

# SPECIAL COUNCIL AGENDA



**Committee Room C, City Hall, 1 Carden Street**

**DATE MONDAY, APRIL 20, 2015, 6:00 p.m.**

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

## **Disclosure of Pecuniary Interest and General Nature Thereof**

### **Council Shared Agenda Workshop**

#### **Recommendation:**

- ~~1. That Council receive the results of the analysis of input gathered on shared focus areas following Council Shared Agenda Workshops 1 & 2.~~
1. That Council approve in principle the Draft Council Shared Agenda.
2. That Council direct Management to work with Standing Committee Chairs to prioritize shared agenda items relevant to each Service Area, including advising on related and supporting workplan items.
3. That Standing Committees refer their prioritized workplans to Governance Committee for review, consolidation and recommendation of the final Shared Agenda to Council.

### **ADJOURNMENT**

# MEETING AGENDA



MEETING **Council Shared Agenda**

DATE 20, April 2015

LOCATION City Hall, Meeting Room C

TIME 6:00pm – 8:00pm

CHAIR Mayor Guthrie

## AGENDA ITEMS

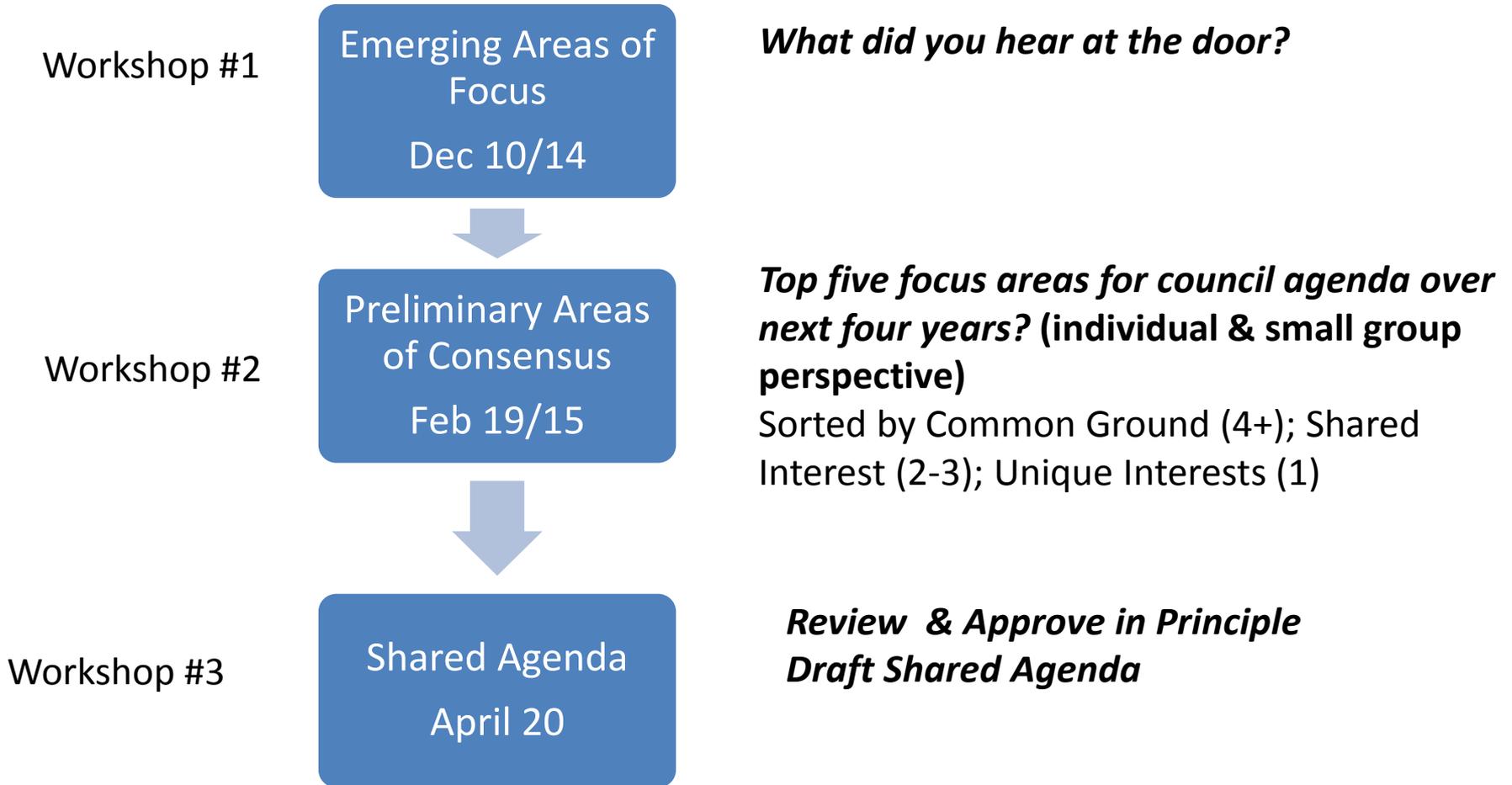
ITEM #	DESCRIPTION
1	Welcome – Mayor Guthrie
2	Developing a Shared Agenda – The Progress so Far
3	Summary and Discussion of the Findings
4	Setting the Agenda - Recommendations
5	Next Steps and Closing Remarks – Mayor Guthrie

# **Council Shared Agenda**

Workshop #3

April 20, 2015

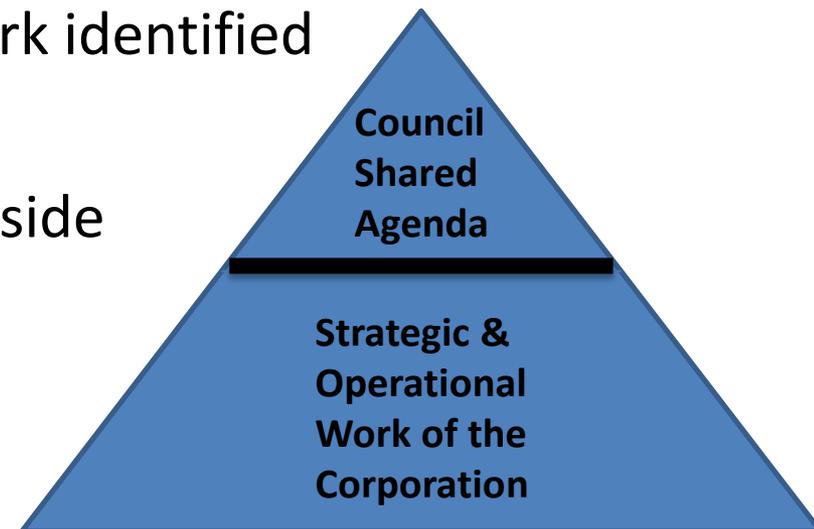
# Shared Agenda Development



# Observations

- **Staff Observations:**

- Relatively consistent range of desired outcomes – areas of divergence provide good range of considerations
- Work is currently underway in majority of identified focus areas
- Relatively few new areas of work identified
- Large body of supporting work of the Corporation that sits outside these focus areas



# Corporate Strategic Plan Framework Perspective

Organizational Excellence	Innovation in Local Government	City Building
		Downtown Parking
		Trails and Connectivity (active transportation network)
		Transit Improvements
		Traffic Flow, Speed Limits and School Zones
Taxation (Service Reviews/Continuous Improvement)		Taxation
		South End (Secondary Plan & Rec Centre)
		<b>Infrastructure Investments</b>
		Affordable Housing (reserve and low price development)
		East End (Commercial, York Road, Guelph Innovation District)
		Brownfields Redevelopment IMICO
		Urban Design Guidelines (residential)
		Tree Canopy (planting, emerald ash borer, and maintenance)
		Downtown Improvements
<b>Quality Services &amp; Customer Services</b>		Business Attraction and Job Retention

**Observations?**

# Quadruple Bottom Line Perspective



# Next Steps

## **Discussion:**

- **Anything we missed?**
- **Questions about process?**

## **Recommendation:**

1. That Council approve in principle the Draft Council Shared Agenda.
2. That Council direct Management to work with Standing Committee Chairs to prioritize shared agenda items relevant to each Service Area, including advising on related and supporting workplan items.
3. That Standing Committees refer their prioritized workplans to Governance Committee for review, consolidation and recommendation of the final Shared Agenda to Council.

**Introduction**

This document consolidates the findings from a series of Councillor one-to-one interviews<sup>1</sup> designed to learn more about and better understand each Councillor’s priority focus area, initially submitted at Council Shared Agenda workshop #2. The document also brings forward some highlights of important work that is already underway at the City that contributes to the key focus areas.

The content of the document will form the basis of workshops #3, where Council is asked to reflect on the whole content, refine focus areas and identify gaps. The document sets out the following:

- Focus Areas:** These are the focus areas identified by Council members in the earlier Council Shared Agenda workshops. The number in brackets represents the total number of Councillors that identified the area as a focus
  
- Desired Outcomes “The What”:** Further insight into the things that Council members would like to achieve in the areas of focus; considerations for development of workplans/staff reports to council
  
- Currently Underway:** A high-level overview of work that is already underway at the City that contributes to the focus areas

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<sup>1</sup> Eleven members of Council were interviewed.

Focus Area:	Desired Outcome “The What”:
<b>Downtown Parking (6)</b>	<ul style="list-style-type: none"> <li>• Complete Downtown (and Periphery) Parking Master plan</li> <li>• Increase parking capacity in the downtown; including peripheral streets</li> <li>• Action-oriented, expedient planning; move forward to implementation quickly (i.e. parkades )</li> <li>• Dedicated Go Train commuter parking</li> <li>• Include longer term thinking on alternative transportation (less cars)</li> <li>• Develop a financial investment strategy including private sector involvement considerations</li> <li>• Consider private sector partnerships &amp; outsourcing – opportunities to fund capital build &amp; operating costs</li> <li>• Consider opportunities to increase revenues</li> </ul>
Currently Underway	<ul style="list-style-type: none"> <li>• Work is underway to develop a Parking Master Plan (PMP) which will address current and future parking capacity and management issues.</li> <li>• Currently staff are developing an implementation strategy and supporting funding models which will result in the future development of four new parking facilities, the introduction of new parking related technology, and policy changes that may be required to implement these improvements.</li> <li>• Associated with this work is the development of funding model options, which will be presented through a Community Engagement program for further input from community stakeholders. This program will be implemented throughout May. The results of these activities are to be presented for Council consideration at the July meeting of the Infrastructure, Development and Enterprise Committee.</li> </ul>
Focus Area:	Desired Outcome “The What”:
<b>Trails and Connectivity (active transportation network) (6)</b>	<ul style="list-style-type: none"> <li>• Update Parks &amp; Recreation Master plan (2009) and include active transportation</li> <li>• Develop comprehensive plan including parks, bike paths, public spaces to improve Quality of Life</li> <li>• Improve connectivity between the West End and the rest of the City</li> <li>• Progress pedestrian underpass - Margaret Greene Park/Hanlon</li> <li>• Develop an financial investment strategy to move forward with implementation</li> <li>• Begin with ‘low hanging fruit’ opportunities</li> <li>• Leverage developers’ contributions to maximize expansion of trails</li> </ul>
Currently Underway	<p>Guelph Trails have requested funding in the draft 2016/17 capital budget - 928 K and 956 K respectively. Trail upgrades are also budgeted (draft) for during this time period - 109K (2016) and 123K (2017). Active Transportation: - Woodlawn Road multi-use path phase 1 to be constructed in 2015. Sidewalk Needs Assessment study underway to review gaps in the city sidewalk network and prioritize and budget implementation of missing segments. Active Transportation Network Design Guidelines and Feasibility Study underway to identify existing trails to be potentially upgraded as commuter/active transportation links, with costing, operational impacts and natural heritage review included in the study. Identified as a theme in Guelph Wellbeing stakeholders interested in working with Transportation Demand Coordinator on Transportation Masterplan update, including gathering trail use data.</p> <p>Other bike facilities being added in 2015 through capital projects and annual asphalt include:</p> <ul style="list-style-type: none"> <li>• Woodlawn Road East bike lanes (river bridge to Victoria)</li> <li>• Imperial paved shoulders (Speedvale to Woodlawn)</li> <li>• Clair/Laird bike lanes (Southgate to existing lanes)</li> <li>• Stevenson Street bike lanes (Elizabeth to Eramosa)</li> <li>• Stone Road East buffered bike lanes: adding the painted buffer to Phase I of project this year (Victoria to Village by the Arboretum) and finalizing design for Phase II (Village by the Arboretum to Gordon)</li> </ul>
Focus Area:	Desired Outcome “The What”:

<p><b>Transit Improvements (6)</b></p>	<ul style="list-style-type: none"> <li>Continued focus on transit improvements with regular updates to council             <ul style="list-style-type: none"> <li>Balanced and improved route plan, frequency, express lines, connectivity to GO &amp; Greyhound</li> <li>Expand bus shelters</li> <li>Continued focus on customer relations-How well are we serving all residents?</li> <li>Comprehensive review of service fees for Guelph Transit (including addressing affordability issues; Transit pass for high school students)</li> <li>Ensure transit planning addresses needs in the West End, so that people can easily access recreation, and other opportunities; regional perspective</li> </ul> </li> </ul>
<p>Currently underway</p>	<ul style="list-style-type: none"> <li>Develop a route rationalization plan along with the supporting costing for budget review. Included in the plan will be an update on stops and accessibility and opportunities to try and leverage financing from other levels of government. In addition future plans need to be formalized to look beyond the next five years and align our strategies with Provincial and Regional goals of growth and connectivity.</li> <li>Shelters and amenities are addressed on an annual basis. Locations are identified based on input from the public, drivers and staff. Locations are reviewed with contractors that provide the amenities and arrange for placement. Accessibility for all stops is a capital budget program. Upgrades are targeted each year and staff aim to complete at least 10% of bus stop upgrades on an annual basis.</li> <li>The Capital budget for this work was not approved in 2015. We will only be doing the shared stops with GO Metrolinx this year. Operations Department (Fleet Services) is continuing to support Transit through continuous improvement action, i.e. Service Level Agreement, tracking repair downtime, and improved supervision.</li> </ul>
<p><b>Focus Area:</b> <b>Desired Outcome “The What”:</b></p>	
<p><b>Traffic Flow, Speed Limits and School Zones (4)</b></p>	<ul style="list-style-type: none"> <li>Review speed zones including school zone hours/time limits             <ul style="list-style-type: none"> <li>Address inconsistencies in school zones and consideration for when speed limits should be in effect</li> <li>Consider seniors in speed zone review</li> </ul> </li> <li>Undertake a regional traffic study</li> <li>Bring forward feasibility study -Elmira Road connection to Wellington Road 124•</li> <li>Continue light synchronization work on major corridors</li> <li>Ensure that traffic can flow efficiently in and out of the West End, and within the West End in light of significant development and growing regional draw</li> </ul>
<p>Currently underway</p>	<ul style="list-style-type: none"> <li>Staff are reviewing reduced speed zones in front of elementary schools</li> <li>The existing Traffic Bylaw 2002 – 17017 has been periodically amended, both in General Wording/Text as well as various schedules throughout the years.</li> <li>A traffic by-law review is currently scheduled for 2015.</li> <li>This is a collaborative effort involving Traffic and Parking staff. Bylaw staff will complete the review as per Council direction on Bylaw reviews. It is staff's anticipation that this review will commence, once the review of the City's Bylaws related to Animals has been completed (anticipate Fall 2015). Bylaw staff will be focusing on the enforcement and parking issues with the understanding that Traffic staff will focus on traffic movement related issues. Based on other reviews of this size including past Traffic Bylaw reviews, it may take approximately 18-24 months to complete.</li> </ul>
<p><b>Focus Area:</b> <b>Desired Outcome “The What”:</b></p>	
<p><b>Taxation (4)</b></p>	<ul style="list-style-type: none"> <li>Develop comprehensive continuous improvement “Service Review” approach plan for Council consideration; including recommendations on scope of reviews (considerations):             <ul style="list-style-type: none"> <li>Efficiency &amp; Effectiveness</li> <li>What business we should be in? Should others be (community; private sector) delivering a service?</li> <li>Must include public input</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Balance frequency/# of reviews with regular work requirements</li> <li>• Focus on continuous improvement process in organization</li> <li>• Tax formula review             <ul style="list-style-type: none"> <li>• Incorporate inflation/cost of living indices; service levels</li> <li>• Consideration for Taxation also as a tool for quality of life</li> <li>• Community-based conversation needed on taxation and services– survey public on how we fund a good city</li> </ul> </li> <li>• Improve Budget &amp; financial transparency</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>• 2013 Motion of Council to 'review the value of introducing additional zero based budgeting processes' is being completed in 2015.</li> <li>• Value for money/operational audits (service reviews) included in Audit work plan.</li> <li>• The topic of "budget" is a proposed public roundtable to be initiated in 2015/16.</li> <li>• Further strategic sessions with Council are to be planned for Q2-3 2015 to inform the next 10 year plan.</li> </ul>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>South End (Secondary Plan and Rec Centre) (2)</b>	<ul style="list-style-type: none"> <li>• Develop implementation plan including financial strategy</li> <li>• Move as quickly as possible to implement</li> </ul>
Currently underway	<p>Clair-Maltby Secondary Plan: this project will be initiated in Q3 2015 with a report to Council outlining the work plan for phase 1 of the secondary plan process. This report will outline how landowners and community stakeholders will be involved in the development of the terms of reference. Phase 1 will establish a terms of reference for the plan and will result in the issuance of an RFP for a consulting consortium to undertake the Master Environmental Servicing Plan (MESP). The MESP approach is being used for this Secondary Plan to streamline the work plan and time frame for completion of the overall plan. A communications and community engagement plan will be developed. Overall timeframe for the project will be determined through the terms of reference established in Phase 1. Important to note that Official Plan Amendment 48 (the update to the Official Plan) is currently under appeal to the Ontario Municipal Board. This appeal may impact the timing of the Clair-Maltby Secondary Plan since the policies set out in OPA 48 provide the basis for the Secondary Plan. Request for Expression of Interest (RFEOI) has been created to review potential partnership opportunities for the South End Recreation Centre (June Council Report)</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Infrastructure Investments (3)</b>	<ul style="list-style-type: none"> <li>• Update Infrastructure gap analysis (2012), including risk assessment, asset management plan and proposed investment plan</li> <li>• Include sidewalk repair strategy             <ul style="list-style-type: none"> <li>○ sidewalks that service commercial sites</li> <li>○ Install sidewalks at Speedvale &amp; Imperial corner</li> </ul> </li> <li>• Develop supporting Intergovernmental advocacy strategy</li> </ul>
Currently underway	<p>Capital projects e.g. library, ice pads, south end and downtown rec. centres have not been included in the draft 2015-17 capital budget; A skate park facility is included for 2015 (831K); Victoria Road expansion and renovation work is planned for 2016 (12M); minor upgrades to the Sleeman Centre, Exhibition Arena, Evergreen Seniors' Comm. Centre, West End Comm. Centre are also included.</p> <p>The new organizational structure includes the development of a Project Management Office which will build capacity for complex capital project management. Engineering initiated the Storm water Funding Study in 2013 to fund the infrastructure gap and master plan needs; study results and recommendations to Council in 2015.</p> <p>Civic Museum Landscape Project; McCrae House Renovation</p> <p>Operations Department is conducting two Needs Assessments in 2015 that will impact infrastructure investments: Snow Dump and Operations Yard/Facility.</p>

	<p>Also supporting Plant and Infrastructure Department on construction of new Salt Facility at 45 Municipal Street.</p> <p>Operations Department submitted expansion package for 2015 Budget to increase repairs to sidewalks which was not supported. Sidewalk marking pilot project is complete.</p> <p>Operations Department will be reporting back in 2015 on the Sidewalk Marking Pilot Project and the Annual Sidewalk Inspection program.</p> <p>Asset management round table to launch in 2015/16</p> <p>Engineering to develop a long-term financial plan to address the infrastructure gap analysis</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Affordable Housing (reserve and low price development) (2)</b>	<ul style="list-style-type: none"> <li>• Bring forward comprehensive Affordable Housing Strategy – including market-based and social housing (in collaboration with Wellington County) <ul style="list-style-type: none"> <li>• Need to better understand market-based &amp; social housing needs</li> <li>• Housing options for Seniors</li> </ul> </li> <li>• Develop a financial strategy, including reserve contributions</li> <li>• Develop Intergovernmental Advocacy strategy in collaboration with Wellington County</li> </ul>
Currently underway	<p>Affordable Housing Strategy: Work on the strategy is underway in accordance with the project charter presented to Council in April 2014. A discussion paper and State of Housing Report will be presented to Council in June 2015. Following that, staff will be conducting community consultation on draft directions and working on the development of recommendations to present a final Affordable Housing Strategy to Council in Q1/Q2 2016.</p> <p>Affordable Housing Reserve: a parallel study to the Affordable Housing Strategy will be completed in 2015 to consider the City's approach to a reserve for affordable housing including determining if the City should financially incent and if so what is the guiding corporate philosophy, policy and funding model that defines and supports this role. This study will consider how to address/support the recommendations of the County's Housing and Homelessness Plan and the recommendations and directions of the City's Affordable Housing Strategy through a reserve fund.</p> <p>Affordable Housing was a theme identified in Guelph Wellbeing, various stakeholders encouraging the City to take a role in Affordable Housing and delegated to request that Council allocate funds to the affordable housing reserve. The City's role in incenting housing is in the approved Project Charter of the Affordable Housing Strategy jointly being developed with Planning and Social Services to come forward in Q1 2016. Social Services continues to work with the County of Wellington on the implementation of the Housing and Homelessness Plan and attends Guelph Wellington Housing Committee and Community Advisory Board for the distribution of federal homelessness funds. Social Services is exploring the development of Affordable Housing pilots as an outcome of Guelph Wellbeing. Specifically, these pilots include the use of Social Finance to fund affordable housing, homesharing and homeward bound.</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>East End (Commercial, York Road, Guelph Innovation District) (2)</b>	<ul style="list-style-type: none"> <li>• Develop Infrastructure improvement strategy for East End to support commercial and residential development, including financial investment strategy <ul style="list-style-type: none"> <li>• York Road reconstruction – continue to progress</li> </ul> </li> <li>• Continue to move forward with GID <ul style="list-style-type: none"> <li>• Advocate with province to proceed employment lands development</li> </ul> </li> </ul>
Currently underway	<p>An East End Plan Node is in place and commercial elements are being addressed through this plan.</p> <p>York Road is an identified intensification corridor; Council approved priority corridors still currently being addressed. An update to the Environmental Assessment is currently scheduled for 2020 in the draft capital budget.</p> <p>Council approved funding for GID business case in 2015 budget.</p> <p>Guelph Innovation District (OPA 54): The Secondary Plan for the Guelph Innovation District is currently under appeal to the Ontario Municipal Board with a hearing scheduled for February 2016.</p>

	Intensification Corridors: see notes under Urban Design Guidelines.
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Brownfields Redevelopment IMICO (2)</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive Asset Management strategy – including under-performing assets</li> <li>• As IMICO proceeds to tender in 2015 – be prepared for potential need for incentives</li> </ul>
Currently underway	Through the real estate brokerage firm CBRE, the City has initiated a modified tender process to identify potential investors/developers for the IMICO property. The first phase of the process, which includes a general and targeted marketing awareness campaign, was launched in February, and is to be completed by May 8th. The intent of this phase is to identify potential parties that will be invited to submit a complete development and land acquisition proposal for the City’s consideration. Subject to the response of the first phase, it is hoped that a preferred party will be identified, and Council direction to negotiate the terms for the disposition and redevelopment of the property be achieved by the end of Q3.
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Urban Design Guidelines (residential) (2)</b>	<ul style="list-style-type: none"> <li>• Develop Urban Design Guidelines based on approved policy for council review</li> <li>• Need design guidelines for residential infill project</li> </ul>
Currently underway	<p>Urban Design Guidelines: Official Plan Amendment 48 (the update to the Official Plan) provides a strong policy basis and guidance for design of various forms of structures including residential. As part of the implementation of the Official Plan and the update to the Urban Design Action Plan, staff will be preparing guiding documents for specific building forms or typologies (for example, mid-rise residential buildings, townhouses, high density residential and commercial / mixed-use buildings). This work will be phased over the next 3 to 5 years and will align with the recommendations of the Urban Design Action Plan Update (see below).</p> <p>Urban Design Action Plan: Policy Planning and Urban Design staff are working on an update to the Urban Design Action Plan. A report will be presented to Council in Q3/Q4 2015 to outline the parameters of this update.</p> <p>Mixed-use Nodes and Corridors: Policy Planning and Urban Design staff are preparing concept plans for the mixed-use node at Woodlawn and Woolwich and for the mixed-use node at Clair and Gordon. Also, work on priority intensification corridors will be completed to identify preferred design alternatives for redevelopment within intensification corridors. This work is a continuation of the work already completed for the East Node (Starwood and Watson) and the West Node (Paisley and Imperial) and it is a component of implementation of the Urban Design policies of the Official Plan (OPA 48).</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Tree Canopy (planting, emerald ash borer, and maintenance)(2)</b>	<ul style="list-style-type: none"> <li>• Needs a comprehensive tree canopy policy including residential lots</li> <li>• Recognize role that tree canopy plays in storm water management</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>• The currently scheduled workload has the trimming crews booked to end of October. A couple of storms between now and then could easily stretch that queue. In 2013, in addition to the major ice-storm in December, we also experienced a wind-storm in July, and another smaller ice-storm in April. These storms stretched the queue considerably. Fortunately, 2014 and 2015 (so far) have been free of significant tree-damaging weather events in Guelph. This has allowed considerable gains in the queue, shortening the current wait-time for a new service request to 7 months. Unfortunately, there are some service requests still in the queue that have waited over a year, as crews were in catch-up mode.</li> <li>• Implementing Council approved and funded Emerald Ash Borer plan</li> </ul>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>

<p><b>Downtown Improvements (4)</b></p>	<ul style="list-style-type: none"> <li>• Continue moving forward with proposed Downtown Improvements- Baker St and St. George’s Square as catalysts of revitalization.                     <ul style="list-style-type: none"> <li>• Update needed on Baker St plan, including educational &amp; other partners; financial model</li> <li>• Update on the library and how this ties in – and options moving forward; develop strategy &amp; timeline, use holistic ROI model</li> <li>• St. George’s Square – bring back with results of public consultation; considerations of pedestrian safety</li> </ul> </li> <li>• Develop Intergovernmental Advocacy strategy for Two-way All-day GO</li> </ul>
<p>Currently underway</p>	<p>Downtown Parking MP is described in separate Focus Area but is integral to the following items as well.</p> <p>Downtown Streetscape Manual and Built-form Standards: Vision, principles and general design elements for downtown streets and St. George's Square approved by Council in 2014 along with a commitment to continue consulting with Council/community on further extensive detailed design. Project timing and any related consultations to be determined through the 10 Year Forecast component of the 2016 Capital Budget.</p> <p>Baker Street development options continue to be explored with the institutional partners. Staff to provide update to Council (Q3 2015).</p> <p>GO expansion plans are continuing to develop with Metrolinx/Province. Intergovernmental team continues advocate and to have contact with Metrolinx. Staff will communicate with Council and the community when further details are established.</p> <p>Zoning By-law Update: Policy Planning and Urban Design staff have initiated a work plan for an update to the zoning by-law to bring it into conformity with the approved Downtown Secondary Plan. A report will be brought to Council in Q2 2015 highlighting the scope of the zoning by-law update and work plan. This project will include community engagement and will be conducted in accordance with the Planning Act requirements including a public meeting of Council for the proposed amendment (anticipated for Q2/Q3 2016).</p> <p>Tactical / Event efforts: DRO, Urban Design, Arts and Tourism as well as the Advisory Committees are working on small partnerships with ‘In Flanders Fields’ initiative to extend visitor experiences through the downtown during the year. Wayfinding signage and streetscape pilots being considered as well as Public Art residency projects.</p>
<p><b>Focus Area:</b></p>	<p><b>Desired Outcome “The What”:</b></p>
<p><b>Business Attraction and Job Retention (3) and Integrated Operational Review (IOR)</b></p>	<ul style="list-style-type: none"> <li>• Focus on business friendly culture - IOR as a priority with regular reports to Council – need 6 month early wins</li> <li>• Assess/reaffirm Prosperity 2020 – update on progress – focus on Guelph as great place to live and work</li> <li>• Move Guelph Innovation District development forward</li> <li>• Build on Green Economy &amp; Community Energy</li> </ul>
<p>Currently underway</p>	<p>Economic Development’s 2015 work plan includes programs and activities that are intended to attract new business investment, as well as to retain and expand current business investment made in the City. These programs and activities occur throughout the year, and include (but are not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Participation in foreign investment trade missions as part of two pan-regional investment consortiums, which focus on the clean-tech and agri-tech sectors. For 2015 there are four missions being planned which will be conducted in partnership with other local, provincial and federal government economic programs. The first of these missions occurred in February (San Diego – Clean Tech Conference), and staff are currently conducting follow up activities.</li> <li>• Department staff have been working with representatives of the Dutch Consul General’s office and Dutch based economic development offices to create an investment event in Guelph, tentatively scheduled for July. Focus of this event will be on the clean-tech and agri-tech investment opportunities for both Dutch and Guelph based businesses.</li> <li>• The department continues to respond to requests for information and assistance in conducting due diligence from business investment clients that have been generated from the department’s on-going marketing activities.</li> </ul> <p>The following represent the status of the main IOR 2015 goals and objectives that were presented to Council in 2014.</p>

	<ul style="list-style-type: none"> <li>• Development Approval Process (DAP) Process mapping (Q1-Q2 2015). With input provided by external business stakeholders and staff, the mapping of process improvements has been completed. The next stage will include the creation performance measurement systems and targets, which are targeted for completion in Q1-Q2.</li> <li>• Supporting DAP – process manuals (Q1-Q4 2015). Staff have commenced with the development of process manuals, which will formalizing roles and responsibilities of all involvement in the development approval process.</li> <li>• Communications and Web Strategy (Q1-Q4 2015). Throughout the balance of 2015, a Communications and Customer Service Committee will be addressing IOR communication and web requirements. Due to budget and resource limitations this action will be on-going.</li> <li>• Industrial, Commercial and Institutional (ICI) Rapid Response Protocol. A staff committee, led by Economic Development, has completed an Interim Rapid Response Protocol for industrial, commercial and institutional (ICI) inquiries. Testing of this new protocol is to commence in Q2 2015.</li> <li>• A newly created Development Review Committee was launched on March 25. The intent of this committee is to improve inter-disciplinary communication, coordination and timing of development matters between departments.</li> </ul>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Dolime/Water Security (1)</b>	<ul style="list-style-type: none"> <li>• Resolve water/public safety issues</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>• Mediation currently underway – status report to Council in April</li> </ul>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Electorate Review and Reform (including sign by-law review) (1)</b>	<ul style="list-style-type: none"> <li>• Review Ward boundaries</li> <li>• Review part-time vs. full-time Council</li> </ul>
Currently underway	<p>Review of Wards and Council representation initiated in January 2015.</p> <p>The City Clerk's Office has begun work on the Council directed Council Composition and Employment Status Review which will provide 3rd-part recommendations on the City's governance model (including representation review), ward boundary alignments and Council's remuneration and status. 2015 will see a project scope and charter developed which will lead to the issuance of an RFP to assist in informing a budget request for 2016.</p> <p>Following the completion of Food Vehicles review, Bylaw staff will begin a review of the City's Sign Bylaw related to Election signs later this year. This review will be completed as per Council direction on Bylaw reviews and will be conducted with input from Building and Clerks staff. Based on other reviews of this size, the review may take approximately 12 months to complete.</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Quality Services &amp; Customer Services (2)</b>	<ul style="list-style-type: none"> <li>• Clear Standards and Quality of Service levels</li> <li>• Improve capacity to link service standards and resourcing requirements to tax formula</li> <li>• Ability to compare service levels in sector</li> <li>• Ability to consider what services we should provide and what should be provided by community partners (what business should we be in?)</li> <li>• Customer Service standards throughout the Corporation (responding to inquiries, etc)</li> </ul>
Currently underway	A Citizens' First Strategy is planned to come forward to council in 2015. A Citizens' First and Customer Service Round Table is planned for 2015/16.
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Effective Team Leadership (Council and Management) (1)</b>	<ul style="list-style-type: none"> <li>• Ensure clarity of roles &amp; responsibilities of senior admin &amp; council and ability to work together as "leadership team"</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>• Leadership Charter and supporting work underway in Administration</li> </ul>

Focus Area:	Desired Outcome “The What”:
<b>Culture Strategy (1)</b>	<ul style="list-style-type: none"> <li>Develop Culture &amp; Tourism Strategy (including focus economic drivers)</li> </ul>
Currently underway	Strategic directions for culture are currently included within the City of Guelph's Parks, Recreation and Culture Master Plan. Much of what was recommended at that time has been completed. No culture strategy is planned for 2015 but staff will be undertaking a review of the City's current public art funding mechanism, as per requirement of the 2011 Public Art Policy.
Focus Area:	Desired Outcome “The What”:
<b>District Energy (1)</b>	District Energy as component of Business Development & Attraction; green economy.
Currently underway	District Energy, a key component of the Community Energy Initiative, has established a strategic direction through the development of the Strategic District Energy Plan (DESP). The Plan has been presented to the board of the Guelph Municipal Holdings Inc. (GMHI) who have endorsed it in principle. Envida Community Energy, a company within GMHI, has been the early developer of district energy projects toward the ultimate goal of a thermal energy utility as defined in the DESP. Projects implemented to date include the Galt District Energy System that is providing thermal services to the Sleeman Centre and is connecting to the Tricar II development (RiverHouse) in late 2015, early 2016.
Focus Area:	Desired Outcome “The What”:
<b>Support for Seniors (transit, traffic, facilities, engagement, housing) (1)</b>	<ul style="list-style-type: none"> <li>Develop comprehensive supports for seniors to ensure age-friendly community</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>Older Adult Strategy</li> </ul>
Focus Area:	Desired Outcome “The What”:
<b>Programs for Youth (jobs, opportunities, attracting good employers, working with the education industry) (1)</b>	<ul style="list-style-type: none"> <li>Need to continue to develop programs for Youth (especially ages 12-18)</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>Youth Strategy</li> </ul>
Focus Area:	Desired Outcome “The What”:
<b>Enhanced Local Government (communication, effective 2-way dialogue, city employees/city ambassadors) (1)</b>	<ul style="list-style-type: none"> <li>Improve communication, public engagement</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>Open Government Action Plan – initial funding approved by council in 2015.</li> <li>There is an existing Roundtable with community leaders working on the implementation of the Council approved Action Plan. A communications Roundtable is also planned for 2015/16.</li> <li>Conversations with Local Immigration Partnership and community stakeholders to introduce "Diversecity" to increase diversity on City committees and Council.</li> </ul>
Focus Area:	Desired Outcome “The What”:

<b>GMHI (1)</b>	<ul style="list-style-type: none"> <li>Utilize GMHI to leverage assets and financial opportunities</li> </ul>
Currently underway	<p>Guelph Municipal Holdings Inc. (GMHI) is in third full year of operation. In 2013, GMHI's main activity was focused on the amalgamation of the Guelph Hydro Inc. (and its affiliates Envida Community Energy and Guelph Hydro Electrical Systems Inc.- GHESI) with GMHI. This brought the governance of Envida and GHESI directly under GMHI. In late 2014 and 2015, the board itself appointed 5 new members, three at-large appointments and two appointments from City Council as Shareholder. Also in this time period and CEO was appointed. Lastly Council approved the development of a company under GMHI called DevCo which will facilitate the leveraging of city assets in support of city-building objectives. Major activities currently underway are the ongoing development of District Energy systems of in the downtown and Hanlon Creek Business Park. Also underway are the development of applications to the Independent Electricity System Operator for the additional local energy generation via Combined Heat and Power Systems. GMHI also continues to develop clarity in its strategic direction with supporting business and financial plans.</p>
<b>Focus Area:</b>	<b>Desired Outcome “The What”:</b>
<b>Balanced Development (1)</b>	<ul style="list-style-type: none"> <li>Ensure that our growth policy and plans are balanced and not solely driven by intensification</li> </ul>
Currently underway	<ul style="list-style-type: none"> <li>The City’s growth management strategy has been established through our Growth Plan Conformity amendment, OPA 39, which is in full force and effect, and the Official Plan Update, OPA 48, which has been approved by the province and is currently under appeal at the Ontario Municipal Board. The planning timeframe for the new Official Plan is 2031, and among other things it establishes a policy framework to achieve a balanced mix of intensification and greenfield development and includes the specific targets of 40% intensification and 60% greenfield for new residential development, in accordance with the requirements of the Growth Plan.</li> <li>Provincial Co-ordinated (Four-Plan) Review (announced March 2015): Staff are preparing comments using the province's discussion guide for the Four-Plan Review which includes a review of Places to Grow. A report will be prepared and presented to Council in June 2015 outlining comments for round one of the consultation on the co-ordinated plan review. Phase 2 of the review is anticipated to be released by the Province in late 2015 (timing to be determined by Province). At that time, staff will review and comment on any proposed amendments as issued by the Province through a report to Council.</li> </ul>

**Background - Shared Agenda Workshop 2 Summarized Data - Feb. 19, 2015**

	All Items Discussed (# mentions)	Common Ground (> or = 4)	Shared Interest (2-3)	Unique Interests
1	Downtown Parking (6 )	Downtown Parking (6)	South End (Secondary Plan and Rec Centre) (2)	Electorate Review and Reform (including sign by-law review) (1)
2	Trails, Sidewalks, Connectivity (active transportation network) (6)	Trails, Sidewalks, Connectivity (active transportation network) (6)	Infrastructure Investments (Sidewalk repairs) (3)	Effective Team Leadership (Council and Management) (1)
3	Transit Improvements (6)	Transit Improvements (including affordable bus pass with master plan for transit fees) (7)	Affordable Housing (reserve and low price development) (2)	Culture Strategy (1)
4	Traffic Flow, Speed Limits and School Zones (4)	Traffic Flow, Speed Limits and School Zones (4)	East End (Commercial, York Road, Guelph Innovation District) (2)	District Energy (1)
5	Taxation (4)	Taxation (4)	Brownfields Redevelopment IMICO (2)	Dolime Quarry (water security) (1)
6	Business Attraction and Job Retention (3)		Urban Design Guidelines (residential) (2)	Support for Seniors (transit, traffic, facilities, engagement, housing) (1)
7	South End (Secondary Plan and Rec Centre) (3)		Tree Canopy (planting, emerald ash borer, and maintenance)(2)	Programs for Youth (jobs, opportunities, attracting good employers, working with the education industry) (1)
8	Infrastructure Investments (2)		Downtown Improvements (new library) (4)	Enhanced Local Government (communication, effective 2-way dialogue, city employees/city ambassadors) (1)
9	Affordable Housing (reserve and low price development) (2)		Business Attraction and Job Retention (3)	GMHI (1)
10	East End (Commercial, York Road, Guelph Innovation District) (2)		Quality Services & Customer Service (2)	Balanced Development (1)
11	Brownfields Redevelopment IMICO (2)			
12	GMHI (1)			
13	Urban Design Guidelines (residential) (2)			
14	Tree Canopy (planting, emerald ash borer, and maintenance)(2)			
15	Sidewalk Repairs (1)			
16	Electorate Review and Reform (including sign by-law review) (1)			
17	Quality Services (1)			
18	Effective Team Leadership (Council and Management) (1)			
19	Culture Strategy (1)			
20	District Energy (1)			
21	New Library (1)			
22	Dolime Quarry (water security) (1)			
23	Customer Service (1)			
24	Support for Seniors (transit, traffic, facilities, engagement, housing) (1)			
25	Programs for Youth (jobs, opportunities, attracting good employers, working with the education industry) (1)			
26	Enhanced Local Government (communication, effective 2-way dialogue, city employees/city ambassadors) (1)			
27	Balanced Development (1)			
28	Affordable bus pass with master plan for transit fees (1)			
29	Downtown Improvements (3)			

	New	Underway
<b>Common Ground (&gt;4)</b>	<ol style="list-style-type: none"> <li>1. Taxation (Service Review Plan)</li> </ol>	<ol style="list-style-type: none"> <li>1. Downtown Parking</li> <li>2. Trails &amp; Connectivity</li> <li>3. Transit Improvements</li> <li>4. Traffic Flow, Speed Limits &amp; School Zones</li> <li>5. Taxation (tax formula and value for money audit plan)</li> </ol>
<b>Shared (2-3)</b>		<ol style="list-style-type: none"> <li>1. South End (Secondary Plan &amp; Rec Centre)</li> <li>2. Infrastructure Investments</li> <li>3. Affordable Housing</li> <li>4. East End (Commercial, York Road, Guelph Innovation District)</li> <li>5. Brownfield Development (IMICO)</li> <li>6. Urban Design Guidelines (Residential)</li> <li>7. Tree Canopy (planting, emerald ash borer &amp; maintenance)</li> <li>8. Downtown Improvements &amp; Library</li> <li>9. Business Attraction &amp; Job Retention</li> <li>10. Quality Services &amp; Customer Services</li> </ol>
<b>Unique</b>	<ol style="list-style-type: none"> <li>1. Culture Strategy (including an economic focus)</li> <li>2. Council Leadership Charter</li> </ol>	<ol style="list-style-type: none"> <li>1. Electoral Review &amp; Reform (including sign by-law review)</li> <li>2. Support for Seniors</li> <li>3. Programs for Youth (Jobs, opportunities, attracting good employers, working with the education industry)</li> <li>4. Enhance Local Government (communication, effective 2-way dialogue, city employees/city ambassadors)</li> <li>5. GMHI</li> <li>6. District Energy</li> <li>7. Balanced Development</li> <li>8. Dolime Quarry</li> <li>9. Effective Team Leadership</li> </ol>