

Committee of the Whole Meeting Agenda

Monday, February 6, 2017 – 2:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

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Call to Order – Mayor

Disclosure of Pecuniary Interest and General Nature Thereof

Consent Agenda – Public Services

Chair – Councillor Downer

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.

COW-PS-2017.01 Ellis Creek Park: Conceptual Master Plan

Recommendation:

1. That the Ellis Creek Park Conceptual Master Plan be approved.
2. That staff be directed to proceed with Design Development and Construction of Ellis Creek Park in 2017.

Public Services Chair and Staff Announcements

Consent Agenda – Audit Services

Chair – Councillor Billings

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.

COW-AUD-2017.01 Outstanding Motions of the Audit Committee

Recommendation:

That the two motions marked as “Completed” within report CS-2017-03 “Outstanding Motions of the Audit Committee” be removed from the outstanding motion list.

Items for Discussion – Audit Services

The following items have been extracted from 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.

COW-AUD-2017.02 Fuel Security and Systems Audit Report

Presentation:

Catherine Spence, Internal Auditor

Recommendation:

That the report CAO-A-1701, “Fuel Security and Systems Audit Report” dated February 6, 2017 be received.

Audit Services Chair and Staff Announcements

Mayor as Chair

Chair and Staff Announcements

Adjournment

Staff Report



To **Committee of the Whole**

Service Area Public Services

Date Monday, February 6, 2017

Subject **Ellis Creek Park: Conceptual Master Plan**

Report Number PS-17-01

Recommendation

1. That the Ellis Creek Park Conceptual Master Plan be approved.
2. That staff be directed to proceed with Design Development and Construction of Ellis Creek Park in 2017.

Executive Summary

Purpose of Report

To provide Council with the Conceptual Master Plan for Ellis Creek Park. This includes results of the community engagement process and internal stakeholder input.

Key Findings

Community consultation, workshops and online feedback have helped create a conceptual plan that meets the needs of the Chillico Glen Community located in the Elmira Road and Tovell Drive area of Ward 4.

Financial Implications

There are no financial implications. The 2016 and 2017 Council approved capital budgets have allocated a total of \$400,000 for the community engagement, conceptual master planning, design development and construction of Ellis Creek Park

Report

Ellis Creek Park is located at 59 Westra Drive in the Elmira Road and Tovell Drive area of Ward 4. The park is 0.21 ha or 0.528 acres in size and was dedicated to the City as part of the Mitchell Farm/Chillico Glen Subdivision. The park is zoned as a P2 Neighbourhood Park under the Zoning Bylaw and services. The park shares

boundaries with residential properties to the east and west and a significant woodlot to the north (See ATT-1).

The current parkland has received “Basic Park Development” as a condition of the Chillico Glen Subdivision Agreement which required the developer to grade and sod the dedicated park block, as per staff comments and as noted on the approved subdivision development drawings. An asphalt trail exists through the park – installed by the developer to connect Westra Drive residents with the trail system in the natural area behind the park which makes connections to Mitchell Park, Elmira Road and Chillico Drive. The “Basic Park Development” and trail construction was completed in fall 2012.

The purpose and function of a Neighbourhood Park, as noted in the Official Plan, is to serve the immediate residential area. Ellis Creek Park will be the primary park for approximately 1,000 residential homes. As per the Zoning Bylaw, permitted uses include conservation area, informal play area, outdoor skating rink, picnic areas (consisting of a maximum of four tables), play equipment, public washroom, recreation trail and water spray area. Although the zoning permits a wide variety of uses, the small park size and existing grading, limits the types of amenities that can be accommodated within the park boundary.

In fall 2016, Open Space Planning staff developed two (2) park master plan concepts for Ellis Creek Park and engaged the community to solicit feedback. Both concepts provided park amenities that included: play equipment, gathering space, passive space, pathways and landscaping. Residents in the Ellis Creek Park neighbourhood received numerous community engagement opportunities that included meetings and online surveys. The community engagement section below provides detail on the community engagement process.

The final park master plan concept, included with this report for approval, features an informal open space, a large playground, a central gathering area with trellis shade structures, seating areas and concrete and asphalt pathways (See ATT-2).

Open Space Planning staff has identified the construction of Ellis Creek Park in 2017. Construction drawings and tendering of the park construction would occur in the spring of 2017 with park construction planned during the summer. Funding for this work has already been approved as per the 2017 capital budget. Actual park construction depends on the approval of the master plan, completion of construction documents, contract award, contractor availability, weather, and site conditions. Staff anticipates the park being finished and open for public use by fall 2017.

Financial Implications

There are no financial implications for the Ellis Creek Park project. The 2016 and 2017 Council approved capital budgets have allocated a total of \$400,000 for the

community engagement, conceptual master planning, design development and construction of Ellis Creek Park.

Consultations

Public Engagement

On September 6, 2016, a Community Engagement Plan was developed to engage the Chillico Glen Community and gather input on the design for Ellis Creek Park. The community engagement goals as outlined in the Community Engagement Plan were to:

- solicit community feedback on the overall design, features and playground components for Ellis Creek Park;
- develop a park design that reflects the community's need;
- have community members to play an active part in the development of the park master plan for Ellis Creek Park.

For this project, Open Space Planning staff completed the community engagement and master plan concepts for Ellis Creek Park as an in-house project. In order to meet the goals noted above, four (4) community engagement sessions were hosted at the West End Recreation Centre and Zehrs Imperial Grocery Store. Further engagement opportunities were provided online throughout the process.

Participants provided feedback on initial concepts, playground design and contributed to the final conceptual design. The community engagement sessions were as follows:

Community Engagement Sessions:

Engagement Session	Location	Date (2016)	Time	Number of Participants
Concept Selection Workshop	West End Rec Centre	October 6	10:00 am – 12:00 pm	4
Concept Selection Workshop	Zehrs Imperial	October 6	7:00 pm – 9:00 pm	11
Playground Component Workshop	West End Rec Centre	November 29	1:00 pm – 3:00 pm	1
Playground Component Workshop	West End Rec Centre	November 29	7:00 pm – 9:00 pm	1

Online “Mindmixer” Community Engagement:

Engagement Session	Duration (2016)	Interactions
Concept Selection Workshop	September 28 – December 10	19
Playground Component Workshop	November 29 – December 10	16

The first Community Engagement session was a Concept Selection Workshop where participants were presented two (2) design options for Ellis Creek Park and were asked to select their preferred concept. In addition, participants were also asked to select their preferred playground theme and playground components. During this engagement session, staff heard the following:

- Concept 1 is preferred – however more open space is needed for active recreation play;
- A traditional climber and trellis are the preferred elements;
- A playground with a space adventure theme, multiple user swing, multiple user spin toy, tree house/playhouse and teeter totter were also preferred.

Based on this feedback, staff modified Concept 1 to incorporate more open space and sent the playground preferences to playground designers through a playground prequalification.

The second Community Engagement session was a Playground Workshop where participants were presented with three (3) prequalified playground designs and asked to select their preferred concept. At this public engagement session, participants were also asked for comments on the revised park master plan. During this engagement session, staff heard that playground concept 3 was preferred. No comments were received on the modified park master plan.

Throughout the Community Engagement Process resident feedback was positive with regard to the process and the final design.

Accessibility Advisory Committee

On December 12 and 13, staff met with the City’s Accessibility Advisory Site Plan Sub-Committees to the Accessibility Advisory Committee (AAC) to present the master plan and draft playground design. The committee made two (2) comments with respect to the master plan:

- Walkway width should be 1.83m minimum, and a 2.0m wheel chair turnaround should be provided;
- Ellis Creek Park should also incorporate the trailhead requirements outlined in the Council approved Facility Accessibility Design Manual.

Both of these comments have been incorporated into the final design.

On December 20, 2016, staff met with the AAC full committee and the master plan was recommended for approval.

Communication of Decision

Following Council approval of the Ellis Creek Park Master Plan, it will be posted on the City's website and community members will be notified through the Mindmixer engagement tool and any emails collected through public engagement.

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

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Ellis Creek Park Location
ATT-2 Ellis Creek Park Master Plan

Departmental Approval

Janet Sperling, Manager Open Space Planning

Report Authors

Janet Sperling, Manager Open Space Planning
Tiffany Brûlé, Park Planner
Stefan Ilic, Park Planning Technologist



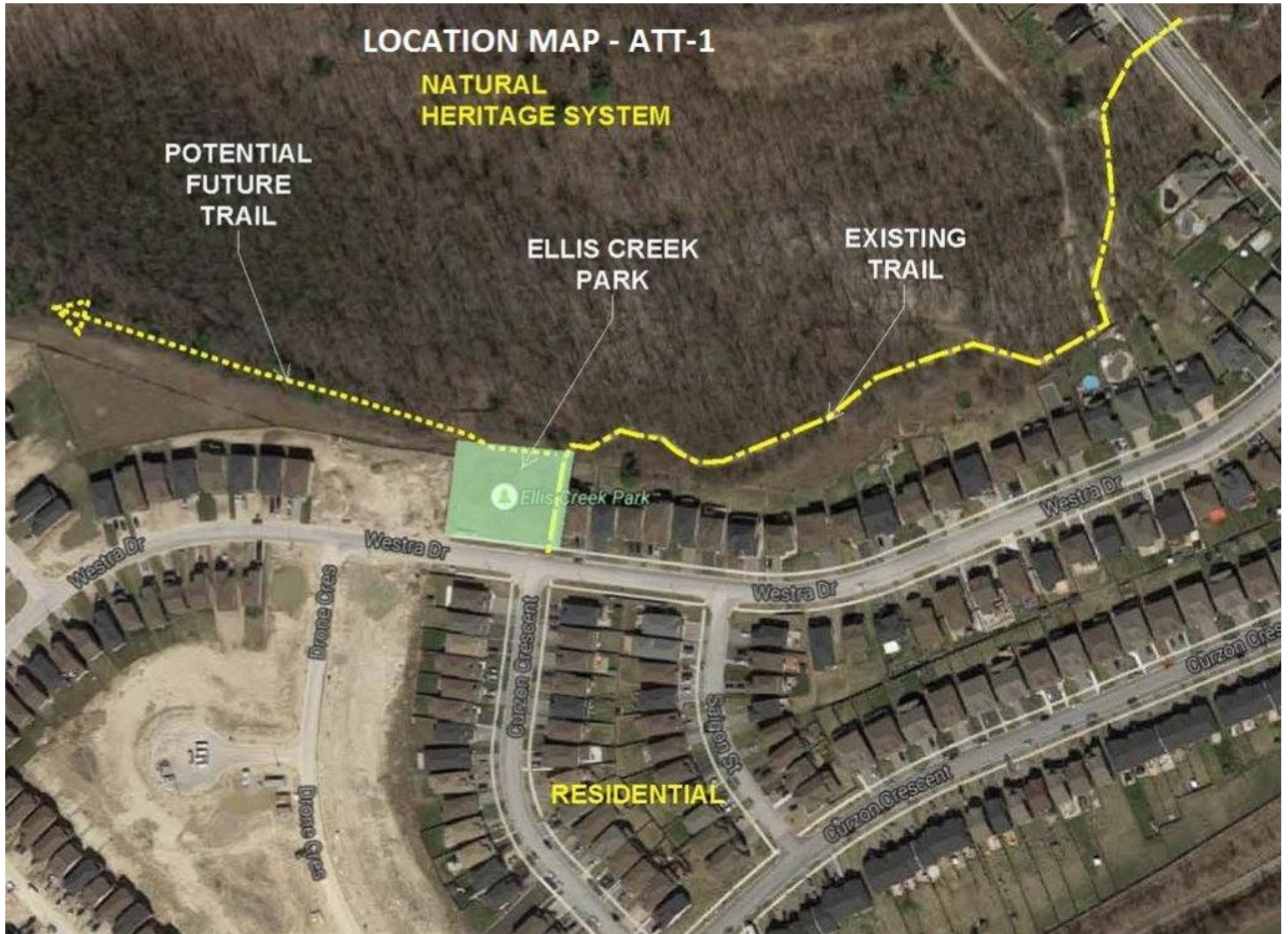
Approved By

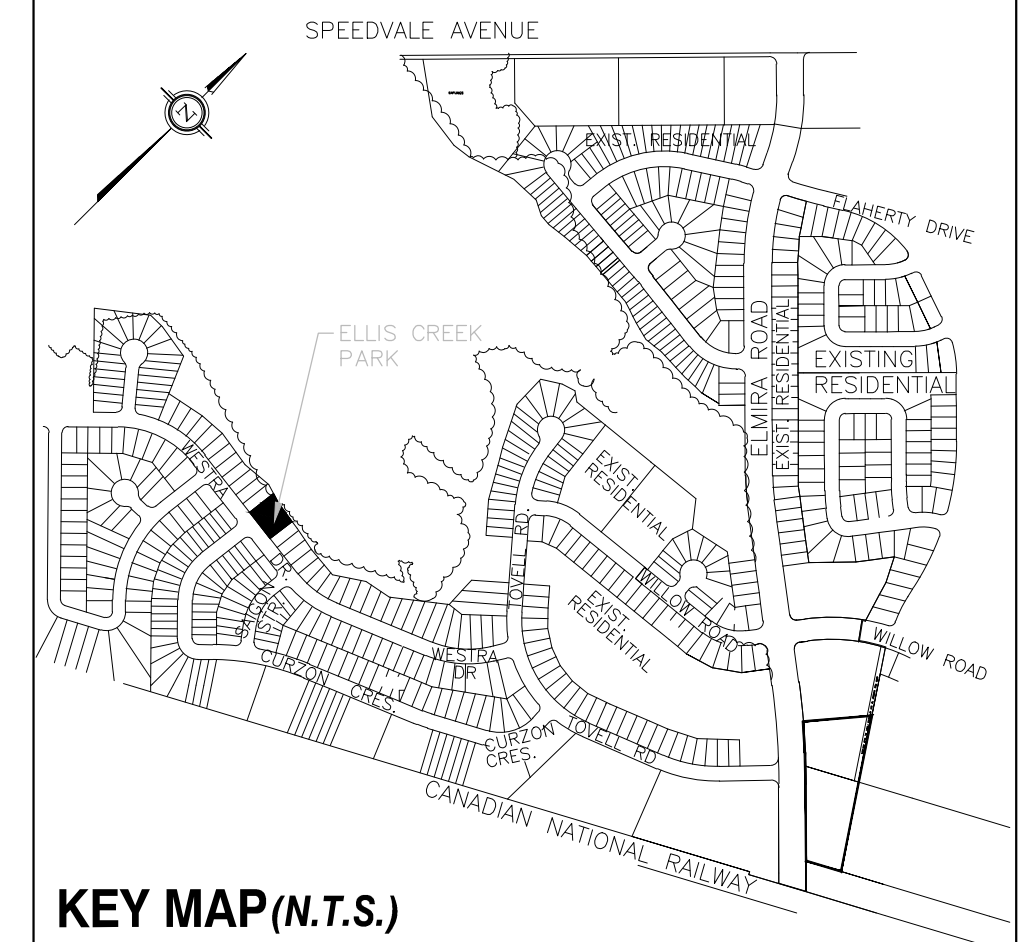
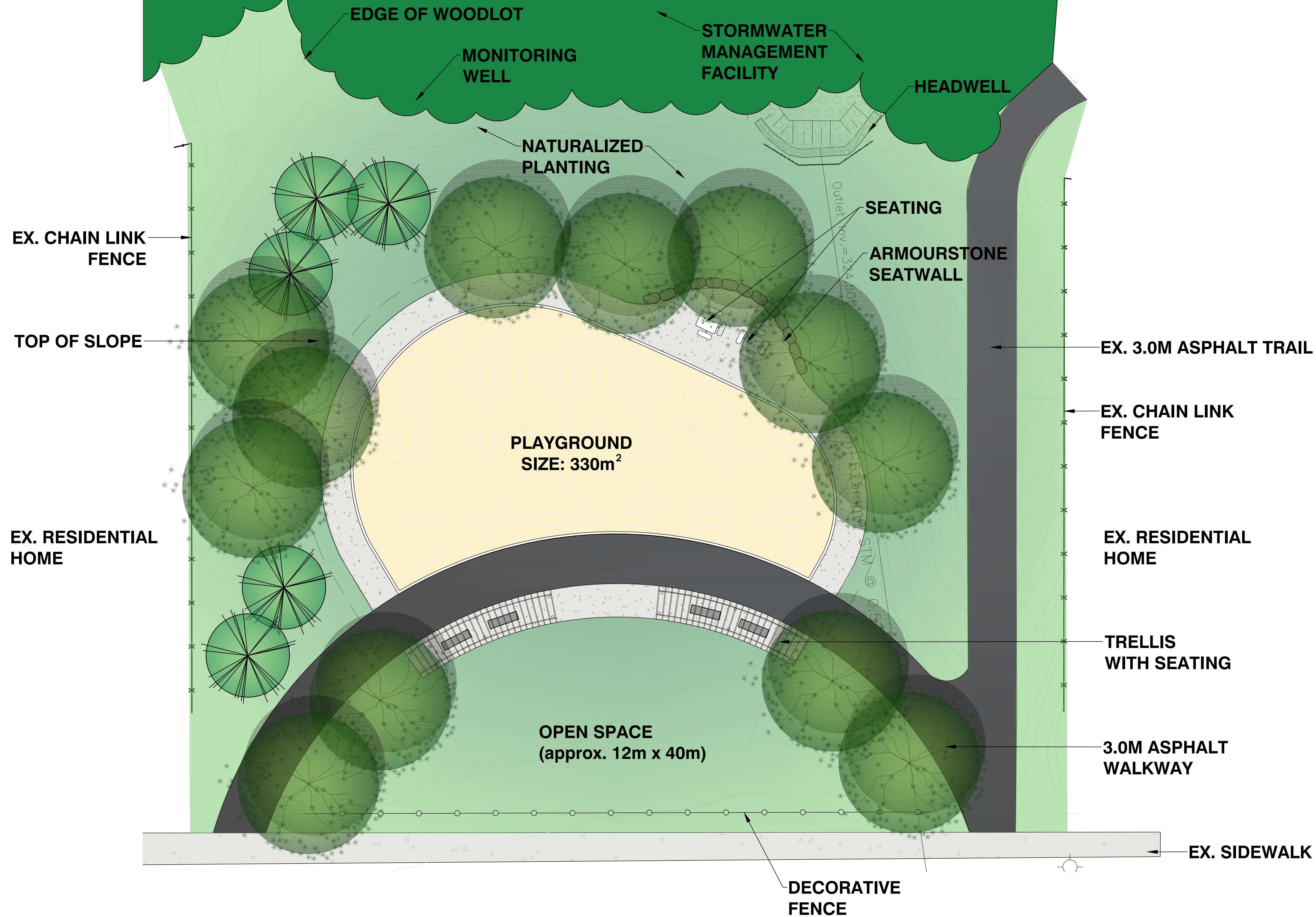
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Recommended By

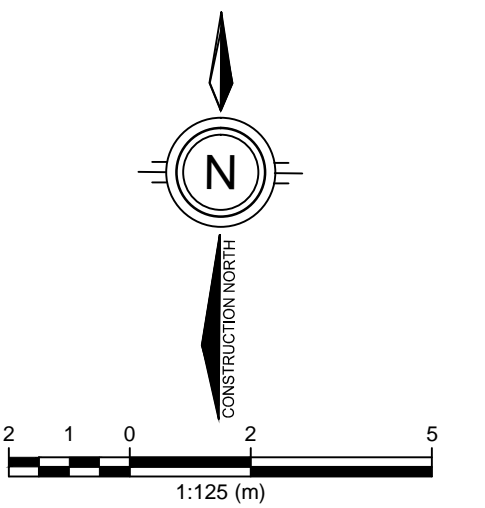
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DIMENSIONS SHOWN ON THIS PLAN ARE IN
MILLIMETRES UNLESS OTHERWISE NOTEDCONTRACT No. PK0047
DRAWING No.
FILE No. PK0047SHEET No.
1 OF 1

LEGEND

- EXISTING WOODLOT EDGE
- PROPOSED DECIDUOUS SHADE TREE
- PROPOSED CONIFEROUS TREE
- PROPERTY LINE
- EX. CHAINLINK FENCING
- PROPOSED TURF
- PROPOSED CONCRETE PAVING
- PROPOSED ASPHALT PAVING

ELLIS CREEK PARK FINAL CONCEPT - ATT-2
PARKS AND OPEN SPACE PLANNING

Staff Report

To	Committee of the Whole
Service Area	Corporate Services
Date	Monday, February 6, 2017
Subject	Outstanding Motions of the Audit Committee
Report Number	CS-2017-03

Recommendation

1. That the two motions marked as "completed" within report CS-2017-03 Outstanding Motions of the Audit Committee, be removed from the outstanding motion list.

Executive Summary

Purpose of Report

To advise the Committee of the Whole of the status of all outstanding Audit Committee resolutions and to further advise the Committee if there are any outstanding resolutions that may no longer be of community and Council interest.

Key Findings

Staff reviewed all outstanding motions and recommends the removal of the two outstanding resolutions which are marked complete from the list. A further two items will remain on the outstanding motion list and continue to be resourced in accordance with the approved annual budget. The status of all outstanding motions is provided.

Financial Implications

There are no direct financial implications for the resolutions presented.

Report

For some time, with input from the Clerk's Department, a record of outstanding motions of Committee has been maintained. The Executive Team has directed that an update of all outstanding motions be brought to each Committee of Council. The biannual report may include recommendations, where appropriate, to eliminate from the list any outstanding motions that may no longer be of priority to the Committee.

Please find attached for information the outstanding motion list for the Audit Committee, including the status of the work and the timing, where available, for when the work is scheduled for completion.

The resolutions marked as "Completed" will be taken off the list.

Those resolutions marked as "In Progress" or "On Hold" will remain on the listing, for future reporting and the provision of on-going status updates.

Staff will continue working towards clearing the remaining two resolutions.

Financial Implications

There are no direct financial implications for the resolutions presented.

Corporate Administrative Plan

Overarching Goals

Financial Stability

Service Area Operational Work Plans

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Audit Committee Outstanding Resolutions

Departmental Approval

Human Resources – David Godwaldt

Internal Audit – Catherine Spence

Report Author

Jade Surgeoner, CPA, CA

Program Manager, Financial Reporting and Accounting



Approved By

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Recommended By

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AUDIT COMMITTEE OUTSTANDING ITEMS CS-2017-03 ATT 1

Date	Resolution	Contact/Dept	Status
CORPORATE SERVICES			
March 7, 2011	That staff be directed to provide an update at the next meeting on the internal audit activities including the cash process review and the purchasing/tendering by-law process review.	Finance / Internal Audit	<p>On Hold:</p> <p>In 2014 Finance started a cash review process and expected to be able to present the results to Senior Management in October 2015, including a priority matrix and implementation strategy. The expected outcomes of this review are a corporate cash handling policy and standard operating procedures which will be reviewed with Internal Audit. Due to a reprioritization of workload and staff capacity, this item has been put on hold until 2017.</p> <p>In order to mitigate any risk associated with the delay in this reporting, the Internal Auditor completed a "Cash Holdings, Control and Compliance Audit" which went forward to Committee on March 6, 2014 in Report CAO-A-1405 entitled Internal Audit Report – Cash Controls and Compliance. Additionally, a cash handling audit at Guelph Transit was completed and recommendations reported to Audit Committee on September 8, 2015 in Report CAO-A-1506 entitled Cash Handling Guelph Transit Follow Up Audit.</p> <p>The Purchasing Policy and By-law will be reviewed in 2017 and are expected to be presented for approval in Q4 2017.</p>
September 13, 2010	That the debt management policy be amended to provide stronger direction regarding debt proceeds issued in advance of completion of a project.	Finance	<p>In Progress:</p> <p>This resolution will be addressed during a wholesome review of the debt management policy which is part of the 2016/2017 work plan and is expected to be presented to the Committee of the Whole in Q4 2017.</p>
November 25, 2013 Council	That the Internal Auditor report back to the Audit Committee with a framework to provide appropriate ongoing oversight of the use of overtime (eg. key performance indicators).	Human Resources	<p>Completed:</p> <p>Detailed monthly overtime reports are provided to General Managers and the Executive Team. In addition, a yearend summary is included in the Human Resources Annual Report to Council.</p>
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER			
November 25, 2013 Council	That a practice be established of the Internal Auditor to report back on a quarterly report on outstanding recommendations on previously completed audits.	Internal Audit	<p>Completed:</p> <p>Report CAO-A-1604 outlined the current status of all outstanding resolutions to date. An annual follow-up is industry best practice and was included in the 2017-2019 Internal Audit Work Plan.</p>

Fuel Security and Systems Audit Overview

Background

- City fuel systems, with the exception of Fire and EMS, are the responsibility of the Fleet Services Area under the Public Services Operation's division;
- Fuel costs for 2015 \$4.6 million vs \$5.3 million 2014;
- Pro fuel system used by Transit and all other locations use the Win fuel system;
- Five locations to fuel City owned assets;
- Fuel types include: Diesel, Unleaded and Dyed Diesel.

Scope of Audit

Scope Included:

- Assessed adequacy of processes and controls related to fuel usage;
- Reviewed the appropriateness of the monitoring activities to detect and investigate unusual transactions;
- Assessed compliance to environmental legislation related to tank storage and monitoring.

Scope Excluded:

- Fuel purchases made using the City purchase cards;
- Fuel Systems not under the responsibility of Fleet (Fire and EMS).

Key Recommendations

Oversight-Monitoring Activities

- Enhance processes to ensure fuel transactions are accurate and complete and recorded timely in all systems (fuel systems, Work Order Management system and Financial System);
- Implement regular monitoring of the City's fuel consumption by vehicle and driver to identify trends and potential issues that will assist management in their decision making process.

Environmental Compliance

- Management continue their efforts to ensure City of Guelph's fuel tanks are compliant to legislation.

Conclusion

- Management has agreed to all recommendations as reported within the Fuel Security and Systems Audit report;
- Management has identified an action plan, position responsible and an estimated date to successfully implement the recommendations.

Questions

Staff Report



To **Committee of the Whole**

Service Area Office of the Chief Administrative Officer

Date Monday, February 6, 2017

Subject **Fuel Security and Systems Audit Report**

Report Number CAO-A-1701

Recommendation

1. That the report CAO-A-1701, "Fuel Security and Systems Audit Report" dated February 6, 2017 be received.

Executive Summary

Purpose of Report

To provide Committee of the Whole with the results of the Fuel Security and System audit performed to assess the adequacy of the fuel systems processes and controls around fuel usage and monitoring under the responsibility of Fleet Services area of Public Services Operations' division.

Key Findings

- Fuel systems at the City are managed by Fleet Services except for the Fire and EMS fuel systems;
- Total fuel costs in 2015 was \$4.6 million vs \$5.3 in 2014;
- Findings (11) and recommendations (21) are reported to enhance fuel security and system processes.

Financial Implications

N/A

Report

The City of Guelph's fuel systems, with the exception of Fire and EMS, are managed by Fleet Services Area under the Public Services Operation's division. Fuel costs for 2015 totalled \$4.6 million versus \$5.3 million in 2014. Two systems are utilized with 5 locations that dispense diesel, unleaded and dyed diesel fuel.

The audit assessed the adequacy of security and system processes and controls related to fuel usage and monitoring.

Financial Implications

N/A

Consultations

N/A

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Attachment 1 Fuel Security and Systems Audit Report



Report Author and Approved By

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Internal Auditor

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Fuel Security and Systems Audit

AUDIT REPORT

February 6, 2017

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EXECUTIVE SUMMARY

The objectives of the Fleet fuel security and systems audit was to determine if City processes and Internal controls surrounding fuel usage are sufficient to ensure that usage is limited to valid City purposes and costs are managed; if fuel costs and consumption is being monitored and any anomalies investigated in a timely manner; and if the City is in compliance with environmental legislation relating to tank storage and required monitoring.

Fuel systems at the City are not centralized, with Fire and EMS fuel systems being separate from that managed by Fleet.

In 2015 total fuel costs for the City of Guelph was \$4.6 million compared to \$5.3 million in 2014.

The review identified the following key areas for improvement:

1. Develop management reports from the systems to enhance monitoring and tracking of fuel inventories and consumption in order to more efficiently and effectively manage fuel activity. Enhanced oversight monitoring of fuel costs and usage will provide management with valuable information regarding future purchase decisions, fuel efficiencies, potential driver performance issues, potential misuse of fuel usage and preventative maintenance decisions.
2. Management continue their efforts in understanding the issues and associated costs regarding the fuel tank at the Public Works Yard and the Eastview fuel site and take necessary corrective action to ensure compliance with all relevant Legislation.
3. Investigate potential feasibility and efficiencies of centralizing and integrating the management of fuel at the City, including combining the EMS winfuel system with the Fleet winfuel system.

BACKGROUND

An operational audit of the fuel systems and security at the City of Guelph (City”) was approved as part of the 2016 Internal Audit work plan. Fuel systems at the City are not centralized, with Fire and EMS fuel systems being separate from that managed by Fleet Services. Fleet Services, reports into Public Works’ Operations division.

In 2015, total fuel costs for the City of Guelph was \$4.6 million v.s. \$5.3 million for 2014.

The key elements of the City’s fuel security and systems audit are outlined as follows:

A. FUEL TYPE and COSTS

Consistent with its purchasing by-law and procurement policies, the City minimizes the cost associated with fuel supply by participating in the Cooperative Purchasing Group of Waterloo Region’s fuel contract. The current contract expires on December 2017. This agreement helps ensure that all fuel is purchased at the most competitive market rate available, offering economies of scale from significant volume buys as well as process synergies for the entire group.

Exhibit 1: Fuel cost per year by fuel type (‘000s)¹

	2012	2013	2014	2015
Diesel	\$3,976	\$4,307	\$4,289	\$3,653
Unleaded	861	815	771	724
Dyed diesel	200	263	237	241
Total	\$ 5,037	\$ 5,385	\$5,297	\$4,618

The City’s cost of fuel by type compared against the average price of fuel from Storeroom 10 (main fuel location at the Public Works Yard) is included below²:

¹ Total cost were obtained from the FMW Web RAC Software

² Average price per litre information was obtained from the Public Works Department

Exhibit 2: Diesel fuel - Used to power the majority of the City's heavy equipment and buses

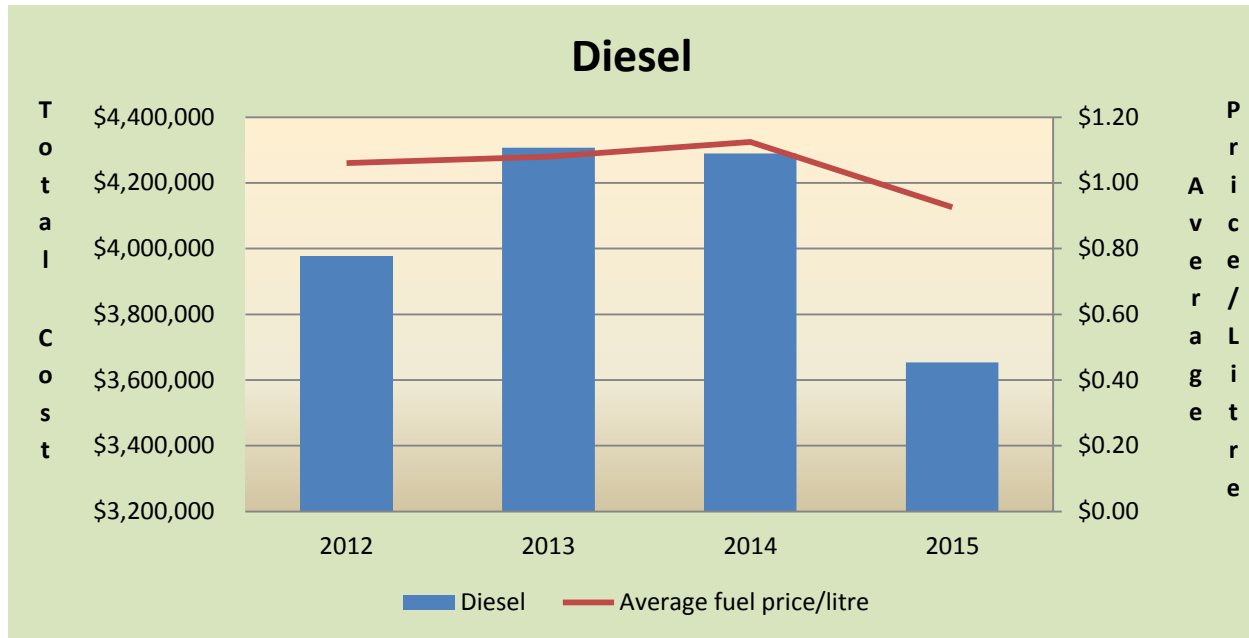


Exhibit 3: Unleaded - Used to power fleet assets such as cars and trucks

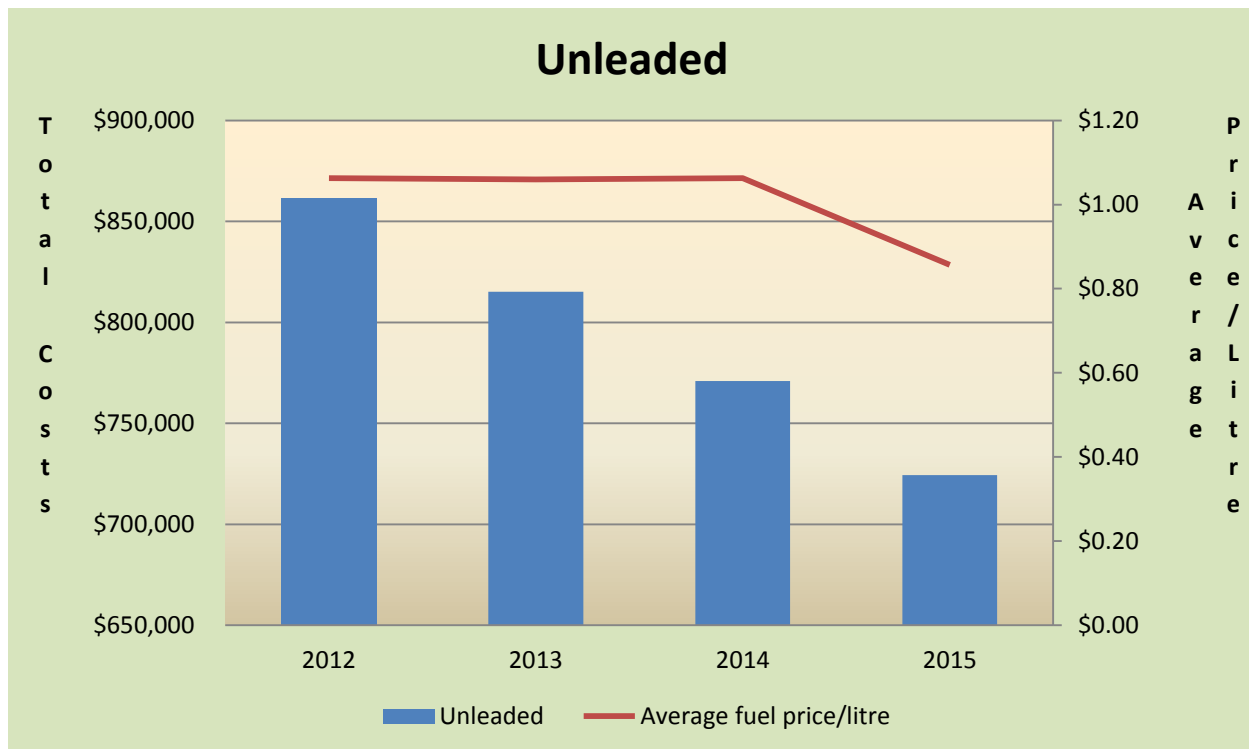
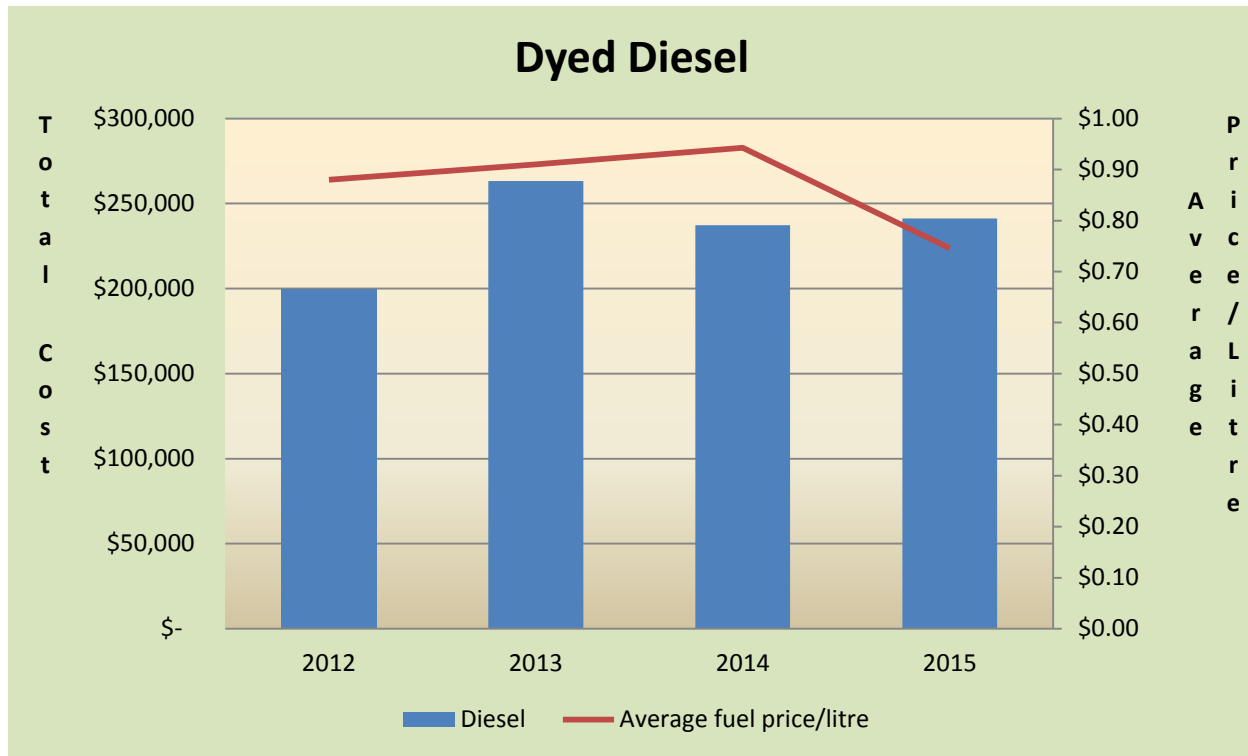


Exhibit 4: Dyed Diesel - Used to power off road assets such as lawn mowers**B. FUEL LOCATIONS**

Employees can fuel City owned assets at any of the five facilities managed by the Fleet Department. Generally the Public Works Yard is used by all staff, and the remaining facilities are primarily used by their respective departments.

Exhibit 5: Summary information by location as of June 2016

	Public Works	Water Services	Solid Waste Resources	Riverside Park	Transit Yard
Diesel Fuel	X	X		X	X
Unleaded Fuel	X	X	X	X	
Dyed Diesel Fuel	X		X	X	
Business Hours Access to Fuel Pumps	Access granted with employees unique fuel	Access granted with employees unique fuel	Access granted with employees unique fuel	Access granted with employees unique fuel	Access granted with employees unique fuel

	code	code	code	code	code
After Hours Access to Yard	Access granted with fuel code	Access separate from fuel code	Access separate from fuel code	Access separate from fuel code	Access separate from fuel code
Video Monitoring	X	X	X		X
Age of Tanks	1990	2012	2011	2015	1998
Fuel Software	ASI WinFuel	ASI WinFuel	ASI WinFuel	ASI WinFuel	ASI ProFuel

C. FUEL USERS

As of June 30, 2016 there were 1,115 active user codes in the fuel system consisting of 12 City departments and two external third party organizations as listed below:

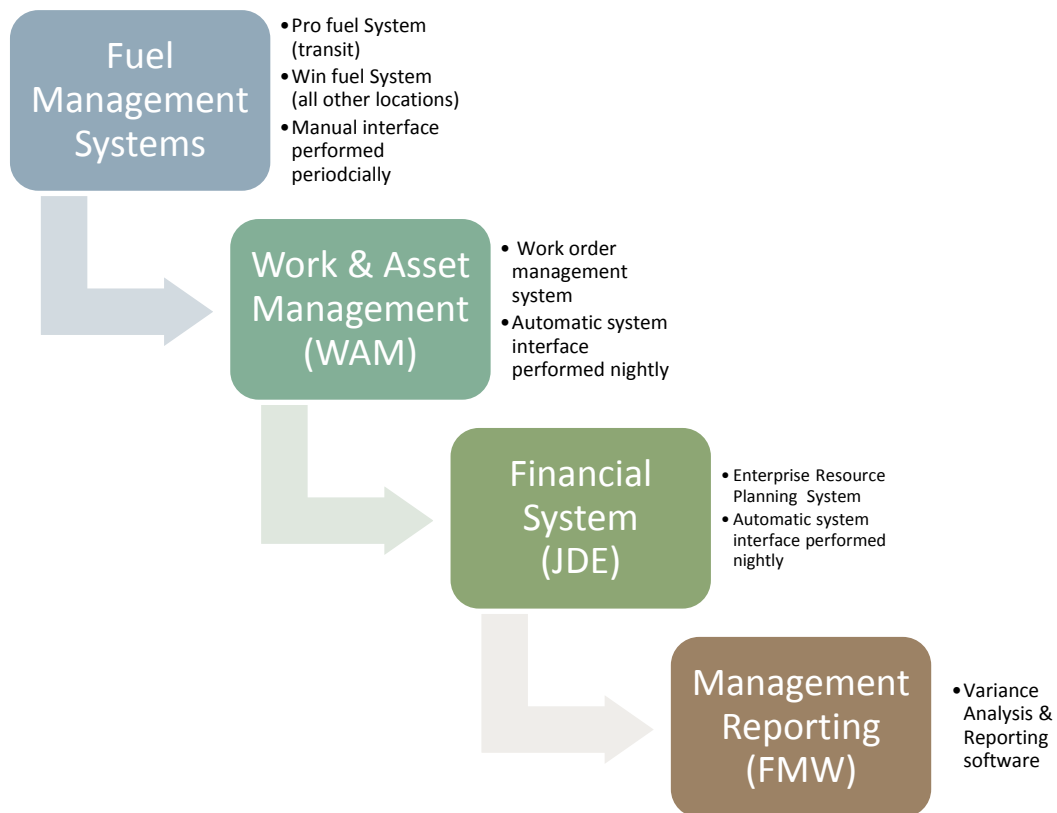
Exhibit 6: Fuel codes issued by department

Department	# of codes issued
External third parties	20
Emergency Services	73
Building Services	49
Collections	28
Corporate Building	12
Fire department	121
Guelph Transit	25
Parks and Recreation	151
Police Department	240
Public Works	150
Traffic	70
Water Services	131
Wet Dry Facility	45
Total Number of User Codes	* 1,115

*The departments listed in the fuel system managed by Fleet Services is not aligned with the City's current corporate structure. More departments have access to the fuel tanks and are just grouped in with other areas – ie, wastewater is reported under water works above.

D. FUEL SYSTEMS

The City uses two specialized fuel software systems to track fuel usage; ProFuel and WinFuel. The systems record the following information in the system: the individual who dispenses fuel by their name, the numeric identifier assigned to the asset, and the current odometer or hour reading of that asset at the time of fill up. The fuel systems integrate with the City's work order management system (WAM) through a manual upload completed by the Equipment Systems Analyst on an ad hoc basis. Once populated in WAM, the summarized data is uploaded into the City's financial system, JD Edwards (JDE) and then again to the Financial Manager's Workbench reporting tool (FMW Web).



AUDIT OBJECTIVES AND SCOPE

The objective of the Fuel Systems and Security Audit was to determine:

- i) if the City's processes and internal controls are sufficient to ensure that fuel usage is limited to valid City purposes only, minimizing related operational costs;
- ii) if the fuel costs and consumption are monitored appropriately to detect and investigate unusual transactions; and
- iii) if the City is in compliance with environmental legislation related to tank storage and monitoring.

Audit coverage period included January 2015 to June 2016.

Scope Limitations

The scope of this audit excluded:

1. Fuel purchases made using the City Purchase Cards (PCards) since a separate PCard audit was conducted in 2015; and
2. Fire and EMS have two fuel locations and fuel software which is completely separate of the ones managed by Fleet Services therefore these locations and software were not included in the scope of this audit.