



City of
Peterborough

To: **Members of General Committee**

From: **Sandra Clancy, Chief Administrative Officer**

Meeting Date: **December 2, 2019**

Subject: **Report CAO19-013**
First Year of 2018-2022 City Council Term: Council Priorities

Purpose

A report to reflect on progress and accomplishments made in the first year of the 2018-2022 Council term based on common priorities identified by Council and to reconfirm the priorities identified by Council.

Recommendations

That Council approve the recommendations outlined in Report CAO19-013, dated December 2, 2019 of the Chief Administrative Officer as follows:

- a) That the five key priorities identified by Council in its meeting on November 29, 2018, as outlined in Report CAO19-013, be reconfirmed as Council's key priorities;
- b) That the Shaping our City for the Future Strategic Framework, as set out in Appendix A, be adopted as the City of Peterborough strategic priorities for the remainder of this term of Council; and
- c) That City staff report back to Council on actions that are underway and planned to align with the Council-identified priorities, after Council approval of the 2020 Budget.

Budget and Financial Implications

There are no direct financial implications in receiving this report.

Background

On November 29, 2018, the City of Peterborough engaged the consulting firm Laridae to facilitate a meeting with the newly appointed City Council to discuss common priorities that would guide the road ahead for the next four years. It was an open meeting with media attending part of the session.

Five key priorities came to light during the discussion:

1. Traffic: including improving how traffic flows through the City, traffic calming, public transit (i.e. the hub and grid route systems), and the Transportation Master Plan;
2. Jobs: including economic development, adapting our economy to a new sustainable local economy working regionally, and unemployment;
3. Housing: including affordable housing for all people, working with senior levels of government and the private and public sectors on housing, increasing housing inventory;
4. Infrastructure: including sport and entertainment facilities, safety, improved storm water management quality/quantity, roadways, fixing roads, completing large projects such as twin pads and roadways, and continue investing in capital infrastructure; and
5. Value for tax dollars: including watching the operating budget and taxation, ensuring residents can maintain their homes, reasonable increases (i.e. inflation), tax deferral for seniors.

Other priorities identified included: the Peterborough Distribution Inc. sale, increased public engagement, relationship with First Nations communities, Official Plan and Comprehensive Zoning By-law, more transparent and accountable Council.

While the facilitator identified five key priorities that emerged from the discussion, community engagement was a consistent theme with comments on public engagement, transparency and accountability.

This report lists some of the actions that have been taken to address each of these priorities that Council identified one year ago. This is not meant to be a comprehensive list as there are day-to-day operations as well as other projects that are not necessarily captured in the list.

Traffic

- Transportation Master Plan – The City is progressing on the background studies (Transit Study, Cycling Network, Signal System, Jackson Park Management Plan, and Traffic Operations) that will provide a foundation for the Transportation Master Plan development process with the findings of Transportation Master Plan to be presented to Council by November 2021
- Public Transit - The Transit Study/Route Review has gone through a round of public consultation on the current system. Draft recommendations informed by the public consultations will be posted for public review as part of the next round of public consultation
- Improving traffic flow
 - East Side Transportation Study, including a Municipal Class Environmental Assessment for the realignment and extension of Ashburnham Drive (Report IPSTR19-006)
- Traffic Calming
 - Lansdowne Street East speed limit reduction (Report IPSTR19-015);
 - Chandler Crescent/Louden Terrace Traffic Operational Review (Report IPSTR19-016)
 - Chemong Road speed limit reduction (Report IPSTR19-027)
 - In June 2019, completion of the \$2.4-million project for pedestrian and cycling safety improvements that included adding cycling lanes on George, Water, Hunter and Sherbrooke streets, resurfacing of sections of George and Water streets, as well as reconfiguring a section of George Street south of Sherbrooke Street and Sherbrooke Street between George and Water streets
 - Traffic calming review – Council motion on October 28, 2019 asking City staff to report back to Council prior to the 2021 budget review process on traffic calming measures in residential neighbourhoods and on a plan to implement them in at least five neighbourhoods, one in each Ward of the City, in 2021.

Jobs

- Economic development and unemployment
 - Peterborough and the Kawartha Economic Development Corporation (PKED) – 2019 is last year of 2015-2019 Strategic Plan. PKED reports metrics quarterly in the areas of Promotion, Start Ups, Growth and Attraction (Reports PKED19-002, PKED19-003 and PKED 19-004) and is working on a new Economic Development Strategy for 2020-2024
 - Official Plan review – includes strategies and direction for the growth of the City, including employment land uses
 - Upgrading electrical services capacity for the Peterborough Airport to support expanding large commercial use at the aviation-related employment park, \$1.45 million with costs recovered over time from airport tenants using the service, (Report IPSAIR19-004)
 - Other measures to support businesses at the airport including installation of a Fire Protection Water Storage Tank (IPSAIR19-009), Storm Sewer Installation (IPSAIR19-005), Extension of Water Services (IPSAIR19-011), New Generator for runway lights (IPSAIR19-010)
 - Municipal Accommodation Tax (Report CLSFS19-016) with the revenue from the tax on the purchase of transient accommodations, such as hotel room rentals, used to support tourism marketing and funding tourism-related projects and events
 - Employment Services Transformation – applying to the provincial government to be considered for the role of Service System Manager of community-based employment and training services for the broader region (Report CSSS19-008)
- Adapting our economy to a new sustainable local economy working regionally
 - Creation of the Peterborough Environmental Advisory Committee
 - Declaration of a climate emergency
 - Construction resumed in September 2019 on the creation of Cleantech Commons, an employment and innovation park focusing on green and clean technology through a partnership between Trent University and the City of Peterborough
 - Pilot program providing public transit service in Selwyn Township through an agreement with Selwyn with funding from the province (Report IPSTR19-019)

Housing

- Affordable housing for all people
 - Creation of a Housing Action Task Force Working Group (Report CSSS19-013) with broad representation from the community, including housing providers, community organizations, City Council, County Council, and community representatives, to support the goal of increasing

- the supply of affordable housing to meet the targets in the 10-year Housing and Homelessness Plan
 - Creation of transitional housing units using two city-owned houses at 808 Sherbrooke St. and 953 Clonsilla Ave. (Report CLSFM19-007b)
 - Supporting the YES Shelter for Youth and Families project that will create 12 units of affordable housing (Report CSSS19-009)
 - Extending the affordable housing agreement for the 30 units at 225 Stewart St. for an additional 10 years, helping to preserve the units as affordable housing (Report CSSS19-006)
 - Working alongside community partners to advance the Housing First approach to housing and homelessness, including participating in the national Built for Zero initiative as part of a group of communities with a goal of ending chronic homelessness
- Working with senior levels of government and private and public sector on housing
 - Amounts have been confirmed from the Canada-Ontario Community Housing Initiative, Ontario Priorities Housing Initiative, Investment in Affordable Housing and Community Homelessness Prevention Initiative for the next 3 years (Report CSSS19-005)
 - Brock Mission Emergency Shelter and transitional housing facility - \$9.3 million budget including funds from the National Co-Investment Fund and Investment in Affordable Housing and Social Infrastructure Fund
- Increasing housing inventory
 - A Residential Conversion and Intensification Grant for the conversion of the upper two storeys of the building at 362 George St. N. into 14 two-storey apartments, helping increase the residential density and uses in the Central Area (Report IPSPL19-020)
 - A Residential Conversion and Intensification Grant to support the conversion of another section of the former St. Joseph's hospital on Rogers Street into 27 apartment units (Report IPSPL19-011)
 - Removal of holding symbol on zoning for 520 and 540 Brealey Dr. for the creation of 46 residential units (Report IPSPL19-023)
 - Official Plan review – Draft Official Plan (June 19, 2019 version) includes proposed policy statements on encouraging increased residential intensification in built-up areas, including support for secondary suites, infilling and redevelopment

Infrastructure

- Sport and entertainment facilities
 - Proceeding with application for support from the province and federal government for the planned twin-pad Arena and Aquatics Centre with the location changed to Fleming College, which would create a sport facility hub with the existing facilities including Bowers Park fields, the Fleming

- Sports Complex, and the Peterborough Sport and Wellness Centre (Report CSD19-016)
 - The replacement of the floor along with the installation of new dasher boards and glass at the Peterborough Memorial Centre
 - Major Sport and Event Centre Project implementation plan development, including potential site selection (Report CSAD19-001)
 - Partnership with Peterborough Victoria Northumberland and Clarington Catholic District School Board to build a new artificial turf field, an eight-lane running track as well as track and field facilities for joint community-school use at Holy Cross Secondary School (Report CLSFPI19-002)
- Improved storm water management quality/quantity
 - A \$7.3-million contract for the Jackson Creek Flood Diversion Project sewer outlet construction and George Street bridge rehabilitation, which is the first major construction on the Jackson Creek Flood Diversion Project that will eventually include a storm water diversion sewer under Bethune Street from Jackson Creek to Townsend Street, then under Townsend Street from Bethune Street to Little Lake – the top priority from the Flood Reduction Master Plan (Report IPSENG19-034)
 - A \$6.6-million contract to replace and upsize the Curtis Creek culverts on Euclid Avenue and Tivey Street from the Otonabee River to the east side of Rogers Street, including new sanitary sewers, storm sewers, curbs and asphalt surface (Report IPSENG19-025)
 - A \$3.9-million contract to replace and upsize the Curtis Creek culverts on Caddy Street and Armour Road, including the reconstruction of Caddy Street (Armour Road to Beverly Street) and Armour Road (Clifton Street to Caddy Street) as well as new sanitary sewers, storm sewers, curb and asphalt surface (Report IPSENG19-005)
- Roadways, fix roads
 - Parkhill Road West Reconstruction Phase 3, \$10.8 million (Report IPSENG19-012)
 - Road resurfacing and pavement preservation program, \$3.4 million in 2019 (IPSENG19-009)
 - Pavement crack sealing program, \$275,000 in 2019, with most of the work on arterial and collector roads (IPSENG19-014)
 - Environmental Assessment for the replacement of the Television Road bridge over Whitlaw Creek (IPSTR19-005)
- Continue investing in capital infrastructure
 - A \$70.4-million capital budget including work such as the Parkhill Road West reconstruction, road resurfacing on various streets, \$3.1 million toward the Cleantech Commons innovation and employment park development, \$2.2 million for public transit buses

Value for Tax Dollars

- Watching operating budget and taxation, ensuring residents can maintain their homes
 - Budget guideline for the drafting of the 2020 Operating Budget set at 1.75%
- Tax deferrals for seniors
 - The tax credit for low income seniors and people with disabilities provides \$132,200 in funding to protect low-income seniors and low-income people with disabilities from tax increases
- Audit of Social Services administrative processes to reduce costs, increasing efficiency of service delivery (Report CAO19-006)
- Maximizing funding opportunities through dedicated efforts in grant application development for available financial support to supplement City revenue
- How to invest proceeds from the sale of Peterborough Distribution Inc.(Report CLSFS19-051)

Community engagement

- Creation of the new Peterborough Environmental Advisory Committee
- Expanded public consultation on the annual budget process
 - In addition to the normal public meetings and input sessions, Council supported the 2020 Budget Road Show with public drop-in sessions in each of the five Wards as well as a new survey on budget priorities ahead of development of the recommendation for guidelines for drafting the 2020 Budget
- Launch of an online community engagement space, Connect Peterborough, that provides a variety of online tools for engaging with the community, providing a convenient alternative for people who may not have the desire or time to attend in-person meetings
- Enhanced engagement activities on projects such as the Official Plan update, the Watershed Planning Study, Peterborough Transit Study and Route Review
- Changes to Procedure By-law to allow for greater public participation in the Council process, including later registration for public delegations
- Council agenda overview package posted online for each meeting

Progress and activities on other identified priorities

- Relationship with First Nations communities
 - Land acknowledgment at the opening of Council meetings
 - Quarterly staff meetings with neighbouring First Nations
 - Increased consultation with First Nations on specific projects
 - The Nogojiwanong Project is a collaboration undertaken in the spirit of kinship with local First Nations Indigenous Peoples in recognition of the 200th anniversary of Treaty No. 20, with the unveiling of interpretive panels highlighting the evolution of local treaties and inherent rights at a new gathering space located in Millennium Park adjacent to the Trans Canada Trail
- Release of a draft version of the new Official Plan for public review and comment
- Creating a \$15.3-million household organic waste collection program and processing facility with a \$6.1-million federal grant

Shaping our City for the Future Strategic Framework

The Shaping our City for the Future Strategic Framework (Appendix A) reflects the values and visions expressed through the City's various master plans and strategic plans, which have involved a considerable amount of community consultation through the development of each of the plans. The Shaping our City for the Future Strategic Framework does not establish new City commitments or shift strategic priorities; it is a way to present existing Council approved priorities in a simple format as a single overall strategic framework.

The Shaping our City for the Future Strategic Framework takes into consideration plans such as:

- Central Area Master Plan
- Comprehensive Transportation Master Plan
- Flood Reduction Master Plan
- Greater Peterborough Area Community Sustainability Plan
- Housing and Homelessness Plan
- Municipal Cultural Plan
- Official Plan
- Urban Forest Strategic Plan
- Vision 2025
- Waste Management Master Plan

As the City updates its master plans and strategic plans, such as the upcoming new Official Plan, or introduces new strategic plans, the Shaping our City for the Future Strategic Framework will be reviewed for recommendations to Council to update the document.

The four strategic themes in the framework – Healthy and Connected, Sustainable, Vibrant, Prosperous – align well with Council’s identified common priorities that emerged from the Laridae facilitated discussion as illustrated in the table below.

Strategic Framework theme	Council-identified key priority
Healthy and Connected	<ul style="list-style-type: none"> • Jobs – adapting our economy to a new sustainable local economy working regionally • Traffic – improving how traffic flows through the City, traffic calming, public transit • Housing – affordable housing for all people, increasing housing inventory • Infrastructure – sport and entertainment facilities, safety
Prosperous	<ul style="list-style-type: none"> • Jobs – economic development, adapting our economy to a new sustainable local economy working regionally, and unemployment • Value for tax dollars – watching the operating budget and taxation, reasonable increases (i.e. inflation)
Vibrant	<ul style="list-style-type: none"> • Infrastructure – sport and entertainment facilities, completing large projects such as twin pads • Traffic – Transportation Master Plan • Housing – Affordable housing for all people
Sustainable	<ul style="list-style-type: none"> • Traffic – Transportation Master Plan, public transit • Jobs – adapting our economy to a new sustainable local economy working regionally • Infrastructure – improved storm water management quality/quantity

The outer ring of the Strategic Framework lists the key values related to governance – Accountable, Collaborative, Compassionate, Innovative, Responsive, Progressive, and Transparent.

Summary

The City Council discussion facilitated by Laridae on November 29, 2018, shortly after the election of the new Council, provided an opportunity for each Council member to identify their individual priorities for this Council term. Through the discussion, several common priorities emerged. Council has acted on each of the priorities through subsequent decisions and directions, including through its approval of the City's 2019 Operating and Capital Budgets and specific directions outside of the budget.

Beyond the common priorities identified through the facilitated discussion, other issues have become greater priorities over the course of the year and new priorities have emerged. While progress has been made toward each of the common priorities, the City continues to manage expected service levels and legislated responsibilities for municipal operations, such as waste collection, maintaining parks, social services, snow clearing, building division administration, planning applications, and recreation programming.

The Shaping our City for the Future Strategic Framework reflects the values and visions expressed through the City's various master plans and strategic plans. It presents existing Council approved priorities together in a simple format as a single overall strategic framework.

Submitted by,

Sandra Clancy
Chief Administrative Officer
City of Peterborough

Contact Name:

Sandra Clancy
Chief Administrative Officer
Phone: 705-742-7777 Ext. 1810
Toll Free: 1-855-738-3755 Ext. 1810
Fax: 705-749-6687
E-mail: sclancy@peterborough.ca

Attachment:

Appendix A – Shaping Our City for the Future Strategic Framework