. That is why the City of Guelph is committed to creating a net zero carbon community by 2050. As a local government, we are doing our part by ensuring all city facilities and operations rely on 100% renewable energy by this timeframe, but we cannot meet our community's climate action goals alone. Community-based climate action that encourages local businesses and residents to reduce their GHG emissions and adopt green technologies and processes is absolutely essential if Guelph is to be a net zero carbon community and contribute to the federal government's vision of having a prosperous net-zero emissions future by 2050.

Our Energy Guelph is a key partner to the City when it comes to catalyzing local climate action. Its mandate is to implement the pathway to a net zero carbon future for Guelph. Support from the Government of Canada through the Climate Action and Awareness Fund for Our Energy Guelph's "Channeling SMEs to Scale-Up Community Action on Climate

Office of the Mayor

City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

T 519-837-5643
TTY 519-826-9771
F 519-822-8277
E mayor@guelph.ca

guelph.ca

Change Mitigation” project is exactly the type of federal support needed to advance local community-based change. Funding will empower Our Energy Guelph to pilot engagement with local small businesses and their employees on how to reduce their carbon footprint. If successfully implemented, this pilot would then function as a model to facilitate future community-based climate action in our community and beyond.

Reaching Canada’s net zero emissions by 2050 will require that all orders of government work together in partnership with our local communities and local climate action leaders. I strongly support Our Energy Guelph’s application to the Climate Action and Awareness Fund.

If you have any questions about this letter of support, I can be reached at mayor@guelph.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cam Guthrie", with a long horizontal flourish extending to the right.

Cam Guthrie
Mayor

CC Alex Chapman, Executive Director, Our Energy Guelph
MP for Guelph Lloyd Longfield
Scott Stewart, Chief Administrative Officer, City of Guelph
Kealy Dedman, Deputy Chief Administrative Officer, Infrastructure,
Development and Enterprise, City of Guelph

October 22nd, 2020

The Right Honourable Rod Phillips
Minister of Finance
Frost Bldg S 7th Floor
7 Queen's Park Cres, Toronto M7A 1Y7

Dear Mr. Phillips:

Re: Assessing Aggregate Resource Properties

This letter will confirm support of the Council of the Township of South-West Oxford of County of Wellington Resolution dated September 24th, 2020 from the Administration, Finance and Human Resources Committee including that:

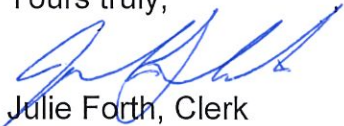
That South-West Oxford Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties; and

That South-West Oxford Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values; and

That South-West Oxford Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value; and

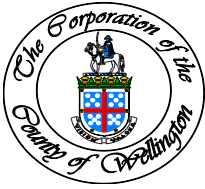
That South-West Oxford Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

Yours truly,

A blue ink signature of Julie Forth, Clerk of the Township of South-West Oxford.

Julie Forth, Clerk
Township of South-West Oxford

cc. Ministry of Municipal Affairs and Housing;
Ministry of Natural Resources and Forestry;
Association of Municipalities of Ontario;
Rural Ontario Municipal Association;
all Ontario municipalities;
MPP Ernie Hardeman



KIM COURTS
DEPUTY CLERK
T 519.837.2600 x 2930
F 519.837.1909
E kimc@wellington.ca

74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

October 2, 2020

Sent via email to all Ontario Municipal Clerks

Dear Municipal Clerks,

At its meeting held September 24, 2020, Wellington County Council approved the following recommendation from the Administration, Finance and Human Resources Committee:

WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands; and

WHEREAS Wellington County Council supports a fair and equitable assessment system for all aggregate resource properties; and

WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties; and

WHEREAS Wellington County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties.

NOW THEREFORE BE IT RESOLVED:

(a) That Wellington County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties; and

(b) That Wellington County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values; and

(c) That Wellington County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value; and

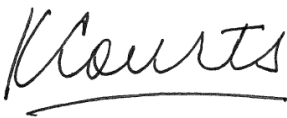
(d) That Wellington County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

Please find the Aggregate Resource Property Valuation and Advocacy report and Municipal Resolution enclosed.

Wellington County Council is requesting that all Ontario municipalities adopt the Municipal Resolution and forward to Donna Bryce, Wellington County Clerk at donnab@wellington.ca upon passing.

Should you have any questions please contact Ken DeHart, County Treasurer, at kend@wellington.ca or call 519.837.2600 ext 2920.

Sincerely,

A handwritten signature in black ink that reads "Kim Courts". The signature is written in a cursive style with a horizontal line underneath the name.

Kim Courts
Deputy Clerk



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 15, 2020
Subject: **Aggregate Resource Property Valuation and Advocacy Report**

Background:

Through the County's Assessment Base Management Policy and Programme approved in 2016; Wellington County has made significant efforts to maintain, protect and enhance the quality of the assessment roll. This includes reviewing the accuracy of individual assessments and ensuring the equitable distribution of the tax burden. The County remains a strong advocate for the accurate and equitable valuation and property tax treatment of all properties, including gravel pit and aggregate resource properties in the County and throughout Ontario.

The County has been actively pursuing fair and accurate assessment valuations for gravel pits through two streams:

1. Assessment appeals heard by the Assessment Review Board
2. Advocacy through the province on a permanent policy solution

Assessment Appeals

The County has filed assessment appeals on all aggregate producing properties in its three southern-most municipalities, being Puslinch, Erin and Guelph/Eramosa for the 2017 to 2020 taxation years. The purpose of these appeals is to ensure that the current value assessment of these properties is captured through the existing legislation, and to deal with how those properties are classified for taxation purposes.

The effect of the current property tax valuation structure by the Municipal Property Assessment Corporation ("MPAC") unfairly sees active gravel pits incurring less property tax than many single-family homes and small businesses as a result of unduly low and inaccurate current value assessments. It also leads to properties that are located in the same areas and are similar to gravel pits receiving vastly different property valuations, which contradicts the principle of fairness and transparency underpinning our taxation system that similar properties should be treated and taxed equally. Arbitrarily classifying gravel pits as among the lowest form of farmland (Class 5) sets an artificial cap on these producers' property assessments and keeps their property taxes well below what they should be paying. In turn, residents and businesses are subsidizing the break that gravel producers are receiving.

In terms of next steps for these appeals, a settlement conference is scheduled to take place on September 16 and hearings are scheduled for the weeks of November 16 and 23.

Advocacy for a Permanent Policy Solution

The County has been working with its colleagues through the Top Aggregate Producing Municipalities of Ontario (TAPMO) to raise awareness of the assessments and the inequitable treatment of these properties and ask the government to review how these properties are assessed and treated from a property tax policy perspective through the MPAC review that is currently taking place.

Through this work, TAPMO endorsed the attached municipal resolution to be shared with TAPMO municipalities for consideration at local Councils. The resolution formally asks the province to review how these properties are assessed in light of the inequitable treatment in comparison to other residential and business properties in the municipality. Several municipalities across the province have approved and forwarded this resolution to the province and local MPPs.

To be clear, the County believes MPAC's property valuation is incorrect even within the current legislation, however, the County is looking for further direction and possible legislative or regulatory changes that will eliminate future disputes. This kind of permanent policy change is in everyone's best interest to resolve this issue once and for all.

Staff recommend that the Administration, Finance and Human Resources Committee support the resolution and pass it along to County Council for approval. This is also an opportunity for the County to remind its member municipalities to review and give consideration to this resolution as well.

AMO Delegation Meeting

On August 18, 2020, in collaboration with the Top Aggregate Producing Municipalities of Ontario (TAPMO), County representatives met with Stan Cho, Parliamentary Assistant to the Minister of Finance, to discuss the need to improve how aggregate properties are assessed across Ontario under an equitable valuation system. The meeting was held during the Association of Municipalities of Ontario (AMO) conference. This is where municipal and provincial policymakers come together to discuss pressing issues facing both levels of government.

Wellington County and other TAPMO members presented several policy-driven solutions to Mr. Cho that would make MPAC's property tax valuations accurate and equitable. There are many possible legislative, regulatory or policy changes that can achieve a permanent solution. These include:

- Creating a separate class for aggregate producing properties (as was done for landfills in 2015);
- Directive (or regulation) from the Minister to MPAC regarding how to assess these types of properties to reflect their true market or industrial value;
- Remove the aggregate exemption from the *Assessment Act* (as was the situation prior to 2008).

This would enable municipalities to maintain stability in local taxation levels and meet the needs of their communities. Directing MPAC on how to assess these properties based on their true market value makes common sense and will result in stability and accuracy in the assessment process. The solution to remove the exemption of aggregate in the *Assessment Act* would allow MPAC to assess the full value of the property.

Summary

Aggregate sites are important job creators and an increasingly critical element of public works that help to fuel steady economic growth across Ontario, especially as part of municipalities' post-pandemic recovery. Yet, under the current MPAC valuation formula, their current value assessment is inaccurate such that these sites generate significantly less revenue for municipalities and the Province than other possible uses for the same land. This costs Ontario municipalities millions of dollars in lost tax revenue every year and negatively impacts their abilities to deliver more fulsome services and programmes to residents. The current system also generates less Education property taxes which shifts even more tax burden onto homeowners and small businesses. Municipalities are therefore eager to find a solution that is fair for all involved: the municipality, taxpayers, and aggregate producers.

COVID-19 has highlighted the urgency for a policy-driven, equitable approach. Municipalities across Ontario are fighting to continue providing a high standard of services to our families and businesses who need them now more than ever. The lost tax revenue undermines our ability to enhance those services and make key infrastructure investments at a time when our residents are suffering. The County wants to be fair to aggregate producers while recognizing that they should be part of the solution in terms of helping families and businesses get back on their feet – the very people who are carrying the burden of the current MPAC system.

Recommendation:

That the Aggregate Resource Property Valuation and Advocacy Update Report be received for information; and

That the attached resolution be supported by County Council and sent to the Ministry of Finance.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

SCHEDULE A – MUNICIPAL RESOLUTION

WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands; and

WHEREAS Wellington County Council supports a fair and equitable assessment system for all aggregate resource properties; and

WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties; and

WHEREAS Wellington County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties;

NOW THEREFORE BE IT RESOLVED:

- (a) That Wellington County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties; and
- (b) That Wellington County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values; and
- (c) That Wellington County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value; and
- (d) That Wellington County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

Resolution



Moved By _____

Agenda
Item 8d

Resolution No.
2020-10-21-324

Last Name Printed Martin

Seconded By _____

Council Date: October 21, 2020

Last Name Printed Came

"Now Therefore Be It Resolved That Northumberland County Council provide support for the resolution adopted by Wollaston Township regarding requesting a review of the Municipal Election Act to with a view to making amendments that allows for reporting of election fraud and ensuring that legislation can be enforced; and

Further Be It Resolved That a copy of this resolution be forwarded to the Honourable Premier Doug Ford, the Minister of Municipal Affairs and Housing, MPP David Piccini (Northumberland Peterborough-South), all Ontario municipalities and the Association of Municipalities of Ontario (AMO)."

Recorded Vote
Requested by _____
Councillor's Name

Carried

Warden's Signature

Deferred _____
Warden's Signature

Defeated _____
Warden's Signature

90 Wollaston Lake Road
COE HILL, ON K0L 1P0
clerk@wollaston.ca
www.wollaston.ca



MAYOR: BARBARA SHAW
CLERK: BERNICE CROCKER
613-337-5731 (Phone)
613-337-5789 (Facsimile)

September 16, 2020

**MINISTRY OF MUNICIPAL
AFFAIRS AND HOUSING**
17th Floor, 777 Bay street
TORONTO, ON
M7A 2J3

ATTN: THE HON. STEVE CLARK

Dear Minister Clark:

At a special meeting of council held on August 24, 2020, members discussed concerns regarding the 2018 municipal election.

In the last six weeks of the 2018 municipal election in Wollaston Township, seasonal property owners presented signed leases with family members for sleeping cabins, bunkies and sheds. The \$100.00 leases added a significant number of new non-resident electors to the voters' list.

Although concerns were raised regarding the Township's Comprehensive Zoning By-law and non-use of the standard lease form, the leases were used as eligibility, allowing the children of seasonal property owners access to a Township election for the first time.

Because this gave the appearance of a pay to play campaign, and because the leases were with family members, and because no people actually lived in these structures that lacked hydro, running water and washroom facilities, this was reported to the OPP, who have a duty to enforce the rules and regulations of the *Municipal Elections Act*.

The OPP did not proceed with charges because they said there was no case law.

The following Motion was adopted:

MOTION NO.: 03
MOVED BY: TIM CONLIN
SECONDED BY: DARLENE COLTON

BE IT RESOLVED, that the Council of Wollaston Township ask Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to review the *Municipal Elections Act* and provide amendments to ensure that loopholes are closed on any pay to play schemes in rural communities where non-resident electors are permitted to participate in elections so that \$100.00 leases do not turn into ballots for garden sheds.

AND BE IT FURTHER RESOLVED, that the County of Wollaston Township ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to review the Municipal Elections Act and provide amendments to provide clearer, stronger wording, to assist municipal Clerks in addressing issues to allow for a more definitive decision to be made when adding names to the voters' list.

AND BE IT FURTHER RESOLVED, that Council of Wollaston Township ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to ensure that there is a clear and accessible way to report election fraud.

AND BE IT FURTHER RESOLVED, that Council of Wollaston Township ask the Minister of Municipal Affairs and Housing, the Hon. Steve Clark, to ensure that the rules described in the Municipal Elections Act are actually enforceable even if there is not current case law.

AND BE IT FURTHER RESOLVED, that support for this resolution be sent to Premier Doug Ford, Daryl Kramp, M.P.P. for Hastings-Lennox and Addington, all Ontario Municipalities and the Association of Municipalities of Ontario.

CARRIED

Should you have any questions or concerns regarding the above, do not hesitate to contact me.

Sincerely,



BERNICE CROCKER
Clerk/Administrator

cc. Premier Doug Ford, Daryl Kramp, M.P.P. for Hastings-Lennox and Addington, AMO and all Ontario Municipalities.

Resolution



Moved By _____

Agenda
Item 8a

Resolution No.
2020-10-21-321

Last Name Printed Cane

Seconded By _____

Council Date: October 21, 2020

Last Name Printed Henderson

"Now Therefore Be It Resolved That Northumberland County Council provide support for the resolution adopted by the Township of Asphodel Norwood regarding their request that:

- a governing body be created to regulate cannabis production; and
- the governing body take a unified approach be taken to land use planning restrictions; and
- the governing body enforce the regulations under the Cannabis Act on behalf of the licencing agency and ensures local authorities are in fact provided with notification of any licence issuance, amendment, suspension, reinstatement, or revocation within their region; and
- the governing body communicates more readily with local governments; and
- the governing body provides local government with more support; and

Further Be It Resolved That Northumberland Council forward this resolution to all municipalities in Ontario, MP Philip Lawrence and MPP David Piccini (Northumberland-Peterborough South), the Minister of Agriculture, Food and Rural Affairs, requesting that legislation be enacted to support local governments with cannabis land use management and enforcement issues."

Recorded Vote
Requested by _____

Carried

Councillor's Name


Warden's Signature

Deferred

Defeated

Warden's Signature

Warden's Signature



Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1
Telephone: (519) 824-1212 #7213 Fax: (519) 824-8360
TTY (519)824-1466 Email: board@guelphpolice.ca

OPEN MEETING

MINUTES – SEPTEMBER 17, 2020

An Open meeting of the Guelph Police Services Board was held by teleconference call, pursuant to Guelph Police Services Board By-Law 164 (2020), on September 17, 2020 commencing at 2:30 p.m.

Present: R. Carter, Chair
R. Curran, Member
P. McSherry, Member
C. Guthrie, Member
C. Billings, Member
C. Polonenko, Executive Assistant
G. Cobey, Chief of Police
D. Goetz, Deputy Chief of Police
J. Sidlofsky Stoffman, Legal Services
K. McKeown, Human Resource Services Manager
L. Pelton, Financial Services Manager

Guests: Anthea Millikin, Executive Director of the Legal Clinic of Guelph and Wellington County; Jillian Watkins, Executive Director of ARCH Guelph

Guelph Police Service: Insp. S. Grover, S/Sgt. M. Davis, S. Odorico, J. Abra

1. WELCOME AND INTRODUCTIONS

Chair Carter welcomed everyone to the meeting.

2. MEETING CALLED TO ORDER

Chair Carter called the meeting to order at 2:31 p.m. by teleconference call between the attendees and gave Territorial Acknowledgement.

3. DECLARATION OF CONFLICT OR PECUNIARY INTEREST

There were no declarations of conflict or pecuniary interest.

4. CLOSED SESSION RESOLUTIONS

Moved by C. Guthrie

Seconded by P. McSherry

THAT the Guelph Police Services Board ratify the 2019-2023 Senior Officers Association Uniform and Civilian Collective Agreements.

-CARRIED-

5. DELEGATIONS/PRESENTATIONS

5.1 Guelph Police Service Promotions

The report, Guelph Police Service Promotions, was provided to the Board for information. Chief Cobey recognized and congratulated the following staff on their promotions and thanked them on behalf of the Senior Leadership Team for taking on these leadership opportunities.

- 1) Human Resources Manager, Kelley McKeown effective August 10, 2020
- 2) To the rank of Staff Sergeant Jason Guardiero effective September 1, 2020
- 3) To the rank of Staff Sergeant Carrie Gale effective September 6, 2020
- 4) Finance Manager, Lisa Pelton, effective September 13, 2020

5.2 Delegation: Anthea Millikin, Executive Director of the Legal Clinic of Guelph and Wellington County; Jillian Watkins, Executive Director of ARCH Guelph re: GPS Access to the Provincial First Responders COVID-19 Risk Look-Up Web Portal

Ms. Millikin introduced herself and her colleague, delegating on behalf of the Coalition of Legal Justice Centres comprised of the Canadian Civil Liberties Association, the Black Legal Action Center, the HIV Legal Clinic of Ontario and Aboriginal Legal Services. She referenced the correspondence received by the Board expressing concern about the GPS access to the database. She acknowledged that the report prepared by the Guelph Police Service for this meeting was comprehensive and outlined the limitations of the data, however, the report needs further review to ensure that the community's questions are answered. R. Carter thanked her for her time and invited her to remain online for the presentation of the report to the Board.

6. APPROVAL OF MINUTES

Moved by C. Guthrie

Seconded by C. Billings

THAT the Minutes of the Open Meeting held Thursday, September 17, 2020 be approved as presented.

- CARRIED –

7. APPROVAL OF AGENDA

Moved by C. Guthrie

Seconded by P. McSherry

THAT the Guelph Police Services Board approve the Open Meeting agenda as presented.

- CARRIED –

Moved by C. Billings

Seconded by C. Guthrie

THAT the Guelph Police Services Board adopt **Part 1 – Consent Agenda** as identified below.

- CARRIED –

7.1 Headquarter Renovation and Expansion

That the Report titled “Police Headquarters Renovation and Expansion Project” and dated July 6, 2020, be received for information.

7.2 Human Resources Report

THAT Melissa Anthony, Ryan Horvat and Emily Richardson be appointed as a full-time member of this Service effective August 24, 2020; and

THAT Victoria van Breda be appointed as a full-time member of this Service effective September 6, 2020; and

THAT Kerri Hall be appointed as a full-time civilian member of this Service effective September 21, 2020; and

THAT Alanna Tees be appointed as a temporary civilian member of this Service effective September 8, 2020.

7.3 Quarterly Capital & Operating Financial Variance Report

That the Report titled “June 2020 Financial Variance Report” and dated September 17, 2020, be received for information.

7.4 2019 Final Financial Variance Report

That the Report titled “2019 Final Financial Variance Report” and dated September 17, 2020, be received for information.

7.5 Board Correspondence Report

That the report titled “Open Meeting – September 17, 2020 Board Correspondence Report” be received for information.

7.6 Ratification of Motions Approved by Electronic Vote

THAT the Guelph Police Services Board support the Michael House Golf Tournament in the amount of \$500.00 with funds to be paid from the Community Account; and

THAT the Guelph Police Services Board approve the establishment of the Finance Committee, a standing committee of the Board; and

THAT Robert Carter, Cam Guthrie and Christine Billings be appointed as committee members; and

THAT Christine Billings moves from being a member of the Policy Review Committee to being a member of the Finance Committee; and

THAT the Progress Review Committee, a standing committee of the Board, be disbanded; and

THAT Section 9.2 of Bylaw 136 (2009) be amended to read: “The Guelph Police Services Board has the following Standing Committees: Collective Bargaining, Policy, Performance Appraisal and Finance; and

THAT the Guelph Police Services Board support the Big Brothers Big Sisters Golf Fore Kids’ Sake in the amount of \$500.00 with funds to be paid from the Community Account.

-CARRIED-

Part 2 – Discussion Agenda

7.7. Guelph Police Service Access to Provincial First Responders COVID-19 Risk Look-Up Web Portal Report

The report was provided to the Board for information. J. Sidlofsky Stoffman provided the history of the use of the portal and information on those authorized to use it. The purpose of the portal was to ensure that communication and dispatch centres had information to support first responders regarding precautions they would need to take to prevent the spread of COVID-19 when responding to calls. There were several problems with the portal. The Ministry initiated an auditing system with checks and balances to ensure that there was no inappropriate use of the portal. On July 22, 2020, it was closed down due to a court challenge by the Canadian Civil Liberties Association (CCLA).

When the Ministry audit revealed two searches of concern, the circumstances were immediately reviewed and a report was sent to the Ministry noting that the searches were inadvertently undertaken in error. There has been no follow up by the Ministry which would indicate that the Ministry was satisfied with the response. J. Sidlofsky Stoffman reported that there was significant double counting, as a typographical error would cause the user to access the portal with other information. No data was stored by the Service. The portal was provided by the Province and used as intended as a prudent way to protect first responders from contacting COVID-19 in the most extreme circumstances that we have ever faced.

7.8 Chief's Report: Response to June 18, 2020 Board Motions (BIPOC)

The Board received the report of the Chief in an initial response to the Board motions of June 18, 2020. Chief Cobey noted that preparing the response has been an important opportunity for the Service and the community to acknowledge and begin to understand that systematic racism, prejudice and bias exist. The Police Service is committed to listening to, working with, learning from, and engaging our diverse community. Our goal is to work with our community for real and lasting change and to become an example for other communities.

One aspect not included in the report is that the Service is embarking on the next promotional process for Senior Officers. The panel will now include a member of our community, and for this year, Ms. Marva Wisdom, Senior Fellow, Munk School of Global Affairs and Public Policy and Founder and Principal of Wisdom Consulting, has been appointed as that community member. Chief Cobey provided the highlights of Ms. Wisdom's extraordinary bio.

Highlights of Chief Cobey's Report addressing the eleven motions include:

- 1) Integrated Mobile Police and Crisis Team (IMPACT) – The Guelph Police Service and the Canadian Mental Health Association have been leaders together in the area of providing innovative services to those with mental health crises. IMPACT workers share our space and there is incredible collaboration. The goal

is to increase the number of workers so that 100 percent of mental health calls can be attended. but this will require many levels of engagement to secure funding and develop a new system.

- 2) Community Policing: This has been identified a priority as set out in the 2019-2021 Strategic Plan. A method of collecting data of our members providing community service is being implemented to provide visibility and to build strong relationships within our community.
- 3) Technology: The Body Camera pilot project is in cooperation with an academic expert who works with North American police agencies and privacy officials at the federal level. Other areas of technology include Evidence.com for managing video evidence, Axon for submitting video evidence, and Coplogic for reporting online.
- 4) Training: The Service is looking for ways to increase knowledge and competencies in the area of diversity and cultural sensitivity. All civilian and sworn members will be participating in a 3-hour mandatory bias training which will be delivered by various members of the community and will include the perspective of the BIPOC community. The Board expressed an interest in attending the training and requested information when it becomes available.
- 5) Public Complaints: The process of making a complaint is well-established and readily accessible by the public. This promotes accountability and professional and ethical conduct by members of the Service.
- 6) Regulated Interactions: Carding happens rarely in Guelph so there is no statistical means to determine if there is a racial bias in street checks. Chief Cobey reported that the few checks that have been conducted since 2017 when legislation came into effect were not on people of colour.
- 7) Data Collection and Calls for Service relating to the BIPOC community: According to legislation, the Service only records and reports race of persons involved in strip searches, street checks, use of force by police and individuals who are arrested, but not for other non-criminal interactions. Expanded data collection will be implemented if viable and/or desirable. The issue must be examined from the privacy and legislative perspective. Chief Cobey undertook to keep the Board apprised of advocacy with the Province and guidance from the Ontario Association of Chiefs of Police to allow for race-based data collection on community interactions, so that the Board can debate and support this issue from a Board's perspective.
- 8) Ontario Association of Chiefs of Police (OACP): Several senior members participate on various committees of the OACP and are regularly reporting any policing reforms and relevant information to the Senior Leadership Team.
- 9) Community Diversity Advisory Committee: There have been many conversations with the community, and Chief Cobey requests that the Board

endorse the Service's participation in the Community Diversity Advisory Committee, but not to lead it or chair it to ensure a wider range of perspectives are considered. This needs a collaborative community approach. The Service has created an internal Diversity, Equity and Inclusion Committee, and many members are eager to be part of it. There will be a new normal as to how we interact with the community.

- 10) Independent Third Party Process: At this point, no Board direction will be given to the Chief about engaging a third party to conduct surveys as these are community- led discussions and solutions to these issues. Through collaborations that have been made with other groups, feedback can be provided to the Board, and if after that, the Board decides that an outside service should be engaged, it can be done at that point.
- 11) Immigration Partnerships and Initiatives: There are ongoing initiatives such as the Kickz Soccer program, which was started by one of our members and over 800 youth have participated since 2008. We look to expand these kind of relationships.

C. Guthrie thanked the Board for supporting these motions and thanked the Chief and Deputy, the Staff and Chair for leading through these last few months to prepare this detailed "living" report that addresses many of the issues that were raised by the community. The Chief's aspirational goal to be a leading city in regard to dealing with these issues and the desire to build a new normal for the Service is extremely commendable.

It was recommended that the Board consider using social media to proactively provide important key information to the community to further transparency and improve interaction with the community. This will be brought back to the Board for discussion at a later date.

R. Carter thanked the Chief for the excellent report and asked him to pass the Board's appreciation on to everyone in the Service. Chief Cobey thanked the leaders in the community for engaging with the Service and for being part of this collaborative effort.

7.9 2019 Guelph Police Service Annual Report

The 2019 Annual Report was provided to the Board for information. There was discussion regarding the marked increase in 911 misdials and public education. The Research Department will do a survey of other Services to determine if they had similar increases or if the problem is unique to Guelph.

Chief Cobey noted that total crime decreased last year for the first time in 7 years, down by 5.1%. Break and Enters decreased by 28%, which was a result of the BEAT Team. Cybercrime increased by 19% with significant increases in the production and distribution of child pornography.

7.10 Calls for Service Semi-Annual Report

Chief Cobey reported that in the first 6 months of this year, call volume was greater in 2020 than 2019 (1.3% increase), which is surprising due to COVID-19. Response time for priority calls 1, 2 and 3 were faster. Due to COVID-19, there were fewer traffic related calls, break and enters, and motor vehicle accidents but more motor vehicle thefts, calls for mental health crises, domestic violence cases and child custody and access calls. It will be difficult to compare 2020 to other years. The Board requested that the Chief provide the Board with a report on violence against seniors.

The Board also requested a detailed report regarding research on Priority 9 calls, which increased by 5.8% last year. In 2020 so far, almost 6000 of those calls were errors using the 911 system.

7.11 2021 – 2030 Capital Budget Approval

Moved by C. Billings

Seconded by R. Curran

WHEREAS the Guelph Police Services Board is committed to the priorities from the 2019-2021 Strategic Plan and to its responsibility for the provision of adequate and effective policing for the City of Guelph; and

WHEREAS the Guelph Police Services Board has conducted a comprehensive review of the 2021-2030 Capital forecast prepared by the Chief and Guelph Police Service staff; and

WHEREAS the Guelph Police Services Board presented its Capital budget to the public on July 16, 2020 and provided an opportunity for feedback; therefore,

BE IT RESOLVED that the Guelph Police Services Board approves the Guelph Police Service 2021 Capital Budget in the amount of \$1,561,900; and

THAT the Guelph Police Services Board receives the Guelph Police Service 2022 to 2030 Capital Forecast in the amount of \$1,961,400 in 2022, \$2,294,300 in 2023, \$4,316,800 in 2024, \$2,499,400 in 2025, \$1,738,400 in 2026, \$6,686,200 in 2027, \$2,582,800 in 2028, \$2,165,600 in 2029, and \$2,784,900 in 2030 for information and planning purposes; and

THAT the Board forward this information to the City of Guelph Council.

- CARRIED UNANIMOUSLY-

7.12 Finance Committee Report

Moved by C. Billings

Seconded by C. Guthrie

THAT the Guelph Police Services Board approve the Finance Committee Terms of Reference as amended by the Committee; and

THAT Section 9.6 of Guelph Police Services Board By-law 136 (2009) be amended to read: *“The Committee shall report upon its work to the Board at the next meeting of the Board where delegations are permitted.”*; and

THAT the Guelph Police Services Board receive the preliminary 2021 Operating Budget for information; and

THAT the Guelph Police Services Board make the request of the City of Guelph to properly identify cost allocations as determined by dispatch calls, recognizing that approximately 50 percent is allocated to Fire and Emergency Medical Services and that this allocation be recognized by the City of Guelph; and that the Police Board request an updated policy to reflect the correct use of dispatch calls.

-CARRIED-

Chief Cobey reported that in the late 1990s, there was an agreement between the City and the Service whereby the City would fund 2.75 FTEs to intake 911 calls. This number has never been adjusted. There are discussions taking place to modernize the agreement but the data needs to be collected to determine what the FTE allotment should be.

2021 Operating Budget Presentation:

Chief Cobey presented the 2021 Operating Budget. The budget planning process required all managers to develop budgets based on actual costs over the last four years in order to be mindful of the economic impacts of COVID-19 on the community. A number of initiatives for internal governance have also be instituted, such as an overtime reduction strategy. The expectation is to be within budget. The Strategic Plan is the foundation of the budget is consistent with the community plan. The population continues to grow and calls for service grew last year by 3.4%.

Chief Cobey provided an update on the Service's response to the COVID-19 pandemic and on organizational accomplishments of 2020, including:

- Success of the Downtown Resource Officer pilot project – Since April 1st, 2,640 hours of time have been dedicated to downtown, with 250 hours of foot patrol and over 180 arrests.
- Body Worn Camera pilot project – Data will be available for the Board next year.
- 2020 Expansion – of the 30.5 FTEs approved in the 2020 budget, to date 27.5 have been hired and the 3 FTEs remaining are in the process.
- Diversity Committee - This has been established with S/Sgt. Carrie Gale as Chair.

Initiatives for 2021 will include:

- Formation of a Community Response Unit – This will be comprised of Community Resource Officers, a Downtown Resource Officer Unit and a Community Liaison/Diversity Officer.
- New training initiatives - Bias awareness training and diversity training delivered by members of our BIPOC community.
- Overtime reduction strategies.
- Continuation of Downtown Resource Officer Unit

Chief Cobey asked the Board to consider a 2021 budget of \$48,335,450, a 4.75% increase over 2020 budget.

L. Pelton explained the increase as follows:

- Base budget adjustments: 0.00%
- Annualization for new hires approved in 2020 budget: 2.05%
- New growth requests: 0.00%
- Board approved (PRIDE and Collective Agreements): 3.38%
- Items budgeted at City level: 0.13%
- Impact from Capital: -0.81%

Although this budget is a 4.75% increase over 2020, it is due to uncontrollable budget items such as hydro, a shared agreement with PRIDE, salaries and benefits negotiated in collective bargaining. Everything has been done to reduce what is controllable, such as requesting zero new hires.

Moved by C. Billings

Seconded by C. Guthrie

THAT the Guelph Police Services Board receive the Guelph Police Service 2021 Operating Budget in the amount of \$48,335,450 for consideration and approval at the October 16, 2020 Board Meeting; and

THAT the Guelph Police Services Board receives the Guelph Police Service 2022 to 2024 Operating Forecast in the amount of \$50,890,950 in 2022, \$52,998,550 in 2023, \$54,731,050 in 2024 for information and planning purposes; and

THAT the Guelph Police Service Board carry-over the request from 2020 to recommend that \$50,000 be transferred from reserve #115 Police Contingency; and
THAT the Board forwards this information to the City of Guelph Council upon approval.

-CARRIED-

L. Pelton noted that included in the budget is a change to the Fee schedule of By-law 136 (2009), to incorporate a charge of \$35 for volunteer record checks with a valid PIN number. The Service incurs expenses for staff time and costs with Equifax that are not being recovered. The Board discussed this change and recommended that this be discussed with the People and Information Network (PIN) prior to making a decision to start charging for this record check. L. Pelton noted that if this is not approved, the budget will increase from 4.75%.

Moved by C. Guthrie

Seconded by C. Billings

THAT the Guelph Police Services Board refer the matter of a change in the User Fee for Police Clearance Reports for Volunteers with a valid authorization number from the current \$0.00 to \$35.00, effective January 1, 2021 to the October 15, 2020 meeting.

-CARRIED-

7.13 Chief's Monthly Report

Chief Cobey advised that he is open to attending any town halls or virtual meetings with the Mayor and City Councillors.

7.14 New Business - There was no new business reported.

8. INFORMATION ITEMS

- Next Open Meeting: Thursday, **October 15, 2020**, 2:30 p.m.
- Canadian Association of Police Governance Virtual Conference and Annual Meeting – Oct. 31 – Nov. 2, 2020
- Law of Policing Virtual Conference – Nov. 4-5, 2020
- Ontario Association of Police Services Boards Fall Labour Conference – Nov. 12-13, 2020
- Ontario Association of Police Services Boards Spring Conference – May 26-29, 2021

9. ADJOURNMENT

Moved by C. Billings

Seconded by C. Guthrie

THAT the Open meeting of the Guelph Police Services Board adjourn as at 5:15 p.m.

- CARRIED –

The minutes of this meeting were adopted this 15th day of October, 2020.

“R. Carter”

R. Carter, Chair

“C. Polonenko”

C. Polonenko, Executive Assistant