

COMMITTEE AGENDA



TO **Infrastructure, Development & Enterprise Committee**

DATE Tuesday, July 7, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – June 2, 2015 Open Meeting Minutes

PRESENTATIONS (Items with no accompanying report)

a) None

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Infrastructure, Development & Enterprise Committee Consent Agenda will be approved in one resolution.

| ITEM | CITY PRESENTATION | DELEGATIONS | TO BE EXTRACTED |
|---|--|-------------|-----------------|
| IDE-2015.21 Integrated Operational Review (IOR) – Annual Report (2014-2015) | <ul style="list-style-type: none"> Todd Salter, General Manager Planning, Urban Design and Building Services Karol Murillo, Program Manager, Integrated Operational Review | | √ |
| IDE-2015.22 Business Development & Enterprise (BDE) 2014/2015 Activity Report | | | |
| IDE-2015.23 Essex Street On-Street Parking: Background to Notice of Motion and Recent Survey | | | |

| | | | |
|--|--|------------------|---|
| IDE-2015.24 Sign By-Law Variances – 275 Hanlon Creek Boulevard | | | |
| IDE-2015.25 Municipal Support For Local Renewable Energy Projects: Independent System Operator Feed-In-Tariff 4.0 | | | |
| IDE-2015.26 Green Meadow Park Flood Protection Facility – Schedule B Municipal Class Environmental Assessment | | | |
| IDE-2015.27 Federation of Canadian Municipalities (FCM) – Green Municipal Fund Leadership in Asset Management Program | | | |
| IDE-2015.28 Town of Aurora Resolution Regarding Installation of Community Mailboxes | | Councillor Piper | √ |
| IDE-2015.17 Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design – Referred from June 22 nd Council Meeting | | | |

Resolution to adopt the balance of the Infrastructure, Development & Enterprise Committee Consent Agenda.

ITEMS EXTRACTED FROM CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

STAFF UPDATES AND ANNOUNCEMENTS

ADJOURNMENT

NEXT MEETING – September 8, 2015

**Infrastructure, Development & Enterprise Committee
Held in the Council Chambers, Guelph City Hall
Tuesday, June 2, 2015 at 5:00 p.m.**

Attendance

Members: Chair B. Bell
Mayor C. Guthrie (left at 6:36pm)
Councillor D. Gibson (left at 5:30pm)

Councillor L. Piper
Councillor M. Salisbury

Councillors: Councillor P. Allt
Councillor J. Gordon
Councillor J. Hofland

Councillor M. MacKinnon
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff: Mr. A. Horsman, Deputy CAO – Infrastructure, Development & Enterprise
Mr. T. Salter, General Manager, Planning, Urban Design and Building Services
Ms. M. Aldunate, Manager of Policy Planning and Urban Design
Ms. K. Dedman, General Manager, Engineering and Capital Infrastructure Services/City Engineer
Mr. D. Wyman, Plant Manager Solid, Waste Resources
Ms. K. Suresh Plant Manager, Wastewater Services
Mr. D. DeGroot, Urban Designer
Ms. J. Juste, Transportation Demand Management Coordinator
Ms. D. Black, Council Committee Coordinator

Call to Order (5:00 p.m.)

Chair Bell called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Piper
Seconded by Mayor Guthrie

That the open meeting minutes of the Infrastructure, Development & Enterprise Committee held on May 5, 2015 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson, Piper and Salisbury (5)

VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted from the June 2, 2015 Consent Agenda to be voted on separately:

IDE-2015.15 Clair-Maltby Secondary Plan Project Initiation

- IDE-2015.16 Downtown Zoning By-law Update: Downtown Secondary Plan Implementation and Proposed Project Charter**
- IDE-2015.17 Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design**
- IDE-2015.18 2014 Solid Waste Resources Annual Report**

- 2. Moved by Mayor Guthrie
Secoded by Councillor Gibson

That the balance of the June 2, 2015 Infrastructure, Development & Enterprise Committee Consent Agenda, as identified below, be adopted:

IDE-2015.19 2014 Wastewater Services Annual Report

- 1. That the report from Infrastructure, Development & Enterprise dated June 2, 2015 entitled "2014 Wastewater Services Annual Report" be received.

IDE-2015.20 Outstanding Motions of the Infrastructure Development and Enterprise Committee

- 1. That the report dated June 2, 2015 regarding outstanding motions of the Infrastructure, Development and Enterprise Committee, be received.
- 2. That the following motion, previously passed by the Planning, Building, Engineering and Environment Committee of Council, be eliminated from staff work plans and from the outstanding motion list:
April 26, 2010

THAT the matter of reducing and minimizing the proliferation of all election signs on private and public properties be deferred until 2011 and considered during the 2011 priority planning session.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson, Piper and Salisbury (5)
VOTING AGAINST: (0)

CARRIED

Extracted Consent Items

IDE-2015.15 Clair-Maltby Secondary Plan Project Initiation

The Manager of Policy Planning and Urban Design provided a synopsis of the Clair-Maltby Secondary Plan. She noted it is the last unplanned green area and consists of more than one hundred properties.

She advised there will be a working group consisting of small and large land owners, tenants, as well as representation from the Township of Puslinch and/or the County of Wellington. Staff will provide timing information for the phases and addressing growth targets in their next report.

3. Moved by Mayor Guthrie
Seconded by Councillor Gibson
 1. That Report 15-50 regarding the project initiation of the Clair-Maltby Secondary Plan, dated June 2, 2015, be received.
 2. That Council approve the initiation of the Clair-Maltby Secondary Plan generally in accordance with the approach and the timing outlined in Report 15-50, dated June 2, 2015.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Gibson, Piper and Salisbury (5)

VOTING AGAINST: (0)

CARRIED

Councillor Gibson left the meeting. (5:30 p.m.)

IDE-2015.17 Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design

Ms. Yvette Tendick, Guelph Coalition for Active Transportation believes placing the bicycle lanes at the Emma Street/Earl Street bridge is the best option for Speedvale Avenue traffic flow. She raised the concern that since an Environmental Assessment (EA) has not been completed, the east-west cycling flow may be in jeopardy. She requested that the decision to reconstruct Speedvale Avenue without bicycle lanes be deferred until the results of the EA are known.

Mr. Martin Collier, Achieve Sustainable Transportation in Ontario requested that the Speedvale Avenue reconstruction not occur until a pilot study with reduced lanes could be completed and a new report provided. He does not want the exemption from the 2009 Bike Policy and 2013 Cycling Master Plan to be granted. He believes Option 3 within the report is the best option.

Mr. Luke Weiler, a city resident, opposes the proposal to divert cyclists to Emma/Earl bridge until costing can be assessed. He believes expropriation of properties on Speedvale will be detrimental to property values and quality of life of the residents. He requested a decision not be made until the EA is complete and a full examination of all costs could be conducted.

The City Engineer advised that the reconstruction of Speedvale Avenue is necessary to address the underground infrastructure and the process has been delayed by two years in order to obtain community input. She noted the recommendations being proposed are based on the analysis of feedback and costs include the pedestrian bridge. She also advised the next step is to proceed with a detailed design.

Discussion ensued regarding full costing of land acquisition, feasibility of underground hydro, safety for cyclists, need for a completed EA, budget issues, timing of the project, and the exemption from the Cycling Master Plan. The committee also discussed communication plans, the feasibility of conducting a pilot project with reduced lanes, how to incorporate transit plans and the connection with the Trans Canada Trail.

Staff advised there will be route planning tools available and signage to assist cyclists with planning their routes. They will provide further details regarding costs prior to the June 22nd Council meeting.

4. Moved by Councillor Salisbury
Seconded by Mayor Guthrie

1. That the report from Infrastructure, Development and Enterprise entitled "Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design", dated June 2, 2015, be received.
2. That staff be directed to commence an Environmental Assessment for a pedestrian bridge across the Speed River from the west end of Emma Street to the east end of Earl Street.

It was requested that the Clauses be voted on separately.

5. Moved by Councillor Salisbury
Seconded by Mayor Guthrie

That the report from Infrastructure, Development and Enterprise entitled "Speedvale Avenue East from Manhattan Court to Woolwich Street – Road Design", dated June 2, 2015, be received.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell, Piper and Salisbury (4)
VOTING AGAINST: (0)

CARRIED

6. Moved by Councillor Salisbury
Seconded by Mayor Guthrie

That staff be directed to commence an Environmental Assessment for a pedestrian bridge across the Speed River from the west end of Emma Street to the east end of Earl Street.

VOTING IN FAVOUR: Mayor Guthrie, Councillors Bell and Salisbury (3)
VOTING AGAINST: Councillor Piper (1)

CARRIED

IDE-2015.16 Downtown Zoning By-law Update: Downtown Secondary Plan Implementation and Proposed Project Charter

The Urban Designer advised the Zoning By-law Update is to ensure the zoning is aligned with the approved Downtown Secondary Plan and to reduce the number of individual applications. He noted that a future report will outline the timing of the phases.

Staff advised that the issues of solid waste storage and treatment of grade changes would be addressed during the site plan review and built form standards.

Mayor Guthrie left the meeting. (6:36 p.m.)

7. Moved by Councillor Piper
Seconded by Councillor Salisbury

1. That Report 15-47 from Planning, Urban Design and Building Services regarding the Downtown Zoning By-law Update: Downtown Secondary Plan Implementation and Proposed Project Charter dated June 2, 2015 be received.
2. That the Downtown Zoning By-law Update: Downtown Secondary Plan Implementation Project Charter included as Attachment 1 be approved.

VOTING IN FAVOUR: Councillors Bell, Piper and Salisbury (3)

VOTING AGAINST: (0)

CARRIED

IDE-2015.18 2014 Solid Waste Resources Annual Report

Staff will provide further information to Council regarding the percentage of the total waste process stream that is converted to energy and what percentage goes to recycling to identify the total amount of waste diversion. They advised the decrease in revenue is due to a decrease in commodity prices. They will provide information regarding E-waste as well as an assessment of the downtown waste diversion in their next annual report.

8. Moved by Councillor Piper
Seconded by Councillor Salisbury

That the report from Infrastructure, Development & Enterprise dated June 2, 2015 entitled "2014 Solid Waste Resources Annual Report" be received.

VOTING IN FAVOUR: Councillors Bell, Piper and Salisbury (3)

VOTING AGAINST: (0)

CARRIED

Staff Updates and Announcements

The General Manager, Planning, Urban Design and Building Services announced the City has received the 2014 Ontario Nature's Lee Symmes Municipal Award for community leadership and exceptional achievement in planning or implementing programs that protect and regenerate the natural environment within a community, particularly for the Natural Heritage System policies.

Adjournment (7:04 p.m.)

7. Moved by Councillor Piper
Seconded by Councillor Salisbury

That the meeting be adjourned.

CARRIED

Dolores Black
Council Committee Coordinator

Project Charter for Downtown Zoning By-law Update:
Downtown Secondary Plan Implementation

| | |
|--------------|-------------|
| Version No.: | 1 |
| Date: | April, 2015 |

| | | | |
|-------------------------------|--|--------------|---------------|
| Project Name: | Downtown Zoning By-law Update: Downtown Secondary Plan Implementation | Number: | |
| Current Name Phase: | | | |
| Project Manager: | David de Groot, Senior Urban Designer/ Stacey Laughlin, Senior Policy Planner | Telephone #: | 2358/ 2327 |
| Division Functional Director: | Melissa Aldunate, Manager of Policy Planning and Urban Design | Telephone #: | 2361 |
| Project Sponsor: | Todd Salter, General Manager Planning, Urban Design and Building Services | Telephone #: | 2395 |

PROJECT DEFINITION

| |
|---|
| CORPORATE PROJECT PURPOSE: Describe the project and the reason it is required |
| <p>The purpose of this project is to amend Zoning By-law (1995)-14864 to align with policies of the Downtown Secondary Plan (DSP), which was developed through Official Plan Amendment 43 (OPA 43). The DSP represents a comprehensive vision for the revitalization of Downtown Guelph up to the year 2031, by replacing the Central Business District policies found within the Official Plan with policies that apply to the Urban Growth Centre in its entirety.</p> <p>Specifically, OPA 43:</p> <ul style="list-style-type: none"> amended the 'Central Business District' policies and other existing land use policies within the Urban Growth Centre; and, defined the boundary of the Urban Growth Centre and introduced new land use designations and policies for the Urban Growth Centre <p>The reasons for this Zoning By-law amendment include:</p> <ul style="list-style-type: none"> To facilitate achievement of the Downtown Guelph vision by updating the Zoning By-law (1995)-14864, as appropriate, so that it conforms with the Official Plan and implements its key directions; To support investment and development downtown through alignment of Zoning By-law regulations with Official Plan policies; and, To streamline the development review process through a potential reduction in the need for zoning amendments/minor variances and the need for specialized regulations. |

| |
|--|
| PROJECT GOALS: What is the project trying to achieve, in detail? |
| <p>Baseline Stage:</p> <ul style="list-style-type: none"> Discussion Paper identifying Official Plan policies to be reviewed in terms of developing zoning regulations: <ul style="list-style-type: none"> Downtown zone categories Permitted uses FSI requirements Floorplate requirements Active frontage requirements Required building setbacks |

- Required building setbacks
- Angular plane requirements
- Build-to-lines
- Regulations related to heritage sensitivities
- Parking

Other Considerations:

- Review Committee of Adjustment decisions
- Review Site specific zoning

Zoning Amendment:

- Implement policies identified in the Downtown Secondary Plan and Downtown Built Form Standards through an amendment to Zoning By-law (1995)-14864.

CRITICAL SUCCESS FACTORS: What factors will have to be achieved for the project to be successful?

- Stakeholder support of work and scope
- Support from internal departments including: Building Services, Legal, Development Planning, Engineering
- Council acceptance and approval of final amendment

PROJECT STRATEGY: At a high level, how are you going to achieve your project goals?

High-level phasing strategy attached.

PROJECT PRODUCT DEFINITION

END PRODUCTS: At the end of the project, what products will the project deliver?

- By-law to amend the Downtown regulations in Zoning By-law (1995)-14864

KEY INTERIM PRODUCTS: During the project what are the key interim products to be delivered?

- Downtown Zoning Discussion/Directions Paper
- Community Engagement Plan/Communications Plan
- Draft zoning by-law amendment

PROJECT SCOPE

| Project Scope Is (Includes): | Project Scope Is Not (Does Not Include): |
|---|--|
| <p>Review and make recommendations for zoning by-law regulations related to:</p> <ul style="list-style-type: none"> • The implementation of the Downtown Secondary Plan (OPA 43)- lands designated MU1 and MU2 • Existing downtown zoning categories (e.g. CBD.1, CBD.2, OR, etc. See attached map) • Consideration/development of new zoning categories and definitions to implement the Downtown Secondary Plan • FSI requirements • Floor plates • Active frontage • ROW requirements • Required building setbacks • Required building stepbacks • Angular planes • Build to lines • Uses to address active frontage requirements • Regulation related to heritage sensitivities • Building heights • Parking regulations for private development | <ul style="list-style-type: none"> • Review of regulations for Natural Heritage System and Special Policy Area regulations • Format changes to Zoning By-law • Public view corridors • Building materials policy • Definitions • Outdoor patios • Properties that require an urban design master plan (e.g. Woods I, Woods II, Baker St.) and properties that have recent approval within the DSP scope (5 Gordon, 160 MacDonnell St., 150 Wellington St. E. and 40 Wellington St. W.). However, administrative review may be required. • Generally, any changes to R.1B and R.4 zones that exist in DSP area (see attached map) • Review of downtown bar and hotel regulations |

PROJECT PARAMETERS

| SCHEDULE: A high level outline of key dates | |
|---|--|
| Q2 2015 | <ul style="list-style-type: none"> • Staff Report to Infrastructure, Development & Enterprise (IDE) Committee regarding project initiation and Project Charter • Community Engagement/ Communications Plan • Internal technical meetings • Request for proposals for scoped peer review services |
| Q3/4 2015 | <ul style="list-style-type: none"> • High-level Downtown Zoning Directions Paper to IDE Committee • Stakeholder consultation (e.g. DGBA, DAC, Heritage Guelph) • Peer review of draft Directions Paper by consultant |
| Q1 2016 | <ul style="list-style-type: none"> • Public open house/presentation • Public meeting of Council draft of Zoning By-law amendment |
| Q2/3 2016 | <ul style="list-style-type: none"> • Final recommended Zoning By-law to go to Council for consideration |

BUDGET:

The Downtown Zoning By-law update is funded through the approved capital budget with anticipated costs associated with peer review and community engagement.

RISK ASSESSMENT

BEGINNING ASSUMPTIONS:

- Zoning is required to facilitate achievement of the vision of the Downtown Secondary Plan

KNOWN CONSTRAINTS

- Staff time- various departments involved in project
- Capacity of Planning Staff
- Scope expansion would affect schedule
- Extent of stakeholder input

**INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE COMMITTEE
CONSENT AGENDA**

July 7, 2015

Members of the Infrastructure, Development & Enterprise Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Infrastructure, Development & Enterprise Committee Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

| REPORT | DIRECTION |
|--|------------------|
| <p>IDE-2015.21 INTEGRATED OPERATIONAL REVIEW (IOR) – ANNUAL REPORT (2014-2015)</p> <p>1. That Report 15-63 from the Infrastructure, Development and Enterprise Services, regarding the Integrated Operational Review Annual Report and associated process enhancements and mandatory pre-consultation for the period 2014-2015, be received.</p> <p>2. That the draft by-laws as shown in Attachment 3 – Pre-consultation By-law – in Report 15-63 from the Infrastructure, Development and Enterprise Services, regarding mandatory pre-consultation and complete application requirements be approved and adopted.</p> | <p>Approve</p> |
| <p>IDE-2015.22 BUSINESS DEVELOPMENT & ENTERPRISE (BDE) 2014/2015 ACTIVITY REPORT</p> <p>1. That Report IDE-BDE-1503 from Infrastructure, Development and Enterprise dated July 7, 2015, titled ‘Business Development & Enterprise 2014/2015 Activity Report’ be received for information.</p> | <p>Receive</p> |
| <p>IDE-2015.23 ESSEX STREET ON-STREET PARKING: BACKGROUND TO NOTICE OF MOTION AND RECENT SURVEY</p> <p>1. That Report IDE-BDE-1504 titled “Essex Street On-Street Parking”, from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.</p> | <p>Approve</p> |

2. That staff undertake the proposed on-street parking pilot as described in the report, and report back to IDE Committee by Q2 2016.

IDE-2015.24 SIGN BY-LAW VARIANCES – 275 HANLON CREEK BOULEVARD

Approve

1. That the report from Infrastructure, Development and Enterprise dated July 7, 2015 regarding sign by-law variances for 275 Hanlon Creek Boulevard, be received.
2. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 5.89m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.
3. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 12.59m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.

IDE-2015.25 MUNICIPAL SUPPORT FOR LOCAL RENEWABLE ENERGY PROJECTS: INDEPENDENT SYSTEM OPERATOR FEED-IN-TARIFF 4.0

Approve

WHEREAS the Province's FIT Program encourages the construction and operation of rooftop solar photovoltaic and ground mount solar photovoltaic projects (the "Projects");

AND WHEREAS one or more Projects may be constructed and operated in the City of Guelph;

AND WHEREAS, pursuant to the FIT Rules, Version 4.0, Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in these Applicants being offered a FIT Contract prior to other Persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED:

1. That Report IDE-BDE-1506 from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.
2. That Council of the City of Guelph supports without reservation the construction and operation of the Projects anywhere in the City of Guelph.

3. That Council direct the City Clerk to sign the attached "Template: Municipal Council Blanket Support Resolution" (Attachment #1).
4. That Council direct the Manager, Community Energy to provide a completed and signed "Template: Municipal Council Blanket Support Resolution" (Attachment #1) to applicants requesting same for the purposes of submissions to the Independent Electricity System Operator's Feed-In-Tariff 4.0 Program.
5. That the Municipal Council Blanket Support Resolution remain in effect for one year from the date of adoption.

IDE-2015.26 GREEN MEADOW PARK FLOOD PROTECTION FACILITY – SCHEDULE B MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT

Approve

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Schedule B Municipal Class Environmental Assessment - Green Meadow Park Flood Protection Facility be received.
2. That staff be authorized to complete the Municipal Class Environmental Assessment process as required and to proceed with the implementation of the preferred alternative (#4 - New Storm Sewer on William Street) as outlined in the report from Infrastructure, Development and Enterprise report dated July 7, 2015.

IDE-2015.27 FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND LEADERSHIP IN ASSET MANAGEMENT PROGRAM

Approve

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Federation of Canadian Municipalities – Green Municipal Fund Leadership in Asset Management Program (LAMP) be received.
2. That Council support the City of Guelph's participation in the LAMP program.

IDE-2015.28 TOWN OF AURORA RESOLUTION REGARDING INSTALLATION OF COMMUNITY MAILBOXES

Councillor Piper will speak to this item.

IDE-2015.17

**SPEEDVALE AVENUE EAST FROM MANHATTAN
COURT TO WOOLWICH STREET – ROAD DESIGN
– REFERRED FROM JUNE 22ND COUNCIL
MEETING**

Information to be provided under separate cover.

Attach.

IOR Implementation

Annual Report (2014-2015)



IDE Committee
July 7, 2015

Agenda

Introduction – What is the IOR?

Where we began

Implementation – moving forward

Process mapping, enhancements and performance measurement

Integrated Operational Review (IOR)

City of Guelph Business Development and Enterprise; Engineering and Capital Infrastructure Services; and Planning, Urban Design and Building Services departments are in the process of implementing the Integrated Operational Review (IOR), which is Phase 3 of a three phase process.





Phase 3 addresses recommendations provided by Prosperity 2020 relating to the need for the City of Guelph to become more “businesslike” in attracting and retaining private business investment.

Introduction

- **IOR is in full implementation mode with improvements well underway**
- **IOR is ushering in a significant cultural shift for staff and Guelph's business and development community**
- **Implementing the IOR will improve existing development processes and overall customer service**
- **All partners, stakeholders and the City need to commit to these improvements to make IOR a success**

Where we began






IOR Implementation Work Plan (2013-2016)

| IOR Implementation Work Plan (2013-2016) | | Status | Comments |
|--|--|--|-------------------|
| Theme 1: Build a more adaptive learning organization | 1.1 Re-establish Planner II positions and implement team organization 1.2 Establish HR staffing and a Succession Plan |  | Completed |
| | 1.3 Integrate and orient new employees and provide mentorship and training |  | Underway |
| Theme 2: Improve management direction and communications | 2.1 Clarify roles and responsibilities of all manager positions in PBEE 2.2 Establish Manager Level IMCD 2.3 Planning and Engineering General Managers to review, track, and monitor application processing, project issues and timelines |  | Completed |
| Theme 3: Improve Development Review Process | 3.1 Develop a Business Services Centre in conjunction with the Information Services Area on the main floor of City Hall 3.2 Establish a new position of "Business Facilitator" to assist City businesses, including the development industry 3.3 Establish Gold Star Protocol for new development proposals which would have major benefits to the City – Gold Star Program 3.9 Review the City's Comprehensive Zoning By-law relative to allowable uses* 3.10 Consolidate enforcement of all property-related By-laws within one department 3.11 Improve the management, coordination and review of the City's capital projects <i>*Linked or aligned to other IOR Recommendation</i> |  | To review in 2016 |

Continued...

Where we began

IOR Implementation Work Plan (2013-2016)

| IOR Implementation Work Plan (2013-2016) | | Status | Comments |
|--|---|---|-----------|
| Theme 3: Improve Development Review Process | 3.4 Implement a Mandatory Pre-consultation Process for all development applications |  | Completed |
| | 3.5 Establish a Development Review Committee with regularly scheduled meetings | | |
| | 3.6 Implement a revised Site Plan Review process with updated Urban Design Guidelines |  | Underway |
| | 3.7 Reinstate One Step Engineering Review and Comments Process* | | |
| | 3.8 Expand the Use of & Improve Management Information Systems and Performance Measurement to Support Development Application Processing* | | |
| 3.13 Enterprise Departments Should Become More Proactive in Investment Attraction & Business Retention |  | Underway | |
| <i>*3.14 Process Mapping and Establish Service Targets – Supporting Development Approval Processes (Process Manuals)</i> | | | |
| <i>*Linked or aligned to other IOR Recommendation</i> | | | |
| Theme 4: Improve Communications (Interdepartmental and & with external stakeholders) | 4.1: Develop an overall Communications Plan to support the IOR |  | Completed |
| | 4.4: Encourage better interdepartmental communication and -coordination amongst PBEE and Enterprise staff | | |
| | 4.2: Establish a Customer Service Mission Statement in consultation with staff and provide Customer Service training |  | Underway |
| | 4.3: Revise the City website to better support development | | |

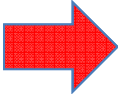







75% of the recommendations are currently underway or completed

2014 – A turning point

- 2014 was a pivotal year with a focus on comprehensively mapping the City’s development approval processes
- This core IOR foundational building block allows other improvements to move forward

What we accomplished to date:

| Key Priorities 2014-2015 | Accomplishments | |
|---|---|---|
|  Map all Development Approval Processes, identify and begin implementing enhancement opportunities |  | Completed mapping all processes (November 2014-March 2015) and developed an action plan to implement 23 process enhancements in 2015-2016. |
| Implement Mandatory Pre-consultation Process and Development Review Committees |  | Piloting DRC from March 2015 – to be formalized with all pre-consultation by-law & materials July 2015 |
| Develop and Implement the Interim Rapid Response Protocol for high impact Industrial, Commercial and Institutional development & investment opportunities |  | Finalized ICI Lead Handling and Rapid Response Protocol approved by IOR GM Committee. To begin pilot in Spring/Summer 2015. |
| Develop a foundation and pilot specific performance measurement systems and targets in the development approval process in 2015-2016 |  | Developed “As-Is” Performance Model with proposed system to monitor & track (May 2015-June 2015) |
| Develop Communications & Customer Service Strategies and initial Action Plans |  | RFP released for Communications and Web strategy in June 2015. An IOR Communications Plan was developed and is being implemented. Future actions will build on completed process mapping and process manuals. |

Implementation – Moving Forward

- Engaged in a highly collaborative process with City staff, development community and local businesses



Implementation – Moving Forward

+50

stakeholders

4

stakeholders sessions

3

specialized working groups

1

External Business Stakeholder Working Group



- *Continuous feedback from external stakeholders*
- *Committed staff = Countless hours reviewing process improvements*

Implementation – Moving Forward

23 process enhancements

Staff from all IOR service areas developed a total of **23 process enhancements** for the following development approval processes:

- ❖ Site Plan Approval
 - ❖ Official Plan Amendments
 - ❖ Zone Changes
 - ❖ Plan of Subdivision
 - ❖ Part Lot Control
 - ❖ Condo and Vacant Land Condo/Conversion
-
- 50+ stakeholders reviewed the recommendations
 - Business Stakeholder Working Group (BSWG) vetted the recommendations and implementation plan
 - Additional recommendations were added based on BSWG and stakeholder workshops

Implementation – Moving Forward

Overall, the following trends emerged:



Trend 1 : The need to document/formalize the development approval process to provide predictability

Trend 2: The need to establish mechanisms/committees at the front end of the development process to provide greater clarity and certainty

Trend 3: The need to explore new ways/practices in the development approval process

Trend 4: The need for up-to-date file management systems to support the DAPs and performance measurements/monitoring

Implementation – Moving Forward

23 Process Enhancements – Implementation Plan

The need to document/formalize the development approval process

16 Recommendations = Underway 

Site Plan Approval

R Recommendation

1 City staff will produce process manuals in 2015 formalizing roles and responsibilities for each SPRC Member that will establish clear protocols and identify standard conditions in the development approval process.

Recommendation

2 Staff to update SPRC Guidelines and schedules and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. In addition, established protocols to ensure any significant changes to SPRC process are reviewed with business stakeholders in advance of implementation.

Recommendation

3 Staff to provide a user friendly template to applicants outlining which items need to be addressed before resubmission.

Recommendation

4 Update site plan process flowchart and manual to clarify the purpose of the different types of meetings between the City and applicant.

Recommendation

5 Update site plan process flow chart and manual to indicate the site plan coordinator to be the central point for all complete submissions (reports, plans, securities) are received from the applicant. Informal discussions directly with technical staff as necessary.

Recommendation

6 Staff will provide a list of unacceptable tree and shrub species that should not be used in landscaping plan. (Note: This does not address planting in environmental buffer areas which are normally subject to specific EIS/EIR requirements).

Recommendation

7 Through the update to the Site Plan Guidelines, staff to define what constitutes a minor and major application and subsequent implications.

OPA_ZC_PofS

Recommendation

8 As a part of the pre-consultation process, staff will develop and prioritize a detailed list of terms of references for studies (e.g. planning justification) to deem applications complete.

Recommendation

9 City staff to produce process manuals in 2015 formalizing roles and responsibilities for internal and external stakeholders.

Recommendation

10 The lead planner to provide clarity for the circulation of comments and information back to the applicant.

PLC/Condo

11 City staff will produce process manuals in 2015 that will establish clear protocols and procedures including how condominium registration and the timing of building inspections can align. In addition, the pre-consultation process will allow staff to provide this information to applicant.

Recommendation

12 City staff to update standard conditions and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants.

Recommendation

13 Staff to provide detailed documentation of the condominium registration process during pre-consultation resulting in improved timing for the applicant.

14 Applicant to provide final registered documents in order for staff to use for street numbering and record keeping.

Implementation – Moving Forward

23 Process Enhancements – Implementation Plan

The need to document/formalize the development approval process *(Continued...)*

OPA_ZC_PofS

| | |
|-----------|---|
| 15 | Recommendations Staff to review the EAC processing times and deferrals. In addition, an updated version of EIS Guidelines are set to be released in 2015. |
| 16 | Recommendations Staff to define the subdivision registration process following draft approval in 2016 |



2016



2 New Recommendations from External Stakeholders

The need to establish mechanisms/committees at the front end of the process = **4 Recommendations = Completed** 

OPA_ZC_PofS

| | |
|-----------|--|
| R | Recommendation |
| 17 | Staff to present the pre-consultation by-law to City Council with standard operating procedure to follow in early 2015 (Q1/Q2). |
| 18 | Recommendation Staff to develop a simplified checklist (a component of pre-consultation) to qualify submissions in order to deem submissions complete. |

| | |
|-----------|---|
| 19 | Recommendation The Development Review Committee to be operationalized following the adoption of the pre-consultation by-law in early 2015. It will be the platform to resolve issues during the development review process. |
| 20 | Recommendation The development coordination process will be the central point where staff can manage and track development applications. |

Implementation – Moving Forward

23 Process Enhancements – Implementation Plan

The need to explore new ways/practices in the development approval process
= 2 Recommendations = 1 completed and 1 underway

PLC/Condo

Recommendation
21 Staff to develop criteria for exemptions to the condominium process resulting in a streamlined approval process that would reduce the time which staff would have to spend processing new condominium applications.



Recommendation
22 Approval of a part lot control exemption by-law should not require that a building foundation be installed. Surveyors now pin the location of the foundations accurately. By not requiring the foundation to be installed prior to a part lot control exemption by-law being approved the number of by-laws and the amount of staff time required to process these applications will be reduced



City Legal Working Group was formed to work with external stakeholders to review these recommendations and explore options.

The need for an up-to-date file management systems to support DAP
= 1 Recommendation = Underway

Recommendation
23 Staff to align all results from current process mapping into the new version of City's file management system set to be launched in 2015. This will enable the future development of accessible 'online' real time status for development applications.



PLC/Condo
Site Plan Approval
OPA_ZC_PofS

Process mapping, enhancements and performance systems

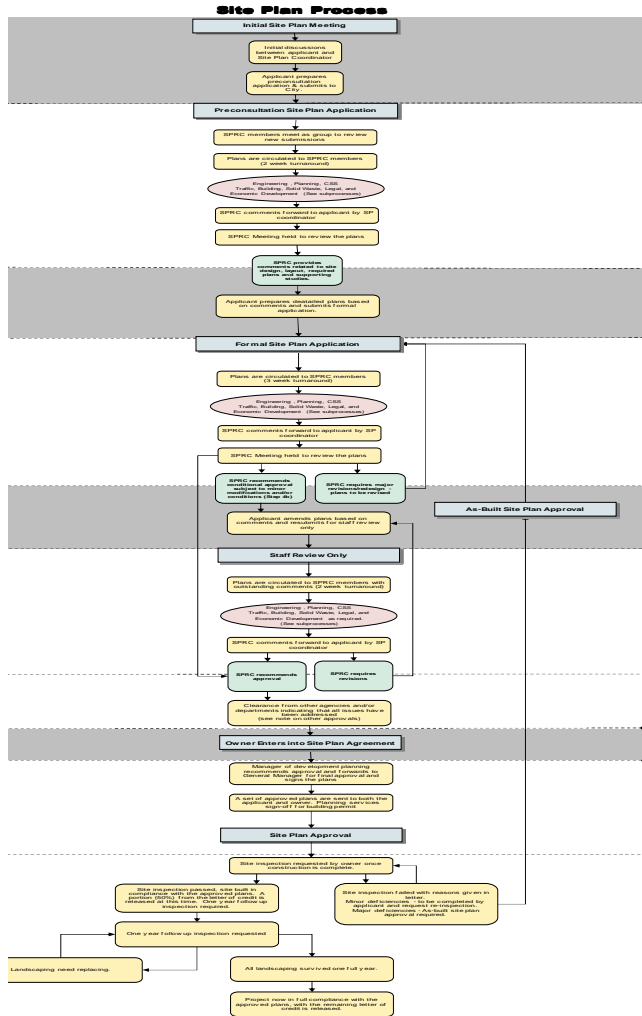
- A part of the process mapping exercise involved staff reviewing resource capacity, benchmarks and key performance indicators (KPI) that will be required to deliver and monitor performance improvements for each development approval process

- Staff undertook mapping the following:
 - Official Plan Amendment;
 - Zoning By-law Amendment;
 - Site Plan Control;
 - Plan of Subdivision;
 - Plan of Condominium; and
 - Part Lot Control

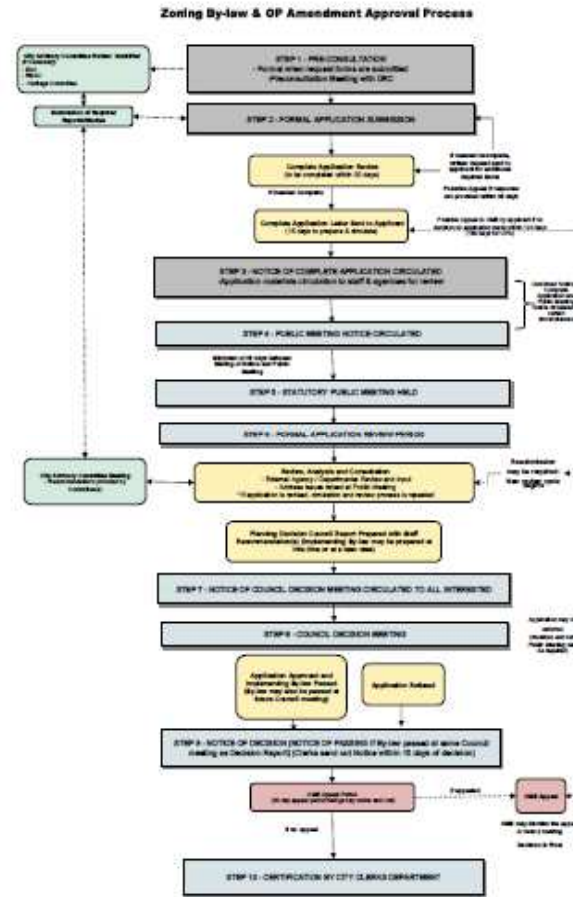
- The maps outline process steps and associated timing for the controllable processing duration within the control of the City and reviewed three concepts highlight how the City can begin to measure controllable business days per application file – *Timely Development Review Process (DRP) Execution, Efficient and Affordable DRP Execution, and Predictable and Consistent DRP Execution.*

Process Mapping:

Site Plan Approval

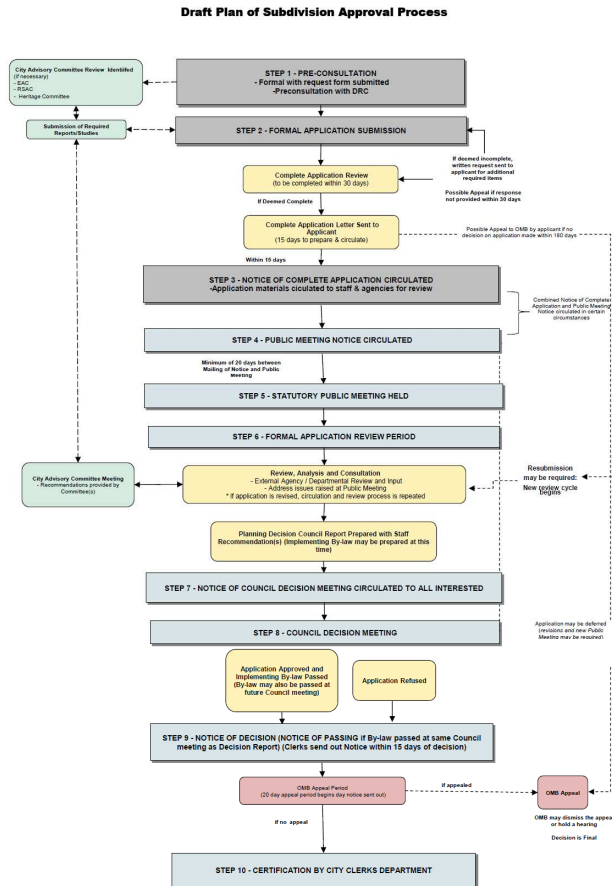


Official Plan Amendments/ Zoning Changes

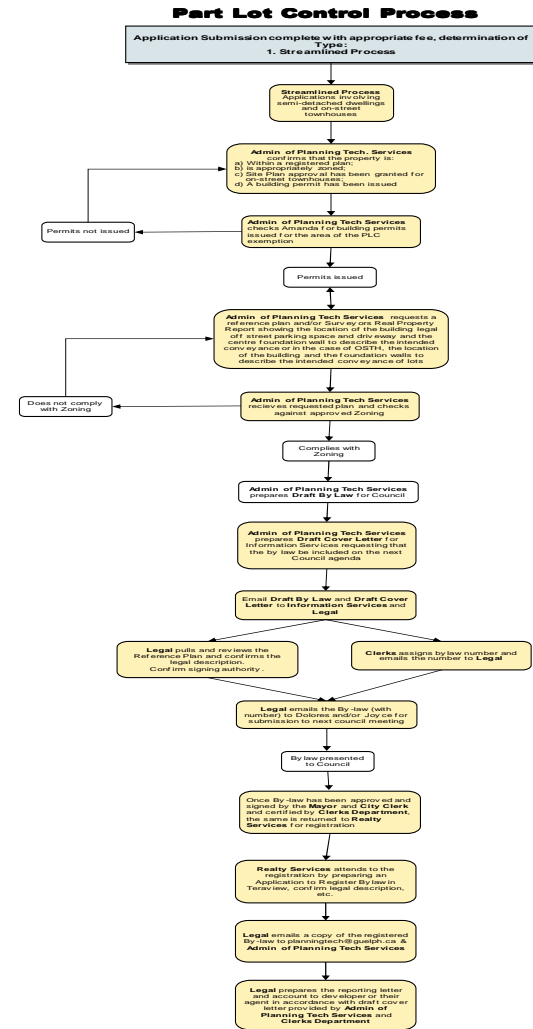


Process Mapping:

Draft Plan of Subdivision



Part Lot Control

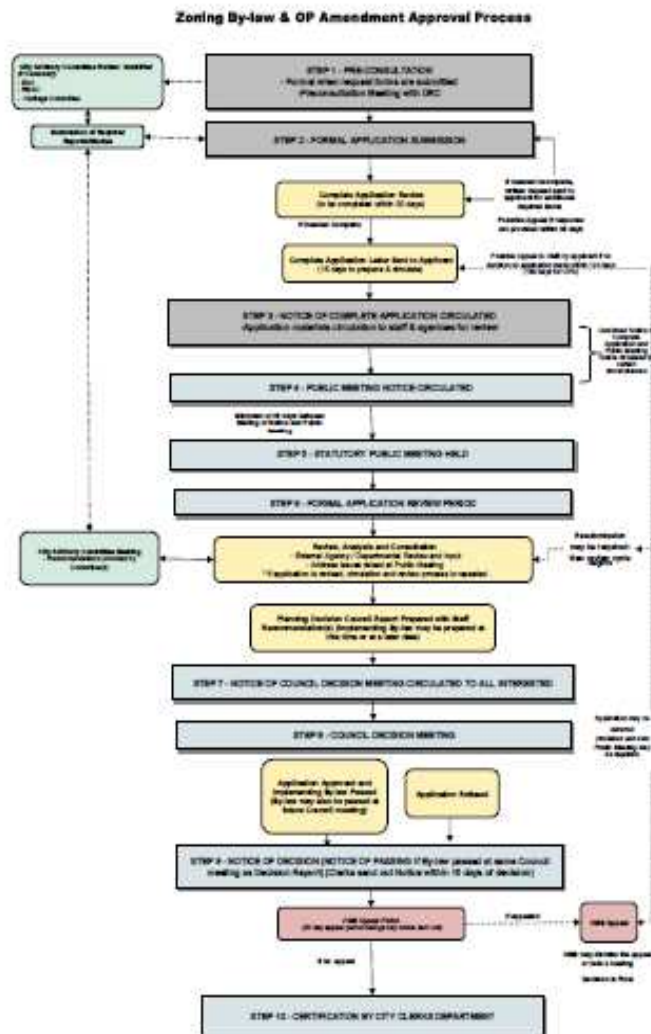


Condo and Vacant Land Condo Conversion
**Finalized version to be shared in Fall 2015*

Process Mapping:

Official Plan Amendments/ Zoning Changes

Proposed Model 2015 -2016



| Key Step (City Controllable) | City of Guelph "As-Is" Benchmark |
|---|--|
| Step 1 (Pre-consultation) <ul style="list-style-type: none"> For formal pre-consultation (from formal request to formal pre-consultation meeting with Development Review Committee) | 2 - 4 weeks |
| <i>Uncontrollable = applicant takes feedback from Pre-con for Formal Submission</i> | |
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> Complete Application Review (City Controllable within 30 days as per Plng Act) </div> | |
| End of Step 2 (Application deemed complete) to Step 5 (Statutory Public Meeting) <ul style="list-style-type: none"> From application deemed complete to statutory public meeting | 8-10 weeks <i>*Overlaps with staff 1st Review Cycle</i> |
| End of Step 2 (Application deemed complete) to Step 6 (Formal Application Review Period) <ul style="list-style-type: none"> From application deemed complete to end of 1st Review Cycle | 16-20 weeks 20-24 weeks |
| <i>Uncontrollable = applicant responds to all comments and makes resubmission as required. 2nd Public Meeting may be required if major revisions.</i> | |
| End of Step 6 to Step 8 <ul style="list-style-type: none"> From completion of staff review (i.e. all issues resolved, application formalized to decision report) | 8-12 weeks |

Performance systems – What we can share next year

Expected Results

- A clear process for all development approval processes that enables more complete applications and timely approvals
- An improved understanding by the development community of how the City delivers its development processes and what is expected of them to support efficient processes
- An integrated approach to the delivery of services that are based on process enhancements from the customer/development community
- A revised service delivery model that boosts levels of customer service

Year 3 Priorities (2015-2016):

- Implementation of the 23 process enhancements underway
- Formalizing Mandatory Pre consultation Process and Development Review Committees following Council pre-consultation bylaw adoption
- Piloting ICI Lead Handling and Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities
- Operationalizing performance measurement systems and targets in the development approval process in 2015-2016
- Releasing process manuals and related materials
- Launching revised webpages on guelph.ca for development approval processes and related IOR materials
- Beginning Customer Service Strategy in early 2016
- Development of new GIS interactive mapping tools for internal and external use (mid to late 2016)

Thank you



COMMITTEE REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

SUBJECT Integrated Operational Review (IOR) – Annual Report (2014 – 2015)

REPORT NUMBER 15-63

EXECUTIVE SUMMARY

PURPOSE OF THE REPORT

The purpose of IDE Report 15-63 is to provide Council with an update of IOR implementation to date as well as outline next steps. Beginning in 2014, a highly collaborative process began that focused on comprehensively mapping the City’s development approval processes and identifying process enhancements and associated action plans. Staff with the assistance of our partners are building this core IOR foundational building block. This and many other IOR deliverables are ushering in a significant cultural shift for staff and Guelph’s development community.

KEY FINDINGS

As outlined in the first IOR Annual Report PBEE Report 14-45, core foundational elements of the IOR were introduced and set the stage for future actions and enhancement improvements. The following provides a summary of accomplishments based on the key priorities identified for 2014-2015:

| Key Priorities 2014-2015 | Accomplishments | |
|---|-----------------|--|
| Map all Development Approval Processes, identify and begin implementing enhancement opportunities | ✓ | Completed mapping all processes (November 2014-March 2015) and developed an action plan to implement 23 process enhancements in 2015-2016. |
| Implement Mandatory Pre-consultation Process and Development Review Committees | ✓ | Piloting Development Review Committee from March 2015 – to be formalized with all pre-consultation by-law and materials July 2015 |
| Develop and Implement the Interim Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities | ✓ | Finalized ICI Lead Handling and Rapid Response Protocol approved by IOR GM Committee. To begin pilot in Spring/Summer 2015. |
| Develop a foundation and pilot specific performance measurement systems and targets in the development approval process in 2015-2016 | ✓ | Developed “As-Is” Performance Model with proposed system to monitor and track (May 2015-June 2015) |
| Develop Communications and Customer Service Strategies and initial Action Plans | ✓ | RFP released for Communications and Web strategy in June 2015. An IOR Communications |

| | | |
|--|--|---|
| | | <i>Plan was developed and is being implemented. Future actions will build on completed process mapping and process manuals.</i> |
|--|--|---|

The first immediate priority was mapping all development approval processes (DAPs). By focusing on this specific area, and making development approval processes the foundational building block for IOR, subsequent priorities such as implementing the mandatory Pre-consultation Process establishing the Development Review Committee, and implementing a performance measurement system, including initial benchmarking and key performance indicators could be put into action and become solid testing grounds for revised development approval processes.

In order to accomplish these strategic IOR Implementation priorities the following goals were developed:

- Goal 1: Complete process mapping for development approval processes, formalize process enhancement recommendations and begin implementation
- Goal 2: Develop technical process manuals to support the enhanced development approval processes
- Goal 3: Develop and implement a Communications Plan and Web Strategy
- Goal 4: TENTATIVE - Hold an IOR Year in Review Forum

By placing emphasis on the service delivery model for development applications, the City is creating a new culture of doing business where enhanced communication with our stakeholders is bringing a coordinated and integrated approach to the delivery of its business services.

Moving Forward

Identifying and implementing process enhancements quickly identified the need to formalize City development approval processes in the form of new process manuals to support the streamlined development approval processes. These new manuals will provide predictable and consistent technical requirements that are well understood/adhered to by all business units and external stakeholders. This new priority was identified by both internal and external partners through the process mapping exercise which identified a new set of 23 process enhancements.

Process Recommendations

Staff from all IOR service areas developed a total of 23 process enhancements for the following development approval processes - Site Plan Approval, Official Plan Amendments, Zoning Changes, Draft Plan of Subdivision, Part Lot Control and Condo and Vacant Land Condo/Conversion.

Four key themes emerged that demonstrated the following:

1. The need to document the development approval process
2. The need to establish mechanisms at the front end of the development process
3. The need to explore new ways/practices in the development approval process
4. The need for up-to-date file management systems to support the development approval processes and performance measurements/monitoring

Developed over the course of Q1/2015 and early Q2, a number of these process enhancements are well underway and have begun to see results and improve the development approval processes. An implementation plan was reviewed by external partners and approved by the external Business Stakeholder Working Group.

A key issue that surfaced during the process mapping exercise and discussions with external stakeholders was **current staffing constraints**. The City's current performance in the key stages of the development process is being impacted by the staff resource constraints (i.e. development engineering, environmental planning and parks planning). This report will highlight opportunities to significantly enhance on current performance benchmarks through strategic investment in staff resources. This will be examined and be a part of the 2016 and future budget processes.

The other critical piece of the work is the development of performance measurement systems and targets for City of Guelph development approval processes. As a part of the process mapping exercise, staff worked with a process expert to establish key initial performance benchmarks and developed a model that will provide a clear process for all development application types to enable more complete applications and timely approvals. These performance indicators will be piloted in Fall 2015 and into 2016. The objective is to report back to Council through the 2015/16 IOR Annual Report and demonstrate the effectiveness of these new metrics, identify new City standards and capitalize on improvement opportunities.

The year ahead – 2015/2016

- IOR is in full implementation mode with improvements well underway
- This is a new model for doing business that will need to be communicated to the public and business community
- New systems are being developed to track revised development approval processes with business practices that will enhance applicant submissions
- All stakeholders, including the City need to commit to these process enhancements to ensure the applicant, staff and public receives the best possible service and excellent developments
- To make IOR successful, all partners need to be a part of this journey

FINANCIAL IMPLICATIONS

The IOR Program is slightly past the **midpoint** and in full implementation mode.

To date, the IOR Program has required significant and sustained multi-year commitment of existing staff and additional resources from all involved IOR service areas. The IOR investments approved in the 2015 budget - \$130,000K – included funding for IOR technology implementation (i.e. GIS mapping tools), customer service strategies and the continued piloting of key performance indicators that will be needed to deliver and monitor performance improvements for each development approval process. The need for additional investment to support IOR priorities, including staff resources will be examined as a part of the 2016 budget process.

ACTION REQUIRED

This report is to be received and approved by the Infrastructure, Development and Enterprise Committee.

RECOMMENDATION

1. That Report 15-63 from the Infrastructure, Development and Enterprise Services, regarding the Integrated Operational Review Annual Report and associated process enhancements, mandatory pre-consultation for the period 2014-2015 be received.
2. That the draft by-law as shown in Attachment 3 – Pre-consultation By-law – in Report 15-63 from Infrastructure, Development and Enterprise Services, regarding mandatory pre-consultation and complete application requirements be approved and adopted.

BACKGROUND

The IOR multi-year plan (2013-2016) was approved and developed through an integrated and collaborative approach between city staff, the development community and local businesses. As referenced earlier, a strategic focus to map all development approval processes was undertaken in 2014/15 to pull the focus back to this pivotal and foundational piece of work. The following outlines the 2015 goals that dovetail into the earlier the IOR Implementation Plan with its integrated four themes.

Theme 1: Build a More Adaptive Learning Organization

- ❖ GOAL 4: IOR Year in Review Forum

Theme 2: Improve Management Direction and Communications

As noted in PBEE Report 14-45, governance structures are now well-established and fully operational. In addition, an external Business Stakeholder Working Group has been installed and continues to be a part of all IOR outreach activities.

Theme 3: Improve Development Review Process

- ❖ GOAL 1: Complete process mapping for development approval processes, formalize process enhancement recommendations and begin implementation
- ❖ GOAL 2: Develop technical process manuals to support the streamlined development approval processes

Theme 4: Improve Communications Interdepartmental and with Stakeholders.

- ❖ GOAL 3: Develop and implement a Communications Plan and Web Strategy

This second Annual Report provides an update to Council on this next phase of IOR that is focused on implementation with many pieces underway that are beginning to demonstrate real value added to the development community.

REPORT

| |
|--|
| GOAL 1: Complete process mapping for development approval processes, formalize process enhancement recommendations and begin implementation |
|--|

As identified in the first annual report, staff began to map and detail the specifics of the existing development review processes through Process Mapping (IOR REC. 3.14) that will document the base information for the City and the development industry. It's important to note that although identified as a priority item, it was upgraded to the key priority for the balance of 2014 and into 2015. This piece of work enables a number of other components to be positioned to move a number of IOR recommendations forward.

Over the course of Fall 2014 and Winter 2015, all IOR service areas immersed themselves into this work and developed a total of 23 Process Enhancements for the following development approval processes: Site Plan Approval, Official Plan Amendments, Zone Changes, Plan of Subdivision, Part Lot Control and Condo and Vacant Land Condo/Conversion.

During this exercise, over 50+ stakeholders from the business community participated in a series of facilitated sessions. They reviewed the 23 process enhancements (Attachment 1) and provided invaluable feedback and direction. Four key trends emerged that demonstrated the following:

1. The need to document/formalize the development approval process

Over 70% of the recommendations focused on formalizing the City of Guelph's development approval processes. City staff and external stakeholders agreed that collateral materials and/or process manuals were needed to document each development approval processes with clear procedures and protocols.

2. The need to establish mechanisms/committees at the front end of the development Process to provide greater clarity and certainty

Mandatory Pre-consultation and Development Review Committee were frequently cited as tools that provide a better understanding of key items and issues at the front end of the development process. Both are used by comparator communities as an effective method to address potential issues in a timely manner.

3. The need to explore new ways/practices in the development approval process

One area that was identified by external stakeholders was the process of exemptions to development approval processes such as Part Lot Control (PLC) where municipalities regulate the sale, transfer or division of part lots or blocks within a Plan of Subdivision after the plan has been registered. Many municipalities exempt PLC and greatly reduce the amount of staff time required to process these applications.

4. The need for up-to-date file management systems to support the development approval processes and performance measurements/monitoring

The lack of transparency regarding the status, file history and tracking of individual applications was described by all stakeholders. Staff is working on

aligning the results of this current mapping exercise with the City’s new management system. Future improvements will include the development of accessible ‘online’ status for development applications.

The 23 process enhancements and implementation plan were approved by the IOR – GM Committee and external Business Stakeholder Working Group. Attachment 2 outlines in detail how these recommendations will be implemented or underway.

 **KEY DELIVERABLES**

As highlighted in PBEE Report 14-45, the first IOR Annual Report outlined the importance of Mandatory Pre-Consultation and the Development Review Committee (IOR REC. 3.4 and 3.5). Through the process mapping exercise, it was confirmed by all stakeholders that these two items were needed to be installed immediately to move the development process forward.

Mandatory Pre-consultation

The Mandatory Pre-consultation process allows an applicant(s) to present a development proposal to the City and gives staff the opportunity to clarify the application process and provide preliminary comments regarding the proposed application. The process also enables staff to identify key issues and confirm the necessary plans, supporting studies, reports, drawings and any other information that will be required in order for the application to be considered a complete application. Mandatory pre-consultation, a key process currently used by various comparator communities (Table 1) ensures that submission requirements to support the application are provided at the time of the pre-consultation meeting.

Table 1: Best Practices – Pre-consultation

| Best Practices | Hamilton | London | Cambridge | Kitchener | Kingston | Guelph |
|------------------------------|----------|--------|-----------|-----------|----------|---|
| Effective pre – consultation | YES | YES | YES | YES | YES | NO |
| Mandatory Pre-consultation | | | | | | currently piloting Mandatory pre-consultation |

Benefits of Pre-consultation

The benefits of pre-consultation include, but are not limited to the following:

- Pre-consultation facilitates the application process as prospective development applicants meet with City staff to scope the issues associated with a particular type of planning application before submitting their formal application for consideration at a pre-consultation meeting.
- This procedure sets out clear requirements for a complete application and ensures that the appropriate information can be circulated to the various City divisions/departments and other commenting agencies early in the process.
- The pre-consultation process aims to promote a better understanding of the issues related to the proposed development helps address potential issues in a timely manner and avoids delays in the processing of an application.

Pre-consultation was strongly encouraged in the past as it has been a common practice for prospective applicants to consult with City staff prior to the submission of a formal planning application. These meetings are currently held on an ad-hoc basis as required.

Over the course of 2014, the City worked with stakeholders to review all the pre-consultation documentation and materials. By formally implementing the requirement for a mandatory pre-consultation meeting through a by-law, the City will be assured that this process continues and that applications are processed in an efficient and effective manner. This will be achieved through an established meeting schedule and staff/agency participation.

Staff have drafted the by-law in Attachment 3 for Council's consideration, which will require a mandatory pre-consultation meeting for the following applications in accordance with the *Planning Act*:

- Official Plan Amendment;
- Zoning By-law Amendment;
- Site Plan Control;
- Plan of Subdivision;
- Plan of Condominium.

Additional details regarding the pre-consultation process can be found in Attachment 4 and 5a/b/c (e.g. deeming applications complete, delegated authority).

Development Review Committee

Establishing the City of Guelph Development Review Committee (DRC) which consists of all departments responsible for land development application processing was the other top priority for the development community. Development Review Committee began meetings in March 2015 on an informal basis. Staff from pertinent departments attend the Development Review Committee and the applicant is invited. A form is completed outlining the various concerns and comments from each department and the form also outlines the need for support studies for a formal application together. The owner applicant and all departments sign the form. This form has to be included with any development application.

Benefits of Development Review Committee

The benefits of development review committee include the following:

- Regular scheduled meetings to review pre-consultation applications.
- Ability to discuss specific time targets (i.e. predictable review cycle), concerns or questions.
- Enhanced interdepartmental coordination and problem solving.
- Provides staff the ability to identify how a development proposal can be designed to add value for everyone.

Development Review Committee currently meets every two weeks, alternating from Site Plan Review Committee meetings. The process is coordinated by the Planning, Urban Design and Building Services Department; applicants are required to complete a form. Following the piloting of Development Review Committee in 2015, it will become a permanent formal addition for all development applications moving forward. As described by both internal and external stakeholders the adoption of the pre-consultation by-law and installation of Development Review Committee will provide a platform to resolve issues during the development review process.

Industrial, Commercial and Institutional (ICI) Lead Handling and Rapid Response Protocol

In 2014, a sub-committee led by Economic Development and several IOR departments was formed to examine how to develop a rapid response protocol/Triage for high impact development and investment opportunities (IOR REC. 3.3a). This component was flagged by the business community and Economic Development as an important initiative with long term benefits to Guelph.

The ICI Lead Handling and Rapid Response Protocol outlines a process that allows a ICI inquiry to be received by the City. It provides a clear path for business inquiries, expansions and investments. The protocol is being aligned with new development processes (e.g. integration with Development Review Committee) and will be piloted in 2015. Please see Attachment 6 for more details.

This is a “best practice” that will position Guelph as being more “business like”, and acts as another important step for IOR.

Key Performance Targets

A part of the process mapping exercise involved staff reviewing resource capacity, benchmarks and key performance indicators (KPI) that will be required to deliver and monitor performance improvements for each development approval process.

Municipal Sector Comparisons

It is important to note that there is no globally reported performance data on municipal development application processing timeframes. In many cases, communities use the number of controllable business days for municipal review (actual versus target) to determine and develop their own performance targets. A review of municipal peer benchmarking Table 2 illustrates that KPI/Targets for development application processing do not exist.

Table 2: Municipal Peer Benchmarking Realities

| Benchmarking Initiative | KPI/Targets for Development Application Processing |
|--|--|
| Municipal Performance Measurement Program (MPMP) | None |
| Ontario Municipal Benchmarking Initiative (OMBI) | None |
| Ministry of Municipal Affairs and Housing (MAH) | None |
| Ontario Professional Planners Institute (OPPI) | None |

The Guelph Process

As identified in PBEE Report 13-13, the implementation model and performance measurement framework was established. The framework reflects a strategic approach to performance measurement and monitoring systems in relationship to the development approvals process and included the following:

- Building the performance metrics and monitoring framework, which will include addressing staff training needs, resources, as well as establish baseline data;
- Developing initial metrics, targets and benchmarks which can be further built on through the implementation of the plan; and
- Benchmarking performance against Guelph's own baseline data and performance targets over time.

Staff undertook mapping and detailing the processes for each of the following (see Attachment 7):

- Official Plan Amendment;
- Zoning By-law Amendment;
- Site Plan Control;
- Plan of Subdivision;
- Plan of Condominium; and
- Part Lot Control

The maps outline process steps and associated timing for the controllable processing duration within the control of the City. The following three concepts highlight how the City can begin to measure controllable business days per application file.

Timely DRP Execution

The key concept underlying timely execution of development review process (DRP) is *controllable processing duration* – measured in the number of controllable business days of application file processing. Through the process mapping exercise, the City was able to determine the DRP processing steps within control of the City – versus processing steps under the control of the applicant.*

Efficient and Affordable DRP Execution

The key concept underlying DRP efficiency and affordability is the ability to track *DRP processing intensity* – measured in the number of DRP processing hours expended by City staff. The processing hours will be tracked against key DRP application categories – Site Plans, Subdivisions, Rezoning and Condominiums. Within each of the key DRP application categories, performance targets of budgeted file processing hours will be established for various types of development applications.

Predictable and Consistent DRP Execution

The key to consistent and predictable DRP execution is to zero-in on critical process steps. Once these critical process steps have been identified, performance indicators can be identified to track consistency of step execution against the total number of applications and service level targets can be communicated to stakeholders to increase certainty.

*More details will be illustrated in the 2015-2016 Proposed Model (Table 3).

 **KEY DELIVERABLES**

As noted earlier, the City is benchmarking performance against Guelph’s own baseline data and performance targets over time. Staff focused on developing standards for the types of development applications in areas that allows staff to measure and develop more tangible metrics as this is the first time Guelph is measuring and tracking performance for development approval processes. Over the course of 2015-2016, staff will be monitoring how development applications are tracked and documented in order to develop new standards that measure up to current “As-Is” procedures. The objective is to measure performance in the following approach:

Table 3: 2015-2016 Proposed Model

Zone Changes, Official Plan Amendments and Plans of Subdivision (to draft plan approval) Benchmarks for Key Steps

| Step (City Controllable Hours) | City of Guelph “As-Is” Benchmark |
|--|--|
| Step 1 (Pre-consultation) <ul style="list-style-type: none"> For formal pre-consultation (from formal request to formal pre-consultation meeting with Development Review Committee) | 2 - 4 weeks |
| End of Step 2 (Formal Application Submission) to Step 5 (Statutory Public Meeting) <ul style="list-style-type: none"> From application deemed complete to statutory public meeting | 8-10 weeks <i>*Overlaps with end of 1st Review Cycle/Step 6</i> |
| End of Step 2 (Formal Application Submission) to Step 6 (Formal Application Review Period) <ul style="list-style-type: none"> From application deemed complete to end of <u>1st Review Cycle</u> <p style="text-align: center;">Official Plan Amendment and Zone Changes Draft Plan of Subdivision</p> | 16-20 weeks 20-24 weeks |
| End of Step 6 to Step 8 <ul style="list-style-type: none"> From completion of staff review (i.e. all issues resolved, application formalized to decision report) | 8-12 weeks |

2015-2016 Proposed Model

| Key Steps (City Controllable Hours) | City of Guelph “As-Is” Benchmark | Total # Completed | Average Processing Time | City of Guelph ‘Go Forward’ Target |
|--|-------------------------------------|----------------------|----------------------------|---------------------------------------|
| | | | | |

Expected results include the following:

- A clear process for all development processes that enables more complete applications and timely approvals
- An improved understanding by the development community of how the City delivers its development processes
- An integrated approach to the delivery of services that are based on process enhancements from the customer/development community
- A revised service delivery model that boosts levels of customer service

GOAL 2: Develop technical process manuals to support the enhanced development approval processes

As noted earlier, identifying and implementing process enhancements quickly identified the need to formalize City development approval processes in the form of new process manuals to support the streamlined development approval processes. Table 4 highlights best practices from comparator communities.

Table 4: Best Practices – Documentation/Process Manuals Scan

| Best Practices | Hamilton | London | Cambridge | Kitchener | Kingston | Guelph |
|---|---|---|---|--|--|---|
| Well - structured, transparent, managed review processes | YES One-stop service centre with online support. | YES Well-structured processes with flowcharts and time standards provided. | YES All documents/manuals accessible on user-friendly page | YES Development Handbook. Flowcharts for processes. | YES New materials-SP Guidelines, Planning Rationale, Development Guidelines | NO In Progress To complete process manuals 2015-2016 |

Following the completion of process mapping in early 2015, staff is developing process manuals formalizing roles, procedures and timelines. A Process Manuals Group was established to review recommended action items and prioritize which materials will be completed in 2015. These new manuals will provide predictable and consistent technical requirements that are well understood/adhered to by all business units and external stakeholders.

This new need was identified by both internal and external partners as a top priority. With the formalization of mandatory pre-consultation, the timing of the process manuals will align with all of the revised and new procedures and protocols.

GOAL 3: Develop and implement a Communications Plan and Web Strategy

Earlier IOR reports focused on the Communications and Customer Service Strategies as a key priority. A recent review of all materials developed to date highlighted the importance of readjusting the focus on the communications and web strategy. The web portion will include reorganizing the development approvals sections of the website, creating appropriate linkages and ensuring

proper/accessible content in place to ensure all users can navigate website. When fully developed, the updated sections will accomplish the following:

- A user-friendly, service-based navigation structure that incorporates the following service areas – Planning, Urban Design and Building Services, Engineering and Capital Infrastructure Services and Business Development and Enterprise - and other associated departments involved with the development review process
- The development of content that will accompany the improved navigation and provide users the ability to easily navigate the City of Guelph website to access all available resources for the development review process and related subject areas
- Integrate tools and resources to support the development review process for each of the service areas currently in development by the City of Guelph.
- Provide linkages for resources (e.g. process manuals) to assist all users throughout the development process
- Integrate the City of Guelph's new corporate structure
- Support collaboration among all service areas

A staff working group is in place to work to oversee this first component and set up the next stage of work which is the Customer Service Strategy. This piece will deliver new customer service and communications protocols that will be launched in 2016. The development of new 2015 collaterals (i.e. manuals, enhanced processes) need to be effectively implemented by staff and communicated to stakeholders. The web site improvements will be launched in early 2016. All communications efforts are detailed in an IOR Communications Plan that was developed by the Communications and Customer Service Committee. The plan is being implemented and supports the broad goals and specific objectives of the IOR implementation phase by drawing focus to process improvements.

IOR Technology Implementation Plan

Following the completion of the comprehensive process mapping review in 2015, this area builds on the expanded use of information systems and performance measurements to support development application processing and improve customer service. Additional support will be needed to incorporate all process enhancements with new performance tracking systems (i.e. City's Amanda 6 software and implementation plan). This initiative will align with the GIS Strategic Implementation Plan – Five Year Tactical Plan of Action – to deliver new GIS interactive mapping tools for internal and external use.

A Steering Committee is being set up to coordinate with IT/GIS staff to assess Guelph's current information systems, to identify gaps and areas for improvement. This work will also include the development of on-line applications systems which will provide 'real time' status to departments, agencies and users.

Goal 4: IOR Year in Review Forum

As identified in the IOR Implementation Plan (2013-2016), an annual review forum has been discussed as a way to highlight IOR successes to date. More importantly, showcasing revised processes and introducing new developed materials. Given the

timing for completion of process mapping and process manuals in 2015, the IOR Year in Review Forum will be held in 2016. Current options include joint-programming with Economic development.

YEAR 3 TARGETED PRIORITIES (2015 – 2016)

The IOR Work Plan has been reviewed in detail and revised (Attachment 8) based on staff capacity and the priority of each recommendation. The following highlights Q3 and Q4 of 2015 and Q1 and Q2 of 2016 action items:

- Implementation of the 23 process enhancements underway
- Formalizing Mandatory Pre consultation Process and Development Review Committees following Council pre-consultation bylaw adoption
- Piloting ICI Lead Handling and Rapid Response Protocol for high impact Industrial, Commercial and Institutional development and investment opportunities
- Operationalizing performance measurement systems and targets in the development approval process in 2015-2016
- Releasing process manuals and related materials
- Launching revised website showcasing development approval processes and related IOR materials
- Beginning Customer Service Strategy in early 2016
- Development of new GIS interactive mapping tools for internal and external use (mid to late 2016)

CORPORATE STRATEGIC PLAN

This corporate initiative touches a significant portion of the CSPs objectives including:

1. Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

2. Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

3. City Building

- 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

The following City departments have been involved in the 2014 – 2015

Implementation activities:

- Planning Services
- Engineering Services
- Building Services
- Enterprise Services
- Office of the CAO
- Human Resources
- Information Technology
- Communications
- Clerks
- Finance Services
- Community and Social Services
- Legal

FINANCIAL IMPLICATIONS

As noted earlier, the IOR Program is slightly past the *midpoint* and in full implementation mode. To date, the IOR Program has required significant and sustained multi-year commitment of existing staff and additional resources from all involved IOR service areas. The IOR investments approved in the 2015 budget - \$130,000K – included funding for IOR technology implementation (i.e. GIS mapping tools), customer service strategies and the continued piloting of key performance indicators that will be needed to deliver and monitor performance improvements for each development approval process.

The need for additional investment to support IOR priorities, including business cases for IOR related expansion packages (e.g. staff resources) will be explored and presented during the 2016 budget process. This need for additional investments will have financial benefits to both the City and private sector developers/investors. The objective for a “business like” corporate culture with more efficient, timely and predictable, Development Approval Processes will save both time and money for both the City and the private sector.

COMMUNICATIONS

A detailed Communications Plan for the IOR was developed by the Communications and Customer Service Committee and is being implemented. The Plan supports the broad goals and specific objectives of the IOR implementation phase by drawing focus to process improvements. The plan aims to:

- Generate awareness and enthusiasm for the IOR implementation process.
- Focus messaging on the City’s revised and improved way of doing business.
- Position the City of Guelph as “businesslike”.

“Businesslike” is understood as the City improving its ability to respond to the needs of the business sector and the development industry in a clear, concise and timely fashion, while upholding the rights of the public to engage on planning and development matters.

ATTACHMENTS

Attachment 1 – Process Enhancements

Attachment 2 – Process Enhancements – Implementation Plan

Attachment 3 – Pre-consultation By-law

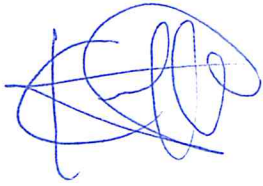
Attachment 4 – Pre-consultation Requirements

Attachment 5a/b/c – Pre-consultation Materials

Attachment 6 – ICI Lead Handling and Rapid Response Protocol

Attachment 7 – City of Guelph Process Maps

Attachment 8 – Updated IOR Work plan



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Attachment 1 – 23 Process Enhancements

Key Trend 1: The need to document/formalize the development approval process

| Recommendation | Process |
|---|---------------|
| 1 City staff will produce process manuals in 2015 formalizing roles and responsibilities for each SPRC Member that will establish clear protocols and identify standard conditions in the development approval process. | SPA |
| 2 Staff to update SPRC Guidelines and schedules and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. In addition, established protocols to ensure any significant changes to SPRC process are reviewed with business stakeholders in advance of implementation. | SPA |
| 3 Staff to provide a user friendly template to applicants outlining which items need to be addressed before resubmission. | SPA |
| 4 Update site plan process flowchart and manual to clarify the purpose of the different types of meetings between the City and applicant. | SPA |
| 5 Update site plan process flow chart and manual to indicate the site plan coordinator to be the central point for all complete submissions (reports, plans, securities) are received from the applicant. Informal discussions directly with technical staff as necessary. | SPA |
| 6 Staff will provide a list of unacceptable tree and shrub species that should not be used in landscaping plan. (Note: This does not address planting in environmental buffer areas which are normally subject to specific EIS/EIR requirements). | SPA |
| 7 Through the update to the Site Plan Guidelines, staff to define what constitutes a minor and major application and subsequent implications. | SPA |
| 8 As a part of the pre-consultation process, staff will develop and prioritize a detailed list of terms of references for studies (e.g. planning justification) to deem applications complete. | OPA, ZC, PofS |
| 9 City staff to produce process manuals in 2015 formalizing roles and responsibilities for internal and external stakeholders. | OPA, ZC, PofS |
| 10 The lead planner to provide clarity for the circulation of comments and information back to the applicant. | OPA, ZC, PofS |
| 11 City staff will produce process manuals in 2015 that will establish clear protocols and procedures including how condominium registration and the timing of building inspections can align. In addition, the pre-consultation process will allow staff to provide this information to applicant. | PLC/ Condo |
| 12 City staff to update standard conditions and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. | PLC/ Condo |
| 13 Staff to provide detailed documentation of the condominium registration process during pre-consultation resulting in improved timing for the applicant | PLC/ Condo |
| 14 Staff to review the EAC process including processing times and deferrals. In addition, an updated version of EIS Guidelines are set to be released in 2015. | OPA, ZC, PofS |
| 15 Staff to define the subdivision registration process following draft approval in 2016 | OPA, ZC, PofS |
| 16 Applicant to provide final registered documents in order for staff to use for street numbering and record keeping. | PLC/ Condo |

Key Trend 2: The need to establish mechanisms/committees at the front end of the process to provide greater clarity and certainty

| | |
|--|---------------|
| 17 Staff to present the pre-consultation by-law to City Council with standard operating procedure to follow in Q3/2015 | OPA, ZC, PofS |
| 18 Staff to develop a simplified checklist (a component of pre-consultation) to qualify submissions in order to deem submissions complete | OPA, ZC, PofS |
| 19 The Development Review Committee to be operationalized following the adoption of the pre-consultation by-law in Q3/2015. It will be the platform to resolve issues during the development review process. | OPA, ZC, PofS |
| 20 The development coordination process will be the central point where staff can manage and track development applications. | OPA, ZC, PofS |

Key Trend 3: The need to explore new ways/practices in the development approval process

- | | | |
|----|---|---------------|
| 21 | Staff to develop criteria for exemptions to the condominium process resulting in a streamlined approval process that would reduce the time which staff would have to spend processing new condominium applications. | PLC/ Condo |
| 22 | Approval of a part lot control exemption by-law should not require that a building foundation be installed. Surveyors now pin the location of the foundations accurately. By not requiring the foundation to be installed prior to a part lot control exemption by-law being approved the number of by-laws and the amount of staff time required to process these applications will be reduced | PLC/ Condo |

Key Trend 4: The need for an up-to-date file management systems to support DAP

- | | | |
|----|---|-------------------------------------|
| 23 | Staff to align all results from current process mapping into the new version of City's file management system set to be launched in 2015. This will enable the future development of accessible 'online' real time status for development applications. | SPA, OPA, ZC, PofS, PLC/Condo |
|----|---|-------------------------------------|
-

Attachment 2 – 23 Process Enhancements - Implementation Plan

| Recommendation | Process | Staff Lead | Timing of Implementation | Status |
|--|---------------|--|--------------------------|--|
| 1 City staff will produce process manuals in 2015 formalizing roles and responsibilities for each SPRC Member that will establish clear protocols and identify standard conditions in the development approval process. | SPA | Process Manuals Group √ To be established in early April √ Will review a priority list and devise a plan moving forward | Q2/Q3-2015 | Underway |
| 2 Staff to update SPRC Guidelines and schedules and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. In addition, established protocols to ensure any significant changes to SPRC process are reviewed with business stakeholders in advance of implementation. | SPA | Process Manuals Group | Q3/Q4 - 2015 | Underway |
| 3 Staff to provide a user friendly template to applicants outlining which items need to be addressed before resubmission. | SPA | Process Manuals Group | Q3/Q4 – 2015 | Underway |
| 4 Update site plan process flowchart and manual to clarify the purpose of the different types of meetings between the City and applicant. | SPA | Process Manuals Group and Manager of Development Planning √ Pre-consultation by-law drafted and will be presented at the July Council Meeting | Q3/Q4 -2015 | √ Underway and Pre-consultation by-law to Council in July 2015 |
| 5 Update site plan process flow chart and manual to indicate the site plan coordinator to be the central point for all complete submissions (reports, plans, securities) are received from the applicant. Informal discussions directly with technical staff as necessary. | SPA | Process Manuals Group | Q3/Q4 -2015 | Underway |
| 6 Staff will provide a list of unacceptable tree and shrub species that should not be used in landscaping plan. (Note: This does not address planting in environmental buffer areas which are normally subject to specific EIS/EIR requirements). | SPA | Process Manuals Group *Landscape Planner additional resource | Q3/2015 | Underway |
| 7 Through the update to the Site Plan Guidelines, staff to define what constitutes a minor and major application and subsequent implications. | SPA | Process Manuals Group w/subgroup | Q3/Q4 -2015 | Underway |
| 8 As a part of the pre-consultation process, staff will develop and prioritize a detailed list of terms of references for studies (e.g. planning justification) to deem applications complete. | OPA, ZC, PofS | Process Manuals Group | Q2/Q3 – 2015 | Underway |
| 9 City staff to produce process manuals in 2015 formalizing roles and responsibilities for internal and external stakeholders. | OPA, ZC, PofS | Process Manuals Group | Q3/Q4 -2015 | Underway |
| 10 The lead planner to provide clarity for the circulation of comments and information back to the applicant. | OPA, ZC, PofS | Process Manuals Group | Q3/Q4 - 2015 | Underway |
| 11 City staff will produce process manuals in 2015 that will establish clear protocols and procedures including how condominium registration and the timing of building inspections can align. In addition, the pre-consultation process will allow staff to provide this information to applicant. | PLC/ Condo | Process Manuals Group √ To be established in early April √ Will review a priority list and devise a plan moving forward | Q3/Q4-2015 | Underway |
| 12 City staff to update standard conditions and ensure they are maintained and updated on a periodic basis annually or as changes to process warrants. | PLC/ Condo | Process Manuals Group | Q3/Q4 - 2015 | Underway |
| 13 Staff to provide detailed documentation of the condominium registration process during pre-consultation resulting in improved timing for the applicant | PLC/ Condo | Process Manuals Group | Q3/Q4 – 2015 | Underway |

| | | | | | |
|----|---|-------------------------------|--|---------------------|---------------------------------------|
| 14 | Staff to review the EAC process including processing times and deferrals. In addition, an updated version of EIS Guidelines are set to be released in 2015. | OPA, ZC, PofS | Environmental Planner | Q2/Q3 - 2015 | ✓ Completed & EIS Guidelines underway |
| 15 | Staff to define the subdivision registration process following draft approval in 2016 | OPA, ZC, PofS | Engineering and Capital Infrastructure Services | 2016 | 2016 |
| 16 | Applicant to provide final registered documents in order for staff to use for street numbering and record keeping. | PLC/Condo | Process Manuals Group w/discuss with BSWG | Q3/Q4 - 2015 | Underway |
| 17 | Staff to present the pre-consultation by-law to City Council with standard operating procedure to follow in Q3/2015 | OPA, ZC, PofS | Manager of Development Planning ✓ Pre-consultation by-law drafted and will be presented at the July Council Meeting | Q3/2015 | ✓ Completed |
| 18 | Staff to develop a simplified checklist (a component of pre-consultation) to qualify submissions in order to deem submissions complete | OPA, ZC, PofS | Manager of Development Planning ✓ Materials completed reviewed by GWDA and pre-consultation materials at first DRC Meeting in March 2015 | Q2/Q3 - 2015 | ✓ Completed |
| 19 | The Development Review Committee to be operationalized following the adoption of the pre-consultation by-law in Q3/2015. It will be the platform to resolve issues during the development review process. | OPA, ZC, PofS | Manager of Development Planning ✓ Consulted with all service areas ✓ DRC to be piloted in March 2015 | Q1/Q2 - 2015 | ✓ Completed |
| 20 | The development coordination process will be the central point where staff can manage and track development applications. | OPA, ZC, PofS | Development Coordination Committee ✓ DCC will require assistance to share both processes internally & externally | Q2/Q3 – 2015 | Underway |
| 21 | Staff to develop criteria for exemptions to the condominium process resulting in a streamlined approval process that would reduce the time which staff would have to spend processing new condominium applications. | PLC/Condo | Legal Working Group ✓ To start in April/May and will determine deliverables given that exemptions are a priority for our external stakeholders | Q2/Q3-2015 | Underway |
| 22 | Approval of a part lot control exemption by-law should not require that a building foundation be installed. Surveyors now pin the location of the foundations accurately. By not requiring the foundation to be installed prior to a part lot control exemption by-law being approved the number of by-laws and the amount of staff time required to process these applications will be reduced | PLC/Condo | Legal Working Group | Q2 - 2015 | ✓ Completed |
| 23 | Staff to align all results from current process mapping into the new version of City's file management system set to be launched in 2015. This will enable the future development of accessible 'online' real time status for development applications. | SPA, OPA, ZC, PofS, PLC/Condo | IOR Tech Steering Committee ✓ To begin in June 2015 and will determine deliverables for 2015/2016 | Q2/Q4 - 2015 | Underway |

Attachment 3
Pre-Consultation By-law

CORPORATION OF THE CITY OF GUELPH

By-law Number (2015) XXXX

A by-law requiring applicants to consult with the City of Guelph prior to the submission of certain types of planning applications and to delegate Council's authority to deem applications complete to the General Manager of Planning Services.

WHEREAS subsections 22(3.1)(b), 34(10.0.1)(b), 41(3.1)(b), and 51(16.1)(b) of the *Planning Act* authorize the Council of a municipality to pass a by-law requiring applicants to consult with the municipality prior to submitting applications for any Official Plan Amendment, Zoning By-law Amendment, Site Plan and Plan of Subdivision or Condominium; and

WHEREAS subsections 22(6.1), 34(10.4) and 51(19.1) of the *Planning Act* require the Council of a municipality to notify an applicant within 30 days of the applicant paying the fee for an application for an Official Plan Amendment, Zoning By-law Amendment and Plan of Subdivision or Condominium, that they have provided, or have not provided, as the case may be, the information and material required, and subsection 53(4)(a) of the *Planning Act* allows the Council of a municipality or a Committee of Adjustment to whom authority to grant Consents is delegated to refuse to accept an application for a Consent where the information and material required pursuant to subsections 53(2) and 53(3) is not provided; and

AND WHEREAS subject to certain restrictions, sections 23.1 and 23.2 of the *Municipal Act, 2001* authorizes the Council of a municipality to delegate its powers and duties under the *Planning Act* to a person or body;

NOW THEREFORE the Council of The Corporation of the City of Guelph enacts as follows:

DEFINITIONS

1. In this by-law:

“Applicant” means the person or public body, including the land owner or authorized agent, making an Application;

“Application” means an application pursuant to the *Planning Act* for an amendment to the City’s Official Plan under subsection 22(1), an amendment to the City’s Zoning By-law under subsection 34(10), the approval of a draft plan of subdivision or condominium under subsection 51(16), or the approval of a site plans or drawings under subsection 41(4);

“City” means the Corporation of the City of Guelph;

“Consult”, “Consultation”, and “Pre-consultation” mean one or more meeting(s) between the Applicant and the General Manager of Planning, Urban Design and Building Services or their designate to discuss and exchange information respecting the proposed Application and the requirements for a Complete Application;

“Complete Application” means an Application which includes the prescribed information and material under the *Planning Act* and any information and material deemed necessary by Council or the General Manager of Planning, Urban Design and Building Services or their designate for the evaluation of an Application in accordance with the provisions of the *Planning Act*, and the City of Guelph’s Official Plan;

“Council” means the municipal council of the City;

“General Manager” means the General Manager of Planning, Urban Design and Building Services, or any successor thereto, or their designate;

“Municipal Act, 2001” means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, or any successor thereto;

“Planning Act” means the *Planning Act*, R.S.O 1990 c. P-13, as amended, or any successor thereto;

“Record of Pre-Consultation” means a Written record issued by the General Manager in the form established by the City and as amended from time to time that:

- (a) acknowledges that the City’s Pre-consultation requirements have been satisfied;
- and
- (b) sets out the information and material required to constitute a Complete Application.

“Request for Pre-Consultation” means a written request in the form established by the City and as amended from time to time for Pre-Consultation;

“Written” means a letter sent via mail, facsimile transmission and/or electronic mail messages.

INTERPRETATION

2. Any reference herein to any by-law or Act of any government shall be construed as a reference thereto as amended or re-enacted from time to time or as a reference to any successor thereto then in force, and includes any in force regulations thereto.
3. This by-law is to be construed with all changes in number and gender as may be required by the context. Words and phrases used herein should be construed so that the singular shall include the plural and the plural includes the singular.
4. If a court of competent jurisdiction declares any provision or part of a provision of this by-law to be invalid, illegal, unenforceable or of no force and effect, it is the intention of Council in enacting this by-law that the remainder of the by-law shall continue in force and be applied and enforced in accordance with its terms to the fullest extent possible according to law.

REQUIREMENT TO CONSULT WITH CITY

5. Persons or Public Bodies intending to make an Application shall be required to Consult with City staff prior to the submission of the application for the purpose of reviewing a draft development proposal and to identify the scope of additional supporting information or material required by the City and/or other affected agencies to allow full consideration of the Application.
6. In the absence of Consultation prior to the submission of an Application the General Manager may refuse to accept the Application under the provisions of the *Planning Act*.
7. Where the Applicant fails to submit all required supporting information or material, the General Manager may deem an application as incomplete under the provisions of the *Planning Act*.
8. Where appropriate, the City may waive or vary the information and material requirements specified in the Official Plan where completion of such studies has occurred for an earlier, relevant planning approval or where the study requirement would result in unnecessary duplication of effort.
9. Where a Consultation is held , a consultation checklist or agreement shall be completed and signed by all parties present.

CONSULTATION PROCEDURE

10. An Applicant shall Consult with the General Manager for the purpose of reviewing a preliminary planning application and identifying the need for, and the scope of, information and material required by the General Manager to constitute a Complete Application as required by the *Planning Act* and the City's Official Plan prior to the submission of the following planning applications:
 - (a) Official Plan Amendment;
 - (b) Zoning By-law Amendment;
 - (c) Site Plan Approval;

- (d) Plan of Subdivision; or
- (e) Plan of Condominium.

11. Prior to scheduling a Pre-consultation meeting, an applicant shall submit to the General Manager, a completed Request for Pre-consultation, which shall include:
 - (a) the general location and physical address of the lands;
 - (b) the current use of the lands;
 - (c) a short summary of the proposed Application;
 - (d) the following, if applicable:
 - i. the proposed land use including dwelling unit types;
 - ii. concept plan;
 - iii. population and employment densities;
 - iv. environmental, servicing, and transportation issues as known to the applicant; and,

such other information as may be required by the General Manager.

12. Upon receiving a completed Request for Pre-consultation that includes the required information, the General Manager, shall:
 - (a) determine whether more than one Pre-consultation meeting is needed; and
 - (b) set a date for the Pre-consultation.

13. If two or more of the Applications relate to the same lands, the General Manager may permit, or require, more than one Application to be addressed in the same Pre-consultation.

14. The form and extent of Pre-consultation may vary based on Application type and context and shall, in any case, be acceptable to the General Manager.

15. Upon completion of the Pre-consultation process, the General Manager shall prepare and deliver a Record of Pre-consultation to the Applicant.

16. Where a Record of Pre-consultation has been delivered to the Applicant but the Application which was the subject of the Pre-consultation is not been submitted, or where the Application that was the subject of the Pre-consultation has been submitted but has not been determined to be a Complete Application, within the time-frame satisfactory to the General Manager, the Applicant may be required to submit a new Request for Pre-consultation to the General Manager and attend a further Pre-consultation meeting before submitting an Application.

DELEGATION OF AUTHORITY TO DEEM APPLICATIONS COMPLETE

17. Council hereby delegates to the General Manager, the authority to:
 - (a) conduct Consultations prior to the submission of any Application;
 - (b) issue Records of Pre-consultation on behalf of the City in accordance with Section 15;
 - (c) determine, in accordance with the *Planning Act* and the City's Official Plan, what information and/or material will be required for a Complete Application and to require such additional information and/or material from the applicant;
 - (d) determine if an Application is a Complete Application in accordance with the *Planning Act* and the City's Official Plan; and

- (e) issue any notice with respect to the completeness of
 - i. a request to amend and Official Plan that is required under section 22(6.1) of the *Planning Act*;
 - ii. a request to amend a Zoning By-law that is required under section 34(10.4) of the *Planning Act*;
 - iii. an application for approval of a Plan of Subdivision or a Plan of Condominium that is required under section 51(19.1) of the *Planning Act*.

18. The General Manager may refuse to further consider an Application that is not determined to be a Complete Application.

PASSED this ____ day of _____ 2015.

CAM GUTHRIE - MAYOR

STEPHEN O'BRIEN – CITY CLERK

ATTACHMENT 4
Excerpt from City of Guelph Official Plan

10.18 Pre-consultation and Complete Application Requirements

Having all relevant information and material pertaining to a particular planning application available early in the planning process is essential to making good land use decisions. Requiring this information and material to be provided at the time a planning application is submitted enables Council to make a well informed decision within the timeframe provided by the *Planning Act* and ensures the public and other stakeholders have access to the information early in the process. Understanding the issues related to development and having the appropriate studies completed early in the planning process can avoid delays and provide opportunities to resolve potential differences prior to Council's consideration of the matter.

1. Prior to the submission of an application for an Official Plan Amendment, *Zoning By-law* Amendment, draft plan of subdivision or *condominium* and/or a site plan approval, applicants are required to pre-consult with City staff. Prior to the submission of any other development application, applicants are encouraged to pre-consult with City staff. The pre-consultation process is intended to scope the issues associated with a specific *development* proposal and/or change(s) in land use and set out clear requirements for a complete application. The form and level of pre-consultation will vary based on application type and context and shall be according to the process described in a Pre-consultation By-law.
2. Any application for amendment(s) to the Official Plan or *Zoning By-law*, application for approval of a plan of subdivision or *condominium*, or application for *consent* will not be deemed complete by the General Manager of Planning Services and the time period within which the Council is required to make a decision will not commence, unless it is accompanied by:
 - i) the prescribed information and material as required under the *Planning Act*; and
 - ii) other information and material deemed necessary by the General Manager of Planning Services or their designate in accordance with this Plan.
3. In addition to the requirements noted in the applicable sections of the Official Plan, the City may require additional information and material to be submitted as part of a complete application. The following broad categories describe additional information and material that may be required and the type of studies or documents that may be identified during the pre-consultation process as being required to be submitted as part of a complete development application:
 - i) *Natural Heritage*

The submission of reports, studies and/or drawings, which identify and demonstrate, to the satisfaction of the City, that there will be no *negative impacts* on *natural heritage features* and areas or their *ecological functions*; and identifies proposed mitigation measures to ensure *ecological functions*, diversity, and connectivity of *natural heritage features and areas* are maintained, restored, and where possible enhanced. Any information and material submitted must recognize linkages between and among *natural heritage features* and areas and *surface water features* and *groundwater features*.

This may include, but shall not be limited to:

- *Environmental Impact Study*
- *Scoped Environmental Impact Study*
- Environmental Implementation Report
- Ecological Land Classification
- *Flood plain/flood* fringe and top of stable slope mapping and mitigation measures as required by the GRCA
- Hydrogeological Study
- Hydrology Study
- Water Budget
- Soil Stability and Geotechnical Analysis
- Tree and/or Vegetation Inventory Report
- *Vegetation Compensation Plan*
- Topographical Survey/Slope Analysis
- Geotechnical Report

ii) Planning Matters

The submission of reports, studies and/or statements that demonstrate, to the satisfaction of the City, how the proposed development and/or change in land use is consistent with the applicable provisions of the Provincial Policy Statement, conforms to the Official Plan, conforms to any *Provincial Plans* that are in effect, and provides an integrated approach to land use planning.

This may include, but shall not be limited to:

- Planning Justification Report
- Statement of Conformity and/or Consistency with applicable policies
- Demonstration of how new *development* contributes to the achievement of *Growth Plan* density and *intensification targets*
- Employment and/or Residential Lands Needs Analysis
- Employment Lands *Conversion* Justification Report
- Affordable Housing Report
- Rental Conversion Report
- Conceptual Site Plan Layout
- Detailed Site Plan
- Comprehensive Open Space and Parks Conversion Study

iii) Transportation

The submission of reports, studies and/or drawings, which address any change or impact to the transportation network resulting from a proposed *development* and/or change in land use and demonstrates, to the satisfaction of the City, how the proposed *development* can be accommodated by the existing transportation network or where new *transportation infrastructure*, or an expansion to the existing *transportation infrastructure* is necessary, demonstrate that the improved *transportation infrastructure* will be adequate to accommodate all modes of transportation in an efficient manner with minimal impact on surrounding land uses, and the natural and social environment.

This may include but, shall not be limited to:

- Traffic Impact or Transportation Study
- Parking Study
- Transportation Demand Management Plan

iv) Servicing and Infrastructure

The submission of reports, studies and/or drawings, which demonstrate, to the satisfaction of the City, that the existing infrastructure is sufficient to accommodate the proposed *development* and/or change in land use, or where new infrastructure is required or an expansion of the existing infrastructure is necessary, demonstrate that the improved infrastructure will be adequate to accommodate the proposed *development* and/or change in land use as well as any anticipated users of the infrastructure.

This may include but shall not be limited to:

- Water and Wastewater Servicing Study
- Stormwater Management/Drainage Report and Plan
- Community Services/Facilities Study
- Infrastructure Study

v) Built Form

The submission of reports, studies, drawings and/or three dimensional models, which demonstrate, to the satisfaction of the City, that the proposed *development* and/or change in land use is *compatible* with the City's existing built form and will not negatively impact the *public realm* including, but not limited to, the streetscape and access to open space such as trails and parks.

This may include, but shall not be limited to:

- Building Mass Model (physical or computer generated)
- Pedestrian Level Wind Study
- Sun and Shadow Study
- Streetscape Analysis

vi) Cultural Heritage Resources

The submission of reports that demonstrate, to the satisfaction of the City, how a proposed *development* and/or change in land use will not negatively impact on the City's *cultural heritage resources*, including *development* proposals on lands adjacent to *protected heritage property*.

This may include, but shall not be limited to:

- *Cultural Heritage Review*
- *Cultural Heritage Impact Assessment*
- *Scoped Cultural Heritage Impact Assessment*
- *Cultural Heritage Conservation Plan*
- Archaeological Assessment
- Structural Engineering Report
- *Cultural Heritage Landscape Assessment*
- Views and Vistas Impact Study

vii) Development Impacts

The submission of reports, studies and/or drawings that identify and assess all potential nuisance or safety issues from natural and human made hazards including issues related to potential environmental contamination, which may result from or affect the proposed *development* and/or change in land use and demonstrate, to the satisfaction of the City, that potential nuisances or safety issues can be effectively mitigated.

This may include but shall not be limited to:

- Noise Impact Study
- Vibration Study
- Acoustical Design Study
- Lighting Plan
- Site Screening Questionnaire
- Phase 1 Environmental Site Assessment
- Phase 2 Environmental Site Assessment
- Record of Site Condition
- *Sensitive Land Use* Report

viii) Financial Impacts

The submission of reports and studies that demonstrate, to the satisfaction of the City, that a proposed *development* and/or change in land use will not have an unreasonable or unanticipated negative financial impact on the City including, but not limited to, short-term and long-term costs to the City for the provision of municipal infrastructure and services required to support the proposed *development* and/or change in land use.

This may include, but shall not be limited to:

- Market Impact Study
- Economic Impact Study
- Infrastructure Cost Assessment• Long Term Maintenance Cost Assessment

ix) Sustainability

The submission of reports, studies, and/or drawings that demonstrate, to the satisfaction of the City, how a particular *development* proposal and/or change in land use meets the energy, water, and sustainability policies of this Plan.

This may include, but shall not be limited to:

- Completion of the City's Sustainability Checklist
 - *District Energy* Feasibility Study
 - Renewable Energy Feasibility Study
 - Water Conservation Efficiency Study
 - Energy Conservation Efficiency Study
4. The City will, within 30 days of receiving a *development* application, provide notice to the applicant that the application is complete or, alternatively indicate additional information and material that is required to constitute a complete application. The date of application shall be the date upon which all required information and material is submitted in a form that is satisfactory to the General Manager of Planning Services.
 5. The information and material described in Section 10.18.3 of this Plan that maybe required to accompany a *development* application is not intended to preclude the City from requiring additional reports, studies, and/or drawings that may be identified during the *development* review process if circumstances necessitate the need for such information and material as part of the decision making process.
 6. Where appropriate, the City may waive or vary the information and material requirements specified in this Plan, where completion of such studies has occurred for an earlier, relevant planning approval or where the study requirement would result in unnecessary duplication of effort.

ATTACHMENT 5A

Dated: April 23, 2015



**City of Guelph – Mandatory Pre-Consultation Checklist
Development Review Committee**

| | | | |
|--|----|-------------------------|--------------------------|
| Date of Mandatory Pre-Consultation Meeting | | | |
| Property Information | | | |
| Municipal Address: | | Legal Description: | |
| Site Area: | ha | ac | |
| Existing Planning Applications on Property | | | |
| Applicant and/or Owner Information | | | |
| Applicant Company Name: | | Contact Name: | |
| Address: | | Email: | |
| Phone: | | Fax: | |
| In accordance with the Guelph Official Plan, the following items are required to deem the application(s) complete: | | | |
| Completed Application Form(s) and Fees | | Required (Y/N) and Type | |
| Zoning By-law Amendment (Zone Change, Lifting of H, Temporary Use) | | | |
| Official Plan Amendment | | | |
| Draft Plan of Subdivision | | | |
| Draft Plan of Condominium (Conversion, Leasehold Stream, Freehold, Standards, Common Elements, Phased) | | | |
| Site Plan Approval (Full, Minor Amendment, As Built) | | | |
| Other Approvals/Requirements | | | |
| Site Plan Approval | | | |
| GRCA Approval | | | |
| Building Permit | | | |
| Development Charges | | | |
| Securities | | | |
| Cash-in-Lieu of Parkland | | | |
| Development Agreement | | | |
| Site Plan Control Agreement | | | |
| Other | | | |
| Study/Report Name | | Required (Y/N) | # Copies Required |
| Natural Heritage | | | |
| Environmental Impact Study | | | |
| Scoped Environmental Impact Study | | | |
| Environmental Implementation Report | | | |
| Ecological Land Classification | | | |
| Flood plain/flood fringe and top of stable slope mapping and mitigation measures as required by the GRCA | | | |
| Hydrogeological Study | | | |

ATTACHMENT 5A

| | | |
|--|--|--|
| Hydrology Study | | |
| Water Budget | | |
| Soil Stability and Geotechnical Analysis | | |
| Tree and/or Vegetation Inventory Report | | |
| Tree and/or Vegetation Preservation, Planting and/or Management Plan | | |
| Topographical Survey/Slope Analysis | | |
| Geotechnical Report | | |
| <u>Planning Matters</u> | | |
| Planning Justification Report | | |
| Statement of Conformity and/or Consistency with applicable policies | | |
| Demonstration of how new development contributes to the achievement of Growth Plan density and intensification targets | | |
| Employment and/or Residential Lands Needs Analysis | | |
| Employment Lands Conversion Justification Report | | |
| Housing Issues Report | | |
| Conceptual Site Plan Layout | | |
| Detailed Site Plan | | |
| <u>Transportation</u> | | |
| Traffic Impact, Truck Access or Transportation Study | | |
| Parking Study | | |
| Pedestrian and Cycling Accommodation Report | | |
| <u>Servicing and Infrastructure</u> | | |
| Water and Wastewater Servicing Study | | |
| Storm Water Management/Drainage Report and Plan | | |
| Community Services/Facilities Study | | |
| Infrastructure Study | | |
| <u>Built Form</u> | | |
| Building Mass Model (physical or computer generated) | | |
| Pedestrian Level Wind Study | | |
| Sun and Shadow Study | | |
| Streetscape Analysis | | |
| <u>Cultural Heritage Resources</u> | | |
| Cultural Heritage Impact Study | | |
| Scoped Cultural Heritage Impact Study | | |
| Archeological Assessment | | |
| Structural Engineering Report | | |
| Cultural Heritage Landscape Assessment | | |
| Views and Vistas Impact Study | | |
| <u>Development Impacts</u> | | |
| Noise and Vibration Study | | |
| Lighting Plan | | |
| Site Screening Questionnaire | | |
| Phase 1 Environmental Site Assessment | | |
| Phase 2 Environmental Site Assessment | | |

ATTACHMENT 5A

| | | |
|---|--|--|
| Record of Site Condition | | |
| Sensitive Land Use Report | | |
| Financial Impacts | | |
| Market Impact Study | | |
| Economic Impact Study | | |
| Infrastructure Cost Assessment | | |
| Long Term Maintenance Cost Assessment | | |
| Sustainability | | |
| Completion of the City's Sustainability Checklist | | |
| District Heating Feasibility Study | | |
| Water Conservation Efficiency Study | | |
| Energy Conservation Efficiency Study | | |
| Source Water Protection | | |
| Source Water Protection (* Additional Information to be Provided by Risk Management Official) | | |
| | | |
| Other | | |

Notes

This form addresses only those items that are required in order for the City to deem that application complete and be able to begin the review process. If an application does not contain the items (along with the appropriate copies) noted above, along with the appropriate application form, the application will be deemed incomplete and will not be considered by the City of Guelph.

An application deemed complete may still require the submission of amendments, addendums, and/or additional studies and materials as necessitated through the review of the application.

Consultation

Is further consultation required? Yes [] No []

If yes, please explain:

***The applicant is to request further consultation, unless otherwise described above, upon addressing the issue to be discussed.**

Expiration

As per By-Law No. xxx-xx, a new Mandatory Pre-Consultation Meeting will be required if the application is not submitted by the expiry date. If additional consultation is required, it must be held prior to the expiry date to ensure all matters have been addressed and the application submission is complete.

Mandatory Pre-Consultation Review Meeting Expiry Date: _____ (time period to be determined from date of meeting)

Agreement of Complete Application Requirements

The proposal as described on this form has been reviewed during the Mandatory Pre-Consultation Meeting and both the applicant and the City of Guelph staff are on agreement that the terms checked on the list contained in this Form identify all material that will be required for the indicated application to be deemed complete.

Applicant

Name: _____ Signature: _____ Date: _____

Manager of Development Planning. General Manager of Planning, Urban Design, and Building Services or designate

Name: _____ Signature: _____ Date: _____

ATTACHMENT 5B

April 23, 2015

Mandatory Pre-Consultation Meeting Request Form

In accordance with the *Planning Act*, and pursuant to OPA 48 Section 10.18 Pre-consultation and Complete Application Requirements and Bylaw 2015-xxxx, applicants are required to consult with the City prior to submission of the following development applications:

- Official Plan Amendment
- Zoning By-law Amendment
- Plans of Subdivision
- Plans of Condominium
- **Site Plan Approval – Please refer to the Site Plan Review Committee Process**

MEETING PURPOSE: To confirm the appropriate planning approvals required for the development of a site. This meeting will also identify required drawings, supporting studies and reports that are necessary for the application(s) to be deemed complete. The applicant is also provided the opportunity to determine what planning policies apply to the site, processing timelines, recent Council decisions which may be of relevance and potential areas of concern.

MEETING PROCEDURE:

Mandatory Pre-Consultation Meetings shall be managed by the Development Review Committee (DRC) on a bi-weekly basis. Please see the attached annual meeting schedule.

Applicants and/or landowners are required to attend the Mandatory Pre-consultation Meeting and must submit the following information to Planning Services.

1. A Completed Mandatory Pre-Consultation Meeting Request Form;
2. A Scaled Site Plan or a Concept Plan of the proposal which includes the property location, lot lines, proposed access, building location, parking, landscaping and setbacks; and,
3. Concept Elevation drawings and/or Coloured Renderings, if available.

All documents submitted must be legible and to a recognized scale. Electronically submitted documents cannot exceed 11" x 17".

Once the applicant has submitted the above-noted material, the City shall:

- a) Schedule a meeting date with the applicant;
- b) Circulate information to various internal departments and external agencies for review;
- c) Provide comments presented by relevant City staff and agencies.
- d) The DRC will provide the applicant with the feedback meeting minutes together with a copy of the Mandatory Pre-Consultation Meeting Form, which will be signed by the Manager of Development Planning or his/her designate as well as the applicant. This form will outline the required supporting documentation which must be submitted prior to an application being deemed complete and circulated for comments.

All comments and direction offered by City Staff will be preliminary and based solely on the information available at the time of the meeting.

Once an application has been submitted, deemed complete and circulated for comments, additional information may be required during the processing of the application.

NOTE:

Please submit the completed Mandatory Pre-Consultation Meeting Request Form and required information in person at the 3rd Floor Planning, Urban Design and Building Services Counter, or by email or fax to:

Planning, Urban Design and Building Services

T. 519-822-1260

E. planning@quelfh.ca

F. 519-822-4632

ATTACHMENT 5B

March 25, 2015

City of Guelph – Pre-Consultation Meeting Request Form

| | |
|---|--|
| Subject Site | |
| Site Address: | |
| Site Legal Description: | |
| Site Area: | Site Frontage: |
| Current Zoning: | Current OP Designation: |
| Type of Application | |
| <input type="checkbox"/> Zoning By-law Amendment | <input type="checkbox"/> Official Plan Amendment |
| <input type="checkbox"/> Draft Plan of Subdivision | <input type="checkbox"/> Site Plan <input type="checkbox"/> Condominium |
| Registered Owner | |
| Company Name: | Contact Name: |
| Address: | Email: |
| Phone: | Fax: |
| Applicant (If different from above) | |
| Company Name: | Contact Name: |
| Address: | Email: |
| Phone: | Fax: |
| Brief Description of the Proposal: | |
| Additional information: | |
| Check attachment(s) provided (maximum size 11" x 17"): | |
| <input type="checkbox"/> Concept Plan | <input type="checkbox"/> Survey <input type="checkbox"/> Severance Sketch <input type="checkbox"/> Location Plan |
| <input type="checkbox"/> Building Elevations | <input type="checkbox"/> Other _____ |

If I am not the owner of the property, I have the complete authority from the owner to apply for a Pre-Consultation Meeting and to proceed with the development as indicated on the accompanying plan(s).

Applicant Signature _____ Date _____

Personal information contained in this application form (name, address, phone number, e-mail address) is part of the public record and by signing such application form the applicant acknowledges that such information can be disclosed to the public.

Any questions regarding the completion of this form should be directed to Planning, Urban Design and Building Services 519-837-5616 or planning@guelph.ca.

Please submit completed form and attachments to planning@guelph.ca or Planning, Urban Design and Building Services 3rd Floor of Guelph City Hall 1 Carden Street, Guelph.

For Office Use Only:

Date Received:
Development Review Committee Meeting Date:
Staff Assigned:

ATTACHMENT 5C

April 23, 2015

Initial Meeting Request Form

The City of Guelph welcomes the opportunity for potential applicants to meet with Planning Staff to discuss their proposal prior to attending a formal mandatory pre-consultation meeting or submitting a planning application. For the purpose of this meeting Planning Applications may include, Official Plan and Zoning Amendments, Minor Variance and Consents, draft Plans of Subdivision and Condominium, Site Plan and Part Lot Control applications.

The purpose of such a meeting is to discuss the proposal, identify the appropriate development applications and the process required as well as discuss areas of concern or issues based on the information provided.

To request a preliminary meeting, the applicant and/or landowner must submit the following information to Planning, Urban Design and Building Services:

- A Completed Initial Meeting Request Form
- A Concept Plan of the proposal, if available, (which includes the property location, boundary/property survey, proposed access, parking areas and existing and proposed building locations, building elevations)
- Any other information that may be applicable

Note: Please ensure that any material submitted is legible and can be printed on maximum 11x17 paper.

Once the applicant or landowner has submitted the above- noted material, the meeting will be booked/arranged within five (5) business days. At the meeting, Planning Staff will provide the applicant feedback regarding the proposal. Please note that all comments and direction offered by Staff is preliminary and based solely on the information available at the time of the meeting. Through a review of the application, and/or attendance at a mandatory pre-consultation meeting, additional information may be identified or discussed.

Please submit the completed Initial Meeting Request Form to the 3rd Floor Counter attention: Planning Urban Design and Building Services in person, or by email at planning@guelph.ca or fax to:

Planning, Urban Design and Building Services

T. 519-822-1260

E. planning@guelph.ca

F. 519-822-4632

ATTACHMENT 5C

March 25, 2015

Initial Meeting Request Form

The City of Guelph welcomes the opportunity for potential applicants to meet with Planning Staff to discuss their proposal prior to attending a formal mandatory pre-consultation meeting or submitting a planning application. For the purpose of this meeting Planning Applications may include, Official Plan and Zoning Amendments, Minor Variance and Consents, draft Plans of Subdivision and Condominium, Site Plan and Part Lot Control applications.

The purpose of such a meeting is to discuss the proposal, identify the appropriate development applications and the process required as well as discuss areas of concern or issues based on the information provided.

| | |
|---|--|
| Subject Site | |
| Site Address: | |
| Site Legal Description: | |
| Site Area: | Site Frontage: |
| Current Zoning: | Current OP Designation: |
| | |
| Registered Owner | |
| Company Name: | Contact Name: |
| Address: | Email: |
| Phone: | Fax: |
| Applicant (If different from above) | |
| Company Name: | Contact Name: |
| Address: | Email: |
| Phone: | Fax: |
| Brief Description of the Proposal: | |
| | |
| Additional information: | |
| | |
| Check attachment(s) provided (maximum size 11" x 17"): | |
| <input type="checkbox"/> Concept Plan | <input type="checkbox"/> Survey |
| <input type="checkbox"/> Building Elevations | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Severance Sketch | <input type="checkbox"/> Location Plan |

If I am not the owner of the property, I have the complete authority from the owner to apply for a preliminary meeting and to proceed with the development as indicated on the accompanying plan(s).

Applicant Signature

Date

ATTACHMENT 5C

Personal information contained in this application form (name, address, phone number, e-mail address) is part of the public record and by signing such application form the applicant acknowledges that such information can be disclosed to the public.

Once the applicant or landowner has submitted the above- noted material, the meeting will be arranged/booked within five (5) business days. At the meeting, planning staff will provide the applicant feedback regarding the proposal. Please note that all comments and direction offered by staff are preliminary and based solely on the information available at the time of the meeting. Through a review of the application, and/or attendance at a mandatory pre-consultation meeting additional information may be identified or discussed.

Any questions regarding the completion of this form should be directed to Planning, Urban Design and Building Services 519-837-5616 or planning@guelph.ca.

Please submit completed form and attachments to planning@guelph.ca or Planning, Urban Design and Building Services 3rd Floor of Guelph City Hall 1 Carden Street, Guelph.

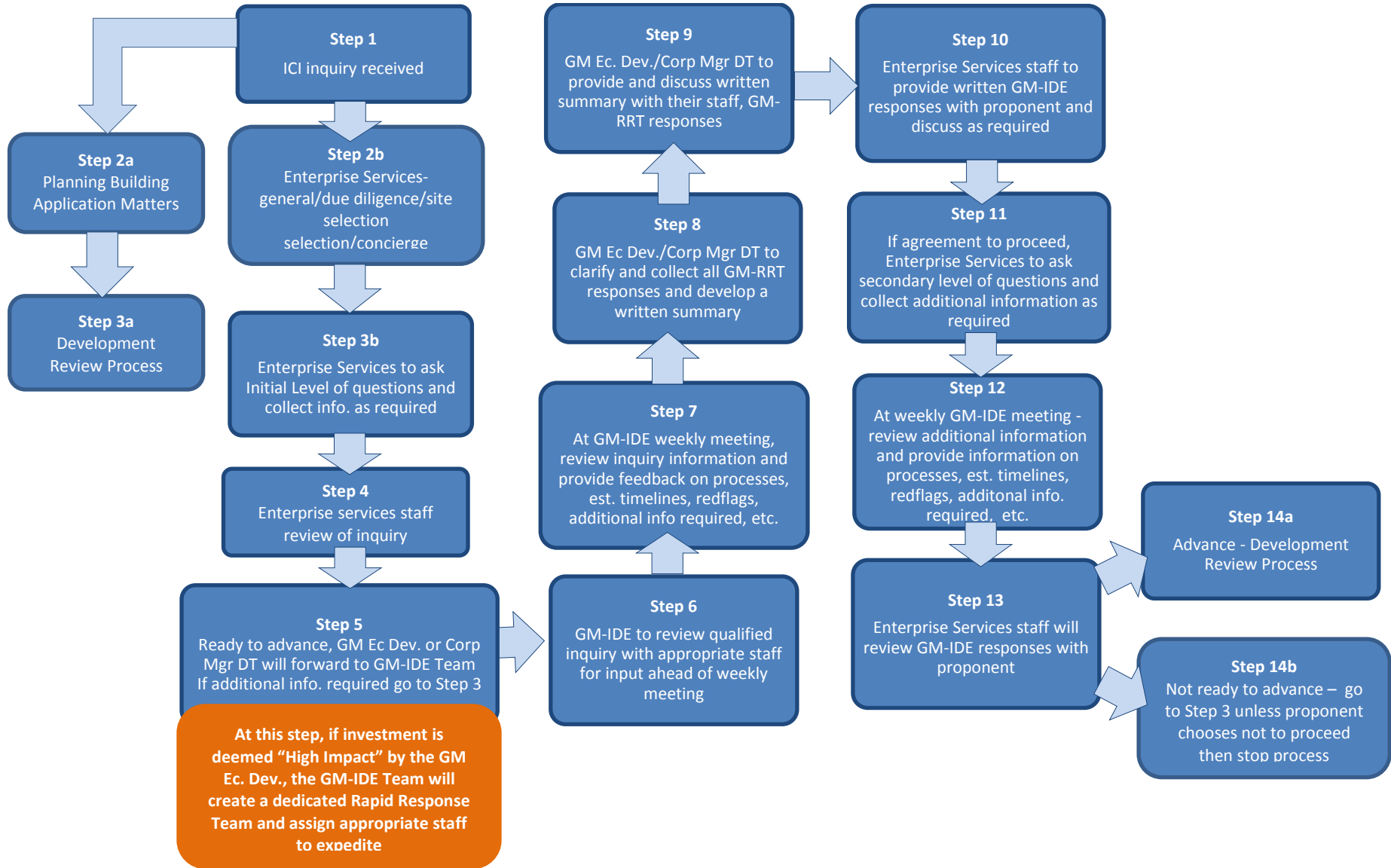
For Office Use Only:

Date Received:

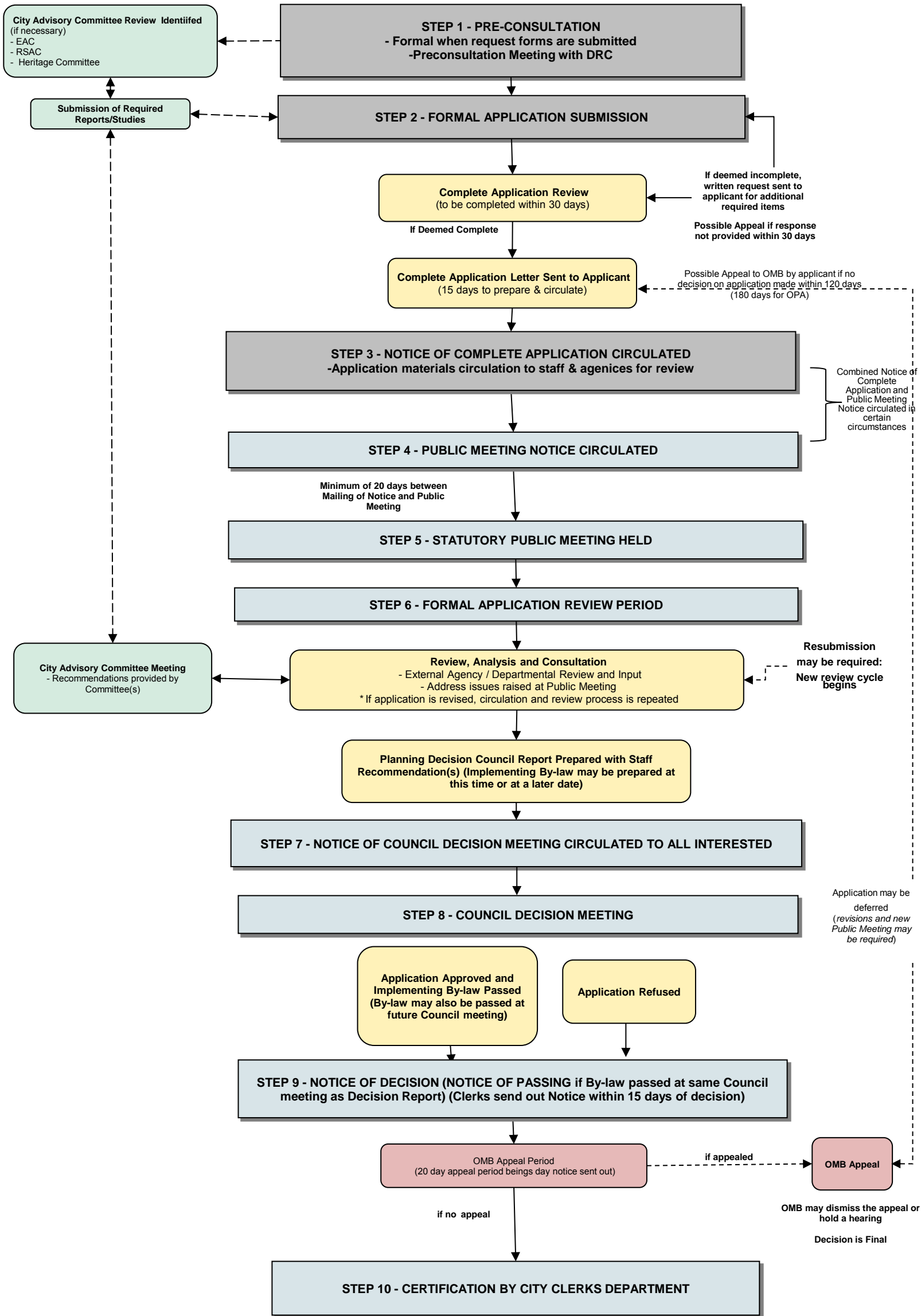
Staff Assigned:

DRAFT

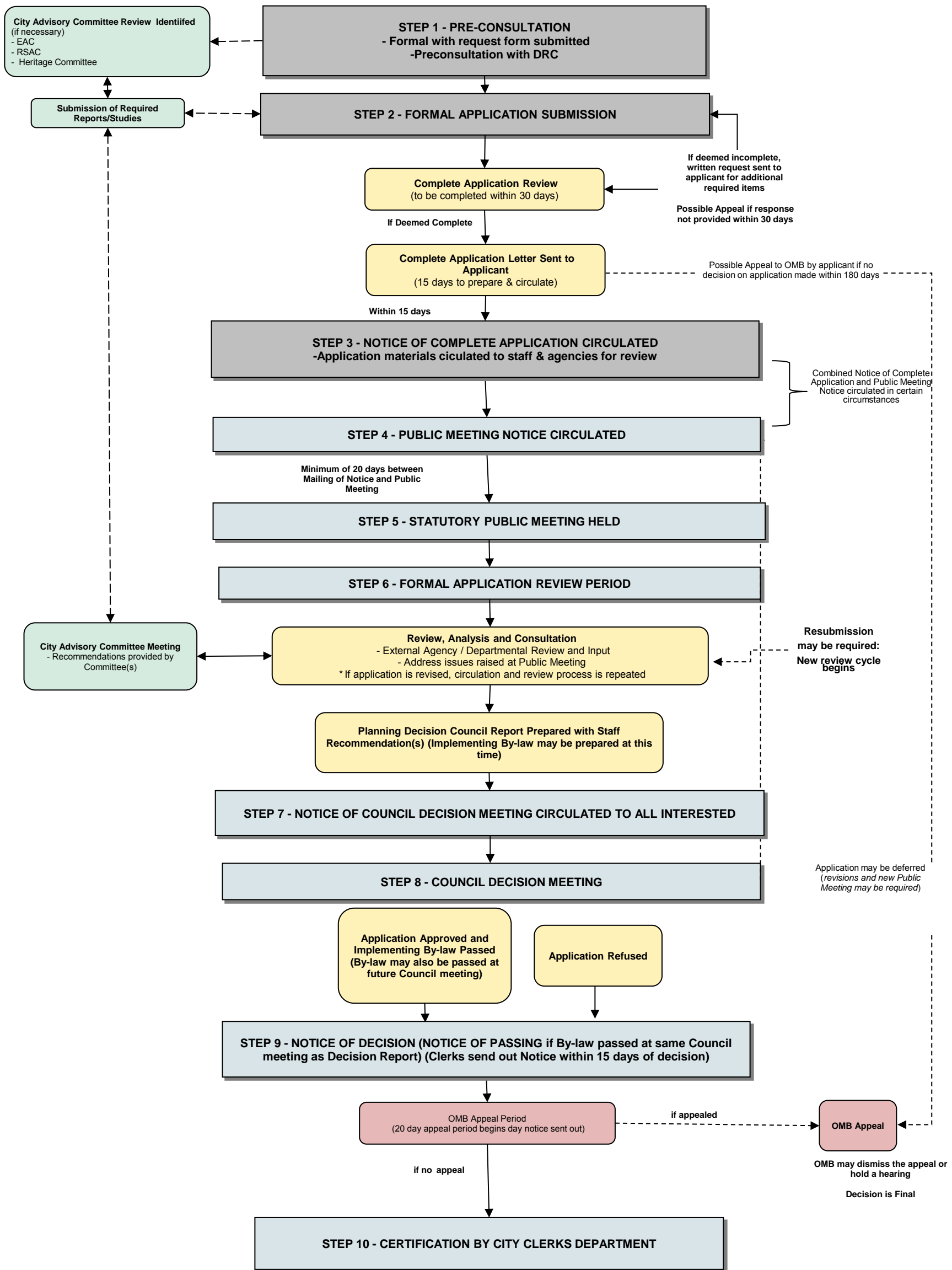
Attachment 6 – ICI Lead Handling and Rapid Response Protocol



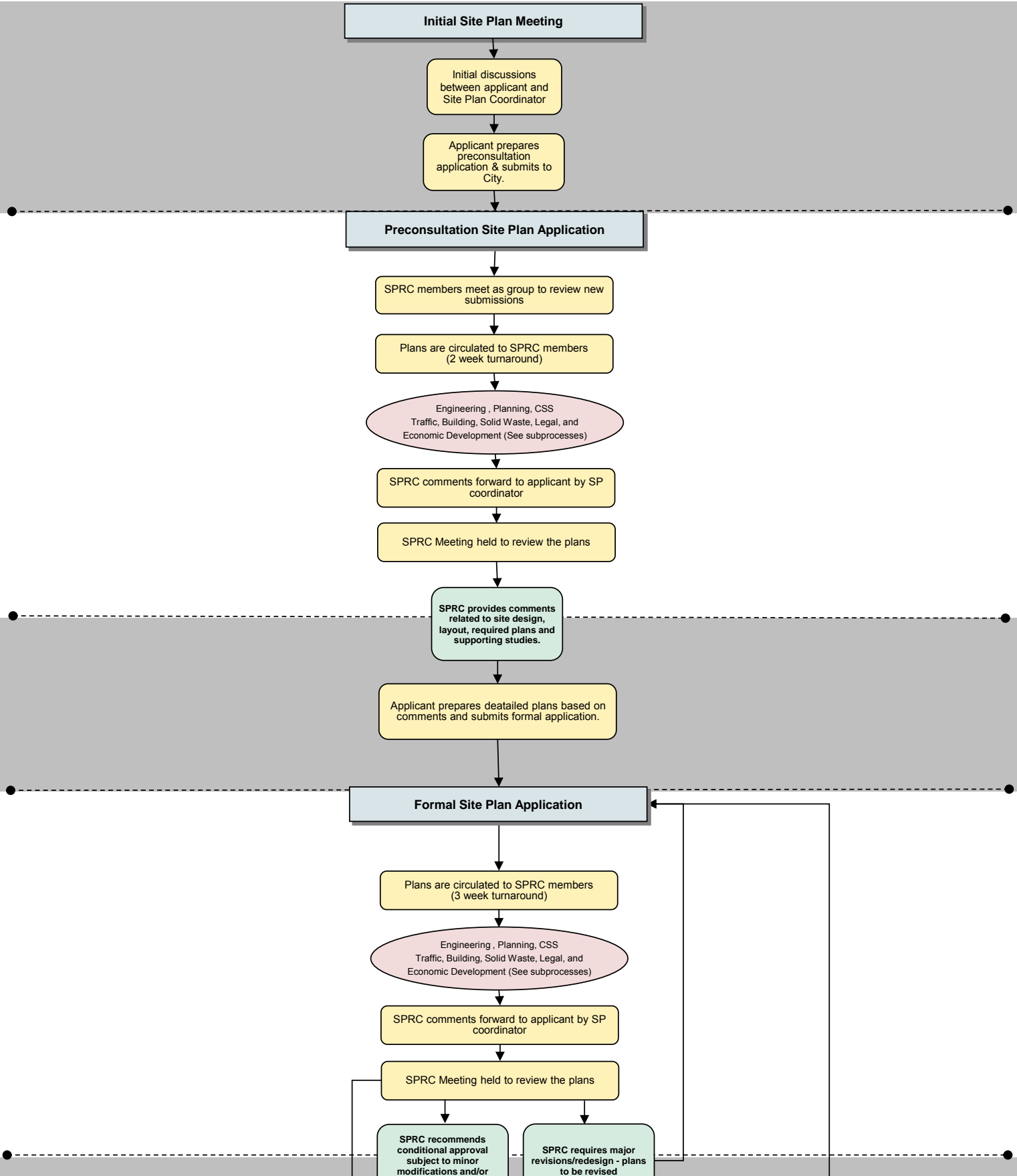
Zoning By-law & OP Amendment Approval Process



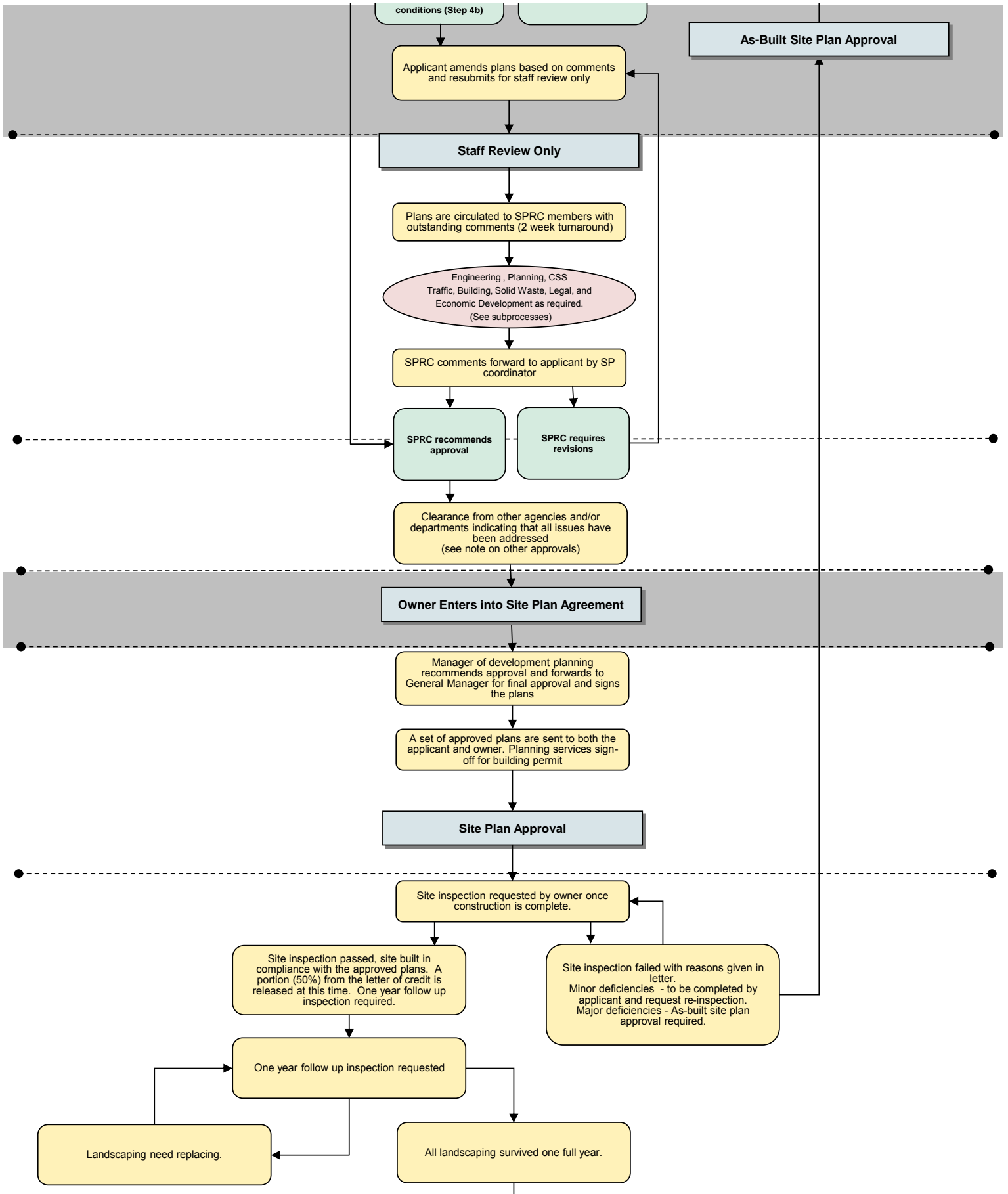
Draft Plan of Subdivision Approval Process



Site Plan Process



Attachment 7

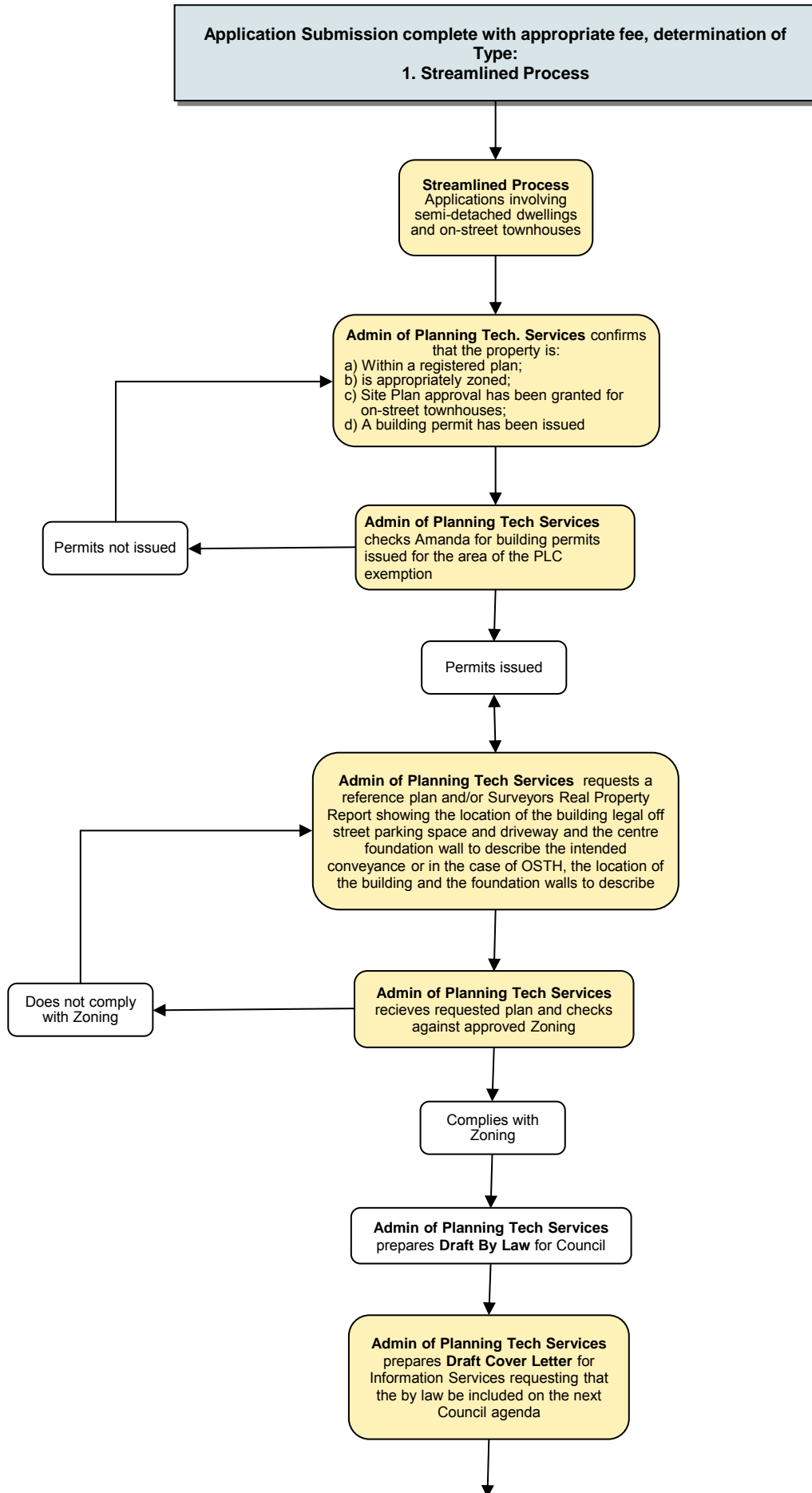


Attachment 7

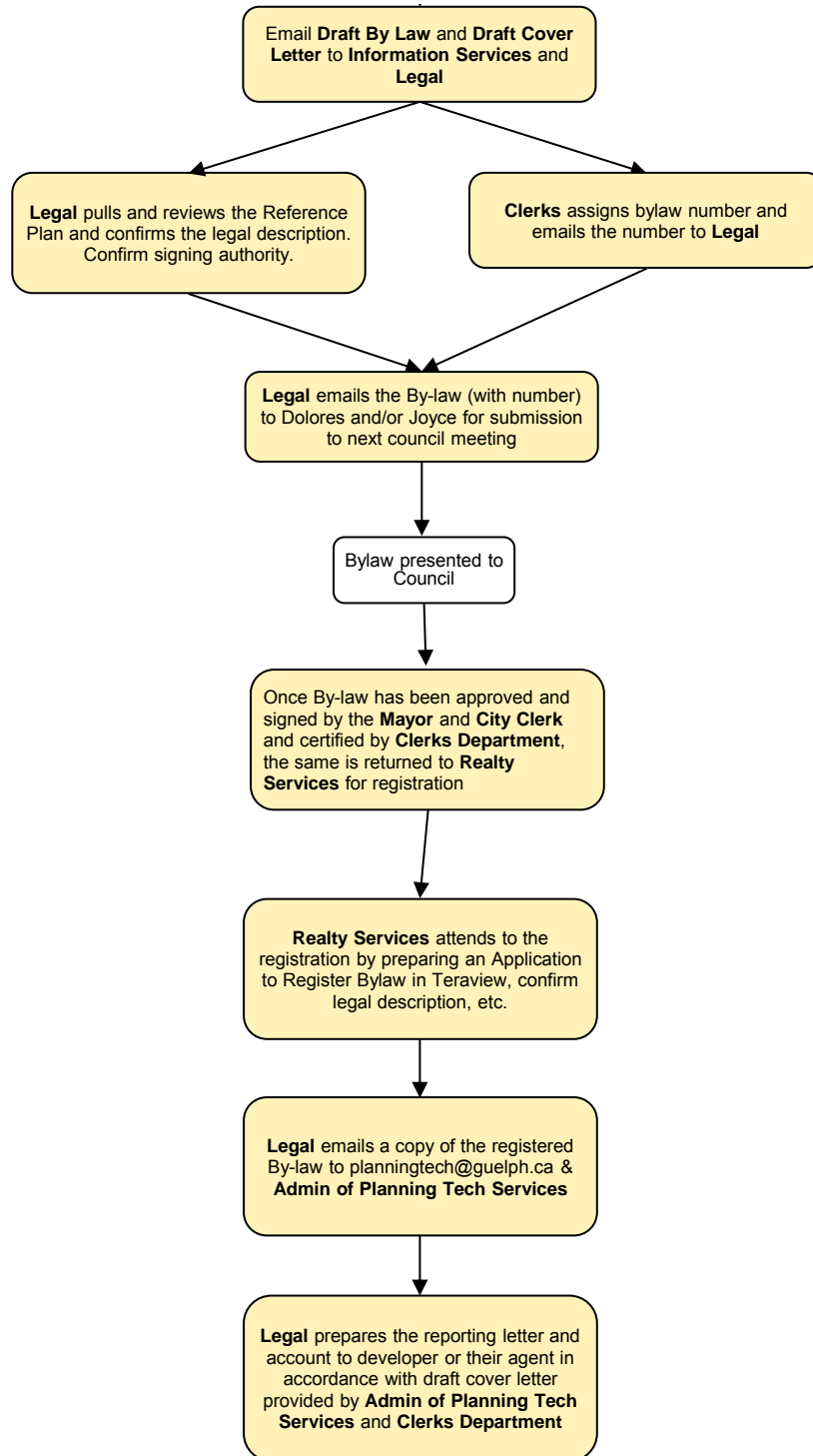


Project now in full compliance with the approved plans, with the remaining letter of credit is released.

Part Lot Control Process



Attachment 7



| ID | Task Name | Duration | Start | Finish |
|----|--|----------|--------------|--------------|
| 1 | Integrated Operational Review (IOR) - 2015 Work plan (Dec 2014 - Dec 2015) | 284 days | Mon 01/12/14 | Thu 31/12/15 |
| 2 | Key Deliverables/Outcomes (Based on Four themes 2013-2016 IOR Work Plan) | | | |
| 3 | Theme 1: Adaptive Learning | 261 days | Thu 01/01/15 | Thu 31/12/15 |
| 7 | Theme 2: Improve Management Direction and Communication | 239 days | Mon 02/02/15 | Thu 31/12/15 |
| 9 | Theme 3: Improve Development Review Processes | 326 days | Thu 02/10/14 | Thu 31/12/15 |
| 21 | Theme 4: Improve Communications | 261 days | Thu 01/01/15 | Thu 31/12/15 |
| 23 | | | | |
| 24 | 2015 Four Key Goals | 284 days | Mon 01/12/14 | Thu 31/12/15 |
| 25 | GOAL 1/Theme 3: Complete Process Mapping for DAPs (Rec. 3.14) | 152 days | Mon 01/12/14 | Tue 30/06/15 |
| 26 | Four (4) 3hr Workshops for staff to review current state DAPs and propose changes | 6 days | Wed 10/12/14 | Wed 17/12/14 |
| 27 | Consolidate comments/revise process maps (Initial phase) | 35 days | Mon 05/01/15 | Fri 20/02/15 |
| 28 | Meet w/team leads (3X meetings) | 19 days | Mon 12/01/15 | Thu 05/02/15 |
| 29 | Hire external consultant (GPLi) | 63 days | Mon 05/01/15 | Wed 01/04/15 |
| 30 | Release Materials for External Workshops | 1 day | Fri 20/02/15 | Fri 20/02/15 |
| 31 | Three (3) 2.5hr Workshops for external business community | 3 days | Tue 03/03/15 | Thu 05/03/15 |
| 32 | Draft revised DAPs, SOPs and supporting materials based on stakeholder input | 1 day? | Thu 05/03/15 | Thu 05/03/15 |
| 33 | Meet w/team leads (3-4X meetings) | 10 days | Mon 02/03/15 | Fri 13/03/15 |
| 34 | Finalize DAPs, SOPs, and Develop KPIs (1-3 mths) | 70 days | Mon 16/03/15 | Fri 19/06/15 |
| 35 | Hire External consultant (Performance Concepts Consulting) | 74 days | Tue 21/04/15 | Fri 31/07/15 |
| 41 | Establish IOR Technology Steering Committee | 4 days | Thu 25/06/15 | Tue 30/06/15 |
| 42 | First Committee Meeting | 15 days | Mon 15/06/15 | Fri 03/07/15 |
| 43 | IOR Annual Report - July 7, 2015 | 1 day | Tue 07/07/15 | Tue 07/07/15 |
| 44 | | | | |
| 45 | GOAL 3/Theme 3: Develop technical process manuals to support the enhanced DAPs educational materials, training etc.) (Rec. 4.4) | 207 days | Wed 18/03/15 | Thu 31/12/15 |
| 46 | Establish Process Manuals Group | 22 days | Wed 01/04/15 | Thu 30/04/15 |
| 47 | Develop Manuals (Begins June 2015) | 144 days | Mon 15/06/15 | Thu 31/12/15 |
| 50 | Clarification of which manuals can be completed internally or outsourced | 21 days | Tue 05/05/15 | Tue 02/06/15 |
| 51 | Develop RFP for external pieces | 21 days | Tue 02/06/15 | Tue 30/06/15 |
| 52 | Release RFP | 11 days | Mon 06/07/15 | Mon 20/07/15 |
| 53 | Award Contract | 1 day | Mon 27/07/15 | Mon 27/07/15 |
| 54 | Duration of Contract (July - December) | 133 days | Tue 30/06/15 | Thu 31/12/15 |
| 55 | Key Internal Manuals - completed June/July - Site Plan Guidelines & EIS | 87 days | Tue 02/06/15 | Wed 30/09/15 |
| 56 | | | | |

Project: GEIS
Date: Mon 22/06/15

| | | | | | |
|-----------------|--|--------------------|--|-----------------------|--|
| Task | | External Milestone | | Manual Summary Rollup | |
| Split | | Inactive Task | | Manual Summary | |
| Milestone | | Inactive Milestone | | Start-only | |
| Summary | | Inactive Summary | | Finish-only | |
| Project Summary | | Manual Task | | Progress | |
| External Tasks | | Duration-only | | Deadline | |

| ID | Task Name | Duration | Start | Finish |
|----|---|-----------------|---------------------|---------------------|
| 57 | GOAL 3/Theme 4 : Develop and implement a Communications Plan and Web Strategy (Rec. 4.1 & 4.3) | 261 days | Thu 01/01/15 | Thu 31/12/15 |
| 58 | Development of ToFR w/IT, Communications & CCS Committee | 17 days | Thu 01/01/15 | Fri 23/01/15 |
| 59 | Clarification of next steps | 5 days | Mon 26/01/15 | Fri 30/01/15 |
| 60 | Develop RFP | 7 days | Fri 17/04/15 | Mon 27/04/15 |
| 61 | Release RFP | 42 days | Thu 30/04/15 | Fri 26/06/15 |
| 62 | Award Contract | 1 day | Fri 10/07/15 | Fri 10/07/15 |
| 63 | Duration of Contract (July-December) | 133 days | Tue 30/06/15 | Thu 31/12/15 |
| 64 | Final Web Release (all components) | 22 days | Mon 30/11/15 | Tue 29/12/15 |
| 65 | | | | |
| 66 | GOAL 4/Theme 1: Hold an IOR Year in Review Forum - (Rec. 1.3) | 139 days | Wed 22/04/15 | Sat 31/10/15 |
| 67 | Decision - To Proceed with 2015 or 2016 event | 5 days | Mon 01/06/15 | Fri 05/06/15 |
| 68 | Meetings to discuss 2016 event (Fall 2015) | 10 days | Mon 23/11/15 | Fri 04/12/15 |

| | | | | | | |
|-------------------------------------|-----------------|--|--------------------|--|-----------------------|--|
| Project: GEIS Date: Mon 22/06/15 | Task | | External Milestone | | Manual Summary Rollup | |
| | Split | | Inactive Task | | Manual Summary | |
| | Milestone | | Inactive Milestone | | Start-only | |
| | Summary | | Inactive Summary | | Finish-only | |
| | Project Summary | | Manual Task | | Progress | |
| | External Tasks | | Duration-only | | Deadline | |

STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

**SUBJECT Business Development & Enterprise (BDE)
2014/2015 Activity Report**

REPORT NUMBER IDE-BDE-1503

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Business Development & Enterprise (formerly Enterprise Services) is pleased to present the following report which provides:

1. A summary of its 2014/2015 activities and achievements (Attachment 1); and
2. A five-year progress report on Prosperity 2020, the City of Guelph's Economic Development Strategy (Attachment 2), which also provides a summary of BDE's 2015/2016 objectives.

Attachment 1 of this report will also be used by BDE to promote business development activities and opportunities to prospective business investors considering Guelph as a place to locate or expand. This publication will also serve to promote the City's Business Development & Enterprise services. Guelph City Council is therefore encouraged to share this information with its constituents and business contacts.

KEY FINDINGS

Business Development & Enterprise has been tasked:

- To manage and deliver complex initiatives for the purpose of repositioning municipal assets for business development purposes;
- To work with local businesses to understand their needs and to respond to such needs through the creation and delivery of programs;
- To position the City as a preferred place in which business will invest; and
- To seek out and secure business investment for the City.

The above referenced tasks:

- Are multi-year in their implementation;
- Require multiple stakeholder involvement;
- Are conducted in a competitive market place;
- Require patience, perseverance and leadership; and
- Significantly contribute to Guelph's overall 'City Building' initiatives.

FINANCIAL IMPLICATIONS

Guelph City Council has approved the funding of the 2014/2015 operational and program activities of Business Development & Enterprise that are described in this report through its annual budget process. Where possible these funds have been used to leverage additional funds from senior government levels and other public agencies and institutions.

ACTION REQUIRED

This report is being provided for information purposes and is to be received by the Infrastructure, Development and Enterprise Committee, and subsequently Guelph City Council.

Subject to Council's receipt, this report will be posted on the City of Guelph's web site.

RECOMMENDATION

1. That Report IDE-BDE-1503 from Infrastructure, Development and Enterprise dated July 7, 2015, titled 'Business Development & Enterprise 2014/2015 Activity Report' be received for information.

BACKGROUND

'The Urgent Need for Action and Investment - A number of factors both external and internal to Guelph bring urgency to the need for the City to act on new strategic directions for economic development and tourism. In essence, investment in economic development and tourism targets the creation of future revenue streams to the public and private sectors, available for re-investment in other programs and in compounding employment growth. Globalization and economic change are making the world an ever-more competitive place. As other localities invest in economic development and tourism, so must Guelph, if only to maintain its competitive profile and position. The rapid rate of change in the external environment demands a rapid response to improving Guelph's position in the global marketplace. Inaction, or slower or partial responses to action needs will only mean that Guelph falls behind, and becomes less capable of achieving its aspirations.'
(Prosperity 2020, Phase 2: Strategic Directions for Economic Development and Tourism – Page 5)

The above statement remains as relevant today as it did in 2010. In early 2012 Enterprise Services was established for the purpose of better responding to a competitive and complex investment environment. Enterprise Services integrated Economic Development, Downtown Renewal and Community Energy initiatives through an "enterprise" focused approach to program delivery.

In early 2015 Enterprise Services further evolved to include Parking Business Planning and Development. The resulting Business Development & Enterprise

service area continues to develop and pursue business development opportunities through alternate and innovative approaches to municipal financial planning, management, budgeting and revenue generating practices and processes.

The following Mission and Vision statements still serve to direct Business Development & Enterprise’s activities.

Vision Statement

"To grow the City’s economic base through innovative approaches in developing and delivering municipal initiatives and services. Such approaches will consider alternate delivery models, partnerships, as well as performance measurements. The main operating principle of Business Development & Enterprise is to grow Guelph’s economic base through the effective positioning of municipal assets and services."

Mission Statement

"To create an environment that attracts and supports business investment; fosters collaboration and partnerships among stakeholders; and leverages local, regional and national assets to create sustainable ‘City Building’ opportunities for Guelph."

It is within this background and context that **Figure 1** illustrates the programs and activities that are currently being delivered by Business Development & Enterprise.

**Figure 1
Business Development & Enterprise
Operational Programs & Objectives**

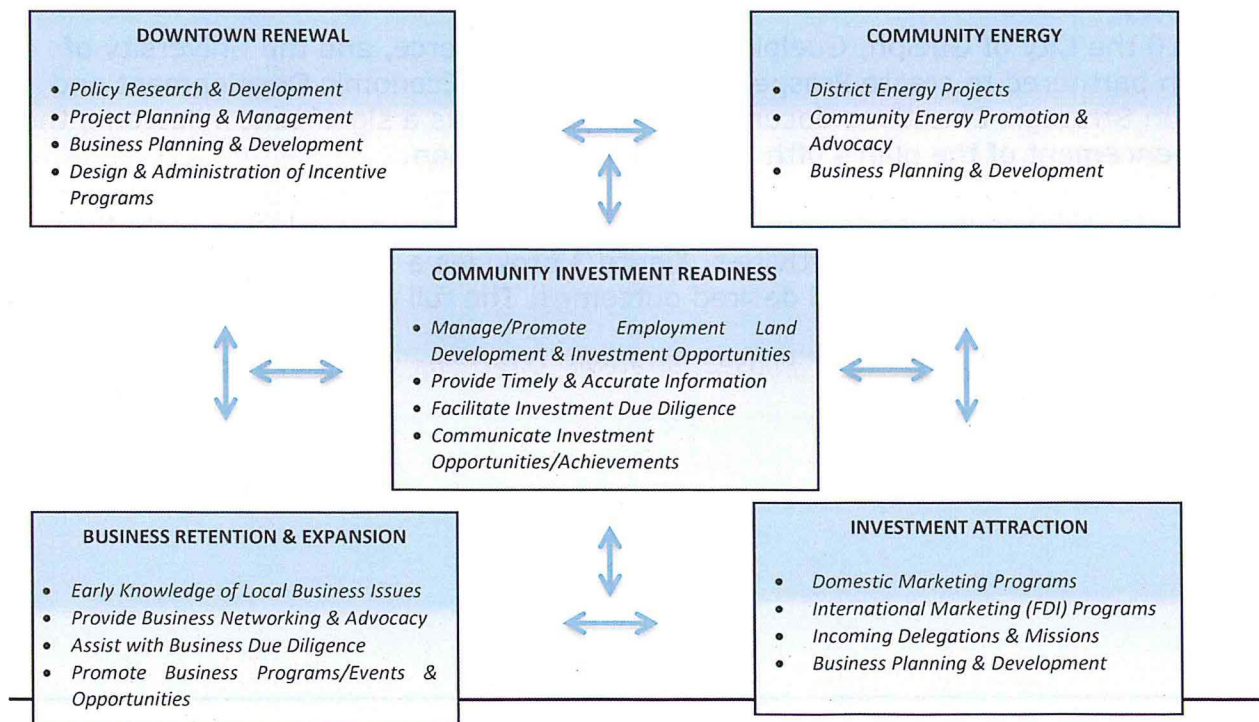
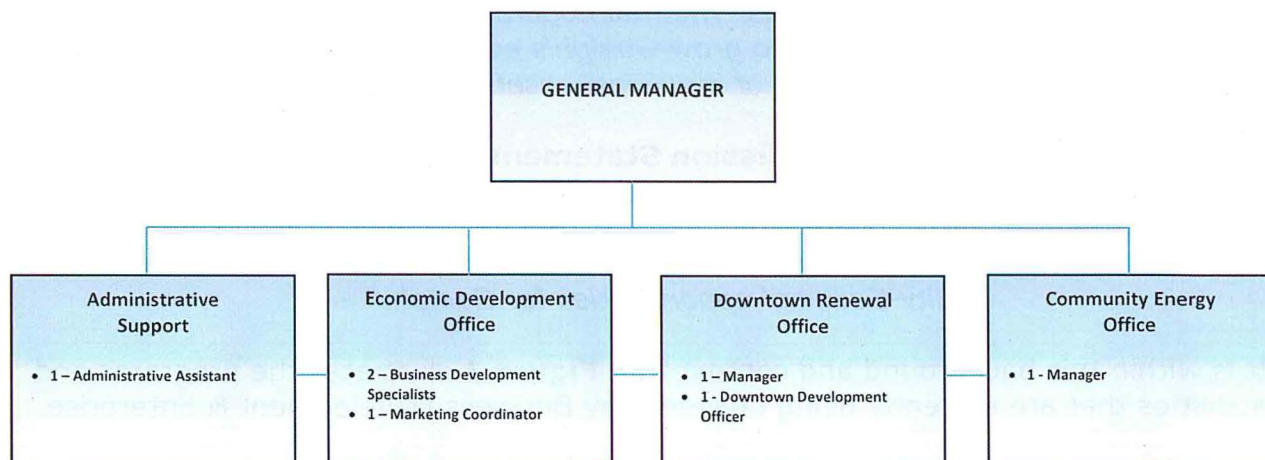


Figure 2 provides an overview of Business Development & Enterprise’s staff resources and structure.

Figure 2

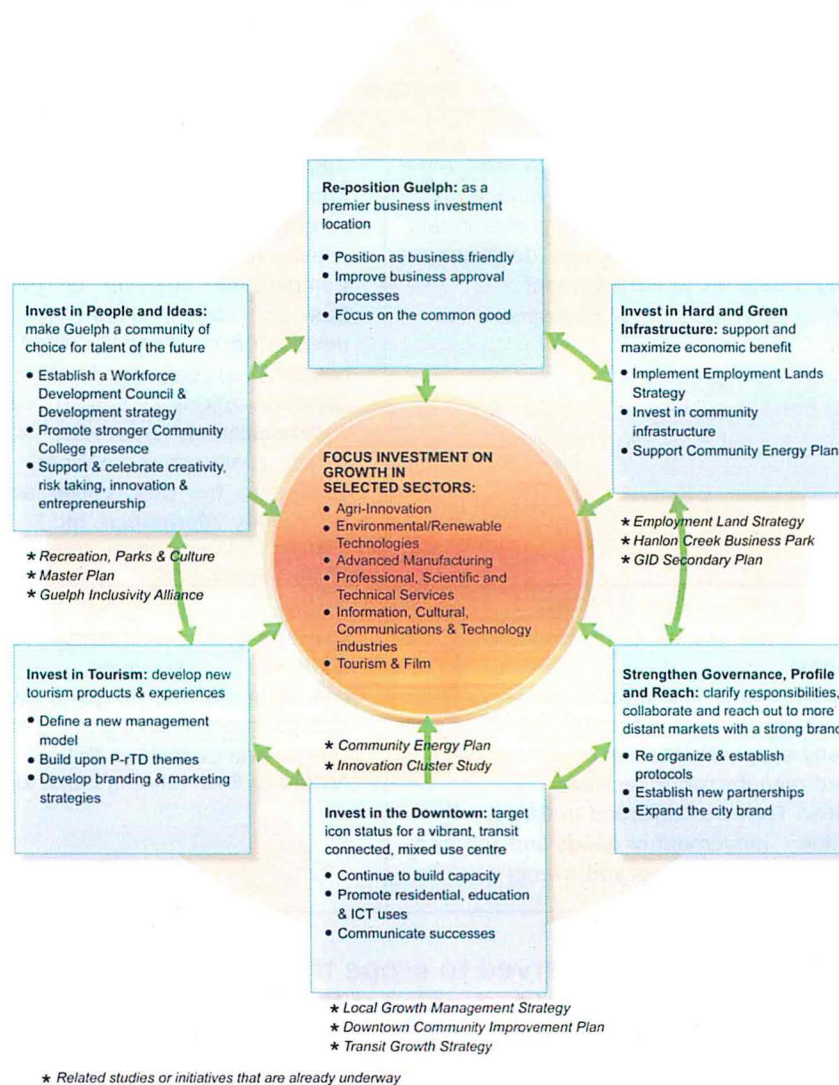


REPORT

In 2010 the City of Guelph, Guelph Chamber of Commerce, and the University of Guelph partnered to create Prosperity 2020, Guelph’s Economic Development and Tourism Strategic Directions document. This year marks a significant milestone, the commencement of the plan’s fifth year of implementation.

Prosperity 2020 continues to serve as the strategic framework, which directs Business Development & Enterprise’s activities. Figure 3 provides a summary of Prosperity 2020’s strategic directions and desired outcomes. The full document can be viewed at: [http://guelph.ca/wp-content/uploads/Prosperity 2020 Phase2 Strategic Directions for Economic Development and Tourism.pdf](http://guelph.ca/wp-content/uploads/Prosperity_2020_Phase2_Strategic_Directions_for_Economic_Development_and_Tourism.pdf)

**Figure 3
DIVERSIFY GUELPH'S
ECONOMY**



Attachment 1 of this report highlights Business Development & Enterprise's 2014/2015 activities and achievements. The following provides additional context to the information found in Attachment 1.

- **Business Retention and Expansion (BRE):** The current BRE program (known as Grow Guelph Business Retention and Expansion program) was initiated in mid-2013. The objective of this program is to:
 - Gain insight on the local economy and businesses;
 - Build relationships with businesses in the community
 - Overcome barriers to business growth;
 - Reward and champion local business success; and
 - Develop local strategies that help companies succeed.

From late 2013 to mid-2014 the program surveyed 54 local companies to gain insight into local business needs and matters. Figure 4 provides a summary of the survey findings within four main categories.

Figure 4

| WORKFORCE | BUSINESS CLIMATE |
|--|---|
| <ul style="list-style-type: none"> - Workforce development and training to reduce the trade/skills mismatch in Advanced manufacturing - Retention of graduates, PhDs, young professionals - Workforce attraction/assistance and development of marketing collaterals to attract talent - Employee relocation assistance/ newcomer information | <ul style="list-style-type: none"> - City Hall development approval process – improve/streamline and better educate and communicate these processes, timelines, legislative requirements, etc. - Comparative analysis of the cost of doing business and living in Guelph (taxes, development charges, land costs, housing costs/types) compared to other jurisdictions - Communications – improved and proactive communications from City Hall to businesses (road construction notices, new businesses coming to the City, easier access to City and community information, etc.) - Transportation – public transit and movement of people/employees |
| BUSINESS DEVELOPMENT | INNOVATION |
| <ul style="list-style-type: none"> - Support with trade events (B2B tradeshows and trade missions) - Export support programs and resources - Connect City’s investment attraction activities with local company supply chains and their relationships - Underutilized manufacturing facilities - Create a Clean Tech cluster/brand in Guelph - Transportation – movement of goods and services - Business networking activities and events - Funding/access to capital | <ul style="list-style-type: none"> - Productivity improvements/ cost recovery - Building stronger research/industry collaborations and on-going awareness of sector related research taking place at the University of Guelph and Conestoga College - Access to R+D funding opportunities |

These survey results have served to scope the delivery of BRE programs, which commenced in mid-2014. A copy of the complete survey can be viewed at:

http://guelph.ca/wp-content/uploads/GrowGuelph_Final_Report_2014.pdf.

At its 2014 annual general meeting, the Economic Developers Council of Ontario (EDCO) recognized the ‘Grow Guelph Business Development and Expansion Program’ as the best in class public-private partnership. The program also received a honorary mention from EDCO in the strategic plans and initiatives category.

- **Investment Attraction:** Investment attraction includes the marketing and promotion of Guelph as a premier business location to companies from outside of Guelph – in both the domestic (Canada) and international market areas (Foreign Direct Investment (FDI) Program).

STAFF REPORT



A key market for Guelph continues to be the Greater Toronto area. Economic Development staff promotes Guelph directly to companies located in this area who have a requirement to relocate and expand, as well as networking with prospect generators including realtors, developers, builders etc. who may identify potential leads/prospects for us. Recent successes include the new Wurth Canada Head Office and Distribution facility, which formally opened in the fall of 2014, and Oerlikon Balzers Canada facility scheduled to open in June 2015.

Prosperity 2020 clearly identified the need for the city to take a higher profile and role in Foreign Direct Investment (FDI) activities. FDI brings new dollars, jobs and business opportunities into the community; it connects Guelph globally and contributes to an innovative environment that is attractive to all types of businesses.

In late 2013 the City developed a multi-year FDI strategy and action plan which is designed to raise the city's global profile in the following three key sectors where Guelph has competitive advantages: agri-innovation, clean technology and manufacturing. A copy of this strategy can be found at: <http://guelph.ca/wp-content/uploads/GuelphFDIAttractionRetentionStrategyActionPlan.pdf>.

The FDI strategy and action plan recommended that Guelph's immediate focus should be on the agri-innovation sector as this sector provided the best and most immediate opportunities for success on a global scale. Building on this strategy, in 2014 Economic Development undertook and completed a full value proposition document, along with supporting marketing collateral materials, entitled "Guelph as a Location for Agri-Food and Agri-Tech Headquarters and Knowledge Oriented Offices" to be used in marketing to foreign agri-food companies. A copy of this value proposition can be found at: http://guelph.ca/wp-content/uploads/Agri_Food_Value_Prop_Final.pdf

Over 200 leads were generated in 2014/2015 through Guelph's participation in the Ontario Food Cluster and the Ontario Clean Technology Alliance, where a number of southern Ontario communities have joined forces to promote FDI investment through participation at major international trade shows. Business Development & Enterprise has continued to develop relationships with the Canadian Consulate General's office for the Netherlands. This work has resulted in the recent hosting of a 35 company strong Dutch agri-food investment delegation to Guelph. Later this year, Guelph is looking to host a major Ontario-European Forum designed to connect Ontario/Guelph food companies with food companies from Europe.

- **Real Estate Development:** Guelph's investment in developing the new Hanlon Creek Business Park (HCBP) is now showing a positive return in terms of land sale revenue, building construction and employment. As of today, there are 19 new buildings either constructed or planned to be constructed in the short term within the Park. In 2014/2015 the City realized sales in the amount of 9.017 acres, totalling \$2.7m. Since its inception, there has been a total of 9 city land sales totalling 29.5 acres and with sales revenue of \$8.2 million.

In Q2 of 2015 Business Development & Enterprise Services, with the support of CBRE (a real estate brokerage and consulting firm), launched a modified tender offering for 200 Beverly Street (the former IMICO property). This process provides an entrepreneurial approach to marketing this property for redevelopment purposes. To date, this process has identified a hand full of potential investors, which CBRE and Business Development & Enterprise continue to pursue. The intent of this process is to identify a preferred investor to work with the City in the redevelopment of this site, and will serve as a pilot for positioning other under-performing municipal assets.

- **Industrial, Commercial & Institutional Handling & Rapid Response Protocol:** In parallel to the Integrate Operational review work that is currently being addressed by multiple departments, Business Development & Enterprise led an inter-departmental process which intends to improve the way City Hall assesses and responds to Industrial, Commercial or Institutional investment inquiries. The resulting process and protocols, will allow all City departments to better understand the business needs of those investors requiring municipal building, engineering and/or planning permissions which will result in the City providing accurate and timely information, which will assist investors in carrying out their business due diligence.

A pilot of this program commenced in Q2 of this year and will re-assessed in Q2 of 2016.

- **Downtown Renewal:** 2014 continued to be a year of considerable momentum for Downtown Guelph. New housing developments such as RiverMill and MetalWorks were launched with significant marketing and market uptake. There are now over 1,000 housing units constructed, in development or under approval within the Downtown. 2014 also saw the move-in of new residents to some of the earlier projects which starts to indicate the level of energy these new residents add to the street life and community forming in Downtown.

In addition, 2014 saw the opening of the first major commercial property in downtown in generations: 40 Wellington Street at the corner of Gordon and

Wellington is the re-opening of a Brownfield property that has been dormant for over 30 years. The project brings new life and improvements to Royal City Park and has started to illustrate the potential of the lands 'south of the tracks' – the major area of redevelopment over the long-term.

The Downtown Community Improvement Plan has fully subscribed the Major programs but continues to offer and have tremendous interest in the small business-focussed annual grant programs.

Staff brought forward and received support from Council for the positioning of Baker Street as the site of a significant Conestoga College partnership with the Library, YMCA and UofG – as well as the potential for private interests in the residential components. This is a major plank in the Prosperity 2020 strategy and the discussion will continue over the coming years.

Finally, Staff concluded additional policy work to refine and provide better detail around the Downtown Secondary Plan in terms of Public Realm and Private development standards and guidelines. The Downtown Streetscape Manual, Built Form Standards and visioning work on St. George's Square were brought to Council in August of 2014.

- **Community Energy:** In 2014 the Community Energy office launched the initial stage development of the District Energy (DE) Strategic Plan, in coordination with Envida Community Energy and Guelph Municipal Holdings Inc. This includes the Downtown node of the DE system with the Sleeman Centre as both the initial "customer" of system as well as a host to first downtown energy centre. In addition, the Tricar River House became the first private sector, multi-residential customer of this system.

In September, Wurth Canada opened its 100,000 square foot office and distribution facility, becoming the first industrial DE customer in the Hanlon Creek Business Park.

The Community Energy office also undertook significant inter-governmental work with relationship to proposals that were submitted to the Province's Independent Electricity System Operator (IESO) for Combined Heat and Power (CHP) systems in downtown and the Hanlon Creek Business Park nodes. At the time of writing this report it is anticipated that announcements for these projects will be made in Q2/Q3 of this year. If awarded 10 MW plants will be integrated into DE plans for both nodes.

The Community Energy Initiative also continued to be positively acknowledged by various associations and levels of government. In 2014/2015 the Federation of Canadian Municipalities awarded the CEI with the Sustainable Communities Award for Energy. In addition, the Ministry of

Energy provided program funding to support updates to Community Energy Initiative

Finally, the Guelph Energy Efficiency Retrofit Strategy was completed in full.

As referenced elsewhere in this report, Prosperity 2020 is entering its fifth-year. While this department reports its activities on a year-by-year basis, it is important to note that the majority of our activities are complex, and can be impacted by clients, partners and external stakeholders. As such the timing to create, implement and achieve results may take multiple years. Therefore, given Prosperity 2020's current milestone, it is appropriate to summarize Business Development and Enterprise's multi-year contributions to the plan, and the current status in addressing the plan's strategic directions, as provided in **Attachment 2**.

While there have been great strides made over the last five years in addressing Prosperity 2020's directions, there is still a lot of work to be done. Through our BRE work, we continually hear about the need to address a local skill labour shortage while still striving to maintain low unemployment rates. We also continue to be encouraged to continue improving our municipal processes in an ever-challenging regulatory environment. There is significant effort required to pursue both domestic and foreign direct investment leads. The positioning of the City's real estate assets to potential businesses or investors is always challenging, time consuming and requires perseverance. The delivery of pioneering programs such as those contemplated within community energy requires patience and commitment. Repositioning the downtown requires champions and partners. And having the flexible resources to respond to shifting and/or emerging opportunities is always a challenge. These challenges are what make our work interesting.

In closing, we thank Guelph City Council, other City departments, and our economic development partners for the support provided to Business Development & Enterprise over the course of the last twelve months.

CORPORATE STRATEGIC PLAN

This initiative touches in whole, or in part on all of the CSP's objectives.

1.0 Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

2.0 Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

STAFF REPORT

3.0 City Building

- 3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION - N/A

FINANCIAL IMPLICATIONS - N/A

COMMUNICATIONS

Upon Council's receipt of the Annual Report provided in Attachment 1, it is staff's intention to distribute copies to our strategic partners.

Staff welcomes the opportunity to provide copies to the members of Council for their use and distribution to constituents and business contacts.

ATTACHMENTS

- Attachment 1 Business Development and Enterprise Annual Review
- Attachment 2 City of Guelph – Prosperity 2020 – Five Year Status Summary

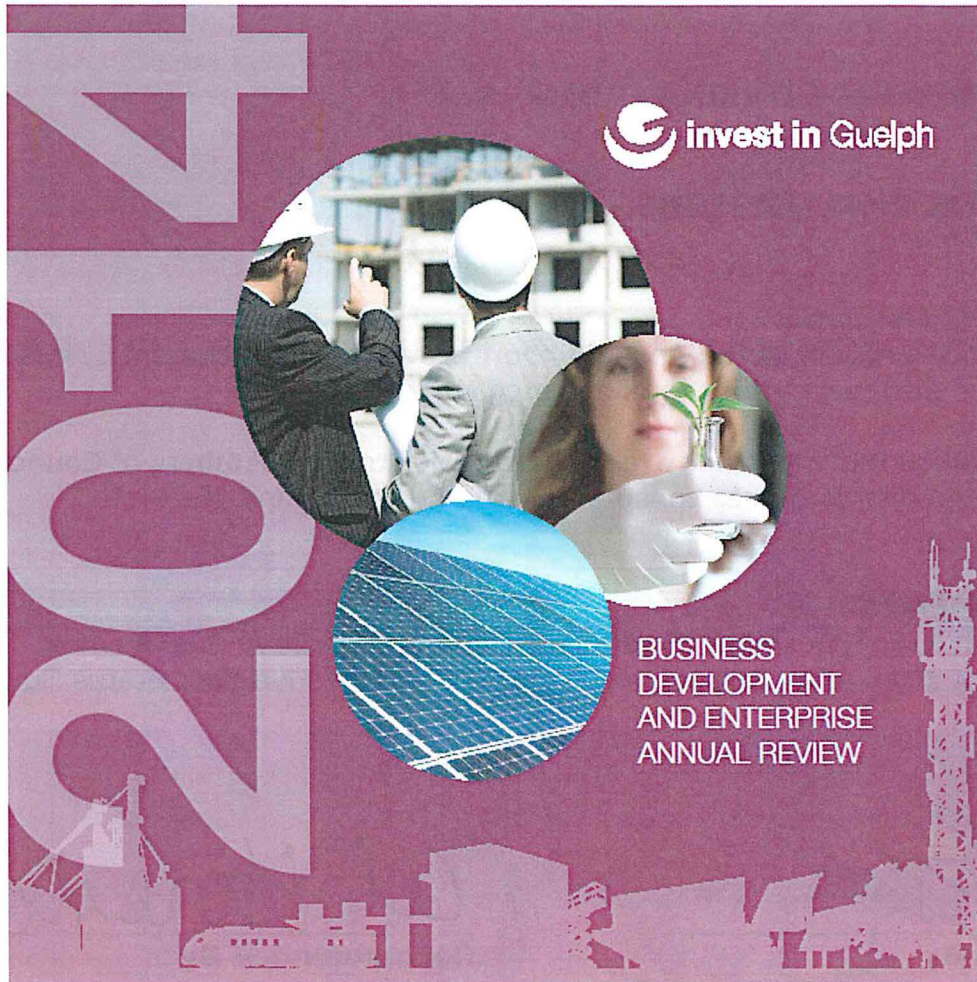


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Attachment 1



A PROSPEROUS CITY

2015 marks the half-way point of Prosperity 2020, Guelph's ten year economic development strategy.

Reflecting on our 2014 activities has made us realize that prosperity is defined and measured in many different ways. For some, prosperity is low unemployment or a short commute; others value an affordable and sustainable community where they can leave a legacy of opportunities for future generations. Our team is proud to contribute to this prosperity in Guelph, regardless of how it is defined.

In 2014 Enterprise Services was made up of the offices of Community Energy, Downtown Renewal and Economic Development. We are proud of our achievements throughout the year: district energy projects in the ground; programs that improve downtown vibrancy; attracting business investment, and development activity in the Hanlon Creek Business Park. While these achievements focus on the economic and business benefits to our city overall, each also contribute to the well-being of the community.

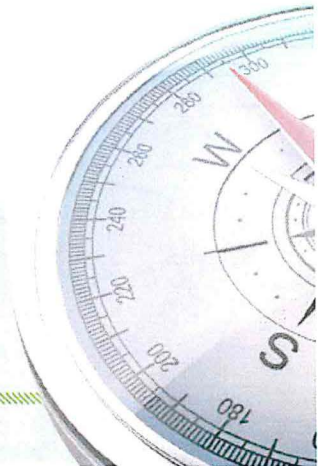
*A great place to work,
live, learn and play*

In 2015 we added Planning and Development to our portfolio. Our name changed to Business Development and Enterprise. These changes better reflect the City's ability to further unlock the business potential of our assets, and enhance the qualities that make Guelph a great place to work, live, learn and play.

So yes, Guelph is indeed a prosperous city, and I invite you to have a look at the efforts made in 2014 to sustain that position, to use and reuse our assets and create sustainable business opportunities for years to come.



Peter Cartwright, General Manager
Business Development and Enterprise

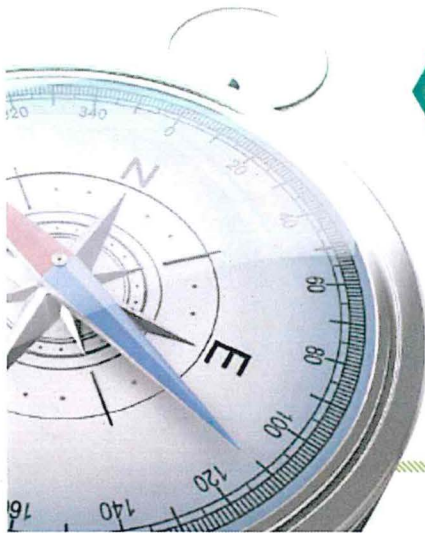


PROSPERITY 2020

Prosperity 2020 defines seven strategic directions meant to guide the actions of the city and our partners in business development over the period to 2020.

It supports the over-arching goal of diversifying Guelph's economy.

DIVERSIFY GUELPH'S ECONOMY



GUELPH BY THE NUMBERS

88,146
JOBS 


PROPERTY
VALUE
\$16.5B

| | Five year average 2009-2013 | Guelph 2014 | Difference | |
|--|-----------------------------------|----------------|------------|---|
| Construction value¹ S Millions | | | | |
| Total | 331.4 | 348.0 | 16.6 |  |
| Non Residential | 181.2 | 150.0 | -31.2 |  |
| Residential | 150.2 | 198.0 | 47.8 |  |
| Unemployment rate² | | | | |
| Guelph* | 6.74% | 6.2% | 0.54% |  |
| Ontario | 8.24% | 6.2% | 2.04% |  |
| Canada | 7.66% | 6.2% | 1.46% |  |
| Number of Jobs³ | | | | |
| Guelph | 83,713 | 88,146 | 4,433 |  |
| Population Growth² | | | | |
| Guelph* | 1.58% | 1.76% | 0.18% |  |
| Ontario | 1.30% | 1.76% | 0.46% |  |
| Number of businesses³ | | | | |
| Guelph | 7,304 | 8,149 | 845 |  |
| Total assessed property value⁴ S Billions | | | | |
| Guelph | 14.0 | 16.5 | 2.5 |  |
| New taxes generated from growth⁴ S Millions | | | | |
| Guelph | 2.8 | 3.4 | 0.6 |  |
| Development Charges⁴ S Millions | | | | |
| Total | 16.5 | 23.0 | 6.5 |  |
| Non Residential | 3.6 | 2.5 | -1.1 |  |
| Residential | 12.8 | 20.4 | 7.6 |  |

*geographic region is Guelph Census Metropolitan Area which includes the Township of Puslinch and Township of Guelph Eramosa.


Source information:

¹City of Guelph, Building Services; ²Statistics Canada, Labour Force Survey;

³EMSI Analyst, June 2009-2014; ⁴City of Guelph, Finance department




2014 MAJOR PROJECTS



RiverHouse and Market Commons: moving day for 180 residents downtown

First major commercial downtown development in 20 years

River Mill breaks ground: first residential building to be connected to district energy




GID Secondary Plan approved by Council



University of Guelph

\$50 million+ in expansions at University of Guelph



Hanlon Creek District Energy plant up and running

Grand opening of Würth Canada in the Hanlon Creek Business Park

BUSINESS RETENTION AND EXPANSION (BR+E)

GUELPH APPRECIATES LOCAL BUSINESS

A large portion of Guelph's employment comes from growing businesses that are already operating in our city. These businesses contribute to the prosperity of our community through taxes, jobs and other benefits like corporate donations.

GROW GUELPH BR+E

The purpose of Guelph's BR+E program is to understand the local economic climate, support business opportunities and help reduce barriers to business growth and job creation.

In order to service the unique needs of Guelph's business community, Grow Guelph BR+E is a coordination of services that are offered by organizations beyond that of City Hall.

For more information visit growguelph.ca.



*Eric Canada's formula for the economic impact of BR+E.



2014 GROW GUELPH BR+E PARTNERS INCLUDE

- Career Education Council Guelph Wellington Dufferin
- City of Guelph
- Conestoga College
- Downtown Guelph Business Association
- Government of Ontario
- Guelph Chamber of Commerce
- Guelph Wellington Business Enterprise Centre
- Innovation Guelph
- Local Immigration Partnership
- University of Guelph
- Workforce Planning Board of Waterloo Wellington Dufferin

BUSINESS EXPANSIONS

Two examples of the many expansions that occurred in 2014:

RWDI

Homegrown RWDI, the largest wind and environmental engineering firm of its kind, announced in 2014 that it would stay and expand in Guelph. The company will be moving its operation in 2015 from Woodlawn Road to the HBP, retaining and adding jobs along with a physical expansion to the existing building.

- 200 Guelph jobs retained
- 200 new jobs over 5 years

NSF-GUELPH FOOD TECHNOLOGY CENTRE

NSF International broke ground on a new facility in the University of Guelph's Research Park North. The building will serve as the NSF International's Canadian hub, expanding its capabilities in providing food safety training, consulting and technical services.

- 25,000 sq. ft. office space
- 45 Guelph jobs retained
- 40 new jobs expected

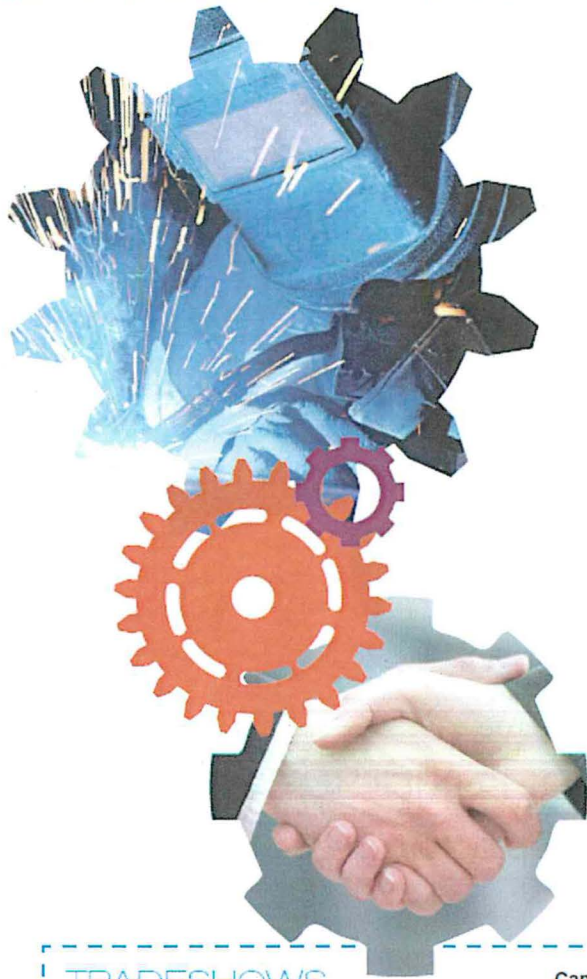
INDUSTRIAL AND COMMERCIAL EXPANSIONS OVER \$2M

| | | |
|--------|----------------------|---------------------|
| \$50M+ | University of Guelph | 50 Stone Road East |
| \$9M+ | Itala Salmi Co. | 16 Fair Road |
| \$6.4M | Guelph Sikh Society | 410 Clair Road East |
| \$3.7M | AEC Developments | 400 Michener Road |
| \$3M | Vehcom | 74 Campbell Road |
| \$2.4M | JL's Home Hardware | 575 Wellington Road |

Source: City of Guelph Building Department

Rendering of new NSF-Guelph Food Technology Centre





MANUFACTURING DAY 2014

Economic Development supported the Workforce Planning Board of Waterloo Wellington Dufferin to deliver the region's first Manufacturing Day.

Manufacturing Day is a North American-wide event where manufacturers open their doors to local high school students and expose them to the high-caliber careers that are available in manufacturing.

The event was one of several initiatives that took place in 2014 that help address workforce challenges in the manufacturing sector.

4 participating
Guelph and area companies

 **130** high school
students and
educators

The events that were held in the Guelph, Wellington and Waterloo area made it the second most concentrated area for Manufacturing Day events in North America.

TRADESHOWS

To assist with business development efforts, Grow Guelph invited local business to go on the road and showcase at two large national shows in 2014.

Canadian Restaurant and Foodservice Association Show

4 Guelph businesses – 3 days

400+ CONNECTIONS

Canadian Waste and Recycling Show

3 Guelph businesses – 2 days

200+ CONNECTIONS

2014 GROW GUELPH BUSINESS INTERVIEW HIGHLIGHTS

First BR+E Business Visitation and Survey program complete! 54 Guelph businesses participated; of those businesses that participated:

83% felt that Guelph is a good to excellent place to do business.

79% projected an increase in sales in 2015.

64% had plans for expanding over the next 18 months.

62% identified their industries as growing.

Visit growguelph.ca for more survey results.

In 2014, thanks to the generous support from Canada Foreign Affairs, Trade & Development's Invest In Canada Initiative, Guelph Economic Development in partnership with Innovation Guelph launched connectguelph.com, Guelph's one stop shop online for business.



70+ LOCAL BUSINESSES

were serviced by the BR+E program in 2014



JOB SECURITY

Keeping businesses healthy and growing in Guelph creates and secures jobs and provides new opportunities for career development.

KEEPING TALENT CLOSE TO HOME

Local companies hire from our local talent pool. BR+E connects business and educational institutions making more opportunities for graduates to find meaningful employment right here at home.

INVESTMENT ATTRACTION

GUELPH ATTRACTS NEW BUSINESS

Investment attraction is the promotion of Guelph to businesses that are located outside the community in both Canadian and international markets. These new businesses create new employment opportunities along with new tax revenue that supports the future prosperity of Guelph.

CANADIAN MARKET

The Greater Toronto area remains a key market area of investment attraction for companies looking to relocate and expand.

Two examples of these types of investments that occurred in 2014:

WÜRTH CANADA LIMITED

Opened its Canadian head office and distribution centre from Mississauga to Guelph.
90 jobs created

OERLIKON BALZERS (CANADA)

Decided Guelph was the place to relocate its only Canadian coatings facility from Burlington (scheduled to open in 2015).
20 jobs created

**110
JOBS**



INTERNATIONAL MARKET

FDI brings new dollars and new ideas in to the community; it connects Guelph globally and contributes to an innovative environment that is attractive to all types of business.

Guelph has co-founded the Ontario Food Cluster (OFC) and is an active partner in the Ontario Clean Technology Alliance (OCTA). These organizations provide Guelph with a cost-effective and efficient method to attend international trade shows and meet with prequalified international food and clean technology companies interested in locating in North America.

In 2013, Guelph developed its own FDI Attraction, Retention Strategy and Action Plan designed to raise the city's global profile in three key sectors: agri-innovation, clean technology and advanced manufacturing.

GUELPH'S AGRI-INNOVATION VALUE PROPOSITION

Guelph's FDI Attraction and Retention Strategy and Action Plan Identified the agri-Innovation sector as the sector offering the most immediate global opportunities for Guelph. As such, in 2014 Economic Development completed a report entitled "Guelph as a Location for Agri-Food and Agri-Tech Headquarters and Knowledge-Oriented Offices". This document outlines Guelph's attractive strengths for agri-business investment. It will be used in FDI marketing materials to attract more world class agri-Innovation companies to Guelph and strengthen the city's already prominent reputation in this sector.

TIES WITH HOLLAND

Holland and Guelph share similar economic development strategic goals in the agri-Innovation and clean technology sectors. Holland has been identified as a potential market for Guelph to pursue investment activities. The Guelph Economic Development division continues to develop business relationships through the Dutch Consulate in Toronto.

TIES WITH GERMANY

Community Energy travelled to Germany to present at the Transatlantic Urban Climate Dialogue workshop where Guelph shared the Community Energy Initiative with other cities in North America and Europe. During the trip, the delegation met with clean technology companies that showed interest in the North American market.

Alongside nearly 70 experts, executives and business representatives, Guelph also attended the Canadian German Conference on Water and Waste Water Management. The program included a site visit to the Southern Ontario Water Consortiums' wastewater pilot facility in Guelph. Meetings with water companies provided direct contact between German and Canadian industry representatives.



Guelph traveled to **New York, Munich, Hanover, and Paris** in 2014 and generated over **200 leads** at agri-food and clean technology tradeshow as part of OFC and OCTA.



NEW IDEAS

FDI brings new business investment and new talent to our community. This creates relationships that can open opportunities for trade and expands the innovative capacity of Guelph.

DOWNTOWN DEVELOPMENT

IT'S HAPPENING RIGHT NOW

Downtown is a major hub for social, economic and cultural activity in Guelph. Continuing to develop Guelph's downtown keeps our community vibrant by bringing more people to live, work and play in our core.

Downtown development also plays an important role in contributing to the City's bottom line.

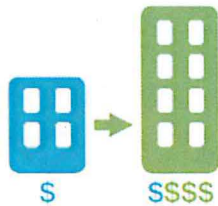


HOW?

MAKING LAND MORE VALUABLE

The more use land can sustain, the more valuable it becomes and more taxes it generates.

This added revenue is applied city-wide providing services that benefit Guelph as a whole.



The same land now generates more tax revenue.

BUILDING AN URBAN NEIGHBOURHOOD

Guelph has a vision for downtown: an urban neighbourhood where people want to live, work and play. This means adding a mix of people, businesses and institutions to make the place that we already know and love even better.



Creating a place where mixed-use development can thrive takes planning.

GROUND BREAKINGS

New developments show there is momentum in the downtown.

First residential building hooked to District Energy

RIVER MILL CONDOMINIUMS

This 18 story mixed-use development will be heated and cooled by district energy. See page 19 for story.



143 residential units
5,000+ sq. ft. commercial space
32x tax revenue increase*



Major brownfield redeveloped

40 WELLINGTON STREET

First new commercial development in downtown in 20 years and a gateway to what's to come for the city's core.

New parking and renovated ball diamond
38,000 sq. ft. commercial space
7x tax revenue increase*

MOVING IN

Adding people keeps downtown vibrant.

Award winning

MARKET COMMONS

Received the Canadian Urban Institute Brownie Award in 2014 for Financing, Risk Management & Partnerships for affordable home ownership.



57 residential units
13x tax revenue increase*

30x tax revenue increase*

RIVERHOUSE CONDOMINIUMS

Downtown's first luxury high density residential development.

130 residential units
3,500+ sq. ft. commercial space



**estimate between existing and post-construction municipal taxes*



COMING SOON

On the horizon.

Breaking ground 2015

METALWORKS

Sales began in 2014 for this multi-phase mixed-use project on an 8 acre remediated brownfield site.

Phase 1 of the project is expected to break ground in 2015.

When completed, the residential component of this development will fulfill almost a quarter of the target outlined in the Downtown Secondary Plan and will create new public access along the Speed River.

Phase 1:
125 residential units
36x tax revenue increase*

**estimate between existing and post-construction municipal taxes*

DOWNTOWN STREETSCAPE MANUAL AND BUILT FORM STANDARDS

These documents approved in 2014 outline the urban design expectations for public space and private developments downtown. This study includes direction on projects such as the revitalization of St. George's Square, downtown's unique heritage attributes and roadway redesigns.

For more information visit
guelph.ca/placemaking.

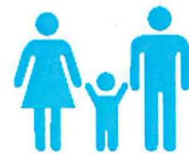


On target

for new residents in the downtown by 2031



\$2.30 private dollars were leveraged by every **\$1** minor activation grants provided by the City in the downtown.



14,700

event attendees in Market Square in 2014.

PROSPERITY
MEANS



FEELING CONNECTED

Downtown development is creating more places and ways for people to connect, share and innovate.

MORE ENTERTAINMENT

All work and no play makes Guelph a dull city. Downtown development is creating new spaces and energy around culture and entertainment by bringing people to the core and building a vibrancy unique to Guelph.

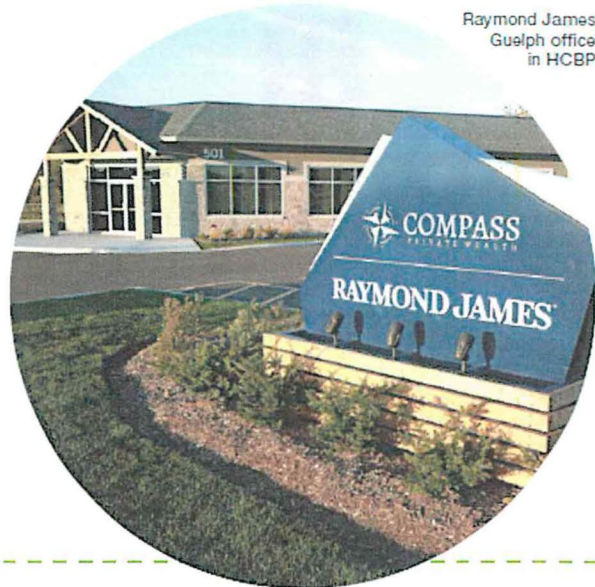
EMPLOYMENT LAND

BUILDING INVESTMENT CAPACITY

Often referred to as industrial parks or business parks, the availability of employment land is essential for the City to attract and keep businesses in Guelph. These businesses provide employment opportunities that support families as well providing important tax revenue that builds and supports community infrastructure and services.

This is why the City needs to ensure that Guelph has a continuous and available supply of serviced employment land.

Guelph is in a highly competitive position with a stable supply of serviced employment lands. This supply is available to meet today's needs along with plans to ensure a continuous supply for the future.



Raymond James
Guelph office
in HCBP

\$8.2M

Value of City-owned
land sales in HCBP

29.5 City-owned acres
sold in HCBP

HANLON CREEK BUSINESS PARK (HCBP) LAND SALES

The HCBP looks much different in 2014 than a short four years ago. After significant planning, the site is now generating land sale revenues, tax revenues and creating jobs.

Since 2010 when the park came on to the market, the City has negotiated and facilitated 9 sales in the park.

In addition, 27 acres have been purchased by private developers and investors.



19 BUILDINGS

are built or in the planning stages in the HCBP

FUTURE EMPLOYMENT LAND

The Guelph Innovation District is one of Guelph's future employment and mixed-use development sites. The district's secondary plan was approved by Council in 2014. This is a milestone in bringing these lands online and available for development in the future.

200 BEVERLEY ST.

200 Beverley St. is a City-owned 13-acre brownfield property. CBRE real estate specialists were retained in 2014 to research a new productive use for the property that would add value back to the community. CBRE also assisted the City in developing a marketing package that would be presented to potential buyers in early 2015.

DISTRICT ENERGY, A COMPETITIVE ADVANTAGE



The newest feature of the HCBP came online in 2014 with the installation of a district energy system.

This system will provide the electricity, heating and cooling needs for participating buildings in the park. Those businesses that are connected to the system don't need to purchase a furnace or air conditioner and benefit from stable and reliable utility costs.



PROSPERITY MEANS

SHORT COMMUTE

Employment land means just that, employment. More employment opportunities means more Guelphites can live and work in the same city and avoid a long commute to find meaningful employment.

SHARING THE LOAD

On top of generating employment opportunities in the community, buildings constructed on employment lands provide increased taxes that help build city infrastructure and support community services.

COMMUNITY ENERGY

THE GATEWAY TO THE NORTH AMERICAN ENERGY MARKET

Guelph spends approximately half a billion dollars on energy each year. The majority of this money leaves our community and doesn't come back, but if Guelph consumed or conserved energy that is produced locally, half of that money would be kept in the community.

Community Energy works on a range of business development projects that both reduce energy consumption and create opportunities for its production and distribution right here in Guelph. By pioneering this kind of commitment to energy management in North America, Guelph has attracted the attention of investors around the world. In doing so, it has strengthened Guelph's image in the global market as a place where innovative clean technology companies want to locate and grow.

THE COMMUNITY ENERGY INITIATIVE

Guelph's Community Energy Initiative supports a variety of projects and programs that help Guelph reach its goals for energy and greenhouse gas reduction.

WHAT ARE THOSE GOALS?

Between 2006 and 2031, reducing Guelph's per capita energy use by 50%, and per capita greenhouse gas emissions by 60%, despite a significant population increase.

HOW ARE WE DOING?

Since the Community Energy Initiative launched in 2006, both energy use and greenhouse gases are trending down in the range of 15% per capita.

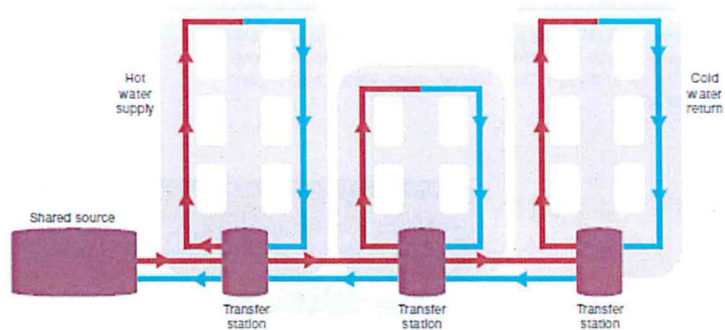
Updates and more information on the Community Energy Initiative can be found at guelph.ca/energy.

DISTRICT ENERGY

District energy is a network of piping and small energy plants that produce heat and cooling for multiple buildings from a shared source. The District Energy Strategic Plan is a road map on how Guelph will adapt this district energy system city-wide, connecting all buildings to a new heating and cooling grid.

WHAT DOES THAT MEAN?

It means that buildings that are connected to district energy don't need to purchase and operate a furnace or air conditioner. It helps reduce expenses spent on utilities, stabilizes rates, and reduces energy consumption and greenhouse gas emissions.



DISTRICT ENERGY SYSTEMS

HCBP SYSTEM APPROVED

Minister of Energy, Bob Chlarell visited Guelph to mark the approval and launch of the Hanton Creek Business Park District Energy System, the second in Guelph. The savings to companies through the use of this new system provides a competitive advantage for Guelph to attract companies to the business park.

RIVER MILL CONDOMINIUMS

Announced in 2014, River Mill Condominiums will be the first residential building in Guelph to be heated and cooled by district energy. Residents and businesses in this 18 story development will benefit from reliable supply of these utilities and lower fuel costs.

139 suites heated and cooled with district energy

ATTRACTING INVESTMENT

In 2014, the multi-national Danish company Ramboll announced the opening of a new office in Guelph. The company recognized Guelph's strength in the clean technology industry and have plans to use their new office to deliver consulting services for district energy networks throughout North America.

EMERGE GUELPH COMMONS OPENS ITS DOORS

A new office for EMERGE Guelph opened in 2014 in the Old Quebec Street Shoppes. EMERGE Guelph provides programs at the home, street and neighbourhood level that help residents and businesses reduce their environmental impact. These programs assist the City in meeting their energy, water, transportation, and waste targets.

RECOGNITION IN 2014

FEDERATION OF CANADIAN MUNICIPALITIES AWARD

Partners for Climate Protection Program – recognized for raising awareness of climate change and reducing greenhouse gas emission.



SUSTAINABLE COMMUNITIES AWARDS

- Community Energy Initiative recognized for innovation and excellence in energy.
- Greenhouse Gas Emission Reduction Champion.



Canadian Solar Guelph facility



AFFORDABILITY

By tackling energy from both the supply and demand side, households can reduce energy consumption and expenses, making living in Guelph more affordable.

CLEANER AIR

Community energy projects reduce harmful greenhouse gas emissions, meaning cleaner air and a higher quality of life for residents.



Invest In Guelph is an Initiative of the City of Guelph to position and promote Guelph, Ontario as an investment ready and responsive community

For more information on the services offered by Guelph Enterprise Services please visit:

guelph.ca/biz



Business Development and Enterprise

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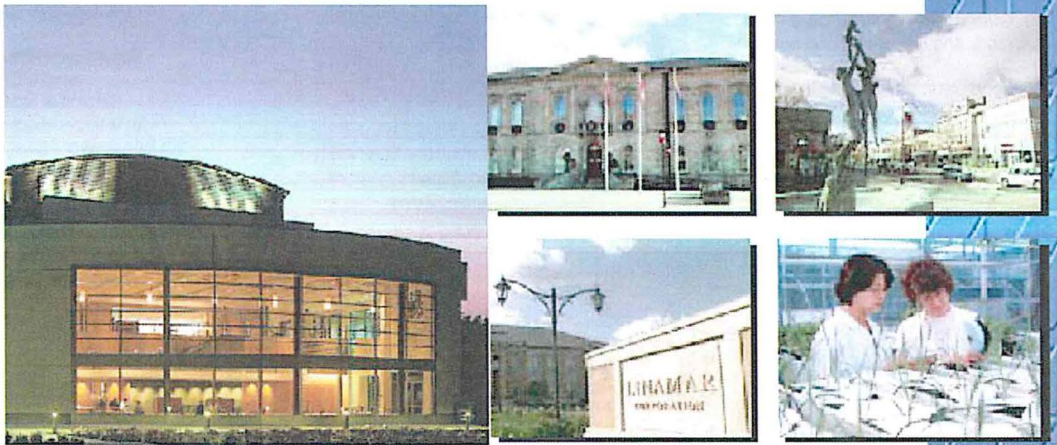
Economic Development

Peter Cartwright
General Manager
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Attachment 2

CITY OF GUELPH - PROSPERITY 2020

FIVE YEAR STATUS SUMMARY



Attachment 2 Prosperity 2020 5-Year Status Summary

| Prosperity 2020 – Strategic Directions <i>As Implemented through BDE's Investment Attraction Programs</i> | BDE's Involvement |
|--|--|
| | ✓ ✓ Program Lead |
| | ✓ Program Partner |
| 1.1 Focus on growth sectors | ✓ ✓ |
| 1.2 Develop detailed sector strategies | ✓ ✓ |
| 5.4 Develop sector-specific marketing strategies | ✓ ✓ |
| 7.4 Establish new regional economic development partnerships & business cluster initiatives | ✓ ✓ |
| ACTIVITIES TO DATE | |
| <p>Business Development and Enterprise has a long-standing history in delivering Investment Attraction Programs. Since 2010 BDE has conducted the following activities to support the noted Prosperity 2020 Strategic Directions.</p> <p>Strategic Direction 1.1 - Business Development & Enterprise has focused its investment attraction activities on the Agri-Food & Innovation, Environmental Technologies and Advanced Manufacturing Sectors. Through research and analysis it has been determined that Guelph has competitive strengths within each of these sectors. More details on this analysis can be found at: http://guelph.ca/wp-content/uploads/Prosperity 2020 Phase1-Economic Base Analysis Report.pdf.</p> <p>Strategic Directions 1.2 & 5.4 – An investment strategy has been developed and is being implemented for the above noted targeted sectors. These strategies have been established in partnership with the University of Guelph and the Guelph Chamber of Commerce, with funding assistance provided by the Department of Foreign Affairs and International Trade Canada. The full details of this strategy can be found at: http://guelph.ca/wp-content/uploads/GuelphFDIAttractionRetentionStrategyActionPlan.pdf.</p> <p>Supporting sector profiles have been created for the Agri-Food & Innovation, Environmental Technologies, Advanced Manufacturing, and Information Technology Sectors. This information can be accessed at: http://guelph.ca/business/economic-development-office/growth-sectors/.</p> <p>Strategic Direction 7.4 - To date BDE has spent significant effort to establish local, regional and provincial economic development partnerships. The local partnerships that have been established include the University of Guelph and the Guelph Chamber of Commerce. Regionally BDE has established project-based partnerships with the County of Wellington, the Province of Ontario and related professional networks. These partnerships have allowed BDE to focus its investment marketing activities within the South-west Ontario and the Greater Toronto Area markets. We continually receive investment leads through the professional networks that have been established. By way of example, these networks have helped the City to land companies such as Wurth, Denso, and Canadian Solar.</p> <p>At the international level BDE is a member of two foreign investment consortiums, the Ontario Clean Tech Alliance and the Ontario Food Cluster. These consortiums have allowed the City to participate in international focused investment missions in a cost effective manner. An example of one of the international consortiums can be found at: http://guelph.ca/2012/03/economic-development-receives-funding-for-investment-attraction-activities/. To date, these partnerships have helped to identify over 200 potential investment leads. These activities have also served to establish positive working relationships with the Dutch Consul General's Canadian office. The following link provides further information on this initiative: http://guelph.ca/2014/04/dutch-consul-general-visits-guelph/.</p> <p>The BDE office has also established working relationships with the Ontario Ministry of Economic Development, Trade and Employment's international trade offices within China, England, France, Germany, India, Japan, Mexico and the United States of America. These relationships were established in 2013 through the hosting of these offices as described in the following link: http://guelph.ca/2013/06/ontarios-international-trade-team-tours-guelph/.</p> | |
| 2015/2016 OBJECTIVES | |
| During this time period BDE intends to focus its efforts on achieving the following objectives; | |
| • Delivering local B2B Investment/Networking Events | • Further targeting the GTA market |
| • Pursuing FDI identified business development leads | • Further participating in FDI marketing consortiums |
| • Pursuing joint partnership marketing opportunities | • Conducting assessment of market opportunities |

Attachment 2 Prosperity 2020 5-Year Status Summary

| Prosperity 2020 – Strategic Directions As Implemented through BDE's 'Business Retention & Expansion' Activities | BDE's Involvement |
|---|----------------------|
| | ✓ ✓ Program Lead |
| | ✓ Program Partner |
| 1.3 Establish commercialization and capitalization networks | ✓ |
| 2.1 Identify and implement "business friendly" initiatives | ✓ ✓ |
| 2.2 Establish a one-window approval process with clear timelines | ✓ ✓ |
| 2.3 Develop and implement a Business Retention & Expansion Program | ✓ ✓ |
| 3.1 Identify Workforce Development Strategies | ✓ |

ACTIVITIES TO DATE

In 2013 a more formalized, pro-active Business Retention & Expansion (BRE) Program was launched in partnership with the University of Guelph and the Guelph Chamber of Commerce. The program was established to address Prosperity 2020's **Strategic Direction 2.3**. In part, the BRE program addresses and implements elements of the other above noted strategic directions. The first phase of the program surveyed the local business community to identify their needs. In 2014 programs were developed and implemented to address priority matters, focusing on site selection, municipal permitting and business networking. Further information on the program can be found at: <http://guelph.ca/2013/10/guelph-launches-grow-guelph-business-retention-expansion-program/>.

Strategic Direction 1.3 – Innovation Guelph and the Guelph-Wellington Business Development Centre are the two organizations, which best respond to this strategic direction.

Innovation Guelph's mandate is to cultivate entrepreneurs through the development of programs and partnerships. Its activities directly dovetail with BDE's business retention and expansion and downtown development objectives. Because of this relationship, staff of BDE actively participate and support Innovation Guelph initiatives. Examples include providing event sponsorship, participating on project teams, and providing promotional and networking support. Further information on Innovation Guelph can be found at: <http://www.innovationguelph.ca/>.

Currently BDE provides, as part of its annual budget, a grant of \$30k to the Guelph-Wellington Business Development Centre. This grant helps supports this organizations ability to develop small business opportunities within the City. Details of the Centre's activities can be found at: <http://www.guelphbusiness.com/>.

Strategic Directions 2.1 & 2.2 – In 2011 BDE led an interdepartmental review of the City's planning, engineering, building services and economic development practices as they relate to responding to investment inquiries and proposals. This review resulted in 23 recommendations, which in great part would result in the City responding to investment prospects in a more business-like manner. BDE and Planning Services have co-led the implementation of the recommendations, which commenced in 2014. Further details on the Phase 1 and 2 reviews, and the implementation of the recommendations can be found at: <http://guelph.ca/business/economic-development-office/integrated-operational-review/>.

Parallel to the above referenced operational review, BDE led an interdepartmental team, which was tasked to develop protocols, and processes, which will improve how the City responds to investment inquiries and prospects. Known as the "Industrial, Commercial and Institutional Handling and Rapid Response Protocol", this process defines and establishes the roles, responsibilities of interdepartmental staff, which will result in timely, accurate and coordinated responses to investors.

Strategic Direction 3.1 – For the most part, related workforce development research, programs and events are led by the Chamber of Commerce, and/or the Workforce Planning Board of Waterloo Wellington Dufferin, in partnership with BDE and local academic institutions. BDE has jointly sponsored (either in-kind or with funds) and participated in various events that have been led by these organizations, such as the Chamber led 'Guelph-Wellington Economic Annual Summit', the Workforce Planning Board led 'Annual Manufacturing Day'. BDE has also participated in various research projects conducted by the Workforce Planning Board. Further information on such project and other Board activity can be found at: <http://workforceplanningboard.com/>.

Attachment 2 Prosperity 2020 5-Year Status Summary

2015/2016 OBJECTIVES

During this time period BDE intends to focus its efforts on achieving the following objectives;

| | |
|--|---|
| • Pilot the 'ICI Handling & Rapid Response Protocol' | • Proactively meet with local business sectors |
| • Deliver business network & support programs | • Respond to business investment needs & requests |
| • Partner in workforce development initiatives | • Act a business advocate within City Hall |

| Prosperity 2020 – Strategic Directions Implemented through BDE's 'Downtown Renewal' Activities | BDE's Involvement | |
|--|-------------------|-----------------|
| | ✓ ✓ | Program Lead |
| | ✓ | Program Partner |
| 3.3 Promote and facilitate a stronger Community College presence. | ✓ | |
| 6.1 Continue to follow through on the City's investments in improving the Downtown | ✓ ✓ | |
| 6.2 Market the downtown to attract and retain businesses | ✓ ✓ | |
| 6.3 Program the downtown to enhance its role as a centre of civic life | ✓ ✓ | |
| 6.4 Identify and promote potential residential development site Downtown | ✓ ✓ | |
| 6.5 Target downtown as a strong location for post secondary school space requirements | ✓ | |
| 6.6 Promote the Downtown as a strong location for IT businesses | ✓ | |

ACTIVITIES TO DATE

Prosperity 2020 recognized the important role that Guelph's downtown will play in meeting the City's economic and growth targets. The Downtown Renewal Office (DRO) has taken on some very complex and difficult projects, most of which require the establishment of partnerships at the local, regional and provincial level.

Strategic Initiatives 3.3 & 6.5 – The DRO, in partnership with Conestoga College and the University of Guelph have partnered on various initiatives, which are intended to position a stronger Community College presence within the downtown. Activities to date have included conducting market soundings to identify programming and space need requirements. As well, the DRO and other City departments are assisting Conestoga's efforts to position an expanded Guelph campus with various Provincial government departments and local stakeholders.

Strategic Initiative 6.3 - To date, the majority of the Downtown Renewal office's activities are directed by, and in response to the objectives found within the Downtown Secondary Plan. This office was instrumental in coordinating municipal and stakeholder efforts in bring forward this plan for Council's approval in 2012. This plan serves as the framework used to attend to Prosperity 2020's downtown directions. The plan's details can be viewed at: <http://guelph.ca/plans-and-strategies/downtown-secondary-plan/>.

Strategic Initiatives 6.1, 6.2, 6.4 & 6.5 - Because of the need to engage many stakeholders, and the complex nature of most projects, the results achieved to date are not always apparent. Having said this, the Downtown Renewal Office has not only managed incentive programs which improve the urban design of the downtown, it also is project managing such projects as Baker Street, and responding to developer matters which have allowed TriCar's and Fusion Home's projects to move forward.

2015/2016 OBJECTIVES

During this time period BDE intends to focus its efforts on achieving the following objectives;

| | |
|--|---|
| • Preparation of a Downtown Business Master Plan | • Support Corporate activities relating to GO service |
| • Preparation of a Parking Master Plan | • Provide support to private investors |
| • Provide support to an expanded DE presence | • Continued work on Baker redevelopment proposal. |
| • Continued administration of incentive programs | • Continued support of Conestoga's campus proposal |

Attachment 2 Prosperity 2020 5-Year Status Summary

| Prosperity 2020 – Strategic Directions Implemented through BDE’s “Investment Readiness” Activities. | BDE Local Role | |
|---|----------------|-----------------|
| | ✓✓ | Program Lead |
| | ✓ | Program Support |
| 2.5 Articulate the importance and benefits of strong investment | ✓✓ | |
| 2.6 Re-frame debate in Guelph to focus on common interests, paths and action forward | ✓✓ | |
| 4.1 Implement the recommendations of the Guelph Employment Lands Strategy | ✓✓ | |
| 4.2 Identify, prioritize and promote investment in community infrastructure. | ✓✓ | |
| 7.2 Establish protocols to define lead agencies and responsibilities | ✓✓ | |
| 7.3 Determine how to best structure marketing, development and local coordination efforts | ✓✓ | |
| 7.5 Increase collaborative engagement with senior government & other organizations | ✓✓ | |
| 7.6 Establish how to expand on the City’s brand to best promote Guelph. | ✓✓ | |
| 7.7 Increase Guelph’s profile to business through greater use of web and social media | ✓✓ | |
| <p>ACTIVITIES TO DATE: As stated elsewhere in this report, investment readiness is defined as the community’s ability to respond to business investment matters in a timely, accurate and “business-like” manner. The ability to do so can be the difference in future investment resulting in Guelph or other competing communities.</p> <p>Strategic Directions 2.5 & 2.6 - Business Development & Enterprise, along with Engineering, Planning and Building Services, led a review of the City’s development processes. Commonly known as the Integrated Operational Review (IOR), staffs from Business Development & Enterprise have actively participated in the review and development of Guelph’s processes. Significant effort and resources have been focused to address the recommendations provided in the IOR Phase 2 Report, which can be viewed at: http://guelph.ca/business/economic-development-office/integrated-operational-review/. In part, this review and the resulting action plan are intended to better position Guelph in responding to investment inquiries.</p> <p>Strategic Directions 4.1 & 4.2 - The entire Guelph Employment Lands Strategy can be viewed at: http://guelph.ca/wp-content/uploads/Employment_Land_Strategy_Phase_2.pdf. To date, Business Development & Enterprise has played the lead role in the development and marketing of the Hanlon Creek Business Park. Activities to date have included coordinating all planning and design initiatives relating to securing zoning, draft plan and registered plan approvals. BDE is also responsible for establishing and managing cost sharing agreements with other participating private developers. BDE is also responsible for negotiating the sale of City developed property.</p> <p>BDE is also playing the lead role in positioning the IMICO property to potential investor for the purpose of re-purposing the property. To date this has included coordinating all communication and marketing initiatives.</p> <p>As well, BDE provided input into the development of the Guelph Innovation District’s Secondary Plan, specifically with respect to development of employment land and energy policies.</p> <p>Strategic Direction 7.2 - Significant effort has been made to define the roles and responsibilities of local economic development programs. ‘Connect Guelph’ was established by BDE as a venue for these organizations to better communicate and coordinate programs and activities.</p> <p>Strategic Directions 7.3, 7.6 & 7.7 - In 2012 BDE developed and launched a Marketing, Communications and Branding Strategy, which is intended to strengthen Guelph’s position and brand within the business investment market. The strategy is comprised of a background review, brand and program development and a comprehensive section that addresses messaging, tactics, schedule, budget and key performance indicators. The strategy is used by BDE to develop all of its marketing material and initiatives. A copy of this strategy is available upon request.</p> | | |

Attachment 2 Prosperity 2020 5-Year Status Summary

2015/2016 OBJECTIVES

During this time period BDE intends to focus its efforts on achieving the following objectives;

| | |
|---|--|
| • Continued marketing and sale of HCBP Phase 1 | • Create a strategic direction to market GID |
| • Continued marketing & disposition of IMICO | • Partner with GMHI re: marketing DE in the HCBP |
| • Respond to investor inquiries & needs | • Participate in the implementation of IOR objectives |
| • Update HCBP Phase 3 development business case | • Provide business input into planning & development matters |

Prosperity 2020 – Strategic Directions Implemented through BDE’s “Community Energy” Activities.

| | BDE Local Role | |
|--|----------------|-----------------|
| | ✓✓ | Program Lead |
| | ✓ | Program Support |
| 4.2 Identify, prioritize and promote investment in community infrastructure. | ✓✓ | |
| 4.3 Promote the adoption of Community Energy Plan initiatives by business | ✓✓ | |

ACTIVITIES TO DATE:

The Community Energy Office has been responsible for the delivery of the Community Energy Initiative. The overall vision of the CEP is:

‘Guelph will create a healthy, reliable and sustainable energy future by continually increasing the effectiveness of how we use and manage our energy and water resources’.

This vision is supported by five goals, which in summary are

- Guelph will be the place to invest in sustainable energy;
- Guelph will have a variety of reliable, competitive services;
- Guelph energy use will be less than the current global average;
- Guelph will use less energy and water per capita than comparable Canadian cities;
- All publicly funded investments will visibly contribute to meeting the other four CEP goals

Strategic Directions 4.2 & 4.3 - To date, the Community Energy office has been active in working with Guelph Municipal Holdings Inc., and Envida Community Energy on a variety of business development projects, including but not limited to:

- District Energy in the Hanlon Creek Business Park;
- District Energy within the Downtown
- Business Development promotion of district energy to prospective clients.

2015/2016 OBJECTIVES

During this time period BDE intends to focus its efforts on achieving the following objectives;

| | |
|--|---|
| • Continued involvement in developing district nodes | • Partner with GMHI re: marketing DE in the HCBP |
| • Partnering with GMHI & Envida to implement business development plans & activities | • Help identify potential DE customers & assist in brokering business contracts |

STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

**SUBJECT Essex Street On-Street Parking:
Background to Notice of Motion and Recent Survey**

REPORT NUMBER IDE-BDE-1504

EXECUTIVE SUMMARY

PURPOSE OF REPORT

This report is to provide background to a Notice of Motion referred by Council to Committee on March 23, 2015 and to provide an update and recommended course of action related to the parking issues on the mixed commercial end of Essex Street in Downtown Guelph.

KEY FINDINGS

Essex Street, between Waterloo and Dublin Streets, is a 'shoulder' street in the Downtown, straddling residential and commercial areas, which has evolving parking needs.

Councillor Piper's Notice of Motion, to be discussed at Committee, reflects the need to set aside existing engagement policy on streets that have complex use profiles.

Being directly adjacent to the Central Business District and currently having all-day permissive parking regulations, means that the street is largely filled with daytime employee parking during the week.

A petition has been received that proposed changing the daytime, weekday operation of the on-street parking to 2hr / 8am-6pm which reflects wanting to achieve additional turnover for commercial uses.

Staff undertook an additional survey of the street based on the downtown parking operations standard of 2hr / 9am-9pm Monday to Saturday.

Having reviewed the feedback and considered the varying needs of the street, Staff are proposing a pilot arrangement for this section of the street that tries to address the unique needs profile that has emerged.

STAFF REPORT

This process highlights the need for renewed policy and a framework to support Staff in proactively working with these types of mixed-use streets as part of managing the downtown inventory.

FINANCIAL IMPLICATIONS

The change in signage for the pilot is estimated at \$1,000 and is within the approved budget for the Public Operations Department.

ACTION REQUIRED

Received and approve recommendation.

RECOMMENDATION

1. That Report IDE-BDE-1504 titled "Essex Street On-Street Parking", from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.
2. That staff undertake the proposed on-street parking pilot as described in the report, and report back to IDE Committee by Q2 2016.

BACKGROUND

Essex Street is an original Galt Plan street that runs between Gordon and Bristol Streets to the west of Downtown Guelph, just south of Waterloo Avenue. In the block closest to the downtown, between Gordon and Dublin, is a mix of older service related businesses, residential and emerging commercial uses. Staff consider this a 'shoulder' street in its relationship between the downtown parking operations and the fully-residential blocks further on its length.

The street has been reconfigured over the course of both the recent reconstruction of Gordon (where the entrance to the street was changed from the intersection and later reintroduced further along Waterloo) as well as having the new six storey mixed-use project Market Commons be constructed at the corner where a long-standing unattended parking lot existed for many decades.

Essex Street straddles the Downtown Secondary Plan area, with the commercial end contained within it, and the further west blocks existing outside the Plan. Essex is identified to evolve through the plan into a mixed-use area, reflecting the residential but also business intensification that is expected to take place over the next 20 years. (This is different then the previous planning work which identified only residential intensification over time.)

In 2013 a Public Engagement took place based prompted by residents asking for a review due to continually limited on-street parking during daytime hours. With its adjacency to the downtown, Essex is a prime area for daytime employees parking and walking into the central business area. This engagement did not reach any conclusion based on the limited response to options available.

STAFF REPORT

Over the course of 2014/15 the building at the corner, Market Commons, completed construction and its residents and initial business tenant moved-in. It was noted that the block was busier and not able to support short stay turnover based on the current parking restrictions.

On March 23, 2015, Councillor Piper tabled the following Notice of Motion based on her discussions with local business interests and creating the potential for pilot solutions to be tested on the street:

"THAT the matter of suspending On-Street Parking Policy (#03-003) in order to implement an on-street parking review on Essex Street, between Waterloo and Dublin Streets, be referred to the Infrastructure, Development and Enterprise Committee."

The Motion was passed by Council and referred to a future IDE Committee agenda for discussion. This report is providing background for this discussion and to describe staff undertakings during the interim period.

Over May 2015 a second Public Engagement survey was undertaken based on a petition submitted to staff related to the interest in developing additional daytime turnover on the Gordon-Dublin block through the introduction of daytime 2 hour parking along the block.

Finally, in the spring of 2015, Parking and Operations staff made some minor adjustments to the signage and on-street line-painting that created approximately seven more on-street parking spaces on the street.

REPORT

The results of the staff-initiated survey (which asked about the potential to introduce the full Downtown standard of 9am-9pm Monday to Saturday 2 Hour parking arrangement) were mixed but ultimately not supportive of change.

The situation remains however, that the mix of uses and needs on the block are evolving and the current situation is limiting the vitality of this section of the street. Since a mix of daytime all-day and shorter duration parking is seen as needed by different constituents, and as well, the impact of being adjacent to downtown for employees only exists during the week, staff are recommending that a one year pilot be undertaken that would introduce the following to the on-street operation of parking on Essex Street from Gordon to Dublin Streets.

STAFF REPORT

Proposed Essex Street (Gordon to Dublin) Pilot:

| | Inventory | Current Restrictions | Proposed Restrictions |
|---|-----------|---|--|
| North side of Essex between Waterloo and Dublin | 17 spaces | All day permissive | 2hr / 8am to 6pm / Monday to Friday |
| South side of Essex between Waterloo and Dublin | 9 spaces | All day permissive | All day permissive (no change) |
| Essex stub at Gordon | 5 spaces | 1 - Barrier-Free 1 - CarShare 3 - 2hr | 1 - Barrier-Free 1 - CarShare 3 - 15 minute – 8am to 6pm |

This combination allows the on-street inventory to function with daytime quick stop and short duration parking while maintaining some all-day permissive throughout the week. Overnight and weekend permissive parking would remain on the whole, except for the 15 minute spaces remaining as weekend daytime restrictions.

Staff are proposing that this pilot be undertaken following Council discussion and direction and that the pilot be allowed to run for a year upon which the street would be resurveyed and Staff report back to Council by Q2/2016.

Discussion on Notice of Motion

The current practice of surveying outlined in 'On-Street Parking Policy (#03-003)' is based on complaint and trying to successfully achieve 75% return rates on questions of change of on-street operations. This has proven over time to be difficult to achieve. It has left situations unresolved based on the design of the engagement process.

The Essex Street example illustrates that consensus-based decision-making is unlikely to be able to address complex needs on mixed-use streets and that staff need a better framework and authorisation to proactively improve parking issues on a continuing basis.

Staff believe that the intent of the Motion is to identify that the current policy needs review and new ways for staff and the public to champion proactive change should be identified. Staff would be supportive of this direction from Council and would work this direction into upcoming work planning surrounding the Parking Master Plan.

CORPORATE STRATEGIC PLAN

3.2 Be economically viable, resilient, diverse and attractive for business

STAFF REPORT

DEPARTMENTAL CONSULTATION

Business Development and Enterprise
Transportation Services (Parking Operations)

FINANCIAL IMPLICATIONS

The change to street signage to run the pilot described is estimated at \$1,000. This is within the approved budget for the Public Operations Department.

COMMUNICATIONS

Business Development and Enterprise staff have advised all owners and tenants of the section of Essex Street under review about the upcoming IDE Committee meeting and the staff recommendations for the pilot project.

Report Author

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Approved By

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Recommended By

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STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

**SUBJECT SIGN BY-LAW VARIANCES
275 Hanlon Creek Boulevard**

REPORT NUMBER

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise Council of two Sign By-law variance requests for 275 Hanlon Creek Boulevard.

KEY FINDINGS

The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage facing an adjacent property to the first storey of a building face in an Industrial Zone. In addition, the Sign By-law requires that building signs facing an adjacent property be limited to a size of 10m² and be located at least 7.0m from an adjacent property.

Lovett Signs has submitted a sign by-law variance application on behalf of the owner of 275 Hanlon Creek Boulevard:

- To permit one (1) sign with an area of 5.89m² to be located on the second storey of a building face at fronting an adjacent property at a distance of 6.5 metres from the property line; and
- To permit one (1) sign with an area of 12.59m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line.

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The request is reasonable given the surrounding area and the size of building;
- The proposed signage will not face a residential zone;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

FINANCIAL IMPLICATIONS

N/A

STAFF REPORT



ACTION REQUIRED

To approve the requested Sign By-law variances for 275 Hanlon Creek Boulevard.

RECOMMENDATION

1. That the report from Infrastructure, Development and Enterprise dated July 7, 2015 regarding sign by-law variances for 275 Hanlon Creek Boulevard, be received.
2. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 5.89m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.
3. That the request for variances from the Sign By-law for 275 Hanlon Creek Boulevard to permit one (1) sign with an area of 12.59m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line, be approved.

BACKGROUND

Lovett Signs had submitted a sign permit application on behalf of the owner of 275 Hanlon Creek Boulevard (see "Schedule A - Location Map"). Upon review of the application, it was observed that two of the proposed signs do not meet the requirements of the Sign By-law.

The first sign with an area of 5.67m² was also proposed to be located on the second storey of a building face, fronting an adjacent property at a distance of 6.5 metres from the property line. The second sign that did not meet the requirement of the Sign By-law had a proposed area of 12.59m² and was to be located on the second storey of a building face, fronting an adjacent property, also at a distance of 6.5 metres from the property line. The City of Guelph Sign By-law Number (1996)-15245, as amended, restricts signage to the first storey of a building face in an Industrial Zone. The Sign By-law requires that building signs facing an adjacent property be limited to a size of 10m² and be located at least 7.0m from an adjacent property. Given that the signs did not meet these requirements, the sign permit application was refused.

STAFF REPORT

REPORT

Lovett Signs has submitted a sign variance application on behalf of the owner of 275 Hanlon Creek Boulevard:

- To permit one (1) sign with an area of 5.89m² to be located on the second storey of a building face at fronting an adjacent property at a distance of 6.5 metres from the property line; and
- To permit one (1) sign with an area of 12.59m² to be located on the second storey of a building face fronting an adjacent property at a distance of 6.5 metres from the property line.

See "Schedule B- Sign Variance Drawings" for illustrations. Lovett Signs has also provided a letter of rationale in support of the variance; please see Schedule C - "Letter of Rationale from Applicant":

The requested variances are as follows:

| | By-Law Requirements | Variance Request |
|--|---|---|
| Permitted location on a building face fronting an adjacent property | 1 st Storey of a building face and at least 7m from an adjacent property | Two signs to be located on the second storey at a distance of 6.5m from the adjacent property |
| Permitted size of a sign facing an adjacent property in an Industrial Zone | 10% of the building face to a maximum of 10m ² | One sign measuring 5% of the building face, with an area of 12.59m ² |

The requested variances from the Sign By-law are recommended for approval for the following reasons:

- The request is reasonable given the surrounding area and the size of building;
- The proposed signage will not face a residential zone;
- The proposed location on the second storey will not detract from the appearance of the building; and
- The proposed signs will not have a negative impact on the streetscape or surrounding area.

STAFF REPORT



CORPORATE STRATEGIC PLAN:

3.1- Ensure a well-designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS:

N/A

DEPARTMENTAL CONSULTATION:

N/A

COMMUNICATIONS:

N/A

ATTACHMENTS

| | |
|------------|------------------------------------|
| Schedule A | Location Map |
| Schedule B | Sign Variance Drawings |
| Schedule C | Letter of Rationale from Applicant |

Prepared By:

Bill Bond
Zoning Inspector III

Approved By:

Patrick Sheehy
Program Manager – Zoning

Recommended By:

Bruce A. Poole
Chief Building Official

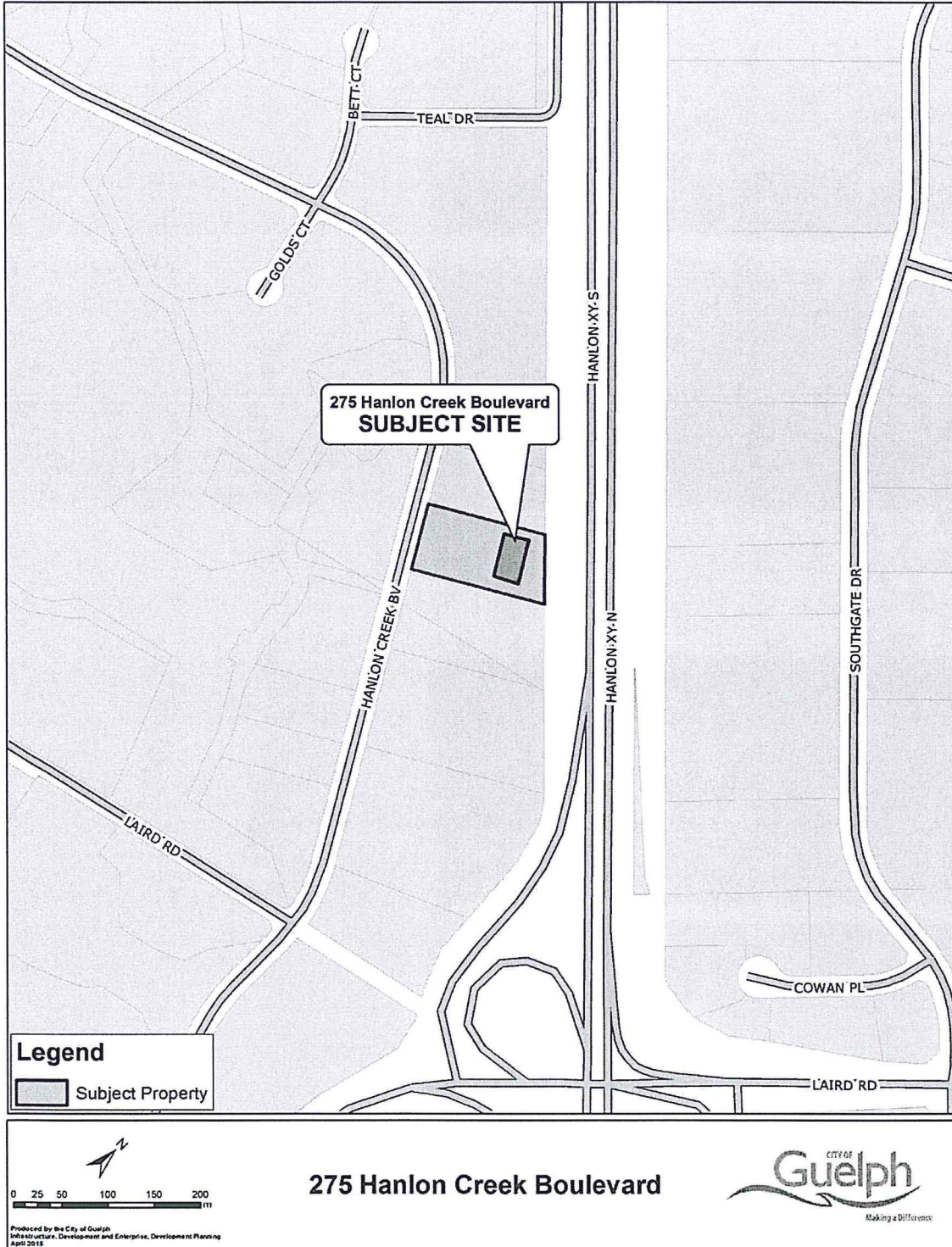
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Recommended By

Al Horsman
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SCHEDULE A- Location Map



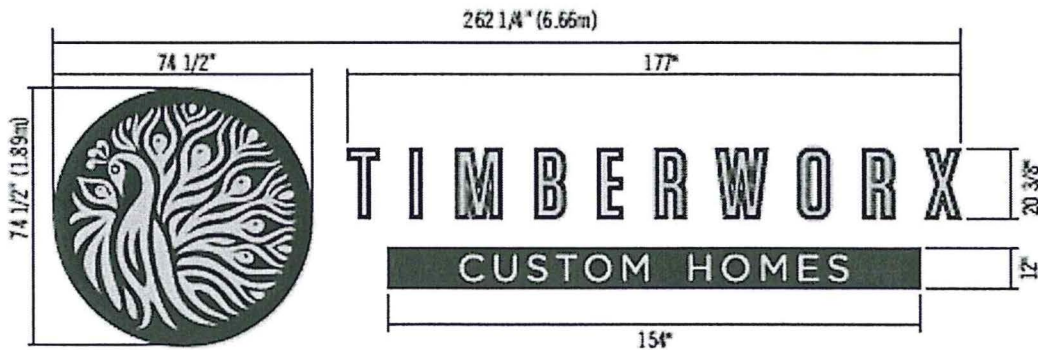
SCHEDULE B- Sign Variance Drawings

Signage



3 NORTH ELEVATION

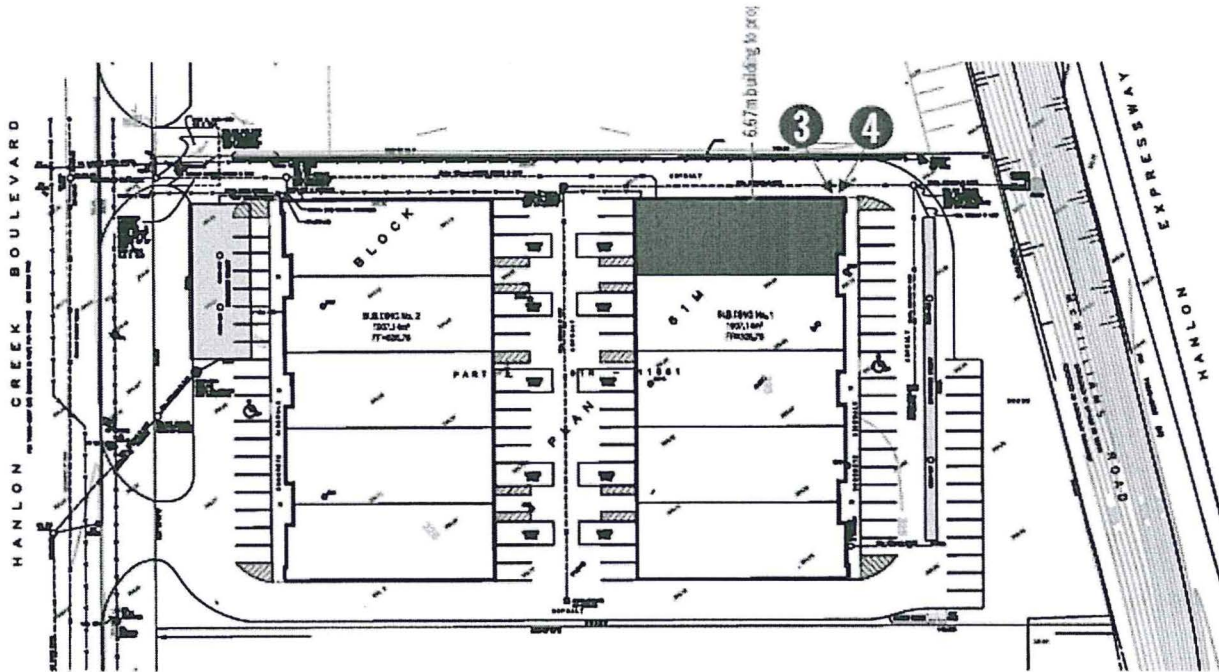
Signage Sq Footage: 61sq ft / 5.89 sq m
Building Elevation Sq Footage: 2871 sq ft / 266.72 sq m
Signage % to Elevation: 2.12%
Weight: 110 lbs.



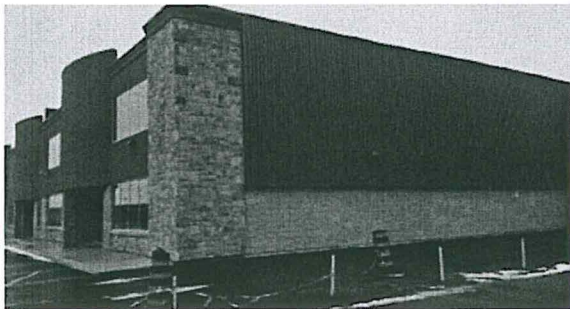
4 NORTH ELEVATION

Signage Sq Footage: 135.67 sq ft / 12.589 sq m
Building Elevation Sq Footage: 2871 sq ft / 266.72 sq m
Signage % to Elevation: 4.72%
Weight: 135 lbs.

Proposed Locations of the Signs on the Building



North Elevation



STAFF REPORT

SCHEDULE C- Letter of Rationale from the Applicant

LovettSigns

525 Southgate Drive, Guelph, ON N1G 3W6 Phone: 519-822-9558 Fax: 519-822-2075 Toll: 855-614-7446



VARIANCE RATIONAL

Proposal Created exclusively For: The City of Guelph

Property Address: Timberworx 265 Hanlon Creek Blvd, Retail Commercial Center

Re: Application for variance requesting Signage Installation on second story, Separation distance between adjacent property and Maximum sign allowance.

To: City Variance Committee

Date: 14/04/2015

Pursuant to your request for a letter of rational, we are seeking leniency for the following,

- (1) Second storey signage
- (2) Minimum separation between adjacent property
- (3) Maximum size of second sign

Please allow consideration for the strict application of the current City of Guelph sign code, specifically, the bylaw that restricts the installation of signs on to the second story of the building, Sign shall be at least 7.0m away from any adjacent property and the maximum size of sign face permitted.

Timberworx has recently built a second story elevation for their office space dwelling. The second story elevation is currently only 35% of the main floors total square footage. Leaving 65% of the building a one level facility. We are asking for lenience on the application of the bylaw to allow this company to properly represent both divisions of their businesses, Timberworx (custom homes) and Eve Claxton (Realty Brokerage)

This specific parcel and the use intended requires both divisions to be visible and clear to the community for its purpose of retail sales on Custom Homes, but also the Realty Brokerage to be clearly identified to the end user and the general public. While they are affiliated, they do not have the same purpose. Without providing clear identification to the community, people will be left with less than adequate information to proceed deliberately.

There are many locations nearing Timberworx which negate the bylaw in regards to second story signage. Please review the below location, which was granted approval for second story signage.

- Good Life Fitness
101 Clair Road East, Pergola Commons, Guelph, ON N1L 1G6

STAFF REPORT

This location is a smaller building with only one aspect of business carried out on the premise.

The distance from the Good Life Fitness to Timber works is 1.5km.

The Timberworx and Eve Claxton Realty proposed location is on the north elevation of the building with a driveway the runs allow this side. The driveway is adjacent to a parking lot for the adjacent business. While the adjacent building is approx. 20m away from the proposed sign, the sign is located 6.5m from the property/parking lot. We are proposing to have the sign installed on this elevation to allow our client sufficient exposure and for greater visibility when driving south on Hanlon Expressway as this location is at the rear of the property and the only sign that they would have is in the rear facing the Hanlon Expressway (which the signs have received approval and permit has been issued by the Ministry of Transportation).

The Timberworx sign located on the north elevation is 12.59m². The bylaw states that the maximum permitted is 10m² therefore our sign exceeds the maximum by 2.59m². We are well with the % permitted and if the logo and the channel letters were to be calculated individually the proposed sign would only be 7m² therefore being well within the permitted size for this elevation and in compliance.

It is important that this business Timberworx is presented to the community in a way that will both grow both divisions of their business and bring awareness to the end users (residence of Guelph). In addition by allowed Timberworx the adequate signage to achieve its' required cliental, the entire plaza will also flourish. This business will provided employment to the Guelph community and also increase the income of business' in the plaza by attracting frequent and repeat customers into the plaza.

The proposed hardship will not be detrimental to other owners in the area; the code currently does not address this specific type of use and is therefore a hardship to the end user. Finally, the consideration of this hardship will not be contrary to the one of codes objectives to moderate sizes, placement of signage and signage clutter.

Thank you in advance for your consideration

STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

**SUBJECT Municipal Support for Local Renewable Energy Projects:
Independent System Operator Feed-In-Tariff 4.0**

REPORT NUMBER IDE-BDE-1506

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council's approval of a Blanket Support Resolution (Attachment #1) in support of proposed construction and operation of renewable energy projects within the City of Guelph that are seeking approval from the Independent Electricity System Operator (IESO) Feed-In-Tariff (FIT) program.

KEY FINDINGS

A Blanket Support Resolution will assist proponents of local renewable energy generation projects in obtaining FIT contracts from the IESO. Where such projects are successful in obtaining FIT contracts, they will in turn contribute to goals for renewable energy generation contained in the Community Energy Initiative.

FINANCIAL IMPLICATIONS

N/A

ACTION REQUIRED

With Council's support, renewable energy projects that contribute to the goals of the Community Energy Initiative will receive priority points in their applications to the Independent Electricity System Operator's Feed-In-Tariff Program. All Guelph-based renewable energy projects that are seeking support under the blanket approval will be required to be in full compliance with the FIT 4.0 rules.

NOTE: *The FIT 4.0 rules require applicants to have complete submissions, including the aforementioned Blanket Support Resolution, by July 13, 2015. Therefore, in order to support local FIT 4.0 applicants in a timely manner, it suggested that this report and its recommendations be forwarded to Council Planning on July 13, 2015.*

STAFF REPORT



RECOMMENDATIONS

WHEREAS the Province's FIT Program encourages the construction and operation of rooftop solar photovoltaic and ground mount solar photovoltaic projects (the "Projects");

AND WHEREAS one or more Projects may be constructed and operated in the City of Guelph;

AND WHEREAS, pursuant to the FIT Rules, Version 4.0, Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in these Applicants being offered a FIT Contract prior to other Persons applying for FIT Contracts;

NOW THEREFORE BE IT RESOLVED:

1. That Report IDE-BDE-1506 from Infrastructure, Development and Enterprise, dated July 7, 2015 be received.
2. That Council of the City of Guelph supports without reservation the construction and operation of the Projects anywhere in the City of Guelph.
3. That Council direct the City Clerk to sign the attached "Template: Municipal Council Blanket Support Resolution" (Attachment #1).
4. That Council direct the Manager, Community Energy to provide a completed and signed "Template: Municipal Council Blanket Support Resolution" (Attachment #1) to applicants requesting same for the purposes of submissions to the Independent Electricity System Operator's Feed-In-Tariff 4.0 Program.
5. That the Municipal Council Blanket Support Resolution remain in effect for one year from the date of adoption.

BACKGROUND

Council endorsed the Guelph Community Energy Plan, now the Community Energy Initiative (CEI), in April 2007. Among its goals is a number of targets related to local renewable energy generation.

"Within fifteen years, at least a quarter of Guelph's total energy requirement will be competitively sourced from locally created renewable resources."

"Renewable" energy sources, in the context of the CEI and the Independent Electricity System Operator (IESO) Municipal Council Blanket Support Resolution, means rooftop solar photovoltaic, ground mount solar photovoltaic and bioenergy generation.

STAFF REPORT



At the time of the CEI endorsement, it was expected that renewable energy activities would start evolving sometime in the second half of the 15 year timeframe as market conditions became favourable to the development of projects.

However, in May 2009, the Province of Ontario passed Bill 150, The Green Energy and Economy Act, to expand renewable energy generation, encourage energy conservation and promote the creation of clean energy jobs.

In September, 2009, as directed by the Ontario Minister of Energy, the Ontario Power Authority (OPA) announced the Feed-In-Tariff Program that provided fixed pricing for electricity generated by renewable sources. In January of 2015, the OPA merged with the IESO and resumed operation under the latter name.

The Province continues to manage their Feed-In-Tariff program under three categories of solar photovoltaic system capacity:

1. MicroFIT (under 10 kW);
2. Small FIT (10 kW to 500 kW);
3. Large Renewables Procurement (500 kW to 10 MW).

This report is focused on the second category – Small FIT (10 kW to 500 kW).

Application windows for Large Renewables Procurement projects are expected in the near future. The application process for residential projects (MicroFIT), under 10 kW in size, remains largely unchanged from prior years.

The program has recently announced its fourth call for applications in the FIT category – FIT 4.0 – since the Program's inception. The "window" for FIT 4.0 opens on July 13, 2014.

As in FIT 2.0 and FIT 3.0, FIT 4.0 continues to allow for applicants to gain an advantage, under a points system, by receiving Council support resolutions from municipalities. The City of Guelph retains the opportunity to give Guelph-based projects, which support the goals of the Community Energy Initiative, an advantage in a competitive application process. However, applicants to the IESO's FIT 4.0 Program are not required to seek municipal approval in any way.

REPORT

The attached "Template: Municipal Council Blanket Support Resolution" (Attachment #1) is provided by the IESO. Municipalities who pass a resolution that reflects the wording in the Template can provide a copy of the Template to Feed-In-Tariff Program applicants who are seeking an approvals advantage in a competitive, points-based application process managed by the IESO.

STAFF REPORT

The Rules to the FIT 4.0 Program are rigorous in ensuring appropriate development of renewable energy projects, particularly in an urban environment. Projects that are on, or abut, residential property are not allowed. Projects that are on industrial employment lands are not allowed. Also projects on provincially-defined Agricultural Land, Levels 1, 2 or 3 (as is the case in some of the City's Urban Reserve lands) are not allowed.

As in the FIT 3.0 Program, staff is confident that the FIT 4.0 rules remain rigorous in ensuring appropriate renewable energy development. Because of this, the risk of the City inadvertently supporting, and providing a program advantage, to renewable energy projects that are inappropriate remains extremely low.

Under the FIT 4.0 rules, ground-mounted solar energy projects require an additional formal confirmation from the City of the proposed ground-based solar project site's zoning status, along with an opinion of a registered Land Use Planner. In such cases, the Manager, Community Energy will liaise with the City's Chief Building Official and General Manager of Planning and Building Services to complete the required forms.

Through this mechanism of formally indicating municipal support for renewable energy projects across the community, the City of Guelph has a significant opportunity to accelerate progress toward the renewable energy goals of the Community Energy Initiative.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

- Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

City Building

- Be economically viable, resilient, diverse and attractive for business.
- Strengthen citizen and stakeholder engagement and communications.

DEPARTMENTAL CONSULTATION

Community Energy
Legal and Realty Services
City Clerk's Office
Planning Services

FINANCIAL IMPLICATIONS

N/A

STAFF REPORT

COMMUNICATIONS

N/A

ATTACHMENTS

Attachment 1: "Template: Municipal Council Blanket Support Resolution"



Report Author

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Approved By

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Recommended By

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Deputy CAO
Infrastructure, Development
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al.horsman@guelph.ca

Template: Municipal Council Blanket Support Resolution
Section 5.1(g)(i) of the FIT Rules, Version 4.0

| | | |
|-------------|----------|---------------------|
| Page 1 of 1 | Apr 2015 | IESOMRD/f-FIT-011r2 |
|-------------|----------|---------------------|

Resolution Number: _____

FIT Reference Number: _____

Date Resolution was passed: _____

(The FIT Reference Number must be inserted by the Applicant in order for the resolution to comply with the FIT Rules, even where Local Municipality letterhead is used. This is not to be inserted by The Local Municipality.)

[WHEREAS] capitalized terms not defined herein have the meanings ascribed to them in the FIT Rules, Version 4.0.

[AND WHEREAS] the Province’s FIT Program encourages the construction and operation of Solar Rooftop and Ground-mounted Solar Voltaic generation projects (the “Projects”);

[AND WHEREAS] one or more Projects may be constructed and operated in City of Guelph;

[AND WHEREAS], pursuant to the FIT Rules, Version 4.0, Applications whose Projects receive the formal support of Local Municipalities will be awarded Priority Points, which may result in the Applicant being offered a FIT Contract prior to other Persons applying for FIT Contracts;

[NOW THEREFORE BE IT RESOLVED THAT]:

Council of the City of Guelph supports the construction and operation of the Projects anywhere in City of Guelph.

This resolution's sole purpose is to enable the participants in the FIT Program to receive Priority Points under the FIT Program and may not be used for the purpose of any other form of municipal approval in relation to the Application or Projects, or for any other purpose.

This resolution shall expire twelve (12) months after its adoption by Council.

Signed:

Signed:

Title:

Title:

Date:

Date:

(Signature lines for elected representatives. At least one signature is required.)

STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

**SUBJECT Green Meadow Park Flood Protection Facility - Schedule B
Municipal Class Environmental Assessment**

REPORT NUMBER

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise Council of the completion of the Green Meadow Park Flood Protection Facility Schedule B Municipal Class Environmental Assessment (EA) and to present the study results and recommendations.

KEY FINDINGS

- A stormwater management facility in Green Meadows Park was determined not to be the preferred alternative
- A new trunk storm sewer along William Street is the preferred alternative and is a Schedule A+ activity
- A notice of completion will be published and circulated to advise the public of the study results and the study report file will be made available for review

FINANCIAL IMPLICATIONS

The cost estimate for the preferred alternative that includes full reconstruction of road, sanitary sewer, watermain and storm sewer is \$4,000,000.00 and will be completed in stages. Funding for the proposed future construction projects related to the EA results and recommendations will be included in future capital budgets for Road, Stormwater, Water and Wastewater projects.

ACTION REQUIRED

Authorize staff to complete the Municipal Class Environmental Assessment process for this project.

RECOMMENDATION

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Schedule B Municipal Class Environmental Assessment - Green Meadow Park Flood Protection Facility be received.

2. That staff be authorized to complete the Municipal Class Environmental Assessment process as required and to proceed with the implementation of the preferred alternative (#4 – New Storm Sewer on William Street) as outlined in the report from Infrastructure, Development and Enterprise report dated July 7, 2015.

BACKGROUND

The Stormwater Master Plan completed in 2012 recommended enhancements to stormwater management for the area defined as Stevenson Street, Eramosa Road, Cassino Avenue, William Street, Elizabeth Street and Green Meadows Park. Further to this Master Plan, the City initiated in 2013 a Schedule B Municipal Class Environmental Assessment (EA) to select a recommended alternative for stormwater management for the study area. The study area is depicted in Exhibit 1.

The Master Plan recommended constructing a stormwater management (SWM) Pond within Green Meadows Park. The function of the pond would have been to contain stormwater in excess of the storm sewer system capacity during a major rain event and slowly release water to the sewers when capacity is available. This would allow the storm system to convey only the volume to which it is capable and therefore reduce the risk of flooding. A stormwater pond would reduce, but not eliminate the basement flooding issues.

REPORT

The Green Meadows Park Flood Protection Facility EA was undertaken as a Schedule B due to the potential for some adverse natural and socio-economic environmental impacts. The Project Team developed and evaluated alternatives that were presented at a Public Information Centre (PIC) held on April 24, 2014.

The following were the alternatives presented at the PIC for public review and comment:

Alternative 1: Surface Storage at Green Meadows Park and utilize existing Corrugated Steel Pipe (CSP) storm sewer

Storage to attenuate flows and therefore alleviate storm sewer capacity problems would be provided in the form of surface storage within Green Meadows Park. This alternative would require the construction of a stormwater management pond that would utilize approximately one-third of the Green Meadows Park area. A new storm sewer system would be required on Stevenson Street from the park to Cassino Avenue. The trunk sewer would utilize the existing CSP storm sewer located through public easements and private property. This existing sewer would need to be rehabilitated where required.

Alternative 2: Surface Storage at Green Meadows Park and build new sewer on William Street

Storage to attenuate flows and therefore alleviate storm sewer capacity problems would be provided in the form of surface storage within Green Meadows Park. This alternative would require the construction of a stormwater management pond that

STAFF REPORT



would utilize approximately one-third of the Green Meadows Park area. The existing CSP storm sewer through public easements would be utilized from Stevenson Street to Normandy Drive. A new storm sewer system would be built along Normandy Drive to William Street and along William Street to the outlet at Elizabeth Street.

Alternative 3: New storm sewer on Stevenson Street

This alternative provides additional capacity of storm sewers by providing larger sewers to convey the storm water away from the existing problem areas. A new larger storm sewer system would be constructed along Stevenson Street to Elizabeth Street and along Elizabeth Street to the outlet.

Alternative 4: New storm sewer on William Street

This alternative provides additional capacity of storm sewers by providing larger sewers to convey the storm water away from the existing problem areas. A new storm sewer would be constructed along Stevenson Street to Cassino Avenue, along Cassino Avenue to William Street and along William Street to the outlet at Elizabeth Street.

Following the first PIC, the project team considered all of the comments received from the public and approval agencies and determined a preferred alternative. The preferred alternative was presented at a PIC held on November 13, 2014.

Preferred Alternative

Alternative 4– New Trunk Storm Sewer along William Street was selected as the preferred alternative. This alternative will reduce the risk of flooding by constructing new large diameter storm sewer pipe with higher capacity to handle large rainfall events. The construction of the sewers will be phased in over time and thus the flooding concerns will remain until construction is complete. This decision was made by evaluating each alternative, taking into account stakeholder input. This alternative was recommended for the following reasons:

- Less expensive new storm sewer alternative
- Depth of sewer is less than other alternatives and therefore would reduce impact through residential area
- No impact on the existing trunk watermain on Stevenson Street during construction
- Stormwater Master Plan recommends a new storm sewer along William Street to replace the existing CSP storm sewer currently located within private property
- Existing CSP storm sewer on existing properties can be abandoned and new storm sewer will be constructed and maintained on City right of way
- Greater storm water capacity provided than pond alternatives with no surcharging of existing storm sewer
- No impact to Green Meadows Park

During the public consultation and evaluation process, the Stormwater Master Plan recommended alternative for a stormwater management facility in Green Meadows Park was not recommended in the EA study due to the following reasons:

-
- Comments received from the public did not support constructing a stormwater management pond in the Green Meadows Park primarily because of the changes to the park usage for surface water storage.

The construction of a stormwater management pond within Green Meadows Park would alter the landscape within the park area. The configuration of this alternative would reduce the existing usage of the park by approximately one-third. Community members indicated they did not want a third of the park used for surface water storage.

- The existing CSP storm sewer from Stevenson Street (at Cassino Avenue) to William Street (north of the railway tracks) is located within property not owned or controlled by the City of Guelph. A registered easement (which allows the City access to the sewers) is in place for some of the properties; however, there are eleven (11) properties within this area that contain a large storm sewer underground without a registered easement. Several sections of the existing sewer outside of the registered easements require repairs to continue being useful. The City will be required to obtain easements (where none exist) from property owners to make these repairs.

The preferred alternative is classified as a Schedule A+ pre-approved activity under the Municipal Class Environmental Assessment and can proceed to construction. Since the original project was commenced as a Schedule B undertaking, staff will be publishing a notice of completion and have the project file available for review.

The Project File Report has been completed and will be filed for public review. Upon completion of the review period, the project can move forward to implementation without further consultations or decision making.

Proposed Construction

The proposed construction of the preferred alternative will be undertaken in the future and will occur in stages. At this time, it is anticipated that construction will occur in the five year timeframe. This timing would coincide with the completion of downstream stormwater infrastructure and would be subject to capital budget funding approval.

CORPORATE STRATEGIC PLAN

3.1 Ensure a well-designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS

The cost estimate for the preferred alternative that includes full reconstruction of road, sanitary sewer, watermain and storm sewer is \$4,000,000.00 and will be completed in stages. Funding for the proposed future construction projects related to the EA results and recommendations will be included in future capital budgets for Road, Stormwater, Water and Wastewater projects.

STAFF REPORT



DEPARTMENTAL CONSULTATION

Parks and Recreation were consulted during the EA study regarding storm water retention pond in Green Meadows Park.

COMMUNICATIONS

On April 24, 2014 and November 13, 2014, Public Information Centres (PIC) were held with respect to this project. The PIC's were advertised on the City Page, information signage posted along the corridor and notices delivered to area residents and businesses

The PIC's were well attended and a project website, including a frequently asked questions section, was set up.

The completion of the study report concludes the planning and preliminary design stage of the project. The study report will be made available for review for a thirty (30) calendar day period and a Notice of Completion will be advertised in the City Pages of the Guelph Tribune and posted on the City's website.

ATTACHMENTS

- ATT-1 Study Area
- ATT-2 Alternative Review
- ATT-3 Draft Notice of Completion

Report Author

Ike Umar, C.E.T.
Project Manager

Reviewed by

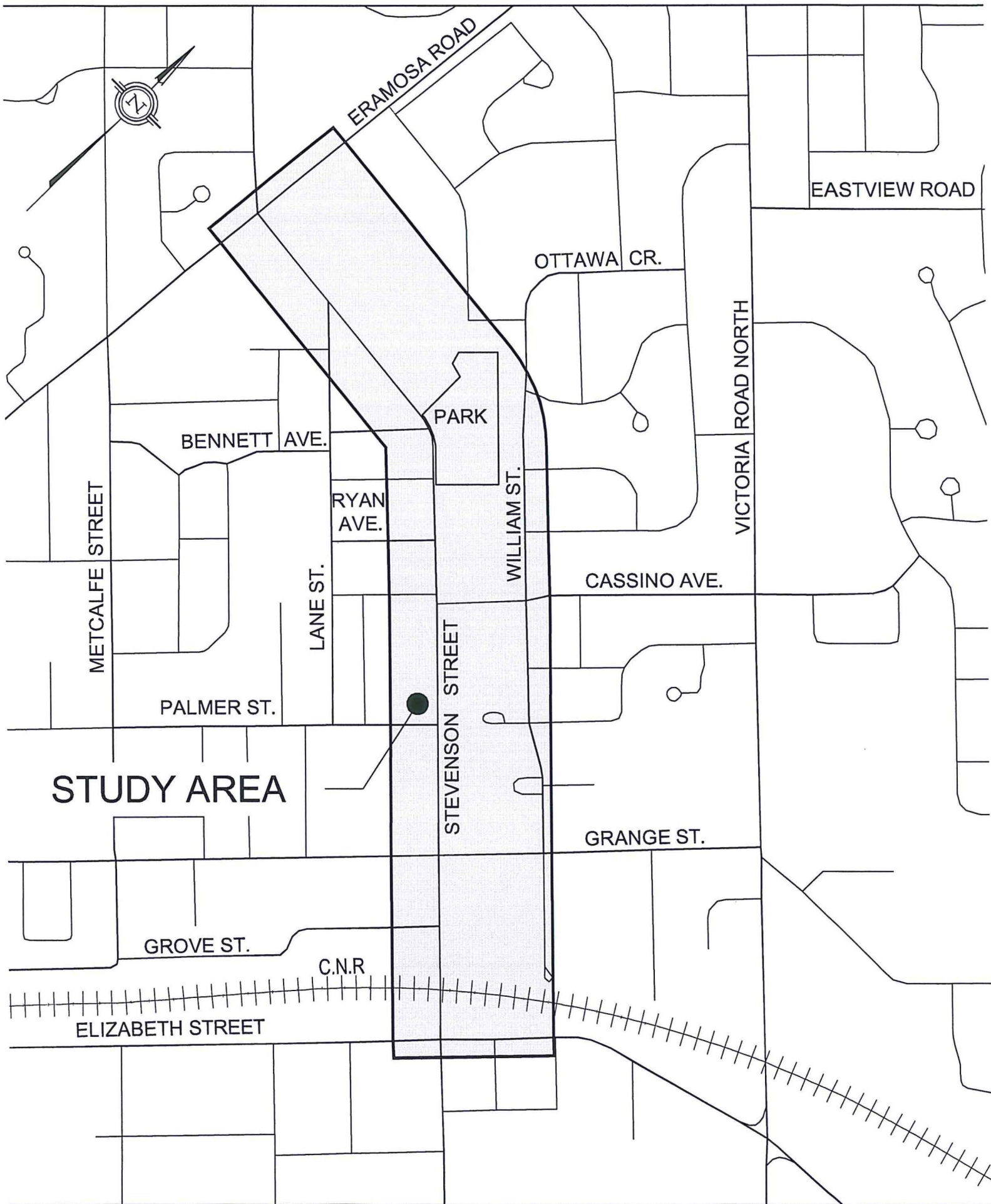
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ALTERNATIVE REVIEW

| Analysis Criteria | Criteria Indicators | Alternative 1 → Flood Retention in Park → Utilize Existing Sewer | Alternative 2 → Flood Retention in Park → Existing Sewer in Easement to Normandy → New Sewer on William | Alternative 3 → Abandon Existing Sewer → New Sewer on Stevenson Street | Alternative 4 → Abandon Existing Sewer → New Sewer on William Street |
|---------------------------------|---------------------------------------|---|--|--|--|
| | | 1 - Pond | 2 - Pond | | |
| Hydraulic Impacts | Flood Reduction | → No surface flooding during 5yr event → Surcharge cannot be eliminated → Flooding resolved when pond constructed | → No surface flooding during 5yr event → Surcharge cannot be eliminated → Flooding resolved when pond constructed | → No surcharge during 5yr event → Flooding resolved when Stevenson Street Reconstructed (3-5 years) | → No surcharge during 5yr event → Flooding resolved when William Street Reconstructed (Unknown) |
| | Increased Risk of Flooding Downstream | → None | → None | → Quantity control may be required at future Ward 1 quality control site | → Quantity control may be required at future Ward 1 quality control site |
| Socio-Economic Impacts | Capital Cost | \$ 2.4 M | \$ 2.8 M | \$ 6.0 M | \$ 4.0 M |
| | Operation and Maintenance Costs | \$ 20,000 / year | \$ 20,000 / year | No additional | No Additional |
| | Net Present Value 50 year Life Span | \$ 2.8 M | \$ 3.2 M | \$ 6.0 M | \$ 4.0 M |
| | Aesthetic Impacts | → 1.5m deep dry pond | → 1.5m deep dry pond | → None | → None |
| | Recreational Impacts | → Loss of park space → 1.5m deep pond during heavy rainfall | → Loss of park space → 1.5m deep pond during heavy rainfall | → None | → None |
| Natural Environment | Enhancement Opportunities | → Oil/grit separators for downstream water quality → Opportunity for infiltration | → Oil/grit separators for downstream water quality → Opportunity for infiltration | → No quality enhancements identified at this time | → No quality enhancements identified at this time |
| Solution Lifecycle | | 40-50 years | 100 years | 100 years | 100 years |
| Construction Duration / Staging | | 2 years | → 2 years (pond and Stevenson Street) → Future Capital Project (William Street) → Full closure block to block (William St) | → 5 years → Full closure (block to block) | → 2 years (pond and Stevenson Street) → Future Capital Project (William Street) → Full closure block to block (William St) |
| Other Considerations | | → Recommended by SWM Master Plan → Relies on 50 year old CSP pipe → Repairs required to CSP Pipe → Easements required → Maintains trunk sewer in close proximity to private residents | → Additional Capital Project → Minor repairs required to 50 year old pipe → Abandoned trunk sewer to be stabilized (grout) | → Proximity to existing 600mm Ø transition watermain → Assume 310m of transition watermain to be replaced → Abandoned trunk sewer to be stabilized (grout) | → Additional Capital Project → Abandoned trunk sewer to be stabilized (grout) |

Attachment 2

CITY OF GUELPH
**Stevenson Street, Eramosa Road, Cassino Avenue, William Street, Elizabeth Street and
Green Meadow Park Area Flood Protection**
Schedule B Class Environmental Assessment
NOTICE OF COMPLETION
The Project

The City of Guelph has completed a Class Environmental Assessment study to consider solutions to best manage stormwater in the study area during large storm events.

Background

A stormwater management facility within Green Meadow Park was recommended in the Stormwater Management Master Plan completed by the City in 2011. A number of options to address stormwater flows in the study area and how these options will affect the neighbourhood and natural environment were reviewed by the project team.

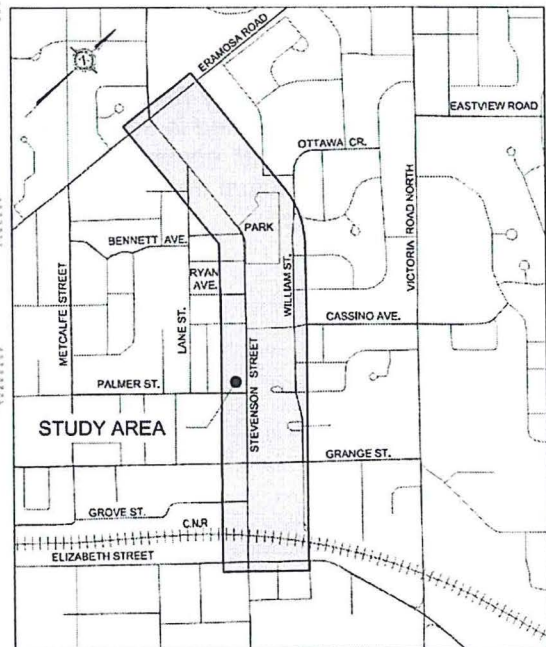
The Process

The study was completed in accordance with the Ontario Environmental Assessment Act following the approval process for Schedule 'B' projects under the "Municipal Class Environmental Assessment" (EA) process (2000, as amended 2007 and 2011). The EA process includes public and review agency consultation, an evaluation of alternatives, an assessment of potential environmental effects of the proposed improvements, and identification of reasonable measures to mitigate possible adverse impacts.

Recommendations

The Recommended Design Alternative includes the following key elements:

- Construct a new storm sewer on Stevenson Street from Eramosa Road Park to Cassino Avenue;
- Construct a new storm sewer on Cassino Avenue from Stevenson Street to William Street; and
- Construct a new storm sewer on William Street from Cassino Avenue to the outlet at Elizabeth Street.


Project File Report

By this Notice, the Project File Report, including conclusions and recommendations, and how public input was received and considered is being placed on the public record for a 30-day review period in accordance with the requirements of the EA. The Report will be available for public review for a period of 30 calendar days, starting on **DATE** and ending on **DATE**. The Project File Report is available for review online at guelph.ca and at the following locations during normal business hours:

| | |
|--|--|
| ServiceGuelph City Hall, 1 Carden Street Guelph, ON N1H 3A1 T 519-822-1260 Monday to Friday - 8:30a.m. – 4:30 p.m. Saturday and Sunday – Closed | Guelph Public Library – Main Branch 100 Norfolk Street T 519-824-6220 Monday to Thursday – 9:00 a.m. – 9:00 p.m. Friday and Saturday – 9:00 a.m. to 5:00 p.m. Sunday – 1:00 p.m. to 5:00 p.m. |
|--|--|

Comments

Interested persons are encouraged to review the Project File Report and provide written comments. Written comments should be addressed to the following team member within the 30-day review period:

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E ike.umar@guelph.ca

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greend@mmm.ca | www.mmm.ca

*During the public review period, a person or party may request that the Minister of the Environment make an order for the project to comply with Part II of the Environment Assessment Act (commonly referred to as a Part II Order or “bump-up request”). Requests for the Part II Order must be received by the Minister, at the address below (A copy of the request must also be sent to Ike Umar and Dan Green) by **DATE**.*

The Honourable Glen Murray, Minister of the Environment and Climate Change
Ministry of the Environment and Climate Change
77 Wellesley Street West, 11th Floor, Ferguson-Block
Toronto, Ontario M7A 2T5

*If no request is received by **Date**, the City of Guelph may intend to proceed with construction of this project. Information will be collected in accordance with Municipal Freedom of Information Act. With the exception of personal information, all comments and information received will become part of the public record. This notification and any future documentation for the project will be publicized in the Guelph Tribune and posted on the City's website.*



STAFF REPORT



TO Infrastructure, Development and Enterprise Committee

SERVICE AREA Infrastructure, Development and Enterprise

DATE July 7, 2015

SUBJECT Federation of Canadian Municipalities – Green Municipal Fund Leadership in Asset Management Program

REPORT NUMBER

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The purpose of this report is to introduce the Federation of Canadian Municipalities – Green Municipal Fund: Leadership in Asset Management Program (LAMP) and to seek Council support to participate in the program.

KEY FINDINGS

- The Green Municipal Fund has launched a new program called Leadership in Asset Management Program (LAMP) to help increase municipalities' capacity to plan for and prioritize policies and investments in sustainable and resilient infrastructure and services.
- LAMP is a 36 month peer learning program and participating municipalities will be able to access GMF grant funding up to 50% of project costs up to a maximum of \$175,000.
- All participating municipalities will be required to implement a Phase 1 project to develop an asset management strategy, policy and governance structure such that it becomes well integrated with corporate sustainability goals and objectives while Phase 2 is optional and allows the municipality to identify a project related to one of three additional priority areas identified by GMF for the program.
- Guelph is currently working towards a more mature asset management state and, therefore, is ideally suited for both phases of this program.
- Staff are proposing a project to link assets to levels of service and outcomes for the Phase 2 project.

FINANCIAL IMPLICATIONS

If selected to participate in the Leadership in Asset Management Program, the total cost of the two phases as described is estimated to be \$250,000 that would result in a City contribution of \$125,000 for 50% of the total. Funding that was previously approved through GG0039 Capital Asset Management to support asset management activities would be available for this initiative.

ACTION REQUIRED

As part of the application process for LAMP, Council endorsement of municipal participation in the program is required.

RECOMMENDATION

1. That the Infrastructure, Development and Enterprise report dated July 7, 2015, regarding the Federation of Canadian Municipalities – Green Municipal Fund Leadership in Asset Management Program (LAMP) be received.
2. That Council support the City of Guelph’s participation in the LAMP program.

BACKGROUND

The Green Municipal Fund (GMF) has a specific mandate to build sustainable Canadian cities and communities that improve air, water and soil and mitigate impacts on the climate. As part of its current initiatives, GMF is developing programming to support improved asset management (AM) planning and practice in Canadian municipalities through a new program called the GMF Leadership in Asset Management Program (LAMP). This new program is being developed to help increase municipalities’ capacity to plan for and prioritize policies and investments in sustainable and resilient infrastructure and services. LAMP will seek to demonstrate municipal examples of asset management practice that integrate environmental, economic and social sustainability considerations better than is done in current practice across Canada.

A key element of LAMP is the delivery of a funded peer learning program that will enable participating municipalities to strengthen their asset management practice holistically, while focusing on better integrating sustainability considerations. LAMP will support municipalities in addressing some of the major structural barriers that limit them from making progress in this area, so that their infrastructure investments yield the best possible long-term environmental, social and economic results for their communities. In doing so, municipalities will be testing new approaches to governance and decision making and will collectively develop improved practices that GMF will share nationally with other municipalities. GMF would like to ensure participation from a cross-section of municipalities from across Canada, ranging from small communities to large cities. The current intent is to recruit and select a cohort of 5 – 10 Anglophone municipalities in the 2014-2015 fiscal year.

LAMP aims to support the uptake and continuous improvement of asset management practice in Canadian municipalities, with a view to:

- Supporting the adoption of asset management as a strategic business approach to managing infrastructure sustainably;
- Ensuring integration of municipal (and community-wide) sustainability objectives and asset management;
- Improving the environmental performance of municipal infrastructure; and
- Supporting the integration of life cycle management in infrastructure decisions.

The program has been designed as a 36 month GMF-funded peer learning program for municipal governments. Participating municipalities will be able to access GMF grant funding to strengthen organizational adoption of asset management, and

STAFF REPORT



better integrate environmental and sustainability considerations into their existing asset management practice. GMF will cover up to 50% of project costs up to a maximum of \$175,000.

Phase 1 of the program aims to strengthen organizational adoption of asset management and will support decision making processes that better integrate AM with sustainability strategies and policies of the municipality. All participating municipalities will be required to implement a Phase 1 project to develop (or improve) an asset management strategy, policy and governance structure such that it becomes well integrated with corporate sustainability goals and objectives. This component of the program will involve a high degree of collaboration among participating municipalities, including face-to-face work meetings. It is expected that each municipality will designate a project team with a staff lead to coordinate the implementation of the Phase 1 project, which should be able to be completed within 18 months of the inception of the program. Participating municipalities will be required to collectively select a supporting institution to guide them in their Phase 1 project, through an open and transparent RFP process.

When they apply to the program, municipalities will also be provided with an option to identify a Phase 2 project type they are interested in undertaking related to one of three additional priority areas identified by GMF for the program:

- i) better linking assets to services and outcomes (levels of service),
- ii) developing more robust risk assessment frameworks, or
- iii) integrating life cycle management into decision making about infrastructure investments.

REPORT

City departments are at various stages in developing asset management practices. While no department has a comprehensive process in place, the roads, water, wastewater and stormwater assets are the most advanced. In December 2013, Council received report FIN-13-52 Corporate Asset Management Program which summarized the current state of asset management practices across the City (attached). Through this report, Council approved a Corporate Asset Management Program policy to align with the Ministry of Infrastructure requirements. This Policy laid the foundation for all Asset Management work to be undertaken at the City and demonstrated Council's commitment to moving the City in that direction. However, limited resources have prevented further implementation of the recommendations for next steps such as developing a long term financial plan to address infrastructure needs and integrating operational activities into the long term plan.

The City of Guelph is ideally suited to participate in the Green Municipal Fund Leadership in Asset Management Program (LAMP). If selected to participate in Phase 1 of LAMP, it will assist the City of Guelph in strengthening corporate asset management practices and ensuring integration of corporate sustainability goals. In particular, it is anticipated that LAMP will draw corporate attention to the need and value of proper asset management practices that will optimize the delivery and performance of the City's physical assets. It is a change management opportunity that will also highlight the significance of integrating sustainability goals within the

STAFF REPORT

decision making process and ensure engagement across the corporation due to the cross functional Steering Committee. LAMP is the first step for the municipality in moving towards more mature asset management practices.

There is also an opportunity for the City to participate in Phase 2 of LAMP under the eligible project category that better links assets to levels of service and outcomes. In 2012, Engineering staff presented a Sustainable Infrastructure Report that used a range of measures and indicators to evaluate asset performance and lifecycle costs for select asset classes including water, wastewater, roads and stormwater infrastructure (attached.) While the report provided good insight into asset health, the measures tend to be inward facing and focus on physical properties and therefore make it difficult to evaluate operational efficiency and report on the quality and effectiveness of service being delivered to the public, or on the affordability of service.

Consequently, City staff are seeking a more progressive approach by adopting a service-focused view of its infrastructure and investments across the corporation. By establishing a customer-centric level-of-service (LOS) framework, measures and targets, and weighing investment based on service impact and risk, the City will establish a clear relationship between infrastructure investment and service outcomes.

The specific deliverables for this project would include a clearly defined LOS framework for corporate physical assets, methodology for data collection, identification of current LOS and target LOS that link to corporate sustainability goals. Corporate and Community consultation will also assist in preparing the deliverables.

It is anticipated that both Phase 1 and the proposed Phase 2 project for the city would be completed by early 2018. In addition, the total cost of the two phases is estimated to be \$250,000 that would result in a City contribution of \$125,000 for 50% of the total. Based on asset management best practices, this initiative would involve a cross-functional Steering Committee of senior staff from the Engineering, Operations, Finance, Corporate Facilities and Corporate Sustainability departments that would oversee and direct the specific tasks.

As part of the application process for LAMP, Council endorsement of municipal participation in the program is required. Given the numerous benefits to the City that would result from participating in the LAMP program and the opportunity to leverage funding previously identified for asset management activities, staff are seeking Council's support of an application to the Green Municipal Fund for the LAMP program.

CORPORATE STRATEGIC PLAN:

Participation in the Leadership in Asset Management Program addresses several Corporate Strategic Directions:

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

STAFF REPORT

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

FINANCIAL IMPLICATIONS:

If selected to participate in the Leadership in Asset Management Program, the total cost of the two phases as described is estimated to be \$250,000 that would result in a City contribution of \$125,000 for 50% of the total. Funding that was previously approved through GG0039 Capital Asset Management to support asset management activities would be available for this initiative.

DEPARTMENTAL CONSULTATION:

Operations

Finance

Economic Development and Enterprise (Corporate Sustainability)

Corporate Facilities

COMMUNICATIONS:

As a participant in the GMF Leadership in Asset Management Program, a communications plan would be developed to support the initiatives.

ATTACHMENTS:

1. FIN-13-52 Corporate Asset Management Program report
2. Infrastructure Sustainability Report
<http://guelph.ca/city-hall/planning-building-zoning/infrastructure/>.



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STAFF REPORT



TO Corporate Administration, Finance and Enterprise

SERVICE AREA Finance and Enterprise

DATE December 3, 2013

SUBJECT Corporate Asset Management Program

REPORT NUMBER FIN-13-52

EXECUTIVE SUMMARY

PURPOSE OF REPORT

- To update Committee on Asset Management activities occurring within the City
- To provide a forecast of planned activity in order to meet the Provincial guidelines for Asset Management
- To present the "Corporate Asset Management Program Policy" for approval.

KEY FINDINGS

- City departments are at various stages in developing Asset Management plans; none have a complete comprehensive plan in place,
- Roads, Water Services and Waste Water are the most advanced; in line with the Ministry of Infrastructure requirements for December 31, 2013,
- All departments see the value of Asset Management and are dedicated to moving the process forward.

FINANCIAL IMPLICATIONS

- This report includes no specific financial implications, however, future reports will lay out the funding needed to see Asset Management fully implemented.

ACTION REQUIRED

THAT FIN-13-52 Corporate Asset Management Program report be received and,

THAT the "Corporate Asset Management Program Policy" attached to FIN-13-52 as Appendix 1 be approved.

RECOMMENDATION

THAT FIN-13-52 Corporate Asset Management Program report be received and,

THAT the "Corporate Asset Management Program Policy" attached to FIN-13-52 as Appendix 1 be approved.

STAFF REPORT



BACKGROUND

As per PSAB 3150, on January 1, 2009 all Municipalities in Canada were required to record the historical value of Tangible Capital Assets (TCA) on their balance sheet along with accumulated depreciation and each year in the financial statements the annual depreciation amount is shown as an expense. In order to accomplish this, the City undertook an extensive inventory and valuation process to establish the opening balances as of January 1, 2009. In many cases estimates for in-service date, original cost and remaining useful life were used to allow for a timely and complete starting point. Also, a number of smaller value items such as equipment were pooled to meet the value thresholds established. These procedures were appropriate for the exercise of creating an accounting valuation for financial statement use. However, this inventory is missing much of the data that is required to undertake a more wholesome asset management program. When PSAB 3150 was introduced it was always intended as a first step towards the main goal of proactive and ongoing asset management.

The Ministry of Infrastructure set December 31, 2013 as a deadline to demonstrate that an Asset Management Plan (AMP) is in place for the following asset groups: roads and bridges, water and waste water systems and social housing. As the City does not own and manage social housing this has been excluded from the proposed policy. Additionally, as Storm water management is closely managed with the City's roads, water and waste water systems, this asset group has been included as one of the key focus areas. The Ministry has provided guidelines on what an AMP should include and the type of activities that it will drive. There is still some uncertainty regarding the level of detail that they are requiring in the plan and the Ministry is continuing to work with municipalities to clear this up through workshops and webinars. Their expectations are that as municipalities use and revise their plans they will also increase the detail and scope of them over time.

REPORT

An AMP is a system that will ultimately drive planning, budgeting and maintenance decisions within the City. It requires numerous points of contact on an ongoing basis to ensure that its usefulness is maintained. Over time as experience is gained, assumptions will improve which will further increase its usefulness.

This report will describe the current state of Asset Management at the City and the direction that it is heading. It identifies the points where we have made great progress, the issues and road blocks encountered to date as well as future issues that will need to be resolved in order to meet the end goal of a comprehensive Corporate AMP.

Corporate Asset Management Program Policy

One of the key pieces the Ministry has identified is the demonstration by a municipality that asset management is a corporate wide initiative supported by Council. To this end a policy has been included for approval in Appendix 1 that sets out the major components of any AMP, the scope of application across all City departments and key roles and responsibilities for staff.

The policy is intended to be high level so that each department and type of asset can use the document as a guide, and will require customization during the development of specific AMPs. As well, timeframes have been excluded from the policy as many departments will be starting with very little information and the time involved to meet guidelines is currently unknown. Within this report there is a proposed work plan for the next 18 months that includes a number of points of contact with Council when updates on progress, successes and hurdles will be brought forward. As part of each AMP, departments will commit to reporting and reviewing timeframes that will include communication to Council as well.

In addition, Council will be consulted specifically on issues that enter into their jurisdiction such as service level setting, risk mitigation alternatives and financial strategy implementation.

Where are we now

The scorecard below shows a high level score for each of the 18 areas identified in the policy as well as a summary for the City of Guelph. This scorecard will be a key communication piece as the City moves forward in developing AMPs for each department.

The scorecard has been split into two groups; the four Ministry directed asset category focus areas and the balance of the City assets. For the Ministry directed group, the goal is to integrate the large volume of data already collected into a coherent system that allows for improved decision making and forecasting over the life of the assets. The focus for the balance of assets will be ensuring that all asset categories are brought to the minimum standard of having complete and accurate data that is easily updatable through the use of common systems. Once this is accomplished, they will move to the second phase of using this data to improve decision making and forecasting.

STAFF REPORT

Asset Management Plan Scorecard as of October 31, 2013

| | Complete Data | Systems Integration | Processes & Practices | People & Resources | Strategic Planning | Overall |
|--|---------------|---------------------|-----------------------|--------------------|--------------------|---------|
| Roads & Bridges | ● | ● | ● | ● | ● | ● |
| Storm Water Management | ● | ● | ● | ● | ● | ● |
| Waste Water | ● | ● | ● | ● | ● | ● |
| Water Services | ● | ● | ● | ● | ● | ● |
| Arts, Culture and Tourism | | | | | | |
| Bylaw Compliance, Security and Licensing | ● | ● | ● | ● | ● | ● |
| Corporate Building Maintenance | ● | ● | ● | ● | ● | ● |
| EMS | ● | ● | ● | ● | ● | ● |
| Fire | ● | ● | ● | ● | ● | ● |
| Fleet | ● | ● | ● | ● | ● | ● |
| Forestry | ● | ● | ● | ● | ● | ● |
| Information Technology | ● | ● | ● | ● | ● | ● |
| Parking | | | | | | |
| Parks | ● | ● | ● | ● | ● | ● |
| Recreation | ● | ● | ● | ● | ● | ● |
| Solid Waste | ● | ● | ● | ● | ● | ● |
| Traffic Signals | | | | | | |
| Transit | | | | | | |
| City of Guelph | ● | ● | ● | ● | ● | ● |

Legend: ● Poor ● Low ● Average ● Good ● Excellent

Four Ministry Directed Focus Areas

Roads & Bridges, Water and Waste Water systems and Storm Water Management

As the scorecard above indicates, these four areas (except storm water management) are the furthest along in developing and maintaining a comprehensive AMP.

With the use of Geographic Information Systems (GIS), engineering is able to maintain a very accurate inventory of the individual components that make up these four systems. The GIS system is integrated within Engineering to overlay road condition data as well as track work activity such as main breaks and storm flooding. This allows for development of both maintenance work plans and prioritization of capital projects.

STAFF REPORT



In 2012 Engineering services contracted Aecom to undertake a comprehensive review of these assets and produce a report which demonstrated at a high level the replacement value of the systems, the annual operating and maintenance costs and the age distribution of the various components. The report also included a scorecard based on the ratio of the 2012 approved budget spending on each service to the 100 year average based on the above costs. This report was brought to Council and demonstrated that over the past 8 years, progress has been made on all of the above in terms of funding levels.

Both water services and waste water operate within a heavily legislated environment which dictates much of the operational and capital renewal activities that they must undertake. The main issue for them is the integration of various sources of information that would allow them to make decisions quickly as well as provide mandatory reporting to various Ministry agencies as needed.

Combined, these areas have a solid basis for their respective AMPs and the next steps will involve integrating this information into a system that allows for more detailed analysis and planning. As well further expansion of the service level, risk analysis and financial strategy components will continue over the next 12 months.

Balance of Asset Groups

The rest of the City is not as advanced with asset management techniques (with the exception of Fleet and Solid Waste); however, all departments do have a starting point and a desire to develop an AMP. There are a number of issues that all areas are facing: availability of data, appropriate management systems, ownership and resources. The AMP Scorecard was developed through preliminary discussions with all groups, and represents only a high level view of their current situations. More investigative and preliminary work is required for some areas and over the next 18 months the specifics of each area will be reviewed and analyzed and a comprehensive plan developed for each. Below is a summary of the issues the City is currently facing and will have to overcome to develop an AMP.

Common Issues

Availability of Data

As mentioned previously, many areas are unsure of the completeness and accuracy of their asset data. Also, they don't have the necessary resources or systems to gather the data required to create a complete AMP. The output of the AMP is only as good as the data that goes into it. Ensuring that data is complete

STAFF REPORT



and accurate, will be the first exercise for most departments as they begin to build their AMP.

Data gathered for PSAB 3150 will be a starting point, with additional work required to ensure completeness and accuracy at the level of detail required for an AMP.

Systems

Currently there are a large number of systems used to store and access the data that is available on the City's assets.

| JDE | WAM | GIS |
|------------|-----------------------------|----------------------|
| Amanda | Microsoft Access | Microsoft Excel |
| Paper File | Cherwell Service Management | Cartegraph Navigator |
| CAPS | SAWS | Bridge Management |

The above represents AM systems identified during three one hour group meetings held in preparation for this report. There are most likely additional resources being used that may or may not be integrated in some way with our core systems JDE/RAC/WAM.

The reasons cited for the large number of systems were varied: lack of WAM training; WAM unable to perform certain required functions or track specific types of data; resources unavailable to input and maintain the information.

The consequence of this lack of centralization is that data needed in various departments for multiple purposes is either difficult to locate, or once located, is being maintained in multiple locations. Both lead to the data becoming outdated and potentially inaccurate. An integrated solution would allow departments to coordinate efforts and create efficiencies when working on cross-departmental tasks or projects.

The lack of integration with the City's core systems decreases the value of the data in relation to budget preparation and work planning. A fully integrated set of systems will allow for better planning both at budget time and throughout the year. Efficiencies will be gained through elimination of redundant activities, better prioritizations and economies of scale across departments.

STAFF REPORT

Through the work plan attached in Appendix 2, a systems needs assessment will be completed and coordinated with the ongoing activities of the ERP and WAM Steering Committees and User Groups.

Ownership

Many of the City's assets involve multiple departments in their use, maintenance and purchase/replacement. This lack of single ownership leads to confusion amongst departments as to who is responsible for what activities related to the asset. In many cases a coordinated effort is required where one party acts as the owner/service provider and the other as the customer.

Developing clearer guidelines with regard to who is responsible for which assets will allow departments to focus work plans on their activities and will prevent duplication or gaps in review and oversight of the City's assets.

Resources

A lack of human resources to compile the information necessary to create an AMP was expressed clearly as one of the key issues that need to be resolved. Departments are aware that the information they currently possess is incomplete, outdated and in a format that is not optimal. However, finding the time using existing resources is not feasible, although a clear picture of how many additional staff, in what capacity and for how long is also not clearly defined at this time. Through ongoing discussions, a better understanding of the time commitment and resources required to complete the necessary tasks will be identified.

The focus of current staff will be on identifying the gaps and drafting the timeline of how such gaps can be addressed.

Once AMPs are developed and new systems are in place, additional resources will be required to maintain and update the data within the system. This will be a combination of permanent staff, temporary positions and consultants depending on the functions required. The AMP will clearly define each role and the timing and volume of work that is required.

One final piece of the resourcing puzzle will be to provide the appropriate training on systems and asset processes. As the AMP's are developed, it is critical that the information is disseminated to those who use the assets and interact with the system and AMP. Ensuring a good understanding of the AMP and associated systems is critical in seeing the positive benefits of the plan fulfilled.

Outputs of an AMP

Service Level Measurement

For most departments the service that they provide is clear and the service level is in some way defined. What is missing is the link between service level and the assets that are required to provide it. How do assets impact service level and what are the costs associated with particular levels of service? This is the question that a good AMP should be able to answer, thereby helping departments and the City as a whole to decide the relative importance of various services and what investment is needed to keep the service at the optimal level.

Once departments have gathered the necessary asset data and input it into an integrated system, the next step will be to set service level expectations. This work will involve the Executive Team and Council as well as the public to ensure a consistent set of expectations.

Risk Identification

There is risk involved in every action the City does or doesn't take; understanding the costs and consequences of these various actions is the key to delivering effective services. As part of the long term planning driven by the AMP, determining the types of risks and how to measure them will be a first step. From here, a discussion of acceptable levels of risk and decisions about which mitigation actions to undertake can take place. In most cases risk will be related to a financial cost, which will then be weighed against available resources or identification of additional funding.

Financial Strategy

Once departments have identified service levels and assessed risk, a comprehensive financial strategy can be prepared and decisions made regarding funding methods. The starting point of a solid AMP is to view the needs of the City's assets without first applying the budget constraints; however, the final decisions will need to be made based on available funding. With a complete AMP the decisions around funding are applied on a more transparent and objective basis.

Next Steps

Work Plan Development

Over the next 6-9 months work plans will be developed for each area based on their unique starting point. These work plans will identify key obstacles and the

STAFF REPORT



resources required to overcome them. The outputs from these work plans will be incorporated into future reporting to Council regarding progress on the Corporate AMP as well as through both the Operating and Capital budget processes.

Follow up reporting to Council

The next reporting to Council on the Corporate AMP will be in March of 2014 so as to inform the budget process, and then September/October of 2014 to provide an update on progress made. Future years will have the same reporting pattern. Additional reports will be provided if unique situations or opportunities arise which dictate Council's involvement.

CORPORATE STRATEGIC PLAN

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

DEPARTMENTAL CONSULTATION

A series of AMP meetings were held involving all City departments to gather information at a high level. Additionally, Finance has worked closely with all departments in developing capital budgets.

FINANCIAL IMPLICATIONS

No specific financial needs identified at this time. Future reports will make clearer the required funding to move the process forward.

COMMUNICATIONS

None noted.

ATTACHMENTS

Appendix 1 – Corporate Asset Management Program Policy
Appendix 2 – 18 month work plan

Report Author

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Appendix 1 – Corporate Asset Management Program Policy

CORPORATE POLICY

| | |
|-----------------|--|
| POLICY | Corporate Asset Management Program Policy |
| CATEGORY | Finance |
| AUTHORITY | Council |
| RELATED POLICES | PSAB 3150 Tangible Capital Asset Policy |
| APPROVED BY | Council |
| EFFECTIVE DATE | January 1, 2014 |
| REVISION DATE | _____ |

1. POLICY STATEMENT

The City will promote the use of asset management principles and practices in all City departments.

The program will develop and implement processes to assist departments in acquiring, creating, operating, maintaining, renewing and disposing of assets.

The program will promote the provision of services at a level that balances customer expectations with cost and risk.

2. PURPOSE OF POLICY

To outline the Corporation's position with regard to Asset Management including applicable roles and responsibilities.

3. CITY STRATEGIC PLAN DIRECTIONS

The Asset Management Program fits into the Corporate Strategic Plan under Strategic Focus Area 3 – City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

4. CORPORATE ASSET MANAGEMENT PROGRAM

The major components of the program will include a corporate asset registry, corporate work management system, decision support models and asset management plans.

The objectives of the program are to:

- a. Establish and maintain a record of the value and lifecycle costs of all tangible capital assets owned by the City.
- b. Review processes related to asset acquisition, maintenance, disposition and service provision. Establish a corporate standard to promote consistency in how assets are managed.
- c. Modify current practices where appropriate to improve effectiveness and efficiency of asset management.
- d. Meet all legislative requirements and regulatory standards.
- e. Support the development and improvement of decision making tools that promote doing the right thing to the right asset at the right time.
- f. Develop communication tools that demonstrate complex concepts in plain language.
- g. Strive for continuous improvement in the process through improved data quality and refinement of forecast reliability.

6. SCOPE AND APPLICATION

This policy applies to all staff using or managing tangible capital assets owned by the City. These assets fall into one of the following 18 groups:

- Bylaw and Security
- Corporate Buildings
- Art & Culture
- EMS
- Fire
- Fleet
- Forestry
- Information Technology
- Parking
- Parks
- Recreation
- Roads
- Solid Waste
- Storm Sewer
- Traffic
- Transit
- Waste Water
- Water Services

Each of these groups will be assigned an asset owner and an asset steward.

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7. ROLES AND RESPONSIBILITIES

Council – approves asset management policy and asset funding through the annual corporate budget process

Executive Team – provides corporate oversight of service delivery and levels

Asset Owner – General Manager or Manager with accountability for one or more of the 18 asset groups; responsible for leading the creation and maintenance of the related Asset Management Plan

Sr. Corp Analyst–Capital Asset Management – coordinates the development, implementation and delivery of asset management program including, frameworks, priorities, data collection, evaluation and service levels

Asset Steward – manages the applicable asset registry and improvement/replacement projects that impact the sustainability of the assets

DEFINITIONS

“Asset Management” – is a combination of management, financial, economic, engineering and other practices applied to tangible capital assets with the objective of providing the required level of service in the most cost-effective manner at an acceptable level of risk. It involves decision-making and actions throughout the asset lifecycle.

“Asset Management Plan” – provides the details for a particular asset group which are updated regularly and refined over time. Each plan will contain:

- Asset listing
- Condition assessment
- Current and desired service levels
- Financial needs of the assets
- Requirements for sustainability
- Risks associated with the assets

“Corporate Asset Management”- the application of asset management principles at a corporate level to maximize consistency among diverse asset groups. Corporate asset management creates efficiency by harmonizing service levels and business processes wherever possible.

“Lifecycle Costing” – the total of all costs associated with an asset throughout its life, including, planning, design, construction, acquisition, operation, maintenance, rehabilitation, renewal and disposal.

“Service Level” – the performance of an asset as it relates to service delivery to the City’s customers. This will be measured through the development of asset specific performance measures.

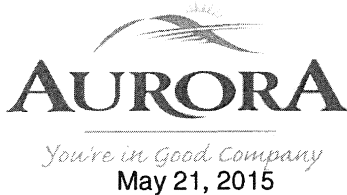
“Tangible Capital Asset” – a non-financial asset having a physical substance that is held for use by the City, has a useful life of greater than 1 year and is not intended for sale in the normal course of business.

“Risk” – The probability of some type of loss or damage occurring. Both quantitative and qualitative impacts of the various scenarios will be evaluated to build a complete risk profile.

STAFF REPORT

Appendix 2 – 18 month work plan

| | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--|
| Four focus areas | | | | | | | | | | | | | | | | | | | |
| Detailed gap identification | | | | | | | | | | | | | | | | | | | |
| GIS Technology Plan | | | | | | | | | | | | | | | | | | | |
| System needs identification | | | | | | | | | | | | | | | | | | | |
| Work to address gaps | | | | | | | | | | | | | | | | | | | |
| Service level discussions | | | | | | | | | | | | | | | | | | | |
| Risk identification | | | | | | | | | | | | | | | | | | | |
| Financial Strategy | | | | | | | | | | | | | | | | | | | |
| Balance of areas | | | | | | | | | | | | | | | | | | | |
| Detailed gap identification | | | | | | | | | | | | | | | | | | | |
| Resources requirements | | | | | | | | | | | | | | | | | | | |
| System needs identification | | | | | | | | | | | | | | | | | | | |
| Work to address gaps | | | | | | | | | | | | | | | | | | | |
| Service level discussions | | | | | | | | | | | | | | | | | | | |
| Risk identification | | | | | | | | | | | | | | | | | | | |
| Financial strategy | | | | | | | | | | | | | | | | | | | |
| Reporting to Council | | | | | | | | | | | | | | | | | | | |
| Progress updates | | | | | | | | | | | | | | | | | | | |



Town of Aurora
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The Honourable Lisa Raitt
Federal Minister of Transport

DELIVERED BY E-MAIL

RE: Community Mailboxes

Dear Minister Raitt,

Further to a decision by Aurora Town Council at its meeting of Monday, May 11, 2015, in support of the City of Hamilton's opposition to the installation of community mailboxes, I am requesting that Canada Post immediately cease the installation of community mailboxes and adhere to its Five-point Action Plan requirement to engage in full and meaningful consultation with all stakeholders, including the Town of Aurora and its residents.

For your reference, I attach Aurora Council's resolution:

NOW THEREFORE BE IT HEREBY RESOLVED THAT the Town of Aurora endorse the City of Hamilton's opposition to the elimination of home mail delivery and installation of community mailboxes; and

BE IT FURTHER RESOLVED THAT Council direct the Mayor to send a letter, copied to Members of Parliament, Ontario Members of Provincial Parliament, and all Ontario municipalities, that requests the Federal Minister of Transport, who oversees Canada Post, to require Canada Post to halt installation of community mailboxes immediately and adhere to its Five-point Action Plan requirement to engage in full and meaningful consultation with all stakeholders, including the Town and its residents; and

BE IT FURTHER RESOLVED THAT Council direct staff to bring forward recommendations to the next Council meeting to align the Town's by-laws with the City of Hamilton's By-law Number 15-091 which regulates the installation of equipment on roads; and

BE IT FURTHER RESOLVED THAT Council direct staff to develop appropriate standards to require Canada Post to apply for permits with an appropriate fee that reflects the resources required and costs incurred by the Town to install and maintain community mailboxes in established neighbourhoods; and

BE IT FURTHER RESOLVED THAT staff bring back a new bylaw for Council's enactment at the next Council meeting.

I look forward to your response at your earliest opportunity.

Yours sincerely,

Mayor Geoffrey Dawe
Town of Aurora

Cc: All Members of Parliament
All Members of Provincial Parliament
All Ontario municipalities