

COMMITTEE AGENDA



TO **Infrastructure, Development & Enterprise Committee**

DATE Tuesday, June 30, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

Infrastructure, Development and Enterprise Services – Council Shared Agenda Workplan

Al Horsman, Deputy CAO, Infrastructure, Development and Enterprise

Recommendation:

1. That the Infrastructure, Development and Enterprise Services – Council Shared Agenda Workplan, be received.
2. That Committee input inform the next steps in the Council Shared Agenda Workplan process.

ADJOURN

Council Shared Agenda
Infrastructure, Development
and Enterprise Services
Committee Workshop
June 30, 2015

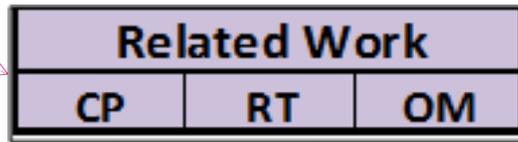
Shared Agenda Development (Recap)



Council Shared Agenda (CSA) Work Plans Understanding

Work Plans Explanation

DELIVERABLES	Related Work			Approved?	Total	CURRENT			2015			2016	2017	2018	Best Case Completion
	CP	RT	OM			Q1	Q2	Q3	Q4	Q1	Q2				
1) Parking Master Plan (incl financial strategy, revenue opp.)		YES	YES		YES	█	█	█	█	█	█				Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO	NO		NO	█	█	█	█	█	█				Q3/2017
3) Neeve St. Parkade Project (350 capacity)		YES	NO		NO	█	█	█	█	█	█				2020



OM:
Outstanding Motions

CP:
Corporate Priorities 2014+

RT:
Round Table Topics

Other Existing Priority Work

Corporate Priority 2014+	Round Tables	Council Shared Agenda (CSA)
FC-1 Council Well-being		
FC-2 Open Government Plan	Open Government	Enhance Local Government
FC-3 Council Strategic Planning Process Approach 2013+		
FC-4 Leadership Contract		Effective Team Leadership
FC-5 Citizens First / Customer Service Framework / Policy	Citizen First / Customer Services	Quality Services to Customer Services
FC-6 Technology Strategy	Technology	
FC-7 Corporate Identity		
FC-8 GMI		GMI
FC-9 Enterprise Framework		Business Development
FB-1 Talent Management		
FB-2 Tech - Applications		
FB-3 Tech - Infrastructure		
FB-4 Tech - Enterprise		
FB-5 Project / Program Management	Project and Program Management	
Audit & Business Performance Framework		
FB-6 IRI, OT Audit, Time Keeping Study		Service Reviews & Value of Money
FB-7 City of Guelph Communication Plan	Communications	
Corp Reputation Mgmt Framework, Issue Mgmt System, etc.		
FB-8 Intergovernmental Action Plan Framework	Intergovernmental Advocacy	
Tax Supported Operating Budget Framework	Budget	Taxation, Tax Formula
Compensation Framework, Multi-yr Tax Supported Op Budget		
FB-9 Infrastructure / Asset Management Framework	Asset Management	Infrastructure Investments
FB-10 Strategic & Structured Asset Reserve Strategy		
GMI Key Projects (District Energy)		District Energy
FB-11 District Energy, GMI / CSA Alignment		
GMI Key Projects		
FB-12 Parking Dev't BC, Baker St Cluster Dev't, OT Bull Farm Storage Manual		OT Parking, Affordable Housing, Business Dev't, South End Rec Centre, East End, Brimfield, Transit Improvements
FB-13 South End Community Centre Business Case		
Planning for Growth Projects		
FB-14 GID Dev't Strategy, GID Secondary Plan, Housing Strategy, Reg Transportation Strategy		
	Policy Coordination	
	People	
	Administrative Improvements	

FC Frame Changer
FB Foundation Builder
FP Enabler Project
 Corp Priority Projects that are listed in CSA and / or Round-tables

Work Plans Explanation

DELIVERABLES	Related Work			Approved?			CURRENT			2015		2016	2017	2018	Best Case Completion
	CP	RT	CM	Total	IS	Stac	Stage	Est	Factor	Q3	Q4				
1) Parking Master Plan (incl financial strategy, revenue opp.)		YES	ES		YES				96	1) Develop Funding Strategies, timeline and comm eng plan (Mar - May)	2) Refresh 2009 Design Bid specs, eng assessment, permits (May-Sep)	1) Council (Sep)			Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO	NO		NO				96		2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Q3/2017
3) Neeve St. Parkade Project (350 capacity)		YES	NO		NO				96	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.		3) \$		Online (Q3/17)	2020

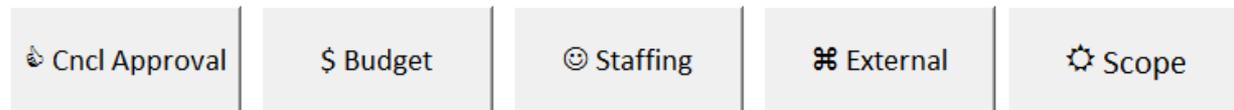
Approved?		
\$	Total	😊
YES	60K	YES
NO	TBD	NO
REJ	5K	YES
N/A	0	YES

YES: Staff secured
NO: Capacity issue

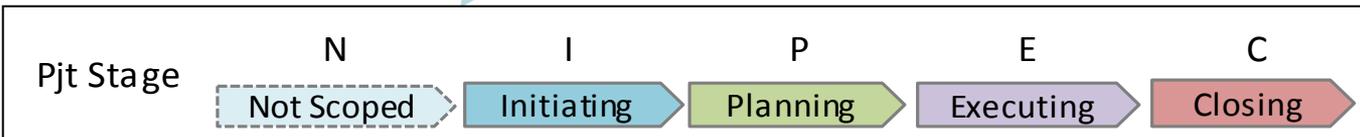
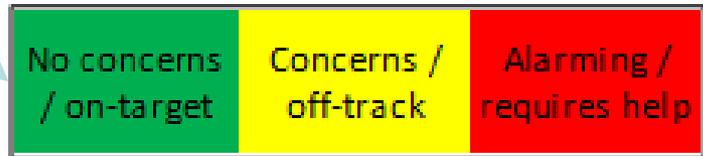
YES: Approved
NO: Not yet Approved (it may be in forecast)
REJ: Rejected in the past (asking again)
N/A: Not Applicable (additional capital fund not required)
TBD: To Be Determined

Work Plans Explanation

DELIVERABLES	Related Work			Approval?			CURRENT			2015		2016	2017	2018	Best Case Completion	
	CP	RT	CM	\$	Total	ES	Status	Stage	Eval	Q3	Q4					
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES		YES	■	I	100%	1) Develop Funding strategies, timeline and comm eng plan (Mar - May)	2) Refresh 2009 Design Bid specs, eng assessment, permits (May-Sep)	1) Council (Sep)			Q3/2015	
2) Wilson St. Parkade Project (350 capacity)	YES	NO	NO	NO		NO	■	I	100%	2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)	Q3/2017	
3) Neeve St. Parkade Project (350 capacity)			NO	NO		NO	■	I	100%	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.			3) \$	Tender & Design Build (Q1) Select Contractor (Q2)	Site Constructions (Q3/2018-2020)	2020



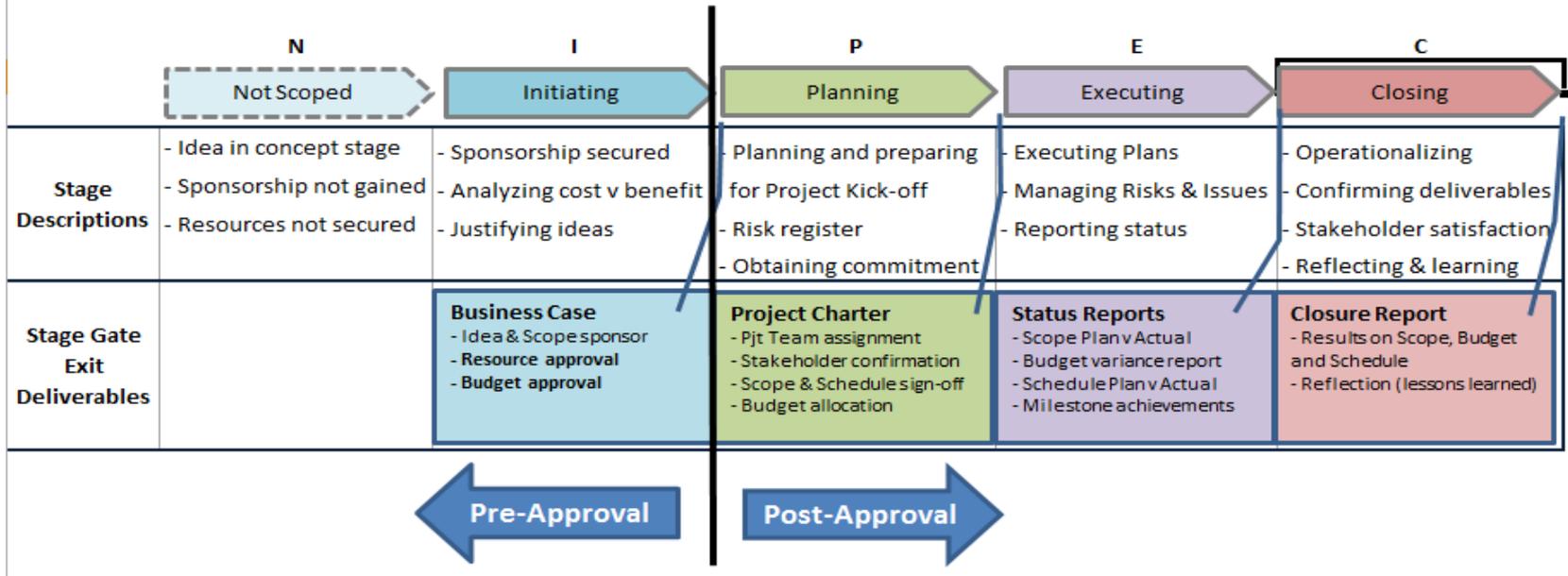
Any factors critical for the project to move forward



Work Plans Explanation

DELIVERABLES	Related Works			Approved?		CURRENT			2015		2016		2017		2018		Best Case Completion
	CP	RT	OM	\$	Total	Status	Stage	Exit	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES	YES	I		100%	1) Develop Funding Strategies, timeline and comm plan (Mar-May)	2) Refresh 2009 Design Bid specs, eng assessment, permits (May-Sep)	1) Council (Sep)						Q3/2015
2) Wilson St. Parkade Project (350 capacity)	YES	NO		NO	NO	I		100%		2) Comm Eng (July/Aug)	2) \$	Tender & Design Build (Q1)	Site Constructions (Q3/2016 ~ Q3 /2017)	Online (Q3/17)			Q3/2017
3) Neeve St. Parkade Project (350 capacity)			YES	NO	NO	I		100%	3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.		3) \$		Tender & Design Build (Q1) Select Contractor (Q2)	Site Constructions (Jan 2018-2020)			2020

Project Stage Gate Descriptions & Gate Exit Deliverables



Note for incomplete information or where confirmation is required

Project Closed and in Operation

Ongoing Operational Duty (not a project)

Infrastructure, Development and Enterprise Services Committee Work Plans Highlights

Draft Council Shared Agenda

Standing Committees

PS CS IDE GOV AUD

PS	CS	IDE	GOV	AUD
Trails & Connectivity	Taxation	Downtown Parking	Effective Team Leadership	Value for Money Audits (service reviews)
Transit Improvements	Infrastructure	Traffic flow, Speed Limits & School Zones	Enhance Local Government	
South End Rec Centre	Quality & Customer Services	Clair-Maltby (a.k.a. South End) Secondary Plan	GMHI	
Tree Canopy	Electoral Reviews & Reform	Affordable Housing	Dolime Quarry (intergov)	
Culture Strategy		East End	Business Performance Framework (continuous improvement)	
Support for Seniors		Brownfield Re-development (IMICO)		
Programs for Youth		Urban Design Guidelines		
		Downtown Improvements & Library		
		Business Retention & Expansion		
		Business Performance Framework		
		GMHI		
		Balanced Development		

	New	Underway
Common Ground (>4)	1. Taxation (Service Review Plan)	1. Downtown Parking 2. Trails & Connectivity 3. Transit Improvements 4. Traffic Flow, Speed Limits & School Zones 5. Taxation (tax formula and value for money audit plan)
Shared (2-3)		1. South End (Secondary Plan & Rec Centre) 2. Infrastructure Investments 3. Affordable Housing 4. East End (Commercial, York Road, Guelph Innovation District) 5. Brownfield Development (IMICO) 6. Urban Design Guidelines (Residential) 7. Tree Canopy (planting, emerald ash borer & maintenance) 8. Downtown Improvements & Library 9. Business Attraction & Job Retention 10. Quality Services & Customer Services
Unique	1. Culture Strategy (including an economic focus) 2. Council Leadership Charter	1. Electoral Review & Reform (including sign by-law review) 2. Support for Seniors 3. Programs for Youth (Jobs, opportunities, attracting good employers, working with the education industry) 4. Enhance Local Government (communication, effective 2-way dialogue, city employees/city ambassadors) 5. GMHI 6. District Energy 7. Balanced Development 8. Dolime Quarry 9. Effective Team Leadership

1) Downtown Parking

Key Deliverables:

- 1) Parking Master Plan
- 2) Wilson Street Parkade Project
(350 capacity)
- 3) Neeve Street Parkade Project
(250 capacity)

2) Traffic Flow, Speed Limits & School Zones

Key Deliverables:

- 1) Speed limits & school zones
- 2) Traffic flow – Regional Traffic Study
- 3) Traffic flow – West End traffic flow
- 4) Feasibility Study – Elmira connection to Wellington Rd 124
- 5) Traffic light synchronization

3) Clair-Maltby (a.k.a. South End) Secondary Plan

Key Deliverables:

- 1) Clair-Maltby Secondary Plan development & amendments to Official Plan

Dependencies:

- OMB matters around operating plan

4) Affordable Housing

Key Deliverables:

- 1) Affordable Housing Strategy
- 2) Affordable Housing Reserve Analysis

5) East End

Key Deliverables:

- 1) York Road Environmental Assessment Addendum
- 2) GID Secondary Plan Implementation

6) Brownfield Redevelopment (IMICO)

Key Deliverables:

- 1) Dispose Property
- 2) Pilot for future Corporate Asset Management Strategy

7) Urban Design Guidelines (Residential)

Key Deliverables:

1) Urban Design Action Plan Update

8) Downtown Improvements & Library

Key Deliverables:

1) Baker Street Development

9) Business Retention & Expansion

Key Deliverables:

- 1) Proactive business retention program
- 2) ICI lead handling and rapid response protocol

10) Business Performance Framework

Key Deliverables:

- 1) Integrated Operational Review (IOR)
 - a) Process Mapping,
 - b) Customer Services / Web strategy,
 - c) IOR Tech Implementation Plan)

11) GMHI

(City to enable & collaborate)

Key Deliverables:

- 1) DevCo Strategic Framework
- 2) District Energy Financial Strategy

11) Balanced Development

Key Deliverables:

- 1) Balanced range and mix of housing types and densities

Infrastructure, Development and Environment Summary

Observations / Considerations:

- Many projects are interrelated
- Some projects are large enough to be programs spanning multiple years

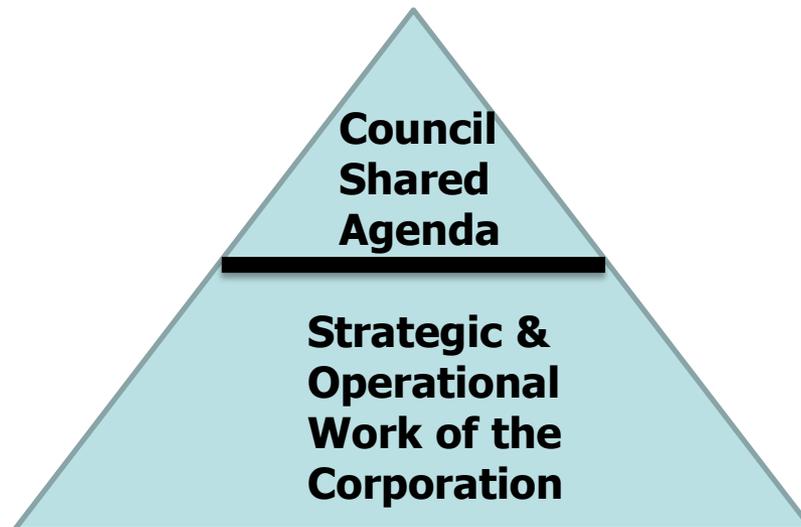
Dependencies:

- Staff capacity
- Funding
- External Stakeholders
- Changing market conditions

Summary & Next Steps

Summary

- Many shared agenda items have dependencies within and across Service Areas
- The shared agenda items represent only a portion of the Service Areas workplan



Discussions

1. Points of Clarification

2. Discussions

- Confirm Deliverables
- Confirm Timelines

Next Steps

1) Capital Budget Workshop July 28

- Timeline Planning on capital funded Council Shared Agenda work plans

2) Council Final Workshop Sep. 23

- Staff report for Council considerations to review the implications of suggested changes to the work plans from all committees
- Council approves the overall time line on Council Shared Agenda work plans

Recommendations

1. That the Infrastructure, Development and Enterprise Services Committee – Council Shared Agenda Workplan, be received.
2. That Committee input inform the next steps in the Council Shared Agenda Workplan process.

Council Shared Agenda (2015-2018) Overall High-level Work Plans (Current Status & Future Milestones)

OVERALL SUMMARY

Page 1



	Pjt Lead	Lead	Dept	2015			2016	2017	2018	Comp				
				Q2	Q3	Q4								
GOV	1	Effective Team Leadership / Council Leadership Charter	DavidG	CAO	Workshop Scoping & Costing	\$	Plan Workshop	Workshop (Sep-Dec)	Charter Revision	Sign-off	Put into practice / embedded into culture & operation			Q3/16
	2	Enhance Local Government	BarbS	CAO	Staff engagement	Priority Planning / Table selection	Priorities execution	Initial table close-off & lessons learned	Select Next tables	Table launches & activities			2020	
					Inform OGLTF, Council, CMT on OpGovPlan		Priorities Planning	MyGuelph live / Priorities execution						
	3	GMHI		CAO	Amended Shareholder agreement (Q2)	Undertaking Transition Goals (Q3/15-Q1/16)								
	4	Dolime Quarry (Intergovernmental)	BarbS	CAO	Mediation	Intergov report to Council	Planning	Strategy Implementation			TBD			
	5	Business Performance Framework (continuous improvement)		CAO	Report to Council (Project)	PMO Establishment		Due Diligence on Major Projects			2018			
AUD	1	Value for Money (Service Reviews)		CAO	Council Consideration of Staff Report on Service Rationalization (Q4)			TBD based on Council direction						
PS	1	Trails & Connectivity	KristineS / Kealy D	P&R / ENG	Speed River Trail West	Report	Trails Master Plan Update	Trail Master Plan Implementation						
					ATN Study		Report	Cycling MP update	Transportation Master Plan Update					
	2	Transit Improvements	Phil M	GT	Priority Pjt, Route review, Fare Review	\$	Priority Options, New Routes, Fare Boxes, New Fees				2018+			
					Only GO bus stops will be (sheltered)									
	3	South End (Rec Centre)	KristineS	P&R	Staff Report, June	Request for Expression of Interest (RFEOI)	Staff Report and budget request	Site Servicing Assessment and Design		Construction		TBD		
	4	Tree Canopy (planting, emerald ash borer & mtc)	MartinN	Forestry	Pest Mgmt, incl EAB. Plantable Spaces Analysis, inventory. Update Rpt.			Plantable Spaces Actions, Tree Risk Policy, Inventory		High Ash tree mortality, Tree Risk Policy	Green infras. valuation, urban tree by-law, Greening strategy, State of the urban forest report			
	5	Culture Strategy (incl an economic focus)	ColleenC	CTCI	Tourism Strategy Development. (Q2-Q4)			Tourism Strategy Execution			Culture Strategy. Scope and Strategic Goals			
							Public Art Policy Review	Staff Report	Culture Strategy Needs Assessment and CE					
6	Support for Seniors	KristineS	P&R	COALT	OAS Coordinator	Status Report	Working COALT subcommittees: (1) Community Support for health and well being, (2) Housing			Master Plan for OAS				
7	Programs for Youth (jobs, opportunities, etc.)	KristineS	P&R	Specific programming available	New programs	\$	New programs (fee and drop in, environmental, Safe Specs, High School Volunteers, STEPS) (Some of them depending on funding from HKC Provincial, construction of Skate Park, expansion of VRRRC)							

Council Shared Agenda (2015-2018) Overall High-level Work Plans (Current Status & Future Milestones)

OVERALL SUMMARY
Page 2



	Pjt Lead	Lead	Dept	2015			2016	2017	2018	Comp		
				Q2	Q3	Q4						
IDE	1	PeterC	BDE	Funding model comm eng	Council report	\$	Wilson St. Tender & Design Build	Wilson St. Site Construction s (Q3/16 - Q3/17)	Wilson online	Neeve St. Site Constructions	2020	
	2	KealyD	ENG	Ongoing: Monitor/review light synchronizations and speed limits			Transportation Master Plan					
				Identify/prioritize projects to improve interregional transportation			Est strategy to facilitate prov/mun transportation					
	3	ToddS	Pln	Develop Terms of Reference			Report to Council & RFP	Complete Secondary Plan and amend Official Plan			TBD	
				Note: Timing to complete secondary plan is TBD - project plan will be developed as part of the Terms of Reference								
	4	ToddS	Pln	Present state of housing and directions document to IDE/Council	Draft Strategy dev & reserve analysis		Develop & Implement Final Strategy				2016	
	5	ToddS	Pln	Complete business case			Execute GID Secondary Planz					
				Terms of Reference for EA Update			Complete EA Update					
	6	PeterC	BDE	Identify investor/options	Council approval	Close deal	Dispose property				2016	
	7	ToddS	Pln	Scope work /Hire Staff	Update Action Plan/Develop Urban Design manual		Approval	Operationalize manual				2017
	8	IanP	BDE	Align vision	Develop Business case			Approvals	\$ and Prepare RFP	Issue /Award RFP	Site Construction	2021
	9	PeterC	BDE	Complete Survey to understand business &			Ongoing Operational Duties - pilot rapid response protocol project & IOR Process ongoing improvement					
10	ToddS	Pln	IOR Process Mapping	IOR KPI Framework	New IOR Website		Ongoing Improvement					
11	RobK	BDE	Strategies Development (DevCo Framework & DE Financial Strategy)									
			DevCo entity crated (2014)	Operationalize DevCo (2015-2016)								
12	ToddS	Pln	Ongoing Operational Duty							N/A		
CS	1	JaniceS	FIN	Review and analysis		Implementation Planning	Implementation of approved projects and policies				TBD	
	2	Janice/Kealy/PeterB	IDE/FIN	Infrastructure gap analysis		Implementation Planning	Implementation of long term plan to address the infrastructure gap				TBD	
	3	Tara/Blair/BarbS	CS	CRM solution RFP and Customer First White Paper		Implementation Planning	Implementation of long term plan to address the infrastructure gap				TBD	
	4	StephO/DougG	Clrks / Bylw	Analysis and review, project charter, RFP, council approval			Implementation Planning and Public Communications		Enforcement		Q4 2018	

INFRASTRUCTURE, DEVELOPMENT & ENTERPRISE SERVICES

IDE - Council Shared Agenda (2015-2018) High-level Work Plans (Current Status & Future Milestones)

Status: ■ Active ○ Not Started ◆ On Hold ✓ Complete ⊠ Not this year

Critical Factor: ⌚ Cncl Approval \$ Budget ⊙ Staffing ⌘ External ⊙ Scope

Pjt Stage: N (Not Scoped) → I (Initiating) → P (Planning) → E (Executing) → C (Closing)

Note for incomplete information or where confirmation is required

Project Closed and in Operation

Ongoing Operational Duty (not a project)

CP: Corp Priority RT: Round Table OM: Outstanding Motions

ID	DELIVERABLES	Related Work			Approved?		CURRENT			2015			2016	2017	2018	Best Case Completion	
		CP	RT	OM	\$	Total	Status	Stage	Eval	Factor	Q2	Q3					Q4
1	1) Parking Master Plan (incl financial strategy, revenue opp.)			YES	YES		YES	■	I	⌘	1) Develop Funding Strategies, timeline and comm eng plan (Mar - May)						Q3/2015
	2) Wilson St. Parkade Project (350 capacity)	YES	NO		NO	13.4m	NO	■	I	⌘	2) Refresh 2009 Design Bld specs, eng assessment, permits (May-Sep)						Q3/2017
	3) Neeve St. Parkade Project (250 capacity)			YES	NO	10m	NO	■	I	⊙	2) Comm Eng (July/Aug)						
1	DT Secondary Plan (cannot be enabled without DT parking master plan)										3) Continued Discussion with GO and gain agreements on: finance model, capacity, logistics etc.						
	Economic Development (bottleneck to new DT business)			NO													
	Urban Design Streetscape Manual (incl on-street parking)	YES															
	Transportation Management Strategy (enhanced by DT parking)																
2	1) Speed limits & school zones (implemented in 2014)	NO		YES				✓	C	⊙	Project Closed and in Operation						
	2) Traffic flow - Regional Traffic Study	YES			YES	\$	YES	■	P	⊙	Identify/prioritize projects to improve interregional transportation (until Q3-2016)						
	3) Traffic flow - West End traffic flow	NO	NO					⊠	I	⊙	Part of Transportation Master Plan scheduled to be updated in 2016-2017						
	4) Feasibility study - Elmira Road connection to Wellington Rd 124	NO						⊠	I	⊙	NEW - not in current work plan - maybe can be part of Transportation Master Plan scheduled to be updated in 2016-2017						
	5) Traffic Light synchronization	NO						✓	C	⊙	Ongoing Operational Duty						
3	1) Clair-Maltby secondary plan and amendment to Official Plan	NO	NO		YES	\$	YES	■	I	⊙	IDE & council approvals						
	2) Develop Terms of Reference (Q3-2015 to end of Q1-2016) (establish project scope, timing and costs)																
4	1) Affordable Housing Strategy	YES	NO	NO	YES	~30K	YES	✓	C	⊙	Present State of Housing Report to IDE/Council						
	2) Affordable Housing Reserve Analysis			YES				■		⊙	Draft Affordable Housing Strategy						
5	1) York Rd Environmental Assessment Addendum	NO			YES	\$200K	YES	○	P	⌘	Develop Terms of Reference for EA Update						
	2) GID secondary plan Implementation	YES	NO		YES	\$50K	YES	◆	I	⌘	GID Plan is complete, but undergoing appeal						
6	1) Dispose Property	NO	NO	YES	PART	\$68K (\$177K)	YES	■	P	⌘	Extend tender to end July 2015						
	2) Pilot for future Corporate Asset Management strategy			YES	NO		NO	⊠	N	⊙	Select investor by Q3 2015						

