City Council
Meeting Agenda

July 24, 2017 – 5:30p.m.
Council Chambers, Guelph City Hall, 1 Carden Street
Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Authority to move into closed meeting

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to the Municipal Act, to consider:

Confirmation of Minutes for the closed meetings of Guelph City Council held June 12 and 13, 2017.

C-CON-2017.14 **Proposed Downtown Zoning By-law Amendment**
Section 239 (2) (f) of the Municipal Act related to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

C-CON-2017.12 **1229 Victoria Road Zoning By-law Amendment, Ontario Municipal Board Appeal**
Section 239 (2) (e)(f)of the Municipal Act related to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

C-CON-2017.13 **York Road/Victoria Road South**
Section 239 (2) (c)(f) of the Municipal Act criteria related to a proposed or pending acquisition of land by the municipality or local board and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Open Meeting – 6:30 p.m.

O Canada
Silent Reflection
First Nations Acknowledgement
Disclosure of Pecuniary Interest and General Nature Thereof

Closed Meeting Summary

Confirmation of Minutes: (Councillor Allt)

That the minutes of the open Council Meetings held June 12, 2017 and June 13, 2017 and the Committee of the Whole meeting held July 4, 2017 be confirmed as recorded and without being read.

Committee of the Whole Consent Report:

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Committee of the Whole Consent Report, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

COW-CS-2017.13 Tax Sale Vesting – Roll 23 08 010 003 18701

Recommendation:

1. That Roll 23 08 010 003 18701 be vested in the name of the City of Guelph.

2. That all taxes and charges totalling $8,095.08 regarding Roll 23 08 010 003 18701 be written off.

3. That staff investigate all options for the vested property (Roll 23 08 010 003 18701) including declaring the property surplus and selling the property to recover the uncollected amounts.

COW-IDE-2017.29 Registration of Two-unit Houses

Recommendation:

That By-law Number (2017)-20195, to provide for registration of Two-unit Houses and repeal By-law Number (1997)-15392, as amended by By-law Number (2004)-17380, and By-law Number (2004)-17402, as shown as Attachment 1of the report titled 'Registration of Two-unit Houses' and dated July 24, 2017, be adopted.

COW-IDE-2017.31 Affordable Housing Financial Incentives Program Framework

Recommendation:

1. That report IDE 17-74 Affordable Housing Financial Incentives Program Framework (AHFIP), including the AHFIP framework, dated July 4, 2017 be approved.

2. That section 6.3.3 Financial Incentives, as amended, of the Affordable Housing Strategy, included as Attachment 1 in report IDE 17-74 Affordable Housing Financial Incentives Program Framework, dated July 4, 2017 be approved.

COW-IDE-2017.30 Stormwater Service Fee – Credit Program Feasibility Report

Recommendation:

That the stormwater service fees financial incentive program as outlined in Alternative 4 of the Stormwater Service Fee – Credit Program Feasibility Report, dated July 4, 2017, be implemented to take effect in January, 2018.

COW-IDE-2017.32 LED Street Lighting

Recommendation:

1. That the LED Street Light Project (the "Project") proposal regarding the retrofitting of the City's street lighting asset with Light Emitting Diode (LED) technology and Adaptive Controls be approved.

2. That the Project costs estimated at $8 million be funded via internal borrowing from the Wastewater Capital Reserve Fund (#153).

3. That staff be directed to negotiate an agreement with Guelph Hydro Electric Systems Inc. to define their role in this project based on the recommendations contained in the report, with the terms and conditions satisfactory to the General Manager of Facilities Management, the Treasurer and the City Solicitor.

4. That staff be directed to report back to Council when project savings are identified, and recommend how those savings might be allocated between debt repayment and the operating budget.

5. That staff be directed to ensure that the LED street lighting project requires the fixture seal of approval from the International Dark Sky Association

COW-IDE-2017.33 Guelph Active Transportation Network Design Guidelines and Feasibility Study

Recommendation:

1. That the Guelph Active Transportation Network Design Guidelines and Feasibility Study dated June 2017, prepared by WSP and Paradigm Transportation Solutions Limited, be approved.

2. That funds to implement the Guelph Active Transportation Network Design Guidelines and Feasibility Study over the next ten years, estimated to be $12,268,000, be included in the proposed 2018-2027 Capital Budget.

3. That staff study the movement of the Water / Gordon pedestrian light to the north side of the river to connect the trails identified in the Active Transportation Network study and for possible incorporation into future capital costs.

4. That staff be directed to include a connection in the ATN under the Hanlon Expressway and update Council on costing during the 2018 capital budget.

5. That the re-establishment of a Trails Advisory Committee be sent to PS staff for an information report to Council in Q1 2018.

COW-IDE-2017.35 Clair-Maltby Secondary Plan Phase One Report and Recommended Vision and Guiding Principles

Recommendation:

That the Clair-Maltby Secondary Plan vision and guiding principles be approved as outlined in report IDE 17-76.

CON- 2017.36 Woonerf Pilot Project

Recommendation:

That staff evaluate and report back regarding the potential of woonerfs as a planning tool for future road constructions / re-constructions in the City.

Council Consent Agenda:

The following resolutions have been prepared to facilitate Council's consideration of various matters and are suggested for consideration. If Council wishes to address a specific report in isolation of the Consent Agenda, please identify the item. It will be extracted and dealt with separately as part of the Items for Discussion.

CON-2017.37 Light Pollution Bylaw Review

Recommendation:

That staff be directed to bring forward for Council's consideration during the 2018 budget deliberations an expansion package to cover the costs to conduct a bylaw review related to light pollution.

CON-2017.38 Closed Meeting Investigation Report

Recommendation:

That the Closed Meeting Investigation Report prepared by Amberley Gavel Ltd., relating to the closed meetings of Guelph City Council held on September 28 and October 26, 2015, and November 28, 2016, be received.

Items for Discussion:

The following items have been extracted from the Committee of the Whole Consent Report and the Council Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

CON-2017.32 Proposed Downtown Zoning By-law Amendment (ZC1612) (staff memo)

This item was deferred from the July 10, 2017 Council Planning meeting.

Staff Presentation:
Stacey Laughlin, Senior Policy Planner

Delegation:
R. Jason Ashdown, Skyline

Correspondence:
Christine Young
Astrid J. Clos Planning Consultants
R. Jason Ashdown, Skyline
Maria and Michael Finoro

Recommendation:

1. That the City-initiated Downtown Zoning By-law Amendment (ZC1612) be approved in accordance with the zoning regulations outlined in Attachment 1 of the Infrastructure, Development and Enterprise Report 17-77, dated July 10, 2017.

2. That in accordance with Section 34(17) of the Planning Act, City Council has determined that no further public notice is required related to the changes to the proposed Zoning By-law Amendment affecting Downtown.

CON-CAO-2017.1 Corporate Administrative Plan Update

Staff Presentation:
Derrick Thomson, Chief Administrative Officer

Recommendation:

That the framework to develop a new Community Plan for Guelph, as outlined in the CAO report "Corporate Administrative Plan Update" CAO-S-1701 dated 24 July 2017 be approved.

Special Resolutions

Notices of Motion

By-laws

Resolution to adopt the By-laws (Councillor Downer)

By-law Number (2017)-20187	A by-law to amend By-law Number (1995)-14864, as amended, known as the Zoning By-law for the City of Guelph as it affects Downtown Zones.
By-law Number (2017)-20194	A by-law to provide for registration of Two-unit Houses and repeal By-law Number (1997)-15392, as amended by By-law Number (2004)-17380, and By-law Number (2004)-17402, as shown as Attachment 1of the report titled 'Registration of Two-unit Houses'.

Mayor's Announcements

Please provide any announcements, to the Mayor in writing, by 12 noon on the day of the Council meeting.

Notice of Motion

Adjournment

Minutes of Guelph City Council
Held in the Council Chambers, Guelph City Hall on
June 12, 2017 at 5:00 p.m.

Attendance

Council:
Mayor C. Guthrie
Councillor P. Allt
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon
Councillor J. Hofland
Councillor M. MacKinnon
Councillor L. Piper
Councillor M. Salisbury
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff:
Mr. S. Stewart, Deputy CAO of Infrastructure, Development and Enterprise
Mr. Todd Salter, General Manager, Planning, Urban Design and Building Services
Ms. S. Kirkwood, Manager of Development Planning, Urban Design and Building Services
Mr. M. Witmer, Development Planner II
Mr. T. Gayman, Manager of Infrastructure, Development & Environmental Engineering
Mr. T. Agnello, Deputy Clerk
Ms. D. Tremblay, Council Committee Coordinator

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

Mayor Guthrie called the meeting to order.

Authority to Resolve into a Closed Meeting of Council

1. Moved by Councillor Van Hellemond
Seconded by Councillor Downer

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (c) (e) and (f) of the Municipal Act with respect to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board, advice that is subject to solicitor-client privilege, including communications necessary for that purpose and a proposed of pending acquisition or disposition of land by the municipality or local board.

Carried

Closed Meeting (5:03 p.m.)

Rise and recess from Closed Meeting (6:13 p.m.)

Council recessed.

Councillor Gibson left the meeting. (6:13 p.m.)

Open Meeting (6:30 p.m.)

Mayor Guthrie called the meeting to order.

Closed Meeting Summary

Mayor Guthrie spoke regarding the matters addressed in closed and identified the following:

C-CON-2017.8 City of Guelph OPA 48 Appeals – Proposed Partial Settlement

Direction was provided to staff regarding this matter.

C-CON-2017.9 Potential Disposition of the Baker District Properties

Direction was provided to staff regarding this matter.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Presentation:

The Mayor presented a medal to Aime MacNeil, a silver and bronze medalist at the Ontario Provincial Women's Gymnastics Championship.

Council Consent Agenda:

The following item was extracted to be dealt with as part of the Items for Discussion:

CON-2017.25 Paisley/Imperial Node – Proposed Official Plan Amendment and Zoning By-law Amendment (Files OP1502 and ZC1515)

Balance of Consent Items

2. Moved by Councillor Piper
   Seconded by Councillor Downer

   That the balance of the June 12, 2017 Council Consent Agenda, as identified below, be adopted:

CON-2017.25 Heritage Guelph's Terms of Reference

Recommendation:

1. That the terms of reference for Heritage Guelph, the municipal heritage committee, included as Attachment 1 to IDE Report IDE 17-70 dated June 12, 2017 be approved.

2. That a by-law be enacted to confirm Heritage Guelph as the municipal heritage committee pursuant to the Ontario Heritage Act.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)
Voting Against: (0)

Carried

Planning Public Meeting

Mayor Guthrie announced that in accordance with The Planning Act, Council is now in a public meeting for the purpose of informing the public of various planning matters. The Mayor asked if there were any delegations in attendance with respect to the planning matters listed on the agenda.

1159 Victoria Road South Proposed Common Element Condominium Subdivision File: 23CDM-17501

Mr. Michael Witmer, Development Planner II provided council with information regarding an application for a common element condominium subdivision seeking to establish a ninety-eight (98) unit freehold unit cluster and stacked townhouse development with the parcels of tied land (POTLS) to be tied to the common element areas including: private roadways to provide legal access to the townhouse units, visitor parking spaces, sidewalks and shared open spaces for the property known as 1159 Victoria Road South The application is dependent upon the registration of the first phase of subdivision and site plan approval which has not been completed. The General Manger of Planning, Urban Design and Building Services is the approval authority for approval of common element condominium plans.

Tracy Tucker, IBI Group, representing the owners of the property indicated that the site plan which is before the City would approve the townhouse block as proposed, appropriate Zoning and Official Plan approvals are in place, and the draft plan approval and the completion of a site plan agreement are anticipated to be completed, prior to condominium approval.

Based on discussions of Council, Staff will review the current trail route between the properties.

3. Moved by Councillor Billings
Seconded by Councillor MacKinnon

Recommendation:

That Report IDE 17-69 dated June 12, 2017, regarding a proposed Common Element Condominium Subdivision application (File: 23CDM-17501) by IBI Group (on behalf of Victoria Park Village Inc.) on the property municipally known as 1159 Victoria Road South, and legally described as Northeast Half of Lot 5, Concession 8, Geographic Township of Puslinch, be received.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)
Voting Against: (0)

Carried

Items for Discussion

CON- 2017.24 Paisley/Imperial Node – Proposed Official Plan Amendment and Zoning By-law Amendment (Files: OP1502 and ZC1515)

4. Moved by Councillor Hofland
Seconded by Councillor Billings

Recommendation:

1. That the application submitted by Walker, Nott, Dragicevic Associates Limited on behalf of the owner, Armel Corporation to amend the Official Plan for the Paisley/Imperial Node lands, comprised of five (5) properties, municipally known as 926 Paisley Road, 950 Paisley Road, 963 to 1045 Paisley Road, 19 and 71 Elmira Road South, and 129 Elmira Road South, City of Guelph, to increase the overall permitted gross floor area in the Paisley/Imperial Node by 4,400 m^2 from 52,600 m^2 to 57,000 m^2 be approved in accordance with ATT-3 of the Infrastructure, Development and Enterprise Report 17-67 dated June 12, 2017.

2. That the application submitted by Walker, Nott, Dragicevic Associates Limited on behalf of the owner, Armel Corporation to amend the Zoning By-law for the property municipally known as 963 to 1045 Paisley Road to increase the maximum permitted gross floor area from 20,851m^2 to 25,251m^2, be approved, in accordance with ATT-4 of the Infrastructure, Development and Enterprise Report IDE 17-67, dated June 12, 2017.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)
Voting Against: (0)

Carried

CON-2017.26 Review of City of Guelph Development Application Fees

Ms. Sylvia Kirkwood, Manager of Development Planning, Urban Design and Building Services provided Council with an overview of the works conducted during the development application fee review and next steps in the review process.

Mr. Todd MacDonald, Consultant, Performance Concepts Consulting Inc. provided Council with a summary of the review including the purpose for the development fee review, methodology, key findings and recommendations and advised that the City is well positioned to implement a change in fees following the implementation of the IOR.

5. Moved by Councillor Piper
Seconded by Councillor Allt

Recommendation:

1. That the report from Performance Concepts Consulting Inc., entitled “City of Guelph Update of Development Review Process (DRP) Fees” included as ATT-1 to IDE Report 17-73, be received.

2. The staff be authorized to proceed with bringing forward for Council's consideration, a recommended new Development Application Fee By-law, based on the framework contained in ATT-1 to IDE Report 17-73 and input received from Council and business stakeholders.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)
Voting Against: (0)

Carried

By-laws

6. Moved by Councillor Bell
Seconded by Councillor Allt

That By-laws Numbered (2017)-20176 to (2017)-20181, inclusive, are hereby passed.

Voting in Favour: Mayor Guthrie, Councillors Allt, Bell, Billings, Downer, Gordon, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (12)
Voting Against: (0)

Carried

Mayor's Announcements

Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise, advised Council that the July 10, 2017 Council Planning meeting will have an early start time of 4:00 p.m., in order for staff provide a presentation on the Integrated Operational Review (IOR) and a celebration following.

Adjournment (8:17 p.m.)

7. Moved by Councillor Bell
Seconded by Councillor Salisbury

That the meeting be adjourned.

Carried

Minutes to be confirmed on Monday, July, 24, 2017.

_____
Mayor Guthrie

_____
Tina Agnello- Deputy Clerk

Minutes of Guelph City Council as Shareholder of Guelph Municipal Holdings Inc. Held in the Council Chambers, Guelph City Hall on Tuesday, June 13, 2017 at 4:00 p.m.

Attendance

Council: Mayor C. Guthrie
Councillor P. Allt
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon
Councillor J. Hofland
Councillor M. MacKinnon
Councillor L. Piper
Councillor M. Salisbury
Councillor A. Van Hellemond
Councillor K. Wettstein

Staff: Mr. D. Thomson, Chief Administrative Officer
Ms. T. Sprigg, General Manager, Corporate Communications and Customer Service
Ms. T. Agnello, Deputy Clerk
Ms. D. Tremblay, Council Committee Coordinator

Also present:
Mr. T. MacDonald, Financial Advisor GMHI, Grant Thorton
Mr. R. Clark, Solicitor for GMHI, Aird & Berlis, Solicitor
Ms. J. Armstrong, Chairperson of GHESI Board
Mr. R. Bell, Co-Chair GHESI Board and Member of the Strategies & Options Committee
Mr. P. Sardana, Chief Financial Officer, GMHI
Mr. M. Goldberg, Community Member of the Strategies & Options Committee

Call to Order (4:02 p.m.)

Mayor Guthrie called the Special Council meeting as Shareholder of Guelph Municipal Holdings Inc. to order.

Authority to Resolve into Closed Meeting of Council

1. Moved By Councillor Allt
Seconded By Councillor Hofland

That Council of the City of Guelph now hold a special meeting that is closed to the public, pursuant to Section 239(f) of the Municipal Act with respect to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

Carried

Closed Meeting (4:05 p.m.)

Rise and recess from Closed Meeting (6:00 pm)

Council recessed.

Open Meeting (6:30 p.m.)

Mayor Guthrie called the meeting to order.

Closed Meeting Summary

Mayor Guthrie spoke regarding the matters addressed in closed and identified the following:

C-GHMI-2017.2 **Environmental Scan regarding Guelph Hydro Merger Options**
Direction was provided to staff on this matter

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

GMHI-2017.2 Environmental Scan regarding Guelph Hydro Merger Options

Mr. Derrick Thomson, Chief Administrative Officer, Co-Chair Strategies and Options Committee (SOC) provided an overview of the work carried out by the SOC and its advisors with respect to Phase 2: Environmental Scan.

Ms. J. Armstrong, Chairperson of the GHESI Board, advised of the appointment of a new community member to the SOC Board, Mr. Douglas Auld and also advised that that the GHESI Board endorses the recommendations of the SOC.

Ms. Tara Sprigg, General Manager of Corporate Communications and Customer Service, outlined the various engagement activities that have been conducted during Phase 2 and the next steps in the engagement plan.

Mr. R. Clark, Solicitor, Aird & Berlis, Solicitor for GMHI, and Mr. Tory McDonald, Financial Advisor, GMHI, Grant Thorton, provided an overview of the presentation.

The SOC and their advisors were requested to consider the following: a local work station presence and preservation of the local workforce, possible synergies, veto powers over future sales, investment allocation and mergers . It was also requested that communications and information be provided in plain language with explanations of reasons why the City is exploring these options and public engagement is to include Town Hall meetings.

Councillor MacKinnon left the meeting (8:29 p.m.)

2. Moved by Councillor Salisbury
Seconded by Councillor Allt

1. That the Strategies and Options Committee (the “SOC”) of Guelph Municipal Holdings Inc. (“GMHI”) be directed to conduct further discussions, engage in

further due diligence, and prepare preliminary business cases to assess potential mergers between Guelph Hydro Electric Systems Inc. ("Guelph Hydro") and potential merger partners.

2. That the SOC continue its communications and community engagement to inform its work.

3. That the SOC report back to Council in early fall 2017 with the results of further discussions and due diligence, communications and community engagement and preliminary business case, including recommendations regarding next steps.

Voting in Favour: Mayor Guthrie, Councillors, Allt, Downer, Gibson, Gordon, Hofland, Piper, Salisbury, Wettstein (9)
Voting Against: Councillors Bell, Billings and Van Hellemond (3)

Carried

Adjournment (9:08 p.m.)

3. Moved by Councillor Bell
Seconded by Councillor Hofland

That the meeting be adjourned.

Carried

Minutes to be confirmed on Monday, July 24, 2017.

_____
Mayor Guthrie

_____
Tina Agnello- Deputy Clerk

Minutes of Committee of the Whole Meeting
Held in the Council Chambers, Guelph City Hall on
July 4, 2017 at 2:00 p.m.

Attendance

Council: Mayor Guthrie
Councillor B. Bell
Councillor C. Billings
Councillor C. Downer
Councillor D. Gibson
Councillor J. Gordon
Councillor J. Hofland
Councillor M. MacKinnon
Councillor L. Piper
Councillor M. Salisbury
Councillor A. Van Hellemond
Councillor K. Wettstein

Absent: Councillor P. Allt
Councillor J. Gordon

Staff: Mr. D. Thomson, Chief Administrative Officer
Ms. C. Clack, Deputy CAO, Public Services
Mr. T. Lee, Deputy CAO, Corporate Services
Mr. S. Stewart, Deputy CAO, Infrastructure, Development and Enterprise
Ms. B. Swartzentruber, Executive Director, Policy, Intergovernmental Relations and Open Government
Mr. M. Petricevic, General Manager, Facilities Management
Ms. T. Baker, General Manager, Finance / City Treasurer
Ms. K. Dedman, General Manager, Engineering and Capital Infrastructure Services / City Engineer
Mr. A. Chapman, Manager, Climate Change Office
Ms. C. Kennedy, Manager, Policy and Intergovernmental Relations
Ms. M. Aldunate, Manager, Policy Planning
Mr. A. McIlveen, Manager, Transportation Services
Mr. T. Gayman, Manager, Development Engineering
Mr. A. Hindupur, Supervisor, Infrastructure Engineering
Ms. J. Sperling, Program Manager, Open Space Planning
Ms. J. Jylanne, Senior Policy Planner
Mr. D. DeGroot, Senior Urban Designer
Mr. B. Bond, Zoning Inspector
Ms. T. Agnello, Deputy City Clerk
Mr. D. McMahon, Council Committee Coordinator

Call to Order (2:00 p.m.)

Mayor Guthrie called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Presentations

Councillor Gibson introduced the following awards and staff recognitions:

a) Recognition of the City of Guelph Adult School Crossing Guard Program by the Employment Coordination Committee of Guelph and Wellington presented to Christine Vettor

b) 2017 Awards of Excellence in Water Efficiency (Public Education and Awareness Category) presented to Jennifer Gilks, Cathy Chaput, Megan Haessler and Jocelyn Kelly for the H2Awesome Youth Education Program

c) 2017 Awards of Excellence in Water Efficiency (Public Sector Utilities Category) presented to Wayne Galliher, Jennifer Gilks, Julie Anne Lamberts, Karen McKeown, Laura Mousseau, Emily Stahl, Alicia Wind and Heather Yates for the 2016 Water Efficiency Strategy Update

d) Recognition of Alex Chapman, Manager, Climate Change Office, for receiving the Renewable Energy Professional accreditation from the Association of Energy Engineers

Derrick Thompson, Chief Administrative Officer, introduced the Intergovernmental Relations Status Update.

Barb Swartzentruber, Executive Director, Policy, Intergovernmental Relations and Open Government and Cathy Kennedy, Manager, Policy and Intergovernmental Relations, presented the Intergovernmental Relations Status Update.

Consent Agenda – Infrastructure, Development and Enterprise

The following items were extracted:

COW-IDE-2017.29 Registration of Two-unit Houses
COW-IDE-2017.31 Affordable Housing Financial Incentives Program Framework

Consent Agenda – Corporate Services

Councillor MacKinnon assumed the Chair.

COW-CS-2017.13 Tax Sale Vesting – Roll 23 08 010 003 18701

1. Moved by Councillor Gibson
   Seconded by Councillor MacKinnon

   1. That Roll 23 08 010 003 18701 be vested in the name of the City of Guelph.

   2. That all taxes and charges totalling $8,095.08 regarding Roll 23 08 010 003 18701 be written off.

   3. That staff investigate all options for the vested property (Roll 23 08 010 003 18701) including declaring the property surplus and selling the property to recover the uncollected amounts.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)
Voting Against: (0)

Carried

Items for Discussion – Infrastructure, Development and Enterprise

Councillor Gibson assumed the Chair.

COW-IDE-2017.29 Registration of Two-unit Houses

2. Moved by Councillor Downer
Moved by Councillor Piper

That By-law Number (2017)-XXXXX, to provide for registration of Two-unit Houses and repeal By-law Number (1997)-15392, as amended by By-law Number (2004)-17380, and By-law Number (2004)-17402, as shown as Attachment 1of the report titled 'Registration of Two-unit Houses' and dated July 24, 2017, be adopted.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)
Voting Against: (0)

Carried

COW-IDE-2017.32 LED Street Lighting

Mario Petricevic, General Manager, Facilitates Management, and Alex Chapman, Manager, Climate Change Office, presented the LED Street Lighting report.

The following individual spoke to this item:
Brenda Aherne

3. Moved by Councillor Piper
Seconded by Mayor Guthrie

1. That the LED Street Light Project (the "Project") proposal regarding the retrofitting of the City's street lighting asset with Light Emitting Diode (LED) technology and Adaptive Controls be approved.

2. That the Project costs estimated at $8 million be funded via internal borrowing from the Wastewater Capital Reserve Fund (#153).

3. That staff be directed to negotiate an agreement with Guelph Hydro Electric Systems Inc. to define their role in this project based on the recommendations contained in the report, with the terms and conditions satisfactory to the General Manager of Facilities Management, the Treasurer and the City Solicitor.

4. That staff be directed to report back to Council when project savings are identified, and recommend how those savings might be allocated between debt repayment and the operating budget.

Amendment

4. Moved by Councillor Downer
Seconded by Mayor Guthrie

That the following be added as clause 5:

5. That staff be directed to ensure that the LED Street Lighting project requires the Fixture Seal of Approval from the International Dark Sky Association.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)
Voting Against: (0)

Carried

Main Motion as Amended

5. Moved by Councillor Piper
Seconded by Mayor Guthrie

1. That the LED Street Light Project (the "Project") proposal regarding the retrofitting of the City's street lighting asset with Light Emitting Diode (LED) technology and Adaptive Controls be approved.

2. That the Project costs estimated at $8 million be funded via internal borrowing from the Wastewater Capital Reserve Fund (#153).

3. That staff be directed to negotiate an agreement with Guelph Hydro Electric Systems Inc. to define their role in this project based on the recommendations contained in the report, with the terms and conditions satisfactory to the General Manager of Facilities Management, the Treasurer and the City Solicitor.

4. That staff be directed to report back to Council when project savings are identified, and recommend how those savings might be allocated between debt repayment and the operating budget.

5. That staff be directed to ensure that the LED street lighting project requires the fixture seal of approval from the International Dark Sky Association

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury, Van Hellemond and Wettstein (11)
Voting Against: (0)

Carried

COW-IDE-2017.33 Guelph Active Transportation Network Design Guidelines and Feasibility Study

Jennifer Juste, Program Manager, Transportation Demand Management and Jay Cranstone, Project Manager / Senior Landscape Architect, WSP group, presented the Guelph Active Transportation Network Design Guidelines and Feasibility Study.

Councillor Van Hellemond left the meeting at 5:12 p.m.

The following individuals spoke to this item:
Yvette Tendick, President, Guelph Coalition for Active Transportation
Mike Darmon, Board Member, Guelph Coalition for Active Transportation
Patrick Sheridan
Bill Mungall, on behalf of the Ontario Trail Council, Hike Ontario and the Guelph Hiking Trail Club

6. Moved by Councillor Downer
Seconded by Councillor Hofland

1. That the Guelph Active Transportation Network Design Guidelines and Feasibility Study dated June 2017, prepared by WSP and Paradigm Transportation Solutions Limited, be approved;

2. That funding for year-round maintenance of the Active Transportation Network per the recommendations of the Guelph Active Transportation Network Design Guidelines and Feasibility Study be included in the proposed 2018 Operating Budget;

3. That funds to implement the Guelph Active Transportation Network Design Guidelines and Feasibility Study over the next ten years, estimated to be $12,268,000, be included in the proposed 2018-2027 Capital Budget;

4. That the operating budget to provide year-round maintenance of the proposed active transportation network be increased as new trails are constructed to a total additional amount of approximately $271,000 per year once fully implemented.

First Amendment

7. Moved by Councillor Downer
Seconded by Mayor Guthrie

That the following be added as clause 5:

That staff study the movement of the Water / Gordon pedestrian light to the north side of the river to connect the trails identified in the Active Transportation Network Study and for possible incorporation into future capital expenditures.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, MacKinnon, Piper, Salisbury and Wettstein (9)
Voting Against: Councillor Hofland (1)

Carried

Second Amendment

8. Moved by Councillor Salisbury
Seconded by Councillor Billings

That the following be added as clause 6:

That staff be directed to include a connection in the Active Transportation Network under the Hanlon Expressway and update Council on costing during the 2018 capital budget.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (10)
Voting Against: (0)

Carried

Third Amendment

9. Moved by Councillor Piper
Seconded by Councillor Downer

That the following be added as clause 7:

That the re-establishment of a Trails Advisory Committee be referred to Public Services staff for an information report to Council in Q1, 2018.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (10)
Voting Against: (0)

Carried

Fourth Amendment

10. Moved by Mayor Guthrie
Seconded by Councillor Billings

That the words 'in principle' be added to the end of clause 1.

Voting in Favour: Mayor Guthrie, Councillor Billings (2)
Voting Against: Councillors Bell, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (8)

Defeated

Main Motion as Amended

It was requested that the clauses be voted on separately.

11. Moved by Councillor Downer
Seconded by Councillor Hofland

1. That the Guelph Active Transportation Network Design Guidelines and Feasibility Study dated June 2017, prepared by WSP and Paradigm Transportation Solutions Limited, be approved.

Voting in Favour: Councillors Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (8)
Voting Against: Mayor Guthrie, Councillor Bell (2)

Carried

2. That funding for year-round maintenance of the Active Transportation Network per the recommendations of the Guelph Active Transportation Network Design Guidelines and Feasibility Study be included in the proposed 2018 Operating Budget.

Voting in Favour: Councillors Downer, Hofland, Piper, Salisbury (4)
Voting Against: Mayor Guthrie, Councillors Billings, Bell, Gibson, MacKinnon and Wettstein (6)

Defeated

Motion to Take No Action

12. Moved by Mayor Guthrie
Moved by Councillor MacKinnon

That no action be taken on clause 4.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Gibson, MacKinnon, Salisbury and Wettstein (7)
Voting Against: Councillors Downer, Hofland and Piper (3)

Carried

Main Motion as Amended

13. Moved by Councillor Downer
Seconded by Councillor Hofland

3. That funds to implement the Guelph Active Transportation Network Design Guidelines and Feasibility Study over the next ten years, estimated to be $12,268,000, be included in the proposed 2018-2027 Capital Budget.

Voting in Favour: Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (9)
Voting Against: Mayor Guthrie (1)

Carried

5. That staff study the movement of the Water / Gordon pedestrian light to the north side of the river to connect the trails identified in the Active Transportation Network study and for possible incorporation into future capital costs.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (10)
Voting Against: (0)

Carried

6. **That staff be directed to include a connection in the ATN under the Hanlon Expressway and update Council on costing during the 2018 capital budget.**

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (10)
Voting Against: (0)

Carried

7. **That the re-establishment of a Trails Advisory Committee be sent to PS staff for an information report to Council in Q1 2018.**

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gibson, Hofland, MacKinnon, Piper, Salisbury and Wettstein (10)
Voting Against: (0)

Carried

Council recessed at 6:42 p.m. and resumed at 7:04 p.m.

Councillor Gibson left the meeting at 6:42 p.m.

Councillor Piper assumed the chair.

COW-IDE-2017.31 Affordable Housing Financial Incentives Program Framework

14. Moved by Councillor Bell
Seconded by Mayor Guthrie

1. That report IDE 17-74 Affordable Housing Financial Incentives Program Framework (AHFIP), including the AHFIP framework, dated July 4, 2017 be approved.

2. That section 6.3.3 Financial Incentives, as amended, of the Affordable Housing Strategy, included as Attachment 1 in report IDE 17-74 Affordable Housing Financial Incentives Program Framework, dated July 4, 2017 be approved.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, MacKinnon, Piper, Salisbury and Wettstein (9)
Voting Against: (0)

Carried

Woonerf Pilot Project

Councillor Bell introduced his motion regarding a woonerf pilot project.

The following delegates spoke to this item:
Mike Schreiner, Leader, Green Party of Ontario
Cas Herold
Maurice Nelischer

15. Moved by Councillor Bell
Seconded by Mayor Guthrie

That staff evaluate and report back regarding the potential of woonerfs as a planning tool for future road constructions in the City.

First Amendment

16. Moved by Mayor Guthrie
Seconded by Councillor Bell

That the clause be replaced with the following:

That, in collaboration with the residents of new street, staff evaluate and report back regarding the potential of a pilot woonerf.

Voting in Favour: Mayor Guthrie, Councillors Bell and Piper (3)
Voting Against: Councillors Billings, Downer, Hofland, MacKinnon, Salisbury and Wettstein (6)

Defeated

Second Amendment

17. Moved by Councillor Downer
Seconded by Councillor Bell

That ' / re-construction' be added following the word 'constructions'.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, MacKinnon, Piper, Salisbury and Wettstein (9)
Voting Against: (0)

Carried

Main Motion as Amended

18. Moved by Councillor Bell
Seconded by Mayor Guthrie

That staff evaluate and report back regarding the potential of woonerfs as a planning tool for future road constructions **/ re-constructions** in the City.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, Piper and Salisbury (7)
Voting Against: Councillors Wettstein and MacKinnon (2)

Carried

Councillor MacKinnon left the meeting at 8:06 p.m.

COW-IDE-2017.30 Stormwater Service Fee – Credit Program Feasibility Report

Arun Hindupur, Supervisor, Infrastructure Engineering, presented the Stormwater Service Fee – Credit Program Feasibility Report.

19. Moved by Mayor Guthrie
Seconded by Councillor Bell

That the stormwater service fees financial incentive program as outlined in Alternative 4 of the Stormwater Service Fee – Credit Program Feasibility Report, dated July 4, 2017, be implemented to take effect in January, 2018.

Voting in Favour: Mayor Guthrie, Councillors Bell, Downer, Hofland, Piper and Wettstein (6)
Voting Against: Councillors Billings and Salisbury (2)

Carried

COW-IDE-2017.34 Draft Urban Design Manual: Urban Design Vision and Design Action Plan

David deGroot, Senior Urban Designer, presented the Draft Urban Design Manual: Urban Design Vision and Design Action Plan.

20. Moved by Councillor Wettstein
Seconded by Councillor Salisbury

That the draft Urban Design Vision and Urban Design Action Plan components of the Urban Design Manual be received.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, Piper, Salisbury and Wettstein (8)
Voting Against: (0)

Carried

COW-IDE-2017.35 Clair-Maltby Secondary Plan Phase One Report and Recommended Vision and Guiding Principles

Stacey Laughlin, Senior Policy Planner, presented the Clair-Maltby Secondary Plan Phase One Report and Recommended Vision and Guiding Principles.

21. Moved by Councillor Billings
Seconded by Mayor Guthrie

That the Clair-Maltby Secondary Plan vision and guiding principles be approved as outlined in report IDE 17-76.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, Piper, Salisbury and Wettstein (8)
Voting Against: (0)

Carried

Planning a Bicentennial Project in Guelph 2027

Councillor Bell introduced his motion regarding Planning a Bicentennial Project in Guelph 2027.

22. Moved by Councillor Bell
Seconded by Councillor Salisbury

That staff develop a plan to establish a bicentennial showcase project that includes a public competition for Council consideration in 2019.

Referral

23. Moved by Councillor Downer
Seconded by Councillor Billings

That the motion be referred to Public Services staff to be considered as part of a larger plan for Guelph's Bicentennial and report back in 2019.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Hofland, Piper and Salisbury (7)
Voting Against: Councillor Wettstein (1)

Carried

Mayor Guthrie assumed the Chair.

Adjournment (9:52 p.m.)

24. Moved by Councillor Bell
Seconded by Councillor Billings

That the meeting be adjourned.

Carried

Minutes to be confirmed on July 24, 2017.

_____
Mayor Guthrie

_____
Tina Agnello - Deptuy City Clerk

Staff Report

To	City Council
Service Area	Public Services
Date	Monday, July 24, 2017
Subject	**Light Pollution Bylaw Review**
Report Number	PS-17-18

Recommendation

1. That staff be directed to bring forward for Council's consideration during the 2018 budget deliberations an expansion package to cover the costs to conduct a bylaw review related to light pollution.

Executive Summary

Purpose of Report

To provide information to City Council and to seek direction regarding the review of light pollution and the possible creation of a Light Pollution Bylaw.

Key Findings

A number of municipalities have created Light Pollution Bylaws. City staff have a number of bylaw reviews underway or scheduled. To complete a review on light pollution and if necessary create a bylaw in a timely manner, outside resources will be required.

Financial Implications

Based on past consultant costs, staff anticipate the costs to conduct the light pollution review utilizing outside consultants and supplies to be approximately $7,500.

Report

Staff are aware that there are some within the community who would like to see us create a Light Pollution Bylaw within the City of Guelph. Most concerns received from residents have been with respect to light trespass issues (i.e. high intensity luminaire that projects light onto adjacent private properties).

Currently the City of Guelph does not have any regulations with respect to light pollution, though it should be noted in some cases, where light trespasses on a neighbouring property due to a broken light fixture, staff may be able to take limited action to address the concern through the City's Property Standards Bylaw.

Staff have completed a cursory review of municipalities in Canada that do have various light pollution Bylaws, these municipalities include Richmond Hill, Mississauga, Toronto, Huntsville, Burlington, Calgary AB, Banff AB, and Saanich BC.

Staff have also determined that there appears to be an increase in the number of municipalities passing these bylaws. Therefore staff recommends that a bylaw review be undertaken to determine the community's desire to create such a bylaw.

However, due to the number of City bylaws or related issues to be reviewed and in some cases the complexity of the bylaw or issues being reviewed, staff typically undertake only one major and one minor bylaw review at any one time. Examples of a major bylaw review have included animal control, nuisance parties, food vehicles and noise. Examples of a minor bylaw review have included donation bins, driving instructors, fireworks and accessible parking. Currently the review of the following bylaw matters are underway or have been scheduled to commence in the near future:

Underway:

- Taxi licensing/Vehicle for hire (major)
- Election signs (minor)
- Second hand good sales/Salvage yards (minor)

Scheduled:

- Short term rentals/Bed and breakfasts (major; late 2017 start)
- Graffiti review (minor; 2017/2018)
- Hookah establishments (minor; 2018)
- Adult entertainment services (minor; 2018*)
  *review was previously delayed to allow for the food vehicles review
- Trailers (minor; 2018/2019)

It is anticipated that the Light Pollution Bylaw review/creation would be considered a minor bylaw review. The working group would be relatively small however broad community engagement would be recommended. Public engagement could be achieved through an on-line survey and town hall meetings.

Given the number of bylaw reviews underway or scheduled, should Council wish to proceed with the creation of a Light Pollution Bylaw in 2018, outside consulting resources would be required.

Should Council not wish to provide funding for outside consultation services, staff anticipate that a review of this matter could be scheduled for late 2019, early 2020.

While a formal Public Engagement Plan has not been created, based on other bylaw reviews we anticipate the time required to complete this review would take approximately six to eight months once commenced.

Corporate Administrative Plan

Overarching Goals
Service Excellence

Service Area Operational Work Plans
Our Services - Municipal services that make lives better
Our People- Building a great community together

Attachments

N/A

Departmental Approval

Kate Bishop, Supervisor of Community Engagement, Intergovernmental Relations, Policy and Open Government

Report Author

David Wiedrick, Manager Bylaw Compliance, Security and Licensing

Approved By
Doug Godfrey
General Manager
Operations
519-822-1260 ext. 2520
doug.godfrey@guelph.ca

Recommended By
Colleen Clack
Deputy CAO
Public Services
519-822-1260 ext. 2588
colleen.clack@guelph.ca

REPORT TO
THE CORPORATION OF THE CITY OF GUELPH REGARDING THE INVESTIGATION OF A COMPLAINT ABOUT MEETINGS OF THE CITY OF GUELPH COUNCIL IN CLOSED SESSION ON SEPTEMBER 28, 2015, OCTOBER 26, 2015, AND NOVEMBER 28, 2016

I. COMPLAINT

The Corporation of the City of Guelph ("City") received a complaint about three meetings of City Council ("Council") in closed session held on September 28, 2015, October 26, 2015, and November 28, 2016. The essence of the complaint is that a subject matter that was discussed during each the three closed meetings was done so in contravention of the open meetings provision of the *Municipal Act, 2001*[1], as amended by Bill 130[2] ("Municipal Act" or "Act").

This request was sent to the offices of Amberley Gavel Ltd. ("Amberley Gavel") for investigation.

II. JURISDICTION

The City appointed Local Authority Services (LAS) as its closed meeting investigator pursuant to section 239.2 of the *Municipal Act*.

LAS has delegated its powers and duties to Amberley Gavel to undertake the investigation and report to City Council.

III. BACKGROUND

Section 239 of the *Municipal Act* provides that all meetings of a municipal council, local board or a committee of either of them shall be open to the public. This requirement is one of the elements of transparent local government.

[1] S.O. 2001, c. 25.
[2] *Bill 130: An Act to amend various Acts in relation to municipalities*, S.O. 2006, c. 32 ("Bill 130").

The section sets forth exceptions to the open meetings rule. It lists the reasons for which a meeting, or a portion of a meeting, may be closed to the public. The section confers discretion on a council or local board to decide whether a closed meeting is required for a particular matter. That is, it is not required to move into closed session if it does not feel the matter warrants a closed session discussion.

Section 239 reads in part as follows:

Meetings open to public

239. (1) Except as provided in this section, all meetings shall be open to the public. 2001, c. 25, s. 239 (1).

Exceptions

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

(a) the security of the property of the municipality or local board;

(b) personal matters about an identifiable individual, including municipal or local board employees;

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(d) labour relations or employee negotiations;

(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

(g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act. 2001, c. 25, s. 239 (2).

IV. INVESTIGATION

Documents provided by the City and reviewed included the Agendas and Minutes of Council, documents received or considered by Council during the Closed Sessions, Council by-laws, and other relevant documentation. The City Clerk was consulted during the investigation.

BACKGROUND

(a) The Complaint

In summary, the complainant asserts that one of the subject matters discussed in the referenced meetings did not fall within the provisions of the Municipal Act which permit a council, committee, or local board to discuss certain matters in closed meetings. The issue dealt with the development of a Brant Community Hub ("BCH").

(b) The Brant Community Hub

In April 2014, City Council adopted a recommendation of staff that it consider the development of a Community Hub in the Brant neighbourhood of the City (BCH). A community hub consists of a building, located within a particular neighbourhood, where community service providers offer integrated programs that address the needs and priorities identified by the local community.

At its meeting of April 28, 2014, in open session, Council adopted the following motion:

> That staff be directed to conduct a feasibility study, and determine criteria and a timeline for locating a community hub on Brant Avenue Park lands, and bring back a recommendation for further consideration at a future Community and Social Services Committee meeting.

(c) Agenda for the Closed Meeting of Council – September 28, 2015

The Agenda for the Closed Meeting of Council for September 28, 2015 contained an item listed as:

> Report from Public Services: Feasibility of Development of Brant Community Hub (proposed or pending acquisition or disposition of land by the municipality or local board)

(d) Minutes of the Closed Meeting of Council – September 28, 2015

The Minutes for Closed Meeting of Council on September 28, 2015 indicate that Council properly moved into (and out of) closed session. With respect the BCH matter, Council provided direction to staff with respect to the acquisition of certain property to facilitate the development of the BCH.

(e) Minutes of the Council Meeting (Open Session) – September 28, 2015

The Mayor reported out that direction was given to staff relative to the development of a BCH.

(f) Agenda for the Closed Meeting of Council – October 26, 2015

The Agenda for the Closed Meeting of Council for October 26, 2015 contained an item listed as:

> Development of Brant Hub: Section 239(2)(c) proposed or pending acquisition or disposition of land

(g) Minutes of the Closed Meeting of Council – October 26, 2015

The Minutes for the Closed Meeting of Council for October 26, 2015 indicate that a direction was given to staff relative to the BCH and the acquisition, and subsequent potential lease, of land to facilitate the development of the BCH.

(h) Minutes for the Council Meeting (Open Session) – October 26, 2015

The Mayor reported out that staff were given direction with respect to the development of the BCH.

(i) Agenda for the Closed Meeting of Council – November 28, 2016

The Agenda noted Council would consider the issue related to the BCH as a closed meeting item:

> Update on Development of Brant Community Hub (Section 239 (2) (c) related to a proposed acquisition of land by the municipality)

(j) Minutes of the Closed Meeting of Council – November 28, 2016

The Minutes indicate that staff were given direction with respect to the development of the BCH.

(k) Minutes of the Council Meeting (Open Session) – November 28, 2016

The Mayor reported out that staff were given direction with respect to the development of the BCH.

ANALYSIS AND FINDINGS

(a) Section 239(2)(c) of the Municipal Act

The purpose of section 239(2)(c) is to allow a council or local board to receive information and advice from, and to give instructions to staff, a lawyer, or its agent (collectively, "agent") in closed session respecting the acquisition or disposition of land within certain parameters, following consideration of the advice and information received.

Open disclosure of the price that a municipality is willing to pay for acquisition of land, or willing to accept for disposal of land, could detrimentally affect the municipality's interest. Potential purchasers or sellers of land ought not to know what amounts a council is willing to accept or pay. The exemption under the Municipal Act protects the municipality's economic interests by not compromising the municipality's bargaining position.

However, a council is not permitted under the Municipal Act to exercise corporate powers "behind closed doors". It is merely permitted to vote on a procedural matter or to give directions to staff or others listed in the Act.

(b) Closed Meeting of Council – September 28, 2015

Having reviewed the complete record, we have concluded that Council was properly in closed session to deal with the acquisition of land for the municipality to accommodate the development of the BCH.

(c) Closed Meeting of Council – October 26, 2015

Having reviewed the complete record, we have concluded that Council was properly in closed session to deal with the acquisition of land for the municipality to accommodate the development of the BCH and, further, the potential lease of the purchased lands.

(d) Closed Meeting of Council – November 28, 2016

Based on our review of the complete record, we believe Council was properly in closed session to deal with the staff recommendations but that it did not actually have to consider the staff recommendations about the BCH at the closed meeting on November 28, 2016. The meeting could have been open to the public without denigrating the Municipality's negotiating position with respect to the acquisition or disposition of land, including the potential lease of acquired land, to accommodate the development of the BCH.

We appreciate that Council may have automatically, without deliberation, considered that this staff report on November 28, 2016 was appropriately a closed session item merely because of the discussions about the BCH that had occurred in camera to date and staff had included it as such in the circulated Council package.

However, Council should always remember that the exceptions to the open meetings rule in the Municipal Act are discretionary. A council, local board, or committee of either, should always strive to err on the side of openness and transparency when determining whether to exercise its discretion to consider a matter in closed session. Staff do not decide what is to be considered in closed session. Council may choose to take staff's advice on whether to discuss a matter in closed session but Council does not have to do so.

In this case, we believe the matter could and should have been discussed in open session on November 28, 2016 pursuant to a commitment to transparency.

V. CONCLUSION

Amberley Gavel has concluded that Council for the City of Guelph did not breach the Municipal Act when it considered the matter of the development of a Brant Community Hub at its closed meetings on September 28, 2015, October 26, 2015, or November 28, 2016. However, to err on the side of transparency and openness, we have concluded that Council should have considered the matter in open session on November 28, 2016.

VI. PUBLIC REPORT

We received full co-operation from all parties that we contacted and we thank them.

This report is forwarded to the Council of the City of Guelph. The Municipal Act provides that this report be made public. It is suggested that the report be included on the agenda of the next regular meeting of Council or at a special meeting called for the purpose of receiving this report prior to the next regular meeting.

Nigel Bellchamber
for
AMBERLEY GAVEL LTD.
July 2017

Staff Report

To	**City Council**
Service Area	Office of the Chief Administrative Officer
Date	Monday, July 24, 2017
Subject	**Corporate Administrative Plan Update**
Report Number	CAO-S-1701

Recommendation

1. That the framework to develop a new Community Plan for Guelph, as outlined in the CAO report "Corporate Administrative Plan Update" CAO-S-1701 dated 24 July 2017 be approved.

Executive Summary

Purpose of Report:

To provide Council with an update on the City's progress on implementing the Corporate Administrative Plan and Council Shared Agenda; to provide details of the Chief Administrative Officer (CAO) and Executive Team (ET) objectives 2017/18; to gain approval from Council on a framework to develop a new Community Plan for Guelph.

Key Findings

The medium-term Corporate Administrative Plan (CAP) was introduced to Council on September 26, 2016 (CAO-S-1602) and was designed to provide foundational support to help achieve service area work plans and the Council Shared Agenda (CSA), created in April 2015. It also signalled a move to improve public reporting and transparency that would make the City's priorities and results more visible to Council and the community. This report is the first of a new regular cycle of performance reporting and provides updates on both the CAP and CSA.

Overall the City is making significant headway in both its CAP (Attachment 1: Corporate Administrative Plan Quarterly Report) and CSA (Attachment 2: Council Shared Agenda Progress Report). To continue this momentum, the CAO and ET have identified six objectives to accomplish over 2017/18.

The creation of the CAP has provided the strategic focus needed to better align our resources to our goals as an organization in the medium term.

Many municipalities also have longer-term plans in place to help guide the creation of corporate and service area strategies and master plans. These types of long-range plans are sometimes called community plans or sustainability plans and state community-wide goals over a 10+ year time horizon.

Having a shared overarching, long-term plan helps organizations be less siloed and work cohesively to respond to the environmental, economic, social and cultural needs of a community through a collaborative approach. This approach also helps to make best use of resources as foundational environmental scanning and community research/engagement can be done once to feed multiple purposes, potentially reducing costs and minimizing stakeholder engagement fatigue.

Staff are recommending that Council approves the development of a longer-term plan of this nature – a community plan - over the next 18 months in two phases; Phase 1 Listening and Engagement (September 2017- October 2018); and Phase 2 Plan Development (November 2018- Q1 2019).

Creating a community plan at this time takes advantage of a unique window of opportunity. Over the next few years multiple City strategies and master plans are coming up for renewal (e.g., Prosperity 20/20, The Official Plan). This provides the City a chance to be better integrated to achieve longer-term community goals. This is particularly relevant given the rapid pace of economic, environmental and social change that Guelph is facing.

Financial Implications

The continued implementation of CAP and CSA is funded by existing operating and capital budgets. Funds to support the proposed framework to create a Community Plan have largely been incorporated into the existing City's budget. Any additional funding requirements will be considered for inclusion in budget deliberations in the fall.

Report

Improvement, transparency and better public reporting

On Monday, September 26, 2016 (CAO-S-1602) Council was introduced to the new medium-term Corporate Administrative Plan (CAP). The launch of this plan officially closed out the previous Corporate Strategic Plan and set a clear path forward for the organization over the next two years. CAP is designed to serve a number of purposes that will make progress towards the CAO and Executive Team's goals of Service Excellence, Innovation and Financial Sustainability. To summarize, CAP aims to:

- Provide foundational support to deliver on Council Shared Agenda and service area work plans
- Speed up service modernization efforts, the use of core technology systems, and secure a stronger focus on citizens and customer needs and experience
- Determine a solid long-term financial and asset management plan that enables the City to build and maintain its operations, assets and infrastructure now and in the future
- Improve public reporting and transparency through the production of regular and clear progress reports. Consolidate and streamline where possible to make it easy for people to see how the City is doing.
- Support the City's people to do their best, by improving employee engagement, attracting talent and encouraging a culture of collaboration and partnership

This Council report is the first of a new regular cycle of City **performance reporting**. Better reporting will increase our accountability as an organization, make our results more visible and demonstrate value for tax dollars. Over time we will add new components to our public reporting approach as follows:

- Twice annual CAP updates including the Council Shared Agenda progress (2017 onwards).
- Streamlined service area annual reports – consolidated into one City report (2018)
- A strategic performance dashboard (beta tested fall 2017). This performance dashboard will use graphics and easy to understand data about how well services are performing and their impact on the community. It will also include citizen satisfaction data and some quality of life indicators.
- The CAO and DCAOs will take the City's performance dashboard to the community with a State of the Administration update in September 2017.

Together these reporting improvements will mean easier access to meaningful performance data that can help service planning and Council prioritization.

CAO Priorities: Moving Forward

As this report shows, the CAP has already accelerated the pace of change in the organization. This positive start has positioned the organization well and the CAO has identified the following priorities (2017/18) to maintain momentum. They are:

1. Implement the medium-term Corporate Administrative Plan that aims to achieve service excellence, financial stability and innovation
    - Evaluate the impact of the plan, providing regular performance updates to council and stakeholders.
2. Make final recommendations to Council regarding the future of Guelph Hydro and related unregulated assets (Envida)
    - Provide leadership and support to the Strategies and Options Committee to develop and deliver recommendations
    - Make recommendations for stabilizing Envida assets.

3. Oversee the successful completion of the first two years of service reviews as per plan
    - Boulevard Maintenance review has started with preliminary scoping activities in June 2017.
    - The Transit Services review will commence late September 2017, pending completion of collective bargaining activity.
4. Provide the public with better reports on the City's performance, value to the community and continuous organizational improvement
    - Continue development of the Accountability and Performance Management Framework (2017/2018) to formalize continuous improvement practices across the organization
    - Launch a pilot public performance dashboard for Fall 2017
    - Create streamlined corporate and service area annual reports in 2018.
5. Take steps to improve employee engagement and culture across the organization:
    - Implement the Talent Blue Print
    - Continue CAO Town Halls and other outreach activities to employees across the organization
    - Continue the roll out of the Leadership Charter
6. Subject to approval, work with Council from 2017 to 2019 to engage the community to develop options for a Community Plan
    - Complete Phase 1 "Listening and Engagement" and Phase 2 "Plan Development"

CAP and CSA Performance Update

This report provides a snapshot of the current state of the CAP (Attachment 1) and CSA (Attachment 2) initiatives including highlights, current and future areas of focus, achievements and challenges. Reporting in this way provides the opportunity to recognize good performance and also highlights barriers or challenges to address to keep initiatives on track and deliver results.

The CAP initiative dashboard (see Attachment 1) indicates that the majority of initiatives are fully scoped, are on schedule and have the budget and people they need to complete their work over the next 18 months. However there are some resource (people) pressures that are impacting the delivery of four initiatives.

The CSA updates (Attachment 2) also show that progress is being made against all the items identified and this has created value for the community from an economic, social, cultural and environmental perspective.

Performance Highlights

Since CAP was launched, the City has achieved some considerable successes. In addition to that, progress continues to be made towards the CSA. These achievements are far reaching and will have a significant impact on the quality of City services and the long-term future of our community. Service areas are continuing to receive recognition and awards that speak to the quality and innovation of staff's efforts for the community; some notable examples have been in water conservation, community energy, innovation, special events and festival support, business leadership and our museum offerings. Some examples of CAP and CSA progress include:

Sustainable Resources – A solid foundation for a growing City

In March, Council approved a new Asset Management Plan for the organization. This plan will enable all our services to deliver excellence by making the best possible decisions about our assets—pipes, buildings, roads and parks—to achieve clear levels of quality service.

Guided by this core CAP initiative, significant intergovernmental advocacy efforts have resulted in securing almost $18 million of funding to support vital improvements in the areas of recreation and culture, policy innovation, transportation and infrastructure, affordable housing and water/waste water. In addition to this, advocacy campaigns have successfully influenced: the introduction of additional service stops for Two-Way, All Day GO; a commitment to include Guelph as a high speed rail stop; and influencing the development of a provincial policy on water taking permits.

Significant progress has also been made on our program of complex capital projects. This is in part a result of the focus and resources the organization has put into implementing robust capital project and risk management methodologies that ensure that projects are managed effectively and transparently. More than 80 staff have now been trained in construction project risk assessments and 100% of our Tier 1 projects have risk assessments in place. As an organization, we are transparent and on track with our capital projects; for example, the newly renovated Victoria Road Rec Centre has re-opened in June and Guelph Police Headquarters is taking shape.

All these successes will have a positive impact on quality of life, service improvement, state of the economy, sustainable environment and community growth.

Service Modernization – Municipal Services that make lives better

Supporting our service areas to provide an excellent experience to their customers is a core focus for CAP and the CSA. These two plans are resulting in improved programming and supports for older adults, youth and an extensive schedule of open space upgrades and maintenance that enrich our environment, parks, trails and the tree canopy.

Enabling a culture of innovation and customer service is an important piece of making our services better. The Improvement Network, a network of six City programs including the Innovation Fund, Civic Accelerator and Guelph Lab has supported more than 45 improvement projects/solutions, delivered approximately 600 hours of innovation and problem solving training to employees and unlocked funding and in-kind supports from partner organizations including Innovation Guelph, Canada’s Open Data Exchange and the Chamber of Commerce to support improvement activities.

Our Service Review Framework was approved in October and two pilots are now underway in Solid Waste Resources and IT Service Helpdesk. The Solid Waste Resources project is 65% complete and on track and will bring forward options to achieve optimized service delivery through improvements with a

further report scheduled for Council later this year. These pilots will deliver a repeatable process to review our services and ensure the community receives the right services at good quality standards in a financially sustainable way.

Progress has been made in our digital services development program and the creation of the myGuelph digital one-stop-shop with 40 digital services now being easily accessed through a new "**I want to…**" feature.

A move to digital service provision not only improves the service experience for the customer, but also has the potential for internal process efficiencies. The implementation of a customer relationship management system (CRM) will further support the integration of digital services and the creation of the myGuelph platform. Although the CRM project has experienced some delays, implementation has commenced.

Leadership and Engagement - Building a great community together

The Talent Blueprint initiative established the key actions required to have engaged, diverse, high-performing, innovative and productive employees to meet the City's current and future needs. Some highlights from this work include a successful design and launch of the Career Path Program, the creation of a secondment policy that has generated five opportunities across the organization and completion of a Learning and Development Round Table that identified improvements to how the organization supports its employees to learn and grow. These improvements are now being implemented.

Supporting a greater culture of collaboration across departments and also with our partners is also an important focus for CAP and the CSA. The Integrated Operational Review (IOR) signaled a new relationship and way of working with the development community to ensure the development approval process is effective. The project is on track to complete by the end of 2017 and includes improved user guides, performance targets, tracking mechanisms, and enhanced IT systems to support more efficient processes. Most importantly this review has instigated a continuous improvement program and culture built on better relationships between the City and the development community.

In addition, the City has been working with the business community and other stakeholders to position and promote Guelph as investment ready. Recently Guelph has been noted as the best place to buy real estate in Canada, has secured funds to attract direct foreign investment and has seen the downtown growing with new development.

A more integrated, long-range strategic planning approach – beyond CAP

The creation of the CAP has provided the strategic focus needed to better align our resources to our goals as an organization in the medium term. Over the coming years the City will be entering into an unprecedented window of opportunity and strategic decision making with a number of key strategic plans coming forward for renewal (e.g., Official Plan and Prosperity 20/20). This is in addition to community

led or partnership planning initiatives that also play a large role in shaping the future of the community and the services it receives.

Guelph is also on the cusp of significant change and opportunity, in part given its position in the Waterloo-Toronto Innovation Corridor. These external influences have already started impacting Guelph and will continue to have a significant role in shaping our city from an economic, environmental, cultural and social perspective. It is in the community's interests to be proactive in shaping that future in an integrated way.

To help navigate and proactively plan for the future, many municipalities have longer-term plans in place that help guide the creation of corporate and service area strategies and master plans. These types of longer range plans are sometimes called community plans or sustainability plans and state community-wide goals for the future over a 10+ year time horizon. Having an overarching, long-term plan helps organizations be less siloed and work together to respond to the environmental, economic, social and cultural needs of a community through a collaborative approach. This also helps make the best use of resources as foundational environmental scanning and community research/engagement can be done once to feed multiple purposes—potentially reducing costs and minimizing stakeholder engagement fatigue.

Staff recommends that the City do this by developing a Community Plan to cover the next 10 years which will identify the foundational community goals and aspirations that will influence the development of our next CAP as well as future service area strategies and master plans.

Objectives of a Community Plan

A Community Planning exercise would also provide the following benefits:

- An opportunity for Council to engage their constituents in a coordinated way on issues of importance and goals for the future
- Provides staff and our partners with vital information about the needs and aspirations and can act as a basis for other planning work
- Corporate Administrative Plan, master plans, Council term priorities, intergovernmental advocacy, service area work plans, policy development and service design
- Help explore and build our brand as a community and corporation
- Help set an agreed framework to track our community's progress (and the corporation's progress)
- Provide useful base information/ rationale when applying for funding for projects.

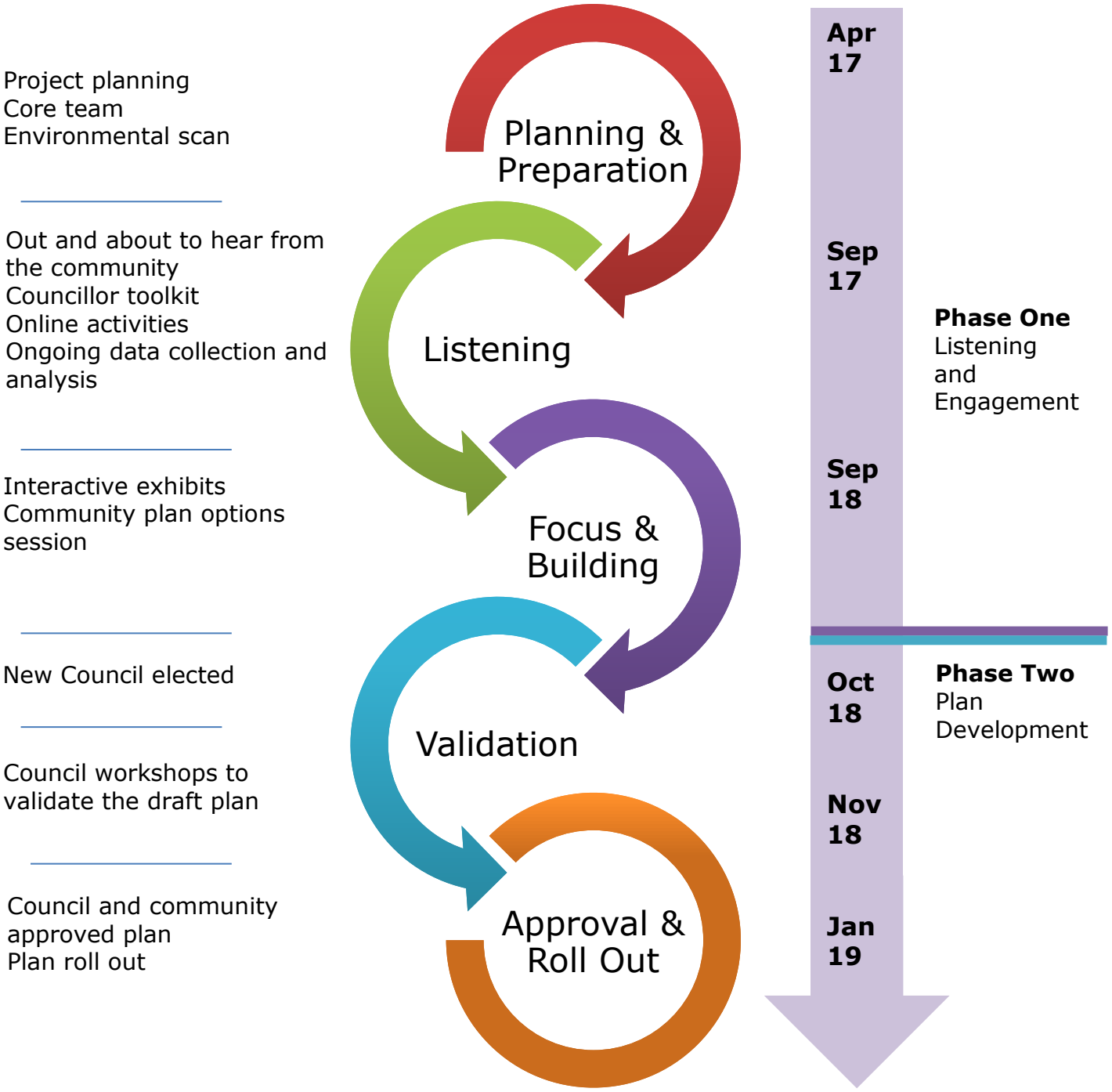
Proposed Planning Horizons

How will we create the plan?

The methodology to create the plan will combine traditional and innovative methods in both the community research and stakeholder engagement. The approach is similar to a number of comparator municipalities who have also created or are in the process of creating long-range plans to guide their strategy and operational planning. The approach will take more than 12 months to complete and this is in part to manage internal capacity and resources, but also to ensure that it dovetails with other planning activities to minimize duplication. The approach aims to launch in September 2018 and includes five main parts grouped into two phases, Phase 1 "Listening and Engagement", which includes: planning and environmental scanning; listening to the community, businesses and topic experts; building options for a draft plan and Phase 2 "Plan Development" that includes validation with stakeholders and final approval early in 2019.

Staff will work with Council to engage their wards and stakeholders to determine what they want Guelph to be in 10 years to create options for the plan. This will include a councillor toolkit and engagement/facilitation supports for meetings. In late 2018/early 2019 the new Council will finalize and approve the Community Plan.

Community Plan Methodology Diagram



Conclusion

The City has made considerable progress under the CAP and CSA, and this is evident across all services areas and their impact on the communities they serve. There are still areas for improvement and resources will need to be further aligned to better support the success of these initiatives.

This report is just the beginning of a program of improved corporate performance reporting and continuous improvement practices that will result in increased accountability to citizens and better results.

Guelph is facing considerable opportunities and the organization should act proactively to plan for the future in an integrated way. Working with the community, stakeholders and other institutions to develop a longer range community plan will enable Guelph to grow in a sustainable, prosperous and inclusive way.

Financial Implications

The continued implementation of CAP and CSA is funded by existing operating and capital budgets. Funds to support the proposed framework to create a Community Plan have largely been incorporated into the existing City's budget. Any additional funding requirements will be considered for inclusion in budget deliberations in the fall.

Consultations

Corporate Communications & Customer Service
City Clerk's Office
Finance
Human Resources
Information Technology
Business Development and Enterprise
Engineering and Capital Infrastructure Services
Planning, Urban Design and Building Services
Facilities Management
Guelph Transit
Parks and Recreation

Information contained in the report has been communicated to 100 + City leaders at the May 2017 Leadership Event.

Corporate Administrative Plan

Overarching Goals
Service Excellence
Financial Stability
Innovation

Service Area Operational Work Plans
Our Services - Municipal services that make lives better

Our People- Building a great community together
Our Resources - A solid foundation for a growing city

Attachments

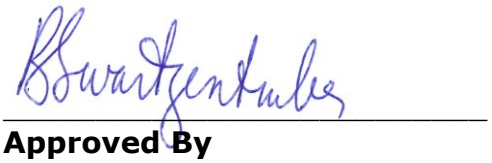
ATT-1 Attachment 1 Corporate Administrative Plan Quarterly Report
ATT-2 Attachment 2 Council Shared Agenda Progress Report

Departmental Approval

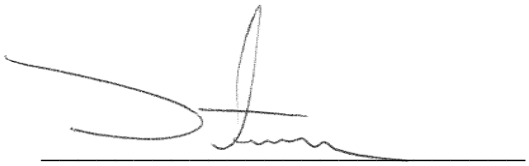
Colleen Clack, Deputy CAO, Public Services
Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise
Trevor Lee, Deputy CAO, Corporate Services

Report Authors

Jenny Smith, Manager, Community and Corporate Strategic Initiatives
Suzanne Holder, Advisor, Corporate Strategy and Reporting



Approved By
Barbara Swartzentruber
Executive Director Strategy, Innovation and Intergovernmental Services
519-822-1260 x 3066
barbara.swartzentruber@guelph.ca



Recommended By
Derrick Thomson
Chief Administrative Officer

Attachment #1

re:CAP

Corporate Administrative Plan Quarterly Report

June 2017

Report to the Executive Team on the Progress of the Corporate Administrative Plan through the Programs of Work

CITY OF Guelph
Making a Difference

CAP QUARTERLY PROGRESS REPORT

Table of Contents

Summary 2
Findings 2
Highlights 3
Places to Focus 4
Progress Report Traffic Light Status Definitions 6
CAP Initiative Status Dashboard 7
Customer Service Framework 10
Digital Services/myGuelph 12
Accountability and Performance Management Framework 14
Service Reviews 16
Improvement Network 18
Talent Blueprint 20
Expanded Leadership Charter 22
Integrated Operational Review 24
Asset Management Program 26
Long-term Financial Plan 28
Project Management Office and Complex Capital Projects 30
IT Core Business Systems 32
Records and Information Management 35

CAP QUARTERLY PROGRESS REPORT

Summary

The purpose of this report is to provide quarterly reports to ET on progress achieved on initiatives that support the Corporate Administrative Plan (CAP). These reports also form the basis of twice yearly updates to Council. The report provides a concise snapshot of the current state of CAP program initiatives including highlights, current areas of focus, achievements, challenges, and next steps. Reporting this way provides the opportunity to recognize good performance and also highlight barriers or challenges so that initiatives stay on track and deliver results.

Findings

The findings for this first update on the CAP initiatives show that overall this work is progressing well and the organization has made significant progress in the first 9 months of the CAP. At this stage the organization is tracking positively towards achieving its stated goals and deliverables.

The report also recognizes that the initiatives are at varying stages of maturity, with some progressing further than others. There are many linkages between initiatives and the leads are working hard to integrate their projects. One example of this is Asset Management Planning and the development of public facing levels of service. This initiative is highly interdependent with the Performance Management Framework (as a means to manage, monitor and report the attainment of targeted levels of service), Business Service Reviews (as a means to inventory our services and optimize delivery), the Long-Term Financial Plan (as a means to fund work) and Customer Service Framework (as a means to provide clear customer information on the standards of service citizens and business can expect from the City). The staff involved in these projects have identified these linkages and are collaborating to ensure resources are maximized, each can reach their goals, and ultimately that the public see the results.

Out of the 13 initiatives included in this report, the dashboard findings are:

Scope: 11 initiatives report being green with no changes to scope and are progressing well, 1 is yellow with initial scoping required and 1 is red requiring scope clarity.

Schedule: 8 initiatives report being green and achieving major milestones on schedule, 5 are yellow having encountered delays but remain within agreed upon tolerance levels and no initiatives are red.

Budget: 12 initiatives are green with forecasted expenditures within budget, 1 initiative is yellow forecasting an overspend against original budget but still within tolerance levels and there are no initiatives that report red.

People: 9 initiatives are green with no people resourcing problems, 4 initiatives report yellow indicating a lack of people resources which can be managed and no initiatives report red.

Highlights

There are eight initiatives that have made considerable gains over the course of the first 12 months:

The Talent Blueprint has successfully rolled out a career path program, learning and development opportunities and revisions to the performance review processes which are foundational to attracting, developing and retaining a talented workforce to meet Guelph's current and future needs. The Expanded Leadership Charter is receiving positive employee feedback through the new labour relations training to foster a productive and effective work environment.

The first two **Business Service Review** pilots are underway and on track for completion with participation and support from Council, leaders and employees.

The Project Management Office has created the Tier-1 Governance Structure model, various construction project risk assessment tools and the construction project tier profile to improve complex capital project management.

The Integrated Operational Review as part of Culture of Collaboration has implemented the Phase 2 Report recommendations with process improvements and user guides and is transitioning into the post-IOR focus areas.

Asset Management is leading the way with an internationally recognized best practice policy which has over $4 billion of assets included in the management plan.

The Improvement Network has already supported 45 projects, delivered over 600 hours of training and unlocked $68,000 in matching funding (cash and in-kind) to support the organization in continuous improvement and innovation work.

The Accountability & Performance Management Framework has developed the framework and has pilot testing underway with key performance indicators being collected and monitored. Public-facing performance dashboard prototyping is underway.

There are five initiatives that have faced challenges during the initial 12 months which have somewhat slowed their progress:

The work on the **Long Term Financial Plan** has now started with the creation of the Financial Strategy Division. Foundational research, scoping and project charter development is underway as staff transition to undertake the longer term financial planning and to support the Reserve Fund Review and DC Background Study.

Digital Services/myGuelph encountered schedule delays through the procurement process. The process has now been completed and the partner agreement is being finalized. As this project progresses, a temporary new "I want to.." feature has been created which provides improved access to approximately 40 digital services.

IT Core Business Systems has established a dedicated core of City staff committed to modernizing the City's IT systems which support procurement, work planning, work management, asset management, financial management and customer service. This group is currently aligning business process with stsyem configuration to most optimally provide a platform for service delivery. Through the ongoing discovery phase, resource needs have been identified in order to sustain the new IT environment over the next 5-10 years.

Records and Information Management has established strategic governance and has implemented two of three key policies while encountering project delays due to temporary resource reassignments to address a temporary change in work priorities.

The timeline for the **Customer Service Framework** has changed. A draft framework is now scheduled for December 2017, which is behind the original schedule.

Places to Focus

The Executive Team may wish to focus on the following areas to aid the progress of the CAP supporting initiatives:

- Supporting the integration of the Customer Service Framework and myGuelph and the CRM projects
- Further explore resources and budget needs of the initiatives as part of the 2018 budget e.g. Asset Management and the longer term support to sustain progress with the Enterprise Asset Management System; supporting the Long Term Financial Plan and Service Reviews and technical expertise; IT Core Business Systems with adequate resources; Talent Blueprint with the Learning Management System; and Records and Information Management with archival strategy support.

- Creating more concrete tolerance levels specifically for budget and schedule deviation for each of the initiatives to support increased precision of the dashboard reporting.

This is the first time that initiative updates have reported in this format. We will continue to review and refine the reporting template so that it meets the needs of the Executive Team, Council and other stakeholders.

CAP QUARTERLY PROGRESS REPORT

Progress Report Traffic Light Status Definitions

Traffic Light	Overall Status	Definition
Scope	All aspects of initiative status are progressing according to the plan or targets	• No scope changes • Deliverable quality at expected levels
Schedule		• Approved major milestones are on schedule
Budget		• Forecasted expenditure is on budget • Not applicable (no cost impact in this initiative)
People		• No resource problems • Stakeholders satisfied
Scope	Status is deviated from the plan or targets (within Amber tolerance), but under control (no risk) and concrete mitigation plans in place to get back on course	• Scope changes have occurred, with no significant impact to schedule, budget or staffing
Schedule		• Delays against critical milestones may impact initiative schedule or deliverables but still within agreed tolerance level
Budget		• Forecasting an overspend against original budget, yet still within agreed tolerance level
People		• Lack of resources which can be resolved by the initiative lead • Dissatisfaction or resistance from stakeholders addressed by the initiative lead
Scope	Status is significantly deviated from the plan (beyond Amber tolerance) and is at risk. Initial plans are unlikely achieved, requiring Executive Team support or approval to revise the plan	• Major scope changes that significantly impact schedule, budget or staffing
Schedule		• Delays against critical milestones beyond Amber tolerance level
Budget		• Forecasting a significant overspend of the budget beyond Amber tolerance level
People		• Significant lack of resources which cannot be resolved by the project manager • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed or not all benefits to be achieved

CAP QUARTERLY PROGRESS REPORT

CAP Initiative Status Dashboard

CAP Goals	• Service Excellence • Financial Stability • Innovation
Outcomes	• Municipal Services That Make Lives Better • Building a Great Community Together • A Solid Foundation for a Growing City
Programs of Work	• Our Services • Our People • Our Resources
CAP Timeline	September 2016 – December 2018
Reporting Period	April – June 2017

Service Modernization Program	Scope	Schedule	Budget	People
Customer Service Framework				
Digital Services/myGuelph				
Accountability & Performance Management Framework				
Service Review				
Improvement Network				

CAP QUARTERLY PROGRESS REPORT

Leadership and Engagement Program	Scope	Schedule	Budget	People
Talent Blueprint				
Expanded Leadership Charter				
Culture of Collaboration				

Sustainable Resources Program	Scope	Schedule	Budget	People
Asset Management Program				
Long-Term Financial Plan				
Project Management Office and Complex Capital Projects				
IT Core Business Systems				
Records and Information Management				

This page is intentionally blank.

Status: Customer Service Framework

Objectives

- Deliver better, more consistent, more convenient customer service and experiences across all channels

Deliverables

- A channel strategy for customer service improvements across all channels (phone, in-person, online)
- Organization-wide customer service vision, standards and guiding principles
- A Customer Relationship Management (CRM)-supported knowledge base for use organization-wide
- Support the organization-wide onboarding of the CRM
- Corporate learning and development: provision of employee training
- Recurring citizen satisfaction research

Who's Involved

Lead: Tara Sprigg, General Manager of Corporate Communications and Customer Service ext 2610

Project Partners: City Clerk's Office (ServiceGuelph); Community Engagement; IT; HR; Service Modernization Table; Citizens First Roundtable

Project Dependencies: Citizen survey; CRM roll-out

Status: Customer Service Framework

Scope	Schedule	Budget	People

Schedule: The timeline to produce a draft framework has changed. Draft framework now scheduled for December 2017, which is behind the original schedule but within agreed tolerance level.

Highlights

- Customer Service Framework objectives and metrics established
- Business case and scoping to inform a potential future contact centre complete
- Various initiatives to grow customer service culture designed and delivered (e.g. customer journey mapping and customer service training)
- More digital services/resources available online

Current Focus

- Citizen survey (to generate information about citizen expectations)
- Employee engagement

Next 3 Months

- Analysis of citizen input
- Employee engagement re: customer service vision, guiding principles, standards; analysis and feedback report

Challenges

- Organizational readiness

Resources – Budget and People

- Community Engagement
- IT
- Human Resources
- ServiceGuelph Supervisor
- Citizens First Roundtable
- Service Modernization Table
- $15,000 in current operating budget

Lessons Learned

- Create protected capacity (e.g. secondment) for staff resources to execute effectively
- Involve staff organization-wide early and often
- Rely on the support of outside experts as needed

Metrics

- Customer Service Framework objectives and key performance indicators established
- Citizen survey commissioned, developed and administered
- Customer service initiatives (e.g. customer journey mapping and customer service training) designed and delivered

Status: Digital Services/myGuelph

Objectives

- Increase the number of services offered to citizens through a digital channel
- Increase customer satisfaction in the City's ability to deliver services
- Creation of a digital services portal for citizens to avail thems4elves of services
- Reduce pressure on other service delivery channels (e.g. reduce number of phone calls and emails in to the City to check n service request status)

Deliverables

- Launch of Citizen Relationship Management (CRM) tool to automate service initiation, delivery and feedback by Q2 2018
- Ability for citizens to initiate and track through to completion a service request via a digital services portal (myGuelph)
- Creation of a centralized knowledge base for City's front line customer service staff
- Launch of new digital services based on citizen feedback

Who's Involved

Lead: Blair Labelle, General Manager of Technology and Innovation ext. 2232

Project Partners: Clerk's Office, Strategy, Innovation and Intergovernmental Services, IT, Service, Pilot departments and implementation partner

Project Dependencies: Alignment with the Corporate Customer Service Framework is optimal as the terms of Service Level Agreements as well as roles and responsibilities can be managed through CRM.

Status: Digital Services/myGuelph

Scope

Schedule

Budget

People

Scope: Encountered delays relating to the identification of which departments would participate in the first wave of implementation. Need to review assessment recommendations as well as conduct environmental scans in order to determine departmental readiness.
Schedule: CRM Request For Proposal (RFQ) process and procurement timelines were delayed in regard to anticipated schedule. Given the high public visability, caution was taken to ensure a suitable implementation partner was selected.

Highlights

- RFP awarded to Adoxio at end of May 2017
- New Grass Maintenance Tracker launching to the public in June 2017

Current Focus

- Finalizing partner agreement and purchase order details
- IT and Adoxio to identify user license needs and infrastructure options
- Planning project kick-off meeting including identification of first wave of departments to participate and preliminary design of myGuelph (digital services portal)

Next 3 Months

- Kick off CRM implementation project
- Identify which services and department will be part of the first wave of implementation
- Configuration of tool to reflect City of Guelph processes
- Creation of Digital Steering committee reporting through to IT Governance committee

Challenges

- Significant time has passed since the CRM assessment phase - as such, pilot participants may change from those originally recommended
- Culture change and change management – shifting organizational attitudes with respect to delivering service and the need to be responsive to citizen requests by way of supporting a multichannel approach

Resources – Budget and People

- Adoxio statement of work is allocated budget
- High need for pilot department participation – may not have capacity to participate due to operational work and other projects

Lessons Learned

- From CRM RFP process – When prequalifying vendors ensure that cost is not the sole determining factor for second round of selections
- Establish milestone based payments with vendor vs. time and materials

Metrics

- Count number of Digital Services offered – Awaiting results of City Services Review
- myGuelph Implementation – 100% completion of CRM RFP project, target of 5% completion of implementation phase by end of June 2017
- Total digital services user numbers (using How can we help you forms until CRM launch) 302 for April and 425 in May
- Waste Reminder Tool (launched December 2016) currently used by 2,350 households

Status: Accountability and Performance Management Framework

Objectives

- Create a formal corporate performance management framework to consistently and clearly:
  - Set and publish performance targets for City services so citizens know what to expect for their tax dollars
  - Improve accountability by producing clear, easy to find public performance dashboards and reports
  - Improve the quality and flow of performance data to enable employees to identify and address poor service performance in real-time

Deliverables

- Best practice scan of comparable municipalities, private sector leaders, and other levels of government
- Documented framework, supporting policies, standard operating procedures, guidance and employee training plan
- Completion of 4 pilots in Transit, CAP 'Our Service' Initiatives, Information Technology and Infrastructure, Development and Enterprise (IDE)Services
- A technology solution and resource requirements identified to manage, analyze and display performance data for internal and external stakeholders and citizens
- Implementation and change management plan roll out

Who's Involved

Lead: Jenny Smith, Manager, Strategic and Community Initiatives 2120 and Sasha Einwechter, Manager, Projects, Strategy and Digital 2485

Project Partners: Strategy, Innovation and Intergovernmental Services, IT, Asset Management, PMO and Transit

Project Dependencies: Asset Management Plan and the development of service levels for each department, Service Reviews

Status: Accountability and Performance Management Framework

Scope	Schedule	Budget	People

Schedule: Additional time required preparing pilots for operational metrics and launch of IDEE pilot.

Highlights

- Best practice scan completed
- Framework created and pilot testing underway
- Key performance indicators for each pilot have been agreed and monitoring/improvement processes are being tested
- Communications about the project commenced

Current Focus

- Continuing the pilots and using the data to create improvement action plans
- Drafting business requirements for a corporate performance management software system to manage and report performance data
- Supporting the Asset Management, Levels of Service Framework project to make sure that the levels of service have appropriate performance indicators created to track and monitor our progress as an organization in the future

Next 3 Months

- Launch of pilot in IDEE
- Reaching out to the public to gain input on what performance data they'd like to see published from the City
- Building and piloting a corporate performance indicator dashboard (Fall) for public release

Challenges

- Setting up systems to collect new performance data is resource intensive and the pilot departments have limited additional capacity to accommodate this.
- Benchmarking with other municipalities can be a challenge particularly looking at trend data. Not always a direct comparison.
- Establishing strategic direction prior to determining operational metrics resulted in additional time requirements
- Pilot areas have limited capacity and resources to participate

Resources – Budget and People

- The business case and full implementation plan will be created in 2017/18 to assess the full resource and budget implications of moving to the new system

Lessons Learned

- Framework is easy for employees to follow and implement when data/systems already exist
- Provided an opportunity to stop and reflect on what pillars drive our business
- Metrics currently used in other formats can be easily transitioned to the new framework
- Approach is a useful way to reinforce accountability for performance
- Consistency – everything is being done the same way

Metrics

- Project Implementation slightly behind
- Piloting 84 key indicators
- Project completion 66%

Status: Service Reviews

Objectives

- Examine the relevance, effectiveness and efficiency of City services to ensure resources are allocated to achieve the best outcomes for the City and to support long-term sustainability
- Understand the service baseline (current service level) for all City services
- Develop a Prioritization Framework and establish review priorities
- Achieve optimized service delivery through improvements

Deliverables

- Inventory and detailed profiles of services
- Pilot reviews to establish standards and process for reviews
- Prioritization of services to inform work plans
- Recommendations and improvements for delivery of services

Who's Involved

Lead: Katherine Gray, Program Manager, Business Process Management ext. 2006

Project Partners: Business Service Review Steering Committees, Review Working Teams,

Project Dependencies: Support from Executive Team, Management teams, departments and working groups, subject matter experts within the organization and stakeholders both internal and external.

Status: Service Reviews

Scope	Schedule	Budget	People

Highlights

- Framework approved by Council in October
- Pilot reviews underway
  - Solid Waste Resources
  - IT Service Desk (2499)
  - Boulevard Maintenance

Current Focus

- Solid Waste Resources Analysis & Benchmarking
- IT Service Desk analysis & identification of opportunities, options and reporting
- Service Inventory development with Corporate Asset Management

Next 3 Months

- Solid Waste Resources identification and reporting
- IT Service Desk identification and reporting
- Service Inventory and baseline of current services
- Boulevard Maintenance review
- Transit Services preliminary scoping

Challenges

- Ensuring required expertise is available
- Preconceived outcomes of services and reviews
- Limited resources

Resources – Budget and People

- Pilots are informing improvements to methods, tools and structure and have identified the need to develop sufficient budgets and ensure availability of subject-matter-experts (internal and/or external) to support successful reviews

Lessons Learned

- Visible support by management has been essential
- Communication has been key to ensuring engagement, participation and support
- Accurate assessment of budget and resource requirements with work plan to inform future year needs

Metrics

- Public quarterly reports
- IT Service Desk Review 70% completion rate
- Solid Waste Resources Review 65% completion rate

Status: Improvement Network

Objectives

- Support collaboration of City improvement programs and practitioners to build a culture of innovation through Innovation Fund, Round Tables, Civic Accelerator, Business Process Improvement and the Guelph Lab
- Support individuals and teams ongoing improvement and innovation activities
- Unlock financial value of improvement
- Provide learning opportunities, problem-solving expertise, peer-to-peer support, tools and methods to develop capabilities for teams and individuals to innovate.

Deliverables

- Design and launch an Improvement and Innovation staff web portal
- Deliver training on new tools and processes
- Build awareness of the opportunity through outreach and recruitment
- Attract funding to support research and development activities
- Increase the City's reputation for innovation and improvement

The Improvement Network is going through its final stages of development in the summer of 2017, leading to a formal organization-wide October launch.

Who's Involved

Lead: Andy Best, Advisor, Service Design and Innovation ext. 3418

Project Partners: Strategy, Innovation and Intergovernmental Services, IT, Communications, Project Management Office and the University of Guelph

Project Dependencies: Delivery of new Infonet, Accountability and Performance Framework

Status: Improvement Network

Scope	Schedule	Budget	People

Schedule: There is a tight schedule with many deliverables between now and the launch of the innovation and improvement portal in October. The risk of missing this deadline is being mitigated through strong project management and team collaboration on each item.
People: The steering committee does not yet have representation from all three service areas. This is to be remedied starting in July.

Highlights

- Steering committee has terms of reference and 2017 project work plan.
- Soft launch of Network with presentation at leader town hall in May.
- Emerging successes for 2017 to date: Customer Journey Mapping training, new Materials Separation table at Solid Waste, MiC Conference planning.

Current Focus

- Solidifying the Network, its processes, building the web portal and tool library, designing an intake process, driving towards formal launch in October.

Next 3 Months

- Formal launch of the innovation and improvement web portal

Challenges

- Awareness: Low organizational awareness of the Network, given its early stage.
- Clarifying roles and ownership: It's vital that Improvement Network activities empower staff through supports
- Culture: Encouraging a workplace where people bring forward ideas, ensuring there are tools and pathways in place to support them, if appropriate. Requires tailored support and capacity is limited

Resources – Budget and People

- Active work is currently accommodated within existing budgets.
- The Network Steering Committee requires new representation from all service areas and eventually, champions at the departmental level. These items are all planned for Summer-Fall 2017.

Lessons Learned

- Measuring innovation can be a challenge, especially with respect to quantifying financial efficiency impacts. For example, putting a firm number to costs *avoided* through process improvement is not as straightforward as, say, new cash revenue from a materials separation table at Solid Waste. We continue to improve our internal metrics and measurement process on this issue.
- Valuable learning occurs during rapid prototyping and testing of improvements

Metrics

- 45+ projects supported by Network programs to date;
- 600+ hours of training delivered;
- Solid Waste Materials Separation project generated $12,100 in new 2017 revenue (as of May) on a $4,000 investment;
- Cash expenditures of $75,000 on Civic Accelerator and Guelph Lab supported projects unlocked $68,000 in matching funding (cash and in-kind) from partners or grants.
- A new metrics framework for measuring the impact of the Improvement Network is in final draft form and is being actively tested and tweaked.

Status: Talent Blueprint

Objectives

The Talent Blueprint identifies three priority areas. It establishes the key actions required to have engaged, diverse, high-performing, innovative and productive employees to meet the City of Guelph's current and future needs. The three priority areas are:

- **Know & Attract** - We know what skills and abilities are needed to move the organization forward to achieve our priorities. We identify, attract and retain diverse talent and skills that will enable us to perform successfully.
- **Learn & Grow** - We develop careers that foster an enriched sense of belonging, purpose and pride in public service. We "experience" work that is meaningful and rewarding.
- **Lead & Engage** – We understand, support and champion the strategic priorities of the organization and feel our contributions are valued. We are committed to delivering a high level of service to the City.

Deliverables

- Corporate learning and development – providing a clear menu of career path programs that are straight forward to access
- Performance Development Plan (PDP) enhancements – making the process easier and more effective
- Succession Planning program – pilot for Executive Team roles
- Employee Engagement – 2016 survey and improvement planning
- Expanded Leadership Charter – increasing communication, awareness and training for front line employees

Who's Involved

Lead: Kerry Pletch, Manager, Talent and Organizational Development ext. 2658

Project Partners: Information Technology, leaders, training providers and consultants

Project Dependencies: Position management project completion

Status: Talent Blueprint

Scope

Schedule

Budget

People

Highlights

- Career Path program successfully designed and launched featuring stories about employee career journeys, coaching and learning opportunities
- Non-Union Municipal Employee (NUME) PDP form transitioned to an easier-to-type format, NUME monthly meeting form developed and rolled out, CUPE 241 PDP form streamlined and rolled out; PDP training revamped and streamlined
- 68% of employees participated in the 2016 Employee Engagement survey, survey results rolled out to all teams, department leaders and teams are taking action on survey results
- Learning & Development (L&D) Roundtable developed and presented recommendations to the Corporate Management Team; 6 month contract position in place within HR to scope Learning Management System (LMS)

Current Focus

- Celebrating success of the Career Path program
- Facilitating a range of secondment opportunities through the Career Path program
- Building a business case for a corporate-wide Learning Management System
- Research for online PDP solution to further streamline the process

Next 3 Months

- Putting plans in place to launch Strategic Business Advisor secondments including selection process, onboarding and training plans
- Continue work to scope and build a business case for a corporate LMS including a Needs Analysis to be conducted
- Debrief secondment process for lessons learned

Challenges

- Budget for HR technology including online PDP and LMS

Resources – Budget and People

- L&D roundtable
- Talent & Organizational Development team
- Information Technology
- L&D coordinator – 6 month contract

Lessons Learned

- Stay tuned!

Metrics

- 14 employee Career Path stories shared across the organization at CAO Town Hall meetings, Career Path celebration hosted by CAO on June 9th
- Licenses, Education and Accreditation Program (LEAP) expanded usage of program
- 5 secondment opportunities generated with 2 secondments in place and 3 Strategic Business Advisor secondments to be in place by July 1, 2017

Status: Expanded Leadership Charter

Objectives

The Leadership Charter was created a number of years ago. It's aspirational and clearly sets out the culture we all want to work in and contribute to. It expects leaders at all levels to be accountable to their employees and the public, be clear communicators, empower others and support innovation. We know there is work to do to improve our culture and the next steps include:

- Increasing communication and awareness of the charter to all employees
- Providing Leadership Charter learning opportunities for our front line staff
- Finding ways to support and ensure that everyone is actively showing the mindset and behaviours we expect
- Supporting leaders to develop strong, productive relationships with their employees using "back to basics" expectations, skills and approaches

Deliverables

- An updated Leadership Charter communications plan
- Full-day Leadership Charter training for employees designed and offered beginning Fall 2017
- Integration of the Leadership Charter into additional learning programs
- Roll out of two-day Labour Relations 101 training to all supervisors and managers of unionized employees

Who's Involved

Lead: Kerry Pletch, Manager, Talent and Organizational Development ext. 2658

Project Partners: City of Guelph leaders, External training providers (Knightsbridge, Agree Inc.)

Project Dependencies: Budget, Corporate Communications support

Status: Expanded Leadership Charter

Scope	Schedule	Budget	People

Highlights
- Labour Relations (LR) 101 training delivered – Four sessions x 2 days with over 80 leaders participating in the training
- Labour Relations 101 training course evaluations indicate the training is highly valued and applicable to the work of our leaders
- Leadership Charter training for front-line employees – training outline has been developed and approved

Current Focus
- Roll out of Labour Relations 101 training for supervisors (with Leadership Charter embedded into this training program)
- Coordination of Fall 2017 Leadership Charter training for front line employees

Next 3 Months
- Gap analysis of supervisors and managers that require LR 101 training so additional sessions can be planned this fall
- Coordination and communication about Leadership Charter learning for front line employees
- Informal "community of practice" to be hosted with supervisors to discuss application of the LR 101 skills
- Planning Fall LR 101 sessions for new leaders and leaders who missed spring sessions

Challenges
- Scheduling leaders into sessions, waiting lists

Resources – Budget and People
- Budgeted through the corporate leadership development budget
- Supplemented (more course offerings) through one-time learning and development funding
- Course design and coordination
- Corporate Communications

Lessons Learned
- Stay tuned!

Metrics
- 80+ leaders participated in Labour Relations 101 training over 5 x 2 day sessions
- 7 hour leadership charter training program developed

Status: Integrated Operational Review

Objectives

- Work collaboratively across the organization, with governments, citizens and businesses to build a great community
- Work with business stakeholders and City staff to implement the recommendations of the Phase 2 IOR report, within the following four key theme areas:
  1. Building a More Adaptive Learning Environment
  2. Improving Management Direction
  3. Improving the Development Review Process
  4. Improving Communications Interdepartmentally and with External Stakeholders

Deliverables

- Implementation of the original Phase 2 Report recommendations, as refined and further improvements as subsequently identified through the internal and external collaboration. Key tangible deliverables include:
  - Development process manuals
  - Amanda Folder Rebuilds
  - Establishment of formal Mandatory Pre-consultation Process
  - New Milieu "app" to enhance citizen engagement opportunities
  - Website enhancements
  - Customer service training for employees

Who's Involved

Lead: Todd Salter, General Manager, Planning, Urban Design & Building Services ext. 2395

Project Partners: Over 80 staff across 11 City Departments and all City Service Areas have contributed to IOR, external Business Stakeholder Working Group has provided input at key stages of program implementation

Project Dependencies: Additional IT support for AMANDA enhancements and folder rebuilds, Milieu cities platform required external program development, retained customer service training specialists

Status: Integrated Operational Review

Scope	Schedule	Budget	People

Highlights

- Engagement of many staff across multiple departments and service areas and external business stakeholders has promoted a culture of collaboration and partnership
- Process improvements and User Guides establish a more predictable process with greater certainty and clarity and position City to be more business-ready

Current Focus

- Completing remaining IOR implementation actions and transitioning to post-IOR focus areas

Next 3 Months

- Present IOR "Wrap-Up" report to Council in July 2017
- Complete User Guides and Amanda Folder Rebuilds by end of 2017
- Seek Council endorsement of post-IOR "Continuous Improvement" framework and begin to move forward with priority actions

Challenges

- Maintaining staff resource commitment and momentum over multi-year program implementation period
- Advancing a significant culture change over multiple departments and with external business stakeholders

Resources – Budget and People

- Adequate budget and generally good departmental staff support provided for IOR, subject to occasional resource constraints due to competing priorities and overall workload
- Resource needs for post-IOR continuous improvement program to be scoped over next several months

Lessons Learned

- General Manager and Manager level Committee oversight of program was effective
- More consistent and ongoing communications with staff and stakeholders would have been valuable given the multi-year implementation period

Metrics

- Key performance Indicators for City-controlled development process steps established and reporting began in 2016 (refer to July 5, 2016 IOR Implementation Annual Report)
- Key performance indicators from 2015 to 2017 tracked an improvement on the length of time for mandatory pre-consultation meetings (reduced from 3 weeks to 2.5 weeks) and reduced time from 9.5 weeks to 9.0 weeks for the first statutory public meeting from the date the application was deemed complete. Also, a reduction in the length of time to receive comments on certain applications was reduced from 23 weeks to 21 weeks.
- Customer service standards and associated metrics to be examined as part of post-IOR continuous improvement program

Status: Asset Management Program

Objectives

- Our mission is to protect and enhance the quality of life in Guelph by making the best possible decisions regarding our assets in a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the entire asset lifecycle.
- The Corporate Asset Management Program's goal is to build upon the City's existing strengths to develop a leading corporate asset management program that balances costs, opportunities and risks against the desired levels of service, to achieve the organizational objectives.
- The long-term vision is that Asset Management activities are fully developed, embedded and integrated across all departments, and continuously being improved.

Deliverables

- Build a solid foundation for asset management using detailed data and evidence to support decision making and inform sustainable planning. In 2016, this has been accomplished through:
    - Communicating information and education material for asset management;
    - Developing the City's first comprehensive corporate asset management plan; and
    - Developing a corporate asset management policy and strategic road map.
- In 2017, a corporate level of service framework, and risk management framework are being developed that will allow the City to understand and simulate optimized strategies.

Who's Involved

Lead: Daryush Esmaili, Manager, Corporate Asset Management, ext. 2765

Project Partners: Asset Management Steering Committee (with representatives from every department in the City), Asset System Working Groups (including individuals responsible for each lifecycle phase of the relevant service).

Project Dependencies: Capital and Operating Budgets, Enterprise Asset Management Implementation, City survey, Accountability and Performance Management Framework, Service Reviews

Status: Asset Management Program

Scope	Schedule	Budget	People

Highlights

- The Asset Management Plan and Policy were approved in March.
- Applied asset management practices to right of way assets (approximately 70% of assets) to optimize the capital budget.
- Developed lifecycle models for all City assets.

Current Focus

- Documenting Levels of Service.
- Developing Risk Management Frameworks.
- Project prioritization and optimization.
- Developing asset inventories, and understanding asset condition.

Next 3 Months

- Corporate Level of Service Initiative project commencement.
- Develop Water, Wastewater and Stormwater Risk Management Framework.
- Capital budget analysis and integration.
- Operations and maintenance costing for capital projects.
- Supporting Enterprise Asset Management software implementation.
- Improving asset data confidence.
- Optimized decision making methodologies and decision support systems.

Challenges

- Understanding and coordinating project interrelationships (there are lots of great projects underway that asset management is coordinating with).

Resources – Budget and People

- While there are sufficient resources at this time to deliver the current workplan, additional resource demands and responsibilities continue to grow.
- In order for the organization to receive the full benefit of asset management (i.e. integrating the plans and strategies into every day work and culture), additional resources may be required in the future. Funding for studies, condition assessments, and analysis tools are required in the future in order to advance the organization's asset management maturity, and confidence in asset management data and recommendations. These requirements were outlined in the asset management plan and roadmap.

Lessons Learned

- Interdepartmental collaboration can be facilitated through working groups and committees such as the Asset Management Steering Committee.
- Aim for progress not perfection. In order to move forward, it is important to clearly document and communicate any information gaps and assumptions, then develop a strategy to address them. With the asset management program, our goal is to provide recommendations based on the best available information, and be clear about the limitations and confidence in the background information. This is an ongoing continuous improvement effort.

Metrics

- Our Policy now recognized as an international best practice, and Guelph is being recognized as a leader in communicating asset management.
- There are over $4 billion of assets in the City of Guelph. While there was a significant backlog identified, the City is evaluating how this impacts service, risks, and long term costs.

Status: Long-term Financial Plan

Objectives

The Long-Term Financial Plan (LTFP) sets a clear outlook of future funding needs and sources resulting in better service delivery planning and predictability of service level impacts resulting from decisions.

- Set a clear strategy for identifying sustainable operating and long-range capital requirements and sources of funding
- Create a sustainable financial framework for the Corporation
- Support Council goals and priorities
- Assist departments with strategic planning

Deliverables

- Council approved Long-term Financial Plan
- Realignment of finance department with a focus on long-term financial planning and strategy
- Reserve & Reserve Fund Review
- DC Background Study
- Financial Policy Review

Who's Involved

Lead: Tara Baker, General Manager/City Treasurer ext. 2084

Project Partners: Project Management Office, Complex Capital Committee, Asset Management Division

Project Dependencies: Level of services framework

Status: Long-term Financial Plan

Scope	Schedule	Budget	People

Scope: Defining the scope of the Long-Term Financial Plan project has been challenging as resources are limited. The Financial Strategy Division has been created to focus on longer term financial planning, clear assignment of responsibility for the project and defined scope are required to ensure clear understanding of deliverables. This will be achieved through revised job descriptions to incorporate the focus of the Financial Strategy Division to clearly define the members' roles & responsibilities

People: Current staff resources are limited. There were two expansions for 2017 budget were not successful, as such a business case will be developed for 2018 budget looking at expansion of staff resources for the Financial Strategy Division.

Highlights

- The Financial Strategy Division has been created to focus on longer term financial planning
- Reserve & Reserve Fund Review to be completed by September 2017
- DC Background Study – the contract has been awarded to Watson & Associates and the study is scheduled to start end of June 2017 and will run through March 2019

Current Focus

- Creation of a project charter to define LTFP project scope, timelines and deliverables
- Researching best practice examples of a Long-term Financial Plan
- Completion of the Reserve and Reserve Fund Review and related policy amendments

Next 3 Months

- Review & revise job descriptions to incorporate the focus of the Financial Strategy Division to clearly define the members' roles & responsibilities.
- Kick off the DC Background Study project, work plan design, communication plan development and consultant interviews.

Challenges

- Defining the scope of the Long-term Financial Plan project
- People resources and defining roles and responsibilities within the newly created Financial Strategy team.

Resources – Budget and People

- Business case development for a potential 2018 expansion for staff resources
- Potential need for consultant budget request

Lessons Learned

- Clear assignment of responsibility for the project and defined scope are required to ensure clear understanding of deliverables.

Metrics

- Maintain the City's existing credit rating of AA+ with a stable outlook

Status: Project Management Office & Complex Capital Projects

Objectives

- Establish and lead the implementation of robust project management methodologies including standard frameworks, processes and tools for risk identification, success measurement, escalation processes and decision-making responsibilities.
- Lead the implementation of Deloitte's recommendations from its Capital Project Risk Assessment report (CAO-C-1507), focusing on complex construction projects
- Enable project managers to successfully manage complex capital projects on behalf of the City

Deliverables

1) Tier-1 Governance Structure and Stage-gate Risk Management Framework
2) Tier-1/2 Project Management Guide & Tool Package
3) Construction Project Risk Assessment Framework
4) Project Manager Training and Coaching
5) Standard Reporting Framework, Tools and Regular Reports
6) Portfolio Performance Measurement/Dashboard

Who's Involved

Lead: Tomoko King, Manager, Project Management Office ext. 3340

Project Partners: Complex Capital Projects Committee, Tier-1 Project Steering Committees, Project Teams and Project Managers

Project Dependencies: Support from executive Team, CMT and Management teams, various topic specific cross-functional sub-committees and working groups, subject-matter-experts within the organization

Status: Project Management Office & Complex Capital Projects

Scope

Schedule

Budget

People

Highlights

- Tier-1 Governance Structure model
- Construction Project Risk Assessment Tool Kit and Workshops
- Construction Project Tier profile
- All 3 Tier-1 projects using the new standard structure and framework
- Formation of the interdisciplinary internally resourced Complex Capital Projects Committee

Current Focus

- Capital project budget initiation process improvement (partnering with Finance)
- Construction procurement process improvement (cross-functional working group)
- Downtown Secondary Plan program priority process (cross-functional collaboration)
- Tier ½ Tool Kit development

Next 3 Months

- Tier-1/2 PM Guide & Tool Kit release
- Project Manager Training sessions – various topics
- Non-construction project review

Challenges

- Scaling project rigour to reasonable level
- Lengthy process to achieve consensus vertically and horizontally to implement process improvements and new changes

Resources – Budget and People

- Strong change leadership from Complex Capital Projects committee
- Collaborative cross-functional efforts through various sub-committees
- Workload: many of the same representatives are on multiple Tier-1 project teams and various cross-functional sub-committees
- Staff turn-over: members of committees and project teams, losing continuity

Lessons Learned

- Need for better budget planning (i.e. accurate estimation, contingency, RFP management)
- Clear roles and responsibilities and delineation between program, project and process ownership

Metrics

- 9 departments collaborating on cross-functional committees and working groups
- 6 topic specific sub-committees and working groups improving corporate processes
- 100+ capital construction projects at $260 million, categorized into Tier 1, 2 and 3
- 80+ staff trained on construction project risk assessment
- Risk assessment completed on 100% of 2017 Engineering construction projects
- Regular quarterly public reports on 100% of Tier-1 projects

Status: IT Core Business Systems

Objectives

- To modernise the City's enterprise systems to provide greater functionality to support city services such as resource management, procurement and asset management
- To ensure the Information Technology (IT) infrastructure supporting core business systems is stable and current
- To provide the City with efficient tools to ensure they can do their job whenever and wherever they need to do it
- To provide a single point of contact for customer service to support all IT matters

Deliverables

1. **WAM**: Re-implementation (system, data, process, training, support)
2. **JDE**: System redesigned to support position control
3. **OVM and SOA**: new backend utilities to support enterprise systems
4. **VDI**: to be slowly rolled out through hardware lifecycle replacing standard desktops
5. **ITSM**: Service Desk improvements (system, process, SLAs, reporting)

Who's Involved

Lead: Blair Labelle, General Manager of Technology and Innovation ext. 2232

Project Partners: Various partnerships have been created with every department within the City to support this very broad program of work.

Project Dependencies: Several process improvements and data clean-up/configuration initiatives have been built into the corresponding projects. This precursor work has been planned to precede testing, implementation and roll out.

Acronyms

- **WAM**: The City's Enterprise Asset Management (EAM) System which supports maintenance management, procurement, work planning, work management and asset management etc.
- **JDE**: The City's Human Resources Information Management system which currently supports payroll, general accounting, accounts receivable, revenue tracking, HR data etc.
- **OVM and SOA**: Oracle Virtual Machine and Service Oriented Architecture are backend (network) utilities that allow for stable and efficient use of enterprise applications
- **VDI**: Virtual Desktop Infrastructure will allow for the data center to process and power terminals deployed for business use in a highly flexible, efficient and secure environment
- **ITSM**: IT Service Management is a system designed to support IT customer service (including self-service through a staff portal) as well as asset tracking, SLA management and reporting. The system to be implemented is named Cherwell.
- **UAT**: User Acceptance Testing provides for actual software in which users test to make sure it can handle required tasks in real-world scenarios, according to specifications.

Status: IT Core Business Systems

Scope	Schedule	Budget	People

Budget: Regarding WAM deliverable – a preliminary quotation from the consultant with respect to an assessment of work to configure SOA and JDE was well above the projected estimate for budget. In order to mitigate, the project team is conducting research on the requirements to validate and will test market for another partner through RFP.

People: Regarding WAM deliverable – reflects the need for UNIX support for WAM 2.2/OVM. Oracle recently indicated that future versions of WAM will require a UNIX server operating environment. IT's focus has and continues to be windows and has very little expertise administering UNIX. The project team is pursuing options with respect to grandfathering, training and budget requests for 2018.

Highlights

- **WAM**: re-launched WAM project to ensure the needs of stakeholders were being met (improved planning, communication and time management)
- **JDE**: configuration completed
- **OVM and SOA**: assessment completed
- **VDI**: completed internal testing of VDI environment and devices
- **ITSM**: Base installation completed

Current Focus

- **WAM**: system configuration phase in process
- **JDE**: UAT in process to ensure go live to support 2018 budget process
- **OVM and SOA**: negotiating with Oracle to extend support for OVM environment to function on Windows Server (vs. Linux)
- **VDI**: developing pilot designed to deploy VD terminals through hardware lifecycle program. Testing solution on various mobile platforms.
- **ITSM**: application configuration

Next 3 Months

- **WAM**: system configuration phase in process. Document processes changes.
- **JDE**: UAT in process to ensure go live to support 2018 budget process
- **OVM and SOA**: negotiating with Oracle to extend support for OVM environment to function on Windows Server (vs. Linux)
- **VDI**: currently planning on pilot designed to deploy VD terminals through hardware lifecycle program
- ITSM: support for go live, currently targeted for Sept, 2017

Challenges

- **WAM**: changing course on the project methodology and ensuring stakeholders are still engaged in the process. Solution requires UNIX environment vs current Windows environment
- **JDE**: position control requires budgeting at job rate which led to significant cycles dedicated on managing salary differential gaps across the corporation, reporting, compensation upload etc.

Resources – Budget and People

- **WAM**: discovery process (within each phase) is driving budget calculations
- **WAM**: UNIX resources needed for WAM 2.2/OVM (IT currently only has Windows Server administrators). Need for additional funding to set up UNIX environment

Status: IT Core Business Systems

Lessons Learned

- **WAM:** pivoting project methodologies increased engagement in the project overall and saved a portion of the planned project time (still TBD)
- **JDE:** need to spend more time defining scope, specifically, ensuring project sponsors understand the margins and how the work will impact other processes, systems and people.

Status: Records and Information Management

Objectives

- Policies and procedures development and implementation
- Governance development and implementation
- Storage area review and recommendations
- Corporate training creation and implementation
- Vital records and Disaster Recovery Plan development
- Records Retention By-law update and By-law digitization
- Budget review and recommendations

Items listed above reflect the objectives of year 2 of 5 and are not inclusive of the full Records and Information Management (RIM) Strategy. A full list of objectives and deliverables can be found in the complete Records and Information Strategy.

Deliverables

- New and revised policies, procedures, plans and by-laws
- Governance structure and reporting
- Council and/or ET reports
- Corporate training
- Awareness and culture change of valuing information as an asset

Who's Involved

Lead: Jennifer Slater, Program Manager, Information, Privacy and Elections ext. 2605

Project Partners: IT, Communications, RIM Steering Committee members (all service areas), Civic Precinct, Health and Safety, Fire Prevention.

Project Dependencies: IT, Communications, RIM Steering Committee members (all service areas), Facilities, Health and Safety, Fire Prevention, Human Resources, Finance, Council.

Status: Records and Information Management

Scope	Schedule	Budget	People

People: A staff secondment in March temporarily under-resourced projects until the Information and Access Coordinator position was backfilled in May. As a result of a change in work priorities, staff resources are temporarily re-directed from some projects.
Schedule: A few objectives have been delayed but within an agreed upon tolerance level.

Highlights

- Strategic governance established- RIM Steering Committee reporting through Information Technology Governance Committee established September 2016 with all service areas represented
- New and revised corporate policies approved by ET at the end of Q1 2017.

Current Focus

- Year 2 of 5 of the overall road map established by RIM Strategy
- Implementing 3 policies approved by ET – access and privacy policy, RIM policy and video surveillance policy
- Developing training
- Identifying liaison group members

Next 3 Months

- Planning for and delivering corporate wide training
- Developing department liaison group for operational level involvement
- Storage area assessment and evaluation
- Procedures and toolkit development
- Retention by-law revision
- Budget review and preparation

Challenges

- Culture – Changing the way people think about information as an asset
- Buy in- Need to support and ensure department participation in liaison group

Resources – Budget and People

- Budget – No formal budget for 2017. Currently relying on records reserve funding. Reviewing budget needs going forward as part of 2017 objectives. Recommendations will be prepared for 2018 budget process and an expansion will be needed to complete an Archival Strategy as part of the 2018 work plan.
- People – See commentary on people resources and schedule impacts above.

Lessons Learned

- Working well – Service area wide input through the RIM Steering Committee.
- What we can improve – Long term planning to identify and proactively plan for competing priorities, like the 2018 election and as needed projects, while continuing the important work on the RIM Strategy.

Metrics

- 2 new corporate policies created and 1 updated
- 13,629 City by-laws and agreements from 2017-1989 have been digitized and uploaded to the Records Search tool
- 3 staff department meetings attended for training and education, with more to come
- 151 boxes of obsolete paper files and 2,500 electronic records destroyed in accordance with the City's records retention by-law freeing up storage space and ensuring compliance

Attachment #2

Council Shared Agenda Progress Report

July 2017

CITY OF Guelph
Making a Difference

Table of Contents

Summary 2
Taxation and Budget 3
Intergovernmental Infrastructure Funding 5
Stormwater Funding Gap 7
Electoral Review and Reform 9
GMHI 11
Downtown Improvements – Baker District 13
Transportation and Traffic 16
Clair-Maltby Secondary Plan 18
Affordable Housing 21
East End – Guelph Innovation District 23
Brownfield Redevelopment (IMICO) 25
Urban Design Guidelines 28
Grow Guelph Business Retention and Expansion 30
Trails and Connectivity 32
Transit 35
South End Community Centre 37
Tree Canopy 39
Older Adult Strategy 40
Programs for Youth 42

Summary

The purpose of this report is to provide a twice annual update to Council on the areas of focus identified in the Council Shared Agenda. These updates are intended to be high level and provide a consolidated pulse on the activities underway in the organization and summarize key highlights and challenges to the work. Council will be familiar with many of these areas of work through more detailed Council reports. The format of this report brings these focus areas together so that the many activities can be viewed in the larger context of community impact.

There are a number of Council Shared Agenda (CSA) items that have become a CAP initiative. Where this occurs, the reporting appears in the CAP report. These initiatives are:

- Quality Services and Customer Services – see Customer Service Framework and Digital Services/myGuelph
- Business Performance Framework – see Accountability and Performance Management Framework and Culture of Collaboration
- Enhance Local Government – see Culture of Collaboration
- Value for Money Audits – see Service Review
- Infrastructure supporting topics – see Asset Management and the Long-Term Financial Plan

This highlight report shows that the City continues to make significant progress on this body of work, resulting in economic, environmental, social and cultural improvements for the community. There continue to be challenges in a number of areas which are, because of the complexity, unique to each item. Details of these challenges are provided in the update.

CSA Update: Taxation and Budget

The budget is a plan to wisely manage money and fund the services important to the community we serve. Our focus is on building a budget that:

- Builds a realistic and stable foundation for the year and future years.
- Focuses on delivering service and value to the community.
- Invites community participation—the more involvement from the community, the more reflective the budget will be of the community's needs and values.

Deliverables

- Review and recommendation of zero based budgeting and service based budgeting processes.
- Council input into 2016 capital budget development.
- Recommended use of a budget guideline for 2016.
- Pilot project for public input during the budget process.
- Innovative solutions to budgeting issues.
- Approach to using taxation as a tool for quality of life.
- Service rationalization.

Highlights

- Council direction to continue to implement zero line item based budgeting on selected line items in the budget as feasible.
- Capital budget workshop with input resulted in an approved 2016 Capital Budget. For 2017 similar work was completed and Programs of Work were implemented, 2017 Capital budget was approved in December 2016.
- Council directed amendments to Tax Rebates for Low Income Seniors and Persons with Disabilities.
- Tax Ratios 2017-2020 Assessment Cycle.

Current Focus

- Preparing information report for changes to the 2018 budget process, noting changes in the past two years: Implementation of Programs of Work, presenting both tax and non-tax capital budgets together.
- Supporting service reviews on specific municipal services utilizing both internal and external resources i.e. Solid Waste.

Next Steps

- Supporting next service review - Transit.
- A further report on the budget process will be forthcoming with research from the Guelph Lab into best practices from other Ontario Municipalities.

CSA Update: Taxation and Budget

Challenges

- Development of the Budget Formula Guideline for council approval

Resources

- During the 2016 budget process full Service Rationalization was not approved

Lessons Learned

- During 2016 and 2017 budget preparations, two different budget simulators were utilized to gain input from the public into the operating budget process. Both of these had limited participation and success

For more information contact:

Tara Baker, General Manager/City Treasurer ext. 2084

CSA Update: Intergovernmental Infrastructure Funding

The City works collaboratively with other levels of government to advocate and gain support for our infrastructure and policy objectives. Working this way is vital to ensure that the city is poised to influence policy directions of other levels of government and leverage funding opportunities so our community has the required asset infrastructure to meet the City's growing needs.

Intergovernmental advocacy involves the integrated and coordinated efforts of staff from across all service areas and is tied directly to our strategic and asset management planning and implementation.

Deliverables

- Create and implement an intergovernmental plan to leverage resources for infrastructure investments.

Highlights

- As part of the federal budget announced on March 22, 2016 the government created two new infrastructure funding programs: Public Transit Infrastructure Fund (PTIF) and Clean Water and Wastewater Fund (CWWF).
- In May 2016, City Council approved a list of projects for which funding would be sought. This list formed the basis of a comprehensive intergovernmental infrastructure plan that linked with key City financial and strategic plans and supported the community's long-term needs.
- Approximately $17, 903,526 in funding was awarded from the Federal and Provincial Governments to support projects on the Council approved list:
    - Five City projects received $10,211,691 Federal PTIF funding
    - Three City projects received CWWF funding, $5,047,890 was the Federal contribution and $2,523,945 was the Provincial contribution
- In addition, the City gained $120,000 funding for one of the projects through the Canada 150 Infrastructure Program.

Current Focus

- Managing the funded projects and the associated transfer payment agreements
- Continued strategic advocacy regarding Federal/Provincial Infrastructure Programs

Next Steps

- Continuing to work with other levels of government to influence funding opportunities and policy directions. Additionally, continuing dialogue with City services and Council to explore Phase 2 infrastructure funding opportunities to ensure the City is well positioned to respond to infrastructure funding opportunities

CSA Update: Intergovernmental Infrastructure Funding

Challenges

- The federal and provincial governments have commenced bilateral negotiations regarding Phase 2 infrastructure funding. Negotiations are not expected to conclude until the Spring of 2018. In the meantime, this provides the City with an opportunity to effectively advocate for initiatives/policy directions that can benefit the City's infrastructure needs.

Resources

- The intergovernmental relations and advocacy coordination is carried out by staff in the Office of the CAO. This department works with City staff from each service area to provide a comprehensive strategic framework to support; progressive thought leadership/promoting Guelph's leadership; policy advocacy and; strategic partnership development.

Lessons Learned

- This comprehensive and collaborative approach has successfully maximized the City's opportunities to access infrastructure funding from other levels of government whilst continuing to build Guelph's reputation as a leader in innovative service and policy delivery.

For more information contact:

Cathy Kennedy, Manager, Policy and Intergovernmental Relations, ext. 2255

CSA Update: Stormwater Funding Gap

Managing stormwater involves controlling the quantity and quality of runoff resulting from rainfall and snowmelt. Stormwater management systems represent valuable public assets that provide a number of benefits for many users including pollution control and flood protection. Guelph's stormwater management system received a failing grade (F) in the 2012 Sustainable Infrastructure Report and Infrastructure Scorecard. The report showed that stormwater infrastructure is currently funded at less than half of the estimated amount needed to sustain the system, with a $4.1M funding gap. The City needed a reliable and sustainable way to fund this critical service and thus the stormwater service fee was identified as the best option to address these needs.

Deliverables

- Stormwater service fee.
- Stormwater service fee credit program.
- Establish Stormwater Stabilization Reserve.
- Increase in capital improvements, asset renewal and operations and maintenance.

Highlights

- Staff accepted the challenge and from 2013 to 2016, completed the necessary work to prepare the stormwater funding study recommendation report for Council. In March 2016, Council approved the transition from a tax-based service to a non-tax rate-based service model. Council directed staff to prepare to implement the rate-based service model in 2017.
- In July 2016, staff presented an implementation strategy to Council, followed by a sustainable funding strategy in September 2016.
- As of January 1, 2017 the stormwater service fee has been successfully implemented and properties are charged using the Equivalent Residential Unit (ERU) fee model. The starting ERU rate is $4.00/ERU.
- Since the time of the implementation, staff continues to reconcile the number of ERUs in the City. As a result of the reconciliation and continued growth, there is currently a positive variance projected. On July 4, 2017 Council directed staff to prepare a financial incentive program consisting of residential rebates, non-residential credits, and additional funding of the infrastructure backlog based on the program funding envelope associated with the variance.

Current Focus

- City staff continues to implement the stormwater service fee, billed through Guelph Hydro. Staff work daily on managing a significant database (e.g., monitoring billable ERUs), making adjustments (e.g., measuring and recoding new properties), handling calls and inquiries from the public, and completing the associated accounting.

CSA Update: Stormwater Funding Gap

- Subject to full Council approval in July 2017, City staff is focusing on defining the combined rebate/credit program for implementation in 2018. The details of the rebate/credit program will be shared via an information report to Council.

Next Steps

- Refine/update financial plans related to capital projects/forecasts, which will be presented as part of the upcoming 2018 Budget process.
- Have a fully defined rebate/credit program ready to implement in 2018 including online materials, application forms and proper communication and advertisement.
- Continue refining the day-to-day administration and operations of the service.

Challenges

- Ensuring the rebate/credit program is communicated to all members of the community to promote effective uptake to gain desired social and environmental benefits.
- Promoting to the community an understanding of the stormwater service fee, including those non-residential entities that have the most financial impact.

Resources

- The resources invested by the city to date have been adequate for this project. However, this project is in its early stages and as it grows additional resources may be required.

Lessons Learned

- Early and frequent stakeholder engagement, along with a rigorous marketing campaign, has been effective in developing the fee in a fair manner for the community, promoting the fee once implemented, and understanding what the community is seeking regarding financial incentives.
- Networking with other municipalities who have a similar fee has been invaluable in developing the service fee model, roll out, and in preparation for a rebate/credit program. By using the lessons learned and advice from other municipalities, we have been able to be proactive on program details and communications.

For more information contact:

Kealy Dedman, General Manager/City Engineer, Engineering and Capital Infrastructure Services, ext. 2248

CSA Update: Electoral Review and Reform

Electoral review and reform is important as Guelph's population and geographical density changes and grows to ensure equitable and effective ward representation.

Deliverables

- Council employment status and composition review (formally called Council Composition and Employment Status Review – CCESR).
- Ward boundary review.
- Council remuneration and support review.
- New stand-alone Election Sign By-law.
- Standard operation procedure for compliance.

Highlights

- CCESR expansion was not approved as part of 2016 budget.
- Comprehensive ward boundary review was to be completed as part of CCESR but was not pursued given lack of expansion approval.
- Staff did initiate a minor ward boundary correction to address an area of growth in Ward 5/6 in 2016. This was approved in July 2016 with a by-law adopted in October 2016.
- Council remuneration and administrative support to be considered as part of citizen committee on Council compensation (led via HR).
- Election sign by-law best practice review completed
    - By-laws from other municipalities reviewed
    - Draft regulations identified
    - Public Engagement Plan created

Current Focus

- Support HR through later part of 2017/early 2018 in relation to citizen committee on Council remuneration.
- Public engagement.
- Creation of draft By-law.

Next Steps

- All work on CCESR and associated comprehensive ward boundary review has been stopped. Will need to re-evaluate and potentially initiate a similar process early in 2018-2022 term.
- Council remuneration and administrative support review/process, led by HR, will commence in Fall of 2017.
- Public sessions will take place to review possible election sign regulations.
- Finalization of a new By-law and Council report for Council's consideration.

- If passed by Council, implementation of a new staff procedure to seek compliance.

Challenges

- CCESR or similarly scoped work will need to occur early in 2018 – 2022 term of Council in order to properly adjust ward boundaries.
- Ward boundary review will be required to address population counts between wards and will be required to be done during 2018-2022 term in order to be effective for 2022-2026 term and beyond.
- Conflicting public views on how election signs should be regulated.
- No set standard amongst municipalities.
- Interdepartmental coordination (City Clerk's Office, CAO's office, Planning, Urban Design and Building Services).

Resources

- Budget in 2019 will be required to address a similarly scoped project as CCESR.
- Prudent to use external resources for work given sensitivity and need for expansive community consultation on ward boundary adjustments.
- Resource conflicts with other By-law reviews (Taxi Licensing, Animal Control)
- Need to ensure that all public views are represented during public engagement.
- Need to ensure input is received from all stakeholders in public engagement process (federal, provincial and municipal campaign managers).

Lessons Learned

- Better identification of time constraints due to delays with other By-law reviews (i.e. Taxi, Animal Control) would have provided a better schedule for the development of the new Election Sign Bylaw.

For more information contact:

Stephen O'Brien, City Clerk ext. 5644

CSA Update: Guelph Municipal Holdings Inc.

How the City manages its energy assets through planning and governance is of tremendous importance to Guelph's businesses and citizens. Initially the City created GMHI to leverage assets and financial opportunities. In 2016 and 2017, Council directed staff to work towards Council holding the shares of Guelph Hydro directly without the intermediary holding company of GMHI.

Deliverables (as of October 24, 2016)

- Transfer functional control of Guelph Hydro to the City.
- Defer active business operations of GMHI and the development corporation.
- Transfer oversight and management of Envida and the Strategies and Options Committee to City management who report to Council.
- Provide detail regarding merger options regarding Guelph Hydro compared to maintaining full ownership.

Highlights

- Prepared and publicly disclosed full financial history of GMHI and its subsidiaries.
- Implemented Council-directed governance changes to GMHI.
- Establishment of Strategies and Options Committee (SOC) to consider options for the future of Guelph Hydro.
- Conducted significant community engagement work regarding future of Guelph Hydro.
- Conducted analysis and provided Council with recommendations for Envida assets, including the City maintaining, through Guelph Hydro, the benefits provided by the Eastview generator asset.

Current Focus

- Providing Council with the information, options and results of community engagement regarding potential merger scenarios compared to maintaining full ownership of Guelph Hydro.
- Redistribution of Envida assets and providing options related to future management of City's district energy assets.

Next Steps

- SOC reporting to Council in Fall 2017 with more detail about potential merger partners for Guelph Hydro to compare against maintaining full ownership.
- Options regarding Envida's remaining assets (district energy) to be provided to Council by mid-2018.

Challenges

- Complexity of the work related to district energy assets including strategies to take advantage of tax losses.

CSA Update: Guelph Municipal Holdings Inc.

Resources

- This work has been conducted collaboratively with City staff, Guelph Hydro staff and Board, and the members of the SOC.

For more information contact:

Derrick Thomson, Chief Administrative Officer ext. 2220

CSA Update: Downtown Improvements – Baker District

The Baker District is an unprecedented downtown redevelopment opportunity which will act as a significant catalyst to implement the Downtown Guelph Secondary Plan.

The proposed redevelopment of the Baker District may result in:

- 460 new residential units.
- 40,000 sq. ft. of new commercial space.
- 500 new public parking spaces.
- 460 private parking spaces.
- 80,000 to 183,000 sq. ft. of new institutional/office space. (**note:** the institutional space is subject to funding commitments from other levels of government).

The projected economic impact of the full redevelopment is:

- New Annual Tax Revenue = $1.3 to $1.7 m.
- New Annual Retail Spending = $44 m.
- New Downtown Visitors = 3,700 visitors/day.

Deliverables

- Implement Phases 3 and 4 of the Council endorsed RFP process, which is intended to identify a private sector business partner and terms for the City.
- Continue to prepare the property for redevelopment by:
  - Conducting updated Phase 1 and 2 Environmental Assessments; and
  - Relocating current at grade parking (dependant on Council's approval to contract the construction of the Wilson Street Parkade);
  - Finalizing property valuation assessment;
  - Aligning infrastructure asset management program and other logistic matter with property development schedule.

Highlights

- The recent 'Market Engagement Findings – Downtown Real Estate Opportunities' conducted by Collins Barrow has identified the Baker District site the best City owned downtown property for private sector investment.
- Business Development and Enterprise is aware of other private sector interest in developing this site.
- A large national business has also expressed potential interest in locating its head office at this site.
- The redevelopment of this property will help implement a number of corporate strategies, specifically the Downtown Guelph Secondary Plan, Prosperity 2020 and the Parking Master Plan.

CSA Update: Downtown Improvements – Baker District

Current Focus

- Business Development and Enterprise's current focus is to:
  - Conclude the RFP process (as referenced elsewhere), and to provide Council with the results and staff recommendations.
  - Coordinate with Engineering Services the completion of environmental assessment work.
  - Coordinate with Realty Service the valuation assessment of the property.
  - Coordinate with Engineering Services and Finance the alignment of capital projects that will be required to support the redevelopment of the property.

Next Steps

Activity	Q2/17	Q3/17	Q4/17	Q1/18	Q2/18	Q2/18 & Beyond
Baker District - Completion of RFP Process	→	→				
Baker District - Recommend/Confirm Private Partner			→	→		
Baker District – Finalize/Contract Business Terms				→	→	
Wilson Street Parking - Contract Award	→	→				
Wilson Street Parkade - Design and Approvals Phase		→	→	→		
Wilson Street Parkade - Construction Period (Note 1)					→	→
Baker District - Environmental Assessments (Note 2)		→	→			
Baker District - Property Valuation		→	→			

Notes:

1. Construction period is expected to be completed by Q2/19 - Parkade is expected to be operational in Q3 2019.
2. This represents only the Phase 1 ESA. The timing and scope of the Phase 2 will be determined through a combination of the Phase 1 results and site planning work.

Challenges

- The absence of a private partner is required to firm up the development plans, schedule and related budget. Current plans, schedules and funding requirements should be considered as preliminary.

CSA Update: Downtown Improvements – Baker District

Resources

- Competing priorities and limited BDE resources have impacted the timing to implement and attend to Baker District matters.
- BDE has been restructured to focus on downtown matters, and has recently hired additional staff to assist with the same.

Lessons Learned

- The results of the RFI have indicated the need for the City to provide certainty about its commitments to:
    - conducting and attending to environmental and archeological matters;
    - financial contributions to the redevelopment;
    - ensuring adequate infrastructure to the property; and
    - attending to real estate matters (relocation of utilities, valuation of properties, etc.)

For more information contact:

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

CSA Update: Transportation and Traffic

Safe and sustainable transportation networks manage the efficient movement of people and goods to, from and throughout a city to support a vibrant economy. An integrated transportation network supports and encourages a more compact urban form, land use intensification and transit-supportive node and corridor development.

Planning practices encourage a choice of integrated travel nodes, emphasizing active transportation (walking and cycling), public transit, carpooling and emerging transportation technologies such as ride hailing, ride sharing, connected autonomous electric shared vehicles, and other transportation opportunities.

Deliverables

1) Traffic Calming
1) New sidewalk construction - existing locations
3) Active Transportation Network Design Guidelines and Feasibility Study (ATN)
4) Implement Cycling Master Plan
5) Transportation Master Plan Update

Highlights

- Traffic Calming – Staff has undertaken peer review and research to inform a revised traffic calming policy to go forward to the October 2, 2017 COW.
- New sidewalk construction: existing locations – The Sidewalk Needs Assessment Study staff report was presented to IDE on March 6, 2017 and subsequently approved by Council. Implementation of the recommendations will be prioritized and included within subsequent annual capital and operating budgets.
- Active Transportation Network Design Guidelines and Feasibility Study (ATN) – The staff report pertaining to the ATN study was presented to the COW at its meeting of July 4, 2017. Recommendations will be going forward to the July 17 meeting of Council for approval. Once approved staff will move forward with the approved recommendations to inform subsequent annual capital and operating budgets.
- Implement Cycling Master Plan – More than 54% of the Council approved on-street cycling network has been implemented (approved in 2013). The remaining outstanding linkages will be implemented as either stand-alone projects, in conjunction with road related projects or as part of development initiatives.
- Transportation Master Plan (TMP) Update – The framework of the proposed TMP was presented to COW on March 6, 2017. Staff continues to move the study forward ($700k approved budget) and have the RFP issued with a completion date of 12 to 18 months.

CSA Update: Transportation and Traffic

Current Focus

- Staff continues to work towards the issuance of the TMP RFP.
- Staff is working on the completion of the revised Traffic Calming Policy with implementation in Q4 2017.
- The procurement of a new computerized traffic control system is underway with an implementation timeline of Q2 2018.
- Upon Council approval staff will collaborate with Parks and Rec staff to work through identifying the projects for inclusion within the capital budget emerging from the ATN study.

Next Steps

- Refine/update financial plans related to capital and operational projects/forecasts, which will be presented as part of the upcoming 2018 budget process

Challenges

- Ensuring that resources are adequate for moving those plans/studies identified above into the implementation phase.
- Engaging and promoting these projects to the community.

Resources

- Moving forward, although costing estimates have been undertaken as part of some of these studies/projects, more detailed costing will be required to form part of the budget deliberations as well as fine tune project priorities.

Lessons Learned

- Transportation and Traffic initiatives/studies/projects impact community wide, creating various levels of differing opinion. It is important to continually check in/circle back with the community to ensure their understanding of the objectives and goals.

For more information contact:

Kealy Dedman, General Manager/City Engineer, Engineering and Capital Infrastructure Services, ext. 2248

CSA Update: Clair-Maltby Secondary Plan

The Clair-Maltby Secondary Plan is being undertaken in order to comprehensively plan the last unplanned greenfield area of the City. The purpose of the Clair-Maltby Secondary Plan is to develop a land use plan for the study area which provides more detailed planning objectives and policies than those found in the overall Official Plan. The purpose of the Master Environmental Servicing Plan (MESP) component of the study is to determine appropriate municipal infrastructure and servicing related to water, wastewater, stormwater and mobility for the secondary plan area.

The Clair-Maltby Secondary Plan will generally address the following:

- an integrated mix of land uses (residential, employment and commercial);
- appropriate building heights, densities and built form to contribute to a vibrant community of neighbourhoods;
- the preservation of environmental features and functions, cultural heritage and archaeological resources;
- location of parks, trails, open space, schools and community facilities;
- integrated transportation networks to promote walking, cycling and transit;
- servicing and infrastructure (e.g. watermains, sanitary sewers, stormwater management); and,
- phasing of development.

Deliverables

- Phase One - Technical work plans and background reports; vision and guiding principles. Phase 1 Report presented to Committee of the Whole on July 4, 2017.
- Phase Two - Conceptual Community Structure, Technical Memos and Studies, Community Structure Alternatives, Preferred Community Structure Alternative.
- Phase Three – Secondary Plan and Official Plan Amendment, Final MESP.
- The final phase of the project will involve the preparation of the Secondary Plan and its formal review through a statutory public open house and meeting. As part of this process, the technical studies and MESP will also be reviewed and finalized. Following the statutory public meeting the Secondary Plan and associated Official Plan Amendment will be presented to Council for adoption and the MESP will be supported for filing the Notice of Completion.

Highlights

- Staff was successful in reducing the overall timeline of the project by approximately 1 year. This efficiency was achieved because the required water monitoring was able to begin earlier than originally anticipated. The project is now anticipated to be complete in April 2019.
- Phase One of the project concluded on time and on budget in 2017.
- Technical work plans and background report have been finalized.

- Public Information Centre (PIC) #1 and Community Visioning Workshop were held on April 27, 2017 to inform the development of the Vision and Guiding Principles for the Secondary Plan.
- The following vision and guiding principles were considered by COW on July 4, 2017

Vision Statement

Clair-Maltby will be a vibrant, urban community that is integrated with Guelph's southern neighbourhoods, as well as having strong connections to Downtown, employment areas and the rest of the City. The Natural Heritage System and the Paris Moraine provide the framework for the balanced development of interconnected and sustainable neighbourhoods. This area will be primarily residential in character with a full range and mix of housing types and a variety of other uses that meet the needs of all residents. A system of parks, open spaces and trails will be interwoven throughout to provide opportunities for active and passive recreation.

Guiding Principles

1. Vibrant and Urban

Create identifiable urban neighbourhoods that are pedestrian oriented and human-scaled. Promote forward-thinking and innovative design that integrates new development into the rolling topography, while conserving significant cultural heritage resources.

2. Green and Resilient

Protect, maintain, restore, and where possible, improve water resources and the Natural Heritage System. Support resiliency and environmental sustainability through measures such as energy efficiency, water conservation and green infrastructure.

3. Healthy and Sustainable

Design the community for healthy, active living. Provide a mix of land uses including a diversity of housing choices at appropriate densities with appropriate municipal services to ensure long-term sustainable development which is fiscally responsible.

4. Interconnected and Interwoven

Establish a multi-modal mobility network that provides choice and connects neighbourhoods to each other and the rest of the City. Create a network of parks, open spaces and trails to provide opportunities for active and passive recreation, as well as active transportation choices.

5. Balanced and Liveable

A valued and livable community which reflects the right balance between protecting the environment and fostering a healthy, equitable and complete community.

CSA Update: Clair-Maltby Secondary Plan

Current Focus

- Community visioning workshop to be held in September 2017. A preliminary concept plan, referred to as the conceptual community structure will then be developed based on the community visioning exercise, as well as input from the CWG, the TAG, city staff and the consultant team. The conceptual community structure will be guided by the approved vision and guiding principles and will include a potential land use and transportation structure together with servicing options, an open space system of parks and trails and major community facility locations.

Next Steps

- The project team will be working on a framework for the upcoming community visioning workshop in September 2017 (tentative) to develop the conceptual community structure
- Work on the technical studies continues throughout Phase 2.
- The conceptual community structure will be presented to Council in Q4 2017.
- A multi-day design charrette will be held in Q1 2018.

Challenges

- An integrated planning and engineering project of this scale requires a committed and dedicated multi-disciplinary team to work together in a collaborative manner.
- This secondary plan has great community and stakeholder interest and staff will continue to ensure that community engagement activities allow for the involvement of all stakeholders in various formats.

Resources

- The project is being co-managed by Planning and Engineering staff with the support of a staff technical team and a consulting team.
- The Clair-Maltby Secondary Plan has approved capital funding for all phases of the project.
- The project also includes a Community Working Group and a Technical Advisory Group.

Lessons Learned

- A project of this scale requires rigorous project management to keep the project on time and on budget and ensure that all internal staff and external consultants are fulfilling their roles and responsibilities.

For more information contact:

Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

CSA Update: Affordable Housing

The goal of the Affordable Housing Strategy is to ensure that affordable housing is included in the range and mix of housing to meet the affordability needs for households across the City. The City's strategy focuses on market housing and complements the County's Housing and Homelessness Plan. The strategy sets out implementation actions to address the market housing issues in the City. Progress towards achievement of the implementation actions will be measured by a number of key indicators including the vacancy rate, core housing need and how new construction is performing against the ownership and rental affordable housing targets.

Deliverables

- Council Workshop on Affordable Housing (June 2015)
- State of Housing Report (Oct 2015)
- Draft Directions Report (Dec 2015)
- Recommended Strategic Directions (July 2016)
- Final Affordable Housing Strategy (Oct 2016)
- Response to Council Resolution for Review of the Affordable Housing Target to Reflect Secondary Market (May 2017)
- Affordable Housing Reserve (AHR) Project Charter (May 2016)
- Affordable Housing Financial Incentives (was AHR) Program Framework (July 2017)
- Affordable Housing Financial Incentives Program Implementation Plan

Highlights

- Council committed to establishing an Affordable Housing Financial Incentives Program (AHFIP) in November 2016.
- Council approved an Affordable Housing Reserve Project Charter in May 2016.
- Council approved the Affordable Housing Strategy consolidation, including a revised affordable housing target that reflects the secondary rental market, on May 8, 2017.

Current Focus

- Council approval of revised Affordable Housing Financial Incentives Program Framework (AHFIP) and operating budget request for 2018.

Next Steps

- Implementation of the Affordable Housing Strategy actions including an annual monitoring report.
- Should Council approve operating budget funds for the AHFIP; staff will develop an implementation plan and initiate the incentives program in 2018.

CSA Update: Affordable Housing

Challenges

- Affordable Housing is a complex matter with varying roles and responsibilities for the County as Service Manager and the City. Providing clear, consistent messaging with respect to the City's role for the Affordable Housing Strategy is important given the significant interest in the community regarding this topic.
- Limited sources of available data on the secondary rental market present a challenge to monitoring the supply of this form of housing.

Resources

- The proposed Affordable Housing Financial Incentives Program requires operating budget funds to implement a sustainable five year program.

Lessons Learned

- The establishment of an interdepartmental staff team for this project provided well-rounded, comprehensive and thoughtful considerations for the development of the strategy and financial incentives framework.

For more information contact:

Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

CSA Update: East End – Guelph Innovation District

The Guelph Innovation District (GID) consists of 436 ha. (1,000 acres) of land, bounded by York Rd, Victoria Rd S, the York-Watson Industrial Park and the City's southern boundary, south of Stone Rd E referred to as the Guelph Innovation District.

OPA 54 (Guelph Innovation District Secondary Plan) was approved by City Council on May 12, 2014, and provides policies which support the creation of an economic cluster focused on green-economy and innovation sector jobs. The Innovation District is also vital to meeting employment and housing targets consistent with Guelph's Growth Management Strategy and the Province's Growth Plan.

Final approval of the Secondary Plan by the Ontario Municipal Board is anticipated in 2017.

The Province of Ontario is the majority land owner and is currently preparing its real estate for disposition to other parties, which might also include the City of Guelph.

Given the importance of this property to meet local growth and employment targets, Guelph City Council has directed staff to investigate potential partnership opportunities with the Province to market and develop property, and to report back with recommendations.

Deliverables

- Staff report and recommendation to Council highlighting implementation options related to the Province of Ontario's disposition process. Currently scheduled for Q3 2017.

Highlights

- Guelph City Council has provided direction to City staff to investigate options to implement the policy directions of the GID Secondary Plan.
- This initiative is being jointly led by Business Development and Enterprise and Intergovernmental Relations.
- Staff has held meetings with representatives of the Province that have interests in the disposition of the Province's GID land holdings.
- The meetings have resulted in the identification of two options for the City to achieve an ownership interest in the GID;
    - Option 1 – The City acquiring the property through direct sale, and conducting its own request for proposal; and
    - Option 2 – The property being sold on the open market with a development agreement entered into with the City.

CSA Update: East End – Guelph Innovation District

Current Focus

- The current City focus has been to identify and evaluate potential options for the City to partner, or participate in the Province's disposition process to ensure the policy directions of the GID Secondary Plan are achieved.

Next Steps

- Option 1 and 2 as noted above are currently being assessed for viability and risk by City staff for the purpose of providing feedback and recommendations to Council in Q3 2017.
- A briefing note which will provide staff's assessment is scheduled to be presented by staff to the Executive Team in late July/early August for feedback and direction;
- A Council report with findings and recommendations is to be presented in Q3 2017.

Challenges

- The Province's interests in the GID include a number of departments, which has made co-ordinating information and direction a challenge.
- Notwithstanding the above, progress has been made to scope out options, which are currently being assessed.

Resources

- The city resources that have been allocated to this initiative have been adequate.
- The implementation of recommendations made to Council to implement either of the Province's proposed options will result in greater municipal resources. This matter will be identified as part of staff's Q3 2017 report to Council

Lessons Learned

- Where required, the inter-governmental coordination of implementation matters should be identified and scoped early in the secondary planning process.

For more information contact:

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

CSA Update: Brownfield Redevelopment (IMICO)

In 1997 the City of Guelph acquired 200 Beverley Street, formerly known at the IMICO property in consideration for the nonpayment of taxes, along with the responsibility of fulfilling a MOECC Director's Order.

Parts of the property are suspected to contain petroleum hydrocarbons (PHCs), volatile organic compounds (VOCs) and metal(s). As per the MOECC order, the City conducts an annual monitoring of ground water conditions.

Guelph City Council has had a long interest in realizing the redevelopment of this property as a mixed use residential, commercial and employment project. The redevelopment of the property will realize a number of environmental, social and economic development benefits for the community in general, and specifically the neighbourhood.

In January 2017 the City entered into a Memorandum of Understanding (MOU) with ARQI R & D and Habitat for Humanity Wellington, Dufferin, Guelph (Habitat) for the purpose of redeveloping the property as '*a holistic urban village, which will be unique, vibrant and invigorating. Building upon smart urban planning and development principles, the village will positively contribute to the social and economic needs of the community, whilst being economically sustainable and financially viable'.*

As per the MOU, the urban village will give consideration to a mix of retail, commercial, and community spaces, including but not limited to the following:

a. Live/work units;

b. Boutique restaurant spaces;

c. Artisan manufacturing and incubator spaces;

d. Artists space;

e. Health and well-being service space;

f. Indoor and outdoor recreational space;

g. Community targeted services space;

h. Offices (commercial and community);

i. Community gardens;

As per the MOU, the City, as the owner of the Subject Property, will use its best efforts to 'act as the principle party responsible for the preparation of the Subject Property for

CSA Update: Brownfield Redevelopment (IMICO)

redevelopment'. Habitat is the party responsible for matters relating to affordable housing, while ARQi will act as the master developer, builder, and planner of the Subject Property.

Deliverables (2017)

- City (Engineering) to conduct updated Phase 1 and Phase 2 Environmental Site Assessments (ESA).
- City (Business Development & Enterprise) and its partner ARQi R & D Inc., to develop Urban Design Master Planning documents (UDMP) and preliminary budgets.
- City (Business Development & Enterprise and Intergovernmental Relations) to continue to identify and lobby for funding assistance programs, and where applicable submission of applications.

Highlights

- ESA:
  - RFP closed in Q1 2017.
  - Contract awarded to CH2M Hill.
  - Kick off meeting held with consultant.
- UDMP:
  - RFP to retain an urban planning consultant closed in Q1 2017.
  - ARQi with input from BDE has retained Urban Strategies Inc., to prepare the Urban Design Master Plan for this project.
  - Kick off meeting scheduled for mid-July.
- Funding Assistance Programs
  - Preliminary advocacy meetings have been held with Federal and Provincial departments regarding the eligibility of this project for infrastructure, brownfield and affordable housing funding assistance.

Current Focus

- ESA:
  - Site investigation to commence in Q2 2017.
  - Preliminary results of site works targeted for Q4 2017 (to assist with the Urban Design Master Planning work).
- UDMP:
  - Contract with Planning Consultant
  - Kick Off Meeting with consultant
  - Prepare for, and implement public engagement sessions.

Next Steps

- UDMP Activities
  - Community engagement activities are targeted for completion by the end of Q4 2017.
  - Completion of design options targeted for completion by the end of Q1 2018.
  - Urban Design Master Plan targeted for completion by the end of Q2 2018.

CSA Update: Brownfield Redevelopment (IMICO)

  - Submission of UDMP for Council approval targeted for early Q3 2018 (prior to lame duck period of Council).
- ESA:
  - Site investigation to commence in Q2 2017.
  - Preliminary results of site works targeted for Q4 2017 (to assist with the Urban Design Master Planning work).
- Advocacy
  - Continued intergovernmental advocacy work planned for AMO Conference in August 2017.

Challenges

- The timing of decisions and activities by ARQi may impact the timelines noted in this update.
- Feedback from public input may also impact schedules.
- ESA and UDMP activities will require close coordination.

Resources

- At this time no resource or budget issues have been identified.
- BDE's new Project Manager will greatly assist with this project.

Lessons Learned

- To date ARQi and BDE have been addressing a number of administrative matters relating to the conceptual planning.

For more information contact:

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

CSA Update: Urban Design Guidelines

Urban design plans and policies contribute to making Guelph a beautiful, sustainable and enjoyable place where people want to live, work and play. Guelph is growing, and the way we are growing is changing. As more people come to live and work in Guelph, urban design plays an important role in planning and developing more intensified and complete mixed-use neighbourhoods.

The goal of Guelph's Urban Design Manual is to provide a thoughtful and consistent approach to urban design in our city. The manual will include City-wide standards to provide design direction for private investment and new commercial, townhouse and mid-rise development, and recommend directions for a comprehensive update to the City's Zoning Bylaw based on these standards.

Deliverables

The purpose of this project is to create an Urban Design Manual. The manual will refresh the 2009 Urban Design Action Plan as well as summarize existing and future work and provide a set of standards to be used in the development application process.

- Volume 1: Urban Design Vision for Guelph

  This volume describes the urban design vision that is based on the Official Plan vision, strategic goals, objectives and policies. It outlines what urban design is, why it is important and the Guelph context. Completed community engagement is also documented. Finally, it includes the Urban Design Principles for the City based on Council-approved Official Plan objectives.

- Volume 2: Urban Design Action Plan

  Part 1: Opportunity areas
  This part focuses on distinct areas in the city with potential for significant change. It also considers city-wide opportunities. The recommended actions in Part 1 address the plans, policies and projects that should be developed and implemented. It is recommended the City initiate priority actions within the next two to three years and, in the case of plans, studies, guidelines and processes, complete them within the next three to five years.

  Part 2: Activating public space and institutional strengthening
  This part focuses on the processes and programs the City should improve or initiate to ensure urban design objectives are met and increase awareness about urban design.

  Part 3: Urban design policy directions
  The final part focuses on strengthening City policies and regulations. Policy directions included are largely based on the Official Plan update and are primarily intended to guide the update of zoning regulations through the comprehensive Zoning By-law review.

CSA Update: Urban Design Guidelines

- Volume 3: Urban Design Standards and Directions

Highlights
- Ward tours with councillors (2015-2016)
- Urban Design Manual Workshop (December 2016) was attended by approximately 100 people.
- Draft Urban Design Vision and Design Action Plan document presented to Council July, 2017

Current Focus
- Preparation of the final Urban Design Manual: Urban Design Vision and Action Plan (Volumes 1 and 2) incorporating feedback from Council and the public.
- Consultation on townhouse and midrise guidelines and concept plans for the Gordon Street Corridor.

Next Steps
- Q3/4 2017: Final Urban Design Manual provided to Committee of the Whole and Council for adoption.
- 2017/2018: Continued development of Volume 3 of the Urban Design Manual, including stakeholder and public engagement in accordance with established work plans.

Challenges
- Urban Design touches on a wide range of municipal authority and service delivery. To affect a change in direction based on the Council approved vision of how the city is to develop, means a concerted effort amongst internal and external parties to come to consensus on urban design guidelines, standards and policies;
- Communicating and implementing change such as the development of infill housing and intensification to ensure positive outcomes for existing and future residents; and
- Realizing the vision of creating walkable 'urban villages' and Main Streets in the existing suburban context and facilitating the desired transformations of our mixed-use nodes and intensification corridors.

Resources
- The development of the Urban Design Manual is funded through approved capital funding

Lessons Learned
- Communication of the new Official Plan and the city's vision for growth and development both internally and externally is critical to its achievement.

For more information contact:
Todd Salter, General Manager, Planning, Urban Design and Building Services ext. 2395

CSA Update: Grow Guelph Business Retention & Expansion

Established in 2013 and led and facilitated by the City of Guelph's Economic Development Department, the Grow Guelph Business Retention & Expansion (BR+E) program has existed as a community-wide effort to investigate and address issues, concerns and opportunities of local businesses.

The Grow Guelph BR+E program is guided by a Committee of co-ordinated local economic development support agencies and include: Guelph Chamber of Commerce, Innovation Guelph, University of Guelph, Conestoga College, Guelph Downtown Business Association, Business Centre – Guelph Wellington, Workforce Planning Board, Career Education Council, Guelph-Wellington Local Immigration Partnership, Ontario Centres of Excellence, Ontario Ministries of Agriculture, Food & Rural Affairs and Economic Development & Growth.

The program objectives are: gain business insights, help remove barriers for business, build relationships, and together with our local economic development agencies, develop strategies and programs to support and foster the growth for Guelph's local business community.

Deliverables

- Complete the 2016/2017 Business Retention and Expansion (BR+E) corporate call and survey program, and deliver results to the Grow Guelph BR+E Committee by the end of Q2/2017
- Develop a coordinated work plan and set of programs/services with our local economic development support agencies that address the key findings of the BR+E corporate call/survey program
- Report back the key findings of the survey to businesses who participated in the corporate call/survey

Highlights

- The Committee completed a confidential, corporate call/survey program in 2013/2014 and again in 2016/17. In total 90 local business executives were surveyed.
- Since the start of the program, there have been over 85 industrial, commercial and institutional building expansions to existing floor space.
- Some of the businesses interviewed in the 2016/17 survey have indicated their intention to expand over the next 18 months, which will collectively create 590 more jobs and over 240,000 square feet.
- Additionally, 82% of the businesses surveyed in 2016/17 rated Guelph's overall business climate as good to excellent.

CSA Update: Grow Guelph Business Retention & Expansion

Current Focus

- Review the 2016/17 business survey findings with the Committee to identify trends and key findings
- Follow up on red/green flag issues raised by businesses and provide immediate attention to these businesses (eg. business currently expanding)
- A workshop with all Committee members to review survey findings and identify key themes and actions to be taken

Next Steps

- Create a coordinated work plan with Committee members to address the key themes and findings from the survey (Q3 2017)
- Establish a workshop, invite business executives who participated in the survey and report back on the survey results and the proposed programs that are currently available, or will be available, to address key findings of the survey (Q4 2017)

Challenges

- The need to have more coordinated local economic development programs and activities, which the Grow Guelph BR+E program has helped to address.

Resources

- The city resources that have been allocated to this initiative have been adequate.

Lessons Learned

- The branding and execution of the program has been community driven which has been successful in bringing together local economic development agencies to coordinate our respective economic development programs to remove duplication and fill gaps in our services delivery to business.

For more information contact:

Peter Cartwright, General Manager, Business Development and Enterprise ext. 2820

CSA Update: Trails and Connectivity

Trails play a vital role in community well-being and creating connectivity. They make our communities more liveable; improve the economy through tourism and civic improvement; preserve and restore open space; and provide opportunities for physical activity to improve fitness, mental health and reduce stress. Trails are designed for walking, cycling and jogging year round and provide physical activity for the widest range of people, including persons with disabilities, children, youth and seniors. Trails provide accessible, widely available and low-cost opportunities to meet many connectivity needs of our community and are part of our approach to open space planning.

Deliverables

- Trail Master Plan update and trail signage design.
- Integration with Active Transportation Network Plan and Cycling Master Plan.
- Repair and maintenance of existing sidewalks.

Highlights

- Trails report to Council Open Space Planning – Capital Project Update.
- Grangehill Phase 7 (north end of Starwood Drive) to Eastview Community Park and new trail access at Speedvale Avenue, completed in 2016. The project included new signage that meets current accessibility standards.
- Victoriaview North Phase 1 Trail was installed in 2016. A new asphalt trail was implemented to connect an existing stone dust trail between Beverley Robson Park and Guelph Lake Sports Fields to an existing sidewalk at Woodlawn Road East. The trail project provided improvements for accessibility and drainage to allow better access and use of the trail.
- Victoriaview Phase 2/Northview Trail is just being completed. Project construction commenced in late April of 2017 and substantial completion is anticipated at the end of June 2017. The project involves implementing approximately 600 metres of new trail connecting Northview Subdivision residents with off road trails from Northview Park to Beverley Robson Park and then connecting with the Victoriaview North Phase 1 Trails that connects with Guelph Lake Sports Fields and Woodlawn Road East.
- Phase 1 of the Riverwalk at 5 Arthur Street has been constructed. Final walkthrough for substantial completion and turn over from the developer to the City for maintenance is planned for July of 2017. Subsequent phases of the Riverwalk will be implemented in conjunction with the phased condominium development.
- Operations - Public Works department has currently implemented approximately 60% of the accessible curb ramp upgrades identified at intersections across the city in 2014/2015.
- In 2016 over 500 sidewalk locations across the city received repairs and improvements as part of due diligence to improve user safety and walkability.

CSA Update: Trails and Connectivity

- In 2016 Operations - Public Works attended to approximately 250-300 sidewalk locations across the City and replaced old with new sidewalk that meets current standards.

Current Focus

- Linkages and coordinated work between the Trail Master Plan, the Active Transportation Network and the Cycling Master Plan.
- The Guelph Trail Master Plan Update and the Trans Canada Trail (phase 2) projects were combined into one single request for proposal that was issued in the spring of 2017.
- Speedvale Avenue bridge underpass is being rigorously studied for its feasibility and an Environmental Impact Study is being finalized. The project findings were presented to the River Systems Advisory Committee June 21, 2017 and a report will be presented to Council in November of 2017.
- Speed River Trail – Silvercreek Park (north side of river) between Edinburgh Road and Hanlon Expressway. The trail project has received Canada 150 Infrastructure Grant funding and is required to be implemented by March of 2018. Currently detailed design drawings are being completed in preparation to tender the project for construction late summer of 2017. The project scope includes new trails, improved accessibility, and relocation of parking, new picnic shelter, signage and a crosswalk across Wellington Street.
- The 2017 sidewalk inspection program commenced in May and will continue until September. To facilitate asset management, the program sets out the inspection of all municipal sidewalks in the city and notes deficiencies so that proper prioritization and budgeting can occur for correcting deficiencies.
- Implementing accessibility improvements such as curb ramps at intersections across the city; is an ongoing focus.

Next Steps

- The Guelph Trail Master Plan Update will assist in reprioritizing trails to help determine timing and budgeting of trails for Council consideration and approval.
- The Development Charge By-Law Update will provide input into how to better fund trail projects.
- Ongoing asset management, life cycling and budgeting to provide sidewalks that are in a good state of repair.

Challenges

- Project tendered costs are coming in higher than pre-tender cost estimates.
- Scope changes as a result of unforeseen site conditions (e.g. drainage issues).
- The Northwest Drainage Channel was pushed back in the budget funding until 2024 to allow several other trails to be completed that benefit from shared resources with developers (e.g. Nima Subdivision – developer build trail to provide trail prior to resident occupancy and new trail in Royal City Park with shared funding from adjacent development).
- Unpredictable market variables cause material costs to be higher than anticipated for completing sidewalk repairs.

CSA Update: Trails and Connectivity

- Limitations regarding the extension of the Speed River trail across the Hanlon Expressway at Wellington Street.

Resources

- The trail projects are funded by development charge funding and there are more trails and high costs to build them then there are funds available to complete the work. Trail projects are complicated projects, similar to building roads, and require a lot of study and consideration to ensure environmental protection and user safety.

Lessons Learned

- Early planning and engagement of stakeholders to prevent project scope creep.

For more information contact:

Heather Flaherty, General Manager, Parks and Recreation ext. 2664

CSA Update: Transit

Guelph's transit system serves many important functions in our community including reduction in congestion, shortened commute times, and helping people get to where they're going faster. Improving and expanding public transit also helps reduce air pollution and meet the province's greenhouse gas emission reduction targets. One bus takes up to 40 vehicles off the road, and keeps 25 tonnes of greenhouse gas emissions out of the atmosphere each year.

Supporting stronger public transit systems is part of our plan to create jobs, grow our economy and help people in their everyday lives.

Deliverables

- Transit Priority Study and Implementation
- Fare Collection system replacement and Fare strategy
- Bus Shelter Expansion
- Transit Growth Strategy
- Route Re-alignment
- Smart Bus implementation (Trapeze Implementation)
- Via Station renovations

Highlights

- Re-alignment for September 2017 includes 10 minute frequency on Gordon Street corridor
- Fare Collection system to be replaced and new fare strategy to be completed in 2018
- Transit priority study and implementation to start in 2017

Current Focus

- Aligning resources for September route alignment while working within the current funding envelope

Next Steps

- Developing a sustainable growth plan matching resources with investment

Challenges

- Capital and Operating Funding required for Transit growth

Resources

- Additional infrastructure is required in order to precipitate growth (building, storage, buses, people)

Lessons Learned

- Strategic and business thinking will allow for smart growth in transit

CSA Update: Transit

For more information contact:
Mike Spicer, General Manager, Guelph Transit ext. 3321

CSA Update: South End Community Centre

The South End Community Centre is about creating a place where people of all ages can gather to enrich their quality of life, as well as foster feelings of community and civic pride. The community centre would aim to deliver community recreation services in a rapidly growing area of the city, reducing strain on existing aging recreation infrastructure and more evenly distribute activity enrollment levels across a number of community centres.

Deliverables

- South End Community Centre – completion of a tender ready design and budget for the construction of a 150,000 square foot recreation centre.

Highlights

- Internal stakeholder meeting in June held to receive input on corporate wide needs for the facility (e.g. energy and water efficiency, access, connectivity, active transportation, and public transit)
- Project charter has been drafted and is currently being reviewed.
- Site background studies for an Environmental Impact Study, Phase 1 Archaeological Study and Phase 1 Environmental Site Assessment have commenced.
- Meeting and discussion with the Wellington Catholic District School Board has occurred to review project scope and joint commitment to work in partnership to achieve a site layout that is functional by both parties.

Current Focus

- Finalize the project charter before the end of July, 2017.
- Finalize and issue a Request for Proposal for consulting services before the end of July, 2017.

Next Steps

- Receive steering committee approval for the project charter.
- Hire the consultant.
- Explore options for access to the site from Poppy Drive.
- Investigate eligibility for federal and provincial infrastructure funding.

Challenges

- Access from Poppy Drive.
- Completing a design that can facilitate the efficient operation of a recreation centre while supporting the existing park and school board functions on City lands.

Resources

- Funding has been committed for the detailed project design work.
- Full capital funding for the construction phase of the project to be requested after completion of the conceptual design.

CSA Update: South End Community Centre

- Staffing requirements are currently being addressed.

Lessons Learned

- Complete the project charter as early as possible.

For more information contact:

Mario Petricevic, General Manager, Facilities Management ext. 2668

CSA Update: Tree Canopy

Trees are an important component of urban environments. A lush urban tree canopy contributes aesthetic value, significant economic and environmental benefits, including: reducing stormwater runoff, energy conservation, improving air quality, and enhancement of community vitality, stability and property values for residential and business areas. Most importantly, trees contribute significantly to human health, both mental and physical.

Deliverables
- Urban Forest Management Plan implementation.
- Guelph's Emerald Ash Borer Plan implementation.

Highlights
- Tree inventory of City-owned trees is approximately 90% complete.
- To date, more ash trees have been treated or replanted than the number that have been removed.
- Carden Street tree mortality analyzed, resolved, replanted.

Current Focus
- Developing a Tree Technical Manual as reference tool for staff, developers, consultants, contractors, and other key stakeholders.
- Creation of a policy paper on maintenance protocols for City work program, particularly relating to street tree ownership.

Next Steps
- Development of an Invasive Species Management Plan.

Challenges
- Mandated intensification of housing development making it increasingly difficult to have well-treed streets.

Resources
- Workload has increased significantly due to emerald ash borer-caused tree mortality, redirecting many resources making it difficult to advance other projects.

Lessons Learned
- Achieving higher levels of integration and collaboration within Parks Operations & Forestry.

For more information contact:
Heather Flaherty, General Manager, Parks and Recreation ext. 2664

CSA Update: Older Adult Strategy

By 2031, the population of the City of Guelph is projected to be 169,000 with the greatest proportional increase in the 55+ age category, or 1/3 of all Guelph residents. The impact of this demographic shift on the design and delivery of municipal services will present opportunities and challenges. The purpose of the Older Adult Strategy (OAS) is to create an age-friendly community that supports older adults to live in security, maintain their health and participate fully in society. In response, the City will adapt its structure and services to be accessible and inclusive of older people with varying needs and capacities.

Deliverables

- Acting upon 20 recommendations to enhance age-friendly accessibility and inclusivity within the areas of:
    - Outdoor Spaces and Buildings
    - Transportation
    - Housing
    - Respect and Social Inclusion
    - Social Participation
    - Communication and Information
    - Community Support and Health Services

Highlights

- Designated as an age friendly city by the World Health Organization
- Age Friendly Guelph Leadership Team (AFGLT) initiated, and supported by the City of Guelph, with community volunteers engaged as leaders
- www.guelph.ca/agefriendly
- Grant received from "Age Friendly Communities Planning Grant" - hired a project specialist (part time), hosted an Age Friendly business symposium, hosted an "Artful Aging" exhibition, and in the process of developing Housing Fact Sheets

Current Focus

- Review of OAS recommendation implementation has begun with the support of Public Services Acting DCAO assisting staff to update the recommendation tracker
- This information will inform the Staff Information Report to Council to be distributed end of June, and the "OAS Progress Report" to be shared with the community

Next Steps

- AFGLT is launching an Age Friendly Guelph bench project initiative that aims to increase accessible seating throughout the city
- Continue to work with each department's General Manager to ensure implementation of recommendations is planned within each departments' work plan

CSA Update: Older Adult Strategy

Challenges

- Dedicated staff support required for OAS stewardship
- Issues related to the aging population in Guelph are increasing proportionally, thus timely strategy implementation is critical

Resources

- Resources are very limited;
- Age Friendly Project Specialist – 10 hours/week
- Funding and implementing recommendations is the responsibility of each department and may not be a priority for each department

Lessons Learned

- Success of the implementation plan requires a dedicated staff person
- Operational funding to support the OAS is needed

For more information contact:

Heather Flaherty, General Manager, Parks and Recreation ext. 2664

CSA Update: Programs for Youth

Providing programs for youth is important as it fosters engagement, increased volunteerism, social activity and contributes to community well-being. On any given evening, hundreds of youth across the city are engaged in youth focused activities which in turn result in decreased anti-social behaviours, reduction on law enforcement resources and produce longer-term physical and mental benefits.

Deliverables

- Fee for service and drop in recreation programming.
- Facilitate City-led health and wellness campaign/programming to support youth wellness.
- Youth Strategy.
- Guelph Youth Council.
- Community Skatepark Related Programming.

Highlights

- Energize Guelph (Healthy Kids Community Challenge) – year 2 of a 3 year grant.
    - Theme 1 – Run, Jump, Play – Everyday activities saw more than 4,000 children and parents participate in Energize Guelph activities and programs.
    - Theme 2 – Water Does Wonders saw 4,000 refillable water bottles distributed to students, 4 water filling stations installed in Upper Grand District School Board primary schools and the creation of water bottle vending machine and promotional campaign.
- Workshops have been delivered to more than 1,000 high school students teaching principles of inclusion, physical literacy and inclusive recreation.
- City of Guelph's Community Skatepark has been a huge success with great reviews from users, continuous use (weather permitting) and a new location for expanded camp programming.
- Guelph Youth Council hosted Guelph's first TedX Youth event with plans to make this an annual event.
- City of Guelph recognized by Parks and Recreation Ontario as a Gold Level Youth Friendly Community.
- Granted $112,000 by Ontario Sport and Recreation Communities Fund to enhance Park Activation Programming.

Current Focus

- Staff continues to work through 2013-18 Guelph Youth Strategy recommendations.
- Staff is working on the addition of several "skatespots" throughout the community.
- Energize Guelph is entering its third year with a Healthy Eating focus, while maintaining existing initiatives.

CSA Update: Programs for Youth

- Park Activation Pilot Program.
- Expansion of youth programming at renovated and expanded Victoria Road Recreation Centre.

Next Steps

- Our most popular youth programs see 100's of youth engaged in free programming on a nightly basis. While these programs do cost us money upfront, we know that this engaged group is far less likely to be engaged in anti-social activities, is less of a burden on law enforcement and in the longer term physically and mentally healthier. We will have to identify the dollars we would like to commit to this demographic, that we will not see returned through traditional registration fees.
- Focus on Youth Transit goals of the 2013-18 Youth Strategy.
- Promote and launch new youth programs in Fall and Winter.
- Complete Youth Safe Spaces and Volunteerism initiatives (funding dependent).
- Support STEPS Program – Hosted by Wyndham House Guelph through improved access, applicable programming and supports.

Challenges

- Grant based funding model does not promote sustainable long term recreation. opportunities for youth. Need to budget appropriately to sustain successful programming. This will be particularly evident in the maintenance of initiatives and programs associated with Energize Guelph.
- Fee for Service Youth Programming continues to be a work in progress. Youth audience has embraced Drop-In and Volunteer based activities rather than traditional fee for service offerings. Staff are piloting fee for service drop-in offerings for youth in 2017-18.

Resources

- Moving forward an appropriate costing will need to be attached to all initiatives and strategies. Youth strategy initiatives require additional funding to see all recommendations completed. Staff has maximized grant based funding and community partnerships to achieve outcomes to date.

Lessons Learned

- Youth are proving to be one of the most engaged and active demographics. They are important volunteers, employees and citizens. Through Youth Council, Summer Camp jobs and volunteering, organizing and participating in community events and other activities, young people are engaged throughout our community.

For more information contact:

Heather Flaherty, General Manager, Parks and Recreation ext. 2664