



**Waterloo  
Town & Gown Symposium  
Report**

**After the Double-Cohort: Student-Community Relations**

**March 4-5, 2004**

**Waterloo, Ontario**

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### Appendix B: Best Practices

# 1 Executive Summary

Many cities that are home to colleges or universities have a unique set of planning and community development considerations and challenges. These cities often create "Town & Gown" committees, made up of members from the university, the municipality, police, and student and community leaders, to address these challenges and work towards local solutions. Each city has a unique approach to its particular situation, and much can be learned from sharing "best practices" in by-law enforcement, zoning, community development, sustainable transportation initiatives, to ensure the safety of off-campus lodging, and provide a healthy, happy and safe community.

The City of Waterloo, with approximately 25% students as residents, is particularly interested in learning from other communities' experiences. To this end, the City of Waterloo hosted the 2004 Town & Gown Symposium, "After the Double Cohort: Student-Community Relations." The purpose of the symposium was to exchange best practices for issues relevant to communities hosting post-secondary students, identify common barriers to improved relations, and consider possible avenues for future action. This report summarizes the Symposium best practices sessions and workshop outcomes.

Participants came from a range of occupations and backgrounds, and overall found the Symposium a very useful event--90% of the evaluations came from people who stated they are very likely to attend a similar conference again. It is evident that this Symposium has struck a chord for the diverse cross-section of professionals and communities that house post-secondary students across Ontario. Participation among some affected groups, notably students, was low, and efforts should be made to reach a broader spectrum of actors in future events.

Participants at the Symposium identified the need for co-ordinated planning efforts, research and distribution of the results (notably best practices), improved communication with provincial ministries and agencies that influence student housing demand and supply, as well as the larger issue of post-secondary student impact on communities, and legal reform to improve housing safety. All topics of concern are noted in Section 6: Workshop: Identifying Barriers to Best Practices, page 19.

The challenge ahead is to define how these issues can be further defined and effectively resolved. Is some form of organizational structure necessary to carry out this work? If so, would it take the form of a provincial/national Town & Gown Association? Or could it fit into an existing ministry, or agency? Or can these issues be effectively worked on through informal network of individuals that was formed at this Symposium?

These questions, as well as further work on the barriers to best practices, are the topics for the next Symposium, in Hamilton, May 2004.

It is important to recognize the many individuals and organizations that worked together to make the Symposium a worthwhile event. All of the panelists and presenters gave freely of their time to discuss their perspectives and activities on a variety of topics related to student-community relations. A number of attendees were involved in the planning stages of the

Symposium, providing contact names, identifying projects and programs worthy of investigation, as well as informing their colleagues of the event.

Kaye Crawford, Community Development Officer at the City of Waterloo, was involved in the first Town & Gown Symposium, held in 1989, and recognized the value of bringing together the diverse set of stakeholders interested in Town & Gown issues. Her experience with student housing issues, as well as the potential for community development to turn conflict into community, directed the afternoon workshop that emphasized the need to identify long-standing barriers to improved student-community relations. Other City staff, especially from Development Services, also deserve recognition for their assistance: Dan Currie, Jessica Ward, Kara VanMyal, and Lesley Bell.

The Canadian Mortgage and Housing Corporation (CMHC) provided a great deal of assistance, from financial and material support to assistance with media and communications, and they provided an informative workshop on "Strategies for Student Housing." Jeanne Pacey, Downtown Business Development Officer of the City of Brantford provided important strategic advice and assistance in the initial planning stages of the Symposium. The Federation of Students at the University of Waterloo provided breakfast to participants on March 5. Wilfrid Laurier University provided sponsorship for the Symposium as well.

*-Kathy Mortimer, Symposium Organizer*

## 2 Symposium Agenda

Thursday Evening	
7:30 pm	Wine and Cheese reception (cash bar)
8:00 pm	Address Karen Redman, MP
	Town & Gown Herb Epp, Mayor of Waterloo
	Panel Mike Hancock, Mayor of Brantford
	Robert Rosehart, President Wilfrid Laurier University
	Rob Payne, President AWWCA
Friday	
7:30 am	Registration, continental breakfast
8:00 am	<b>Welcome</b> Jan D'Ailly, Councilor, City of Waterloo Greg Romanick, Director Development Services, City of Waterloo Kathy Mortimer, Planner, City of Waterloo
8:30-9:30	<b>Best Practices Session 1</b>
	<b>1-A</b> Planning for Student Housing Dan Currie
	<b>1-B</b> Bylaw Enforcement Judy Downey
9:30-10	Coffee Break
10:00-11:00	<b>Best Practices Session 2</b>
	<b>2-A</b> Strategies for Student Housing Karen Gregory, Judith Binder
	<b>2-B</b> Happy, Healthy, Safe Communities Glen Matthews, Jack Vander Pol
11:15-12:15	<b>Best Practices Session 3</b>
	<b>3-A</b> Off-Campus Lodging Paul Kraehling, Andrew Lillico
	<b>3-B</b> Sustainable Transportation Daryl Bender
12:30	<b>Lunch</b>
1:00	Address Kitchener MPP John Milloy
1:05	<b>Housing Panel</b> Bud Walker, University of Waterloo Colleen Armstrong, GK York Development Chris Edey, Federation of Students, University of Waterloo
2:00	<b>Workshop with David Hall</b>
4:00	Wrap-up

### 3 Town & Gown Panel

#### **Herb Epp, Mayor of Waterloo**

Herb Epp served as Waterloo City Councillor from 1968 to 1974, Regional Councillor from 1975 to 1977, and was elected Mayor of Waterloo in 1974, and acclaimed in 1976. Herb made the transition to Provincial Politics in 1977 by being elected member of the Ontario Legislature. In 1990, after almost twenty-three years in public life, he made the shift back to private life. In 2003 Herb decided again to offer his services as Mayor for the people of Waterloo on a platform of fiscal responsibility, highlighted by a strong and consultative leadership style. He was re-elected as mayor in November 2003.

#### **Mike Hancock, Mayor of Brantford**

Mike Hancock was born and educated in Toronto. Mike was elected to City of Brantford council in 1988. He has been a member of almost every committee of council, from the Economic Development Board, Police Services, Brant County Board of Health, City County Liaison and Emergency Operations Advisory Group. Elected Mayor in 2003, Mike sits on all four Sector Committees of the City, and is appointed to numerous local boards and committees.

Mike's presentation begins on page 32 of Appendix A: Presentations.

#### **Robert Rosehart, President, Wilfrid Laurier University**

Bob Rosehart is President and vice-chancellor of Wilfrid Laurier University. He assumed this position on September 1, 1997. Born in Owen Sound, Ontario, Bob Rosehart holds B.Sc., M.Sc., and Ph.D. degrees in chemical engineering from the University of Waterloo. He was a professor of chemical engineering at Lakehead University during the 1970's, prior to beginning his administrative career as Dean of Lakehead's University Schools in 1977. Currently, Dr. Rosehart is a member of the Ontario Commission on Inter-university Athletics, serves as an Executive Committee member of the Region of Waterloo, Economic Development Corporation and Chairs the Selection Committee for the Amethyst Awards, Government of Ontario.

#### **Rob Payne, Member of Westdale Neighbourhood Association**

Rob Payne has a long history with McMaster University. He lives in the Westdale neighbourhood which borders on McMaster, he is an alumni, and is married to a Mac alumni and professor. His thorough understanding of the university, which he brings as a community member of the Presidents Advisory Committee on Community Relations (PACCR). He is currently the president of Ainslie Woods/Westdale Community Association of Resident Homeowners Inc. (AWWCA), and is an Advisory Board member of the Hamilton Rehabilitation Resource Centre.

Rob's presentation begins on page 27 of Appendix A: Presentations.

## 4 Best Practices Sessions

The focus of the Symposium was to share best practices on a range of topics related to student accommodation, such as bylaw enforcement, providing student housing, planning effective transportation between universities, housing and services, and others. Cities have developed a variety of approaches to these and other issues, which can often be replicated in other cities with small changes to existing programs.

One of the main themes that arose in these sessions was the importance of leveraging partnerships between existing agencies. This includes departments within the same organization, such as the bylaw and planning departments of a municipality. One example of this is the

Partnerships between different organizations were also touted as important best practices. For example, the Housing Mediation Service program in London at the University of Western Ontario, teams up student government with neighbourhood associations, city departments, city council and police.

### 4.1 Session 1A: Planning for Student Housing

#### **Presenter: Dan Currie, City of Waterloo**

Dan Currie is a Policy Planner with the Community Policy Team in Development Services at the City of Waterloo. He has been with the City of Waterloo for 5 years. Dan has worked on a number of different planning issues at the City of Waterloo including growth studies, student housing issues, the community vision, and heritage plans. The two projects that are taking up most of his time these days are the Student Accommodation Study and the Height and Density Policy Study.

Dan's presentation is on page 1 of Appendix A: Presentations.

#### **Question and Answer**

Q: What is the MDS (minimum distance separation) radius?

A: 75m

Q: Do you have many challenges to build within the MDS? How does the Committee of Adjustment deal with this?

A: We recommend that these challenges are zone change issues, and they do not go through the Committee of Adjustment. I don't think council has approved these types of challenges.

Q: When lodging house licensing came into existence, were existing properties grandfathered in?

A: Yes. There are many properties that lie within 75 m in the MDS zones.

Q: If you were going to initiate this program again, would you grandfather them in the same way?

A: Aside from legal barriers that we would need to respect, we would not grandfather existing lodging houses again that contravene the bylaw.

Q: How do you enforce the lodging house program? What happens if someone sets up a lodging house without a licence?

A: We enforce on a complaint-basis. We have been successful in shutting down illegal houses.

Q: What is the origin of your SASAC (Student Accommodation Study Advisory Committee)? Hamilton is considering setting up a similar type of committee.

A: The Town & Gown Committee is ongoing, and includes senior staff from the City of Waterloo, University of Waterloo, Wilfrid Laurier University, and student representatives. It looks at a variety of issues, such as orientation. SASAC was struck for a one-year study, beginning in June 2004. It has a similar composition, but includes ward representatives, and development industry representatives. Its focus is on students living off-campus.

Q: The new Municipal Act changes seem to not allow municipalities to licence lodging houses. How do you continue to do this?

A: We are looking at this as part of the study.

### **Best Practices from Kingston: Sonya Bolton**

The Official Plan in 1991 included student housing policies, accepted by OMB with one minor change. The OMB recognized that 20% of the population of the city was students. Student housing was identified as a specific land use. The site plan control aspects were deleted in 1998 as the Planning Act doesn't allow control over design.

Kingston implemented an interim control area in 1991, due to resident complaints from neighbours around the university. The student accommodation review looked at the particular land-use characteristics and impacts, and concluded with 5 levels of housing. This provided a framework for further study, but it was not pursued. It was seen as discriminatory in nature, and council closed down this project.

The Committee of Adjustment identified areas around Queen's University for intensification. The lots in this area are narrow and long, which poses a problem with buildings that are deep. The study resulted in recommended zoning changes to restrict massing dormers, building depth, and clarify height restrictions. In June 1993 a bylaw was passed that permitted these new regulations.

In 2002 the City reviewed changes to zoning. In 10 years 36 applications were approved, with about 9-10 denied. The Downtown Resident Review Committee, formed in 2002, was made up of students, community members, municipal government and staff, and landlords. They came up with 19 recommendations in August 2003. These are currently being examined by staff for the possibility of implementation.

Q: Parking has been identified as a problem in the core areas, and your review committee made a suggestion that in some areas outdoor, covered bike parking can be used in lieu of a parking spot. Has this been implemented?

A: This is part of the technical review, and has not yet been implemented. It is only permitted in the areas zoned for student housing (a house of 6 students is a different land use than a family of 6)

Q: In Kingston the university has been part of the community for a long time. In the past housing issues have been a hot item. Is this still the case?

A: It ebbs and flows as an issue. It seems that mixed neighbourhoods work best, but student ghettos can still result. Housing continues to be a high priority issue for these neighbourhoods. The City is trying to move quickly on major garbage days such as in the Spring or at Homecoming.

Q: The area near the university typically has bigger homes converted to student housing. Different storeys are rented or sublet to different groups. Are there others with this problem?

A: Several participants from different cities responded that this is an issue. It is difficult to define what a lodging house is, and regulate it. Because the Planning Act does not permit defining relationships when describing tenancy, student households are typically defined as a single housekeeping unit. Dwellings with accessory apartments are often both used as rentals in neighbourhoods with a high proportion of students, resulting in a high number of students per house-up to 10 or more, in some cases. Such dwellings tend to have more lot maintenance, parking and property standards complaints.

Q: How does Waterloo keep track of legal non-conforming dwellings (i.e. accessory apartments, permitted from 1994-96, that were grandfathered by Bill 120)?

A: as we move farther away from 1995, this becomes harder to track, as the owner must prove the dwelling existed during the window (1994-96), and complainants must prove that it did not exist during this time. Evidence can include rent receipts, photographs, leases, personal testimonies.

Q: When a lodging house located in an area that is already at capacity (according to the MDS) is sold, does the property maintain the right to have a lodging house?

A: Yes, the licence is on the property, not with the owner. The new owner is welcome to maintain the licence. The Planning Act states that the licence is part of the use, and is not associated with ownership.

**Comment:** in Hamilton, the Committee of Adjustment tends to give permission to build additions to owner-occupied dwellings, but not to rental units. This is part of a monster home bylaw.

**Comment:** In Kingston, the City decided not to look at relationships between people, and focuses solely on the physical form of the dwelling. Direction and help from the province would be greatly appreciated in order to help municipalities sort through these issues.

## 4.2 Session 1B: Bylaw Enforcement

### **Presenter: Judy Downey, City of Hamilton**

Judy Downey has been employed as the Co-ordinator, Standards & Licensing since the amalgamation of the 'New' City of Hamilton since 2001. As Co-ordinator, Standards and Licensing Judy is responsible for the enforcement of all by-laws pertaining to private property – property standards, yard maintenance, zoning, noise, etc. Judy represents the City on numerous Committees: Property Standards Committee, Graffiti Task Force, Neighbourhood Association Meetings, BIA meetings, Superintendent's Advisory Committee, Hamilton Police Service Multi-Agency Task Force with Vice & Drugs, Mohawk College Neighbourhood Committee, ASPECT (Ainslie Wood Westdale Secondary Plan Executive Committee and Team), PACCR (with McMaster University) and others.

Judy's presentation is on page 4 of Appendix A: Presentations.

### **Comments**

- ◆ Queen's provides a handbook to residences, with phone contacts and legal resources. Queen's off campus code of conduct is enforceable.
- ◆ Mohawk College has an off-campus student handbook, student fairs, and educates students on enforcement issues through articles, emails, radio and newspaper articles. Residents are more receptive to a follow-up visit (knock on door). Mohawk holds community meetings at campus facilities.
- ◆ Bylaws are generally complaint-driven. For proactive initiatives, at the beginning of the year, it is good to review a safety checklist, and review landlord-tenant issues. Free legal clinics are also useful.
- ◆ London gives one notice to property owners for lot maintenance complaints. London also has a Housing Mediation Officer, who acts as a liaison between the community and students
- ◆ There is often a community expectation that things will get better--but students will always be 19 (or even 17-18)
- ◆ The City of Windsor inserts leaflets into the information packages for new students. It lists all licenced lodging houses, and describes how to address safety concerns
- ◆ Hamilton has a round table to facilitate communication and education initiatives
- ◆ Mississauga has a community based group: ICC, which is funded by Trillium. It addresses social/cultural issues. They go to neighbourhood meetings, are active and visible in the community
- ◆ Need for AMO (Association of Ontario Municipalities) to lobby the province for stricter property standards

### **4.3 Session 2A: Strategies for Student Housing**

**Presenter: Karen Gregory, CMHC**

Karen Gregory is a Senior Research Consultant at Canada Mortgage and Housing Corporation (CMHC). One of her primary responsibilities is to disseminate housing research and information to different client groups across Ontario. Her particular research focus is in sustainable community planning, as supported by her academic background in environmental studies and planning. Karen holds a Bachelor of Environmental Studies from the University of Waterloo and a Master of Science (Planning) from the University of British Columbia.

**Judith Binder, CMHC**

Judith Binder is the District Manager, Southwestern Ontario, at Canada Mortgage and Housing Corporation (CMHC). Judith is a designated member of both the Appraisal Institute of Canada and the Real Estate Institute of Canada. Judith serves on several municipal housing and homelessness advisory committees as a resource and actively works with non-profits, co-operatives, and other housing stakeholders.

Karen and Judy's presentation is on page 6 of Appendix A: Presentations.

#### **Questions**

Q: In the North Vancouver bylaw that permits secondary suites, how did the municipality enforce owner-occupation? Did the bylaw limit the number of habitable rooms?

A: We'd have to look at the bylaw to verify this.

Q: Does the study you reference define secondary unit as only self-contained units, with own entrance, or does it also include a room in a house?

A: It includes a broad definition, including a room in a house.

Q: Has the CMHC done research on the disintegration of units (falling into disrepair) and how to get them back?

A: There has been no specific research on this, but we do have the "Residential Rehabilitation Conversion Program" that takes non-residential and converts it back to residential, provided it remains affordable.

Q: Would this program include converting lodging houses back to single family residential?

A: No-we generally look toward intensification.

Q: Windsor has recently had a closure of a nursing home, and the facility is open for redevelopment or re-use. It is close to the university-should it be used for student housing?

A: Windsor has a high concentration of students in one neighbourhood. A nursing home is not a typical student facility. It may be more suitable for an adult student population with children and/or other family members, and may be converted to family units. Universities need to come on board if this will be converted to student housing.

## 4.4 Session 2B: Happy, Healthy, Safe Communities

### Glenn Matthews, University of Western Ontario

Glenn Matthews is a graduate of The University of Western Ontario with a Bachelors Degree in Administrative and Commercial Studies (specialization in Public Administration) and Political Science. He has been the Housing Mediation Officer at The University of Western Ontario and Fanshawe College for the last thirteen years. In this role, he must respond to an average of 1500-2000 calls/inquiries per year. In 2000/01, Glenn won a provincial award for the creation of a student staff program that educates students about community issues and responds to the concerns raised by community members.

Glenn's presentation is on page 13 of Appendix A: Presentations.

### Jack Vander Pol, Hamilton Police

Jack Vander Pol graduated from McMaster University with a Geography and History degree. He joined the Hamilton Police Service in January of 1998, and became the School Liaison Officer for the downtown area of Hamilton in 2001. Jack's primary focus is on high schools and assisting senior elementary schools. He continues to work with McMaster and along with others managed to get a community policing centre up and running in the McMaster area. He continues to work proactively with his schools, and especially McMaster during the fall "move in" and the April "move out."

### Questions

Q: What changes have you seen in land owner behaviour?

A: Students don't want landlords to know. Follow-ups.

Q: In 2003, how many mischief charges were laid? How many convictions were there?

A: It was the first time bylaw charge for noise. Part one charge. Never had to go back for a third or fourth time, and no criminal charges were laid.

Q: How have you managed expectations for mediation?

A: About 10%-15% need mediation, and the remainder are directed.

**Comment:** More and more parents want to be involved. Calls are confidential, and a son or daughter must agree before parents are involved.

Q: Students may be concerned for their own safety. Is there a change in the type of issues?

A: There are more underaged students on campus, resulting in more keg parties off-campus (unregulated environment). There is less smoking.

Q: How are the seminars in the residence working out?

A: about 20-30 students show up. The "Renting in London" booklet was very well received.

**Comments on Police relations with city and school:**

- ◆ at Queen's about 80-120 people attend info sessions on finding student housing. We also provide legal aid and rights information.
- ◆ Waterloo Region Police work with community mobilization
- ◆ Mohawk holds meetings with landlords-80 attended. The meeting included staff from fire prevention, bylaw, and the housing tribunal
- ◆ Queen's-the police don't lay charges and tell the University to deal with the problems.

## **4.5 Session 3A: Off-Campus Lodging**

### **Paul Kraehling, City of Guelph**

Paul Kraehling is a Senior Policy Planner with the City of Guelph Planning & Building Services Department. Since starting there in 1990, he has principally worked on long term planning issues in the community. Recently, he has prepared an Affordable Housing Strategy for the municipality, has worked on a comprehensive Commercial Policy Review, and is currently directing a review of the City's regulations respecting 'shared rental housing.'

Paul's presentation is on page 18 of Appendix A: Presentations.

### **Andrew Lillico, Waterloo Fire Department**

Andrew has 19 years of experience with fire services. He worked from 1999 to 2004 as a Public Education/Fire Prevention Officer, where his duties included fire inspections to ensure code compliance, fire investigations, public education and legal prosecutions. Currently Andrew is the Chief of Inspection Services at the City of Waterloo. His responsibilities include Fire Prevention and Emergency Planning.

Andrew's presentation is on page 21 of Appendix A: Presentations.

## **Questions**

Q: How will the current legal challenge to the Waterloo lodging house bylaw change your practices?

A: we think we are making the right decisions, and the results of the appeal will be out this summer (2004).

Q: Are there incentives to get owners to come forward on accessory apartments?

A: There are no fees to register, and the building and fire checks ensure safety, which has insurance implications.

Q: What are the fees for lodging houses?

A: The initial fee to register is \$1400, with \$250 annual renewal fee.

Q: What are the fees for accessory apartment registration in Guelph?

A: There is a one-time registration fee.

Q: What problems do you encounter with the bylaws for lodging houses?

A: Owners who can't get a licence due to the MDS (minimum distance separation between lodging houses) restriction are sometimes upset.

Q: How have students responded to the Lodging house licencing?

A: Students have been supportive. There are MDS limits near the universities.

Q: How have you regulated the MDS in Waterloo?

A: Both zoning bylaws and the lodging house bylaw incorporate the MDS.

Q: How is enforcement for lodging houses practiced?

A: Waterloo has cross-trained staff certified to carry out both fire prevention and building inspections. Fire prevention officers have easier access to inspect dwellings. Warrants are sometimes obtained to gain access to dwellings.

**Comment:** Recent changes to the Municipal Act may prohibit or limit municipalities to enact licensing.

Q: Do the universities screen for non-conforming housing?

A: Yes. If they advertise for 4 or more lodgers they need to provide the lodging house licence number. The university will not advertise non-licensed dwellings.

Q: Are tax rates the same for lodging houses?

A: The property assessment office (MPAC) does not consider our list of licenced lodging houses.

## 4.6 Session 3B: Sustainable Transportation

### Presenter: Daryl Bender

Daryl works as a transportation planner with 2 organizations: Paradigm Transportation Solutions Limited, a private consulting firm, and at McMaster University. At McMaster he is staff of the ACT Office (Alternative Commuting & Transportation). The ACT Office develops and promotes initiatives to reduce the demand for parking at the University's main campus. Daryl has a Bachelor of Environmental Studies from the University of Waterloo and a Diploma in Transportation Engineering/Planning from Mohawk College.

Daryl's presentation is on page 26 of Appendix A: Presentations.

### Questions

Q: How much does a UPASS cost at McMaster?

A: The UPASS fee is \$65 for 8 months, which is charged as part of the student fees. This is approximately the price for one adult pass for one month. The Mcleans annual university ratings publication gives McMaster extra points for the UPASS system. We want students to know about the UPASS when they are choosing schools, and so it is advertised in promotional materials for the school.

Q: I heard that Mohawk had a UPASS and cancelled it. Is this likely to happen at McMaster?

A: The student body at Mohawk chose not to participate in the program. Mohawk students who use the transit now pay full price. Price increases are a fact of life, and costs will continue to go up. However, at McMaster, 98% of students approved of a price hike in a referendum last year.

Q: In Nipissing, the problem with the UPASS is that all students want service at peak hours- they all arrive and leave at the same time. The transit system is not prepared to buy more buses for just those hours. Will universities change their schedules to spread out classes over the day?

A: Registrars' offices are unlikely to change schedules for this type of reason. It's important to note that cities should not be making money on bus service, it is a subsidized activity.

Q: How can a transit authority make progress on implementing a UPASS type of project with a university?

A: It is important to work with the student government, as well as to find a university staff connection. There are a number of bureaucratic steps to go through, and having these contacts to navigate your way through it will help a lot. Having an office like the ACT office, which is funded by the university, has been very successful so far. It may grow out of existing offices, such as parking and transit services.

### Comments

- ♦ Wilfrid Laurier University is trying to get students to buy into transit and get students away from using cars. Laurier is very short of land in Waterloo. Students are not allowed a parking pass if they live within 4 km of the university. They have a zero tolerance policy on this. However, for staff at Laurier, the right to a parking spot is tied to collective

agreements. The university cannot increase the cost of parking without increasing the number of parking spaces by 10%.

- ◆ Once parking rates approach the cost of a monthly bus pass, more people will be motivated to take transit.
- ◆ The UPASS in Guelph is \$40/semester. The university runs a Magic Bus when City transit is lacking (see best practices for more info on the Magic Bus).
- ◆ At McMaster, staff cannot carpool with students or relatives. The carpool policy is on our website
- ◆ At Mohawk, the shuttle bus costs \$195/semester. Students get a free parking voucher on days they drive if they also hold a shuttle bus pass.
- ◆ CUTA (Canadian Urban Transit Association) is producing a toolkit for municipalities/universities that want to set up a UPASS program. It will be released in May 2004 at the annual Youth Symposium.

## 5 Housing Panel

### **Bud Walker, University of Waterloo**

Bud, a graduate in Management Sciences at the University of Waterloo, is currently Director, University Business Operations, overseeing UW departments responsible for student housing, residence life, food operations, retail operations, printing, graphics, and student ID. Mr. Walker has served on a number of committees and community boards in both Wilmot and Wellesley Townships.

### **Colleen Armstrong, GKYork Development**

Experienced in residential and institutional property management, Colleen oversees residential services, as well as spearheading project development, marketing, & public relations for a Brantford based property management firm. The investors she represents specialize in the refurbishing of neglected and abandoned properties. In 2003, her firm acquired and restored The Commercial Hotel, an 1860's hotel which had deteriorated under a series of absentee landlords. Colleen spearheaded the renewal of this historical building to create 24 new affordable beds for student housing.

### **Christopher Edey, Federation of Students, UW**

Chris Edey is the outgoing president of the University of Waterloo Federation of Students, the official representative body of University of Waterloo's 19,000 undergraduate students. Chris is also a graduate of Waterloo's Honours Planning program. He sits on Waterloo's Student Accommodation Study Advisory Committee and recently presented a set of recommendations to address the long-standing local issue of student housing. He has made several presentations to City Council and written extensively on the issue over the past several years.

## 6 Workshop: Identifying Barriers to Best Practices

### **Facilitator: David Hall**

With over thirty five years experience in the design, construction and development business in Canada and the United States Hall is a visionary with a thorough understanding of strategic process and a recognized leader in the retail industry pioneering programs and setting new standards for neighbourhood-based support by the private sector. Hall is a strong leader with excellent organizational and communication skills effective at forming innovative private/public partnerships to further corporate and community goals and objectives.

David Hall led the afternoon workshop "Identifying Barriers to Best Practices in Town & Gown Cities." He first reviewed barriers that had been identified in the best practice sessions in the morning with the assembled group. Over the lunch hour, barriers identified in the morning were categorized into three groups: Development, operations, and social barriers.

Through a brainstorming session, the assembled group added further items to the three lists, and then split into three different rooms to both fill in missing items and prioritize the barriers. Each group had approximately 45 minutes to complete this task, and the workshop completed with the presentation of the results, which are shown below.

### **6.1 Barriers to Developing Student Housing**

#### **Priority Issues**

- A. Lack of mechanisms under the Planning Act to limit/control design (physical) and other considerations. Lack of recognition and action at the provincial level.
- B. Lack of funding for construction. Superbuild funds, provincial funding directed to large infrastructure projects, cannot be used on-campus for residential buildings
- C. Building and fire code limitations.
- D. Transportation planning: need to reduce single occupant vehicle ridership to campus, yet there are barriers to providing efficient transit and programs, which influences building design, site design and community planning.

#### **Other development issues identified**

- ◆ Lack of service capacity when moving toward residential intensification
- ◆ Planners/politicians vision different than developers
- ◆ No single point of contact in municipality for developer needs
- ◆ Big developers are not always the answer

- ◆ Lack of developable land
- ◆ old housing stock is often overlooked for redevelopment
- ◆ needs of clientele need to be communicated to development community, i.e. community resistance to change, developers need better communication with neighbourhoods

## **6.2 Barriers to Operating Effective and Safe Student Housing**

### **Priority Issues**

- A. Absentee landlords (enforcing property standards more difficult, contact often arduous, taxes)
- B. Bylaw enforcement is reactive (complaint basis), rather than proactive
- C. Provincial legislation limits a municipality's ability to increase property standards. Right of access for inspectors makes it difficult to collect evidence of infractions. Related to this is that students often do not know their rights.
- D. There is a lack of formal and informal relationships between universities and enforcement agencies, for example, city, police.
- E. There is nowhere to look for collective knowledge of best practices when we are not together as a group.

### **Other Operational Issues Identified**

- ◆ Lack of both financial and regulatory resources, including those needed for inspections; government currently plays reactive role
- ◆ No business license required for landlords (this requires changes to Municipal Act)
- ◆ Provincial support/direction
- ◆ Deterrents aren't enough that are handed out by the courts, priority in community
- ◆ Inability to identify properties: privacy requirements, ability to see inspection reports/timing, freedom of information
- ◆ Competing political interests

## **6.3 Barriers to Improved Social Relations**

### **Priority Issues**

- A. Need for tolerance and respect of different lifestyles, bylaws and rules, responsibilities, follow-through between different stakeholders
- B. Lack of communication between stakeholders and within organizations to share resources, existing organizational structures
- C. Need for defined roles and tools amongst stakeholders. For example, there is a need for a key contact - a way to channel complaints, other communication between the general public and key stakeholders (university, municipality, student body, resident groups, police, developers, etc.)
- D. Need for community approach-rather than lay blame with specific groups, how to resolve problems as a community.
- E. Need to recognize different stages of life and the different lifestyles of residents. Students lead very different lives than families. Lack of acceptance or knowledge of students and student life. Frustration with transient nature of student population. Requires re-socialization and education

### **Other Issues**

- ◆ Confusion over who's responsible for behaviour problems i.e. tenant/landlord
- ◆ Perceived lack of follow-through. Community expectation that issues can be solved immediately-as opposed to ongoing education.
- ◆ Overcoming history of past problems and perpetuation of myths e.g. feel forced to take poor housing out of fear of no housing. Stereotype of students causing trouble.
- ◆ Could be more partnerships for educating students. For example, students could be more involved in community projects.
- ◆ Need to understand why universities can't enforce behaviour: Universities' inability or unwillingness to implement/enforce a behaviour code of conduct for students.

## 7 Symposium Evaluation

### ➤ Who attended?

Approximately 120 people attended the Symposium on March 5. They represented the following groups:

- ◆ University administrator: 29%,
- ◆ Planners, 21%,
- ◆ Enforcement (bylaw, police, building and fire prevention):18%,
- ◆ Community leader: 8%,
- ◆ Councillors: 7%,
- ◆ Students, developers: 4% each
- ◆ Other: 9%

### ➤ From the 24 evaluations received, we gathered the following results:

#### **Who responded to the evaluation?**

University administrator: 33%,  
Planners, 21%,  
Community leader: 12%,  
Enforcement: 8%,  
Councillors: 4%,  
Other: 21%

#### **Top 3 ways to hear about conference:**

Email: 42%, mail/fax: 21%, co-worker: 17%

#### **Effectiveness of sessions**

(measured on scale of 1 to 5, where 1= ineffective, 5=extremely effective)

Planning for student housing: 4.2;  
Bylaw Enforcement: 4.1;  
Strategies for Student Housing: 3.4;  
Happy, healthy, safe communities: 3.8;  
Off-campus lodging: 3.6;  
Sustainable Transportation: 4.1

#### **Usefulness of session**

(measured on scale of 1 to 5, where 1= ineffective, 5=extremely effective)

Planning for student housing: 4;  
Bylaw Enforcement: 4.1;  
Strategies for student housing: 3.1;

Happy, healthy, safe communities: 4.1;  
Off-campus lodging: 3.4;  
Sustainable transportation: 3.4

### **Overall satisfaction with symposium**

(measured on scale of 1 to 10, where 1= completely dissatisfied, 10=very satisfied)  
7.7

### **Likelihood of attending a similar event**

(measured on scale of 1 to 5, where 1= won't attend, 5=will attend)  
4.4

## **7.1 Comments from Evaluation form**

### **Comments from Symposium Attendees**

- More sharing of successful strategies for addressing issues. Encourage sharing of strategies that did not succeed and why.
- Implementation ideas re: development, social, operating barriers
- Student conduct off-campus i.e. houses in residential areas. Proactive garbage collection
- Parking-creative solutions. Peter Baker (Parking consultant, Hamilton, ON) on developer's panel. Suggest: introduction of who's who to facilitate networking.
- Municipal initiatives, i.e. incentives. Public-private partnerships re funding (that are replicable). Provincial representation esp. legal discussion.
- Effective communications/managing expectations of community members around universities. Roles of university, communities, city reps working together
- More inclusion of student representatives throughout the community. Doing a presentation on student-run initiatives, happy, healthy communities, etc.
- More student involvement- especially in presentations. Felt a lot of presentations were hard on the image of our students and not very balanced. There are two sides!
- What is in the best interest of students: living environments that meet their needs, lifestyles and academic pursuits. There was no representation of students needs and their uniqueness as a group as well as individuals.
- Perhaps there is a need for provincial Ministry of Municipal Affairs and Housing, provincial building code staff
- A session devoted to satellite campuses. A legal perspective on licensing and other enforcement issues.

## Comments from Symposium Attendees

- Other planning mechanisms/tools (i.e. specific zoning provisions); other than licensing bylaw.
- Plans from universities
- Progress with implementation of best practices. Implementation and funding strategies for new Town-Gown Committees
- I found the CMHC presentation very informative. I would like to know how community associations can help private sector developers or small landlords access these kinds of programs in order to rebuild balanced neighbourhoods. Also, I would like to know what programs/initiatives etc if any exist at the provincial level.
- Thanks for organizing this symposium. A job very well done!
- The speakers on the Thursday evening and Friday afternoon were excellent. Rob Payne provided a great overview of the issues, a positive framework, from a neighbourhood perspective. I found Mayor Hancock's presentation to be the most informative -- innovation, partnerships, etc. I do feel that the Brantford-Laurier partnership dominated the speaker presentations. Speakers from a variety of communities (in addition to stakeholders) is a route to investigate for future gatherings
- While I appreciated Mr. Milloy's brief attendance, I think the fact that, to my knowledge, a senior/high level representative of the provincial Ministry of Municipal Affairs and Housing did not attend reflects poorly on the Ministry and certainly on the Minister. Town and Gown issues affect and arise in many Ontario communities and they should have been there. That's a criticism of the Ministry, not the symposium organizers who did a superb job.
- Too much focus on accessory apartments. Request additional practical topics e.g. other housing options on campus and off, relationship building among City, community and university reps. The program should include the org/school being represented by each speaker. It would make it easier to decide which session to attend. Some presentations did not speak to their topic. Encourage more focus in future. I enjoyed the presentation by Mayor Hancock, City of Brantford. The issues were real, practical and relevant. I appreciate the amount of work that went into planning this event. Good job! More student involvement would be great. Including a "next steps" portion to the program would be very helpful.
- The breakout workshops were excellent. Future conferences should plan to expand on the workshop concept.
- Great organization, facilities, pace! Congratulations to the organizers.
- Afternoon session dragged a bit, give more opportunity for participants to share their experience.
- Logistics poor. Needed more microphones for questioners and presenters-room set-up not conducive to exchange. Lunch setup needed at least 2 lines and signs describing food. The panel after lunch was just another presentation. Almost total lack of student input.
- Main room was very poor setup. The room had to turn to see speakers-couldn't hear discussion

## Comments from Symposium Attendees

- questions because screen was not elevated view was severely blocked. Just created an uncomfortable day constantly shifting in chairs simply to see and/or hear. Information was very heavily focussed on Hamilton. The bylaw presentation was Hamilton, the Police were from Hamilton, the parking/transportation seminar was from Hamilton. A more rounded presentation from more communities would have been more beneficial. Good attempt and hope to see more! Need to be aware of feeding folks and then immediately sit for three hours-need a break!
- The acoustics in the room were terrible (e.g. needed microphones). I congratulate your efforts to bring different stakeholders together to discuss this very important issue. Not all presentations had valuable information to offer.
  - Please come to Windsor!
  - Well organized, good lunch, good venue. Well done Waterloo!
  - Microphone set-up in the middle of floor for the questions
  - As someone who came from out-of-town, 8 am was a very early start!
  - Thursday evening too late. Start at 6 pm to 7. People are more apt to network.
  - It's great that Hamilton is hosting the next conference, but I worry that it may not allow enough time for any concrete changes to take place in the communities. There may be very little for people to report on.
  - Excellent job! A great deal of issues were covered and there was a wide variety of people within the community with different views. I liked being able to talk with other cities and finding out how they deal with similar issues we face here in Waterloo. Only suggestion is to have longer conference sessions. Maybe have the symposium over two full days next time. Thanks for putting this symposium together!

## Comments in correspondence following the Symposium

Thank you so much for hosting the symposium. I learned quite a few best practices and made a couple contacts. Thank you for the gift as well. You nor I probably had any clue that you would have to additional presenters. Jack at last minute asked us since we were coming to go and help field some questions. Hopefully, we'll see you in the one we run in Hamilton. I've heard Judy Downey from the City talk about it but I have little info.

---

Hi Kathy, Kaye, and the many others who worked to achieve such a successful symposium. You are to be congratulated on a very successful and interesting symposium.

Thank you for all of your many efforts that went into this event. I was fascinated by the attractive modern sports complex where the symposium was held. As a venue, it set the tone for an upbeat conference.

The detailed planning insured that we had helpful literature, comfortable meeting rooms, and delicious meals. At such conferences, I enjoy meeting other participants, and the province was well-represented in that regard.

## Comments from Symposium Attendees

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The many speakers provided helpful insights into community problems and solutions. I think all of the Hamilton people came away with renewed enthusiasm.

Again, thank you for a well-run symposium.

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Just a note to thank you for organizing the symposium on Friday (from a staff member from another municipality dealing with community compatibility issues of post-secondary schools-residential neighbourhoods). From the reps from the Guelph community, discussion was varied with mind-provoking, frustrating, stimulating and exhausting conversation. We are all in this together (as the song goes).

Thanks for the opportunity to speak. It forced me to structure my thoughts around the accessory apartment concept with info sharing going on throughout our organization. Good stuff!

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I would like to extend my congratulations and appreciation to you and your team for organizing last week's successful Town & Gown symposium. I came away with a list of a number of best practices and gained some helpful insight into situations at universities and municipalities across the province.

I'm currently putting together McMaster's April issue of the Community Report ([www.mcmaster.ca/ua/opr/community/report](http://www.mcmaster.ca/ua/opr/community/report)), a small publication that goes to residents of the neighbourhoods around McMaster University. I would like to include some information on the Town & Gown symposium, and was wondering if anyone took any photos that I could use.

Thank you very much for all of your hard work.

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John Milloy, MPP, asked me to contact you to thank you for inviting him to speak at the Town and Gown symposium. By all accounts, it sounded like a very well organized event. Congratulations.

John looks forward to reviewing the reports arising from the discussions and sharing them with Minister Chambers. He also said that you were planning another symposium for potentially sometime in May.

Our office would be happy to do what we can to assist you in obtaining provincial representation from the Minister's office or other departments you feel would be appropriate.

Please let me know if we can be of assistance - when you know the date, let me know and we'll do our best to improve the provincial representation. Thank you again. Look forward to talking soon.

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I think that the seminar was well received and informative. Great work!

By way of comment, while there was quite a bit of good brainstorming taking place, we did not have a chance to challenge the legal implications of some of the practices and suggestions. I think that a legal perspective needs to be added at some point and that some of the enforcement issues/practices need to be vetted with your Legal Dept.

I thought that some of the comments on inspection authority and interpretations of legislation etc were quite astonishing. While I support the need to control land uses/minimum standards for buildings, and assist enforcement officers in carrying out their duties, we must respect ones right to privacy and abide

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## Comments from Symposium Attendees

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by the inspection authority established under the enabling legislation (Planning Act, Municipal, Act, Building Code Act, FPPA).

Oshawa encounters the same problems identified by other participants in the symposium but until changes are made to the enabling legislation or the Charter, we may have to be innovative and work with what we have.

Thanks again!

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The whole Town and Gown concept to talk about student housing issues is fantastic! With the double cohort here, having both universities involved in discussion, along with landlords and students, City and community members, new ideas came to the forefront.

It was disappointing that, after speaking, Chris Edey of Fed Hall did not give the delegates an opportunity to discuss his ideas. He has a lot of ideas that begged for open discussion and debate. Furthermore, a Director from each of the two universities might have allowed for a more rounded discussion, drawing on their years of experience.

The location was great, the food was great, the concept was great...perhaps a similar type conference with different guest speakers and hot topics, held every other year, might be fruitful.

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## 8 List of Participants

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**Appendix B: Best Practices  
for  
Town & Gown Cites**

Compiled by Kathy Mortimer

Edition 2

## Best Practice Sharing

A best practice is simply a process or a methodology that represents the most effective way of achieving a specific objective.

### What are the benefits?

The essence of identifying and sharing best practices is to learn from others and to re-use knowledge. Effective sharing of best practices can help organisations to:

- identify and replace poor practices
- raise the performance of poor performers closer to that of the best
- avoid reinventing the wheel
- minimize re-work caused by use of poor methods
- save costs through better productivity and efficiency
- improve services

Best practice programmes are most appropriate in organisations where processes are quite well developed and where a certain amount of knowledge and experience has been accumulated. They are most useful where an organisation has several units or people performing similar tasks but who are widely dispersed and so do not tend to learn from each other through day-to-day contact.

-taken from the National Electronic Library for Health ([www.nelh.nhs.uk](http://www.nelh.nhs.uk))

There are sure to be further editions of this booklet that will include more submissions from today's participants, as well as future sessions. Please consider submitting your ideas for future inclusion!

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## ***Best Practice 1.: Large Garbage Drop-Off/Spring Cleanup***

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*Submitted by: various groups*

### **Context**

This program provides students with an alternative to leaving old furniture behind in houses or on lawns. The end of the spring term is also near Earth Day (April 22), a great time to encourage activities related to reduction, re-use and recycling. The benefits of a spring-cleanup are tremendous:

- diverts useable items and materials from the local landfill site
- re-use prevents some pollution at the point of manufacture for items that residents might otherwise buy
- reduces amount of garbage picked up during regular garbage days

### **Resources**

- City Waste Services
- Community and student volunteers
- Local thrift stores

### **Description**

Residents (both students and other community members) are encouraged to place unwanted but still useable items at the curb in front of their homes on a specific day. The public is encouraged to look around and pick up items they can re-use. Anything that does not find a home must be taken back in by a certain time, or it will be picked up by municipal waste collection.

To ensure that items are indeed "Goods to exchange" residents are asked to mark them in some way. Residents are reminded to drive carefully, watch for pedestrians, and obey traffic laws in their quest for curbside bargains.

The university provides space and expertise, City waives tipping fees, volunteer charity sells usables, student volunteers sort recycling.

Having high profile community leaders involved (mayor, councilors, student leaders, neighbourhood associations, etc.) gives the event a good boost. A fun group activity at the beginning or end (BBQ, pancake breakfast) is also helpful and fuels all participants for the energy required to clean up!

This type of activity has been held in Hamilton (the "Dump and Run") as well as Owen Sound, Woodstock, and other Ontario cities.

## ***Best Practice 2.: Homeowners Association***

---

*Submitted by: Betty Bechtel, Resident, Hamilton*

The AWWCA is the largest organization of its kind in Hamilton. As such, it keeps a focus on the issues pertinent to the community surrounding an ever-expanding university with insufficient student housing. It has a core group of dedicated volunteers.

The police have stated that having an active organization such as ours makes their work easier as there is support and dedication by the membership. Police find that apathy in communities makes their work more difficult.

### **Description**

An active community organization of resident homeowners is effective when it has a board of directors. Board members are committed, focused, well organized and dedicate a huge amount of their time to the work. Ideally, Board members are in communication with:

- Membership
- University administration, students, committees
- City councilor and city hall staff
- Police and bylaw officers
- Local BIA
- Other similar post-secondary communities in North America and the UK
- Architects, town planners, etc.

The following are some of the ways the Ainslie Wood/Westdale community of Resident Homeowners, Inc (AWWCA) has brought about positive change in their neighbourhood.

1. It is important to have a member of the organization be a **Police Liaison**. Police and bylaw services need to be committed to **community-based policing**, including communication with the community, students, university and city hall. A community policing centre, staffed by community and student volunteers, enhances this work.
2. Membership and communication with members of FUN (Federation of Urban Neighbourhoods).
3. Have a city councilor who understands the community needs and who facilitates problem-solving meetings with appropriate city personnel, including police, bylaw, fire and building, etc.

4. Have members who will write/attend:
  - OMB hearings
  - alcohol and gaming commission hearings
  - committee of adjustment hearings
  - secondary plan committee meetings
  - traffic study meetings
  - environmental meetings
  - other communities' meeting
5. Support a "monster house" bylaw to prevent unsightly over-sized barracks being built to accommodate rentals
6. Have members befriend students and support their positive efforts.
7. Two of our Board members are lawyers who are examining provincial legislation re housing.
8. One of our Board members belongs to a newly formed umbrella group of Hamilton neighbourhood associations. As yet, it does not have a name

**AWWCA issues include:**

1. Student housing: AWWCA presses for increased student housing that is safe, affordable, suitable and legal, including being in an area zoned for higher density housing.
2. Maintenance of property standards, including snow shoveling, landscaping maintenance, building repair, proper disposal of garbage, and zero tolerance for noise infractions and anti-social behaviour.
3. Absentee landlords: includes landlords who turn houses zoned "C Protected urban residential" into multiple-tenant transient housing, contrary to the zoning bylaws; who do not look after their properties; who do not take any responsibility for the tenants' behaviour
4. Student Behaviour problems: Although it is probably a small minority of students who are behaviour problems, a small minority can cause havoc in a community. **Alcohol** is usually at the base of the problems. Hollering, stealing, vandalizing, public urination and vomiting, and intimidation, are some of the recurrent problems. Keg parties plague residential neighbourhoods.

Police have asked resident homeowners to report delivery of kegs. They will then warn the party hosts and if problems occur, the occupants are charged.

5. Increased bars in a residential community Alcohol-abuse is the basis of much of the anti-social behaviour seen and heard in the community. The community is over-populated with more than 9000 licensed seats.

Westdale Village was designed to be a family shopping area and is surrounded by family homes backing on to it. Inebriated patrons of the bars, cause many problems.

### **Resources**

1. Dedicated, talented volunteers who give an extraordinary amount of their time. This includes board members and block reps.
2. Police and by-law officers who are committed to community-based policing and who maintain communication with the community members. They continually assess and refine their strategies.
3. Working with City Hall, including our ward councilor, to inform them about problems and to attempt to find solutions for the problems related to an ever-increasing student population.

### **Steps to becoming an effective Home Owners Association**

1. Organize as a Homeowners' group.
2. Define the problems related to the area.
3. Focus on the issues related to the local problems.
4. Set up various means of communication as regular meetings with concerned parties.
5. Learn what other communities are doing to alleviate problems.

### **Lessons learned**

It takes a lot of time and commitment. It would be helpful if others would volunteer. Students misread our work and think we are anti-students. More organized contacts with students would be helpful. We do invite students to attend our board and annual meetings.

### **Best Practice 3.: Living Off-Campus Resource Fair**

---

*Submitted by: Kathryn Hofer, University of Guelph*

**Objective:** Provide students with access to University of Guelph and City of Guelph resources and services so that students have an opportunity to learn about these resources and services, and an opportunity to make informed choices about living off campus, including living environments and responsible community behaviour.

**Timeline:** Semi-annual

#### **Lessons Learned-Future Approaches**

- Host event mid-week
- Co-ordinate education seminars to run simultaneously

<b>Target Group</b>	
<ul style="list-style-type: none"> <li>• Students living off campus in the City of Guelph</li> <li>• Students planning to live off campus for the following academic year</li> </ul>	
<b>Resources</b>	
Planning Group Participation: <ul style="list-style-type: none"> <li>• Neighbourhood Relations Co-ordinator</li> <li>• Off Campus University Students (OCUS)</li> <li>• Off Campus Housing Office</li> <li>• Wellness Centre</li> <li>• Student Life &amp; Career Services</li> <li>• CSA – Local Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Resources</li> <li>• Physical Resources</li> </ul>
<b>Activities</b>	
Neighbourhood Relations Co-ordinator <ul style="list-style-type: none"> <li>• Liaise with resources</li> <li>• Organize space, food, parking</li> <li>• Prepare and distribute invitation and registration form</li> <li>• Prepare and post advertisements</li> <li>• Prepare and distribute evaluation form</li> </ul>	Planning Group <ul style="list-style-type: none"> <li>• Establish timing</li> <li>• Establish list of off campus resources</li> </ul>

<b>Outcomes</b>
<ul style="list-style-type: none"> <li>• Increased student knowledge of City of Guelph bylaws: parking, waste collection, property standards, noise, lodging house, etc.</li> <li>• Student awareness of off campus community resources</li> <li>• Increased student awareness of healthy living styles</li> <li>• Students introduced to landlord-tenant rights and responsibilities</li> <li>• Increased student knowledge of the resources available to seek off campus housing</li> <li>• Increased student understanding of the roles and responsibilities that they will take on as community members when living off campus</li> <li>• Strengthened partnership between University of Guelph and community resources</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Evaluation completed by resource representatives to receive feedback on the fair and to identify student interest and information being sought by students</li> <li>• Student feedback opportunity at Neighbourhood Relations display</li> </ul>

#### **Potential Participants-On Campus**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Central Student Association (Local Affairs, Legal Resources, Ride Board)</li> <li>• Magic Bus</li> <li>• Neighbourhood Relations</li> <li>• Off Campus Housing Office</li> <li>• Off Campus Meal Plan</li> </ul> | <ul style="list-style-type: none"> <li>• Off Campus University Students (OCUS)</li> <li>• Parking Services</li> <li>• Student Life / Citizenship Education</li> <li>• Student Volunteer Connections</li> <li>• Wellness Centre</li> </ul> |
|---|---|

#### **Potential Participants-Off-Campus**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• City of Guelph (Services &amp; Bylaw Enforcement)</li> <li>• Information Services</li> <li>• Parking Services</li> <li>• Wet/Dry+</li> <li>• Inspection Services</li> <li>• Guelph Transit</li> <li>• City of Guelph Visitor Information Centre</li> <li>• Alcohol Inspection Officer – Alcohol &amp; Gaming Commission</li> <li>• Guelph Fire Department</li> <li>• Guelph Market</li> </ul> | <ul style="list-style-type: none"> <li>• Guelph Neighbourhood Support Coalition</li> <li>• Guelph Police Services</li> <li>• Health Resources: Guelph Community Health Centre</li> <li>• Multi-faith Resources</li> <li>• Ontario Rental Housing Tribunal</li> <li>• Recreation &amp; Leisure: City of Guelph Parks &amp; Recreation</li> <li>• Utilities (Bell, Rogers, Hydro, Union Gas)</li> <li>• Wellington County Legal Clinic</li> </ul> |
|--|---|

## **Best Practice 4.: Neighbourhood Drop-In**

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*Submitted by: Kathryn Hofer, University of Guelph*

### **Objectives**

1. Meet with students living off campus to discuss activities and provide educational resources in response to neighbourhood concerns
2. Meet with neighbourhood residents to discuss services provided through Neighbourhood Relations and to discuss appropriate responses

**Timeline:** On-going

<b>Target Group</b>	
<ul style="list-style-type: none"> <li>• Students living off campus with emphasis on students living off campus whose activities are raising concerns within neighbourhoods</li> <li>• Neighbourhood residents with concerns about activities of off-campus students</li> </ul>	
<b>Personnel Resources</b>	<b>Physical Resources</b>
<ul style="list-style-type: none"> <li>• Neighbourhood Relations Co-ordinator</li> </ul>	Neighbourhood Drop In resource package. Examples of information in the package include: <ul style="list-style-type: none"> <li>• Introduction Letter with statement of concern</li> <li>• Rights &amp; Responsibilities</li> <li>• Copies of relevant bylaws</li> </ul>
<b>Activities</b>	
<ul style="list-style-type: none"> <li>• In person discussion of issues and response strategies with students at their home</li> <li>• Provide a Neighbourhood Drop In package</li> <li>• Follow-up telephone call with the neighbourhood resident after drop in</li> <li>• Work with City Councilors, City Staff, and other community resources as appropriate to ensure a co-ordinated approach to neighbourhood concerns</li> <li>• Door-to-door introduction in neighbourhoods with high concentrations of students</li> </ul>	
<b>Outcomes</b>	
<ul style="list-style-type: none"> <li>• Increased student and neighbourhood resident knowledge of City of Guelph bylaws: parking, waste collection, property standards, noise, lodging house</li> <li>• Students introduced to landlord-tenant rights and responsibilities, and community resources</li> <li>• Strengthened community partnerships</li> </ul>	
<b>Indicators</b>	
<ul style="list-style-type: none"> <li>• Tracking of contact with individuals using the service</li> <li>• Feedback from students and neighbourhood residents on usefulness of resource</li> <li>• Collaborative response to neighbourhood concerns by community resources</li> </ul>	

## ***Best Practice 5.: Neighbourhood Relations Co-ordinator***

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*Submitted by: Kathryn Hofer, University of Guelph*

**Objective:** Leadership for education programs and services in support of students living off campus

**Position Established:** August 2003

### **Context**

- Increase in student enrolment
- Increase in number of students living off campus
- Tension around issues of bylaws and appropriate balance in neighbourhoods

### **Key Tasks**

- Identify needs of students, landlords, and neighbours
- Manage and evaluate support programs and education initiatives for a client group the includes undergraduate and graduate students; professional staff; neighbourhoods; and city staff and agencies
- Liaison and partnership activities with neighbourhoods, city staff, and community agencies

### **Resources**

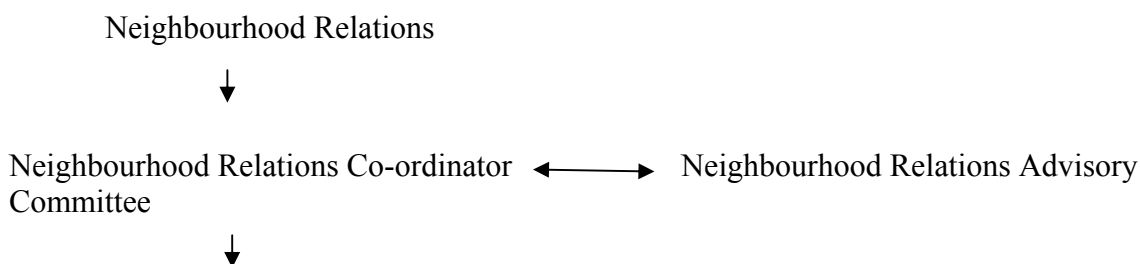
University of Guelph has a website explaining its program:

<http://www2.uoguelph.ca/studentaffairs/neighbourhood>

**...Continued on next page...**

**Best Practice 7: Neighbourhood Relations Co-ordinator (continued)**

**Structure**



Education	Outreach	Communication	Community Partnership & Involvement Projects
Student Education <ul style="list-style-type: none"> <li>• Living Off Campus Resource Fair</li> <li>• Off Campus Housing Office Workshops</li> <li>• “Handbook for Students Living Off Campus”</li> <li>• City Announcement Page in Student Newspaper</li> <li>• Issue-based Education Notices in Student Newspaper</li> </ul> Landlord Education <ul style="list-style-type: none"> <li>• Off Campus Housing Office Newsletter for landlords</li> </ul> Neighbourhood Education <ul style="list-style-type: none"> <li>• Neighbourhood Rights &amp; Responsibilities</li> <li>• Information &amp; Referral Services</li> </ul>	Neighbourhood Drop In  Community Newsletter  Conflict Resolution  Community Presentations	Website  Student Interest Stories  Neighbourhood Relations Brochure	<ul style="list-style-type: none"> <li>• Move In &amp; Year End Reusable Item Exchange &amp; Pick Up</li> <li>• Liaise with City of Guelph staff</li> <li>• Liaise with Guelph Police Services</li> <li>• Community Improvement Plan</li> <li>• Crimestoppers</li> <li>• Guelph Neighbourhood Support Coalition</li> <li>• Magic Bus Pilot (Late night transportation)</li> <li>• Shared Rental Housing Review</li> <li>• Wellington &amp; Guelph Housing Committee</li> </ul>

## ***Best Practice 6.: City-Sponsored Community Development Facilitator***

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*Submitted by: Kaye Crawford*

### **Context**

The overall goal is to work in situations where enforcement is not the desirable or appropriate course of action to solve conflict and nuisance concerns in the neighbourhoods. This position works towards creating a healthy, happy and safe community through education, mediation and collaboration.

The staff position is a compilation of various job duties accumulated since 1989 along with the need for more advanced work with the community, especially in the face of rising enrollments and the high density of students compared to permanent residents. Protective Services in the City of Waterloo is responsible for By-law Enforcement, Building, Fire Prevention and Fire Suppression Departments.

### **Resources**

One staff person, budget for communication, advertising, supporting community projects.

### **Description**

This position is the staff resource for the Town and Gown Committee; liaison to: student representatives, Waterloo Regional Police Services, neighbourhood associations on Town and Gown issues; individual residents who are having difficulty with or would like to enhance relationships with student neighbours. Tasks include:

- Provide mediation; assists in educating neighbourhoods in their rights and responsibilities.
- Work with staff and residents to address problems that are more nuisance than enforcement issues.
- Co-ordinate/conduct information sessions for students, residents, landlords, staff; inter-municipal/university Town and Gown liaisons;

### **Initiatives**

- Meet with formal neighbourhood associations or individuals or small groups of residents for education about the rules and regulations relating to student housing, parking, noise, lot maintenance, lodging houses, mediation, who to contact and how to make a good and valid complaint to not only be effective but to use staff time efficiently. Arrange follow-up meetings with appropriate city staff as needed and develop a strategy for eliminating the issues and concerns.

- Together with appropriate city staff, participate in information sessions for students such as the legal resource offices so that they know where to direct issues on property standards or for the Tenant Protection Act;
- Reviews nightly noise reports for “hot spots”;
- Identify “hot spots” where there have been more than 2 incidents at an address, a neighbourhood complaint has been received regarding an on-going problem or a referral from staff. A visit with the police and landlord (if available) is made to the household during daytime hours to educate and reinforce the rules and that continued conduct might result in more serious consequences such as criminal charges or eviction.
- Co-ordinate an all-stakeholders meeting prior to the first week of September so that the move-in on Labour Day is smooth, police and city staff know what events are happening at what time for the appropriate staffing and approvals are in place;
- Participate in community projects arising out conflict in the neighbourhoods – Scholars Green project, Neighbourhood Tool kit;
- Co-ordinate landlord information session with panel of city staff – property standards, by-law enforcement, fire prevention, legal advice from community legal clinic.

### **Lessons Learned**

Many. Many of the concerns of neighbours and students come from fears of the unknown. They are often intimidated by each other and once they start talking, many of the nuisance issues can be resolved amongst themselves.

### **Education and Communication Aids**

- The City of Waterloo Neighbourhood Guide which lists all pertinent information and contact information on by-laws and enforcement;
- Displays that can be used in multi-situations;
- Information dispersed through Neighbourhood Associations.

## **Best Practice 7.: Emergency Shelter for Residents of Unsafe Housing**

*Submitted by: Kaye Crawford*

### **Context**

Fire and Property Standards Officials were reluctant to remove students from their housing when it does not meet safety standards and leave them without anywhere to live.

### **Resources**

City Officials contact Campus Security/Police offices that are operated 24 hours per day and put the process into action to immediately house the students.

### **Description**

Where Fire and Property Standards Officials have declared a dwelling unsafe and orders the student occupants to leave immediately, the universities have agreed to house them on an emergency basis and assist them in finding alternative housing should the situation not be able to be rectified in the short term.

### **Improvement Measures**

Measures are difficult to place on this policy however; the Emergency Shelter Policy has been used three times within its first year of existence.

### **Lessons Learned**

Fire and Property Standards Officials can do their job that is to protect the safety of the occupants without having to take the students' anguish of displacement into consideration. The students may have an action against the landlord under the Tenant Protection Act for losing their place to live.

## ***Best Practice 8.: Welcome Students in September***

---

*Submitted by: Kaye Crawford*

### **Context**

There was discussion that students do not feel appreciated in the community.

### **Resources**

Portable Sign, Banner

### **Description**

In September each year the Town and Gown Committee erects a portable sign at the exit from the Expressway to the universities and the BIA erects a banner across King Street in the core to “Welcome Back Students”.

### **Improvement Measures**

There has been positive feedback from both the students and their parents. The parents suggest that it makes them feel that there is a whole new city looking out for their children who are often on their own for the first time.

### **Lessons Learned**

Reaching out in such a small manner gives large rewards in the numbers of people that see it and feel like they are welcomed into a comfortable environment.

## ***Best Practice 9.: Form a Town & Gown Committee***

---

*Submitted by: Kaye Crawford*

### **Context**

City of Waterloo has 2 universities and a satellite college campus all within 2 km. of each other. The city has a population of 102,000 residents including 30,000 students. There are many issues brought forward that are relevant to the post secondary institutions as well as the city and the region.

### **Resources**

Staff resource for co-ordination, agendas and minutes.

### **Description**

The Town and Gown Committee has been in existence since 1992 with a mandate to look at all issues relevant to the municipalities, institutions, agencies and residents. A re-examination by all the stakeholders of the roles, responsibilities and mandate of the Committee occurred in 2001.

The current membership is comprised of a senior management staff or representatives from the local municipalities, region, universities, college, students, police and a city councilor. The membership was changed to include senior staff and representatives so that issues could be discussed and decisions made at these meetings without having to check in with supervisors. Membership does not include residents.

It was the general consensus that one resident may not represent the interests or position of all residents in the city and that residents could appear as delegations or residents could speak through the city councilor. The committee meets bi-monthly and is chaired by the Assistant CAO of the City of Waterloo.

### **Improvement Measures**

- An example of topics or issues discussed at Town and Gown meetings since 2001.
- Share information on enrollment and enrollment projections;
- Share information on housing both on and off-campus;
- Share information on studies or changes in legislation or enforcement on any issues relevant to the town and gown community;
- Police share information on any concerns in the community as well as plans for September and April when there is heightened calls for service to student residences.
- Review and discuss orientation and year-end events with guidance on implementation of the events;
- Emergency housing agreement between the city and universities;

- Share information on student initiatives such as Shinerama, Foot Patrol and support projects that benefit the Town and Gown Community;
- Community Development projects are shared and supported such as Scholars' Green Project;
- Investigation of universal buss pass or using swipe card system on public transit;
- Recommendation and support to increase noise fines to \$300.00 and commence proactive lot maintenance enforcement in the spring;
- Yearly reception for new student representatives to meet city council held each spring;
- Support for requests for pedestrian cross-walks and bike lanes where appropriate;

### **Lessons Learned**

It is much easier to make accomplishments on issues or requests when everyone who might be affected can discuss as a group and the committee members can either create a sub-committee to examine the issue further or know who to direct the issue to for a fast resolution.

## ***Best Practice 10.: Scholars Green Project***

---

*Submitted by: Kaye Crawford*

### **Context**

A neighbourhood adjacent to WLU includes a parkette that is primarily used to access neighbouring streets by the residents and university and local high school students. There were complaints of litter, vandalism and especially noise late at night when park users were going home from the bars. After meeting with residents it was determined that both the single detached and town houses adjacent to the park were first built in the late 1940's for returning World War II veterans. Some of the houses and townhouses continue to be occupied by veterans, and their families. Many of the single detached houses have been converted or have additions to accommodate university students.

### **Resources**

A local church and eventually the Royal Canadian Legion donated meeting space.

### **Description**

Initial meetings with the neighbours were held by City of Waterloo Community Development, Protective Services staff and Waterloo Regional Police Services to discuss the concerns of litter, vandalism, noise and drunkenness. A notice of the meetings was created by city staff and delivered to the households by the residents. Subsequent meetings were held so that university administration, students and bar operator could hear concerns and discuss solutions.

When it was identified that this area had historical significance and that many of the permanent residents were veterans and/or their families, the students suggested that if the parkette was marked in a way to commemorate the veterans and the area, the students would be more respectful when using the parkette. A committee was formed with the students, permanent residents (including veterans) veteran agencies, the local high school, university administration, police and city staff.

The Committee has been working together to fund-raise, make grant applications, hold events and develop the parkette to be more user friendly as well as commemorate the war veterans and the historical significance of the area. In the parkette there will be a 6-panel information kiosk, additional lighting as well as tree planting and landscaping. Oral/video histories will be taken from the veteran residents and their families and will be held on a city heritage web-site as well as the local libraries. The local high school students have volunteered through an environmental club to ensure the cleanliness of the park through bi-weekly litter cleanups.

### **Improvement Measures**

The project unveiling is scheduled for the fall of 2004, however, already there has been a reduction in the number of calls for service and the residents have been informed on how to make complaints about any incidents that do occur.

### **Lessons Learned**

That really good, unexpected things can come out of a place of conflict.

## ***Best Practice 11.: Neighbourhood Tool Kit***

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*Submitted by: Kaye Crawford*

### **Context**

The City of Waterloo does not have formal neighbourhood associations in all areas of the city and not all neighbourhood associations reach all residents, especially those with a high density of transient student residents.

### **Resources**

Development and design of an information package that can be used by residents to gain useful information, to learn how to break down barriers and create a healthier, happy and safe community.

### **Description**

The Neighbourhood Tool Kit idea was born out of conversations with Community Development, Protective Services staff and residents interested in positive interaction with students. Meetings were held in a resident's home where the ideas and needs were developed to assist in these positive interactions. It will consist of a booklet that gives residents an overview of information that is available on items of interest such as how to plan a party or event on your block (spring cleanup, skating party, house decorating), how to start a neighbourhood association, things to look for or ask a landlord before renting a place to live, by-law and contact information, how to attend Council with comments or concerns and how to communicate with your neighbour.

The second part to the kit will be a detailed compilation of information in a package that will be most useful to neighbourhood association executives with specific details on all of the topic areas including surveys and asset mapping for neighbourhoods, event ideas and how to plan them, and tips for conflict resolution.

The information from the large package can be disseminated either in pieces or as a whole kit to those interested, and shared through neighbourhood associations or informal neighbourhood groups. One way that students might use the kit is to access information to learn how to plan events or increase social interaction in the community and with their neighbours rather than relying on on-campus activities or what to look for when renting a place to live. The pamphlet is due to be released in June 2004.

## ***Best Practice 12.: Turning Down the Volume: Noise Enforcement***

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*Submitted by: Justin Auge*

### **Context**

City of Waterloo by-law enforcement has adopted a zero-tolerance policy regarding noise enforcement throughout the city. Noise complaints range from loud music(stereos) to hooting/shouting to keg parties. All noise related complaints go through the local Police Service. The police dispatch our by-law officers(who carry police radios) to respond to the complaints.

In 2002, our officers became more strict when enforcing the noise by-law. The public was getting frustrated by the amount of warnings that were being given out and they wanted more to be done.

Generally, a warning is given as a courtesy. This is when the by-law is explained clearly and the outcomes that can occur, if another complaint is received. If an officer receives a second complaint and the noise can be heard, a charge is issued. It is always at the discretion of the investigating officer how to handle/resolve a situation.

### **Description**

Noise complaints are kept track of in a spreadsheet and statistics are generated. Reports are done nightly by our officers. Officers issue Provincial offence notices(PONs) and Summons if warranted. Our officers attend court as needed.

In late 2002, the set fine for a noise charge went from \$80.00 to \$250.00. Mediation is also an available option

### **Improvement Measures**

- Residents are more compliant knowing there could be a high fine to pay .
- Less repeat calls
- Positive feedback from the residents/complainants.
- Officers have a greater sense of authority(public respect).

### **Lessons Learned**

Although issuing fines is not going to resolve the problem completely, it does act as a deterrent.

Charges are not always the best way to resolve a situation and there are alternatives available.

## ***Best Practice 13.: Pro-Active Spring Clean Up Blitz***

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*Submitted by Mary George*

### **Context**

City officials, Council and City of Waterloo residents established a minimum standard for the City of Waterloo regarding required principles and restrictions enforced through our Lot Maintenance and Property Standards By-laws.

### **Resources**

Designated areas were divided among existing staff. Overtime was paid to staff for this program, which included time required for re-inspections.

### **Description**

Flyers were hand delivered to each residence located within the target areas and advertisements were published in the local newspaper informing residents of the “Lot Maintenance Blitz.”

This blitz ran from May 5 to May 21, 2003 inclusive. Notices were issued and posted on site, or sent by mail if the property was not owner occupied. In cases where the owner did not live at the property, a phone call was made to advise them of the violation and the requirement to comply within 48 hours.

The City of Waterloo Service/Works Department was notified of any properties found to be in violation after the re-inspection. The cost of the cleanup was invoiced to the owner of the property. Average cost was \$250.00. By-law Officers issued approximately 130 notices during this period but only had to clean 3 properties. Invoices not paid were collected as real property taxes, in the same manner and with the same priorities as municipal property taxes.

### **Improvement Measures**

- The appearance of the UpTown Core and University areas were noticeably tidier.
- Less calls from angry residents.
- Positive feedback from the residents.
- Neighbors do not have to ‘call in’ on their neighbors.

### **Lessons Learned**

With adequate staff and resources, political and public support - pro-active enforcement can and does work.

## ***Best Practices 14.: It's (Y)our Neighbourhood Guide***

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*Submitted by Mary George*

### **Context**

In 1989 the City of Waterloo developed a Neighbours Program to address increasing neighbourhood complaints and to resolve disputes that can arise between neighbours. Out of that Program the It's (Y)our Neighbourhood Guide was developed.

### **Resources**

This guide was produced in-house and has been continually updated and enhanced every three years.

### **Description**

The guide is a tool to provide information about our City by-laws and Provincial by-laws that apply to all residential properties in the City of Waterloo. Enforcement procedures are also presented. The objectives of this Guide are as follows:

- to increase public awareness of City of Waterloo by-laws and provincial by-laws that presently exist in neighbourhoods.
- to enable residents to become more familiar with their responsibilities and rights as property owners and tenants relative to neighbourhood living; and
- to encourage all residents to take on-going pride in their neighbourhoods and properties and participate with the City of Waterloo in resolving By-law infractions.

The Guide also introduces Council and includes important Provincial, Regional and City Hall phone numbers and is available to all City residents.

### **Improvement Measures**

The residents have, at their disposal, a condensed version of our by-laws and phone numbers of the affiliated departments if they require further information. Although we can not measure a decrease or increase in calls, when the public does call we can refer them to the Guide. Also calls are more likely to be directed to the appropriate departments for the correct answers.

Also, the City of Waterloo is proud to be the recipient of a national award from the Canadian Association of Municipal Administrators in Saskatoon, Saskatchewan for the 1990 Best Innovative Municipal Program!

### **Lessons Learned**

The residents appreciate that we take the first steps to inform our residents of the regulations.

## **Best Practice 15.: Rental Housing Supply Program – Accessory Apartments**

*Submitted by: Paul Kraehling*

### **Context**

Guelph planning documents acknowledge/encourage the development of secondary suites (in-law suites, basement apartments). Part of intensification efforts within the community; also provides affordable rental units and a mechanism (rental income) to assist in home ownership affordability.

### **Resources**

Process to examine issue and prepare planning implementation documents.

1. Preparation of background study: City-wide intensification study
2. Preparation of Official Plan/Zoning By-law amendments to acknowledge and encourage development of new accessory units.
3. Establish unit registration system as per provisions of the Municipal Act.
4. Implement and benchmark system.

### **Description**

Accessory apartments are recognized as a permitted use in singles and semis in the Guelph 1995 Comprehensive Zoning By-law. Zoning regulations deal with minimum unit size, maintenance of external appearance of dwelling, requirement for on-site parking. Regulatory process involves registration of unit when it is created with inspection services completed (building and fire code inspections).

### **Improvement measures**

Unit registration tracking (numbers & location).

### **Lessons learned**

Regulatory system preferred to non-recognition of units. Need to continue to fine-tune system in association with other Zoning By-law regulations (lodging houses).

### **Learning Aids**

Contact Muniscope Information & Networking Service at [www.muniscope.ca](http://www.muniscope.ca) for background information. Official Plan & Zoning By-law documents on City's web page at [www.city.guelph.on.ca](http://www.city.guelph.on.ca). City of Guelph contact info: Zoning (519) 837-5615, Planning (519) 837-5616.

## ***Best Practice 16.: Incorporate University in Official Plan***

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*Thanks to George Wallace, Supervisor, Development Approvals, Kingston*

### **Context**

The City of Kingston has a long history of Town & Gown relations. Queen's College was founded in 1841, the same year that Kingston became the capital city. The City's Official Plan recognizes the university as a significant land use, employment centre and activity centre.

### **Description**

Some examples of the key ways Kingston's Official Plan incorporates the university are as follows:

- ◆ Recognizes the University is an integral part of the City's service system, its economic base and its urban landscape
- ◆ Recognizes the long established location of the University, future alternation or expansion may have significant land use and transportation implications
- ◆ Recognizes that the University serves local, national and international needs
- ◆ Many buildings are of historic or architectural significance
- ◆ The grounds surrounding the facilities are important privately held open space areas which add to the beauty of the urban landscape and the City's quality of life
- ◆ Recognizes the location of the main facility areas of the University
- ◆ Encourages co-operation between the City and University respecting the provision of parking, student housing, servicing, conservation of heritage buildings and areas, access and development proposals
- ◆ Supports the growth and redevelopment of the University
- ◆ Intent to minimize adverse effects as a major activity centre on adjacent and surrounding neighbourhoods
- ◆ Encourages Queen's to co-operate with Kingston General Hospital in the provision of services, access and parking and facilities development
- ◆ Prohibits expansion of the main campus into the adjacent westerly or easterly residential areas in order to protect those areas for continued residential use
- ◆ A Campus Expansion Special Policy Area is identified, comprising seven blocks to the north of the Main Campus

## ***Best Practice 16.: Mining Your Off-Campus Housing Database***

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*Submitted by: Kathy Mortimer*

### **Context**

In Waterloo, the cheapest place to advertise student housing is in the Universities' off-campus housing databases. The two schools in Waterloo estimate that 80% of all off-campus housing is advertised at some point in their databases.

Housing advertised in the database tends to be "secondary housing" i.e. second suites, shared accommodation, lodging houses, etc. It is usually difficult to find vacancy rates for this type of housing from other sources.

### **Description**

Off-campus housing databases provide the location of student housing. Frequently they also provide info on the number of rooms for rent per dwelling, the rental price, if utility costs are included, and other related information. You can get some (quantifiable) understanding of the number of units available for rent (August listings), as well as the vacancy rate (November listings). Accommodation still listed in November is likely not rented for the term.

What else can the off-campus housing database tell you?

- Trends in student housing provision-looking at listings over a series of years will show which neighbourhoods students are moving into, or if existing neighbourhoods are taking on the bulk of new students
- Identify second suites: some municipalities permit them, some don't. If your off-campus housing database tracks which portion of the house is for rent, you can begin to determine where second suites are being used
- If price = location: map the accommodation by price-you may find, as the City of Waterloo did, that location to the university is not a big factor on the rental price. What are these other factors? Do they point towards other indicators (poorly maintained properties, for example).

### **Improvement measures**

A good relationship between the municipal planning office and the university off-campus housing office is the best way to begin sharing this information. Decide who should do this analysis and reporting, and make it part of the job description, so that it is done on an annual/biannual basis.

**Resources:** The City of Waterloo has reported on its 2003 analysis of the Off-campus housing databases of University of Waterloo and Wilfrid Laurier University.

## ***Best Practice 17.: MAC Pocket Map***

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*Submitted by: Daryl Bender, McMaster University*

➤ Please see map, 2" x 3" available from ACT office. ([www.act.mcmaster.ca](http://www.act.mcmaster.ca))

### **Objective**

Fortify a stronger culture of transit use on campus and make transit info readily available to everyone.

We designed a pocket map small enough to fit in a person's wallet – thereby it would become their “map of preference” for referencing locations on campus. This works exceptionally well for new students and staff and visitors. The map not only included transit info, but also building labels.

The transit info noted on the map includes:

- HSR (city transit) bus stops
- GO Transit bus stops
- Greyhound & Coach Canada bus stops
- HSR bus check numbers – a service so people can call to find out transit schedule info
- Contact info for the various transit agencies including web & phone.
- Contact info for carpooling, walk-home services and cycling resources on campus.

We aim to distribute them as much as possible:

New students, current students, parents, new staff, current staff, visitors to campus - even have them available at Tourism Hamilton and John C Munro Airport.

## ***Best Practice 18.: Laurier Commuter Challenge***

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*Submitted by: Mary Basler, Wilfrid Laurier University*

### **Context**

Given the restricted parking situation at Wilfrid Laurier University in Waterloo, encouraging students and staff to use alternative modes of transportation to get to the university is a key activity of Parking Services.

### **Resources**

The activity is carried out in conjunction with the Commuter Challenge of Waterloo Region. The Region supplied all materials, although Parking Service produced publications to advertise the event within Laurier and facilitate tallying and submitting resources.

### **Description**

Established the Annual Commuter Challenge at Laurier. Gives the Laurier community a chance to come together as a team and encourage one another to use environmentally friendly means of transportation.

The Challenge required a plan for facilitation of event and advertising within the Laurier community

### **Improvement measures**

The total participation from staff and students is tallied annually, so that participation can be measured from year to year. This also makes it possible to challenge other universities or agencies to meet certain targets. Each department was able to measure participation, so that improvements over last year, and comparisons between departments is possible.

The Laurier community became aware of different modes of transportation and an increase awareness of Parking Services commitment to alternative transportation.

### **Lessons Learned**

Hope to increase awareness of commuting and alternative means of transportation. As well the Commuter Challenge was a community initiative for Laurier to bring everyone together for a good cause.

### **Links to resources**

Results of the Laurier challenge are available here:

[http://www.wlu.ca/~wwsbe/sbe2000/html/special\\_events/commuter\\_challenge.shtml](http://www.wlu.ca/~wwsbe/sbe2000/html/special_events/commuter_challenge.shtml)

Canadian Commuter Challenge online:

<http://www.commuterchallenge.net/english/index.aro>

## ***Best Practice 19.: Universal Bus Pass for University Students***

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*Several submissions for this item: Paul Kraehling, Daryl Bender, JoAnn Woodhall*

### **Context**

It is applicable in any community with a post-secondary institution and a local transit system. Benefits include:

- Reduced need for land and facilities dedicated to parking
- Greater housing choices available to students, as they can live further from the university
- Reduced conflict within the community (reduced concentration of students)
- Affordable transportation for students, and improved air quality

### **Description**

School administration, student union and transit organization identify program details. Students generally must approve that additional student fees will support the program, and it must go to referendum. If the proposal to use student fee is supported, the program must be monitored and revised as necessary.

### **Improvement measures**

- Transit riders to campus: UBC witnessed 20,000 additional riders to campus each day (note the unique locational characteristics of UBC—a campus with limited on-campus housing, and green belt surrounding school, so that most students live beyond 2 km radius of campus).
- Parking stalls per person
- Vehicles on campus per person

### **Lessons learned**

Translink and UBC (in Vancouver) are willing to provide assistance. The Region of Waterloo has been working with the student unions to investigate this approach.

### **Links to schools with UPASS system**

UBC: <http://www.upass.ubc.ca/>

Guelph: <http://www.uoguelph.ca/CIP/transport.htm>

Hamilton: <http://www.msu.mcmaster.ca/hsr>

St. Catharines: <http://www.brockbuspass.com/contactUs.html>

London: <http://www.usc.uwo.ca/buspass/default.htm>

Other cities: Saskatoon, Peterborough, Kingston, Ottawa, Windsor. Overview document online: <http://209.167.103.78/pdf/U-Pass.pdf>

## **Context in Guelph**

Agreement entered into between Guelph City Transit and University Student Associations (Undergraduate & Graduate) for a bus pass available to all university students (unlimited travel on local transit system). Universal bus system assists in making a wider ridership capture zone that assists in dispersing students over a wider geographic area, i.e. Off-campus residence desire lines are not concentrated next to the University.

## **Resources**

Negotiation of terms between Transit Authority and University Student Associations; agreement by majority of voting student membership to add cost to all undergraduate and graduate fees.

## **Description**

1. Negotiation of bulk purchase plan between the Transit administration and the University student association. Transit benefits by having a set revenue stream. Students benefit by having access to a bus system that traverses the entire city area.
2. Take proposal to the respective student associations for a vote of acceptance.
3. Add additional charge to all student fees.
4. Modify bus transit system to meet peak demands of university student population. Popularity of certain routes necessitates additional bus fleet resources.

## **Improvement measures**

Ridership levels and revenue measurement. Customer complaint/satisfaction surveys.

## **Lessons learned**

Fees are applicable to all students, whether they use the transit system or they don't. Can also tie into environmental initiatives to reduce car usage & promote public transit. Use by students on some routes may displace regular patrons; additional buses required to meet peak demands.

## **Contacts with experience**

University of Guelph Central Students Association (519) 842-4120, Guelph Transit (519) 822-1811.

## **McMaster UPASS**

The undergraduate students (MSU) have a pass that has existed for approximately 7 years. The graduate students (GSA) have a pass that has existed for 2 years. Other bodies of students are looking into such arrangements.

The staff/faculty do not have a pass, but we are exploring what type of pass to pursue. A UPASS (universal pass) program offers the lowest cost per person. It requires approval of all staff/faculty because everyone pays the same fee regardless if you plan to ride transit or not.

Other arrangements include having the University subsidize transit passes or arranging annual passes for staff instead of monthly passes. City transit (HSR) finds such arrangements attractive because they require less administration and they see it as a more guaranteed source of revenue.

## ***Best Practice 20.: Analyse Off-Campus Student Housing Location***

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*Submitted by: Mary Basler, Wilfrid Laurier University*

### **Context**

Wilfrid Laurier University is a centrally located university with no surplus land. Recently the university has increased the density of both academic buildings and residences on campus, and is acquiring new land within the city. Parking is a competing use for land for housing and academic buildings. The challenge facing Laurier Parking Services is to find a method to provide adequate parking given restricted parking availability.

### **Resources**

A co-op student was hired to assist in producing data for this report. Training was needed in GIS program.

### **Description**

Laurier Parking Services produced a report on non-residence (off-campus) students, indicating where they live in relation to Wilfrid Laurier University within the cities of Kitchener, Waterloo and the surrounding communities. By examining these locations, bus routes and scheduling, Parking Services hopes to encourage and implement programs of alternative modes of transportation, thus helping to create and administer efficient parking policies at Laurier.

Conceptualizing issues that needed to be addressed and formulate key implementation strategies that surround them; bus routes (timing and location), student housing locations, etc.

Outcome of the report and the 4 km radius enable commuting students greater odds in obtaining a non-residence student parking pass in the lottery.

The ability to stimulate open communication within the cities of Kitchener, Waterloo and surrounding communities and Wilfrid Laurier University in regards to future modes of alternative transportation and the implementation of policies for students, staff and faculty.

### **Links to resources**

Report available from Mary Basler. Management planners from Grand River Transit and applicable websites for the area were aids used to research and compile this report.

## ***Best Practice 21.: After Hours Bus Service 2003-2004***

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*Submitted by: Mary Ann Hofer, University of Guelph*

**Background:** The Magic Bus is a late night and Sunday bus service administered through the College of Social and Applied Human Sciences. The Magic Bus is run on a non-profit basis, with every full-time student contributing \$1.50 per semester toward the service. The Magic Bus promotes safety awareness, allows students to arrive close to their destination, and is safer than walking home in the dark.

During 2003 and 2004 representatives from the University of Guelph, the Central Student Association, the Graduate Students' Association, the Magic Bus, Guelph Police Services, the Downtown Board of Management, and Guelph Transit have been meeting to develop responses to the transportation needs of University of Guelph students. (The Central Student Association and the Graduate Students' Association both currently have a Universal Bus Pass contract with Guelph Transit that covers regular service hours.)

### **Objective**

1. Identify and implement a long-term strategy to respond to the transportation needs of students from 12:30 a.m. to 3:30 a.m. on Friday, Saturday, and Sunday mornings
2. Provide students with a safe and inexpensive means to exit the downtown core at night on weekends
3. Provide students with a safe and inexpensive means to travel into their neighbourhoods from the University once the library has closed at 2 a.m.

<b>Target Group</b>	
<ul style="list-style-type: none"><li>• Students living off campus in the City of Guelph</li><li>• Students traveling between the library, downtown, and off-campus accommodation</li></ul>	
<b>Community Partners</b>	
<ul style="list-style-type: none"><li>• Guelph Police Services</li><li>• Guelph Transit</li><li>• Downtown Board of Management</li><li>• University of Guelph</li></ul>	<ul style="list-style-type: none"><li>• Magic Bus</li><li>• Central Student Association (CSA)</li><li>• Graduate Students' Association (GSA)</li></ul>
<b>Activities</b>	
Short-term	
<ul style="list-style-type: none"><li>• Provide a Pilot Magic Bus on a Downtown/University route funded in collaboration by the University of Guelph, Magic Bus, and the Downtown Board of Management</li></ul>	
Long-term	
<ul style="list-style-type: none"><li>• Develop a permanent transportation solution with sustainable funding</li></ul>	

<b>Outcomes</b>
<ul style="list-style-type: none"><li>• Decrease in crowds in the downtown core late at night</li><li>• Students have access to a safe means of transportation</li></ul>
<b>Indicators</b>
<ul style="list-style-type: none"><li>• Police reports</li><li>• Ridership numbers</li><li>• Student feedback</li></ul>

## ***Best Practice 22.: Develop a Carpool Policy***

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*Submitted by: Daryl Bender*

### **Objective**

Establish a formal carpooling policy for the campus, so people understand clearly what participant participation in carpools requires.

### **Description**

We developed a policy that the parking administrators on campus felt they could sustain and administer.

We found that the expected level of participation had to be established. That is, carpooling EVERYDAY was not necessarily expected, instead a significant level of participation was expected.

Two different policies were written: one for staff/faculty/graduate students and a second policy for undergraduate students.

The policy incorporates perks such as preferential parking and a limited number of free daily permits. It is through such perks that people choose to formally arrange a carpool instead of remaining unregistered. These perks also entice new people to consider carpooling.

### **Results**

We found the level of interest to be low, but it serves as a great reward for those that have chosen to carpool.

## ***Best Practice 23.: Encourage Cycling to Campus***

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*Submitted by: Daryl Bender*

### **Objective**

Develop a more formal design of cycling facilities on campus. This would clarify the responsibilities of cyclists on campus.

### **Actions**

- We are improving the bike rack facilities on campus and working to marry them with a coordinated bike route network.
- We created a McMaster Cycling Committee to work through various decisions.
- We are developing educational materials to describe the responsibilities of cyclists.
- We have erected signage around campus to clarify where cyclists are not allowed to ride or lock bikes.
- We have clarified the University policy regarding bikes in buildings.

## **Best Practice 24.: Encouraging and Facilitating Carpooling using CarpoolTool.com**

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*Submitted by: Daryl Novak, Waterloo Public Interest Research Group*

### **Context**

CarpoolTool is a web application that facilitates matching between individual commuters traveling in the same direction at the same time who are interested in sharing a ride to work.

CarpoolTool is the only provider of a free public service ( at <http://carpooltool.com>) for use by any commuter anywhere in Canada. In addition, CarpoolTool can provide any institution with a customized “branded” CarpoolTool website. ( follow the link on University of Toronto at Mississauga’s website <http://www.utm.utoronto.ca/current.html>, to <http://utm.carpooltool.com> )

Web-facilitated dynamic carpool matching is superior to other methods of ride-share matching and can have a dramatic impact on reducing the number of single occupancy vehicle trips made to an institution by commuters who prefer to drive, thus reducing parking and traffic congestion and parking infrastructure requirements.

### **Resources**

In order to create a successful program, institutional (senior management) commitment to promoting and supporting the service, including delegating coordination responsibility to an on-site employee, is necessary.

### **Description**

Steps to creating a successful carpooling program:

1. Contracting CarpoolTool.com to create a branded website. (two week turnaround).
2. Designating a coordinator.
3. Creating incentives to encourage carpooling (e.g. preferential parking rates and locations for carpoolers) and promoting these incentives on your customized CarpoolTool website.
4. Creating marketing strategy and material.
5. Launching program.
6. Regular periodic promotion.

### **Improvement Measures**

Administrative accounts with a customized website let you track:

- how many users are using your site, how often
- where your users are commuting to and from
- how your users heard about your site
- view messages sent between commuters to ensure acceptable use
- plus, send messages to all of your users notifying them of changes or special promotions

## **Lessons Learned**

Carpooling is ideally promoted alongside other transportation alternatives. However, carpooling (using CarpoolTool.com) is the most cost-effective and readily implemented alternative that will result in immediate impact.

## **Learning Resources**

- Contact Daryl Novak, CarpoolTool Project Manager, 519-888-4882.
- Visit <http://carpooltool.com> and <http://utm.carpooltool.com>
- Download Pollution Probe's SMART Movement Guide <http://www.pollutionprobe.org/Reports/SMART.pdf>
- Review Victoria Transportation Policy Institute ride-sharing report at <http://www.vtpi.org/tdm/tdm34.htm>
- Review Transport Canada's Commuter Options: The Complete Guide for Canadian Employers at <http://www.tc.gc.ca/programs/Environment/Commuter/menu.htm>